

## AGENDA

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### TEXAS SOUTHERN UNIVERSITY BOARD OF REGENTS Regular Meeting

Date: Thursday, October 16, 2025  
Time: 8:30 AM  
Place: Texas Southern University - Library Learning Center, 5th Floor, 3100 Cleburne Street,  
Houston, TX 77004

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Chair: Brandon L. Simmons  
Vice Chair: James M. Benham  
Second Vice Chair: Vacant  
Secretary: Marilyn A. Rose

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**I. Call to Order**

**II. Roll Call**

**III. Prayer**

**IV. Open Forum**

**V. Conflict of Interest**

**VI. Chairman's Comments and Recognitions**

**VII. Board Business**

VII.A. Request Approval of Past Board of Regents Meeting Minutes

Action Requested: Approval

VII.B. Nomination and Election of Board Officers

Action Requested: Approval

**VIII. Administration and Finance Committee**

**Presenters: Regent James M. Benham & Mr. John Pittman, Interim Chief Financial Officer/Vice President of Business & Administration**

VIII.A. Request Approval to Negotiate and Execute Insurance Policies

Action Requested: Approval

VIII.B. Request Approval to Amend the Existing Contract for Shuttle Bus Services

Action Requested: Approval

VIII.C. Request Approval to Execute a Contract for Payment Gateway Services

Action Requested: Approval

VIII.D. Request Approval to Amend the Existing Contract for Executive Search Firm Services

Action Requested: Approval

VIII.E. Request Approval to Negotiate and Execute a Contract for Microsoft Corporation Products

Action Requested: Approval

VIII.F. Request Approval to Negotiate and Execute the Renewal of the Cisco DNA Licensing

Action Requested: Approval

VIII.G. Request Approval of a Contract Extension for IT Staff Augmentation Services

Action Requested: Approval

VIII.H. Request Approval to Extend the Contract for Unarmed Security Officers

Action Requested: Approval

VIII.I. Request Approval to Negotiate and Execute a Contract to Purchase SUVs for the Department of Public Safety

Action Requested: Approval

VIII.J. Request Approval for the Issuance of Revenue Financing System (RFS) Bonds

Action Requested: Approval

VIII.K. Request Approval to Amend FY26 Operating Budget

Action Requested: Approval

VIII.L. Annual Review of the Endowed and Non-Endowed Investment Policies

Action Requested: Information

VIII.M. Annual Review of the Debt Policy

Action Requested: Information

VIII.N. Endowment Performance Update

Action Requested: Information

VIII.O. Administration & Finance Information Updates

Action Requested: Information

**IX. Academic Affairs, Research and Student Life Committee**

**Presenters: Regent Marilyn A. Rose & Dr. Carl B. Goodman, Provost/Senior Vice President of Academic Affairs**

IX.A. Request Approval to Renew Contracts for Legal Research and Academic Support Services

Action Requested: Approval

IX.B. Request Approval to Renew Affiliation with the Houston Academy of Medicine, Texas Medical Center, Library

Action Requested: Approval

IX.C. Request Approval to Appoint a Candidate for Tenure

Action Requested: Approval

IX.D. University Profile Data Overview

Action Requested: Information

**X. Development and Legislative Affairs Committee**

**Presenters: Regent Richard A. Johnson, Mr. Charlie W. Coleman, Associate Vice President of Development & Alumni Engagement, & Dr. James E. White, Vice President of Government Affairs & Civic Engagement**

X.A. Request Approval for Naming of the Thurgood Marshall School of Law Library

Action Requested: Approval

X.B. 2025 Houston Navy Fleet Week Brief

Action Requested: Information

**XI. Personnel and Litigation Committee**

**Presenters: Regent Ben C. Kohlmann & Mr. Charlie T. Nhan, General Counsel**

XI.A. Request Approval for the Appointment of a Dean for the Barbara Jordan-Mickey Leland School of Public Affairs

Action Requested: Approval

XI.B. Request Approval for the Appointment of a Vice President for Marketing & Communications

Action Requested: Approval

**XII. Physical Facilities Committee**

**Presenter: Regent Ben H. Proler & Ms. Melanie Jackson, Senior Associate Vice President of Operations and Procurement**

XII.A. Request Approval to Negotiate and Execute a Contract with the Texas Facilities Commission

Action Requested: Approval

XII.B. Request Approval to Negotiate and Execute Contracts for the University Towers Renovation

Action Requested: Approval

XII.C. Request Approval to Negotiate and Execute Architectural/Engineering Services

Action Requested: Approval

**XIII. Audit & Compliance Committee**

**Presenters: Regent Lauren A. Gore, Ms. Darlene Brown, Acting Chief Audit Executive, & Ms. Annette Linders, Compliance Partner**

XIII.A. Request Approval for the Fiscal Year 2026 Annual Internal Audit Plan

Action Requested: Approval

XIII.B. Internal Audit Updates

Action Requested: Information

XIV. **President's Report**

Action Requested: Information

XV. **Executive Session**

XV.A. Texas Government Code - Section 551.071 - Consultation with University Attorneys on any matter in which the duty of the attorneys to the governmental body under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas clearly conflicts with the Texas Open Meeting Act, including any matter listed on this notice/agenda, pending or contemplated litigation, and proposed settlement agreements.

XV.B. Texas Government Code - Section 551.072 - Deliberations concerning Purchase, Lease or Value of Real Property.

XV.C. Texas Government Code - Section 551.073 - Deliberations about Negotiated Contracts for Prospective Gifts or Donations.

XV.D. Texas Government Code - Section 551.074 - Personnel Matters: Deliberations Concerning the Appointments, Duties, Responsibilities, Evaluations or Dismissal of Personnel (including but not limited to the Regents, President, General Officers, and Executive Management Employees).

XVI. **Reconvene in Open Session to Consider Actions on Executive Session Items as Necessary**

XVII. **Adjourn**

**TEXAS SOUTHERN UNIVERSITY  
BOARD OF REGENTS AGENDA**

**COMMITTEE:** Board Business

**ITEM:** Request Approval of Past Board of Regents Meeting Minutes

**DATE PREVIOUSLY SUBMITTED:** N/A

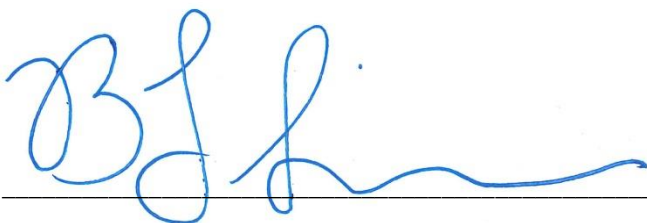
**SUMMARY:**

- Standing Committees/Regular Meeting on August 28, 2025
- Virtual Special Called Meeting on September 22, 2025

**SUPPORTING  
DOCUMENTATION:** Draft Minutes

**FISCAL NOTE:** No Fiscal Impact

**ACTION REQUESTED:** Approval



**BOARD CHAIR**

Brandon L. Simmons

10/2/25

**DATE**



**MINUTES OF THE  
TEXAS SOUTHERN UNIVERSITY BOARD OF REGENTS  
STANDING COMMITTEE AND REGULAR BOARD MEETING  
Thursday, August 28, 2025**

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**I. Call to Order**

The Board of Regents of Texas Southern University held a Standing Committee and Regular Board meeting on Thursday, August 28, 2025. Mr. Brandon L. Simmons, Chairman of the Board, called the meeting to order at 8:08 A.M. The meeting convened at Texas Southern University, Library Learning Center, 3100 Cleburne Street, Houston, Texas 77004.

**II. Roll Call**

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

Mr. Brandon L. Simmons, Chairman  
Mr. James M. Benham, Vice Chair  
Ms. Marilyn A. Rose, Secretary  
Mr. Lauren A. Gore  
Ms. Caroline Baker Hurley  
Dr. Richard A. Johnson  
Mr. Benjamin C. Kohlmann  
Mr. Benjamin H. Proler (*virtual*)  
Ms. Alithea Sullivan  
Mr. Kohl E. Crawford, Student Regent, *nonvoting*

**Other Attendees:** President J.W. Crawford III, Daniel Adams, Naomi Cox Andrews, Bobby Brown, Charlie Coleman, Raijanel Crockem, Pynk Ellzey, John Fields, Clarice Freeman, Carl Goodman, Melanie Jackson, Wei Li, Erin Machac, Lisa McBride, Taylor Hall, Charlie Nhan, Stephanie Nellons-Paige, John Pittman, Faith Ruiz, Rasoul Saneifard, Georgia Provost, Shawndra Harmond, James White, Chris Wilson (*virtual*)

**III. Prayer**

Chairman Simmons invited Ms. Georgia Provost to introduce Pastor John Fields to deliver a prayer. Pastor Fields introduced himself, then proceeded to pray.

**IV. Open Forum**

Chairman Simmons opened the floor to individuals who signed up to participate in Open Forum. Chairman Simmons reminded speakers of the Open Forum rules and procedures, which are in accordance with state law and the Board's Bylaws. He also reiterated the significance of being respectful.

The following individuals participated in the Open Forum:



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- Pynk Ellzey, President of Student Government Association (SGA)
  - Ms. Ellzey shared about the successful introduction of new students to the campus life and culture of Texas Southern. She also reported on the success of the SGA snack box drive which provided over 100 snack boxes to incoming freshman through an SGA Fundraiser and the support of Chairman Simmons and Regent Gore. She concluded with sharing the upcoming plans and initiatives for the SGA.
  
- Victor Ihezukwu, Chair of Staff Council
  - Mr. Victor Ihezukwu applauded the staff council for all their work throughout the 2024-2025 school year and mentioned the awards given to celebrate staff members. Mr. Ihezukwu also advocated for collaboration and understanding with the TSU Department of Public Safety regarding parking.
  
- Daniel Adams, Professor
  - Mr. Adams requested to be considered for the title of Professor Emeritus pursuant to his retirement from Texas Southern University Music Faculty.
  
- Bobby Brown, Texas Southern University's Chief of Police
  - Chief Brown gave an update on his teams' progress on reaching the department goals set when he assumed command in 2022. He also announced that the department has received the Federal Bureau of Investigation (FBI) Trilogy award which certifies that the Texas Southern University Police Department leadership team received over 120 hours of training in command, executive, and supervisory leadership. The Texas Southern University Police Department is the only Historically Black College and University (HBCU) Police Department who has completed this training.

**V. Conflict of Interest**

Chairman Simmons addressed the matter of conflict of interest with the Board members, inquiring if any member had a conflict of interest to disclose regarding the items on today's agenda. Observing no such disclosures, he proceeded with the agenda.

**VI. Chairman's Comments and Recognitions**

- Chairman Simmons recognized the Texas Southern Ocean of Soul Band's performance at the National Battle of the Bands. He encouraged Regents and meeting attendees to watch the performance if they had not had an opportunity to



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do so and specifically applauded the band's recognition of the Central Texas Flood victims.

**VII. Standing Committee Meetings**

**A. Administration and Finance Committee- Mr. James Benham**

Mr. John Pittman, Interim Chief Financial Officer and Vice President of Business & Administration presented the following items for approval:

- Item 1: Request Approval for the Renewal of the Cloud-Based Library Management System Execute a Contract for Dining Services

The Administration requests approval to renew the Cloud-Based Library Management System.

*[Motion to table this item until after executive session by Regent Benham; 2<sup>nd</sup> by Regent Gore. Motion approved unanimously.]*

- Item 2: Request Approval to Purchase Uninterrupted Power Supply

The Administration requests approval to purchase an uninterrupted power supply for the university.

*[Motion to move this item to the consent docket by Regent Benham; 2<sup>nd</sup> by Regent Johnson. Motion approved unanimously.]*

- Item 3: Request Approval for Temporary Staffing Services

The Administration requests approval to purchase temporary staffing services. This motion was amended to grant authority for a two-month renewal through October 31, 2025, for an amount not to exceed \$500,000. This item must be brought back to the board at its October meeting.

*[Motion to table this item until after executive session by Regent Benham; 2<sup>nd</sup> by Regent Gore. Motion approved unanimously.]*

- Item 4: Request Approval to Negotiate and Execute the Purchase of Motor Coach Buses

The Administration requests approval to negotiate and execute a contract for the purchase of a motor coach bus. This motion was amended to include one motorcoach bus not to exceed \$700,000.

*[Motion to move this item to the consent docket by Regent Benham; 2<sup>nd</sup> by Regent Johnson. Motion approved unanimously.]*

- Item 5: Request for Approval to Purchase and Install a New Dishwasher and Carousel for the Ernest S. Sterling Student Life Center Cafeteria



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The Administration requests approval to purchase and install a new dishwasher.  
*[Motion to move this item to the consent docket by Regent Benham; 2<sup>nd</sup> by Regent Gore. Motion approved unanimously.]*

- Item 6: Request Approval of the Endowed and Non-Endowed Investment Policies

The Administration requests board review and approval of the endowed and non-endowed investment policies.

*[Motion to pull this item from the current agenda by Regent Benham; 2<sup>nd</sup> by Regent Johnson. Motion approved unanimously.]*

- Item 7: Request Approval of Debt Policy

The Administration requests board review and approval of debt policies.

*[Motion to pull this item from the current agenda by Regent Benham; 2<sup>nd</sup> by Regent Johnson. Motion approved unanimously.]*

- Item 8: Endowment Performance Updates

*[Mr. Chris Wilson provided an update on the university's endowment, noting that market conditions remain favorable, and that the endowment has experienced significant growth.]*

**B. Academic Affairs, Research and Student Life Committee - Ms. Marilyn Rose**  
Dr. Carl Goodman, Provost and Senior Vice President for Academic Affairs, presented the following items for approval and/or information:

- Item 1: Request Approval to Renew Yearly Contracts for Library Subscriptions and Databases

The Administration requests approval to renew contracts for data bases within the library.

*[Motion to table this item until after executive session by Regent Benham; 2<sup>nd</sup> by Regent Caroline Baker Hurley; Motion approved unanimously.]*

- Item 2: Request Approval to Appoint a Designated Research Security Officer

The Administration requests approval to appoint a designated research security officer in accordance with state law.

*[Motion to move this item to the consent docket by Regent Rose; 2<sup>nd</sup> by Regent Caroline Baker Hurley; Motion approved unanimously.]*

- Item 3: Overview of Student Enrollment and Success Data



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*[Dr. Raijanel Crockem informed the Regents of the University's upward trend in student enrollment as well as an uptick in the four-year graduation rate.]*

- **Item 4: Academic Affairs Highlights**  
*[Provost Goodman introduced Director of Career Services, Shawndra Harmond, who shared about the many projects the Career Pathways Office has for students such as the handshake database which shows students work study, internship, and full-time employment opportunities. Provost Goodman also recognized Dr. Wei Li from the College of Science Engineering and Technology who was presented with an award for his service to Texas Southern and honored for receiving the title of Distinguished Professor.]*

**C. Development and Legislative Affairs Committee - Dr. Richard Johnson**

Mr. Charlie Coleman presented the following information item:

- **Item 1: Development & Alumni Engagement Informational Updates**  
Mr. Coleman gave a brief recap of the fundraising efforts by the engagement team over the last fiscal year which included the largest gift from an individual ever received by the institution as well as the University graduating its largest graduating class in the history of the University this past spring.

Dr. James White presented the following informational item:

- **Item 2: 89<sup>th</sup> Legislative Session Informational Update**  
*Dr. White gave an update on how his team continues to work with university departments to ensure that their practices align with the new legislation that was passed in the 89<sup>th</sup> legislative session.*

**D. Physical Facilities - Mr. Ben Proler**

Ms. Melanie Jackson, Interim Chief Operating Officer, presented the following item for approval:

- **Item 1: Approval to Negotiate and Execute a Contract for Generator Preventative Maintenance Services**

The Administration requests approval to negotiate and execute a contract for generator preventative maintenance services. These services include inspection, testing and maintenance of all generators and transfer switches for the university and identify any deficiencies.

*[ Motion to move this item to the consent docket by Regent Baker Hurley; 2<sup>nd</sup> by Regent Sullivan. Motion approved unanimously.]*



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**E. Bylaws and Policies (Ad Hoc) Committee - Ms. Alithea Sullivan**

Mr. Charlie Nahn, General Counsel, presented the following item for approval:

- Item 1: Request Approval of Proposed Revisions to the Current Board Ethics Policy

General Counsel Nahn presented proposed revisions to the Current Board Ethics Policy to align with legislative changes from the 89<sup>th</sup> Legislative session, including specifically that the policy references the institution's policy on sexual harassment.

*[Motion to move this item to the consent docket by Regent Sullivan; 2<sup>nd</sup> by Regent Kohlmann. Motion approved unanimously.]*

- Item 2: Request Approval for the Adoption of Board Policy 63 - Compliance: Research Security Program

General Counsel Nahn presented proposed Board Policy 63 concerning the University's research security program and the appointment of a research security officer.

*[Motion to move this item to the consent docket by Regent Sullivan; 2<sup>nd</sup> by Regent Kohlmann. Motion approved unanimously.]*

**VIII. Executive Session**

The Board entered Executive Session for a discussion on specific matters as outlined in the Executive Session portion of the agenda for this meeting in accordance with the Texas Government Code, Sections 551.071 through 551.074 at 10:30 AM.

**IX. Reconvene in Open Session to Consider Actions on Executive Session Items as Necessary**

The Board reconvened in Open Session at 11:28 A.M with a roll call.

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

Mr. Brandon L. Simmons, Chairman  
Mr. James M. Benham, Vice Chair  
Ms. Marilyn A. Rose, Secretary  
Mr. Lauren A. Gore  
Ms. Caroline Baker Hurley  
Dr. Richard A. Johnson III  
Mr. Benjamin C. Kohlmann  
Ms. Alithea Z. Sullivan  
Mr. Kohl E. Crawford, Student Regent, *nonvoting*

The following Board member was absent:



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Mr. Benjamin H. Proler

**X. Regular Board Meeting**

**A. Board Business**

- Item 1: Presentation of certificates honoring Mrs. Clarice Freeman and Former Regent Naomi Cox Andrews
  - Mrs. Clarice Freeman and Former Regent Naomi Cox Andrews were recognized and honored for their invaluable contributions to the Texas Southern University legacy and community.
- Item 2: Presentation of a Proclamation honoring former Regent Stephanie D. Nellons-Paige
  - Former Regent Nellons-Paige was honored with a proclamation recognizing her contributions to the Texas Southern community during her tenure on the Board of Regents.

**XI. Executive Session**

The Board entered Executive Session for a discussion on specific matters as outlined in the Executive Session portion of the agenda for this meeting in accordance with the Texas Government Code, Sections 551.071 through 551.074 at 12:23 pm.

**XII. Reconvene in Open Session to Consider Actions on Executive Session Items as Necessary**

The Board reconvened in Open Session at 3:04 PM with a roll call.

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

Mr. Brandon L. Simmons, Chairman  
Mr. James M. Benham, Vice Chair  
Ms. Marilyn A. Rose, Secretary  
Mr. Lauren A. Gore  
Ms. Caroline Baker Hurley  
Dr. Richard A. Johnson III  
Mr. Benjamin C. Kohlmann  
Mr. Kohl E. Crawford, Student Regent, *nonvoting*

The following Board member was absent:  
Mr. Benjamin H. Proler



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**B. Tabled Items**

Regent Benham and Mr. Pittman presented the following item for approval:

- Item 1: Request Approval for the Renewal of the Cloud-Based Library Management System Execute a Contract for Dining Services

The Administration requests approval to renew the Cloud-Based Library Management System.

*[Motion to move this item to the consent docket by Regent Benham; 2<sup>nd</sup> by Regent Gore. Motion approved unanimously.]*

- Item 2: Request Approval for Temporary Staffing Services

The Administration requests approval to purchase temporary staffing services. This motion was amended to grant authority for a two-month renewal through October 31, 2025, for an amount not to exceed \$500,000. This item must be brought back to the board at its October meeting.

*[Motion to move this item to the consent docket by Regent Benham; 2<sup>nd</sup> by Regent Johnson. Motion approved unanimously.]*

- Item 3: Request Approval to Renew Yearly Contracts for Library Subscriptions and Databases

The Administration requests approval to renew contracts for databases within the library.

*[Motion to move this item to the consent docket by Regent Benham; 2<sup>nd</sup> by Regent Johnson; Motion approved unanimously.]*

**Board Business continued**

- Item 3: Faculty Senate Chair's Remarks
  - Dr. Rasoul Saneifard acknowledged several people for their service to the University including the 2024-2025 Faculty Awards committee under Dr. Charlene Eans. He further congratulated all faculty members who received awards.

- Item 4: Approve Minutes for Past Meeting of the Board of Regents

*[Motion to approve this item by Chairman Simmons; 2<sup>nd</sup> by Regent Benham. Motion approved unanimously.]*



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- Item 5: Approval for the Fiscal Year 2026 Board of Regents meeting Calendar  
*[Motion to approve this item by Chairman Simmons; 2<sup>nd</sup> by Regent Johnson. Motion approved unanimously.]*

**C. Consent Docket**

Regent Benham reported that each committee met earlier on August 28, 2025, and approved several items for the Board's consideration on the Consent Docket: Agenda Items IV.C.1 through C.2, C.3 and C.4 as amended, C.5, C.8 through C.12.

- Item 1: Request Approval for the Renewal of the Cloud-Based Library Management System
- Item 2: Request Approval to Purchase Uninterrupted Power Supply
- Item 3: Request Approval for Temporary Staffing Services, as amended in committee.
- Item 4: Request Approval to Negotiate and Execute the Purchase of Motorcoach Buses, as amended in committee.
- Item 5: Request Approval to Purchase and Install a New Dishwasher and Carousel for the Ernest S. Sterling Student Life Center Cafeteria
- Item 6: Request Approval of the Endowed and Non-Endowed Investment Policies
- Item 7: Request Approval of Debt Policy
- Item 8: Request Approval to Renew Yearly Contracts for Library Subscriptions and Databases
- Item 9: Request Approval to Appoint a Designated Research Security Officer
- Item 10: Request Approval to Negotiate and Execute a Contract for Generator Preventative Maintenance Services
- Item 11: Request Approval of Proposed Revisions to the Current Board Code of Ethics Policy
- Item 12: Request Approval for the Adoption of Board Policy 63-Compliance: Research Security Program

*[Motion to approve Agenda Items as amended by Regent Benham; 2<sup>nd</sup> by Regent Baker Hurley; Motion approved unanimously]*

**D. President's Report**

The President provided his report. President Crawford opened his report with a news clip showcasing the success of the Texas Southern University Aviation Program. He highlighted recent financial investments aimed at increasing the number of tenured faculty and strengthening the University's fully staffed and equipped police force. He also provided an update on progress toward the University's strategic plan. Following his



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remarks, Erin Machac briefed the Regents on ongoing building projects and facility improvements.

**XIII. Adjourn**

With no further business pending before the Board, a motion to adjourn was made by Chairman Simmons at 3:29 P.M.; 2nd by Regent Benham; Motion passed.

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 Standing Committee meeting of the Board of Regents of Texas Southern University held in Houston, Texas on August 28, 2025.

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Faith Ruiz  
Executive Director  
Board Relations Office

October 16, 2025

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Date Approved by the Board

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Marilyn A. Rose  
Secretary  
Board of Regents



**MINUTES OF THE  
TEXAS SOUTHERN UNIVERSITY BOARD OF REGENTS  
VIRTUAL SPECIAL CALLED BOARD MEETING  
Monday, September 22, 2025**

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**I. Call to Order**

The Board of Regents of Texas Southern University held a Special Called Board meeting on Monday, September 22, 2025. Chairman Brandon Simmons, called the meeting to order at 1:05 p.m. The meeting convened at Texas Southern University, Library Learning Center, 3100 Cleburne Street, Houston, Texas 77004.

**II. Roll Call**

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

Mr. Brandon L. Simmons, Chairman,  
Ms. Marilyn A. Rose, Secretary, *virtual*  
Ms. Caroline Baker Hurley, *virtual*  
Dr. Richard A. Johnson  
Mr. Benjamin C. Kohlmann, *virtual*  
Mr. Benjamin H. Proler  
Ms. Alithea Z. Sullivan, *virtual*  
Mr. Kohl E. Crawford, Student Regent, *nonvoting, virtual*

The following Board Member was absent:

Mr. James M. Benham, Vice Chair  
Mr. Lauren A. Gore

**Other Attendees:** President James W. Crawford III, Carl Goodman, Taylar Hall, Kia Harper, Lisa McBride, Rasoul Saneifard, Faith Ruiz, James White

**III. Conflict of Interest Statement**

Chairman Simmons addressed the matter of conflict of interest with the Board members, inquiring if any member had a conflict of interest to disclose regarding the items on today's agenda. Observing no such disclosures, he proceeded with the agenda.

**IV. Chairman's Comments and Recognition**

- TSU has been officially recognized as a Fulbright HBCU Institutional Leader by the U.S. Department of State, a distinction that highlights the University's commitment to global engagement and academic excellence.
- The University recently completed a successful visit to Northern California. A major highlight of the trip was the opportunity for student leaders to participate in meaningful visits and conversations at Apple and Google, providing students with exposure to industry leaders and innovative career pathways.



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- The Chairman visited the University Museum and expressed his support for the arts, encouraging faculty, staff, and students to view the most recent exhibit currently on display.
- President Crawford shared that Commissioner Rodney Ellis has committed funding for the creation of two outdoor murals on campus. These murals, to be painted by renowned artist Dr. John Biggers, will be placed on two university buildings, and will serve as lasting symbols of art and culture on campus.

**V. Executive Session**

The Board entered Executive Session for a discussion on specific matters as outlined in the Executive Session portion of the agenda for this meeting in accordance with the Texas Government Code, Sections 551.071 through 551.074 at 1:08 p.m.

**VI. Reconvene in Open Session to Consider Actions on Executive Session Items as Necessary**

The Board reconvened in Open Session at 2:49 p.m. with a roll call.

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

Mr. Brandon L. Simmons, Chairman  
Ms. Marilyn A. Rose, Secretary, *virtual*  
Mr. Lauren A. Gore, *virtual*  
Dr. Richard A. Johnson III  
Mr. Benjamin C. Kohlmann, *virtual*  
Mr. Benjamin H. Proler  
Ms. Alithea Z. Sullivan, *virtual*  
Mr. Kohl E. Crawford, Student Regent, *nonvoting, virtual*

The following Board Members were absent:

Mr. James M. Benham, Vice Chair  
Ms. Caroline Baker Hurley

**VII. President's Report**

- Update on Strategic Initiatives, including the College of Education

The President provided an update on the University's ongoing strategic initiatives, with particular emphasis on the College of Education. The update included framing for Objectives and Key Results, as well as an explanation of the College of Education's areas of improvement.



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**VIII. Board Business**

Item A: Request for Approval of Objectives and Key Results Regarding Strategic Initiatives for College of Education

- The Board developed and voted to approve objectives and key results for the strategic initiatives outlined by the President for the College of Education.  
*[Motion to approve this item by Chairman Simmons; 2<sup>nd</sup> by Regent Johnson. Motion approved unanimously.]*

Item B: Request for Approval of Appointment of Advisory Committee for Strategic Initiatives for College of Education

- This item requests approval for the establishment of an advisory committee to support the strategic initiatives for the College of Education, and initial appointment of members.  
*[Motion to approve this item by Chairman Simmons; 2<sup>nd</sup> by Regent Johnson. Motion approved unanimously.]*

Item C: Request for Approval of Resolution Related to Curriculum Review Required by Senate Bill 37, including Appointment of Curriculum Review Committee

- This item requests formal approval of a resolution related to a general education curriculum review required by Section 51.315 of the Texas Education Code, including the appointment of a Curriculum Review Committee. Section 51.315 requires an institution of higher education at least once every five years to conduct a comprehensive review of the general education curriculum established by that institution.  
*[Motion to approve this item by Chairman Simmons; 2<sup>nd</sup> by Regent Proler. Motion approved unanimously.]*

**IX. Personnel and Litigation Committee**

Item A: Request for Approval for the Appointment of a Dean for the Barbara Jordan-Mickey Leland School of Public Affairs

- This item requests approval for the appointment of a dean for the Barbara Jordan Mickey Leland School of Public Affairs.

*[This item was tabled until the next regularly scheduled board meeting, as it had not yet been presented to the Personnel and Litigation Committee.]*



**MINUTES OF THE  
TEXAS SOUTHERN UNIVERSITY BOARD OF REGENTS  
VIRTUAL SPECIAL CALLED BOARD MEETING  
Monday, September 22, 2025**

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**X. Adjourn**

With no further business pending before the Board, a motion to adjourn was made by Chairman Simmons at 2:21 p.m.; 2nd by Regent Benham; Motion passed.

All supporting materials for informational and action items presented during this meeting are available on the public posting at the following link [here](#).

**SIGNATURE OF APPROVAL**

I certify that the foregoing minutes constitute a true, correct, and complete record of the Special Called Board meeting of the Board of Regents of Texas Southern University held in Houston, Texas on September 22, 2025.

---

Faith Ruiz  
Executive Director  
Board Relations Office

October 16, 2025

---

Date Approved by the Board

---

Marilyn A. Rose  
Secretary  
Board of Regents

**TEXAS SOUTHERN UNIVERSITY  
BOARD OF REGENTS AGENDA**

**COMMITTEE:** Board Business

**ITEM:** Nomination and Election of Board Officers

**DATE PREVIOUSLY SUBMITTED:** 10/19/2023

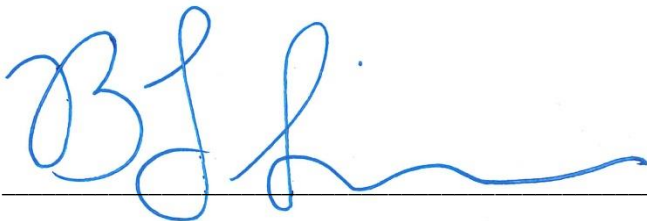
**SUMMARY:**

In accordance with the Board Bylaws, the Texas Southern University Board of Regents shall nominate and elect from among its members the officer positions of Chair, Vice Chair, Second Vice Chair, and Secretary.

**SUPPORTING  
DOCUMENTATION:** None

**FISCAL NOTE:** No Fiscal Impact

**ACTION REQUESTED:** Approval



**BOARD CHAIR**

Brandon L. Simmons

10/2/25  
**DATE**

**TEXAS SOUTHERN UNIVERSITY  
BOARD OF REGENTS AGENDA**

**COMMITTEE:** Administration and Finance

**ITEM:** Request Approval to Negotiate and Execute Contracts for Insurance Policies  
Fiscal Year 2026

**DATE PREVIOUSLY SUBMITTED:** N/A

**SUMMARY:**

The Administration requests approval to negotiate and execute contracts for all University insurance policies for Fiscal Year 2026. These policies are critical to safeguarding the University's assets, operations, students, faculty, and staff, and are integral to ensuring comprehensive risk management and institutional protection.

The University awards contracts in accordance with Texas Government Code § 2155.074, ensuring selection of the proposal that represents the best value to the State of Texas and Texas Southern University.

**SUPPORTING**

**DOCUMENTATION:** Summary of Proposed Coverage (Under Separate Cover)

**FISCAL IMPACT:** Under Separate Cover  
University FOAP: 1000-31001-7216-70 & 1000-31001-7204-70

**ACTION REQUESTED:** Administration recommends approval of this item

**Legal Certification:** Based on available information to date, this action item and its implementation will not be in violation of any applicable federal, state, or local law, or regulation.



GENERAL COUNSEL

10/01/2025

DATE

**Fiscal Certification:** This fiscal note shown above details the true and actual positive or negative fiscal effect that implementation of this proposal will achieve.



John Pittman (Oct 1, 2025 13:12:24 CDT)

INTERIM CHIEF FINANCIAL OFFICER

10/01/2025

DATE



PRESIDENT

10/02/2025

DATE

**TEXAS SOUTHERN UNIVERSITY  
BOARD OF REGENTS AGENDA**

**COMMITTEE:** Administration and Finance

**ITEM:** Request for Approval to Amend the Existing Contract for Shuttle Bus Services

**DATE PREVIOUSLY SUBMITTED:** N/A

**SUMMARY:**

The Administration requests approval to amend the existing agreement for shuttle bus transportation services. In response to the rise in student enrollment and the limitations in on-campus housing availability, the University has undertaken proactive measures to secure additional residential capacity through arrangements with off-campus housing providers. In alignment with its obligation to ensure safe and equitable access to academic programs and student services, the University must implement a well-structured and reliable transportation system. The proposed contract aims to establish a regular, scheduled shuttle service connecting specified off-campus housing locations with the University's main campus. This initiative underscores the University's commitment to prioritizing student safety, accessibility, and operational continuity.

A Request for Proposal (RFP 717-25-715) was posted on Electronic State Business Daily and Texas Southern University's website per Texas Government Code §2155.083.

The University awards contracts to a respondent whose proposal provides the best value to the State of Texas and Texas Southern University, as defined by Texas Government Code, § 2155.074.

GBJ was awarded the contract. The vendor is not HUB-certified, and Form 1295 has been submitted.

Contract term: One-year contract with an option to renew.

**SUPPORTING**

**DOCUMENTATION:** Scope of Services

**FISCAL IMPACT:** Cost Not to Exceed \$500,000  
University FOAP: 1000/61420/7299/80

**ACTION REQUESTED:** Administration recommends approval of this item

**Legal Certification:** Based on available information to date, this action item and its implementation will not be in violation of any applicable federal, state, or local law, or regulation.


  
\_\_\_\_\_

**GENERAL COUNSEL**

09/28/2025  
\_\_\_\_\_

**DATE**

**Fiscal Certification:** This fiscal note shown above details the true and actual positive or negative fiscal effect that implementation of this proposal will achieve.

  
John Pittman (Sep 29, 2025 08:00:01 CDT)  
\_\_\_\_\_

**INTERIM CHIEF FINANCIAL OFFICER**

09/29/2025  
\_\_\_\_\_

**DATE**

  
\_\_\_\_\_

**PRESIDENT**

10/02/2025  
\_\_\_\_\_

**DATE**



**STATEMENT OF PROPOSAL**

**RFP #717-25-715**

**Campus Shuttle Bus Services**



**TEXAS SOUTHERN UNIVERSITY**

**March 13, 2025**



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## COVER LETTER

**Texas Southern University Selection Team,**

ECHO AFC Transportation is pleased to submit our proposal for providing Campus Shuttle Bus Services for Texas Southern University. As a trusted transportation provider, we bring a wealth of experience, a commitment to safety, and a dedication to delivering reliable, efficient, and customer-focused transportation solutions tailored to the needs of academic institutions.

Texas Southern University's mission of advancing knowledge, fostering excellence, and transforming diverse students into lifelong learners and engaged citizens deeply resonates with ECHO AFC Transportation's values. We understand the importance of accessible, dependable, and innovative transportation in supporting a thriving urban academic community. Our team is committed to ensuring that Texas Southern University's students have a safe, efficient, and seamless transit experience that enhances their educational journey.

Key highlights of our capabilities include:

- **Extensive Experience:** ECHO AFC Transportation has years of experience managing shuttle services for universities, corporate campuses, and municipalities, providing seamless and dependable transit solutions.
- **Fleet Excellence & Safety:** Our modern, ADA-compliant fleet is meticulously maintained to ensure reliability and passenger safety, exceeding industry safety standards.
- **Technology Integration:** We offer GPS tracking, real-time scheduling, and mobile applications for enhanced rider communication and service efficiency.
- **Sustainability Commitment:** Our company prioritizes eco-friendly solutions, including low-emission vehicles and fuel-efficient routing strategies to support campus sustainability initiatives.
- **Customer-Centric Service:** We emphasize rider satisfaction by employing professionally trained, courteous drivers and implementing responsive customer service protocols.

Our team is excited about the opportunity to collaborate with Texas Southern University and contribute to the smooth operation of its transportation network. We are confident that our expertise, commitment to safety, and innovative approach will make us an ideal partner for this initiative.

Thank you for your time and consideration. We welcome the opportunity to discuss our proposal further and demonstrate how ECHO AFC Transportation can enhance the university's shuttle services. Please feel free to contact me at your earliest convenience if I can be of further assistance.

Sincerely,

A handwritten signature in black ink, appearing to read "Denae Richards", written over a white background.

Denae Richards

Director of Business Development



## EXECUTIVE SUMMARY

### COMPANY INFORMATION

<b>Company Name</b>	GBJ Inc.
<b>Business Name</b>	ECHO AFC Transportation
<b>Founded</b>	1991
<b>Headquarters &amp; Mailing Address</b>	15734 Aldine Westfield Rd, Houston, TX 77032
<b>Main Phone #</b>	713-988-5466
<b>Officer</b>	John Ferrari, President / CEO
<b>Website</b>	<a href="http://www.echoafc.com">http://www.echoafc.com</a>



## ECHO AFC TRANSPORTATION LEADERSHIP TEAM

**John Ferrari, Chief Executive Officer**  
**john@echoafc.com**

As the Co-founder of ECHO AFC Transportation, John has taken a small family-owned transportation service to the largest livery and transportation service in the State of Texas and beyond. Offering chauffeured service in a luxury vehicle from sedans, SUVs, vans, minibuses, or motor coaches. With hundreds of Vehicles to choose from for any type of occasion, we can manage any size, and any services needed. In addition to vehicles John also has supported many large projects overseeing Campus Shuttle Services in Florida and Texas. John has developed passenger tracking software to provide timestamps, locations and command center support for large passenger movements. Manages university shuttle and parking programs with an above average 90% on-time performance.



**Kim Tubbs, Chief Business Development Officer**  
**kim@echoafc.com**

Kimberly Bratton-Tubbs brings over 40 years of extensive experience in the transportation industry, specializing in operations, sales, and executive management. Her career journey began in EMS as a firefighter/ medic then transitioned to transportation with roles at LTR in Las Vegas, K-T Services, Coach USA, Greyhound Travel Services, Bell, and Presidential Limousine. Relocating to Texas in 2005, she joined Coach America, where she served as Vice President.

Currently, Kim holds the position of Chief Business Development Officer for ECHO AFC Transportation and TBL Group. Throughout her career, Kim's remarkable contributions have earned her prestigious accolades, including the Distinguished Women in Southern Nevada and Women of Achievement Nevada awards.



**Stephanie Ferrari, Chief Operations Officer**  
**stephanie@echoafc.com**

For over 16 years, Stephanie has assisted, managed, and directed ECHO AFC operations in Houston. With a remarkable record she was promoted to Chief Operating Officer of TBL Operations and for the past five years has overseen both operations of Texas and Florida. Stephanie began her career with a small daily shuttle programs of 3 vehicles which has since advanced to over 300 daily programs. From VIP car services to large motorcoach event logistics. She has successfully worked scalable projects across the United States from campus shuttles to Superbowl shuttles. Stephanie's personal moto, "I Can, and I Will!"





**Eddie Coronel, Fleet Manager Houston**  
**eddie@echoafc.com**

Eddie began his career alongside his father working at Texas Bus Lines in 1995.

Texas Bus Lines was acquired by Coach USA and Eddie became instrumental in leading the shop. Eddie has all certifications to work on commercial vehicles as well as holding a CDL license. When Coach USA sold to Coach America Eddie remained and continually made improvements and continued his education and certifications. Eddie was selected to oversee maintenance for both TESS and FEMA contracts. He was responsible for inspecting vehicles and repairs if they could be done on site or would work with safety team to push to the DOT team for final determination of releasing a motorcoach that had DOT violations. 2012 Eddie joined Horizon Coachlines as Maintenance Manager. Eddie joined ECHO AFC transportation in 2019. Eddie's accomplishments include 2005 Employee of the year Coach America.



**George Mbulo, National Safety Director**  
**George@echoafc.com**

Results-oriented and dedicated professional with 24 years of comprehensive experience in safety, security, and customer service relations. Highly adept at thriving in high-pressure environments. I possess a strong affinity for teamwork and collaborating toward a shared objective. I excel in tackling complex challenges and finding innovative solutions. With strong abilities in communication, delegation, mentoring, motivation, and training, cultivating a positive safety culture that lays the groundwork for a financially prosperous business is always my goal when delivering exceptional results.



**Denae Richards, Director of Business Development**  
**denae@echoafc.com**

Denae is a result driven sales professional with more than 10 years in the hospitality and transportation industry. She is skilled at curating the ideal transportation plan for each client. She taps into her more than 30 years of operations & customer service experience to develop long-term client relationships. As the Director of Sales & Account Management, she provides guidance and leadership to our team of sales and account managers.





## TAB 1 – PROPOSAL CRITERIA

### CRITERIA ONE: SHUTTLE BUS SPECIFICATION SHEET

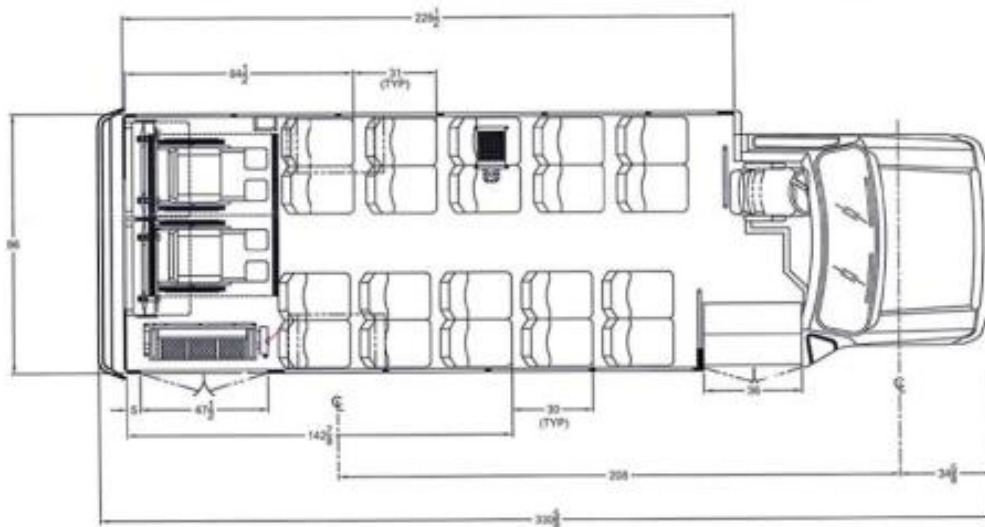
#### Minimum Vehicle and Equipment Requirements

1. **ADA Compliance:** All vehicles will meet ADA standards, with a minimum capacity of 23 passengers (20 with a wheelchair onboard).
2. **Route Signage:** Each vehicle will be equipped with front, side, and rear LED route designation signs for clear visibility.
3. **Interior Features:** Vehicles will have sufficient interior lighting and fully padded, vandal-resistant seating.
4. **GPS Tracking:** Our advanced GPS system will monitor route adherence, providing timestamps, real-time location updates, geofencing alerts, and speed monitoring. Students and staff will have access to a live GPS tracking website and mobile app.
5. **Service Penalties:** To ensure reliability, penalties will be imposed for early, late, and no-service instances based on GPS reports.
6. **Climate Control:** Vehicles will be equipped with HVAC systems that maintain 72°F cooling and 70°F heating, ensuring passenger comfort.
7. **Vehicle Wraps:** TSU has the option to brand vehicles with approved university advertisements.
8. **Spare Vehicles:** A spare vehicle will be provided for every bus out of service to prevent service disruptions.
9. **University Branding:** The TSU name and logo will be prominently displayed on all vehicles, subject to approval by the TSU Marketing and Communications Department.

## Starcraft Allstar 27'



# IMAGES & FLOORPLAN





## CRITERIA TWO: DRIVER QUALIFICATION AND EXPERIENCE

### **ECHO AFC Transportation – A Leader in Campus Shuttle Services & More**

With over 30 years of experience in the transportation industry, **ECHO AFC Transportation** has established itself as a premier provider of **campus shuttle services** nationwide. Our dedication to exceptional service, safety, and operational excellence has made us a trusted partner for universities, colleges, and educational institutions across the country.

### **Campus Shuttle Service Excellence**

ECHO AFC Transportation specializes in **customized campus shuttle solutions**, ensuring students, faculty, and staff have reliable, safe, and efficient transportation. Our **modern fleet** and **24/7 dispatch team** allow us to provide seamless service tailored to the unique needs of each campus. With a strong focus on **safety and student experience**, we comply with all federal and state transportation regulations, including **Senate Bill 9**, which governs student transportation in Texas.

### Driver Qualifications

#### **ECHO AFC Transportation upholds the highest standards for drivers**

Driver qualifications, safety, and compliance with all state and federal regulations is our mandate. Our extensive hiring and training programs ensure that every operator meets and exceeds the requirements set forth by Texas Southern University (TSU).

- 1. Texas Commercial Driver's License (CDL) Compliance**

All ECHO AFC Transportation drivers maintain continuous possession of a valid Texas CDL for at least three years. We strictly adhere to Texas Government Code, Section 522, and the Texas Administrative Code, Title 37, Chapter 16. Before hiring, all CDL records are verified through the Texas Department of Public Safety.

- 2. Class B CDL License Requirement**

All drivers operating TSU shuttles will hold a valid Class B CDL with passenger and air brake endorsements, ensuring they meet all legal requirements to safely operate large-capacity shuttle buses.

- 3. Accident-Free Driving Record**

As part of our stringent hiring process, all candidates must have an accident-free driving record for the past two years. Driving histories are reviewed through the Motor Vehicle Records (MVR) database before employment.

- 4. Moving Violation Restrictions**

Drivers may not have more than two traffic citations for moving violations in the past two years. Any candidate exceeding this threshold is automatically disqualified from consideration.

- 5. No DWI or DUI Convictions**

ECHO AFC Transportation enforces a strict zero-tolerance policy regarding impaired driving. Any individual with a DWI or DUI conviction, regardless of timeframe, is not eligible for employment.

- 6. Criminal Background Screening**

All drivers undergo thorough background checks before hiring, including federal, state, and county criminal history screenings. We ensure that all hired drivers have no history of felony convictions, active warrants, or disqualifying misdemeanors.



7. **Drug and Alcohol Testing Compliance**  
ECHO AFC Transportation mandates drug and alcohol testing for all drivers before hiring and throughout employment. We conduct random, post-accident, and reasonable suspicion drug and alcohol screenings in full compliance with the U.S. Department of Transportation (DOT) and Federal Motor Carrier Safety Administration (FMCSA) regulations.
8. **English Proficiency**  
To ensure effective communication with TSU students and staff, all drivers must demonstrate the ability to read, write, and speak English fluently. This is verified during the hiring process and reinforced through our training program.
9. **Driver Uniform Requirement**  
All drivers are provided with professional, company-branded uniforms, which they are required to wear at all times while on duty. This ensures a consistent and professional appearance in line with TSU's expectations.
10. **Driver Identification Nameplate**  
Each driver is required to display a nameplate inside the vehicle, positioned above the windshield, clearly showing their first and last name. This promotes accountability and allows passengers to easily identify their operator.
11. **Scheduled Breaks & Off-Campus Staging**  
ECHO AFC Transportation ensures that all scheduled shuttle breaks occur away from the TSU campus. Vehicles that are not in service will display an "Out of Service" message, and all staging for breaks and meals will take place at designated off-campus locations. Bathroom breaks will be taken at approved stops with bus stop cut-outs.
12. **Prohibition of Distracted Driving & Smoking**  
ECHO AFC Transportation enforces a strict no-distraction policy. Drivers are prohibited from using mobile phones, texting, listening to personal music devices, or engaging in any activity that may compromise safe operation. Additionally, smoking while on duty is strictly prohibited.
13. **Student and Employee ID Verification**  
To ensure that only authorized individuals utilize TSU shuttle services, drivers are required to verify each passenger's TSU ID badge before allowing them to board. Transportation will be denied to individuals without proper TSU identification or those presenting IDs from unauthorized institutions.

### **Enhanced Training & Safety Measures**

Beyond the stated requirements, ECHO AFC Transportation enhances driver competency through:

- **Smyth Safety Training:** A comprehensive driver safety program focused on defensive driving, passenger assistance, ADA compliance, and emergency response procedures.
- **TSU Route-Specific Training:** Each driver undergoes hands-on route training to ensure familiarity with TSU's designated shuttle routes, campus traffic flow, and high-traffic areas.
- **Customer Service Training:** Drivers are educated on professional communication, conflict resolution, and student engagement to maintain a positive experience for all passengers.

By adhering to these rigorous hiring, training, and compliance measures, ECHO AFC Transportation guarantees that TSU's student shuttle service will be operated safely, professionally, and in full alignment with university expectations.



While we are a leader in **higher education transportation**, our expertise extends far beyond campuses. We proudly serve a diverse range of industries and clients, including:

- **Professional & Collegiate Sports:** We provide elite transportation services for NFL, MLS, and other sports organizations, ensuring teams travel in comfort and style.
- **Corporate & Event Transportation:** From executive shuttles to large-scale event logistics, we offer reliable solutions for corporate clients, conventions, and hospitality partners.
- **Military & Government Contracts:** Our company is a trusted provider for military personnel **transportation, meeting stringent security** and operational requirements.
- **K-12 School & Charter Services:** We ensure safe, dependable transportation for schools, student trips, and academic programs nationwide.



Proprietary information and /or  
trade secrets to be exempted  
from disclosure to a third party.

## References

### **University of Texas Dallas Campus Shuttle**

ECHO AFC operates the UTD Campus Shuttle 7 days a week. The shuttle covers (6) routes running 7:00am to 11:00pm

CONTACT: Elena Gali-Grant  
972-883-4871  
[elena@utdallas.edu](mailto:elena@utdallas.edu)

### **Children's Health Services Shuttle (Plano & Dallas)**

ECHO AFC operates the staff shuttle for CHS weekdays Monday – Friday. The shuttle covers (7) routes running through the day 5:30am – 12:00am

CONTACT: Ricky Harbaugh, CPP  
O: 214-456-1214  
C: 469-822-2352  
[Ricky.Harbaugh@childrens.com](mailto:Ricky.Harbaugh@childrens.com)

### **University of North Florida Campus Shuttle**

ECHO AFC operates the UNF Campus Shuttle running 7 days a week. The shuttle covers (10) routes across the Jacksonville area covering the campus and student housing. The different routes run anywhere from 7:00am to early morning the following day.

CONTACT: George Androuin  
904-620-4222  
[Gandroui@unf.edu](mailto:Gandroui@unf.edu)

### **City of Richardson DART Shuttle**

ECHO AFC operates a local city route for the City of Richardson running 5 days a week, Monday – Friday. The routes runs between to local Dallas Area Rapid Transit stop and multiple business locations in Richardson, TX.

CONTACT: Mark Nelson, Director of Transportation and Mobility  
972-744-4325  
[Mark.nelson@cor.gov](mailto:Mark.nelson@cor.gov)

**Reference Letters on the following two pages**



University of North Florida  
George Androuin, Director, Business and Parking Services

Proprietary information and /or  
trade secrets to be exempted  
from disclosure to a third party.



Adam W. Herbert  
University Center

December 8, 2021

To whom it may concern,

I am writing to recommend ECHO Transportation for any organization requiring professional transportation services.

I have had the opportunity to work with ECHO Transportation for nearly four years as they provide UNF's shuttle services and been consistently impressed with the quality and maintenance of the shuttle buses, driver professionalism and their on-site manager, Luis Senior. Mr. Senior and his team have been amazing partners providing UNF with excellent service and working with us through new and evolving COVID protocols, route changes and other challenges to ensure patrons are receiving the best and quickest level of service.

The original 10-year contract called for temporary buses at a reduced hourly rate during year 1 with new buses, charged at a higher hourly rate, to be delivered and operational beginning year 2. However due to manufacturer's postponement of new bus delivery and UNF's desire to defer increased hourly shuttle rates, ECHO agreed to postpone delivery of the new buses until year 4. The temporary buses are in remarkably good condition, and the additional 3 years at the reduced hourly rate deferred potential increases to student fees through the remainder of the 10-year contract. The entire negotiation process was seamless and ultimately extremely beneficial for both the university and students.

Luis and his team have been exemplary and I would recommend ECHO unhesitatingly for any organization seeking professional shuttle services. I can be reached at 904-620-4226 if you require any further information.

Thank you.

Sincerely,

George Androuin

Director, Business and Parking Services

12000 Alumni Drive, Jacksonville, Florida 32224-7699  
TEL: (904) 620.4222 FAX: (904) 620.4223 www.unf.edu/universitycenter  
Equal Opportunity/Equal Access/Affirmative Action Institution



Proprietary information and /or  
trade secrets to be exempted  
from disclosure to a third party.

**City of Richardson DART Shuttle**  
Mark Nelson, Director of Transportation and Mobility



September 11, 2023

John Ferrari  
ECHO AFC Transportation  
15734 Aldine Westfield Road  
Houston, TX 77032

To whom it may concern,

As a client of ECHO AFC Transportation for over 15 years, I am writing to recommend ECHO for their exceptional service operating Galatyn Shuttle and serving the citizens of Richardson. I have had the privilege of collaborating with ECHO and am delighted to discuss their outstanding service.

They have provided a high quality of service and customer care both through their drivers and management team. Whether addressing route-related issues, addressing a rider's concern, or responding to the City of Richardson's requests, ECHO has consistently shown a willingness to listen and implement solutions that align with our needs.

Over our partnership, we have encountered various challenges, including inclement weather, driver shortages and the COVID-19 pandemic. However, ECHO's collaboration and their proactive communication have been highly commendable. They have consistently demonstrated flexibility and a commitment to maintain service levels to meet customer demands despite the challenges.

In addition to this, ECHO has displayed a high level of responsiveness to ridership data requests. They consistently displayed an ability to quickly provide the information required, significantly enhancing our comprehension of the Galatyn Shuttle service.

In summary, the City of Richardson is very satisfied with the services provided by ECHO AFC Transportation for the Galatyn Shuttle and would recommend their services to other potential clients.

Sincerely,

A handwritten signature in blue ink that reads "Mark Nelson".

Mark Nelson  
Director of Transportation & Mobility  
City of Richardson, Texas  
972-744-4325  
Mark.Nelson@cor.gov



Proprietary information and /or trade secrets to be exempted from disclosure to a third party.

**CRITERIA THREE: PURCHASE PRICE (COST PROPOSAL)**

**Pricing Proposal for Texas Southern University Campus Shuttle Bus Service**

ECHO AFC Transportation is pleased to submit the following pricing structure for the Texas Southern University Campus Shuttle Bus Service. Our pricing is all-inclusive, covering all equipment, drivers, services, insurance, fuel, and any other expenses necessary to fulfill the requirements of each trip. Texas Southern University will not incur any additional costs beyond the stated quotation price.

**Itemized Breakdown of Costs**

- **Mileage Rate: \$7.73 per mile**
- Fuel Charges/Surcharges: Included in the per-mile and hourly rate
- Driver-Related Costs: Included in the per-mile and hourly rate (wages, benefits, training, and administrative costs)
- Insurance Costs: Fully covered within the quoted pricing
- Vehicle Maintenance & Operational Costs: Included in the per-mile and hourly rate

**Total Base Bid**

The final total cost for the project will be determined based on the total mileage and hours required, in accordance with the provided rate structure.

WEEKDAY MILEAGE	WEEKEND MILEAGE
<ul style="list-style-type: none"> <li>• Two routes, each 2 miles round trip</li> <li>• Each bus departs every 15 minutes = 4 trips per hour</li> <li>• Daily Operation: 19 hours/day</li> <li>• Miles per Bus per Day: 152 miles per bus</li> <li>• Total Miles for Two Buses per Day: 304 miles/day</li> <li>• Total Weekday Miles per Year: 45,600 miles</li> </ul>	<ul style="list-style-type: none"> <li>• One bus covering 3 stops, 2 miles between each stop</li> <li>• Total round-trip distance: 4 miles</li> <li>• Bus departs every 15 minutes = 4 trips per hour</li> <li>• Daily Operation: 19 hours/day</li> <li>• Miles per Day: 304 miles/day</li> <li>• Total Weekend Miles per Year: 18,240 miles</li> </ul>

**Annual and Contract Cost Calculation**

- Total Annual Miles: 45,600 (weekdays) + 18,240 (weekends) = 63,840 miles/year
- Mileage Rate: \$7.73 per mile
- Estimated Annual Cost: 63,840 miles × \$7.73/mile = **\$493,483.20 per year**
- 3-Year Contract Cost: \$493,483.20 × 3 = **\$1,480,449.60**

ECHO AFC Transportation guarantees that all services will be provided at a rate **not to exceed:**

- **\$7.73 per mile or \$68.84/hour**
- **Total 3-Year Contract Cost: \$1,480,449.60**

This all-inclusive pricing ensures transparency, cost predictability, and compliance with the University’s requirements. We appreciate the opportunity to submit this proposal and look forward to the possibility of serving Texas Southern University.

NOTE: Should fuel prices increase by 10%, ECHO AFC Transportation reserve the right to negotiate an increase on cost to cover fuel costs.



## **TAB 2 - EXECUTION OF PROPOSAL AND ATTACHMENTS**

### **EXHIBIT A: EXECUTION OF OFFER**

**NOTE: THIS EXHIBIT MUST BE SIGNED AND RETURNED WITH THE PROPOSAL. PROPOSALS THAT DO NOT INCLUDE THIS EXHIBIT WILL BE DISQUALIFIED. THE PROPOSAL SHALL BE VOID IF FALSE STATEMENTS ARE CONTAINED IN THIS EXHIBIT.**

**By signature hereon, Respondent certifies that:**

All statements and information prepared and submitted in the response to this RFP are current, complete, and accurate.

Respondent has not given, offered to give, nor intends to give at any time hereafter, any economic opportunity, future employment, gift, loan, gratuity, special discount, trip, favor, or service to a public servant in connection with the submitted response.

Neither Respondent nor the corporation, partnership, or institution represented by Respondent or anyone acting for such respondent, corporation, or institution has (1) violated the antitrust laws of the State of Texas under Texas Business & Commerce Code, Chapter 15, or the federal antitrust laws; or (2) communicated the contents of this Proposal either directly or indirectly to any competitor or any other person engaged in the same line of business during the procurement process for this RFP.

When a Texas business address shown hereon that address is, in fact, the legal business address of Respondent and Respondent qualifies as a Texas Resident Bidder under 1 TAC § 111.2.

Under Government Code § 2155.004, no person who prepared the specifications or this RFP has any financial interest in Respondent's Proposal. If Respondent is not eligible, then any contract resulting from this RFP shall be immediately terminated. Furthermore, "under Section 2155.004, Government Code, the vendor [Respondent] certifies that the individual or business entity named in this Proposal or contract is not ineligible to receive the specified contract and acknowledges that this contract May be terminated and payment withheld if this certification is inaccurate."

Under Family Code § 231.006, relating to child support obligations, Respondent and any other individual or business entity named in this solicitation are eligible to receive the specified payment and acknowledge that this contract May be terminated and payment withheld if this certification is inaccurate.

Any Proposal submitted under this RFP shall contain the names and social security numbers of person or entity holding at least a twenty-five percent (25%) ownership interest in the business entity submitting the Proposal.

Name: John Ferrari

Social Security Number: 456-55-5721



Under *Government Code* § 669.003, relating to contracting with an executive of a state agency, Respondent represents that no person who, in the past four years, served as an executive of the Texas Comptroller of Public Accounts, Texas Southern University or any other state agency, was involved with or has any interest in this Proposal or any contract resulting from this RFP. If Respondent employs or has used the services of a former executive head of Texas Southern University or other state agency, then Respondent shall provide the following information: Name of former executive, name of state agency, date of separation from state agency, position with Respondent, and date of employment with Respondent.

Respondent agrees that any payments due under this contract will be applied towards any debt, including but not limited to delinquent taxes and child support that is owed to the State of Texas.

Texas Southern University is federally mandated to adhere to the directions provided in the President's Executive Order (EO) 13224, Executive Order on Terrorist Financing – Blocking Property and Prohibiting Transactions With Persons Who Commit, Threaten to Commit, or Support Terrorism, effective 9/24/2001 and any subsequent changes made to it via cross-referencing respondents/vendors with the Federal General Services Administration's System for Award Management (SAM), <https://www.sam.gov/SAM/>, which is inclusive of the United States Treasury's Office of Foreign Assets Control (OFAC) Specially Designated National (SDN) list.

Respondent certifies that the responding entity and its principals are eligible to participate in this transaction and have not been subjected to suspension, debarment, or similar ineligibility determined by any federal, state or local governmental entity and that Respondent is in compliance with the State of Texas statutes and rules relating to procurement and that Respondent is not listed on the federal government's terrorism watch list as described in Executive Order 13224. Entities ineligible for federal procurement are listed at <https://www.sam.gov/SAM/>

Under Section 2155.006(b) of the Texas Government Code, a state agency May not accept a Proposal or award a contract, including a contract for which purchasing authority is delegated to a state agency, that includes proposed financial participation by a person who, during the five- year period preceding the date of the Proposal or award, has been:

- (1) convicted of violating a federal law in connection with a contract awarded by the federal government for relief, recovery, or reconstruction efforts as a result of Hurricane Rita, as defined by Section 39.459, Utilities Code, Hurricane Katrina, or any other disaster occurring after September 24, 2005; or
- (2) assessed a penalty in a federal civil or administrative enforcement action in connection with a contract awarded by the federal government for relief, recovery, or reconstruction efforts as a result of Hurricane Rita, as defined by Section 39.459, Utilities Code, Hurricane Katrina, or any other disaster occurring after September 24, 2005. Under Section 2155.006 of the Texas Government Code, the respondent certifies that the individual or business entity named in this Proposal is not ineligible to receive the specified contract and acknowledges that any contract resulting from this RFO May be terminated and payment withheld if this certification is inaccurate.

Pursuant to Section 2262.003 of the Texas Government Code, the state auditor May conduct an audit or investigation of the vendor or any other entity or person receiving funds from the state directly under this contract or indirectly through a subcontract under this contract. The acceptance of funds by the Respondent or any other entity or person directly under this contract or indirectly through a subcontract under this contract



acts as acceptance of the authority of the state auditor, under the direction of the legislative audit committee, to conduct an audit or investigation in connection with those funds. Under the direction of the legislative audit committee, the Respondent or other entity that is the subject of an audit or investigation by the state auditor must provide the state auditor with access to any information the state auditor considers relevant to the investigation or audit. Respondent will ensure that this clause concerning the authority to audit funds received indirectly by subcontractors through the vendor and the requirement to cooperate is included in any Subcontract it awards.

### **ANTI-BOYCOTT ISRAEL VERIFICATION**

The Respondent represents that, to the extent this Solicitation constitutes a contract for goods or services within the meaning of Section 2270.002 of the Texas Government Code, as amended, solely for purposes of compliance with Chapter 2270 of the Texas Government Code, and subject to applicable Federal law, Respondent (1) does not boycott Israel; and (2) will not boycott Israel during the term of this Agreement. The term "boycott Israel" as used in this paragraph has the meaning assigned to it in Section 808.001 of the Texas Government Code, as amended.

### **PREFERENCES**

See Section 2.38 of the State of Texas Procurement Manual regarding preferences. Check below to claim a preference under 34 TAC Rule 20.38:

- Supplies, materials, or equipment produced in TX or offered by TX bidder or TX bidder that is owned by a service-disabled veteran \*
- Agricultural products produced or grown in TX
- Agricultural products and services offered by TX bidders\*
- USA produced supplies, materials, or equipment
- Products of persons with mental or physical disabilities
- Products made of recycled, remanufactured, or environmentally sensitive materials, including recycled steel
- Energy Efficient Products
- Rubberized asphalt paving material
- Recycled motor oil and lubricants
- Products produced at facilities located on formerly contaminated property
- Products and services from economically depressed or blighted areas
- Vendors that meet or exceed air quality standards
- Recycled or Reused Computer Equipment of Other Manufacturers
- Foods of Higher Nutritional Value

Respondent represents and warrants that the individual signing this Execution of Offer is authorized to sign this document on behalf of Respondent and to bind Respondent under any contract resulting from this Proposal.



RESPONDENT GBJ Inc. dba ECHO AFC Transportation

SIGNATURE *D. Richards*

NAME (TYPED/PRINTED) Denae Richards

TITLE Director of Business Development

EMAIL ADDRESS denae@echoafc.com

PHYSICAL ADDRESS 15734 Alsine Westfield Rd

CITY/STATE/ZIP Houston, TX 77032

TELEPHONE 713-988-5466 x2030

FAX 713-988-5466

TAX IDENTIFICATION NUMBER 76-0357629

DATE March 11, 2025

**End of Exhibit A**



## HUB SUBCONTRACTING PLAN (HSP)

**Per the statement below in 5.2.2 of the RFP, the HSP is attached in a separately sealed envelope.**

5.2 POLICY OF UTILIZATION OF HISTORICALLY UNDERUTILIZED BUSINESSES (HUB):

It is the policy of Texas Southern University to promote and encourage contracting and subcontracting opportunities for Historically Underutilized Businesses (HUB) in all contracts. Accordingly, the Owner has adopted its Policy on Utilization of Historically Underutilized Businesses, a copy of which is attached hereto. The Policy applies to all contracts with an expected value of \$100,000 or more. If Owner determines those subcontracting opportunities are probable, then a HUB Subcontracting Plan is a required element of the Proposals. Failure to submit a required HUB Subcontracting Plan will result in the rejection of the Proposals.

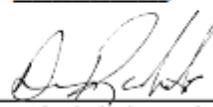
5.2.1 STATEMENT OF PROBABILITY. Owner has determined that subcontracting opportunities are probable in connection with this solicitation. Therefore, a HUB Subcontracting Plan (HSP) is required as a part of the Offeror's Proposals. Offeror shall develop and administer a HSP as a part of the Offeror's Proposals in accordance with the Owner's Policy on Utilization of Historically Underutilized Businesses (HUB).

**5.2.2 Offeror's HUB Subcontracting Plans must be attached separately in a sealed envelope clearly labeled "HUB Subcontracting Plan" and must have the name of the project and the bid number clearly marked on the outside of the sealed envelope.**

5.2.3 Refer to Policy on Utilization of Historically Underutilized Business for a detailed list of attachments required with the HSP available at:  
<https://comptroller.texas.gov/purchasing/vendor/hub/forms.php>



**FORM 1295 INTERESTED PARTIES**

<b>CERTIFICATE OF INTERESTED PARTIES</b>		<b>FORM 1295</b>		
		1 of 1		
Complete Nos. 1 - 4 and 6 if there are interested parties. Complete Nos. 1, 2, 3, 5, and 6 if there are no interested parties.		<b>OFFICE USE ONLY</b>		
		<b>CERTIFICATION OF FILING</b>		
<b>1 Name of business entity filing form, and the city, state and country of the business entity's place of business.</b> GBJ Inc. dba ECHO AFC Transportation Houston, TX United States		Certificate Number: 2025-1275556		
<b>2 Name of governmental entity or state agency that is a party to the contract for which the form is being filed.</b> Texas Southern University		Date Filed: 02/27/2025		
		Date Acknowledged:		
<b>3 Provide the identification number used by the governmental entity or state agency to track or identify the contract, and provide a description of the services, goods, or other property to be provided under the contract.</b> RFP 717-25-715 Campus Shuttle Bus Services				
4	Name of Interested Party	City, State, Country (place of business)	Nature of interest (check applicable)	
			Controlling	Intermediary
	Ferrari, John	Houston, TX United States	X	
<b>5 Check only if there is NO Interested Party.</b> <input type="checkbox"/>				
<b>6 UNSWORN DECLARATION</b>				
My name is <u>Denae Richards</u> , and my date of birth is <u>03/03/1965</u> .				
My address is <u>1505 Skyline Rd</u> , <u>Grand Prairie</u> , <u>TX</u> , <u>75051</u> , <u>US</u> . <small>(street) (city) (state) (zip code) (country)</small>				
I declare under penalty of perjury that the foregoing is true and correct.				
Executed in <u>Dallas</u> County, State of <u>Texas</u> , on the <u>27</u> day of <u>February</u> , 20 <u>25</u> . <small>(month) (year)</small>				
		 Signature of authorized agent of contracting business entity (Declarant)		

# Texas Southern University – Student Off Campus Housing Shuttle Service

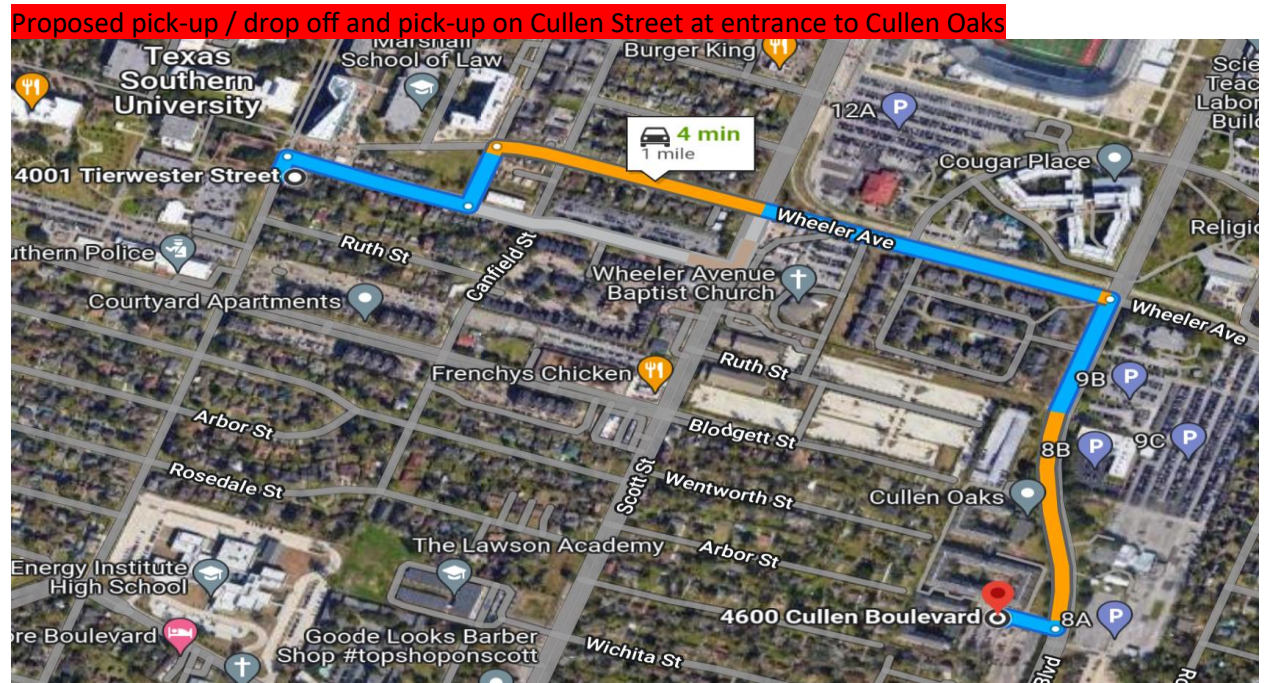
Shuttle Hours are weekdays 6:00 am – 1:00 am, departing from each complex every 15:00 Minutes  
During the week each off campus facility will have a designated bus. Each Bus will have signage so students can easily identify the correct bus for their route. Minimum of 2 buses during the week.  
Weekend schedule 6:00 am – 1:00 am with one bus rotation to each Facility with estimated 1 stop/hour  
Weekend Intervals are TBD.

## Off Campus Locations:

1. Cullen Oaks Apartments  
4600 Cullen Blvd, Houston, TX 77004  
(713) 748-3707



Directions via Cullen BLVD, Wheeler Ave, Attucks St, Rosewood, Tierwester – 4 min 1 mile to TSU Campus

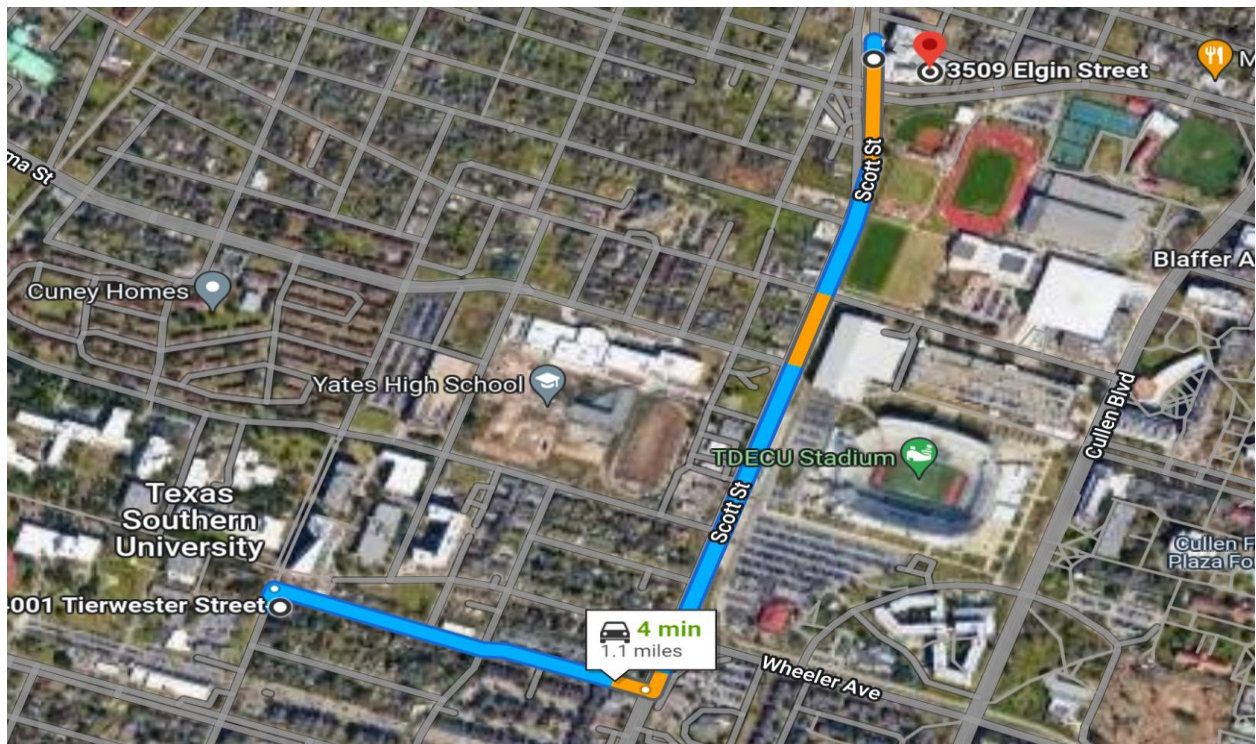


- 2. The Icon –  
3509 Elgin St  
Houston TX 77004  
713-344-1684



Directions via Scott Street to Rosewood/Tierwester 4 Minutes (1.1) Miles

Pick-up/drop off location - Elgin St at the rear entrance gate to ICON



**TEXAS SOUTHERN UNIVERSITY  
BOARD OF REGENTS AGENDA**

**COMMITTEE:** Administration and Finance

**ITEM:** Request Approval to Execute a Contract for Payment Gateway Services

**DATE PREVIOUSLY SUBMITTED:**

**SUMMARY:**

Approval is requested to execute a contract for comprehensive payment gateway services. This platform is critical to the University's financial operations, enabling secure, efficient, and reliable processing of transactions across the campus. It will expand our capacity for electronic billing while providing students with a modern, intuitive self-service system to manage their accounts and payments online.

The adoption of this enhanced solution will elevate the overall user experience, reinforce transaction security, and deliver new capabilities that align with the University's strategic objectives. This initiative underscores Texas Southern University's commitment to operational excellence and continuous improvement, ensuring that our financial systems effectively support the evolving needs of our students, faculty, and staff.

A Request for Proposal (RFP 717-25-713) was posted on the Electronic State Business Daily and TSU's website per Texas Government Code §2155.083.

The University awards contracts to a respondent whose proposal provides the best value to the State of Texas and Texas Southern University, as defined by Texas Government Code, § 2155.074.

The University recommends TouchNet Information Systems for this award. TouchNet is a subsidiary of Global Payment, Incorporated, which is publicly traded, and Form 1295 is not required. TouchNet Information Systems is not a HUB.

Contract Term: 3 Year Term

**SUPPORTING**

**DOCUMENTATION:** Scope of Work (Under Separate Cover)

**FISCAL IMPACT:** Cost not to exceed \$300,000 per year  
University FOAP 1000 31001 7303 70

**ACTION REQUESTED:** Administration recommends approval of this item

**Legal Certification:** Based on available information to date, this action item and its implementation will not be in violation of any applicable federal, state, or local law, or regulation.



09/28/2025

GENERAL COUNSEL

DATE

**Fiscal Certification:** This fiscal note shown above details the true and actual positive or negative fiscal effect that implementation of this proposal will achieve.



09/29/2025

John Pittman (Sep 29, 2025 08:00:19 CDT)

INTERIM CHIEF FINANCIAL OFFICER

DATE



10/02/2025

PRESIDENT

DATE

**TEXAS SOUTHERN UNIVERSITY  
BOARD OF REGENTS AGENDA**

**COMMITTEE:** Administration and Finance

**ITEM:** Request Approval to Amend the Existing Contract for Executive Search Firm Services

**DATE PREVIOUSLY SUBMITTED:** 10/2023

**SUMMARY:**

The Administration requests approval to amend the existing contract for executive search firm services. This amendment will enable the University to engage specialized support in identifying and recruiting top-tier leadership talent, ensuring access to a broad and highly qualified candidate pool. By securing the right leaders, Texas Southern University will strengthen its capacity to advance institutional priorities, drive student success, and position the University for sustained excellence.

A Request for Proposal (RFQ 717-24-701) was posted on the Electronic State Business Daily and Texas Southern University's website per Texas Government Code §2155.083.

The University awards contracts to a respondent whose proposal provides the best value to the State of Texas and Texas Southern University, as defined by Texas Government Code, § 2155.074.

WittKieffer was selected for the award under this solicitation. Wittkeifer is not a HUB vendor and form 1295 was submitted.

Contract Term: October 2025 – August 2026

**SUPPORTING**

**DOCUMENTATION:** Scope of Work (Under Separate Cover)

**FISCAL IMPACT:** NTE: \$360,000  
FOAP: 1000-31001-7253-70

**ACTION REQUESTED:** Administration recommends approval of this item

**Legal Certification:** Based on available information to date, this action item and its implementation will not be in violation of any applicable federal, state, or local law, or regulation.



GENERAL COUNSEL

09/28/2025

DATE

**Fiscal Certification:** This fiscal note shown above details the true and actual positive or negative fiscal effect that implementation of this proposal will achieve.

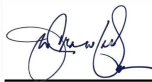


John Pittman (Sep 29, 2025 08:00:37 CDT)

INTERIM CHIEF FINANCIAL OFFICER

09/29/2025

DATE



PRESIDENT

10/08/2025

DATE

**TEXAS SOUTHERN UNIVERSITY  
BOARD OF REGENTS AGENDA**

**COMMITTEE:** Administration and Finance

**ITEM:** Request Approval to Negotiate and Execute a contract for Microsoft Corporation Products

**DATE PREVIOUSLY SUBMITTED:** 10/2023

**SUMMARY:**

The Administration requests approval to negotiate and execute a contract for Microsoft Corporation products for core software, security, support, and cloud infrastructure services. This renewal ensures continuity of services that support faculty, staff, and students across campus.

Description of Services:

- Microsoft Campus A5 Tenant License – Provides Office 365 (Word, Excel, PowerPoint, Outlook, OneDrive, Teams, etc.), MS 365 Defender Suite, email archiving with e-discovery, SCCM for endpoint management, and enhanced security features.
- Microsoft Premier Support - Includes Software Assurance, 24x7 technical support, planning services, and both end-user and technical training.
- Microsoft Azure Infrastructure – Delivers elastic cloud computing for access management (Azure AD), data backup and storage, and Exchange server support.

The University awards contracts to a respondent whose proposal provides the best value to the State of Texas and Texas Southern University, as defined by Texas Government Code, § 2155.074.

Contract Term: 12/1/2025 to 11/30/2026

**SUPPORTING**

**DOCUMENTATION:** Monthly Azure Cloud Inf Cost

**FISCAL IMPACT:** Cost Not to exceed \$300,000 | BOA0001622  
FOAP: 1104-31200-7380-50

**ACTION REQUESTED:** Administration recommends approval of this item

**Legal Certification:** Based on available information to date, this action item and its implementation will not be in violation of any applicable federal, state, or local law, or regulation.



GENERAL COUNSEL

09/28/2025

DATE

**Fiscal Certification:** This fiscal note shown above details the true and actual positive or negative fiscal effect that implementation of this proposal will achieve.



John Pittman (Sep 29, 2025 08:00:55 CDT)

INTERIM CHIEF FINANCIAL OFFICER

09/29/2025

DATE



PRESIDENT

10/01/2025

DATE



Pricing Proposal

Quotation #: 26319569

Reference #: EES - 69258624 Anniversary 2025

Created On: 6/18/2025

Valid Until: 9/30/2025

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## TX-Texas Southern University

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**Ernest Bricker**

3715 Blodgett St  
Warehouse  
Houston, TX 77004  
United States  
Phone: 7133137503  
Fax:  
Email: ernest.bricker@tsu.edu

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## Inside Account Manager

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**John Morizio**

3828 Pecana Trail  
Austin, TX 78749  
Phone: 800-870-6079 Ext. 6526635  
Fax: 732-652-3004  
Email: john\_morizio@shi.com

All Prices are in US Dollar (USD)

	Product	Qty	Your Price	Total
1	Win Server Standard Core ALng LSA 2L Microsoft - Part#: 9EM-00562 Contract Name: Adobe/Microsoft Software & Related Services Contract #: DIR-CPO-5237 Coverage Term: 12/1/2025 – 11/30/2026 <b>Note:</b> Additional Product	32	\$6.54	\$209.28
2	Win Server External Connector ALng LSA Microsoft - Part#: R39-00374 Contract Name: Adobe/Microsoft Software & Related Services Contract #: DIR-CPO-5237 Coverage Term: 12/1/2025 – 11/30/2026 <b>Note:</b> Additional Product	6	\$181.44	\$1,088.64
3	Win Server DC Core ALng LSA 2L Microsoft - Part#: 9EA-00039 Contract Name: Adobe/Microsoft Software & Related Services Contract #: DIR-CPO-5237 Coverage Term: 12/1/2025 – 11/30/2026 <b>Note:</b> Additional Product	112	\$41.45	\$4,642.40
4	Win Remote Desktop Services CAL ALng LSA DCAL Microsoft - Part#: 6VC-01251 Contract Name: Adobe/Microsoft Software & Related Services Contract #: DIR-CPO-5237 Coverage Term: 12/1/2025 – 11/30/2026 <b>Note:</b> Faculty	100	\$7.51	\$751.00
5	SQL Server Enterprise Core ALng LSA 2L Microsoft - Part#: 7JQ-00341 Contract Name: Adobe/Microsoft Software & Related Services Contract #: DIR-CPO-5237 Coverage Term: 12/1/2025 – 11/30/2026 <b>Note:</b> Additional Product	16	\$1,235.39	\$19,766.24
6	Power Apps Premium Edu Sub Per User	5	\$96.96	\$484.80

Microsoft - Part#: SEK-00001  
Contract Name: Adobe/Microsoft Software & Related Services  
Contract #: DIR-CPO-5237  
Coverage Term: 12/1/2025 – 11/30/2026  
**Note:** Additional Product

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7	M365 Apps Enterprise Devices Edu Sub Add-on Microsoft - Part#: RQL-00001 Contract Name: Adobe/Microsoft Software & Related Services Contract #: DIR-CPO-5237 Coverage Term: 12/1/2025 – 11/30/2026 <b>Note:</b> Additional Product	50600	\$0.00	\$0.00
8	M365 A5 Unified Edu Sub Student Use Benefit Per User Microsoft - Part#: AAD-38405 Contract Name: Adobe/Microsoft Software & Related Services Contract #: DIR-CPO-5237 Coverage Term: 12/1/2025 – 11/30/2026 <b>Note:</b> Student	50600	\$0.00	\$0.00
9	M365 A5 Unified Edu Sub Per User Microsoft - Part#: AAD-38400 Contract Name: Adobe/Microsoft Software & Related Services Contract #: DIR-CPO-5237 Coverage Term: 12/1/2025 – 11/30/2026 <b>Note:</b> Faculty Amendment	1450	\$105.08	\$152,366.00
			Total	\$179,308.36

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#### Additional Comments

Due to the potential impact of any current or future tariffs, the price and availability of hardware items on this quote may be subject to change.

This quote has been marked as budgetary, as certain pricing may require approval from Microsoft. Please note, SHI is unable to process Purchase Orders against budgetary quotes. Kindly reach out to your SHI sales team for a Final Quote once you have determined your required counts and licenses.

Thank you for choosing SHI-GS! The pricing offered on this quote proposal is valid through the expiration date set above. To ensure the best level of service, please provide End User Name, Phone Number, Email Address, Quote Number, and applicable Contract Number when submitting a Purchase Order. SHI Government Solutions, Inc. is 100% Minority Owned, Woman Owned Business. TAX ID# 22-3695478; DUNS# 14-724-3096 Please send all POs and quote requests to [EastTexas@shi.com](mailto:EastTexas@shi.com)

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*The products offered under this proposal are resold in accordance with the terms and conditions of the Contract referenced under that applicable line item.*



TEXAS SOUTHERN UNIVERSITY

# Microsoft Unified Enterprise Support

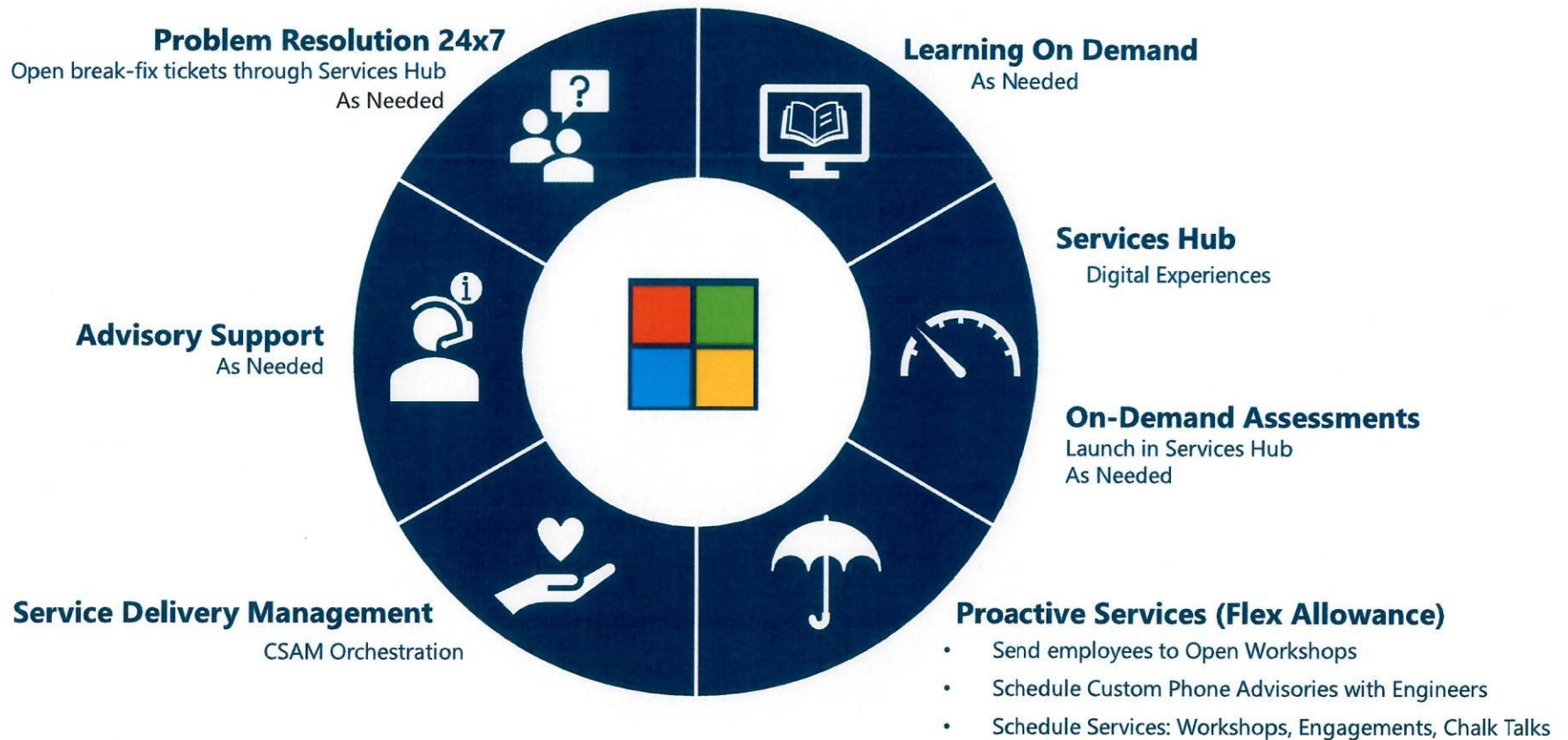
Texas Southern University  
Renewal - Dec 2025

Presented on September 12, 2025

# Support plan overview

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# MICROSOFT UNIFIED SUPPORT OVERVIEW



# Unified Enterprise | Features

Personalized support delivered through a mix of reactive, proactive, and in-depth support solutions

Foundational services	Technical Support (As-needed, 24/7)	<ul style="list-style-type: none"> <li>Expected response times:               <ul style="list-style-type: none"> <li>Critical Sev 1: 15-minutes for Azure*/1-hour for all other products</li> <li>1-hour Sev A/2-hour Sev B/4-hour Sev C</li> </ul> </li> </ul>
	Escalation Management	<ul style="list-style-type: none"> <li>For Critical Business System Down issues, resource assigned after 15-minutes for Azure or 1-hour for all other products</li> <li>For Critical Business System Degraded, resource assigned after 1-hour for all products</li> </ul>
	Third-Party Support	<ul style="list-style-type: none"> <li>Select third-party support with interoperability and configuration guidance and troubleshooting</li> </ul>
	Case Management/Tooling	<ul style="list-style-type: none"> <li>Services Hub portal for one-stop support management, recommendations, Microsoft Services catalog, and product updates</li> </ul>
	IT Health	<ul style="list-style-type: none"> <li>As-needed on-demand assessments with setup and configuration services</li> </ul>
	Cloud Assistance	<ul style="list-style-type: none"> <li>Billing support provided by the Azure Support team (included in the free support)</li> </ul>
	Account Management	<ul style="list-style-type: none"> <li>Assigned Customer Success Account Manager</li> </ul>
	Advisory Support	<ul style="list-style-type: none"> <li>As-needed Advisory Phone Support (limited to six hours or less per incident)</li> </ul>
Technical Training	<ul style="list-style-type: none"> <li>On-demand videos, hands-on labs, learning paths, and expert-led webcasts</li> </ul>	
Tailor your solution	Proactive Services**	<ul style="list-style-type: none"> <li>Expert-led, solution-specific engagements designed to help customers onboard and optimize their key solutions with services for Well-Architected, Server Migration, Security, Microsoft Teams, Power Apps, Analytics, and more</li> </ul>
	Enhanced Solutions**	<ul style="list-style-type: none"> <li>Relationship-driven, in-depth support experiences, including Support for Mission Critical, Designated Support Engineering, Azure Rapid Response***, Azure Event Management, Office 365 Engineering Direct, GitHub Engineering Direct, Developer Support</li> </ul>

\*Does not apply to cases for Azure StorSimple, GitHub AE, Azure Communication Services or Billing & Subscription Management; 1-hour for China Cloud

\*\*Available through Flex Allowance or for purchase as add-ons

\*\*\*Limited availability in certain geos

Microsoft Confidential

# Pricing

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# Unified Agreement Pricing

## (B) Without Cybersecurity Incident Response

Unified Support Renewal		Totals
Unified Support Base		\$ 50,000
<b>Total Unified Support Base</b>		<b>\$ 50,000</b>
Add-on Services	Units	Totals
NA		
<b>Sub-Total Enhanced Services</b>		<b>\$ 0</b>
<b>Total Enhanced Services</b>		<b>\$ 0</b>
<b>Total Fees</b>		<b>\$ 50,000</b>

\*Budgetary Estimate until ESWO is created

\*\*Pricing valid through 3/10/2026

## Price History

Product	2024 Cost	2025 Cost	Forecast 2026	Comments
Software License	\$99,409	\$170,689	\$178,309	PowerApps plus Change from A3 to A5 Licensing to add security features (currently in year 2 of a (3) year contract
Premier Support	\$99,887	\$41,469	\$50,000	Paid to Microsoft Corporation
Cloud	\$96,981	\$55,013	\$60,000	Subscription increases in Azure utilization
	<b>\$296,277</b>	<b>\$267,171</b>	<b>\$288,309</b>	

**TEXAS SOUTHERN UNIVERSITY  
BOARD OF REGENTS AGENDA**

**COMMITTEE:** Administration and Finance

**ITEM:** Request Approval to Negotiate and Execute the Renewal of the Cisco DNA Licensing

**DATE PREVIOUSLY SUBMITTED:**

**SUMMARY:**

The Administration seeks approval to negotiate and execute the renewal of Cisco DNA licensing that supports the University's wireless access network.

Our Cisco wireless access points provide essential connectivity for students, faculty, staff, and visitors. The required licensing enables the University to administer settings that ensure secure access, enforce policies, and protect the integrity of the network.

Approval of this renewal will ensure uninterrupted wireless service and safeguard the University's technology environment, which is fundamental to teaching, learning, research, and operations.

Term: 12/18/25 to 12/30/28

**SUPPORTING**

**DOCUMENTATION:** Prescriptive Quote Q-007873v3 (Under Separate Cover)

**FISCAL IMPACT:** Cost not to exceed \$404,388.36 | BOA0001623  
FOAP: 1104/31200/7380/50

**ACTION REQUESTED:** Administration recommends approval of this item

**Legal Certification:** Based on available information to date, this action item and its implementation will not be in violation of any applicable federal, state, or local law, or regulation.

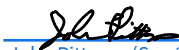


GENERAL COUNSEL

09/28/2025

DATE

**Fiscal Certification:** This fiscal note shown above details the true and actual positive or negative fiscal effect that implementation of this proposal will achieve.



John Pittman (Sep 29, 2025 08:01:10 CDT)

INTERIM CHIEF FINANCIAL OFFICER

09/29/2025

DATE



PRESIDENT

09/30/2025

DATE

**TEXAS SOUTHERN UNIVERSITY  
BOARD OF REGENTS AGENDA**

**COMMITTEE:** Administration and Finance

**ITEM:** Request Approval of Contract Extension for IT Staff Augmentation Services

**DATE PREVIOUSLY SUBMITTED:** August 2025

**SUMMARY:**

The Administration requests approval to extend the contract with Columbia Advisory Group for IT staffing services under the IT Managed Services and Governance, Risk, and Compliance (GRC) Scope of Work agreements.

Columbia Advisory Group will continue to support the University by providing resources for the planning, building, and running of technology-based solutions, including:

- Delivery management and IT leadership
- Infrastructure and operations
- Project management
- Application management
- Banner programming and student module support
- Compliance, risk, and governance services

These services align with Texas Administrative Code (TAC) 202 requirements for information security and cybersecurity at state institutions, including NIST cybersecurity control audits and risk-based vulnerability management.

The University awards contracts to a respondent whose proposal provides the best value to the State of Texas and Texas Southern University, as defined by Texas Government Code, § 2155.074.

These services are procured through TIPS Contract 220105. Columbia Advisory Group has submitted the required Form 1295. The firm is not a HUB vendor and is not publicly traded.

Contract Term: November 2025 to February 2026.

**SUPPORTING**

**DOCUMENTATION:** Governance, Risk, and Compliance Services Proposal and IT Management Proposal Amendment (Under Separate Cover)

**FISCAL IMPACT:** Cost not to exceed \$816,200 | BOA0001618 | FOAP: 1000-31000-7242-50

**ACTION REQUESTED:** Administration recommends approval of this item

**Legal Certification:** Based on available information to date, this action item and its implementation will not be in violation of any applicable federal, state, or local law, or regulation.



GENERAL COUNSEL

09/30/2025

DATE

**Fiscal Certification:** This fiscal note shown above details the true and actual positive or negative fiscal effect that implementation of this proposal will achieve.



John Pittman (Sep 30, 2025 08:12:59 CDT)

INTERIM CHIEF FINANCIAL OFFICER

09/30/2025

DATE



PRESIDENT

10/01/2025

DATE

**TEXAS SOUTHERN UNIVERSITY  
BOARD OF REGENTS AGENDA**

**COMMITTEE:** Administration and Finance

**ITEM:** Request Approval to Extend the Contract for Unarmed Security Officers

**DATE PREVIOUSLY SUBMITTED:** February 2024

**SUMMARY:**

Approval is requested to extend the contract for unarmed safety officers assigned to the University's on-campus and off-campus residential facilities. The continued presence of these officers is essential to ensuring the safety, security, and well-being of the students residing in these facilities. Oversight and governance of this contract will remain under the authority of the Chief of Police.

A Request for Proposal (RFP 717-25-710) was posted on the Electronic State Business Daily and TSU's website per Texas Government Code §2155.083.

The University awards contracts to a respondent whose proposal provides the best value to the State of Texas and Texas Southern University, as defined by Texas Government Code, § 2155.074.

National Collaboration Security, LLC has been selected as the awardee.

Contract Term: One (1) year initial contract with the option to renew for one (1) additional year.

**SUPPORTING**

**DOCUMENTATION:** Proposals (Under Separate Cover)

**FISCAL IMPACT:** Cost not to exceed \$655,500 - (On Campus: \$246,600 + Off Campus: \$408,900)  
FOAP: 1000/62000/8000/70 | BOA0001621

**ACTION REQUESTED:** Administration recommends approval of this item

**Legal Certification:** Based on available information to date, this action item and its implementation will not be in violation of any applicable federal, state, or local law, or regulation.



GENERAL COUNSEL

09/29/2025

DATE

**Fiscal Certification:** This fiscal note shown above details the true and actual positive or negative fiscal effect that implementation of this proposal will achieve.



John Pittman (Sep 30, 2025 08:09:41 CDT)

INTERIM CHIEF FINANCIAL OFFICER

09/30/2025

DATE



PRESIDENT

10/02/2025

DATE

**TEXAS SOUTHERN UNIVERSITY  
BOARD OF REGENTS AGENDA**

**COMMITTEE:** Administration and Finance

**ITEM:** Request Approval to Negotiate and Execute a Contract to Purchase SUVs for the Department of Public Safety

**DATE PREVIOUSLY SUBMITTED:** N/A

**SUMMARY:**

The Administration requests approval to negotiate and execute a contract for the purchase of six (6) sport utility vehicles (SUVs) for the Department of Public Safety through the Sheriffs' Association of Texas Cooperative Vehicle Program (Contract Number 25-06-1010).

This acquisition is critical to ensuring the continued quality, reliability, and efficiency of the University's public safety fleet. The vehicles will be equipped with advanced safety and security features, high-performance engines, and police-tuned technology—providing our officers with the resources necessary to safeguard the campus community at the highest standards of preparedness and effectiveness.

The University awards contracts to a respondent whose proposal provides the best value to the State of Texas and Texas Southern University, as defined by Texas Government Code, § 2155.074.

**SUPPORTING**

**DOCUMENTATION:** Quotes

**FISCAL IMPACT:** Cost Not to Exceed \$459,882.00 | BOA0001628  
FOAP: 9104 62000 7372 38627

**ACTION REQUESTED:** Administration recommends approval of this item

**Legal Certification:** Based on available information to date, this action item and its implementation will not be in violation of any applicable federal, state, or local law, or regulation.



GENERAL COUNSEL

10/01/2025

DATE

**Fiscal Certification:** This fiscal note shown above details the true and actual positive or negative fiscal effect that implementation of this proposal will achieve.

  
John Pittman (Oct 1, 2025 08:51:04 CDT)

INTERIM CHIEF FINANCIAL OFFICER

10/01/2025

DATE



PRESIDENT

10/02/2025

DATE

<b>Date:</b>	<b>9/15/2025</b>
<b>Customer:</b>	<b>Texas Southern University</b>
	<b>2025 Tahoe PPV 4X2</b>



ITEM	Description	QTY	Price	Ext.
TINT	Tint front 2 Windows	1	\$ 199.00	\$ 199.00
36-4045	Westin Push Bumper	1	\$ 626.42	\$ 626.42
36-6015F2MP	Westin 2 Light Channel	1	\$ 39.74	\$ 39.74
MPS63U-RBW	FedSig Micropulse Lights (Bumper)	4	\$ 119.00	\$ 476.00
ALGT53J-P1LC	FedSig Allegiant Lightbar	1	\$ 1,597.20	\$ 1,597.20
PF200	FedSig 200W Siren/Controller	1	\$ 797.00	\$ 797.00
C3100TH21	Code 3 100W Speaker	2	\$ 266.87	\$ 533.74
RUMBLER-SOLO	FedSig Low Frequency Speaker	1	\$ 849.60	\$ 849.60
C3RNRDC-60(L/R)	Code 3 Running Board Lights	2	\$ 468.48	\$ 936.96
MPSW9-RBW	FedSig Wide Angle Mirror Light	2	\$ 152.60	\$ 305.20
MPSW9-TAH21MIR	FedSig Mirror Light Bracket	1	\$ 47.23	\$ 47.23
425-3816	Magnetic Mic Mount	2	\$ 39.24	\$ 78.48
PP-2025-TAH-SWL	Plastix Plus Console	1	\$ 879.25	\$ 879.25
XSM2-BRW-US	FedSig Rear Quarter Window Lights	2	\$ 237.80	\$ 475.60
ELSD-TAH21RBA	FedSig Pillar Lights	1	\$ 1,397.40	\$ 1,397.40
MPS63U-RBW	FedSig Micropulse Lights (License Plate)	2	\$ 119.00	\$ 238.00
475-1674	Jotto Lower Extension Panels	1	\$ 122.66	\$ 122.66
475-1675	Jotto Front Partition	1	\$ 893.44	\$ 893.44
475-1743	Jotto Rear Partition & Prisoner Seat	1	\$ 1,676.37	\$ 1,676.37
475-0849	Jotto Dual Gun Rack	1	\$ 586.93	\$ 586.93
CT6503-DC	Laguna Door Covers	1	\$ 294.56	\$ 294.56
CT65003-RWS	Laguna Window Screens	1	\$ 319.40	\$ 319.40
U-8547	Unit LED Spotlamp Bulb	1	\$ 147.00	\$ 147.00
219060-0002	Unity Spot Lamp	1	\$ 174.80	\$ 174.80
8996	Unity Spotlamp Bracket Kit	1	\$ 46.00	\$ 46.00
PP-TAH-2021-L3-1D-11-CAG	Plastix Plus Single Drawer Storage Vault	1	\$ 2,894.30	\$ 2,894.30
	Tiger Tough Seat Covers for front 2 bucket seats	1	\$ 357.00	\$ 357.00
	Shop Supplies	1	\$ 395.00	\$ 395.00
	Installation	1	\$ 4,250.00	\$ 4,250.00
	Paint 4 Doors White	1	\$ 1,675.00	\$ 1,675.00
			<b>Total:</b>	<b>\$ 23,110.28</b>
	2025 Black Chevrolet Tahoe PPV 4X2	6	\$ 53,537.00	\$ 321,222.00
	Upfit	6	\$ 23,110.28	\$ 138,661.68
			<b>FINAL TOAL</b>	<b>\$ 459,883.68</b>

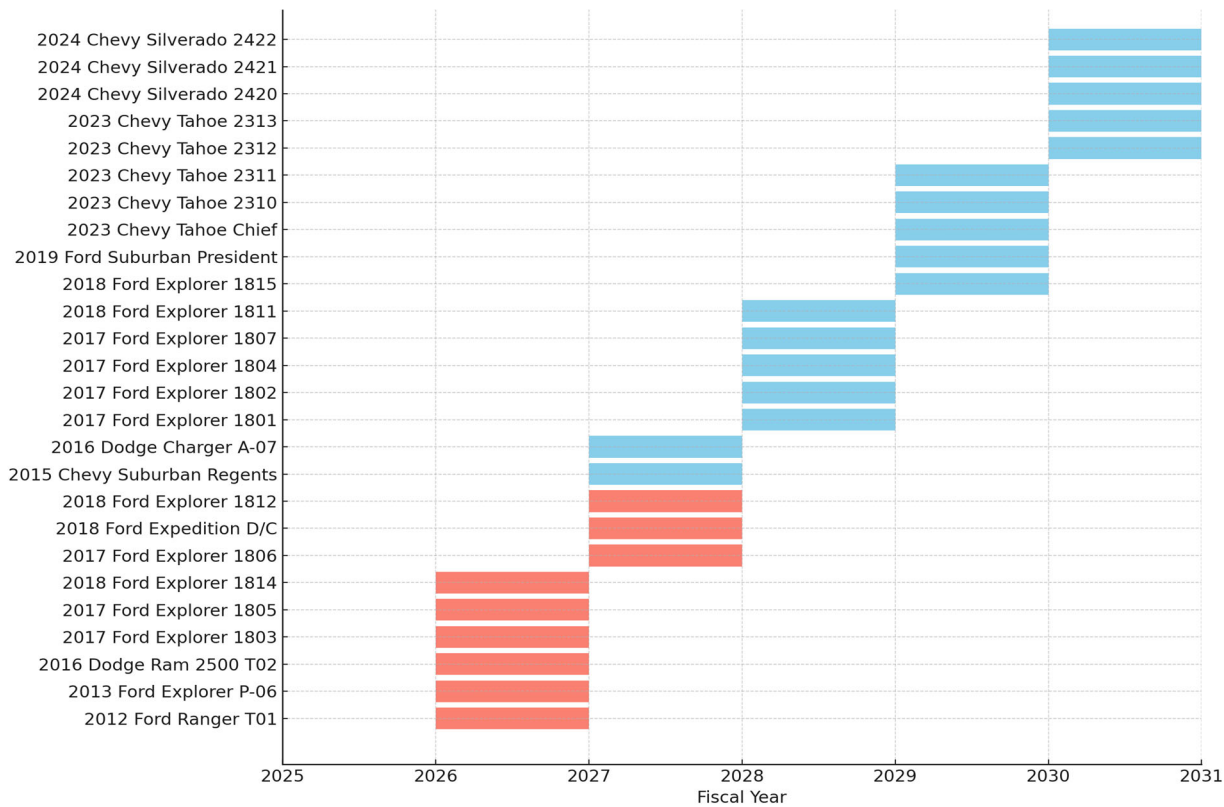
# DPS Vehicle Replacement Plan

A five-year vehicle replacement strategy for the Department of Public Safety fleet. This plan reflects the University's commitment to ensuring the highest standards of safety, operational reliability, and fiscal stewardship.

The program provides for the systematic rotation of approximately five vehicles per year, thereby avoiding large, one-time replacement costs and maintaining a consistently modern fleet. Vehicles identified as being in poor condition, with elevated mileage, or with significant mechanical concerns are prioritized for early replacement.

Through this balanced approach, the University will sustain a fleet that is responsive to public safety needs, financially prudent, and aligned with best practices in campus law enforcement administration.

## Replacement Schedule by Year (Visual)



**Replacement Schedule by Year**

Fiscal Year	Vehicle	Condition
2026	2012 Ford Ranger T01	Poor
2026	2013 Ford Explorer P-06	Poor
2026	2016 Dodge Ram 2500 T02	Transmission
2026	2017 Ford Explorer 1803	Poor
2026	2017 Ford Explorer 1805	Poor
2026	2018 Ford Explorer 1814	Poor
2027	2017 Ford Explorer 1806	Poor
2027	2018 Ford Expedition D/C	Poor
2027	2018 Ford Explorer 1812	Poor
2027	2015 Chevy Suburban Regents	Fair
2027	2016 Dodge Charger A-07	Fair
2028	2017 Ford Explorer 1801	Fair
2028	2017 Ford Explorer 1802	Fair
2028	2017 Ford Explorer 1804	Fair
2028	2017 Ford Explorer 1807	Fair
2028	2018 Ford Explorer 1811	Fair
2029	2018 Ford Explorer 1815	Good
2029	2019 Ford Suburban President	Fair
2029	2023 Chevy Tahoe Chief	Good
2029	2023 Chevy Tahoe 2310	Good
2029	2023 Chevy Tahoe 2311	Good
2030	2023 Chevy Tahoe 2312	Good
2030	2023 Chevy Tahoe 2313	Good
2030	2024 Chevy Silverado 2420	Good
2030	2024 Chevy Silverado 2421	Good
2030	2024 Chevy Silverado 2422	Good

**Past Board Approvals**

3 - Chevy Silverados – approved FY 25

4 – Chevy Tahoes – approved FY 24

**TEXAS SOUTHERN UNIVERSITY  
BOARD OF REGENTS AGENDA**

**COMMITTEE:** Administration and Finance  
**ITEM:** Request Approval for the Issuance of Revenue Financing System (RFS) Bonds  
**DATE PREVIOUSLY SUBMITTED:** N/A

**SUMMARY:**

Pursuant to Section 1.1 and Section 5.7 of the Board Bylaws, and in accordance with Texas Education Code Chapter 55, the Administration seeks Board authorization to issue Revenue Financing System (RFS) Bonds through the Texas Public Finance Authority (TPFA) to advance the University’s student housing modernization initiative.

This financing represents a University Self-Financing model, enabling Texas Southern University to maintain full ownership, governance, and long-term financial benefit of its residential facilities. The proposed structure reflects disciplined fiscal stewardship and the strategic use of the University’s upgraded A-credit rating to achieve the most favorable borrowing terms available.

Through this initiative, Texas Southern University is making a direct investment in the student residential experience—ensuring modern, high-quality housing that supports student success, strengthens institutional capacity, and advances the University’s long-term growth strategy.

**SUPPORTING**

**DOCUMENTATION:** Analysis Summary & Sources and Uses of Funds (Under Separate Cover)

**FISCAL IMPACT:** Under Separate Cover

**ACTION REQUESTED:** Administration recommends approval of this item

**Legal Certification:** Based on available information to date, this action item and its implementation will not be in violation of any applicable federal, state, or local law, or regulation.

  
\_\_\_\_\_  
**GENERAL COUNSEL** 10/09/2025  
\_\_\_\_\_  
**DATE**

**Fiscal Certification:** This fiscal note shown above details the true and actual positive or negative fiscal effect that implementation of this proposal will achieve.

  
\_\_\_\_\_  
John Pittman (Oct 9, 2025 08:23:48 EDT)  
**INTERIM CHIEF FINANCIAL OFFICER** 10/09/2025  
\_\_\_\_\_  
**DATE**

  
\_\_\_\_\_  
**PRESIDENT** 10/09/2025  
\_\_\_\_\_  
**DATE**

**BOARD RESOLUTION AUTHORIZING A REQUEST TO  
TEXAS PUBLIC FINANCE AUTHORITY FOR FINANCING AND THE  
EXECUTION AND DELIVERY OF DOCUMENTS REQUIRED TO  
EFFECTUATE SUCH REQUEST**

**WHEREAS**, the Texas Public Finance Authority (the “Authority”) is authorized to issue revenue bonds to finance the cost of certain projects for the use and benefit of Texas Southern University (the “University”) pursuant to Texas Government Code, Chapter 1232.101; Texas Education Code Chapter 55 (collectively, the “Authorizing Law”) and in accordance with 34 Texas Administrative Code Section 221.3(b);

**WHEREAS**, the University desires to better serve the financial interests of the University by acquiring affordable, quality campus housing, renovating of existing campus housing, and debt refunding opportunity (the “Projects”); and

**WHEREAS**, the University desires and intends to request the Authority to finance the cost of the Projects as permitted by the Authorizing Law;

**WHEREAS**, the University recognizes that in order to finance the cost of the Projects, the Authority may issue short term obligations, bonds, either or both (“Obligations”) in an aggregate principal amount sufficient to finance Project costs in the estimated amount of \$140,000,000.00, plus the costs of issuance and related administrative costs which will be determined at the time of issuance; and

**WHEREAS**, the form of a Request for Financing, with a contemplated date of October 16, 2025 (the “Request for Financing”), from the University to the Authority, which includes a more detailed description of the Projects to be financed for the University, and a proposed expenditure schedule, is presently before the Board of Regents of Texas Southern University, and attached to this Resolution as Exhibit A;

**NOW, THEREFORE, BE IT RESOLVED by the Board of Regents of Texas Southern University that:**

Section 1. The purpose of the financing is to secure funds sufficient to complete the Projects and the financing thereof and is deemed appropriate at this time. Accordingly, the execution and delivery of the Request for Financing to the Authority pursuant to the Authorizing Law is hereby ratified, approved, and confirmed.

Section 2. The President of the University, or his designee, and the Chief Financial Officer are hereby separately authorized, empowered, and directed to:

- a) Submit a request to Texas Public Finance Authority for the financing costs of the Projects;

- b) Sign and deliver any and all documents necessary or desirable to effectuate the request for financing to Texas Public Finance Authority and/or effectuate the financing;
- c) Take any other action necessary to assist in such request for financing.

Section 3. All actions consistent with provisions of this Resolution, heretofore taken by the University, its officers, employees, agents, or consultants directed toward the financing of the Projects are hereby ratified, approved, and confirmed.

Section 4. The officers and employees of the University shall take all action in conformity with the Authorizing Law to effectuate the issuance of the revenue bonds and complete the Projects and to take all action necessary or desirable or in conformity with the Authorizing Law for carrying out, giving effect to, and consummating the transactions contemplated by the Request for Financing, including without limitation, the execution and delivery of any documents in connection with the request for financing.

Section 5. This Resolution was adopted at a meeting open to the public, and public notice of the time, place and purpose of said meeting was given as required by the Texas Open Meetings Act, Chapter 551, Texas Government Code.

Section 6. This Resolution is effective immediately upon passage.

**Adopted this \_\_\_ day of \_\_\_\_\_, 2025, by the affirmative vote of a majority of the Board of Regents of Texas Southern University.**

---

Chairman, Board of Regents  
Honorable Brandon L. Simmons

**Attested:**

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Secretary, Board of Regents  
Honorable Marilyn A. Rose

I hereby certify that the above resolution is accurate in describing the action herein of the Board of Regents of Texas Southern University on the date shown herein.

---

Faith Ruiz  
Executive Director of Board Relations

**TEXAS SOUTHERN UNIVERSITY**  
**University Towers Renovation**

---

**Background**

In 2016 Texas Southern University issued \$55M in revenue financing system bonds for the purpose of constructing the Robert J. Terry Library. Upon the request of the Board of Regents, bonds can be redeemed with stated maturities after May 1, 2027 on May 1, 2026 or any date afterwards in whole or part.

**Project Description**

Refinance the outstanding bonds for debt service savings.

**Location**

N/A

**Budget**

21,965,000 Par amount of refunded

781,552 Potential net present value savings

Total Estimate **Schedule**

N/A

**TEXAS SOUTHERN UNIVERSITY**  
**University Towers Renovation**

---

**Background**

Texas Southern University received a settlement for construction flaws with the Towers Residence hall. The settlement amount is insufficient to complete the needed renovation.

**Project Description**

The existing brick masonry veneer will be removed down to structural cold-formed metal framing back-up and replaced with new brick veneer to match the existing aesthetics. New insulation, air/barrier, flashings, brick masonry, CMU, and metal panels will be installed. The punch windows will be removed and reset, and the curtainwall and storefront systems will remain.

**Location**

Current Towers residency hall location.

**Budget**

41,915,291.75 Construction Costs w/options (University Towers Estimate, pg. 2)  
2,486,934.00 Design Costs (Walter P Moore Path forward, pg. 2)  
44,402,225.75 Total

**Estimated Schedule**

The estimated completion date is Summer 2027.

**TEXAS SOUTHERN UNIVERSITY**  
**New On-campus Residence Hall**

---

**Background**

The demand for additional on-campus student housing has increased at Texas Southern University. For the past two years the university has master leased an additional 400 beds off campus to assist in satisfying the demand. A market feasibility study is being completed. Preliminary findings support the addition of additional beds on campus. This is in line with the Board of Regent's Housing KPI of attaining 2,500 housing beds on campus by 2027.

**Project Description**

A living/learning community will be planned to house 500-600 beds on campus. The facility will incorporate student preferences outlined in the feasibility study.

**Location**

The university's masterplan has outlined several potential placements for new housing facilities. The exact placement has not been decided yet.

**Budget**

69,846,737.00	Construction Costs w/options (University Towers Estimate, pg. 2)
<u>6,659,108.00</u>	Design Costs (Walter P Moore Path forward, pg. 2)
76,505,845.00	Total

**Estimated Schedule**

The estimated completion date is Summer 2028.

**TEXAS SOUTHERN UNIVERSITY  
BOARD OF REGENTS AGENDA**

**COMMITTEE:** Administration and Finance

**ITEM:** Request Approval to Amend FY26 Operating Budget

**DATE PREVIOUSLY SUBMITTED:** 8/2025

**SUMMARY:**

The Administration requests approval to amend the FY2026 Operating Budget to incorporate adjustments in revenues and expenditures that align with the University's evolving priorities, available funding sources, and operational requirements.

This amendment reinforces the University's commitment to responsible stewardship, ensuring that our financial plan remains accurate, sustainable, and strategically positioned to advance institutional goals and student success.

**SUPPORTING**

**DOCUMENTATION:** Budget Amendment

**FISCAL IMPACT:** \$6,589,910

**ACTION REQUESTED:** Administration recommends approval of this item

**Legal Certification:** Based on available information to date, this action item and its implementation will not be in violation of any applicable federal, state, or local law, or regulation.



10/13/2025

GENERAL COUNSEL

DATE

**Fiscal Certification:** This fiscal note shown above details the true and actual positive or negative fiscal effect that implementation of this proposal will achieve.



10/13/2025

[John Pittman \(Oct 13, 2025 12:41:50 CDT\)](#)

INTERIM CHIEF FINANCIAL OFFICER

DATE

**Internal Audit Certification:** This action item and its implementation will not be in violation of any applicable Federal, state, or local law or regulation, including specifically any state agency budgeting rules, and satisfies applicable auditing standards.



10/13/2025

[Darlene Brown \(Oct 13, 2025 13:02:55 CDT\)](#)

ACTING CHIEF AUDIT EXECUTIVE

DATE



10/13/2025

PRESIDENT

DATE

# Texas Southern University

## Fiscal Year 2025-2026

### Operating Budget

Source of Funds Operating Budget	FY 2026			Change (pos/neg)	
	Proposed	Amendment 1	Adjusted Budget	Dollars	Percent
State Appropriations	\$122,834,729.00	4,042,270.92	\$126,876,999.92	11,516,087.00	10%
Tuition and Fees	\$69,806,429.00	2,346,738.74	\$72,153,167.74	(6,084,464.17)	-8%
Auxiliary Funds	22,771,378.00	200,000.00	22,971,378.00	1,077,811.52	5%
All Other Funds	33,482,640.00		33,482,640.00	(22,414,988.51)	-40%
<b>Total Operating Funds</b>	<b>248,895,176.00</b>	<b>6,589,009.66</b>	<b>255,484,185.66</b>	<b>(15,905,554.16)</b>	<b>-6%</b>
Grants (Research)	180,000,000.00	-	180,000,000.00	127,619,621.00	244%
Capital Funds	130,000,000.00	-	130,000,000.00	130,000,000.00	
<b>Total Sources of Revenue</b>	<b>558,895,176.00</b>	<b>6,589,009.66</b>	<b>565,484,185.66</b>	<b>241,714,066.84</b>	<b>76%</b>
<b>Uses of Funds</b>					
<b>Operations</b>					
Salaries and Benefits	116,746,040.00	\$147,847.28	116,893,887.28	1,919,444.91	2%
General Operating	88,332,465.00	6,441,162.38	94,773,627.38	(17,917,101.41)	-23%
Debt Service - Bonds	5,637,650.00	-	5,637,650.00	374,250.00	6%
Scholarships	32,395,879.00	-	32,395,879.00	(9,403,044.89)	-41%
Utilities	5,783,142.00	-	5,783,142.00	711,457.38	11%
<b>Total Operational Uses of Funds</b>	<b>248,895,176.00</b>	<b>6,589,009.66</b>	<b>255,484,185.66</b>	<b>(24,314,994.01)</b>	<b>-11%</b>
Grants (Research)	180,000,000.00	-	180,000,000.00	(127,619,621.00)	-244%
Debt Service	7,025,000.00	-	7,025,000.00	(320,000.00)	-5%
Capital Funds	86,469,323.00	-	86,469,323.00	(23,198,794.90)	-37%
<b>Total Uses of Funds</b>	<b>522,389,499.00</b>	<b>6,589,009.66</b>	<b>528,978,508.66</b>	<b>(175,453,409.91)</b>	<b>-50%</b>
<b>Net Increase/(Decrease) in Operational Sources:</b>	-	0.00	0.00	(33,631,538.51)	
<b>Net Increase/(Decrease) in Total Sources and U:</b>	<b>36,505,677.00</b>	<b>0.00</b>	<b>36,505,677.00</b>	<b>72,849,666.59</b>	

#### Budget Amendment Notes

Salary and Benefits increase is due to approved tenure and promotions approved by the Board of Regents in FY25 effective 9/1/25.  
Operations increase is in the universities contingency.

**TEXAS SOUTHERN UNIVERSITY  
BOARD OF REGENTS AGENDA**

**COMMITTEE:** Administration and Finance

**ITEM:** Request for Annual Review of Endowed and Non-Endowed Investment Policies

**DATE PREVIOUSLY SUBMITTED:** 2024

**SUMMARY:**

The Administration submits the University’s Endowed and Non-Endowed Investment Policies for annual review.

The Endowed Investment Policy, established under the Uniform Prudent Management of Institutional Funds Act (UPMIFA) as codified in Texas Property Code Chapter 163, provides the framework for the prudent management of the University’s endowment. This policy ensures the preservation and growth of endowed assets to support the institution’s mission and long-term priorities. In accordance with the University’s Endowment Fund Investment Policy, the Board of Regents is required to review and affirm this policy on an annual basis.

The Non-Endowed Investment Policy is presented in compliance with the Public Funds Investment Act (Texas Government Code, Chapter 2256). Section 2256.005 requires governing bodies to adopt and annually review a written investment policy for public funds. This policy directs the stewardship of university operating funds to ensure safety, liquidity, diversification, and yield, while maintaining full statutory compliance.

Together, these policies affirm the University’s commitment to prudent financial stewardship, compliance with state law, and the responsible management of both endowed and non-endowed resources.

The Administration does not recommend any changes at this time.

**SUPPORTING**

**DOCUMENTATION:** Texas Southern University Statement of Endowment Fund Investment Policy

**FISCAL IMPACT:** No Fiscal Impact | BOA0001607

**ACTION REQUESTED:** Information

**Legal Certification:** Based on available information to date, this action item and its implementation will not be in violation of any applicable federal, state, or local law, or regulation.


  
\_\_\_\_\_

10/07/2025  
\_\_\_\_\_

**GENERAL COUNSEL**

**DATE**

**Fiscal Certification:** This fiscal note shown above details the true and actual positive or negative fiscal effect that implementation of this proposal will achieve.

  
John Pittman (Oct 7, 2025 16:50:09 CDT)  
\_\_\_\_\_

10/07/2025  
\_\_\_\_\_

**INTERIM CHIEF FINANCIAL OFFICER**

**DATE**

  
\_\_\_\_\_

10/08/2025  
\_\_\_\_\_

**PRESIDENT**

**DATE**

# **Texas Southern University Endowment Fund**



## **Statement of Endowment Fund Investment Policy**

**June 15, 2023**

## **I. OVERVIEW**

This statement is made in accordance with the fiduciary requirements under the Uniform Prudent Management of Institutional Funds (“UPMIFA”) as codified in Texas Property Code Chapter 163. Its purpose is to establish a clear understanding between the trustees of Texas Southern University, investment manager(s), consultant(s), and service provider(s) regarding the investment policies, goals, and objectives of Texas Southern University (the University).

Texas Southern University was established on March 3, 1947. Its legal address is 3100 Cleburne Street, Houston, Texas 77004. The Texas Southern University Endowment will be referred to as the “Endowment Fund” throughout this policy.

The Endowment Fund was established to provide financial aid and support for philanthropy, to promote social welfare or education, or otherwise to further the Fund in the manner described within the Texas Southern University mission statement, as revised from time to time by the appropriate committee.

The Endowment Fund's assets will be managed by one or more investment manager with full discretion within the boundaries of the investment policy for the portion of the allocation that they manage across Equity, Fixed Income, and Alternative asset classes. The investment manager(s) will be selected by the Board of Regents of Texas Southern University with the assistance of the investment consultant. These investment managers will invest the assigned assets in accordance with this investment policy, objectives, and guidelines, and with oversight from the investment consultant.

This statement of objectives and guidelines is intended to provide meaningful guidance in the management of the Endowment Fund's assets and yet not be overly restrictive, given changing economic, business, and investment market conditions.

## **II. STATEMENT OF RESPONSIBILITIES**

The Board of Regents directs the investment activities of Texas Southern University. They recognize this responsibility is best performed by directing professional investment manager(s) and consultant(s), rather than by acting as investment manager(s) themselves.

Therefore, this task will be accomplished by appointing a Chief Investment Officer (CIO) and Investment Officer (IO) to monitor the performance of the investment consultant(s) and manager(s), to ensure that the investment objectives are being met, and to take appropriate action if objectives are not being met over a reasonable period of time. The Board of Regents shall designate the CIO and/or IO.

The University may contract with external investment managers or consultants to assist the CIO/IO in the execution of duties. Such contracts must be approved by the Board of Regents and may not remain in force for a period greater than two years. Renewal or extension of the contract must also be approved by the Board of Regents.

The CIO/IO, acting in accordance with the written procedures and exercising due diligence, shall not be held personally responsible for a specific security's credit risk or market price changes, provided that these deviations are reported immediately and that appropriate actions are taken to control potential adverse developments.

All investment managers and consultants must sign the Investment Policy certification form, acknowledging that the business organization has received and reviewed the Endowment Fund Investment Policy and has implemented reasonable procedures and controls.

**A. The Board of Regents, on behalf of Texas Southern University, is responsible for:**

1. Approving the investment policy, goals, and objectives;
2. Approving qualified investment manager(s) and investment consultant(s);
3. Receiving and reviewing reports about the status and performance of the Endowment Fund's assets;
4. Approving a uniform and appropriate basis for selecting and evaluating the investment manager(s);
5. Appointing a Chief Investment Officer and Investment Officer to monitor the performance of the investment consultant(s) and manager(s), to ensure that the investment objectives are being met, taking appropriate action if objectives are not being met over a reasonable period of time, and ensuring that the investment consultant(s) and manager(s) are in compliance with the investment policy. The CIO and IO may make recommendations based on underperformance over a reasonable period of time and/or failure to comply with the investment policy, including recommendations to replace the investment consultant(s) and manager(s). The CIO and IO are also responsible for ensuring that this investment policy statement is updated when appropriate and for communicating these changes to the appropriate parties.

**B. Conflict of Interest**

All TSU Investment Officials having a direct or indirect role in the investment of TSU funds shall act as custodians of the public trust, avoiding any transaction which might involve a conflict of interest, the appearance of a conflict of interest, or any activity that might otherwise discourage public confidence. Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution of the investment program or impair the ability to make impartial investment decisions. TSU Investment Officials shall disclose any material interests in financial institutions with which they conduct business. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. Investment

Officials shall refrain from undertaking personal investment transactions with the same individuals with whom business is conducted on behalf of TSU. The purpose of this Conflict of Interest Policy Statement is to provide procedures for dealing with such conflicts. The philosophy behind the procedures is to promote disclosure and transparency, rather than to impose categorical prohibitions, and to provide for a flexible approach to deal with actual or perceived conflicts.

### **C. Policies with Respect to Members**

A CIO and/or IO and Regents must disclose to the Administration and Finance Committee Chair any employment or financial interest that the CIO and/or IO and Regents, or a person in the CIO and/or IO and Regents' household, has in an investment or other transaction being considered by the CIO and/or IO and Regents. To avoid doubt, the following relationships do not require disclosure:

- (1) Small ownership interests (defined as less than 5%) in investment management companies whose investment services and products are being considered by the program;
- (2) Professional and business relationships with investment management companies unless the CIO and/or IO and Regents owns more than five percent (5%) of the entity providing services to, or having a relationship with, such investment management company, or provides such services personally; and
- (3) Any portfolio position of other investment entities, where the CIO and/or IO and Regents are serving as a fiduciary or employee; provided, however, that a CIO and/or IO and Regents must disclose an investment or transaction as a fiduciary or employee if:
  - (a) Such investment or transaction would be impacted by TSU's investment or transaction; or
  - (b) TSU's investment or transaction would be impacted by the other entity's investment or transaction.

A CIO and/or IO and Regents must recuse himself/herself from the vote and discussion on any matter with respect to an entity in which the CIO and/or IO and Regents, or a person in the CIO and/or IO and Regents' household, has an employment or financial interest; however, a CIO and/or IO and Regents may respond to any questions of the Administration and Finance Committee prior to recusal. Any such matter may only be approved upon a finding, by the disinterested CIO and/or IO and Regents, that the investment or other transaction is in TSU's best interest and is fair and reasonable to TSU. To avoid doubt, the following relationships do not require recusal:

- (1) Small ownership interests (defined as less than 5%) in investment management companies whose investment services and products are being considered by the program;
- (2) Professional and business relationships with investment management companies unless the CIO and/or IO and Regents owns more than five percent (5%) of the entity providing services to, or having a relationship with, such investment management company, or provides such services personally; and
- (3) Any portfolio position of other investment entities, where the CIO and/or IO and Regents is serving as a fiduciary or employee; provided, however, that a CIO and/or IO and Regents must disclose an investment or transaction as a fiduciary or employee if:
  - (a) Such investment or transaction would be impacted by TSU's investment or transaction; or
  - (b) TSU's investment or transaction would be impacted by the other entity's investment or transaction.

It is presumed that TSU will not invest in any Investment Fund of which a CIO and/or IO and the Board of Regents is the general or managing partner, director, manager, a management-level employee, majority owner, or sponsor. TSU may invest in such an Investment Fund if a five-person special committee, consisting of three disinterested Members appointed by the Chair of the Administration and Finance Committee, as well as the Chair of the Administration and Finance Committee and the Chair of the Board of Regents, determines that the investment is in TSU's best interest and is fair and reasonable to TSU.

A CIO and/or IO and Regents must disclose to the Administration and Finance Committee Chair an intent by the CIO and/or IO and Regents, or a person in the CIO and/or IO and Regents' household, to invest in any investment opportunity learned about through such CIO and/or IO and Regents' position on the Administration and Finance Committee, except for investment opportunities in publicly traded securities purchased on an established market, including mutual funds. No member or person in a CIO and/or IO and Regents' household may invest in an investment opportunity learned about through such CIO and/or IO and Regents' position on the Administration and Finance Committee if the investment would adversely affect TSU's opportunity. This provision also applies to CIO and/or IO and Regents serving as fiduciaries or employees of other investment entities.

#### **D. Policies with Respect to Staff**

A staff member must disclose to the Administration and Finance Committee any employment or financial interest that the staff member or a person in the staff member's household has in an investment or other transaction being considered by the Investment Office. Any such investment or other transaction must be

approved by the Administration and Finance Committee. To avoid doubt, the following relationships do not require disclosure:

- (1) Small ownership interests (defined as less than 5%) in investment management companies whose investment services and products are being considered by the program;
- (2) Professional and business relationships with investment management companies unless the staff member owns more than five percent (5%) of the entity providing services to, or having a relationship with, such investment management company, or provides such services personally; and
- (3) Roles serving as fiduciaries of other investment entities.

A staff member must disclose to the Administration and Finance Committee an intent by the staff member, or a person in the staff member's household, to invest in any investment opportunity learned about through such staff member's position in the Investment Office, except for investment opportunities in publicly traded securities purchased on an established market, including mutual funds. No staff member or person in a staff member's household may invest in an investment opportunity learned about through such staff member's position in the Investment Office if the investment would adversely affect TSU's opportunity.

A staff member who chooses to make a private investment in a company, fund, or other similar opportunity where a CIO and/or IO and Regents serves as an executive officer, partner, or other similar role must disclose the proposed investment to the CIO and/or IO and Regents, who will maintain a record of such investment. In the event that the majority of the CIO and/or IO and Regents decide there is a conflict of interest, the staff member will be notified and will not be permitted to make the investment creating the conflict.

#### **E. Policies with Respect to Members and Staff**

Whenever the Administration and Finance Committee holds a meeting at which an interest or investment is disclosed, the CIO and/or IO and Regents is recused, a special committee is constituted, or an investment or transaction with respect to which the CIO and/or IO and Regents or a staff member has a conflict of interest is considered, the Administration and Finance Committee's consideration of such issues will be reflected in the minutes of the meeting.

No policy can specifically address every conceivable situation that may entail a conflict or potential conflict of interest. As a general matter, CIO and/or IO and Regents and staff should avoid any actions or situations that might result in or create the appearance of using their association with TSU for private gain, according to unwarranted preferential treatment to any individual or organization, losing impartiality, or adversely affecting TSU's reputation. Further, the Chair of the Administration and Finance Committee may appoint a special committee,

consisting of three disinterested members, the Chair of the Administration and Finance Committee and the Chair of the Board of Regents to address any actual or perceived conflict of interest that is not specifically addressed in this policy.

In addition, any investment manager or investment consultant who has a personal business relationship with an organization seeking to sell investments to the University or has a relationship within the third degree of affinity or consanguinity to individuals seeking to sell an investment to the University, shall file a statement disclosing that relationship.

The Endowment Fund corpus and/or income may not be invested in instruments or securities issued by an organization in which an investment manager or consultant is a controlling stakeholder or director.

**F. The Custodian(s) of the Endowment Fund's assets is/are responsible for:**

1. Safekeeping of Endowment Fund assets;
2. Accounting for the financial positions of the Endowment Fund, presenting income and expenses, and identifying the specific assets in the Endowment Fund and their relative proportion to total assets;
3. Ensuring that the Endowment Fund collects income due from investments held and that disbursements are properly authorized;
4. Preparing reports and accountings as requested by the Board of Regents regarding Endowment Funds.

**G. The Investment Manager(s) is/are responsible for the following (if applicable to the asset class):**

1. Managing the Endowment Fund's assets in accordance with this investment policy statement;
2. Complying with the provisions of Texas Property Code Chapter 163 as they pertain to the duties, functions, and fiduciary responsibilities of the manager and the manager's employees assigned to the Endowment Fund's account;
3. Conforming to the standards and responsibilities as established under Texas Property Code Chapter 163 and/or appropriate state regulatory bodies;
4. Acting as the Registered Investment Advisor and serving as the Endowment Fund's Investment Fiduciary (if applicable), as described under Texas Property Code Chapter 163;
5. Investing the Endowment Fund's assets solely in the best interest of the Endowment Fund with the exclusive purpose of:
  - a. Providing benefits to further the stated mission of the Endowment Fund

- b. Defraying reasonable expenses of administering the Endowment Fund
6. Managing the Endowment Fund's assets within the assigned asset class and according to the investment strategy, as originally presented to the Board of Regents of Texas Southern University.

**H. The Investment Consultant will be responsible for:**

1. Endowment Investment Policy Review
2. Asset Allocation Analysis
3. Investment Manager Due Diligence and Oversight
4. Performance Reporting
5. Other investment matters (fee negotiations, board education, market updates, Socially Responsible Investing / Environmental Social Governance, etc.)

**I. Ethics Disclosure**

The prospective fund manager(s) and consultant(s) shall have the Form ADV on file with the Securities and Exchange Commission prior to selling investments to, or managing investments for, Texas Southern University. The Form ADV is required to be filed annually with the Securities and Exchange Commission. A copy of the most recent Form ADV must be on file with Texas Southern University. In addition, a statement of any other personal business relationship with Texas Southern University shall be filed disclosing that personal business interest and will be kept on file by Texas Southern University.

**III. INVESTMENT OBJECTIVES**

A. Investments shall be made with judgment and care, under prevailing circumstances, that a person of prudence, discretion, and intelligence would exercise in the management of the person's own affairs - not for speculation, but for investment -considering the probable safety of capital and the probable income to be derived.

In determining whether an investment officer has exercised prudence with respect to an investment decision, the determination shall be made taking into consideration:

1. The investment of all funds, or funds under the entity's control, over which the officer had responsibility rather than a consideration as to the prudence of a single investment; and
2. Whether the investment decision was consistent with the written investment policy of the entity.

Investment of funds shall be governed by the following investment objectives, in order of priority:

1. Understanding of the suitability of the investment to the financial requirements of the entity;
  2. Preservation and safety of principal;
  3. Liquidity;
  4. Marketability of the investment if the need arises to liquidate the investment before maturity;
  5. Diversification of the investment portfolio; and
  6. Yield.
- B. The Endowment Fund's assets are to be invested in a balanced portfolio composed of equity, fixed income, alternatives, cash equivalent securities, and other investments as determined by the Board of Regents.
- C. These objectives recognize the nature of Texas Southern University, its purpose, and source of funds. Since the Endowment Fund exists for the purpose of providing benefits to philanthropic causes or for otherwise furthering institutional goals as outlined in the mission statement, the assets must be invested in the sole interest and benefit of Texas Southern University in a prudent manner consistent with the provisions of Texas Property Code Chapter 163. Within this framework, the principal investment objectives are:
1. The overall investment objective is to achieve a reasonably consistent rate of return on total Endowment Fund assets, with a concern for stability and preservation of principal.
  2. When selecting securities, the investment manager(s) without discretion is/are expected to prudently diversify the investments of the Endowment Fund consistent with the Endowment Fund's guidelines, thus minimizing the risk of large losses.
- D. In order to meet the Endowment Fund's objectives stated above, the primary long term investment objective of the Endowment is to earn a total real (i.e., inflation adjusted) rate of return that equals or exceeds 4.5% to 5% over the long term (5 to 10 years). It is also understood that due to market conditions, there may be periods where this objective is exceeded and purchasing power is enhanced, as well as periods where the objective is not met and purchasing power is diminished. In addition, the performance of the overall endowment is expected to be consistently in at least the second quartile of the NACUBO Annual Comparative Performance Survey of all educational endowments over rolling five-year time periods. Thus, the CIO and IO are responsible for allocating assets to segments of the market and to managers who will provide superior performance when compared with both managers of other educational endowments and with capital markets generally.

Finally, the total return of the Endowment Fund's investment portfolio should be evaluated against the return of a composite index consisting of appropriate benchmarks weighted according to asset allocation targets.

#### **IV. INVESTMENT POLICY**

##### **A. GENERAL**

1. The assets must be invested in compliance with:
  - Texas Property Code Chapter 163 as amended
  - The Endowment Fund's written investment policy
2. The investment manager(s) is/are granted full investment discretion regarding the purchase and sale of individual securities, which is consistent with the described objectives and directives of the Endowment Fund CIO and IO.
3. The investment manager(s), as the Endowment Fund's investment fiduciary, is/are responsible for the purchase and sale of such securities as they are entrusted.
4. The investment manager(s) is/are not permitted to deviate from specifically announced investment strategies without prior written approval of the Board of Regents (e.g., fixed income only managers are not to purchase equity or convertible securities, and domestic equity only managers are not to purchase international stocks or U.S. Government bonds).
5. The assets of the Endowment Fund shall be invested in a manner that is consistent with generally accepted standards of fiduciary responsibilities. The safeguards which guide a prudent investor shall be observed.
6. All equity, fixed income, and cash equivalent assets must have readily ascertainable market values from commonly accepted market sources and be readily marketable. We recognize alternative investments, by their nature, will not be readily marketable.
7. Preservation of capital is the primary long-term investment objective for the portfolio. Therefore, capital gains are to be protected once earned. As an example, during periods of protracted market declines, cash may be raised up to the maximum permissible level so that the potential for capital losses is reduced.

In order to preserve purchasing power parity, the Endowment's spending policy shall not exceed 5%. The calculation of the 5% spending rate will be based upon a three-year moving average of the Endowment Fund earnings with the most recent year removed. The 5% annual spending rate is required to be applied to each individual endowment. The University will calculate the average market value based upon the time period that these endowments are in existence.

8. The asset value of the portfolio, exclusive of contributions or withdrawals, is expected to increase in value over a period of years.
9. Realization of gains or losses should be reviewed solely in terms of investment merits and long-term expectations.
10. Texas Southern University has determined that lending and/or hypothecation of Endowment Fund assets by its custodian(s) is not permissible.

## **B. PORTFOLIO LIQUIDITY**

1. Investments in cash and cash equivalents should be in the range of zero to five percent (0-5%).

## **C. FIXED INCOME INVESTMENTS**

1. Acceptable fixed income investments
  - a. Fixed income securities are securities that pay and/or accrue interest and/or dividends. Examples of fixed income securities would be U.S. Treasury obligations, obligations of government sponsored enterprises, federal agency obligations, domestic corporate debentures, notes, and preferred stock (unless otherwise specified below and within the minimum quality rating as stated in #3 of this section), commercial paper, commercial bank certificates of deposit, money market funds, and investment company funds which invest in the above. Fixed income securities allowed may include the following:
    - U.S. Government Treasury Obligations
    - U.S. Government Agency Obligations
    - Corporate Bonds, both Investment Grade and High Yield (below Investment Grade). The total investment in High Yield securities is limited to 15% of the total Endowment portfolio's market value
    - Guaranteed Interest Contracts (GICs)
    - Foreign Government Bonds
    - Foreign Corporate Bonds
    - Cash Management and fixed income funds sponsored by organizations exempt from federal income taxation under Section 501(f), Internal Revenue Code of 1986 (26 U.S.C. 501(f))
    - Negotiable Certificates of Deposit issued by a bank that has a certificate of deposit rating of at least one or the equivalent by a nationally recognized credit rating agency or that is associated with a holding company having a commercial paper rating of at least A-1, P1, or the equivalent by a nationally recognized credit rating agency
  - b. Prohibited fixed income investments shall include, but not be limited to:
    - Fixed Income Annuities
    - Yield Enhancement Techniques (options and futures)

- c. Fixed income securities are to be selected and managed to ensure an appropriate balance of quality, maturity, and coupon. This balance should be consistent with current market and economic conditions, as well as this document.
- d. The minimum rating for investments in interest-bearing obligations shall be “Baa” and Commercial Paper “A1/P1”.
- e. Convertible securities shall be considered equity derivatives, and as such, shall not be an acceptable investment in the fixed income allocation.

#### **D. EQUITY INVESTMENTS**

1. Equity securities investments are to be selected and consistently applied on the basis of the criteria and declared strategy of the investment manager (i.e., growth managers buy growth equities and value managers buy value equities). The investment manager(s) is/are directly responsible for the purchases and sales of such investments, under the discretion granted within the investment manager contract.
2. Equity securities are defined to include convertible issues as well as common stocks and shall be acceptable investments within the equity securities category. Equity securities may include common or convertible preferred stock, convertible debentures, or investment company funds which invest in the above. Receipt of stock rights or warrants from existing equity holdings may be held or sold solely at the discretion of the investment manager(s).
3. Funds available for investment in equity securities may be temporarily invested in short-term U.S. Treasury obligations, short-term obligations of government-sponsored enterprises, federal agencies, commercial paper, commercial bank certificates of deposit, money market funds, and other generally accepted money market instruments.
4. The list of acceptable equity-related investments and prohibited equity securities are:
  - a. Acceptable equity-related investments include only the following:
    - Domestic Equities (benchmarks include S&P 500, Russell 3000, Russell 1000, Russell Mid Cap, Russell 2000)
    - Equity Mutual Funds/Co-Mingled Funds
    - Equity Rights and Warrants
    - Global Equity Funds
    - International Equities
    - Emerging Market Funds
    - Index Funds/Exchange Traded Funds (ETFs)
    - Stock/Index Options (Hedging)

b. Prohibited equity securities shall include, but not be limited to:

- Variable Annuities
- Stock/Index Options (Speculation)
- Margin Trading
- Short Selling
- Cryptocurrency
- Other speculative derivatives

5. The Board of Regents has determined that the investment manager(s) are to vote the shareholders' proxies. Such voting is to be solely in the best interest of Texas Southern University within the given stated policy, goals, and objectives. It is further expected that each of the investment manager(s) will report back to the Board of Regents, on an annual basis, regarding the results of these proxy votes.

## **E. ALTERNATIVE INVESTMENTS**

1. Acceptable alternative investments may also include:

- Real Estate (REITs) and/or other Real Asset Strategies
- Venture Capital Investment Funds
- Private Markets (Equity, Credit, Real Estate)
- Hedge Funds and/or Funds of Funds
- Convertible Bond Strategy Funds

*Due to the unique nature of alternative investments and the increased importance of operational due diligence in this asset class, TSU will restrict investments in this category to investment managers who are recommended and have gone through due diligence by their consultant. In the event that TSU should desire to allocate to a strategy outside of the consultant's platform of recommended managers, TSU, with assistance from their consultant, will employ a third-party alternatives due diligence firm to review the investment manager before any potential investment.*

**F. ALLOWABLE INVESTMENT VEHICLES ACROSS THE EQUITY, FIXED INCOME, AND ALTERNATIVES ASSET CLASSES**

1. Separately Managed Accounts
2. Mutual Funds\*
3. Commingled Funds\*
4. Exchange Traded Funds (ETFs)
5. Limited Partnerships or other similar structures
6. Fund of Funds

*The Board foresees the possibility of using mutual funds/commingled funds/limited partnerships or offshore corporate structures in the form of Hedge Fund of Funds and understands that they would not have any control over the management of such funds with regard to guidelines and restrictions. However, whenever possible, they intend to utilize funds that generally comply with the investment guidelines stated in this Investment Policy Statement.*

**G. PORTFOLIO DIVERSIFICATION**

1. General
  - a. The strategic asset mix (minimum and maximum allocations) of fixed income, equities, alternative investments, and cash equivalents shall be at the discretion of the Texas Southern University Board of Regents and shall be reflected within this investment policy statement.
  - b. The total portfolio allocation ranges are:

Asset Class	Sub Asset Class	Allocation Range	Target Allocation
Equity	Domestic Equity	25 - 75%	40.0%
	International Equity	0 - 25%	15.0%
Fixed Income	Domestic Fixed Income	15 - 75%	25.0%
	Global / Intl. Fixed Income	0 - 25%	5.0%
Alternative Investments	Alternative Investments	0 - 25%	12.0%
Cash Equivalents	Cash Equivalents	0 - 5%	3.0%

- c. On an annual basis (or more frequently if determined necessary), the Board of Regents may re-assess and re-balance, in accordance with this statement, Endowment Fund assets as deemed necessary.
- d. No more than ten percent (10%) of the total Endowment Fund assets shall be invested in the securities (equities, debentures, preferred stock) of one issuing corporation at the time of purchasing (excluding U.S. Government and U.S. Government Agency debt).

- e. No more than twenty percent (20%) of the market value of total Endowment Fund assets should be invested in any one industry (excluding U.S. Government and U.S. Government Agency debt).
2. Equity Investments
    - a. Rebalancing
      - It is generally expected that no more than five percent (5%) of a manager's assigned assets shall be invested in one issuing company at the time of purchase without disclosure from the investment consultant. Any one industry that becomes more than twenty percent (20%) of an equity portfolio, due to its price appreciation, shall have shares sold to reduce it back to the policy guidelines.
      - It is generally expected that the investment manager(s) will not exceed individual industry weighting by more than twenty percent (20%) compared to the relevant Benchmark Index. If industry holdings exceed the 20% threshold, then the investment manager shall sell shares to reduce it back to the policy guidelines.
3. Fixed Income Investments
    - a. The fixed income portfolio manager(s) is/are expected to diversify corporate debt investments, or to purchase those investments which themselves are diversified, across a prudently constructed portfolio.
    - b. Excluding U.S. Government and U.S. Government Agency securities, fixed income securities exceeding one year in maturity are not to exceed twenty percent (20%) of an individual portfolio's assets in one corporation.
4. Alternative Investments
    - a. The alternative investments portfolio manager(s) is/are expected to diversify their investments, or to purchase those investments which themselves are diversified, across a prudently constructed portfolio.
    - b. No single alternative investment manager should be more than 5% of the overall Endowment allocation.

## **V. INVESTMENT PERFORMANCE EXPECTATIONS**

### **A. TOTAL PORTFOLIO**

In order to meet the Endowment Fund's objectives stated above, the primary long-term investment objective of the endowment is to earn a total real (i.e. inflation-adjusted) rate of return that equals or exceeds 4.5% to 5% over the long-term (5 to 10 years). It is also understood that due to market conditions, there may be

periods where this objective is exceeded and purchasing power is enhanced, as well as periods where the objective is not met and purchasing power is diminished. In addition, the performance of the overall endowment is expected to be consistently in at least the second quartile of the NACUBO Annual Comparative Performance Survey of all educational endowments over rolling five-year time periods. Thus, the Chief Investment Officer is responsible for allocating assets to segments of the market and to managers who will provide superior performance when compared with both managers of other educational endowments and with capital markets generally.

Finally, the total return of the University's investment portfolio should be evaluated against the return of a composite index consisting of appropriate benchmarks weighted according to the University asset allocation targets.

At least 2 of the 3 investment goals, as described below, are to be achieved over a period of ten years or more.

1. The annualized total returns of the Endowment Fund's assets are to equal or exceed a real rate of return of 4.5% to 5% over a period of ten years or more. One, three, and five-year rolling returns shall be used as interim measures to determine appropriate returns for different investment horizons.
2. Investment returns shall be above the median return of similarly balanced portfolios (equities, bonds, and cash). This performance criterion is to be achieved over a period of one, three, and five years, rather than the ranking in any one year.
3. Volatility, as measured by standard deviation, shall be kept within the historical range of similarly styled portfolios.

## **B. FIXED INCOME INVESTMENTS**

At least 2 of the 3 investment goals, as described below, are to be achieved over a period of ten years or more.

1. The total fixed income component is to equal or exceed the return of whichever is the most appropriate index(es) as determined by the portfolio allocations, net of management fees, over a period of ten years or more. One, three, and five-year rolling returns shall be used as interim measures to determine appropriate returns for different investment horizons.
2. The risk-adjusted returns of the fixed income manager(s) should be above the median returns of similarly styled fixed income manager(s) on an annual basis.
3. Volatility, as measured by standard deviation, shall be kept within the historical range of similarly styled fixed income portfolios.

### **C. EQUITY INVESTMENTS**

At least 2 of the 3 investment goals, as described below, are to be achieved over a period of ten years or more.

1. The total rate of return of the equity component is to equal or exceed whichever is the most appropriate index over a period of ten years or more. One, three, and five-year rolling returns shall be used as interim measures to determine appropriate returns for different investment horizons.
2. The risk-adjusted returns of the equity manager(s) should be above the median returns of similarly styled equity manager(s) on a rolling 3 to 5-year basis, net of all fees.
3. Volatility, as measured by standard deviation, shall be kept within the historical range of similarly styled equity portfolios.

### **D. ALTERNATIVE INVESTMENTS**

At least 2 of the 3 investment goals, as described below, **are** to be achieved over a period of ten years or more.

1. The total rate of return of the alternatives component is to equal or exceed whichever is the most appropriate index over a period of ten years or more. One, three, and five-year rolling returns shall be used as interim measures to determine appropriate returns for different investment horizons.
2. The risk-adjusted returns of the alternative investment manager(s) should be above the median returns of similarly styled alternative investment manager(s) on a rolling 3 to 5-year basis, net of all fees.
3. Volatility, as measured by standard deviation, shall be kept within the historical range of similarly styled alternative investment portfolios.

### **E. PERFORMANCE BENCHMARKS**

Asset class performance benchmarks include the following:

Investment Type	Benchmark*
Domestic Equity	S&P 500 Russell 3000 Russell 2000 Russell 1000 Russell Mid Cap
International Equity	MSCI ACWI ex-US MSCI EAFE MSCI Emerging Markets
Domestic Fixed Income	Bloomberg Aggregate Bloomberg 1-3 Yr. Government Bloomberg High Yield Bloomberg Government/Corporate Bond Index
Global/International Fixed Income	FTSE World Government Bond Index, Bloomberg Global Aggregate
Alternatives	HFRI Indexes, Cliffwater Direct Lending Index, Preqin Private Equity Index, NACREIF, or other appropriate indexes
Cash	90-Day US Treasury Bills

*\*Additional appropriate benchmarks may be employed beyond those listed, including blends.*

An Investment Manager will be rated in a "Favorable Status" if they are delivering favorable performance and there are no outstanding organizational issues. An Investment Manager will be in a "Caution Status" if:

**For Equities:**

- Investment Manager's three-year performance is below the 50th percentile of their peer universe, and they are trailing the style benchmark, or
- Investment Manager's five-plus year performance is below the 50th percentile of their peer universe, and they are trailing the style benchmark.

**For Fixed Income:**

- Investment Manager's three-year performance is below the 50th percentile of their peer universe, and they are trailing the style benchmark, or
- Investment Manager's five-plus year performance is below the 50th percentile of their peer universe, and they are trailing the style benchmark.

**For Alternatives:**

- Investment Manager's three-year performance is below the 50th percentile of their peer universe, and they are trailing the style benchmark, or

- Investment Manager's five-plus year performance is below the 50th percentile of their peer universe, and they are trailing the style benchmark.

The Investment Manager will also be considered on "Caution Status" if there is a material change in the ownership structure of the Investment Manager's organization, or if there is a departure of key investment professionals.

#### Caution Status Procedures:

If deemed necessary, the Consultant is authorized to place a manager on caution status without first informing, or having agreement from, the Investment Committee. In this case, the Consultant must immediately inform the Chairman of the Investment Committee of their action and recommend a course of action. An Investment Manager that falls into "Caution Status" will undergo a thorough review by the Investment Consultant. This review will address how the Investment Manager will move back to "Favorable Status" or be considered for termination. The Investment Manager will be monitored on a monthly basis during this cautionary period. Investment Managers on "Caution Status" may be required to present to the Investment Committee. The Investment Committee will review the Investment Manager's situation based upon the following priorities. Highest priority will be given to those failing to meet the five-year target and next priority will be those failing to meet the three-year target. An Investment Manager can move back to "Favorable Status" by improving its "since inception" performance above the "five-year plus" criteria.

In addition to the above, immediate termination of Investment Managers should be considered:

- When they deviate from the CIO or IO's instructions.
- When they deviate substantially from their investment disciplines and process.
- When the CIO or IO has any material problem or concern regarding the Investment Manager.

## **VI. REPORTING**

A. The CIO or IO is required to report to the Board of Regents on a quarterly basis the current investment position of the university, using the university's fiscal year end date of August 31, prepared in accordance with GAAP. The report will include the following defined criteria:

1. The quarterly investment report shall include a summary statement of investment activity prepared in compliance with generally accepted accounting principles. This summary will be prepared in a manner that will allow the University to ascertain whether investment activities during the reporting period have conformed to the Investment Policy. The report will be provided to the Board of Regents. Additionally, this report will comply with any requirements mandated by the laws of the State of Texas. The report will include, but not be limited to, the following:

- A listing of individual securities held at the end of the reporting period.
  - Unrealized gains or losses resulting from appreciation or depreciation by listing the beginning and ending book and market value of securities for the period.
  - Additions to the Endowment and changes to the market value during the period.
  - Account, fund, or pooled group fund.
  - Average weighted yield to maturity of the portfolio as compared to the applicable benchmark.
  - Listing of investments by maturity date.
  - Fully accrued interest for the reporting period.
  - The percentage of the total portfolio which each type of investment represents.
  - Statement of compliance of the University's investment portfolio with state law and the investment strategy and policy approved by the Board of Regents.
- B. The investment manager(s) is/are required to submit any information necessary to prepare quarterly reports or reports in addition to the requirements stated in Section VI (A). Quarterly report information will be required to be submitted within forty-five days after a current fiscal quarter has ended.

## **VII. COMMUNICATIONS**

- A. The investment manager(s) is/are required to be available to meet with Texas Southern University at least semiannually, unless otherwise directed.
- B. Any significant change in investment strategy by the investment manager(s) should be communicated to Texas Southern University in writing, for approval, prior to the enactment of the strategy.
- C. Any significant changes in investment professionals within the investment management firm or those assigned to this account should be communicated to Texas Southern University within thirty days for their approval.
- D. Performance results, portfolio listings, valuations, and transaction summaries consistent with CFA Institute guidelines should be provided promptly on a quarterly basis.

## **VIII. PERFORMANCE REVIEW**

The Board of Regents of Texas Southern University may request that performance reports be prepared by an independent agency on a quarterly basis, to ascertain current and long-term absolute levels of achievement toward the stated goals. Further comparisons will be made on a relative basis to general market indices and other managed fund results.

## IX. REVISIONS

This statement will be reviewed annually by the Board of Regents of Texas Southern University, and any appropriate modifications will be made. It is the responsibility of the Board of Regents to communicate such revisions, in writing, to the investment manager(s) and consultant(s) within thirty days. Texas Southern University investment policy statement of investment goals and objectives is hereby approved on June 15, 2023, and the Chair of the Texas Southern University Board of Regents affirms that a majority of the Board of Regents has approved this policy.

  
Signature

Mr. Albert H. Myers  
Chair, Texas Southern University  
Board of Regents

**FOR THE ENDOWMENT FUND INVESTMENT MANAGERS**

I hereby acknowledge and accept receipt of Texas Southern University's investment goals and objectives policy statement dated August 18, 2022 (date of approval by the Board of Regents). I have read, understood, and will comply with all approved sections. Furthermore, it is understood by all parties that I, as a representative of my firm, will exercise the care, skill, prudence, and diligence under prevailing circumstances that a prudent person, acting in a like capacity and familiar with such matters, would use in the conduct of an enterprise of like character and with like aims.

The aforementioned firm that I represent is a registered investment advisor under the Securities Act of 1940 and will serve as an investment fiduciary for the Endowment Fund under the Uniform Prudent Management of Institutional Funds Act of 2012 (UPMIFA).

\_\_\_\_\_  
Signature of Principal of Investment Firm

\_\_\_\_\_  
Date

\_\_\_\_\_  
Printed Name & Title

\_\_\_\_\_  
Firm Name

\_\_\_\_\_  
Firm Address

\_\_\_\_\_  
Phone Number

**FOR THE ENDOWMENT FUND SERVICE PROVIDERS**

I hereby acknowledge and accept receipt of Texas Southern University's investment goals and objectives policy statement dated August 18, 2022 (date of approval by the Board of Regents).

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Printed Name & Title

\_\_\_\_\_  
Firm Name

\_\_\_\_\_  
Firm Address

\_\_\_\_\_  
Phone Number

**RECOMMENDATION FOR THE IMPLEMENTATION OF OUR INVESTMENT POLICY STATEMENT**

In order to implement the investment policy statement, the following steps are recommended:

1. Each member of the Board of Regents of Texas Southern University should independently review this statement.
2. This investment policy statement should then be discussed amongst the trustees concerning any necessary changes.
3. This investment policy statement should be voted upon and, when approved, the vote should be noted in the Endowment Fund sponsor's minutes or written consent.
4. The investment policy statement should then be dated and signed by all Endowment Fund Board of Regents members and included within the Endowment Fund sponsor's minutes or written consents.
5. Each service provider to the Endowment Fund (custodian, portfolio manager, investment advisor, investment consultant, broker, and actuary) should sign the receipt of and the acknowledgment of this investment policy statement. These acknowledgments should be included within the Endowment Fund sponsor's minutes or written consents.

## EXHIBIT A



In accordance with GAAP and Section 2256.023 of the Public Funds Investment Act, it is hereby certified that this Quarterly Investment Report for the quarter ended **[Date]**, was jointly prepared by all Investment Officers for Texas Southern University, in accordance with the University's Endowment and Investment Policies.

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**INVESTMENT OFFICER:**

**Anita Lockridge, Interim Vice President for Administration and Finance/CFO**

# **TEXAS SOUTHERN UNIVERSITY, TEXAS INVESTMENT POLICY**

## **PREFACE**

The purpose of this document is to set forth specific investment policy and strategy guidelines for the Texas Southern University (the "TSU") in order to achieve the goals of safety, liquidity, yield, and public trust for all investment activity. The Board of Regents of TSU shall review its investment strategies and policy not less than annually. This policy serves to satisfy the statutory requirements (specifically the Public Funds Investment Act, Chapter 2256 of the Texas Government Code [the Act]) to define, adopt and review a formal investment strategy and policy.

It is the policy of TSU that, giving due regard to the safety and risk of investment, all available funds shall be invested in conformance with State and Federal regulations, applicable Bond Resolution requirements, adopted Investment Policy and adopted Investment Strategy.

Effective investment strategy development coordinates the primary objectives of TSU's Investment Policy and cash management procedures with investment security risk/return analysis to enhance interest earnings and reduce investment risk and aggressive cash management to increase the available "investment period." Maturity selections shall be based on cash flow and market conditions to take advantage of interest earnings as viable and material revenue to all TSU funds. TSU's portfolio shall be designed and managed in a manner responsive to the public trust and consistent with the Investment Policy.

Each major fund type has varying cash flow requirements and liquidity needs. Therefore, specific strategies shall be implemented considering the fund's unique requirements.

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### **Attachments:**

- A. Glossary of Terms
- B. Certification Form

## INVESTMENT POLICY

1. **PURPOSE.** The purpose of this investment policy (the Policy) is to set forth specific investment policy and strategy guidelines for TSU in order to achieve the goals of safety, liquidity, achieving a market rate of return and maintaining public trust for all investment activities. The Board of Regents of TSU shall review the investment strategy and policy at least annually, and the Board of Regents shall annually approve the Investment Policy, including any revisions.
2. **POLICY.** It is the policy of the Texas Southern University (the "TSU") that after allowing for the anticipated cash flow requirements of TSU and giving due consideration to the safety and risks of investments, all available funds shall be invested in conformance with these legal and administrative guidelines to obtain a market rate of return.

Effective cash management is recognized as essential to good fiscal management. An active cash management and investment policy will be pursued to take advantage of investment interest as a viable and material source of revenue for TSU funds. TSU's portfolio shall be designed and managed in a manner designed to maximize this revenue resource, to be responsive to the public trust, and be in compliance with legal requirements and limitations. TSU will invest TSU funds in a manner, which will provide the maximum security and a market rate of return while meeting the daily cash flow demands of TSU.

Investment shall be made with the primary objectives of:

- **Safety** and preservation of principal
- Maintenance of sufficient **liquidity** to meet operating needs
- Obtaining a market rate of return (yield)
- **Public trust** from prudent investment activities

3. **INVESTMENT STRATEGY.** TSU maintains a portfolio that utilizes specific investment strategy considerations designed to address the unique characteristics of the fund groups represented in the portfolio. TSU maintains a comprehensive and proactive cash management program, which is designed to monitor and control all TSU funds to ensure maximum utilization and yield a market rate of return. The investment strategy emphasizes low credit risk, diversification, and the management of maturities. In order to minimize risk of loss due to interest rate fluctuations, investment maturities will not exceed the anticipated cash flow requirements of the funds. The composite portfolio will have a dollar weighted average maturity of two (2) years or less. The management of maturities refers to structuring the maturity dates of the direct investments so that, while funds are initially invested for a longer period of time, some investments mature as cash needs require. The allowable investment instruments as defined in Section 7 of this Policy reflect the avoidance of credit risk. Diversification refers to dividing investments among a variety of securities offering independent returns. This strategy uses local government investment pools to achieve diversification.

3.1 **The primary investment strategy and objectives** of TSU as specified in this Policy (See Section 2.) are listed below, in their order of importance:

- Safety and preservation of principal;
- Maintenance of sufficient liquidity to meet operating needs;
- Achieve a market rate of return on the investment portfolio; and
- Seek at all times to maintain public trust by adhering to the above stated objectives.

3.2 **The list of investments authorized** by this Policy intentionally excludes some investments allowed by state law. The restrictions limit possible credit risk and provide the maximum measure of safety. Within the investment objectives, the investment strategy is to utilize authorized investments for maximum advantage to TSU. To increase the interest earnings for funds identified as being available for investment over longer periods of time based upon a cash requirements projection, TSU will consider the following strategies:

3.2.1 **Strategy No. 1.** Diversifying TSU's investment opportunities through the use of local government investment pools and money market mutual funds as authorized by the Board of Regents. An investment pool is an entity created to invest public funds jointly on behalf of its participants and whose investment objectives in order of priority match those objectives of TSU. Funds are usually available from investment pools on a same-day basis, meaning the pools have a high degree of liquidity. Because of the size and expertise of their staff, investment pools are able to prudently invest in a variety of the investment types allowed by state law. In this manner, investment pools achieve diversification. The strategy of TSU calls for the use of investment pools as a primary source of diversification and supplemental source of liquidity. Funds that may be needed on a short-term basis but that are in excess of the amount maintained at the depository bank are available for deposit in investment pools.

3.2.2 **Strategy No. 2.** Building a ladder structure of Investment Policy authorized securities with staggered maturities for all or part of the longer term investable funds. The benefits of this ladder approach include the following:

- It is straight-forward and easily understood;
- It represents a prudent diversification method;
- All investments remain within the approved maturity horizon;
- It will normally allow TSU to capture a reasonable portion of the yield curve; and,
- It provides predictable cash flow with scheduled maturities and reinvestment opportunities.

3.2.3 **Strategy No. 3.** Pursuant to the Public Funds Investment Act (Texas Government Code 2256.003), TSU may, at its discretion, contract with an investment management firm registered under the Investment Advisors Act of 1940 (15 U.S.C.

Section 80b-1 et seq.) and with the State Securities Board to provide for investment and non-discretionary management of its public funds or other funds under its control.

An appointed Investment Advisor shall act solely in an advisory and administrative capacity, within the guidelines of this Investment Policy. At no time shall the Advisor take possession of securities or funds or otherwise be granted authority to transact business on behalf of TSU. Any contract awarded by TSU for investment advisory services may not exceed two years, with an option to extend by mutual consent of both parties.

Duties of the Investment Advisor contracted by TSU shall abide by the Prudent Expert Rule, whereby investment advice shall, at all times, be given with the judgment and care, under circumstances then prevailing, which persons paid for their special prudence, discretion and intelligence in such matters exercised in the management of their client's affairs, not for speculation by the client or production of fee income by the advisor or broker, but for investment by the client with emphasis on the probable safety of the capital while considering the probable income to be derived.

Chapter 2263 of the Texas Government Code mandates certain actions by governing boards of state entities involved in the management and investment of state funds and adds disclosure requirements for outside financial advisors and service providers. Ethic and disclosure requirements for outside financial advisors and service providers are in Chapter 2263.01 through 2263.06 of the Texas Government Code.

3.2.4 **Strategy No. 4.** TSU will maintain portfolio(s), which utilize four specific investment strategy considerations designed to address the unique characteristics of the fund group(s) represented in the portfolio(s):

3.2.4.1 Investment strategies for operating funds and pooled funds containing operating funds have as their primary objective to assure that anticipated cash flows are matched with adequate investment liquidity. The secondary objective is to create a portfolio structure that will experience minimal volatility during economic cycles through diversification by security type, maturity date, and issuer. All security types, as authorized by this policy, are considered suitable investments for the operating and pooled funds.

3.2.4.2 Investment strategies for debt service funds shall have as the primary objective the assurance of investment liquidity adequate to cover the debt service obligation on the required payment date(s). These funds have predictable payment schedules.

Securities purchased shall not have a stated final maturity date which exceeds the debt service payment date, or funds shall be maintained in an investment pool or money market mutual fund to be available for debt service payments.

- 3.2.4.3 Investment strategies for bond funds and debt service reserve funds shall have as the primary objective the ability to generate a dependable revenue stream to the appropriate debt service fund with low degree of volatility. Managing the Debt Service Reserve Fund's portfolio maturities to not exceed the call provisions of the bond issue will reduce the investment's market risk if TSU'S bonds are called and the reserve fund liquidated. Except as may be required by the bond ordinance specific to an individual issue, securities should be of high quality, with short to medium term maturities. No investment maturity shall exceed the final maturity of the bond issue.
- 3.2.4.4 Debt Service Funds, including reserves and sinking funds, to the extent not required by law or existing contract to be kept segregated and managed separately.
- 3.2.4.5 Investment strategies for special projects or capital projects funds will have as their primary objective to assure that anticipated cash flows are matched with adequate investment liquidity. Market conditions and arbitrage regulations will influence the investment of capital project funds, When market conditions allow, achieving a positive spread to applicable arbitrage yield is the desired objective; although at no time shall the anticipated expenditure schedule be exceeded in an attempt to increase yield.

**Strategy No. 5 - Hold until Maturity.** The strategy of TSU is to maintain sufficient liquidity in its portfolio so that it does not need to sell a security prior to maturity. Should it become necessary to sell a security prior to maturity, where the sale proceeds are less than the current book value, the Investment Officer may authorize the sale of those securities.

- 4. **SCOPE.** The Investment Policy shall govern the investment of all financial assets considered to be part of TSU entity and includes the following funds or fund types: Operating, Auxiliary, Unexpended, and Plant Replacement Funds, Loan Funds, Debt Service Funds, and any other funds which have been contractually delegated to TSU for management purposes. TSU may add or delete funds as may be required by law, or for proper accounting procedures. This policy does not include funds governed by approved trust agreements, or assets administered for the benefit of TSU by outside agencies under retirement or deferred compensation programs. Additionally, bond funds (including debt service and reserve funds) are governed by bond ordinances and are subject to the provisions of the Internal Revenue Code and applicable federal regulations governing the investment of bond proceeds.

5. **INVESTMENT OBJECTIVES.** TSU shall manage and invest its cash with four primary objectives, listed in order of priority: **safety, liquidity, yield, and public trust.** The safety of the principal invested always remains the primary objective. All investments shall be designed and managed in a manner responsive to public trust and consistent with all applicable Texas statutes, this Policy and any other approved, written administrative procedures.

TSU shall maintain a comprehensive cash management program which includes collection of accounts receivable, vendor payments in accordance with invoice terms, and prudent investment of available cash. Cash management is defined as the process of managing monies in order to insure maximum cash availability and maximum yield on short-term investment of pooled idle cash.

The four objectives of TSU'S investment activities shall be as follows (in the order of priority):

- 5.1 **Safety of Principal.** Safety of principal invested is the foremost objective in the investment decisions of TSU. Each investment transaction shall seek to ensure the preservation of capital in the overall portfolio. The risk of loss shall be controlled by investing only in authorized securities as defined in this Policy, by qualifying the financial institutions with whom TSU will transact, and by portfolio diversification. Safety is defined as the undiminished return of the principal on TSU'S investments.
- 5.2 **Liquidity.** TSU'S investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. This is accomplished by structuring the portfolio so that securities mature concurrent with cash needs to meet anticipated demands. Because all possible cash demands cannot be anticipated, the portfolio will also be placed in money market mutual funds or local government investment pools which offer same day liquidity for short-term funds.
- 5.3 **Market Rate-of-Return (Yield).** TSU'S investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of secondary importance compared to the safety and liquidity objective described above. The core of investments is limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed.
- 5.4 **Public Trust.** All participants in TSU'S investment program shall seek to act responsibly as custodians of the public trust. Investment officials shall avoid any transaction which might involve a conflict of interest or otherwise impair public confidence in TSU'S ability to govern effectively. All officials of TSU having either a direct or indirect role in the process of investing idle funds shall act responsibly as custodians of the public trust.

6. **INVESTMENT RESPONSIBILITY AND CONTROL.** The authority for investing funds rests with the Board of Regents. As provided in this policy, the daily operation and management of TSU'S investments are the responsibility of the following persons. These individuals must be qualified and capable in making investment decisions.

6.1 **Delegation of TSU.** The Board of Regents delegates the authority to invest TSU funds to the Chief Investment Officer. Therefore, the Chief Investment Officer is authorized to deposit, withdraw, invest, transfer or manage in any other manner the funds of TSU. In the management of the investment program, the Chief Investment Officer shall establish written procedures for the operation of the investment program consistent with this Policy. Such procedures shall include explicit delegation of TSU to persons responsible for investment transactions. All persons involved in investment activities will be referred to in this Policy as "Investment Officials." No persons may engage in an investment transaction except as provided under the terms of this Policy and the procedures established by the Chief Investment Officer. The Chief Investment Officer shall be responsible for all transactions undertaken, and shall establish a system of controls to regulate the activities of subordinate Investment Officials. The system of controls shall be designed to provide reasonable assurance that ensures the assets of TSU are protected from loss, theft or misuse.

The concept of reasonable assurance recognizes that:

- (1) the cost of a control should not exceed the benefits likely to be derived;
- and,
- (2) the valuation of costs and benefits requires estimates and judgments by management.

The Chief Investment Officer shall be designated as the primary investment officer for TSU and shall be responsible for investment decisions and activities under the direction of the Board of Regents and President. The Chief Investment Officer may delegate any phase of the investment program to the Investment Officer. Both the Chief Investment Officer, and Investment Officer are responsible for daily investment decisions and activities, however, ultimate responsibility for investment decisions will rest with the Chief Investment Officer. Commitment of financial and staffing resources in order to maximize total return through active portfolio management shall be the responsibility of the Board of Regents and President.

6.2 **Prudence.** The standard of prudence to be applied by the Investment Officer shall be the "prudent investor" rule, which states, "investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived." In determining whether the Investment Officer has exercised prudence with respect to an investment decision, the determination shall be made taking into consideration the following:

- 6.2.1 The investment of all funds over which the Investment Officer had responsibility rather than a consideration as to the prudence of a single investment; and,
  - 6.2.2 Whether the investment decision was consistent with the written investment Policy and procedures of TSU.
- 6.3 **Due Diligence.** The Investment Officer acting in accordance with written policies and procedures and exercising due diligence, shall not be held personally responsible for a specific security's credit risk or market price changes. All Investment Officials involved in investment transactions will be bonded.
- 6.4 **Ethical Standards and Conflicts of Interest.** All TSU Investment Officials having a direct or indirect role in the investment of TSU funds shall act as custodians of the public trust avoiding any transaction which might involve a conflict of interest, the appearance of a conflict of interest, or any activity which might otherwise discourage public confidence. Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair the ability to make impartial investment decisions.

An Investment Officer who has a personal business relationship with the depository bank or with any entity seeking to sell an investment to TSU shall file a statement disclosing that personal business interest. Investment official shall disclose any material interests in financial institutions with which they conduct business. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. Investment Officials shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of TSU.

An Investment Officer who is related within the second degree of affinity or consanguinity to an individual seeking to sell an investment to TSU shall file a statement disclosing that relationship. A statement required under this subsection must be filed with the Texas Ethics Commission and the Board of Regents.

- 6.5 **Training.** Each member of the Board of Regents shall attend at least one training session related to the person's responsibilities within six months after taking office or assuming duties. The training will include education in investment controls, security risks, strategy risks, market risk, diversification of investment portfolio, and compliance with the Public Funds Investment Act.

The investment officers shall attend at least one training session containing at least 10 hours of instruction relating to the officer's responsibility under the Public Funds Investment Act within twelve (12) months after assuming duties, and attend an investment training session not less than once every two years, receiving an additional ten (10) hours of training. The investment training session shall be provided by an independent source approved by the Board of Regents or a designated investment committee advising the investment officer. Such training from an independent source shall include the Texas Higher Education

Coordinating Board, the Government Finance Officers Association of Texas, the Government Treasurers Organization of Texas, the Texas Municipal League, the University of North Texas Center Public Management, or any other professional organization, institute of higher learning, or any other sponsor other than a business organization with whom the Board of Regents may engage in an investment transaction.

6.6 **Internal Control.** The Investment Officer shall establish a system of written internal controls, which shall be reviewed annually by independent auditors. The controls shall be designed to prevent loss of public funds due to fraud, error, misrepresentation, unanticipated market changes, or imprudent actions. The internal controls are to be reviewed annually in conjunction with an external independent audit. This review will provide assurance of compliance with policies and procedures as specified by this Policy. TSU, in conjunction with its annual financial audit, shall perform a compliance audit of management controls and adherence to TSU'S established investment policy. The internal controls shall address the following points.

- Control of collusion.
- Separation of transactions authority from accounting and record keeping. Custodial safekeeping.
- Avoidance of physical delivery securities.
- Clear delegation of authority to subordinate staff members.
- Written confirmation for telephone (voice) transactions for investment and wire transfers,
- Development of wire transfer agreement with the depository bank or third party custodian.

7. **AUTHORIZED INVESTMENTS.** As stated previously, safety of principal is the primary objective in investing TSU funds and can be accomplished by limiting two types of risk-credit risk and interest rate risk. Credit risk is the risk associated with the failure of a security issuer or backer. Interest rate risk is the risk that the value of a portfolio will decline due to an increase in the general level of interest rates. In order to provide for safety of principal as TSU's primary objective, only certain investments are authorized as acceptable investments for TSU. TSU is not required to liquidate investments that were authorized investments at the time of purchase. The following list of authorized investments for TSU intentionally excludes some investments authorized by law. These restrictions are placed in order to limit possible risk and provide the maximum measure of safety to TSU funds.

7.1 **Authorized and Acceptable Investments.** The authorized list of investment instruments are as follows:

7.1.1 **Obligations of the United States** or its agencies and instrumentalities.

7.1.2 **Direct Obligations** of the State of Texas, or its agencies and instrumentalities.

7.1.3 **Other Obligations**, the principal of and interest on which are unconditionally guaranteed or insured by, or backed by the full faith and credit of, the State of Texas or the United States or their respective agencies and instrumentalities.

7.1.4 **Collateralized Certificates of Deposit**. A certificate of deposit issued by a depository institution that has its main office or a branch office in this state, and is:

- guaranteed or insured by the Federal Deposit Insurance Corporation or its successor or the National Credit Union Share Insurance Fund or its successor;
- secured by obligations that are described by Section 2256.009(a) of the Public Funds Investment Act, including mortgage backed securities directly issued by a federal agency or instrumentality, but excluding those mortgage backed securities of the nature described in Section 2256.009(b) of the Act; or
- secured in any other manner and amount provided by law for deposits of TSU.

7.1.5 **Eligible Local Government Investment Pools**. Public funds investment pools which invest in instruments and follow practices allowed by the current law as defined in Section 2256.016 of the Texas Government Code, provided that:

- the investment pool has been authorized by the Board of Regents;
- the investment pool has an advisory board as specified in the Public Funds Investment Act.
- the pool shall have furnished the Investment Officer an offering circular containing the information required by Section 2256.016(b) of the Texas Government Code;
- the pool shall furnish the Investment Officer investment transaction confirmations with respect to all investments made with it;
- the pool shall furnish to the Investment Officer monthly reports containing the information required under Section 2256.016(c) of the Texas Government Code;
- the pool is continuously rated no lower than "AAA" or "AAA-m" or an equivalent rating by at least one nationally recognized rating service;
- the pool marks its portfolio to market daily;

- the pool's investment objectives shall be to maintain a stable net asset value of one dollar (\$1.00); and
- the pool's investment philosophy and strategy are consistent with this Policy.

7.1.6 **Repurchase Agreements. Reverse Repurchase Agreements. Bankers' Acceptances.** Fully collateralized Repurchase Agreements. The agreement must have a defined termination date and must be secured by obligations of the United States or its agencies and instrumentalities.

7.1.6.1 The agreement must be pledged to TSU, held in the name of TSU, and deposited at the time the investment is made with TSU's custodial (safekeeping) agent, and is placed through a primary government securities dealer, as defined by the Federal Reserve, or a financial institution doing business in the state of Texas.

7.1.6.2 No repurchase agreement shall be entered into unless a Master Repurchase Agreement has been executed between TSU and its trading partner.

7.1.6.3 All repurchase agreement transactions will be on a deliver vs. payment basis.

7.1.6.4 Securities received for repurchase agreements must have a market value greater than or equal to 102 percent at time funds are disbursed.

7.1.7 **Bankers' Acceptances.** These investments are authorized, under the following condition:

- has a stated maturity of 270 days or fewer from the date of its issuance;
- will be, in accordance with its terms, liquidated in full at maturity;
- is eligible for collateral from borrowing from a Federal Reserve Bank and
- is accepted by a bank organized and existing under the laws of the United States or any state, if the short-term obligations of the bank, of a bank holding company of which the bank is the largest subsidiary, are rated not less the A-1 or P 1 or an equivalent rating by at least one nationally recognized credit rating agency

7.1.8 **Regulated No-Load Money Market Mutual Funds.** These investments are authorized, under the following conditions:

- the money market mutual fund is registered with and regulated by the Securities and Exchange Commission;
- the fund provides TSU with a prospectus and other information required by the Securities Exchange Act of 1934 or the Investment Company Act of 1940;
- the fund has a dollar-weighted average portfolio maturity of sixty (60) days or less;
- the investment objectives include the maintenance of a stable net asset value of one dollar (\$1.00) per share; and
- the fund is continuously rated no lower than "AAA" or an equivalent rating by at least one nationally recognized rating service
- TSU may not invest funds under its control in an amount that exceeds 10% of the total assets of any individual money market mutual fund.

7.1.9 **Regulated No-load Mutual Fund** is an authorized investment if the mutual fund:

- is registered with the Securities and Exchange Commission;
- has an average weighted maturity of less than two years;
- is invested exclusively in obligations approved by this Policy;
- is continuously rated as to investment quality by at least one nationally recognized investment rating firm of not less than AAA or its equivalent.
- complies with the information and reporting requirements for investment pools as prescribed in the Public Fund Investment Act.
- TSU may not invest funds under its control in an amount that exceeds 15% of the total monthly average fund balance, excluding bond proceeds, reserves and debt service funds.

7.1.10 **Commercial Paper** with a stated maturity of 270 days or less from the date of issuance that either: is rated not less than A-1, P-1, or the equivalent by at least two nationally recognized credit rating agencies; or is rated at least A 1, P-1, or the equivalent by at least one nationally recognized credit rating agency and is fully secured by an irrevocable letter of credit issued by a bank organized and existing under the laws of the United States or any state thereof.

7.1.11 **Obligations of States, Agencies, Counties, Cities,** and other political subdivisions of any State having been rated as to investment quality by a nationally recognized investment rating firm and having received a rating of not less than "A" or its equivalent.

7.1.12 **Securities Lending Program** in accordance with Chapter 2256.0115 of the Public Funds Investment Act.

- 7.1 **Investment Instruments NOT Authorized.** State law specifically prohibits investment in the following securities:
- 7.1.1 Obligations whose payment represents the coupon payments on the outstanding principal balance of the underlying mortgage-backed security collateral and pay no principal.
  - 7.1.2 Obligations whose payment represents the principal stream of cash flow from the underlying mortgage-backed security collateral and bears no interest.
  - 7.1.3 Collateralized mortgage obligations that have a stated final maturity date of greater than ten years.
  - 7.1.4 Collateralized mortgage obligations, the interest rate of which is determined by an index that adjusts opposite to the changes in a market index.
8. **EFFECT OF LOSS OF REQUIRED RATING.** The Investment Officer will take all prudent measures that are consistent with this Investment Policy to liquidate an investment that is downgraded to less than the required minimum rating.
9. **DIVERSIFICATION.** Diversification of investment instruments shall be utilized to avoid incurring unreasonable risks resulting from over-concentration of investments in a specific maturity, a specific issue, or a specific class of securities. With the exception of U.S. Government securities, as authorized in this Policy, and authorized local government investment pools, no more than seventy percent (70%) of the total investment portfolio will be invested in any one security type or with a single financial institution. Diversification of the portfolio considers diversification by maturity dates and diversification by investment instrument.
- 9.1 **Diversification by Maturities.** The longer the maturity of investments, the greater their price volatility. Therefore, it is TSU's policy to concentrate its investment portfolio in shorter-term securities in order to limit principal risks caused by change in interest rates, except for endowment funds. TSU will attempt to match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow, TSU will not directly invest in securities maturing more than ten (10) years from the date of purchase. However, the above described obligations, certificates, or agreements may be collateralized using longer date instruments. TSU shall diversify the use of investment instruments to avoid incurring unreasonable risks inherent in over-investing in specific instruments, individual financial institutions or maturities. Maturity scheduling shall be managed by the Investment Officer so that maturities of investments shall be timed to coincide with projected cash flow needs.

The entire TSU portfolio, including funds at TSU's depository bank, shall comprise one pooled fund group, and the maximum average dollar-weighted maturity allowed based on the stated maturity date for the portfolio is two (2) years or less. Investment maturities for debt service interest and sinking funds and/or other types of reserve funds, whose use are longer-term, may not exceed ten (10) years.

9.2 **Diversification by Investment Instrument**, Diversification by investment instrument shall not exceed the following guidelines for each type of instrument:

**Percentage of Portfolio**

**(Maximum)**

U.S. Treasury Obligations	100%
U.S. Government Agency Securities and Instrumentalities of Government-Sponsored Corporations	80%
Authorized Local Government Investment Pools	100%
Fully Collateralized Certificates of Deposit	100%
Fully Collateralized Repurchase Agreements	10%
SEC-Regulated No-Load Money Market Mutual Funds	70%
SEC-Regulated No-Load Mutual Funds	70%
Commercial Paper	20%
Obligations of States, Agencies, Counties, Cities	20%

**Percentage of Portfolio**

**{Minimum}**

U.S. Treasury Obligations	50%
U.S. Government Agency Securities and Instrumentalities of Government-Sponsored Corporations	20%
Authorized Local Government Investment Pools	0%
Fully Collateralized Certificates of Deposit	0%
Fully Collateralized Repurchase Agreements	0%
SEC-Regulated No-Load Money Market Mutual Funds	0%
SEC-Regulated No-Load Mutual Funds	0%
Commercial Paper	0%
Obligations of States, Agencies, Counties, Cities	0%

**10. AUTHORIZED FINANCIAL DEALERS AND INSTITUTIONS.** Financial institutions (federally insured banks) with and through whom TSU invests shall be state or national banks, which have main offices or a branch office in this state. No public deposit shall be made except in a qualified public depository as established by state laws. Broker/dealers authorized to provide investment services to TSU may include only those authorized by the Board of Regents. All banking services will be governed by a depository contract awarded by the Board of Regents. In addition, the Chief Investment Officer or Investment Officer shall maintain a list of authorized security brokers/dealers, and investment pools that are authorized by the Board of Regents.

10.1 **Financial Institutions.** All financial institutions and brokers/dealers with whom TSU does business must supply the following as appropriate: (1) audited financial statements; (2) proof of Financial Industry Regulatory Authority (FINRA) certification; (3) proof of state registration; (4) completed broker/dealer questionnaire; (5) certification of having read TSU'S investment policy signed by a qualified representative of the organization, acknowledging that the organization has implemented reasonable procedures and controls in an effort to preclude imprudent investment activities arising out of investment transactions conducted between TSU and the organization.

10.2 **Annual Review of Bidders Financial Conditions.** An annual review of the financial condition and registration of qualified bidders will be conducted by the Chief Investment Officer. The review may include, but is not limited to, review of rating agency reports, review of call reports, and analyses of management, profitability, capitalization, and asset quality. Financial institutions and brokers/dealers desiring to conduct business with TSU shall be required to provide any financial data requested by the Investment Officer. Upon completion of the annual review by the Chief Investment Officer, the financial institutions and brokers/dealers desiring to conduct business with TSU shall be approved by the Board of Regents.

**Selection Criteria** for federally insured financial institutions shall include the following: (1) the financial institution must be insured by the FDIC; (2) the financial institution must be incorporated under the laws of the State of Texas or of the United States of America; and (3) the financial institution must be located within the corporate boundaries of TSU. Depositories located outside TSU limits, but within Harris County may be eligible to bid on investments, provided the financial institution maintains a place of business within the State of Texas and offers within the State the services required by the depository services contract; and the Board of Regents, has adopted a written policy expressly permitting the consideration of applications received by TSU from a financial institution that is not doing business within TSU, after taking into consideration what is in the best interest of TSU in establishing a depository.

**Monitoring Investments.** The Investment Officer of TSU is responsible for monitoring the investments made by a financial institution and/or broker/dealer to determine that they are in compliance with the provisions of the Investment Policy.

11. **DELIVERY VERSUS PAYMENT** It is the policy of TSU that all security transactions entered into with TSU shall be conducted on a "**DELIVERY VERSUS PAYMENT**" (DVP) basis through the Federal Reserve System, with the exception of investment pools and mutual funds. By doing this, TSU funds are not released until TSU has received, through the Federal Reserve wire, the securities purchased. TSU shall authorize the release of funds only after receiving notification from the safekeeping bank that a purchased security has been received in the safekeeping account of TSU. The notification may be oral, but shall be confirmed in writing.

12. **SAFEKEEPING AND COLLATERALIZATION**

12.1 **Safekeeping.** All securities owned by TSU shall be held by its safekeeping agent, except the collateral for bank deposits. The collateral for bank deposits will be held in a Federal Reserve Bank account in TSU's name or a third-party bank, at TSU's discretion. Original safekeeping receipts shall be obtained and held by TSU. TSU shall contract with a bank or banks for the safekeeping of securities either owned by TSU as part of its investment portfolio or held as collateral to secure time deposits.

12.2 **Collateralization.** Consistent with the requirements of the Public Funds Collateral Act, it is the policy of TSU to require full collateralization of all TSU funds on deposit with a depository bank. In order to anticipate market changes and provide a level of security for all funds, the collateralization level will be 110% of market value of principal and accrued interest on the deposits or investments reduced to the extent that the deposits are insured by the Federal Deposit Insurance Corporation (FDIC) unless otherwise noted in this section. Securities pledged as collateral shall be held in TSU'S name in a segregated account at the Federal Reserve Bank or by an independent third party with whom TSU has a current custodial agreement. The agreement is to specify the acceptable investment securities as collateral, including provisions relating to possession of the collateral, the substitution or release of investment securities, ownership of securities, and the method of valuation of securities. The safekeeping agreement must clearly state that the safekeeping bank is instructed to release purchased and collateral securities to TSU in the event TSU has determined that the depository bank has failed to pay on any matured investments in certificates of deposit, or has determined that the funds of TSU are in jeopardy for whatever reason, including involuntary closure or change of ownership. A clearly marked evidence of ownership, e.g., safekeeping receipt, must be supplied to TSU and retained by TSU. Any collateral with maturity over five (5) years must be approved by the Investment Officer before the transaction is initiated. Release of collateral or substitution of securities must be approved in writing by the Investment Officer. The total market value of the eligible security must be reported at least once each month to the Board.

12.2.1 TSU may accept the following securities as collateral for bank deposits (V.T.C.A., Government Code, Section 2256.001, et. seq., formerly Article 842a-2, Section 2, V.T.C.S., as amended);

- FDIC coverage;
- U.S. Government securities; including bonds, certificates of indebtedness, or Treasury Notes of the United States, or other evidence of indebtedness of the United States that is guaranteed as to principal and interest by the United States,
- Debt obligations, including letters of credit, from government sponsored enterprises limited to the Federal Home Loan Bank (FHLB), the Federal Farm Credit Bank (FFCB), the Federal National Mortgage Association (Fannie Mae”) and the Federal Home Loan Mortgage Corporation (Freddie Mac”), or other high-quality Agency collateral.
- State of Texas bonds; including obligations, the principal and interest on which, are unconditionally guaranteed or insured by the State of Texas,
- Bonds issued by other Texas governmental entities (City, County, school district, or special districts) with a remaining maturity of twenty (20) years or less. Bonds must be (and must remain) investment quality: that is, with a rating of at least "A" or its equivalent; or
- A surety bond that meets the requirements of the Public Funds Investment Act.
- Other obligations, the principal and interest of which are unconditionally guaranteed or insured by, or backed by the full faith and credit of the State of Texas or the United States or their respective agencies and instrumentalities.

12.2.2 For certificates of deposit and other evidences of deposit, collateral shall be at 102% of market or par, whichever is lower. The market value of collateral will always equal or exceed the principal plus accrued interest of deposits at financial institutions.

12.2.3 Financial institutions with whom TSU invests or maintains other deposits, shall provide monthly, and as requested by the Investment Officer, a listing of the collateral pledged to TSU, marked to current market prices. The listing shall include total pledged securities itemized by name, type, description, par value, current market value, maturity date, and Moody's or Standard & Poor's rating, if applicable. TSU and the financial institution shall jointly assume the responsibility for ensuring that the collateral is sufficient.

12.2.4 **Collateralized Deposits.** Consistent with the requirements of State law, TSU requires all bank deposits to be federally insured or collateralized with eligible securities. Financial institutions serving as TSU depositories will be required to sign a "Depository Agreement" with TSU and TSU's safekeeping agent. The collateralized deposit portion of the Agreement shall define TSU's rights

to the collateral in the event of default, bankruptcy, or closing and shall establish a perfected security interest in compliance with Federal and State regulations, including:

- the Agreement must be in writing;
- the Agreement has to be executed by the Depository and TSU contemporaneously with the acquisition of the asset;
- the Agreement must be approved by the Board of Directors of the Loan Committee of the Depository and a copy of the meeting minutes must be delivered to TSU; and,
- the Agreement must be part of the Depository's "official record" continuously since its execution.

12.2.5 **Competitive Pricing.** In making investment purchases, the Investment Officer shall compare yields on potential investments to yields on US Treasury Bills and Notes, money market accounts at TSU's depository bank, and local government pools.

13. **PERFORMANCE.** TSU'S investment portfolio will be managed in accordance with the parameters specified within this policy. The portfolio shall be designed with the objective to obtain a market rate of return on investments commensurate with investment risk constraints and cash flow requirements of TSU.

14. **REPORTING.** The Chief Investment Officer shall submit a signed quarterly investment report that summarizes the investment strategies employed in the most recent quarter, and describe the portfolio in terms of investment securities, maturities, risk characteristics, and shall explain the total investment return for the quarter.

14.1 **Annual Report.** The reports prepared by the Chief Investment Officer shall be formally reviewed at least annually by an independent auditor and the result of the review shall be reported to the Board of Regents by that auditor.

14.2 **Methods.** The quarterly investment report shall include a succinct management summary that provides a clear picture of the status of the current investment portfolio and transactions made over the past quarter. This management summary will be prepared in a manner, which will allow TSU to ascertain whether investment activities during the reporting period have conformed to the investment policy. The report will be prepared in compliance with generally accepted accounting principles. The report will be provided to the Board of Regents. The report will include the following:

- 14.2.1 A listing of individual securities held at the end of the reporting period. This list will include the name of the fund or pooled group fund for which each individual investment was acquired;
- 14.2.2 Unrealized gains or losses resulting from appreciation or depreciation by listing the beginning and ending book and market value of securities for the period. Market values shall be obtained from financial institutions or portfolio reporting services independent from the broker/dealer from which the security was purchased;
- 14.3.3 Additions and changes to the market value during the period;
- 14.3.4 Fully accrued interest for the reporting period;
- 14.3.5 Average weighted yield to maturity of portfolio on entity investments as compared to applicable benchmarks;
- 14.3.6 Listing of investments by maturity date;
- 14.3.7 The percentage of the total portfolio which each type of investment represents; and
- 14.3.8 Statement of compliance of TSU's investment portfolio with State Law and the investment strategy and policy approved by the Board of Regents,

**15. INVESTMENT POLICY ADOPTION AND AMENDMENT.** TSU's Investment Policy shall be adopted by resolution of the Board of Regents only. It is TSU's intent to comply with state laws and regulations. TSU's written policies and procedures for investments are subject to review not less than annually to stay current with changing laws, regulations and needs of TSU. The Board of Regents must adopt a written instrument that it has reviewed the Investment Policy and investment strategies and the written resolution so adopted shall record any changes made to the Investment Policy or strategies.

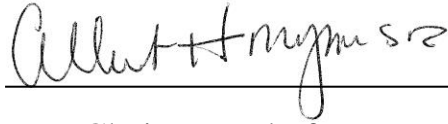
**TEXAS SOUTHERN UNIVERSITY  
INVESTMENT POLICY**

**August 13, 2020**

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Adoption Date

**By:**



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Chair, Board of Regents

## Debt Policy Comparison

	Texas Southern University	Peer Institutions	Texas State System	Texas A&M System (Includes Prairie View)	TX Woman's University	UT System	Institutions of Higher Education (Jackson State)	University of Houston
<b>Police Coverage</b>								
Separate policy from endowments	Y	Y		Y	Y		Y	
Authorization to approve -BOR	Y	Y	Y	Y	Y			
Board authorized investment officer(s)	Y	Y	Y	Y			Y	
<b>Investment Objectives</b>								
Safety and Preservation of principal	Y	Y	Y	Y		Y	Y	
Maintenance of sufficient liquidity	Y	Y		Y		Y	Y	
Market rate of return	Y	Y	Y	Y		Y	Y	
Public Trust	Y	Y	Y	Y			Y	
Diversification	Y	Y	Y	Y			Y	
Maturity			Y	Y			Y	
<b>Authorized Investments Types</b>								
Local government investment pools	Y				Y			
Laddered structure of securities	Y			Y				

	Texas Southern University	Peer Institutions	Texas State System	Texas A&M System (Includes Prairie View)	TX Woman's University	UT System	Institutions of Higher Education (Jackson State)	University of Houston
<b>Police Coverage</b>								
Investment management firm	Y	Y			Y	Y	Y	Y
Maintain sufficient liquidity	Y					Y		Y
Liquidity tiers	Y	Y						Y
Authorized Investments			Y					
Obligations of the Unvited States	Y		Y	Y	Y	Y	Y	
Direct Obligations of Texas	Y					Y		
Other obligations backed by Texas	Y							
Certificats of Deposit	Y		Y	Y	Y	Y	Y	
Eligible local government investment pools	Y		Y	Y	Y	Y		
Repurchase agreements, revere repurchase agreemen	Y		Y	Y	Y	Y	Y	
Bankers acceptances	Y		Y	Y	Y			
Regulated no-load money market mutual funds	Y		Y	Y	Y	Y		
Regulated no-load mutual fund	Y		Y	Y	Y			
Commercial paper	Y			Y	Y			
Obligations of states, agencies, counties, cities	Y		Y	Y	Y			
Securities lending program	Y		Y	Y	Y			
Debentures			Y	Y	Y			
Guaranteed or Insured				Y	Y			
Bond proceeds				Y	Y			
Rebalancing		Y				Y		Y

**Police Coverage**

	Texas Southern University	Peer Institutions	Texas State System	Texas A&M System (Includes Prairie View)	TX Woman's University	UT System	Institutions of Higher Education (Jackson State)	University of Houston
Investments Not Authorized	Y							
Effect of loss of required rating	Y							
Authorized financial dealers and institutions	Y							
Safekeeping and Collateralization	Y	Y					Y	
Reporting	Quarterly/Annually		Quarterly	Quarterly			Quarterly	
Policy Review	Annually		Annually	Annually	Periodic		Annually	

## Debt Policy Comparison

	Texas Southern University	Peer Institutions	Texas State System	Texas A&M System	TX Woman's University	UT System	North Carolina A&T Universities	Institutions of Higher Learning	North Carolina State University
<b>Police Coverage</b>									
Authorization to approve Debt-BOR	Y	Y	Y	Y	Y	Y	Y	Y	Y
<b>Financing Programs</b>									
Revenue Financing System (RFS)	Y	Y	Y		Y		Y	Y	
RFS Extendable Commercial Paper Program		Y					Y	Y	
HEF	Y	Y	Y						
Private Placement Loans or Notes	Y	Y					Y	Y	Y
Permanent University Fund (PUF)						Y	Y	Y	Y
<b>Debt Guidelines</b>									
Project Funding	Y	Y			Y	Y	Y	Y	
Interest Rate Exposure	Y		Y		Y				
Amortization	Y	Y	Y		Y				
All Capital Assets									
120% of Useful Life	Y	Y							Y
Buildings	N/A	N/A							
RFS			40 Yrs		120%				
PUB			30 Yrs		30 yrs	30 yrs			
HEF									
Equipment	N/A	N/A							
RFS			120%		120%				
PUB			120%		30 yrs	120%			
HEF									
Financial Ratios	Y	Y	N	N	Y	Y			
Debt Service Coverage	Y	Y							Y
Debt Burden	Y	Y				Y			

	Texas Southern University	Peer Institutions	Texas State System	Texas A&M System	TX Woman's University	UT System	North Carolina A&T Universities	Institutions of Higher Learning	North Carolina State University
<b>Police Coverage</b>									
Leverage	Y	Y							Y
Five-Year Payout						Y			
Expendable Resources to Debt						Y			Y
Debt service to operating expenses						Y			
Coverage Ratio (individual project)	1.25	N/A	1.15						1.25
Primary Reserve									
Return on Net Assets									
Net Income									
Minimalization of Cost		Y			Y				
Refund Opportunities	Y	Y		Y	Y	Y	Y	Y	Y
Continuing Disclosure		Y	Y	Y	Y	Y	Y	Y	Y
Tax Compliance		Y							
Hedge Instruments		Y			Y	Y			Y
Supplemental Resolution		Y							
Capital Expenditures Reimbursement		Y	Y						
Tax Exempt Bond Compliance		Y							
Sample Forms		Y							
Policy Review	Annually	Periodic	N/A	6 yr:	Periodic	Annually			
Annual Certification	Y	Y	Y	Y	Y	Y			
Arbitrage			Y	Y					
P3							Y		Y
Sustainability							Y		



Higher Education (Jackson State University)  
 Carolina Central University  
 Norfolk State  
 Virginia State

Tuskegee University  
 University of Houston

Y		Y	
			1.15
		Y	
		Y	
		Y	
y	Y	Y	Y
Y	Y	Y	Y
			Y
			Y
	Y		Y

3 yrs	Periodic	Periodic
	Y	Y Y

**TEXAS SOUTHERN UNIVERSITY  
BOARD OF REGENTS AGENDA**

**COMMITTEE:** Administration and Finance

**ITEM:** Request for Annual Review of the University's Debt Policy

**DATE PREVIOUSLY SUBMITTED:** 2024

**SUMMARY:**

The Administration submits the University's Debt Policy for the Board's annual review. This review affirms the University's commitment to maintaining clear standards for evaluating new debt, monitoring existing obligations, and safeguarding institutional creditworthiness.

All debt incurred by Texas Southern University is issued in accordance with governing state statutes and under the authority of the Board of Regents. The policy ensures that financing decisions remain aligned with the University's mission, long-term strategic priorities, and financial capacity, while sustaining fiscal discipline and accountability.

The annual review underscores the University's dedication to prudent financial stewardship, transparency, and compliance with state law, Board governance, and higher education best practices.

**Relevant Statutes:**

- Texas Constitution, Article VII, Section 17 – Colleges and Universities; Appropriations and Funding
- Texas Education Code, Chapter 55 – Financing Permanent Improvements
- Texas Government Code, Chapter 1207 – Refunding Bonds
- Texas Government Code, Chapter 1371 – Obligations for Certain Public Improvements

The Administration does not recommend any changes at this time.

**SUPPORTING**

**DOCUMENTATION:** Debt Policy

**FISCAL IMPACT:** No Fiscal Impact | BOA0001605

**ACTION REQUESTED:** Information

**Legal Certification:** Based on available information to date, this action item and its implementation will not be in violation of any applicable federal, state, or local law, or regulation.



10/07/2025

GENERAL COUNSEL

DATE

**Fiscal Certification:** This fiscal note shown above details the true and actual positive or negative fiscal effect that implementation of this proposal will achieve.



10/07/2025

John Pittman (Oct 7, 2025 16:50:31 CDT)

INTERIM CHIEF FINANCIAL OFFICER

DATE



10/08/2025

PRESIDENT

DATE



Texas Southern University  
Debt Policy

August 2024

## **I. OVERVIEW**

This statement is made with the purpose to govern the use of debt to finance capital projects for Texas Southern University. The prudent use of debt can help the University achieve its strategic objectives while maintaining a credit rating that appropriately balances financial flexibility with cost of capital.

Texas Southern University, established March 3, 1947, whose legal address is: 3100 Cleburne Street, Houston, Texas, 77004, will hereafter also be referred to as the "University". Chapter 55 of the Texas Education Code was established to "acquire, purchase, construct, improve, renovate, enlarge, or equip property, buildings, structures, facilities, roads, or related infrastructure at an institution, branch, or entity of the University".

The Board of Regents of Texas Southern University may pledge irrevocably to the payment of these bonds all or any part of the revenue funds of Texas Southern University, including student tuition charges required or authorized by law to be imposed on students enrolled at the University.

This statement of objectives and guidelines is intended to provide meaningful guidance in the management of the University's debt burden while achieving its strategic objectives while maintaining a credit rating that appropriately balances financial flexibility with cost of capital.

## **II. STATEMENT OF RESPONSIBILITIES**

All debt incurred by Texas Southern University will be issued or incurred pursuant to resolutions approved by the Board of Regents and in accordance with the general laws of the State of Texas, including particularly Article VII, Sections 17 of the Texas Constitution, Chapters 55 of the Texas Education Code, and Chapters 1207 and 1371 of the Texas Government Code. Before any debt can be issued, Texas Southern University must obtain an opinion from bond counsel that the issue complies with applicable Texas Public Finance Authority guidelines, Texas, and federal laws. The University must also receive the necessary approvals from both the Texas Bond Review Board and the Texas Attorney General.

A. The Board of Regents on behalf of Texas Southern University is responsible for:

1. Approving the debt policy.
2. Approving resolutions for debt issuance subsequent to Legislative Authority, and in accordance with general laws of State of Texas.

### III. FINANCING PROGRAMS

The University issues debt through the Revenue Financing System (RFS), Higher Education Fund (HEF) and Private Placement loans or notes. This policy will govern the issuance of all the University debt.

#### A. Revenue Financing System (RFS)

The Revenue Financing System was created by the Board of Regents of Texas Southern University on October 19, 1998 and on October 21, 1998 the Board of Directors of the Texas Public Finance Authority adopted a joint resolution establishing a consolidated revenue financing system to maximize the financing options available to the University. Bonds and eligible debt instruments are issued in accordance with general laws of the State of Texas, specifically Chapters 54 and 55 of the Texas Education Code, including sections 55.13(c) and 55.17891, and Chapters 1232 (the "Authority Act") and 1371, Texas Government Code and additionally pursuant to a Master Resolution as amended and supplemented from time to time.

#### B. Higher Education Fund (HEF)

Article VII, Section 17 of the Texas Constitution authorizes the Board to issue bonds and notes secured by pledged revenues consisting of up to 50% of the money allocated annually to the Board. Bonds issued under this authority are typically referred to as HEF bonds or Constitutional Appropriation Bonds. The proceeds from the sale of HEF bonds notes may only be used to finance eligible projects as described in Article VII, Section 17 of the Texas Constitution including (i) acquiring land, constructing and equipping permanent improvements, major repair and rehabilitation of permanent improvements, acquiring capital equipment, library books and library materials, and refunding previously issued HEF indebtedness; and (ii) major repair and rehabilitation of leased buildings or other permanent improvements, provided there is clear and adequate consideration to the University in the overall transaction, such as the existence of a lease of sufficient length to provide expected benefits which would justify the expenditure.

The Texas Constitution prohibits the issuance of HEF debt for maintenance, minor repairs, operating expenses, student housing, intercollegiate athletics, or auxiliary projects, except to the extent of a project's use for educational and general activities. HEF bonds must be competitively bid. HEF notes do not require competitive bidding.

#### C. Private Placement Loans or Notes

The Texas Constitution prohibits the issuance of Educational and General debt for student housing, intercollegiate athletics, or auxiliary projects, therefore, the Board of Regents may consider other financing options presented by the Administration. The University must also receive the necessary approvals from the Texas Bond Review Board, Texas Public Finance Authority, and the Texas Attorney General.

#### IV. DEBT GUIDELINES

Any debt must be issued in strict compliance with applicable law. The following debt guidelines will apply:

1. Project Funding

Texas Southern University will borrow money, through the issuance of debt, to finance only those projects that have been approved for financing by the Board of Regents. Capital projects are generally evaluated and prioritized through the University's long-term strategic plan. For construction projects that require debt financing, bond proceeds will be provided only after design development approval and appropriation of funds by the State of Texas or the project is self-supporting and demonstrates adequate net operating cash flow to service annual project debt service with a minimum 1.25x coverage.

2. Interest Rate Exposure

The University Treasury Office will work with the University Financial Advisor to evaluate and determine the appropriate amount of its interest rate exposure, defined as the possible increase in capital costs resulting from rising short-term interest rates. The University will limit its fixed and variable rate debt in accordance with rating agency guidelines for assessing the debt structure of peer institutions of higher education with comparable credit ratings.

The University Treasury Office will work with the Financial Advisor of the University to evaluate the level of variable rate assets that may be available to provide a natural hedge to interest rate fluctuations. The University will seek to minimize its cost of capital within a prudent level of exposure to interest rate volatility. The University shall broadly target variable rate debt up to 30 of total outstanding debt.

3. Amortization

The amortization of tax-exempt debt will be based on the types of assets financed, the expected availability of cash flows to meet debt service requirements and tax regulations. Generally, the amortization of tax-exempt debt should not exceed the useful life of the financed asset and may never exceed the Internal Revenue Service limit of 120% of the useful life of the financed asset. The maximum maturity of RFS debt is limited to 50 years by Chapter 55 of the Texas Constitution. The maximum maturity of HEF debt is limited to 10 years by of the Texas Constitution promulgated by the Securities and Exchange Commission.

4. Financial Ratios

The Revenue Financing System will use selected actual and pro forma financial ratios, consistent with the criteria of major credit rating agencies to ensure the System is operating within appropriate financial bounds. Although other ratios may also be evaluated, the primary financial ratios to be analyzed include the debt service coverage, the debt burden, and the leverage ratio. Individual revenue streams considered for proposed debt service must meet a 1.25x debt coverage ratio test.

## 5. Refunding Opportunities

The Treasury Office will consider refinancing of outstanding debt issues when net savings for that refinancing measured on a net present value basis are positive. Since there are limitations on the number of allowable refinancing, it is important to use refinancing opportunities wisely. The following requirements must be met in the case of refunding:

- Policy - a current refunding must have net present savings of at least 3%
- Policy - an advance refunding must have net present savings of at least 5%
- Target - negative arbitrage should be no greater than 30% of present value savings unless other business reasons so dictate
- Issuance costs - should strive to realize economies of scale by combining refunding with new bond sales where possible.

In evaluating refunding opportunities, the Treasury Office will consider the value of the call option to be exercised, including the amount of time to the call date and the amount of time from the call date to maturity. Based on these and other factors, the Treasury Office will determine the minimum savings threshold for any particular refunding transaction. Refunding that do not produce savings may be considered under certain circumstances, such as eliminating restrictive bond covenants or other situations that produce a greater benefit to the University.

## 6. Reporting Requirements

The Annual Financial Report (AFR), prepared by Texas Southern University and presented to the Board of Regents, will discuss the status of all outstanding bond and note indebtedness. The AFR presented to the Board provides detailed information on University bonds and notes including, by series, the amount outstanding, interest rates, maturity dates, a summary of the changes in outstanding indebtedness, and the associated debt service requirements

## **V. RELEVANT FEDERAL AND STATE STATUTES**

- Texas Constitution Article VII, Section 17 - Colleges and Universities; Appropriations and Funding
- Texas Education Code, Chapter 55 - Financing Permanent Improvements
- Texas Government Code, Chapter 1207 - Refunding Bonds
- Texas Government Code, Chapter 1371 - Obligations for Certain Public Improvements

**VI. APPROVAL**

This statement will be reviewed annually by the Board of Regents of Texas Southern University and any appropriate modifications will be made. It is the responsibility of the Board of Regents to communicate such revisions, in writing to all University stakeholders. The Texas Southern University Debt Policy is hereby approved by a majority of the Regents of Texas Southern University.

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**Chairman, Board of Regents of Texas Southern University**

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**President, Texas Southern University**

**Date of Board Approval**

**VII. CONTACT INFORMATION**

Questions or comments regarding this Rule should be directed to:

- John Pittman – Interim Vice President for Administration and Finance/CFO: [john.pittman@tsu.edu](mailto:john.pittman@tsu.edu)
- Frank Borders – Investment & Treasury Manager: [frank.borders@tsu.edu](mailto:frank.borders@tsu.edu)

**VIII. REVIEW AND RESPONSIBLE PARTIES**

Responsible Parties: **Treasury Department**

Review: **Annually**

**TEXAS SOUTHERN UNIVERSITY  
BOARD OF REGENTS AGENDA**

**COMMITTEE:** Administration and Finance

**ITEM:** Endowment Performance & Update (August 31, 2025)

**DATE PREVIOUSLY SUBMITTED:** N/A

**SUMMARY:**

The current endowment performance report is presented as information based on the requirements set forth in the Texas Southern University Endowment Investment Policy.

**SUPPORTING**

**DOCUMENTATION:** Atlanta Consulting Group TSU Endowment Reports – August 31, 2025

**FISCAL IMPACT:** None | BOA0001624

**ACTION REQUESTED:** Information

**Legal Certification:** Based on available information to date, this action item and its implementation will not be in violation of any applicable federal, state, or local law, or regulation.



GENERAL COUNSEL

09/30/2025

DATE

**Fiscal Certification:** This fiscal note shown above details the true and actual positive or negative fiscal effect that implementation of this proposal will achieve.



John Pittman (Sep 29, 2025 08:01:46 CDT)

INTERIM CHIEF FINANCIAL OFFICER

09/29/2025

DATE



PRESIDENT

10/01/2025

DATE

# Quarterly Review

08-31-2025

# Texas Southern University



## Market Highlights

- Markets continued to grind higher as earnings remained solid and expectations for a Fed rate cut increased. Trade and inflation uncertainty, and signs of stress in the labor market remain risks.
- The S&P 500 was up +2.03% in August and is now up +10.79% so far this year.
- U.S. Small Caps jumped +7.14% during the month, likely in anticipation of lower rates.
- S&P 500 sectors were all positive in August aside from Utilities. Materials (+5.76%) and Health Care (+5.38%) led the index higher during the month.
- The Russell 1000 Value (+3.19%) outperformed relative to the Russell 1000 Growth (+1.12%) in August, while the growth index continues to meaningfully lead over trailing 1 and 3-year periods.
- International markets continued a strong 2025, with the developed markets MSCI EAFE Index up +4.26% for the month and +22.79% this year. Emerging Markets rose +1.28% in August and are up +19.02% year-to-date.
- It was an impactful month for the Federal Reserve, with continued political pressure and a highly analyzed annual meeting in Jackson Hole. Markets cheered perceived dovishness from Chairman Powell. The Bloomberg Agg Bond Index rose +1.20% in August and is now +4.99% higher this year.

Sources: Morningstar Direct, MSCI

## Index Returns

Equity Returns	MTD	YTD	1 Yr.	3 Yr.	5 Yr.
<i>S&amp;P 500</i>	2.03	10.79	15.88	19.52	14.73
<i>Russell 1000</i>	2.10	10.76	16.24	19.29	14.34
<i>Russell Mid Cap</i>	2.50	9.45	12.58	13.59	12.01
<i>Russell 2000</i>	7.14	7.06	8.17	10.27	10.12
<i>Russell 3000</i>	2.31	10.58	15.84	18.79	14.10
<i>NASDAQ</i>	1.65	11.60	21.95	22.92	13.59
<i>MSCI ACWI</i>	2.47	14.30	15.79	17.64	11.99
<i>MSCI ACWI Ex US</i>	3.47	21.64	15.42	15.13	8.93
<i>MSCI EAFE</i>	4.26	22.79	13.87	17.02	10.15
<i>MSCI Emerging Markets</i>	1.28	19.02	16.80	10.81	5.20

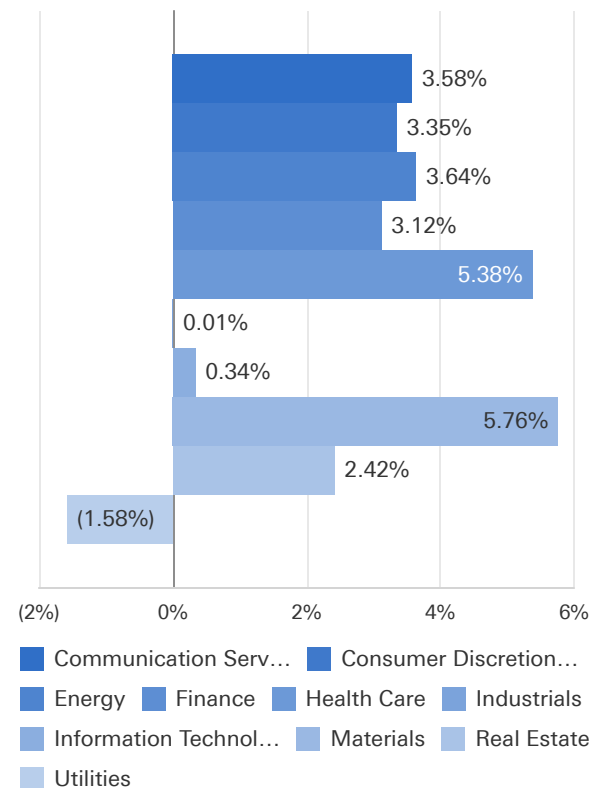
  

Fixed Income Returns	MTD	YTD	1 Yr.	3 Yr.	5 Yr.
<i>Bloomberg US Agg</i>	1.20	4.99	3.14	3.02	(0.68)
<i>Bloomberg GI Agg</i>	1.45	7.21	3.47	3.38	(1.76)
<i>Bloomberg US Cr</i>	1.06	5.38	3.92	4.53	(0.01)
<i>Bloomberg US Govt</i>	1.05	4.47	2.44	2.10	(1.41)
<i>Bloomberg US Corp HY</i>	1.25	6.35	8.26	9.29	5.15
<i>Bloomberg Muni Bond</i>	0.87	0.32	0.08	2.59	0.40
<i>Bloomberg GI Treasury</i>	1.41	6.85	2.26	2.16	(3.14)

Other Index Returns	MTD	YTD	1 Yr.	3 Yr.	5 Yr.
<i>Morningstar Long-Short Eq...</i>	1.95	6.93	8.24	9.75	7.43
<i>Morningstar Eq Mkt Neutral</i>	1.01	3.51	3.36	7.27	5.36
<i>Wilshire Liquid Alt</i>	1.31	4.38	3.37	4.68	3.45
<i>FTSE EPRA/NAREIT Dev NR</i>	4.37	9.41	1.78	4.26	4.65
<i>Alerian MLP</i>	(0.58)	9.81	14.90	20.68	29.39
<i>Bloomberg Commodity Index</i>	1.93	7.07	11.77	(0.81)	10.30

## MTD S&P Sector Returns



Russell Style Returns	MTD	YTD
<i>Russell 1000 Value</i>	3.19	10.01
<i>Russell 1000</i>	2.10	10.76
<i>Russell 1000 Growth</i>	1.12	11.42
<i>Russell Mid Cap Value</i>	3.00	8.12
<i>Russell Mid Cap</i>	2.50	9.45
<i>Russell Mid Cap Growth</i>	1.00	13.14
<i>Russell 2000 Value</i>	8.47	6.90
<i>Russell 2000</i>	7.14	7.06
<i>Russell 2000 Growth</i>	5.91	7.20

# Market Index Review As of 08-31-2025

Major Market Indices	MTD	QTD	YTD	1 Yr.	3 Yr.	5 Yr.	10 Yr.
S&P 500	2.03	4.32	10.79	15.88	19.52	14.73	14.59
Russell 2000	7.14	9.00	7.06	8.17	10.27	10.12	8.87
Russell 3000	2.31	4.57	10.58	15.84	18.79	14.10	13.97
MSCI ACWI	2.47	3.86	14.30	15.79	17.64	11.99	11.09
MSCI ACWI Ex US	3.47	3.17	21.64	15.42	15.13	8.93	7.33
Bloomberg US Agg	1.20	0.93	4.99	3.14	3.02	(0.68)	1.79

Russell Indices	MTD	QTD	YTD	1 Yr.	3 Yr.	5 Yr.	10 Yr.
Russell 1000	2.10	4.37	10.76	16.24	19.29	14.34	14.31
Russell 1000 Value	3.19	3.78	10.01	9.33	12.87	12.97	10.21
Russell 1000 Growth	1.12	4.94	11.42	22.68	25.04	15.26	17.92
Russell Mid Cap	2.50	4.40	9.45	12.58	13.59	12.01	10.87
Russell Mid Cap Growth	1.00	3.05	13.14	26.42	19.35	11.00	12.95
Russell Mid Cap Value	3.00	4.85	8.12	8.24	11.17	12.85	9.44
Russell 2000 Growth	5.91	7.72	7.20	10.48	11.54	7.06	8.74
Russell 2000 Value	8.47	10.39	6.90	5.83	8.83	13.05	8.62

Sector Indices	MTD	QTD	YTD	1 Yr.	3 Yr.	5 Yr.	10 Yr.
S&P 500 Materials	5.76	5.29	11.64	0.34	9.41	10.22	10.20
S&P 500 Cons Discretionary	3.35	6.06	1.58	23.99	15.05	8.20	12.08
S&P 500 Cons Staples	1.59	(0.81)	5.54	3.03	8.11	8.52	9.17
S&P 500 Energy	3.64	6.67	7.50	2.06	7.69	25.69	7.48
S&P 500 Financials	3.12	3.07	12.59	19.92	19.97	18.81	13.24
S&P 500 Health Care	5.38	1.94	0.81	(11.09)	5.06	6.64	8.82
S&P 500 Industrials	0.01	3.01	16.12	17.33	19.79	16.18	13.35
S&P 500 Information Technology	0.34	5.55	14.04	22.54	31.32	20.23	24.20
S&P 500 Real Estate	2.42	1.21	4.36	(1.33)	3.52	6.44	7.63
S&P 500 Comm Services	3.58	6.09	17.91	34.31	30.65	14.91	13.06
S&P 500 Utilities	(1.58)	3.28	13.00	13.81	7.66	10.78	10.74

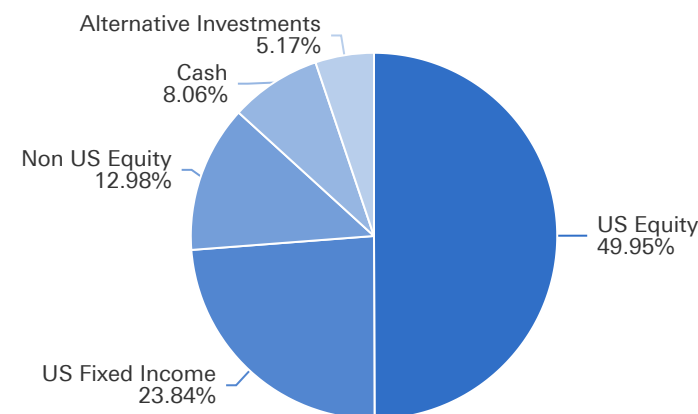
International Indices	MTD	QTD	YTD	1 Yr.	3 Yr.	5 Yr.	10 Yr.
MSCI EAFE	4.26	2.80	22.79	13.87	17.02	10.15	7.40
MSCI Europe	3.44	1.60	25.02	13.28	18.45	10.98	7.40
MSCI Pacific	5.94	5.38	18.92	14.78	14.70	8.84	7.72
MSCI EAFE Small Cap	4.63	4.54	26.38	18.77	14.26	7.96	7.37
MSCI Emerging Markets	1.28	3.26	19.02	16.80	10.81	5.20	6.91
MSCI Frontier Markets	6.29	13.53	36.19	35.41	14.38	10.44	6.72

Bond Indices	MTD	QTD	YTD	1 Yr.	3 Yr.	5 Yr.	10 Yr.
ICE BofA US 3 Mth Treasury	0.39	0.74	2.83	4.48	4.73	2.91	2.05
Bloomberg Muni Bond	0.87	0.67	0.32	0.08	2.59	0.40	2.18
Bloomberg US Agg Govt / Cr	1.05	0.83	4.81	3.00	3.06	(0.83)	1.95
Bloomberg Int US Govt / Cr	1.22	1.08	5.26	4.70	4.08	0.73	2.12
Bloomberg US Cr 1-3 Years	0.88	0.97	4.13	5.22	4.80	2.24	2.48
Bloomberg U.S. Long Cr	0.75	0.71	4.48	0.51	2.93	(2.66)	3.01
Bloomberg US Corp HY	1.25	1.71	6.35	8.26	9.29	5.15	5.80
Bloomberg GI Treasury	1.41	(0.64)	6.85	2.26	2.16	(3.14)	0.37

Other Indices	MTD	QTD	YTD	1 Yr.	3 Yr.	5 Yr.	10 Yr.
Morningstar Long-Short Equity	1.95	2.64	6.93	8.24	9.75	7.43	5.34
Morningstar Eq Mkt Neutral	1.01	(0.19)	3.51	3.36	7.27	5.36	3.05
Morningstar US Multistrategy	1.32	1.67	2.92	4.05	5.27	4.43	3.02
Wilshire Liquid Alt	1.31	1.64	4.38	3.37	4.68	3.45	2.41
FTSE EPRA/NAREIT Dev NR	4.37	3.15	9.41	1.78	4.26	4.65	3.77
Alerian MLP	(0.58)	2.57	9.81	14.90	20.68	29.39	6.75
Bloomberg Commodity Index	1.93	1.46	7.07	11.77	(0.81)	10.30	3.38
S&P GI Infrastructure	1.97	2.13	17.94	19.41	12.39	12.55	8.45
Crude Oil - WTI Spot	(8.53)	(2.93)	(11.15)	(13.63)	(10.58)	8.59	2.72
USD DXY	(2.20)	0.92	(9.88)	(3.86)	(3.47)	1.19	0.20
US CPI - less food & energy	0.00	0.32	1.66	2.76	3.48	4.13	3.07

### Current Allocation

Asset Class	Current Value	Current Allocation
US Equity	\$57,297,072	49.95%
Non US Equity	\$14,888,216	12.98%
US Fixed Income	\$27,342,018	23.84%
Alternative Investments	\$5,933,975	5.17%
Cash	\$9,246,616	8.06%
<b>Total</b>	<b>\$114,707,898</b>	<b>100.00%</b>



### Summary of Cash Flows

	1 Month	3 Months	YTD	Fiscal YTD	1 Yr.	3 Yr.
Starting Value	\$112,549,307	\$106,354,079	\$103,604,529	\$102,091,849	\$102,091,849	\$74,989,549
Net Cash Flow	\$170	\$1,179,312	\$1,015,803	\$979,408	\$979,408	\$7,092,364
Net Investment Change	\$2,158,421	\$7,174,507	\$10,118,812	\$11,667,887	\$11,667,887	\$32,657,231
Ending Value	\$114,707,898	\$114,707,898	\$114,707,898	\$114,707,898	\$114,707,898	\$114,707,898

### Return Summary

	MTD			Fiscal						
	%	3 Mo. %	YTD %	YTD %	1 Yr. %	3 Yr. %	5 Yr. %	10 Yr. %	Inc. %	Inc. Date
<b>Total</b>	<b>1.92</b>	<b>6.69</b>	<b>9.72</b>	<b>11.34</b>	<b>11.34</b>	<b>12.25</b>	<b>8.93</b>	<b>9.51</b>	<b>8.13</b>	<b>Oct 1994</b>
<i>Index Composite - Dynamic Benchmark</i>	2.31	6.98	9.95	11.95	11.95	12.50	-	-	-	
<i>70% Rus 3000 / 30% Bloomberg Govt/Credit Int</i>	1.99	7.53	9.09	12.51	12.51	14.21	10.06	10.42	9.01	
<i>S&amp;P 500</i>	2.03	9.62	10.79	15.88	15.88	19.52	14.73	14.59	10.94	
<i>Russell 2000</i>	7.14	14.93	7.06	8.17	8.17	10.27	10.12	8.87	8.91	
<i>MSCI ACWI Ex US</i>	3.47	6.67	21.64	15.42	15.42	15.13	8.93	7.33	-	
<i>Bloomberg US Agg</i>	1.20	2.48	4.99	3.14	3.14	3.02	(0.68)	1.79	4.60	

Fiscal Year End: August

## Asset Allocation by Asset Class

	Value (\$)	Current Allocation (%)	Policy Range	Within IPS Range? (Level 3)
<b>US Equity</b>	<b>57,297,072</b>	<b>49.95</b>	<b>25.00 % - 75.00 %</b>	<b>Yes</b>
DFA US Small Cap Portfolio	5,923,344	5.16		
iShares Total US Stock Mkt Ind Fd	45,430,382	39.61		
Natixis Vaughan Nelson Small Cap	5,943,346	5.18		
<b>Non US Equity</b>	<b>14,888,216</b>	<b>12.98</b>	<b>0.00 % - 25.00 %</b>	<b>Yes</b>
Harding Loevner International Equity Portfolio Instl CI	9,667,398	8.43		
Macquarie Emerging Markets Instl CI	5,220,818	4.55		
<b>US Fixed Income</b>	<b>27,342,018</b>	<b>23.84</b>	<b>15.00 % - 75.00 %</b>	<b>Yes</b>
Barrow Hanley	22,535,411	19.65		
Shenkman Capital Short Dur High Yield I	4,806,607	4.19		
Non US Fixed Income	0	0.00	0.00 % - 25.00 %	Yes
<b>Alternative Investments</b>	<b>5,933,975</b>	<b>5.17</b>	<b>0.00 % - 15.00 %</b>	<b>Yes</b>
Golub Capital Partners 14	1,476,756	1.29		
Magnitude International	4,457,219	3.89		
<b>Cash</b>	<b>9,246,616</b>	<b>8.06</b>	<b>0.00 % - 5.00 %</b>	<b>No</b>
<b>Total</b>	<b>114,707,898</b>	<b>100.00</b>		

## Performance Summary

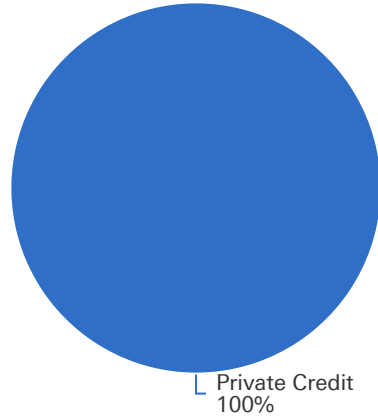
	Manager Status	Value	% Of Port.	MTD	3 Mo.	YTD	1 Yr.	3 Yr.	5 Yr.	Inc. %	Inception Date
<b>Texas Southern University</b>		<b>\$114,707,898</b>	<b>100.00%</b>	<b>1.92</b>	<b>6.69</b>	<b>9.72</b>	<b>11.34</b>	<b>12.25</b>	<b>8.93</b>	<b>8.13</b>	<b>Oct 1994</b>
<b>Equity</b>		<b>\$72,185,288</b>	<b>62.93%</b>	<b>2.77</b>	<b>9.86</b>	<b>12.76</b>	<b>15.45</b>	<b>16.96</b>	<b>12.64</b>	<b>9.30</b>	<b>Oct 1994</b>
iShares Total US Stock Mkt Ind Fd		\$45,430,382	39.61%	2.32	9.85	10.55	15.80	18.80	14.14	14.17	Sep 2015
<i>Russell 3000</i>				2.31	9.88	10.58	15.84	18.79	14.10	14.31	
DFA US Small Cap Portfolio		\$5,923,344	5.16%	5.77	11.61					18.47 *	Apr 2025
<i>Russell 2000 Growth</i>				5.91	14.06					22.01 *	
Natixis Vaughan Nelson Small Cap		\$5,943,346	5.18%	5.10	13.88					18.87 *	Apr 2025
<i>Russell 2000 Value</i>				8.47	15.85					20.93 *	
Harding Loevner International Equity Portfolio Instl Cl		\$9,667,398	8.43%	3.07	4.26	17.83	10.07	13.23		5.68	Mar 2022
<i>MSCI ACWI Ex US</i>				3.47	6.67	21.64	15.42	15.13		8.28	
Macquarie Emerging Markets Instl Cl		\$5,220,818	4.55%	0.23	14.81	28.34	20.22	15.45		8.08	Mar 2022
<i>MSCI Emerging Markets</i>				1.28	9.47	19.02	16.80	10.81		5.80	
<b>Fixed Income</b>		<b>\$27,342,018</b>	<b>23.84%</b>	<b>0.48</b>	<b>1.60</b>	<b>5.15</b>	<b>4.00</b>	<b>4.42</b>	<b>0.49</b>	<b>3.47</b>	<b>Jun 2005</b>
Shenkman Capital Short Dur High Yield I		\$4,806,607	4.19%	0.75	2.14	5.03	6.46	7.16		5.42	Mar 2022
<i>Bloomberg US Cr 1-3 Years</i>				0.88	1.70	4.13	5.22	4.80		3.95	
Barrow Hanley		\$22,535,411	19.65%	0.41	1.46	4.27	3.95	4.22	0.61	3.49	Jun 2005
<i>TSU Custom Fixed Benchmark</i>				1.20	2.14	5.23	4.67	4.07	0.44	3.41	
<b>Alternative Investments</b>		<b>\$5,933,975</b>	<b>5.17%</b>	<b>1.01</b>	<b>2.63</b>	<b>4.77</b>	<b>8.80</b>	<b>9.57</b>		<b>9.30</b>	<b>Mar 2022</b>
Golub Capital Partners 14		\$1,476,756	1.29%	0.00	2.55	4.18	9.37	10.49		9.04	Mar 2022
<i>Cliffwater Direct Lending Index</i>				0.00	2.35	4.54	10.06	10.67		9.47	
Magnitude International		\$4,457,219	3.89%	1.35	2.65	6.73	11.53	10.18		10.16	Mar 2022
<i>Hedge Fund Conservative</i>				1.13	2.59	4.39	6.56	5.77		4.84	
<b>Cash</b>		<b>\$9,246,616</b>	<b>8.06%</b>								<b>Jan 2000</b>

## Private Assets Portfolio Overview

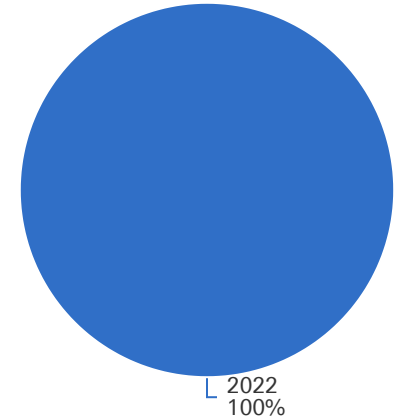
### Portfolio Summary

1	\$1,476,756
Positions	Market Value
\$1,600,000	\$1,440,000
Commitments	Contribution
9.41%	\$377,710
IRR	Distribution

### Strategy



### Vintage Year



### Investment Detail

	Vintage Year	Commitments	Total Contributions	Total Distributions	Value	Net Inv. Change	MOC	IRR	Valuation Date
<b>Private Credit</b>		<b>\$1,600,000</b>	<b>\$1,440,000</b>	<b>\$377,710</b>	<b>\$1,476,756</b>	<b>\$414,466</b>	<b>1.29</b>	<b>9.41%</b>	
Golub Capital Partners 14	2022	\$1,600,000	\$1,440,000	\$377,710	\$1,476,756	\$414,466	1.29	9.41%	06-30-2025
<b>Total</b>		<b>\$1,600,000</b>	<b>\$1,440,000</b>	<b>\$377,710</b>	<b>\$1,476,756</b>	<b>\$414,466</b>	<b>1.29</b>	<b>9.41%</b>	

## Investment Expense Analysis

Security	Value	% Of Portfolio	Morningstar Expense Ratio	Estimated Expense	Average Expense Ratio	Difference Fund V. Average	Morningstar Category
iShares Total US Stock Mkt Ind Fd	\$45,430,382	39.61%	0.03	\$13,629	0.77	0.74	Large Blend
DFA US Small Cap Portfolio	\$5,923,344	5.16%	0.27	\$15,993	0.99	0.72	Small Blend
Natixis Vaughan Nelson Small Cap	\$5,943,346	5.18%	0.95	\$56,462	0.99	0.04	Small Blend
Harding Loevner International Equity Portfolio Instl CI	\$9,667,398	8.43%	0.83	\$80,239	0.88	0.05	Foreign Large Blend
Macquarie Emerging Markets Instl CI	\$5,220,818	4.55%	1.17	\$61,084	1.11	-0.06	Diversified Emerging Mkts
Shenkman Capital Short Dur High Yield I	\$4,806,607	4.19%	0.66	\$31,724	0.89	0.23	High Yield Bond
Barrow Hanley	\$22,535,411	19.65%	0.00	\$0	0.56	0.56	Intermediate Core Bond
Magnitude International	\$4,457,219	3.89%	1.00	\$44,572	1.06	0.06	Conservative Allocation
Golub Capital Partners 14	\$1,476,756	1.29%	1.00	\$14,768	0.00	-1.00	-
Cash	\$43,858	0.04%	0.00	\$0	0.00	0.00	Cash
First Am Govt Ob FD CL Z	\$304,578	0.27%	0.18	\$548	0.18	0.00	Money Market-Taxable
First Am Govt Ob FD CL Z	\$8,898,180	7.76%	0.18	\$16,017	0.18	0.00	Money Market-Taxable
<b>Total</b>	<b>\$114,707,898</b>	<b>100.00%</b>	<b>0.29</b>	<b>\$335,035</b>	<b>0.56</b>		
ACG Fee			0.09	\$103,237			
<b>Total</b>			<b>0.38</b>	<b>\$438,272</b>			

### ACG Fee Schedule

Atlanta Consulting Group Fee Schedule:

First \$100 Million: 10 basis points

Next \$100 Million: 8 basis points

Next \$200 Million: 6 basis points

Over \$400 Million: 4 basis points

Minimum annual fee of \$50,000

**Texas Southern University**  
**Quarterly Summary of Investments**

	August 31, 2025	August 31, 2025	August 31, 2025
Investment Type	Book Value	Market Value	Gain/Loss
<b>Non Endowment Investments*</b>			
TexStar	1,586,312.68	1,586,312.68	-
Consolidated Revenue and Improvement Bonds	464,615.40	464,615.40	-
Chase-Tuition Revenue Bond 2016	2,132,577.36	2,132,577.36	-
Chase - LaFleur Trust	1,344,025.51	1,344,025.51	-
Chase Debt Service Reserve	1,559,042.63	1,559,042.63	-
Other (Restricted Cash)	7,718.94	7,718.94	-
Total Non Endowment Investments	7,094,292.52	7,094,292.52	-
<b>Endowment Investments**</b>			
<b>Equity Securities**</b>			
U.S. Common Stock			
Preferred Stock			
Foreign Stock			
Equity Mutual Funds	58,226,117.33	72,185,288.21	13,959,170.88
Total Equity Securities	58,226,117.33	72,185,288.21	13,959,170.88
<b>Other Investments**</b>			
Private Credit	1,062,290.00	1,476,756.00	414,466.00
Hedge Fund	3,200,000.00	4,456,293.38	1,256,293.38
Unity Bank			
Total Other Investments	4,262,290.00	5,933,049.38	1,670,759.38
<b>Debt Investments &gt; 1 Year**</b>			
U.S. Government	5,163,185.94	5,170,385.80	7,199.86
U.S. Government Agency	6,067,499.39	6,084,487.37	16,987.98
Mortgage Pass-Through			
<b>CMOs:</b>			
Interest Only Strips			
Principal Only Strips			
Inverse Floaters			
Foreign Issued Obligations	854,383.40	848,614.20	(5,769.20)
Municipal Obligations			
<b>Corporate Obligations:</b>			
Highly Rated (AAA/AA)	348,800.38	348,911.60	111.22
Investment Grade (A/BBB)	4,591,389.45	4,566,029.70	(25,359.75)
NR/High Yield (<BBB)			
Bond Mutual Funds	5,734,917.94	5,759,905.85	24,987.91
Other (list)			
Total Debt Investments > 1 year	22,760,176.50	22,778,334.52	18,158.02
<b>Short Term Investments**</b>			
U.S. Government	3,877,276.78	3,876,510.90	(765.88)
Other Money Market Funds and Pools	9,685,222.84	9,685,222.84	-
Other (list) - Corporate Obligations	-	-	-
Accrued Income	248,566.18	248,566.18	-
Total Short Term Investments	13,811,065.80	13,810,299.92	(765.88)
<b>Summary of all Investments</b>			
Total Non Endowment Investments*	7,094,292.52	7,094,292.52	-
Total Endowment Investments**	99,059,649.63	114,706,972.03	15,647,322.40
<b>TOTAL INVESTMENTS</b>	<b>106,153,942.15</b>	<b>121,801,264.55</b>	<b>15,647,322.40</b>

\*Reported values may differ from custodial statements due to accrued income calculations

**Summary of Cash Flows**

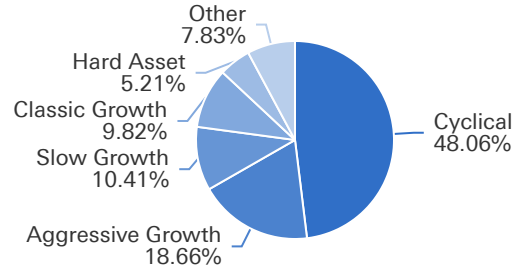
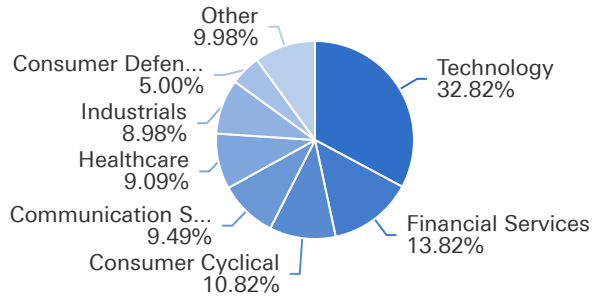
	<b>3 Months</b>
Starting Value	\$106,354,079
Net Cash Flow	\$1,179,312
Net Investment Change	\$7,174,507
Ending Value	\$114,707,898

**Asset Allocation Over Time as of August 31, 2025**

	% of Portfolio													Market Value (\$)	
	8/31/2022	11/30/2022	2/28/2023	5/31/2023	8/31/2023	11/30/2023	2/29/2024	5/31/2024	8/31/2024	11/30/2024	2/28/2025	5/31/2025	8/31/2025	As Of	8/31/2025
Equity	60.06	61.04	60.15	60.67	59.24	59.76	61.54	61.36	61.23	62.38	61.91	61.82	62.93	\$	72,185,288
Fixed	32.25	31.41	31.62	31.27	28.79	28.76	27.58	26.70	25.94	25.06	25.36	22.08	23.84	\$	27,342,018
Alternatives	5.93	5.82	6.2	6.29	5.67	5.90	5.62	5.57	5.35	5.29	5.40	5.39	5.17	\$	5,933,975
Cash	1.75	1.73	2.03	1.78	6.29	5.59	5.25	6.36	7.48	7.26	7.33	10.72	8.06	\$	9,246,616
<b>Total Assets</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>\$</b>	<b>114,707,898</b>

# iShares Total US Stock Mkt Ind Fd

The investment seeks to track the investment results of a broad-based index composed of U.S. equities. The fund seeks to track the investment results of the Russell 3000® Index, which measures the performance of the broad U.S. equity market. The underlying index is a float-adjusted capitalization-weighted index of the largest public issuers domiciled in the United States and its territories. The fund generally invests at least 90% of its assets, plus the amount of any borrowing for investment purposes, in securities of the underlying index.



## Morningstar's Return Summary (Trailing)

	3Mth (%)	YTD (%)	1 Yr. (%)	3 Yr. (%)	5 Yr. (%)	10 Yr. (%)
iShares Total US Stock Mkt...	9.85	10.55	15.80	18.82	14.15	14.01
Benchmark Return	9.88	10.58	15.84	18.79	14.10	13.97
Over/Under	(0.03)	(0.03)	(0.04)	0.03	0.05	0.04

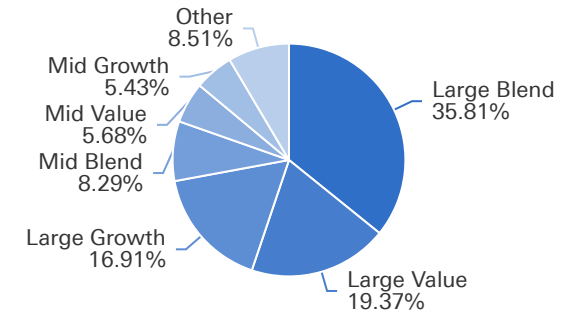
## Morningstar's Annual Returns

	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015
<b>iShares Total US Stock Mk...</b>										
Annual Return	23.84	26.03	(19.07)	25.57	20.79	31.10	(5.34)	21.02	13.11	13.11
Benchmark Return	23.81	25.96	(19.21)	25.66	20.89	31.02	(5.24)	21.13	12.74	0.48
Over/Under	0.03	0.07	0.14	(0.09)	(0.10)	0.08	(0.10)	(0.11)	0.37	12.63

## Client's Statistics Summary Since Inception\*

	Anlzd Std Dev	Anlzd Alpha	Beta	Up Market Cap Ratio	Down Mkt Cap Ratio	Sharpe Ratio	Tracking Error
<b>iShares Total US Stock Mkt Ind Fd</b>	<b>15.84%</b>	<b>0.18%</b>	<b>1.00</b>	<b>100.97%</b>	<b>99.81%</b>	<b>0.82</b>	<b>-</b>
<i>Russell 3000</i>	<i>15.85%</i>					<i>0.80</i>	

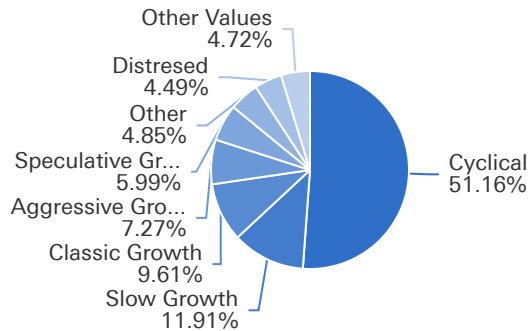
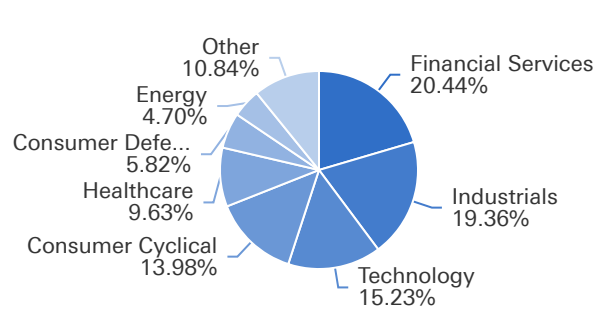
iShares Total US Sto...	
Ticker Symbol	BKTSX
Benchmark	Russell 3000 TR
Morningstar Category	Large Blend
Inception Date*	Sep 2015
Net Expense Ratio	0.03
Number of Holdings	2677
PE Ratio	26.45
MStar SEC Yield	-



Sector Allocation	% Of Portfolio
Basic Materials	1.94%
Communication Services	9.49%
Consumer Cyclical	10.82%
Consumer Defensive	5.00%
Energy	3.11%
Financial Services	13.82%
Healthcare	9.09%
Industrials	8.98%
Real Estate	2.48%
Technology	32.82%
Utilities	2.39%

# DFA US Small Cap Portfolio

The investment seeks long-term capital appreciation. The fund, using a market capitalization weighted approach, purchases a broad and diverse group of readily marketable securities of U.S. small cap companies. A company's market capitalization is the number of its shares outstanding times its price per share. Under a market capitalization weighted approach, companies with higher market capitalizations generally represent a larger proportion of the fund than companies with relatively lower market capitalizations.



## Morningstar's Return Summary (Trailing)

	3Mth (%)	YTD (%)	1 Yr. (%)	3 Yr. (%)	5 Yr. (%)	10 Yr. (%)
DFA US Small Cap Portfolio	11.61	5.84	7.32	11.59	14.10	9.63
Benchmark Return	14.06	7.20	10.48	11.54	7.06	8.74
Over/Under	(2.45)	(1.36)	(3.16)	0.05	7.04	0.89

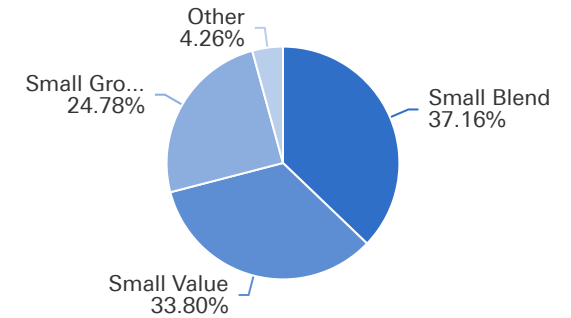
## Morningstar's Annual Returns

	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015
<b>DFA US Small Cap Portfolio</b>										
Annual Return	11.49	17.64	(13.53)	30.61	11.17	21.75	(13.13)	11.52	23.53	(3.29)
Benchmark Return	15.15	18.66	(26.36)	2.83	34.63	28.48	(9.31)	22.17	11.32	(1.38)
Over/Under	(3.66)	(1.02)	12.83	27.78	(23.46)	(6.73)	(3.82)	(10.65)	12.21	(1.91)

## Client's Statistics Summary Since Inception\*

	Anlzd Std Dev	Anlzd Alpha	Beta	Up Market Cap Ratio	Sharpe Ratio	Tracking Error
<b>DFA US Small Cap Portfolio</b>	7.28%	(2.82%)	0.90	84.71%	6.50	3%
<i>Russell 2000 Growth</i>	7.62%				7.31	

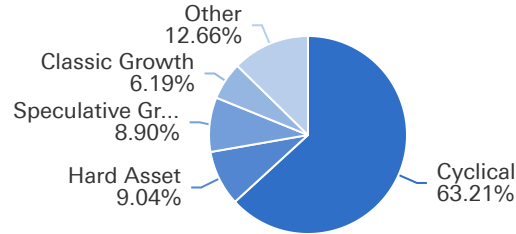
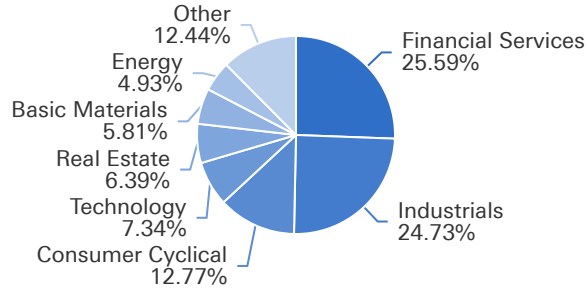
DFA US Small Cap P...	
Ticker Symbol	DFSTX
Benchmark	Russell 2000 Growth TR
Morningstar Category	Small Blend
Inception Date*	Apr 2025
Net Expense Ratio	0.27
Number of Holdings	2070
PE Ratio	18.10
MStar SEC Yield	-



Sector Allocation	% Of Portfolio
Basic Materials	4.65%
Communication Services	2.39%
Consumer Cyclical	13.98%
Consumer Defensive	5.82%
Energy	4.70%
Financial Services	20.44%
Healthcare	9.63%
Industrials	19.36%
Real Estate	0.59%
Technology	15.23%
Utilities	2.78%

# Natixis Vaughan Nelson Small Cap

The investment seeks capital appreciation. The fund normally will invest at least 80% of its net assets (plus any borrowings made for investment purposes) in the equity securities, including common stocks and preferred stocks, of "small-capitalization companies." It may invest in convertible preferred stock and convertible debt securities. The fund may invest in foreign securities, including emerging market securities. It may invest in REITs. The fund may invest in securities offered in initial public offerings ("IPOs").



## Morningstar's Return Summary (Trailing)

	3Mth (%)	YTD (%)	1 Yr. (%)	3 Yr. (%)	5 Yr. (%)	10 Yr. (%)
Natixis Vaughan Nelson S...	13.88	6.72	4.03	11.60	15.30	9.03
Benchmark Return	15.85	6.90	5.83	8.83	13.05	8.62
Over/Under	(1.97)	(0.18)	(1.80)	2.77	2.25	0.41

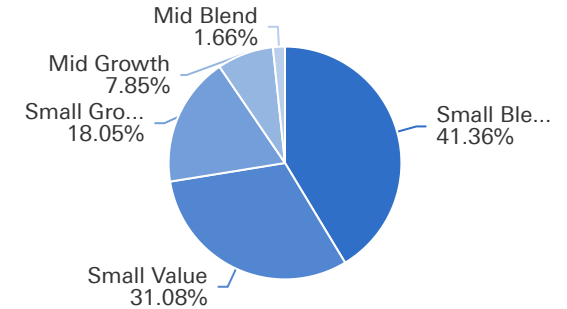
## Morningstar's Annual Returns

	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015
<b>Natixis Vaughan Nelson S...</b>										
Annual Return	5.08	25.24	(9.95)	30.64	9.27	25.08	(14.48)	6.54	20.24	(0.29)
Benchmark Return	8.05	14.65	(14.48)	28.27	4.63	22.39	(12.86)	7.84	31.74	(7.47)
Over/Under	(2.97)	10.59	4.53	2.37	4.64	2.69	(1.62)	(1.30)	(11.50)	7.18

## Client's Statistics Summary Since Inception\*

	Anlzd Std Dev	Anlzd Alpha	Beta	Up Market Cap Ratio	Sharpe Ratio	Tracking Error
<b>Natixis Vaughan Nelson Small Cap</b>	3.41%	30.80%	0.30	87.73%	13.84	7%
<i>Russell 2000 Value</i>	9.60%				5.65	

Natixis Vaughan Nel...	
Ticker Symbol	VSCNX
Benchmark	Russell 2000 Value TR
Morningstar Category	Small Blend
Inception Date*	Apr 2025
Net Expense Ratio	0.95
Number of Holdings	60
PE Ratio	17.17
MStar SEC Yield	-

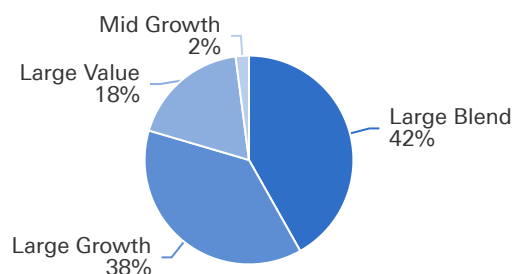
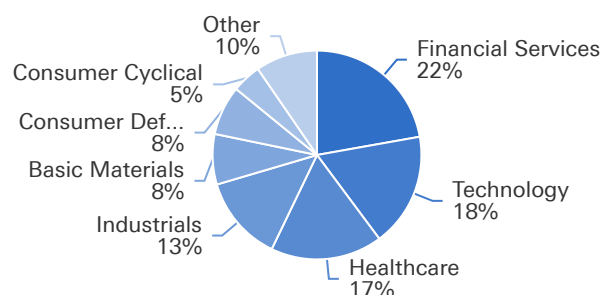


Sector Allocation	% Of Portfolio
Basic Materials	5.81%
Communication Services	0.11%
Consumer Cyclical	12.77%
Consumer Defensive	0.79%
Energy	4.93%
Financial Services	25.59%
Healthcare	4.71%
Industrials	24.73%
Real Estate	6.39%
Technology	7.34%
Utilities	3.25%

# Harding Loevner International Equity Portfolio Instl CI



The investment seeks long-term capital appreciation. The fund invests in companies based in developed markets outside the U.S. as well as in companies in emerging and frontier markets. It normally invests at least 80% of its net assets (plus any borrowings for investment purposes) in common stocks, preferred stocks, rights and warrants issued by companies that are based outside the United States, securities convertible into such securities (including Depositary Receipts), and investment companies that invest in the types of securities in which the Portfolio would normally invest. The fund normally holds investments across at least 15 countries.



## Morningstar Return Summary (Trailing)

	3Mth (%)	YTD (%)	1 Yr.	3 Yr.	5 Yr.	10 Yr. (%)
Harding Loevner Internation...	4.26	17.83	10.07	13.24	6.59	8.07
Benchmark R...	6.67	21.64	15.42	15.13	8.93	7.33
Over/Under	(2.41)	(3.81)	(5.35)	(1.89)	(2.34)	0.74

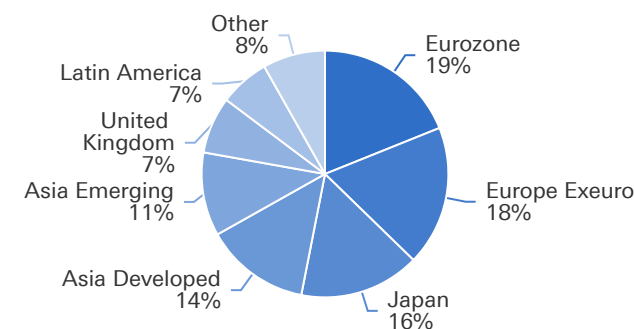
## Morningstar Annual Returns

	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015
<b>Harding Loevner Internatio...</b>										
Annual Return	1.22	15.06	(20.23)	8.51	20.33	25.23	(13.96)	29.90	5.30	(1.62)
Benchmark Return	5.53	15.62	(16.00)	7.82	10.65	21.51	(14.20)	27.19	4.50	(5.66)
Over/Under (Morningstar)	(4.31)	(0.56)	(4.23)	0.69	9.68	3.72	0.24	2.71	0.80	4.04

## Client's Statistics Summary Since Inception\*

	Anlzd Std Dev	Anlzd Alpha	Beta	Up Market Cap Ratio	Down Mkt Cap Ratio	Sharpe Ratio	Tracking Error
<b>Harding Loevner International Eq...</b>	17.42%	(2.18%)	1.08	109.21%	113.79%	0.19	-
<i>MSCI ACWI Ex US</i>	15.54%					0.33	

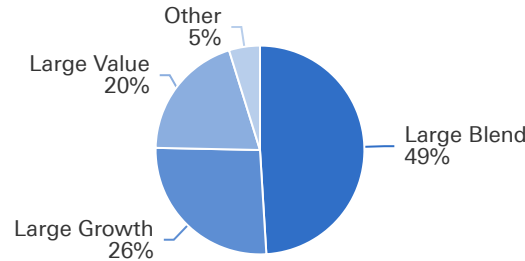
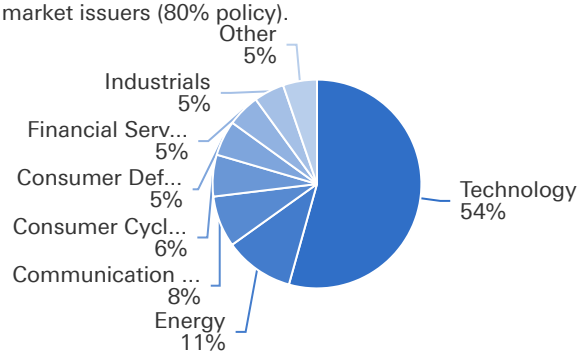
Harding Loevner Inte...	
Ticker Symbol	HLMIX
Benchmark	MSCI All Country World Ex U...
Morningstar Category	Foreign Large Blend
Inception Date*	Mar 2022
Net Expense Ratio	0.83
Number of Holdings	67
PE Ratio	18.71
MStar SEC Yield	-



Sector Allocation	% Of Portfolio
Basic Materials	7.80%
Communication Services	3.63%
Consumer Cyclical	4.52%
Consumer Defensive	7.66%
Energy	2.80%
Financial Services	22.20%
Healthcare	17.32%
Industrials	13.30%
Technology	17.62%

# Macquarie Emerging Markets Instl CI

The investment seeks long-term capital appreciation. The fund invests primarily in a broad range of equity securities of companies located in emerging market countries. Emerging market countries include those currently considered to be developing by the World Bank, the United Nations, or the countries' governments. These countries typically are located in the Asia-Pacific region, Eastern Europe, the Middle East, Central America, South America, and Africa. Under normal circumstances, at least 80% of the fund's net assets, plus the amount of any borrowings for investment purposes, will be invested in emerging market issuers (80% policy).



## Morningstar Return Summary (Trailing)

	3Mth (%)	YTD (%)	1 Yr.	3 Yr.	5 Yr.	10 Yr. (%)
Macquarie Emerging Market...	14.81	28.34	20.22	15.47	5.63	9.94
Benchmark R...	9.47	19.02	16.80	10.81	5.20	6.91
Over/Under	5.34	9.32	3.42	4.66	0.43	3.03

## Morningstar Annual Returns

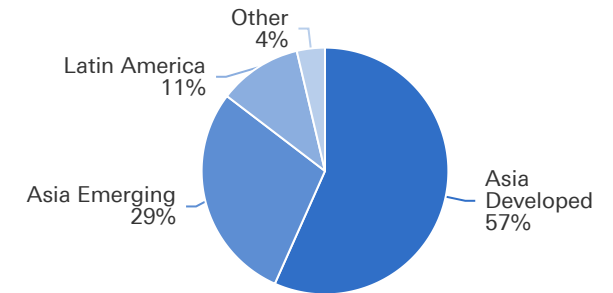
	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015
<b>Macquarie Emerging Mark...</b>										
Annual Return	6.51	17.59	(28.66)	(2.06)	25.90	24.33	(17.09)	41.97	17.89	(13.75)
Benchmark Return	7.50	9.83	(20.09)	(2.54)	18.31	18.42	(14.57)	37.28	11.19	(14.92)
Over/Under (Morningstar)	(0.99)	7.76	(8.57)	0.48	7.59	5.91	(2.52)	4.69	6.70	1.17

## Client's Statistics Summary Since Inception\*

	Anlzd Std Dev	Anlzd Alpha	Beta	Up Market Cap Ratio	Down Mkt Cap Ratio	Sharpe Ratio	Tracking Error
<b>Macquarie Emerging Markets Ins...</b>	21.82%	3.26%	1.17	126.59%	104.61%	0.30	-
<i>MSCI Emerging Markets</i>	16.91%					0.16	

## Macquarie Emerging...

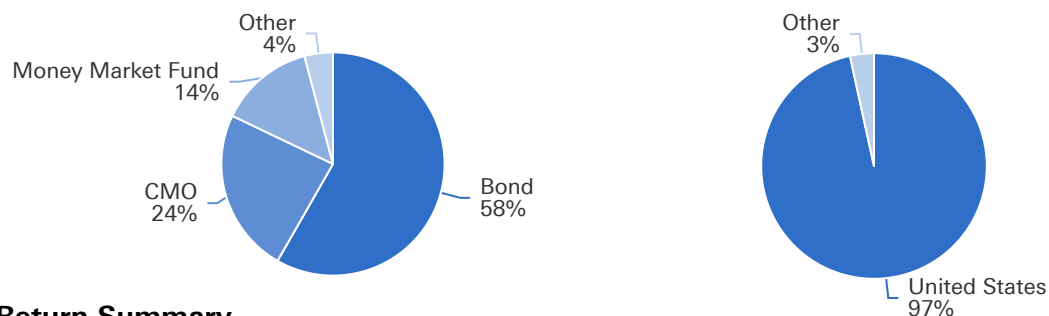
Ticker Symbol	DEMIX
Benchmark	MSCI Emerging Markets (Net...
Morningstar Category	Diversified Emerging Mkts
Inception Date*	Mar 2022
Net Expense Ratio	1.17
Number of Holdings	124
PE Ratio	9.90
MStar SEC Yield	0.50%



## Sector Allocation % Of Portfolio

Basic Materials	2.75%
Communication Services	7.96%
Consumer Cyclical	6.46%
Consumer Defensive	5.44%
Energy	10.77%
Financial Services	5.05%
Healthcare	1.52%
Industrials	4.72%
Real Estate	0.41%
Technology	54.34%
Utilities	0.12%

A fundamental, valuation-centric strategy focused on capturing a yield advantage by investing in investment grade corporate bonds and structured products - with opportunistic exposure to high yield securities - while seeking to minimize volatility and provide repeatable results through disciplined risk controls. The strategy, managed by a team with deep experience investing together, utilizes the full breadth of the firm's fundamental research capabilities to identify companies across the market cap spectrum in order to exploit inefficiencies resulting in a differentiated portfolio.



## Return Summary

	3 Mth.	Rank	YTD	Rank	1 Yr.	Rank	3 Yr.	Rank	5 Yr.	Rank	10 Yr.	Rank
<b>Barrow Hanley</b>	1.46	-	4.27	-	3.95	-	4.22	-	0.61	-	2.36	-
Benchmark	2.14		5.23		4.67		4.07		0.44		2.36	
Over/Under	(0.68)		(0.96)		(0.72)		0.15		0.17		0.00	

## Annual Returns

	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015
<b>Barrow Hanley</b>										
Annualized Adjusted ...	3.75	6.04	(8.53)	(2.51)	7.67	8.88	(0.83)	3.42	2.37	0.91
Benchmark Return	3.00	5.24	(8.24)	(2.96)	7.51	8.72	0.01	3.54	2.65	0.55
Over/Under	0.75	0.80	(0.29)	0.45	0.16	0.16	(0.84)	(0.12)	(0.28)	0.36

## Client's Statistics Summary Since Inception\*

Holding Account	Anlzd Std Dev	Anlzd Alpha	Beta	Up Market Cap Ratio	Down Mkt Cap Ratio	Sharpe Ratio	Tracking Error
<b>Barrow Hanley</b>	3.51%	0.17%	0.94	94.87%	93.97%	0.51	3%
<i>TSU Custom Fixed Benchmark</i>	3.52%					0.48	

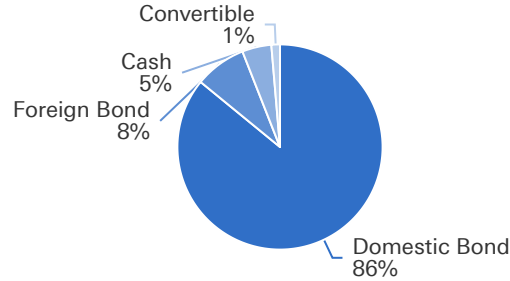
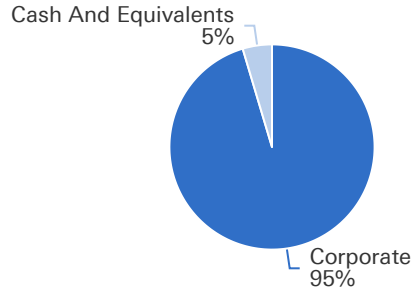
<b>Barrow Hanley</b>	
Inception Date*	Jun 2005
Benchmark	TSU Custom Fixed Benchmark
Morningstar Category	Intermediate Core Bond
Value	\$22,535,411
Number of Holdings	242
Yield to Worst	4.26%
Yield To Maturity	4.28%
Duration	9.18

<b>Maturity Allocation (Years)</b>	%
Below 0.0	0.00%
0.0 to 1.0	17.48%
1.0 to 3.0	0.70%
3.0 to 7.0	16.22%
7.0 to 10.0	12.96%
10.0 to 20.0	5.04%
20.0 to 100.0	40.96%

<b>Top Holdings</b>	%
United States Treasury Notes	17.48%
First Am Govt Ob FD CL Z	15.67%
U S Treasury NT 4.625% 4/30/29	10.71%
US Treasu NT 4.375%05/34 Ust Note...	8.52%
Barrow Hanley Credit Opportunities I	4.23%
U S Treasury BD 4.750% 5/15/54	4.03%
F N M A #ma5039 5.500% 5/01/53	1.69%
F H L M C #SD3511 6.000% 8/01/53	1.69%
F H L M C #SD8267 5.000% 11/01/52	1.69%
F N M A #ma4841 5.000% 11/01/52	1.68%

# Shenkman Capital Short Dur High Yield I

The investment seeks to generate a high level of current income. Under normal market conditions, the fund will invest at least 80% of its net assets in fixed income securities, bank loans and other instruments issued by companies that are rated below investment grade. It generally invests in high yield instruments rated CCC or better by S&P or Moody's, but retains the discretion to invest in even lower rated instruments. The fixed income securities, bank loans and other instruments in which the fund invests include traditional corporate bonds, U.S. government obligations and bank loans to corporate borrowers, and may have fixed, floating or variable rates.



## Morningstar Return Summary (Trailing)

	3Mth (%)	YTD (%)	1 Yr.	3 Yr.	5 Yr.	10 Yr.
Shenkman Capital Short Dur ...	2.14	5.03	6.46	7.17	4.51	3.95
Benchmark Re...	1.70	4.13	5.22	4.80	2.24	2.48
Over/Under	0.44	0.90	1.24	2.37	2.27	1.47

## Morningstar Annual Returns

	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015
<b>Shenkman Capital Short D...</b>										
Annual Return	6.11	9.23	(2.52)	2.85	3.36	7.61	0.85	3.54	5.15	0.87
Benchmark Return	5.11	5.28	(3.40)	(0.17)	3.69	5.01	1.64	1.66	2.11	0.85
Over/Under (Morningstar)	1.00	3.95	0.88	3.02	(0.33)	2.60	(0.79)	1.88	3.04	0.02

## Client's Statistics Summary Since Inception\*

	Anlzd Std Dev	Anlzd Alpha	Beta	Up Market Cap Ratio	Down Mkt Cap Ratio	Sharpe Ratio	Tracking Error
<b>Shenkman Capital Short Dur Hig...</b>	4.21%	1.64%	1.31	129.35%	98.81%	0.31	-
<i>Bloomberg US Cr 1-3 Years</i>	2.25%					(0.13)	

## Shenkman Capital Sho...

Ticker Symbol	SCF1X
Benchmark	Bloomberg US Cr 1-3 Years TR
Morningstar Category	High Yield Bond
Inception Date*	Mar 2022
Net Expense Ratio	0.66
Number of Holdings	376
MStar Yield to Maturity	5.52%
MStar SEC Yield	5.76%

## Credit Quality

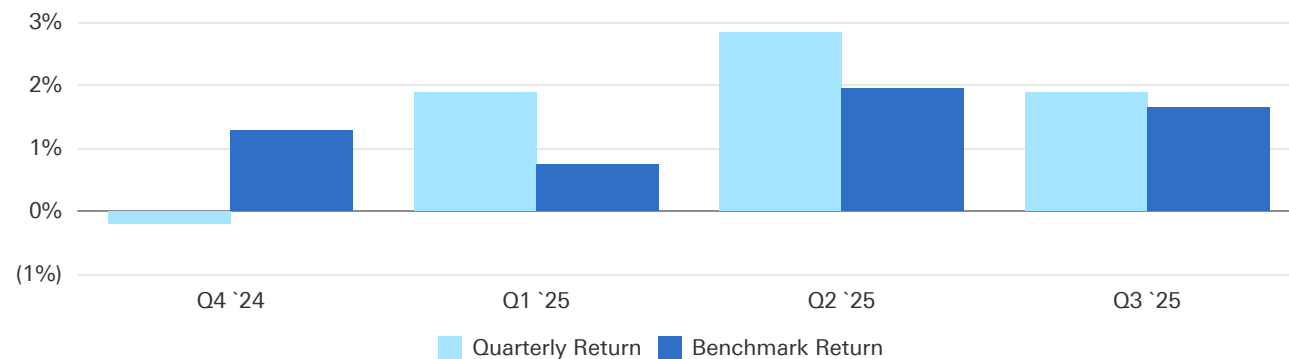
	%
BB	46.10%
B	34.58%
BBB	7.48%
Not Rated	5.20%
AAA	3.44%
Below B	3.20%

## Sector Breakdown

	%
Corporate Bond	86.19%
Bank Loan	7.85%
Cash And Equivalents	4.61%
Convertible	1.35%

Magnitude Internat...	
Value	\$4,457,219
Inception Date	Mar 2022
Security Benchmark	Hedge Fund Conservative

## Quarterly Return Summary



## Return Summary (Trailing)

	3Mth (%)	YTD (%)	1 Yr. (%)	3 Yr (%)	5 Yr (%)	10 Yr (%)
Magnitude International	2.65	6.73	11.53	10.18		
Benchmark Return	2.59	4.39	6.56	5.77	5.96	4.02
Over/Under						

## Annual Returns

	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015
<b>Magnitude International</b>										
Annualized Adjusted TWR (USD)	13.60	9.02	5.38	-	-	-	-	-	-	-
Benchmark Return	6.41	5.49	0.08	7.62	6.47	6.30	(0.87)	4.12	1.89	0.37

## Client's Statistics Summary Since Inception\*

	Return Since Inception	Anlzd Std Dev	Anlzd Alpha	Beta	Up Market Cap Ratio	Down Mkt Cap Ratio	Sharpe Ratio
<b>Magnitude International</b>	10.16%	2.42%	5.46%	0.34	162.35%	(125.15%)	2.33
<i>Hedge Fund Conservative</i>	-	1.84%					0.28

## Important Disclosures

Investing is subject to a high degree of risk, including the possible loss of the entire amount of an investment. You should carefully review all information provided to you by Atlanta Consulting Group Advisors, LLC ("ACG"), including ACG's Form ADV Part 2A Brochure and all supplements thereto, as well as each investment's prospectus or offering materials, before making an investment.

This report is based on transaction records, portfolio valuations, and performance supplied by the client, the custodian, the investment manager, and investment/pricing databases including Morningstar, ICE, Refinitiv, and other sources. Due to the timeliness of this report, investment values and performance information may reflect preliminary estimates and is, therefore, subject to change.

The information contained herein reflects the opinions and projections of ACG as of the date of publication, which are subject to change without notice at any time. This material is for informational purposes only and should not be deemed to be investment advice or a recommendation to purchase or sell any specific security. While the information presented herein is believed to be reliable, no representation or warranty is made concerning the accuracy of any data presented. You should not treat this material as advice in relation to legal, taxation, or investment matters.

**We urge you to take a moment to compare the account balances contained in this report to those balances reflected on the statements that you receive directly from your account's custodian. Please contact us or the account custodian with any questions you may have. Also, please notify us promptly if you do not receive statements on all accounts from the custodian on at least a quarterly basis. Please contact us promptly should you experience any changes in your financial circumstances, investing time horizon, or risk tolerance.**

### Performance Calculation Disclosures

Performance returns have been calculated using data supplied by the client, the custodian, the investment manager, and investment/pricing databases including ICE, Refinitiv, and other sources. ACG has not independently verified data provided by these third parties and does not guarantee the accuracy of any calculation based on such third-party data. No representations or warranties whatsoever are made by ACG or any other person or entity as to the future profitability of an account or the results of making an investment. Past performance is no guarantee of future returns. The performance contained herein is calculated net of fees, unless otherwise indicated, and is based on a security's market price as of the close of trading each business day. Returns for periods under twelve months are not annualized. Returns for periods over one year are annualized.

**Time-Weighted Return (TWR)** – Performance returns for client assets are generally shown as a Time-Weighted Return (TWR), which is a measure that calculates the compounded rate of growth of a portfolio or asset over a given period. TWR lessens cash flows' distorting effects on growth rates. The daily Modified Dietz calculation is used for TWR calculations.

**Internal Rate of Return (IRR)** – Performance returns displayed within each Private Assets Portfolio Overview, if included, are shown as an Internal Rate of Return (IRR) which measures the annual growth rate that an investment is expected to generate. IRR considers the amount of cash invested and the timing of the investment.

## Index and Benchmark Information

Various indices shown in the Market Index Review and elsewhere (each, an “Index”) are unmanaged indices of securities that are used as general measures of market performance, and their performance is not reflective of the performance of any specific investment. Index comparisons are provided for informational purposes only and should not be used as the basis for making an investment decision. Further, the performance of an account managed by ACG and each Index may not be comparable. There may be significant differences between an account managed by ACG and each Index for reasons including, but not limited to, risk profile, liquidity, volatility, and asset composition. The performance shown for each Index reflects no deduction for client withdrawals, fees, or expenses. Accordingly, comparisons against the Index may be of limited use. Investments cannot be made directly into an Index.

**Index Composite-Dynamic Benchmark** – Where shown, the Index Composite-Dynamic Benchmark is an asset-weighted composite benchmark that is calculated based on the weight of each constituent benchmark in the underlying portfolio. This benchmark is rebalanced monthly, and the weight of each benchmark is determined by comparing the value of investments associated with the benchmark at the start of each rebalancing period.

## Security and Investment Manager Summary Pages

This report may include one or more security/investment manager summary pages which include a description of the investment, historical performance returns and return summaries, sector allocations, and other information. This information is compiled from several sources including one or more of the following: the client, the custodian, the investment manager, Morningstar, ICE, and other sources. These pages are provided for informational purposes only and reflect the performance of the investment, as provided by Morningstar, over various time periods. While the information presented herein is believed to be reliable, no representation or warranty is made concerning the accuracy of any data presented. You should not treat these materials as advice in relation to legal, taxation, or investment matters.

The purpose of the security/investment manager summary pages is to provide a historical indication of the performance of the security or investment manager. In no way should either the Morningstar Return Summary or the Morningstar Annual Returns be considered indicative or a guarantee of the future performance of a client’s investment in that security or with the same manager, nor should they be considered indicative of the actual performance achieved by any client in the same security or with the same manager.

## Other Definitions

**Alpha** – An estimate of risk-adjusted investment performance, where beta is used as a measure of risk. It is an indicator of the rate of return attributable to the investment manager after adjusting for the portfolio’s level of market risk. A positive Alpha indicates the investment manager has earned a higher rate of return than expected given the portfolio’s level of risk, while a negative Alpha indicates the investment manager has earned a lower rate of return than expected given the portfolio’s level of risk.

**Beta** – Beta is a measure of systematic risk of a security or portfolio’s sensitivity to the market.

**Downside Capture Ratio** – This risk metric measures how well a manager performed during periods when the market fell. Downside capture ratio is displayed as a percentage.

**Information Ratio** – A measure comparing the returns on an investment to the amount of risk taken. It measures whether or not an asset received excess returns for the risk taken. The information ratio is similar to the Sharpe ratio. The only difference is that it measures returns against a particular benchmark rather than a risk-free rate and, therefore, measures the riskiness of the manager’s active returns.

**Modified Dietz Calculation** – The Modified Dietz calculation is a widely used technique for calculating the rate of return on an investment portfolio that accounts for external cash flows, such as contributions or withdrawals. It provides a way to measure the historical performance of a portfolio by using a weighted calculation of cash flows during a specific period.

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**Multiple of Capital (MOC)** – The Multiple of Capital is the amount of money gained from a position as a fraction of the money paid into the position.

**Sharpe Ratio** – A risk-adjusted measure of return which uses standard deviation to represent risk. It is calculated using annualized return in excess of return of the cash equivalent divided by the annualized standard deviation of the portfolio or benchmark. The higher the Sharpe ratio, the better the fund’s risk-adjusted performance.

**Standard Deviation** – A statistical measure of risk reflecting the total variability (risk) of the portfolio or benchmark. It measures the extent to which the returns for a portfolio have varied from period to period and represents the dispersion of the periodic returns around the average return.

**Tracking Error** – Tracking error is the difference in actual performance between a position (usually an entire portfolio) and its corresponding benchmark. It is a measure of the risk in an investment portfolio that is due to active management decisions made by the portfolio manager, indicating how closely a portfolio follows the benchmark index.

**Upside Capture Ratio** – This risk metric measures how well a manager performed during periods when the market rose. Upside capture ratio is displayed as a percentage.

## **Alerian MLP**

The index measures the performance of energy segment US equity securities. It is a composite of the 50 most prominent energy Master Limited Partnerships ('MLPs'). The index is calculated using a float-adjusted, capitalization-weighted methodology.

## **Bloomberg 1-3 Yr US Treasury**

The index measures the performance of US dollar-denominated, fixed-rate, nominal debt issued by the US Treasury. It is the subset of the US Treasury Index includes bonds with maturities of 1 to 3 years. For each index, Barclays maintains two universes of securities: the Returns (Backward) and Statistics (Forward) Universes. The composition of the Returns Universe is rebalanced at each month-end and represents the fixed set of bonds on which index returns are calculated for the next month. The Statistics Universe is a forward-looking projection that changes daily to reflect issues dropping out of and entering the index but is not used for return calculations. On the last business day of the month (the rebalancing date), the composition of the latest Statistics Universe becomes the Returns Universe for the following month.

## **Bloomberg Global Aggregate**

The index measures the performance of global investment grade fixed-rate debt markets, including the U.S. Aggregate, the Pan-European Aggregate, the Asian-Pacific Aggregate, Global Treasury, Eurodollar, Euro-Yen, Canadian, and Investment Grade 144A index-eligible securities.

## **Bloomberg US Agg Bond**

The index measures the performance of investment grade, U.S. dollar-denominated, fixed-rate taxable bond market, including Treasuries, government-related and corporate securities, MBS (agency fixed-rate and hybrid ARM passthroughs), ABS, and CMBS. It rolls up into other Bloomberg flagship indices, such as the multi-currency Global Aggregate Index and the U.S. Universal Index, which includes high yield and emerging markets debt.

## **Bloomberg US Govt/Credit**

The index measures the performance of non-securitized component of the U.S. Aggregate Index including Treasuries, government-related issues and corporates. It is a subset of the U.S. Aggregate Index.

## **Bloomberg US Long Credit**

The index measures the performance of the US Corporate and a non-corporate component that includes foreign agencies, sovereigns, supranationals and local authorities with maturities of 10 years and greater. It is a subset of the US Government/Credit Index and the US Aggregate Index.

## **Bloomberg US Treasury 20+ Yr**

The index measures the performance of public obligations of the U.S. Treasury with maturities of 20 years, including securities roll up to the U.S. Aggregate, U.S. Universal, and Global Aggregate Indices.

## **Bloomberg US Treasury US TIPS**

The index measures the performance of rules-based, market value-weighted inflation-protected securities issued by the U.S. Treasury. It is a subset of the Global Inflation-Linked Index (Series-L).

## **Cliffwater Direct Lending Index**

The Cliffwater Direct Lending Index ("CDLI") seeks to measure the unlevered, gross of fees performance of U.S. middle market corporate loans, as represented by the underlying assets of Business Development Companies ("BDCs"), including both exchange-traded and unlisted BDCs, subject to certain eligibility criteria. The CDLI is asset-weighted and calculated quarterly using financial statements and other information contained in the U.S. Securities and Exchange Commission ("SEC") filings of all eligible BDCs.

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### **Credit Suisse Convertible Arbitrage Hedge Fund Index**

The Credit Suisse Convertible Arbitrage Hedge Fund Index is a subset of the Credit Suisse Hedge Fund Index that measures the aggregate performance of convertible arbitrage funds. Convertible arbitrage funds typically aim to profit from the purchase of convertible securities and the subsequent shorting of the corresponding stock when there is a pricing error made in the conversion factor of the security. Managers of convertible arbitrage funds typically build long positions of convertible and other equity hybrid securities and then hedge the equity component of the long securities positions by shorting the underlying stock or options. The number of shares sold short usually reflects a delta neutral or market neutral ratio. As a result, under normal market conditions, the arbitrageur generally expects the combined position to be insensitive to fluctuations in the price of the underlying stock.

### **Credit Suisse Equity Market Neutral Hedge Fund Index**

The Credit Suisse Equity Market Neutral Hedge Fund Index is a subset of the Credit Suisse Hedge Fund Index that measures the aggregate performance of equity market neutral funds. Equity market neutral funds typically take both long and short positions in stocks while seeking to reduce exposure to the systematic risk of the market (i.e., a beta of zero is desired). Equity market neutral funds typically seek to exploit investment opportunities unique to a specific group of stocks, while maintaining a neutral exposure to broad groups of stocks defined for example by sector, industry, market capitalization, country, or region. The index has a number of subsectors including statistical arbitrage, quantitative long/short, fundamental long/short and index arbitrage. Managers often apply leverage to enhance returns.

### **Credit Suisse Event Driven Distressed Hedge Fund Index**

The Credit Suisse Event Driven Distressed Hedge Fund Index is a subset of the Credit Suisse Hedge Fund Index that measures the aggregate performance of event driven funds that focus on distressed situations. These funds typically invest across the capital structure of companies subject to financial or operational distress or bankruptcy proceedings. Such securities often trade at discounts to intrinsic value due to difficulties in assessing their proper value, lack of research coverage, or an inability of traditional investors to continue holding them. This strategy is generally long-biased in nature, but managers may take outright long, hedged or outright short positions. Distressed managers typically attempt to profit on the issuer's ability to improve its operation or the success of the bankruptcy process that ultimately leads to an exit strategy.

### **Credit Suisse Hedge Fund Index**

The Credit Suisse Hedge Fund Index is compiled by Credit Suisse Hedge Index LLC. It is an asset-weighted hedge fund index and includes only funds, as opposed to separate accounts. The index uses the Credit Suisse Hedge Fund Database, which tracks approximately 9,000 funds and consists only of funds with a minimum of US\$50 million under management, a 12-month track record, and audited financial statements. The index is calculated and rebalanced on a monthly basis, and reflects performance net of all hedge fund component performance fees and expenses.

### **Credit Suisse Long/Short Equity Hedge Fund Index**

The Credit Suisse Long/Short Equity Hedge Fund Index is a subset of the Credit Suisse Hedge Fund Index that measures the aggregate performance of long/short equity funds. Long/short equity funds typically invest in both long and short sides of equity markets, generally focusing on diversifying or hedging across particular sectors, regions or market capitalizations. Managers typically have the flexibility to shift from value to growth; small to medium to large capitalization stocks; and net long to net short. Managers can also trade equity futures and options as well as equity related securities and debt or build portfolios that are more concentrated than traditional long-only equity funds.

### **FTSE EPRA Nareit Global**

The index measures the performance of listed real estate companies and REITs in both developed and emerging markets. It includes a range of regional and country indices, capped indices, Dividend+ indices, Global Sectors, Investment Focused and REITs and Non-REITs series.

### **FTSE Nareit Equity REITs**

The index measures the performance of REIT performance indexes that spans the commercial real estate space across the US economy. It contains all Equity REITs not designated as Timber REITs or Infrastructure REITs. The index is market-capitalization weighted.

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**FTSE Nareit Equity REITs**

The index measures the performance of REIT performance indexes that spans the commercial real estate space across the US economy. It contains all Equity REITs not designated as Timber REITs or Infrastructure REITs. The index is market-capitalization weighted.

**MSCI ACWI Ex USA**

The index measures the performance of the large and mid cap segments of the particular regions, excluding USA equity securities, including developed and emerging market. It is free float-adjusted market-capitalization weighted.

**MSCI ACWI Ex USA Small**

The index measures the performance of the small cap segment of the particular regions, excluding USA equity securities, including developed and emerging market. It is free float-adjusted market-capitalization weighted.

**MSCI ACWI**

The index measures the performance of the large and mid cap segments of all country markets. It is free float-adjusted market-capitalization weighted.

**MSCI EAFE Growth**

The index measures the performance of the growth large and mid cap segments of equity securities in developed markets, excluding the US & Canada. It is free float-adjusted market-capitalization weighted.

**MSCI EAFE**

The index measures the performance of the large and mid cap segments of developed markets, excluding the US & Canada equity securities. It is free float-adjusted market-capitalization weighted.

**MSCI EAFE Small Cap**

The index measures the performance of the small cap segment of developed markets, excluding the US & Canada equity securities. It is free float-adjusted market-capitalization weighted.

**MSCI EAFE Value**

The index measures the performance of the value large and mid cap segments of developed markets, excluding the US & Canada equity securities. It is free float-adjusted market-capitalization weighted.

**MSCI EM**

The index measures the performance of the large and mid cap segments of emerging market equity securities. It is free float-adjusted market-capitalization weighted.

**MSCI World**

The index measures the performance of the large and mid cap segments of world equity securities. It is free float-adjusted market-capitalization weighted.

**Nasdaq 100**

The index measures the performance of 100 of the largest non-financial securities listed on The NASDAQ Stock Market based on market capitalization. It includes common stocks, ordinary shares and ADRs. The index is modified market capitalization-weighted.

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**Russell 1000 Growth**

The index measures the performance of the large-cap growth segment of the US equity securities. It includes the Russell 1000 index companies with higher price-to-book ratios and higher forecasted growth values. It is market-capitalization weighted. Russell Investment Group is the source and owner of the trademarks, service marks and copyrights related to the Russell Indexes. Russell® is a trademark of Russell Investment Group.

**Russell 1000**

The index measures the performance of the large-cap segment of the US equity securities. It is a subset of the Russell 3000 index and includes approximately 1000 of the largest securities based on a combination of their market cap and current index membership.

**Russell 1000 Value**

The index measures the performance of the large-cap value segment of the US equity securities. It includes the Russell 1000 index companies with lower price-to-book ratios and lower expected growth values. It is market-capitalization weighted.

Russell Investment Group is the source and owner of the trademarks, service marks and copyrights related to the Russell Indexes. Russell® is a trademark of Russell Investment Group.

**Russell 2000 Growth**

The index measures the performance of small-cap growth segment of the US equity universe. It includes those Russell 2000 companies with higher price-to-value ratios and higher forecasted growth values. It is market-capitalization weighted. Russell Investment Group is the source and owner of the trademarks, service marks and copyrights related to the Russell Indexes. Russell® is a trademark of Russell Investment Group.

**Russell 2000**

The index measures the performance of the small-cap segment of the US equity universe. It is a subset of the Russell 3000 and includes approximately 2000 of the smallest securities based on a combination of their market cap and current index membership. Russell Investment Group is the source and owner of the trademarks, service marks and copyrights related to the Russell Indexes. Russell® is a trademark of Russell Investment Group.

**Russell 2000 Value**

The index measures the performance of small-cap value segment of the US equity universe. It includes those Russell 2000 companies with lower price-to-book ratios and lower forecasted growth values. It is market-capitalization weighted. Russell Investment Group is the source and owner of the trademarks, service marks and copyrights related to the Russell Indexes. Russell® is a trademark of Russell Investment Group.

**Russell 2500 Growth**

The index measures the performance of the small to mid-cap growth segment of the US equity universe. It includes Russell 2500 index companies with higher price-to-book ratios and higher forecasted growth values. It is market-capitalization weighted.

**Russell 2500**

The index measures the performance of the small to mid-cap segment of the US equity universe. It is a subset of the Russell 3000 index and includes approximately 2500 of the smallest securities based on the combination of their market cap and current index membership.

**Russell 2500 Value**

The index measures the performance of the small to mid-cap value segment of the US equity universe. It includes Russell 2500 index companies with lower price-to-book and lower forecasted growth values. It is market-capitalization weighted.

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**Russell 3000 Growth**

The index measures the performance of the broad growth segment of the US equity universe. It includes Russell 3000 index companies with higher price-to-book ratios and higher forecasted growth values. It is market-capitalization weighted.

**Russell 3000**

The index measures the performance of the largest 3000 US companies of the investable US equity market. It is market-capitalization weighted.

**Russell 3000 Value**

The index measures the performance of the broad value segment of US equity value universe. It includes Russell 3000 index companies with lower price-to-book ratios and lower forecasted growth values. It is market-capitalization weighted.

**S&P MidCap 400**

The index measures the performance of mid-sized US companies, reflecting the distinctive risk and return characteristics of this market segment.

**Russell Mid Cap Growth**

The index measures the performance of the mid-cap growth segment of the US equity universe. It includes Russell midcap index companies with higher price-to-book ratios and higher forecasted growth values. It is market-capitalization weighted. Russell Investment Group is the source and owner of the trademarks, service marks and copyrights related to the Russell Indexes. Russell® is a trademark of Russell Investment Group.

**Russell Mid Cap**

The index measures the performance of the mid-cap segment of the US equity universe. It is a subset of Russell 1000 index and includes approximately 800 of the smallest securities based on a combination of their market cap and current index membership.

**Russell Mid Cap Value**

The index measures the performance of the mid-cap value segment of the US equity universe. It includes Russell midcap index companies with lower price-to-book ratios and lower forecasted growth values. It is market-capitalization weighted.

**S&P 500**

The index measures the performance of 500 widely held stocks in US equity market. Standard and Poor's chooses member companies for the index based on market size, liquidity and industry group representation. Included are the stocks of industrial, financial, utility, and transportation companies. Since mid 1989, this composition has been more flexible and the number of issues in each sector has varied. It is market capitalization-weighted.

**S&P Global REIT**

The index measures the performance of publicly traded equity REITs listed in both developed and emerging markets. It is a member of the S&P Global Property Index Series.

**S&P MidCap 400 Growth**

The index measures the performance of growth stocks drawn from the S&P MidCap 400 index. The complete market capitalization of S&P MidCap 400 index is divided into growth and value segments by using three factors: sales growth, the ratio of earnings change to price, and momentum.

**TEXAS SOUTHERN UNIVERSITY  
BOARD OF REGENTS AGENDA**

**COMMITTEE:** Administration and Finance

**ITEM:** Information Updates

**DATE PREVIOUSLY SUBMITTED:** N/A

**SUMMARY:**

Mr. John Pittman, Interim VP of Administration & Finance/CFO, will share information updates from the Division of Business and Finance.

**SUPPORTING**

**DOCUMENTATION:** Budget-to-Actual | Cash Projection | Aging Reports

**FISCAL IMPACT:** N/A

**ACTION REQUESTED:** Administration recommends approval of this item

**Legal Certification:** Based on available information to date, this action item and its implementation will not be in violation of any applicable federal, state, or local law, or regulation.



10/01/2025

GENERAL COUNSEL

DATE

**Fiscal Certification:** This fiscal note shown above details the true and actual positive or negative fiscal effect that implementation of This proposal will achieve.



John Pittman (Oct 1, 2025 15:54:20 CDT)

10/01/2025

INTERIM CHIEF FINANCIAL OFFICER

DATE



10/02/2025

PRESIDENT

DATE

**Texas Southern University**  
**Fiscal Year 2024-2025**  
**Operating Budget-To-Actual Report**  
**As of August 31, 2025**

	Adjusted Budget	Actual	Change (pos/neg) Variance	%	
<b>OPERATING REVENUES</b>					
Tuition and Fees-Pledged	99,458,019.17	97,041,518.00	(2,416,501.17)	-2%	See note b
Discount on Tuition and Fees	0.00	(38,007,244.50)	(38,007,244.50)		See note c
Auxiliary Enterprises-Pledged	21,693,566.48	26,537,075.64	4,843,509.16	22%	See note d
Other Sales of Goods and Services-Pledged	26,000.00	229,663.03	203,663.03	783%	See note e
Federal Revenue	0.00	33,860,265.14	33,860,265.14		See note f
Federal Pass-Through Revenue	0.00	1,256,843.56	1,256,843.56		See note f
State Revenue	0.00	592,928.69	592,928.69		See note f
State Pass-Through Revenue	5,172,313.00	9,528,620.66	4,356,307.66	84%	See note g
Other Contracts and Grants-Pledged	1,326,117.34	3,833,484.04	2,507,366.70	189%	See note f
Other Operating Revenue	25,065,768.58	9,835,516.79	(15,230,251.79)	-61%	See note h
<b>Total Operating Revenues</b>	<b>\$152,741,784.57</b>	<b>\$144,708,671.05</b>	<b>(\$8,033,113.52)</b>		
<b>OPERATING EXPENSES</b>					
Salaries and Wages	97,691,958.52	100,652,400.85	(2,960,442.33)	-3%	
Payroll Related Costs	21,121,373.67	23,342,225.50	(2,220,851.83)	-11%	
Professional Fees and Services	18,256,528.17	20,312,779.21	(2,056,251.04)	-11%	
Travel	2,776,158.64	4,554,328.90	(1,778,170.26)	-64%	See note i
Materials and Supplies	7,408,801.64	14,527,208.17	(7,118,406.53)	-96%	See note f
Communication and Utilities	7,808,145.01	6,335,801.65	1,472,343.36	19%	
Repairs and Maintenance	8,998,556.61	10,882,000.04	(1,883,443.43)	-21%	
Rental and Leases	1,150,722.24	2,496,360.21	(1,345,637.97)	-117%	See note j
Printing and Reproduction	525,393.43	435,753.16	89,640.27	17%	

**Texas Southern University**  
**Fiscal Year 2024-2025**  
**Operating Budget-To-Actual Report**  
**As of August 31, 2025**

	<b>Change (pos/neg)</b>			
	<b>Adjusted Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>%</b>
Federal Pass-Through Expense	0.00	-	0.00	
Bad Debt Expense	0.00	1,268,094.93	<b>(1,268,094.93)</b>	See note s
Scholarships	22,992,834.11	32,861,900.13	<b>(9,869,066.02)</b>	-43% See note k
Other Operating Expenses	33,157,413.62	17,902,722.13	15,254,691.49	46% See note l
Depreciation and Amortization	3,246,000.00	16,381,086.16	<b>(13,135,086.16)</b>	-405% See note m
<b>Total Operating Expenses</b>	<b>225,133,885.66</b>	<b>251,952,661.04</b>	<b>(26,818,775.38)</b>	
<b>Operating (Loss)</b>	<b>(\$72,392,101.08)</b>	<b>(\$107,243,989.99)</b>	<b>\$18,785,661.86</b>	
See Notes to Financial Statements.				
<b>NON-OPERATING REVENUES (EXPENSES)</b>				
Legislative Revenue	56,864,972.00	54,438,033.00	<b>(2,426,939.00)</b>	-4% See note n.
Additional Appropriation	18,813,638.00	7,553,184.00	<b>(11,260,454.00)</b>	-60% See note o.
Gifts	30,850.00	726,266.32	695,416.32	2254%
Federal Revenue Nonoperating	0.00	39,169,546.34	39,169,546.34	See note p
Interest Income	2,440,280.00	5,304,140.13	2,863,860.13	117%
Investing Activities Expenses	0.00	<b>(27,899.58)</b>	<b>(27,899.58)</b>	
Interest Expense and Fiscal Charges			0.00	
Net Increase in Fair Value	0.00	10,898,987.04	10,898,987.04	
Other Nonoperating Revenue	21,836,299.59	828,255.08	<b>(21,008,044.51)</b>	-96% See note q
Other Nonoperating Expenses	<b>(23,406.00)</b>	0.00	23,406.00	
<b>Total Non-Operating Revenues</b>	<b>\$99,962,633.59</b>	<b>\$118,890,512.33</b>	<b>\$18,927,878.74</b>	

**Texas Southern University**  
**Fiscal Year 2024-2025**  
**Operating Budget-To-Actual Report**  
**As of August 31, 2025**

	Adjusted Budget	Actual	Change (pos/neg) Variance	%
<b>Income Before Other Revenues, Expenses, Gains/Losses a</b>	<b>\$27,570,532.51</b>	<b>\$11,646,522.34</b>	<b>\$37,713,540.60</b>	
<b>OTHER REVENUES, EXPENSES, GAINS, LOSSES AND TRANSFERS</b>				
Capital Appropriations (HEF)	12,072,906.00	12,072,906.00	0.00	
Additions to Permanent and Term Endowments	0.00	-		
Lapses	0.00	7,283,274.19	7,283,274.19	
Legislative Transfers:	0.00			
Transfer-In	0.00			
Transfer-Out	0.00	(3,005,950.00)	(3,005,950.00)	See note r
<b>Total Other Revenues, Expenses, Gain/Losses and Transfers</b>	<b>\$12,072,906.00</b>	<b>\$16,350,230.19</b>	<b>\$4,277,324.19</b>	
<b>Change in Net Position</b>	<b>\$39,643,438.51</b>	<b>\$27,996,752.53</b>	<b>\$41,990,864.79</b>	

**Budget Summary Notes**

- a) The adjusted budget is annualized. The Actuals represents 11 of 12 months of the year. Average operating cost approximately \$15M monthly.
- b) Tuition and Fees includes State GR-Dedicated tuition (\$23.5M -Budgeted, \$28M-Actual). The Actual amount has been adjusted to remove the Tuition and Fees registrations for FY26 of \$47M.
- c) Discount on fees is approximately the amount of Pell/SEOG awards to students.
- d) Increase primarily driven by increase in Housing and Food Service revenue
- e) Child care revenue not budgeted in FY25
- f) Part of Grants flow through

**Texas Southern University**  
**Fiscal Year 2024-2025**  
**Operating Budget-To-Actual Report**  
**As of August 31, 2025**

	<b>Adjusted Budget</b>	<b>Actual</b>	<b>Change (pos/neg)</b>	
			<b>Variance</b>	<b>%</b>
g) Increase driven by additional Texas Grant funding received.				
h) Decrease related to the amount of fundraising dollars transferred to the university from the Foundation.				
i) Half of the increase is related to grants flowing through operations. The remaining increase is primarily due to increases in travel for athletics.				
j) Grants flow through accounts for \$450K of the increase. Remainder driven by maintenance and homecoming.				
k) Majority of increase caused by the flow through of grants (\$4M) and the Texas Grant not budget for.				
l) \$12M for Towers renovation not started. \$16M in CCAP funds encumbered, \$5M of HEF funds capitalized.				
m) Depreciation under budgeted for.				
n) The university records a receivable for outstanding amounts.				
o) The university budgets for Estimated Allocations for Employee Benefits listed on the LAR. Actual riders and allocations reflected.				
p) Grants - Financial Aid (Pell/SEOG) is \$36M				
q) Decrease related to \$12M in settlement revenue (Towers ) that was actually adjusted against FY24, \$8M in donor funds for aviation sent to Foundation)				
r) Amounts related to reimbursement transfers for debt service payments.				
s) 1.5% of tuition and fees and auxillary revenue estimated to be uncollectible				

**Cash Projection**

	Aug-25	Projected				
		Sep-25	Oct-25	Nov-25	Dec-25	Jan-26
<b>Available Balance</b>	25,813,728.84	31,429,425.37	42,299,848.81	38,433,799.10	37,235,147.92	27,955,001.86
<b>Additions</b>						
Dept of Ed. Drawdowns - Available Balances	7,243,264.94	43,753,834.51	9,609,753.01	625,022.00	704,369.94	46,549,991.61
Business Track Settlements - Actual Historical Sales	2,895,618.22	1,219,878.73	675,542.13	878,391.11	616,023.96	2,040,575.54
Cashier Clearing - Actual Historical Data	5,299,961.14	2,539,814.84	1,893,490.52	2,200,368.94	902,458.23	3,405,998.74
Payroll Reimbursements - Actual Historical Data	5,655,354.10	2,472,844.16	2,831,487.87	2,053,109.67	3,624,835.44	4,240,813.18
Reimbursed Bond Payments	-	-	-	3,005,950.00	-	-
Interest Earned	53,856.71	178,709.48	147,072.04	126,881.77	111,441.84	101,731.02
Miscellaneous Deposits/Credits (NET)	1,659,703.52	2,218,756.47	3,928,702.42	3,245,815.13	1,399,079.33	7,348,636.67
<b>Less - Actual Historical Data</b>						
Financial Aid Disbursements	(3,880,846.06)	(29,717,801.84)	(2,763,415.17)	(687,754.61)	(584,251.20)	(4,890,044.37)
0247 State Tuition Remittance	-	-	-	-	-	-
Accounts Payable	(8,157,149.75)	(5,937,101.61)	(11,110,625.21)	(5,282,156.51)	(9,176,489.51)	(6,580,211.33)
Payroll	(6,198,822.93)	(5,336,627.77)	(5,645,105.43)	(6,459,169.96)	(6,427,131.82)	(5,247,846.86)
Federal Wires	(386,097.78)	(521,883.53)	(3,432,951.89)	(905,108.72)	(450,482.27)	(576,423.34)
<b>Projected Cash Balance</b>	<b>\$ 29,998,570.95</b>	<b>\$ 42,299,848.81</b>	<b>\$ 38,433,799.10</b>	<b>\$ 37,235,147.92</b>	<b>\$ 27,955,001.86</b>	<b>\$ 74,348,222.72</b>
<b>Actual Ending Balance</b>	31,429,425.37					

# TEXAS SOUTHERN UNIVERSITY

(An Agency of the State of Texas)

## STATEMENT OF NET POSITION

August 31, 2025

ASSETS	<u>Total</u>
<b>Current Assets</b>	
Cash and Cash Equivalents	
Cash on Hand	\$ 217,022.86
Cash in Bank	108,641,775.33
Cash in Transit/Reimburse from Treasury	244,831.98
Cash in State Treasury	13,061,472.92
Restricted:	
Cash Equivalent	5,036,363.42
Short-Term Investments	6,521,622.59
Health&Safety Improve Art.IX 17.34	12,449,890.19
Legislative Appropriations	71,105,537.11
Receivables:	
Federal	30,294,242.55
Other Intergovernmental	11,488,689.99
Accounts, Net	55,739,857.95
Other	585,227.47
Due From Other Agencies	2,526,937.51
Consumable Inventories	686,740.74
Prepaid Costs	3,265,536.69
<b>Total Current Assets</b>	<b><u>321,865,749.30</u></b>
<b>Non-Current Assets</b>	
Restricted:	
Investments	114,983,703.71
Loans and Contracts	515,183.47
Prepaid Cost	1,738,726.72
<b>Total Non-Current Restricted Assets</b>	<b><u>117,237,613.90</u></b>
Land	25,423,176.20
Construction in Progress	3,023,134.41
Historical Treasures and Works of Art	2,829,312.50
<b>Total Non-Depreciable or Non-Amortizable</b>	<b><u>31,275,623.11</u></b>
Capital and Leased Assets Depreciable:	
Buildings and Building Improvements	601,053,940.21
Infrastructure	7,096,483.95
Equipment	68,579,543.07
Leased Land	731,811.65
Library Books	45,274,372.01
Less: Accumulated Depreciation and Amortization	<u>(455,759,972.62)</u>
<b>Total Depreciable or Amortizable, Net</b>	<b><u>266,976,178.27</u></b>
<b>Total Non-Current Assets</b>	<b><u>415,489,415.28</u></b>
<b>TOTAL ASSETS</b>	<b><u>737,355,164.58</u></b>
<b>Deferred Outflows of Resources</b>	
Deferred Outflows of Resources-Pension	13,454,096.00
Deferred Outflows of Resources-OPEB	4,231,847.00
Deferred Outflows of Resources-ARO	133,462.62
Deferred Outflow of Resources - Deferred Loss on Refunding	105,768.72
<b>Total Deferred Outflows of Resources</b>	<b><u>\$ 17,925,174.34</u></b>

See Notes to Financial Statements.

# TEXAS SOUTHERN UNIVERSITY

(An Agency of the State of Texas)

## STATEMENT OF NET POSITION

August 31, 2025

<b>LIABILITIES</b>	<b>Total</b>
<b>Current Liabilities</b>	
Accounts Payable	\$ 11,639,567.19
Payroll Payable	19,972,678.28
Due to Other Agencies	1,844,130.50
Interest Payable	2,009,727.25
Escheat Payable	3,111,790.02
Unearned Revenues	3,699,178.00
Student Refunds Payable	(136,490.63)
Other Payables	6,160,713.22
Net OPEB Liability Current	2,430,706.00
Lease Liability	68,024.49
Revenue Bonds Current Payable, Net	6,540,613.27
Employees' Compensable Leave Current	366,510.00
<b>Total Current Liabilities</b>	<b>57,707,147.59</b>
<b>Non-Current Liabilities</b>	
Net Pension Liability	32,116,878.00
Net OPEB Liability	55,259,336.00
Lease Liability	338,854.39
Revenue Bonds Payable, Net	121,620,208.28
Employees' Compensable Leave	3,609,851.04
<b>Total Non-Current Liabilities</b>	<b>212,945,127.71</b>
<b>TOTAL LIABILITIES</b>	<b>270,652,275.30</b>
<b>Deferred Inflows of Resources</b>	
Deferred Inflows of Resources-Pension	10,537,749.00
Deferred Inflows of Resources-OPEB	34,976,026.00
<b>Total Deferred Inflows of Resources</b>	<b>45,513,775.00</b>
<b>NET POSITION</b>	
Net Investment in Capital Assets	259,120,238.34
Restricted For:	
Debt Retirement	243,705.94
Capital Projects	(22,462,595.08)
Loans	287,986.22
Other Restricted	147,223,216.89
Funds Held as Permanent Investments:	
Nonexpendable	41,605,052.84
Expendable	57,454,596.79
Unrestricted	(44,357,913.32)
<b>TOTAL NET POSITION</b>	<b>\$ 439,114,288.62</b>

See Notes to Financial Statements.

# TEXAS SOUTHERN UNIVERSITY

(An Agency of the State of Texas)

## STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION

For the Year Ended August 31, 2025

	<u>2025</u>
<b>OPERATING REVENUES</b>	
Tuition and Fees-Pledged	\$146,901,640.32
Discount on Tuition and Fees	(38,007,244.50)
Auxiliary Enterprises-Pledged	26,537,075.64
Other Sales of Goods and Services-Pledged	229,663.03
Federal Revenue	33,860,265.14
Federal Pass-Through Revenue	1,256,843.56
State Revenue	592,928.69
State Pass-Through Revenue	9,528,620.66
Other Contracts and Grants-Pledged	3,833,484.04
Other Operating Revenue	9,835,516.79
<b>Total Operating Revenues</b>	<b><u>\$194,568,793.37</u></b>
<b>OPERATING EXPENSES</b>	
Salaries and Wages	100,652,400.85
Payroll Related Costs	23,342,225.50
Professional Fees and Services	20,312,779.21
Travel	4,554,328.90
Materials and Supplies	14,527,208.17
Communication and Utilities	6,335,801.65
Repairs and Maintenance	10,882,000.04
Rental and Leases	2,496,360.21
Printing and Reproduction	435,753.16
Federal Pass-Through Expense	0.00
Bad Debt Expense	0.00
Scholarships	32,861,900.13
Other Operating Expenses	17,902,722.13
Depreciation and Amortization	16,381,086.16
<b>Total Operating Expenses</b>	<b><u>250,684,566.11</u></b>
<b>Operating (Loss)</b>	<b><u>(\$56,115,772.74)</u></b>

See Notes to Financial Statements.

**TEXAS SOUTHERN UNIVERSITY**  
 (An Agency of the State of Texas)  
**STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION**  
 For the Year Ended August 31, 2025

	<b>2025</b>
<b>NON-OPERATING REVENUES (EXPENSES)</b>	
Legislative Revenue	\$54,438,033.00
Additional Appropriation	7,553,184.00
Gifts	726,266.32
Federal Revenue Nonoperating	39,169,546.34
Interest Income	5,304,140.13
Investing Activities Expenses	(27,899.58)
Interest Expense and Fiscal Charges	0.00
Net Increase in Fair Value	10,898,987.04
Other Nonoperating Revenue	828,255.08
<b>Total Non-Operating Revenues</b>	<b>\$118,890,512.33</b>
 <b>Income Before Other Revenues, Expenses, Gains/Losses and Transfers</b>	 <b>\$62,774,739.59</b>
 <b>OTHER REVENUES, EXPENSES, GAINS, LOSSES AND TRANSFERS</b>	
Capital Appropriations (HEF)	\$12,072,906.00
Additions to Permanent and Term Endowments	0.00
Lapses	7,283,274.19
Legislative Transfers:	
Transfer-In	
Transfer-Out	(3,005,950.00)
<b>Total Other Revenues, Expenses, Gain/Losses and Transfers</b>	<b>\$16,350,230.19</b>
 <b>Change in Net Position</b>	 <b>\$79,124,969.78</b>
 <b>Beginning Net Position</b>	 <b>359,989,318.84</b>
 <b>Ending Net Position</b>	 <b>\$ 439,114,288.62</b>

See Notes to Financial Statements.

**TEXAS SOUTHERN UNIVERSITY  
BOARD OF REGENTS AGENDA**

**COMMITTEE:** Academic Affairs, Research and Student Life

**ITEM:** Request Approval to Renew Contracts for Legal Research and Academic Support Services

**DATE PREVIOUSLY SUBMITTED:** N/A

**SUMMARY:**

The Administration requests approval to renew contracts for the following legal academic support services:

1. **LexisNexis Subscription** - LexisNexis offers comprehensive legal research tools and databases critical for student instruction, faculty scholarship, and academic excellence.
2. **BARBRI, Inc.** - BARBRI delivers academic support services, including bar exam preparation, data analytics, and assessment tools that enhance student performance, support bar passage success, and align with legal education accreditation standards.

The University awards contracts to a respondent whose proposal provides the best value to the State of Texas and Texas Southern University, as defined by Texas Government Code, § 2155.074.

The LexisNexis and BARBRI resources are classified as library and academic materials and are procured in accordance with Texas Government Code §2155.139, Library Resources Exemption.

Contract Term: 9/1/2025 - 8/31/2028

**SUPPORTING**

**DOCUMENTATION:** Scope of Work, Usage History

**FISCAL IMPACT:** Cost Not to Exceed: \$610,000.00 Annually | BOA0001575, BOA0001574  
FOAP: - Title III - 3610 22600 7299 50 - BARBRI  
FOAP: - State - 0002- 22810-7389-35627 - LexisNexis-Digital

**ACTION REQUESTED:** Administration recommends approval of this item

**Legal Certification:** Based on available information to date, this action item and its implementation will not be in violation of any applicable federal, state, or local law, or regulation.



09/29/2025

GENERAL COUNSEL

DATE

**Fiscal Certification:** This fiscal note shown above details the true and actual positive or negative fiscal effect that implementation of this proposal will achieve.



09/29/2025

John Pittman (Sep 29, 2025 13:10:38 CDT)

INTERIM CHIEF FINANCIAL OFFICER

DATE



10/01/2025

PRESIDENT

DATE

# BARBRI Bar Exam Preparation Program: Driving Licensure Success

## Overview

Texas Southern University, through the Thurgood Marshall School of Law, has partnered with BARBRI, Inc. to deliver comprehensive bar exam success services. This agreement ensures every student has access to structured academic support, faculty-integrated analytics, and full bar review preparation. The program directly strengthens bar passage outcomes, accreditation compliance, and Texas Southern's national standing.

## Key Services to Students

- Academic Success Programs: Outlines, lectures, and practice questions across all core 1L–3L courses; Pre-1L Lawyering Fundamentals.
- Curriculum Integration: Extended Bar Review course for credit; Targeted Intervention course (applied 'law firm' model).
- Data & Analytics: Diagnostic exams, curated test banks, and statistical modeling to identify at-risk students.
- Premium Bar Review Program (Post-Graduation): Comprehensive review course including lectures, digital/print resources, unlimited essay grading, 5,000+ practice questions, simulated bar exams, Conviser Mini Review, and faculty progress reporting.

## Financial Structure

Covered By	Details
TSU (Institutional Fee)	\$395,000 (FY25–26), \$406,000 (FY26–27), \$419,000 (FY27–28)
Students (Final Year)	\$250 refundable book deposit + \$30 shipping
Included at No Cost to Students	All core academic success services, a full Premium Bar Review course
Optional Enhancements (Student Choice)	Personal tutoring, supplemental modules, and preparation for additional jurisdictions
Repeater Policy	Students who fail may retake the course two additional times at no cost.

## Payment History

2024-25	\$395,000
2023-24	\$395,000
2022-23	\$395,000

### Comparison of BARBRI and Competitors in Bar Exam Preparation

BARBRI remains the national leader in bar exam preparation, but other providers exist in the market. The table below compares BARBRI against its primary competitors, focusing on program features, delivery model, cost, and strategic strengths. This comparison illustrates why BARBRI remains the premier choice for institutional partnerships such as Texas Southern University's Thurgood Marshall School of Law.

Provider	Delivery Model	Key Features	Approximate Cost	Strengths / Differentiators
<b>BARBRI</b>	Hybrid: Online + Print + Live/On-Demand	Comprehensive Premium Bar Review, Conviser Mini Review, unlimited essay grading, 5,000+ MCQs, simulated MBEs, faculty reporting	Institutional contract: retail ~\$3,000–\$4,000 per student	Market leader, exclusive law school partnerships, widest content coverage, repeat guarantee
<b>Themis</b>	100% Online	Video lectures, outlines, adaptive study platform, practice questions	~\$2,500–\$3,000	Lower cost, fully digital, modern UX, widely adopted by tech-savvy students
<b>Kaplan</b>	Online + In-Person Options	Lectures, outlines, practice exams, and live classes in some locations	~\$3,000–\$4,000	Well-known brand, broad test prep footprint, but smaller law market share
<b>Quimbee</b>	Online	Simplified bar review, video lessons, outlines, practice questions	~\$1,500–\$2,000	Budget-friendly, familiar to students who used Quimbee during law school
<b>Adaptibar</b>	Online (MBE-focused)	Licensed NCBE questions, adaptive practice, analytics	~\$400–\$600 (supplement)	Strong MBE prep tool, often used alongside BARBRI or Themis, not a full bar program

While alternatives exist, BARBRI remains the most comprehensive and institutionally integrated option. Its breadth of services, national reach, and proven results distinguish it from competitors that are either lower-cost, digital-only, or focused on narrower portions of the bar exam. The partnership with BARBRI ensures Texas Southern students benefit from the highest quality preparation available.

LexisNexis stands as a premier provider of legal research, digital libraries, and academic learning tools, ensuring that our faculty and students have access to the same authoritative resources relied upon by attorneys, judges, and law firms across the nation.

## Lexis+ Research Platform

- Comprehensive Legal Research – Access to case law, statutes, regulations, law reviews, legal news, and secondary sources.
- Shepard’s Citations – The industry-standard tool for checking whether a case is still “good law.”
- Generative AI (Lexis+ AI Protégé) – Drafting assistance, citation validation, and research summaries using trusted content
- News & Business Content – Exclusive access to major outlets (*Washington Post*, *the Wall Street Journal*, and *the New York Times*)
- Faculty/Student Support – Teaching tools, webinars, guides, and a faculty portal.

## LexisNexis Digital Library (Matthew Bender Treatises & eBooks)

- Authoritative Legal Treatises – Expert-written books on specialized areas of law
- Unlimited Access – Students and faculty can use these online without copy limits.
- Matching Print Program – Free or discounted print copies to supplement digital access (shipping cost applies).
- Preferred Customer Pricing – TSU receives bundled pricing as a high-volume subscriber

## Study Aid Package

- Student Success Resources – Digital access to the “Understanding” and “Q&A” series across core subjects (Contracts, Torts, Evidence, Criminal Law, Constitutional Law, etc.).
- Exam Prep Tools – Includes *Skills & Values* and *Mastering* series to help students with practice questions, hypotheticals, and bar exam preparation.
- Unlimited Users – The Entire student body can access without restrictions

## 4. Additional Benefits

- Training & Support – On-campus representatives, orientation sessions, and ongoing faculty/student workshops.
- Continuous Updates – 1.2 million new legal documents added daily across databases.
- Accreditation & Quality – Provides resources expected of accredited law schools (ABA compliance support).

## Financial Approval/Request

This briefing provides a consolidated financial and academic overview of the LexisNexis agreements. The agreements collectively enhance legal research, faculty resources, and student exam readiness.

Year	Lexis+ (Research)	Digital Library	Study Aids Ecosystem (ebooks)	Total Annual Cost
Year 1 (2025–26)	\$53,174.77	\$99,247	\$23,224	\$175,646
Year 2 (2026–27)	\$54,770.02	\$103,217	\$24,153	\$182,140
Year 3 (2027–28)	\$55,865.42	\$107,345	\$25,119	\$188,329

## Historical Spend

Year	Lexis+ (Research)
Year 1 (2024–25)	\$54,661.94
Year 2 (2023–24)	\$52,095.75
Year 3 (2022–23)	\$46,376.04

\*First year of adopting the Digital Library

## Dominant Providers in the U.S. Legal Research and Education Market

In the U.S. legal research and education market, three providers collectively dominate more than 90% of the institutional landscape. Each holds a distinct leadership position based on its core strengths, technology, and user base across law schools, law firms, and government entities.

Provider	Flagship Platforms	Market Strengths
LexisNexis (RELX Group)	Lexis+, Lexis+ AI, Nexis Uni, LexisNexis Digital Library, Matthew Bender treatises, Law School Study Aids	Leads in academic and AI innovation; combines research, analytics, and learning tools; strong penetration in law schools and legal departments.
Westlaw (Thomson Reuters)	Westlaw Precision, Practical Law, ProView eBooks	Leads in litigation research and firm adoption; extensive case law coverage; highly regarded editorial system
Bloomberg Law (Bloomberg Industry Group)	Bloomberg Law	Leads in business and regulatory intelligence; integrates financial, legal, and docket data; strong adoption in corporate and regulatory programs.

## Why Lexis Nexis? Comprehensive Academic Integration

- ✓ Institutional and Financial Value: The only platform that unites legal research, academic study aids, and digital library content under a single institutional license.
- ✓ Aligns directly with the core curriculum and accreditation standards of the American Bar Association (ABA).
- ✓ The first-to-market legal research provider with a fully deployed AI-driven platform (Lexis+ AI) tailored for law schools.
- ✓ Peer and Industry Adoption: Over 95% of ABA-accredited law schools maintain institutional access to LexisNexis. Widely used by courts, government agencies, and Fortune 500 legal departments,

## **BarBri Usage History, 2023-2025**

### **Thurgood Marshall School of Law**

TSU's contract with BarBri encompasses several products available to students, from pre-orientation ("Lawyering Fundamentals"), throughout law school ("1L Success," "2L/3L Success"), and through the bar review period ("BarBri PSP"). Although students spend untold (and untracked) hours in Lawyering Fundamentals and in 1L Success and 2L/3L Success programs, we do have efficient access to tracking student participation in the **"BarBri PSP" (Personal Study Plan), the bar exam preparation program students utilize in the months immediately prior to their bar exam administration.**

The "BarBri PSP" product also includes programming that does not track completion, including:

- BarBri Early Start (approximately 20 hours of programming that most students report completing),
- BarBri small-group coaching sessions (5-10 hours available to students),
- BarBri webinars (about 5 hours available),
- Reading the included textbooks
- Working questions in the online "MCQ Bank"
- Writing additional practice essays from the BarBri books

While it is impossible to quantify with any certainty, a reasonable guess would be that for every first-time bar taker, there are an additional 50-100 hours of BarBri PSP usage that is not tracked and not accounted for in the numbers below.

#### **February 2023 Bar Exam**

- 49 examinees used BarBri PSP. Collectively, those 49 completed 10,572.3 hours of programming and assignments (average of 215.76 hours per person).
- Of those 49, 37 were first-time examinees. Those 37 first-time takers completed 9,797.8 hours (average of 264.81 hours per person).

#### **July 2023 Bar Exam**

- 106 examinees used BarBri PSP. Collectively, those 106 completed 34,629 hours of programming and assignments (average of 326.69 hours per person).
- Information required to separate out the usage for first-time takers is not available on a time-sensitive basis for this exam.

#### **February 2024 Bar Exam**

- 83 examinees used BarBri PSP. Collectively, those 83 completed 20,558 hours of programming and assignments (average of 247.69 hours per person).
- Of those 83, 45 were first-time examinees. Those 45 first-time takers completed 13,262 hours (average of 294.71 hours per person).

# BarBri Usage History, 2023-2025

## Thurgood Marshall School of Law

### July 2024 Bar Exam

- 140 examinees used BarBri PSP. Collectively, those 140 completed 45,436 hours of programming and assignments (average of 324.54 hours per person).
- Of those 140, 138 were first-time examinees. Those 138 first-time takers completed 45,000 hours (average of 326.1 hours per person).

### February 2025 Bar Exam

- 97 examinees used BarBri PSP. Collectively, those 97 completed 26,985 hours of programming and assignments (average of 278.2 hours per person).
- Of those 97, 59 were first-time examinees. Those 59 first-time takers completed 19,826 hours (average of 336.03 hours per person).

### July 2025 Bar Exam

- 151 examinees used BarBri PSP. Collectively, those 151 completed 43,130.5 hours of programming and assignments (average of 285.63 hours per person).
- Of those 151, 110 were first-time examinees. Those 110 first-time takers completed 34,373.2 hours (average of 312.48 hours per person).

### Total BarBri PSP Usage, 2023-2025

- Over the six bar exam cycles included in this discussion, **626 bar exam preparers** completed **181,310.8 hours** of *tracked* programming. If we had a way of capturing the untracked programming and resources, the number would likely be substantially higher. For example, if 626 preparers each completed 50 untracked hours (a conservative estimate) that would equal an additional 31,300 hours of usage over this time period, totaling 212,000 hours or more.

Because of the time-sensitive nature of this request, we provide these figures because they are readily available. If more information is required about the use of Lawyering Fundamentals or the 1L Success and 2L/3L Success programs, we can investigate, but that information would take a week or more to compile.

# LEXIS NEXIS - FY25 Usage Highlights

LexisNexis stands as a premier provider of legal research, digital libraries, and academic learning tools, ensuring that our faculty and students have access to the same authoritative resources relied upon by attorneys, judges, and law firms across the nation.

## FY25 Usage Highlights

- **Total Checkouts:** 5,135
- **Titles Accessed:** 226
- **Users:** 722
- **Most Checked-Out Title:** *Questions & Answers: Civil Procedure* (529 checkouts)
- **Top Publisher:** *Carolina Academic Press* – a leading provider of bar preparation and doctrinal law materials.

**TEXAS SOUTHERN UNIVERSITY  
BOARD OF REGENTS AGENDA**

**COMMITTEE:** Academic Affairs, Research and Student Life

**ITEM:** Request Approval to Renew Affiliation Agreement with the Houston Academy of Medicine-Texas Medical Center Library

**DATE PREVIOUSLY SUBMITTED:** 06/13/2024

**SUMMARY:**

Approval is requested to renew the affiliation agreement with the Houston Academy of Medicine-Texas Medical Center Library (HAM-TMC). HAM-TMC provides online access to medical and research databases and services for health practitioners, students, faculty, and the community. Texas Southern University's presence in the medical center aligns with Texas peers.

The University awards contracts to a respondent whose proposal provides the best value to the State of Texas and Texas Southern University, as defined by Texas Government Code, § 2155.074.

The renewal of this agreement is exempt from bidding according to the Texas Government Code 2155.139. HAM-TMC is not a HUB and Form 1295 is submitted.

The renewal period is September 1, 2025, through August 31, 2026.

**SUPPORTING**

**DOCUMENTATION:** Quote and Scope of Work

**FISCAL IMPACT:** Cost not to exceed \$180,000 | BOA0001593  
FOAP: 3610-23400-50-1015

**ACTION REQUESTED:** Administration recommends approval of this item

**Legal Certification:** Based on available information to date, this action item and its implementation will not be in violation of any applicable federal, state, or local law, or regulation.



GENERAL COUNSEL

09/29/2025

DATE

**Fiscal Certification:** This fiscal note shown above details the true and actual positive or negative fiscal effect that implementation of this proposal will achieve.



John Pittman (Sep 29, 2025 13:10:54 CDT)

INTERIM CHIEF FINANCIAL OFFICER

09/29/2025

DATE



PRESIDENT

10/04/2025

DATE

# Texas Medical Center Library Membership

## Overview

The Administration presents for the Board's consideration the renewal of Texas Southern University's membership in the Texas Medical Center (TMC) Library. This membership provides students, faculty, and researchers with access to one of the most comprehensive medical and scientific information repositories in the nation. The TMC Library is a private, nonprofit consortium serving over 50 member institutions, including the leading hospitals, medical schools, and research centers located within the world-renowned Texas Medical Center.

Texas Southern University, through its College of Pharmacy and Health Sciences (COPHS), has proudly maintained Governing Institution status for more than six years. This designation affirms TSU's leadership role among top-tier institutions such as Baylor College of Medicine, The University of Texas Health Science Center at Houston, and The University of Texas MD Anderson Cancer Center.

## Strategic Significance

Continued membership in the TMC Library is essential to the University's academic mission and long-term strategic goals. It directly supports:

- **Academic Excellence and Accreditation** – Membership ensures compliance with accreditation standards established by the:
  - Southern Association of Colleges and Schools Commission on Colleges (SACS)
  - Liaison Committee on Medical Education (LCME)
  - Joint Commission on Accreditation of Healthcare Organizations (JCAHO)
  - American Association of Colleges of Pharmacy (AAPC)
  - National Accrediting Agency for Clinical Laboratory Sciences (NAACLS)
- **Research and Faculty Development** – Provides faculty and researchers with access to essential journals, databases, and tools needed to secure grants, publish peer-reviewed scholarship, and conduct innovative research.
- **Student Learning and Success** – Supplies health sciences and pharmacy students with evidence-based resources that strengthen clinical decision-making, professional preparation, and licensure outcomes.
- **Strategic Growth and Institutional Prestige** – Reinforces TSU's position within Houston's preeminent medical and research ecosystem, strengthening the University's profile as it advances toward the creation of a **Health Sciences Center**.

## Institutional Benefits

- Provides unmatched access to specialized medical and scientific databases unavailable through the University's internal library.
- Supports over \$7 million in active research projects requiring uninterrupted access to TMC resources.
- Enhances TSU's compliance posture and allows the University to exceed accreditation benchmarks, demonstrating institutional readiness and quality.
- Offers cost efficiencies through consortium membership, saving millions in comparison to maintaining independent collections.
- Strengthens faculty recruitment, student attraction, and external partnerships by aligning TSU with Houston's premier health institutions.

## Historical Spend

Year	Amount
FY 25	\$170,430
FY 24	\$160,103
FY 23	\$160,103

**TEXAS SOUTHERN UNIVERSITY  
BOARD OF REGENTS AGENDA**

**COMMITTEE:** Academic Affairs, Research and Student Life

**ITEM:** Request for Approval to Confer Tenure upon Jayne Reuben, Ph.D.

**DATE PREVIOUSLY SUBMITTED:** N/A

**SUMMARY:**

The Administration requests approval to confer tenure upon Jayne Reuben, Ph.D.

Dr. Reuben brings more than 20 years of experience in higher education, having served as both an administrator and faculty member at Texas A&M University. She earned a Bachelor of Arts in Chemistry from Converse College and a Doctor of Philosophy in Pharmaceutical Sciences with a specialization in Pharmacology and Toxicology.

This recommendation is advanced with the approval of the President of Texas Southern University and has been reviewed and advanced by the Academic Affairs, Research, and Student Life Committee.

**Authority:**

- TSU Board of Regents Policy §21.06
- Texas Education Code §51.352(d)

**SUPPORTING**

**DOCUMENTATION:** Curriculum Vitae and Employment Offer Letter dated October 15, 2025 (BOA0001627)

**FISCAL IMPACT:** Tenured faculty salary in accordance with state law and the University salary structure.

**ACTION REQUESTED:** Administration recommends approval of this item

**Legal Certification:** Based on available information to date, this action item and its implementation will not be in violation of any applicable federal, state, or local law, or regulation.



10/01/2025

GENERAL COUNSEL

DATE

**Fiscal Certification:** This fiscal note shown above details the true and actual positive or negative fiscal effect that implementation of this proposal will achieve.



10/01/2025

John Pittman (Oct 1, 2025 13:20:44 CDT)

INTERIM CHIEF FINANCIAL OFFICER

DATE



10/04/2025

PRESIDENT

DATE

## **Jayne Stewart Reuben, Ph.D.**

### **EDUCATIONAL**

**POSTDOCTORAL RESEARCH FELLOWSHIP**, University of Michigan Department of Pathology under the direction of Dr. Peter A. Ward, Ann Arbor, MI. October 2001-April 2006.

**DOCTOR OF PHILOSOPHY**, Pharmaceutical Sciences with specialization in Pharmacology and Toxicology under the direction of Dr. Karam F. A. Soliman, Florida Agricultural and Mechanical University (FAMU), Tallahassee, FL. August 2001.

**BACHELOR OF ARTS**, Chemistry, Converse College, Spartanburg, SC. May 1985. Minor: Biology. Related Field: Music Performance.

### **EXPERIENCE AND SKILLS**

**INSTRUCTIONAL ASSOCIATE PROFESSOR**, Department of Medical Education, Texas A & M University School of Medicine, Dallas, Texas. Mentor medical students in biomedical and educational research and provide faculty development. August 2020-present.

**INSTRUCTIONAL ASSOCIATE PROFESSOR**, Department of Biomedical Sciences, Texas A & M University School of Dentistry, Dallas, Texas. Courses Taught: 6870 Physiology now 603 Human Structure, Function and Disease II, 7290 Dental Pharmacology, 8380 Medical Pharmacology, 9110 Applied Pharmacology, Cultural Competence and Evidence-Based Dentistry Small Groups. Summer Preclinical Enrichment Program. Course Director for all pharmacology courses: 7290 Dental Pharmacology now 701 Dental Pharmacology, 8380 Medical Pharmacology now 802 Medical Pharmacology, 9110 now 902 Applied Pharmacology and 5214 Clinical Pharmacology now OBIO 670 Clinical Pharmacology. Dental Hygiene 3340 Biomedical Sciences II-Biochemistry, Pulmonary Physiology. July 2017-present. **Improved pharmacology board scores from 2SD below the national average to 1-2STD above the national average. Envisioned the creation of excellence tracks in Teaching, Research and Leadership/Service. Increased student involvement in educational research and applications for national ADEA awards. Developed a metacognitive reflection exercise to help students improve their learning and performance. Preclinical Academic Tutor for dental students.**

**DIRECTOR, INSTRUCTIONAL EFFECTIVENESS**, Academic Affairs, Texas A & M University School of Dentistry, Dallas, Texas. Provide vision and leadership for curriculum development and delivery to enhance student learning and promote educational research. Support innovation in faculty development, assessment, and interprofessional education to improve student and patient outcomes. July 2017-January 2024. **Assisted faculty with rubric and selective course development. Developed several new courses for the integrated curriculum: Biological Foundations of Dentistry, Human Structure, Function and Disease I/II, Integrated Practice of Dentistry, Human Defenses and Responses to Infectious Disease. Evaluated faculty teaching effectiveness and mentored faculty according to best practices, increased faculty and student participation in educational scholarship.**

**CLINICAL ASSOCIATE PROFESSOR and FOUNDING FACULTY MEMBER**, Department of Biomedical Sciences, University of South Carolina School of Medicine Greenville (USCSOMG)/Greenville Hospital System University Medical Center (now PRIZMA HEALTH), Greenville, South Carolina. Curriculum Development and Pharmacology Instruction in M2 modules: Biomedical Principles (Course Director, 2013-4), Mind, Brain and Behavior; GI/Hepatic and EndoGynBreast. Instruction in M1 Modules: Molecular and Cellular Foundations of Medicine (2012), Structure and Function (2012-2013), Neuroscience (2013-7), Defenses and Responses (2013-7). September 2011-July 2017. **Developed successful student-centered, integrated curriculum (100% pass board rate and residency placement for charter class). Recruited additional faculty and served as diversity lead for faculty and department chair searches. Helped develop initial promotion and tenure guidelines for faculty.**

**ASSISTANT PROFESSOR**, Department of Biomedical Sciences, Baylor College of Dentistry/Texas A & M University System Health Science Center, Dallas, Texas. Courses Taught: 3440 Dental Hygiene Biomedical Sciences II, 5214 Clinical Pharmacology (Graduate/Resident), 7290 Dental Pharmacology, 8380 Medical Pharmacology, 9110 Applied Pharmacology. Course Director for 8380 Medical Pharmacology, 9110 Applied Pharmacology, August 2006-2009. Course Director for all Baylor Pharmacology Courses. May 2006-September 2011. **Worked with clinical faculty to maintain pharmacology board scores consistently 2-3 STD above the national average.**

**INSTRUCTOR AND CURRICULUM ADVISOR**, Stanley H. Kaplan Education Center, Tallahassee, FL and Ann Arbor, MI. Revised the MCAT Organic Chemistry and Biology Exercises and Assessments. Instructor in Organic Chemistry, Biology, Verbal Reasoning and Math for the DAT/OAT preparatory courses. Instructor for MCAT Biology, Organic Chemistry, and Orgo Edge, an introductory course in Organic Chemistry concepts. December 1996-December 2005. **Taught organic chemistry, designed organic chemistry paragraphs, vignettes and assessment questions for online delivery.**

**RESEARCH/TEACHING ASSISTANT**, Florida Agricultural and Mechanical University, Tallahassee, Florida. Lecturer in Pharmacology. Taught basic pharmacological principles to fourth-year pre-pharmacy and graduate students. Spring 2000. Taught molecular biology techniques to pre-pharmacy students. Tutored pre-pharmacy students in Organic Chemistry. Trained undergraduate science and pharmacy students in routine cellular biological and molecular techniques. September 1993-August 2001.

**FIELD TECHNICAL REPRESENTATIVE**, Ortho Diagnostic Systems, Inc. Raritan, New Jersey. Provided technical support for the 1992 HCV 2.0 launch in national blood banks, clinical labs, and the American Red Cross. Installed and inspected the instrumentation and software for the HCV 2.0 ELISA test system. Trained lab personnel in software and instrumentation usage. Validated software for FDA inspection and provided troubleshooting assistance for technical difficulties. February 1992-June 1993.

**BIOLOGIST**, Neuroimmunology Branch, The National Institute of Neurological Disease and Stroke, National Institutes of Health. Bethesda, MD. Studied retroviral (HTLV-I, HTLV-II) involvement in Multiple Sclerosis, Tropical Spastic Paraparesis, and related neurological diseases. Assessed immune cell surface expression and growth using immunofluorescence and cytofluorography and radioisotope incorporation. Evaluated retroviral protein expression using PCR, Restriction Fragment Polymorphism, Western blots, and Radiolabeled probes. Purified and sequenced retroviral nuclear proteins. Established long-term human CTL, T-cell and B-cell lines for use in cytotoxic lymphocyte and experimental drug assays. December 1987-December 1990.

**LABORATORY TECHNICIAN**, Electro-Nucleonics, Inc. Columbia, MD. Planned and conducted animal immunizations, prepared antigen for immunization, performed small animal surgery for antibody and ascites production. Conducted fusions to form monoclonal hybridomas against the HIV-1 virus and screened the resulting cell lines using ELISAs, RIAs, protein purification assays, and antibody biotinylation techniques. October 1985-December 1987.

**UNDERGRADUATE RESEARCHER**, Converse College, Spartanburg, SC. Investigated the reaction kinetics of ortho- and para-substituted dinitrobenzene derivatives. May 1984- May 1985.

**TEACHING ASSISTANT**, Converse College Study Center. Tutored students in introductory and advanced science courses including organic and inorganic chemistry, physical chemistry, quantitative analysis, zoology, anatomy, and embryology. Served as a reserve tutor for calculus and Latin. September 1984-May 1985.

### **INTERNSHIPS**

**RESEARCH TRAINEE**, Miami VA Medical Center, Miami, FL. Research. Investigated the regulation of inositol monophosphatase activity by changes in osmolality and changes in cell volume in primary astrocyte and C6 glioma cultures. Techniques used include Northern Blot, Lowry protein assay, inositol transport and various kinetic assays. August 1996-February 1998.

**SUMMER INTERNSHIP**, 3M, Saint Paul, MN. Assisted in the development of an *in vitro* test to screen new adhesives for skin irritation and inflammation. Established primary keratinocyte cultures and tested for the presence of inflammatory cytokines using ELISA and RT-PCR. Summer 1995.

**SUMMER INTERNSHIP**, Parke Davis, Ann Arbor, MI. Incubated tumor cells with p53 antisense to induce apoptosis and understand its mechanisms. Used flow cytometry and gel electrophoresis to assess the percentage of apoptotic cells and monitor DNA integrity. Summer 1994.

**LABORATORY ROTATION**, Spartanburg General Hospital, Spartanburg, SC. Observation in clinical chemistry, hematology, and pathology labs. Converse College Winter Term, 1985.

**CLINICAL ROTATION**, Massachusetts Ear and Eye Infirmary and General Hospital, Boston, MA. Observation in conjunction with the Harvard University Program for students interested in the Health Sciences. Summer 1984.

**LECTIN RESEARCH**, Medical University of South Carolina, Charleston, SC. Performed hemagglutinin assays and SDS-PAGE to characterize erythrocyte glycoproteins. Summer 1983.

### **PUBLICATIONS (peer reviewed) Book Chapters**

1. Chapter 28. Drugs Acting on the Gastrointestinal Tract. **Jayne S. Reuben, Ph.D.** Pharmacology and Therapeutics for Dentistry. Upcoming 8<sup>th</sup> Edition. Elsevier, 2025. Frank J. Dowd DDS PhD (Editor).
2. Chapter 30. Adrenal Corticoids. **Jayne S. Reuben, Ph.D.** Pharmacology and Therapeutics for Dentistry. Upcoming 8<sup>th</sup> Edition. Elsevier, 2025. Frank J. Dowd DDS PhD (Editor).
3. Mediators of Lung Inflammation: Role of Reactive Oxygen and Nitrogen Species. **Reuben J, Guo RF and Ward PA.** Oxygen and Nitrogen Radicals: Lung Injury and Disease v187 Apr 2004.

4. Immunological and Virological Studies in HAM/TSP. McFarlin D, Gupta A, Mattson D, Harris J, **Reuben J**, and Jacobson S. Human Retrovirology, Raven Press 1990.
5. Spontaneous Lymphocyte Proliferation in Elevated Asymptomatic HTLV-I-positive Jamaicans. Kramer A, Jacobson S, **Reuben J**, and Murphy E. Human Retrovirology, Raven Press 1990.

### **Manuscripts**

1. A Pilot Program to introduce Interprofessional Education in a Dental Pharmacology Course. **Jayne S. Reuben, PhD**; Lindsay Cole, PharmD; Kathleen Eddy, PharmD, and Kiara Talabi, PharmD (*in revision*)
2. Improving Patient Outcomes by Impacting Patient Experience: Combating Health Illiteracy. Rakiya Faulkner, MD; Macy McNair, MD; and **Jayne S. Reuben, PhD** (*in revision*)
3. Side Effects of Atypical Antipsychotic Medications for Children in Foster Care-A dental perspective. Yvonne MacAuley, B. Dent. Sc.; Shayna Abie, DDS; Paris Webb, BS and **Jayne S. Reuben, PhD** (*in revision*)
4. Establishing a Special Care Dentistry Fellowship at Texas A&M College of Dentistry. Burch D, Zandinejad A, Ray N, and **Reuben J** (*in revision*)
5. The Role of Religion: Cultural and Contextual Influences in Mental Health. Peterson E, **Reuben J**, Njinimbam DJ and Holder SM (*in revision*)
6. Zoledronic acid enhances proteasome-mediated degradation of Suppressor of Cytokine Signaling 3 (SOCS3). Vu W, Ruest LB, Adesanya P, Stinson C and **Reuben JS**. (*In revision*)
7. Artificial Intelligence in Pharmacology Assessment (Invited Review). **Reuben JS**, Cordier W, Meiri H, and Arien-Zakay H. British Journal of Clinical Pharmacology. (*submitted*)
8. AI's pivotal impact on redefining stakeholder roles and their interactions in medical education and health care. Reuben JS, Meiri H, Arien-Zakay H. Front Digit Health. 2024 Nov 5; 6:1458811. doi: 10.3389/fdgh.2024.1458811. PMID: 39564581; PMCID: PMC11573760.
9. Delores C. Shockley: A Trailblazer in Pharmacology. The Pharmacologist 2024 66:2, 8-11. <https://thepharmacologist.org/downloads/>
10. Accommodations for Disabilities in Dental Education: A Focus on Technical Standards and Clinical Skills. **Jayne S. Reuben**, Khairunisa Hashmani, Mitzy Perez, Robert Gyurko, Mary Kang, and Matthew R. Cooke. J Dent Educ 2024 Jan 27. doi: 10.1002/jdd.13443.
11. A Dental Student's Perspective of Mid-level Providers in the Oral Healthcare Team. Paris Webb, BS, Reginald W. Taylor, DMD, DMSc; and **Jayne S. Reuben, PhD**. Med.Sci.Educ. 31, 885–887 (2021). <https://doi.org/10.1007/s40670-021-01203-3>
12. IAMSE Meeting Report: Student Plenary at the 24th Annual Conference of the International Association of Medical Science Educators. **Reuben, J.S.**, Crawley, W.T., Webb, P. et al. Med.Sci.Educ. 30, 13–15 (2020). <https://doi.org/10.1007/s40670-020-01087-9>.

13. Implementation and outcome of a self-directed interactive learning based upon clinical cases in the medical neuroscience curriculum. Nathaniel T, Williams JA, Gainey J, Stewart B, Hood M, Faulkner R, Pendergrass P, Black L, Griffin S, Troup C, Buggy J, Black A, and **Reuben J**. Medical Science Educator. Anat Sci Educ. 2017 Dec 18. doi: 10.1002/ase.1759.
14. Diallyl disulfide inhibits TNF $\alpha$ - induced CCL2 release through MAPK/ERK and NF-Kappa-B signaling in MDA-MB-231 cells. Bauer D, Redmon N, Mazzio E, Taka E, **Reuben JS**, Day A, Sadrud-Din S, Flores-Rozas H, Soliman KF and Darling-Reed S. CYTOKINE 2015 Sep;75(1):117-26. Epub 2015 Jun 20.
15. The attenuation of benzo(a)pyrene-induced carcinogenic insults by diallyl disulfide (DADS) in MCF-10A cells. Nkrumah-Elie YM, Hudson A, Taka E, Badisa R, Ardley T, Israel B, Bauer D Gallimore SS, Sadrud-Din SY, Oriaku E, **Reuben JS** and Darling-Reed SF Nutrition and Cancer Nutr Cancer. 2012;64(7):1112-21.
16. Reduced GABAA receptor  $\alpha 6$  expression in the trigeminal ganglion alters inflammatory TMJ Hypersensitivity. Puri J, Vinothini P, **Reuben J**, Bellinger LL, Ailing L, Peng YB, Kramer PR. Neuroscience. 2012 Jun 28; 213:179-90.
17. Diallyl trisulfide as an inhibitor of benzo(a)pyrene-induced precancerous carcinogenesis in MCF-10A cells. Nkrumah-Elie YM, **Reuben JS**, Hudson A, Taka E, Badisa R, Ardley T, Israel B, Sadrud-Din SY, Oriaku E, Darling-Reed SF. Food Chem Toxicol. 2012 Jul;50(7):2524-30.
18. Achieving student diversity in dental schools: a model that works. Lacy E, McCann A, Miller B, Solomon E and **Reuben JS**. J Dent Educ. 2012 May; 76(5):523-33.
19. Retention of Underrepresented Minority Students in Dental School. Lacy ES, McCann AL, Miller BH, Solomon E, **Reuben JS**. J Am Coll Dent 2011 Winter 78(4):40-47.
20. Zoledronic acid inhibits macrophage SOCS3 expression and enhances cytokine production. Scheller EL, Hankenson KD, **Reuben JS**, Krebsbach PH. J Cell Biochem. 2011 112(11):3364-72.
21. Bisphosphonates inhibit phosphorylation of signal transducer and activator of transcription 3 and expression of suppressor of cytokine signaling 3: implications for their effects on innate immune function and osteoclastogenesis. **Reuben JS**, Dinh L, Lee J, Stateson J, Kamara H, Xiang L, Opperman LA. Oral Surgery, Oral Medicine, Oral Pathology, Oral Radiology and Endodontics 2011 Feb;111(2):196-204.
22. PI3K limits TNF- $\alpha$  production in CD16-activated monocytes. Kramer PR, Winger V and **Reuben J**. Eur J Immunology 2009 Feb;39(2):561-70.
23. Acute Lung Injury: Apoptosis and Signaling Mechanisms. Chopra M, **Reuben JS**, and Sharma AC. Experimental Biology and Medicine 2009 Apr;234(4):361-71.
24. Ability of Anti-oxidant Liposomes to Prevent Acute and Progressive Pulmonary Injury. Hoesel LM, Flierl MA, Niederbichler AD, Rittirsch D, McClintock SD, **Reuben JS**, Pianko MJ, William Stone W, Yang H, Milton Smith M, and Ward PA. Antioxidants and Redox Signaling 2008 May;10(5):973-81.

25. Preparing Graduate Students and Postdocs: A Model Program. Butts C and **Reuben J**. ASBMB Today. July 2007.
26. Divergent Signaling pathways in phagocytic cells during sepsis. Guo RF, Reidemann NC, Sun L, Gao H, Shi KX, **Reuben JS**, Sarma VJ, Zetoune FS and Ward PA. J Immunol 2006 Jul 15;177(2):1306-13.
27. Selectin inhibition modulates Akt/MAPK signaling and chemokine expression after liver ischemia-reperfusion. Toledo-Pereyra LH, Lopez-Neblina F, **Reuben JS**, Toledo AH, Ward PA. J Invest Surg. 2004 Nov-Dec;17(6):303-13.
28. Exogenous nitric oxide donor and related compounds protect against lung inflammatory response after hemorrhagic shock and resuscitation. Anaya-Prado R, Toledo-Pereyra LH, Walsh J, Guo RF, **Reuben J**, Ward PA. J Trauma. 2004 Nov;57(5):980-8.
29. Stat3 activation in acute lung injury. Gao H, Guo RF, Speyer CL, **Reuben J**, Neff TA, Hoesel LM, Riedemann NC, McClintock SD, Sarma JV, Van Rooijen N, Zetoune FS, Ward PA. J Immunol. 2004 Jun 15;172(12):7703-12.
30. Regulatory role of C5a in LPS-induced IL-6 production by neutrophils during sepsis. Riedemann NC, Guo RF, Hollmann TJ, Gao H, Neff TA, **Reuben JS**, Speyer CL, Sarma JV, Wetsel RA, Zetoune FS, Ward PA. FASEB J. 2004 Feb;18(2):370-2.
31. Regulation by C5a of neutrophil activation during sepsis. Riedemann NC, Guo RF, Bernacki KD, **Reuben JS**, Laudes IJ, Neff TA, Gao H, Speyer C, Sarma VJ, Zetoune FS, Ward PA. Immunity. 2003 Aug;19(2):193-202.
32. The attenuation of hemorrhage-induced liver injury by exogenous nitric oxide, L-arginine, and inhibition of inducible nitric oxide synthase. Anaya-Prado R, Toledo-Pereyra LH, Guo RF, **Reuben J**, Ward PA, Walsh J. J Invest Surg. 2003 Sep-Oct;16(5):247-61.
33. Neutrophil C5a receptor and the outcome in a rat model of sepsis. Guo RF, Riedemann NC, Bernacki KD, Sarma VJ, Laudes IJ, **Reuben JS**, Younkin EM, Neff TA, Paulauskis JD, Zetoune FS, Ward PA. FASEB J. 2003 Oct;17(13):1889-91.
34. Induction of Apoptosis by S-Adenosyl-Methionine in PC12 Cells. Zhao W, Shepherd K, **Reuben J**, Lee E, Darling-Reed S, Lamango N, Soliman K and Charlton C. J Neurosci Res. 2002 Aug 15;69(4):519-29.
35. The Role of Inducible Nitric Oxide in Cocaine-induced Kindling. Park K, **Reuben J**, and Soliman K. Exp Biol Med (Maywood). 2001 Mar 226(3): 185-90.
36. Effect of Dibutyryl cyclic AMP on the kinetics of myo-Inositol transport in cultured astrocytes. Isaacks R, Bender A, **Reuben J**, Kim C, Shi Y, and Norenberg M. Journal of Neurochemistry 1999 July 73(1): 105-110.
37. Induction of CD4+, human T-lymphotrophic virus type-1-specific cytotoxic T-lymphocytes from patients with HAM/TSP. Recognition of an immunogenic region of the gp46 envelope glycoprotein of human T-lymphotrophic virus type-1. Jacobson S, **Reuben J**, Streilein R, and Palker T. Journal of Immunology, 1991 Feb 15, 146(4): 1155-62.

38. Spontaneous Lymphocyte proliferation in HTLV-II infection. Wiktor S, Jacobson S, Weiss S, Shaw G, **Reuben J**, Shorty V, McFarlin D and Blattner W. Lancet 1991 Feb 9; 337(8737): 327-8.
39. Spontaneous Lymphocyte Proliferation in symptom-free HTLV-I positive Jamaicans (letter), Kramer A, Jacobson S, **Reuben J**, Murphy E, Wiktor S, Cranston B, Figueroa J, Hanchard B, McFarlin D, and Blattner W. Lancet 1989 Oct. 14, 2(8668): 923-4.

### **Scientific Abstracts**

1. Faulkner R, McNair M, Hernandez A, Gracia D and **Reuben J**. Improving Patient Outcomes by Impacting Patient Experience: Combating Health Illiteracy. The Mitchell Wolfson Sr. Department of Community Service Community Health Leadership Conference, Miami, FL. March 2017.
2. Darling-Reed SF, Nkrumah-Elie Y, Hudson A, Flores-Rozas H, Jett M, Hammamieh R, Day A, Oriaku E, and **Reuben JS**. Alterations in Benzo(a)pyrene induced DNA damage via Organosulfide Compounds in MCF-10A cells. FASEB J April 9, 2013 27:1104.7
3. Roudebush WE, Callihan CP, Hamilton M, See AG, **Reuben JS**. Effect of drugs and homeopathic remedies on semen parameters. Proceedings of the American Association of Bioanalyst's Educational Conference and College of Reproductive Biology Symposium, Las Vegas, NV, 2013:61-74.
4. Zoledronic Acid enhances proteasome-mediated degradation of SOCS3. Vu W, Johnson CP, Adesanya P, Ruest LB and **Reuben J**. AADR 2012 (*student oral presentation*)
5. Effect of LPS and Zoledronic Acid on Osteoactivin Levels. Dinh L, Vu W, Deljavan N, and **Reuben J**. AADR 2011 (*student oral presentation*)
6. Bisphosphonates inhibit SOCS3 expression in macrophages and oral epithelium. Scheller E, Song J, Hankenson K, Edwards P, **Reuben J** and Krebsbach P. AADR 2011 (*student oral presentation*)
7. Modulating the GABA (A)  $\alpha 6$  receptor subunit alters the TMJ nociceptive response. Puri J, Bellinger L, **Reuben J** and Kramer P. Society for Neuroscience 2010. (*student oral presentation*)
8. Bisphosphates inhibit Leptin-Induced SOCS3 expression. Palos E, Vanderbrook D, Puri J, Xiang L and **Reuben J**. AADR 2010. (*student oral presentation*)
9. Pamidronate enhances NPY-Y1 Receptor expression and NPY-induced Caspase 3 cleavage. Vanderbrook D, Palos E, Puri J, Xiang L and **Reuben J**. AADR 2010. (Reuben: *session co-chair*)
10. Effect of Bisphosphonates on HMGB1 and RAGE in macrophages. Lee J, Dinh L, Stateson J, Puri J, Xiang L and **Reuben J**. AADR/IADR 2009. (*student oral presentation*)
11. Effect of Bisphosphonates on C5aR and C3aR in macrophages. Stateson J, Lee J, Dinh L, Puri J, Xiang L and **Reuben J**. AADR/ IADR 2009 (*student oral presentation*)
12. Effect of Bisphosphonates on SOCS3 in macrophages. Dinh L, Lee J, Stateson J, Puri J, Xiang L and **Reuben J**. AADR/IADR 2009 (*student oral presentation and committee chair*)
13. Type IX collagen protein in human periodontal ligament. Taylor, RW, Biggs, K and **Reuben JS**.

AADR/ IADR 2009 (*student poster presentation*)

14. Estrogen Effects on Signaling in Trigeminal Ganglion during TMJ Inflammation. Kamara H, Stateson J, Puri J, and **Reuben J**, AADR March 2008. (*student poster presentation*)
15. Upregulation of C5aR Expression during TMJ Inflammation. Stateson J, Kamara H, Puri J, and **Reuben J**, AADR March 2008. (*student poster presentation*)
16. Type IX collagen distribution in human periodontal ligament. Davis, L, Taylor, RW and **Reuben JS**. AADR 2008. (*student poster presentation*)
17. NGF modulates MIP-2 production in alveolar macrophages via MAPK. **Reuben JS**, Baugh BC, McClintock SD, Olle EW, Mulligan MS, Ward PA. FASEB Neuro-Immune Interactions Summer Conference 2006 (*oral presentation*)
18. Increased NGF during Lung Ischemia and Reperfusion and its Effect on MIP-2 production by Alveolar Macrophages. **JS Reuben**, BC Baugh, MS Mulligan and PA Ward. Experimental Biology, April 2006 (*oral presentation*)
19. Inflammatory Mediator Expression in the Contralateral Lung following Left Lung Ischemia and Reperfusion. **JS Reuben**, BC Baugh, MS Mulligan and PA Ward. Experimental Biology, April 2005 (*oral presentation*)
20. Alteration of inflammatory and apoptotic mediator expression during lung ischemia and reperfusion. **JS Reuben**, RF Guo, B Naidu, MS Mulligan and PA Ward. FASEB, April 2003.
21. Multiple Selectin Blockade decreases Chemokine Production during Liver Ischemia and Reperfusion. BC Baugh, **JS Reuben**, L Toledo-Pereyra, F Lopez and PA Ward. Undergraduate Research Opportunity Program, Spring Research Symposium 2004, ABRCMS, Fall 2004.
22. Anisoosmotic Stress Modulates Nitric Oxide Production in Neural and Glial Cells. **J Reuben**, A Brown, S Darling-Reed and K Soliman. Experimental Biology, March 2001.
23. Hyperosmotic Stress potentiates Nitric Oxide production in C6 Glioma cells. **J Reuben**, A Brown, S Darling-Reed, and K Soliman. National Minority Research Symposium, November 2000.
24. Effect of Cocaine Exposure Stimulates Nitric Oxide Production in a C6 Glial Cell Line. S Darling-Reed, **J Reuben** and K Soliman. National Minority Research Symposium, November 2000.
25. The Effect of Zinc on Spatial Navigation and Memory in Male Sprague Dawley Rats. T Turner, **J Reuben**, and M Soliman. American Society for Neurochemistry, March 1999.
26. Effect of Cocaine and NMDA on Nitric Oxide Synthase Activity in Branched PC12 cells. S Darling-Reed, E Mazzio, J Huber, **J Reuben**, and K. Soliman. American Society for Neurochemistry (ASN), March 1999.
27. Co-Regulation of myo-Inositol level by Alterations in Transport and Inositol monophosphatase mRNA Expression in Astrocytes during Chronic Osmotic Stress. **J Reuben**, K Soliman, and R Isaacks. Society for Neuroscience, November 1998.

28. Lithium Alters myo-Inositol Transport in Normal and Dibutyryl Cyclic AMP-Treated Astrocyte Cultures. **J Reuben**, K Soliman, C Kim, and R Isaacks. ASN, March 1998.
29. Effect of Dibutyryl Cyclic AMP Treatment of Astrocytes on Kinetics of myo-Inositol Transport. R Isaacks, A Bender, **J Reuben** and M Norenberg. ASN, March 1998.
30. Osmotic Regulation of Inositol Monophosphatase. **J Reuben**, R Isaacks, Y Shi, and K Soliman. National Minority Research Symposium, October 1997.

### **Education and Career Development Abstracts, Posters and Presentations**

1. Leveraging AI for Pharmacology Education: Hands-on Approach. **Reuben JS**, Alam F, Meiri H, Arien-Zakay H. American Society for Pharmacology and Experimental Therapeutics (ASPET) Annual Meeting, April 2025.
2. Dental Curriculum Development using a Community of Practice (CoP): National Center for Medical Education Development and Research (NCMEDR). American Dental Education Association (ADEA) Annual Session and Exhibition, National Harbor, MI, March 2025. (Short Talk)
3. Integration of Pharmacological Principles and AI into GI Physiology. **Jayne S. Reuben**, Akeira Warner and Shaun Logan. 9<sup>th</sup> European Congress of Pharmacology. Athens, Greece. June, 2024. (Poster)
- 4.. Artificial Intelligence in Pharmacology Education. World Congress of Basic and Clinical Pharmacology IUPHAR Education Satellite Meeting. Scotland, UK. July 2023 (Short Talk)
- 5.. Using Learning and Study Strategies to Promote Student Success. **Jayne S. Reuben**, Mohammed Khalil, and Ihsan Elkhider. International Association of Medical Science Educators (IAMSE). Cancun, MX. June 2023. (Focus Session).
- 6.. Application of Principles of Instructional Design for Successful Learning. Mohammed Khalil, **Jayne S. Reuben**, and Ihsan Elkhider. Cancun, MX. June 2023. (Focus Session).
- 7.. Student Attitudes towards Game-based Learning in Pharmacology. **Jayne S. Reuben**, Akeira Warner and Ihsan Elkhider. World Congress of Basic and Clinical Pharmacology. Scotland, UK. July 2023. . (Poster)
- 8.. Accommodations for Disabilities in Education: A Focus on Technical Standards and Clinical Skills. **Jayne S. Reuben**. TAMU Transformational Teaching Conference. College Station, TX May 2023. (Short Talk)
- 9.. Dental Caries Experience Among Children with Special Health Care Needs. Kobie Gordon, Nina Ray, **Jayne Reuben**, and Dan Burch. SCDA 35th Annual Meeting in Special Care Dentistry. Dallas, TX. April 2023. (Poster)
10. Dexmedetomidine: An Oral Alternative for Conscious Sedation in Special Care Dentistry. Carlos Ruiz, **Jayne Reuben**, Nina Ray, and Dan Burch. SCDA 35th Annual Meeting in Special Care Dentistry. Dallas, TX. April 2023. (Poster)
11. Using the Patient Box to integrate Social Determinants of Health Discussions into the Biomedical Sciences. American Dental Educational Association (ADEA) Meeting. Portland, OR. March 2023. (Short Talk)

12. Accommodations for Disabilities in Dental Education: A Focus on Technical Standards and Clinical Skills. **Jayne S. Reuben**, Khairunisa Hashmani, Mitzy Perez, Robert Gyurko, Mary Kang, and Matthew R. Cooke. ADEA. Portland, OR. March 2023.
13. Mitigating implicit bias in medical school curricula. Robert Copeland, Ian Murray, Jacqueline Powell, **Jayne Reuben**, Nada Fadul, Dawn Shell, and Stacie Fairley, IAMSE, June 2022. (Focus Session)
14. ASPET Presidential Symposium: The Intersectionality of Health Disparities: Pharmacology, Prescribing Bias and Social Determinants of Health. Peggy Gnegy and **Jayne Reuben**, ASPET Annual Meeting, April 2022. (Oral Presentation/Moderator)
15. Automating the Patient-Oriented Problem-Solving Sessions in Pharmacology: Therapy of Diabetes Mellitus-**Jayne S. Reuben**. ASPET Annual Meeting, April 2022. (Symposium)
16. When Chocolate Makes You Smile Better. Nour A. Odeh, Dan Burch, DDS, MS, MPH and **Jayne S. Reuben, Ph.D.** Texas A&M University Master of Biotechnology Program Poster Competition. May 2022.
17. Using Self-Learning Modules and Content Scaffolding to Improve Student Performance and Confidence in Integrated Biomedical Courses. Infographic. **Jayne Reuben**, Krysten Barnes, Alexandra Talley, Alexandra Evans, and Akeira Warner. TAMU Transformational Teaching and Learning Virtual Conference, April 2021.
18. Engaging Dental Students in Educational Research to Enhance their Pharmacology Knowledge. **Jayne Reuben**, Krysten Barnes, Alexandra Talley, Alexandra Evans, and Akeira Warner. Infographic. TAMU Transformational Teaching and Learning Virtual Conference, April 2021.
19. ASPET Pharmacology Education Symposium: Addressing the Opioid and Substance Abuse Crisis. Laurel Gorman and **Jayne Reuben**, Organizers and Presenters. EB 2021. (Oral Presentation)
20. TAMU College of Dentistry Faculty Development Series: Reflective Teaching. **Dr. Jayne S. Reuben**, Dr. Faizan Kabani, and Dr. Lavern Holyfield. November, 2020 and March 2021.
21. TAMU Faculty Development Series: The Virtual Classroom, Part II- Integrating Synchronous & Asynchronous Learning. **Dr. Jayne S. Reuben**, Dr. Faizan Kabani, and Dr. Lavern Holyfield. July 2020.
22. TAMU Faculty Development Series: The Virtual Classroom, Part I- The Flipped Classroom. Dr. Lavern Holyfield, Dr. Faizan Kabani, and **Dr. Jayne S. Reuben**. June 2020.
23. An Interprofessional Education (IPE) Model for Learning Pharmacology: Dental Students and Pharmacists Collaborate. ADEA 2019. (Oral Presentation)
24. Evidence-Based Strategies to Improve Student performance in STEM, Annual Biomedical Research Conference for Minoritized Students (ABRCMS) November 2018. (Oral Presentation)
25. A Pilot program to introduce Interprofessional Education in a Dental Pharmacology Course- Presented at the World Congress of Pharmacology, Kyoto Japan, July, 2018. (Poster Abstract)

26. Using a Self-Reflection Exercise to Improve Student Performance. TAMU Transformational Teaching and Learning Conference. **Jayne S. Reuben** and Shaun M. Logan, April 2018. (Oral Presentation)
27. At the Table Talk: Finding Common Language to Negotiate through Difference. Soto M and **Reuben J.** American Association of Hispanics in Higher Education National Conference, March 2017, Irvine, CA.
28. Application of Active Learning Methodologies for Integrating Pharmacokinetics, Pharmacodynamics, and Pharmacogenetics into a First-Year Medical School Module. Peffley D, **Reuben J**, Wolff D and Farrell C. IAMSE Poster Presentation, June 2016, Leiden, Netherlands.
29. Developing a discipline-based problem-solving set for one medical science for broader application. Theobald R, **Reuben J** and Peffley D. International Association of Medical Science Educators (IAMSE) Focus Session, June 2016, Leiden, Netherlands.
30. Integrating Pharmacokinetics, Pharmacodynamics, and Pharmacogenomics into a First-year Medical School Foundational Module Using Active Learning Methodologies. (Poster Presentation) Peffley D, **Reuben J**, Wolff D and Farrell C. EB 2016
31. Patient-Oriented Problem-Solving Exercises (POPS) Diabetes Pharmacology Revision. EB 2016 (Oral Presentation). **Jayne S. Reuben, Ph.D.** (Now located on the DPE website for members only.)
32. Pharmacologists: Leading the Prescription for Change in Medical Education. Invited Keynote Speaker, ASPET Diversity Breakfast. EB 2015.
33. Opportunities in STEM/STEAM and Global Health, Session Organizer/Moderator. Pan-African Enterprise Research Council, October 2015. Atlanta, GA.

### **EDUCATIONAL MATERIALS DEVELOPED**

1. National Pharmacology Knowledge Objectives. Chair, Chapter 9. Autacoids, Nonsteroidal anti-inflammatory and Asthmatic Drugs. [https://www.aspet.org/docs/default-source/education-files/2022-pharmacology-knowledge-objectives.pdf?sfvrsn=547469d3\\_0](https://www.aspet.org/docs/default-source/education-files/2022-pharmacology-knowledge-objectives.pdf?sfvrsn=547469d3_0)
2. National Pharmacology Knowledge Objectives. Member, Chapter 13. Toxicology and Therapy of Intoxication. [https://www.aspet.org/docs/default-source/education-files/2022-pharmacology-knowledge-objectives.pdf?sfvrsn=547469d3\\_0](https://www.aspet.org/docs/default-source/education-files/2022-pharmacology-knowledge-objectives.pdf?sfvrsn=547469d3_0)
3. Dental Anesthesia Jeopardy developed with Dr. Matthew R. Cooke (University of Pittsburgh).
4. Curriculum Consultant and Co-Creator. Ten Curriculum Modules focusing on the needs and intersectionality of historically underserved populations-migrant workers and persons experiencing homelessness. Titles: Immunization Disparities/Vaccine Hesitancy, Affirming Care, Adverse Childhood Experiences, Sexual Violence, Interpersonal Violence, Opioid Use Disorder, Implicit Physician Bias, Pre-Exposure Prophylaxis (PrEP), Telehealth, and Mental Health. Meharry National Center on Medical Education, Development and Research (NCMEDR) Community of Practice.

5. Learning Theory Based -MIRO Board. Member, Innovation and Design for Exploration and Analysis in Teaching Excellence (IDEATE) Community. A community of scholars who design and implement evidence-based high-impact practices, 2021-present. [TAMU CTE - IDEATE Community](#)
6. Revised Drug Class Prefix and Suffix Lists. Currently in revision with D4, D3, and D2 students.
7. Formative Pharmacology Quizzes for Dental Student Self-Directed Learning/Assessment. 2017-present.
8. Pharmacology Jeopardy Games (General Principles, GI, and Endocrine Reviews) using Bloom's Taxonomy for D4 (9110 Applied Pharmacology Board Review). Texas A&M University (TAMU) College of Dentistry. Fall 2020.
9. Student Self-Reflection Exercise to Enhance Metacognition. Texas A&M University (TAMU) College of Dentistry. Fall 2019.
10. Pain and Opioid Jeopardy for Dental Students. Collaboration with Dr. Amerian Somes: Essential to Reducing Opioid Prescribing. ADEA 2019.
11. Pharmacology Jeopardy Games (Anti-infectives) using Bloom's Taxonomy for D2 and D3 students. Texas A&M University (TAMU) College of Dentistry. Fall 2018.
12. What happens when you eat a cheeseburger? Integration of gastrointestinal physiology concepts exercise for health professions students. Texas A&M University (TAMU) College of Dentistry. Spring 2018.
13. Pharmacology Jeopardy Games using Bloom's Taxonomy for M1 and M2 modules: Biomedical Principles of Infectious Disease and Therapy (BPIDT), EndoGynBreast, Mind Brain and Behavior, GI/Hepatic, Defenses and Responses Modules. USCSOMG, 2016.
14. Patient-Oriented Problem-Solving Exercises (POPS) Diabetes Pharmacology Revision. EB2016 Peer-Reviewed.
15. Innate Immune Rap with M2 Student Garrett Rushing for the M1 Defenses and Responses Module, 2015.
16. Self-Learning Modules (SLMs): Medications used for Multiple Sclerosis, Introduction to Antimicrobial Pharmacology (3 SLMs) 2015.
17. Explore Pharmacology. A Resource for Undergraduate Students. Contributing Editor, 2017. [https://www.aspet.org/docs/default-source/education-files/final-aspet-explore-pharmacology-2021\\_web-version.pdf](https://www.aspet.org/docs/default-source/education-files/final-aspet-explore-pharmacology-2021_web-version.pdf)
18. Formative Pharmacology Practice Questions Medical Student Self-Directed Learning/Assessment. 2011-2017.
19. Integrated Pharmacology Questions for Medical Student Summative Assessments. 2011-2017.

20. Physiology and Pharmacology Modules for an Integrated Curriculum, USCSOMG. 2011-2017.
21. Formative Self-Directed Exercises for the integration of physiology, neuroanatomy and pharmacology in the treatment of Parkinson Disease. USCSOMG. 2011-2017

### **INVITED PRESENTATIONS: EDUCATION, FACULTY, STAFF AND CURRICULUM DEVELOPMENT**

1. Leveraging AI and Girvan–Newman Analysis to Explore Student Use of AI in Learning and Integrating Pharmacology. 20th World Congress of Basic and Clinical Pharmacology, July 2026. Melbourne, Australia.
2. Rigor in Objectives and Assessments Using Bloom's Taxonomy. Academy for Advancing Leadership (AAL) 2025 Institute for Teaching and Learning, August 2025.
3. Incorporating Technology into Educational Activities in the Classroom. Academy for Advancing Leadership (AAL) 2025 Institute for Teaching and Learning, August 2025.
4. Incorporating Evidence-based Principles: The Data and Learning Theories That Support Them. **Jayne S. Reuben, Ph.D.** and Monzurul A. Roni, Ph.D. ASPET REACH Faculty Scholars Program Workshop, February 2025.
5. Enhancing Dental Education with AI: Student Attitudes and Practices. **Jayne S. Reuben, PhD**, Justin Thamsorn, BS, Akeira Warner, DDS. TAMU Transformational Teaching and Learning Conference. May, 2024.
6. Integrating the Innovation and Design for Exploration and Analysis in Teaching Excellence (IDEATE) model into Pharmacology Teaching, Learning and Scholarship, May 2024 ASPET
7. Telehealth, AI and Patient Care: Risks and Opportunities. CE Course. Behavioral Health Workforce Education and Training (BHWET) Program, Tennessee Area Health Education Center (TN-AHEC) Program. September 2024.
8. Artificial Intelligence (AI) in Health Professions Education: Friend or Foe? Laura Bauler, Carolina Restini, **Jayne Reuben**, and Hadar Arien Zakay. International Association of Medical Science Educators (IAMSE) Annual Conference. Minneapolis, MS, June 2024.
9. Prompt Engineering: Incorporating AI into Dental Curriculum: A Double-edged Sword. American Dental Education Association (ADEA) Annual Session and Exhibition. New Orleans, LA, March 2024.
10. Using AI to Increase Productivity and Creativity. University of Michigan WCTF 42<sup>nd</sup> Annual Career Conference. March 2024. <https://rsvp.umich.edu/event/2024-WCTF-CONFERENCE/websitePage:ffa832a5-f1d7-4d3c-8ca1-d7eb366d7365>
11. Quality Assurance in Curriculum Redesign Series. Fall 2023- Summer 2024. University of Pretoria, South Africa.
12. Disabilities in Health Professions Education: A Focus on Technical Standards and Clinical Skills to Address Health Disparities. Xavier University 16<sup>th</sup> Health Disparities Conference, February 2023.

13. A Design Thinking Approach to Interprofessional Collaborative Mental Health Care. CE Course. Behavioral Health Workforce Education and Training (BHWET) Program, Tennessee Area Health Education Center (TN-AHEC) Program. June 2022.
14. IAMSE Virtual Pre-Conference Workshop: Facilitating Powerful Learning by Developing Learner Creativity and Design Skills. Jonan Donaldson, Ph.D. and **Jayne S. Reuben**, Ph.D. May 2022.
15. Invited Speaker and Moderator/Facilitator. 6th Annual Communities of Practice Conference, National Center for Medical Education Development and Research: Sustaining Curriculum Transformation in Primary Care Education in Medical Schools, May 2022.
16. Design Thinking to Address Health Disparities. Xavier University 15<sup>th</sup> Health Disparities Conference, March 2022.
17. Invited Speaker and Moderator/Facilitator. 5th Annual Communities of Practice Conference, National Center for Medical Education Development and Research: The Future of Medical Education & Clinical Services: Meeting the Needs of Vulnerable Populations in 2030, May 2021.
18. Keynote Speaker, Meharry Medical College-wide Patient-Centered Medical Home Initiative Virtual Steering Committee Retreat, Transformative Health Professions Education to Promote Patient-Centered Care, May 2021.
19. FAMU College of Pharmacy and Pharmaceutical Sciences Eminent Scholar Workshop Series: Assessment Drives Learning, April 2021.
20. FAMU College of Pharmacy and Pharmaceutical Sciences Eminent Scholar Workshop Series: Zooming with Possibilities: Strategies to Enhance Student Learning and Performance, February 2021.
21. FAMU College of Pharmacy and Pharmaceutical Sciences Eminent Scholar Workshop Series: "Pharmaceutical Sciences in Bloom": November 2020.
22. Opportunities for Educational Research at TAMU College of Dentistry. American Association for Dental Research, Dallas Chapter. October, 2020.
23. Medications and Sleep Disturbances. TAMU College of Dentistry Sleep Continuum Course. October 2020.
24. Pharmacology Education Keynote Speaker, "Strategies to Engage Students in Multiple Settings" West African Society for Pharmacology Annual Meeting (Virtual). October 2020.
25. Zooming with Possibilities: "Platforms to Promote Student Collaboration". ASPET Virtual Series: Focus on Pharmacology. **Jayne S. Reuben, PhD**, Helmut Gottlieb, PhD, Michelle Walker, PhD. September, 2020. <https://www.aspet.org/aspet/meetings-awards/other-meetings/focus-on-pharmacology-virtual-series>
26. Six Evidence-Based Study Strategies, Morehouse College of Medicine Master of Science in Medical Sciences Student Retreat (Virtual). August 2020.
27. IAMSE Student Plenary. Student Voices: Envisioning the Future of Health Sciences Education across Different Healthcare Professions Worldwide. Moderator and Co-Organizer. William Crawley, Koen den Brok, Paris Webb, Elizabeth Woodburn and **Jayne S. Reuben**. June 2020.

28. Communities of Practice 4<sup>th</sup> Annual Conference. Crossroads Between Clinical Practice and Medical Education: Addressing the Health Needs of Vulnerable Populations. Advancing the Medical Education Curriculum to Promote and Encourage Affirming Care —Transforming the Medical Education Curriculum. Cheryl L. Holder, MD, **Jayne S. Reuben, PhD** and Leandro A. Mena, MD, MPH. Moderators and Co-Organizers. May 2020.
29. GI Pharmacology Lectures, Burrell College of Osteopathic Medicine December 2018. (Invited Lecturer)
30. Writing Assessments along Bloom's Taxonomy to Enhance Critical Thinking, Morehouse School of Medicine Premedical Faculty Summit, November 2018.
31. Evidence-based Strategies to Improve Student Performance on Standardized Tests, Morehouse School of Medicine Premedical Faculty Summit, November 2018.
32. IPE: Educating a New Generation of Healthcare Professionals to Prescribe Medications Safely and Effectively-Session Moderator. World Congress of Pharmacology, Kyoto Japan, July, 2018.
33. Pharmacology Blooms in Assessment. Assessing Pharmacology in Integrated Curricula. ASPET Annual Meeting, Experimental Biology 2018.
34. Assessment Drives Learning. North Carolina A&T University Faculty Development Workshop. March, 2017.
35. Autonomic Pharmacology Consolidation, Invited Guest Lecturer, Texas A & M College of Dentistry, October 2016.
36. Medications affecting Bone and Dental Health in Older Patients. CME Course, PMPDA Annual Meeting, Columbia, SC, April 2015.
37. Bisphosphonates inhibit phosphorylation of STAT3 and SOCS3 protein: Implications for their effects on innate immune function and osteoclastogenesis. RCMI Seminar Speaker Series, Florida A & M University College of Pharmacy and Pharmaceutical Sciences, October 2014.
38. Using Small Group Case Studies to teach Pharmacotherapeutics, Experimental Biology (EB). March 2015. Co-Organizer and Speaker. ASPET Division for Pharmacology Education (DPE).
39. Lessons Learned from STEM. Duke University School of Business PhD Pipeline Program. September, 2014.
40. New Medications and Pharmacovigilance. National Dental Association Annual Meeting, July 2011.
41. New Medications and Pharmacovigilance. Oklahoma City Area Annual Dental Meeting. June 2010.
42. Neurobiology of Nicotine Abuse. Comprehensive Tobacco Prevention Network Consensus Conference on Minority Tobacco Intervention. March 2010.
43. Pharmacology: New Drugs. National Oral Health Primary Care Conference, March 2008.

## **PRESENTATIONS: CAREER DEVELOPMENT AND DIVERSITY WORKSHOPS**

1. Applying to Dental and Medical Programs. University of North Texas Health Science Center. School of Biomedical Sciences Application Workshop & Panel Discussion. September 2024.
2. RECAP: Mitigating Implicit Bias in Medical Curricula. Jacqueline Powell, Ph.D. and Jayne S. Reuben, Ph.D. IAMSE Virtual Café, September 2022.
3. Design Thinking to Address Health Disparities. Xavier 15th Health Disparities Conference, March, 2022.
4. SATA Questions Workshop. Bowie State University Department of Nursing, February 2022.
5. Assessment and Curriculum Mapping- Faculty Development Workshop. Bowie State University Department of Nursing, March 2021.
6. Strategies for Helping Nontraditional Students Succeed 2.0. ABRCMS, November 2018.
7. CAREER PATHWAY: Is Pharmaceutical Science for Me? “Degrees of Separation”. ABRCMS, November 2018.
8. Strategies for Mastering Standardized Tests. University of Michigan Women of Color Task Force Career Conference, 2018.
9. Bridging the Gap: Supporting the Academic Success of Nontraditional/Community College Students at 4-Year Institutions. ABRCMS 2017.
10. Applying to College. Urban League of the Upstate Level Up program. September 2016. Invited Speaker.
11. Organizer /Presenter, Opportunities in STEM/STEAM and Global Health. Third Pan-African Enterprise Research Council International Conference. September 2015.
12. Dos and Don'ts of Graduate and Professional School Admissions, Converse College, October 2013-present.
13. Co-Organizer and Speaker: 15th Annual ASIP/AAA Career Development & Mentoring Program and Lunch: Fundamentals of Success: How to Give an Award-Winning Presentation. Experimental Biology (EB), March 2015.
14. Taking Responsibility for your Learning, AAW@GHS meeting, August 2014. Invited Speaker.
15. Beyond the Job Offer: Exploring the Art of Effective Negotiation. Experimental Biology (EB) April 2014. Invited Speaker.
16. Career Opportunities Beyond the Bench: Education as a Viable Path. Experimental Biology (EB) April 2014. Organizer and Co-chair.
17. Guilty until Proven INNOCENT: Scientific Integrity and Getting Published! Experimental Biology (EB) April 2014. Organizer and Co-chair.

18. Invited Speaker and Panelist, Returning to School. University of Michigan Women of Color Task Force Career Conference, March 2013 and 2014.
19. Panel Moderator, Graduate School Experience: A Personal Story. ABRCMS, November 2013.
20. Invited Speaker, MARC U-STAR/RISE Speaker Series, Savannah State University, February 2013.
21. Invited Speaker, Gateway to the Future-Career Paths in Biomedical Sciences, STEM Disciplines and Behavioral Sciences. Annual Biomedical Research Conference for Minority Students (ABRCMS), 2012.
22. Session Co-Chair, How to Write Award Winning Grants. Experimental Biology (EB) April 2012.
23. Keynote Speaker, Science in Action Week, Morris College, February 2012.
24. Panel Moderator, Graduate School Experience: A Personal Story. ABRCMS, November 2011.
25. Invited Speaker, Science Forum, Converse College. October 2011-2014.
26. Facilitator, Giving Oral and Poster Presentations. ABRCMS, November 2011, 2012.
27. Co-Chair, How to Give Great Presentations, Experimental Biology (EB) April 2011.
28. Invited Speaker and Moderator, Opportunities for a Successful Postdoctoral Experience, ABRCMS, November 2010.
29. Co-Chair, Non-traditional Career Opportunities in Pathology. EB, April 2010.
30. Co-Chair, Winning in the Granting Process-ASIP, Pathology EB 2009.
31. Presenter, Test-Taking Strategies. University of Michigan Women of Color Task Force Career Conference. 2007, 2008, 2009.
32. Co-Organizer and Speaker, FASEB Postdoctoral Preparation Institute, EB 2007.

#### **PUBLIC SECTOR/COMMUNITY DISSEMINATION ACTIVITIES**

1. Workshop: Life Transitions and Aging Gracefully. South Central District Regional Conference. National Association of Negro Business and Professional Women Clubs, Inc. March, 2024.
2. Podcast: What is CBD oil? <https://dentistryinsider.tamhsc.edu/>
3. Greater Fort Worth NANBPW Club meeting, Living Heart Healthy Presentation, April 2021.
4. Texas Academy of General Dentists CE course. Standards of Care and Prescribing Opioids. 03/27/2021.
5. TAMU Dentistry News: Meds and COVID-19, 04/15/2020

6. Dietary Supplements: How to assess if they are good for you. Women of Color Task Force Annual Conference (Zoom) Presentation, University of Michigan, 03/2020.
7. Living Heart Healthy Presentation. National Association of Negro Business and Professional Women Convention, July 2019
8. ASPET Mentoring Program Invited Talk. The Cost of Ineffective Negotiations. June, 2019.
9. TAMU Dentistry News: When Exercise Feels like Fun, 04/23/2019.
10. TAMU Dentistry News: Opioids and Dentistry, 08/22/2018.

### **Selected Professional Development Activities**

1. Successful Conflict Certifications Facilitation Seminar. Eckerd College Mediation Training Institute. April 2025.
2. Generative Artificial Intelligence (AI) for Dynamic Pharmacology Education, ASPET Annual Meeting 2024.
3. Hear from Peers: Navigating AI in the Classroom, TAMU CTE Fall Faculty Series, 2023.
4. Community Conversation-Teaching with AI. TAMU/Auburn University SEC CANVAS Course, Fall 2023.
5. Professional Identity of the 21<sup>st</sup> Century Pharmacology Educator. 19<sup>th</sup> World Congress of Basic and Clinical Pharmacology, 07/03/2023 Scotland, UK.
6. Active Learning Strategies. International Union of Basic and Clinical Pharmacology (IUPHAR) Education Satellite Meeting. July, 2023.
7. Innovative Education, IUPHAR Education Satellite Meeting. July, 2023.
8. Curriculum Design and Assessment, IUPHAR Education Satellite Meeting. July, 2023.
9. Creating, Delivering, and Assessing Online Content Workshop. ASPET Annual Meeting, May 2023.
10. Let's Talk: How to Effectively Promote and Facilitate Student Discussion. TAMU Center for Teaching Excellence, October 2022.
11. Learning Sciences Perspectives on Powerful Learning Experience Design. TAMU School of Dentistry Faculty Development Workshop. September and October 2022.
12. Texas Interprofessional Education (IPE) Consortium Virtual Team STEPPS Master Training Course. Fort Worth, TX. August, 2022.
13. Making Expert Thinking Visible: Harnessing Cognitive Apprenticeship to Improve Teaching. ADEA Virtual Workshop, April 2022.
14. Opioid CE, Texas License Requirement Course. TAMUCOD, July 2021.

15. IUPUI Virtual Assessment Institute, October 2021.
16. Accepted Participant, Harvard Macy Course, A Systems Approach to Assessment in Health Professions Education, October, 2021.
17. REMOTE: The Connected Faculty Summit <https://www.theremotesummit.org/remote-register?source=ASU>. 9 strategies for engaging students online. Creating multimedia that works for Learning. 2020, 2021.
18. ASPET Teaching Blitz, Teaching Institute: Preparing the Next Generation of Scientists to be Best Practice Educators and Developing Scientists into Best Practice Educators, EB. April, 2021.
19. Participant, Design Thinking for Engaged Learning, TAMU Center for Teaching Excellence, Summer, 2020.
20. National Board Dental Examination Update, ADEA Annual Meeting. Chicago, IL. 2019.
21. Attendee, TAMU Transformational Teaching Conference, Active Engagement. May, 2019
22. Interactive Case-based Exercises—An Interdisciplinary, Collaborative Approach Between Two Institutions. ADEA Annual Meeting. Chicago, IL. 2019.
23. Teaching Institute: Flipping Not Flopping: Active Learning Strategies for Graduate and Healthcare Pharmacology. ASPET Annual Meeting, 2018.
24. IPE: Educating a New Generation of Healthcare Professionals. Game-Based Learning and Clinical Simulation for Pharmacology. Delivering Innovative Solutions in Pharmacology Education: Leveraging Web-Based Technologies. ASPET Annual Meeting, 2017.
25. Game-Based Learning in Health Profession Education. IAMSE, June 2016, Leiden, Netherlands.
26. Teaching Institute: Developing Mentees Using Individual Development Plans (IDPs). ASPET, Experimental Biology April, 2016, San Diego, CA.
27. A Pharmacokinetics Primer: From Equations to Application. ASPET, Experimental Biology, April 2016, San Diego, CA.
28. Workshop Participant, Entering Mentoring-based Research Mentor Training for Peer/Faculty Mentors, 90-min seminar. Experimental Biology 2016, San Diego, CA. Facilitators: Drs. Cheri Barta and Kelly Diggs-Andrews.
29. Applying the Neuroscience of Learning to Designing Effective Learning Experiences. IAMSE, June 2015, San Diego, CA.
30. Writing Better Learning Objectives and Complementary Exam Questions. IAMSE June 2015, San Diego, CA.
31. Writing More Effective MCQS Using Patient Vignettes. IAMSE, June 2014, Nashville, TN.
32. ESME (Essential Skills in Medical Education) Online Course, 2014. Association for Medical

Education in Europe (AMEE).

33. Invited Participant, Learning Interventions: Understanding Research Techniques to Study Student Interventions. American Society for Microbiology, 2009.
34. Attendee, 2009 TAMHSC Faculty Development Workshop on Pedagogy: Teaching and Learning Strategies for Today's Students.

## **LEADERSHIP**

Chair, Converse University Board of Visitors, 2025-present.

Member, Converse University School of Liberal Arts & Sciences Dean's Advisory Board, 2024-present.

Advisor, American Dental Education Association (ADEA) Emerging Leaders Program 2024-25.

Member, ADEA Advisory Committee for Innovation, Clinical Education, & Public Health, 2024-present.

Councilor, Section on Physiology, Pharmacology, and Therapeutics, ADEA, 2024-2027.

Member, Board of Visitors, Converse College, 2024-present.

Advisory Council Member, National Black Nurses Foundation, 2022-present.

Leader, TAMU COD Strategic Planning Excellence Goal 1.2, 2021-22.

Chair, Section on Physiology, Pharmacology, and Therapeutics, ADEA, 2021-2023.

Chair-Elect, Section on Physiology, Pharmacology, and Therapeutics, ADEA, 2020-2021.

Secretary, Section on Physiology, Pharmacology, and Therapeutics, ADEA, 2019-2020.

Director of Education, South Dallas Business and Professional Women's Clubs, Inc., 2019-2021.

Past-Chair, Division for Pharmacology Education (DPE), ASPET, 2018-2019.

Chair, TAMU College of Dentistry Health and Wellness Taskforce, 2018-2022.

Chair, TAMU COD Biomedical Sciences Microbiology Faculty Search Committee, 2018.

Course Director, Resident Clinical Pharmacology, TAMUCOD, 2017-present.

Course Director, D2 Dental Pharmacology Module, TAMUCOD, 2017-present.

Course Director, D3 Medical Pharmacology Module, TAMUCOD, 2017-present.

Course Director, D4 Applied Pharmacology Module, TAMUCOD, 2017-present.

Chair, Division for Pharmacology Education (DPE), ASPET, 2016-2018.

Greenville Health System GME Advisory Group for Diversity and Inclusion, 2016-2017.

Chair-Elect, Division for Pharmacology Education (DPE), ASPET, 2015-2016.

DPE Program Committee Representative, ASPET, 2013-2015.

Member, Leadership Team, AAW@GHS, Greenville Health System, 2013-2017.

Executive Committee Member, Division for Pharmacology Education (DPE), ASPET, 2012-2022.

Member, Board of Trustees, Converse College, 2012-2020.

Module Director, Biomedical Principles of Disease and Therapy, USCSOMG, Fall 2013.

Module Director, D2 Dental Pharmacology Module, Baylor College of Dentistry, 2009-2011.

Module Director, D3 Medical Pharmacology Module, Baylor College of Dentistry, 2006-2011.

Newsletter Editor-in-Chief, South Dallas Business and Professional Women's Clubs, Inc., 2009-2012.

Corresponding Secretary, South Dallas Business and Professional Women's Clubs, Inc., 2009-2011.

Resource Chair, South Dallas Business and Professional Women's Clubs, Inc., 2009-2011.

Member, FASEB/MARC National Advisory Board, 2005-2020.

Representative, Executive Board, ASPET Student Chapter, 2003-2004.

Member, Executive Board, National Postdoctoral Association, 2004-2005.

President, Graduate Assistants Union, FAMU, 1995-1996.

Vice-President, Graduate Association of Pharmaceutical Scientists (GAPS), 1995-1996.

President, GAPS, FAMU, 1994-1995, 1998-1999.

Chair, Judicial Board, Converse College, 1984-1985.

## **HONORS AND AWARDS**

Council on Dental Accreditation (CODA) Site Visitor, 2025- present.  
2024-25 Professional Service Award, TAMU College of Dentistry.  
Texas A&M University (TAMU) Association of Former Students Distinguished Achievement Award in Teaching (University-level), 2024.  
Member, Phi Kappa Phi Honor Society, TAMU Chapter, 2024.  
2024 Institutional Service Award, TAMU College of Dentistry.  
ADEA Leadership Institute Fellow, Class of 2022.  
Fellow, American Society for Pharmacology and Experimental Therapeutics (ASPET), 2022.  
ADEA/Colgate-Palmolive Company Excellence in Teaching Award, 2022.  
Teaching Excellence Award, TAMU College of Dentistry, 2021-2022.  
Honorary Member, Omicron Kappa Upsilon Dental Honor Society, elected 2022.  
Fellow, ASPET Academy of Pharmacology Educators, 2021.  
TAMU Provost Academic Professional Track Faculty Teaching Excellence Award, 2021.  
Distinguished Teaching Award, TAMU College of Dentistry, 2020-2021.  
TAMU ADVANCE Administrative Fellow, 2020-2021.  
TAMU College of Dentistry Faculty Service Award, 2019.  
Invited Participant, National Center for Medical Education, Development and Research Communities of Practice Conference, May 2019.  
Invited Participant, AAMC National Workshop to Advance Medical Education to Combat Opioid Misuse: Working Together Across the Continuum, May 2019.  
USC School of Medicine Service Award, 2016.  
Converse 125 Outstanding Alumnae Award, Converse College 2014.  
Nominee, Presidential Award for Excellence in Science, Mathematics and Engineering Mentoring, National Science Foundation, 2014.  
ASPET Travel Award for Pharmacology Educators, EB 2012.  
Federation of American Societies for Experimental Biology (FASEB)/ Faculty/Student Travel Award, EB 2011.  
ASBMR FASEB Travel Fellow, New Frontiers in Skeletal Research, 2009.  
American Association of Immunologists Minority Travel Fellow, 2006.  
FASEB Peer/Faculty Mentor, Experimental Biology (EB) 2004 - 2009.  
American Society for Investigative Pathology (ASIP) Travel Fellow, EB 2003.  
FASEB Oral/Poster Presenter Travel Fellow, Experimental Biology (EB) March 2001.  
ASPET Minority Graduate Student Travel Fellow, March 2001.  
American Physiological Society (APS) Minority Travel Fellow, March 2001.  
American Society of Biochemistry and Molecular Biology Travel Fellow, March 2001.  
Pharmacology/Toxicology Winner, FAMU Student Research Forum, November 2000.  
Travel Fellow, International Meeting of The Endocrine Society, June 2000.  
Invited Participant, Proctor and Gamble Research Careers Conference, June 1999.  
APS Minority Travel Fellowship Award, San Antonio, TX. December 1998.  
Women in Neuroscience Travel Award, Society for Neuroscience, November 1998.  
American Society for Neurochemistry Young Investigator Enhancement Fellow, March 1998.  
Distinguished Leadership Award, FAMU College of Pharmacy, 1999 and 2000.  
Rho Chi Honor Society, Florida Agricultural & Mechanical University, 1996.  
Who's Who in American Colleges and Universities, FAMU, 1996; Converse College 1985.  
Converse Scholar, 1984-1985.  
Mortar Board, Converse College, 1984-1985.  
Trustee Honor Scholar, Converse College, 1981-1985.

## **GRANTS AND FELLOWSHIPS**

Academic Leadership and Faculty Development (ALFD) Fellowship. 2022-2027 HRSA Competitive Grant. \$1,575,924. Co-PI (Dan Burch-PI) (Submitted)

Innovative Dental Educator Advancement (IDEA). 2022-2027 HRSA Competitive Grant. \$931,000. HRSA Award No. 1 K02HP45716-01-00. Co-PI. (Nina Ray-PI)

ADEA-Colgate Excellence in Teaching Award, 2022. \$2500, PI

TAMU Provost Academic Professional Track Faculty Teaching Excellence Grant, 2021. \$5000, PI.

TAMU ADVANCE Administrative Fellowship, 2020. \$30,000, PI.

TAMU Presidential Transformational Teaching Grant, 2020. \$20,000, PI.

TAMU COD Educational Research Grant, 2018. \$3500, PI.

TAMHSC Research Development Grant, 2006-2008. \$15,000, PI.

UNCF/MERCK Postdoctoral Science Research Fellowship, 2002-2003. \$70,000, PI.

American Foundation of Pharmaceutical Education Fellowship, 1996-1999. \$18,000, PI.

Faculty Development Scholarship, Florida Agricultural & Mechanical University, 1995-1996. \$12,000

Delores A. Auzenne Scholarship, Florida Agricultural & Mechanical University, 1994-1997. \$9,000

## **SCHOLARSHIP/RESEARCH MENTORSHIP (STUDENTS)**

Subata Khan, D4 Student. TAMU SOD.

Jesus Ojeda Pacheco, DDS. Current position: Resident Orthodontics.

Justin Thamson, D3 Student, TAMU SOD.

Nour Odeh, M.S. Candidate, Biotechnology, TAMU. Directed Studies Spring, 2022.

Shwetha Ramanathan, DDS. Current position: Dentist, Private Practice.

Candace Fiedler, DDS. Current position: Dentist, Private Practice.

Junior Cruz, DDS, TAMU COD. Current position: Resident

Alexandra Talley, DDS, TAMU COD. Current position: Private Practice.

Akeira Warner, DDS, TAMU COD. Current position: Private Practice

Alexandra Evans, DDS, TAMU COD. Current position: Resident, Meharry Dental School.

Krysten Barnes, DDS, Current position: Dentist, Private Practice.

Paris Webb, DDS. Current position: Dentist, Private Practice.

Shayna Abie, DDS. Current position: Resident, Pediatric Dentistry, TAMU.

Rakiya Faulkner, MD USCSOMG. Current position: OBGYN Resident, UFL.

Jonathan Stateson, DDS. Current position: Dentist, Private Practice.

Harold Kamura, DDS. Current position: Dentist, Private Practice.

Jane Lee, DDS. Current position: Dentist, Private Practice.

Laura Dinh, DDS. Current position: Dentist, Private Practice.

Nima Deljavan, DDS, MD. Current position: Oral Surgeon, Private Practice.

Drew Vanderbrook, DDS. Current position: Dentist, Private Practice.

Eddie Palos, DDS, MS. Current position: Dentist, Private Practice.

Kimberly Vinson, DDS Current position: Dentist, Private Practice.

Crystal Johnson Stinson, DDS, PhD, MS. Current position: Dentist, Private Practice.

Patricia Adesanya Simons, DDS, MS. Current position: Dentist, Private Practice.

Brandon Baugh, MBA. Current Position: Medical Economics Analyst.

## **GRADUATE STUDENT COMMITTEES**

Kacie Jackson, D4 Student, M.S Candidate, Education for Health Care Professionals (EDHP), Co-Advisor.

Ian Murray, Ph.D., M.S., Education for Health Care Professionals (EDHP).

Akeira Warner, D4 Student, M.S Candidate (EDHP) TAMU COD. 2021-present. Advisor.

Ali Sohraby, DDS. M.S. Candidate, Orthodontics, TAMU. 2021-present.

Faisal Alnashmy, BDS. Ph.D. Candidate, Oral Biology, TAMU. 2020-present.

Ken D. Nwankwo, DDS, MS. (EDHP), 2020.

Wendy Vu, MS. Biomedical Sciences, TAMHSC, Baylor College of Dentistry, 2013. Co-Advisor

Jyoti Puri, BDS, PhD. Biomedical Sciences, TAMHSC, Baylor College of Dentistry, 2011.

Leticia Ferreira, DDS, MS. Oral Pathology/Biomedical Sciences MS Program, 2011.

Mani Chopra, DDS, PhD. Biomedical Sciences, TAMHSC, Baylor College of Dentistry, 2009.

Cara Smith-Kessler, DDS, MS. Biomedical Sciences, TAMHSC, MS Program, 2008.

## **CAREER DEVELOPMENT/MENTORING**

Karl Veasey, DDS. TAMUSOD Faculty Mentoring Program. 2023-2024.

Nina Ray, DDS. TAMUSOD Faculty. 2021-present.

Sarah Reed, PhD candidate, Florida A&M University College of Pharmaceutical Sciences.

Washington Akharamen, DDS, Current Position: Resident.

Ashley Guillory, PhD. Current Position: Associate Professor, UTMB.

Katharina Brandl, PhD. Current Position: Associate Professor, UCSD Skaggs School of Pharmacy.

Gagani Athauda, MD. Current Position: Professor, Florida International School of Medicine.

Nicole Kwiek, PhD. Current Position: Clinical Professor, Associate Dean for Undergraduate Studies.

Ohio State University College of Pharmacy.

Lauren Getz, DDS. Current Position: Private Practice.

Walter Nwaokolo, DDS, Current Position: Private Practice.

Hayden Han, DDS. Current Position: Resident, University of Michigan Dental School.

Amy Moon, MD. Current Position: Resident.

Kayla Fowler, BS. Current Position: Director of Experiential STEM Programs, Rutgers University.

Andrea Brown-Slater, PharmD. Current Position: Pharmacist.

Urvi Patel, PharmD. Current Position: Pharmacist, Kaiser Permanente.

Michelle Walker, PhD. Current Position: Pharmacologist, FDA.

Kennie Shepherd, PhD. Current Position: Assistant Dean, Associate Professor, Morehouse School of Medicine

Namandje Bumpus, PhD. Current Position: Former FDA Deputy Director. Consultant.

L'Aurelle Johnson, PhD. Current Position: Associate Professor, University of Minnesota College of Pharmacy

## **PROFESSIONAL AFFILIATIONS**

Member, International Society of the Learning Sciences. 2023-present.

Member, TAMU Innovation and Design for Exploration and Analysis in Teaching Excellence (IDEATE) Community, 2021-present.

Member, National Center for Medical Education, Development and Research Community of Practice, 2020-2024.

Member, American Dental Education Association, 2006-2011, 2017-present.

Member, International Association of Medical Science Educators (IAMSE), 2014-present.

Member, American Association of Medical Colleges, 2012-present.

Member, American Society for Pharmacology and Experimental Therapeutics (ASPET), 1998-present.

Member, American Society for Investigative Pathology (ASIP), 2006-2016.  
Member, American Association of Immunology, 2006-9, 2011-13.  
Trainee Member, American Association of Immunology, 2001- 2006.  
Charter Member, University of Michigan Postdoctoral Association, 2003-2006.  
Member, National Postdoctoral Association, 2004-2007.  
Trainee Member, American Society for Investigative Pathology (ASIP), 2003-2006.

### **PROFESSIONAL SERVICE**

Mentor, ADEA Emerging Leaders Program, 2024-2025.  
Mentor, ASPET Mentoring and Career Development Committee, 2023-2024.  
Member, ASPET Organizing Committee, 2023-present.  
IAMSE Nominating Committee, 2023-2025.  
IAMSE Onboarding Taskforce, 2021-2024.  
Member, ASPET Task Force and Committee, 2021-2023.  
Member, Integrated National Board Dental Education (INBDE) Test Construction Committee, 2020-present.  
Member, ASPET Partnerships Committee, 2019-present.  
Member, Working Groups 2 and 3, National HBCU Initiative. 2016-2018.  
Mentor, Auburn University PASS College of Sciences and Mathematics Program, 2016-2019.  
ASBMB Faculty Mentor, Experimental Biology (EB) March 2015.  
Member, ASIP Membership Committee, 2015-2016.  
Member, ASIP Committee for Career Development, 2006-2016.  
Member, ASPET Committee on Mentoring and Career Development, 2016-present.  
DPE Academy of Pharmacology Educators Selection Committee, 2014.  
Program Committee Representative, DPE, ASPET, 2013-2015.

### **JOURNAL, MEETING, AND GRANT REVIEW SERVICE**

Reviewer, British Journal of Dental Education, 2025-present.  
Reviewer, British Journal of Clinical Pharmacology, 2024-present.  
Reviewer, Medical Teacher, 2024-present.  
Reviewer, Journal of Dental Education, 2023-present.  
McDaniel Dissertation Award Review Committee, Converse University, 2021-present.  
Reviewer, Pharmacology Research and Perspectives. 2021-present.  
Reviewer, Journal of STEM Outreach, 2021-present.  
Reviewer, Academic Medicine, 2018-present.  
Reviewer, Journal of the National Medical Association, 2018-present.  
Member, Board of Grants, American Foundation for Pharmaceutical Education, 2017-present.  
Reviewer, International Association of Medical Science Educators (IAMSE) Meeting Abstracts, 2017.  
Reviewer, ASPET Travel Awards for Experimental Biology, 2016-present.  
Southeastern Symposium on Mental Health Student Award Committee, 2016-17.  
Reviewer, ASPET Summer Undergraduate Research Fellow (SURF) Institutional Awards, 2014-2020.  
Ad-hoc Reviewer, Neurochemical Research, 2009-present.  
Ad-hoc Reviewer, Life Sciences, 2009-present.

## **INSTITUTIONAL SERVICE**

### **TAMU (University-level)**

Vice Provost Promotion and Tenure Task Force, 2025.  
Student Experience Project Community of Practice, 2025-present.  
University Promotion Committee (APTF), 2023-present.  
Academic Affairs Subcommittee, Faculty Senate, 2022-present.  
Faculty Senate, School of Dentistry Representative, 2022-present.  
Academic Professional Track Faculty (APTF) University Committee, 2020-2024.  
Transformational Teaching Grants Advisory Committee, 2019-2020, 2021-2024.  
TAMU X Grants Review Committee, 2018-2019.  
TAMU Education for Healthcare Professionals (EDHP) Committee/PI, Fall 2018-present.

### **TAMUSOD/TAMUCOD (College-level)**

Strategic Promoters Workgroup, 2023-2024.  
2022 Curriculum Revision Taskforce, 2022.  
Elected Member, College of Dentistry Dean Search Committee, 2021-22.  
External Awards Subcommittee, 2021-present.  
SOD APT Committee, 2020-2023  
Admissions Committee: 2017-present. 2006-2011.  
Faculty Development Committee, 2018-2024.  
Curriculum Committee, 2018-2024.  
CE Advisory Committee Member, 2018-2024.  
Faculty Conduct Review Committee, 2017-2024.  
Teaching Peer Reviewer, 2018-present.  
Faculty and Mentor, Summer Pre-dental Enrichment Program (SPEP), 2018-2024.  
New Curriculum Task Force, Fall 2017-2018.

### **Biomedical Sciences (Department-level)**

Biomedical Sciences Appointment, Promotion and Tenure (APT) Committee, 2021-2025.  
Member, Faculty Search Committee, 2018.

### **University of South Carolina School of Medicine Greenville (USCSOMG)**

Academic Coach for M1 and M2 students, USCSOMG 2015-2017.  
Biomedical Faculty, Objective Structured Clinical Examination (OSCE), USCSOMG, 2015-2017.  
Biomedical Sciences Appointment and Promotion Committee for Non-Tenure Track Faculty, 2015-2017.  
Faculty Officer, Faculty Recruitment Committee, 2015-2017.  
Faculty Development Committee, 2015-2017.  
Curriculum Assessment Taskforce, 2014.  
Medical Experience (MedEx) Faculty, Greenville Health System (now PRIZMA Health), 2013-2017.  
M2 Academic Committee, 2012-2015.  
Curriculum Committee, 2012-2015.  
Chair's Advisory Group, Promotion and Tenure Committee, 2012-2013.  
Admissions Committee, 2011-2017.  
Biomedical Sciences Department Chair Search Committee, USCSOM Greenville, Fall 2011.

### **TAMHSC Baylor College of Dentistry (BCD)**

Research Committee, BCD, TAMHSC 2009-2011.  
Faculty Development Committee, BCD, TAMHSC 2009-2011.  
Lecturer and Mentor, BCD Summer Pre-dental Enrichment Program (SPEP), 2007-2011, 2018-present.  
Biomedical Sciences Faculty Search Committee, BCD, TAMHSC, 2007.

## **VOLUNTEER WORK/COMMUNITY SERVICE**

Music and Healthcare Ministry, Friendship -West Baptist Church, Dallas, Tx 2022-present.  
Student Research Mentor, Annual Biomedical Research Conference for Minoritized Students (ABRCMS), 2020-present. Coach students giving oral and poster presentations at the meeting and give career development advice.  
Member, South Dallas Business and Professional Women's Clubs, Inc. (SDBPWC) 2006-2011, 2017-present.  
Mentor for Children in Foster Care, Fostering Great Ideas, Greenville, SC. 2015-2017.  
Faculty Mentor, FASEB/MARC Program, ABRCMS, 2009-2020.  
South Dallas Business and Professional Women's Clubs, Inc. (SDBPWC) 2006-2011, 2017-present.  
Corresponding Secretary and Newsletter Editor, 2009-2012.  
Board Member/Scholarship Director, Quality of Life/Back-to-School Foundation, 2004-2006.  
Peer Mentor, FASEB Program, Experimental Biology 2003- 2009.  
Math/Science Instructor, Second Baptist Church Academic Enrichment program, 2003-2006.  
Mentor, University of Michigan Undergraduate Research Opportunities Program, 2003-2005.  
Member, Alpha Kappa Alpha Sorority, Inc. 1983-present.

## **COMMUNITIES OF PRACTICE**

1. Member, Innovation and Design for Exploration and Analysis in Teaching Excellence (IDEATE) Community. A community of scholars who design and implement evidence-based high-impact practices, 2021-present. <https://cte.tamu.edu/Communities,-Programs-and-Models/IDEATE-Community>
2. Member, Meharry National Center on Medical Education, Development and Research (NCMEDR) Community of Practice. Curriculum Consultant 2017-2024.

**TEXAS SOUTHERN UNIVERSITY  
BOARD OF REGENTS AGENDA**

**COMMITTEE:** Academic Affairs, Research and Student Life

**ITEM:** University Profile Data Overview

**DATE PREVIOUSLY SUBMITTED:** NA

**SUMMARY:**

Dr. Raijanel S. Crockem, Associate Vice President for University Planning and Analytics, will present an overview of the University Profile Data.

**SUPPORTING DOCUMENTATION:** University Profile Data PowerPoint

**FISCAL IMPACT:** NA

**ACTION REQUESTED:** Information

**Legal Certification:** Based on available information to date, this action item and its implementation will not be in violation of any applicable federal, state, or local law, or regulation.



10/08/2025

GENERAL COUNSEL

DATE

**Fiscal Certification:** This fiscal note shown above details the true and actual positive or negative fiscal effect that implementation of this proposal will achieve.



10/08/2025

John Pittman (Oct 8, 2025 17:00:55 EDT)

INTERIM CHIEF FINANCIAL OFFICER

DATE



10/08/2025

PRESIDENT

DATE

# University Profile Data

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Raijanel S. Crockem, EdD

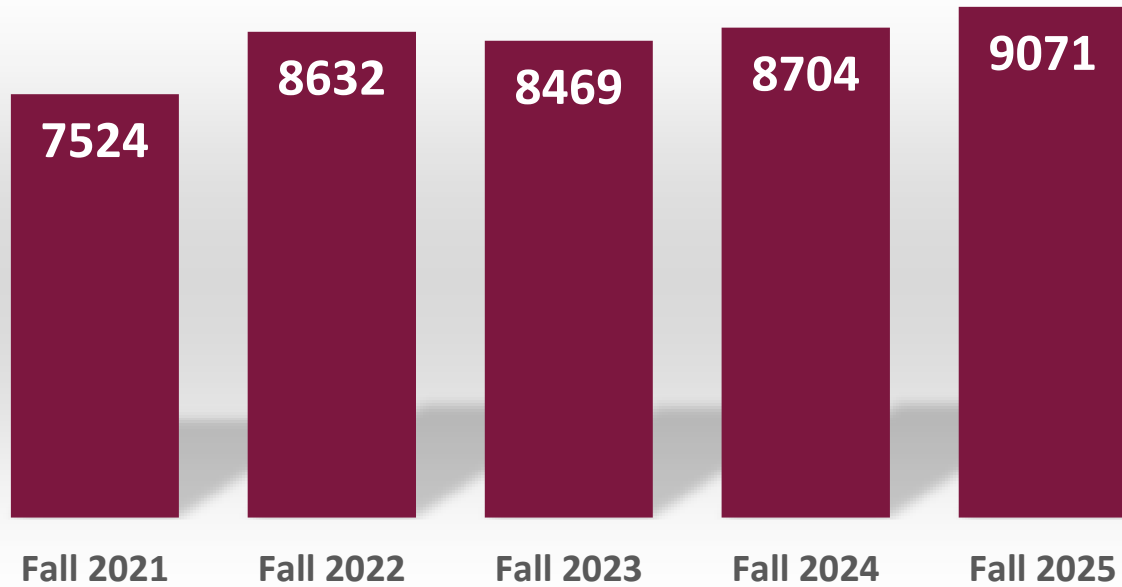
Sr. Associate Vice President

*University Planning & Analytics*

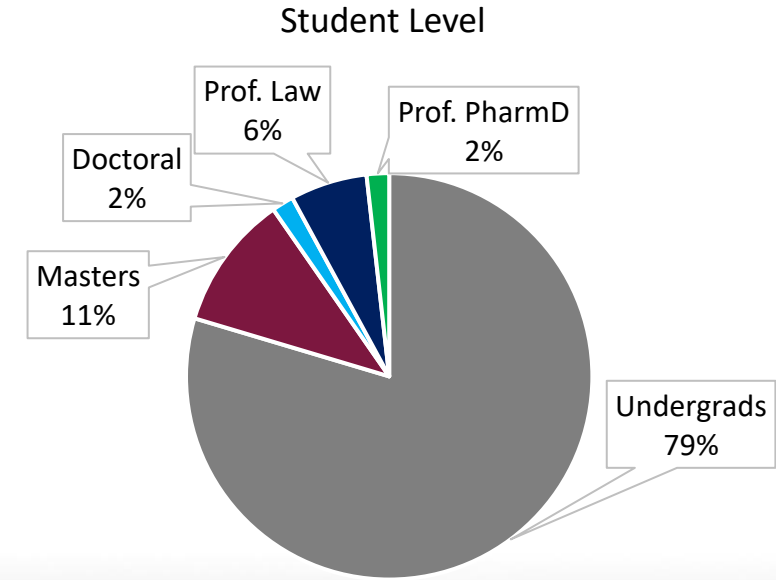


TEXAS SOUTHERN UNIVERSITY

# Enrollment Trends-Fall



# Fall 2025 Student Profile

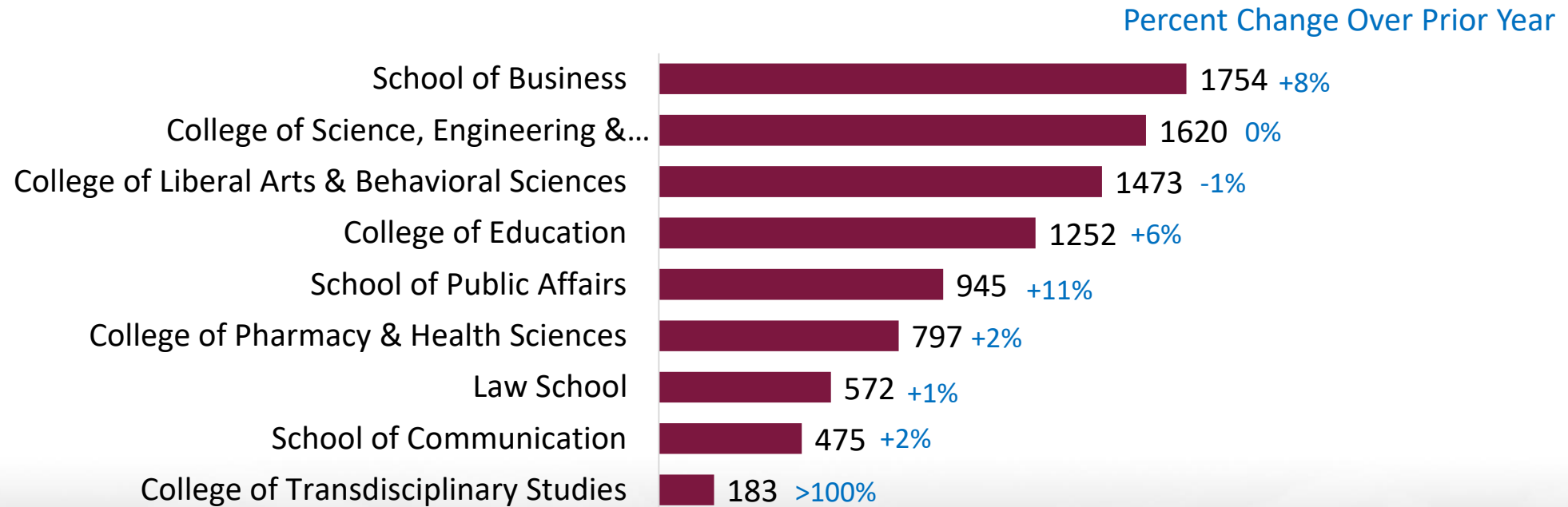


## Fall 2025-Level Summary (Prior Year Comparison)

- Undergraduate enrollment has increased +6% to 7221
- Master's enrollment has increased +6% to 973
- Doctoral enrollment has decreased -2% to 158
- Law enrollment has increased +1% to 556
- Pharmacy (Professional PharmD) enrollment has declined -16% to 162



# Fall 2025 Student Headcount by School/College



# Fall 2025 Student Headcount by New Student Type



# HBCUs- Student Success Measures

Public Institution	23-24 1yr Persistence	23-24 6yr Grad Rate
Texas Southern University	66%	22%

Top 5 Private Institutions	23-24 1yr Persistence	2018-2024 6yr Grad Rate	Top 5 Public Institutions	23-24 1yr Persistence	2018-2024 6yr Grad Rate
Spelman College	94%	78%	Florida Agricultural and Mechanical University	89%	53%
Howard University	91%	70%	North Carolina A & T State University	77%	57%
Morehouse College	87%	59%	Morgan State University	73%	41%
Tuskegee University	81%	55%	Delaware State University	70%	39%
Xavier University of Louisiana	72%	48%	Bowie State University	68%	38%

## 2025 Texas Southern Summary

- Fall 2024 to Fall 2025 Persistence rate=70.48% [Highest on record]
- 2025 (2021 Cohort) 4yr Graduation rate=12.3% [2<sup>nd</sup> Highest on record]
- 2025 (2019 Cohort) 6yr Graduation rate=23.6% [2<sup>nd</sup> Highest on record]





# THANK YOU!



**T S U P R O U D**

**TEAMWORK**

is our strength. We at TSU believe that working together, we achieve more.

**STUDENT SUCCESS**

FIRST in everything we undertake, if students see it, they can do it.

**UNPRECEDENTED**

In our resolve to succeed and be ACCOUNTABLE for what we do.

**PROUD**

to be an INDEPENDENT, URBAN UNIVERSITY, committed to SERVING OUR STUDENTS & COMMUNITY.

**RESEARCH-DRIVEN**

and resolved in our commitment to COLLABORATION and EXCELLENCE.

**OPTIMISTIC**

In our ability to be INNOVATIVE AND ENTREPRENEURIAL in deriving and advancing new ideas.

**UNITED**

In everything we do, UNBEATABLE at what we do, and UNRELENTING in our approach to progress.

**DISTINCT**

In our academic programs and in DIVERSITY of thought.



**TEXAS SOUTHERN UNIVERSITY  
BOARD OF REGENTS AGENDA**

**COMMITTEE:** Development and Legislative Affairs

**ITEM:** Request Approval for Naming of the Thurgood Marshall School of Law Library

**DATE PREVIOUSLY SUBMITTED:** N/A

**SUMMARY:**

The Administration requests approval to name the Thurgood Marshall School of Law Library as the “*J.D. Silva Law Library*” for a period of three years, with appropriate signage and recognition within the existing facility. This action follows a confirmed \$1,000,000 philanthropic commitment from Mr. J.D. Silva, which qualifies under the University’s Naming Policy (MAPP 07.02.01).

In addition, the Administration recommends granting Mr. Silva the right of first refusal for the naming of any new law school library that may be constructed in the future. Such an opportunity would require a minimum additional commitment of \$3,000,000 and would be subject to a separate review and approval process under the current Naming Policy or any successor policy in place at that time.

**SUPPORTING**

**DOCUMENTATION:** Naming Rights Committee Packet (Under Separate Cover)

**FISCAL IMPACT:** \$1,000,000

**ACTION REQUESTED:** Administration recommends approval of this item

**Legal Certification:** Based on available information to date, this action item and its implementation will not be in violation of any applicable federal, state, or local law, or regulation.



GENERAL COUNSEL

09/28/2025

DATE

**Fiscal Certification:** This fiscal note shown above details the true and actual positive or negative fiscal effect that implementation of this proposal will achieve.



John Pittman (Sep 29, 2025 08:01:29 CDT)

INTERIM CHIEF FINANCIAL OFFICER

09/29/2025

DATE



PRESIDENT

10/01/2025

DATE

**TEXAS SOUTHERN UNIVERSITY  
BOARD OF REGENTS AGENDA**

**COMMITTEE:** Development and Legislative Affairs

**ITEM:** 2025 Houston Navy Fleet Week Brief

**DATE PREVIOUSLY SUBMITTED:** N/A

**SUMMARY:**

The United States Navy partners with major metropolitan regions across the nation through Fleet Week, a high-profile initiative designed to showcase the capabilities of the naval forces, highlight their role in national defense, and inspire the next generation of Americans to serve.

In collaboration with the United States Navy and the City of Houston, Texas Southern University will participate in the 2025 Houston Navy Fleet Week as a strategic opportunity to elevate the University's visibility as a preeminent special-purpose institution of higher education. This engagement will highlight TSU's leadership in urban-focused programming, research integral to national defense, and workforce preparation that advances economic prosperity and homeland security.

Participation in Fleet Week also provides a platform for TSU to express its profound gratitude to the men and women of the United States Armed Forces who serve with distinction in defense of our liberty.

**SUPPORTING**

**DOCUMENTATION:** N/A

**FISCAL IMPACT:** N/A

**ACTION REQUESTED:** Information

**Legal Certification:** Based on available information to date, this action item and its implementation will not be in violation of any applicable federal, state, or local law, or regulation.



GENERAL COUNSEL

10/01/2025

DATE

**Fiscal Certification:** This fiscal note shown above details the true and actual positive or negative fiscal effect that implementation of this proposal will achieve.



John Pittman (Oct 1, 2025 13:03:30 CDT)

INTERIM CHIEF FINANCIAL OFFICER

10/01/2025

DATE



PRESIDENT

10/04/2025

DATE

**TEXAS SOUTHERN UNIVERSITY  
BOARD OF REGENTS AGENDA**

**COMMITTEE:** Personnel and Litigation

**ITEM:** Approval is requested for the Appointment of a Dean for the Barbara Jordan-Mickey Leland School of Public Affairs

**DATE PREVIOUSLY SUBMITTED:** N/A

**SUMMARY:**

The Administration requests approval for the appointment of Dr. Calvin C. Johnson as Dean for the Barbara Jordan-Mickey Leland School of Public Affairs, pursuant to Board Policy 61.10.

The appointment is effective, November 3, 2025.

**SUPPORTING**

**DOCUMENTATION:** Vitae

**FISCAL IMPACT:** Annual Base Salary \$240,000.00  
University FOAP: 0001-21530-7010-31513

**ACTION REQUESTED:** Administration recommends approval of this item

**Legal Certification:** Based on available information to date, this action item and its implementation will not be in violation of any applicable federal, state, or local law, or regulation.



GENERAL COUNSEL

10/01/2025

DATE

**Fiscal Certification:** This fiscal note shown above details the true and actual positive or negative fiscal effect that implementation of this proposal will achieve.



John Pittman (Oct 1, 2025 09:19:01 CDT)

INTERIM CHIEF FINANCIAL OFFICER

10/01/2025

DATE



PRESIDENT

10/02/2025

DATE

## Calvin C. Johnson, PhD

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### EDUCATION

University of Maryland, College Park, MD

**PhD in Criminology and Criminal Justice** [May 1997]

Temple University, Philadelphia, PA

**Master of Arts in Sociology/Research Methods** [May 1993]

Eastern Washington University, Cheney, WA

**Bachelor of Arts in Sociology/Crime and Deviance** [June 1991]

#### Fellowship

- Elected Fellow, Congressionally chartered National Academy of Public Administration (NAPA) in the Fall 2020

Standing Panel Participation:

- *Standing Panel on Social Equity in Governance*
- *Standing Panel on Intergovernmental Systems.*

#### Professional Certifications:

- Program and Project Management (FAC-P/PM Senior Level) – [see Appendix I for courses]
- Contracting Officer's Representative (COR-Level III) – [see Appendix I for courses]

### COMMISSIONS AND COUNCILS

- *Inter-agency Policy Council for Gun Violence Prevention – Gun Violence Emergency Response Protocol.* The White House Office of Gun Violence Prevention.
- *Evaluation Officers Council – OMB Evidence Team.* Foundations for Evidence-Based Policymaking Act of 2018.
- *G7 Urban Development Ministers Council.* Senior Urban Development Official (SUDO), Research Liaison for the Secretary of the U.S. Department of Housing and Urban Development.
- *National Secured Data Services (NSDS) Expert Panel.* National Science Foundation, National Center for Science and Engineering Studies.
- *Commission on Peer Review and Accreditation.* Network of Schools of Public Policy, Affairs, and Administration (NASPAA).
- *Executive Council.* (NASPAA).
- *Economic Commission for Europe – Group of Experts on Energy Efficiency.* United Nations.
- *Commission on the Social Status of Black Men and Boys.* U.S. Commission on Civil Rights.
- *Social Impact Partnership to Pay for Results Act (SIPRA) – Interagency Policy Council to Pay for Results.* U.S. Department of the Treasury.

## PROFESSIONAL EXPERIENCE

### U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Office of Policy Development and Research

- **Deputy Assistant Secretary**, Office of Research, Evaluation, and Monitoring [2013 – Present]
- **Chief Evaluation Officer/Deputy Chief Evaluation Officer** [2018 – Present]

#### Responsibilities:

I am the senior agency executive official with broad agency authority to develop, implement, and manage the Department's research and evidence-building strategic plan, including intramural and extramural research and evaluation initiatives. I am responsible for budget formulation and execution, management of contracts, grants, and cooperative agreements, and talent management across four evaluation divisions. I lead my four divisions in assessing the effectiveness of HUD's policies and programs and conducting demonstrations and companion evaluations of new policy and program approaches. To understand the impact of HUD's investments (i.e., housing, community development, and place-based initiatives) on non-housing outcomes, I lead cross-agency data linkages and evidence-building collaboratives, partnering with governments, academic institutions, and non-government research organizations to design and implement evaluation projects exploring these impacts.

At the direction of the Secretary and/or Deputy Secretary, I engage external stakeholders on HUD programs, sharing best practices and connecting them to HUD's work on the effectiveness of programs in the areas of housing, homelessness, housing discrimination, community development, disaster recovery, and housing/building technology. On behalf of the Secretary, I promote diplomacy with foreign governments through strategic partnerships and memoranda of cooperation to engage in bilateral policy development and research assistance. I have led delegations to the World Urban Forum, G7 Ministerial Meetings, and international meetings in Japan, Germany, and Poland.

#### Other Key Areas of Responsibility:

- Directing research administration and compliance monitoring for contracts, grants, and cooperative agreements with university and non-university research partners.
  - Pre-award engagements with industry, including market research, technical project scoping, cost estimation, selecting rating factors, and negotiations.
  - Post-award allocation of Program-Project managers to support Principal Investigators with research administration and project management (scope, schedule, budget).
  - Use ERP analytics to support cost-estimation, pre-award workflow management, and risk management – scope, budget, schedule.
- Directing intramural research development and implementation for an interdisciplinary team of 40 technical staff, collaborating with more than 75 universities and research organizations.
  - Staff development and skill-building, ensuring that staff stay current on technical research skills and research administration and compliance monitoring techniques.
- Leading cross-agency evidence-building collaboratives, sourcing interdisciplinary research via Interagency Agreements (IAA) across federal agencies and labs.
- Leading community participatory research strategies to address local housing, community development, and disaster recovery challenges experienced by communities.
- Managing research dissemination strategies, including assessing the quality of reports, pre-clearance, final editing, press releases, and external presentations.
- Leading data and technology innovations, data tools and product development, and dissemination data tools and products to the public and commercial entities.

- Leading the development of the Department's Learning Agenda (strategic research plan) and liaising with internal/external strategic planning partners to ensure that research informs strategic goals and objectives.
  - Capacity assessment to determine the Department's readiness to perform the evidence-building outlined in the Learning Agenda and support agencywide strategic performance reviews.
- Presenting and advocating the Department's budget and staffing requests to executive and legislative branch officials.
- Engaging philanthropy to support the Department's Learning Agenda.

#### Selected Accomplishments:

- *Research Administration and Compliance Monitoring:* Consistently and effectively obligated research, evaluations, and demonstrations funding without lapsing funds – an active research portfolio totaling more than \$90 million, research grants/cooperative agreements with Minority Serving Institutions totaling \$35 million, and research funded via Interagency Agreements totaling \$15 million. (*sample projects in Appendix 2*)
- *Staff Development:* Expanded intramural and in-house research and evidence-building activities as foundational continuous career and professional development opportunities for the 40 technical staff across my four divisions.
- *Housing Technology and Innovation:* Implemented two flagship housing innovation programs annually with a focus on increasing the stock of affordable housing: 1) [Innovative Housing Showcase held annually on The National Mall](#) and 2) [Innovation in Affordable Housing Student Design and Planning Competition](#). Grew annual housing technology/building technology research spending from \$1 million to \$10 million over 6 years. (*sample projects in Appendix 3*)
- *Strategic Partnerships:* Partnered with the White House's Office of Management and Budget on evidence-building collaboratives across federal government agencies with support from universities and other research organizations.
- *Resource Alignment:* Strategically realigned budget and personnel resources to successfully implement the Department's Learning Agenda, Annual Evaluation Plan, and Strategic Plan.
- *Effective Dissemination:* Streamlined my office's internal review and clearance processes, ensuring timely dissemination of research across various audiences and platforms (see [www.huduser.gov](http://www.huduser.gov)).
- *Fostering an Inclusive Environment:* Conducted community participatory engagements to ensure that historically excluded individuals and communities – often the subject of my office's research – participated in research scoping and design activities affecting their communities.

## COURT SERVICES AND OFFENDER SUPERVISION AGENCY

### Office of Research and Evaluation

- **Associate Director**, Office of Research and Evaluation [2011 – 2013]
- **Performance Improvement Officer**, Office of Research and Evaluation [2011 – 2013]
- **Director**, Office of Research and Evaluation [2002 – 2011]

### Responsibilities:

In 2002, the Court Services and Offender Supervision Agency (CSOSA) became an independent federal executive branch agency. I was recruited from the University of Pennsylvania to establish CSOSA's research, evaluation, and performance management office and build the infrastructure for real-time analytics, timely evaluations, and effective performance management. Concerning these functions, I provided executive oversight of talent management, procurement of information technology systems, and contracting for professional services.

As the Senior Evaluation Official and the designated Performance Improvement Officer, I partnered with agency leadership to prepare budget justifications to the White House's Office of Management and Budget, targeting needed resources for strategic initiatives. I established and executed the Annual Procurement Plan for research, evaluation, and enterprise analytics/business intelligence. I oversaw the development of policies and procedures for contract administration and compliance monitoring.

In consultation with the agency Director and Deputy Director, I successfully executed the agency's evidence-building portfolio, focusing on minimizing the risk to public safety and mitigating potential future risks. I led the deployment of machine learning and other advanced analytics, which facilitated the development of a suite of community supervision IT applications. I also successfully executed the agency's performance management agenda and aligned internal performance management implementation with the White House's President Management Agenda.

### Other Key Areas of Responsibility:

- Managed data privacy and security protocol for enterprise data warehouse and business intelligence development.
- Established and monitored oversight of routine use of enterprise data and data-use agreements.
- Oversaw data integration and data sharing agreements with other law enforcement agencies.
- Facilitated performance management discussions with the Criminal Justice Coordinating Council.
- Developed and promoted risk mitigation programming with local criminal and juvenile justice agencies.

### Selected Accomplishments:

- *Risk-based Machine Learning and Resource Optimization*: Developed dynamic, risk-based machine learning models to optimize resource allocation, regularly updating to account for responsiveness to supervision and program delivery.
- *Innovative Supervision Technology*: Designed and deployed kiosks for 24/7 passive supervision of lower-risk probationers, parolees, and supervised releasees in Washington, DC.
- *CSOSA-Stat – Performance Management and Accountability*: Implemented CSOSA-Stat, a performance statistics accountability program, enhancing crime control and prevention.
- *Enterprise Data Management and Analytics*: Designed, developed, deployed, and managed enterprise data warehouse and business intelligence portals, including directing a

multidisciplinary technical team in producing analytics to inform operations, service delivery, and strategic decision-making.

- *Strategic Partnerships and Consultations:* Established intra- and inter-agency consultations, providing research, evaluation, and program development support.

## **THE UNIVERSITY OF PENNSYLVANIA**

Fels Center of Government

Jerry Lee Center of Criminology

- **Senior Research Administrator**, Fels Center of Government and Jerry Lee Center of Criminology [2001 – 2002]
- *Served as Director of Research on IPA to Executive Office of the Mayor of Washington D.C. – Office of the Deputy Mayor for Public Safety [2001]*

### Responsibilities:

I managed proposal development, research administration, and project implementation for a portfolio of place-based demonstration pilots and evaluations. I also taught graduate seminars on research methods, including data collection and acquisition strategies, and directed student practica. I developed experiential learning opportunities that enabled students to apply qualitative and quantitative methods, survey design and administration, data collection, data analysis, and field research management skills. I coordinated community-engaged research with civic leaders and residents of West Philadelphia, designing programs to promote collective efficacy at micro-levels of geography.

### Selected Accomplishments:

- *Consultation with the City of Philadelphia's Department of Human Services:* Served as Community-Engaged Lead Researcher/Liaison for a demonstration program with the City of Philadelphia's Department of Human Services (DHS) to explore performance contracting in the Child Welfare System (foster care).
- *Blighted Neighborhood Research:* Served as Project Director for a grant-funded project to combat physical decay and blight at the block face level in West Philadelphia. Supervised students on community-engaged consultation practices with neighborhood advisory groups and community-based nonprofits.
- *Consultation with the Executive Office of the Mayor of the District of Columbia:* Served as Consultant/Research Director (via Intergovernmental Personnel Act Mobility Program) to the Washington, D.C. public safety agencies cluster, assessing and recommending enhancements to data management and data analytics infrastructures and designing a Research Hub within the Executive Office of the Mayor.

## THE URBAN INSTITUTE

Justice Policy Center

- **Research Associate**, Crime Control Policy Studies [1995 – 2001]

### Responsibilities:

I managed statistical analysis and data integration for a national community policing evaluation. I collaborated with the survey design team, the survey administration team, and the federal agency sponsor to ensure that data collection efforts would yield information needed to address the sponsor's primary policy questions. I applied data analysis and statistical techniques to assess the impact of funding incentives on officer deployment, use technology to make community policing more efficient, and changes to the construct of community policing. I also conducted data analysis and prepared publications of key evaluation findings. For the state of Maryland, I coordinated staff-level research operations focused on leveraging community assets and promoting collective efficacy in response to crime and delinquency in high-crime, distressed communities. I trained team members on research designs, data collection plans, and the appropriate uses of qualitative and quantitative research methods. I designed experiential training opportunities for team members focused on survey design, interview techniques, and field research operations. More generally, I had significant writing responsibilities, including drafting various sections of research proposals, interim and final reports, briefing materials, and presentations. I led interdisciplinary research collaborations, leveraging expertise across The Urban Institute's 10 research centers. I was responsible for project management, focusing on managing scope, budget, and personnel resources. I coordinated research utilization and dissemination strategies to include the construction of public use data files, presentation of findings in journal articles, sponsored reports, and/or at conferences, and internal/external stakeholder briefings.

### Selected Accomplishments:

- *Co-Principal Investigator, Violence in the District of Columbia.* Managed data collection and data analysis of archived victim and arrest reports. Developed advanced geospatial analysis techniques to illustrate the nexus of social and physical structure to crime.
- *Deputy Principal Investigator, Process Evaluation of Organizational Restructuring and Community Policing – The Metropolitan Police of the District of Columbia.* Assessed organizational restructuring and adoption of community policing in Washington, D.C. Managed the evaluation of personnel surveys, network analyses, focus group discussions, and field observations.
- *Deputy Principal Investigator, Process Evaluation of the Maryland HotSpot Communities Program.* Designed and deployed an evaluation of a statewide comprehensive crime control and prevention program. Managed the evaluation team in the analysis of grant applications, progress reports, physical disorder block surveys, staff surveys, resident surveys, and neural networks.
- *Senior Statistical Analyst, National Evaluation of the Office of Community-Oriented Policing Services (OCOPS) program.* Designed and implemented data analysis plans for law enforcement agency surveys, federal expenditure data, and archival records of grant applications. Designed methodology and constructed measures to track the flow of federal funds to law enforcement agencies across the nation.
- *Senior Statistical Analyst, District of Columbia Youth Violence Study.* Designed and managed a survey of youth, police, courts, and youth-serving agencies. Constructed psychometric and sociometric measures to analyze the association between spatial and temporal patterns of juvenile crimes.

## **Selected Research Monographs**

- Johnson, Calvin C. (2022). *Tenant Screening with Criminal Background Checks: Predictions and Perceptions Are Not Causality*. PD&R Edge: An Online Magazine.
- Johnson, Calvin C. (2022). *Changing the Built Environment to Combat Violent Crime*. PD&R Edge: An Online Magazine.
- Johnson, Calvin C. (2022). *Why Housing Matters for Successful Reentry and Public Safety*. PD&R Edge: An Online Magazine.

## **Selected Articles, Reports, and Book Chapters**

- Johnson, Calvin C. (2023). *Reentry and Housing*. Cityscape: A Journal of Policy Development and Research. Volume 25, Number 2.
- Johnson, Calvin C. (2021). *Lessons from Implementation*. In *Lessons from SSA Demonstrations for Disability Policy and Future Research*. Edited by Austin Nichols, Jeffrey Hemmeter, and Debra Goetz Engler. Abt Press.
- Moore, Gretchen E., Johnson, Calvin C., Roth, Jeffrey A. (2005). *The Role of Law Enforcement Within a Comprehensive Community Strategy: The Maryland HotSpot Communities Initiative*. In *Policing and Program Evaluation*. Edited by Kent R. Kerley. Pearson Prentice Hall.
- Roth, Jeffrey A., Roehl, Janice A., and Johnson, Calvin C. (2004). *Trends in Community Policing*. In *Community Policing: Can it Work*. Edited by Wesley G. Skogan. Thomson Wadsworth Press.
- Johnson, Calvin C., Chanhathasilpa, Chanchalat. (2003) *The Race/Ethnicity and Poverty Nexus of Violent Crime: Reconciling the Differences in Chicago's Community Area Homicide Rates*. In *Violent Crime: Assessing Race and Ethnic Differences*. Edited by Darnell Hawkins. Cambridge Press.
- Johnson, Calvin C., Roth, Jeffrey A. *COPS Program and the Spread of Community Policing Practices, 1995-2000. Research Report*. The Urban Institute. February 2003.
- Roehl, Janice A., Johnson, Calvin C., Buerger, Michael E., Gaffigan, Stephen J., Langston, Elizabeth A., and Roth, Jeffrey A. *COPS and the Nature of Policing*. In *National Evaluation of the COPS Program -- Title I of the 1994 Crime Act Process Evaluation*. Research Report. National Institute of Justice. August 2000.

## **Selected Presentations**

- Johnson, Calvin C. *Measurement and Evaluation in Outcomes-Based Contracting*. Presented at The Council for State Government's Second Chance Act Conference. Philadelphia, PA. December 2024.
- Johnson, Calvin C. *Incorporating Evidence-Building into Agencies Strategic Planning Process*. Presented at The Office of Management and Budget's Monthly Meeting of the Strategic Planning Work Group (SPWG). Washington, DC. December 2024.
- Johnson, Calvin C. *Advancing Evidence Building in the Federal Government: Successes and Lessons Learned from Five Years of Implementation of the Foundation for Evidence-Based Policymaking Act of 2018*. Presented at The Annual Conference of the Association for Public Policy and Management. National Harbor, MD. November 2024.
- Johnson, Calvin C. *Sustaining the Gain: Advancing Evidence-Informed Policymaking through Federal, State, and Local Government*. Presented at The Annual Conference of the Association for Public Policy and Management. National Harbor, MD. November 2024.

- Johnson, Calvin C. *Overview of Source of Income Protections and What the Research Tells Us About Their Effectiveness*. Presented at PD&R's Quarterly Update: Source of Income Discrimination. Washington, D.C. July 2024.
- Johnson, Calvin C. *Community Development Block Grants and CHOICE Neighborhood Initiative: Place-based Strategies to Combat Violent Crime*. Presented at the Department of Justice/Office of Justice Program – Community-Based Violence Intervention and Prevention Initiative Grantees Conference. Chicago, IL. April 2024.
- Johnson, Calvin C. *Understanding the Mission, Challenges and Needs of the Department of Housing and Urban Development, Office of Policy Development and Research*. Presented at the IJIS Community Forum. Nashville, TN. April 2024.
- Johnson, Calvin C. *Housing Very- and Extremely Low-Income Individuals and Families*. Presented at Virginia Commonwealth University, L. Douglas Wilder School of Government and Public Affairs, Wilder Lunch and Learn Series. Richmond, VA (Virtual). November 2022.
- Johnson, Calvin C. *Applying Science, Technology, and Innovation to Sustainable Urban Development*. Presented at the United Nations Economic and Social Council, Commission on Science and Technology Development. Geneva, Switzerland (Virtual). March 2022.
- Johnson, Calvin C. *U.S. Department of Housing and Urban Development's Experience Supporting and Enhancing its Data Infrastructure and Use*. Presented at the Federal Committee on Statistical Methodology Conference. Washington, D.C. April 2020
- Johnson, Calvin C. *Developing, Describing, and Using Needs-based Typologies of Offenders to Assist in Successful Community Reintegration*. Presented at The Annual Meetings of the American Society of Criminology. Atlanta, GA. November 2007.
- Burrell, William and Johnson, Calvin C. *The Application of CompStat Models within Community Corrections: How Data are Being Used to Transform Community Corrections Agencies*. Presented at The Annual Meetings of the International Community Corrections Association. San Diego, CA. October 2007.
- Quander, Paul Q. and Johnson, Calvin C. *Promising Law Enforcement Practices Targeting Serious Violent Offenders: Developing and Implementing Focused Public Safety Partnerships*. Presented at The Annual Meetings of the International Police Executive Symposium. Dubai, United Arab Emirates. April 2007.
- Johnson, Calvin C. *The Need for Drug Treatment for Offenders Supervised by Community Supervision Agencies and the Monitoring Needed to Protect Against Abuse*. Presented at The Annual Meetings of the National African American Drug Policy Coalition. Washington, DC, March 2007.

## **Appendix 1: Defense Acquisition University – Federal Acquisition Institute Continuous Learning**

CLC 006: Contract Terminations  
CLC 008: Indirect Costs  
CLC 028: Past Performance Information  
CLC 030: Essentials of Interagency Acquisitions/Fair Opportunity  
CLC 045: Partnering  
CLC 058: Introduction to Contract Pricing  
CLC 060: Time and Materials Contracts  
CLC 063: Sole Source Proposal Technical Evaluations  
CLC 108: Strategic Sourcing Overview  
CON 0040: Market Research  
FAC 027: GSA Schedules and Small Business  
FAC 048: The GSA MAS Program: Buying Services Through GSA Schedules  
FAC 072: Foundational Overview of the Acquisition Team  
FAC 073: Critical Decision-Making in Requirements Development  
FAC 079: Past Performance  
FAC 089: Writing Quality Past Performance Evaluations  
FAC 090: Back to Basics: Building and Strengthening Effective Communication with Industry  
FAC 093: Introduction to Supply Chain Risk Management  
FAC 095: Climate Adaptation for Program Managers  
FCL-A-0036: Innovations in Acquisition (AS)  
FCL-A-0038: Procurement Innovation Lab (PIL) Primer  
FCL-CM-2500: Category Management 101  
FCL-CM-2505: Category Management Dashboards and Tools Overview  
FCL-GSA-I271: Demystifying Procurement: A Crash Course in Modern Acquisitions with Lesley Field  
FEX-GSA-TT-0122-FAST24: Innovative Solutions for the Future of Professional Services  
FEX-HUD-OCPO-2023-0017: Procurement Appropriations Law  
FEX-HUD-OCPO-2023-0018: How to Develop A Work Breakdown Structure (WBS)  
FEX-HUD-OCPO-2024-0008: FY24 Contracting Officer's Representative (COR) Workshop  
FPM 334: Progressive Leadership in Program Management

## Appendix 2: Selected FY24 Research, Evaluation, and Demonstration Projects

- The *Community Choice Demonstration* is a multisite randomized controlled trial designed to measure the impacts of housing mobility-related services on moves to and retention in opportunity areas for Housing Choice Voucher households – families with children.
- The *Family Options Study* is a multisite randomized controlled trial designed to measure the impacts of housing and service interventions for homeless families with children.
- The *Stepped and Tiered Rent Demonstration* is a multisite randomized controlled trial testing alternative rent policies (stepped rents and tiered rents) in a subset of public housing authorities granted authority to test administrative and financial flexibilities. Housing authorities established rent policies designed to make housing assistance easier for PHAs to administer and to incentivize assisted households to work towards self-sufficiency.
- *Integrated Wellness in Supportive Housing* is a large, cluster-randomized controlled trial designed to test whether structured health and wellness supports (part-time nurse and full-time wellness coordinator) can help older adults living in privately owned HUD-assisted housing developments to remain in that housing longer, or “age in place.”
- *Emergency Housing Voucher* is an implementation and early outcome study employing a mixed method data collection approach to provide a broad overview of this American Rescue Plan effort to combat homelessness during the COVID pandemic with 70,000 new Housing Choice Vouchers.
- *HUD-HHS Childcare Study* responds to recent HUD study findings that childcare is a major impediment to employment. The study assesses the needs and preferences for childcare among HUD households by interviewing families and staff at public housing authorities and nearby childcare centers.
- *The Impact of the Emergency Rental Assistance Program on Housing Stability* is an evaluation of a program Congress established in response to the COVID-19 pandemic. Administered by The U.S. Department of Treasury, the ERA program provided \$46 billion in emergency rental assistance, utility, and other related expenses to households at risk of losing their rental units due to the COVID-19 pandemic.
- *Wildfire Recovery and Resilience* is a research project that involves engagement with three case study communities to develop a complete picture of how disaster recovery resources are used post-fire and by whom. The study explores the utilization of recovery resources and barriers to recovery, particularly among the most vulnerable populations, to better understand how communities recover following a wildfire and the role that recovery resources play in specifically supporting recovery by vulnerable populations.

### **Appendix 3: Selected FY24 Housing and Building Technology Projects**

#### Offsite Construction and Land Use Reform Research

- The National Institute of Building Sciences: to partner with six HUD regions to design pilot programs that will both identify regional barriers to the adoption of off-site construction and develop strategic plans for off-site construction growth. These regional pilots will serve as the basis for a pilot handbook to spur other regions to foster off-site construction capacity and encourage uptake.
- The University of California, Los Angeles: to study the impact of accessory dwelling unit (ADU) legalization and production in California on rents and prices, as well as to assess how legalization changes land values even for parcels that do not exercise the new development option.
- The University of California, Irvine: to study the impact of California's state-level reforms aimed at mitigating regulatory barriers obstructing the development of accessory dwelling units (ADUs) in the context of affirmatively furthering fair housing (AFFH).
- Purdue University: to study the role of building codes as a land-use restriction. The goal of the research is to provide greater clarity for state and local governments in determining how proposed revisions to the International Building Code and International Code Council would impact new supply and affordability in their jurisdictions.
- Louisiana State University: to conduct a life-cycle cost analysis of disaster-resilient affordable housing and identify improvements to the manufacturing and siting process of elevated, wind-resilient manufactured homes that could enable greater adoption of these homes, particularly in disaster-prone and underserved communities.
- The Manufactured Housing Institute: to examine the impact of local barriers on the placement of manufactured homes and propose necessary regulatory reforms to address these constraints.
- Washington State University: to focus on modular construction methods; specifically, this project aims to develop and demonstrate the design of modular mass timber hybrid construction to offer a solution that is more sustainable, affordable, and equitable for housing in the United States.
- ADL Ventures: to study the financing of industrialized off-site construction and identify ways to increase the industry's access to capital.
- Lehigh University: to conduct a qualitative survey of ADU ordinances, cataloging best practices, design guidelines, pre-approved plans, and other financial incentives that contributed to the successful implementation of ADU reforms in small-to-medium-sized municipalities.

#### Office to Residential Conversions

- M. Arthur Gensler Jr. & Associates, Inc.: to conduct a study that will analyze office to residential conversion activities in six cities, test the financial feasibility of these conversions, study policies and incentives, and build an online community guide to allow local policymakers to estimate the impact of potential conversion policies on their community.

**TEXAS SOUTHERN UNIVERSITY  
BOARD OF REGENTS AGENDA**

**COMMITTEE:** Personnel and Litigation

**ITEM:** Approval is requested for the Appointment of a Vice President of Marketing and Communications

**DATE PREVIOUSLY SUBMITTED:** N/A

**SUMMARY:**

The Administration requests approval for the appointment of a Vice President of Marketing and Communications, pursuant to Board Policy 61.10.

**SUPPORTING DOCUMENTATION:** Job Description

**FISCAL IMPACT:** Annual Base Salary Not to Exceed: \$285,000.00  
University FOAP: 1000-71400-7010-70 | BOA0001606

**ACTION REQUESTED:** Administration recommends approval of this item

**Legal Certification:** Based on available information to date, this action item and its implementation will not be in violation of any applicable federal, state, or local law, or regulation.



GENERAL COUNSEL

10/06/2025

DATE

**Fiscal Certification:** This fiscal note shown above details the true and actual positive or negative fiscal effect that implementation of this proposal will achieve.



John Pittman (Oct 6, 2025 15:11:42 CDT)

INTERIM CHIEF FINANCIAL OFFICER

10/06/2025

DATE



PRESIDENT

10/07/2025

DATE



TEXAS SOUTHERN UNIVERSITY

## Vice President, Marketing and Communications

Leadership Profile

Spring 2025



*WittKieffer*

## Executive Summary

[Texas Southern University](#) (Texas Southern) seeks an experienced and visionary leader to serve as its inaugural Vice President, Marketing and Communications (VPMC). Reporting to [President James W. Crawford III](#), the VPMC will oversee its centralized marketing and communication division and implement comprehensive marketing, communications, and public relations strategies to advance the university's mission, enhance its brand, and support its strategic goals. The vice president will oversee all aspects of its marketing, media relations, internal and external communications, and community engagement to promote the university's academic programs, research initiatives, and community services.

Previously, the divisions of marketing and communications were organized under the larger umbrella of "University Advancement". President Crawford has strategically uncoupled the organizations with investments in each division to achieve the university's greatest ambitions. The president has elevated the cabinet position to a vice president title and committed resources to grow the unit significantly in the near term to ensure appropriate resources and staffing for the Division of Marketing and Communications.

With over 8,500 students, Texas Southern offers more than 100 undergraduate and graduate programs across [10 colleges and schools](#). This robust offering is supported by 1,400 faculty and staff and an energetic alumni network of educators, entrepreneurs, public servants, lawyers, artists, and more. President Crawford seeks a Vice President to tell the story of this trailblazing institution at a time of exciting distinction, honor, and pride. Recently, Texas Southern was awarded the recognition of a 2024 -2025 College of Distinction, a prestigious honor highlighting its unwavering commitment to providing an exceptional undergraduate education, and in February 2025, the university's debate team won the 35th Annual International Forensics Association's Speech and Debate Tournament in Incheon, South Korea.

President Crawford arrived at Texas Southern University in the summer of 2024, bringing great momentum and renewed energy. Having served in global leadership roles for six U.S. Presidents, Crawford previously served as president of Felician University in New Jersey, and having served in the United States Navy for more than 30 years, retiring as a Vice Admiral and its 43rd Judge Advocate General (JAG). As the institution embarks upon the celebration of its 100-year anniversary, President Crawford seeks a leader to work collaboratively with the university's faculty, staff, students, alumni, and community partners to elevate the institution's commitment to mission, tell the remarkable story of its history and impact, and elevate the visibility of its academic and research agenda to new heights. The VPMC will be deeply committed to meeting the needs of 21st-century students prepared to evolve into lifelong learners, engaged citizens, and visionary leaders who make a global impact.

In addition to the academic and research messaging, the VPMC will partner with the Vice President of Development and Alumni Engagement to promote stories about the power of philanthropy through programs, like the *Texas Southern Tiger Promise*, which will cover tuition and mandatory fees for in-state students from families with incomes below \$125,000. This groundbreaking program dismantles financial barriers and opens doors of opportunity for countless future Tigers. Behind every donation are remarkable stories of resilience for students who are transforming their lives through education. The VPMC will also work with the Vice President of Intercollegiate Athletics to enhance the Texas Southern Tigers athletics program, part of the Southwestern Athletic Conference, and the flashy and pacesetting Ocean of Soul Marching Band, which has been a point of pride of the university since its founding in 1969.

The university's rich culture, innovation, research, entrepreneurship, and community engagement continue to capture the world's attention. The VPMC will capitalize on the strengths of a centralized [Division of Marketing & Communications](#) and align with a long-term and dynamic vision for the university's future. The VPMC is responsible for developing and executing fully integrated data-driven marketing and communications strategies that elevate Texas Southern's visibility and reputation while driving student recruitment and yield.

The VPMC will be a strategic leader, strong team player, builder, and partner, and highly adept at leading through influence, empathy, and consensus-building. The VPMC must be able to provide both content expertise and disciplinary strength and have broad conceptual knowledge about the challenges facing higher education today. This is a leader who can "see around corners" and anticipate the needs of a complex university of similar size and scope, particularly related to enrollment and yield.

The VPMC and their team will be responsible for measuring the impact of their work to increase regional, national, and global awareness and the reputation of Texas Southern, and serve as a sector leader in higher education marketing. The VPMC will also strategically coordinate the university's approach to major announcements, developments, crisis and reputational response, an effective and transparent internal communications strategy, and other strategic initiatives.

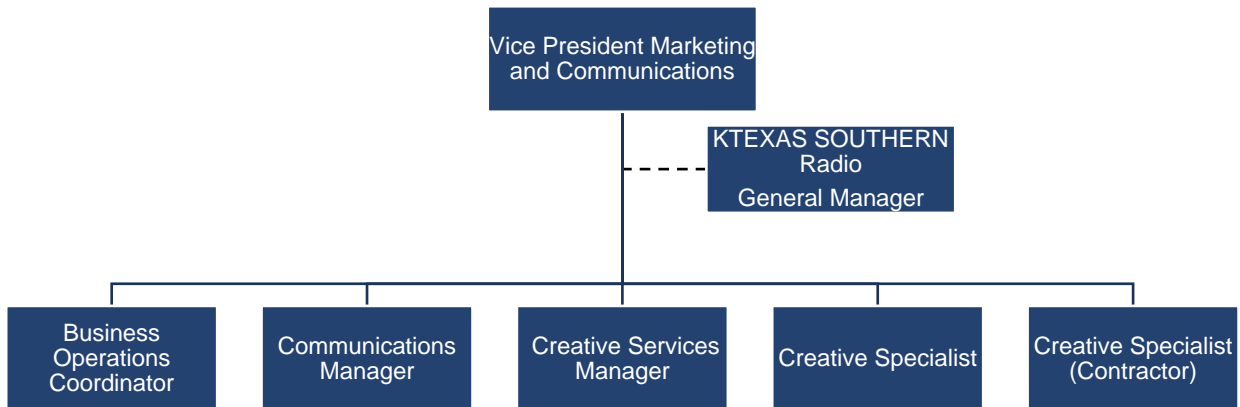
The vice president will have a minimum of ten (10) years of progressively responsible, multi-faceted experience in marketing, communications, and public relations, with at least five (5) years in a senior leadership role and a bachelor's degree in marketing, communications, public relations, or a related field. A master's degree is preferred. Additionally, the VPMC will have demonstrated experience developing and executing successful marketing and communications strategies in a higher education setting or a similarly complex organization.

To submit a nomination or express personal interest in this position, please see Procedure for Candidacy at the end of this document.

## Role of the Vice President, Marketing and Communications

The Vice President, Marketing and Communications (VPMC) reports to the President of Texas Southern University (Texas Southern) and serves as the chief marketing and communications officer for the university. The VPMC is responsible for developing and implementing comprehensive marketing, communications, and public relations strategies to advance the university's mission, promote and protect its brand, and support the university's strategic goals. The VPMC oversees all aspects of Texas Southern University's marketing, media relations, internal and external communications, and community engagement to promote the university's programs, brand identity, research initiatives, and service to the community. The VPMC partners with the President and senior leadership team on internal/external marketing and communications strategies to support the development of a long-term strategic vision for Texas Southern.

The VPMC provides leadership to the [Division of Marketing & Communications](#) to promote the mission, protect and enhance the reputation, and advance the vision of Texas Southern University through the development and engagement of strategic marketing and communications initiatives. The vice president leads a centralized team of five marketing and communications professionals and manages the associated resources dedicated to supporting and protecting the mission and vision of the division and the university.



### Duties and Responsibilities:

- Develops and implements a comprehensive marketing and communications strategic plan with a forward-thinking approach to anticipate and leverage emerging trends in marketing and communications aligned with the university's mission and goals, including strategic enrollment and fundraising.
- Oversees the development and maintenance of the university's brand identity, ensuring positive storytelling and creating narratives that highlight the institution's strengths and achievements with consistency across all platforms and communications.
- Serves as the primary spokesperson for the university, cultivating relationships with journalists and media outlets, managing media inquiries and press releases, and developing and executing crisis communication plans to manage issues and protect the university's reputation.
- Leads digital marketing initiatives, including the university website, social media, email marketing, and online advertising campaigns, and supervises the creation of high-quality content for various channels, including digital and print publications, websites, social media, and video productions to build relationships with community organizations, government agencies, and other external partners to enhance the university's visibility and impact.

- 
- Enhances internal communication efforts to ensure transparency engagement among faculty, staff and students.
  - Establishes and monitors key performance indicators (KPIs) and return on investment (ROI) to evaluate the effectiveness of marketing and communications initiatives, leading and mentoring a team of marketing and communications professionals to foster a collaborative and innovative work environment.
  - Develops and manages the marketing and communications budget, ensuring efficient allocation of resources.

## Opportunities and Expectations for Leadership

The Vice President, Marketing and Communications (VPMC) represents and promotes the university, increasing its visibility and supporting the institution's mission, vision, and goals while leading the development of the university's brand vision, strategy, and marketing campaigns to create a distinct positioning and identity, attract the best students, motivate alumni and donors, and recruit high-quality faculty and staff. The VPMC will serve as a key partner to enrollment management and other key constituents across campus to leverage the university's strengths and history to further advance the mission of Texas Southern University.

In addition, the VPMC will be expected to make significant strides towards these institutional initiatives in their first 12 – 18 months in the role.

- **Marketing and Communications Strategic Plan and Visioning:** The VPMC will support the establishment of the university's marketing and communications strategic plan by leading the development of a cohesive strategy that aligns with the institution's goals and values. The VPMC should conduct market research, analyze trends, and gather stakeholder input to inform the plan. By articulating a clear vision, they ensure that all marketing efforts consistently reflect the university's brand identity and mission.
- **Institutional Messaging:** The VPMC will eloquently narrate the university's history and message by highlighting its founding principles, significant milestones, and transformative achievements. The VPMC will emphasize the institution's commitment to academic excellence, innovation, and community impact, weaving in stories of notable alumni, groundbreaking research, and cultural contributions. Through compelling storytelling, the VPMC will convey the university's vision and values, inspiring pride and support among stakeholders, and fostering a deep connection to its legacy and future aspirations. Additionally, they foster collaboration across departments to create unified messaging that resonates with prospective students, alumni, and the broader community.
- **Enrollment Marketing, Yield, and Retention Strategy:** In partnership with the Office of Student Enrollment Success, the VPMC will develop and execute marketing strategies to attract, recruit, and retain students. This includes building brand awareness, creating targeted campaigns, and showcasing the university's unique selling points. The VPMC will engage prospective students through virtual tours, webinars, and personalized communication, while collaborating with influencers to share authentic experiences. Additionally, they promote student support services, foster community through clubs and events, and maintain continuous engagement via newsletters and social media updates. The goal is to ensure students choose the university and remain committed throughout their academic journey.
- **University Website:** The VPMC will facilitate the design and optimization of the Texas Southern University website by ensuring it is visually appealing, user-friendly, and reflective of the institution's brand identity. They will prioritize intuitive navigation, engaging content, and responsive design to enhance the user experience and incorporate SEO best practices to improve the website's visibility and accessibility. Additionally, the VPMC will integrate multimedia elements, such as videos and virtual tours, to showcase campus life and academic offerings. The goal is to create a compelling digital front door that attracts and informs prospective students, alumni, and other stakeholders.

- **Leadership & Team Development:** The VPMC will mentor, guide, retain, and develop their team by fostering a supportive and collaborative environment. They will provide regular feedback, professional development opportunities, and clear career pathways to help team members grow. By encouraging innovation and recognizing achievements, they will boost morale and motivation. Additionally, they will facilitate open communication and teamwork, ensuring that each member feels valued and empowered to contribute to the university's marketing and communications goals.

## Professional Qualifications and Personal Qualities

### Minimum Requirements

- Bachelor's degree in marketing, communications, public relations, or a related field.
- A minimum of ten (10) years of progressively responsible, multifaceted experience in marketing, communications, and public relations, with at least five (5) years in a senior leadership role.
- Demonstrated experience in developing and executing successful marketing and communications strategies in a higher education setting or a similarly complex organization.

### Preferred Qualifications

- Master's degree in marketing, communications, public Relations, or a related field.
- Proven track record of enhancing brand visibility and reputation in a higher education environment.
- Familiarity with the challenges and opportunities unique to higher education marketing.
- Experience with crisis communication and issues management.
- Experience in developing and executing successful marketing campaigns that drive enrollment, fundraising, and community engagement.
- Strong understanding of digital marketing trends and best practices.
- Exceptional public speaking and presentation skills.
- Ability to think strategically and creatively to solve complex problems.
- Strong interpersonal skills and the ability to build effective relationships with internal and external stakeholders.

### In addition, the university seeks a leader with the following knowledge, skills, and abilities:

- Knowledge and interest in higher education, Texas Southern University's mission and priorities, and international affairs.
- An effective interpersonal style and people-to-people skills: the ability to interact with a wide range of people.
- The flexibility and judgment to handle fluid situations, shifting priorities, and tight deadlines.
- Strong self-motivation, with the demonstrated ability to work effectively independently and as part of a team.

- A general understanding of the organizational structure and governance of the university and the division of responsibilities between the various bodies by which the university is governed, including the external context in which the university operates.
- Must possess excellent interpersonal skills and demonstrate strong service.
- Strong analytical skills: the ability to do independent research, conduct quantitative and qualitative analysis, and formulate recommendations.
- Possess information management skills - able to identify, compile, access, and assess information and data effectively to deliver information requirements as requested by a variety of internal and external stakeholders.
- Must have excellent research skills focusing on web-based research and statistical analysis.
- Excellent oral and written communication skills, including proficiency in public/promotional speaking and the ability to write effectively, authentically, and in a manner consistent with the quality and standard expected of university-level communications.
- High degree of accuracy requiring detailed orientated individual.
- Excellent communication skills including strong writing skills and ability to concisely summarize qualitative and quantitative information.
- Demonstrated ability to develop targeted communications for specific audiences.
- Excellent skills in office IT systems and current business application software.
- Fluency in a second language is desirable.
- Delegate effectively and hold direct reports accountable.
- Listen carefully and effectively, analyzing complex inputs and concisely communicating a plan of action that inspires involvement.
- Travel frequently, including overnight travel.
- Develop strong cross-functional teams to foster teamwork.

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## About Texas Southern University

### Overview

Since its inception in 1927, Texas Southern has been highly regarded as a premier producer of talent. It has grown from 300 students in its first summer to serving approximately 8,700 students today. Texas Southern's student body represents a wide range of backgrounds and experiences, including family educational history (39% are first-generation students), socioeconomic status (72% are Pell-eligible students), and nationality (2% are international).

Texas Southern is a comprehensive doctoral university offering a broad academic portfolio with over 100 undergraduate, graduate, and professional programs and concentrations organized into ten academic colleges and schools. Accredited by the Southern Association of Colleges and Schools, Texas Southern honors its designation as a special-purpose institution for urban programming and research. Texas Southern is one of 13 Historically Black Colleges and Universities (HBCUs) to hold the Carnegie Classification of Institutions of Higher Education's coveted status as a Doctoral University of High Research Activity (R2). Its research prowess is demonstrated by grant awards increasing 48% over the past two fiscal years. The short-term goals are strategically focused on increasing student enrollment as well as strengthening funding that supports the University's endowment and research areas.

In 2022, the Board of Regents announced a 10-year vision and TSUPROUD initiative to articulate the university's core values. It is through those core values that the Board of Regents believe Texas Southern can reach both short- and long-term goals. The short-term goals include growth in student enrollment to 10,000, a \$125 million endowment, and \$50 million in research awards by 2027. The long-term goals include a \$250 million endowment, \$100 million in research awards, and three branch campuses by 2032. Texas Southern's 150-acre campus is nestled in the heart of Houston's historic Third Ward, just minutes from downtown. The Texas Southern Tigers have women's and men's teams competing in intercollegiate athletics at the NCAA Division I FCS level. Texas Southern has been a member of the Southwestern Athletic Conference (SWAC) since 1954.

### Leadership

#### James W. Crawford, III, Vice Admiral, JAGC, U.S. Navy (Retired)



James W. Crawford III, Vice Admiral, JAGC, U.S. Navy (Retired), is the 14th President of Texas Southern University (Texas Southern). He was appointed by the Texas Southern Board of Regents in May 2024. Crawford is a decorated veteran, strategic planner and decision-maker, academic leader, collaborator, and problem solver governed by three guiding principles: faith, family, and service.

Crawford was appointed by President Obama as the 43rd Judge Advocate General of the Navy. He served as the principal military legal counsel to the Secretary of the Navy and Chief of Naval Operations, and the Department of Defense Representative for Ocean Policy Affairs (REPOPA). He also led over 2,300 attorneys, enlisted paralegals, and civilian employees of the worldwide Navy JAG Corps community.

A 1979 student-athlete graduate of Belmont Abbey College, he was commissioned through the JAG Corps Student Program in 1983, following graduation from the University of North Carolina School of Law at Chapel Hill. He later earned a Master of Laws degree (Ocean and Coastal Law) from the University of Miami School of Law and a Master of Arts in National Security and Strategic Studies from the Naval War College. In 2008, he was named an MIT Seminar XXI Fellow.

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Crawford previously served as a consultant on International Humanitarian Law for Palantir Technologies for developing artificial intelligence solutions to improve protections for civilians and civilian infrastructure during armed conflict. From 2020 to 2023, he served as the first male president of Felician University, a 2,100-student Roman Catholic university in Lodi and Rutherford, NJ. He is well-recognized for steering the University through the COVID-19 pandemic and securing \$17 million in grants for university capital improvements, including expansion of the University's technology infrastructure and STEM programming while delivering a premium educational experience to the underserved and first-generation student population of New Jersey. As president, Crawford reenergized the staff and faculty by restructuring the executive leadership team, increasing faculty involvement in university affairs, and establishing a Staff Assembly to operate as part of the shared governance apparatus of the institution. He also completely rebuilt and revitalized the University's relationship with the Borough of Rutherford Mayor, City Council and Chief of Police.

Prior to arriving at Felician, Crawford served as Chairman of the Bishop's Advisory Council on Racism for the Catholic Diocese of Arlington, VA, from 2019 to 2022 and drafted the charter for the organization. He is a member of the Board of Directors for the Scholarship Fund for Inner-City Children, Arch Diocese of Newark, NJ, and is serving his second three-year term on the Board of Trustees for Belmont Abbey College, Belmont, NC. He also served as an inaugural member of the Council of Presidents, Association of Governing Boards of Universities and Colleges from 2022 to 2023. Initially a plenary member of the Commerce and Industry Association of New Jersey, he later served on the Executive Committee from 2021 to 2023.

Crawford's distinguished naval service includes Deputy Judge Advocate General of the Navy and Commander of the Naval Legal Service Command, where he led the judge advocates, enlisted paralegals, and civilian employees of 14 Navy commands worldwide from 2012 to 2015; served as Legal Counsel to the Chairman of the Joint Chiefs of Staff 2007-2011, and Commander of NATO Rule of Law Field Support Mission/Rule of Law Field Force - Afghanistan 2011-2012. Personal decorations include the Distinguished Service Medal for his service as the Judge Advocate General, a second Distinguished Service Medal, the Defense Superior Service Medal (three awards), the Legion of Merit (three awards), the Defense Meritorious Service Medal, the Navy Meritorious Service Medal (two awards), the Navy and Marine Corps Commendation Medal (three awards), and the Navy and Marine Corps Achievement Medal. Crawford and his wife, Elizabeth, have twin teenage sons, Nicholas, and Alexander.

## About Texas Southern University

The Greater Houston Area is the fourth most populous metropolitan area in the United States. Houston is home to the country's most diverse community, with no ethnic or racial majority, and the city welcomes people from across the nation and the world. Ranking third in the number of foreign consulates it houses, Houston is truly an international city. More than 90 languages are spoken in the Houston area.

One of only five American cities with resident professional companies in all four major performing arts — [ballet](#), [opera](#), [theater](#), and [symphony](#) — Houston also boasts professional [football](#), [baseball](#), [basketball](#), and [soccer](#) teams. The *New York Times* called Houston possibly the most interesting city in America for young artists. The Houston area contains more than 55,000 acres of parks, public green space, and open water. The Kemah Boardwalk and the city of Galveston on the Gulf Coast offer outdoor and water recreation. Businesses also recognize the allure of Houston's offerings. Twenty-five companies on the *Fortune 500* list call the Energy Capital of the World home. Aeronautic research is unsurpassed at NASA headquarters, and Texas Medical Center remains the largest in the world with 47 highly lauded research and treatment institutions. More information on Houston can be found here: <https://www.visithoustontexas.com/about-houston/>





## Procedure for Candidacy

All applications, nominations, and inquiries are invited. Applications should include, as separate documents, a resume and a letter of interest addressing the themes in this profile.

WittKieffer is assisting Texas Southern University in this search. **Applications will be reviewed on a rolling basis. For fullest consideration, candidate materials should be received by Tuesday, June 10<sup>th</sup>.** The position will remain open until an appointment is made.

Application materials should be submitted using WittKieffer's [candidate portal](#).

Nominations and inquiries can be directed to:

Melissa Fincher, Tyler Workman, and Christine J. Pendleton

[TexasSouthernVPMarComm@wittkieffer.com](mailto:TexasSouthernVPMarComm@wittkieffer.com)

*It is the policy of Texas Southern University to provide a work environment that is free from discrimination for all persons regardless of race, color, religion, sex, age, national origin, individuals with disability, sexual orientation, or protected veteran status in its programs, activities, admissions or employment policies. This policy of equal opportunity is strictly observed in all University employment-related activities such as advertising, recruiting, interviewing, testing, employment training, compensation, promotion, termination, and employment benefits. This policy expressly prohibits harassment and discrimination in employment based on race, color, religion, gender, gender identity, genetic history, national origin, individuals with disability, age, citizenship status, or protected veteran status. This policy shall be adhered to in accordance with the provisions of all applicable federal, state, and local laws, including, but not limited to, Title VII of the Civil Rights Act.*

**TEXAS SOUTHERN UNIVERSITY  
BOARD OF REGENTS AGENDA**

**COMMITTEE:** Physical Facilities

**ITEM:** Request Approval to Negotiate and Execute a Contract with the Texas Facilities Commission

**DATE PREVIOUSLY SUBMITTED:**

**SUMMARY:**

The Administration respectfully requests approval to negotiate and execute a contract with the Texas Facilities Commission (TFC), utilizing Facilities Passthrough funds appropriated to Texas Southern University during the 89th Legislative Session.

Pursuant to Strategy C.1.10, Thurgood Marshall School of Law, the Legislature appropriated funds from the General Revenue Fund in fiscal year 2026 for the purpose of conducting a study related to the proposed Thurgood Marshall Law Center.

Approval of this item will authorize the Administration to finalize a contractual agreement with TFC to ensure the timely and compliant delivery of this legislatively funded initiative, thereby advancing the University's capital priorities and reinforcing its commitment to academic excellence and student success.

The University awards contracts to a respondent whose proposal provides the best value to the State of Texas and Texas Southern University, as defined by Texas Government Code, § 2155.074.

**SUPPORTING**

**DOCUMENTATION:** Budget Pattern

**FISCAL IMPACT:** \$10M | FOAP: 0001-226007256-30081

**ACTION REQUESTED:** Administration recommends approval of this item

**Legal Certification:** Based on available information to date, this action item and its implementation will not be in violation of any applicable federal, state, or local law, or regulation.



10/01/2025

GENERAL COUNSEL

DATE

**Fiscal Certification:** This fiscal note shown above details the true and actual positive or negative fiscal effect that implementation of this proposal will achieve.



09/29/2025

John Pittman (Sep 29, 2025 11:34:01 CDT)

INTERIM CHIEF FINANCIAL OFFICER

DATE



10/04/2025

PRESIDENT

DATE

# Budget Pattern

## TEXAS SOUTHERN UNIVERSITY

	For the Years Ending	
	August 31, 2026	August 31, 2027
<b>Method of Financing:</b>		
General Revenue Fund	\$ 64,732,870	\$ 54,975,286
GR Dedicated - Estimated Other Educational and General Income Account No. 770	<u>\$ 24,036,404</u>	<u>\$ 24,036,404</u>
<b>Total, Method of Financing</b>	<u>\$ 88,769,274</u>	<u>\$ 79,011,690</u>
<b>Items of Appropriation:</b>		
1. Educational and General State Support	\$ 88,769,274	\$ 79,011,690
<b>Grand Total, TEXAS SOUTHERN UNIVERSITY</b>	<u>\$ 88,769,274</u>	<u>\$ 79,011,690</u>

This bill pattern represents an estimated 34.9% of this agency's estimated total available funds for the biennium.

- 1. Informational Listing of Appropriated Funds.** The appropriations made above for Educational and General State Support are subject to the special and general provisions of this Act and include the following amounts for the purposes indicated.

<b>Number of Full-Time-Equivalents (FTE)- Appropriated Funds</b>	847.4	847.4
<b>A. Goal: INSTRUCTION/OPERATIONS</b> Provide Instructional and Operations Support.		
<b>A.1.1. Strategy: OPERATIONS SUPPORT</b>	\$ 27,784,903	\$ 27,784,903
<b>A.1.2. Strategy: TEACHING EXPERIENCE SUPPLEMENT</b>	497,449	497,449
<b>A.1.3. Strategy: STAFF GROUP INSURANCE PREMIUMS</b>	2,923,208	3,156,874
<b>A.1.4. Strategy: WORKERS' COMPENSATION INSURANCE</b>	208,312	208,312
<b>A.1.5. Strategy: TEXAS PUBLIC EDUCATION GRANTS</b>	2,387,378	2,387,378
<b>A.1.6. Strategy: ORGANIZED ACTIVITIES</b>	54,970	54,970
<b>A.1.7. Strategy: CRU FUNDING</b>	<u>1,038,697</u>	<u>1,038,697</u>
Performance-based Funding For Comprehensive Universities.		
<b>Total, Goal A: INSTRUCTION/OPERATIONS</b>	\$ 34,894,917	\$ 35,128,583
<b>B. Goal: INFRASTRUCTURE SUPPORT</b> Provide Infrastructure Support.		
<b>B.1.1. Strategy: E&amp;G SPACE SUPPORT</b> Educational and General Space Support.	\$ 5,462,501	\$ 5,462,501
<b>B.1.2. Strategy: CCAP REVENUE BONDS</b> Capital Construction Assistance Projects Revenue Bonds.	12,701,650	12,710,400
<b>B.1.3. Strategy: SMALL INSTITUTION SUPPLEMENT</b>	<u>341,254</u>	<u>341,254</u>
<b>Total, Goal B: INFRASTRUCTURE SUPPORT</b>	\$ 18,505,405	\$ 18,514,155
<b>C. Goal: NON-FORMULA SUPPORT</b> Provide Non-formula Support.		
<b>C.1. Objective: INSTRUCTIONAL SUPPORT</b>		
<b>C.1.1. Strategy: THURGOOD MARSHALL SCHOOL OF LAW</b>	\$ 10,155,372	\$ 155,372
<b>C.1.2. Strategy: ACCREDITATION - BUSINESS</b> Accreditation Continuation - Business.	25,706	25,706
<b>C.1.3. Strategy: ACCREDITATION - PHARMACY</b> Accreditation Continuation - Pharmacy.	690,725	690,725
<b>C.1.4. Strategy: ACCREDITATION - EDUCATION</b> Accreditation Continuation - Education.	32,481	32,481
<b>C.1.5. Strategy: TIGER FLEET MODERNIZATION</b>	2,500,000	2,500,000
<b>C.2. Objective: PUBLIC SERVICE</b>		
<b>C.2.1. Strategy: MICKEY LELAND CENTER</b> Mickey Leland Center on World Hunger and Peace.	\$ 36,146	\$ 36,146
<b>C.2.2. Strategy: URBAN REDEVELOPMENT/RENEWAL</b> Urban Redevelopment and Renewal.	44,857	44,857
<b>C.2.3. Strategy: TEXAS SUMMER ACADEMY</b>	224,284	224,284

**TEXAS SOUTHERN UNIVERSITY**

(Continued)

<b>C.3. Objective: INSTITUTIONAL SUPPORT</b>		
<b>C.3.1. Strategy: INSTITUTIONAL ENHANCEMENT</b>	\$ 6,867,714	\$ 6,867,714
<b>C.3.2. Strategy: MIS/FISCAL OPERATIONS</b>	<u>73,964</u>	<u>73,964</u>
Integrated Plan to Improve MIS and Fiscal Operations.		
<b>Total, Goal C: NON-FORMULA SUPPORT</b>	\$ 20,651,249	\$ 10,651,249
<b>D. Goal: ACADEMIC DEVELOPMENT INITIATIVE</b>		
<b>D.1.1. Strategy: ACADEMIC DEVELOPMENT INITIATIVE</b>	\$ 13,990,262	\$ 13,990,262
<b>E. Goal: RESEARCH FUNDS</b>		
<b>E.1.1. Strategy: COMPREHENSIVE RESEARCH FUND</b>	<u>\$ 727,441</u>	<u>\$ 727,441</u>
<b>Grand Total, TEXAS SOUTHERN UNIVERSITY</b>	<u>\$ 88,769,274</u>	<u>\$ 79,011,690</u>

**Object-of-Expense Informational Listing:**

Salaries and Wages	\$ 14,648,738	\$ 15,493,856
Other Personnel Costs	3,241,754	3,236,722
Faculty Salaries (Higher Education Only)	30,541,890	29,665,426
Professional Fees and Services	44,857	44,857
Consumable Supplies	43,068	43,546
Debt Service	12,701,650	12,710,400
Other Operating Expense	22,610,169	12,887,950
Grants	2,387,378	2,387,378
Capital Expenditures	<u>2,549,770</u>	<u>2,541,555</u>
<b>Total, Object-of-Expense Informational Listing</b>	<u>\$ 88,769,274</u>	<u>\$ 79,011,690</u>

**Estimated Allocations for Employee Benefits and Debt Service Appropriations Made Elsewhere in this Act:**

<u>Employee Benefits</u>		
Retirement	\$ 4,372,651	\$ 4,689,112
Group Insurance	5,643,473	6,094,537
Social Security	<u>4,026,189</u>	<u>4,251,655</u>
<b>Total, Estimated Allocations for Employee Benefits and Debt Service Appropriations Made Elsewhere in this Act</b>	<u>\$ 14,042,313</u>	<u>\$ 15,035,304</u>

**2. Performance Measure Targets.** The following is a listing of the key performance target levels for the Texas Southern University. It is the intent of the Legislature that appropriations made by this Act be utilized in the most efficient and effective manner possible to achieve the intended mission of the Texas Southern University. In order to achieve the objectives and service standards established by this Act, the Texas Southern University shall make every effort to attain the following designated key performance target levels associated with each item of appropriation.

	<u>2026</u>	<u>2027</u>
<b>A. Goal: INSTRUCTION/OPERATIONS</b>		
<b>Outcome (Results/Impact):</b>		
Percent of First-time, Full-time, Degree-seeking Freshmen Who Earn a Baccalaureate Degree within Six Academic Years	29%	32%
Percent of First-time, Full-time, Degree-seeking Freshmen Who Earn a Baccalaureate Degree within Four Academic Years	14%	16%
Persistence Rate of First-time, Full-time, Degree-seeking Freshmen Students after One Academic Year	75%	75%
Certification Rate of Teacher Education Graduates	100%	100%
Percent of Baccalaureate Graduates Who Are First Generation College Graduates	40.7%	40.7%
Percent of Incoming Full-time Undergraduate Transfer Students Who Graduate within Four Years	55%	56%
Percent of Incoming Full-time Undergraduate Transfer Students Who Graduate within Two Years	36%	37%
Percent of Lower Division Semester Credit Hours Taught by Tenured or Tenure-Track Faculty	27%	27%
State Licensure Pass Rate of Law Graduates	71%	71%
State Licensure Pass Rate of Pharmacy Graduates	87%	87%
Dollar Value of External or Sponsored Research Funds (in Millions)	7	7
<b>A.1.1. Strategy: OPERATIONS SUPPORT</b>		
<b>Efficiencies:</b>		
Administrative Cost as a Percent of Total Expenditures	10.9%	10.9%
Average Cost of Resident Undergraduate Tuition And Fees For 15 Semester Credit Hours	4,586.65	4,586.65

**TEXAS SOUTHERN UNIVERSITY**

(Continued)

**Explanatory:**

Average Student Loan Debt	32,492	32,492
Percent of Students with Student Loan Debt	80%	80%
Average Financial Aid Award Per Full-Time Student	15,847	15,847
Percent of Full-Time Students Receiving Financial Aid	95.5%	95.5%

3. **Thurgood Marshall School of Law.** In addition to monies from the General Revenue Fund identified above for the operation and maintenance of the Thurgood Marshall School of Law, all tuition and fee revenues generated through enrollment in the School of Law, including Texas Public Education Grants and Emergency Loans under Education Code, Chapter 56 (Student Financial Aid Assistance), shall be allocated for use by the School of Law and may only be expended for purposes related to the operation and maintenance of the School of Law and its students.
4. **Governing Board.** Out of the funds appropriated above, an amount not to exceed \$30,000 in each year of the biennium shall be for all expenses associated with the governing board's duties including, but not limited to: travel, entertainment, lodging, and expenses of state employees who provide services for the governing board.

A separate record of the board's expenditures shall be kept and retained in the same manner as the fiscal records of the institution(s) the board governs. No funds may be used for the governing board's expenses except for the specific amounts designated above. Funds appropriated for the governing board's expenses may be used for any other purpose covered by this Act.

5. **Academic Development Initiative.** Funds appropriated above in Strategy D.1.1, Academic Development Initiative, in the amount of \$13,990,262 in fiscal year 2026 and \$13,990,262 in fiscal year 2027, are to be used for (1) proven academic success programs; (2) existing graduate programs; (3) undergraduate education; and (4) initiatives to target enrollment growth. The University shall submit to the Texas Southern University Board of Regents, the Texas Higher Education Coordinating Board, the Legislative Budget Board, and the Governor a report describing the use of the funds appropriated that states the goals to be achieved through use of the funds and established timelines and milestones for showing progress in meeting the goals. The report shall include proposed actions to be taken in the event a milestone is not met. The report shall be due with the submission of the Legislative Appropriations Request in a format prescribed by the Legislative Budget Board and which documents the year the funding was established, the mission of programs funded with the appropriation, major accomplishments achieved, future goals, and the impact on programs should funding be discontinued. Any unexpended balances as of August 31, 2026, (estimated to be \$0) appropriated by the Legislature for the Academic Development Initiative, are appropriated to Texas Southern University for the fiscal year beginning September 1, 2026.
6. **Tiger Fleet Modernization.** Out of funds appropriated above in Strategy C.1.5, Tiger Fleet Modernization, \$2,500,000 from the General Revenue Fund in fiscal year 2026 and \$2,500,000 from the General Revenue Fund in fiscal year 2027 will be used to support aircraft fleet modernization. Any unexpended balances as of August 31, 2026, are appropriated for the same purpose for the fiscal year beginning September 1, 2026.

This appropriation is contingent on approval by a two-thirds majority in each chamber of the legislature. In accordance with Texas Constitution, Article VII, Section 17(j), the legislature finds that there is a demonstrated need for the Tiger Fleet Modernization at Texas Southern University and that such appropriation may be used for the construction of such facilities.

7. **Facilities Passthrough.** Out of funds appropriated above in Strategy C.1.1, Thurgood Marshall School of Law, \$10,000,000 from the General Revenue Fund in fiscal year 2026 shall be used for the purpose of a study relating to renovations at the Thurgood Marshall School of Law. Any unexpended balances as of August 31, 2026, are appropriated for the same purpose for the fiscal year beginning September 1, 2026.

This appropriation is contingent on approval by a two-thirds majority in each chamber of the legislature. In accordance with Texas Constitution, Article VII, Section 17(j), the legislature finds that there is a demonstrated need for the Tiger Fleet Modernization at Texas Southern University and that such appropriation may be used for the construction of such facilities.

8. **Pharmacy Funding.** Out of funds appropriated above in Strategy C.1.3, Accreditation - Pharmacy, \$690,725 from the General Revenue Fund in fiscal year 2026 and \$690,725 from the General Revenue Fund in fiscal year 2027 shall be used for supporting the College of Pharmacy. Any unexpended balances as of August 31, 2026, are appropriated for the same purpose for the fiscal year beginning September 1, 2026.





## Agenda– Kick Off and Workshop #1

Texas Southern University

### Thurgood Marshall School of Law Program of Requirements

Broaddus Project No. TBD

September 7, 2025

10am–2pm, including working lunch, tour follows

#### MEETING PURPOSE

Introduce key user groups to the POR planning process, gain insight into user needs and expectations of the new student housing buildings, and identify user goals. At the conclusion of this meeting the planning team should have a clear understanding of what is important to all participants present and of what is needed to achieve stated goals.

#### 1. Session 1 – Building a Foundation 10-10:30am 30 min

*Executive Leadership & Stakeholders*

- a. Planning Participants
- b. POR Process – What to Expect as a Participant
- c. Planning Schedule

#### 2. Session 2 – Visioning & Goal Setting 10:30-11:15am 45 min

*Executive Leadership & Stakeholders*

- a. Project Overview – What We Know Today
- b. TSU Mission, Vision, Values
- c. Goal Setting & Future Growth Expectations

#### 3. Session 3 – Program Discussion 11:15-11:45am 30 min

*Stakeholders*

- a. Questionnaire Review & Preliminary Feedback
- b. Preliminary Program Review

#### 4. Lunch On-Site 12:00-12:30pm 30 min

#### 5. Session 4 – Site & Building Systems 12:30-2:00pm 90 min

*Stakeholders*

- a. Break Out Sessions
  - i. Civil / Site Logistics / Site Utilities
  - ii. Structural
  - iii. MEP / IT Systems
  - iv. Security / Parking
  - v. Food Service / Wellness
  - vi. Registrar / EHS

#### 6. Session 5 – Tour of Sites, Law School, and Earl Carl Institute 2-3pm 60min

### SEPTEMBER

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

### OCTOBER

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

### NOVEMBER

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**TEXAS SOUTHERN UNIVERSITY  
BOARD OF REGENTS AGENDA**

**COMMITTEE:** Physical Facilities

**ITEM:** Request Approval to Negotiate and Execute Contracts for the University Towers Renovation

**DATE PREVIOUSLY SUBMITTED:**

**SUMMARY:**

The Administration requests approval to negotiate and execute contracts for the renovation of University Towers.

This project represents a strategic investment in student housing and underscores the University's commitment to providing a modern and supportive living and learning environment. The planned renovations will address critical infrastructure needs, strengthen building systems, and upgrade residential spaces to improve the overall student experience.

The University awards contracts to a respondent whose proposal provides the best value to the State of Texas and Texas Southern University, as defined by Texas Government Code, § 2155.074.

**SUPPORTING**

**DOCUMENTATION:** Cost Summary Report (Under Separate Cover)

**FISCAL IMPACT:** Under Separate Cover | BOA0001630  
1625 41610 7341 60

**ACTION REQUESTED:** Administration recommends approval of this item

**Legal Certification:** Based on available information to date, this action item and its implementation will not be in violation of any applicable federal, state, or local law, or regulation.



GENERAL COUNSEL

09/30/2025

DATE

**Fiscal Certification:** This fiscal note shown above details the true and actual positive or negative fiscal effect that implementation of this proposal will achieve.



John Pittman (Sep 30, 2025 08:10:11 CDT)

INTERIM CHIEF FINANCIAL OFFICER

09/30/2025

DATE



PRESIDENT

10/01/2025

DATE

**TEXAS SOUTHERN UNIVERSITY  
BOARD OF REGENTS AGENDA**

**COMMITTEE:** Physical Facilities

**ITEM:** Request Approval to Negotiate and Execute Architectural/Engineering Services

**DATE PREVIOUSLY SUBMITTED:** N/A

**SUMMARY:**

The Administration requests approval to amend the existing contract with Treanor HL for the continuation of architectural and engineering services supporting various campus initiatives, including the Campus Master Plan, the Baseball/Softball Complex, and housing programming for University Towers and the proposed new residence hall.

In compliance with Texas Government Code §2155.083, a Request for Qualifications (RFQ 717-23-731) was publicly posted on the Electronic State Business Daily and the Texas Southern University website.

In accordance with Texas Government Code §2155.074, the University awards contracts to respondents that provide the best value to the State of Texas and Texas Southern University.

Treanor HL is not a HUB; however, the required Form 1295 has been submitted.

Contract Term: One (1) year, with two (2) additional one-year renewal options.

**SUPPORTING**

**DOCUMENTATION:** Proposal (Under Separate Cover)

**FISCAL IMPACT:** Not to exceed \$1M Annually | BOA0001631  
FOAP: 1625 41610 7341 60

**ACTION REQUESTED:** Administration recommends approval of this item

**Legal Certification:** Based on available information to date, this action item and its implementation will not be in violation of any applicable federal, state, or local law, or regulation.



09/30/2025

GENERAL COUNSEL

DATE

**Fiscal Certification:** This fiscal note shown above details the true and actual positive or negative fiscal effect that implementation of this proposal will achieve.

  
John Pittman (Sep 30, 2025 08:12:26 CDT)

09/30/2025

INTERIM CHIEF FINANCIAL OFFICER

DATE



10/04/2025

PRESIDENT

DATE

**TEXAS SOUTHERN UNIVERSITY  
BOARD OF REGENTS AGENDA**

**COMMITTEE:** Audit

**ITEM:** Request Approval for FY2026 Annual Internal Audit Plan

**DATE PREVIOUSLY SUBMITTED:** N/A

**SUMMARY:**

The FY2026 Annual Internal Audit Plan (audit plan) was prepared based upon a risk assessment and leadership input. Texas Government Code Chapter 2102 (Texas Internal Audit Act) Sec.A2102.008.A requires the audit plan to be approved by the Board. The approved audit plan is required to be submitted to the Governor's Office, State Auditor's Office, and the Legislative Budget Board.

**SUPPORTING**

**DOCUMENTATION:** Internal Audit & Assurance Services FY2026 Annual Audit Plan

**FISCAL IMPACT:** NTE: \$500,000  
University FOAP: 0001-11200-7253-30677

**ACTION REQUESTED:** Administration recommends approval of this item

**Legal Certification:** Based on available information to date, this action item and its implementation will not be in violation of any applicable federal, state, or local law, or regulation.



GENERAL COUNSEL

10/03/2025

DATE

**Fiscal Certification:** This fiscal note shown above details the true and actual positive or negative fiscal effect that implementation of this proposal will achieve.



John Pittman (Oct 3, 2025 14:40:04 CDT)

INTERIM CHIEF FINANCIAL OFFICER

10/03/2025

DATE



PRESIDENT

10/08/2025

DATE

# **Texas Southern University**

## **FY2026 ANNUAL AUDIT PLAN**

PRESENTED BY:

**DARLENE BROWN, CIA, CFE, CSM**  
**ACTING CHIEF AUDIT EXECUTIVE**

# Contents

- FY2026 Internal Audit Plan
- Risk Heat Map

# Proposed FY2026 Audit Plan

Audit	Risk Ranking	Risk Registry Category
Emergency Preparedness and Response	High	<ul style="list-style-type: none"> <li>• Compliance</li> <li>• Health &amp; Safety</li> <li>• Operational</li> <li>• Reputational</li> <li>• Strategic</li> </ul>
Process Review Confirmations	High	<ul style="list-style-type: none"> <li>• Operational</li> <li>• Financial</li> <li>• Compliance</li> </ul>
On Campus Programs for Minors	High	<ul style="list-style-type: none"> <li>• Health &amp; Safety</li> <li>• Compliance</li> <li>• Reputational</li> </ul>
Reported or Suspected Fraud, Waste, Abuse Investigations, Special Requests, and Budget Monitoring	High	<ul style="list-style-type: none"> <li>• Financial</li> <li>• Operational</li> <li>• Reputational</li> </ul>
Risk Management Insurance Programs	High	<ul style="list-style-type: none"> <li>• Financial</li> </ul>
Quarterly Network Access Testing (Cyber Protection Program Component)	High	<ul style="list-style-type: none"> <li>• Operational</li> <li>• Cyber</li> </ul>

*This proposed Annual Internal Audit Plan is subject to revision throughout the year as needed. This proposed Annual Internal Audit Plan and required internal audit function activities are estimated to require 2,711 hours to complete.*

# Internal Audit Practice Adjustment

Internal Audit will enhance our services by working with management to develop detailed management action plans for remediating root causes of internal control weaknesses, non-compliance, or business process inefficiencies identified in audits.

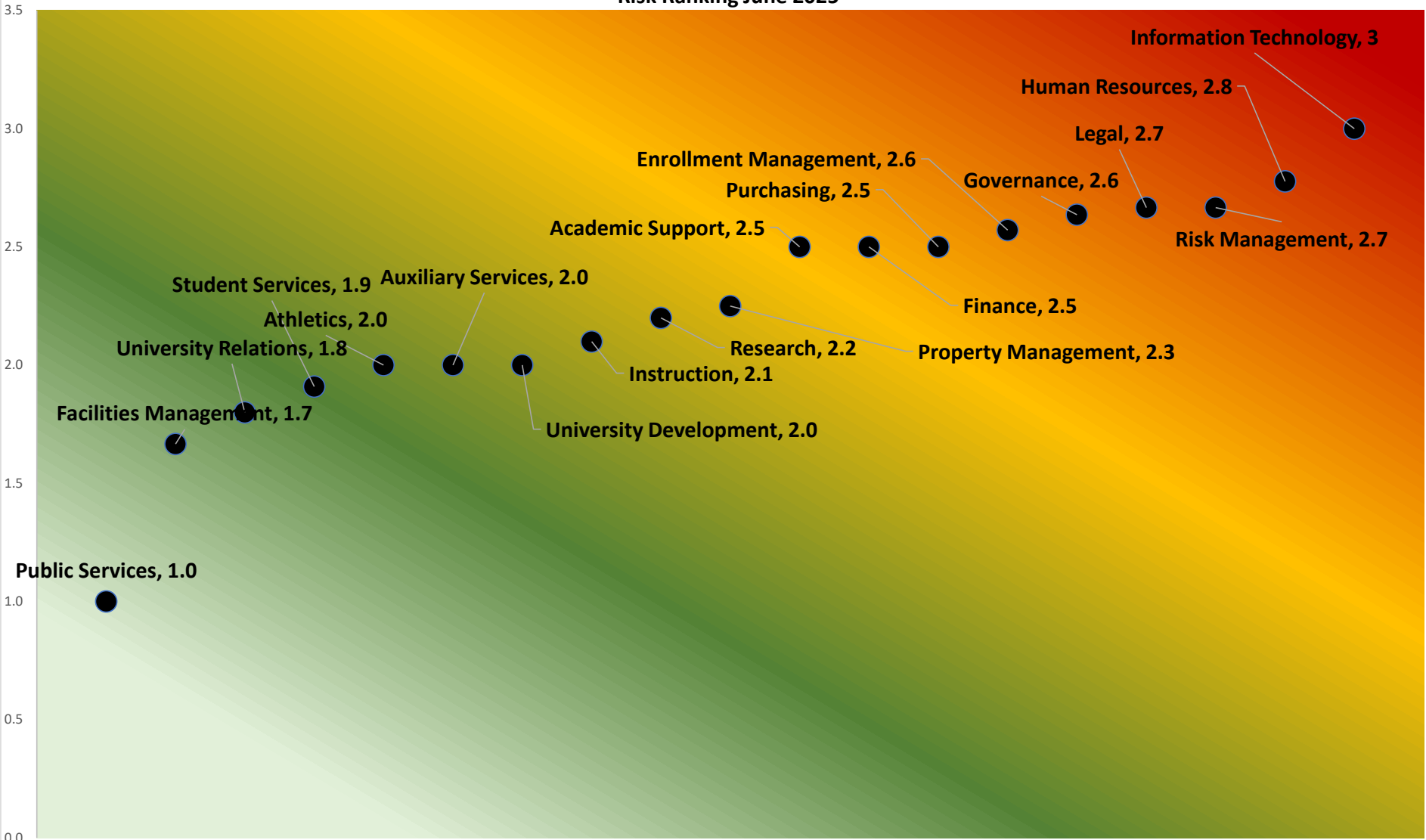
We will also work with management to facilitate management action plan implementation, monitoring, and reporting.

We recognize that this will require more audit resources and have incorporated this into our proposed FY26 Annual Audit Plan.

We will closely monitor the outcomes of this approach to determine if adjustments are needed, or if this produces the improvements anticipated.



### Risk Ranking June 2025



**TEXAS SOUTHERN UNIVERSITY  
BOARD OF REGENTS AGENDA**

**COMMITTEE:** Audit

**ITEM:** Internal Audit Updates

**DATE PREVIOUSLY SUBMITTED:** N/A

**SUMMARY:**

An informational report will be provided by Ms. Darlene Brown, Acting Chief Audit Executive, on the Internal Audit updates, including the FY2025 Annual Internal Audit Report and Annual Independence Disclosure.

**SUPPORTING DOCUMENTATION:** Internal Audit Activities PowerPoint

**FISCAL IMPACT:** None

**ACTION REQUESTED:** Information

**Legal Certification:** Based on available information to date, this action item and its implementation will not be in violation of any applicable federal, state, or local law, or regulation.



10/03/2025

GENERAL COUNSEL

DATE

**Fiscal Certification:** This fiscal note shown above details the true and actual positive or negative fiscal effect that implementation of this proposal will achieve.



10/03/2025

John Pittman (Oct 3, 2025 14:43:03 CDT)

INTERIM CHIEF FINANCIAL OFFICER

DATE



10/08/2025

PRESIDENT

DATE

# **Texas Southern University**

## **DEPARTMENT OF INTERNAL AUDIT & ASSURANCE SERVICES**

PRESENTED BY:

**DARLENE BROWN, CIA, CFE, CSM**  
**ACTING CHIEF AUDIT EXECUTIVE**

PRESENTED TO:

**Texas Southern University**  
**Board of Regents**

October 2025

# Internal Audit Charter

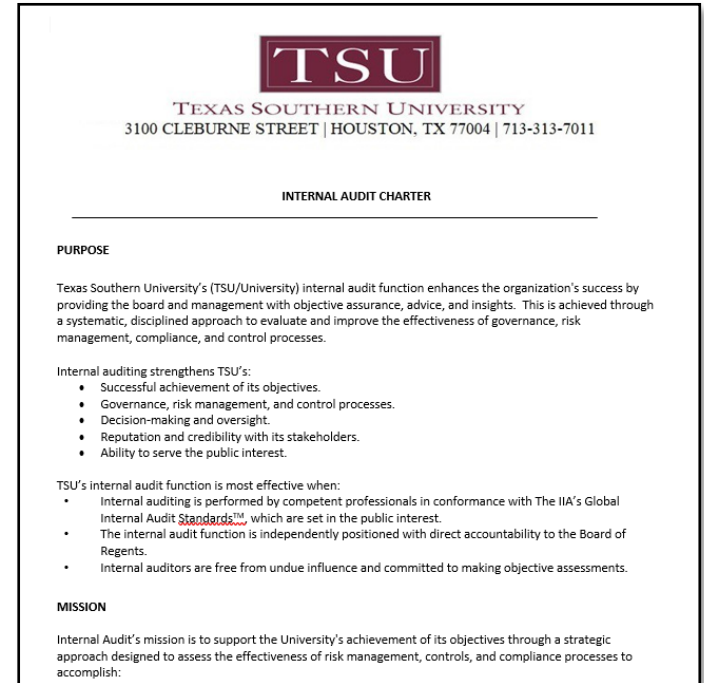
A formal document to establish:

- Internal audit's purpose within TSU.
- Internal audit's authority.
- Internal audit's responsibility.
- Internal audit's position within the organization.

The charter objective is to provide TSU a blueprint for how internal audit will operate and helps the University affirm the value it places on internal audit's independence.

No changes have been made to the Charter.

The charter is to be reviewed annually by TSU.



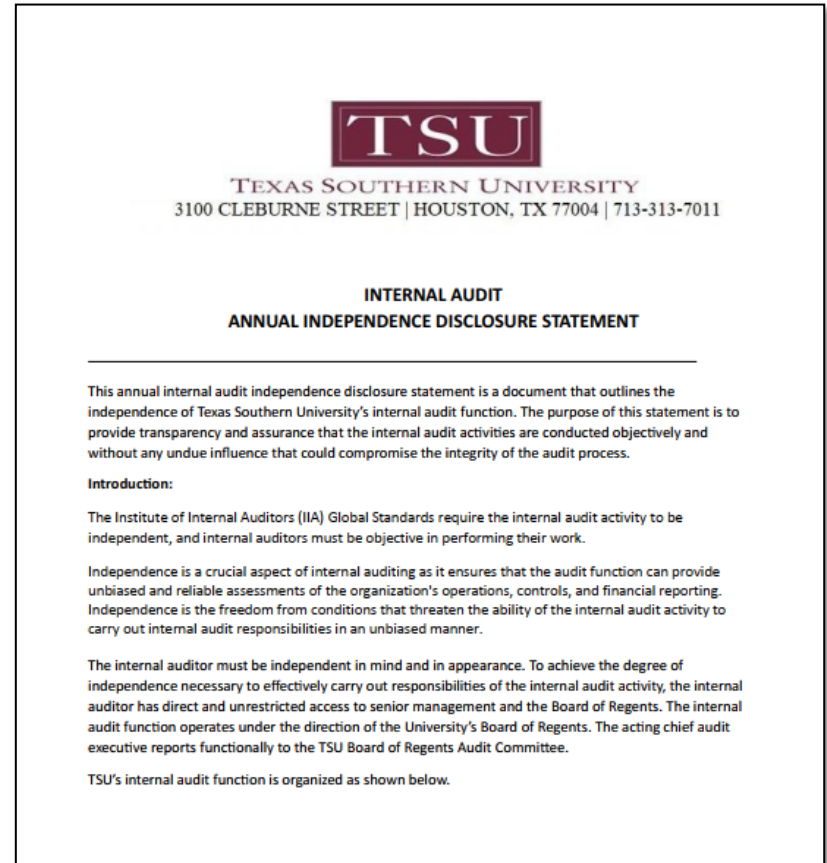
# Annual Independence Disclosure

A formal document to establish:

- Internal audit's independence within the organization.
- Disclose any perceived or actual independence issues and how they were resolved.

The internal audit function and internal audit team members had no independence issues in 2025.

The independence statement is to be reviewed annually by TSU.



# FY 2025 Annual Internal Audit Report

- Required by the Texas Internal Auditing Act Approved by the Commission
- Issued by November 1<sup>st</sup> Each Year
- Mandated Contents
  - *Publication of internal audit reports on TSU's website*
  - *FY 2025 Annual Internal Audit Plan status*
  - *Peer review outcome*
  - *FY 2026 Annual Internal Audit Plan*
  - *External audit service procured in FY 2025*
  - *TSU's policies for reporting suspected fraud and abuse*

- External Distribution:
  - *Governor's Office of Budget Planning Policy*
  - *Legislative Budget Board*
  - *State Auditor's Office*

A draft of the FY 2025 report has been provided for the Audit Committee.

# Proposed FY2026 Annual Internal Audit Plan – Action Item

Audit	Risk Ranking	Risk Registry Category
Emergency Preparedness and Response	High	<ul style="list-style-type: none"> <li>• Compliance</li> <li>• Health &amp; Safety</li> <li>• Operational</li> <li>• Reputational</li> <li>• Strategic</li> </ul>
Process Review Confirmations	High	<ul style="list-style-type: none"> <li>• Operational</li> <li>• Financial</li> <li>• Compliance</li> </ul>
On Campus Programs for Minors	High	<ul style="list-style-type: none"> <li>• Health &amp; Safety</li> <li>• Compliance</li> <li>• Reputational</li> </ul>
Reported or Suspected Fraud, Waste, Abuse Investigations, Special Requests, and Budget Monitoring	High	<ul style="list-style-type: none"> <li>• Financial</li> <li>• Operational</li> <li>• Reputational</li> </ul>
Risk Management Insurance Programs	High	<ul style="list-style-type: none"> <li>• Financial</li> </ul>
Quarterly Network Access Testing (Cyber Protection Program Component)	High	<ul style="list-style-type: none"> <li>• Operational</li> <li>• Cyber</li> </ul>

*This proposed Annual Internal Audit Plan is subject to revision throughout the year as needed. This proposed Annual Internal Audit Plan and required internal audit function activities are estimated to require 2,711 hours to complete.*

**TEXAS SOUTHERN UNIVERSITY  
BOARD OF REGENTS AGENDA**

**COMMITTEE:**

**ITEM:** President's Report

**DATE PREVIOUSLY SUBMITTED:** N/A

**SUMMARY:**

President's Report

**SUPPORTING DOCUMENTATION:** PowerPoint Presentation

**FISCAL IMPACT:** No Fiscal Impact

**ACTION REQUESTED:** Information

**Legal Certification:** Based on available information to date, this action item and its implementation will not be in violation of any applicable federal, state, or local law, or regulation.



10/01/2025

GENERAL COUNSEL

DATE

**Fiscal Certification:** This fiscal note shown above details the true and actual positive or negative fiscal effect that implementation of this proposal will achieve.



John Pittman (Oct 1, 2025 17:10:53 CDT)

10/01/2025

INTERIM CHIEF FINANCIAL OFFICER

DATE



10/08/2025

PRESIDENT

DATE

# President's Report

October 16, 2025

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President J.W. Crawford III



**INSERT VIDEO**





# Thurgood Marshall Law Center Program of Requirements (POR)

- Kick-Off Meeting and Workshop #1
- Executive Leadership
- Stakeholders
- Subject Matter Experts (SMEs)
- Site Tour





## OUTCOMES

- Student Research Expansion
- Community Health Impact
- Workforce Training Pipeline
- Health Equity Leadership





# THANK YOU

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President J.W. Crawford III

