MINUTES OF THE
TEXAS SOUTHERN UNIVERSITY BOARD OF REGENTS
REGULAR BOARD MEETING
Thursday, September 10, 2026

Call to Order

The Board of Regents of Texas Southern University held a Regular Board meeting on Thursday, September 10, 2026. Mr. James M. Benham, Chairman of the Board, called the meeting to order at 8:02 A.M. The meeting convened at Texas Southern University, Library Learning Center, 3100 Cleburne Street, Houston, Texas 77004.

Roll Call

The following Board members were in attendance and constituted a quorum:

Mr. James M. Benham, *Chairman*
Mr. Lauren A. Gore, *Vice Chair*
Dr. Richard A. Johnson, *Second Vice Chair*
Ms. Marilyn A. Rose, *Secretary*
Ms. Paloma Z. Ahmadi
Ms. Caroline Baker Hurley, *Virtual*
Mr. Benjamin H. Proler
Ms. Alithea Z. Sullivan
Mr. Joseph V. Carter, *Student Regent, nonvoting*

[*Ms. Faith Ruiz presented roll call and confirmed the presence of a quorum.]*

Other Attendees: President J.W. Crawford III, Destiny Anaele, Cheryl Armitige, Matthew Bauder (Virtual), Cynthia Buckley, Dwade Colston, Raijanel Crockem, Racquel Dorsey, James Douglas, Carl Goodman, Benjamin Green, Agnes Harris, Sherita Harvey, Victor Ihezukwu, Melanie Jackson, Jennifer Luke, Sean Martin, Lisa McBride, Charlie Nhan, Tamyiah Nielson, Jacqueline Goodwater, Juwan Parker, Faith Ruiz, Rasoul Saneifard, Bobby Scott, Rodney Smith, Robell Tocruray, James White, Caprice Wright

Prayer

Chairman Benham invited President Crawford to introduce Father Jaison Mangalath to deliver a prayer. President Crawford introduced Father Mangalath, who then proceeded to pray.

Conflict of Interest

Chairman Benham addressed the matter of conflicts of interest and inquired whether any Board member had a conflict of interest to disclose regarding an item on the agenda. No conflicts were disclosed, and the Chairman proceeded with the agenda.

Open Forum

Chairman Benham opened the floor to individuals who signed up to participate in Open Forum. He summarized the Open Forum rules and procedures, noting that the procedures are intended to comply with state law and the Board's Bylaws.

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The following individuals participated in the Open Forum:

- Ms. Tamyiah Nielson, Student Government Association (SGA), President

Ms. Nielson provided an update on the student body and introduced the SGA's new ASPIRE framework, which was developed during the student leadership retreat in August. The framework centers on five pillars -Advocacy, Service, Pride, Integrity, and Excellence - that guide the SGA's efforts to address student concerns, increase engagement, strengthen institutional spirit, promote transparency and accountability, and support academic and operational success. She reported that the SGA has begun implementing the framework in collaboration with President Crawford and his Cabinet. Student leaders are paired with administrative counterparts in corresponding functional areas to advance student concerns and initiatives. Ms. Nielson also highlighted ongoing efforts to gather student feedback through social media, weekly Senate meetings, and SGA office hours.

- Ms. Destiny Anaele, Chair of Staff Council

Mr. Victor Ihezukwu introduced Ms. Destiny Anaele as the new Staff Council Chair following the conclusion of his tenure on August 31, 2026. Ms. Anaele noted her prior service as Staff Council secretary, introduced several council members, and affirmed the council's continued commitment to serving the University.

- Dr. Rasoul Saneifard, Professor of Technology

Dr. Saneifard, a faculty member with 31 years of service at Texas Southern University, addressed the Board on behalf of faculty, staff, and students. He discussed faculty and staff morale and compensation, including the completion of the second phase of the compensation study and the need for additional salary adjustments. He also expressed concern about administrative salaries and requested that the Board consider allocating additional funding for faculty and staff compensation.

- Dr. James Douglas, Professor of Law, Thurgood Marshall School of Law

Dr. Douglas raised concerns regarding University operations, including faculty and staff morale, budget development and implementation, fiscal management, and accreditation. He indicated that he would provide the Board with additional information on these matters at future meetings.

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Board Business

Item A. Presentation of a Proclamation Honoring former Regent Brandon L. Simmons

Chairman Benham addressed the Board Business agenda item regarding the proclamation honoring former Regent Brandon L. Simmons and noted that the item may be rescheduled to accommodate Mr. Simmons' schedule.

Item B. Presentation of Oath of Office for Student Regent Joseph V. Carter

Chairman Benham invited Judge Shawn Thierry, a Texas Southern alumnus, to administer the Oath of Office to Student Regent Joseph V. Carter as a member of the Texas Southern University Governing Board. Following the administration of the oath, the Regents took photographs and congratulated Student Regent Carter.

President's Report

The President provided updates on student orientation; implementation of the strategic and master plans; University administration; athletics; academic affairs; student success; research and innovation; and external partnerships. Dr. Michelle John, Vice President for Research and Innovation, then reported on external research funding. She noted that external foundation funding increased from more than $32 million in fiscal year 2025 to more than $55 million in fiscal year 2026. She also highlighted the Department of Defense FORGE grant, veteran focused initiatives, National Science Foundation grants, the TRIO program, National Institutes of Health grants, and other research partnerships.

Executive Session

The Board entered Executive Session at 10:56 A.M. to discuss specific matters identified in the Executive Session portion of the agenda, pursuant to Sections 551.071 through 551.074 of the Texas Government Code, as cited on the posted agenda. A separate certified agenda of the Executive Session is maintained by Board Counsel as required by law. No final action, decision, or vote was taken in Executive Session.

The Board reconvened the public meeting at 1:34 P.M.

The following Board members were in attendance and constituted a quorum:

Mr. James M. Benham, *Chairman*
Mr. Lauren A. Gore, *Vice Chair*
Dr. Richard A. Johnson, *Second Vice Chair*
Ms. Marilyn A. Rose, *Secretary*
Ms. Paloma Z. Ahmadi
Ms. Caroline Baker Hurley, *Virtual*

Mr. Benjamin H. Proler
Mr. Joseph V. Carter, *Student Regent, nonvoting*

The following Board member was absent:

Ms. Alithea Z. Sullivan

[*Ms. Faith Ruiz presented roll call and reconfirmed the presence of a quorum.]*

Consent Docket

- Item A: Request Approval of Past Board of Regents Meeting Minutes [*on 4/16/26, 4/25/26, 5/26/26, 6/25/26, 7/18/26, 8/19/26, and 8/28/26*]
- Item B: Request Approval of Additional Spending Authority for Columbia Advisory Group Information Technology Staff Augmentation Services
- Item C: Request Approval to Negotiate and Execute a Contract with an Investment Management Firm
- Item D: Request Approval to Renew Student Housing Master Lease Agreement for the Icon and Loft Apartments
- Item E: Request Approval to Negotiate and Execute an Agreement with American Mechanical Services for the Purchase and Installation of a Replacement Steam Boiler for the New Science Center Building
- Item F: Request Approval to Negotiate and Execute a One-Time Contract with Aviation X for Charter Flights
- Item G: Request Approval of Resolution Authorizing the Amendment of the Board's Bylaws to Add Appendix A - Code of Ethics

[The Board reviewed the consent docket, which included items 8A through 8G. Items 8B, 8C, and 8G were pulled for separate consideration. A motion to approve the consent docket, except items 8B, 8C, and 8G, was made by Chairman Benham, seconded by Regent Johnson, and approved unanimously.]

The Board next considered the three items pulled from the consent docket for separate consideration – Items 8B, 8C, and 8G

Administration and Finance Committee - Chairman Benham

Item 8B: Request Approval of Additional Spending Authority for Columbia Advisory Group Information Technology Staff Augmentation Services

Mr. Ben Green, Chief Information Officer, requested approval to continue funding the information technology staff augmentation contracts through August 31, 2027, while the University conducts its search for a new Chief Information Officer.

[A motion to approve the request for approval of additional spending authority for Columbia Advisory Group information technology staff augmentation services was made by Chairman Benham and seconded by Regent Ahmadi. The motion passed unanimously.]

Item 8C: Request Approval to Negotiate and Execute a Contract with an Investment Management Firm

Ms. Agnes Harris, Interim Senior Associate Vice President of Procurement and Chief Procurement/Integrity Officer, requested authorization to negotiate and execute an agreement with a qualified investment management firm for investment advisory, portfolio oversight, investment, and fiduciary services. She noted that the solicitation remained under evaluation and that the administration would formally announce the selected firm at the November Board meeting.

[A motion to approve the request for approval to negotiate and execute a contract with an investment management firm was made by Chairman Benham and seconded by Regent Gore. The motion passed unanimously.]

Bylaws and Policies Committee - Chairman Benham

Item 8G: Request Approval of Resolution Authorizing the Amendment of the Board's Bylaws to Add Appendix A - Code of Ethics

Ms. Lisa McBride, Board Counsel, provided an overview of this item. She explained that the proposed Code of Ethics would amend the Board's Bylaws by consolidating the Regents' ethical obligations in one location and establish processes for addressing potential violations and interpersonal matters between Regents and between Regents and staff. She also reviewed the procedural requirements for amending the Board's Bylaws and confirmed that the required notice had been provided and all applicable procedures had been satisfied.

[A motion to approve the request for approval of the resolution authorizing amendment of the Board's Bylaws to Add Appendix A – Code of Ethics was made by Chairman Benham and seconded by Regent Proler. The motion passed, with Regent Johnson voting "no".]

The Board continued with the remaining portions of the posted agenda for the meeting.

Administration and Finance Committee - Regent Lauren A. Gore

Mr. J'Maine Chubb, Chief Financial Officer and Vice President of Business & Finance presented the following items for information:

- Item A: Financial Performance Update from the Division of Business and Finance

Mr. Chubb presented the University's June year-to-date financial performance. Actual revenue totaled approximately $307.0 million, compared with a budget of $255.4 million, yielding a favorable variance of approximately $51.6 million. The favorable variance was driven primarily by federal funding, endowment activity, and tuition and fees. Expenses totaled approximately $270.8 million, compared with a budget of $255.5 million, yielding an unfavorable variance of approximately $15.3 million. The higher expenses were attributable primarily to scholarships, payroll, and travel. At the end of June, the University reported 51 days of cash on hand.

- Item B: Presentation of the Texas Southern University Endowment Investment Performance Report and Portfolio Update for the Period Ended June 30, 2026

Mr. Matthew Bauder presented an update on the University's endowment and investment portfolio. As of June 30, 2026, the endowment was valued at approximately $141.4 million and remained diversified across domestic and international equities, fixed income, and alternative investments. An update through August valued the portfolio at approximately $139.3 million and reported a fiscal-year return of approximately 21.5 percent.

Academic Affairs, Research and Student Life Committee - Regent Marilyn A. Rose

Dr. Carl Goodman, Provost/Senior Vice President of Academic Affairs, presented the following item for approval:

- Item A: Request Approval to Negotiate and Execute a Three-Year Contract with Educational Management Solutions

Dr. Carl Goodman presented a request to negotiate and execute a three-year contract with Educational Management Solutions. This agreement covers the purchase, implementation, licensing, maintenance, and support of simulation technology for the College of Pharmacy and Health Sciences. The simulation center provides students with a realistic clinical environment to build competencies and engage in interprofessional training.

[A motion to approve the request to negotiate and execute a three-year contract with Educational Management Solutions was made by Regent Rose and seconded by Regent Baker Hurley. The motion passed unanimously.]

Dr. Raijanel Crockem, Associate Vice President for Institutional Assessment, Planning, and Effectiveness, presented the following item for information:

- Item B: Informational Update on 2025–2026 University Data

Dr. Raijanel Crockem updated the Board on Texas Southern University's enrollment trends, persistence, graduation rates, and degrees awarded, highlighting continued growth in enrollment

and retention. She detailed ongoing efforts to strengthen student support, academic pathways, and graduation outcomes. During the discussion, the Board addressed three-year degree pathways, workforce alignment, and lower-enrolled programs. Administration noted that 12 academic programs are currently under review for potential strengthening, consolidation, or realignment to meet enrollment and workforce demands.

Dr. Rodney Smith, Chief Administration Officer, presented the following item for information:

- Item C: ASCEND 2030 Strategic Plan Implementation Annual Fall Report

Dr. Rodney Smith provided an update on the implementation of the University's strategic plan, noting that 78 planning units have been activated campus-wide. Each unit completed a SWOT analysis and began drafting action plans aligned with strategic initiatives, measurable outcomes, responsible leads, and completion timelines. He reported high engagement, with 75 units attending the September 1 implementation workshop and 72 units completing their plans. The implementation framework is being institutionalized to support future planning, projections, financial forecasting, budgeting, and annual operational planning.

Development and Legislative Affairs Committee - Regent Richard Johnson

Mr. Charlie Coleman, Associate Vice President of Development & Alumni Engagement, presented the following for approval:

- Item A: Request Approval to Amend Contract for Consulting Services with Community Counseling Services

Mr. Charlie Coleman presented a request to amend an existing consulting services contract supporting University Advancement and the institution's centennial and post-centennial fundraising campaigns. The six-month extension will support strategic fundraising initiatives, donor engagement, staff training, and identification of prospective donors. The administration additionally noted that extension of these services will assist with building internal capacity and as the team aims to eventually transition these responsibilities fully in house.

[A motion to approve the request to amend the contract for consulting services with Community Counseling Services was made by Regent Johnson and seconded by Regent Gore. The motion passed unanimously.]

Dr. James White, Vice President of Government Affairs and Civic Engagement, presented the following item for information:

- Item B: Legislative Affairs Informational Updates:

Dr. James White presented updates on state and federal legislative matters, performance-based funding, and Texas Southern University's Legislative Appropriations Request (LAR). He outlined

proposed performance-based funding models focused on degree attainment, progression, and persistence, emphasizing their potential impact on institutional enhancement funds. He confirmed that the University submitted its LAR on time, incorporating the required 3% base reduction across formula and non-formula funding. Additionally, Dr. White reported on Texas Senate hearings addressing financial transparency and the sustainability of the Permanent University Fund and Texas University Fund. Finally, he highlighted key federal legislative efforts - including the HBCU Excellence Act, workforce development legislation, and the Protect College Sports Act - and reiterated the University's commitment to monitoring these bills and supporting collegiate athletics.

Physical Facilities & Real Estate - Regent Ben Proler

Ms. Melanie Jackson, Senior Associate Vice President of Operations and Facilities, presented the following items for approval and/or informational update:

- Item A: Request Approval to Negotiate and Execute a Guaranteed Maximum Price (GMP) Contract for Capital Construction Projects

Ms. Melanie Jackson presented a request for approval to proceed with the Guaranteed Maximum Price contract for the capital construction projects, valued at approximately $75 million.

[A motion to approve the request to negotiate and execute a guaranteed maximum price contract for capital construction projects was made by Regent Proler and seconded by Chairman Benham. The motion passed unanimously.]

- Item B: Summer Make Ready & Maintenance Initiative: Replacement of Two Hot Water Boilers Serving the Satellite Plant

Ms. Jackson reported that the competitive bidding process for the satellite plant boiler replacement had concluded, with American Mechanical Services selected to replace the two hot water boilers serving the satellite plant. Additionally, Regent Proler noted the Committee's plans to review procedures for expediting similar general maintenance matters and present recommendations to the full Board.

Audit and Compliance - Regent Rose on behalf of Regent Sullivan

Mr. Clyde McNeil, Chief Audit Executive, presented the following items for approval and/or informational updates:

- Item A: Request Approval of Fiscal Year 2027 Risk-Based Audit Plan

Mr. Clyde McNeil presented the fiscal year 2027 risk-based audit plan, developed following a University-wide risk assessment. Designed to prioritize internal audit resources over the next three

years, the plan incorporates follow-up reviews, fraud, waste, and abuse monitoring, and continuous monitoring activities.

[A motion to approve the request for approval of the Fiscal Year 2027 Risk-Based Audit Plan was made by Regent Rose and seconded by Regent Gore. The motion passed unanimously.]

- Item B: FY26 Internal Audit Plan Status Update

Mr. McNeil reported that Internal Audit has completed three of the eight planned fiscal year 2026 audits, with the remaining five expected by month's end. As the department transitions into the fiscal year 2027 audit plan, it will maintain ongoing monitoring of hotline activity and prior audit follow-ups. Addressing a query on the University's response to Texas State Auditor's Office findings, Mr. McNeil emphasized that the fiscal year 2026 plan was specifically designed to resolve those issues. He detailed progress across the internal control framework—control environment, risk assessment, information and communication, monitoring, and control activities—while highlighting efforts to update policies, procedures, and core infrastructure across people, processes, and technology.

- Item C: Internal Audit Report on Remediation of Information Technology Findings from the Texas State Auditor's Office Audit

Mr. McNeil reported that two 2025 Texas State Auditor's Office IT findings—concerning timely policy reviews and user access controls—have been fully and promptly remediated.

- Item D: Internal Audit Report on Invoice Prompt Payment

Mr. McNeil presented an evaluation of internal controls over invoice receipt, approval, tracking, and payment to assess compliance with the Prompt Payment Act. The review identified two high-risk findings: decentralized invoice receipt and a lack of centralized invoice tracking. Management concurred with the findings and initiated remediation, establishing a centralized Accounts Payable inbox and a primary tracking report. Internal Audit will follow up to verify implementation and operating effectiveness.

- Item E: Title IX Policy Annual Board Review

Dr. Cynthia Buckley presented the University's Title IX policy review and compliance status, noting that Texas Education Code Section 51.282 mandates a biennial review of policies addressing sexual harassment, sexual assault, dating violence, and stalking. The Title IX Office completed this required review in accordance with state law and federal Title IX guidelines. The submission—along with the Texas Higher Education Coordinating Board's compliance review was presented to document the University's ongoing biennial compliance.

Adjourn

Before adjournment, Chairman Benham acknowledged the upcoming anniversary of September 11 and reflected on the individuals who lost their lives and those who responded to and assisted others during the events of September 11, 2001. He also expressed appreciation for the teamwork demonstrated by the Board, administration, faculty, staff, and students and recognized the progress being made by the University.

[With no further business pending before the Board, a motion to adjourn was made by Chairman Benham at 2:57 P.M. and seconded by Regent Rose. The motion passed unanimously.]

All supporting materials for informational and action items presented during this meeting are available on the public posting here. A video recording of this meeting is available here.

SIGNATURE OF APPROVAL

I certify that the foregoing minutes constitute a true, correct, and complete record of the Regular Board Meeting of the Board of Regents of Texas Southern University held in Houston, Texas on September 10, 2026.

Faith Ruiz
Executive Director
Board Relations Office

Date Approved by the Board

Marilyn A. Rose
Secretary
Board of Regents

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