TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
REGULAR MEETING

9:00 a.m. (CT)
Friday, June 13, 2025

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

AGENDA

I.	Call to Order	Trustee Dakasha Winton Board Chair
II.	Roll Call/Declaration of a Quorum	Trustee Dakasha Winton Board Chair
III.	Welcome and Introductions	Trustee Dakasha Winton Board Chair
IV.	Adoption of Agenda	Trustee Dakasha Winton Board Chair
V.	Approval of Consent Agenda Items	Trustee Dakasha Winton Board Chair
	A. Approval of March 12, 2025, Finance Committee Meeting Minutes	
	B. Approval of March 13, 2025, Audit Committee Meeting Minutes	
	C. Approval of March 13, 2025, Student and Academic Affairs Committee Meeting Minutes	
	D. Approval of March 14, 2025, Board of Trustees Meeting Minutes	
	E. Approval of April 28, 2025, Student and Academic Affairs Committee Meeting Minutes	
	F. Approval of April 30, 2025, Board of Trustees Meeting Minutes	
VI.	Action Items & Reports	
	A. Appointment of Student Trustee (Action)	Trustee Dakasha Winton Board Chair

	B. Audit Committee Report and Recommendations	Trustee Dimeta Smith Knight Committee Chair
	1. Approval of the FY 25-26 Audit Plan (Action)	
	C. Finance Committee Report and Recommendations	Trustee Charles Traughber Committee Chair
	1. Approval of FY 25-26 Tuition and Mandatory Fees Increase (Action)	
	2. Approval of FY 24-25 Estimated Budget (Action)	
	3. Approval of FY 25-26 Proposed Budget (Action)	
	D. Governance and Governmental Affairs Committee Report	Trustee Terica Smith Committee Chair
	E. Student and Academic Affairs Committee Report and Recommendations	Trustee Jeffery Norfleet Committee Chair
	1. Approval of Low Producing Programs Action (Action)	Dr. Robbie Melton Provost
	2. Approval of Academic Program Modifications (Action)	
VII.	President's Report	Dwayne Tucker Interim President
VIII.	Board Chair's Report	Trustee Dakasha Winton Board Chair
IX.	Adjournment	Trustee Dakasha Winton Board Chair

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE:	June 13, 2025
ITEM:	Approval of Consent Agenda Items
RECOMMENDED ACTION:	Approval
PRESENTED BY:	Trustee Dakasha Winton, Board Chair

Background Information

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

March 12, 2025, Finance Committee Meeting Minutes

March 13, 2025, Audit Committee Meeting Minutes

March 13, 2025, Student and Academic Affairs Committee Meeting Minutes

March 14, 2025, Board of Trustees Meeting Minutes

April 28, 2025, Student and Academic Affairs Committee Meeting Minutes

April 30, 2025, Board of Trustees Meeting Minutes

Action

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

MOTION: I move to approve the minutes from the above-listed Board and committee meetings, as contained in the Board materials for the June 13, 2025, meeting.

Meeting of the Tennessee State University Board of Trustees
Finance Committee Meeting
March 12, 2025
Tennessee State University – President's Conference Room

MINUTES

Board Members Present: Trustees Charles Traughber, Jeffery Norfleet (virtual), and Dakasha Winton (virtual). Other Board members present: Trevia Chatman (virtual), Marquita Qualls, Dimeta Smith Knight (virtual), Artenzia Young-Seigler (virtual), Tyler Vazquez (virtual)

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

I. CALL TO ORDER

The Trustee Traughber called the meeting to order at 3:05 p.m.

II. ROLL CALL/DECLARATION OF A QUORUM

Board Secretary and General Counsel Ginette Brown conducted the roll call. The following committee members were present: Chair Winton, Trustees Traughber and Norfleet.

III. APPROVAL OF NOVEMBER 21, 2024, FINANCE COMMITTEE MINUTES

The minutes from the November 24, 2025, meeting of the Finance Committee were approved as submitted, with Trustee Norfleet making the motion and Chair Winton seconding the motion. The motion passed unanimously.

IV. GRANTS UPDATE

Trustee Traughber asked Jim Grady of Alvarez & Marsal to provide an update on the status of federal grants.

Mr. Grady reported that in February, Tennessee State University ("TSU") experienced disruptions to its federal grant funding. At that time, the university had approximately 70 active federal grants from USDA/NIFA, totaling $45 million. These grants were suspended, and the university was unable to draw down funds. On March 3, approximately $23 million of the suspended funds were restored. However, $22 million remains suspended, which includes about $1 million in undrawn expenses. Of the $23 million reinstated, $18 million is tied to a NIFA grant, with $14.4 million in remaining funds and $890,400 in undrawn expenses. Mr. Grady noted that if these grants are

reinstated within their period of performance, undrawn expenses would be eligible for reimbursement.

He then provided background on TSU's federal grant portfolio. The university currently has an available balance of approximately $115 million in federal grants that could be subject to future suspensions or freezes. These are multi-year grants, and data from Human Resources and Payroll indicates that 52 employees are fully funded by these grants, and approximately 112 employees are partially funded. The indirect cost recovery rate is approximately 15%, which could equate to a loss of $1 to $2 million.

To mitigate risk, TSU leadership paused all federal grant spending from February 28 to March 12 while the situation was assessed. Under President Tucker's leadership, the university's federal grants team has met daily to monitor the evolving situation and determine next steps. Based on internal discussions and feedback from federal offices, TSU has been informed that the $14.4 million NIFA grant will likely be suspended indefinitely. The university is currently identifying other grants and cost areas that may be impacted over the next 90 days.

Chair Winton asked whether the suspension of grant funding would require changes to faculty, staff, or programs. Mr. Grady responded that individuals tied to the impacted grants would remain in place over the next 90 days. General Counsel Brown confirmed that once a formal notice of suspension is received, the university would be required to provide 30 days' notice, thereby avoiding unnecessary financial obligations. President Tucker added that the university is preparing to meet this requirement in a timely manner.

Trustee Norfleet asked whether the affected grants would impact any scholarships or graduate assistantships. Mr. Grady stated that he was not aware of any impact to scholarships. President Tucker clarified that while no students would be affected this year, the changes would impact students next year. The impact includes 6 graduate assistants and 33 undergraduate students. General Counsel Brown stated that the university is currently exploring options to offset any related deficits.

Trustee Norfleet followed up with a question regarding the 52 fully funded employees, asking whether the suspension of the $14.4 million grant would directly affect them. Mr. Grady confirmed that it would.

Trustee Smith Knight asked whether employees are aware that their positions are tied to grant funding, and whether any were specifically hired for those grant-related roles. Mr. Grady confirmed that they were.

Trustee Traughber inquired about any lobbying efforts or coordination with other universities in similar situations. President Tucker responded that longstanding relationships in Washington, D.C., particularly in the agricultural sector, are being leveraged to assist in this matter. Additionally, he has spoken with several U.S. senators. While the discussions remain confidential, he assured the Board that the information being shared is both current and accurate.

V. STATE BUILDING COMMISSION UPDATE

Trustee Traughber asked Interim President Tucker to provide an update on the status of the State Building Commission.

Interim President Tucker began by highlighting the progress made since the last presentation in December. He emphasized the importance of maintaining credibility by following through on commitments and noted that cash flow projections remain consistent with previous reports. He spoke to the support provided by Tennessee Higher Education Commission ("THEC") in restructuring Financial Aid to improve student experience and perception of the university, as well as the ongoing audit support from TBR, which would be further detailed in the Audit Committee meeting the following day. He also mentioned efforts to rebuild the finance and accounting team with support from Mr. Grady and Alvarez & Marsal.

President Tucker explained that, following individual meetings with commission members, the administration tailored the final presentation to align with their priorities. The target figure of $544 million emerged from this process, which he believes is an appropriate estimate for the University's long-term sustainability plan.

Mr. Grady then provided a structured overview focused on three main areas: the funding need, TSU's proposed steps, and financial projections. He clarified that the initial $250 million was already appropriated by Governor Lee and the legislature, and TSU is requesting access to the remaining $150 million for deferred maintenance and, crucially, operational use to help the university bridge to sustainability.

Mr. Grady outlined a total deficit reduction plan ranging from $32 million to $37 million. The plan includes:

Scholarships: A targeted reduction of $18–$20 million by capping aid for new freshman classes beginning in the fall, while continuing to support existing recipients.

Personnel Costs: Savings of $11–$13 million, with a focus on reducing non-instructional and some instructional roles.

Non-Personnel Costs: Additional savings of $3–$4 million.

A deep dive into scholarship data showed that TSU's discount rate increased significantly in 2023, peaking at 50%. The forecast assumes a 20% cap on discounts for future freshman classes. Scholarship obligations are expected to decline from $32 million in 2025 to $13 million by 2027.

On academic staffing, the university is evaluating underperforming programs and optimizing faculty workloads.

Mr. Grady presented a five-year pro forma forecast, projecting a $95.7 million need through FY29. He stated TSU is expected to reach break-even or a positive margin by 2029–2030, positioning the university for long-term sustainability. Additional slides detailed the scholarship impact and future expense trends, aligning with the $544 million request.

Grady then reconciled the $151 million vs. $154 million figures. The discrepancy stems from how ARPA funds were counted. While TSU received $32.2 million in ARPA funding, the state valued the project at $35 million, resulting in a $3 million difference.

President Tucker clarified that this discrepancy was not due to an increase in the building's cost, but due to how the state assigned value to the reallocated funds.

President Tucker emphasized the importance of establishing a "bridge to sustainability" to reassure current and prospective students—as well as donors—that TSU will remain operational through graduation. He noted that financial uncertainty negatively impacts recruitment, retention, and fundraising efforts. He added that once the financial strategy is finalized, the university can begin communicating its improved position more publicly.

Trustee Young-Seigler questioned the ARPA funding discrepancy, and Mr. Grady said he would follow up with a more precise explanation.

Trustee Traughber asked how scholarship reductions might affect enrollment. Grady responded that while they had not conducted a specific study, historical data showed that in years like 2018–2020, TSU had 6,400 FTEs with significantly lower scholarship spending, indicating the university has operated under similar conditions before. President Tucker added that the goal is to reach a 20–25% scholarship cap. He acknowledged the challenges this poses for departments like Athletics but noted that other areas such as the band are already within this range. He also emphasized improved academic quality among incoming students.

Another trustee asked about the $250 million appropriation and whether delaying originally planned projects would create risks. Grady stated that TSU had consulted with the Facilities team, which believes current plans can carry the university through the next 12 months. However, longer-term needs would require further funding from the remaining $544 million, pending continued progress and demonstrated credibility.

President Tucker also addressed plans for a capital campaign, noting strong initial support with seven prominent individuals already committed to serving on the advisory board. He stressed the need to first finalize the financial framework, as many potential donors are hesitant to give without assurance of the university's stability. He also mentioned feedback from alumni who are willing to re-engage if improvements in communication and accountability are evident.

Trustee Young-Seigler asked whether the revenue forecast includes tuition and fee increases. Grady confirmed that a modest 3% tuition increase is built into the forecast and includes a shift toward a single out-of-state rate.

President Tucker concluded by discussing changes to the budget development process, moving away from a top-down approach. Beginning that week, individual cabinet-level budget meetings would begin. The process includes reviewing organizational charts to reduce unnecessary hierarchy and improve efficiency. The goal is to limit organizational layers and broaden spans of control, allowing for more strategic decisions about staffing and resource allocation. President

Tucker emphasized that this new process would help restore credibility and align TSU's budget structure with industry best practices.

VI. BUDGET VS. ACTUAL UPDATE

Mr. Jim Grady presented the Budget vs. Actual update. He walked through slides reflecting financial activity from July 1, 2024, through January 31, 2025, focusing on unrestricted E&G accounts.

He explained that while tuition and fees were budgeted at $80 million, actual recognized revenue is approximately $75 million, excluding adjustments for bad debt, which may reach $5–6 million by year-end. State appropriations appear higher due to the early disbursement of May and June payments in August. The ARPA funds total $32.23 million.

On the expense side, Mr. Grady noted that January represents 58% of the fiscal year. Salaries and wages were tracking slightly below that at 56%, which he said is reasonable. Operating expenses show greater variance due to timing and reconciliation of JLL invoices. He expects the final figures to remain on or under budget. Scholarships were budgeted at $35 million, with $30.6 million disbursed as of January. He projects a final amount near $33 million.

Mr. Grady then reviewed auxiliary operations, highlighting a variance in operating expenses tied to pending Aramark invoices. The university is resolving outstanding fall invoices and continues to process spring payments.

He discussed the June 30 balance sheet and clarified that monthly balance sheets offer limited insight due to year-end entries for capital assets, depreciation, and pension-related liabilities. As of June 30, current assets totaled $54 million, including $8 million in cash. Current cash is now between $35–37 million. Payables are under $4 million, all within 60 days. Accrued liabilities, totaling $9 million at year-end, were primarily related to payroll.

Trustee Smith Knight expressed appreciation for the update but asked whether some of the year-end entries, such as cash and liability breakdowns, could be estimated throughout the year as part of the accrual process. Mr. Grady responded that the current $35–37 million is entirely operating cash and confirmed that vendor liabilities have decreased significantly—down to $4 million from $14–16 million carried over from the previous year. He will follow up regarding estimates.

A trustee referenced a discussion from the November board meeting regarding forecasting challenges and asked if there has been improvement. Mr. Grady explained that the current team joined in June and worked from a pre-existing budget. A revised budget was submitted in October with further refinements. He noted that Tennessee allows for three reforecasts annually, which will support a more transparent and accountable budgeting process moving forward.

President Tucker emphasized that this was a condensed version of the report, given the late start to the current budget cycle. Mr. Grady confirmed that a recast budget will be presented in April with updated projections for FY 2025.

VII. TUITION UPDATE

Mr. Jim Grady provided the Tuition Update, beginning with a general financial overview. He noted that Spring enrollment has exceeded projections by approximately 600 students. Additionally, the Governor's FY2025 budget for higher education includes $52.8 million for TSU. Of that amount, TSU is slated to receive $1.7 million in new outcomes-based funding, as well as a partial salary pool funding of 2.6%. TSU will also receive $628,500 to address insurance premium adjustments, with other partial funding increases included in the budget. Moreover, TSU was awarded $2.3 million in capital maintenance funds for upgrades to building systems and equipment at the Avon Williams campus.

Mr. Grady emphasized the importance of this funding context when considering tuition increases. He presented a historical overview of tuition and fee increases across TSU and other public universities in the Local Government Institutions ("LGI") and University of Tennessee ("UT") systems, as shown in the accompanying presentation slides.

In November 2024, THEC adopted a preliminary tuition and fee increase range of 0% to 4% for FY2026. THEC had planned to finalize this range during its February 6–7, 2025 meeting, but the decision was deferred to a special-called session scheduled for March 19. Until that meeting, TSU is presenting this information for planning purposes only. Once THEC finalizes the range, TSU intends to convene a special Board meeting to vote on a proposed tuition and fee increase for FY2026.

Mr. Grady outlined the three-step framework for determining tuition increases:

1. Estimate the Total Funding Need, which includes:
    a. Funding for the university salary policy,
    b. Fixed cost inflationary increases, and
    c. Specific institutional needs.
2. Determine the level of student revenue required to meet that total funding need.
3. Translate the student revenue requirement into a per-credit-hour maintenance fee rate.

In terms of non-personnel inflation, TSU uses a blended metric derived from the Higher Education Price Index ("HEPI") and the Consumer Price Index ("CPI"). HEPI, which is more directly related to higher education costs, was 3.41%, while the CPI was 3.00%. Averaging the two yields 3.2%, of which only 80% (or 2.57%) is applied to encourage institutional efficiency. Mr. Grady discussed TSU's personnel costs.

Since the passage of the FOCUS Act in 2017, LGI institutions have had the authority to set their own out-of-state tuition rates, which are not subject to THEC's binding range. While Tennessee Code does not mandate separate rates for in state and out-of-state students, it clearly allows for differential pricing based on residency.

TSU currently maintains three out-of-state tuition categories:

1. Standard Out-of-State (Full Freight) Rate: $11,727/semester

2. Scholar Rate: $8,991/semester
3. 250-Mile Radius Rate: $7,491/semester

These rates are based on a 15-credit-hour semester, consistent with THEC's standard methodology.

Mr. Grady then reviewed how TSU's out-of-state rates compare to peer institutions. He reviewed scenarios and reviewed a five-year model.

Mr. Grady next presented a summary of non-mandatory course fees, including proposed changes based on departmental requests. The only fee significantly higher than peer averages was the biology lab fee. No increase is proposed for meal plans. A 4% increase is recommended for housing rates in FY2026. Mr. Grady reiterated that this presentation is informational only, and no Board action is required at this time. A special meeting will be called once THEC finalizes the binding tuition range.

President Tucker confirmed that benchmarking showed TSU's proposed non-mandatory fees are consistent with peer institutions, aside from the biology lab. He noted that the Board could choose to vote on tuition changes during the June meeting, as done previously.

A trustee inquired about how the "calculation of need" factors in state and federal funding. Mr. Grady clarified that the tuition model presented only includes revenue from tuition and fees—it excludes state appropriations and federal funding.

Further discussion took place about the financial impact of implementing a blended rate. Mr. Grady referred to Scenario 1, where in-state tuition increases by 4% and out-of-state rates are reduced to $8,000. He noted this scenario would lead to a significant revenue reduction—potentially several million dollars—due to the drop from the standard out-of-state rate of $11,727.

VIII. SCHOLARSHIP PROPOSAL UPDATE

Mr. Jim Grady provided an update on the Scholarship Proposal. He began by revisiting the historical context of institutional aid and discounting practices, referencing the chart provided, in which the sky blue represents institutional aid, and the dark blue indicates net tuition revenue. He noted that in Fiscal Year 2019-2020, enrollment was approximately 6,495 students, and institutional aid was about $9.5 million.

Mr. Grady explained that during the COVID-19 pandemic, particularly in FY2021–2022, the institution utilized Higher Education Emergency Relief Fund ("HEERF") resources, represented in the dark blue section. Following the expiration of HEERF funds in FY2023—and in conjunction with a sharp increase in enrollment—institutional aid rose significantly, comprising nearly 50% of total tuition revenue from FY2023 through FY2025. Despite recent enrollment declines in FY2024–2025, the level of institutional aid remained flat, contributing to the university's current budgetary challenges. He referenced a previous THEC presentation which included a comparative analysis with LGIs and reiterated the plan to cap institutional aid at 20% as shown in the Pro Forma.

Mr. Grady stated that actual scholarship expenditures for the current fiscal year are projected to total $33 million. H reviewed more specific scholarship data.

For FY2026, Mr. Grady reviewed the 20% scholarship cap for first-time freshmen. He explained that the gross tuition and fee projection for the incoming freshman class (Fall 2025) is $12 million, resulting in a scholarship cap of approximately $2.4 million for that group. The total scholarship budget reflected in the pro forma is $26 million, which accounts for both continuing commitments (i.e., awards to current upperclassmen) and the 20% cap for incoming students. The existing aid commitments total approximately $14 million.

Mr. Grady reviewed enrollment assumptions for Fall 2025, estimated between 950 to 980 first-time freshmen. If enrollment exceeds projections, the total available scholarship pool would increase accordingly. He noted that scholarship awards began as early as November–December, and the university is working to reconcile offered awards with the pro forma budget. The chart provided illustrates the running total of offered amounts, forecasted obligations, and remaining budget.

President Tucker stated that as of the current meeting, institutional scholarships are estimated to comprise 25% of tuition and fees—an improvement from the previous 50% but still above the 20% target. He acknowledged the challenge ahead and emphasized the need for further reductions, estimating that approximately $600,000 in additional cost offsets would be needed to reach the goal.

Trustee Smith Knight asked whether the scholarship figures include all aid or are limited to tuition and fees. Mr. Grady clarified that the discussion focused on unrestricted, unfunded scholarships provided through institutional discounting. If foundation or third-party resources are used, those would be considered separately.

A trustee inquired whether housing and food are included in these awards. Mr. Grady confirmed that the figures under discussion do not include room and board, and that the prior trustee's understanding was accurate.

IX. INSTITUTIONAL ADVANCEMENT REPORT

Dr. LoLita Toney provided the Institutional Advancement update. She began by noting that the university has raised approximately $4.3 million to date, against a fiscal year goal of $10 million. While this leaves a gap of about $5.6 million, she emphasized that despite the challenges outlined by President Tucker, the university is on track to exceed giving totals from prior years. Before her arrival, annual giving typically hovered around $5 million. Although the $10 million goal may not be met, current projections indicate the university is likely to reach approximately $6 million.

Dr. Toney reported that the primary area of decline has been in corporate and foundation giving. Her team is working diligently to rebuild trust and reassure partners about the future direction of TSU, emphasizing that their investment remains both valuable and impactful. She noted that

ongoing donor engagement efforts continue, including personal notes from the President, regular meetings, and active stewardship.

One significant highlight is an increase in alumni giving—the first such increase since fiscal year 2019. For the past several years, alumni giving had been trending downward. The current upward trend is an encouraging signal of renewed faith and commitment from alumni. Dr. Toney noted that several alumni have made substantial contributions, including first-time gifts in the $20,000 to $25,000 range. Dr. Toney and President Tucker have engaged alumni through travel and outreach events in cities such as Memphis and Chicago. These engagements have yielded positive feedback and strong indications of support, even among major donors.

Dr. Toney also addressed the need for a development software platform to streamline fundraising operations.

Trustee Qualls asked a follow-up question from the November meeting concerning the structure of the alumni association. She noted that some alumni are affiliated with chapters while others are not. She requested a review of the alumni association model, including examples from other institutions, to explore ways TSU might better connect with its entire alumni base. Dr. Toney responded that President Tucker shares this concern, and they have discussed alternative models, as several universities have moved away from the traditional structure. Trustee Qualls requested a study and report on a potential new model to be presented at the June meeting.

Trustee Young-Seigler asked about a reported $620,000 year-over-year decline and inquired about historical trends in corporate and alumni giving. Dr. Toney responded that she has tracked these trends and previously shared the data with President Tucker. She noted that fiscal year 2021 saw a spike in corporate and foundation giving due to gifts from organizations such as FedEx, HCA, and Amazon. However, corporate giving began to trend downward in subsequent years, while alumni giving had declined since FY2019—until the recent improvement.

Trustee Traughber requested visual data to accompany future reports, including charts reflecting trends over five to ten years. He emphasized the importance of understanding the University's financial trajectory, particularly in light of President Tucker's broader institutional advancement strategy. He also asked whether there were any organizational gaps that could hinder fundraising success.

Dr. Toney replied that acquiring the development software is a critical step, as current systems do not allow her team to run reports independently. Instead, they must rely on another department for data access. The new system would eliminate that dependency and enhance their ability to respond to data requests. She also noted that staffing remains a challenge. The office lacks a dedicated annual fundraiser and a prospect researcher. Currently, Dr. Toney and two other staff members handle fundraising, prospect research, and stewardship. She indicated that a capital campaign would require staffing expansion rather than a traditional launch, and this request will be brought forward during upcoming budget discussions.

Trustee Traughber recommended that an organizational chart be provided to better illustrate staffing gaps and inform planning for the capital campaign. President Tucker agreed and confirmed that the chart would be shared.

Trustee Smith-Knight asked whether colleges and departments conducting independent fundraising efforts report to the Office of Institutional Advancement. Dr. Toney explained that while those units do not report directly to her office, there is collaborative coordination. For example, her team has worked with Dr. Melton and department heads on efforts involving Amazon, Regions Bank, and other partners. These collaborations involve multiple units across the university, including Career Services, Athletics, and Media Relations. Her office serves a central coordinating role and engages with IT to manage gift conflicts or overlaps.

Trustee Young-Seigler asked how gifts are categorized, particularly when a donor specifies a gift to a particular foundation account. Dr. Toney responded that all philanthropic gifts are processed through the TSU Foundation. Donors make checks payable to the Foundation with a memo indicating the designation—e.g., Bradley Scholarship, Alumni Fund, or Unrestricted. All such contributions are recorded accordingly.

Trustee Young-Seigler followed up to confirm whether all private dollars flowing into the Foundation are included in the Institutional Advancement gift totals. Dr. Toney confirmed that they are.

X. ADJOURNMENT

Trustee Traughber moved to adjourn, with the motion seconded by Trustee Winton. A roll call vote was taken, with Trustees Traughber, Winton, and Norfleet voting in favor of the motion. The meeting was adjourned.

Meeting of the Tennessee State University Board of Trustees
Audit Committee
March 12, 2025
Tennessee State University – The Farrell Westbrook Complex (the "Barn")

MINUTES

Committee Members Present: Trustees Dimeta Smith Knight (Committee Chair), Charles Traughber (virtual), Marquita Qualls, and Dakasha Winton. Other Board members present: Trustees Jeffery Norfleet, Terica Smith, and Artenzia Young-Seigler

University Staff Present: Interim President Dwayne Tucker; Ginette Garza Brown, Interim General Counsel and Board Secretary; Dr. Renée Forbes-Williams, Director of Internal Audit; Jim Grady, A&M Consultant; Ingrid Gardner; Angela Mills, Interim Associate VP of Public Relations and Communications; Cynthia Howell, Vice President of Business and Finance

I. CALL TO ORDER

The Committee Chair Dimeta Smith Knight called the meeting to order at 1:06 p.m.

II. ROLL CALL/DECLARATION OF A QUORUM

Committee Chair Dimeta Smith Knight declared that a physical quorum was not present and moved that electronic participation by a quorum was necessary, which was approved. Committee Secretary conducted the roll call. The following committee members were present: Trustees Dimeta Smith Knight, Marquita Qualls, Charles Traughber, and Dakasha Winton.

III. APPROVAL OF THE NOVEMBER 22, 2024, AUDIT COMMITTEE MEETING MINUTES

The minutes from the November 22, 2024, meeting of the Audit Committee were approved as submitted, with Chair Winton making the motion and Trustee Qualls seconding the motion. The motion passed unanimously by roll call vote.

IV. REPORT ON EXTERNAL AND INTERNAL AUDITS

Committee Chair Smith Knight next asked Director of Internal Audit Renée Forbes-Williams to provide a report on Internal and External Audits.

Dr. Forbes-Williams began with the external audits. She reported that the FY2023 financial statement audit, conducted by state auditors, has completed its fieldwork and is now in the final stages, with the report expected to be released in April. She then discussed the FY2024 Single Audit, noting that there were four repeat findings. Management comments have been received and will be included in the FY2024 State of Tennessee Single Audit Report, which is scheduled for

publication in late March. She added that the FY2024 financial statement audit is on track and is anticipated to be completed by June.

Dr. Forbes-Williams then turned to the internal audit of the Office of the President, covering the period from July 1, 2023, to June 30, 2024, under former President Glenda Glover. She explained that the audit was conducted to ensure compliance with Tennessee Code Title 49, Chapter 7, and with institutional policies related to expenses. She directed trustees to page 14 of the board materials for detailed information. The report identified total presidential expenses of $1,144,929, broken down as follows: $1,078,611 from institutional funds, $6,263 from the foundation, and $60,055 from external sources. Additional expenses included housing costs and athletic tickets. She noted that there were no findings. However, there was a year-over-year increase of $127,827, which represents an 11% increase compared to the prior year.

A trustee presented the question of who is included under "Salary and Benefits" in the President's Office. Dr. Forbes-Williams responded that the category includes two executive assistants, the executive to the president, and possibly the chief of staff, though she was not entirely certain. She stated that these financials should be tracked by General Accounting rather than the Budget Office.

Another trustee asked about the average year-over-year increase in presidential expenses. Dr. Forbes-Williams said that the Budget Office has historically tracked that information and that she would follow up. She emphasized again that this reporting should fall under General Accounting moving forward.

Trustee Qualls asked why housing maintenance costs were reported separately from facilities. Dr. Forbes-Williams explained that while JLL is the contracted provider for facilities operations, the housing-related maintenance expenses in this report fall directly under the President's Office and not under JLL's scope.

President Tucker inquired about Schedule V, asking whether the charges listed should have been recorded under the Foundation. Dr. Forbes-Williams clarified that the charges were related to Nissan Stadium, and that these types of charges occur annually because the university's financial books are closed before those expenses are finalized.

A trustee asked whether the Foundation's payment process is different from the University's. Dr. Forbes-Williams explained that while the processes are separate, they are not coded separately in the system. She concluded by recommending that future conversations related to executive financial reporting continue under the oversight of General Accounting.

V. REPORT ON INTERNAL AUDIT PLAN STATUS

Committee Chair Smith Knight next asked Director of Internal Audit Dr. Renée Forbes-Williams to provide a report on the Internal Audit Plan Status.

Dr. Forbes-Williams began by referencing the Internal Audit Plan for the fiscal year ending June 30, 2025, noting updates as of March 2025. She explained that items highlighted in purple on the plan reflect recent changes, including the addition of Cash Advance to the Travel Card

Transactions review. As a result, project dates were extended. She also noted that the Quality Assessment Review (both external and internal) would be reserved for discussion during Executive Session. Regarding the Conflict-of-Interest audit, she reported that although the original goal was to complete it by November 2024, the team did not finalize the work until January 2025.

Dr. Forbes-Williams further explained that the hours allocated to the audit plan were adjusted. Specifically, the Quality Assessment Review was removed for this year, decreasing that project's hours to 990. However, the total planned hours for the full audit plan increased from 3,915 to 4,415 due to additional time allocated to other projects.

Committee Chair Smith Knight asked whether there is a formal system or framework in place to support the audit plan and program. Dr. Forbes-Williams responded that there is not.

Trustee Traughber observed that the total budgeted hours for the audit plan are 4,415 and noted that one person working a standard 40-hour week accounts for 2,080 hours annually. He asked how this discrepancy is reconciled. Dr. Forbes-Williams responded that she would address the matter further in Executive Session, where she plans to discuss the possibility of co-sourcing audit support.

She also confirmed that she has been dedicating her time to audits as well as other investigations.

Trustee Traughber then inquired whether a risk assessment had been conducted for items not required by law and whether there were concerns about delays in completing those audits. Dr. Forbes-Williams responded that a risk assessment had been conducted and reported to the Audit Committee. It was completed in coordination with Risk Management Director Cynthia Howell. She clarified that while it was a comprehensive assessment of financial integrity, it was not specifically targeted to the individual items listed on the audit plan.

VI. EXECUTIVE SESSION – DISCUSSION OF ITEMS DEEMED CONFIDENTIAL UNDER STATE LAW

Committee Chair Smith Knight moved for the Audit Committee to go into Executive Session to discuss items deemed confidential under State law. The committee then transitioned into the Executive Session.

VII. ADJOURNMENT

Committee Chair Smith Knight adjourned the meeting. The meeting was adjourned.

Tennessee State University Board of Trustees
Student and Academic Affairs Committee Meeting
March 13, 2025
Tennessee State University – The Barn Agricultural Building

MINUTES

Committee Members Present: Trustees Jeffery Norfleet (Committee Chair), Terica Smith, Artenzia Young-Seigler, Dakasha Winton, Tyler Vazquez (virtual)

Other Board Members Present: Trustees Dimeta Smith Knight

I. CALL TO ORDER

Trustee Norfleet called the meeting to order at 3:03 p.m. (CT) on March 13, 2025.

II. ROLL CALL/DECLARATION OF A QUORUM

Trustee Norfleet proceeded with the roll call vote. Board Secretary Brown called the roll at the Committee Chair's request. Trustees Norfleet, Smith, Young-Seigler, and Winton were present. Secretary Brown announced the presence of a quorum.

III. APPROVAL OF THE NOVEMBER 22, 2024, STUDENT AND ACADEMIC AFFAIRS COMMITTEE MEETING MINUTES

The minutes from the November 24, 2024, meeting of the Student and Academic Affairs Committee was approved as submitted, with Trustee Norfleet making the motion and Chair Winton seconding the motion. The motion passed unanimously.

IV. STUDENT AFFAIRS REPORT

Committee Chair Norfleet asked Dr. Bridgett Golman, Interim Vice President for Student Affairs and Dean of Students, to provide an update on Student Affairs.

Dr. Golman began by referencing a detailed 30-page report previously distributed to the Trustees. She noted that rather than going through the full report, she would highlight key areas. She shared that Student Affairs comprises 16 units and focused her presentation on Enrollment Services, the Aristocrat of Bands (AOB), Health and Mental Health Services, and TimelyCare.

Dr. Golman provided a forecast for Fall 2024, noting a goal of 968 new first-time freshmen. Current trends project 286 in-state and 540 out-of-state students, totaling 826. An additional 89 transfer students are expected. Spring 2024 enrollment exceeded the budgeted FTE by 610 students. For Fall 2023, TSU had 6,310 enrolled students—49% in-state (3,206) and 51% out-of-state (3,104).

For Fall 2025, enrollment is projected at 5,706. Dr. Golman explained that despite incoming enrollment increases, retention challenges are contributing to overall declines. She emphasized that persistence and retention significantly impact the ability to sustain higher enrollment figures. Long-term projections show a gradual return to a 6,000-student baseline by 2030, based on pro forma models.

Dr. Golman highlighted the national visibility of AOB, which ranks 4th on ESPN's Band of the Year list and was one of eight HBCU bands selected for a major event. Performances included appearances at TSU home games, the Heritage Classic, the John Merritt Classic, First Take, and the Milwaukee Bucks HBCU Night. Recruitment efforts are ongoing, with $200,000 spent on recruitment this year. The band will cap at 200–210 members for the upcoming season. Last year, AOB awarded 155 scholarships, totaling $2.3 million.

Health and Mental Health Services
Dr. Golman reported that TSU's on-campus health clinic, led by Dr. Dorsha James, has seen increased student utilization—rising from 1,500 visits last year to 2,100. Services include flu shots, STD testing, and gynecological care. The department also hosts an annual health fair with over 22 vendors.

TimelyCare, a 24/7 telehealth and mental health service, is available to all students at no cost under a Title III-funded, three-year contract. Students can access medical professionals and behavioral health support through the app. As of the meeting, 573 students (11% of the student body) were enrolled, with 91 having used the behavioral health "TalkNow" feature. Counseling Services sees approximately 40 students weekly and handles emergency and crisis interventions, including five suicide-related cases this semester.

Trustee Young-Seigler inquired about proactive measures following a hazing-related death at another institution. Dr. Golman stated that TSU mandates anti-hazing training each semester for all Divine Nine organizations.

Trustee Vazquez asked about student fees supporting student life. Dr. Golman explained that budgets are supported through E&G funds, fee allocations, and grants, which are distributed among SGA, Mr. and Miss TSU, and programming.

Trustee Winton asked about retention strategies. Dr. Golman noted that this topic would be addressed further in Dr. Melton's presentation.

Trustee Smith asked about recruitment and alumni engagement. Dr. Golman shared that a full enrollment plan is in development for Fall 2026 and will be presented at the June Board meeting. She also noted that additional recruitment staff positions have been approved.

Trustee Winton asked if services were adequate to meet growing student needs. Dr. Golman responded that targeted campaigns are underway, including required app downloads and training for incoming students.

A trustee inquired about contingency plans if TimelyCare funding were lost. Dr. Golman stated student fees would be used if necessary.

Trustee Qualls asked whether equivalent services were available for staff. Dr. Golman confirmed they are.

V. ACADEMIC AFFAIRS REPORT

Committee Chair Norfleet asked Dr. Robbie Melton, TSU's Interim Provost and Interim Vice President for Academic Affairs, to provide a report on Academic Affairs.

Dr. Melton invited Dr. Anderson to present on the SACSCOC Fifth-Year Interim Report. Dr. Anderson outlined the four required components: (1) signature page verifying report integrity, (2) institutional summary form, (3) compliance certification, and (4) quality enhancement plan and impact report. The University is currently in the self-study phase and on track to submit the third and final draft by March 2026.

Dr. Melton then addressed low-producing academic programs, defined as programs with fewer than 10 graduates over a five-year period. She noted that 17 programs currently fall into this category. One example, Architectural Engineering, although graduating 8.6 students on average, has high enrollment (92 students for Spring 2025) and is recommended for continuation due to increasing faculty support and growth potential.

At Trustee Winton's request, Dr. Melton brought in the Dean of Engineering to explain the challenges of Architectural Engineering. The Dean cited reliance on adjunct faculty and course scheduling difficulties due to a 120-credit hour requirement. These issues previously led some students to switch majors. The Dean reported that full-time faculty is increasing to five, which will improve program delivery.

A Trustee asked how under-staffing impacts students. The Dean explained that low faculty numbers limit cross-discipline engagement and delay required course offerings. Trustee Smith Knight inquired about plans for addressing low-producing programs. Dr. Melton confirmed that each dean is required to develop a five-year improvement plan for continued programs.

Dr. Melton recommended sunsetting the Dental Hygiene program, which currently has only one enrolled student. She clarified that sunsetting results in program termination, requiring a full restart if reintroduced. Dr. Miranda Sanford-Terry explained that the industry trend now favors associate degrees for dental hygienists, making the bachelor's degree less in demand. Trustee Qualls asked about faculty implications. The Dean of Health Sciences confirmed the existing faculty member will be reassigned and not terminated.

Regarding other programs, Dr. Melton recommended sunsetting or inactivating several graduate programs, including Computer and Information Systems Engineering, Elementary Education, Professional School Counseling, and Instructional Leadership. She proposed placing Chemistry on inactive status and continuing Public Policy Administration with a plan in place.

Dr. Melton then presented updates on the Academic Affairs Strategic Plan, which includes a structured advising model to enhance student engagement with their majors. The plan targets a 5% increase in retention each year over five years, supported by efforts in advising, use of DegreeWorks, student engagement, and teaching excellence. She reported that Spring 2025 retention improved to 79%, compared to 51% the previous year.

The plan also includes a redesign of general education courses, which have a 50% drop/failure rate and significantly impact student progression. These courses are typically taken within the first two years. Trustee Vazquez inquired about students who test out via AP or dual enrollment. Dr. Melton stated she would follow up with that information.

Dr. Melton confirmed that summer semester classes are still being offered and that students with outstanding balances will not be permitted to enroll, though scholarships were made available. General education courses make up most summer offerings.

She also announced a return to Friday classes during the summer, aligning with other LGIs and as part of efforts to improve student outcomes. Assistant Vice President Eric Schmeller noted that reintroducing Friday classes supports improved retention.

Finally, Dr. Melton invited Dr. Mohamed Kanu (College of Health Sciences), Dr. Rodney Stanley, Dr. Kimberly Triplett (College of Public Service), and Dr. Muhammed Miah (College of Business) to provide college updates.

VI. APPROVAL OF ARTIFICIAL INTELLIGENCE POLICY

Trustee Norfleet introduced the next agenda item: the approval of the proposed Policy on the Responsible Use of Artificial Intelligence at TSU. He called on Dr. Robbie Melton, TSU's Interim Provost and Vice President for Academic Affairs, to provide background and supporting information on the matter.

Dr. Melton emphasized TSU's leadership in the field of artificial intelligence, noting that the university is home to a premier AI research center. She stated that TSU facilitates AI-related innovation and support for teaching, learning, research, and workforce development for stakeholders from 28 countries. Dr. Melton described the proposed AI policy as a necessary action item that will have a direct impact on faculty, staff, and students.

Next, Dr. Melton invited General Counsel Ginette Brown to speak on the policy. Attorney Brown provided legal context, explaining that the proposed policy aligns with Public Chapter 550, which was enacted into law last year. This legislation requires all public institutions of higher education in Tennessee to implement a policy governing the use of artificial intelligence for instructional and assignment purposes by students, faculty, and staff.

Attorney Brown noted that the law requires TSU to adopt and publish the policy on its website and to submit it to the Chairs of the Senate Education Committee and the House Education Administration Committee by July 1, 2025. She mentioned that the Academic Affairs Office, the

Office of Technology Services, and the Office of General Counsel collaborated on drafting the policy, incorporating feedback from other local government institutions across the state.

Dr. Melton concluded by emphasizing the university's proactive efforts to ensure compliance while continuing to lead in AI education and implementation.

Trustee Norfleet requested that the policy be revisited as the Board needs more time to review it. He expressed a desire to set up a meeting with Attorney Brown. Trustee Smith suggested that guidelines should also be included with the policy.

VII. RESEARCH AND SPONSORED PROGRAMS REPORT

Dr. Quincy Quick, Associate Vice President for Research and Sponsored Programs, presented a comprehensive report outlining recent developments, achievements, and challenges within the Division of Research and Sponsored Programs at Tennessee State University (TSU). His remarks addressed the effects of federal executive orders on research activity and funding, as well as the university's strategic direction in building research capacity.

Dr. Quick began by sharing data on TSU's grant activity for FY25. He reported a 15% increase in the number of grant submissions and a 60% increase in the total amount requested, compared to FY24. However, he noted a slight decrease in the number of awarded grants, with 133 grants awarded in FY25 versus 135 in the prior year—a 1.5% decline. Trustee Qualls inquired whether these awards included multi-year grants. Dr. Quick clarified that while some awards may span multiple years, his reported figures are unduplicated and represent new funding for FY25, distinct from FY24.

The report highlighted several strategic infrastructure improvements to support TSU's research enterprise. These include the renovation of thirteen research laboratories and two teaching labs in Harned Hall, home to the Department of Biological Sciences. Additionally, the university has relocated its small animal facility to the Research and Sponsored Programs (RSP) Building, allowing for better space utilization and operational efficiency. Dr. Quick also announced that TSU successfully regained its Institutional Animal Assurance Number after 13 years of inactivity, enabling the institution to pursue federally funded research involving small animals.

In terms of economic development and entrepreneurship, Dr. Quick noted that the Division of Research and Sponsored Programs has assumed direct oversight of TSU's Business Incubation Center (BIC). The center is now staffed by the Small Business Development Center team, led by Director Greg Jones. One proposed initiative involves converting 2,000 square feet of the BIC into a childcare facility, with a projected annual revenue of $500,000. This effort is in collaboration with TSU's Tennessee Early Childhood Training Alliance, Early Head Start, and the Center of Excellence in Learning Sciences—all state-funded programs housed within the Division.

Dr. Quick shared that a total of $921,995 in extramural grant funds has been allocated to support faculty and student research. These funds are being used not only to advance academic inquiry but also to help students reduce their institutional debt. He emphasized that the initiative is not a scholarship program, but rather a work-based opportunity that provides students with upfront

funding in exchange for job placements, with approximately 70% of students receiving placement through the program.

Addressing recent disruptions, Dr. Quick discussed the temporary pause on all spending related to Agriculture and Federal Grant Awards, including the 1890 Foundation, the Evans-Allen Grant, and the Next Generation Inclusion Consortium. The pause, which lasted from February 28 to March 12, was implemented as a cautionary measure while the university assessed the impact of recent federal executive orders and engaged in conversations with federal agencies. Dr. Quick confirmed that the Evans-Allen Grant—characterized as a capacity-building program for research—has since been reinstated, allowing access to previously allocated funds. He assured the committee that TSU now has full access to the federal payment management system and is in a stable position to move forward.

In response to questions about TSU's future research strategy and performance-based funding, Dr. Quick explained that the university is focused on expanding research capacity. He noted that 17% of faculty are responsible for 85% of submitted grants and emphasized the need to engage a broader segment of the faculty. To that end, the Division has hired a staff member to oversee expenditure tracking and provide individualized support to faculty members, helping them remain compliant and meet project milestones.

When asked about the university's progress toward achieving R1 classification, Dr. Quick affirmed that TSU remains on track. He cited the Department of Educational Leadership, which enrolls approximately 150 doctoral students annually, as a major contributor toward meeting Carnegie R1 requirements. However, he cautioned that overall research expenditures remain the most significant hurdle in reaching that goal.

Trustee Qualls concluded the discussion by reaffirming the original purpose of the Evans-Allen Grant, emphasizing its role in supporting research capacity at historically Black land-grant institutions like TSU.

VIII. ATHLETICS REPORT

Dr. Mikki Allen presented the Athletics Report, beginning with an update on the football program. He acknowledged that the university is currently without a head football coach, following the former coach's departure to Bowling Green. However, he reassured the committee that both the football team and the marching band will remain active. The athletics department continues to prioritize academic success, reporting a departmental semester GPA of 3.31 and a cumulative GPA of 3.34 across all 15 sports programs. A total of 171 student-athletes earned a GPA of 3.0 or higher, while only 39 fell below that threshold. Additionally, 32 student-athletes achieved a perfect 4.0 GPA. The department's graduation success rate stands at 82%, with the remaining 18% attributed to student transfers through the NCAA transfer portal.

Dr. Allen highlighted the football program's achievements over the past year. The team shared the OVC Big South Championship and qualified for the NCAA playoffs for the first time since 2013. The success brought national recognition, including honors such as Defensive Freshman of the Year, National Coach of the Year, and Conference Coach of the Year. Looking ahead, the

university has scheduled a home-and-home series with Alabama A&M University, beginning on September 13, 2025, and continuing annually through 2028. TSU will also compete against other HBCUs, including North Carolina Central and Howard University.

In basketball, both the men's and women's programs are focusing on retention and recruitment under the leadership of their respective head coaches. Cross Country qualified for NCAA regionals, Men's Tennis claimed the HBCU National Championship, and the Softball team is currently ranked second in the OVC standings. Dr. Allen also discussed the hockey program, noting continued support from the NHL through an annual $125,000 donation and in-kind equipment gifts from Bauer. However, he clarified that TSU will not launch any new sports programs without securing independent funding, emphasizing the need to focus resources on the 15 existing programs.

Dr. Allen reported that TSU will host eight home football games this season. In an effort to support the university's broader financial strategies, the athletics department has reduced the number of scholarships awarded. The department aims to raise $1.2 million in fundraising revenue and has already secured approximately $650,000. Additional cost-saving measures include standardizing athletic apparel through a partnership with Under Armour to ensure all student-athletes are uniformly outfitted.

Facility enhancements have also been prioritized. Investments have been made in the student-athlete weight room, which also serves as a treatment space. TSU has formed a partnership with X3 to provide physical therapy services at no cost. The university also received an NCAA grant that funded new academic learning labs and computer equipment for student-athletes.

Looking ahead, Dr. Allen stressed the importance of securing a dedicated on-campus stadium. He noted that regaining the university's stadium would bolster school spirit, enhance recruitment efforts, increase alumni engagement, and yield significant economic impact. Plans for this initiative are currently in development, with the intent to pursue private funding support.

IX. ADJOURNMENT

Having no other business, Trustee Norfleet asked for a motion to adjourn the meeting. Trustee Smith moved to adjourn the meeting, and the motion was seconded by Trustee Young-Seigler. A roll call vote was taken, and the motion carried unanimously. The meeting was adjourned.

Meeting of the Tennessee State University
Board of Trustees
Regular Meeting
March 14, 2025
Tennessee State University – the Barn

MINUTES

Board Members Present: Trustees Trevia Chatman, Jeffery Norfleet, Marquita Qualls, Terica Smith, Dimeta Smith Knight, Charles Traughber, Dakasha Winton, Artenzia Young-Seigler, Tyler Vazquez

University Staff Present: President Dwayne Tucker; Dr. Robbie Melton, Interim Provost & Vice President for Academic Affairs; Ginette Brown, General Counsel & Board Secretary; Sterlin Sanders, Chief Information Officer; Jerome Oglesby, Special Assistant to the President for Information Technology; Renée Forbes-Williams, Director of Internal Audits; Greg Robinson, Chief of Police; Will Radford, Assistant Vice President of Planning, Design & Construction and Campus Operations; Dr. Mikki Allen, Director of Athletics; Dr. Quincy Quick, Associate Vice President for Research and Sponsored Programs; Dean Chandra Reddy, College of Agriculture; LoLita Toney, Executive Director of Development; Bradley White, Interim Vice President of Finance

I. CALL TO ORDER

Chair Winton called the meeting to order at 9:03 a.m. Chair Winton announced that the trustees were confirmed by the Tennessee General Assembly the day prior.

II. ROLL CALL/DECLARATION OF A QUORUM

Chair Winton asked Board Secretary Ginette Brown to call the roll. The following committee members were present: Trustees Trevia Chatman, Dimeta Smith Knight, Jeffery Norfleet, Marquita Qualls, Terica Smith, Charles Traughber, Dakasha Winton, Artenzia Young-Seigler, and Tyler Vazquez. A quorum was present.

III. APPROVAL OF CONSENT AGENDA ITEMS

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

- November 22, 2024, Board Meeting Minutes
- December 13, 2024, Board Meeting Minutes
- January 31, 2025, Board Meeting Minutes
- November 21, 2024, Audit Committee Meeting Minutes
- November 21, 2024, Finance Committee Meeting Minutes
- November 22, 2024, Student and Academic Affairs Committee Meeting Minutes
- November 21, 2024, Ad Hoc Presidential Search Committee Meeting

- November 22, 2024, Governance and Governmental Affairs Committee Meeting Minutes

Trustee Young-Seigler moved to approve the consent agenda items, and Trustee Norfleet seconded the motion. The motion passed by voice vote.

IV. COMMITTEE REPORTS

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

A. Audit Committee Report

Trustee Smith Knight reported that the Audit Committee met to receive reports and consider several items and to enter into Executive Session to discuss matters deemed confidential by state law. The committee voted to recommend the approval of the November 22, 2024, Audit Committee meeting minutes, heard a report on external and internal audits, and received a report on the Internal Audit Plan status.

B. Finance Committee Report

Trustee Traughber reported that the Finance Committee met on March 12, 2025. The committee voted to recommend the approval of the November 21, 2024, Finance Committee meeting minutes. It heard updates on grants and a State Building Commission meeting in February 2025. The Committee further received a Budget vs. Actual Update, Tuition Update, and Scholarship Proposal Update. Trustee Traughber reported that in the future, the Board may be called on to consider a tuition increase and policy on scholarships.

C. Student and Academic Affairs Report

Trustee Norfleet reported that the Student and Academic Affairs Committee met on March 13, 2025. The committee received a SACSCOC accreditation update and reports on retention, the summer semester, college updates, and reports from Research and Sponsored Programs and Athletics, as well as a Student Affairs report. The committee considered an artificial intelligence policy and will take up this policy at a later date. The committee voted to recommend to the full Board the approval of the November 22, 2024, Student and Academic Affairs Committee meeting minutes.

D. Governance and Governmental Affairs Committee Report

Trustee Smith presented information concerning the Governance and Governmental Affairs Committee Report. She stated that one of the responsibilities of the Board is overseeing the financial stability of the university. She stated that the Board of Trustees and key administrative staff received training on higher education finances from the Tennessee Higher Education Commission and the Tennessee Board of Regents. On June 25, 2024, a higher education finance primer training was provided. Additional training was provided at a special called Board meeting on January 31, 2025, by a consultant with the National Association of College and University Business Officers regarding financial exigency. On February 27, 2025, the Board received training

on TSU financial data and the outcome-based funding model. Trustee Smith indicated that the Governance and Governmental Affairs Committee will continue to organize informational training sessions and review and revise Board policies and procedures.

V. REPORT ON INFORMATION AND TECHNOLOGY

Chair Winton invited Sterlin Sanders, Interim Chief Financial Officer, to present a report on information and technology. Mr. Sanders discussed the need to provide robust security practices and digital data management strategies to ensure compliance with federal law, namely, the Gramm-Leach-Bliley Act (GLBA). Mr. Sanders reported that TSU achieved full compliance with GLBA following a successful audit by the Tennessee Division of State Audit. He discussed the Office of Technology Service's efforts to proactively mitigate vulnerabilities and risks through continuous assessments and testing. Mr. Sanders further noted the university's efforts to increase cybersecurity awareness. His office does annual testing.

Jerome Oglesby, Strategic Advisor to the President on Information Technology, presented information on specific action items from the President. He was asked to look at where the university is currently in terms of its IT, what its needs are, and to assist with a long-term, 5-year IT plan.

Mr. Sanders discussed his team's efforts with respect to drafting an artificial intelligence policy and strengthening TSU's email policy. Through its partnership with SIG, IT has driven digital transformation initiatives to enhance efficiency and modernize business operations. Mr. Sanders discussed upcoming website enhancements and some of its compliance efforts. He also stated that IT successfully addressed all FY23 and FY24 State audit findings addressing use, privilege, and access to systems and implementing routine auditing of data centers. Mr. Oglesby talked about future improvements to the website and applications to better the student experience.

Mr. Sanders and Mr. Oglesby fielded questions from the trustees regarding technology, including about the need and plan to create an intranet over time and the university's internet use policy.

VI. PRESIDENT'S REPORT

President Tucker next provided a report. He discussed the university's various stakeholders and his efforts to communicate with them. He discussed the need to put the university's "customer" – the students – at the center of what we do. President Tucker discussed the culture reset that is underway at the university. He indicated the need to have transparency to build trust and use accountability to drive performance.

President Tucker further stated that he has reworked cabinet meetings to break down silos and be more productive.

President Tucker said that in March and April, he planned to pivot his efforts to fundraising and working on student performance. He said that he would like to provide a performance dashboard to the trustees.

VII. BOARD CHAIR'S REPORT

Chair Winton thanked the many people who are working hard on behalf of TSU. He thanked the people at Alvarez and Marsal and the Tennessee Higher Education Commission. Chair Winton thanked President Tucker for his efforts in taking on the role of president.

Chair Winton said that the Presidential Search Committee is not ready to move forward with the Presidential Search. At this time, the committee is going to discontinue its search, think through immediate and long-term solutions, and then come back down the road with more information.

Chair Winton highlighted Student Trustee Tyler Vazquez and the fact that he will be pursuing his PhD and M.D. at Meharry Medical College. She thanked him for his commitment and time on the Board. Trustee Vazquez thanked the Board and expressed his gratitude for his experience while serving on the Board.

VIII. ADJOURNMENT

Chair Winton asked if there was a motion to adjourn. Trustee Young-Seigler moved to adjourn the meeting, and the motion was seconded by Trustee Smith. Secretary Brown took a roll call vote on the motion. The motion passed by voice vote. The meeting was adjourned at 9:52 a.m.

Tennessee State University Board of Trustees
Student and Academic Affairs Committee Meeting
April 28, 2025
Tennessee State University – The Barn Agricultural Building

MINUTES

Committee Members Present: Trustees Jeffery Norfleet (Committee Chair), Terica Smith, Artenzia Young-Seigler

Other Board Members Present: Trustees Dimeta Smith Knight

I. CALL TO ORDER

Trustee Norfleet called the meeting to order at 9:00 a.m. (CT) on April 28, 2025.

Trustee Norfleet made certain findings on the record regarding the necessity for conducting the day's meeting by electronic participation without a physical quorum present. Trustee Norfleet stated that the committee was required to take timely action to consider a new artificial intelligence policy. Trustee Norfleet moved that the committee find that participation by a quorum of the board members by electronic means of communication was necessary. The motion was seconded by Trustee Young-Seigler. Trustees Norfleet, Smith, and Young-Seigler voted in favor of the motion, and the motion carried. No committee members reported difficulty hearing or speaking with one another, and none reported others present at the location from which the committee members were participating.

II. ROLL CALL/DECLARATION OF A QUORUM

Trustee Norfleet proceeded with the roll call vote. Board Secretary Brown called the roll at the Committee Chair's request. Trustees Norfleet, Smith, and Young-Seigler were present. Secretary Brown announced the presence of a quorum.

III. APPROVAL OF TSU POLICY GOVERNING THE USE OF ARTIFICIAL INTELLIGENCE

Trustee Norfleet announced the day's sole agenda item, which was the approval of the proposed Policy on the Responsible Use of Artificial Intelligence at TSU, policy no. 1.09. Trustee Norfleet asked Dr. Robbie Melton, TSU's Interim Vice President for Academic Affairs and Provost, to provide pertinent information related to this agenda item. Dr. Melton reviewed the policy. She discussed the comprehensive nature of the policy. She noted that the Office of Technology Services assisted with drafting the policy.

Interim Chief Information Officer Sterlin Sanders discussed the need to validate AI tools and ensure that IT security protocols are met. He stated that the university can block harmful AI tools. He emphasized the need to make sure that PII is not shared out and to have screening processes.

Dr. Melton discussed the developing nature of AI. She discussed the "AI for All" research center at TSU. When new tools are shared out to faculty and staff, a team of researchers, who are AI fellows, test and evaluate the tool. The tool is tested for security and privacy, how it interacts with TSU's systems, and how it impacts teaching. She said they work with companies to make sure that AI tools are shaped to help the university. Anyone who desires to use a new tool must go through training to use the tool. Dr. Melton said that specific AI tools can be blocked. Jerome Oglesby gave the committee an example of an AI tool that was recently blocked.

Dr. Melton noted business relationships coming to the university as a result of its leadership in the AI space. She announced a partnership with Amazon in which TSU would be part of an executive higher education team. This policy will place TSU at the forefront in the use of AI.

Trustee Norfleet opened up the floor for discussion on the policy. A conversation took place regarding the inclusion of links within the "Related Policies/Documents" section of the policy. Trustee Smith expressed concern about linking out to third party resources that might change over time. Secretary Brown spoke regarding the university's major policy initiative, which will include updated templating. Trustee Norfleet suggested that the policy not include hyperlinks in it since the university is moving away from the format with its transition to the new policy portal.

Trustee Norfleet requested the removal of third-party links in the "Related Policies/Documents" section of the policy and hyperlinks in the policy.

Trustee Smith made the motion to recommend to the full Board the approval of the AI policy as contained in the meeting materials, with the modifications discussed to remove third-party links in the "Related Policies/Documents" section of the policy and hyperlinks in the policy. Trustee Young-Seigler seconded the motion. Trustees Norfleet, Smith, and Young-Seigler voted in favor of the motion, which passed.

IV. ADJOURNMENT

Having no other business, Trustee Norfleet asked for a motion to adjourn the meeting. Trustee Smith moved to adjourn the meeting, and the motion was seconded by Trustee Young-Seigler. A roll call vote was taken, and the motion carried unanimously. The meeting was adjourned.

Meeting of the Tennessee State University
Board of Trustees
Special Called Meeting
April 30, 2025
Tennessee State University – the Barn

MINUTES

Board Members Present: Trustees Trevia Chatman, Marquita Qualls, Terica Smith, Dimeta Smith Knight, Charles Traughber, Dakasha Winton, Artenzia Young-Seigler, and Tyler Vazquez

University Staff Present: President Dwayne Tucker; Dr. Robbie Melton, Interim Provost & Vice President for Academic Affairs; Ginette Brown, General Counsel & Board Secretary; Sterlin Sanders, Chief Information Officer; Jerome Oglesby, Special Assistant to the President for Information Technology

I. CALL TO ORDER/DECLARATION OF A QUORUM

Chair Winton called the meeting to order at 5:32 p.m. (CT)

Chair Winton made certain findings on the record regarding the necessity for conducting the day's meeting by electronic participation without a physical quorum present. Chair Winton stated that the Board was required to take timely action to consider a new artificial intelligence policy. Trustee Chatman moved that the Board find that participation by a quorum of the board members by electronic means of communication was necessary. The motion was seconded by Trustee Smith. Trustees Trevia Chatman, Dimeta Smith Knight, Marquita Qualls, Terica Smith, Charles Traughber, Dakasha Winton, and Artenzia Young-Seigler voted in favor of the motion, and the motion carried.

Board Secretary Brown called the roll. Trustees Trevia Chatman, Dimeta Smith Knight, Marquita Qualls, Terica Smith, Charles Traughber, Dakasha Winton, Artenzia Young-Seigler, and Tyler Vazquez were present. No committee members reported difficulty hearing or speaking with one another, and none reported others present at the location from which the committee members were participating. A quorum was present.

II. APPROVAL OF TSU POLICY GOVERNING THE USE OF ARTIFICIAL INTELLIGENCE

Chair Winton announced the day's agenda item, which was the approval of the proposed Policy on the Responsible Use of Artificial Intelligence at TSU, policy no. 1.09. Chair Winton asked Trustee Smith to present information regarding this item to the Board on behalf of the Student and Academic Affairs Committee.

Trustee Smith reported that at its April 28, 2025, meeting, the Student and Academic Affairs Committee reviewed and approved the Responsible Use of Artificial Intelligence at TSU, policy

no. 1.09, with a few modifications. The policy before the Board for approval is contained in the Board materials for the April 30, 2025, meeting.

Chair Winton thanked Trustee Norfleet and the administration for their work on this policy, which will allow flexibility for new technologies while also being consistent with state law.

On behalf of the Student and Academic Affairs Committee, Trustee Smith made the motion to recommend to the full Board the approval of the AI policy as contained in the meeting materials. Trustees Trevia Chatman, Dimeta Smith Knight, Marquita Qualls, Terica Smith, Charles Traughber, Dakasha Winton, and Artenzia Young-Seigler voted in favor of the motion by roll call vote, and the motion carried.

III. ADJOURNMENT

Trustee Young-Seigler moved to adjourn, with the motion seconded by Trustee Chatman. Trustees Trevia Chatman, Dimeta Smith Knight, Marquita Qualls, Terica Smith, Charles Traughber, Dakasha Winton, and Artenzia Young-Seigler voted in favor of the motion by roll call vote, and the motion carried. The meeting was adjourned at 5:40 p.m.

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE:	June 13, 2025
ITEM:	Approval of the Appointment Student Trustee
RECOMMENDED ACTION:	Approval
PRESENTED BY:	Trustee Dakasha Winton, Board Chair

Background Information

Pursuant to the FOCUS Act, T.C.A. § 49-8-201 (f), a Tennessee State University student shall serve as a non-voting student member of the Board. The Board shall appoint the non-voting student member to serve a term of one (1) year.

Pursuant to the Board-adopted Student Trustee recommendation process, the Tennessee State University Student Government Association ("SGA") solicited and conducted a preliminary review of the candidates to serve as Student Trustee for the 2025-2026 fiscal year and forwarded a slate of candidates for further consideration. The Board Secretary and Vice President for Student Affairs then met with the finalist candidates and made a recommendation to the President for further interviews.

At the conclusion of interviews with President Tucker, the President is recommending the Board's appointment of Azana Bruce to serve a one-year term as the Student Trustee. Ms. Bruce's resume is attached.

Committee Action

The Committee Chair will call for a motion recommending the approval of the Student Trustee.

MOTION: I move to approve the appointment of Azana Bruce to serve a one-year term as the Student Trustee for the 2025-2026 fiscal year.

Azana Bruce

EDUCATION

Tennessee State University **Nashville, TN**
Bachelors in Political Science and Urban Studies | GPA: 3.5 *Expected Graduation May 2026*

- **Relevant Coursework:** Research Methods, Legislative Process, Urban Policies and Issues, Urban Sociology
- **Awards/Honors:** University Honors College, President's List Fall 2022, Dean's List 2023-2024, Southern Regional Model United Nations Draft Resolution Paper Award**,** Upsilon Sigma Urban Studies Honor Society

WORK EXPERIENCE

Tennessee Legislative Internship Program **Nashville, TN**
Legislative Intern *January 2025- Present*

- Conducted policy research, prepared committee materials, and supported legislative analysis to evaluate the effectiveness and efficiency of state government agencies for the Tennessee Senate Government Operations Committee

- Conducted in-depth research and analysis on state housing, THC, and education policies as well as constituent concerns, to support Tennessee state senators and representatives.

Children's Defense Fund- Black Student Leadership Network - *Non-Profit Organization* **Memphis, TN**
Ambassador *May 2024- Present*

- Led 3 BSLN Fellows in the West Tennessee area to coordinate organizing efforts, campus events, and recruitment strategies through management and training.
- Developed and executed detailed schedules and design plans for a successful 3-day conference to educate HBCU college students on political awareness efforts and cultural engagement opportunities.

Vitlalant Health - *Non-Profit Blood Donation* **Memphis, TN**
Community Development Intern *June 2023-August 2023*

- Facilitated the coordination of 4 blood drives at Tesla Memphis, Methodist Hospital, and community health events through social media and neighborhood canvassing.
- Recruited 10 blood drive coordinators to manage 33.3% of donor information accurately and donation records into the organization's database to maintain a comprehensive record of donors and their donation history.

LEADERSHIP EXPERIENCE & ACTIVITIES

Alpha Chi Chapter, Delta Sigma Theta Sorority, Incorporated Tennessee State University
Social Action Chair May 2024- Present

- Served on the Regional Social Action Committee to create a comprehensive social action plan for Tennessee and organize statewide events such as Delta Days at the State Capitol.
- Created 3 events and initiatives for voter registration/education and local and state policy issues.

TSU NAACP Unit- 5977B **Tennessee State University**
Political Action Committee *July 2023- Present*

- Actively participate in planning sessions with student leaders to generate innovative ideas and solutions and to assess the creation and potential impact of awareness initiatives.

Civic Engagement Committee- 84th Student Government Association **Tennessee State University**
Social Engagement Member *August 2024-Present*

- Attended trustee committee meetings to document proceedings to distribute to the entire student body.

SKILLS & INTERESTS

Policy analysis, Legislative bill writing, Google Suite (Drive, Excel), Microsoft 365 (Teams, Excel), Remote project management, Relational database, Non-profit management, Digital Marketing, Community Event Planning, Youth leadership development, Grassroots Organizational Planning

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE:	June 12, 2025
ITEM:	Approval of the Fiscal Year 2025-2026 Audit Plan
RECOMMENDED ACTION:	Approval
PRESENTED BY:	Trustee Dimeta Smith Knight, Audit Committee Chair Dr. Renée Forbes, Director, Internal Audit

Background Information

The Audit Committee is responsible for reviewing the annual audit plans for the University's Internal Audit department, including management request for unplanned audits.

The Director of Internal Audit will present a report on the Internal Audit Plan for 2025-26.

See attachment.

MOTION: To approve the Fiscal Year 2025-2026 Audit Plan, as contained in the meeting materials.

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

Rank/Status	Type	Area	Audit	Budget (Hours)	Estimated Start	Estimated Completion
Required	R	AT	NCAA Student Assistance Fund FY 2025	125	July 2025	August 2025
Required	R	FM	State Audit (Single Audit FY 2024) Follow-up	100	July 2025	October 2025
Risk-Based	A	FM	Cash Advance and Travel Card Transactions	350	**February 2025**	September 2025
Required	R	IS	Quality Assessment Review- Internal	150	July 2025	September 2025
Required	R	FM	State Audit (Financial Audit 2023) Follow-up	150	July 2025	October 2025
Required	R	FM	State Audit (EEE Audit FY 2023) Follow-up	30	July 2025	October 2025
Required	R	FM	President's Expenses FY 2025	125	September 2025	December 2025
Follow-Up Review	F	IS	Follow-Up Reviews of Internal Audit Findings	600	July 2025	June 2026
Follow-Up Review	F	SS	(A) Admissions - Vaccine Compliance			
Follow-Up Review	F	FM	(B) Federal Work-Study			
Follow-Up Review	F	IS	(C) Department of Human Resources			
Follow-Up Review	F	AD	(D) Foundation Gifts			
Follow-Up Review	F	RS	(E) Grants Management			
Follow-Up Review	F	FM	(F) Procurement Card Review			
Follow-Up Review	F	FM/IT	(G) Inventory/Laptops			
Required	A/M	IS	Review Management's Risk Assessments	75	September 2025	December 2025
Risk-Based	A	FM	Internal Controls Review	250	September 2025	December 2025
Required	R	IS	Review of Conflict-of-Interest Forms	300	September 2025	January 2026
Investigation	I	IS	Unscheduled Audits/Projects/Investigations	650	Ongoing	Ongoing
Consultation	C	IS	Unscheduled Consultations	150	TBD	TBD
Risk-Based	A	FM	Student Housing Assignment Review	150	February 2026	March 2026
Risk-Based	A	FM	Accounts Payable/ Disbursements	225	February 2026	April 2026
Risk-Based	A	AX	Bookstore and Food Services Revenue Review	225	March 2026	May 2026
Required	R	FM	Cash Counts	10	June 2026	June 2026
Required	R	IS	Quality Assessment Review- External	225	January 2026	June 2026
			Required	1290		
			Total	3890		

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

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE:	June 13, 2025
ITEM:	Approval of the Fiscal Year 2025-2026 Tuition and Mandatory Fees Increase
RECOMMENDED ACTION:	Approval
PRESENTED BY:	Trustee Charles Traughber, Chair of Finance Committee; Jim Grady, Alvarez & Marsal

Background Information

The purpose of this agenda item is to request approval for the proposed FY 2025-2026 tuition and mandatory fee increase of 6.0%.

TSU Board Policy 006 (Board Consideration of Increases in Tuition and Mandatory Fees) requires the approval of the Board for all mandatory institutional fees and charges, unless specific exceptions are provided. Mandatory fee recommendations are presented to the Board one time per year for: (1) maintenance fees and out-of-state tuition and (2) all other mandatory fees.

"Maintenance" is a fee assessed to students based on the number of credit hours for which they are registered and is commonly thought of as tuition, although for fee purposes "tuition" is separately defined and assessed as a premium paid by out-of-state students.

"Other" represents various other fees related to student activities, athletics, specialized courses, certain services, etc. Maintenance/tuition recommendations will generally be considered at the regular June meeting of the Board. All other mandatory fees may be presented at the regular March or June meeting of the Board. If changes to both sets of fees are presented at the same board meeting, it will be the June meeting, when the annual operating budget is also considered.

Pursuant to the FOCUS Act, the Tennessee Higher Education Commission ("THEC") establishes fee increase ranges. For FY 2025-2026, THEC set the range for maintenance plus other mandatory fees, excluding out-of-state tuition, at 0% to 6.5%. TSU is proposing an increase of 6.0% for its combined total tuition and mandatory fees.

The President of the University is responsible for the enforcement and collection of all fees and

charges. Fees and charges that specifically do not require Board approval must receive formal approval by the President or a designee.

Pursuant to the Tuition Transparency and Accountability Act (Tuition Act), and Board Policy 006 (Board Consideration of Increases in Tuition and Mandatory Fees), TSU is required to post the proposed tuition and mandatory fee increase to the Board website at least fifteen days prior to the Board meeting to allow for public comment. TSU has complied with this requirement.

Proposed Implementation Date: Fall Term 2025

See information below and supplemental documentation attached: FINANCE SUPPLEMENTAL – A.

Committee Action

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

MOTION: I move to approve the Fiscal Year 2025-2026 Tuition and Mandatory Fee Increase of 6.0 percent, as contained in the meeting materials.

FINANCE SUPPLEMENTAL – A

TENNESSEE STATE UNIVERSITY

Board of Trustees, June 2025 Meeting

Approval of 2025-2026 Tuition and Mandatory Fees Increase

Agenda

1. Executive Summary
2. Tuition Increase Recommendation
3. Tuition Rate Benchmarking
4. Tuition Rate Impact on Budget
5. Appendix

Executive Summary

- TSU presented its 5-year financial plan to the SBC in February 2025, highlighting **a need of $95M of bridge funding** to allow the University time to execute financial stabilization actions.
- The University must take actions to **remediate a $39M annual budget deficit** as outline in the FY26 Proposed Budget (includes a 6% tuition increase), which will require focus on **both revenue growth as well as cost reduction**.
- In March 2025, THEC adopted a **0-6.5% guiding tuition range** for Tennessee's public higher education institutions.
- TSU remains the cheapest option for in-state students when compared to other public institutions.
- Other LGI Boards have published intent to increase tuition: **APSU 5%, MTSU 6.5%, UofM 5%, ETSU 5%, TTU 5%**
- The standard "calculation of need" approach to determine the University's recommended tuition increase suggests a minimum 4.43% increase in total tuition & fees – while this methodology is the standard approach**, this methodology is framed on the basis of a balanced budget and does not adequately consider TSU's current circumstances.**

Tuition Increase Recommendation

Tuition Rate Increase Recommendation

In-state: increase maintenance & mandatory fees by a total of 6.0%.

Full-Freight Out-of-State: hold out of state tuition premium constant but increase maintenance fees by 6.0%.

Scholar rate: increase tuition premium, maintenance, and mandatory fees by a total of 6.0%.

250-mile radius: increase tuition premium, maintenance, and mandatory fees by a total of 6.0%.

Graduate In-State: increase maintenance & mandatory fees by a total of 6.0%.

Graduate Out-of-State: increase tuition premium, maintenance, and mandatory fees by a total of 6.0%.

TENNESSEE STATE UNIVERSITY

6% Rate Increase Impact: 15-Hour Student per Semester Cost

Rate Increase Impact: 15-Hour Undergrad Student per Semester Cost (6% Increase Proposal)

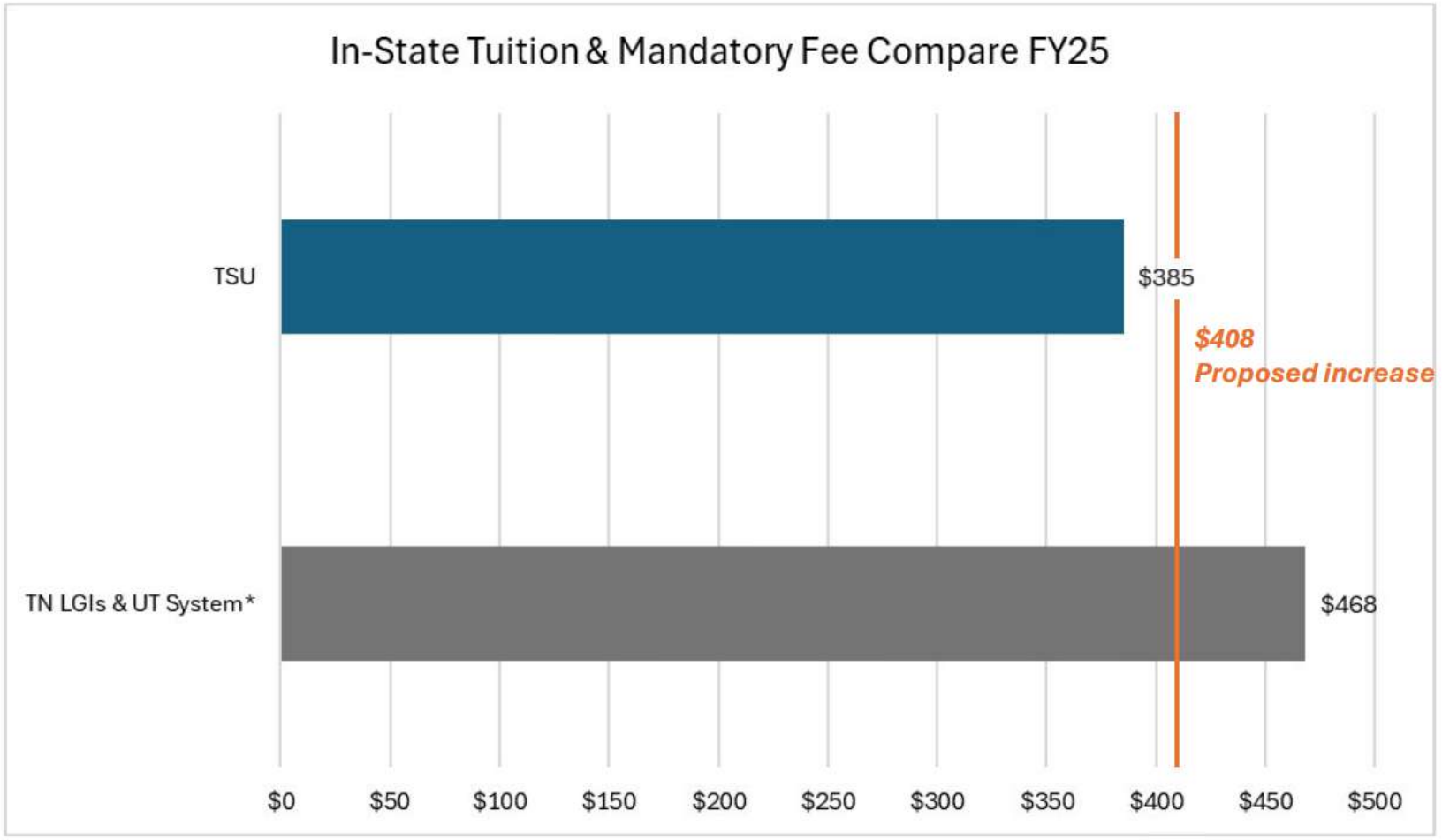
in USD $

	Undergraduate Maintenance Fees			Out-of-State Tuition Premium			Program Service Fees			TOTAL TUITION & MANDATORY FEES			
	Proposed Increase - 6.97%			*Proposed Increase - 6.0%, except OOS FF*			*Proposed Increase - ZERO PERCENT*			*Total Proposed Increase - 6.0%*			
	CURRENT SEMESTER COST	*NEW SEMESTER COST*	*NET COST INCREASE*	*CURRENT SEMESTER COST*	*NEW SEMESTER COST*	*NET COST INCREASE*	*CURRENT SEMESTER COST*	*NEW SEMESTER COST*	*NET COST INCREASE*	*CURRENT SEMESTER COST*	*NEW SEMESTER COST*	*NET COST INCREASE*	*TOTAL % INCREASE*
In-State	3,867	4,136	*269*	-	-	-	624	624	-	4,491	4,760	269	*6.0%*
Out-of-State Full Freight	3,867	4,136	*269*	7,236	7,236	-	624	624	-	11,727	11,996	269	*2.3%*
Out-of-State 250 Mile	3,867	4,136	*269*	3,000	3,180	*180*	624	624	-	7,491	7,940	449	*6.0%*
Out-of-State Scholar	3,867	4,136	*269*	4,500	4,770	*270*	624	624	-	8,991	9,530	539	*6.0%*

**per hour costs can fluctate based on total hours due to discounted charges in excess of 12 hours*
**while out of state full freight tuition premium remains constant, the underlying maintence fees are still subject to rate increases*

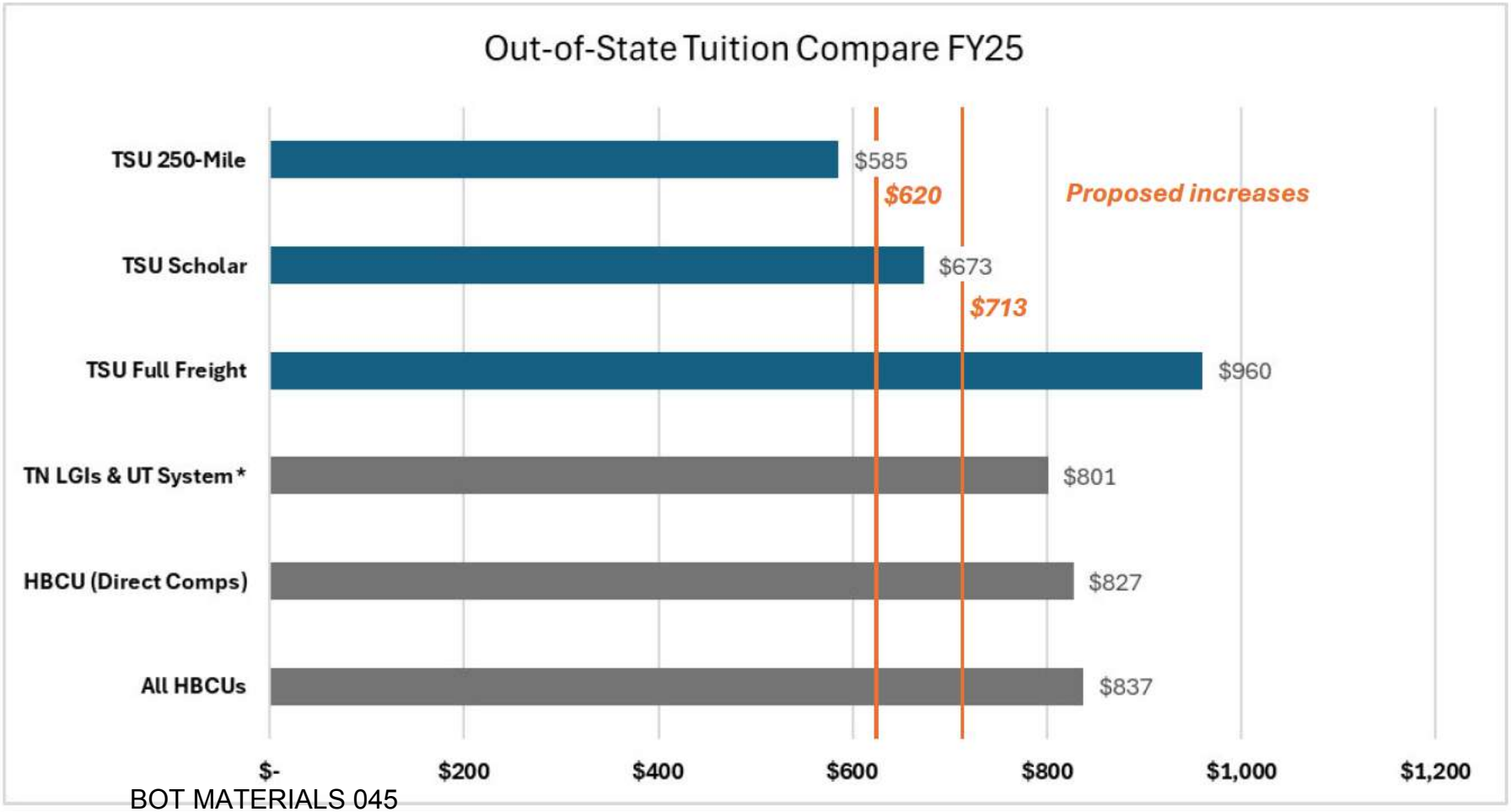
Tuition Rate Benchmarking

Undergraduate In-State Per Credit Hour Tuition Comparison



FY24-25	In-state Tuition Only	In-state Mandatory Fees	In-state Total
APSU	$303.00	$86.70	$389.70
ETSU	$333.00	$131.00	$464.00
MTSU	$331.00	$86.00	$417.00
TSU	$307.00	$78.00	$385.00
TTU	$350.00	$116.00	$466.00
UofM	$369.00	$78.00	$447.00
UTK	$385.00	$117.00	$502.00
UTC	$353.00	$267.00	$620.00
UTM	$367.00	$72.00	$439.00
Average w/TSU	$344.22	$114.63	$458.86
Average w/o TSU	**$348.88**	$119.21	**$468.09**

Undergraduate Out-of-State Per Credit Hour Tuition Comparison

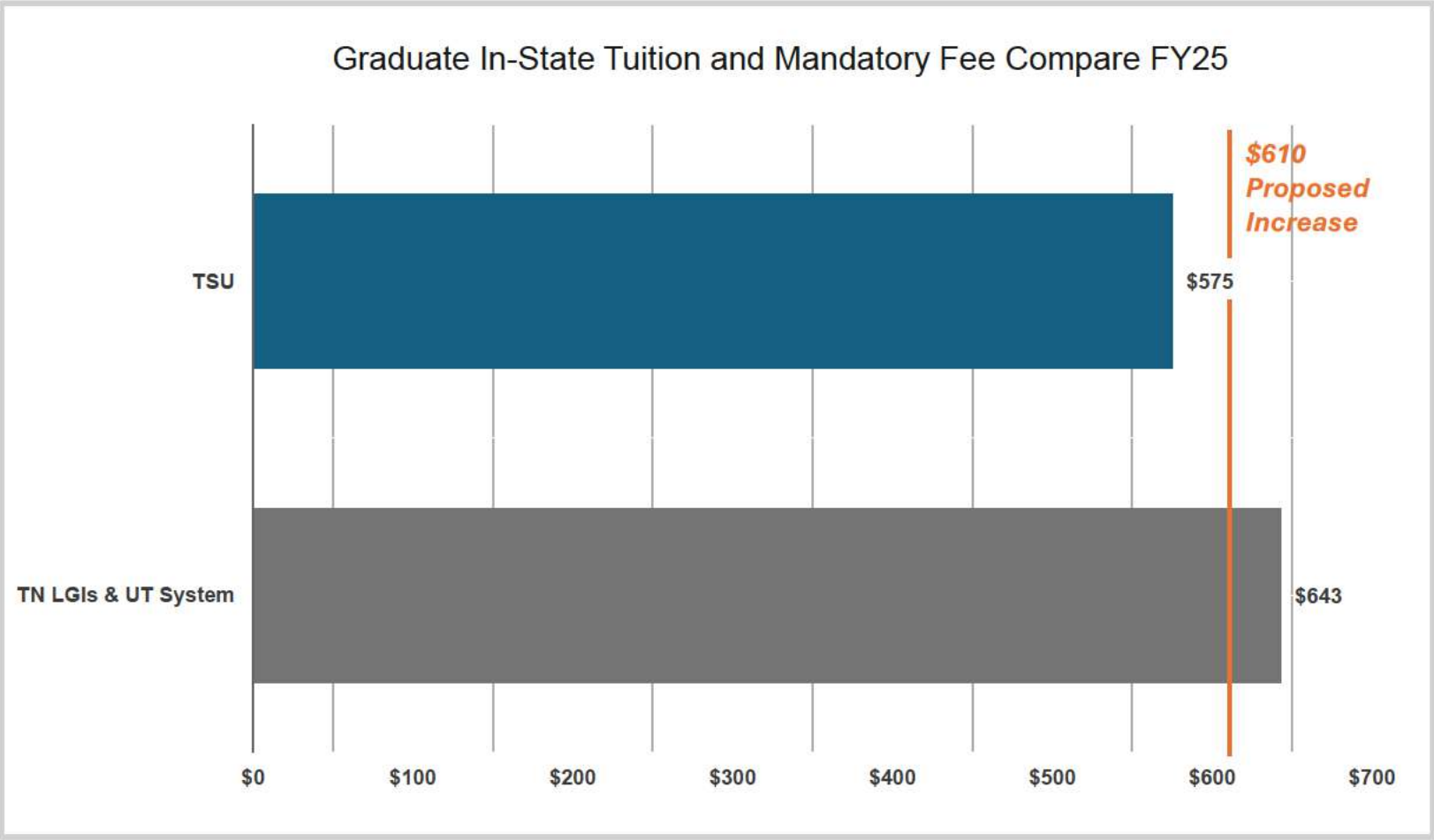


Data sources include publicly available data posted on individual university websites including FY24-25 fee tables.

- All HBCUs include; Alabama A&M, Alabama State, Albany State, FAMU, Fayetteville State, Jackson State, Kentucky State, and North Carolina A&T.
- HBCU (Direct Comps) include; Alabama A&M, FAMU, Jackson State, and North Carolina A&T only.
- TN LGIs (locally governed institutions) & UT System includes; APSU, ESTU, MTSU, TTU, UofM, UTC, UTM, and UTK.

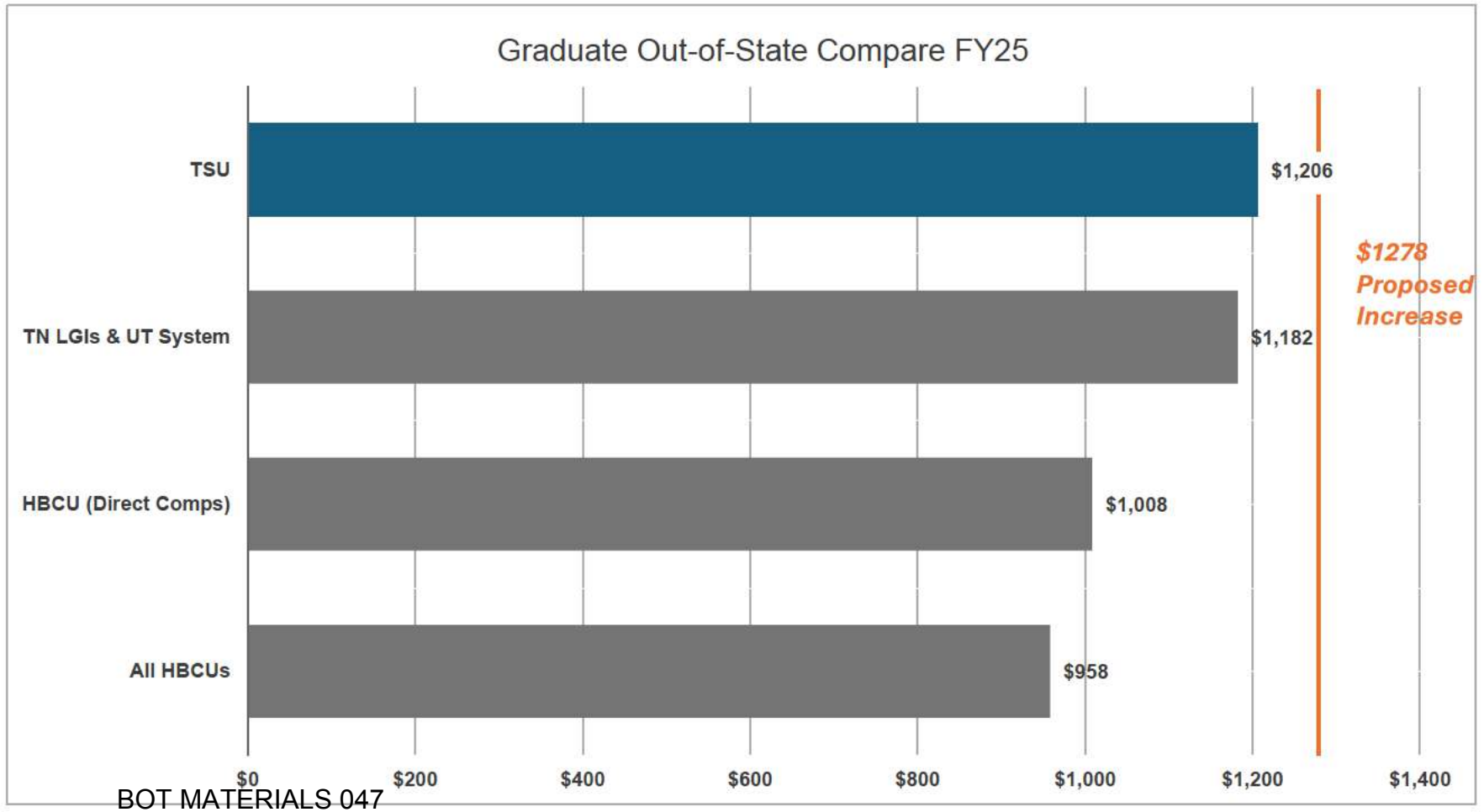
*These averages include tuition and mandatory fees.

Graduate In-State Per Credit Hour Tuition Comparison



FY24-25	In-state Tuition Only	In-state Mandatory Fees	In-state Total
APSU	$488.00	$86.63	$574.63
ETSU	$515.00	$131.00	$646.00
MTSU	$565.00	$86.00	$651.00
TSU	$497.00	$78.00	$575.00
TTU	$550.00	$86.63	$636.63
UofM	$553.00	$93.00	$646.00
UTK	$639.00	$117.00	$756.00
UTC	$507.00	$92.00	$599.00
UTM	$542.00	$92.00	$634.00
Average w/TSU	$539.56	$95.81	$635.36
Average w/o TSU	**$544.88**	$98.03	**$642.91**

Graduate Out-of-State Per Credit Hour Tuition Comparison



Data sources include publicly available data posted on individual university websites including FY24-25 fee tables.

- All HBCUs include; Alabama A&M, Alabama State, Albany State, FAMU, Fayetteville State, Jackson State, Kentucky State, and North Carolina A&T.
- HBCU (Direct Comps) include; Alabama A&M, FAMU, Jackson State, and North Carolina A&T only.
- TN LGIs (locally governed institutions) & UT System includes; APSU, ESTU, MTSU, TTU, UofM, UTC, UTM, and UTK.

*These averages include tuition and mandatory fees.

Tuition Rate Impact on Budget

FY26 Proposed Budget vs. FY26 Pro Forma (w/ 6% increase)

Tennessee State University
FY26 Pro Forma vs. FY26 Proposed Budget
($ in 000s)

	PRO FORMA FY26	PROPOSED BUDGET FY26	VARIANCE FY26 Pro Forma-to-FY26 Proposed
REVENUES			
Tuition & Fees	$ 62,861	$ 59,176	$ (3,686)
Less: Scholarships	*(24,669)*	*(27,748)*	*(3,079)*
State Appropriations	55,155	54,129	(1,026)
Other E&G Revenues	11,901	8,060	(3,842)
Total E&G Revenues	105,248	93,616	(11,632)
Total Auxiliary Revenues	40,201	37,369	(2,832)
Total Revenues	**145,449**	**130,985**	**(14,464)**
EXPENSES			
Personnel Costs	(103,239)	(100,788)	2,451
Non-Personnel Costs	(33,121)	(34,565)	(1,444)
Total E&G Expenditures	(136,361)	(135,354)	1,007
Personnel Costs	(5,309)	(4,364)	946
Non-Personnel Costs	(38,710)	(30,188)	8,522
Total Auxilary Expenditures	(44,019)	(34,551)	9,468
Total Expenses	**(180,380)**	**(169,905)**	**10,475** (1)
Net Operating Surplus/(Deficit)	**(34,931)**	**(38,920)**	**(3,989)**

1

TSU must target no more than a $35M annual deficit in FY26 to remain on track with its 5-year financial plan.

FY26 Proposed Budget includes a 6% tuition increase and leaves a remaining budget deficit gap of $4M when compared to 5-yr Pro Forma.

Failure to remain on track could result in a need for more aggressive cost reduction in future years or a prolonged timeline to financial stability.

FY26 Proposed Budget vs. FY26 Pro Forma (w/o 6% increase)

Tennessee State University
FY26 Pro Forma vs. FY26 Proposed Budget
($ in 000s)

	PRO FORMA FY26	PROPOSED BUDGET FY26	VARIANCE FY26 Pro Forma-to-FY26 Proposed
REVENUES			
Tuition & Fees	$ 62,861	$ 55,998	$ (6,863)
Less: Scholarships	*(24,669)*	*(27,748)*	*(3,079)*
State Appropriations	55,155	54,129	(1,026)
Other E&G Revenues	11,901	8,060	(3,842)
Total E&G Revenues	105,248	90,438	(14,810)
Total Auxiliary Revenues	40,201	37,369	(2,832)
Total Revenues	**145,449**	**127,807**	**(17,642)**
EXPENSES			
Personnel Costs	(103,239)	(100,788)	2,451
Non-Personnel Costs	(33,121)	(34,565)	(1,444)
Total E&G Expenditures	(136,361)	(135,354)	1,007
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Total Auxilary Expenditures	(44,019)	(34,551)	9,468
Total Expenses	**(180,380)**	**(169,905)**	**10,475** (1)
Net Operating Surplus/(Deficit)	**(34,931)**	**(42,097)**	**(7,167)**

(1)

TSU must target no more than a $35M annual deficit in FY26 to remain on track with its 5-year financial plan.

FY26 Proposed Budget **without** the 6% tuition increase and leaves a remaining budget deficit gap of over $7M when compared to 5-yr Pro Forma.

Failure to remain on track could result in a need for more aggressive cost reduction in future years or a prolonged timeline to financial stability.

Appendix

Undergraduate Tuition Rates Glossary

In-State: students from Tennessee that only pay for fees and are not assessed tuition charges.

Full-Freight Out-of-State: Out-of-state students pay an additional fee, often referred to as tuition premium, that is not assessed to Tennessee in-state students.

Scholar Tuition Rate: High-achieving out-of-state students may qualify for a discounted scholar rate or scholar rate plus.

250-Mile Radius: Out-of-state students who graduated from a high school whose zip code is within a 250-mile radius of Nashville are eligible for a discount on out-of-state tuition.

TENNESSEE STATE UNIVERSITY

Non-Mandatory Course Fee Increases

Fee	Current Amount	Amount Effective FY26	Est. Annual Revenue Generated (Incremental)	Justification
College of Engineering	$40/credit hour	$60/credit hour	$25,000	Equipment and hardware/software updates for engineering students learning. University of Tennessee System and Tennessee Tech University are collecting $105 per credit hour.
Architecture and Design Courses	N/A	$30/credit hour	$9,000	Used for architectural software and tools. University of Memphis collects $30 per credit hour for Architecture and Interior Architecture Course Fee. University of Tennessee System is collecting an additional charge of $111 per credit hour for all Architecture and Design Courses.
Biology Lab	$30/credit hour	$75/credit hour	$113,000	There has been a significant market increase in the cost of lab supplies and equipment maintenance, and lab fees have not increased to keep up with the cost. These fees will directly contribute to enhancing the overall laboratory experience for our students by providing access to updated equipment and learning materials. Other LGIs typically in the $50 per credit hour fee range (but likely considering increases in light of market conditions).
Chemistry Lab	$30/credit hour	$35/credit hour	$7,000	Increased number of lab sections offered each semester.
Speech Pathology Clinic Program Operating Fee	$100/student	$250/student	$10,000-15,000	Loss of $17,000 in grant funds – student fees are not enough to support the clinic. Increasing the clinic fees provide funding needed for supplies, tests and materials to operate the clinical program.

TENNESSEE STATE UNIVERSITY

Meal Plan Fee Increases – Per Semester

Meal Plan	Current Fee	Fee Effective FY26	$ Increase	% Increase
7 day w/$300 Declining Balance	2,536	2,627	91	3.6%
5 day w/$400 Declining Balance	2,536	2,627	91	3.6%
150 block w/$900 Declining Balance	2,536	2,627	91	3.6%
100 block w/$300 Declining Balance	1,375	1,425	50	3.6%
50 block w/$300 Declining Balance	910	943	33	3.6%
300 Declining Balance	300	311	11	3.6%
Commuter Meal Plan	200	207	7	3.6%
VIP 7 Day All Access w/$200 Declining Balance	2,725	2,823	98	3.6%
VIP 5 Day All Access w/$200 Declining Balance	2,770	2,870	100	3.6%
VIP 100 Block w/$200 Declining Balance	1,475	1,528	53	3.6%
VIP 50 Block w/$200 Declining Balance	1,083	1,122	39	3.6%
VIP $500 Declining Balance	500	518	18	3.6%

**Increases driven by an annual contractual price increase CPI; based on December CPI 3.6%*

BOT MATERIALS 054

Housing Fee Increases – Per Semester (1 of 2)

Housing Fee	Current Fee	Fee Effective FY26	$ Increase	% Increase
Traditional Residence Halls:				
Boyd Hall				
Single Occupancy	4,156	4,322	166	4%
Double Occupancy	2,078	2,161	83	4%
Triple Occupancy	1,391	1,530	139	10%
Eppse Hall				
Single Occupancy	4,156	4,322	166	4%
Double Occupancy	2,078	2,161	83	4%
Triple Occupancy	1,391	1,530	139	10%
Watson Hall				
Single Occupancy	4,156	4,322	166	4%
Double Occupancy	2,078	2,161	83	4%
Triple Occupancy	1,391	1,530	139	10%
Wilson Hall				
Single Occupancy	4,156	4,322	166	4%
Double Occupancy	2,078	2,161	83	4%
Triple Occupancy	1,391	1,530	139	1 %

In USD $

TENNESSEE STATE UNIVERSITY

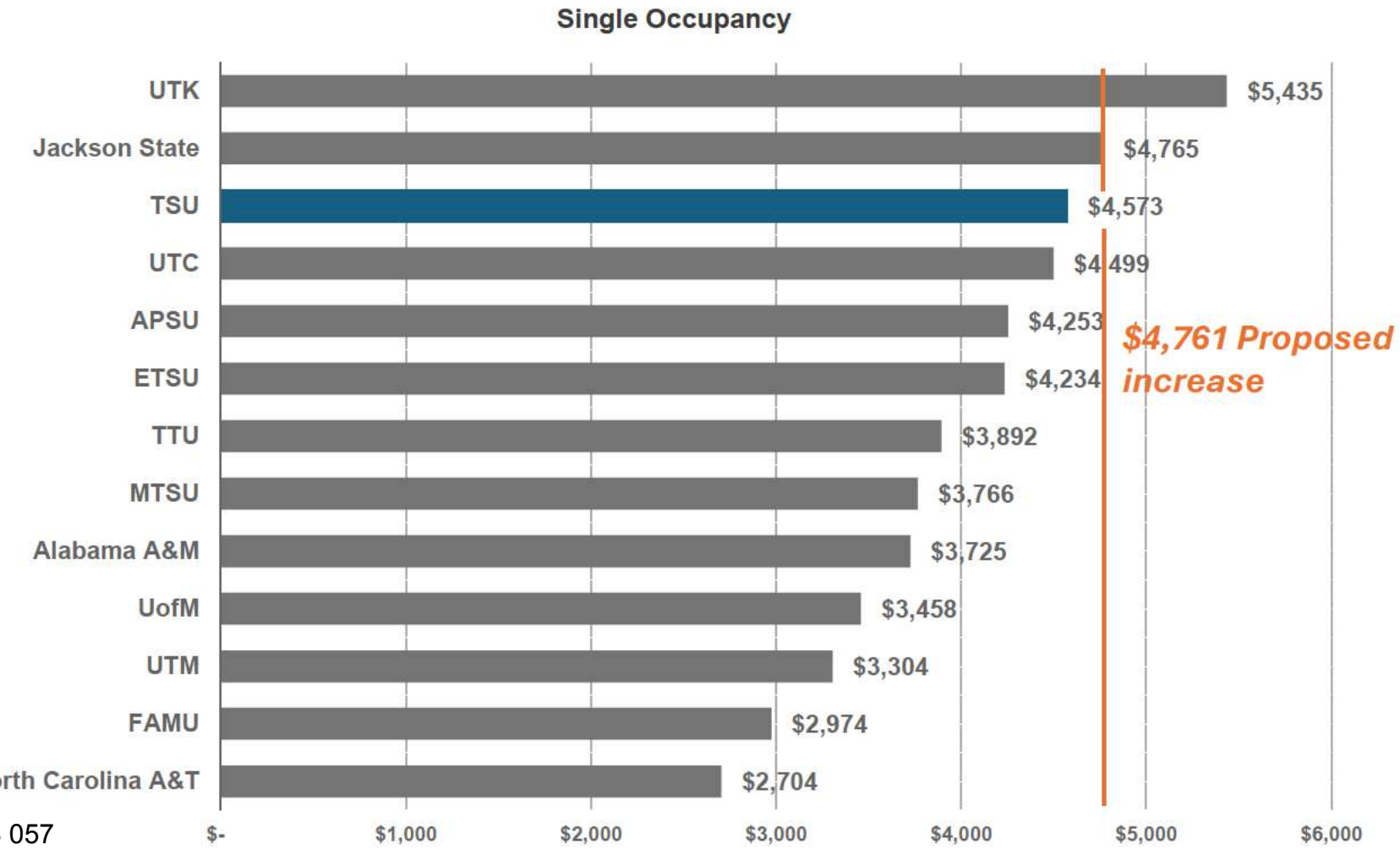
Housing Fee Increases – Per Semester (2 of 2)

Housing Fee	Current Fee	Fee Effective FY26	$ Increase	% Increase
Suite Style Halls:				
Rudolph Hall				
Single Occupancy	5,000	5,200	200	4%
Double Occupancy	2,500	2,600	100	4%
Triple Occupancy	1,448	1,593	145	10%
Hale Hall				
Single Occupancy	5,000	5,200	200	4%
Double Occupancy	2,500	2,600	100	4%
Triple Occupancy	1,448	1,593	145	10%
New Residence Hall				
Single Occupancy	4,562	5,200	638	14%
Shared Double Occupancy	4,562	4,562	-	0%
Shared Suite-Style Double Occupancy	4,562	4,744	182	4%
Apartment Style	4,562	4,744	182	4%
Apartments:				
Ford	3,435	3,572	137	4%
New Residence Complex	3,435	3,572	137	4%

In USD $

TENNESSEE STATE UNIVERSITY

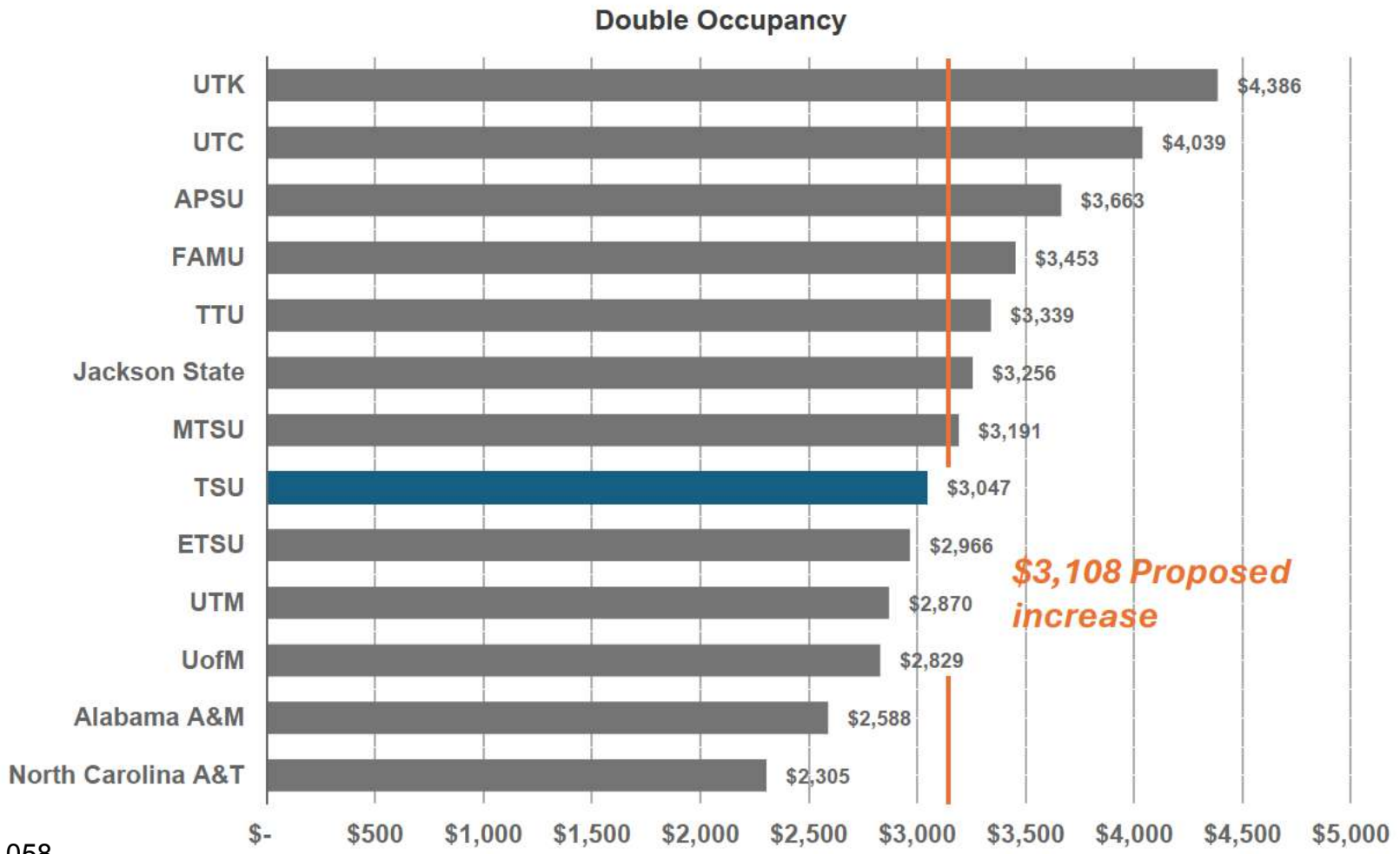
Housing – Single Occupancy Comparison



*Note: Amounts are based on housing average by occupancy type

TENNESSEE STATE UNIVERSITY

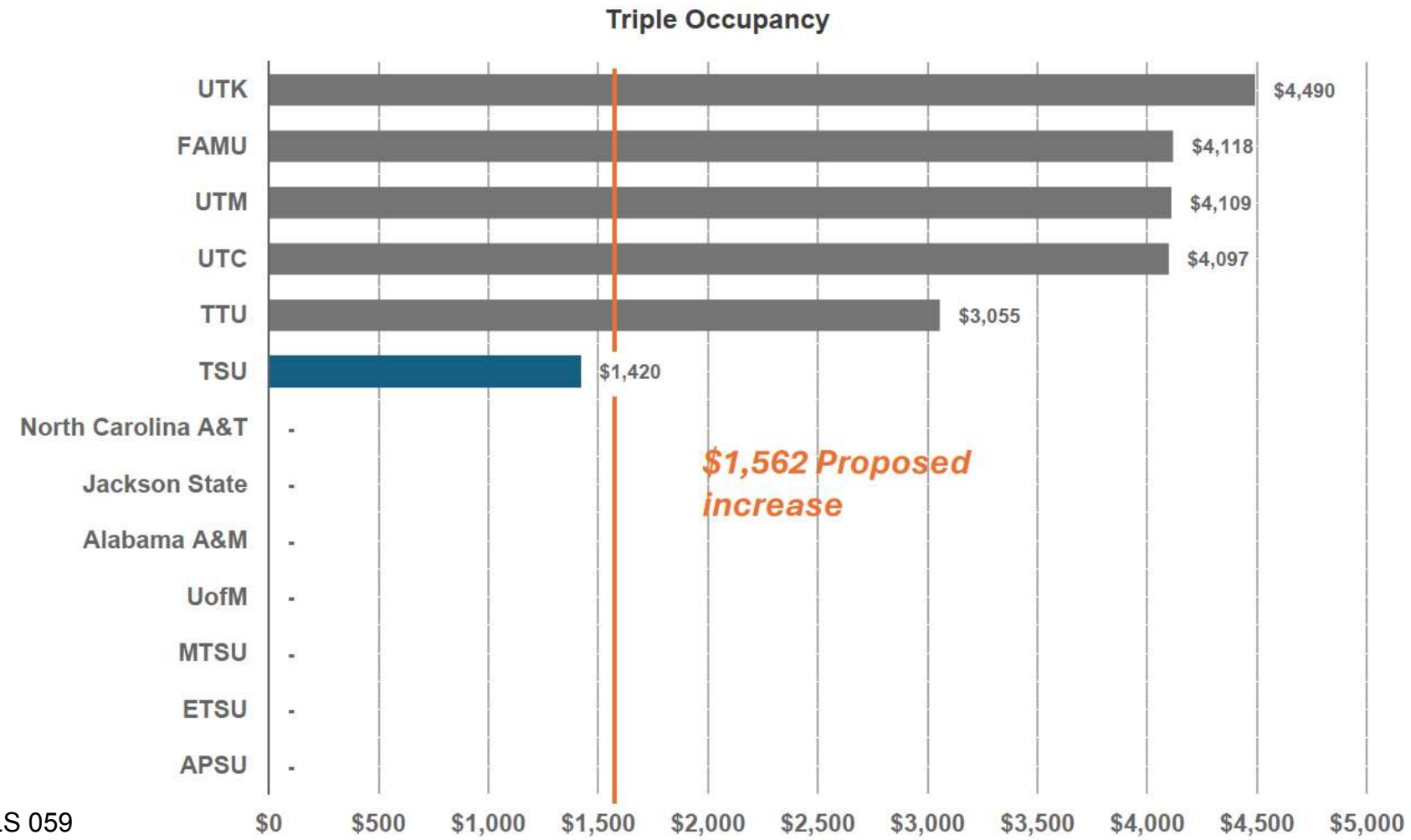
Housing – Double Occupancy Comparison



BOT MATERIALS 058

*Note: Amounts are based on housing average by occupancy type

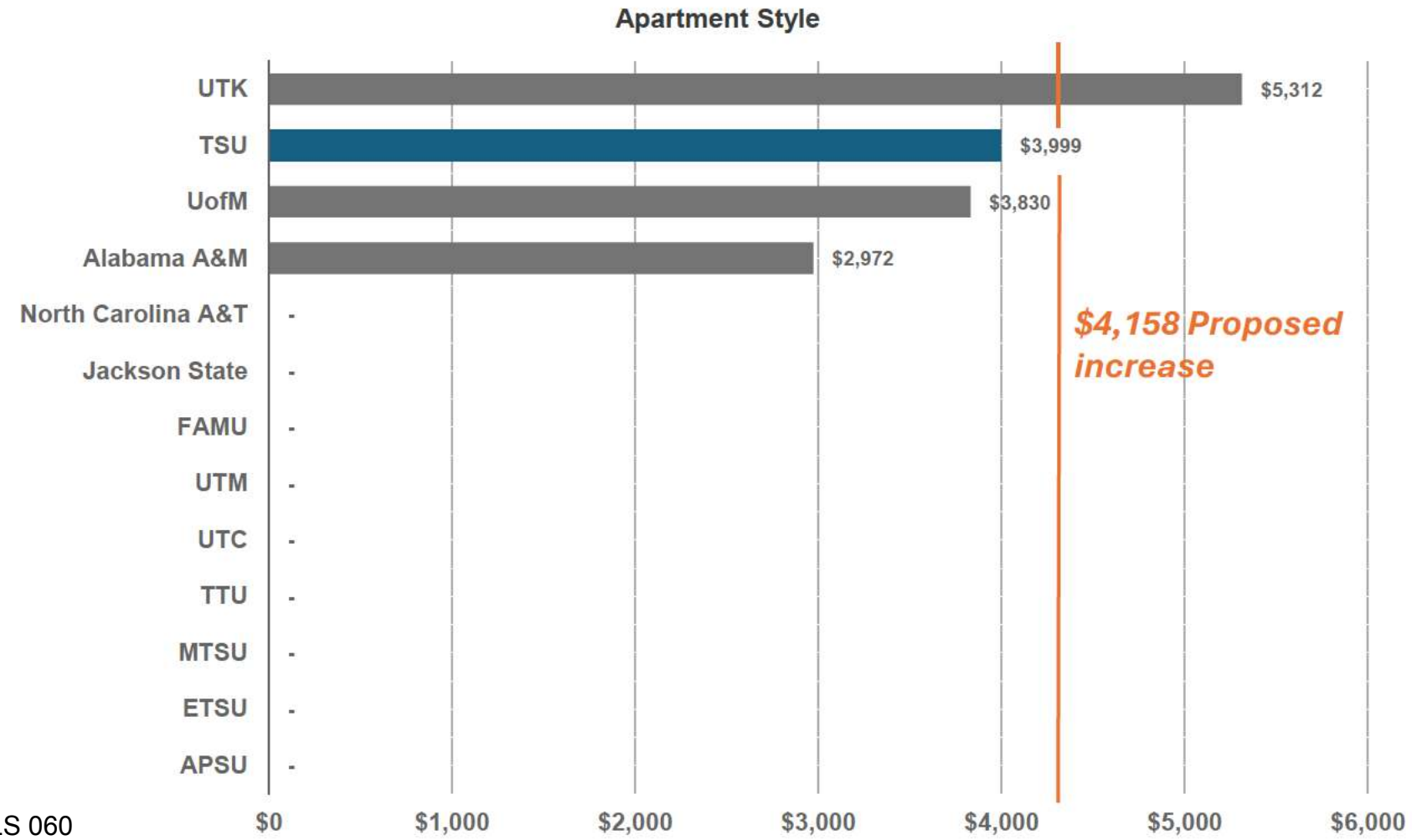
Housing – Triple Occupancy Comparison



*Note: Amounts are based on housing average by occupancy type

TENNESSEE STATE UNIVERSITY

Housing – Apartment Style Occupancy Comparison

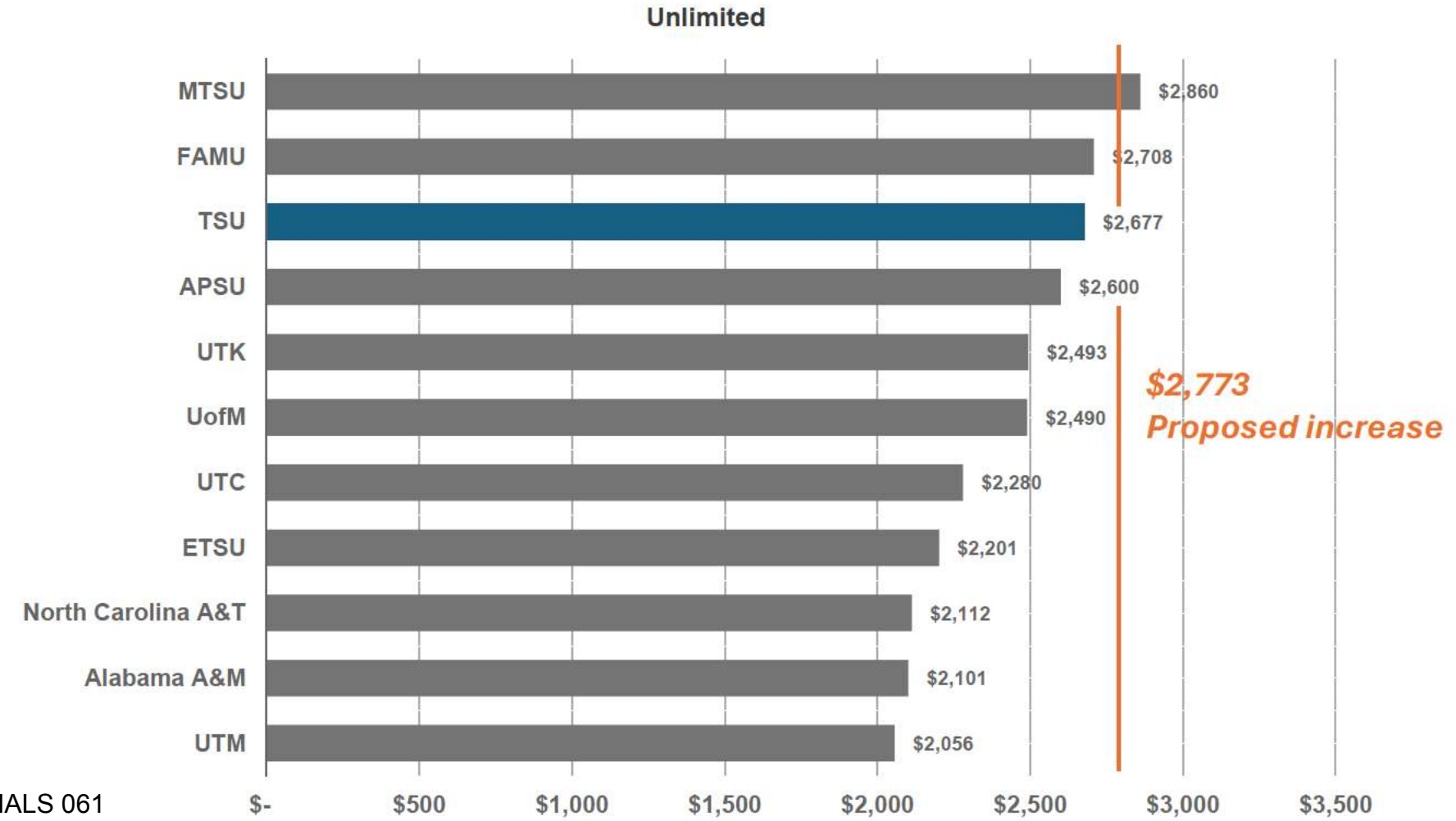


BOT MATERIALS 060

*Note: Amounts are based on housing average by occupancy type

TENNESSEE STATE UNIVERSITY

Meal Plan – Unlimited Plan Comparison



*Note: Amounts are based on averages by dining plan type

Calculation of Need Approach

Maintenance Fee & Tuition (Revenue)	
	$ 59,175,500

Non-Personnel Expense:	
E&G Expense	40,318,437
Less: Debt Service	(1,849,900)
Total	38,468,537

Personnel Expense:	
	E&G Expense
	$ 108,925,346

Average CPI/HEPI:	
Inflation Rate	2.57%
Inflation Cost	988,600
Fee Inc Needed	**1.67%**

Salary Increase:	
Cost of Inc	2,832,059
Appropriation	1,198,179
Unfunded Amt	1,633,880
Fee Inc Needed	**2.76%**

	Salary	2.76%
0-6.5% guiding range	Inflation	1.67%
FY26 calculated need	**Total Needed**	**4.43%**

*Revenue taken from Proposed FY26 Budget

*All expense numbers taken from Estimated FY25

Important Note: This approach is framed on the basis of a balanced budget institution (minimum revenue increase required to service increases in cost basis into next year). With a $42M+ proposed FY26 deficit prior to tuition increases, this analysis does not adequately consider the broader financial picture of TSU.*

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE:	June 13, 2025
ITEM:	Approval of FY 2024-2025 Estimated Budget
RECOMMENDED ACTION:	Approval
PRESENTED BY:	Trustee Charles Traughber, Chair of Finance Committee; Jim Grady, Alvarez & Marsal

Background Information

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

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

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

The purpose of this agenda item is to consider the approval of the Estimated Budget for Fiscal Year 2024-2025.

See information below and supplemental documentation attached: FINANCE SUPPLEMENTAL – B; FINANCE SUPPLEMENTAL – C; FINANCE SUPPLEMENTAL – D.

Committee Action

The Committee Chair will call for a motion recommending the approval of the action item.

MOTION: I move to approve Tennessee State University's Estimated Budget for Fiscal Year 2024-2025, as contained in the meeting materials.

FY 2024-2025 Estimated Budgeted Revenues:

Tennessee State University has three primary sources of budgeted revenues as noted:

- Tuition and Fees account for 29.1% of total revenues.
- State Appropriations account for 27.8% of total revenues.
- Foodservice, Bookstore, and Housing account for 20.9% of total revenues
- All other sources account for 22.2% of total revenues.

FY 2024-2025 Estimated Budgeted Expenditures:

Tennessee State University's budgeted expenditures as noted:

- Expenditures by Natural Classification (*Educational and General)*
    - Salaries and Benefits account for 61.3% of total E&G expenditures.
    - Operating expenses account for 20.0% of total E&G expenditures.
    - Scholarships and fellowships account for 17.1% of total E&G expenditures.
    - Travel expenses account for 1.6% of total E&G expenditures.

- Expenditures by Natural Classification (*Auxiliary Services)*
    - Salaries and Benefits account for 16.6% of total auxiliary expenditures.
    - Operating expenses account for 83.4% of total auxiliary expenditures.

TENNESSEE STATE UNIVERSITY
SUMMARY OF UNRESTRICTED FUNDS
ESTIMATED BUDGET 2024-2025

	Estimated Budget FY 2024-2025	% of Total
Revenues		
E&G		
Tuition and Fees	55,138,900	29.11%
State Appropriations	52,701,700	27.82%
Federal Grants and Contracts	4,000,000	2.11%
State Grants and Contracts	-	0.00%
Local Grants and Contracts	33,000	0.02%
Private Grants and Contracts	47,000	0.02%
Private Gifts	9,700	0.01%
Sales & Services of Educational Activities	134,900	0.07%
Sales & Services of Other Activities	4,535,600	2.39%
Other Sources	33,232,800	17.54%
Total E&G	149,833,600	79.09%
Sales and Services of Auxiliary Enterprise	39,606,000	20.91%
Total Revenue	**189,439,600**	**100.00%**
Expenditures and Transfers		
E&G		
Instruction	65,800,100	29.97%
Research	1,814,100	0.83%
Public Service	3,278,500	1.49%
Academic Support	10,220,400	4.66%
Student Services	21,158,100	9.64%
Institutional Support	21,033,100	9.58%
Operation and Maintenance of Plant	24,080,100	10.97%
Scholarships and Fellowships	30,202,200	13.76%
Total E&G	177,586,600	80.89%
Mandatory Transfers		
Transfers to Principal & Interest (ROI)	1,849,900	0.84%
Transfers to (from) Renewals and Replacements	-	-
Total Mandatory Transfers	1,849,900	2,047,400
Non-Mandatory Transfers		
Transfers to (from) Unexpended Plant	-	-
Transfers to (from) Renewals and Replacements	-	-
Transfers to (from) Other Funds	-	-
Total Non-Mandatory Transfers	-	-
Total E&G Expenditures and Transfers	179,436,500	81.73%
Auxiliary Enterprise Expenditures	34,343,500	15.64%
Mandatory Transfers		
Transfers to Principal & Interest (ROI)	5,772,800	2.63%
Transfers to (from) Renewals and Replacements	-	-
Total Mandatory Transfers	5,772,800	5,628,500
Non-Mandatory Transfers		
Transfers to (from) Unexpended Plant	-	-
Transfers to (from) Renewals and Replacements	-	-
Transfers to (from) Unrestricted Fund	-	-
Total Non-Mandatory Transfers	-	-
Total Auxiliary Expenditures and Transfers	40,116,300	18.27%
Total Expenditures and Transfers	**219,552,800**	**100.00%**
Total Net Revenues to Expenses/Transfers	**(30,113,200)**	**100.00%**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE:	June 13, 2025
ITEM:	Approval of FY 2025-2026 Proposed Budget
RECOMMENDED ACTION:	Approval
PRESENTED BY:	Trustee Charles Traughber, Chair of Finance Committee; Jim Grady, Alvaraz & Marsal

Background Information

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

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

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

The purpose of this agenda item is to consider the approval of the Proposed Budget for Fiscal Year 2025-2026.

See information below and supplemental documentation attached: FINANCE SUPPLEMENTAL – B; FINANCE SUPPLEMENTAL – C; FINANCE SUPPLEMENTAL – D.

Committee Action

The Committee Chair will call for a motion recommending the approval of the action item.

MOTION: I move to approve Tennessee State University's Proposed Budget for Fiscal Year 2025-2026, as contained in the meeting materials.

FY 2025-2026 Proposed Budgeted Revenues:

Tennessee State University has three primary sources of budgeted revenues as noted:

- Tuition and Fees account for 37.3% of total revenues.
- State Appropriations account for 34.1% of total revenues.
- Foodservice, Bookstore, and Housing account for 23.5% of total revenues
- All other sources account for 5.1% of total revenues.

FY 2025-2026 Proposed Budgeted Expenditures:

Tennessee State University's budgeted expenditures as noted:

- Expenditures by Natural Classification (*Educational and General)*
    - Salaries and Benefits account for 62.6% of total E&G expenditures.
    - Operating expenses account for 18.9% of total E&G expenditures.
    - Scholarships and fellowships account for 17.3% of total E&G expenditures.
    - Travel expenses account for 1.2% of total E&G expenditures.

- Expenditures by Natural Classification (*Auxiliary Services)*
    - Salaries and Benefits account for 15.1% of total auxiliary expenditures.
    - Operating expenses account for 84.9% of total auxiliary expenditures.

TENNESSEE STATE UNIVERSITY
SUMMARY OF UNRESTRICTED FUNDS
JULY PROPOSED 2025-2026

	July Proposed Budget FY 2025-2026	% of Total
Revenues		
E&G		
Tuition and Fees	59,175,500	37.28%
State Appropriations	54,128,900	34.10%
Federal Grants and Contracts	3,000,000	1.89%
State Grants and Contracts	-	0.00%
Local Grants and Contracts	33,000	0.02%
Private Grants and Contracts	25,000	0.02%
Private Gifts	-	0.00%
Sales & Services of Educational Activities	66,400	0.04%
Sales & Services of Other Activities	4,085,100	2.57%
Other Sources	850,000	0.54%
Total E&G Revenues	121,363,900	76.46%
Sales and Services of Auxiliary Enterprise	37,369,000	23.54%
Total Revenue	**158,732,900**	**100.00%**
Expenditures and Transfers		
E&G		
Instruction	60,935,200	30.83%
Research	1,447,300	0.73%
Public Service	2,820,800	1.43%
Academic Support	9,331,200	4.72%
Student Services	17,018,600	8.61%
Institutional Support	20,117,400	10.18%
Operation and Maintenance of Plant	21,635,600	10.95%
Scholarships and Fellowships	27,748,000	14.04%
Total E&G Expenditures	161,054,100	81.48%
Mandatory Transfers		
Transfers to Principal & Interest (ROI)	2,047,400	1.04%
Transfers to (from) Renewals and Replacements	-	-
Total Mandatory Transfers	2,047,400	2,047,400
Non-Mandatory Transfers		
Transfers to (from) Unexpended Plant	-	-
Transfers to (from) Renewals and Replacements	-	-
Transfers to (from) Other Funds	-	-
Total Non-Mandatory Transfers	-	-
Total E&G Expenditures and Transfers	163,101,500	82.52%
Auxiliary Enterprise Expenditures	28,922,500	14.63%
Mandatory Transfers		
Transfers to Principal & Interest (ROI)	5,628,500	2.85%
Transfers to (from) Renewals and Replacements	-	-
Total Mandatory Transfers	5,628,500	5,628,500
Non-Mandatory Transfers		
Transfers to (from) Unexpended Plant	-	-
Transfers to (from) Renewals and Replacements	-	-
Transfers to (from) Unrestricted Fund	-	-
Total Non-Mandatory Transfers	-	-
Total Auxiliary Expenditures and Transfers	34,551,000	17.48%
Total Expenditures and Transfers	**197,652,500**	**100.00%**
Total Net Revenues to Expenses/Transfers	**(38,919,600)**	**100.00%**

FINANCE SUPPLEMENTAL – B

TENNESSEE STATE UNIVERSITY

Board of Trustees, June 2025 Meeting

Approval of FY25 Estimated and FY26 Proposed Budgets

Agenda

1. Deficit Reduction Activities Presented at SBC and Progress to Date

2. FY25 Finanical Review

3. FY26 Proposed Budget

Deficit Reduction Activities Presented at SBC and Progress to Date

Targeted Deficit Resolution: Presented in February 2025

Total Deficit Reduction: **$32-37M**

Scholarships Reduction

$18-20M

- Scholarship discount rate has increased dramatically in recent years, without contributing more net revenue
- TSU can realize these savings by changing internal policies and **capping unrestricted awards as a % of gross revenue for future Freshman class cohorts**

Personnel Cost Reduction

Non-Instructional Staff

$6-7M

- Non-instructional E&G staff levels are higher than other LGIs, highlighting a need to "right size" staff in line with recent enrollment decline
- TSU began to address this in the Fall with a **workforce reduction in October 2024** – the savings estimate above is calculated in addition to that reduction through a **comprehensive benchmarking analysis to other LGIs**

Instructional Staff

$5-6M

- Faculty and academic E&G staff levels are slightly higher than other LGIs, prompting a need to assess faculty workloads and overall efficiency
- Low performing program reviews and faculty workload reviews are in process, but **some programs are scheduled to sunset and low-utilized faculty have been identified**

Non-Personnel Cost Reduction

$3-4M

- The President and cabinet members are actively pursuing any and all feasible cost reduction options
- Reductions catalogued so far include **maintenance, security, among other general operating costs**

Note: Dollar values are annualized deficit reduction estimates

Targeted Deficit Resolution: Progress to Date

Scholarships Reduction	Personnel Cost Reduction		Non-Personnel Cost Reduction
	Non-Instructional Staff	**Instructional Staff**	
SBC Forecasted: $18-20M	**SBC Forecasted: $6-7M**	**SBC Forecasted: $5-6M**	**SBC Forecasted: $3-4M**
Reduction Identified to Date: $5-6M	**Reduction Identified to Date: $9-10M**		**Reduction Identified to Date: $9-10M**
• TSU is making progress towards capping unrestricted awards, although realizing the full $18-20M may take slightly longer than originally presented (3-4 years). • The University still expects to see a major reduction ($10M+) in scholarships expense in FY27.	• The workforce reduction in October 2024, hiring freeze policy, and zero-based open position reset process have made significant progress on personnel cost reduction. • TSU plans to continue the "zero-based" approach in FY26 to ensure that position backfilling/hiring is only approved for mission critical roles.		• The SBC presentation only included reductions identified as of February 2026. The University was able to scrutinize non-personnel costs across the board during the FY26 budget process, identifying further cost reduction opportunity.

Note: Dollar values are annualized deficit reduction estimates

Pro Forma Forecast: FY25 through FY30 (Presented in February)

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

	FISCAL YEAR					
	2025	**2026**	**2027**	**2028**	**2029**	**2030**
REVENUES						
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						
E&G	(143,093)	(136,361)	(133,287)	(135,687)	(138,050)	(140,612)
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	(1) -	-	-	-	-
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)**

Note: E&G Revenues include scholarships expense as a contra revenue against tuition & fees
Note: Debt service in included in E&G and Aux expenses

(1) TSU must target no more than a $35M annual deficit in FY26 to remain on track with its 5-year financial plan.

Failure to remain on track could result in a need for more aggressive cost reduction in future years or a prolonged timeline to financial stability.

FY25 Financial Review

Major FY25 Cost Reduction Accomplishments

- Executed a workforce reduction in October that reduced actual headcount by 90+ FTEs
- Maintained a strict hiring freeze through the duration of the fiscal year; with very few exceptions for mission critical roles
- Executed an effort to “clean slate” the University’s open positions to improve controls and accountability around hiring
  - Took a “zero-based” approach to critical hiring needs as of July 1, 2026; eliminated all other open E&G and Auxiliary positions (~250 positions)
- Sunset of 2 low-performing programs; inactivation of 1 program; restructuring of College of Education
- Reassessed class schedule needs to reduce forecasted Fall adjunct professor need by 36%
- Renegotiated several major vendor agreements to reduce non-personnel cost burden
- Identified several deficit reduction opportunities that can be executed during FY26, beyond what is budgeted in Proposed FY26 Budget

FY25 Estimated Budget – One Time Adjustments

Tennessee State University
FY25 Estimated Budget - Adjustments
($ in 000s)

	ESTIMATED FY25	ESTIMATED FY25, Adjusted	VARIANCE FY25 One-Time Adjustments
REVENUES			
(1) Tuition & Fees	$ 55,139	$ 71,978	$ 16,839
Less: Scholarships	*(30,202)*	*(30,202)*	-
State Appropriations	52,702	*52,702*	-
(2) Other E&G Revenues	41,993	9,743	(32,250)
Total E&G Revenues	119,631	104,221	(15,411)
Total Auxiliary Revenues	39,606	39,606	-
Total Revenues	**159,237**	**143,827**	**(15,411)**
EXPENSES			
Personnel Costs	(108,926)	(108,926)	-
Non-Personnel Costs	(40,309)	(40,309)	-
Total E&G Expenditures	(149,234)	(149,234)	-
Personnel Costs	(5,695)	(5,695)	-
Non-Personnel Costs	(34,421)	(34,421)	-
Total Auxilary Expenditures	(40,116)	(40,116)	-
Total Expenses	**(189,351)**	**(189,351)**	**-**
Net Operating Surplus/(Deficit)	**(30,113)**	**(45,524)**	**(15,411)**

(1) FY25 accounting entry made to increase allowance for doubtful accounts in line with expected collections performance

(2) ARPA funding re-purposed for operating/cash flow use in November 2024

FY25 Budget-to-Actual

Tennessee State University
FY25 October vs. FY25 Estimated Budget
($ in 000s)

		OCTOBER BUDGET FY25	ESTIMATED FY25, Adjusted	VARIANCE FY25 October-to-FY25 Estimated
	REVENUES			
1	Tuition & Fees	$ 80,552	$ 71,978	$ (8,574)
2	*Less: Scholarships*	*(35,217)*	*(30,202)*	*5,015*
	State Appropriations	52,702	52,702	-
	Other E&G Revenues	9,639	9,743	104
	Total E&G Revenues	107,675	104,221	(3,455)
3	Total Auxiliary Revenues	43,720	39,606	(4,114)
	Total Revenues	**151,395**	**143,827**	**(7,569)**
	EXPENSES			
4	Personnel Costs	(114,987)	(108,926)	6,061
	Non-Personnel Costs	(35,436)	(40,309)	(4,873)
	Total E&G Expenditures	(150,423)	(149,234)	1,189
4	Personnel Costs	(7,304)	(5,695)	1,609
3	Non-Personnel Costs	(39,738)	(34,421)	5,317
	Total Auxilary Expenditures	(47,042)	(40,116)	6,925
	Total Expenses	**(197,465)**	**(189,351)**	**8,114**
	Net Operating Surplus/(Deficit)	**(46,069)**	**(45,524)**	**545**

1. Tuition & fees were overestimated in October budget due to a miscalculation of the out of state tuition premium student mix.

2. ~$3M of State funding for Building Bridges (formerly A&D) had not been applied for several years. This funding was applied to cover scholarships in FY25, suppressing the unrestricted expense in this year.

3. Auxiliary revenues and expenditures were both inflated in October budget due to an overestimation of service levels vs. actual FY25 enrollment. These largely offset creating a net zero impact.

4. Total personnel costs were $7.6M less than budgeted in October – this is in addition to the $6.5M annualized workforce reduction that was contemplated in the October budget.

FY26 Proposed Budget

Major FY26 Cost Reduction Targets

Included in FY26 Proposed Budget:

- Realize annualized savings as a result of FY25 accomplishments
- Maintain hiring freeze and thorough position control through the duration of the fiscal year, only backfilling or hiring mission critical roles
- Challenge all areas of the University to operate with 15% less discretionary operating funding (adjusted for contract and otherwise mandated spend); implementation of rigorous budget adjustment procedure to ensure budget increases are limited to critical and/or unforeseen circumstances

Additional Items In-Flight:

- Capitalize on revenue opportunities to offset departmental overhead (e.g., parking, payment plan fees, space rental)
- Leverage endowment returns restricted for departmental use where purpose is aligned with gift

FY25 Estimated vs. FY26 Proposed Budget

Tennessee State University
FY25 Estimated vs. FY26 Proposed
($ in 000s)

	ESTIMATED FY25, Adjusted	PROPOSED BUDGET FY26	VARIANCE FY25 Estimated to FY25 Proposed
REVENUES			
(1) Tuition & Fees	$ 71,978	$ 59,176	$ (12,803)
(2) *Less: Scholarships*	*(30,202)*	*(27,748)*	*2,454*
State Appropriations	52,702	54,129	1,427
Other E&G Revenues	9,743	8,060	(1,684)
Total E&G Revenues	104,221	93,616	(10,605)
Total Auxiliary Revenues	39,606	37,369	(2,237)
Total Revenues	**143,827**	**130,985**	**(12,842)**
EXPENSES			
(3) Personnel Costs	(108,926)	(100,788)	8,137
(4) Non-Personnel Costs	(40,309)	(34,565)	5,744
Total E&G Expenditures	(149,234)	(135,354)	13,881
(3) Personnel Costs	(5,695)	(4,364)	1,332
Non-Personnel Costs	(34,421)	(30,188)	4,234
Total Auxilary Expenditures	(40,116)	(34,551)	5,565
Total Expenses	**(189,351)**	**(169,905)**	**19,446**
Net Operating Surplus/(Deficit)	**(45,524)**	**(38,920)**	**6,604**

(1) Includes a 6% increase to tuition for all populations except full-freight out of state.

Conservatively assumes a smaller FTIC freshman class than targeted earlier in Spring, as well as further enrollment loss caused by the adherence to a strict purge/registration hold policy preventing students from continuing with owed balances.

(2) Scholarships are budgeted to decline by closer to $5M+ on a gross basis (the FY25 $30M includes $3M of State funded offset from previous years).

(3) The FY26 Proposed budget includes $9.5M in total personnel cost reduction. Including ~$15M of vacancy closures, offset by 1.5% earmarked for merit-based salary raises and some salaries in FY25 paid to now-closed positions.

(4) The FY26 Proposed budget includes a 15% reduction to all discretionary non-personnel expenses, challenging TSU staff to find all available savings opportunities.

FY26 Proposed Budget vs. FY26 Pro Forma

Tennessee State University
FY26 Pro Forma vs. FY26 Proposed Budget
($ in 000s)

	PRO FORMA FY26	PROPOSED BUDGET FY26	VARIANCE FY26 Pro Forma-to-FY26 Proposed
REVENUES			
(1) Tuition & Fees	$ 62,861	$ 59,176	$ (3,686)
(2) *Less: Scholarships*	*(24,669)*	*(27,748)*	*(3,079)*
State Appropriations	55,155	54,129	(1,026)
Other E&G Revenues	11,901	8,060	(3,842)
Total E&G Revenues	105,248	93,616	(11,632)
Total Auxiliary Revenues	40,201	37,369	(2,832)
Total Revenues	**145,449**	**130,985**	**(14,464)**
EXPENSES			
(3) Personnel Costs	(103,239)	(100,788)	2,451
Non-Personnel Costs	(33,121)	(34,565)	(1,444)
Total E&G Expenditures	(136,361)	(135,354)	1,007
(3) Personnel Costs	(5,309)	(4,364)	946
(4) Non-Personnel Costs	(38,710)	(30,188)	8,522
Total Auxilary Expenditures	(44,019)	(34,551)	9,468
Total Expenses	**(180,380)**	**(169,905)**	**10,475**
Net Operating Surplus/(Deficit)	**(34,931)**	**(38,920)**	**(3,989)**

1. Overall tuition & fees forecast has been adjusted by several factors, including enrollment pipeline trends, policy decisions, tuition rate increases, etc. – resulting in a net decrease of $3.7M

2. Budgeted Scholarships include ~$1.25M in tuition waivers not treated as “Scholarships” in the Pro Forma.

   Remaining ~$1.8M variance represents a slight delay in execution of cost reduction targets. Scholarship offers had to be increased slightly due to prior verbal commitments as well as targeted recruitment efforts to improve a stale Fall 2026 pipeline.

3. The FY26 Proposed budget includes ~$3.4M more personnel cost reduction than originally targeted in early Spring.

4. The budgeting process revealed more Auxiliary cost savings opportunity than originally thought in early Spring; attributed primarily through reductions in security, maintenance, over space/usage optimization, among other items

Historical Comparison

Tennessee State University
Historical Actuals
($ in 000s)

	FY23 ACTUAL	FY24 ACTUAL	FY25 ESTIMATED, Adj	FY26 PROPOSED BUDGET
REVENUES				
(1) Tuition & Fees	$ 99,251	$ 84,011	$ 71,978	$ 59,176
Less: Scholarships	*(45,933)*	*(41,238)*	*(30,202)*	*(27,748)*
State Appropriations	47,645	52,720	52,702	54,129
(2) Other E&G Revenues	11,037	12,955	9,743	8,060
Total E&G Revenues	112,000	108,447	104,221	93,616
Total Auxiliary Revenues	46,339	45,197	39,606	37,369
Total Revenues	**158,339**	**153,644**	**143,827**	**130,985**
EXPENSES				
Personnel Costs	(104,004)	(112,322)	(108,926)	(100,788)
Non-Personnel Costs	(34,401)	(43,959)	(40,309)	(34,565)
Total E&G Expenditures	(138,406)	(156,282)	(149,234)	(135,354)
Personnel Costs	(5,257)	(6,535)	(5,695)	(4,364)
Non-Personnel Costs	(51,170)	(45,502)	(34,421)	(30,188)
Total Auxilary Expenditures	(56,428)	(52,037)	(40,116)	(34,551)
Total Expenses	**(194,833)**	**(208,318)**	**(189,351)**	**(169,905)**
Net Operating Surplus/(Deficit)	**(36,495)**	**(54,674)**	**(45,524)**	**(38,920)**

(1)
FY25
- Adjusted out $16.8M to reflect one-time allowance for doubtful accounts adjustment

(2)
FY23
- Adjusted out $19.5M in tornado insurance one-time funding recognized in FY23

FY25
- Adjusted out $32.2M in one-time ARPA funding received in November 2024

Personnel Cost Reductions: Vacancies and Position Control

TSU has taken **3 high-impact steps to realize personnel cost savings** and institute strict controls/governance to "right size" the University in response to enrollment decline.

1. **Fall 2024 Workforce Reduction**
   - 95 individuals involved in workforce reduction executed in October 2024
   - $8.8M in annualized personnel cost savings

2. **Implementation of Hiring Freeze**
   - Strict adherence to a hiring freeze with few exceptions for mission critical backfills
   - Creation of net new positions suspended

3. **Closure of All Non-Critical Open Positions**
   - Conducted a "zero-based" process to identify critical open positions and/or net new personnel needs effective July 1, 2025
   - Executed a mass-closure of all non-critical positions prior to FY26 proposed budget
   - In process of implementing rigorous position request process for FY26 to ensure proper position governance

Personnel Cost Reductions: Vacancies and Position Control

TSU Vacancy Progression: FY25
in $ 000's

	E&G	Aux	Total
(Incl. in FY25 Proposed Budget) Vacancies as of April 30, 2024	5,234	1,192	6,427
(Incl. in FY25 October Budget) Added vacancies April 30 to October 15, 2024	4,751	276	5,027
(Incl. in FY25 October Budget) Vacancies Created by Workforce Reduction	8,013	832	8,845
Attrition October to Date (In Addition to WFReduction)	3,367	402	3,769
Total Vacancies as of April 30, 2025	**21,365**	**2,703**	**24,067**
Less: Positions to Remain Open for Critical Hires/Skill Investment	*(8,179)*	*(853)*	*(9,032)*
NET POSITIVE IMPACT TO PERSONNEL BUDGET(S)	**13,186**	**1,850**	**15,036**

Vacancies Budgeted as of April 30, 2025

$24M

Critical
$9M
Budgeted in FY26

Non-Critical
$15M
Closed & Removed from Budget

Vacancies Breakdown

Department	# Vacancies Closed	# Vacancies Kept Open
Academic Affairs	99	33
Business and Finance	14	23
Police	11	14
Student Affairs	47	11
Information Technology	3	9
Athletics	16	7
Auxiliary	17	6
Facilities	17	2
Presidents Office	7	2
Research	12	0
Institutional Advancement	2	0
Other	14	0
Total	**259**	**107**

FINANCE SUPPLEMENTAL - C

TSU Board of Trustees, Finance Committee June 2025

Tennessee State University (TSU)

3-Year Revenues & Expenses (Derived from Forms I & III)

USD $ 000s

	Actual 2023-24	Estimated 2024-25 (Adj)	Budget 2025-26	FY24-to-FY25	FY25-to-FY26
REVENUES					
[1] Tuition and Fees	$ 84,011	$ 71,978	$ 59,176	-14%	-18%
State Appropriations	52,720	52,702	54,129	0%	3%
Federal Grants and Contracts	4,327	4,000	3,000	-8%	-25%
Local Grants and Contracts	5	-	-	-100%	0%
State Grants and Contracts	55	33	33	-40%	0%
Private Grants and Contracts	429	47	25	-89%	-47%
Private Gifts	49	10	-	-80%	-100%
Sales & Services of Educ Activities	91	135	66	48%	-51%
Sales & Services of Other Activities	6,830	4,536	4,085	-34%	-10%
[2] Other Sources	1,168	983	850	-16%	-14%
Total E&G	149,685	134,423	121,364	-10%	-10%
Sales & Services of Aux Enterprises	45,197	39,606	37,369	-12%	-6%
Total Revenues	**194,882**	**174,029**	**158,733**	**-11%**	**-9%**
EXPENSES					
Personnel					
Instruction	(60,769)	(60,053)	(55,350)	-1%	-8%
Research	(2,007)	(1,502)	(1,167)	-25%	-22%
Public Service	(2,893)	(2,912)	(2,379)	1%	-18%
Academic Support	(8,202)	(7,929)	(7,424)	-3%	-6%
Student Services	(17,001)	(14,505)	(12,603)	-15%	-13%
Institutional Support	(15,622)	(16,928)	(16,982)	8%	0%
Operation & Maintenance of Plant	(5,829)	(5,097)	(4,884)	-13%	-4%
Scholarships & Fellowships	-	-	-	0%	0%
Total Personnel	(112,322)	(108,926)	(100,788)	-3%	-7%
Non-Personnel					
Instruction	(4,843)	(5,747)	(5,585)	19%	-3%
Research	(314)	(312)	(280)	-1%	-10%
Public Service	(420)	(367)	(442)	-13%	21%
Academic Support	(1,983)	(2,291)	(1,908)	16%	-17%
Student Services	(7,908)	(6,653)	(4,416)	-16%	-34%
Institutional Support	(6,641)	(4,106)	(3,136)	-38%	-24%
Operation & Maintenance of Plant	(20,025)	(18,983)	(16,752)	-5%	-12%
Scholarships & Fellowships	(41,238)	(30,202)	(27,748)	-27%	-8%
Total Non-Personnel	(83,373)	(68,661)	(60,266)	-18%	-12%
Total Education and General	(195,695)	(177,587)	(161,054)	-9%	-9%
Auxiliary Enterprises Expenditures	(46,280)	(34,344)	(28,923)	-26%	-16%
Principal & Interest	(7,582)	(7,623)	(7,676)	1%	1%
Total Expenses	**(249,557)**	**(219,553)**	**(197,653)**	**-12%**	**-10%**
Net Surplus/(Deficit)	**(54,674)**	**(45,524)**	**(38,920)**	**-17%**	**-15%**

Notes:

1 Tuition & Fees adjusted in FY2024-25 by adding back a $16.8M adjustment for allowance for doubtful accounts, to maintain valid year-over-year comparisons

2 Other sources adjusted in FY2024-25 by removing $32.3M in one-time ARPA funding repurposed for operating previously designated for capital projects, to maintain valid year-over-year comparisons

Tennessee State University (TSU)

3-Year Expenditures (Derived from Form V)

USD $ 000s

	Actual 2023-24	Estimated 2024-25	Budget 2025-26	FY24-to-FY25	FY25-to-FY26
E&G EXPENDITURES					
Salaries					
Administrative/Professional	$ 9,511	$ 8,669	$ 6,443	-9%	-26%
Academic	40,538	41,632	38,653	3%	-7%
Supporting	7,492	6,774	6,740	-10%	-1%
Students	155	128	50	-17%	-61%
Professional	26,042	25,516	23,206	-2%	-9%
Total Salaries	83,738	82,719	75,093	-1%	-9%
Employee Benefits	28,584	26,206	25,695	-8%	-2%
Total Personnel Costs	112,322	108,926	100,788	-3%	-7%
Travel	4,367	2,763	1,898	-37%	-31%
Operating & Capital Expense	31,957	29,810	25,047	-7%	-16%
Utilities & Fuel	5,034	5,676	5,395	13%	-5%
Stores for Resale	-	-	-	0%	0%
Scholarships	42,014	30,412	27,926	-28%	-8%
Total Non-Personnel Costs	83,373	68,661	60,266	-18%	-12%
Total E&G Expenditures	**195,695**	**177,587**	**161,054**	**-9%**	**-9%**
AUXILIARY EXPENDITURES					
Salaries					
Administrative/Professional	260	208	98	-20%	-53%
Academic	15	15	-	2%	-100%
Supporting	2,668	1,845	1,454	-31%	-21%
Students	698	562	-	-19%	-100%
Professional	1,479	1,566	1,610	6%	3%
Total Salaries	5,119	4,196	3,162	-18%	-25%
Employee Benefits	1,416	1,499	1,201	6%	-20%
Total Personnel Costs	6,535	5,695	4,364	-13%	-23%
Travel	245	167	5	-32%	-97%
Operating & Capital Expense	24,298	14,852	11,819	-39%	-20%
Utilities & Fuel	1,680	1,726	1,700	3%	-1%
Stores for Resale	13,225	11,869	11,000	-10%	-7%
Scholarships	297	35	35	-88%	0%
Total Non-Personnel Costs	39,745	28,648	24,559	-28%	-14%
Total Auxiliary Expenditures	**46,280**	**34,344**	**28,923**	**-26%**	**-16%**
Grand Total Expenditures	**241,975**	**211,930**	**189,976**	**-12%**	**-10%**

FINANCE SUPPLEMENTAL - D

TSU Board of Trustees, Finance Committee June 2025

110001 – Unrestricted

FZRJF01 TBR8: 1.1
Form I

Run Date 04-JUN-2025
Run Time 09:56 AM

Tennessee State University
Summary Of Unrestricted Current Funds Available And Applied
July Budget 2025-26

	Actual 2023-24	October Budget 2024-25	Estimated Budget 2024-25	% Change Over Actual	July Budget 2025-26	% Change Over Actual
Unrestricted Current Fund Balances at Beginning of Period						
Allocation for Encumbrances	6,535,360	0	0	-100.0	0	-100.0
Allocation for Working Capital	16,860,874	3,800	3,800	-100.0	3,800	-100.0
Special Allocations	7,577,583	1,279,000	1,279,000	-83.1	0	-100.0
Unallocated Balance	-31,596,282	-31,935,600	-31,935,600	01.1	-60,769,800	92.3
Total Unrestricted Current Fund Balances	-622,465	-30,652,800	-30,652,800	4824.4	-60,766,000	9662.2
Revenues						
Education and General						
Tuition and Fees	84,010,707	80,552,000	55,138,900	-34.4	59,175,500	-29.6
State Appropriations	52,719,700	52,701,700	52,701,700	00.0	54,128,900	02.7
Federal Grants and Contracts	4,326,768	3,500,000	4,000,000	-07.6	3,000,000	-30.7
Local Grants and Contracts	5,138	0	0	-100.0	0	-100.0
State Grants and Contracts	55,268	33,000	33,000	-40.3	33,000	-40.3
Private Grants and Contracts	429,232	47,000	47,000	-89.1	25,000	-94.2
Private Gifts	49,070	0	9,700	-80.2	0	-100.0
Sales & Services of Educ Activities	91,223	42,500	134,900	47.9	66,400	-27.2
Sales & Services of Other Activities	6,830,134	5,266,200	4,535,600	-33.6	4,085,100	-40.2
Other Sources	1,168,172	750,000	33,232,800	2744.9	850,000	-27.2
Total Education and General	149,685,412	142,892,400	149,833,600	00.1	121,363,900	-18.9
Sales & Services of Aux Enterprises						
Sales and Services of Aux Enterprises	45,196,777	43,720,000	39,606,000	-12.4	37,369,000	-17.3
Total Revenues	194,882,189	186,612,400	189,439,600	-02.8	158,732,900	-18.5
Expenditures and Transfers						
Education and General						

Instruction	65,612,248	64,287,200	65,800,100	00.3	60,935,200	-07.1
Research	2,320,351	1,929,800	1,814,100	-21.8	1,447,300	-37.6
Public Service	3,312,857	2,054,400	3,278,500	-01.0	2,820,800	-14.9
Academic Support	10,185,107	10,846,600	10,220,400	00.3	9,331,200	-08.4
Student Services	24,909,209	22,924,300	21,158,100	-15.1	17,018,600	-31.7
Institutional Support	22,262,660	23,429,700	21,033,100	-05.5	20,117,400	-09.6
Operation & Maintenance of Plant	25,854,081	23,147,000	24,080,100	-06.9	21,635,600	-16.3
Scholarships & Fellowships	41,238,342	35,100,900	30,202,200	-26.8	27,748,000	-32.7
Total Education and General	195,694,855	183,719,900	177,586,600	-09.3	161,054,100	-17.7
Mandatory Transfers for:						
Principal & Interest	1,825,136	1,849,900	1,849,900	01.4	2,047,400	12.2
Renewals & Replacements	0	0	0		0	

FZRJF01 TBR8: 1.1 Run Date 04-JUN-2025

Form I Tennessee State University Run Time 09:56 AM

Summary Of Unrestricted Current Funds Available And Applied

July Budget 2025-26

	Actual 2023-24	October Budget 2024-25	Estimated Budget 2024-25	% Change Over Actual	July Budget 2025-26	% Change Over Actual
Loan Fund Matching Grant	0	0	0		0	
Total Mandatory Transfers	1,825,136	1,849,900	1,849,900	01.4	2,047,400	12.2
Non-Mandatory Transfers for:						
Transfers to Unexpended Plant Fund	0	0	0		0	
Transfers to Renewal & Replacements	0	0	0		0	
Transfers to Other Funds	0	0	0		0	
Transfers from Unexpended Plant Fund	-8,505,344	0	0	-100.0	0	-100.0
Transfers from Renewal & Replacements	-11,826,080	0	0	-100.0	0	-100.0
Transfers from Other Funds	0	0	0		0	
Total Non-Mandatory Transfers	-20,331,424	0	0	-100.0	0	-100.0
Total Education and General	177,188,567	185,569,800	179,436,500	01.3	163,101,500	-08.0
Auxiliary Enterprises Expenditures						
Auxiliary Enterprises Expenditures	46,280,179	41,338,900	34,343,500	-25.8	28,922,500	-37.5

Total Auxiliary Expenditures	46,280,179	41,338,900	34,343,500	-25.8	28,922,500	-37.5
Mandatory Transfers for:						
Principal & Interest	5,756,392	5,772,800	5,772,800	00.3	5,628,500	-02.2
Renewals & Replacements	0	0	0	00.0	0	00.0
Loan Fund Matching Grant	0	0	0	00.0	0	00.0
Total Mandatory Transfers	5,756,392	5,772,800	5,772,800	00.3	5,628,500	-02.2
Non-Mandatory Transfers for:						
Tranfers to Unexpended Plant Fund	0	0	0	00.0	0	00.0
Transfers to Renewal & Replacements	0	0	0	00.0	0	00.0
Transfers to Other Funds	0	0	0	00.0	0	00.0
Transfers from Unexpended Plant Fund	-2,731,326	0	0	-100.0	0	-100.0
Transfers from Renewal & Replacements	-1,581,295	0	0	-100.0	0	-100.0
Transfers from Other Funds	0	0	0	00.0	0	00.0
Total Non-Mandatory Transfers	-4,312,621	0	0	-100.0	0	-100.0
Total Auxiliary Enterprises	47,723,950	47,111,700	40,116,300	-15.9	34,551,000	-27.6
Total Expenditures And Transfers	224,912,517	232,681,500	219,552,800	-02.4	197,652,500	-12.1
Other						
Prior Period Adjustments	0	0	0	00.0	0	00.0

FZRJF01 TBR8: 1.1 Run Date 04-JUN-2025
Form I Tennessee State University Run Time 09:56 AM
Summary Of Unrestricted Current Funds Available And Applied
July Budget 2025-26

	Actual 2023-24	October Budget 2024-25	Estimated Budget 2024-25	% Change Over Actual	July Budget 2025-26	% Change Over Actual
Other Additions/Deductions	0	0	0	00.0	0	00.0
Total Other	0	0	0	00.0	0	00.0
Unrestricted Current Fund Balances at End of Period						
Allocation for Encumbrances	0	0	0	00.0	0	00.0
Allocation for Working Capital	3,800	3,800	3,800	00.0	3,800	00.0

Special Allocations	1,278,978	0	0	-100.0	0	-100.0
Unallocated Balance	-31,935,572	-76,725,700	-60,769,800	90.3	-99,689,400	212.2
Total Unrestricted Current Fund Balances	-30,652,794	-76,721,900	-60,766,000	98.2	-99,685,600	225.2

FZRJF01 TBR8: 1.1 Run Date 04-JUN-2025
Form I Tennessee State University Run Time 09:56 AM

Summary Of Unrestricted Current Funds Available And Applied
July Budget 2025-26
* * * Report Control Information * * *
Parameters have been entered via Job Submission.

Parameter Name	Value
Parameter Seq No:	4707780
Chart:	S
Budget Id:	FY2025
Budget Phase 5:	245A
Budget Phase 2:	252R
Budget Phase 3:	253E
Budget Phase 4:	264P
Fund:	
Begin Page Number:	1
Suppress Zero Amounts:	N

199100 – McMinnville

FZRJF01 TBR8: 1.1 Run Date 15-MAY-2025
Form I Tennessee State University Run Time 09:43 AM
Summary Of Unrestricted Current Funds Available And Applied
July Budget 2025-26

	Actual 2023-24	October Budget 2024-25	Estimated Budget 2024-25	% Change Over Actual	July Budget 2025-26	% Change Over Actual
Unrestricted Current Fund Balances at Beginning of Period						
Allocation for Encumbrances	115,916	124,100	124,100	07.1	124,100	07.1
Allocation for Working Capital	807	71,600	71,600	8772.4	71,600	8772.4
Special Allocations	104,544	77,600	77,600	-25.8	1,091,200	943.8
Unallocated Balance	851,061	725,600	725,600	-14.7	0	-100.0
Total Unrestricted Current Fund Balances	1,072,328	998,900	998,900	-06.8	1,286,900	20.0
Revenues						
Education and General						
Tuition and Fees	0	0	0		0	
State Appropriations	1,551,900	1,572,700	1,572,700	01.3	1,595,900	02.8
Federal Grants and Contracts	0	0	0		0	
Local Grants and Contracts	0	0	0		0	
State Grants and Contracts	0	0	0		0	
Private Grants and Contracts	0	0	0		0	
Private Gifts	0	0	0		0	
Sales & Services of Educ Activities	0	0	0		0	
Sales & Services of Other Activities	0	0	0		0	
Other Sources	0	0	0		0	
Total Education and General	1,551,900	1,572,700	1,572,700	01.3	1,595,900	02.8
Sales & Services of Aux Enterprises						
Sales and Services of Aux Enterprises	0	0	0	00.0	0	00.0
Total Revenues	1,551,900	1,572,700	1,572,700	01.3	1,595,900	02.8
Expenditures and Transfers						
Education and General						
Instruction	0	0	0		0	

Research	1,625,350	1,441,500	1,284,700	-21.0	1,095,400	-32.6
Public Service	0	0	0		0	
Academic Support	0	0	0		0	
Student Services	0	0	0		0	
Institutional Support	0	0	0		0	
Operation & Maintenance of Plant	0	0	0		0	
Scholarships & Fellowships	0	0	0		0	
Total Education and General	1,625,350	1,441,500	1,284,700	-21.0	1,095,400	-32.6
Mandatory Transfers for:						
Principal & Interest	0	0	0		0	
Renewals & Replacements	0	0	0		0	

FZRJF01 TBR8: 1.1 Run Date 15-MAY-2025
Form I Tennessee State University Run Time 09:43 AM
Summary Of Unrestricted Current Funds Available And Applied
July Budget 2025-26

	Actual 2023-24	October Budget 2024-25	Estimated Budget 2024-25	% Change Over Actual	July Budget 2025-26	% Change Over Actual
Loan Fund Matching Grant	0	0	0		0	
Total Mandatory Transfers	0	0	0	00.0	0	00.0
Non-Mandatory Transfers for:						
Transfers to Unexpended Plant Fund	0	0	0		0	
Transfers to Renewal & Replacements	0	0	0		0	
Transfers to Other Funds	0	0	0		0	
Transfers from Unexpended Plant Fund	0	0	0		0	
Transfers from Renewal & Replacements	0	0	0		0	
Transfers from Other Funds	0	0	0		0	
Total Non-Mandatory Transfers	0	0	0	00.0	0	00.0
Total Education and General	1,625,350	1,441,500	1,284,700	-21.0	1,095,400	-32.6
Auxiliary Enterprises Expenditures						
Auxiliary Enterprises Expenditures	0	0	0	00.0	0	00.0
Total Auxiliary Expenditures	0	0	0	00.0	0	00.0
Mandatory Transfers for:						
Principal & Interest	0	0	0	00.0	0	00.0
Renewals & Replacements	0	0	0	00.0	0	00.0
Loan Fund Matching Grant	0	0	0	00.0	0	00.0
Total Mandatory Transfers	0	0	0	00.0	0	00.0
Non-Mandatory Transfers for:						
Tranfers to Unexpended Plant Fund	0	0	0	00.0	0	00.0
Transfers to Renewal & Replacements	0	0	0	00.0	0	00.0
Transfers to Other Funds	0	0	0	00.0	0	00.0
Transfers from Unexpended Plant Fund	0	0	0	00.0	0	00.0
Transfers from Renewal & Replacements	0	0	0	00.0	0	00.0

Transfers from Other Funds	0	0	0	00.0	0	00.0
Total Non-Mandatory Transfers	0	0	0	00.0	0	00.0
Total Auxiliary Enterprises	0	0	0	00.0	0	00.0
Total Expenditures And Transfers	1,625,350	1,441,500	1,284,700	-21.0	1,095,400	-32.6
Other						
Prior Period Adjustments	0	0	0	00.0	0	00.0

FZRJF01 TBR8: 1.1 Run Date 15-MAY-2025
Form I Tennessee State University Run Time 09:43 AM

Summary Of Unrestricted Current Funds Available And Applied
July Budget 2025-26

	Actual 2023-24	October Budget 2024-25	Estimated Budget 2024-25	% Change Over Actual	July Budget 2025-26	% Change Over Actual
Other Additions/Deductions	0	0	0	00.0	0	00.0
Total Other	0	0	0	00.0	0	00.0
Unrestricted Current Fund Balances at End of Period						
Allocation for Encumbrances	124,096	124,100	124,100	00.0	124,100	00.0
Allocation for Working Capital	71,611	71,600	71,600	00.0	71,600	00.0
Special Allocations	77,600	934,400	1,091,200	1306.2	1,591,700	1951.2
Unallocated Balance	725,571	0	0	-100.0	0	-100.0
Total Unrestricted Current Fund Balances	998,878	1,130,100	1,286,900	28.8	1,787,400	78.9

FZRJF01 TBR8: 1.1 Run Date 15-MAY-2025

Form I Tennessee State University Run Time 09:43 AM

Summary Of Unrestricted Current Funds Available And Applied

July Budget 2025-26

* * * Report Control Information * * *

Parameters have been entered via Job Submission.

Parameter Name	Value
Parameter Seq No:	4678784
Chart:	S
Budget Id:	FY2025
Budget Phase 5:	245A
Budget Phase 2:	252R
Budget Phase 3:	253E
Budget Phase 4:	264P
Fund:	199100
Begin Page Number:	1
Suppress Zero Amounts:	N

199200 – Agriculture

FZRJF01 TBR8: 1.1 Run Date 15-MAY-2025
Form I Tennessee State University Run Time 06:42 PM
Summary Of Unrestricted Current Funds Available And Applied
July Budget 2025-26

	Actual 2023-24	October Budget 2024-25	Estimated Budget 2024-25	% Change Over Actual	July Budget 2025-26	% Change Over Actual
Unrestricted Current Fund Balances at Beginning of Period						
Allocation for Encumbrances	310,015	298,900	298,900	-03.6	298,900	-03.6
Allocation for Working Capital	0	278,000	278,000	00.0	278,000	00.0
Special Allocations	331,193	250,200	250,200	-24.5	19,763,000	5867.2
Unallocated Balance	14,456,784	16,326,300	16,326,300	12.9	0	-100.0
Total Unrestricted Current Fund Balances	15,097,992	17,153,400	17,153,400	13.6	20,339,900	34.7
Revenues						
Education and General						
Tuition and Fees	0	0	0		0	
State Appropriations	5,004,000	6,009,200	6,009,200	20.1	6,019,900	20.3
Federal Grants and Contracts	0	0	0		0	
Local Grants and Contracts	0	0	0		0	
State Grants and Contracts	0	0	0		0	
Private Grants and Contracts	0	0	0		0	
Private Gifts	0	0	0		0	
Sales & Services of Educ Activities	0	0	0		0	
Sales & Services of Other Activities	0	0	0		0	
Other Sources	0	0	0		0	
Total Education and General	5,004,000	6,009,200	6,009,200	20.1	6,019,900	20.3
Sales & Services of Aux Enterprises						
Sales and Services of Aux Enterprises	0	0	0	00.0	0	00.0
Total Revenues	5,004,000	6,009,200	6,009,200	20.1	6,019,900	20.3
Expenditures and Transfers						
Education and General						

Instruction	0	0	0		0	
Research	2,948,641	5,027,700	2,822,700	-04.3	2,723,200	-07.6
Public Service	0	0	0		0	
Academic Support	0	0	0		0	
Student Services	0	0	0		0	
Institutional Support	0	0	0		0	
Operation & Maintenance of Plant	0	0	0		0	
Scholarships & Fellowships	0	0	0		0	
Total Education and General	2,948,641	5,027,700	2,822,700	-04.3	2,723,200	-07.6
Mandatory Transfers for:						
Principal & Interest	0	0	0		0	
Renewals & Replacements	0	0	0		0	

FZRJF01 TBR8: 1.1 Run Date 15-MAY-2025

Form I Tennessee State University Run Time 06:42 PM

Summary Of Unrestricted Current Funds Available And Applied

July Budget 2025-26

	Actual 2023-24	October Budget 2024-25	Estimated Budget 2024-25	% Change Over Actual	July Budget 2025-26	% Change Over Actual
Loan Fund Matching Grant	0	0	0		0	
Total Mandatory Transfers	0	0	0	00.0	0	00.0
Non-Mandatory Transfers for:						
Transfers to Unexpended Plant Fund	0	0	0		0	
Transfers to Renewal & Replacements	0	0	0		0	
Transfers to Other Funds	0	0	0		0	
Transfers from Unexpended Plant Fund	0	0	0		0	
Transfers from Renewal & Replacements	0	0	0		0	
Transfers from Other Funds	0	0	0		0	
Total Non-Mandatory Transfers	0	0	0	00.0	0	00.0
Total Education and General	2,948,641	5,027,700	2,822,700	-04.3	2,723,200	-07.6
Auxiliary Enterprises Expenditures						
Auxiliary Enterprises Expenditures	0	0	0	00.0	0	00.0

Total Auxiliary Expenditures	0	0	0	00.0	0	00.0
Mandatory Transfers for:						
Principal & Interest	0	0	0	00.0	0	00.0
Renewals & Replacements	0	0	0	00.0	0	00.0
Loan Fund Matching Grant	0	0	0	00.0	0	00.0
Total Mandatory Transfers	0	0	0	00.0	0	00.0
Non-Mandatory Transfers for:						
Tranfers to Unexpended Plant Fund	0	0	0	00.0	0	00.0
Transfers to Renewal & Replacements	0	0	0	00.0	0	00.0
Transfers to Other Funds	0	0	0	00.0	0	00.0
Transfers from Unexpended Plant Fund	0	0	0	00.0	0	00.0
Transfers from Renewal & Replacements	0	0	0	00.0	0	00.0
Transfers from Other Funds	0	0	0	00.0	0	00.0
Total Non-Mandatory Transfers	0	0	0	00.0	0	00.0
Total Auxiliary Enterprises	0	0	0	00.0	0	00.0
Total Expenditures And Transfers	2,948,641	5,027,700	2,822,700	-04.3	2,723,200	-07.6
Other						
Prior Period Adjustments	0	0	0	00.0	0	00.0

FZRJF01 TBR8: 1.1
Form I

Tennessee State University
Summary Of Unrestricted Current Funds Available And Applied
July Budget 2025-26

Run Date 15-MAY-2025
Run Time 06:42 PM

	Actual 2023-24	October Budget 2024-25	Estimated Budget 2024-25	% Change Over Actual	July Budget 2025-26	% Change Over Actual
Other Additions/Deductions	0	0	0	00.0	0	00.0
Total Other	0	0	0	00.0	0	00.0
Unrestricted Current Fund Balances at End of Period						
Allocation for Encumbrances	298,912	298,900	298,900	00.0	298,900	00.0
Allocation for Working Capital	277,964	278,000	278,000	00.0	278,000	00.0

Special Allocations	250,200	17,558,000	19,763,000	7798.9	23,059,700	9116.5
Unallocated Balance	16,326,275	0	0	-100.0	0	-100.0
Total Unrestricted Current Fund Balances	17,153,351	18,134,900	20,339,900	18.6	23,636,600	37.8

FZRJF01 TBR8: 1.1 Run Date 15-MAY-2025
Form I Tennessee State University Run Time 06:42 PM

Summary Of Unrestricted Current Funds Available And Applied
July Budget 2025-26
* * * Report Control Information * * *
Parameters have been entered via Job Submission.

Parameter Name	Value
Parameter Seq No:	4679345
Chart:	S
Budget Id:	FY2025
Budget Phase 5:	245A
Budget Phase 2:	252R
Budget Phase 3:	253E
Budget Phase 4:	264P
Fund:	1992
Begin Page Number:	1
Suppress Zero Amounts:	N

199300 – Cooperative

FZRJF01 TBR8: 1.1
Form I

Run Date 15-MAY-2025
Run Time 06:57 PM

Tennessee State University
Summary Of Unrestricted Current Funds Available And Applied
July Budget 2025-26

	Actual 2023-24	October Budget 2024-25	Estimated Budget 2024-25	% Change Over Actual	July Budget 2025-26	% Change Over Actual
Unrestricted Current Fund Balances at Beginning of Period						
Allocation for Encumbrances	779,711	603,500	603,500	-22.6	603,500	-22.6
Allocation for Working Capital	0	377,600	377,600	00.0	377,600	00.0
Special Allocations	28,512	308,100	308,100	980.6	13,822,100	48378.2
Unallocated Balance	11,124,639	12,373,500	12,373,500	11.2	0	-100.0
Total Unrestricted Current Fund Balances	11,932,862	13,662,700	13,662,700	14.5	14,803,200	24.1
Revenues						
Education and General						
Tuition and Fees	0	0	0		0	
State Appropriations	6,162,600	6,196,400	6,196,400	00.5	6,242,700	01.3
Federal Grants and Contracts	0	0	0		0	
Local Grants and Contracts	0	0	0		0	
State Grants and Contracts	0	0	0		0	
Private Grants and Contracts	0	0	0		0	
Private Gifts	0	0	0		0	
Sales & Services of Educ Activities	0	0	0		0	
Sales & Services of Other Activities	0	0	0		0	
Other Sources	0	0	0		0	
Total Education and General	6,162,600	6,196,400	6,196,400	00.5	6,242,700	01.3
Sales & Services of Aux Enterprises						
Sales and Services of Aux Enterprises	0	0	0	00.0	0	00.0
Total Revenues	6,162,600	6,196,400	6,196,400	00.5	6,242,700	01.3
Expenditures and Transfers						
Education and General						

Instruction	0	0	0		0	
Research	0	16,500	8,500		31,200	
Public Service	4,432,686	7,328,800	5,047,400	13.9	4,727,800	06.7
Academic Support	0	0	0		0	
Student Services	0	0	0		0	
Institutional Support	0	0	0		0	
Operation & Maintenance of Plant	0	0	0		0	
Scholarships & Fellowships	0	0	0		0	
Total Education and General	4,432,686	7,345,300	5,055,900	14.1	4,759,000	07.4
Mandatory Transfers for:						
Principal & Interest	0	0	0		0	
Renewals & Replacements	0	0	0		0	

FZRJF01 TBR8: 1.1 Run Date 15-MAY-2025

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Summary Of Unrestricted Current Funds Available And Applied

July Budget 2025-26

	Actual 2023-24	October Budget 2024-25	Estimated Budget 2024-25	% Change Over Actual	July Budget 2025-26	% Change Over Actual
Loan Fund Matching Grant	0	0	0		0	
Total Mandatory Transfers	0	0	0	00.0	0	00.0
Non-Mandatory Transfers for:						
Transfers to Unexpended Plant Fund	0	0	0		0	
Transfers to Renewal & Replacements	0	0	0		0	
Transfers to Other Funds	0	0	0		0	
Transfers from Unexpended Plant Fund	0	0	0		0	
Transfers from Renewal & Replacements	0	0	0		0	
Transfers from Other Funds	0	0	0		0	
Total Non-Mandatory Transfers	0	0	0	00.0	0	00.0
Total Education and General	4,432,686	7,345,300	5,055,900	14.1	4,759,000	07.4
Auxiliary Enterprises Expenditures						
Auxiliary Enterprises Expenditures	0	0	0	00.0	0	00.0

Total Auxiliary Expenditures	0	0	0	00.0	0	00.0
Mandatory Transfers for:						
Principal & Interest	0	0	0	00.0	0	00.0
Renewals & Replacements	0	0	0	00.0	0	00.0
Loan Fund Matching Grant	0	0	0	00.0	0	00.0
Total Mandatory Transfers	0	0	0	00.0	0	00.0
Non-Mandatory Transfers for:						
Tranfers to Unexpended Plant Fund	0	0	0	00.0	0	00.0
Transfers to Renewal & Replacements	0	0	0	00.0	0	00.0
Transfers to Other Funds	0	0	0	00.0	0	00.0
Transfers from Unexpended Plant Fund	0	0	0	00.0	0	00.0
Transfers from Renewal & Replacements	0	0	0	00.0	0	00.0
Transfers from Other Funds	0	0	0	00.0	0	00.0
Total Non-Mandatory Transfers	0	0	0	00.0	0	00.0
Total Auxiliary Enterprises	0	0	0	00.0	0	00.0
Total Expenditures And Transfers	4,432,686	7,345,300	5,055,900	14.1	4,759,000	07.4
Other						
Prior Period Adjustments	0	0	0	00.0	0	00.0

FZRJF01 TBR8: 1.1
Form I

Tennessee State University
Summary Of Unrestricted Current Funds Available And Applied
July Budget 2025-26

Run Date 15-MAY-2025
Run Time 06:57 PM

	Actual 2023-24	October Budget 2024-25	Estimated Budget 2024-25	% Change Over Actual	July Budget 2025-26	% Change Over Actual
Other Additions/Deductions	0	0	0	00.0	0	00.0
Total Other	0	0	0	00.0	0	00.0
Unrestricted Current Fund Balances at End of Period						
Allocation for Encumbrances	603,546	603,500	603,500	00.0	603,500	00.0
Allocation for Working Capital	377,637	377,600	377,600	00.0	377,600	00.0

Special Allocations	308,100	11,532,700	13,822,100	4386.2	15,305,800	4867.8
Unallocated Balance	12,373,493	0	0	-100.0	0	-100.0
Total Unrestricted Current Fund Balances	13,662,776	12,513,800	14,803,200	08.3	16,286,900	19.2

FZRJF01 TBR8: 1.1 Run Date 15-MAY-2025
Form I Tennessee State University Run Time 06:57 PM
Summary Of Unrestricted Current Funds Available And Applied
July Budget 2025-26
* * * Report Control Information * * *
Parameters have been entered via Job Submission.

Parameter Name	Value
Parameter Seq No:	4679371
Chart:	S
Budget Id:	FY2025
Budget Phase 5:	245A
Budget Phase 2:	252R
Budget Phase 3:	253E
Budget Phase 4:	264P
Fund:	1993
Begin Page Number:	1
Suppress Zero Amounts:	N

199400 – Forestry

FZRJF01 TBR8: 1.1
Form I

Run Date 15-MAY-2025
Run Time 07:45 PM

Tennessee State University
Summary Of Unrestricted Current Funds Available And Applied
July Budget 2025-26

	Actual 2023-24	October Budget 2024-25	Estimated Budget 2024-25	% Change Over Actual	July Budget 2025-26	% Change Over Actual
Unrestricted Current Fund Balances at Beginning of Period						
Allocation for Encumbrances	0	32,400	32,400	00.0	32,400	00.0
Allocation for Working Capital	0	132,600	132,600	00.0	132,600	00.0
Special Allocations	250	11,200	11,200	4380.0	409,100	#####.#
Unallocated Balance	867,880	496,700	496,700	-42.8	0	-100.0
Total Unrestricted Current Fund Balances	868,130	672,900	672,900	-22.5	574,100	-33.9
Revenues						
Education and General						
Tuition and Fees	0	0	0		0	
State Appropriations	224,600	228,400	228,400	01.7	233,100	03.8
Federal Grants and Contracts	0	0	0		0	
Local Grants and Contracts	0	0	0		0	
State Grants and Contracts	0	0	0		0	
Private Grants and Contracts	0	0	0		0	
Private Gifts	13,451	0	0	-100.0	0	-100.0
Sales & Services of Educ Activities	0	0	0		0	
Sales & Services of Other Activities	0	0	0		0	
Other Sources	0	0	0		0	
Total Education and General	238,051	228,400	228,400	-04.1	233,100	-02.1
Sales & Services of Aux Enterprises						
Sales and Services of Aux Enterprises	0	0	0	00.0	0	00.0
Total Revenues	238,051	228,400	228,400	-04.1	233,100	-02.1
Expenditures and Transfers						
Education and General						

Instruction	0	0	0		0	
Research	433,337	578,700	327,200	-24.5	270,200	-37.6
Public Service	0	0	0		0	
Academic Support	0	0	0		0	
Student Services	0	0	0		0	
Institutional Support	0	0	0		0	
Operation & Maintenance of Plant	0	0	0		0	
Scholarships & Fellowships	0	0	0		0	
Total Education and General	433,337	578,700	327,200	-24.5	270,200	-37.6
Mandatory Transfers for:						
Principal & Interest	0	0	0		0	
Renewals & Replacements	0	0	0		0	

FZRJF01 TBR8: 1.1 Run Date 15-MAY-2025

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Summary Of Unrestricted Current Funds Available And Applied

July Budget 2025-26

	Actual 2023-24	October Budget 2024-25	Estimated Budget 2024-25	% Change Over Actual	July Budget 2025-26	% Change Over Actual
Loan Fund Matching Grant	0	0	0		0	
Total Mandatory Transfers	0	0	0	00.0	0	00.0
Non-Mandatory Transfers for:						
Transfers to Unexpended Plant Fund	0	0	0		0	
Transfers to Renewal & Replacements	0	0	0		0	
Transfers to Other Funds	0	0	0		0	
Transfers from Unexpended Plant Fund	0	0	0		0	
Transfers from Renewal & Replacements	0	0	0		0	
Transfers from Other Funds	0	0	0		0	
Total Non-Mandatory Transfers	0	0	0	00.0	0	00.0
Total Education and General	433,337	578,700	327,200	-24.5	270,200	-37.6
Auxiliary Enterprises Expenditures						
Auxiliary Enterprises Expenditures	0	0	0	00.0	0	00.0

Total Auxiliary Expenditures	0	0	0	00.0	0	00.0
Mandatory Transfers for:						
Principal & Interest	0	0	0	00.0	0	00.0
Renewals & Replacements	0	0	0	00.0	0	00.0
Loan Fund Matching Grant	0	0	0	00.0	0	00.0
Total Mandatory Transfers	0	0	0	00.0	0	00.0
Non-Mandatory Transfers for:						
Tranfers to Unexpended Plant Fund	0	0	0	00.0	0	00.0
Transfers to Renewal & Replacements	0	0	0	00.0	0	00.0
Transfers to Other Funds	0	0	0	00.0	0	00.0
Transfers from Unexpended Plant Fund	0	0	0	00.0	0	00.0
Transfers from Renewal & Replacements	0	0	0	00.0	0	00.0
Transfers from Other Funds	0	0	0	00.0	0	00.0
Total Non-Mandatory Transfers	0	0	0	00.0	0	00.0
Total Auxiliary Enterprises	0	0	0	00.0	0	00.0
Total Expenditures And Transfers	433,337	578,700	327,200	-24.5	270,200	-37.6
Other						
Prior Period Adjustments	0	0	0	00.0	0	00.0

FZRJF01 TBR8: 1.1
Form I

Tennessee State University
Summary Of Unrestricted Current Funds Available And Applied
July Budget 2025-26

Run Date 15-MAY-2025
Run Time 07:45 PM

	Actual 2023-24	October Budget 2024-25	Estimated Budget 2024-25	% Change Over Actual	July Budget 2025-26	% Change Over Actual
Other Additions/Deductions	0	0	0	00.0	0	00.0
Total Other	0	0	0	00.0	0	00.0
Unrestricted Current Fund Balances at End of Period						
Allocation for Encumbrances	32,387	32,400	32,400	00.0	32,400	00.0
Allocation for Working Capital	132,568	132,600	132,600	00.0	132,600	00.0

Special Allocations	11,200	157,600	409,100	3552.7	372,000	3221.4
Unallocated Balance	496,689	0	0	-100.0	0	-100.0
Total Unrestricted Current Fund Balances	672,844	322,600	574,100	-14.7	537,000	-20.2

FZRJF01 TBR8: 1.1 Run Date 15-MAY-2025
Form I Tennessee State University Run Time 07:45 PM

Summary Of Unrestricted Current Funds Available And Applied
July Budget 2025-26
* * * Report Control Information * * *
Parameters have been entered via Job Submission.

Parameter Name	Value
Parameter Seq No:	4679433
Chart:	S
Budget Id:	FY2025
Budget Phase 5:	245A
Budget Phase 2:	252R
Budget Phase 3:	253E
Budget Phase 4:	264P
Fund:	1994
Begin Page Number:	1
Suppress Zero Amounts:	N

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE:	June 13, 2025
ITEM:	Approval of Academic Affairs Low Producing Program Closure (Sunset)
RECOMMENDED ACTION:	Approval
PRESENTED BY:	Interim Provost, Robbie Melton Executive Director, Charlise Anderson College Deans: Janet Finch and Ronald Barredo

Recommendation

The university, supported by the College of Education and the College of Health Sciences, requests approval to close/sunset:

- B.S. Dental Hygiene program
- Ed.S. Instructional Leadership program

We also seek authorization to submit these closures (sunsets) to the Tennessee Higher Education Commission (THEC) and Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) for approval.

Academic Programs and Modifications information pertaining to this action item is included below.

Board Action

The administration is requesting approval for the closure of an academic program(sunset). The Chair will call for a motion on the requested action.

MOTION: To approve academic program closures for the Bachelor of Science degree in Dental Hygiene and Education Specialist degree in Instructional Leadership, as contained in the Board materials for the Board's June 13, 2025, meeting.

ACADEMIC PROGRAMS AND MODIFICATIONS

I. Approval of Program Closure (Sunset) – Low Producing Programs

The University, with the support of the three colleges—College of Education, College of Engineering, and College of Health Sciences—requests approval for the proposed program closure (sunset) and proceeding with submission to the Tennessee Higher Education Commission (THEC) and the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) for approval.

Pursuant to TSU's Academic Programs, Units, and Modifications process, which includes the closure (sunset) of an academic program, academic departments may seek said program closure (sunset), initiating an internal review process. The department initiates the review process by developing and proposing the academic action for review at the departmental committee, college, and university levels. The Provost and Vice President for Academic Affairs, along with the President, must ultimately approve the submissions.

Pursuant to the FOCUS Act, the Board's Bylaws, and the Board's Delegation of Authority to the President Policy, the Board must approve the program change. Upon approval by the Board, THEC and SACSCOC must provide final approval.

Recommendation to Close Low-Producing Academic Programs

In alignment with THEC's policy of measurements to determine the productivity or effectiveness of a program at an institution and as part of our ongoing commitment to academic quality and institutional sustainability, the Division of Academic Affairs and respective academic departments have completed a program productivity review consistent with the criteria established by our state coordinating board.

THEC staff determine productivity benchmarks based on the number of graduates for each program, as listed below.

- Baccalaureate: average of 10 graduates a year over a five-year period.
- Master's: average of five graduates a year over a five-year period.
- Education Specialist: average of five graduates a year over a five-year period.
- Doctoral: average of three graduates a year over a five-year period.

Programs that fall below these benchmarks are considered low producing. Further internal analysis was performed regarding academic programs flagged as low producing by the state coordinating board and included the additional analysis of factors such as enrollment trends, labor market relevance, cost-effectiveness, alignment with the university's mission, and potential for future viability. The university identified five such academic programs.

Following this comprehensive evaluation, and in consultation with the colleges, academic departments, and senior leadership, the university recommends the sunset of the following programs:

1. B.S. Dental Hygiene
2. Education Specialist in Instructional Leadership

Each program identified has consistently demonstrated a sustained low graduation output over the past five years. The recommendation to close these programs reflects our strategic goal to redirect resources toward areas of growth, innovation, and student demand.

To ensure that no student is adversely affected, a formal Teach-Out Plan has been developed for each program (see Appendices). These plans outline specific steps, in accordance with the SACSCOC Substantive Change Policy and Procedures, that the university will take to support currently enrolled students in completing their degrees within a reasonable timeframe. The plans are designed in compliance with SACSCOC policy on program closure (sunset) and include advising, course scheduling, and academic support services.

Upon Board approval, the university will submit formal notifications and Teach-Out Plans to the state coordinating board. We respectfully request your support for the proposed closure (sunset) as part of our strategic academic realignment and ongoing efforts to strengthen institutional effectiveness and student success.

Recommendation: Board Approval.

APPENDICES

TEACH-OUT PLANS

Appendix 1

Bachelor of Science in Dental Hygiene

Teach-Out Plan

College of Health Sciences
Bachelor of Science in Dental Hygiene

Teach-Out Plan

SACSCOC Substantive Change Policy and Procedures: Program Closure (sunset) (pg. 57-58)

1. Provide the closure (sunset) date, defined by SACSCOC as the date when students are no longer admitted.

   Response: *April 1, 2025*

2. Provide a communication plan to inform all affected parties of the closure (sunset) to include and document how each of the following will be informed for the closure (sunset):

   - currently enrolled students.

     Response: *There is only one (1) student currently enrolled in the program. An email will be sent to inform the student that the program is being sunsetted but that their matriculation is not in jeopardy. The student will complete the program. A teach-out plan (see Appendix B) has been developed and the student will be required to review and sign the plan.*

   - students with lapsed enrollment (i.e., not currently enrolled but recently enrolled).

     Response: *There are no students in this program with lapsed enrollment.*

   - prospective students.

     Response: *Prospective students who have indicated interest in or applied to the program will be sent an email stating that the program is being sunset and that no action will be taken on their applications. Should prospective applicants have any questions, they are invited to schedule a meeting with the Chair.*

- how faculty and staff will be informed, viz., admissions and recruiting / marketing staff.

  Response: *Faculty and staff will be informed in a department meeting on March 21, 2025, about the sunsetting of the B.S. in Dental Hygiene program.*

  Additionally, the Chair will (a) begin the process of proposing that the program be terminated in Curriculog, (b) update the department's website and catalog entries to include information about the sunsetting of the B.S. in Dental Hygiene program, (c) communicate with various institutional units such as Student Success, Admissions, etc. about sunsetting the B.S. in Dental Hygiene program

- how community or industry partners will be informed. If not applicable, provide an affirmative statement to that effect.

  Response: *The department is notifying several partners and stakeholders regarding the sunsetting of the B.S. in Dental Hygiene. These include: (a) the external clinical externship sites, (b) its professional accrediting body, the Commission in Dental Accreditation, CODA, (c) the professional association American Dental Hygienists' Association (ADHA) at the national level, (d) the Milwaukee Area Technical College where an MOU exists that would assist in graduates of that institution to apply for the B.S. in Dental Hygiene at TSU, and (e) Community will also be informed through the live-streamed Tennessee State University Board of Trustees meeting on June 13, 2025.*

  See Appendix A for All Email Communication Templates

3. If the institution is providing options for students to complete at another institution(s), provide copies of all planned communication from the institution and the teach-out institution(s) related to the closure (sunset). All communication must demonstrate the institutions are making accurate statements about students' ability to transfer credits to the teach-out institution(s) and disclose tuition, fees, and other costs at the teach-out institution(s).

   Response: *Not applicable. The institution is not providing options for students to complete their degree at another institution, as this change will not affect current students' ability to complete the degree and state licensure requirements.*

4. An explanation of how all affected students will be helped to complete their programs of study with minimal disruption or additional costs.

   Response: *The teach-out plan is attached (see Appendix B). Students currently matriculating in the program will proceed as scheduled in their program of study. The institution will take the following steps to help all affected students complete their programs with minimal disruption: (a) Course Offerings- all necessary courses will be made available until the completion deadline, and (b) Advising Services- academic advisors will assist students in planning their remaining coursework to ensure timely graduation.*

5. An explanation of whether the students subject to the teach-out plan will incur additional charges or other expenses because of the teach-out and, if so, how the students will be notified.

   Response: *There are no anticipated added charges or expenses. Students currently matriculating in the program will proceed as scheduled in their program of study.*

6. Copies of signed teach-out agreements with other institutions, if applicable.

   Response: *Not applicable. We do not have teach-out agreements with other institutions.*

7. A description of how faculty and staff will be redeployed or helped to find new employment.

   Response: *There are no dedicated faculty and staff for the B.S. in Dental Hygiene program; both faculty and staff teach in the AAS and B.S. programs. The department continues to*

offer the AAS in Dental Hygiene. With the sunsetting of the B.S. in Dental Hygiene program, affected faculty and staff will continue their responsibilities with the AAS program.

APPENDIX A

E-MAIL COMMUNICATION TEMPLATES

Email Templates for B.S. Degree Completion in Dental Hygiene Sunset Status

1. Email to Currently Enrolled Students

Subject: Update on B.S. Degree Completion Program Status

Greetings (Student Name),

I am reaching out to inform you that the B.S. Degree Completion in Dental Hygiene is being sunsetted. However, please rest assured that your matriculation is not in jeopardy, and you will be able to complete the program in its entirety.

A teach-out plan has been developed to ensure you meet all requirements for graduation. This plan will require a meeting with the department chair to discuss, review, and sign. If you have any questions, please do not hesitate to reach out.

However, we want to clarify that the **Associate of Applied Science (AAS) in Dental Hygiene program remains active and continues to accept applications.**

If you have any questions or concerns, please do not hesitate to reach out. We appreciate your dedication and commitment to your education.

Best regards,

2. Email to Prospective Students

Subject: Update on B.S. Degree Completion Program Status

Greetings (Student Name),

Thank you for your interest in the B.S. Degree Completion in Dental Hygiene. We regret to inform you that the program is being sunsetted, and as a result, no action will be taken on submitted applications. Additionally, we will no longer be accepting new applications.

However, we want to clarify that the **Associate of Applied Science (AAS) in Dental Hygiene program remains active and continues to accept applications.**

Should you have any questions, you are welcome to schedule a meeting with the department chair. We sincerely applaud your commitment to advancing your career and knowledge in the field of dental hygiene.

We appreciate your understanding and wish you the best in your academic and professional pursuits.

Best regards,

3. Email to Institutional Units

Subject: Notification of B.S. Degree Completion Program Sunsetting and Continuation of AAS Program

Greetings,

I am writing to inform you that the B.S. Degree Completion in Dental Hygiene is being sunsetted due to low enrollment, and we will no longer accept new applicants. However, the **Associate of Applied Science (AAS) in Dental Hygiene program remains active and continues to accept applications**. This program remains a vital part of our institution's offerings, and we welcome prospective students interested in pursuing a career in dental hygiene.

Currently enrolled students in the sunsetted program will be supported through a structured teach-out plan to ensure they complete coursework requirements. We want to ensure that the various institutional offices are aligned with this transition to provide accurate guidance to students and prospective applicants.

If you have any questions, feel free to reach out. We appreciate your support in ensuring a smooth transition for our students.

Best regards,

4. Email to Community and Industry Partners to include Email to Milwaukee Area Technical College (MATC)

Subject: Update on B.S. Degree Completion Program Status and Continuation of AAS Program

Greetings,

I am writing to formally inform you that the B.S. Degree Completion in Dental Hygiene at Tennessee State University is being sunsetted due to low enrollment. While the B.S. program will no longer accept new applicants, currently enrolled students will be fully supported in completing their coursework as part of a structured teach-out plan.

However, we want to clarify that the **Associate of Applied Science (AAS) in Dental Hygiene program remains active and continues to accept applications**. This program remains a vital part of our institution's offerings, and we welcome prospective students interested in pursuing a career in dental hygiene.

We appreciate our longstanding collaboration and value the contributions you have made in supporting our students and program. As we navigate this transition, we will ensure that all commitments to our students are met in alignment with accreditation and institutional policies.

Please feel free to reach out should you have any questions. We appreciate your continued partnership and support.

Best regards,

5. Update information for DH Webpage Important Program Update (in the B.S. column)

The B.S. Degree Completion is in the process of being sunsetted and is no longer accepting new applications. However, currently enrolled students are assured that they will be able to complete the program in its entirety through a structured teach-out plan.

For any questions regarding this program, please contact the Department Chair.

6. Catalog Entry

B.S. Degree Completion- Status Update

Effective April 1, 2025, the B.S. Degree Completion is being phased

out and will no longer accept new applications. Students currently enrolled in this program will be able to complete their degree through an approved teach-out plan.

Please note that the Associate of Applied Science (AAS) in Dental Hygiene program remains active and is accepting new applications.

For more information, please contact the Department of Dental Hygiene.

Appendix 2

Educational Specialist in Instructional Leadership

Teach-Out Plan

College of Education

Program Closure (sunset)

Educational Specialist (Ed.S.) in Instructional Leadership

Department of Educational Leadership

SACSCOC Substantive Change Policy and Procedures: Program Closure (sunset) (pg. 57-58)

1. Provide the closure (sunset) date, defined by SACSCOC as the date when students are no longer

   admitted.

   Date students will no longer be admitted: April 1, 2025

2. Provide a communication plan to inform all affected parties of the closure (sunset) to include

   a. how each of the following will be informed for the closure (sunset):

      i. currently enrolled students

      - **Initial Notification**: All current and inactive Ed.S. students will receive: Formal letter explaining the closure (sunset) and teach-out plan (see Appendix I) Invitation to information sessions (virtual and in-person)

        Contact information for advisors and program coordinators
      - **Ongoing Updates**: Students will receive:
        Regular email updates on course offerings, Reminders of important deadlines, and Notifications of support services available

      ii. students with lapsed enrollment (i.e., not currently enrolled but recently enrolled)

      - **Initial Notification**: All recently enrolled students, Ed.S. students will receive: Formal letter explaining the closure (sunset) and teach-out plan

        Invitation to information sessions (virtual and in-person)
        Contact information for advisors and program coordinators
      - **Ongoing Updates**: Students will receive:

Regular email updates on course offerings, Reminders of important deadlines, and Notifications of support services available

iii. prospective students.

Prospective students will be notified that the Ed.S. in Instructional Leadership will no longer be offered effective April 1 and provide alternative pathway options to enroll in the existing EdD in Instructional Leadership program or the M.Ed. in Instructional Leadership.

b. how faculty and staff will be informed, viz., admissions and recruiting / marketing staff; and

- **Department Meetings**: Regular meetings to:
  - Review teach-out progress
  - Address emerging issues
  - Coordinate student support efforts
- **Written Updates**: Regular communication regarding:
  - Teaching assignments during teach-out
  - Long-term departmental plans
  - Professional development opportunities

c. how community or industry partners will be informed. If not applicable, provide an affirmative statement to that effect.

Public Communication

- Website Updates: The TSU website for the Department of Educational Leadership will be updated to:
  - Indicate program sunset status
  - Explain teach-out provisions for current students
  - Direct prospective students to alternative programs
- External Stakeholders: Notification letters will be sent to:
  - School district partners
  - Alumni networks
  - State education agencies
  - Community will also be informed through the live-

streamed Tennessee State University Board of Trustees meeting on June **13, 2025.**

- **Specialized Accreditors:** Communication with:
  - Regular communication with CAEP (Council for the Accreditation of Educator Preparation) regarding program closure (sunset) and teach-out implementation
  - State licensure authorities regarding completion pathways

3. If the institution is providing options for students to complete at another institution(s), provide copies of all planned communication from the institution and the teach-out institution(s) related to the closure (sunset). All communication must demonstrate the institutions are making accurate statements about students' ability to transfer credits to the teach-out institution(s) and disclose tuition, fees, and other costs at the teach-out institution(s).
   - Not applicable. The institution is not providing options for students to complete their degree at another institution, as this change will not affect current students' ability to complete the degree and state licensure requirements.

4. An explanation of how all affected students will be helped to complete their programs of study with minimal disruption or additional costs.

How Students Will Complete Their Programs

The institution will take the following steps to help all affected students complete their programs with minimal disruption:

- **Course Offerings:** All necessary courses will be made available until the completion deadline.
- **Advising Services:** Academic advisors will assist students in planning their remaining coursework to ensure timely graduation.
- **Personalized Support:** Each student will receive individualized attention from faculty to ensure their specific program requirements are met.
- **Flexible Scheduling:** Courses will be offered in flexible formats (evening, weekend, hybrid, or online) to accommodate working professionals.
- **Dedicated Faculty Support:** Faculty will maintain regular office hours dedicated to supporting students in the teach-out process.
- **Priority Registration:** Teach-out students will receive priority registration for required

courses.

A. Current Students

- **Individual Degree Completion Plans**: Each of the three currently enrolled students will receive a personalized degree completion plan (See Appendix II) outlining:
    - Remaining course requirements
    - Timeline for course offerings
    - Expected graduation date (no later than June 2027)
    - Regular academic advising schedule
- **Course Scheduling**: All required courses (or substitutions) will be scheduled on a predictable rotation to ensure students can complete program requirements, including:
    - Core courses are offered at least once per academic year
    - Elective options that meet program requirements
    - Independent study options, if needed for specialized requirements
- **Transition Support**: Students will receive guidance on:
    - Registration assistance for remaining courses
    - Financial aid implications
    - Comprehensive exam preparation
    - Capstone/project completion support

B. Inactive Students

- **Notification Process**: All inactive Ed.S. students from the past three years will be contacted to inform them of the following:
    - Program sunset timeline
    - Options for program completion if eligible
    - Alternative program options (including EdD pathway)
    - Deadline for re-enrollment to complete the Ed.S. degree
- **Re-enrollment Support**: Inactive students wishing to complete the Ed.S. will be offered:
    - Streamlined readmission process
    - Degree audit to determine remaining requirements

5. An explanation of whether the students subject to the teach-out plan will incur additional charges or other expenses because of the teach-out and, if so, how the students will be

notified.

- Students subject to the teach-out plans will not incur additional charges or other expenses.

6. Copies of signed teach-out agreements with other institutions, if applicable.
    - Not Applicable. We do not have teach-out agreements with other institutions.

7. A description of how the faculty and staff will be redeployed or helped to find new employment.

- Faculty currently teaching in the Ed.S. program will:
    a. Continue to be assigned to teach remaining Ed.S. courses through the teach-out period
    b. Gradually transition to increased teaching in the EdD in Instructional Leadership program or other programs across the College of Education.
    c. Maintain advising responsibilities for current Ed.S. students.

APPENDIX A

STUDENT E-MAIL TEMPLATE

Tennessee State University - College of Education
Department of Educational Leadership (Student Email)

RE: Important Program Update - Teach-Out Plan for [Program Name]

Dear [Student Name],

After careful consideration, Tennessee State University has decided to sunset the Ed.S. in Instructional Leadership Program effective April 1, 2025. As a currently enrolled student, you will have the opportunity to complete your degree with full support.

Teach-Out Plan Highlights

- **Timeframe:** All required courses will be offered throughout your program completion.
- **Support:** You will receive a personalized degree completion plan and dedicated advising
- **Course Availability:** Required courses will be scheduled with priority registration for affected students

Next Steps

1. **Individual Advising:** Please contact your advisor for an individualized advising session
2. **Information Session:** A general session will be held on April 22, 2025, at 12:00 p.m. CST. The Zoom link will be sent to your TSU email address.
3. **Course Schedule:** You will have until June 2027 to complete your remaining courses.

We are committed to supporting you through the successful completion of your degree. Please reach out with any questions or concerns.

Sincerely,

[Department Chair's Name] Chair, Department of Educational Leadership

Important Dates:

- April 1, 2025: Official implementation of teach-out plan
- May 2025: Individual advising sessions
- June 13, 2025: Board of Trustees meeting (public announcement)
- August 2025: Publication of complete course schedule through June 2027

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE:	June 12, 2025
ITEM:	Approval of Academic Program Modifications
RECOMMENDED ACTION:	Approval
PRESENTED BY:	Interim Provost, Robbie Melton Executive Director, Charlise Anderson College Deans: Miah, Morgan-Curtis, Finch, Li, Stanley McMurray, Barredo, Reddy

Background Information

The Office of Academic Affairs seeks approval of Academic Program Modifications with respect to the following colleges:

a. College of Business
b. College of Education
c. College of Engineering
d. College of Health Sciences
e. College of Liberal Arts
f. College of Life and Physical Sciences

More specifically, the **College of Business** proposes:

- Reorganization of academic units from four departments (Department of Accounting, Department of Business Administration, Department of Business Information Systems and Department of Economics and Finance) to three departments (Department of Accounting, Economics and Finance, Department of Business Administration, and Department of Business Information Systems and Management).

- Inactivation of the eBusiness Technology concentration.

- Merger of the general business and management concentrations into one stand-alone degree program— B.B.A. Business Management.

The **College of Education** proposes:

- Reorganization of academic units from three departments (Department of Educational Leadership, Department of Psychological Sciences and Counseling, and Department of Teaching and Learning) to two departments (Department of Psychological Sciences and Counseling and Department of Education Practice and Leadership).

- Realignment of the Master of Education (M.Ed.) Elementary Education program as a concentration under the existing M.Ed. Curriculum and Instruction degree program.

- Realignment of the Master of Science (M.S.) Professional School Counseling program as a concentration under the existing M.S. Psychology degree program.

The **College of Engineering** proposes:

- A change in program degree designation from the Master of Engineering (M.E.) to the Master of Science (M.S.).

The **College of Health Sciences** proposes:

- Reorganization of the Department of Respiratory Care and Health Information to separate and merge with existing units under the College of Health Sciences.
    - Cardio-Respiratory Care Sciences will merge with the School of Nursing.
    - Health Information will merge with the Department of Public Health, Health Administration and Health Sciences.

The **College of Liberal Arts** proposes:

- Elevating the Multidisciplinary Studies concentration to a free-standing degree program as the Bachelor of Science (B.S.) in Multidisciplinary Studies and within the APM terminate the remaining three concentrations (Humanities, Natural Sciences, and Social Sciences).

The **College of Life and Physical Sciences** proposes:

- Inactivation of the Master of Science Chemistry degree program.

A detailed report is included below.

Committee Action

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

MOTION: To approve the reorganization of academic units and academic program modifications, as contained in the Board materials for the Board's June 13, 2025, meeting.

ACADEMIC PROGRAMS AND MODIFICATIONS

I. College of Business – Approval of Reorganization of Academic Units and Change Program Degree Designation

The University, with the support of the College of Business, requests approval for the proposed modification to the academic departments within the College of Business and to proceed with submission to the Tennessee Higher Education Commission (THEC) for approval.

A. Approval of Reorganization of Academic Units

Pursuant to TSU's Academic Programs, Units and Modifications process, which includes a reorganization of academic units that award credit, academic departments may seek said reorganization by initiating an internal review process. The department initiates the review process by developing and proposing the new structure for review at the departmental committee, college, and University levels. The Provost and Vice President for Academic Affairs and the President must ultimately approve the submissions.

Pursuant to the FOCUS Act, the Board's Bylaws, and the Board's Delegation of Authority to the President Policy, the Board must approve the reorganization of academic units. Upon approval by the Board, THEC must provide final approval.

Background

The College of Business is requesting specified modifications to its departments to house its academic programs in three distinct departments:

1. The Department of Accounting, Economics and Finance
2. The Department of Business Administration
3. The Department of Information Systems and Management

As a leading institution committed to providing top-notch education and preparing students for successful careers, it is crucial that the College of Business remains agile and responsive to evolving industry demands. This proposal outlines a reorganization of the existing departments within the College of Business to better align our academic offerings with current market trends and enhance student learning opportunities.

Under the current structure, more than 70% of students belong to only one department, which is Business Administration, and the rest (less than 30%) of the students belong to combinedly in three departments altogether. While this structure has served us well, it is becoming increasingly clear that a more integrated approach is needed to maximize the resources and address the complexities of today's business environment.

The proposed reorganization of the College of Business into three focused departments will not only align our academic offerings in a better way but also maximize the resources to better prepare our students for successful careers in a rapidly changing business environment.

This reorganization will eliminate a department chair position and an administrative assistant position, which will reduce the operational costs as well.

Current Structure

Currently, the College of Business offers a Bachelor of Business Administration (BBA) with various majors and concentrations under four departments. The college also offers two graduate programs: Master of Business Administration (MBA) and Master of Science in Business Data Analytics (MSBDA).

1. Department of Accounting. Degree: BBA. Major: Accounting. Concentration: Accounting.
2. Department of Business Administration. Degree: BBA. Major: Business Administration. Degree: MBA: three formats – Traditional, Online, and Executive.
3. Department of Business Information Systems. Degree: BBA. Major: Business Information Systems. Graduate Program. Degree. MS. Major: Business Data Analytics.
4. Department of Economics and Finance. Degree: BBA. Major: Economics and Finance

Proposed New Structure

1. Department of Accounting, Economics, and Finance. Degree: BBA. Major: Accounting. Major: Economics and Finance
2. Department of Business Administration. Degree: BBA. Major: Business Administration. Degree: MBA - three formats: Traditional, Online, and Executive MBA
3. Department of Information Systems and Management. Degree: BBA. Major: Business Information Systems. Degree: MS. Major: Business Data Analytics

Cost Savings

The proposed recommendations would yield the following cost savings to the college and the institution:

• One less Chair – A savings of at least $150,000 (not including benefits)

• One less Admin Support Staff – A savings of at least $40,000 (not including benefits)

The total projected savings from the proposed recommendation is at least $190,000 (not including benefits).

ACADEMIC PROGRAM MODIFICATION:

Reorganization of the structure of the College of Business from four (4) departments to three (3) departments—Department of Accounting, Economics and Finance, Department of Business Administration, and Department of Information Systems and Management.

B. Approval to Elevate Concentrations to Stand-Alone Program

Pursuant to TSU's Academic Programs, Units and Modifications process, which includes establishing a free-standing academic degree program from an existing concentration that has demonstrated steady enrollment and graduation numbers for a period of the last three years, academic departments may seek said academic modification initiating an internal review process. The department initiates the review process by developing and proposing the new/revised academic program for review at the departmental committee, college, and University levels. The Provost and Vice President for Academic Affairs and the President must ultimately approve the submissions.

Pursuant to the FOCUS Act, the Board's Bylaws, and the Board's Delegation of Authority to the President Policy, the Board must approve establishing a free-standing academic degree program from an existing concentration. Upon approval by the Board, THEC must provide final approval.

Background

Tennessee State University (TSU) currently offers a Bachelor of Business Administration (BBA) degree with a major in Business Administration within the College of Business. The program encompasses six concentrations: General Business, Hospitality and Tourism Management, Human Resource Management, Management, Marketing, and Supply Chain Management. The College is proposing to elevate two concentrations – General Business and Management to a stand-alone program, the BBA in Business Management. In recent years, the General Business Management concentrations have shown consistent enrollment and graduation rates, indicating strong interest from students and robust demand for graduates in these fields. As the landscape of business education evolves, employers increasingly seek specialized skills and knowledge. By transitioning these concentrations into a stand-alone Bachelor of Business Administration in Business Management (BBA in Business Management), TSU aims to better align its offerings with market demands and enhance the educational experience for its students. The proposed changes are designed to ensure that the existing BBA program remains robust and unaffected. This strategic move will not dilute the quality of the other concentrations but will instead enrich the overall academic offerings and effective management of the programs within the College of Business.

The College is proposing the following modification based on the information provided above:

Degree: Bachelor of Business Administration in Business Management
Major: Business Management
Concentrations: General Business and Management
College: College of Business
Department: Department of Information Systems and Management (formerly Department of Business Information Systems – See Item A above)
Proposed Implementation: Fall 2025

Curriculum Comparison

There will be no change in the curriculum as we propose the same concentrations under a different program name. All programs in the College of Business require the same general education (42 credit hours) and core business (48 credit hours) courses. Only 30 credit hours are specific for each concentration. As we propose the same concentrations, there will be no change in the curriculum.

New Courses

No new courses are needed.

ACADEMIC PROGRAM MODIFICATION:

Transition of two existing concentrations into the stand-alone degree program Bachelor of Business Administration-Business Management.

C. Approval to Inactivate Concentration

Pursuant to TSU's Academic Programs, Units and Modifications process, which includes inactivation of an existing concentration, academic departments may seek said academic modification by initiating an internal review process. The department initiates the review process by developing and proposing the new/revised academic program for review at the departmental, college, and University levels. The Provost and Vice President for Academic Affairs and the President must ultimately approve the submissions.

Pursuant to the FOCUS Act, the Board's Bylaws, and the Board's Delegation of Authority to the President Policy, the Board must approve academic modifications. Upon approval by the Board, THEC must provide final approval.

Background

The College of Business herewith seeks approval for the Department of Information Systems and Management (formerly Business Information Systems see Item A above) to proceed with inactivation of an existing concentration. The eBusiness Technology concentration is being considered to inactivate to better align the other two concentrations in the Business Information Systems program with available faculty and resources; namely the Business Data Analytics and Information Systems.

Faculty Expertise: Current faculty may possess stronger expertise in Business Data Analytics and Information Systems. Consolidating concentrations allows for better allocation of faculty resources, ensuring that students receive high-quality instruction and mentorship.

Curriculum Development: With fewer concentrations, faculty can focus on enhancing the curriculum for the remaining concentrations fostering innovation and relevance in course offerings.

Industry Relevance: There is a growing demand for professionals skilled in data analytics and

information systems, which directly aligns with industry trends. Inactivating eBusiness Technology may allow the program to concentrate on areas with higher employment potential for graduates.

Cost Efficiency: Maintaining fewer concentrations can reduce administrative and operational costs, allowing resources to be redirected toward enhancing programs and student services.

ACADEMIC PROGRAM MODIFICATION:

Inactivation of the eBusiness Technology concentration for the Bachelor of Business Administration degree.

II. College of Education - Approval of Reorganization of Academic Units and Change Program Degree Designation

The University, with the support of the College of Education requests approval for the proposed modification to the academic departments in the College of Education and proceeding with submission to the Tennessee Higher Education Commission (THEC) for approval.

Pursuant to TSU's Academic Programs, Units and Modifications process, which includes a reorganization of academic units that award credit, academic departments may seek said reorganization by initiating an internal review process. The department initiates the review process by developing and proposing the new structure for review at the departmental committee, college, and University levels. The Provost and Vice President for Academic Affairs and the President must ultimately approve the submissions.

Pursuant to the FOCUS Act, the Board's Bylaws, and the Board's Delegation of Authority to the President Policy, the Board must approve the reorganization of academic units. Upon approval by the Board, THEC must provide final approval.

Background

The College of Education proposes the consolidation of our three existing academic departments—Psychological Sciences and Counseling, Teaching and Learning, and Educational Leadership—into two streamlined units: the Department of Psychological Sciences and Counseling, and the Department of *Education Practice and Leadership*.

This restructuring is driven by several key factors aligned with THEC Policy A1.3, which emphasizes the need for feasibility, alignment with institutional mission, and overall costs associated with new academic units.

1. **Feasibility and Growth**: The demand for interdisciplinary approaches in education and counseling has increased significantly. By consolidating these departments, we can foster collaboration across disciplines, enhancing the educational experience for our students. This aligns with our mission to produce well-rounded graduates equipped to meet diverse

educational needs.

2. **Alignment with the Tennessee State Master Plan**: This restructuring directly supports our strategic goal of optimizing resources while expanding our program offerings. The new structure will allow us to develop innovative programs that respond to emerging trends in education and counseling.

3. **Cost Efficiency**: Specifically with the Department of *Education Practice and Leadership*, the proposed consolidation from three departments to two will eliminate one department chair position, saving approximately $102,000 annually. Additionally, the proposed consolidation will streamline administrative functions and minimize redundancy in faculty roles. Many of the faculty have similar credentialing, particularly in instructional leadership, to support the high volume of K-12 instructional leader candidates. This reduces the cost of transient/adjunct faculty to cover course loads. This will result in a more effective allocation of our resources, allowing us to invest in innovative partnerships and program development.

4. **Improved Visibility and Impact**: By creating a single department focused on *Education Practice and Leadership*, we will enhance our visibility in these fields, enabling us to attract more students and funding opportunities. This will also facilitate the development of new degree programs that align with market demands, especially with our certification programs that predominantly support the K-12 school districts at undergraduate and graduate/master's level.

5. **Support for Future Growth**: The new Department of *Education Practice and Leadership* will provide flexibility to adapt to future educational needs, allowing us to remain responsive and relevant in a rapidly changing academic landscape. A unified department may attract larger grants due to a broader scope of programs.

We are confident this restructuring proposal will not only improve our operational effectiveness but also significantly enhance our capacity to attract new students and funding, ultimately benefiting our stakeholders and community.

ACADEMIC PROGRAM MODIFICATION:

Reorganization of the structure of the College of Education from three (3) departments to two (2) departments—Department of Psychological Sciences and Counseling and Department of Education Practice and Leadership.

M.Ed. in Elementary Education: Degree Realignment to Program Concentration under Master in Curriculum and Instruction (see appendix).

M.S. in Professional School Counseling: Degree realignment to Program Concentration under the Master in Psychology (see appendix).

III. College of Engineering - Approval to Change Program Degree Designation

The University, with the support of the College of Engineering requests approval to proceed with changing the academic program degree designation from the Master of Engineering (ME) to the Master of Science (MS) degree in Engineering.

Pursuant to TSU's Academic Programs, Units and Modifications process, which includes revised programs, academic departments may seek to change the academic program degree designation by initiating an internal review process. The department initiates the review process by developing and proposing the new/revised academic program for review at the departmental committee, college, and University levels. The Provost and Vice President for Academic Affairs and the President must ultimately approve the submissions.

Pursuant to the FOCUS Act, the Board's Bylaws, and the Board's Delegation of Authority to the President Policy, the Board must approve the academic program modifications. Upon approval by the Board, THEC must provide final approval.

Background

The College of Engineering herewith seeks approval to change an academic program degree designation. The Department of Mechanical and Manufacturing Engineering has offered a graduate program leading to a Master of Engineering (ME) in Engineering for many years with concentrations in Biomedical Engineering, Civil Engineering, Electrical Engineering, Environmental Engineering, Manufacturing Engineering, and Mechanical Engineering.

As a part of the program, students and advisors work on research projects that produce scientific publications and thesis-quality 'reports.' However, because of the name and structure of the program, the 'reports' are not given the same recognition as the theses. The benefits to this degree designation change include, but are not limited to: the perceptions of the students and faculty about the master's program will be immediately improved; students and faculty will receive credit for their high-quality research and scholarly work, and TSU will be better recognized by researchers and scholars worldwide; the program will be rebranded to something students worldwide are mostly familiar with, which will significantly boost recruitment; it will align with the TSU goal to move from an R2 institute to an R1 institute; and this MS program will prepare students for the ENCS PhD program offered by the College of Engineering.

We are requesting that the degree designation of Master of Engineering (ME) be changed to the more appropriate Master of Science (MS) degree designation.

ACADEMIC PROGRAM MODIFICATION:

Change the Master of Engineering (M.E.) degree designation to Master of Science (M.S.). (see attachment)

IV. College of Health Sciences - Approval of Reorganization of Academic Units

The University, with the support of the College of Health Sciences, requests approval for the proposed modification to the academic departments in the College of Health Sciences and

proceeding with submission to the Tennessee Higher Education Commission (THEC) for approval.

Pursuant to TSU's Academic Programs, Units and Modifications process, which includes a reorganization of academic units that award credit, academic departments may seek said reorganization by initiating an internal review process. The department initiates the review process by developing and proposing the new/structure for review at the departmental committee, college, and University levels. The Provost and Vice President for Academic Affairs and the President must ultimately approve the submissions.

Pursuant to the FOCUS Act, the Board's Bylaws, and the Board's Delegation of Authority to the President Policy, the Board must approve the reorganization of academic units. Upon approval by the Board, THEC must provide final approval.

Background

After a thorough assessment of the organizational structure of the academic units in the College of Health Sciences, the College of Health Sciences has determined that a realignment of the Department of Respiratory Care and Health Information is in order.

Prior to the term of Interim President Portia Shields, the Cardiorespiratory Care Sciences (CRCS) program and the Health Information Management (HIMA) program were separate, stand-alone departments. At that time, CRCS had 3 full-time faculty members (one is the program director) and HIMA had two full-time faculty members (one is a program director). Each program had students numbering between 15 to 20 per cohort. In an effort to realign programs, the CRCS and HIMA programs were combined into one unit currently named the Department of Respiratory Care and Health Information.

Analysis

While the CRCS and HIMA programs may be under the same department in the College of Health Sciences, both are substantively different in content and scope. CRCS is patient-facing, with a focus on the "care" side of healthcare; HIMA is document-facing, with a focus on the "business" side of healthcare. This substantive difference has resulted in an absence of synergy between two programs, its faculty, and its students.

The College of Health Sciences proposes the following academic unit reorganization:

1. Move the CRCS program under the School of Nursing

   a. This move will allow the CRCS program (a patient-facing program) to benefit from a synergy between it and the undergraduate Nursing program (another patient- facing program).
   b. With the inclusion of the CRCS program, the new name of the School of Nursing will be the School of Nursing and Respiratory Care.

2. Move the HIMA program under the Department of Public Health, Health Administration, and Health Sciences.

a. This move will allow the HIMA program (a business-facing program) to benefit from a synergy between it and the Healthcare Administration and Planning program (another business-facing program).
b. With the inclusion of the HIMA program, the new name of the department will be the Department of Public Health, Health Administration & Information, and Health Sciences.

Cost Savings

The proposed recommendations would yield the following cost savings to the college and the institution:

• One less Chair – A savings of at least $90,000 (not including benefits)

• One less Admin Support Staff – A savings of at least $36,000 (not including benefits)

The total projected savings from the proposed recommendation is at least $126,000 (not including benefits).

ACADEMIC PROGRAM MODIFICATION:

Realign the structure of the College of Health Sciences by separating the Department of Cardio-Respiratory Care and Health Information to merge within existing departments in the College of Health Sciences—School of Nursing and Department of Public Health, Health Administration, Information and Health Sciences

V. College of Liberal Arts - Approval to Elevate Concentration to Stand-Alone Program

The University, with the support of the College of Liberal Arts requests approval for the proposed academic program modification to elevate the Multidisciplinary Studies concentration within the BS Arts and Sciences to a stand-alone program in the College of Liberal Arts and proceeding with submission to the Tennessee Higher Education Commission (THEC) for approval.

Pursuant to TSU's Academic Programs, Units and Modifications process, which includes establishing a free-standing academic degree program from an existing concentration that has demonstrated steady enrollment and graduation

numbers for a period of the last three years, academic departments may seek said academic modification initiating an internal review process. The department initiates the review process by developing and proposing the new/revised academic program for review at the departmental committee, college, and University levels. The Provost and Vice President for Academic Affairs and the President must ultimately approve the submissions.

Pursuant to the FOCUS Act, the Board's Bylaws, and the Board's Delegation of Authority to the President Policy, the Board must approve establishing a free-standing academic degree program from an existing concentration. Upon approval by the Board, THEC must provide final approval.

Background

The BS in Arts & Sciences degree is currently named after a college in 1985-1987 which no longer exists. In 1922, the College of Education was implemented as an outgrowth of a series of attempts by the University to further the professional preparation of individuals for education and related services. However, many of the pathways to teacher preparation were not housed in the College of Education rather they were concentrations under the Bachelor of Sciences in Arts and Science; namely Child Development and Learning K-8, Humanities, Language Arts/Social Studies (K-8), Social Sciences (K-8), Multidisciplinary Studies, Natural Sciences, and Social Sciences. In 2024, the BS in Elementary Education in the College of Education was implemented eliminating three of these concentrations (Child Development and Learning K-8, Language Arts K-8, and Science/Mathematics K-8).

In continuation of the University's efforts to harmonize these academic programs properly, the College of Liberal Arts proposes the academic program modification (APM) to elevate the Multidisciplinary Studies concentration to a free-standing degree program as the BS in Multidisciplinary Studies and within the APM terminate the remaining three concentrations (Humanities, Natural Sciences, and Social Sciences).

The BS in Multidisciplinary Studies will allow students to construct a program of study with selections from disciplines across the University that can be used to fulfill the major requirements and includes a capstone experience. This degree will better serve the University's students because it recognizes the dynamic nature of the current moment and the need to promote multi-faceted approaches to traditional disciplines and their intersectionality. The modified program will meet the needs of the rising number of mixed-concentration students coming out of other programs not currently covered. Multidisciplinary Studies situates the University to better serve transfer students, returning students, and students from majors not represented in the current curriculum, and it will enable Tennessee State University to better recruit older students who need a completion degree.

ACADEMIC PROGRAM MODIFICATION:

Elevate the Multidisciplinary Studies concentration to a free-standing degree program as the B.S. in Multidisciplinary Studies and within the APM terminate the remaining three concentrations (Humanities, Natural Sciences, and Social Sciences)

VI. College of Life and Physical Science – Inactivation of Academic Program

The University, with the support of the College of Life and Physical Science, requests approval to proceed with discontinuing/inactivating its Master of Science degree in Chemistry.

Pursuant to TSU's Academic Programs, Units and Modifications process, which includes revised programs, academic departments may seek the discontinuance/inactivation of an academic program by initiating an internal review process. The department initiates the review process by developing and proposing the new/revised academic program for review at the departmental committee, college, and University levels. The Provost and Vice President for Academic Affairs and the President must ultimately approve the submissions.

Pursuant to the FOCUS Act, the Board's Bylaws, and the Board's Delegation of Authority to the President Policy, the Board must approve the discontinuance/inactivation of academic programs. Upon approval by the Board, THEC must provide final approval.

Background

The University, with the support of the College of Life and Physical Science requests approval to proceed with inactivating the Master of Science in Chemistry degree.

While the MS in Chemistry graduate program has existed for many years there has been a decline in graduate enrollment. In its current form, this program has consistently not been able to sustain the requisite minimum number. The Department has a new Interim Department Chair, Dr. Sujata Guha, who is currently working on a recruitment plan and new funding sources. Chemical research is a strong component of the Chemistry MS program. It provides students with the knowledge for chemical technology development and generating unexpected discoveries that form the basis for innovation. These innovations directly influence the chemical economy, environment, and discoveries in other scientific disciplines. The MS program fills a high societal need and provides access and opportunity for underrepresented groups. It aids in fostering fundamental chemical research and helps Tennessee State University and its students maintain competitiveness in the country and the chemical economy.

The inactivation allows the Department the opportunity to plan for a collaboration with the College of Agriculture to develop an interdisciplinary PhD program in Chemistry and Environmental Sciences & Management, which, when established, will be an asset to Tennessee State University and serve to increase enrollment. Talks are underway and the department chairs of Chemistry and Environmental Sciences are waiting for Academic Affairs to contact an outside agency to conduct a market and feasibility study.

The decision to inactivate this program comes with a Teach Out Plan to ensure a process to provide currently enrolled students with reasonable completion options that minimize disruption (see Appendix)

ACADEMIC PROGRAM MODIFICATION:
MS in Chemistry inactivation of degree program. (see attachment)

APPENDICES
TEACH-OUT PLANS

Appendix 3

Master of Education in Elementary Education

Teach-Out Plan

College of Education

Academic Program Modification

Master of Education (M.Ed.) Elementary of Education

Department of Teaching and Learning

SACSCOC Substantive Change Policy and Procedures: Program Closure (pg. 57-58)

1. Provide the closure date, defined by SACSCOC as the date when students are no longer
   admitted.

   Date students will no longer be admitted: April 1, 2025

2. Provide a communication plan to inform all affected parties of the closure to include

   a. how each of the following will be informed for the closure:

      i. currently enrolled students
         Currently enrolled students will be notified via a signed letter from the Interim Chair of the Department of Learning and the Assistant Dean of Teacher Education that explains the timeline for closure as well as if and how the closure will affect their degree plan, degree designation, and/or K-5 licensure requirements and ensuring the student that the department has a plan to provide students reasonable completion options (see Appendix A for template letter)

      ii. students with lapsed enrollment (i.e., not currently enrolled but recently enrolled) Students with lapsed enrollment will be notified via a signed letter from the Interim Chair of the Department of Learning and the Assistant Dean of Teacher Education that explains the timeline for closure as well as if and how the closure will affect their degree plan, degree designation, and/or K-5 licensure requirement and ensuring the student that the department

has a plan to provide students reasonable completion options (see attached template letter)

iii. prospective students.

Prospective students will be notified that the M.Ed. in Elementary Education will no longer be offered effective April 1 and provide the option to enroll in the existing M.Ed. Curriculum and Instruction program with the proposed concentration in Elementary Education. This pathway will lead the student to K-5 state licensure. Job-embedded candidates seeking only certification will also be provided the option to enroll in the existing M.Ed. Curriculum and Instruction as non-degree candidates.

b. how faculty and staff will be informed, viz., admissions and recruiting / marketing staff; and Faculty and staff in the Department of Teaching and Learning, in the College of Education, and in the Graduate School (the office which serves as graduate school admissions and recruitment) will be notified via email of the closure and closure date. In addition, the communication will include the informational and marketing materials that reflect the availability of the existing M.Ed. Curriculum and Instruction Elementary Education Concentration.

c. how community or industry partners will be informed. If not applicable, provide an affirmative statement to that effect.

Community partners will be notified via email of the closure and provided with the informational and marketing materials that reflect the existing M.Ed. Curriculum and Instruction with the proposed Elementary Education Concentration. Job Embedded candidates seeking certification only will be able to enroll as non-degree candidates.

- The community will also be informed through the live-streamed Tennessee State Board of Trustees meeting scheduled for June 13, 2025.
- In addition, the community will be informed through the Tennessee Department of Education via signed letter from the Assistant Dean of Teacher Education.
- The Tennessee Department of Education and the Council for Accreditation for Education for Educator Preparation will be notified via signed letter from the Assistant Dean of Teacher Education.

3. If the institution is providing options for students to complete at another institution(s), provide copies of all planned communication from the

institution and from the teach-out institution(s) related to the closure. All communication must demonstrate the institutions are making accurate statements about students' ability to transfer credits to the teach-out institution(s) and disclose tuition, fees, and other costs at the teach-out institution(s).

- Not applicable. The institution is not providing options for students to complete their degree at another institution as this change will not affect current students' ability to complete the degree and state licensure requirements

4. An explanation of how all affected students will be helped to complete their programs of study with minimal disruption or additional costs.

- The institution will take the following steps to help all affected students complete their programs with minimal disruption:
  - Course Offerings: All necessary courses will be made available until the completion deadline.
  - Advising Services: Academic advisors will assist students in planning their remaining coursework to ensure timely graduation.
- There are four (4) students currently enrolled in the M.Ed. in Elementary Education each of whom will be helped to complete their program of study with minimal disruption and no additional costs.
  - Student 1 will graduate in May 2025.
  - Students 2 and 3 will complete all coursework for the concentration by Fall 2025 and clinical experiences in Spring 2026, graduating in May 2026.
  - Student 4 enrolled in the M.Ed. Elementary Education in Spring 2025 and is enrolled in one course. She will complete the program requirements by Spring 2027.
- See Table 1 for more detailed information on each of these students.
- Individual Teach-out Plans (Appendix B): All affected students have a prepared individual teach-out plan that will be distributed, discussed, and signed, along with the notification letter.

5. An explanation of whether the students subject to the teach-out plan will

incur additional charges or other expenses because of the teach-out and, if so, how the students will be notified.

- Students subject to the teach-out plans will not incur additional charges or other expenses.

6. Copies of signed teach-out agreements with other institutions, if applicable.
    - Not Applicable. We do not have teach-out agreements with other institutions.

7. A description of how the faculty and staff will be redeployed or helped to find new employment.
    - The current faculty will not be redeployed. Our current M.Ed. Elementary Education program coordinator is voluntarily resigning effective May 2025. Faculty members who currently teach in the M.Ed. Elementary Education program teach across the department in other programs so there is no need to redeploy faculty.

Table 1

Student 1	Student 1 is on track to graduate in May 2025 and will not be affected by this change. She has completed 36/36 hrs.	Student 1 has completed all coursework and is in the process of completing Clinical Student Teaching requirements this semester (Spring 2025).	Student 1 will not receive notification of the program change.
Student 2	Student 2 is on track to graduate in Fall 2025 and will not be affected by this change. She has completed 24/36 hours	Student 2 will complete all of the required coursework in Fall of 2025 and clinical student teaching requirements in Spring 2026.	Student 2 received notification that the program will be closed on April 1, 2025. She was informed that she will be able to continue with minimal disruption. Student 2 was advised and provided with a program of study
	and is enrolled in 6 hours Spring 2025.		outlining the courses and timeline for degree completion.

Student 3	Student 3 is on track to graduate in May 2026. He has completed 21/36 credit hours and is enrolled in 6 credit hours Spring 2025.	Student 3 will complete all coursework and job-embedded clinical requirements in Spring 2026.	Student 3 received notification that the program will be closed on April 1, 2025, He was informed that he will be able to continue with minimal disruption. He was advised and provided with a program of study outlining the courses and timeline for degree completion.
Student 4	Student 4 enrolled in the M.Ed. Elementary Education in Spring 2025 and is enrolled in one course.	Student 4 will complete the program requirement by Spring 2027.	Student 4 received notification that the M.Ed. Elementary Education program will be closed by April 1, 2025. She was informed that she will be able to continue with minimal disruption. She was advised and provided with a program of study outlining the courses and timeline for degree completion.

TEMPLATE OF LETTER TO

STUDENTS CURRENTLY ENROLLED IN THE M.Ed.

ELEMENTARY EDUCATION PROGRAM

March 29, 2025

Dear Student,

I am writing to inform you that the M.Ed. Elementary Education (K-5 licensure) program will be closed effective April 1st, 2025. Although I am required to notify you of the closure of this program, you will not be affected.

You will be able to complete all of the program requirements for the M.Ed. Elementary Education and K-5 licensure with no interruption. In addition, you will not incur any additional or unexpected costs.

I have attached your Program of Study outlining a plan for completing the degree requirements for the M.Ed. in Elementary Education. Please do not hesitate to contact me should you have any questions or concerns.

Sincerely,

Beth Christian, Ed.D.

CC: Dr. Nicole Arrighi, Assistant Dean of Teacher Education

Appendix 4

Master of Science in Professional School Counseling

Teach-Out Plan

College of Education

Academic Program Modification
Master of Science (MS) in Professional School Counseling
Department of Psychological Sciences and Counseling

SACSCOC Substantive Change Policy and Procedures: Program Closure (pg. 57-58)

1. **Closure date:** April 1, 2025

2. Communication plan

   a. Students
      i. Current students
         Currently enrolled students will be notified via a signed letter from the Interim Chair of the Department of Psychological Sciences and Counseling that explains the timeline for closure as well as if and how the closure will affect their degree plan, degree designation and ensuring the student that the department has a plan to provide students reasonable completion options (see Appendix A for template letter)
      ii. Students with lapsed enrollment
         Students with lapsed enrollment will be notified via a signed letter from the Interim Chair of the Department of Psychological Sciences and Counseling that explains the timeline for closure as well as if and how the closure will affect their degree plan, degree designation, ensuring the student that the department has a plan to provide students reasonable completion options (see Appendix A for template letter)
      iii. Prospective students
         Prospective students will be notified that the M.S. in Professional School Counseling will no longer be offered effective April 1 and provide the option to enroll in the existing M.S. Counseling program with the proposed concentration in Professional School Counseling. This pathway will lead the student to state licensure. Job-embedded candidates seeking only certification will also be provided the option to enroll in the existing M.S. Counseling program as non-degree candidates.

b. Faculty and staff

Faculty and staff in the Department of Psychological Sciences and Counseling, in the College of Education, and in the Graduate School (the office which serves as graduate school admissions and recruitment) will be notified via email of the closure and closure date. In addition, the communication will include the informational and marketing materials that reflect the availability of the existing M.S. Counseling, Clinical Mental Health Concentration.

c. Community or industry partners

- Community partners will be notified via email of the closure and provided with the informational and marketing materials that reflect the existing M.S. Counseling with the proposed Professional School Counseling Concentration.
- The community will also be informed through the live-streamed Tennessee State Board of Trustees meeting scheduled for June 13, 2025.
- In addition, the community will be informed through the Tennessee Department of Education via signed letter from the Assistant Dean of Teacher Education.
- The Tennessee Department of Education and the Council for Accreditation for Education for Educator Preparation will be notified via signed letter from the Assistant Dean of Teacher Education.
- Additionally, we will be sending an email to the following school districts and stakeholders who have hosted students or collaborated with faculty to inform the of the change from stand-alone program to concentration.
    - Washington Yu Ying Public Charter School – Washington, DC
    - IDEA Public Charter
    - Dickson County School District
    - Tapestry Public Charter School – Atlanta, GA
    - International Community School – Decatur, GA
    - Duval Charter High School – St. Augustine, FL
    - Cheatham County School District
    - Nashville Latina Bosses

3. Options for students to complete at another institution

Not applicable. The institution is not providing options for students to complete their degree at another institution as this change will not affect current students' ability to complete the degree and state licensure requirements.

4. Explanation of how affected students will be helped to complete their program of study with minimal disruption or additional costs

There are thirteen (13) students currently enrolled in the M.S. in Professional School Counseling each of whom will be helped to complete their program of study with minimal disruption and no additional costs.

- Students 1, 5, 6, 9, 12, and 13 will graduate in May 2025
- Student 7 will graduate in December 2025
- Students 2, 4, 10, and 11 will graduate in May 2026
- Student 3 will graduate in May 2027
- Student 8 will graduate in May 2028

Programs of study for all currently enrolled MS Professional School Counseling students are included at the end of this plan (see Appendix B).

5. Additional charges or expenses to students

Students subject to the teach-out plans will not incur additional charges or other expenses because of the teach-out.

6. Copies of signed teach-out agreements with other institutions

Not applicable as we do not have signed teach-out agreements with other institutions.

7. Description of how faculty and staff will be redeployed

The current faculty will not be redeployed. Faculty members who currently teach in the M.S. Professional School Counseling program teach across the department in other programs so there is no need to redeploy faculty.

APPENDIX A

TEMPLATE OF LETTER TO STUDENTS

CURRENTLY ENROLLED IN

THE M.S. PROFESSIONAL SCHOOL COUNSELING PROGRAM

March 29, 2025

Dear Student,

I am writing to inform you that the M.S. Professional School Counseling program will be closed effective April 1st, 2025. Although I am required to notify you of the closure of this program, you will not be affected.

You will be able to complete all of the program requirements for the M.S. Professional School Counseling with no interruption. In addition, you will not incur any additional or unexpected costs.

I have attached your Program of Study outlining a plan for completing the degree requirements for the

M.S. Professional School Counseling. Please do not hesitate to contact me should you have any questions or concerns.

Sincerely,

Joshua Shive

Interim Chair and Professor

Department of Psychological Sciences and Counseling Tennessee State

Appendix 5

Inactivation of the Master of Science Chemistry

Teach-Out Plan

TENNESSEE STATE UNIVERSITY

3500 John A. Merritt Boulevard
Nashville, TN 37209-1561

Office of Institutional Effectiveness, Research,
Planning, Assessment and Accreditation

615-963-6471

Department of Chemistry

Academic Program Modification

Master of Science (M.S.) Chemistry
Teach-Out Plan

1. Provide the closure date, defined by SACSCOC as the date when students are no longer *admitted*.

   Date students will no longer be admitted: April 1, 2025

2. Provide a communication plan to inform all affected parties of the closure to include

   a. how each of the following will be informed for the closure:
      i. Currently enrolled students
         Currently enrolled students will be notified via a signed letter from the Interim Chair of the Department of Chemistry that explains the timeline for closure as well as if and how the closure will affect their degree plan, degree designation, and ensuring the student that the department has a plan to provide students reasonable completion options (see Appendix A for template letter)
      ii. Prospective students
         Prospective students will be notified that the M.S. in Chemistry will be deemed inactive on August 1, 2025.

   b. how faculty and staff will be informed, viz., admissions and recruiting / marketing staff; and
      Faculty and staff in the Department of Chemistry, in the College of Life and Physical Sciences, and in the Graduate School will be notified via email of the closure/inactivity and closure date.

   c. how community or industry partners will be informed. If not applicable, provide an affirmative statement to that effect.
      The American Chemical Society will be notified via signed letter from the Dean of the

College of Life and Physical Sciences.

3. If the institution is providing options for students to complete at another institution(s), provide copies of all planned communication from the institution and from the teach-out institution(s) related to the closure. All communication must demonstrate the institutions are making accurate statements about students' ability to transfer credits to the teach-out institution(s) and disclose tuition, fees, and other costs at the teach-out institution(s).
    - Not applicable. The institution is not providing options for students to complete their degree at another institution as this change will not affect current students' ability to complete the degree.

4. An explanation of how all affected students will be helped to complete their programs of study with minimal disruption or additional costs.
    - The institution will take the following steps to help all affected students complete their programs with minimal disruption:
        - Course Offerings: All necessary courses will be made available until the last student graduates.
        - Advising Services: Academic advisors will assist students in planning their remaining coursework to ensure timely graduation.

    - There are four (4) students currently enrolled in the M.S. in Chemistry, each of whom will be helped to complete their program of study with minimal disruption and no additional costs. Additionally, there are two (2) other students who have almost completed the program requirements but work outside the town and state and have taken temporary leave from TSU. Those two students would like to return to complete their degree requirements.
        - Student 1 will graduate in May 2025
        - Students 2 will graduate in August 2025
        - Students 3 will graduate in August 2025
        - Student 4 will graduate in May 2026
        - Student 5 will graduate in December 2025
        - Student 6 will graduate in May 2026

    - See Table 1 for more detailed information on each of these students.

    - Individual Teach-out Plans (Appendix B): All affected students have a prepared individual teach-out plan that will be distributed, discussed, and signed, along with the notification letter.

5. An explanation of whether the students subject to the teach-out plan will incur additional charges or other expenses because of the teach-out and, if so, how the students will be notified.
    - Students subject to the teach-out plans will not incur additional charges or other expenses.

6. Copies of signed teach-out agreements with other institutions, if applicable.
    - Not Applicable. We do not have teach-out agreements with other institutions.

7. A description of how the faculty and staff will be redeployed or helped to find new employment.
    - The current faculty will not be redeployed. Faculty members who currently teach in the M.S. Chemistry program teach within the department so there is no need to redeploy faculty.

Table 1

Student 1	Student 1 is on track to graduate in May 2025 and will not be affected by this change. He has completed 19/30 hours and is currently enrolled in the remaining 11 hours.	Student 1 will complete all coursework this semester (Spring 2025) and has already successfully defended his thesis.	Student 1 will not receive notification of the program change.
Student 2	Student 2 is on track to graduate in August 2025 and will not be affected by this change. He has completed 19/30 hours and is currently enrolled in the remaining 9 hours, and will enroll in the remaining 2 hours in the summer.	Student 2 will defend thesis and complete all program requirements in Summer 2025.	Student 2 received notification that the program will become inactive on August 1, 2025. He was informed that he would be able to continue finishing the program requirements with minimal disruption. Student 2 was advised and provided with a program of study.
Student 3	Student 3 is on track to graduate in August 2025 and will not be affected by this change. He has completed 19/30 hours, is currently enrolled in 9 hours, and will enroll in the remaining 2 hours in the summer.	Student 3 will defend thesis and complete all program requirements in Summer 2025.	Student 3 received notification that the program will become inactive on August 1, 2025. He was informed that he would be able to continue finishing the program requirements with minimal disruption. Student 3 was advised and provided with a program of study.
Student 4	Student 4 enrolled in the M.S. Chemistry in August 2024 and is enrolled in three courses this semester (Spring 2025). So far, she has completed 10/30 hours. She is scheduled to graduate in May 2026.	Student 4 will complete the program requirements by Spring 2026.	Student 4 received notification that the program will become inactive on August 1, 2025. She was informed that she will be able to continue with minimal disruption. She was advised and provided with a program of study outlining the courses and timeline for degree completion.
Student 5	Student 5 enrolled in the M.S. Chemistry Program in August 2018. She has completed all the coursework and only needs to defend her thesis. She is currently working in Rutherford County but plans to return to defend her thesis.	Student 5 plans complete the program requirements by Fall 2025.	Student 5 received notification that the program will become inactive on August 1, 2025. She was informed that she will be able to defend her thesis with minimal disruption. She was advised and provided with a program of study outlining the courses and timeline for degree completion.

Student 6	Student 6 enrolled in the M.S. Chemistry Program in August 2020, has completed all coursework, and only needs to take his non-thesis comprehensive exam to graduate. He is currently working in Texas but plans to return to take the exam.	Student 6 will complete the program requirements by Spring 2026.	Student 6 received notification that the program will be inactive on August 1, 2025. He was informed that he would be able to take his comprehensive exam. He was advised and provided with a program of study outlining the courses and timeline for degree completion.

APPENDIX A

TEMPLATE OF LETTER TO

STUDENTS CURRENTLY ENROLLED IN THE

M.S. CHEMISTRY PROGAM

College of Life and
Physical Sciences
Department of Chemistry

3500 John A.
Merritt
Boulevard
Nashville,
TN 37209-
1561

Office: (615) 963-5321

Fax: (615) 963-5326

March 28, 2025

Dear Student:

I am writing to inform you that the M.S. Chemistry Program will be closed (made inactive) effective August 1, 2025. Although I am required to notify you of the closure/inactivity of this program, you will not be affected. You will be able to complete all the program requirements for the M.S. Chemistry with no interruption. In addition, you will not incur any additional or unexpected costs. I have attached your Program of Study outlining a plan for completing the degree requirements for the M.S. in Chemistry. Please do not hesitate to contact me should you have any questions or concerns.

Sincerely,

Sujata Guha

APPENDIX

1. Executive Summary: Research and Sponsored Programs Update (Indirect Costs)

2. Executive Summary: Athletics Update

3. Executive Summary: Report on Planning, Design, and Construction and Campus Operations

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

EXECUTIVE SUMMARY

DATE:	June 13, 2025
ITEM:	Research and Sponsored Programs Update (Indirect Costs)
RECOMMENDED ACTION:	No action
PRESENTED BY:	Dr. Quincy Quick, Associate Vice President Research and Sponsored Programs/Chief Research Officer

Background Information

Dr. Quick presents the following executive summary on Grant Awards and Submission data, Indirect Costs, Potential Loss of Indirect Costs, and Alternative Strategic Funding Strategies.

RESEARCH AND SPONSORED PROGRAM
BOARD OF TRUSTEES JUNE 2025 QUARTERLY REPORT

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

As of May 15 in FY25, 151 grant applications were submitted totaling $177,686,954, and 144 awards were received totaling $67,953,698. This reflects a 21.8% decrease in applications (from 193 in FY24 to 151 in FY25) and a 19.6% decrease in awards received (from 179 to 144). However, despite fewer submissions, the total value of grant applications increased by 11.4% (from $159,572,186 to $177,686,954), while the total funding awarded decreased by 21.1% (from $86,156,580 to $67,953,698).

INDIRECT COST UPDATE

- NIH: A 15% IDC cap was announced but has been blocked nationwide by a federal court following lawsuits from multiple states and institutions. The court found the cap likely violated federal law. Appeal is pending in the First Circuit.

- DOE: Implemented a similar 15% IDC cap. A federal judge issued a temporary restraining order, halting enforcement. The court cited potential irreparable harm to institutions. Further legal proceedings are pending.

- NSF: Announced a 15% IDC cap effective May 5, 2025, asserting regulatory authority to do so. A lawsuit was filed challenging the policy, but no court decision has been issued yet.

- USDA: As of now, the USDA has not implemented an IDC cap similar to NIH, DOE, or NSF. There are no known legal challenges or reported policy changes regarding indirect costs from the agency.

POTENTIAL LOSS OF IDC

Potential Loss of Indirect Costs

- **Total IDC Requested:** $6,413,036 (FY 25)
- **Estimated Loss Due to 15% Cap:** $2,851,177

ALTERNATIVE STRATEGIC FUNDING STRATEGIES:STATE AND CORPORATE PARTNERS AND PHILANTHROPIC ORGANIZATIONS

In response to the evolving federal research funding environment, Tennessee State University is proactively pursuing diversified funding pathways to sustain and expand our research enterprise. We will leverage our established relationships with key state partners, including the **Tennessee Department of Economic and Community Development and Oak Ridge Associated Universities**, to identify and secure competitive opportunities that align with state and regional priorities. Additionally, we will intensify our efforts to pursue foundation grants and private funding by expanding collaborations with **corporate partners and philanthropic organizations**. This strategy includes working closely with Dr. Lolita Toney and the Office of Institutional Advancement to align fundraising efforts with institutional research and workforce development goals. Together, these efforts will position the university to enhance institutional resilience, broaden our funding base, and drive innovation through strategic partnerships.

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

EXECUTIVE SUMMARY

DATE:	June 13, 2025
ITEM:	Tennessee State Athletics' Report
RECOMMENDED ACTION:	No action
PRESENTED BY:	Dr. Mikki Allen, Director of Athletics

Background Information

The Department of Athletics continues to advance the university's mission by fostering academic excellence, athletic achievement, and personal development among student-athletes. This report summarizes key activities, progress, and strategic priorities from the past academic year.

Dr. Allen presents the following executive summary on Competitive Excellence, Academic Excellence, Student-Athlete Services, Student-Athlete Development, Community Engagement, Fiscal Management, Facilities, Challenges and Opportunities, and Future Initiatives.

TENNESSEE STATE ATHLETICS' REPORT
BOARD OF TRUSTEES JUNE 2025

COMPETITIVE EXCELLENCE

Team Success

- **TSU Athletics** — **4** teams qualified for NCAA postseason
- Football —Big South/Ohio Valley Conference Champion (First Conference Title since 1999)
- Football — received an at large bid for the NCAA FCS Playoffs (First Time Since 2013)
- Cross Country — (Robert Hooper) qualified for the 2024 NCAA Cross Country South Regional 10K
- Women's Track and Field — (Kaitlin Cook) qualified for the 2025 NCAA Outdoor East Regional
- Men's Tennis — Second straight HBCU National Championship
- Men's Tennis — Taj Hibbert & Rohan Loubser won the Horizon League Fall Doubles Championship
- Men's Tennis — Taj Hibbert won the Horizon League Fall Singles Championship

Individual Honors

All Conference Honors (15 Student-Athletes)

- Football (8) — First Team (CJ Evans, Boogie Trotter, Conor Meadows); Second Team (CJ Evans, Ahmad Nelson, Jalen McClendon, Eriq George)
- Men's Basketball (3) — Brandon Weston (First Team; Newcomers) & Aaron Nkrumah (Second Team)
- Men's Cross Country (1) — Robert Hooper (5K)
- Softball (2) — Hailey Hunt (Second Team; Newcomer); Jace Jackson (Second Team)
- Volleyball (1) — Jayla Holcombe (Second Team)

National Honor

- Football Defensive Freshman of the Year (Sanders Ellis)

ACADEMIC EXCELLENCE

- Cumulative Student-Athlete (GPA) was 3.35 (Athletic Department Record)
- Graduation Success Rate (GSR) is 82%; (Athletic Department Record)
- 90 TSU student-athletes named to the OVC Commissioner's Honor Roll
- 9 Academic All-Conference Medal of Honor Recipients

STUDENT-ATHLETE SERVICES

- Expanded the number of academic tutors (8) for student-athletes through Title III funding and campus partnerships
- Enhanced mental health services through a partnership with the university's Counseling Center and integration of **TimelyCare**. **TimelyCare** is a 24-hour virtual mental health platform.
- 100% of student-athletes registered with **TimelyCare** for mental health support and well-being.

STUDENT-ATHLETE DEVELOPMENT

In 2023, the Department of Athletics at Tennessee State University launched the “Becoming” program focused on student-athlete career readiness and leadership development.

For the 2024-25 academic year, overall personal and career participation was 85%. All teams were provided education in sexual violence prevention, career preparation, mental health, financial literacy, nutrition, and personal brand development. Four out of eleven teams had a participation rate above 90%, with five teams reaching 90% and other teams ending the year at 75%.

Bridge Program

Two-week series of interactive workshops and activities designed to assist incoming student-athletes in their transition to Tennessee State University.

Career Tour

Site visit to corporate office. Student-athletes speak with established entrepreneurs, learn about the various pathways to entrepreneurship, and are given information to assist with making informed decisions about their future.

Financial Education Workshops

Series of financial education workshops hosted through partnerships with financial institutions such as Regions, Wells Fargo, and Citizens Bank/Operation Hope, designed to enhance students' financial literacy and preparedness. These programs have covered essential topics such as budgeting, saving, investment basics, and the unique financial responsibilities associated with Name, Image, and Likeness (NIL) opportunities for student-athletes. Participants engage in practical exercises, learn to set financial goals, automate savings, and manage investments effectively. By utilizing resources like online financial tools and hands-on activities, these workshops aim to equip students with the skills necessary for making informed financial decisions and achieving long-term financial stability.

Networking Mixer

Event designed for student-athletes to network and connect with TSU alumni and industry experts in the Nashville area who are looking to provide professional development opportunities.

Nutrition, Wellness, and Sports Performance

Explore the vital connection between proper nutrition, sleep, holistic wellness, and optimizing athletic performance for student-athletes.

Relate to Athletes Mental Health Athlete Development Summit

Event brought together experts, coaches, and professionals to discuss strategies for supporting athletes' mental health, fostering resilience, and enhancing personal and professional growth. The summit covers topics like stress management, identity beyond sports, NIL financial literacy, and resources for overall well-being, aiming to equip athletes with tools for success on and off the field.

Resume & Career Readiness Workshops

Student-athletes learn essential strategies for crafting impressive resumes and gain insight into tailoring their skills and experiences, optimizing formatting, and standing out to potential employers. Additionally, they identify and articulate their personal and professional "why"—the core motivation that drives their career goals.

Personal Development Programming

- July 8th-18th Summer Bridge Program (Freshmen and Transfer Student-Athletes)
- Aug.-Jan. Sexual Violence Prevention Trainings
- Aug-May Student-Athlete Advisory Committee Monthly Meetings
- August 20th Nutrition, Wellness, & Sport Performance
- October 8th Regions Game Change NIL Financial Confidence Forum
- October 8th The Team's All-Star Meeting: Civic Tailgating Party
- October 28th Regions Bank-Reality Check
- January 17th Financial Education w/ Operation Hope
- February 14th Timely Care Webinar (Mental Health)
- March 14th Pi Day (Nutrition Demo w/ Nutrition & Dietetics Program)
- March 17th Monday Meals Cooking Demo (Microwave Cabbage Credit)
- March 24th Regions Bank: Energize Yourself Financially
- April 11th Hear Me Roar w/ Disability Services & University Counseling Center
- April 14th Monday Meals Cooking Demo (Southwestern Stuffed Potatoes)
- April 28th Monday Meals Cooking Demo (Surf Up Taco)

Career Preparation Programming

- September 9th Urban League: Knowing Your Why
- September 19th Fall Networking Mixer
- September 20th Fall University Career Fair
- September 25th Becoming Your Brand (Kroger)
- September 27th Career Tour: Nashville Entrepreneur Center
- January 31st Spring Networking Mixer
- February 25th Personal Brand + Interview Preparation
- March 21st Spring University Career Fair

Participant Feedback

- 100% rated the Summer Bridge program good or excellent
- 93% of student-athletes shared that they would attend the Networking Mixer again
- 94% of employers shared that they would attend Networking Mixer again
- 98% of employers shared that met students at the Networking Mixer that they would hire
- 96% of students shared that they learned something new or interesting during the Career Tour
- 100% shared that they would recommend the Career Tour to someone else
- 91% rated the Career Tour 4/5 or 5/5

COMMUNITY ENGAGEMENT

- Student-athletes successfully completed and reported over 2,200 hours of community service.
- Metro Nashville Showcase of Bands-this event garnered an additional 1,000-plus attendees to the John Merritt Classic.
- Football and Basketball Kid's Day 3,200 students between both events in 2025 (60% increase from 2024).
- Basketball Family Day with Jack and Jill – this event had a tremendous impact on the local Middle Tennessee chapter. Parents were executive level, HBCU graduates. The children's age range was 2 to 18 years old. This event served as a great opportunity to build brand awareness leading to future season ticket members and/or potential Tennessee State University students.

COMPLIANCE

- NCAA Compliance: There were no major infractions reported by Tennessee State University
- NCAA Compliance: Successful internal audit and education sessions held for staff and coaches

FISCAL MANAGEMENT

- Fiscal Responsibility: Achieved operational savings while maintaining services.
- Navigated a university-wide budget reduction, successfully managing a cut exceeding $2M without compromising student-athlete welfare.
- Improved fiscal controls, procurement process adherence and developed a more responsive strategy heading into FY'25.
- Revenue Generation: Strategic football scheduling, corporate engagement, and philanthropic initiatives increased annual revenue.

FACILITIES

- Progressed facility upgrades, maintenance, and master planning/assessments for:
  - o Gentry Center
  - o Hale Stadium
  - o Tennis Complex
  - o Indoor Practice Facility (IPF)
  - o Softball Complex
- Collaborated with the university's office of planning, design and construction (PDC) to target all athletic facilities for shovel-ready status by Fall 2025.

FUTURE INITIATIVES

- Expand student-athlete support infrastructure to align with NCAA's evolving standards for governance, student-athlete welfare and NIL equity.
- Position the athletics program to be structurally sound and positioned to opt-in the NCAA House Settlement.
- Focus on sustainability, data-driven decision-making to provide a holistic student-athlete experience.

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

EXECUTIVE SUMMARY

DATE:	June 12, 2025
ITEM:	Overview of Planning, Design, and Construction and Campus Operations
RECOMMENDED ACTION:	No action
PRESENTED BY:	William Radford, AVP PDC + Campus Ops

Background Information

Tennessee State University (TSU) is facing an anticipated decline in enrollment that necessitates a strategic recalibration of campus operations and resource allocation. This demographic shift, reflective of broader trends in higher education, requires proactive planning to maintain institutional viability while preserving academic quality. The enrollment challenges present both immediate operational concerns and long-term strategic implications that demand careful consideration and decisive action.

TSU is also contending with a considerable deferred maintenance backlog which accumulated over years of under-funded budgets and competing priorities. These maintenance issues pose significant risks to campus safety, operational efficiency, and the overall student experience. The aging infrastructure requires immediate attention to prevent further deterioration and ensure compliance with safety standards and regulatory requirements.

In response to these multifaceted challenges, the university has proposed a comprehensive initiative aimed at resolving campus safety concerns, addressing critical deferred maintenance needs, and enhancing academic facilities to better serve current and future students. This strategic approach recognizes the interconnected nature of these issues and seeks to address them through coordinated planning and implementation. The 5-year Stabilization Plan represents a commitment to transforming challenges into opportunities for institutional renewal and improvement.

The Planning, Design, and Construction (PDC) department developed the 5-Year Stabilization Plan designed to right-size TSU's campus operations and align the university's physical footprint with current and projected enrollment trends. This carefully crafted plan seeks to ensure financial sustainability and operational efficiency while maintaining the institution's commitment to academic excellence and student success. The stabilization plan serves as a roadmap for navigating the transition period and positioning the university for future growth and development.

Tennessee State University 2025 Space Utilization Study

Overview

Tennessee State University worked in conjunction with Dober Lidsky Mathey (DLM) to conduct a comprehensive space analysis using Tennessee Higher Education Commission (THEC) Space Guidelines. The space analysis identified significant opportunities for Tennessee State University to optimize campus resources and reimagine facility utilization. Despite recent challenges from leadership transitions, funding changes, and pandemic impacts, TSU is strategically positioned for growth with stabilized enrollment and projected moderate increases over the next decade.

Key Findings

The analysis reveals a critical mismatch between TSU's current space allocation and optimal utilization. While the university maintains extensive classroom inventory across multiple buildings, only a fraction meet state standards for weekly use, indicating substantial inefficiencies. Conversely, TSU's colleges currently operate with less space than THEC guidelines recommend, creating an opportunity to reallocate underutilized classroom space to address genuine space needs.

Strategic Opportunity

TSU has an unprecedented opportunity to transform its campus through strategic space reallocation. By consolidating classroom activities and repurposing underutilized facilities, the university can create a more efficient, cost-effective campus that enhances academic mission delivery and student success while positioning TSU competitively for the next decade.

Priority Repurposing Initiatives:

- **Expanded Faculty Offices and Cooperative Work Areas** - Converting underutilized classroom space into collaborative faculty environments
- **Specialized Research Facilities and Innovation Labs** - Transforming spaces to support advanced research and interdisciplinary projects
- **Student Success Centers and Tutoring Spaces** - Creating dedicated areas for academic support and student achievement
- **Flexible Learning Environments** - Developing adaptable spaces that support modern pedagogical approaches
- **Community Engagement Spaces** - Establishing areas that foster partnerships with external stakeholders in need of lease spaces that generate revenue for TSU
- **Dynamic Multi-Use Academic Spaces** - Converting underutilized buildings into collaborative environments for faculty and students

TSU 5-Year Campus Stabilization Plan Overview

5-Year Stabilization Plan

Tennessee State University's 5-Year Stabilization Plan outlines the strategic facility actions required to support the Office of the President's financial projections and enrollment targets. This comprehensive initiative represents a transformative approach to campus development that prioritizes sustainability, efficiency, and academic excellence.

The Planning, Design, and Construction office worked collaboratively with the administration and faculty to develop and recommend a plan that aligns campus facilities with current and projected enrollment trends. This initiative supports the optimization of campus resources and ensures that facilities are appropriately scaled to meet academic and operational needs. Attached are graphics maps outlining the movements of departments and divisions across the 5-year period.

Key Objectives of the Strategy

Align Facilities with Enrollment Trends - To better match facility capacity with enrollment projections, five academic buildings are scheduled for demolition over the next five years. These actions represent critical first steps in addressing recommendations from the Dober, Lidsky, Mathey (DLM) Enrollment, Space Utilization, and Facilities Report. The plan also includes new construction, renovations, and the relocation of several departments and programs to create more cohesive academic clusters that enhance interdisciplinary collaboration and student engagement.

Reduce Utility and Operational Costs - By reducing the overall facility inventory, the university aims to significantly lower energy consumption and operational expenses. In addition, targeted maintenance projects will address critical deferred maintenance needs. Major renovations are currently underway in Davis Humanities and the Learning Resource Center (LRC), incorporating energy-efficient systems and sustainability practices to be repeated in future campus projects.

Improve Space Utilization - This strategy promotes more efficient use of academic and administrative spaces through consolidation and improved scheduling. It also supports a shift toward collaborative work environments that foster community, health, and well-being. Modern learning spaces will be designed to accommodate diverse pedagogical approaches and provide flexible environments that can adapt to evolving educational needs.

Implementation and Future Vision

The successful execution of this 5-Year Stabilization Plan will position Tennessee State University as a model of strategic campus management and sustainable growth. Through careful coordination of demolition, new construction, renovation, and relocation activities, TSU will emerge with a more cohesive, efficient, and academically vibrant campus environment. This transformation will not only achieve cost savings and efficiencies but will also create a foundation for long-term institutional success, enhanced student outcomes, and strengthened community partnerships.

The 5-Year Stabilization Plan represents TSU's commitment to responsible stewardship of State resources while maintaining its dedication to providing exceptional educational opportunities for students and supporting faculty excellence in teaching, research, and service.

OAA Relocation Overview

May 13, 2024

This is an update and impact regarding the relocations, closings, consolidations, and space utilization of the campus.

This is to confirm that we are now closing Clay Hall (Education Building). We are moving the College of Education over to Avon Williams (downtown campus). Due to this closing, we must move several other units, as well as consolidate space. This will impact the following colleges and units:

Impact: College of Education (moving to Avon Williams)

- College of Business (consolidating offices at Avon)
- College of Public Services (moving to the former Grad. School)
- Small Business Center (moving to Incubation Center)
- College of Liberal Arts (LLP units moving to Holland Hall)
- College of Engineering (relocating offices in Holland)
- Trio Programs (Holland Hall)
- Testing Program (Holland Hall)

**In addition, we must reassign all the classes scheduled for Clay for fall 2025 (341 classes) to Avon Williams.

**Clement Hall: Dental Hygiene Relocation to Health Sciences

Please know that we are addressing the impact of parking, furniture, computers, keys, food, security, buses, schedules, etc. to make sure we are a strategic plan and as much as a smooth transition.

We know that there will be challenges and some resistance to these changes, however, we need your patience, flexibility, understanding, and help as we implement these major moves and changes in order to prepare for Fall 2025.

Shuttles:
We have already addressed the need for additional shuttles and drivers due to the relocation. Again, we are trying to minimize the movement of students as their classes.

Maintenance Services
We are addressing the need for additional maintenance services due to the increase in faculty, staff, and students.
However, you may assist in general cleaning of your office.

Security:
We are addressing the need for additional security due to the increase in students, etc.

Library Services:
Reminder that we have a library at Avon Williams (1st floor)

Food Services:
We are addressing the food service (times, menu, etc.)

Please let us know of other issues.

One Move. Big Impact.
Comprehensive Relocation Schedule (May 5 – August 1)

Overview: The following relocation schedule is organized into 12 work streams, each with specific tasks, owners (champions), and milestones from May 5 (project start) to August 1 (project completion). All activities are sequenced logically with dependencies noted, and no work is scheduled on July 4 (Independence Day). Each work stream's tasks are presented in a timeline (Gantt-style outline) for clarity, including sub-tasks where necessary.

Work Stream 1: Project Management

Champion(s): Fabien
Support: Vonetta, Leah, Will

- **May 5: Project Kick-off**
  Hold a kickoff meeting with all work stream champions to review the master timeline, roles, and budget (Fabien leads). This establishes the overall schedule and ensures each stream understands their deliverables.
- **May 5 – May 12: Master Schedule & Budget Plan**
  Develop the detailed relocation project plan covering all work streams (Fabien). Set key milestones and deadlines for each stream, allocate budget to each area, and define critical dependencies (e.g. furniture installation before IT setup). Deliverable: a master schedule (Gantt chart) and budget approved by Will.
- **May 5 – Ongoing: Stakeholder Communication (Executive)**
  Facilitate high-level communications to senior stakeholders (Dr. Melton). Provide weekly progress updates to university leadership and involve them in any major decisions or risk approvals.
- **Weekly (starting May 12): Status Meetings**
  Conduct weekly project status meetings with all stream champions (Fabien). Review progress, address issues, and ensure inter-stream dependencies are on track (e.g. Space Planning output needed for Furniture and IT). Adjust the schedule or resources as needed to keep the project on schedule.
- **June 2 – June 6: Mid-Project Review**
  At the project midpoint, review the overall timeline and budget (Fabien & Will & Leah). Ensure no stream is falling behind; if they are, reallocate resources or adjust tasks. Milestone: Confirm that critical preparatory tasks (space plans, furniture orders, IT prep) are completed by early June.
- **July 15: Pre-Move Readiness Checkpoint**
  Convene a final readiness review with all streams (Fabien). Verify that move logistics, communications, operations, and all dependencies are ready for execution. Any last-minute issues are resolved now to avoid delays during the move.
- **July 26 – July 27: Move Execution Oversight**
  Oversee the primary move days (Fabien on-site). Coordinate across all teams in real time and manage any unexpected problems or decisions. Ensure the move stays on schedule.

- **July 28 – August 1: Post-Move Coordination**
  Monitor the first week in the building (Fabien & Leah). Ensure any outstanding tasks (unpacking, setup) are completed. Track final costs against budget and address any post-move issues arising in IT, operations, or other areas.
- **August 1: Project Closeout**
  Complete a project closeout report and meeting. Confirm all relocation tasks are finished, budget is reconciled, and stakeholders (including university leadership) have been notified of project completion. Collect "lessons learned" from each champion for future relocations.

Work Stream 2: Space Planning

Champion(s): Fabien
Support: Joy, Amber

- **May 5 – May 12: Site Visits & Inventory**
  Conduct walkthroughs of both the current and building of relocation (Joy, Amber, Fabien). Inventory all existing furniture, equipment, and space usage in the current location. Assess the new building's layout, condition, and any needed modifications.
- **May 5 – May 16: Programming and Requirements**
  Determine how many offices, workstations, meeting rooms, and "touchdown" spaces (drop-in work areas) are required. Document any special requirements (e.g. labs, storage) for the new space.
- **May 12 – May 23: Space Assignments & Layout Design**
  Develop a detailed floor plan for the new building (Joy). Assign departments and personnel to zones/areas. Create a blocking and stacking plan (which group goes where on each floor) and an adjacency matrix to ensure departments that work closely are near each other. Review the proposed layout with department heads.
- **May 19 – May 30: Drawing Modifications**
  Update architectural drawings to reflect any minor construction or renovation needed (Joy). For example, identify if any walls need to be added or removed, or if any spaces need reconfiguration for ADA compliance (coordinate with Work Stream 8). Submit any minor renovation requests by end of May so facilities can complete them in June.
- **May 19 – May 30: Touchdown Space Planning**
  Designate "touchdown" areas for temporary or visiting staff (Fabien). Conduct a space audit to ensure sufficient touchdown desks or lounge areas are included. Incorporate NOI (specific design input) into the touchdown space design as required.
- **May 26: Finalize Space Plan**
  Complete the final space plan and layout for the new building by last week of May (Joy). Milestone: Distribute the finalized floor plans to the Furniture (WS3) and IT/Electrical (WS5) teams so they can begin their detailed planning. Dependency: Space plan must be finalized before furniture reallocation and IT network drop planning can proceed.
- **June 2 – June 6: Sign-Off & Documentation**
  Obtain formal approval of the space plan from project sponsors (and any relevant deans or administration). Publish the final adjacency plan and office assignments. This serves as the basis for move labeling (Logistics) and communications to staff about their new locations.
- **July 15 – July 25: Space Verification Walkthrough**
  Before the move, walk through the new building to verify that spaces have been set up as planned (Amber). Ensure offices are correctly labeled, furniture is placed per the plan, and any last-minute layout adjustments are addressed. Coordinate with Operations (WS8) on signage and with Furniture (WS3) if any changes are needed.
- **August 1: Post-Move Evaluation**
  After move-in, confirm that the space layout is working for occupants (Joy, Amber). Collect feedback if any department's space is not adequate and note any changes required post-move (to be handled in operations as needed).

Work Stream 3: Furniture

Champion(s): Fabien
Support: Joy, Amber

- **May 5 – May 16: Furniture Inventory & Assessment**
  Review the inventory of existing furniture from Space Planning's report (Fabien). Decide which existing pieces will be reassigned to the new building, which will be surplused or stored, and identify gaps where new furniture is needed. Consider ergonomic needs and the "touchdown space design with NOI" for collaborative areas.
- **May 12 – May 23: Design of New Furniture/Layouts**
  Create detailed furniture layout plans for each room in the new building (Fabien) based on the approved space plan. For specialized areas like touchdown spaces or lounges, incorporate the design concept (NOI) for modern and flexible furniture arrangements. Ensure the plan supports voice/data drops (coordinate with IT, WS5) by placing furniture where electrical/data outlets exist or will be installed.
- **May 26 – May 30: Procurement of New Furniture**
  Finalize any new furniture needs by end of May and place orders (Fabien). Work with purchasing to ensure vendor lead times fit the schedule. Milestone: All new furniture orders submitted by May 30 to guarantee delivery by early July. (Typical lead time ~4–6 weeks).
- **June 2 – June 13: Furniture Reassignment Plan**
  Develop a schedule for disassembling, moving, and reassembling the existing furniture that will go to the new building. Coordinate with Logistics (WS6) to include these items in the moving schedule. Identify any furniture that requires professional movers or installers (e.g. large conference tables or cubicles) and schedule those services.
- **June 30 – July 11: Furniture Installation**
  Receive and install new furniture deliveries in the new building (early July). Dependency: This should occur before IT equipment setup in those spaces, so aim to have all furniture in place by mid-July. At the same time, arrange the relocated existing furniture according to the layout plan. Champions will supervise placement (Fabien on-site to direct installers).
- **July 14 – July 18: Quality Check & Adjustments**
  Inspect all assembled furniture (Fabien). Ensure desks, chairs, shelves, etc. are properly installed and anchored. Fix any issues (missing pieces, wobbly desks) now. Complete the setup of touchdown areas per design. This task must finish before the move weekend so that all workstations are ready for use.
- **July 25: Label & Protect Furniture**
  One day before the move, have all furniture (especially large items) labeled with their destination room numbers (if not already placed) and protected (cover with plastic or padding) for transport as needed. Although much furniture will already be in place in the new building (new deliveries), any remaining pieces to be moved on moving day should be clearly marked and ready.
- **July 26 – July 27: Move Day Furniture Oversight**
  During the move, ensure any remaining furniture items are moved to their designated spots. Fabien (champion) will be present to guide movers on proper placement for any last pieces and handle any adjustments.

- **July 28 – July 31: Post-Move Setup**
  Assist employees with adjusting chairs, desks, and setting up their furniture for comfort in the new space. Address any furniture-related issues that are noticed once people start using the spaces (e.g., a cabinet doesn't fit as expected).
- **August 1: Furniture Work Stream Completion**
  Verify all furniture is in place per the plan and accounted for. Any old furniture left behind is removed or disposed. Provide a summary to Project Management that furniture setup is 100% complete.

Work Stream 4: Food and Beverage Service

Champion(s): Vonetta
Support: Will

- **May 5 – May 16: Food Service Plan Kickoff**
  Meet with Aramark (campus food service provider) to discuss options for the new building. Because Aramark has the right of first refusal for on-campus food service, present the opportunity for a coffee cart or kiosk in the lobby and a rotating food truck at lunch. If Aramark declines or cannot cover all needs, begin identifying potential external vendors (local cafes, food truck operators, or restaurant partners) by mid-May.
- **May 19 – May 30: Proposal & Partnerships**
  Work with Aramark (or selected vendors) to create a proposal for services: e.g., Breakfast kiosk (coffee cart with pastries each morning), Lunchtime food truck (daily at 12–2pm offering fresh fruit, drinks, and snacks in addition to meals), and occasional pop-up food service events. Negotiate any contracts or partnership terms by end of May.
- **June 2 – June 13: Finalize Food Service Plan**
  Confirm the food services that will be in place at the new building (Leah). This includes scheduling the food truck visits (which days of week), setting menus or offerings for the kiosk, and any agreements with restaurant partners for special days. Coordinate with Communications (WS7) to include this information in relocation communications so building occupants know what food options to expect.
- **June 16 – June 27: Facility Preparation for Food Service**
  If a kiosk or cafe area is planned inside the building, prepare that space. Ensure necessary electrical and water hookups for coffee or vending equipment are in place (coordinate with IT/Tech/Electrical, WS5, if needed for power/data). If outdoor space is needed for food trucks, confirm a designated location and any permits. Order any equipment or furniture (e.g., small refrigerators, microwaves, or tables for a break area) by late June.
- **July 7 – July 18: Implement Food Service**
  Install and set up any food service equipment: for example, have Aramark set up the coffee cart station and test equipment in early July. Work with campus facilities to mark the food truck parking spot and ensure signage is in place. If partnering with outside food trucks or vendors, finalize their schedule and perform a walkthrough so they know where to go and how to operate on site.
- **July 21 – July 25: Communicate & Test**
  Just before the move, announce the food service options to all relocating staff and faculty (Leah with Communications). Provide a schedule or flyer of food truck offerings and kiosk hours. If possible, do a soft test (e.g., have the coffee cart open one morning for staff setting up offices before Aug 1) to ensure everything runs smoothly.
- **July 26 – July 27 (Move Weekend)**
  Coordinate During Move – Ensure food service is available for move crews and staff during move-in (perhaps arrange refreshments or a food truck for the moving team lunches). Leah will be on-call to coordinate any food-related needs as people arrive.

- **August 1: Food Service Launch**
  On the first official day in the new building, all planned food services should be operational. The coffee kiosk opens for morning service and the scheduled food truck arrives for lunch. Monitor the operations on this day and gather feedback. Adjust as needed for ongoing service after Aug 1.

Work Stream 5: IT/Tech/Electrical

Champion(s): Marlah
Support: Darryl

- **May 5 – May 16: IT Systems Inventory & Planning**
  Catalog all IT equipment that needs to be moved or newly installed (Darryl). Include computers, printers, phones, servers, projectors, etc. Also audit the new building's existing IT infrastructure: number of network ports, server room setup, Wi-Fi coverage, electrical outlets, and identify any upgrades required. Plan for minimal downtime during the move.
- **May 19 – May 23: Data/Voice Drop Coordination**
  Working from the finalized furniture and space layout (from WS2 & WS3), create a plan for voice, power, and data drops. Mark where each desk or workstation will need network and phone connections. Coordinate with campus electricians or cabling vendors to schedule any new cabling or power outlet installations. Dependency: Requires final layouts from Space Planning (WS2) and Furniture (WS3).
- **May 26 – June 6: Order & Install IT Infrastructure**
  Order any new IT equipment needed (network switches, wireless access points, phones, etc.) by end of May. Also, if not already done, install LED light fixtures in the new building's offices and common areas (coordinate with Facilities electricians for energy-efficient lighting upgrades). By early June, begin installing network cabling and hardware in the new building's telecom closets. Milestone: Core infrastructure (wired network, Wi-Fi, phone system, printers) installed and tested by June 15.
- **June 9 – June 20: IT Systems Setup**
  Set up IT/technology equipment in the new building where possible ahead of the move. For instance, install new printers or copiers, set up the network switches and wireless networks, and configure any new classroom tech or A/V equipment. Perform initial testing of internet connectivity, phone lines, and power reliability.
- **June 23 – July 3: User Equipment Prep**
  Communicate with departments about any special tech needs (Darryl). Provide guidelines for staff to prepare their computers and devices for the move (e.g., backing up data, labeling personal electronics). Develop a plan for disconnecting and reconnecting all devices: label each PC, monitor, phone with the user's name and new location . Note: Schedule no critical IT work on July 4; adjust tasks around the holiday.
- **July 7 – July 18: Final Pre-Move Testing**
  Conduct a full test of IT and electrical systems in the new building. Ensure all network ports are live, Wi-Fi covers all areas, phones have dial tone, and printers connect to the network. Test the backup power (UPS/generator) for IT equipment. Any issues discovered are fixed by July 18.
- **July 25 (Day Before Move): Disconnect & Pack IT Equipment**
  IT staff visit offices to properly shut down and disconnect computers, monitors, phones, and other electronics that will be moved. Each item is packed in protective crates or boxes and clearly labeled for its destination. (Users will have been instructed to power down and leave equipment for IT to handle.)
- **July 26 – July 27: Move-In IT Setup**
  During the move days, the IT team is on-site in the new building to set up equipment as it arrives. Sequence: Movers place labeled IT equipment at each workstation as per labels; IT

staff then reconnect computers, docking stations, monitors, and phones for each employee. Network connections and phone lines are plugged in according to the plan. This way, basic IT is operational immediately at each desk.

- **July 28 – July 31: Post-Move IT Support**
  Provide on-site support to quickly resolve any technology issues as employees start using their new workstations. This includes troubleshooting connectivity problems, ensuring all printers are working, and helping staff with any login or setup issues in the new space.
- **August 1: IT Work Stream Completion**
  All systems should be fully functional. Do a final sweep: verify every workstation has connectivity, all conference rooms have working A/V, and no equipment is missing. Darryl signs off that IT infrastructure and equipment setup is 100% complete.

Work Stream 6: Logistics

Champion(s): Jenifer
Support: Vonetta, Allen, Eli

- **May 5 – May 16: Moving Schedule Development**
  Create a detailed moving schedule and sequence (Jenifer). Decide the move approach: Will different departments move on different days or all at once? Plan the move date(s) – target late July for minimal disruption. Coordinate with Project Management (WS1) to avoid conflicts (e.g., avoid July 4). By mid-May, have a draft move schedule identifying tentative dates for packing, move weekend, and unpacking.
- **May 5 – May 16: Moving Materials & Labeling System**
  Procure moving materials: boxes, crates, packing tape, and color-coded labels for each department or floor (Jenifer). Create a labeling scheme (e.g., red tags for Dept A, blue for Dept B) so movers know where each box goes in the new building. By mid-June, distribute empty boxes/crates and a "Moving Guide" to each employee with instructions on packing and labeling their items.

Red	TRIO	Holland
Orange	Business	Avon Williams – consolidation
Green, Turquoise, White, Blue	Education	Clay to Avon Williams
Purple	LLP	Avon Williams to Holland
Brown and Pink	Public Services	Avon Williams - consolidation
Gray	Audit	Holland – expansion
No color	Engineering	Holland – relocation
No color	Testing	Holland - expansion

- **May 19 – May 30: Select Movers & Resources**
  If using an external moving company, solicit quotes and select a mover by end of May. If using internal facilities staff, ensure their availability. Also coordinate with IT (WS5) to have technicians available on move days for equipment handling. Reserve any necessary equipment (hand trucks, dollies) and service elevators for the move date.
- **June 16 – June 27: Inventory & Asset Management Plan**
  Work with departments to compile a list of items to be moved, including furniture (from WS3) and equipment (from WS5). Tag any large furniture or equipment with move labels and record them in an inventory list. Also, identify items not to be moved (to be disposed or stored) and coordinate their removal (submit Equipment Action Forms for surplus, if applicable).
- **July 1 – July 3: Marketing Campaign Launch – Kick off an internal "We're Moving!" marketing campaign (Jenifer with Communications).**
  This might include campus news articles, social media posts, or emails highlighting the new building features and the move timeline. The goal is to inform the wider campus and build positive anticipation. (Ensure timing avoids the July 4 holiday messaging.)

- **July 7 – July 18: Final Move Preparations**
  Two weeks before the move, reconfirm all logistics: Temporary signage is prepared to direct movers (e.g., signs in hallways indicating room numbers or department locations in new building). Reiterate packing instructions to staff: all personal and non-essential items should be packed by one week before move. By July 18, ensure each office has completed packing of seldom-used items and labeled everything clearly with name and new location.

    - **Sub-task (July 14):** Deliver any additional boxes and labels to departments that need more. Check that fragile or sensitive equipment is properly prepared (e.g., facilities to assist with lab equipment if any).
    - **Sub-task (July 18):** Walk through the old building to verify readiness: contents packed, tags on furniture, nothing unmarked. High-value or sensitive items are noted for special care during the move.

- **July 24 – July 25: Pre-Move Coordination**
  In the days right before the move, hold a coordination meeting with the moving crew (or internal teams). Jenifer reviews the move schedule: which areas to load first, truck loading order, and unloading plan at the new site. Ensure IT coordination: the IT team (WS5) confirms their plan for device disconnection on July 25 and reconnection on move days. Distribute a contact list (phone numbers) for all key personnel for move weekend.
- **July 26 – July 27: Move Execution (Moving Days)**
  (Major Milestone) Conduct the move according to plan. Jenifer oversees the process:

    - **Day 1 (July 26):** Movers arrive early. Departments are moved in sequence (e.g., 8am: Dept A, 11am: Dept B, etc.). Furniture and crates are loaded onto trucks with color-coded system to ensure correct placement at destination. Jenifer and team members stay at the old building to supervise loading, then leapfrog to the new building to guide unloading into correct rooms.
    - **Day 2 (July 27):** Continue moving remaining departments or any overflow. Conclude with all labeled items and furniture delivered to the new building by end of day. Throughout, maintain an inventory checklist as items are loaded and checked off upon delivery to make sure nothing is lost.
- **July 28 – July 31: Unpacking and Setup Support**
  Assist departments with unpacking according to the schedule. Some departments may unpack on July 28, others on July 29, etc., depending on move sequence. Provide temporary signage in the new building to help staff navigate (e.g., signs for department locations, restroom locations, etc. until everyone is familiar). Collect empty boxes and packing materials as people unpack.
- **August 1: Logistics Wrap-Up**
  Finish collecting all moving crates/boxes and return rentals to the moving company or storage. Do a final sweep of the old building to ensure nothing was left behind. Arrange for cleaning of the old space and disposal of any remaining junk or debris. Confirm that all assets have been accounted for in the inventory. Close out any contracts with movers. Mark the logistics work complete.

Work Stream 7: Communications

Champion(s): Vonetta
Support: Dr. Melton, Leah, Jenifer

- **May 5 – May 16: Communications Plan Development**
  Create a comprehensive communications plan for the relocation (Vonetta leads). Determine the key messages, audiences, communication channels, and timing ("When? What? Where?") for all announcements. Identify who will communicate what information – for example, Deans may inform faculty, Mark (communications officer) may handle campus-wide notices. Establish a schedule of communications that aligns with project milestones (e.g., initial announcement, reminders, move-day instructions).
- **May 19: Initial Relocation Announcement**
  Send out a broad announcement about the upcoming move. This message (from Dr. Melton or a Dean) should cover What is happening (internal move to a new building), When (timeline May–Aug, with key move dates), and Where (the new building location) – addressing the basic questions for all stakeholders. Include why this move is happening and the benefits of the new location to build positive sentiment.
- **June 2 – June 30: Ongoing Updates**
  Throughout June, issue regular updates on the project's progress. This could be a weekly email or newsletter snippet (Mark to compile updates from each work stream). Topics might include: completed space plans, new furniture sneak-peek, introduction of new food service plans (coordinate with WS4), and reminders of key upcoming dates (like when packing starts). Keep messages concise and relevant so stakeholders stay informed but not overwhelmed.
- **July 1: Detailed Move Instructions Release**
  On July 1, send a detailed communication to all affected staff/faculty with instructions for the move. This should include: packing guidelines (what to do with files, personal items), labeling instructions (reinforce the color-coded label system from Logistics), key dates (when packing should be done, when movers will arrive, what to expect on move day), and who to contact with questions. Provide a FAQ section addressing common concerns (e.g., "Will my phone number change? How do I get a new parking pass?" etc., referencing info from IT, Parking streams).
- **July 15: Reminder & Countdown**
  Two weeks before the move, send a brief reminder highlighting the upcoming move dates and any last-minute preparation tips. Ensure this communication also acknowledges that no work will occur on July 4 (the holiday) so everyone knows the schedule accounts for that break. If any schedule adjustments were made (WS11 input), communicate them clearly here.
- **July 25: Move-Day Logistics Notice**
  The day before the move, send a final notice to all moving staff. Include essential day-of details: building access instructions, what time movers will arrive, any parking or entry directions for those assisting, and a reminder to take home personal valuable items tonight. Provide the phone number of the move coordinator (Jenifer) and IT support (Darryl) for any urgent issues during the move.

- **July 28: New Location Welcome Message**
  On the first work day after the move, send a "Welcome to your new building" message. Thank everyone for their cooperation, highlight that the move was successful, and share any important notes (like new building addresses, updated phone directories, or maps of the new facility). Encourage employees to report any issues (IT or facility problems) through the proper channels.
- **August 1: Public/External Communication**
  Issue a press release or campus news article announcing that the department/college has successfully moved to the new building (Mark to handle this). This could be an opportunity to invite the campus community to visit, or to advertise an open house if one is planned. Also, update the university website and directories to reflect the new location by this date.
- **Throughout Project: Timing and Coordination**
  Ensure communications are well-timed with the actual events (Dr. Melton). For example, do not announce detailed move dates until the schedule is confirmed (dependency on WS6 Scheduling). Coordinate closely with all other work streams so that information is accurate (e.g., Parking info from WS12, Transportation changes from WS10, etc., are included in messages as needed). Maintain consistency in messaging to avoid confusion about when and where things are happening.

Work Stream 8: Operations Readiness

Champion(s): Carson
Support: Aiden, Will

- **May 5 – May 16: Operations Audit (New Building)**
  Evaluate the new building for operational readiness (Will and Aiden). Identify any facility repairs or upgrades needed before occupancy (e.g., install additional handrails or fix any damage).
- **May 19 – May 30: Plan for Facility Improvements**
  Address any issues found in the audit. For ADA or structural fixes, submit work orders by end of May so Facilities can complete them in June (e.g., adding wheelchair ramps or fixing stair treads). Also review security lighting needs: determine if all corridors and exterior areas (like the parking lot) have adequate lighting. If not, plan to install extra lights or brighter bulbs (coordinate "foot-candle" requirements with Parking, WS12).
- **June 2 – June 13: Security and Access Planning**
  Develop a plan for physical security in the new building (Carson). This includes deciding on building access hours, alarm systems, surveillance cameras, and assigning security staff if needed. Coordinate with campus security to ensure keys and access control systems are set up: order new keys or program ID card readers by mid-June. Plan for distribution of keys/access cards to employees (target distribution just before move).
- **June 16 – June 27: Janitorial & Facilities Services**
  Arrange for janitorial services at the new building (Will). Ensure that cleaning staff are assigned and the cleaning schedule is established by the time the building is occupied. Stock restrooms and supply closets with necessary supplies by end of June. Also coordinate with waste management (WS9 EHS if needed) to have dumpsters/trash removal in place from day one.
- **July 7 – July 18: Wayfinding and Signage**
  Design and install wayfinding signage throughout the building (Aiden). By mid-July, ensure that all rooms have appropriate room number signs, directories are posted at entrances or elevators, and directional signs point to key facilities (e.g., restrooms, exits, elevators). This is especially important to help people navigate the new environment in the first days. Include any necessary parking signs or traffic flow signs around the building (coordinate with Parking and Transportation streams).
- **July 21 – July 25: Final Operational Setup**
  In the week before occupancy, do a final walkthrough focusing on operations:
  - Check that security lighting (interior and exterior) is functioning at night (Carson to verify one evening, ensuring parking lot and entrance lights meet required foot-candle levels).
  - Test the security systems (alarms, door locks, cameras) to ensure they are operational and staff know how to use them.
  - Distribute keys/access cards to employees. Perhaps schedule a key pickup session or deliver keys to department heads by mid-week.
  - Ensure parking arrangements are operational (with Parking stream) and any reserved spots or special signage are in place.

- **July 26 – July 27 (Move-In): On-Site Operations Support**
  Have operations staff present during move-in to manage facility-related needs. For example, propping doors open for movers (while maintaining security for sensitive areas), adjusting HVAC settings for the moving days (to keep people comfortable), and handling any building issues that arise (like an elevator issue or a spill that needs cleaning).
- **July 28 – August 1: Post-Move Facility Check**
  Once occupants move in, monitor the building in the first week. Ensure janitorial services are running smoothly (extra trash pick-ups may be needed due to unpacking debris). Check that no new facility issues have emerged (e.g., furniture might scuff walls, etc., which can be touched up). Address any complaints about temperature, lighting, or access immediately to assure comfort and safety.
- **August 1: Operations Readiness Sign-off**
  Conduct a formal review on August 1 to confirm that the building is fully operational and safe. Verify ADA compliance one more time with people actually using the space, ensure all keys/access have been distributed properly, and that security protocols are in effect. Will, Aiden, and Carson sign off that operations readiness is complete and the building is ready for normal occupancy going forward.

Work Stream 9: EHS (Environment, Health & Safety)

Champion(s): Zack
Support: Eli, Darryl

- **May 5 – May 16: EHS Requirements Assessment**
  Engage the EHS team in early planning (Zack initiates). Identify all life, health, and safety systems in the new building that need verification. This includes fire alarms, sprinkler systems, emergency lighting, first aid stations, eye-wash stations (if labs), etc. Ensure the building meets all health and safety regulations for occupancy. If chemicals or labs are involved, inventory those and plan safe transport. Coordinate with Space Planning/Operations for any hazardous materials considerations.
- **May 19 – May 30: Generator and Backup Power**
  Inspect the emergency generator (if the building has one) and backup power systems (Eli). Test run the generator to ensure it functions properly and schedule any maintenance by end of May. Confirm fuel supply and verify that critical systems (like fire alarms, IT servers from WS5) are on backup power circuits.
- **June 2 – June 13: Waste Management Plan (with JLL)**
  Develop a Waste Management Plan for the new location (Darryl with JLL, the property/facilities management partner). This plan addresses how regular waste and recycling will be handled and also how any special or hazardous waste will be managed, while balancing fiscal impact. For example, decide if additional dumpsters or recycling bins are needed and coordinate budget for waste removal. Complete the plan by mid-June so Operations (WS8) and Janitorial are aware of the waste handling procedures.
- **June 16 – June 27: Elevators & Safety Systems Check**
  Ensure all elevators in the new building are inspected and certified (Zack). Arrange for an elevator safety inspection if it's due. At the same time, check that all emergency exits are clearly marked and exit lights function. Review MSDS/SDS sheets for any chemicals that will be moved; update them if needed and ensure they will be available on-site for employees (especially for Facilities and labs).
- **July 7 – July 18: Training & Drills**
  In early July, provide safety briefings to key staff or "fire wardens" in each department. Walk them through emergency procedures in the new building: fire evacuation routes, locations of fire extinguishers and first aid kits, how to respond to alarms, etc. If the building is significantly different, consider a brief evacuation drill or at least a floor-by-floor tour for staff to see exits and emergency equipment.
- **July 21 – July 25: Pre-Occupancy Safety Inspection**
  Just before move-in, conduct a thorough safety inspection of the new building (EHS team). Verify that all life safety systems (alarms, sprinklers) are active and have current inspection tags, the generator is on standby mode ready, chemical storage (if any) is set up safely, and MSDS sheets are located in an accessible binder or online system for the new site. Address any last-minute issues now.
- **July 26 – July 27: Move Monitoring**
  Have an EHS representative available or on-call during the physical move. This is to respond if any safety issue arises (for example, an injury during moving, a spill of a chemical, or an unexpected alarm). They can coordinate with emergency services if needed. Also ensure

movers are adhering to any safety guidelines (like not blocking emergency exits with carts, etc.).

- **July 28 – July 31: Post-Move EHS Check**
  After the move, do a final EHS check with occupants present. Ensure that corridors remain clear of boxes (no fire hazards), that everyone knows the locations of exits and first aid, and that any hazardous materials that were moved are safely set up and documented.
- **August 1: EHS Sign-off**
  Provide official sign-off that the environment, health, and safety standards are met in the new building. This may involve updating the building's emergency action plan documentation with new room locations, and distributing that to occupants. Zack, Eli, and Darryl confirm that the new facility is safe for normal operations.

Work Stream 10: Transportation

Champion(s): Veronica
Support: Allen

- **May 5 – May 23: Transportation Needs Assessment**
  Evaluate how the internal move will affect campus transportation (Veronica). Determine if relocating to the new building will change commute patterns: Will more people need to use campus shuttles? Is the new building farther from central campus, requiring route changes? Gather data on how many faculty, staff, or students will be traveling to the new location. Also review if any access control (gates or restricted roads) will impact vehicle routes to the building.
- **May 26 – June 6: Route and Schedule Revisions**
  Based on the assessment, make necessary changes to transportation routes. Revise the shuttle route to include the new building or adjust existing stops (if applicable). Also, revise shuttle schedules to ensure timely service to/from the new location, taking into account any changes in class or work schedules (coordinate with Scheduling, WS11, if class times shift). If a new shuttle stop or turn-around area is needed near the building, plan for that (possibly coordinate with Parking and Operations for signage).
- **June 9 – June 20: Driver Staffing and Training**
  If additional or more qualified drivers are required (for larger shuttles or increased frequency), initiate that process by mid-June. This could involve hiring new shuttle drivers or reallocating drivers. Train all shuttle drivers on the revised route, including any new safety procedures (like different traffic patterns or the presence of more pedestrians at the new site).
- **June 23 – June 30: Fleet Readiness**
  Evaluate the fleet needs. Determine if the current number of shuttles is enough to handle peak times for the new building. Verify the number of shuttles available and arrange for an extra shuttle vehicle if necessary (either through purchase, lease, or contract) by end of June. Ensure all shuttle buses are serviced and in good condition for any increased usage.
- **July 1 – July 11: Technology Update (FleetPath App)**
  Update the FleetPath app (or whichever transit tracking app is used) with the new shuttle route and stop information (Veronica). Test the app's functionality to be sure the new building stop appears correctly and real-time tracking works. Announce to users (via Communications) that the shuttle tracking app will include the new route by move-in.
- **July 14 – July 18: Parking Lot Circulation Plan**
  Work with the Parking team (WS12) and Operations (WS8) to design the traffic flow in the new building's parking lot or drop-off area. Mark and signpost where shuttles will pick up and drop off passengers. If food trucks are planned (WS4), ensure there's a staging area that doesn't conflict with shuttle or pedestrian traffic. By mid-July, paint any necessary markings on pavement and install signage for shuttle stops or no-parking zones to keep traffic flowing smoothly.
- **July 21 – July 25: Communication & Dry Run**
  Communicate the new transportation arrangements to the relocating employees and the broader campus the week before the move (Veronica with Communications). Provide a shuttle schedule, map of the new route, and parking instructions. Additionally, conduct a dry

run of the new shuttle route with a driver: simulate a typical day's schedule to verify timing and identify any potential hitches (like tight turns or schedule delays). Adjust as needed before the actual move.

- **July 28 – July 31: Post-Move Monitoring**
  Once the new building is occupied, closely monitor the shuttle operations and traffic flow for the first week. Station a transportation staff member or volunteer at the new building's shuttle stop to assist riders and observe any issues (such as overcrowding or confusion about pick-up points). Gather feedback from riders about the new route and schedule.
- **August 1: Transportation Plan in Full Effect**
  By the end of the first week, make any tweaks needed (e.g., adjust shuttle timing if runs are consistently early or late). Confirm that transportation services are running smoothly and meet the needs of the new location. Veronica will finalize documentation of the new routes and schedules and confirm the Transportation work stream is complete.

Work Stream 11: Scheduling/Registrar

Champion(s): Will
Support: Cierra, Dr. Deams, Jenifer

- **May 5 – May 16: Academic & Event Schedule Review**
  Review the university's academic schedule and event calendar for any activities that might be affected by the move (Dr. Deams). Since the relocation is over the summer, ensure that no summer classes, orientation sessions, or other events in either the old or new building conflict with the move timeline. If the old building had summer activities scheduled beyond early July, relocate or reschedule them by mid-May.
- **May 19 – May 30: Schedule Adjustments Planning**
  If any schedule adjustments are needed (e.g., ending summer sessions early in the old building or delaying start of any activities in the new building until after Aug 1), finalize those changes in this window. Communicate with the Registrar's office or event coordinators to officially adjust room assignments and timings. Also coordinate closely with Project Management (WS1) to ensure the master project schedule aligns with academic requirements (for example, if the move must avoid a certain week due to exams or orientation).
- **June 2 – June 6: Publish Adjusted Schedules**
  Announce any schedule changes well in advance. For instance, if certain offices will be closed during the move week or if any services will have limited hours, publish this information in June so people can plan accordingly. Dr. Deams will work with Communications (WS7) to include these notices in the communications plan.
- **June 30 – July 3: Final Timeline Confirmation**
  Just before July, double-check that the move timeline (especially the critical period in late July) is locked in and that all parties are ready. Ensure that no work is scheduled on July 4 – explicitly confirm that all work stream leads have adjusted their timelines to observe the holiday. If any stream is at risk of slipping, adjust the timeline now by perhaps shifting minor tasks or adding extra support so that the July 26–27 move dates hold firm.
- **July 21 – July 25: Coordination of Move Week Schedules**
  In the week leading up to the move, Dr. Deams will ensure that all involved personnel (faculty, staff, and contractors) are aware of the schedule and have adjusted their own calendars. For example, confirm that faculty/staff who are moving offices have cleared their commitments on move days to participate or at least to oversee their items, and that key staff like IT and Operations have no conflicting duties. This also includes verifying that building access will be available on the scheduled days (no surprise maintenance or power shutdowns).
- **July 26 – July 27: Move Execution Schedule Management**
  Oversee the adherence to the schedule during the actual move days. Dr. Deams, while not physically moving items, will monitor that each phase of the move is happening on time (in concert with Jenifer from Logistics). If any part of the move is running late or early, coordinate adjustments, such as holding a shuttle or delaying a group's move slot slightly, and communicate these on-the-fly changes to all teams.
- **July 28 – July 31: Post-Move Academic Prep**

After the move, ensure that everything is on track for upcoming academic activities. If the new building will host fall semester classes or labs, verify that room scheduling systems (like the university's scheduling software) have been updated to reflect new room numbers/locations. This is the time to double-check that, for example, a class that used to be in Old Building Room 101 is now listed as New Building Room 201 from Fall onwards.

- **August 1: Scheduling Work Stream Completion**
  All schedule adjustments and communications should be finalized by this date. Dr. Deams will send a final confirmation to relevant parties (Registrar, department heads) that the move is complete and normal scheduling resumes. Also, provide a short report to Project Management summarizing what schedule changes were made and confirming that the move did not negatively impact any academic or business schedules.

Work Stream 12: Parking

Champion(s): Allen
Support: Chris Miller, Darryl

- **May 5 – May 16: Parking Audit & Lighting Survey**
  Inventory the parking facilities at the new building (Allen). Count the number of parking spots available (including handicapped spots) – this is the parking spot inventory. Conduct a nighttime foot-candle test of the parking area lighting to ensure it meets campus safety standards (measure illumination levels). Identify any dark areas that might need additional lighting for security.
- **May 19 – May 30: Parking Plan Development**
  Based on the inventory, develop a parking allocation plan (Chris Miller). Determine how many spots will be allocated to faculty, staff, visitors, and any official vehicles. Plan for overflow parking if the primary lot will not accommodate all vehicles (e.g., use a nearby lot or street parking with permits). If the lighting survey showed deficiencies, include in the plan the installation of extra lights or brighter bulbs – coordinate this work for June with Operations (WS8).
- **June 2 – June 13: Parking Passes & Policy**
  Design new parking passes or permits for the new location (Darryl with campus security input). By mid-June, update the parking policy documentation to reflect the new building's parking rules (e.g., which lots are designated for permit holders vs. visitors, any time limits, etc.). Order printing of parking permits or hang-tags to distribute to staff.
- **June 16 – June 27: Implement Lighting Improvements**
  If new lighting was needed (from the earlier assessment), complete the installation by end of June (Allen oversees contractors or facilities crew). After installation, do another quick foot-candle reading to verify compliance. Additionally, ensure proper signage is installed in the parking lot: signs for reserved spots, handicapped spots, visitor parking, and overflow directions if the main lot fills up.
- **July 1 – July 11: Distribute Parking Information**
  Start distributing the new parking passes to the employees who will be moving (Chris Miller). Along with the physical passes, provide a parking information sheet or email: include a map of the new parking lot, highlight where overflow parking is located and how to access it, and note any changes (for example, if employees previously parked elsewhere). Make sure this information is also coordinated with Communications (WS7) so that everyone is aware of parking arrangements well ahead of the move.
- **July 14 – July 18: Parking Area Prep**
  A week or two before the move, prep the parking lot for the influx of people: paint any necessary new lines or lettering on the pavement (if, for example, creating new reserved spots or directional arrows for traffic flow). If using an overflow parking area, ensure that area is clearly marked and perhaps tested (open the overflow lot during this week and have a few people park there to see if signage is clear). Also, verify with Transportation (WS10) that the shuttle drop-off area in the lot is correctly marked and does not conflict with regular parking spaces.
- **July 26 – July 27: Move-In Parking Coordination**
  During the move, enforce a special parking plan: for instance, reserve some spots close to the building for moving trucks and forbid general parking in those areas for that weekend.

Allen will coordinate with campus security to manage traffic if needed (especially if large trucks are maneuvering). Also ensure overflow parking is available for any extra vehicles (e.g., staff coming to help might exceed normal capacity).

- **July 28 – July 31: Post-Move Parking Monitoring**
  In the first week of occupancy, monitor parking usage. Check if the allocated spots are sufficient or if the overflow lot is being utilized heavily. Gather feedback: are employees finding parking easily? Any issues with permits or people parking in wrong areas? This week is to fine-tune: if, say, visitor parking is too limited, consider reassigning a few spots, etc.
- **August 1: Parking Work Stream Completion**
  By the end of the week, finalize the parking setup. All permanent signage should be in place, and any temporary signs from move week (like "Truck Loading Only") should be removed. Confirm that all employees have received their parking passes and understand where to park. Allen, Chris Miller, and Darryl will formally close the Parking work stream by confirming the new building's parking is fully operational and documenting any new rules or provisions made.

Note: All work streams above are closely interlinked. Champions will communicate across streams to handle dependencies (for example, Space Planning finalizes layouts before IT (WS5) runs cables; Furniture installation (WS3) precedes setting up computers; Transportation changes (WS10) are communicated via Communications (WS7), etc.).

TSU Right Sizing Cost Benefit One-Pager

Building: Clay Hall
SF: 36244

The relocation of Clay Hall (College of Education) to the Avon Williams Campus is a fiscally responsible decision and it strategically aligns with Tennessee State University's (TSU) long-term goals to enhance operational efficiency while maintaining student experience.

Right-sizing Clay Hall allows TSU to avoid significant annual costs and achieve a positive return on investment within the first year, even after relocation and transportation expenses. The move results in ongoing savings across maintenance, utilities, and administrative support resources that can be redirected to academic programs, facility improvements, and student services.

It also avoids a major capital investment previously needed to keep the building operational, while reducing future deferred maintenance risks. From an operational efficiency perspective, consolidating space into the Avon Williams Campus enables TSU to leverage shared services, updated infrastructure, and centralized administrative oversight. These benefits directly support THEC's Facilities Efficiency and Classroom Utilization Framework by reducing underutilized square footage and improving space utilization rates across the university's building portfolio.

Strategically, the move supports TSU's vision for a flexible, urban academic footprint that enhances accessibility, integrates real-world learning environments, and strengthens the campus experience for both students and faculty. Avon Williams' proximity to downtown Nashville and its modernized facilities are better suited to meet the evolving demands of higher education, especially in a post-pandemic landscape that emphasizes collaboration, agility, and technology-enabled instruction.

Finally, this relocation creates a platform for future capital planning. Taking right-sizing Clay Hall begins the process long-term redevelopment that aligns with TSU's commitment to fiscal responsibility and sustainable growth.

I. PROJECTED COST AVOIDANCE DUE (ANNUAL COST)

	Category	Description		Actuals ($)
1	Facilities & Maintenance (JLL)	MOU 2024 JLL Cost Per Square Foot (~$3.29/SF)	$	179,243
2	Utilities	Electric, Gas, Water, Steam (~$2.11/SF)	$	81,549
3	Campus Police / Security	Estimate (~$0.50/SF)	$	18,122
4	Grounds and Waste Management	Estimate (~$1.00/SF)	$	36,244
5	Administrative Overhead	TSU PDC+O Admin Oversight, Insurance Risk/IT Access, Signage, Shared Services, etc.	$	81,841
		I. Total	$	396,999

II. PROJECTED COST AVOIDANCE (ONE-TIME COST)

	Category	Description		Actuals ($)
5	Capital Cost Avoidance	GSP 2025 Facilities Survey Report "Immediate" cost avoidance	$	157,900
		II. Total	$	157,900

III. PROJECTED RELOCATION COST (ONE-TIME COST)

	Category	Description		Actuals ($)
5	Professional Moving Services	Move a total of 500 boxes, trucks, packing materials less than 10 mile radius	$	(10,000)
6	Furniture, New	Procurement of New Furniture for Collab Spaces and Workstations, allowance ($6K/room)	$	(120,000)
7	Finishes and Door Hardware	Allowance	$	(25,000)
8	Parking Lot/Signage	Allowance	$	(10,000)
		III. Total	$	(165,000)

IV. ANNUAL RECURRING COST (ADD OF SERVICES/SCOPE)

	Category	Description		Actuals ($)
9	Bus Driver	Annual Salary	$	(35,000)
		IV. Total	$	(35,000)

V. SAVINGS (ANNUAL)

Year 1	$	354,899
Every Year After Year 1	$	361,999

Tennessee State University
New Engineering Building
PROFILE

For June 2025
SBC #: 166/001-02-2023

Associate Vice President
PDC + Campus Operations
William A. Radford

Executive Director
PDC + Campus Operations
Leah Granderson

Director of Planning
PDC + Campus Operations
Fabien Jolivette

Project Focus
Construction of a new Engineering Building to include classroom and laboratory spaces. Project includes demolition of Torrence Hall and site restoration and all related work.

Project Type:
SBC

Designer
Bauer Askew Architecture, PLLC

Contractor
Hoar Construction

NEW CONSTRUCTION





1.0 PROGRESS SUMMARY

In May 2025, THEC and TBR requested a comprehensive programmatic review of the proposed building siting behind Torrence Hall, along with a broader assessment of space consolidation opportunities. As a result, the project's originally projected groundbreaking date of Fall 2025 has been delayed. At this time, the full impact on schedule, design, and budget remains uncertain. Meanwhile, ongoing discussions with faculty and staff continue to focus on optimizing laboratory configurations and equipment planning to ensure alignment with academic and research priorities.

2.0 DESIGN + CONSTRUCTION UPDATE

With a design modification now imminent, the resulting impact on the construction schedule remains unknown at this time.

3.0 SCHEDULE

DESIGN

- Start Date: Summer 2024
- Completion Date: Summer 2025
- Status: Delayed

CONSTRUCTION

- Project Start Date: TBD
- Projected Completion Date: TBD
- Status: Delayed/Not Started



4.0 30-DAY LOOK AHEAD

Over the next 30 days, the project team will work collaboratively with TBR and THEC to advance key planning efforts while the programmatic review and space consolidation analysis continue. Focus areas include refining academic space needs with faculty and staff, evaluating the proposed siting behind Torrence Hall, and developing design scenarios that reflect shared priorities. Regular coordination with TBR and THEC will help ensure alignment on long-term goals and facilitate timely decision-making. These efforts aim to keep the project positioned for forward momentum once direction is finalized.

TENNESSEE STATE UNIVERSITY
Campus Planning Design + Construction + Operations

Tennessee State University
Agriculture Environmental Food and Animal Science Facility
PROFILE
For June 2025

Associate Vice President
PDC + Campus Operations
William A. Radford

Executive Director
PDC + Campus Operations
Leah Granderson

Director of Planning
PDC + Campus Operations
Fabien Jolivette

Project Focus
Construct an agriculture environmental food and animal science facility and all related work.

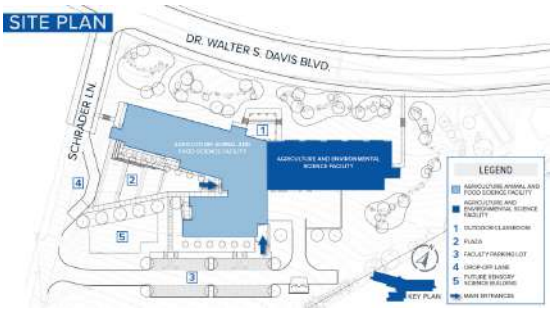
Project Type:
SBC Project

Project Size: 109,539 SF

Designer:
Kline Swinney Associates
Orcutt/Winslow

NEW CONSTRUCTION







1.0 PROGRESS SUMMARY
Additional pre-existing conditions surveys and key deliverables are still in progress, leaving the official project start date uncertain.

2.0 DESIGN + CONSTRUCTION UPDATE
Construction Documents (CDs) are now complete, and Addendum No. 3 was issued on April 30. The project is currently awaiting the completion of the archaeological survey required by the Historical Commission. TBR is in the process of issuing a contract to the designated consultant to perform this work. The construction schedule will be updated once the survey is complete and all pre-construction requirements are satisfied.

3.0 SCHEDULE
- Projected Start Date: Groundbreaking Summer 2025
- Projected Completion Date: Winter 2026
- Status: Delayed/Not Started

4.0 30 - DAY LOOK AHEAD
Continue to work with key stakeholders to allow for project progression.

TENNESSEE STATE UNIVERSITY
Campus Planning Design + Construction + Operations

TENNESSEE STATE UNIVERSITY

Early Design Presentation



TSU Agriculture Food and Animal Science Facility

SBC#: 166/001-02-2023

TSU Agriculture Environmental Science Facility

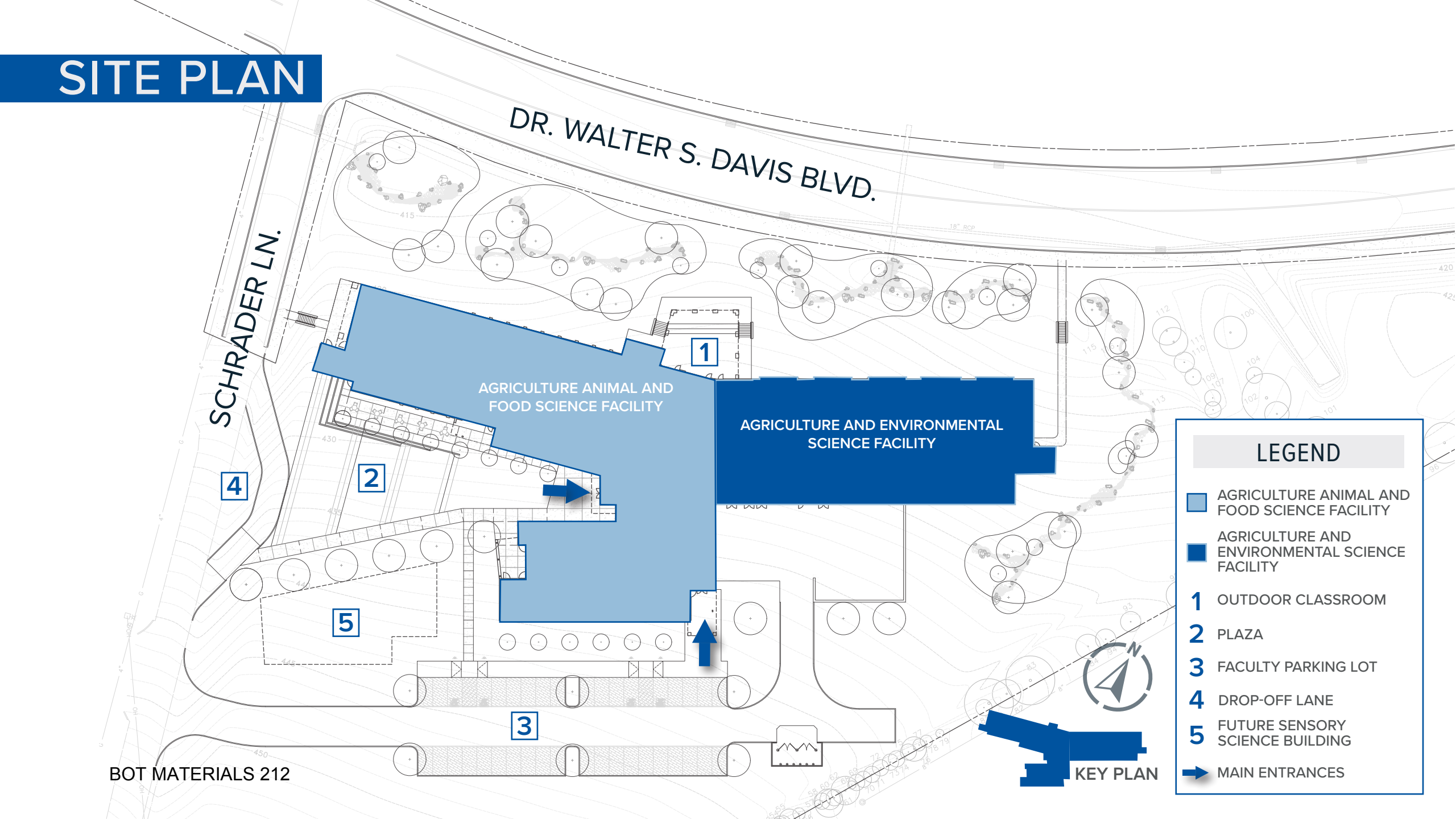
SBC#: 166/001-03-2023

BOT MATERIALS 211

orcutt|winslow
ARCHITECTURE PLANNING INTERIOR DESIGN

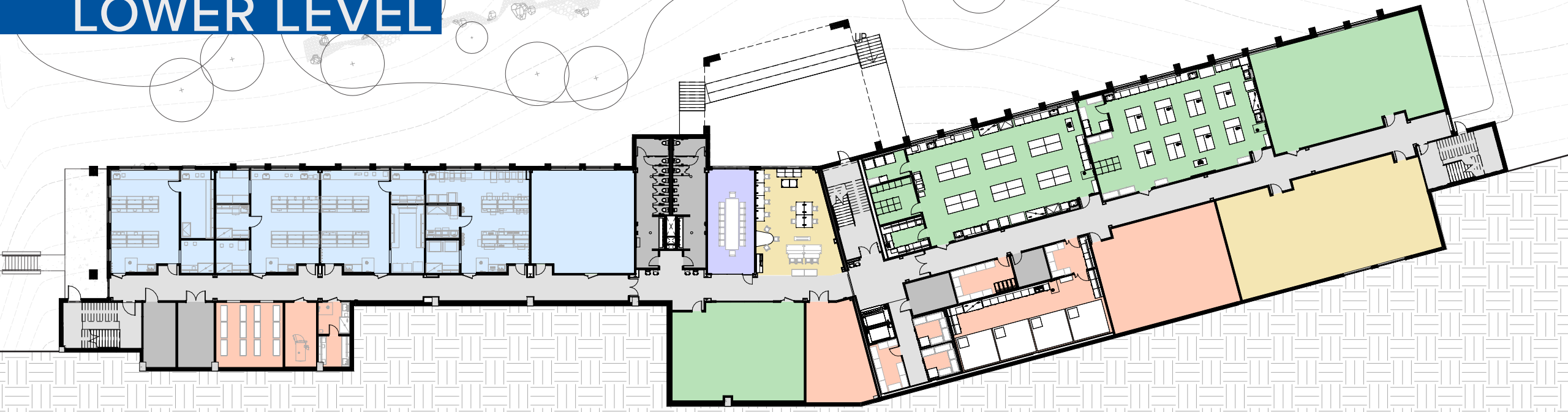
KSA
KLINE SWINNEY ASSOCIATES

SITE PLAN



BOT MATERIALS 212

LOWER LEVEL



LEGEND

- RESEARCH LAB
- TEACHING LAB
- LAB SUPPORT / CORE LAB
- LECTURE / CLASSROOM
- OFFICE / WORKSPACE
- BUILDING SUPPORT
- CIRCULATION
- BUILDING ENTRY

BOT MATERIALS 213

FIRST FLOOR



BOT MATERIALS 214

LEGEND

- RESEARCH LAB
- TEACHING LAB
- LAB SUPPORT / CORE LAB
- LECTURE / CLASSROOM
- OFFICE / WORKSPACE
- BUILDING SUPPORT
- CIRCULATION
- BUILDING ENTRY

SECOND FLOOR



BOT MATERIALS 215

LEGEND

- RESEARCH LAB
- TEACHING LAB
- LAB SUPPORT / CORE LAB
- LECTURE / CLASSROOM
- OFFICE / WORKSPACE
- BUILDING SUPPORT
- CIRCULATION
- BUILDING ENTRY

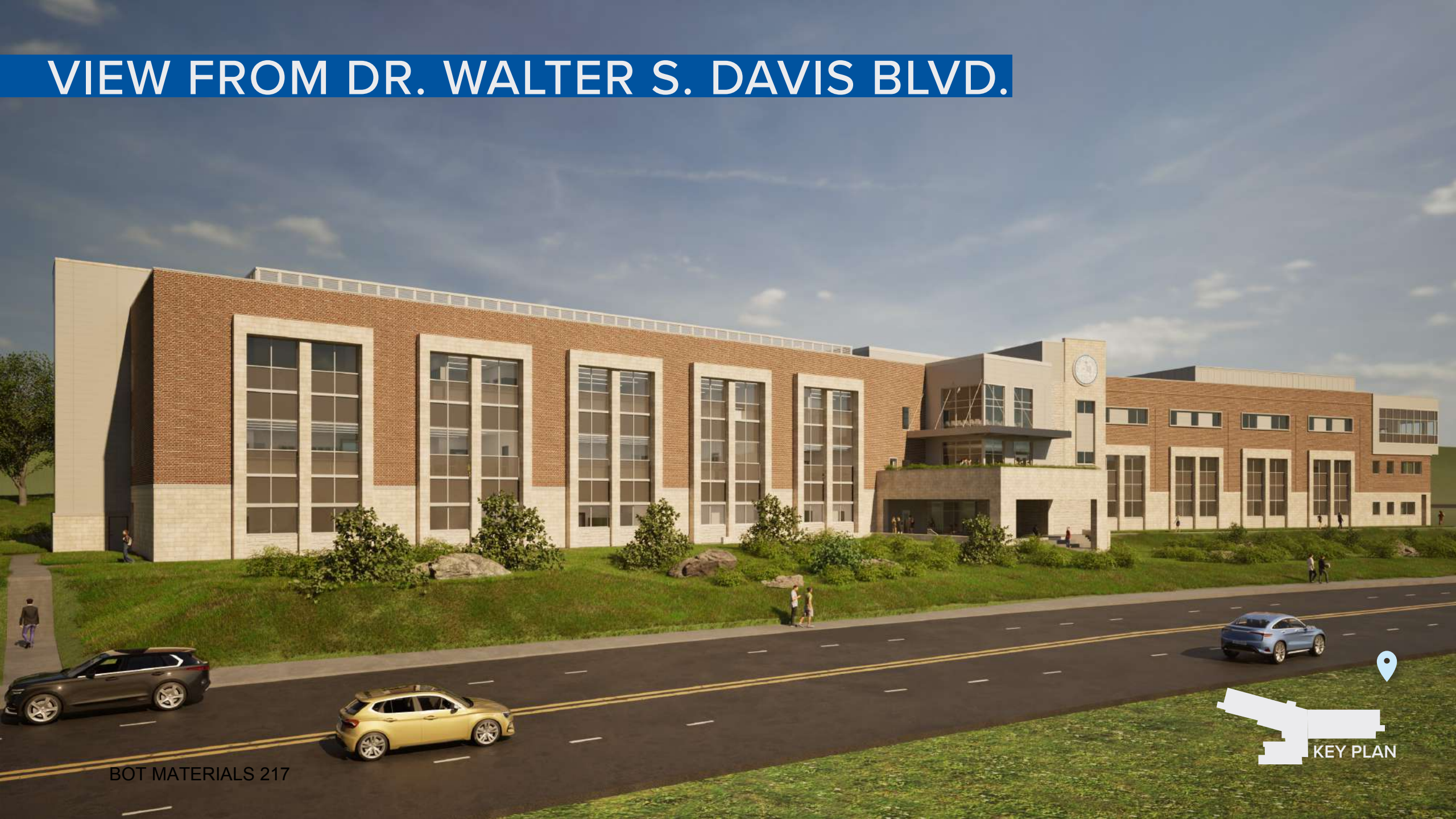
STUDENT ENTRY



KEY PLAN

BOT MATERIALS 216

VIEW FROM DR. WALTER S. DAVIS BLVD.



Tennessee State University
Strategic Initiative-Davis Hall
PROFILE
For June 2025

Associate Vice President
PDC + Campus Operations
William A. Radford

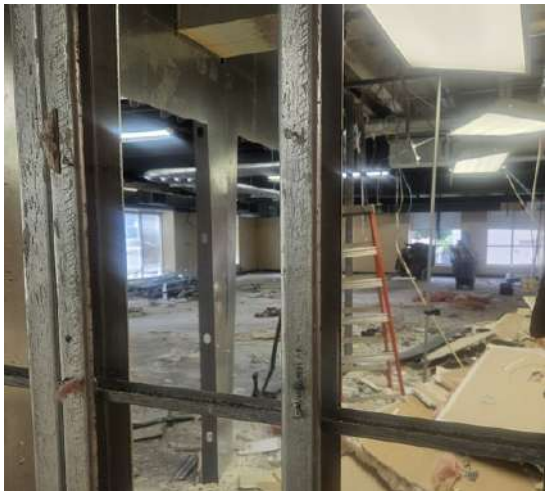
Executive Director
PDC + Campus Operations
Leah Granderson

Director of Planning
PDC + Campus Operations
Fabien Jolivette

RESTORATION

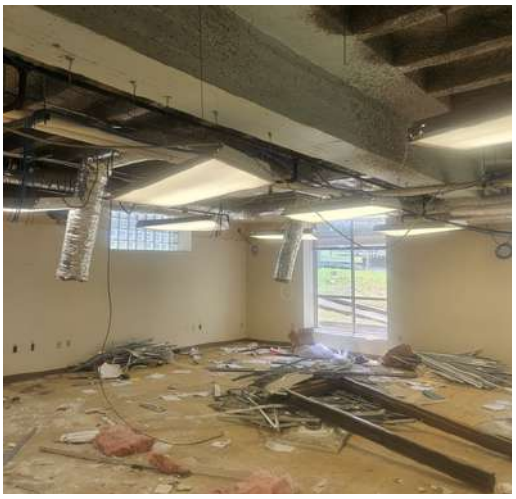
PROGRESS SUMMARY

Coordination is ongoing with IT and the electrical contractor to schedule necessary power shutdowns. Demolition and interior finish work are progressing concurrently across multiple areas. The project remains on track for completion in late Winter 2026.









Project Focus
Project will address building envelope systems including 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

Project Type:
SBC Project

Designer:
Melvin Gill Architects

Contractor:
Hoar Construction



TENNESSEE STATE UNIVERSITY
Campus Planning Design + Construction + Operations

Tennessee State University
Love Student Success Center

PROFILE

For June 2025

Associate Vice President
PDC + Campus Operations
William A. Radford

Executive Director
PDC + Campus Operations
Leah Granderson

Director of Planning
PDC + Campus Operations
Fabien Jolivette

Project Focus
MEP repair and upgrades and associated work.



RESTORATION

PROGRESS SUMMARY

MEP repairs and infrastructure upgrades in the Love Student Success Center are progressing steadily, with significant strides being made in mechanical, electrical, and plumbing systems to enhance building performance and functionality. The project remains on track for completion in Fall 2025.









TENNESSEE STATE UNIVERSITY
Campus Planning Design Construction + Operations

Tennessee State University

Goodwill Manor Exterior Renovation

PROFILE

For June 2025

Associate Vice President
PDC + Campus Operations
William A. Radford

Executive Director
PDC + Campus Operations
Leah Granderson

Director of Planning
PDC + Campus Operations
Fabien Jolivette

RESTORATION

PROGRESS SUMMARY

Work at Goodwill Manor has reached a key milestone with the completion of window installation and interior painting. Construction efforts have shifted to the exterior, where installation of the new sidewalk, front porch, and architectural columns is actively underway. Final painting of the columns is forthcoming, marking the near completion of this phase of the project and contributing to the building's overall restoration and curb appeal.









Project Focus
Project work is focused on restoring and preserving the buildings' exterior integrity.

Project Type:
SBC Project

Designer:
American Structurepoint, Inc.



TENNESSEE STATE UNIVERSITY
Campus Planning Design + Construction + Operations

Tennessee State University
Cooling Tower 2 Restoration

PROFILE

For June 2025

Associate Vice President
PDC + Campus Operations
William A. Radford

Executive Director
PDC + Campus Operations
Leah Granderson

Director of Planning
PDC + Campus Operations
Fabien Jolivette

Project Focus
Cooling tower repairs.

CENTRAL PLANT & INFRASTRUCTURE

PROGRESS SUMMARY

Cooling Tower #2 North, which had been offline for several months and significantly impacted campus cooling operations, was successfully restored to service by JLL's contractor, Johnson Controls, in the first week of May 2025. This critical repair, valued at approximately $96,000, reinstates a vital component of the campus's chilled water infrastructure. Had the tower remained offline, the university's overall cooling capacity would have been reduced by one-third, posing serious challenges to maintaining climate control across multiple facilities. The timely completion of this repair strengthens system resilience ahead of peak summer demand.







TENNESSEE STATE UNIVERSITY
Campus Planning Design Construction + Operations

Tennessee State University

Electrical Grid - South and North

PROFILE

For June 2025

Associate Vice President
PDC + Campus Operations
William A. Radford

Executive Director
PDC + Campus Operations
Leah Granderson

Director of Planning
PDC + Campus Operations
Fabien Jolivette

CENTRAL PLANT & INFRASTRUCTURE

Project Focus

Electrical work includes upgrades to the campus North and South loop grids, enhancing power distribution, system reliability, and load balancing across key academic, residential, and support facilities.

PROGRESS SUMMARY

To strategically align with Athletics' reduced summer schedule, North Electrical Loop construction paused activity near Hankal Hall following Commencement and shifted focus to the Gentry Complex, Softball Field, and Track & Field areas. This phased approach aims to minimize disruption to athletic operations by completing all excavation and utility work in these high-traffic zones before the start of the Fall 2025 semester. By proactively sequencing work around campus operations, the project team is maintaining accessibility while advancing critical infrastructure upgrades. To date, approximately 5 of the 33 construction phases associated with the North Electrical Loop have been successfully completed.









BREAKING NEWS

Tennessee State University is partnering with Oak Ridge National Laboratory (ORNL) who is the nation's largest multi-disciplinary energy research institution, leading advancements in clean energy, sustainability, and innovative technologies.

The Department of Energy has invested approximately $2 million to advance cutting-edge technologies. T.A.B.E., an engineered building system, innovates the future of using data from harnessed and stored energy. This partnership creates the possibility of lowering campus operating costs through innovation.

Oak Ridge National Laboratory TABE Technology takes center stage!

This groundbreaking project demonstrates strong leadership in advancing sustainable building technologies. The collaboration between industry partners, campus planning, and the school of engineering promotes ORNL to be willing to reimburse TSU for the energy cost. Oak Ridge National Laboratory (ORNL) continues to push the boundaries of energy innovation. This initiative will involve a TSU graduate student, providing a unique opportunity for hands-on experience in installation, instrumentation, data collection, and analysis. The facility will grow into a resource for TSU professors and students, serving as a laboratory and training hub for energy efficiency, dynamic building envelopes, sensors, and data analysis.

"The facility will grow into a resource for TSU professors and students"

- Oak Ridge National Labs





Tennessee State University
Campus Marquee Signs
PROFILE

For June 2025
Title III Project

Associate Vice President
PDC + Campus Operations
William A. Radford

Executive Director
PDC + Campus Operations
Leah Granderson

Director of Planning
PDC + Campus Operations
Fabien Jolivette

Project Focus
Install new digital Marquee signs in three locations on main campus.

Project Type:
Title III

Contractor
Jarvis Signs

CAMPUS IMPROVEMENTS

1.0 PROGRESS SUMMARY

The installation of the three (3) campus marquee signage is nearing substantial completion with engaging and vibrant content being displayed. Internal Marketing/Comms has received operator training to allow for the content to be managed by TSU. The digital marquee sign on Ed Temple was a welcomed display during the May 2025 commencement activities..



2.0 CONSTRUCTION UPDATE

Signage installation is substantially complete.

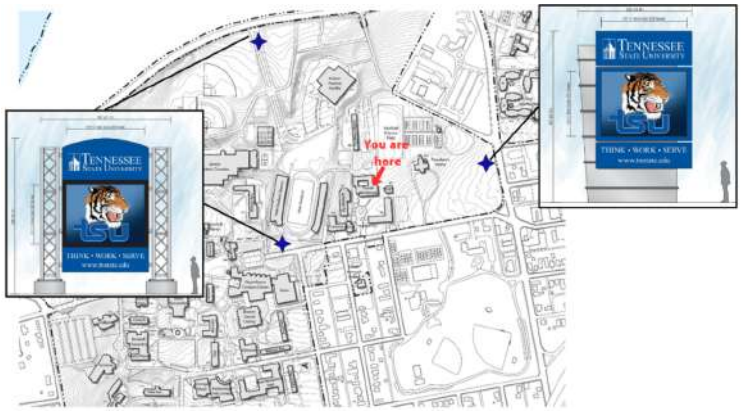
3.0 SCHEDULE

CONSTRUCTION

- Start Date: Mar 2025
- Completion Date: May 2025
- Status: In Progress

4.0 30 DAY LOOK AHEAD

Working internally to streamline revenue generating opportunities for TSU.



TENNESSEE STATE UNIVERSITY
Campus Planning Design Construction + Operations

Tennessee State University
Avon Williams Campus Generator
PROFILE
For June 2025

Associate Vice President
PDC + Campus Operations
William A. Radford

Executive Director
PDC + Campus Operations
Leah Granderson

Director of Planning
PDC + Campus Operations
Fabien Jolivette

Project Focus
Installation of a generator, connection and all associated work.



RESTORATION

PROGRESS SUMMARY

A generator is being installed at Tennessee State University's Avon Williams Campus to enhance emergency power capabilities and ensure continuity of critical building operations during outages. The scope of work includes the placement of a generator, installation of switch, electrical tie-ins to essential systems, and a concrete pad and bollards. The project is scheduled for completion in Fall 2025.



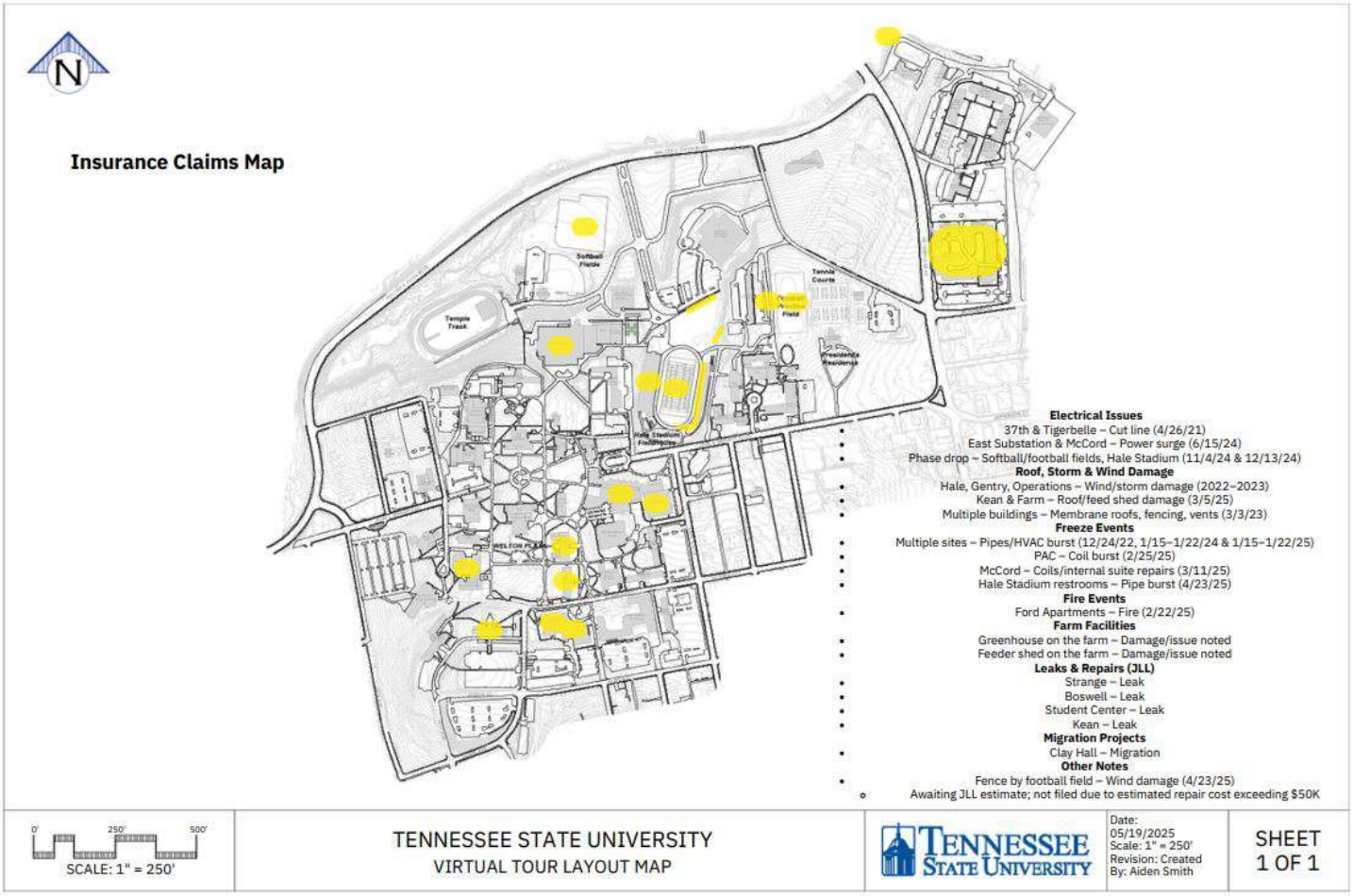


TENNESSEE STATE UNIVERSITY
Campus Planning Design + Construction + Operations

INSURANCE EVENTS

At Tennessee State University (TSU), the insurance event tracking process is a structured with cross-functional collaboration to:

- **Ensure timely and accurate documentation** of all incidents affecting university facilities.
- **Facilitate cost recovery** for damages through appropriate and complete insurance claims.
- **Minimize operational disruptions** by expediting assessments and repairs.
- **Support informed decision-making** by maintaining a comprehensive log of incident impacts.
- **Promote accountability and transparency** in response and remediation activities.
- **Identify recurring risks** to guide future infrastructure improvements and resilience planning.
- **Coordinate effectively** with insurance providers, adjusters, contractors, and internal departments.
- **Integrate risk mitigation strategies** into capital planning and preventive maintenance programs.



SECTION A: 2025 EVENTS AND IMPACTS

January 15–22, 2025 Freeze Event

1. Football Practice Field (irrigation backflow)
2. Gentry Complex (irrigation backflow for softball/track)
3. Crouch Hall (irrigation backflow)
4. President's Residence (hot water heater line)
5. Softball Building (5 pipes)
6. Wilson Hall (fan coils – 1st, 3rd, 5th floors)
7. New Student Housing (Twisted Taco HVAC coil, pipe near director's apartment)
8. Tennis Building (pipes)
9. Library (AHU 1 HVAC coil, chiller barrel)
10. Clay Hall (AHU 1 HVAC coil)
11. Pesticide Shed (pipe)
12. Hale Stadium (pipes burst)
13. Agricultural Campus – Circular Drive (irrigation backflow)
14. Avon Williams Campus (irrigation backflow)

February 22, 2025 Fire Event

15. Ford Apartments (2 units impacted)

February 25, 2025 Freeze Event

16. Performing Arts Center (coils burst, flooding in Communications Department)

March 5, 2025 Wind Event

17. Kean Hall (roof damage, internal water damage)
18. Farm (feeder shed destroyed)

March 11, 2025 Freeze Event

19. McCord Hall (Computer Science Department – flooding from burst coils)

March 15, 2025 Wind Event

20. Greenhouse (glass roof panels damaged)

SECTION B: HISTORICAL EVENTS AND IMPACTS

- **Tornado – March 3, 2020**
  21. Farm (primary impact)
- **Line Cut – April 26, 2021**
  22. Multiple buildings (electrical equipment/motors; specifics not listed)
- **Power Surge – June 15, 2024**
  23. East Substation (general system-wide electrical impact)
- **Freeze – December 24, 2022**
  24. Gentry Roof
- **Wind – May 22, 2022**
  25. Gentry Roof
- **Freeze – January 9–12, 2024**
  26. Boswell
  27. Eppse
  28. Avon Williams
  29. CARP
  30. Floyd Payne Campus Center
  31. Elliott Hall
  32. Harned Hall
- **Freeze – January 15–22, 2024**
  33. Ford Apartments
  34. New Student Housing
  35. Clay Hall
  36. Agricultural Bio-Tech Building
  37. Davis Humanities Building
  38. Incubation Center
  39. Indoor Practice Facility
  40. NRC (Ned Ray McWherter Complex)
  41. Performing Arts Center (PAC)
  42. Softball Fieldhouse
  43. Tennis Fieldhouse
- **Power Surge – Nov/Dec 2024**
  44. Softball Field
  45. Football Practice Field
  46. Parking Lot by Gentry