



Middle Tennessee State University Board of Trustees Finance and Personnel Committee

Tuesday, May 19, 2026

MEC Training Room – 2nd Floor
Miller Education Center
503 East Bell Street
Murfreesboro, Tennessee 37130



**Middle Tennessee State University
Board of Trustees**

Finance and Personnel Committee

May 19, 2026

AGENDA

Call to Order and Opening Remarks

Roll Call

Approval of Minutes (Action)Tab 1

Permanent Appointment of Vice President for Student Affairs and

Dean of Students (Action).....Tab 2

Permanent Appointment of Chief Audit Executive (Action)Tab 3

Capital Outlay Project Submittal (Action).....Tab 4

Capital Disclosures (Action)Tab 5

Capital Maintenance Projects Submittal (Action)Tab 6

True Blue Fusion Update (Information).....Tab 7

Tuition, Fees and Housing Rates (Action)Tab 8

Operating Budgets (Action)Tab 9

1. Estimated 2025-26 Budget

2. Proposed 2026-27 Budget

Closing Remarks

Adjournment



**Middle Tennessee State University
Board of Trustees**

Finance and Personnel Committee

Action Item

DATE: May 19, 2026

SUBJECT: [Approval of Minutes](#)

PRESENTER: Pete DeLay
Committee Chair

BACKGROUND INFORMATION:

The Finance and Personnel Committee met on February 24, 2026. Minutes from this meeting are provided for your review and approval.

**MIDDLE TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES**

**FINANCE AND PERSONNEL COMMITTEE
MINUTES**

The Finance and Personnel Committee met on Tuesday, February 24, 2026, in the Miller Education Center Meeting Room at Middle Tennessee State University.

Call to Order

Committee Chair Pete Delay called the meeting to order at 10:00 a.m. and welcomed trustees, MTSU staff, and guests.

Roll Call

University Counsel James Floyd called the roll. The following Committee members were in attendance: J.B. Baker, Tom Boyd, Committee Chair Pete DeLay, Bill Jones, Kari Neely, Steve Smith, Christine K. Vanek, Michael Wade, Chad White, and Michai Mosby. A quorum was declared.

Also present were President Sidney A. McPhee, Kim Edgar, Assistant to the President and Chief of Staff; Amy Aldridge, Vice Provost for Academic Programs; Andrew Oppmann, Vice President for Marketing and Communications; Yvette Clark, Vice President for Information Technology and Chief Information Officer; Danny Kelley, Interim Vice President for Student Affairs and Dean of Students; Drew Harpool, Interim Vice President for Business and Finance; Brenda Burkhart, Interim Chief Audit Executive; Chris Massaro, Athletic Director; and Keith Huber, Senior Advisor for Veterans and Leadership Initiatives.

Approval of Minutes – Action

The first agenda item was the approval of the minutes from the November 11, 2025, Finance and Personnel Committee meeting. Trustee White moved to approve the minutes from the November 11, 2025, meeting, and Trustee Baker seconded the motion. A voice vote was taken,

and the motion to approve the minutes from the November 11, 2025, Finance and Personnel Committee meeting passed unanimously.

Governor's Budget and Legislative Budget Hearings Update – Information

Drew Harpool, Interim Vice President for Business and Finance, provided the Committee with an update on the Governor's proposed 2026–27 State Budget and its potential impact on the University.

Mr. Harpool noted that Governor Bill Lee presented the proposed budget during his State of the State Address on February 2, 2026. Analysis prepared by the Tennessee Higher Education Commission (THEC) outlining the budget's impact on higher education institutions was included in the Committee materials for review.

Mr. Harpool explained that the majority of state appropriations are distributed through the outcomes-based funding formula administered by THEC. While THEC recommended additional funding to support the formula, the Governor's proposed budget includes partial funding of that request. As a result, MTSU is projected to receive approximately \$3.4 million in new recurring revenue through a combination of formula funding and salary support. He noted that, consistent with prior years, the State funds approximately 55% of the cost of salary increases for higher education institutions.

Further, Mr. Harpool reported that the University is expected to receive approximately \$1.67 million in additional recurring funding to offset increases in health insurance costs. The proposed budget also includes \$4.0 million in capital maintenance funding for MTSU; however, no capital outlay projects were included for the University.

Mr. Harpool also provided an overview of the legislative budget hearing process, noting that the University appeared before the Senate Education Committee on February 18, 2026, and the House Finance, Ways and Means Committee on February 23, 2026. The University is awaiting

further guidance from the General Assembly regarding additional committee action prior to final approval of the State budget.

Discussion included the tuition-setting process, with THEC initially establishing a 0–2.5% guiding range for tuition increases. Due to limited state funding, there is potential for institutions to consider increases up to 6.5%, with a final determination expected in May. The timing of this decision may present planning challenges for the University and its students.

Closing Remarks and Adjournment

Committee Chair DeLay adjourned the meeting at 10:12 a.m.

Respectfully submitted,
Finance and Personnel Committee



**Middle Tennessee State University
Board of Trustees**

Finance and Personnel Committee

Action Item

DATE: May 19, 2026

SUBJECT: **Permanent Appointment of Vice President of
Student Affairs and Dean of Students**

PRESENTER: Sidney A. McPhee
President

BACKGROUND INFORMATION:

Policy 808 – Compensation Reporting and Approvals – requires the appointment and salary recommendation of Vice Presidents or other executives reporting directly to the President to be approved by the Board of Trustees.

The attached recommendation for the permanent appointment of Dr. James Bridgeforth as Vice President of Student Affairs and Dean of Students, along with the salary request, falls under this approval requirement and is therefore being presented to the Finance and Personnel Committee.

Office of the President

Middle Tennessee State University
204 Cope Administration Building
Murfreesboro, Tennessee 37132
615-898-2622
FAX: 615-898-2507



To: Mr. Steve Smith, Chairman, Middle Tennessee State University Board of Trustees
Mr. Pete Delay, Committee Chairman of the Finance and Personnel Committee

From: Sidney A. McPhee, President 

Subject: Vice President of Student Affairs and Dean of Students

Date: May 19, 2026

I wish to recommend to the Board the appointment of Dr. James Bridgeforth as Vice President of Student Affairs and Dean of Students and a tenure-track appointment at the rank of Assistant Professor in the College of Education.

After an extensive search, I believe Dr. Bridgeforth's knowledge and breadth of experience relative to the requirements and responsibilities of the position by far make him the most qualified candidate for the position. I have included a copy of his resume for your review. I am recommending the appointment of Dr. Bridgeforth to the MTSU Board of Trustees with an annual salary of \$235,000 beginning July 1, 2026, and a moving allowance not to exceed \$5,000.

If you have any questions or concerns, please let me know.

c: Dr. Christy Sigler, Assistant to the President for Civil Rights Compliance
Mr. Drew Harpool, Vice President for Business and Finance
Ms. Laura Jent, Assistant Vice President for Human Resources

Office of the President

Middle Tennessee State University
204 Cope Administration Building
Murfreesboro, Tennessee 37132
615-898-2622
FAX: 615-898-2507



April 20, 2026

Dr. James Bridgeforth
[REDACTED]
[REDACTED]

Dear Dr. Bridgeforth:

It is my intent to recommend to the MTSU Board of Trustees Finance and Personnel Committee your appointment as Vice President of Student Affairs and Dean of Students and a tenure-track appointment at the rank of Assistant Professor in the College of Education.

The MTSU Board of Trustees Finance and Personnel Committee meeting will be held on May 19, 2026, and in anticipation of the committee's approval, the recommendation will be made to the full board at its meeting on June 16, 2026.

After an extensive national search, I believe your knowledge and breadth of experience relative to the requirements and responsibilities of the position by far make you the most qualified candidate for the position. I am recommending your appointment as Vice President of Student Affairs and Dean of Students to the MTSU Board of Trustees with an annual salary of \$235,000 beginning July 1, 2026 and a moving allowance not to exceed \$5,000 with documented receipts, i.e., moving company, truck rental, packing materials, etc.

If you have any questions or concerns, please let me know.

Sincerely,

A handwritten signature in blue ink, appearing to read "Sidney A. McPhee".

Sidney A. McPhee
President

c: Christy Sigler, Assistant to the President for Civil Rights Compliance
Drew Harpool, Vice President for Business and Finance
Laura Jent, Assistant Vice President for Human Resources

December 1, 2025

Dear Mr. Gaffney, President McPhee & Members of the Search Committee:

I am writing to express my enthusiastic interest in the role of Vice President for Student Affairs/Dean of Students at Middle Tennessee State University. With more than twenty-five years of progressively responsible leadership in student affairs, auxiliary administration, academic partnerships, crisis management, and large-scale institutional operations, I have built a career dedicated to expanding student success, elevating cross-divisional collaboration, and strengthening campus climate at complex public research universities. I am inspired by MTSU's mission, values, commitment to student engagement, and reputation as Tennessee's top destination for undergraduate education. I believe my experience aligns deeply with the University's priorities and vision for its next chief student affairs officer.

In my current role as Assistant Vice President for Student Affairs & ExperienceVT at Virginia Tech, I lead one of the nation's most robust student affairs portfolios—having experience overseeing housing services, dining services, student engagement, student unions, living-learning programs, international student services, cultural and community centers, and campus-wide student experience programs for more than **38,000 students**. I provided executive oversight of a **\$155M auxiliary enterprise** and a workforce of more than **2,500 employees**, including **twelve Directors, a Deputy Director, and a Senior Director**. This experience has uniquely prepared me to serve as MTSU's next VPSA, a role that requires strong operational stewardship, broad divisional leadership, cross-campus partnership, and the ability to enrich the quality of student life at scale.

A core responsibility of the MTSU VPSA role is leadership of a comprehensive student affairs division that “complements and enhances the academic mission of the university”.

At Virginia Tech, my leadership has been defined by this exact commitment. I co-led the planning of the \$350M Student Life Village, an ambitious multi-phase project poised to become the largest construction effort in university history. Phase I alone advanced a 5,000-bed, multi-facility living and learning community integrating residential life, recreation, wellness, dining, student engagement, and academic collaboration. I also directed the launch of the Office of Living-Learning Programs, **expanding communities by 75%** (from 16 to 28 programs) and elevating them to a **Top 20 national ranking**. These efforts demonstrate my ability to lead major capital improvements, design facilities that shape student experience, and articulate the mission and role of student life in clear partnership with academic leaders.

I also co-led the planning and implementation of the University's Residential Wellbeing Department, integrating mental health, care, crisis response, academic support, and retention-focused interventions into a holistic and research-driven approach that strengthened student belonging and campus wellbeing. This work directly aligns with MTSU's commitment to community engagement, non-violence, personal responsibility, and academic achievement. MTSU's values of honesty and integrity, peaceful conflict resolution, and engaged citizenship mirror the standards I have upheld in my leadership across multiple institutions.

Before Virginia Tech, I served as Director of University Housing & Dining and Associate Director for Housing & Residence Life at the University of South Alabama, where I provided senior leadership for a 2,500-student housing and dining enterprise and managed annual budgets ranging from \$12M to \$40M. I oversaw 110 employees, led crisis response, developed campus protocols, and strengthened systems of student care and emergency preparedness. I partnered closely with Academic Affairs, Student Affairs, Enrollment Management, USA Health, and the President's Cabinet on retention strategies, DEI initiatives, pandemic response, and student success interventions. South's mission to promote research, excellence, health, and community engagement provided a powerful training ground for executive leadership, and the work deeply prepared me for the scale and scope of MTSU's student affairs division.

Earlier, as the inaugural Executive Director for Housing & Residence Life at Kennesaw State University, Georgia's third-largest university with more than **48,000 students**, I merged the housing operations of Kennesaw State and Southern Polytechnic State University into one seamless, unified program **serving 5,200 students**. I held matrix reporting relationships to the Vice President for Student Affairs, the Vice President for Business and Finance, and a Housing Foundation Board that owned more than half of the University's residential portfolio. I provided executive leadership for a **\$50M housing enterprise**, served on both divisional leadership teams, and partnered with the Georgia Board of Regents on major construction and renovation projects. This experience strengthened my ability to lead through change, navigate complex governance structures, steward large enterprises, and deliver unified student-centered outcomes across institutional lines.

Foundationally, my professional leadership began at the University of Southern Mississippi, an R1 research institution enrolling 14,000 students, where I served as Assistant Director for Residence Life & First-Year Experience, Doctoral Research Fellow, and Teaching Assistant. I co-designed learning communities, led first-year experience initiatives, and taught undergraduate and graduate courses in research methods, multiculturalism, student development, and diversity in higher education. My doctoral research examined the intersections of race, gender, tenure, and faculty advancement—an inquiry that continues to inform my leadership philosophy and my commitment to equitable student success. These academic appointments have equipped me with a deep appreciation for the faculty experience, shared governance, and the centrality of academic mission in student affairs leadership.

Across all these roles, several themes have defined my leadership practice: I lead through collaboration, I steward resources responsibly, I strengthen community, and I elevate the student voice as well as the student experience. MTSU's student affairs division includes critical program areas such as Fraternity & Sorority Life, Counseling Services, Disability & Access, Housing, Student Government, Student Conduct, Campus Recreation, Career Development, Student Health, and First-Year & Nontraditional Experience—services I have overseen, built, partnered or transformed at scale across multiple institutions. I am particularly drawn to MTSU's commitment to integrity, engagement, and non-violence. Values I have advanced through cultural centers, wellbeing programs, crisis response, diversity initiatives, and shared governance partnerships throughout my career.

I would bring to MTSU a leadership style rooted in transparency, accountability, student-centered planning, and a strong belief in the power of community. I lead with steadiness and empathy, paired with operational rigor and a bias for action. I strive to be a visible, accessible campus presence—someone who listens deeply, acts decisively, supports staff, partners with faculty, and engages intentionally with students. I believe in building structures that allow students not only to persist but to thrive academically, socially, emotionally, and personally.

It would be an honor to contribute my experience and leadership to Middle Tennessee State University and to serve a campus community that is deeply committed to learning, growth, service, and community values. I would welcome the opportunity to further discuss how my background and vision align with MTSU's aspirations and the expectations for its next Vice President for Student Affairs/Dean of Students.

Thank you for your consideration.

Sincerely,
James S. Bridgeforth

James S. Bridgeforth, Ph.D.

James S. Bridgeforth, Ph.D.

Senior Executive for Student and Academic Affairs

Virginia Polytechnic Institute and State University



Executive Profile

Transformational senior student affairs leader with more than 25 years of progressively responsible experience at large public research universities. Currently serve as Assistant Vice President for Student Affairs & ExperienceVT at Virginia Tech, overseeing one of the nation's largest and most comprehensive student affairs portfolios, including housing, residential life, dining, student unions, student engagement, cultural and community centers, international student services, and living-learning programs for more than 38,000 students. Provided executive leadership for a **\$155M auxiliary budget and more than 2,500 employees** while driving strategic initiatives that enhance student success, wellbeing, and campus climate.

Recognized as an AGB Institute for Leadership & Governance Fellow (2025–26) and Millennium Leadership Initiative Fellow (2025), I bring a strong track record in crisis management, organizational culture, shared governance, and cross-divisional collaboration with Academic Affairs. Co-led a \$350M Student Life Village capital project, advanced nationally ranked living-learning communities, and expanded fraternity and sorority life participation. I am prepared to serve Middle Tennessee State University as Vice President of Student Affairs/Dean of Students, providing vision and stewardship for a comprehensive division that supports student learning, wellbeing, and engagement in alignment with MTSU's mission, values, and commitment to integrity, community engagement, and non-violence.

Education

Doctor of Philosophy in Higher Education Administration & Institutional Research

University of Southern Mississippi, Hattiesburg, MS

Dissertation: Race, Gender, Tenure & Faculty Advancement in American Colleges and Universities

Master of Education in Higher Education Administration

The University of Massachusetts, Amherst, MA

Bachelor of Arts in Sociology

Catawba College, Salisbury, NC

Leadership Experience

Virginia Polytechnic Institute and State University: 2020 – Present Assistant Vice President for Student Affairs & ExperienceVT

Virginia Tech is the Commonwealth of Virginia's largest public research university, enrolling more than 38,000 students and managing a \$600M research portfolio. In this senior leadership role, I serve on the Vice President for Student Affairs Council and provide executive oversight of a comprehensive student affairs portfolio that complements and enhances the academic mission of the university. Throughout my five-year tenure at Virginia Tech, I provided executive oversight for a **\$155M auxiliary enterprise** and led a workforce of more than **2,500 employees** through 12 Directors, one Deputy Director, and one Senior Director.

Major Responsibilities and Initiatives:

- Lead **ten departments** and **six cultural and community centers** within a nationally recognized Division of Student Affairs, including Student Engagement & Campus Life, Fraternity & Sorority Life, Living-Learning Programs, Housing Services, Dining Services, Student Affairs Facilities, The Center for Leadership & Service Learning, The Cranwell International Center for international student services, three student centers, The Office for Learning Partnerships, and the Undergraduate Student Senate.
- Provide executive oversight for a **\$155M auxiliary operating budget**, ensuring strong financial stewardship, strategic resource allocation, and long-term sustainability across housing, dining, facilities, and student engagement operations.
- Supervise, evaluate and develop a senior leadership team of **12 Directors, one Deputy Director, and one Senior Director**, fostering a culture of accountability, collaboration, and student-centered service across more than **2,500 faculty, staff, and student employees**.
- Co-led planning of the **\$350M Student Life Village**, the largest construction and capital project in university history, to establish a 5,000-bed residential community that integrates student unions, wellness spaces, campus recreation, and two new dining centers.
- Oversee operations across **48 residence halls, seven dining centers, and three student centers**, ensuring operational excellence, facilities quality, emergency preparedness, and a safe, engaging student experience.
- Developed and implemented a **campus-wide active shooter protocol** and emergency response procedures for all residence halls, in collaboration with University Police and Emergency Management, to enhance student safety and crisis readiness.
- Drove a **25% increase in fraternity and sorority life participation**, increasing involvement from 4,800 to 6,000 students over three years through strategic advising, risk management, and values-based community building.
- **Created the Undergraduate Student Senate**, now one of the largest student government organizations in the United States, to elevate student voice in institutional decision-making.
- Directed the formation of **Housing Services**, overseeing on-campus housing for 10,000 students in 48 residence halls and managing a **\$75M housing budget**.
- Pioneered and led the launch of the **Office of Living-Learning Programs**, growing living-learning communities by **75%** (from 16 to 28 programs) and elevating the program to a **Top 20 U.S. News & World Report** ranking.
- Co-led the creation of the **Residential Wellbeing Department** to integrate mental health, care, and crisis response into the residential experience, advancing a holistic model of student wellbeing.
- Guided an **\$85M Dining Services program** serving 30,000 students daily across seven dining centers, consistently ranked in the **Top 5 nationally for four consecutive years**.
- Oversaw **five cultural and community centers** (Atl: Wa:oki Indigenous Community Center, APIDA+ Center, Black Cultural Center, El Centro Hispanic & Latinx Cultural Center, and Pride Center), advancing institutional diversity, equity, inclusion, and belonging priorities.

The University of South Alabama 2010-2020 Director of University Housing & Dining (2015-2020); Associate Director for Housing & Residence Life (2010-2015)

The University of South Alabama (South) is a comprehensive public research institution enrolling more than 14,000 students across 115 academic programs. Located on a 1,200-acre Gulf Coast campus and supported by USA Health, the region's leading academic health system. During my decade of service at South, I provided senior leadership for a comprehensive housing and dining enterprise serving over 2,500 residential students. I managed 110 faculty, staff, and student employees and administered budgets ranging from \$12M–\$40M across Housing and Dining operations. I led program design for Housing & Residence Life, including learning partnerships, international student support, fraternity/sorority housing, and major engagement initiatives. I served on the Provost's Student Success Team, Retention Strategy Committee, and President's Pandemic Response Team, advancing institution-wide priorities in enrollment, retention, and student wellbeing. I also co-developed the University's online orientation program and led the execution of a strategic plan focused on student engagement, program effectiveness, and persistence.

Major Responsibilities and Initiatives:

- Led crisis management efforts for 2,500 students, authored campus protocols, and developed strategies to handle emergencies.
- Oversaw the maintenance and renovation of 33 residence halls and 10 fraternity/sorority houses for efficient facilities management and high-quality student living environments.
- Co-designed the first Week of Welcome (WoW) program and created co-curricular initiatives that connected students to campus life, promoting diversity, inclusion, and overall well-being.
- Led the housing leadership team of four assistant directors and two assistant managers as well as achieved recognition as the Division of Student Affairs' Most Outstanding Department in 2015.
- Directed financial oversight for self-supporting auxiliary units, including dining services and housing services, while managing budgets of \$40M and \$12M respectively as well as overseeing contracts totaling over \$300,000.

Kennesaw State University: 2017 – 2018 Executive Director for Housing & Residence Life

Kennesaw State University, Georgia's third-largest public university with more than 48,000 students, appointed me as the inaugural Executive Director for Housing & Residence Life to unify the housing operations of KSU and Southern Polytechnic State University into a seamless residential program serving 5,200 students. I provided executive leadership for a \$50M housing enterprise through a matrix reporting line to Student Affairs, Business and Finance, and the University's Housing Foundation Board, and partnered with the Georgia Board of Regents on major construction and renovation initiatives.

Major Responsibilities and Initiatives:

- Provided senior leadership for one of Georgia's largest university housing systems, overseeing a \$50M operating budget and more than 270 employees across residence life, housing operations, facilities, and business services.
- Directed large-scale housing modernization efforts, long-range master planning, and market feasibility analyses to support institutional growth and student demand.
- Strengthened crisis response and student support systems, ensuring operational readiness and continuity across a rapidly expanding student population.
- Built strong cross-divisional partnerships with Student Affairs, Enrollment Management, and Academic Affairs to support retention, first-year success, and inclusive community development.

The University of Southern Mississippi: 2006-2010 Assistant Director for Residence Life & First Year Experience (2006-2008); Doctoral Research Fellowship (2008-2010)

The University of Southern Mississippi (Southern Miss) is a public R1 research university enrolling more than 14,000 students across a 1,090-acre campus. A nationally recognized institution with Division I athletics and a vibrant, research-intensive academic community. At Southern Miss, I directed the design and implementation of learning partnerships and living-learning programs for first-year students to foster academic engagement and student success. Contributed to the Residence Life leadership team and oversaw housing of 3,800 students for high-quality campus living experiences. Led and mentored a team of 150 professional, graduate, and student employees to enhance departmental effectiveness. Participated as a member of the Behavioral Threat Assessment Team for a safe and supportive campus environment. Advised the Residence Hall Association and served as the State Advisor for the Mississippi Residence Hall Association to foster leadership development and student advocacy. Addressed racism and cultivated a sense of diversity and belonging among students for an inclusive campus environment. Implemented a servant-leadership model for Resident

Assistants to transform campus impact and enhance student support within the residential community. Served on the Homecoming Committee and contributed to the planning and execution of major university-wide events.

Major Responsibilities and Initiatives:

- Delivered graduate and undergraduate courses in the College of Education and Human Sciences, specializing in research methods, statistics, and institutional research as tools to investigate racism in higher education.
- Co-taught the Multiculturalism & Diversity in Higher Education course as part of the Student Affairs Administration Master's Program to enhance students' understanding of diversity challenges in academic institutions.
- Managed annual budget of \$1M and ensured efficient resource allocation and financial oversight for residential and student services.
- Developed multiple theme-based communities and increased student involvement by creating collaborative partnerships between student life and residential programs.
- Provided leadership for Residence Life programs, Student Conduct, Orientation, and Sorority Housing to enhance student engagement and community development.
- Recognized as the Residence Hall Association Advisor of the Year in 2007 and received Alpha Kappa Alpha Community Leadership Award in 2009.

Early Professional Experience

The Catholic University of America:

Assistant Director for Business Services & Facilities Management (2006). Provided operational management for residential facilities, business services, and front-desk operations. Supported housing assignments, occupancy management, contract administration, and facility logistics for a residential system serving a diverse student community.

George Mason University:

Area Coordinator (2004–2006). Led residential operations, crisis response, and student engagement for a multi-building residential area. Supervised professional and student staff, coordinated conduct processes, and strengthened academic partnerships to enhance community development.

Westfield State University:

Residence Hall Director (2001–2003). Managed a residential community focused on student learning, retention, and engagement. Directed hall programming, conduct, crisis response, and staff supervision while supporting first-year success initiatives and campus-wide student life efforts.

Morgan State University

Resident Director (2000–2001). Oversaw daily operations, student support, and crisis response for a residence hall at Maryland's largest HBCU. Promoted academic success, inclusion, and community standards through advising, programming, and student leadership development.

Academic Appointments

Graduate Faculty Instructor, Higher Education & Student Affairs, Virginia Tech

Graduate Faculty Instructor, Higher Education Administration, University of South Alabama

Teaching Assistant, Educational Studies & Research, University of Southern Mississippi

Instructor, Lucky Day Scholars Leadership Program, University of Southern Mississippi

Instructor, General Studies, Westfield State University

Graduate Courses Taught

EDHE 5304 – Introduction to the Student Affairs Profession (VT)
EDL 562 – Student Development Theory in Higher Education (USA)
EDL 603 – Current Problems in Higher Education (USA)
EDL 611 – Human Resources in Higher Education (USA)
EDL 702 – Higher Education Finance (USA)
CSP 619 – Multiculturalism & Diversity in Higher Education (USM)

Undergraduate Courses Taught

CAS 100 – First-Year Experience Seminar (USA)
REF 400 – Research Foundations in Education (USM)
UNV 122 – Lucky Day Scholars Leadership Course (USM)
GEN 100 – First-Year Experience Course (Westfield State University)

Dissertation Committee Service (Selected)

Darby, L. (2017). Factors Influencing Persistence and Retention of Adult Female African American Undergraduate Students (Unpublished doctoral dissertation). University of South Alabama, Mobile, Alabama.

Maryam, R. (2016). Instructor Learning Style, Teaching Style, and Student Learning Style in Online (Unpublished doctoral dissertation). University of South Alabama, Mobile, Alabama.

Johnson, R. (2017). A Case Study of the Impact of First-Year Experience on Post-Secondary Retention for First Generation Students (Unpublished doctoral dissertation). University of South Alabama, Mobile, Alabama.

Book Chapters:

“Multicultural Leadership in Higher Education” (IGI Global, 2020; 2016)
“Examining the Campus Culture for African American Males” (MSU Press, 2018)

Peer-Review Articles and Op-Ed:

Bridgeforth, J. & Roshioru, E. (2025, September 18). *From rhetoric to renewal: How we heal America together*. *Washington Blade*. Retrieved from <https://www.washingtonblade.com/2025/09/18/opinion-rhetoric-to-renewal-heal-america/>

Bridgeforth, J. (2025, July 8). *Trump is changing the political paradigm*. *Washington Examiner*. Retrieved from <https://www.washingtonexaminer.com/opinion/3464011/president-trump-is-changing-the-political-paradigm/>

Bridgeforth, J. S., & Efird, A. (2025, May 15). *Paulette Granberry Russell on the fight for DEI, free speech, and the future of higher education*. *The Chicago Defender*. Retrieved from <https://chicagodefender.com/paulette-granberry-russell-on-the-fight-for-dei-free-speech-and-the-future-of-higher-education/>

Bridgeforth, J. S., & Efird, A. (2025, February 27). *Exclusive: Rev. Al Sharpton on Trump's agenda, DEI rollbacks, and the fight for democracy*. *Chicago Defender*. Retrieved from <https://chicagodefender.com/exclusive-rev-al-sharpton-on-trumps-agenda-dei-rollbacks-and-the-fight-for-democracy/>

Bridgeforth, J. S. (2024). *Depression* [Digital artwork]. *New Plains Review*, Fall 2024, 165–166

Scholarly Presentations (Selected)

“Supporting African American Students in Campus Housing,” ACUHO-I Annual Conference
“Race, Gender, & Faculty Advancement,” Mid-South Educational Research Association

Professional Development

[The AGB Institute for Leadership & Governance in Higher Education, 2025-26 Cohort](#)
[Millennium Leadership Initiative, 2025 Cohort](#)
[The Constructive Dialogue Leadership Institute, 2024 Cohort](#)
[NASPA Institute for Aspiring Vice President, 2024 Cohort](#)
[Harvard University Institute for Management & Leadership in Education, 2023](#)
[EAB Future Presidents Intensive, 2023 Cohort](#)
Hampton University Executive Leadership Summit, 2016 Cohort Certified

Professional Service (Selected)

ACUHO-I

Executive Board, Director of Facilities & Physical Environments (2018 – 2020)
Chair, Housing Facilities & Services Committee (2014–2016)
Faculty, SEAHO Entry Level Institute, Emory University (2015)

Virginia Tech

Co-Chair, Student Life Village Project (2024–Present)
Co-Chair, Residential Wellbeing & DEI Working Groups (2020–2023)
Access & Affordability Student Experience Working Group, 2023-Present
Student Experience, Diversity, Equity & Inclusion Working Group, Co-chair, 2020-2021 Student Government Task Force, 2020-2021

University of South Alabama

Chair, Sustainability Committee (2012–2020) Title IX,
Diversity, and Wellness Committees
Chair, Search Committee for Multicultural Affairs

Kennesaw State University

Committee Member: Master Planning, Feasibility, Chief of Police Search

University of Southern Mississippi

Behavioral Threat Assessment, Campus Safety, and Appeals Committees

Affiliations

Association of College & University Housing Officers-International (2011–2021)
American College Student Personnel Association (2006–2008)
National Association of Student Personnel Administrators (2012–2017)
Association of Higher Education Facilities Officers (2012–2020)
National Association of College & University Food Services (2013–2015)
Mid-South Educational Research Association (2014–2016)
Alpha Phi Alpha Fraternity, Inc.
100 Black Men of America



**Middle Tennessee State University
Board of Trustees**

Finance and Personnel Committee

Action Item

DATE: May 19, 2026

SUBJECT: **Permanent Appointment of Chief Audit Executive,
Audit Services**

PRESENTER: Sidney A. McPhee
President

BACKGROUND INFORMATION:

Policy 808 – Compensation Reporting and Approvals – requires the appointment and salary recommendation of Vice Presidents or other executives reporting directly to the President to be approved by the Board of Trustees.

The attached recommendation for the permanent appointment of Ms. Cynthia Ray as Chief Audit Executive, Audit Services, as well as the salary request, falls under this approval requirement and is therefore being presented to the Finance and Personnel Committee.

Office of the President

Middle Tennessee State University
204 Cope Administration Building
Murfreesboro, Tennessee 37132
615-898-2622
FAX: 615-898-2507



To: Mr. Steve Smith, Chairman, Middle Tennessee State University Board of Trustees
Mr. Pete Delay, Committee Chairman of the Finance and Personnel Committee

From: Sidney A. McPhee, President 

Subject: Chief Audit Executive, Audit Services

Date: May 19, 2026

I wish to recommend to the Board the appointment of Ms. Cynthia Ray as Chief Audit Executive, Audit Services.

I believe Ms. Ray's knowledge and breadth of experience relative to the requirements and responsibilities of the position by far make her the most qualified candidate for the position. I have included a copy of her resume for your review. I am recommending the appointment of Ms. Ray to the MTSU Board of Trustees with an annual salary of \$178,000 beginning July 1, 2026.

If you have any questions or concerns, please let me know.

c: Dr. Christy Sigler, Assistant to the President for Civil Rights Compliance
Mr. Drew Harpool, Vice President for Business and Finance
Ms. Laura Jent, Assistant Vice President for Human Resources

Office of the President

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615-898-2622
FAX: 615-898-2507



April 20, 2026

Ms. Cynthia Ray
[REDACTED]
[REDACTED]

Dear Ms. Ray:

I am pleased to offer you the position of Chief Audit Executive, Audit Services at Middle Tennessee State University.

The MTSU Board of Trustees Finance and Personnel Committee meeting will be held on May 19, 2026, and in anticipation of the committee's approval, the recommendation will be made to the full board at its meeting on June 16, 2026.

This appointment is to be effective July 1, 2026. This offer includes a salary of \$178,000 per year, payable monthly.

This is an exciting time at MTSU. I am confident that you will bring leadership to this very important position. I look forward to receiving your letter of acceptance.

Sincerely,

A handwritten signature in blue ink, appearing to read "Sidney A. McPhee".

Sidney A. McPhee
President

c: Christy Sigler, Assistant to the President for Civil Rights Compliance
Drew Harpool, Vice President for Business and Finance
Laura Jent, Assistant Vice President for Human Resources

CYNTHIA A. RAY

OBJECTIVE

Experienced and certified internal audit professional with over 17 years in higher education, currently serving as Director of Internal Audit at Motlow State Community College. Known for integrity, reliability, and a strong commitment to audit quality and institutional improvement. I am seeking to contribute my audit expertise and higher education experience to support Middle Tennessee State University's internal audit objectives and institutional success.

EDUCATION

David Lipscomb University, Nashville, TN
Bachelor of Science in Accounting, 2007

Middle Tennessee State University, Murfreesboro, TN
Bachelor of Science in Animal Science, 1999

PROFESSIONAL CERTIFICATIONS

Certified Internal Auditor, The Institute of Internal Auditors – July 2024

Certified Fraud Examiner, Association of Certified Fraud Examiners – July 2022

PROFESSIONAL AFFILIATIONS

- Association of College and University Auditors (ACUA)
- The Institute of Internal Auditors (IIA)
- IIA Nashville Chapter
- Association of Certified Fraud Examiners (ACFE)
- Middle Tennessee Chapter, ACFE

PROFESSIONAL EXPERIENCE

Motlow State Community College – Smyrna, TN
Director of Internal Audit | September 2025 – Current

- Direct the institution's comprehensive internal audit program and report audit results, risk exposures, and governance matters to the Audit Committee through the Tennessee Board of Regents Chief Audit Executive.
- Prepare annual audit plans based on discussions with the president and senior leadership as well as audit risk assessment.
- Serve as the institution's sole internal audit professional, developing and executing audit programs, procedures, working papers, and audit reports in accordance with professional

standards.

- Maintain audit working papers according to records retention requirements.
- Examine college records and assess compliance with TBR requirements, college policies, and applicable state and federal laws and regulations.
- Conduct audit follow-up work as required or needed, including follow-up audits for Comptroller of Treasury.
- Assist and coordinate with the Tennessee Comptroller of Treasury and other external auditors as necessary
- Coordinate special assignments from the president and develop suggestions for enhancements.
- Conduct institution-wide fraud, waste, and abuse investigations as required and provide recommendations for improvement in internal controls, operating procedures, account records, and system designs.
- Prepare monthly, quarterly, and annual reports to the Audit Committee through the TBR Chief Audit Executive, including audit plan updates, engagement status, management corrective actions, and audit reports.
- Meet regularly with the president and other senior management to discuss college strategic initiatives, risk, internal controls, audit planning and status, and other management issues.
- Plan and manage the internal audit budget to align with the institutional goals, college initiatives, and approved audit plan.
- Establish and maintain effective relationships with college leadership, TBR System-wide Internal audit staff, and external stakeholders.
- Serve on President's Cabinet, Institution Oversight Committee, and Athletic Oversight Committee.
- Attend TBR Internal Auditor Directors meetings and trainings.
- Maintain professional certifications through ongoing continuing education in accordance with position requirements and professional standards.

Middle Tennessee State University — Murfreesboro, TN

Senior Internal Auditor | November 2024 – August 2025

Internal Auditor I | September 2008 – October 2024

- Provided informal leadership and support during the transition following the Chief Audit Executive's (CAE) retirement, assisting the interim CAE by leading audits, reviewing workpapers, managing office operations, and coordinating with university personnel and the Tennessee Comptroller's Office.
- Lead fraud investigations initiated by the Tennessee Comptroller's Office, internal audit hotline, and other credible sources.
- Managed an accurate and up-to-date investigation log, tracking newly initiated, ongoing, and completed cases on a monthly or as-needed basis.
- Assisted the Chief Audit Executive in creating annual audit plans based on institutional risk assessments and strategic priorities.
- Prepared quarterly Audit and Compliance Committee meeting materials by summarizing key information from external audit reports and managing an Excel-based tracking log.

- Performed financial, performance, and compliance audits to evaluate internal controls, ensure regulatory compliance, and promote improvement.
- Prepared detailed audit reports highlighting control weaknesses, risks, and improvement recommendations.
- Established effective working relationships with university personnel to support audit activities, clarify processes, and communicate results in a clear and professional manner.
- Supported audit strategy development by researching regulations and enhancing procedures.
- Contributed significantly to the department's transition from manual workpapers to electronic audit management software, improving efficiency and reporting accuracy.
- Applied Excel-based data review techniques to enhance audit testing and documentation.

Vanderbilt University Medical Center — Nashville, TN

Staff Accountant | March 2006 – September 2008

- Managed post-award functions for sponsored research programs, ensured financial compliance and accurate close-out of grant awards in accordance with A-21 guidelines.
- Reviewed budgets and expenditures, resolved discrepancies through journal entries, and coordinated with principal investigators and departments.
- Managed month-end close processes and prepared documentation for award notices, terminations, and grant relinquishments.

TECHNICAL SKILLS

- **Audit Software:** Played a key role in the implementation and use of K10 Vision.
- **ERP Systems:** Extensive experience with Banner Finance system.
- **Microsoft Office Suite:** Proficient in Excel, Word, PowerPoint, and Outlook.
- **Data Analytics:**
 - Expanded technical skills through the *IIA Fraud Analytics for Internal Auditors Certificate* course, Certificate completed September 2025.
 - Currently apply basic Excel functions to support audit testing and data review.

Ms. Cynthia Ray

April 23, 2026

Office of the President
Middle Tennessee State University
204 Cope Administration Building
Murfreesboro, TN 37132

Dear Dr. McPhee:

Thank you for offering me the position of Chief Audit Executive, Audit Services at Middle Tennessee State University. I am pleased to formally accept this offer.

I understand that the appointment is contingent upon approval by the MTSU Board of Trustees Finance and Personnel Committee on May 19, 2026, and final consideration by the full Board of Trustees on June 16, 2026.

I acknowledge and agree to the proposed start date of July 1, 2026, along with the annual salary of \$178,000.00 per year, payable monthly.

Having spent many years serving the University within Audit Services, I am grateful for the opportunity to return in this new capacity. I look forward to building on my prior experience to lead a strong, effective audit function that adds value across the University and contributes to its continued success and True Blue values.

Thank you again for this opportunity. I am truly excited to rejoin the MTSU community.

Sincerely,

A handwritten signature in blue ink that reads "Cynthia Ray". The signature is fluid and cursive, with the first name "Cynthia" being larger and more prominent than the last name "Ray".

Cynthia Ray



**Middle Tennessee State University
Board of Trustees**

Finance and Personnel Committee

Action Item

DATE: May 19, 2026

SUBJECT: **Capital Outlay Request**

PRESENTER: Bill Waits
Assistant Vice President, Campus Planning

BACKGROUND INFORMATION:

As part of the annual Capital Budget request process, Tennessee institutions of higher learning must submit capital outlay project requests for state funding to the Tennessee Higher Education Commission (THEC). THEC then submits a list of statewide critical projects to F&A and the General Assembly for funding consideration and inclusion in the Tennessee State Budget.

For FY 27/28, the MTSU proposed project request is the MTSU Aerospace Campus Phase II project. This project request will continue to support the MTSU School of Aerospace in Shelbyville.

Phase I work, that is currently under construction, provides facilities that support the Aerospace Professional Pilot program including a flight operations building, a hangar to maintain the MTSU aviation fleet, and aircraft tie-down space.

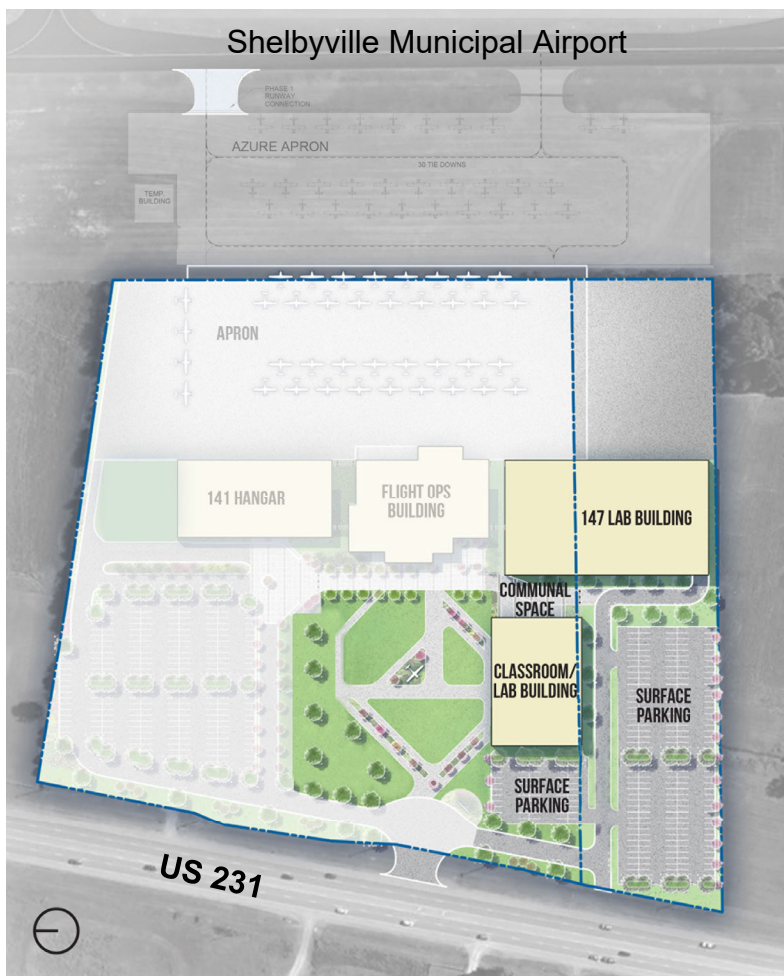
The proposed Phase II development will accommodate the remaining Aerospace programs by development of two new academic buildings including a main academic building that will serve as the new home for MTSU Aerospace and a laboratory building to support the Maintenance Management Aerospace concentration. In addition, the project also provides additional green space, vehicular parking, and aircraft apron space.

Aerospace Campus Phase II Development

Proposed FY 2027-2028 Capital Outlay Project Request

Estimated Gross Square Footage:	177,000 gross square feet
Estimated Construction Cost:	\$121,000,000
Estimated Total Project Cost:	\$144,500,000
University Match funding:	\$ 11,560,000 (includes required gift funds)
Required Gift Fund Minimum:	\$ 3,815,000

The proposed project comprises Phase II development at the Shelbyville Municipal Airport for the MTSU Aerospace Program. The first phase of development focuses on providing facilities to serve the MTSU Aerospace Professional Pilot concentration, including a 50,000 square foot flight operations building, a 30,000 square foot hangar to maintain MTSU's aviation fleet, and aircraft tie-down and taxi-way space. Construction on the first phase is currently underway with completion anticipated in time for the Spring 2028 semester.



Site Diagram - MTSU Aerospace Facility at Shelbyville Phase II concept includes development of the 147 Lab Building (maintenance management), Classroom/Lab Building, surface parking, green/communal space, and additional aircraft tie-down space.

The proposed Phase II development will add facilities to support the remainder of the Aerospace Concentrations, including: maintenance management, aviation management, aerospace technology, unmanned aircraft systems technology, flight dispatch, and aviation safety and security. The scope of work includes the development of two structures, a main academic building and a laboratory building. The main academic building is a 120,000 square foot building that will serve as the primary building for the MTSU Aerospace Department that includes departmental offices; faculty and staff offices; classroom and class laboratory space; and student spaces. A 57,000 square foot laboratory building will also be developed that provides lab spaces for the maintenance management program. Along with the two primary structures, site development, including additional aircraft apron, roadway, parking, and exterior community spaces, is included in the project scope of work.

Possible future development beyond Phase II includes the addition of student housing and structured parking.



**Middle Tennessee State University
Board of Trustees**

Finance and Personnel Committee

Action Item

DATE: May 19, 2026

SUBJECT: **Capital Disclosures**

PRESENTER: Bill Waits
Assistant Vice President for Campus Planning

BACKGROUND INFORMATION:

In accordance with THEC Policy 4.0.6C concerning disclosure of capital projects, MTSU requests disclosure approval of three projects, for the FY 2027/2028 MTSU Capital Budget Request. Per THEC policy, these projects remain on the THEC disclosure list for a period of two years.

Additionally, five project disclosure requests will meet thresholds enacted by the State of TN that allow for local project disclosure with MTSU Board Approval. These projects will be posted to the MTSU website but will not be included in the TN State Budget publication.

Disclosure of a capital project indicates that an institution is considering a project investment but does not obligate the University to carry out the work identified.

Materials include a summary of the eight capital project disclosure requests for MTSU Board consideration along with the MTSU capital disclosure list as it would appear in July 2027 if proposed disclosures are approved.

Requested Capital Disclosure Projects

The following projects are requested for MTSU Board approval for disclosure:

Project	Project Description	Project Cost	Funding Sources		Disclosure Type
			Plant Funds	TSSBA Bonds	
Recreation Center Renovations Phase II	Renovations to the MTSU Recreation Center and all related work.	\$ 12,000,000		\$ 12,000,000	FY 2027/28 Capital Budget
Renovations to James Walker Library	Partial renovations to the James E. Walker Library to provide additional archive space, exhibit space, support space, and related support spaces.	\$ 18,000,000	\$ 18,000,000		FY 2027/28 Capital Budget
Multi-Sport Indoor Practice Facility*	Provide a multi-sport indoor training facility to serve MTSU student athletes. Project scope also includes site development, site utilities, and all related work.	\$ 38,000,000		\$ 38,000,000	FY 2027/28 Capital Budget
Reese Smith Jr. Field Turf Installation*	Install artificial turf at Reese Smith Jr. Field and all related work	\$ 1,650,000	\$ 1,650,000		MTSU Board
New Softball Facility	Provide a new facility to support MTSU Softball including locker room and team support spaces.	\$ 4,500,000	\$ 4,500,000		MTSU Board
Cyber Range	Provide a renovation to accommodate a cyber range simulator and all related work.	\$ 2,500,000	\$ 2,500,000		MTSU Board
QRISE Center	Provide renovations to the Davis Science building to accommodate the Quantum Research Interdisciplinary Science and Education Center (QRISE) at the Davis Science Building and related work.	\$ 1,750,000	\$ 1,750,000		MTSU Board
Campus Dining Renovations*	Provide minor renovations to campus dining facilities including equipment, furnishings, and finishes. Project is to be a gift-in-place project carried out by Aramark, the MTSU dining services contractor.	\$ 1,500,000			MTSU Board

* Denotes projects were originally disclosed in FY25/26 and per THEC Policy, will be removed from the Disclosure list after two years on July 1, 2027. These projects are being re-disclosed to remain actively disclosed.

Full MTSU Capital Disclosure List

Capital Disclosure List as it will appear July 1, 2027 with approval of current requested capital disclosures

Project	Project Description	Disclosure Year / Type	Project Cost	Funding Sources		
				Plant Funds	TSSBA Bonds	Gifts
Recreation Center Renovations Phase II*	Renovations to the MTSU Recreation Center and all related work.	FY 2027/28 Capital Budget	\$ 12,000,000		\$ 12,000,000	
Renovations to James Walker Library*	Partial renovations to the James E. Walker Library to provide additional archive space, exhibit space, support space, and related support spaces.	FY 2027/28 Capital Budget	\$ 18,000,000	\$ 18,000,000		
Multi-sport Indoor Practice Facility*	Provide a multi-sport indoor training facility to serve MTSU student athletes. Project scope also includes site development, site utilities, and all related work.	FY 2027/28 Capital Budget	\$ 38,000,000		\$ 38,000,000	
New Softball Facility*	Provide a new facility to support MTSU Softball including locker room and team support spaces.	05/19/2026 MTSU Board	\$ 4,500,000	\$ 4,500,000		
Reese Smith Jr. Field Turf Installation*	Install artificial turf at Reese Smith Jr. Field and all related work	05/19/2026 MTSU BOARD	\$ 1,650,000	\$ 1,650,000		
Cyber Range*	Provide a renovation to accommodate a cyber range simulator and all related work.	05/19/2026 MTSU BOARD	\$ 2,500,000	\$ 2,500,000		
QRISE Center*	Provide renovations to the Davis Science building to accommodate the Quantum Research Interdisciplinary Science and Education Center (QRISE) at the Davis Science Building and related work.	05/19/2026 MTSU BOARD	\$ 1,750,000	\$ 1,750,000		
Campus Dining Renovations*	Provide minor renovations to campus dining facilities including equipment, furnishings, and finishes. Project is to be a gift-in-place project carried out by Aramark, the MTSU dining services contractor.	05/19/2026 MTSU BOARD	\$ 1,500,000			
Wellness Center Renovations	Renovations to the MTSU Wellness center to provide additional space required to relocate the MTSU Counseling Center	FY 2026/27 Capital Budget	\$ 6,500,000		\$ 6,500,000	
Student-Athlete Enhancement Center Addition	Provide a new facility for the Student-Athlete Enhancement Center. Project scope includes required site work and all related work.	6/17/2025 MTSU BOARD	\$ 5,800,000	\$ 5,800,000		
EV Charging Stations	Provide electric vehicle charging stations to existing parking locations campus-wide including necessary electrical infrastructure renovations and site improvements.	6/17/2025 MTSU BOARD	\$ 750,000	\$ 750,000		
Recreation Center Renovations	Renovations to the MTSU Recreation Center including entrance modifications, site improvements, new access controls, and renovations to existing building systems.	6/17/2025 MTSU BOARD	\$ 6,700,000	\$ 6,700,000		

* Denotes projects for consideration by the MTSU Board of Trustees



**Middle Tennessee State University
Board of Trustees**

Finance and Personnel Committee

Action Item

DATE: May 19, 2026

SUBJECT: **Capital Maintenance Projects Submittal**

PRESENTER: Joe Whitefield
Assistant Vice President for Facilities Services

BACKGROUND INFORMATION:

The Board of Trustees is charged with approving the Capital Maintenance Project requests for Middle Tennessee State University for FY 2027-28 in conjunction with instructions received from the Tennessee Higher Education Commission (THEC).

Included in these materials are the FY 2027-28 Governing Board Maintenance Pools and Allocation(s) as provided by THEC for all public institutions.

These materials provide documentation to be submitted to THEC as follows:

- Summary of Capital Maintenance potential project requests for five years, FY 2027-28 thru FY 2031-32
- Capital Maintenance requests for thirteen (13) projects for FY 2027-28 totaling \$24,300,000

THEC FY2027-28 Governing Board Maintenance Pools and Allocations

(Total Recommendation \$358,000,000)

Governing Board	Maintenance Pool (%)	Maintenance Allocation (\$)
MTSU	6.8%	\$24,300,000
APSU	3.4%	\$12,330,000
ETSU	7.6%	\$27,140,000
TSU	5.2%	\$18,740,000
TTU	5.0%	\$18,030,000
UoM	11.5%	\$41,120,000
LGI Subtotal	39.5%	\$141,660,000
UT System Subtotal	37.9%	\$135,570,000
TBR System Subtotal	22.6%	\$80,770,000
Grand total	100%	\$358,000,000

Note: Recent MTSU Capital Maintenance Allocation by FY

- FY 2026-27; \$4.0 million (1 project)
- FY 2025-26; \$3.5 million (1 project, partial)
- FY 2024-25; \$2.5 million (1 project)
- FY 2023-24; \$5.0 million (2 projects)
- FY 2022-23; \$7.2 million (5 projects)
- FY 2021-22; \$9.9 million (7 projects)
- FY 2020-21; \$4.6 million (1 project)
- FY 2019-20; \$4.7 million (5 projects)
- FY 2018-19; \$8.2 million (7 projects)
- FY 2017-18; \$8.9 million (5 projects)

Capital Maintenance Request: FY2027-28

Governing Board: Middle Tennessee
2027-28
Maint. \$24,300,000
Allocation:

Fiscal Year	Priority*	Inst.	Project	Project Cost	Project Description
2027-2028	1	MTSU	Central Plant and Campus Utilities Updates Phase 2	\$3,400,000	Repair, replacement, and updating of the following utility systems: central plant chillers, cooling towers, pumps, auxilliary equipment, electrical infrastructure, and all related work in the central plant and satellite chiller plant; centralized and de-centralized campus utilities including, but not limited to: underground electrical, steam, steam condensate, hot water, steam manhole, sanitary sewer, domestic water, backflow preventers, stormwater infrastructure, building level chillers, building level boilers, pumps, heat exchangers, and all related work. This request represents phase 2 of a 6 phase project.
2027-2028	2	MTSU	Multiple Bldgs HVAC and Controls Updates Phase 1	\$2,830,000	Identification and replacment of existing mechanical equipment, HVAC piping, and plumbing piping across campus that has met or exceeded its anticipated service life. The project will also update legacy controls components and associated controls in multiple buildings on campus. This request represents phase 1 of a 6 phase project.
2027-2028	3	MTSU	Campus wide Lighting and Electrical Updates Phase 1	\$1,750,000	Campus wide modifications to building electrical systems, interior and exterior lighting, and lighting controls. This request represents phase 1 of a 5 phase project.
2027-2028	4	MTSU	Multiple Buildings Elevator Modernizations Phase 1	\$2,750,000	Upgrade and repairs of elevators in multiple buildings campus wide and all related work. This request represents phase 1 of a 5 phase project.
2027-2028	5	MTSU	Multiple Buildings Plumbing and Restroom Upgrades Phase 1	\$2,500,000	Repair and replacement of HVAC and Plumbing hydronic systems across campus. Upgrade and repairs of plumbing systems and restrooms in multiple buildings campus wide and all related work. Provide water intrusion prevention, utility isolation, leak detection, and associated controls in buildings across campus in conjunction with industry best practices and the State's flood mitigation initiatives. This request represents phase 1 of a 3 phase project.

2027-2028	6	MTSU	Campus Wide IT Infrastructure Updates Phase 1	\$2,500,000	Update and modernize campus IT infrastructure through upgrades across multiple buildings, including structured cabling, network switches, patch panels, and related components. The work addresses aging, end-of-life systems that no longer support current technology demands or performance expectations. Improvements will enhance network reliability, increase bandwidth capacity, and standardize infrastructure to current industry standards. This phase establishes a scalable foundation to support academic, administrative, and future technology needs across campus. This request represents phase 1 of a 4 phase project.
2027-2028	7	MTSU	Science Building HVAC and Exhaust Updates	\$3,600,000	To improve the operational efficiency, system reliability, and diagnostic capability of the existing systems, this project includes addressing operational deficiencies, re-balancing and retro-commissioning existing components, and implementing new energy conservation measures. Existing HVAC components will be replaced and upgraded as necessary to facilitate the project goals.
2027-2028	8	MTSU	Non-Commercial Building Updates Phase 1	\$500,000	Address major HVAC, electrical, plumbing, interiors and exterior envelope for non-commercially constructed buildings on campus. This request represents phase 1 of a 2 phase project.
2027-2028	9	MTSU	Multiple Buildings Hydronic Systems Renovations Phase 1	\$500,000	Repair and replacement of HVAC and Plumbing hydronic systems across campus. Provide water intrusion prevention, utility isolation, leak detection, and associated controls in buildings across campus in conjunction with industry best practices and the State's flood mitigation initiatives. This request represents phase 1 of a 3 phase project.
2027-2028	10	MTSU	Campus Wide Sidewalk Repairs Phase 1	\$500,000	Repair and replacment of sidewalks and hardscape areas on campus to provide accessible walkways free of obstructions and impediments. This request represents phase 1 of a 3 phase project.
2027-2028	11	MTSU	Campus Wide Fire and Life Safety Systems Updates Phase 2	\$750,000	Upgrade fire alarm systems, fire sprinkler systems, fire loops, and all related fire and life safety systems campus wide to address MTSU's priority list in bringing these systems up to current technology and to improve the reliability and addressability of these systems. This request represents Phase 2 of a 3 phase project.

2027-2028	12	MTSU	Campus Wide Access Controls and Security Updates Phase 1	\$1,470,000	Update of campus access control and security systems including hardware, software, and system components. This request represents phase 1 of a 3 phase project.
2027-2028	13	MTSU	Stormwater BMP Updates	\$1,250,000	To address stormwater drainage system deficiencies on campus by replacing or rehabilitating existing piping infrastructure.
Total Project Cost				\$24,300,000	

Capital Maintenance Out-Years: FY 2028-29 through 2031-32

Fiscal Year	Priority	Inst.	Project	Project Cost	Project Description
2028-29	1		Campus wide Lighting and Electrical Updates Phase 2	\$3,500,000	Campus wide modifications to building electrical systems, interior and exterior lighting, and lighting controls. This request represents phase 2 of a 5 phase project.
2028-29	2	MTSU	Multiple Buildings Structural, Exteriors, and Roof Repairs and Replacements Phase 3	\$2,000,000	Repair or replacement of various roofs and exterior envelope components in multiple buildings on campus including roofing, roof coping, roof drains, scuppers, exterior cladding, gutters & downspouts, doors, windows, overhangs, porches, stairs, and all related work. This project also involves the repair or replacement of structural components of multiple buildings on campus. This request represents phase 3 of a 4 phase project.
2028-29	3	MTSU	Multiple Bldgs HVAC and Controls Updates Phase 2	\$2,000,000	Identification and replacement of existing mechanical equipment, HVAC piping, and plumbing piping across campus that has met or exceeded its anticipated service life. The project will also update legacy controls components and associated controls in multiple buildings on campus. This request represents phase 2 of a 6 phase project.
2028-29	4	MTSU	Multiple Buildings Plumbing and Restroom Upgrades Phase 2	\$2,500,000	Repair and replacement of HVAC and Plumbing hydronic systems across campus. Upgrade and repairs of plumbing systems and restrooms in multiple buildings campus wide and all related work. Provide water intrusion prevention, utility isolation, leak detection, and associated controls in buildings across campus in conjunction with industry best practices and the State's flood mitigation initiatives. This request represents phase 2 of a 3 phase project.
2028-29	5	MTSU	Multiple Buildings Elevator Modernizations Phase 2	\$1,500,000	Upgrade and repairs of elevators in multiple buildings campus wide and all related work. This request represents phase 2 of a 5 phase project.

2028-29	6	MTSU	Campus Wide IT Infrastructure Updates Phase 2	\$2,500,000	Update and modernize campus IT infrastructure through upgrades across multiple buildings, including structured cabling, network switches, patch panels, and related components. The work addresses aging, end-of-life systems that no longer support current technology demands or performance expectations. Improvements will enhance network reliability, increase bandwidth capacity, and standardize infrastructure to current industry standards. This phase establishes a scalable foundation to support academic, administrative, and future technology needs across campus. This request represents phase 2 of a 4 phase project.
2028-29	7	MTSU	Central Plant and Campus Utilities Updates Phase 3	\$2,000,000	Repair, replacement, and updating of the following utility systems: central plant chillers, cooling towers, pumps, auxilliary equipment, electrical infrastructure, and all related work in the central plant and satellite chiller plant; centralized and de-centralized campus utilities including, but not limited to: underground electrical, steam, steam condensate, hot water, steam manhole, sanitary sewer, domestic water, backflow preventers, stormwater infrastructure, building level chillers, building level boilers, pumps, heat exchangers, and all related work. This request represents phase 3 of a 6 phase project.
2028-29	8	MTSU	Non-Commercial Building Updates Phase 2	\$500,000	Address major HVAC, electrical, plumbing, interiors and exterior envelope for non-commercially constructed buildings on campus. This request represents phase 2 of a 2 phase project.
2028-29	9	MTSU	Multiple Buildings Hydronic Systems Renovations Phase 2	\$500,000	Repair and replacement of HVAC and Plumbing hydronic systems across campus. Provide water intrusion prevention, utility isolation, leak detection, and associated controls in buildings across campus in conjunction with industry best practices and the State's flood mitigation initiatives. This request represents phase 2 of a 3 phase project.
2028-29	10	MTSU	Campus Wide Sidewalk Repairs Phase 2	\$500,000	Repair and replacment of sidewalks and hardscape areas on campus to provide accessible walkways free of obstructions and impediments. This request represents phase 2 of a 3 phase project.

2028-29	11	MTSU	Campus Wide Access Controls and Security Updates Phase 2	\$1,530,000	Update of campus access control and security systems including hardware, software, and system components. This request represents phase 2 of a 3 phase project.
2028-29	12	MTSU	Campus Wide Fire and Life Safety Systems Updates Phase 3	\$2,750,000	Upgrade fire alarm systems, fire sprinkler systems, fire loops, and all related fire and life safety systems campus wide to address MTSU's priority list in bringing these systems up to current technology and to improve the reliability and addressability of these systems. This request represents Phase 3 of a 3 phase project.
Total Project Cost				\$21,780,000	

2029-30	1	MTSU	Multiple Buildings Structural, Exteriors, and Roof Repairs and Replacements Phase 4	\$1,000,000	Repair or replacement of various roofs and exterior envelope components in multiple buildings on campus including roofing, roof coping, roof drains, scuppers, exterior cladding, gutters & downspouts, doors, windows, overhangs, porches, stairs, and all related work. This project also involves the repair or replacement of structural components of multiple buildings on campus. This request represents phase 4 of a 4 phase project.
2029-30	2	MTSU	Multiple Bldgs HVAC and Controls Updates Phase 3	\$1,000,000	Identification and replacement of existing mechanical equipment, HVAC piping, and plumbing piping across campus that has met or exceeded its anticipated service life. The project will also update legacy controls components and associated controls in multiple buildings on campus. This request represents phase 3 of a 6 phase project.
2029-30	3	MTSU	Campus wide Lighting and Electrical Updates Phase 3	\$1,000,000	Campus wide modifications to building electrical systems, interior and exterior lighting, and lighting controls. This request represents phase 3 of a 5 phase project.
2029-30	4	MTSU	Campus Wide Access Controls and Security Updates Phase 3	\$1,000,000	Update of campus access control and security systems including hardware, software, and system components. This request represents phase 3 of a 3 phase project.
2029-30	5	MTSU	Multiple Buildings Elevator Modernizations Phase 3	\$1,500,000	Upgrade and repairs of elevators in multiple buildings campus wide and all related work. This request represents phase 3 of a 5 phase project.

2029-30	6	MTSU	Campus Wide IT Infrastructure Updates Phase 3	\$2,500,000	Update and modernize campus IT infrastructure through upgrades across multiple buildings, including structured cabling, network switches, patch panels, and related components. The work addresses aging, end-of-life systems that no longer support current technology demands or performance expectations. Improvements will enhance network reliability, increase bandwidth capacity, and standardize infrastructure to current industry standards. This phase establishes a scalable foundation to support academic, administrative, and future technology needs across campus. This request represents phase 3 of a 4 phase project.
2029-30	7	MTSU	Central Plant and Campus Utilities Updates Phase 4	\$1,000,000	Repair, replacement, and updating of the following utility systems: central plant chillers, cooling towers, pumps, auxilliary equipment, electrical infrastructure, and all related work in the central plant and satellite chiller plant; centralized and de-centralized campus utilities including, but not limited to: underground electrical, steam, steam condensate, hot water, steam manhole, sanitary sewer, domestic water, backflow preventers, stormwater infrastructure, building level chillers, building level boilers, pumps, heat exchangers, and all related work. This request represents phase 4 of a 6 phase project.
2029-30	8	MTSU	Multiple Buildings Plumbing and Restroom Upgrades Phase 3	\$2,500,000	Repair and replacement of HVAC and Plumbing hydronic systems across campus. Upgrade and repairs of plumbing systems and restrooms in multiple buildings campus wide and all related work. Provide water intrusion prevention, utility isolation, leak detection, and associated controls in buildings across campus in conjunction with industry best practices and the State's flood mitigation initiatives. This request represents phase 3 of a 3 phase project.
2029-30	9	MTSU	Multiple Buildings Hydronic Systems Renovations Phase 3	\$500,000	Repair and replacement of HVAC and Plumbing hydronic systems across campus. Provide water intrusion prevention, utility isolation, leak detection, and associated controls in buildings across campus in conjunction with industry best practices and the State's flood mitigation initiatives. This request represents phase 3 of a 3 phase project.
2029-30	10	MTSU	Campus Wide Sidewalk Repairs Phase 3	\$500,000	Repair and replacment of sidewalks and hardscape areas on campus to provide accessible walkways free of obstructions and impediments. This request represents phase 3 of a 3 phase project.

Total Project Cost				\$12,500,000	
2030-31	1		Multiple Bldgs HVAC and Controls Updates Phase 4	\$1,000,000	Identification and replacment of existing mechanical equipment, HVAC piping, and plumbing piping across campus that has met or exceeded its anticipated service life. The project will also update legacy controls components and associated controls in multiple buildings on campus. This request represents phase 4 of a 6 phase project.
2030-31	2		Campus wide Lighting and Electrical Updates Phase 4	\$1,000,000	Campus wide modifications to building electrical systems, interior and exterior lighting, and lighting controls. This request represents phase 4 of a 5 phase project.
2030-31	3		Multiple Buildings Elevator Modernizations Phase 4	\$1,500,000	Upgrade and repairs of elevators in multiple buildings campus wide and all related work. This request represents phase 4 of a 5 phase project.
2030-31	4	MTSU	Campus Wide IT Infrastructure Updates Phase 4	\$2,500,000	Update and modernize campus IT infrastructure through upgrades across multiple buildings, including structured cabling, network switches, patch panels, and related components. The work addresses aging, end-of-life systems that no longer support current technology demands or performance expectations. Improvements will enhance network reliability, increase bandwidth capacity, and standardize infrastructure to current industry standards. This phase establishes a scalable foundation to support academic, administrative, and future technology needs across campus. This request represents phase 4 of a 4 phase project.
2030-31	5		Central Plant and Campus Utilities Updates Phase 5	\$750,000	Repair, replacement, and updating of the following utility systems: central plant chillers, cooling towers, pumps, auxilliary equipment, electrical infrastructure, and all related work in the central plant and satellite chiller plant; centralized and de-centralized campus utilities including, but not limited to: underground electrical, steam, steam condensate, hot water, steam manhole, sanitary sewer, domestic water, backflow preventers, stormwater infrastructure, building level chillers, building level boilers, pumps, heat exchangers, and all related work. This request represents phase 5 of a 6 phase project.
Total Project Cost				\$6,750,000	

2031-32	1		Multiple Bldgs HVAC and Controls Updates Phase 5	\$585,000	Identification and replacment of existing mechanical equipment, HVAC piping, and plumbing piping across campus that has met or exceeded its anticipated service life. The project will also update legacy controls components and associated controls in multiple buildings on campus. This request represents phase 5 of a 6 phase project.
2031-32	2		Campus wide Lighting and Electrical Updates Phase 5	\$750,000	Campus wide modifications to building electrical systems, interior and exterior lighting, and lighting controls. This request represents phase 5 of a 5 phase project.
2031-32	3		Multiple Buildings Elevator Modernizations Phase 5	\$1,150,000	Upgrade and repairs of elevators in multiple buildings campus wide and all related work. This request represents phase 5 of a 5 phase project.
2031-32	4		Central Plant and Campus Utilities Updates Phase 6	\$750,000	Repair, replacement, and updating of the following utility systems: central plant chillers, cooling towers, pumps, auxilliary equipment, electrical infrastructure, and all related work in the central plant and satellite chiller plant; centralized and de-centralized campus utilities including, but not limited to: underground electrical, steam, steam condensate, hot water, steam manhole, sanitary sewer, domestic water, backflow preventers, stormwater infrastructure, building level chillers, building level boilers, pumps, heat exchangers, and all related work. This request represents phase 6 of a 6 phase project.
Total Project Cost				\$3,235,000	

3.1 DB70

1 **Department:** Tennessee Higher Education Commission
Institution: Middle Tennessee State University
Project: Central Plant and Campus Utilities Updates Phase 2
City/County: Murfreesboro/Rutherford

2 **Fiscal Year:** 2027-28

3		New		Reno/Maint
☐	Capital Outlay			
☒	Capital Maintenance	0	Gross Sq.Ft.	0
☐	Disclosure	0	Net Sq.Ft.	0
☒	Designer Required	0.00	Cost/Sq.Ft.	0.00

4 Project Description:

Repair, replacement, and updating of the following utility systems: central plant chillers, cooling towers, pumps, auxilliary equipment, electrical infrastructure, and all related work in the central plant and satellite chiller plant; centralized and de-centralized campus utilities including, but not limited to: underground electrical, steam, steam condensate, hot water, steam manhole, sanitary sewer, domestic water, backflow preventers, stormwater infrastructure, building level chillers, building level boilers, pumps, heat exchangers, and all related work. This project represents phase 2 of a 6 phase project.

Proj. Type	Maintenance	If new const., is it in the Master Plan	No	If new will it add to E&G?	No
------------	-------------	---	----	----------------------------	----

5	Total Project	This Request	Estimated Building Construction Cost:
	6,000,000	1,715,000	0
	4,660,000	1,000,000	
	10,660,000	2,715,000	
	1,066,000	271,500	
	11,726,000	2,986,500	
	866,700	245,370	
	150,000	50,000	
	0	0	
	257,300	118,130	
	13,000,000	3,400,000	

Bid Target

Contingency: 10.00 10.00 percent

MACC (Maximum Allowable Construction Cost)

Fee: 35/LogP-1.15= 7.39126409 **renovation**

0 Movable Equipment

first other Haz Mat, Comm, Surveys

second other

Administration & Miscellaneous

Total Cost

6 Funding Request:	THIS REQUEST
13,000,000	3,400,000
0	0
	STATE funds
	FEDERAL funds
	Local and Institutional Funds

7 Previous SBC Approved Funding:	fund year	description
already approved for existing SBC project	5,000,000	FY 23/24 Phase I
5,000,000	0	
plus This Request	0	
3,400,000	0	

8 **SBC Action:** If an existing project, SBC Project No.: NA

9 **Designer:** NA

3.2 Project Support Documentation sheet 1

Institution: [Middle Tennessee State University](#)

Project: [Central Plant and Campus Utilities Updates Phase 2](#)

A. Architectural Program Scope

Taking place throughout the nearly 500 acre boundary of the main campus, this project is intended to address necessary repairs, replacement, and updating of the aging central chilled water plant and utilities infrastructure. All aging equipment in the Central Chilled Water and Satellite Chilled Water plants is included in this scope. The site utilities include, but are not limited to, the underground electrical, chilled water, steam, steam condensate, steam manhole, sanitary sewer, domestic water, hot water, and backflow preventers, and stormwater infrastructure. The project also includes all decentralized chilled water systems, hot water systems, heat exchangers, pumps, and all related work.

B. Evidence of Physical Facility Need

Age, condition, and available capacity for the centralized chilled water equipment on campus necessitates the replacement of equipment. Due to age, condition, settling, and localized disturbances, portions of the campus' utility infrastructure is in various stages of considerable deterioration and is at risk for failure. Potential power outages, local failures at various sections of sanitary sewer, deteriorated piping insulation systems, and steaming manholes have been observed and noted in the campus' work order system. Infrared surveys have shown evidence of steam and steam condensate leaks underground. In addition, a survey completed by the Murfreesboro Water Resources Dept. showed numerous locations around campus that need to be addressed.

C. Historical Profile

Existing sanitary sewer line installations date back to 1911 in some cases. Other sewer lines needing improvement are over 50 years old and were installed as brittle clay pipe. Refer to the 2016 Master Plan info for age of chilled water, steam, and steam condensate piping. Underground domestic water piping installations range from 1960 to 1968 in various sections. Thermal imaging of the steam and steam condensate systems is also provided from a 2016 report.

D. Related Requirements

N/A

E. Summary Results and Date of Physical Facilities Survey

Central Chilled Water Utility Plant: 80

3.3 Project Support Documentation sheet-2

Institution: [Middle Tennessee State University](#)

Project: [Central Plant and Campus Utilities Updates Phase 2](#)

E. Cost Basis for Construction Estimate and Other Costs

Estimates were based on historical data and current capital maintenance utilities projects. Updates to the systems were selected based on a prioritized list that cataloged the deterioration of the systems. Additional costs were added for anticipated rock excavation and other site constraints.

F. Project Schedule

The project will be presented at the July 2027 SBC meeting, and July 2027 ESC Meeting for designer selection. The design has an anticipated duration of six months and the project will be bid in the March 2028 timeframe to provide ample time for coordination of traffic and closures during the summer months.

G Campus or Architectural Program Impact

The centralized and decentralized heating and cooling systems and underground utilities represent critical infrastructure elements required for basic Campus operations. Any disruption of services will be immediately reflected in the need to vacate buildings or reschedule critical activities and limiting the use of the overall Campus.

3.1 DB70

1 Department:	Tennessee Higher Education Commission
Institution:	Middle Tennessee State University
Project:	Multiple Bldgs HVAC and Controls Updates Phase 1
City/County:	Murfreesboro/Rutherford

2 Fiscal Year: 2027-28

3	☐	Capital Outlay	New		Reno/Maint
	☒	Capital Maintenance	0	Gross Sq.Ft.	0
	☐	Disclosure	0	Net Sq.Ft.	0
	☒	Designer Required	0.00	Cost/Sq.Ft.	0.00

4 Project Description:

Identification and replacement of existing mechanical equipment, HVAC piping, and plumbing piping across campus that has met or exceeded its anticipated service life. The project will also update legacy controls components and associated controls in multiple buildings on campus. This project represents phase 1 of a 6 phase project.

Proj. Type	Maintenance	If new const., is it in the Master Plan	No	If new will it add to E&G?	No
------------	-------------	---	----	----------------------------	----

5	Total Project	This Request	Estimated Building Construction Cost:	
	6,150,000	2,200,000	Building Construction	
	0		Site & Utilities	
			Built-in Equipment	
	6,150,000	2,200,000	Bid Target	
	615,000	220,000	Contingency:	10.00 10.00 percent
	6,765,000	2,420,000	MACC (Maximum Allowable Construction Cost)	
	521,047	202,300	Fee:	35/LogP-1.15= 7.70210165 renovation
		0	Movable Equipment	
	400,000	125,000	first other	<i>Haz Mat, Comm, Surveys</i>
	0	0	second other	
	313,953	82,700	Administration & Miscellaneous	
	8,000,000	2,830,000	Total Cost	

6 Funding Request:		THIS REQUEST	
8,000,000		2,830,000	STATE funds
0		0	FEDERAL funds
			Local and Institutional Funds

7 Previous SBC Approved Funding:		fund year	description
already approved for	0		
existing SBC project	0		
	0		
plus This Request	0		
2,830,000	0		

8 SBC Action: If an existing project, SBC Project No.: NA

9 Designer: NA

3.2 Project Support Documentation sheet 1

Institution: [Middle Tennessee State University](#)

Project: [Multiple Bldgs HVAC and Controls Updates Phase 1](#)

A. Architectural Program Scope

The project will replace aged mechanical equipment on campus including, but not limited to Variable Frequency Drives (VFDs), pumps, heat exchangers, fans, motors, fan coil units, Variable Air Volume (VAV) boxes, etc. The project will also identify all legacy hardware and software control elements on campus served by the Siemens control system. All legacy pneumatics, valves, dampers, actuators, sensors, wiring, freeze protection, flow meters, airflow measuring stations, VFDs, etc. in multiple buildings will be removed and replaced. Hydronic piping including HVAC piping, domestic water piping, sanitary sewer piping, and all related work is also included.

B. Evidence of Physical Facility Need

The mechanical equipment and piping identified for removal and replacement is at or near the end of the anticipated service life. In addition, the condition, work order history, and lack of availability of parts demonstrates the need for updating this equipment. With the migration of all control components to Direct Digital Control (DDC) over the past 20 years, the remaining pneumatic components on campus are outdated and in need of immediate replacement. The remaining legacy devices (sensors, flow stations, dampers, actuators, etc.) are at the end of their anticipated service life and in need of replacement.

C. Historical Profile

The American Society of Heating, Refrigeration, and Air Conditioning Engineers (ASHRAE) lists the anticipated service life for the following equipment: VAV boxes and fan coil units - 20 years, Dampers - 20 years, Fans - 15-25 years, Heat Exchangers - 24 years, Pumps - 20 years, motors - 18 years, starters - 17 years, Controls - 15-20 years, actuators - 15-20 years. The equipment and controls to be replaced in this project are currently at or exceed the ages included in this list.

D. Related Requirements

N/A

E. Summary Results and Date of Physical Facilities Survey

2023 AMG Score: 60; 2023 Jones Hall Score: 70; 2023 JUB Score: 70; 2023 SFA Score: 70; 2023 KUC Score: 70; 2023 Murphy Center Score: 70; 2023 Fairview Bldg Score: 70; 2023 College Heights Score: 70; 2023 Science Bldg Score: 70; 2023 Wiser Patten Score: 80; 2023 Forrest Hall Score: 80; 2023 Todd Hall Score: 80; 2023 BDA Score: 80; 2023 Cope Admin Bldg Score: 80; 2023 Davis Science Score: 80; 2023 Peck Hall Score: 80

3.3 Project Support Documentation sheet-2

Institution: [Middle Tennessee State University](#)

Project: [Multiple Bldgs HVAC and Controls Updates Phase 1](#)

E. Cost Basis for Construction Estimate and Other Costs

Estimates are based on historical data and current contract rates with campus contractors SM Lawrence and Siemens.

F. Project Schedule

The project will be presented at the July 2027 SBC meeting, and July 2027 ESC Meeting for designer selection. The design has an anticipated duration of six months and the project will be bid in the March 2028 timeframe to provide ample time for coordination of traffic and closures during the summer months.

G Campus or Architectural Program Impact

N/A

3.1 DB70

1 **Department:** Tennessee Higher Education Commission
Institution: Middle Tennessee State University
Project: Campus wide Lighting and Electrical Updates Phase 1
City/County: Murfreesboro/Rutherford

2 **Fiscal Year:** 2027-28

3		New		Reno/Maint
☐	Capital Outlay			
☒	Capital Maintenance	0	Gross Sq.Ft.	0
☐	Disclosure	0	Net Sq.Ft.	0
☒	Designer Required	0.00	Cost/Sq.Ft.	0.00

4 Project Description:

Campus wide modifications to building electrical systems, interior and exterior lighting, and lighting controls. This request represents phase 1 of a 5 phase project.

Proj. Type	Maintenance	If new const., is it in the Master Plan	No	If new will it add to E&G?	No
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5	Total Project	This Request	Estimated Building Construction Cost:
	6,175,000	1,325,000	0
	0		
	6,175,000	1,325,000	
	617,500	132,500	
	6,792,500	1,457,500	
	523,003	127,190	
	400,000	100,000	
	0	0	
	284,497	65,310	
	8,000,000	1,750,000	

Bid Target 10.00 10.00 percent
MACC (Maximum Allowable Construction Cost)
Fee: 35/LogP-1.15= 7.69971343 **renovation**
 0 Movable Equipment
 0 first other Haz Mat, Comm, Surveys
 0 second other
 Administration & Miscellaneous
Total Cost

6 Funding Request:

THIS REQUEST

8,000,000

1,750,000

STATE funds

0 FEDERAL funds

Local and Institutional Funds

7 Previous SBC Approved Funding:

fund year

description

already approved for
existing SBC project

0

0

0

plus This Request

0

0

1,750,000

8 SBC Action:

If an existing project, SBC Project No.:

NA

9 Designer:

NA

3.2 Project Support Documentation sheet 1

Institution: [Middle Tennessee State University](#)

Project: [Campus wide Lighting and Electrical Updates Phase 1](#)

A. Architectural Program Scope

The project will include repair and replacement of existing building electrical systems including panelboards, breakers, switches, receptacles, wiring, metering, transformers, and all related work. The campus is also currently served by 13 different interior lighting control systems of varying age and condition. Interior lighting, lighting controls, and the associated components (i.e. controllers, mechoshades, etc.) will be re-configured and replaced as necessary to provide a consolidated and updated system to serve the campus. Site lighting and lighting controls associated with multiple buildings on campus will also be updated to provide improved illumination and increased security.

B. Evidence of Physical Facility Need

The electrical systems identified for removal and replacement are at or near the end of the anticipated service life. In addition, the existing condition and work order history demonstrates the need for updating these systems. Building lighting and lighting controls to be replaced in this project are either past their expected service life span or currently present ongoing maintenance and operational issues that require frequent attention. Consolidation around a campus standard approach for these systems will reduce time and effort spent troubleshooting and repairing these systems. Site lighting and lighting controls are needed to address improve light levels in various locations to increase campus security.

C. Historical Profile

N/A

D. Related Requirements

N/A

E. Summary Results and Date of Physical Facilities Survey

2023 AMG Score: 70; 2023 Jones Hall Score: 60; 2023 Sam Ingram Bldg Score: 70; 2023 KUC Score: 70; 2023 Fairview Bldg Score: 70; 2023 Stark Ag Score: 80; 2023 Peck Hall Score: 80; 2023 Todd Hall Score: 70; 2023 EHS Score: 80; 2023 Cope Admin Bldg Score: 80; 2023 SFA Score: 80; 2023 JUB Score: 80

3.3 Project Support Documentation sheet-2

Institution: [Middle Tennessee State University](#)

Project: [Campus wide Lighting and Electrical Updates Phase 1](#)

E. Cost Basis for Construction Estimate and Other Costs

Cost basis was determined from recent MTSU projects as well as manufacturer provided budget estimates.

F. Project Schedule

The project will be presented at the July 2027 SBC meeting, and July 2027 ESC Meeting for designer selection. The design has an anticipated duration of six months and the project will be bid in the March 2028 timeframe to provide ample time for coordination of traffic and closures during the summer months.

G Campus or Architectural Program Impact

N/A

3.1 DB70

1 **Department:** Tennessee Higher Education Commission
Institution: Middle Tennessee State University
Project: Multiple Buildings Elevator Modernizations Phase 1
City/County: Murfreesboro/Rutherford

2 **Fiscal Year:** 2027-28

3		New		Reno/Maint
☐	Capital Outlay			
☒	Capital Maintenance	0	Gross Sq.Ft.	0
☐	Disclosure	0	Net Sq.Ft.	0
☒	Designer Required	0.00	Cost/Sq.Ft.	0.00

4 Project Description:

Upgrade and repairs of elevators in multiple buildings campus wide and all related work. This project represents phase 1 of a 5 phase project.

Proj. Type	Maintenance	If new const., is it in the Master Plan	No	If new will it add to E&G?	No
------------	-------------	---	----	----------------------------	----

5	Total Project	This Request	Estimated Building Construction Cost:
	6,500,000	2,165,000	0
	0		
	6,500,000	2,165,000	
	650,000	216,500	
	7,150,000	2,381,500	
	548,380	199,340	
	375,000	75,000	
	0	0	
	326,620	94,160	
	8,400,000	2,750,000	

Bid Target
 Contingency: 10.00 10.00 percent
MACC (Maximum Allowable Construction Cost)
 Fee: 35/LogP-1.15= 7.66964459 **renovation**
 0 Movable Equipment
 0 first other Haz Mat, Comm, Surveys
 0 second other
 Administration & Miscellaneous
Total Cost

6 Funding Request:	THIS REQUEST
8,400,000	2,750,000
0	0
	STATE funds
	FEDERAL funds
	Local and Institutional Funds

7 Previous SBC Approved Funding:	fund year	description
already approved for existing SBC project	0	
0	0	
plus This Request	0	
2,750,000	0	

8 **SBC Action:** If an existing project, SBC Project No.: NA

9 **Designer:** NA

3.2 Project Support Documentation sheet 1

Institution: [Middle Tennessee State University](#)

Project: [Multiple Buildings Elevator Modernizations Phase 1](#)

A. Architectural Program Scope

To provide the necessary modernization and/or repairs of passenger and freight elevators including but not limited to those located in James Walker Library, Miller Education Center, Business and Aerospace Building, Bragg Media and Entertainment Building, Jones Hall, Telecom Building, Todd Art Building, Wright Music Building, James Union Building, Murphy Center, Cope Administration Building, Sam Ingram Building, and Honors College Building

B. Evidence of Physical Facility Need

A review of the facilities' elevator inventory for these buildings, combined with age, general condition, past work order history, visual inspections, occurrence of repair, and lack of available replacement parts demonstrates the need for modernization.

C. Historical Profile

Elevators were installed in the buildings listed in the following year:

James Walker Library - 1997, Peck Hall - 2005, Miller Education Center - 1998, Cason Kennedy Nursing Building - 1994, Business and Aerospace Building - 1995, Bragg Media and Entertainment Building - 1990, Andrew Todd Hall - 2004, James Union Building - 2002, Murphy Center - 2004, Sam Ingram Building - 2006

D. Related Requirements

N/A

E. Summary Results and Date of Physical Facilities Survey

James Walker Library - Score 60 based on survey in 2021; Peck Hall - Score of 70 based on survey in 2021 review; Miller Education Center scored a 70 based on a 2019 review; Cason Kennedy scored a 60 based on a 2021 survey; BAS scored a 70 based on a 2019 survey; Bragg scored a 70 based on a 2017 survey; Todd Hall scored a 70 based; JUB scored a 70; Sam Ingram Building scored a 70; Cope Administration Building scored a 70; and Murphy Center scored a 70.

3.3 Project Support Documentation sheet-2

Institution: [Middle Tennessee State University](#)

Project: [Multiple Buildings Elevator Modernizations Phase 1](#)

E. Cost Basis for Construction Estimate and Other Costs

The cost for each site specific elevator modernization has been developed with recently bid capital maintenance projects involving similar size and scope elevators. Additional cost information was also provided by the Campus elevator vendor/contractor who currently holds the five year annual maintenance agreement.

F. Project Schedule

The project will be presented at the July 2027 SBC meeting, and July 2027 ESC Meeting for designer selection. The design has an anticipated duration of six months and the project will be bid in the March 2028 timeframe to provide ample time for coordination of traffic and closures during the summer months.

G Campus or Architectural Program Impact

Vertical circulation and access to all floors of a building are an inherent needs of every faculty member, student, and visitor. Elevators are a critical component of the operational requirements of any building on Campus. Beyond the immediate, obvious accessibility need, elevators represent compliance to national accessibility requirements critical to the sucess of everyone on Campus.

3.1 DB70

1 **Department:** Tennessee Higher Education Commission
Institution: Middle Tennessee State University
Project: Multiple Bldgs Plumbing & Restrooms Upgrades Phase 1
City/County: Murfreesboro/Rutherford

2 **Fiscal Year:** 2027-28

3		New		Reno/Maint
☐	Capital Outlay			
☒	Capital Maintenance	0	Gross Sq.Ft.	0
☐	Disclosure	0	Net Sq.Ft.	0
☒	Designer Required	0.00	Cost/Sq.Ft.	0.00

4 Project Description:

Repair and replacement of HVAC and Plumbing hydronic systems across campus. Upgrade and repairs of plumbing systems and restrooms in multiple buildings campus wide and all related work. Provide water intrusion prevention, utility isolation, leak detection, and associated controls in buildings across campus in conjunction with industry best practices and the State's flood mitigation initiatives. This request represents phase 1 of a 3 phase project.

Proj. Type	Maintenance	If new const., is it in the Master Plan	No	If new will it add to E&G?	No
------------	-------------	---	----	----------------------------	----

5	Total Project	This Request	Estimated Building Construction Cost:
	5,925,000	1,975,000	0
	0		
	5,925,000	1,975,000	
	592,500	197,500	
	6,517,500	2,172,500	
	503,419	183,250	
	225,000	75,000	
	0	0	
	254,081	69,250	
	7,500,000	2,500,000	

Bid Target
 Contingency: 10.00 10.00 percent
MACC (Maximum Allowable Construction Cost)
 Fee: 35/LogP-1.15= 7.72411265 **renovation**
 Movable Equipment
 first other Haz Mat, Comm, Surveys
 second other
 Administration & Miscellaneous
Total Cost

6 Funding Request:	THIS REQUEST
7,500,000	2,500,000
0	0
	STATE funds
	FEDERAL funds
	Local and Institutional Funds

7 Previous SBC Approved Funding:	fund year	description
already approved for existing SBC project	0	
	0	
	0	
plus This Request	0	
2,500,000	0	

8 **SBC Action:** If an existing project, SBC Project No.: NA

9 **Designer:** NA

3.2 Project Support Documentation sheet 1

Institution: [Middle Tennessee State University](#)

Project: [Multiple Bldgs Plumbing & Restrooms Upgrades Phase 1](#)

A. Architectural Program Scope

The scope of this project includes repairing or replacing plumbing fixtures, water heaters, plumbing and HVAC piping systems, and related plumbing accessories on campus. The project will also include related updates to building restrooms.

B. Evidence of Physical Facility Need

A review of campus plumbing systems that present ongoing maintenance issues combined with age, general condition, past work order history, visual inspections, and lack of available replacement parts demonstrates the need for modernization.

C. Historical Profile

The age of buildings on campus range from nearly new to 110 years old. Due to the poor condition and functional degradation associated with aged plumbing systems, all buildings on campus with an age greater than 20 years will be considered a potential candidate for this project.

D. Related Requirements

N/A

E. Summary Results and Date of Physical Facilities Survey

2023 Jones Hall Score: 60; 2023 AMG Score: 70; 2023 JUB Score: 70; 2023 SFA Score: 70; 2023 EHS Score: 70; 2023 BDA Score: 70; 2023 Cope Admin Bldg Score: 70; 2023 KUC Score: 70; 2023 Peck Hall Score: 70; 2023 Stark Ag Score: 70; 2023 McFarland Bldg Score: 70

3.3 Project Support Documentation sheet-2

Institution: [Middle Tennessee State University](#)

Project: [Multiple Bldgs Plumbing & Restrooms Upgrades Phase](#)

E. Cost Basis for Construction Estimate and Other Costs

Cost basis was determined from recent MTSU projects and cost estimating software.

F. Project Schedule

The project will be presented at the July 2027 SBC meeting, and July 2027 ESC Meeting for designer selection. The design has an anticipated duration of six months and the project will be bid in the March 2028 timeframe to provide ample time for coordination of traffic and closures during the summer months.

G Campus or Architectural Program Impact

In accordance with the State of Tennessee Claims and Risk Management's emphasis on updating and implementing a campus specific Water Intrusion Plan, this project seeks to identify and update HVAC and plumbing systems on campus with a specific emphasis on mitigating flooding and water intrusion in buildings.

3.1 DB70

1 **Department:** Tennessee Higher Education Commission
Institution: Middle Tennessee State University
Project: Campus Wide IT Infrastructure Updates Phase 1
City/County: Murfreesboro/Rutherford

2 **Fiscal Year:** 2027-28

3		New		Reno/Maint
☐	Capital Outlay			
☒	Capital Maintenance	0	Gross Sq.Ft.	0
☐	Disclosure	0	Net Sq.Ft.	0
☒	Designer Required	0.00	Cost/Sq.Ft.	0.00

4 Project Description:

Update and modernize campus IT infrastructure through upgrades across multiple buildings, including structured cabling, network switches, patch panels, and related components. The work addresses aging, end-of-life systems that no longer support current technology demands or performance expectations. Improvements will enhance network reliability, increase bandwidth capacity, and standardize infrastructure to current industry standards. This phase establishes a scalable foundation to support academic, administrative, and future technology needs across campus. This request represents phase 1 of a 4 phase project.

Proj. Type	Maintenance	If new const., is it in the Master Plan	No	If new will it add to E&G?	No
------------	-------------	---	----	----------------------------	----

5	Total Project	This Request	Estimated Building Construction Cost:
	5,925,000	1,975,000	0
	0		
	5,925,000	1,975,000	
	592,500	197,500	
	6,517,500	2,172,500	
	503,419	183,250	
	225,000	75,000	
	0	0	
	254,081	69,250	
	7,500,000	2,500,000	

Bid Target
 Contingency: 10.00 10.00 percent
MACC (Maximum Allowable Construction Cost) 7.72411265
 Fee: 35/LogP-1.15= 7.72411265 **renovation**
 Movable Equipment
 first other Haz Mat, Comm, Surveys
 second other
 Administration & Miscellaneous
Total Cost

6 **Funding Request:** THIS REQUEST
 7,500,000 2,500,000
 0 STATE funds
 0 FEDERAL funds
 Local and Institutional Funds

7 **Previous SBC Approved Funding:**

	fund year	description
already approved for existing SBC project	0	
	0	
	0	
plus This Request	0	
2,500,000	0	

8 **SBC Action:** If an existing project, SBC Project No.: NA

9 **Designer:** NA

3.2 Project Support Documentation sheet 1

Institution: [Middle Tennessee State University](#)

Project: [Campus Wide IT Infrastructure Updates Phase 1](#)

A. Architectural Program Scope

The scope of this project includes upgrading and modernizing campus IT infrastructure systems across multiple buildings to improve reliability, performance, and long-term supportability. Work will include the replacement and installation of structured cabling, network switches, patch panels, connectivity components and related infrastructure necessary to support current and future campus technology demands. The project will address aging and end-of-life systems that no longer meet operational, academic, and administrative requirements

B. Evidence of Physical Facility Need

The existing campus IT infrastructure in multiple buildings has reached or is approaching end-of-life status and no longer adequately supports current operational, academic, and technology demands. Aging structured cabling, network switches, patch panels, and related components have resulted in limited bandwidth capacity, reduced reliability, increased maintenance issues, and inconsistent infrastructure standards across campus. Continued reliance on outdated systems increases the risk of service interruptions and limits the university's ability to support modern instructional technologies, administrative operations, and future campus growth

C. Historical Profile

The age of buildings on campus range from nearly new to 110 years old. Due to the deterioration and functional limitations associated with aging structured cabling, buildings with infrastructure exceeding current technology and performance standards will be considered potential candidates for this project.

D. Related Requirements

N/A

E. Summary Results and Date of Physical Facilities Survey

3.3 Project Support Documentation sheet-2

Institution: [Middle Tennessee State University](#)

Project: [Campus Wide IT Infrastructure Updates Phase 1](#)

E. Cost Basis for Construction Estimate and Other Costs

Cost basis was determined from recent MTSU projects and cost estimating software.

F. Project Schedule

The project will be presented at the July 2027 SBC meeting, and July 2027 ESC Meeting for designer selection. The design has an anticipated duration of six months and the project will be bid in the March 2028 timeframe to provide ample time for coordination of traffic and closures during the summer months.

G Campus or Architectural Program Impact

The campus' IT infrastructure is a critical component of ongoing University operations and business continuity. Aging equipment can significantly impact the reliability of these systems and impede and/or restrict access to student learning environments, business accounting and procurement processes, and life safety systems. Maintaining updated IT infrastructure is a high priority for the campus.

3.1 DB70

1 Department:	Tennessee Higher Education Commission
Institution:	Middle Tennessee State University
Project:	Science Building HVAC and Exhaust Updates
City/County:	Murfreesboro/Rutherford

2 Fiscal Year: 2027-28

3	Capital Outlay	New		Reno/Maint
	X Capital Maintenance	0	Gross Sq.Ft.	0
	Disclosure	0	Net Sq.Ft.	0
	X Designer Required	0.00	Cost/Sq.Ft.	0.00

4 Project Description:

To improve the operational efficiency, system reliability, and diagnostic capability of the existing systems, this project includes addressing operational deficiencies, re-balancing and retro-commissioning existing components, and implementing new energy conservation measures. Existing HVAC components will be replaced and upgraded as necessary to facilitate the project goals.

Proj. Type	Maintenance	If new const., is it in the Master Plan	No	If new will it add to E&G?	No
------------	-------------	---	----	----------------------------	----

5 Total Project		This Request		Estimated Building Construction Cost:	
2,800,000		2,875,000			0
0				Building Construction	
				Site & Utilities	
				Built-in Equipment	
2,800,000		2,875,000		Bid Target	
280,000		287,500		Contingency:	10.00 10.00 percent
3,080,000		3,162,500		MACC (Maximum Allowable Construction Cost)	250,000.00
252,409		258,620		Fee:	35/LogP-1.15= 8.19510806
		0		Movable Equipment	renovation
75,000		75,000		first other	
0		0		second other	Haz Mat,Comm, Surveys
92,591		103,880		Administration & Miscellaneous	
3,500,000		3,600,000		Total Cost	

6 Funding Request:		THIS REQUEST	
3,500,000		3,600,000	STATE funds
0		0	FEDERAL funds
			Local and Institutional Funds

7 Previous SBC Approved Funding:		fund year	description
already approved for existing SBC project	0		
	0		
	0		
plus This Request	0		
3,600,000	0		

8 SBC Action:	If an existing project, SBC Project No.:	NA
----------------------	--	----

9 Designer: NA

3.2 Project Support Documentation sheet 1

Institution: [Middle Tennessee State University](#)

Project: [Science Building HVAC and Exhaust Updates](#)

A. Architectural Program Scope

The existing HVAC system including the air-handlers, variable volume air valves, exhaust fans, lab hoods, and control system will be upgraded and optimized for improved reliability, functionality, maintainability, and energy savings.

B. Evidence of Physical Facility Need

The Science building's 160 lab hoods must meet strict operational limits to maintain their annual certification. As HVAC systems tend to drift over time from the original test and balance values and various operational issues related to the air valves have been discovered since the building's completion, it has become necessary to re-balance and retro-commission the HVAC systems in the building to "reset" to the original design values. Valve actuators have also been cycling excessively and failing prematurely leading to higher than expected maintenance costs. Failed or outdated equipment and programming will also be addressed and replaced if necessary to achieve the energy and operational goals of the project.

C. Historical Profile

Original building was completed in 2014.

D. Related Requirements

N/A

E. Summary Results and Date of Physical Facilities Survey

SCI: 70

3.3 Project Support Documentation sheet-2

Institution: [Middle Tennessee State University](#)

Project: [Science Building HVAC and Exhaust Updates](#)

E. Cost Basis for Construction Estimate and Other Costs

Estimates were based on historical data and current capital maintenance utilities projects. Updates to the systems were selected based on a prioritized list that cataloged the deterioration of the systems.

F. Project Schedule

The project will be presented at the July 2027 SBC meeting, and July 2027 ESC Meeting for designer selection. The design has an anticipated duration of six months and the project will be bid in the March 2028 timeframe to provide ample time for coordination of traffic and closures during the summer months.

G Campus or Architectural Program Impact

The Science building includes laboratory equipment that is unique to the campus. Extended outages of lab hoods can cause a significant impact on the ability of instructors to conduct classes. The improvements in functionality and reliability of the lab exhaust systems serve a central role in providing consistent operation for the facility.

3.1 DB70

1 **Department:** Tennessee Higher Education Commission
Institution: Middle Tennessee State University
Project: Non-Commercial Building Updates Phase 1
City/County: Murfreesboro/Rutherford

2 **Fiscal Year:** 2027-28

3		New		Reno/Maint
☐	Capital Outlay			
☒	Capital Maintenance	0	Gross Sq.Ft.	0
☐	Disclosure	0	Net Sq.Ft.	0
☒	Designer Required	0.00	Cost/Sq.Ft.	0.00

4 Project Description:

Address major HVAC, electrical, plumbing, interiors, and exterior envelope for non-commercially constructed buildings on campus. This request represents phase 1 of a 2 phase project.

Proj. Type	Maintenance	If new const., is it in the Master Plan	No	If new will it add to E&G?	No
------------	-------------	---	----	----------------------------	----

5	Total Project	This Request	Estimated Building Construction Cost:
	760,000	380,000	0
	0		
	760,000	380,000	
	76,000	38,000	
	836,000	418,000	
	76,642	40,910	
	50,000	25,000	
	0	0	
	37,358	16,090	
	1,000,000	500,000	

Bid Target
 Contingency: 10.00 10.00 percent
MACC (Maximum Allowable Construction Cost)
 Fee: 35/LogP-1.15= 9.16766742 **renovation**
 0 Movable Equipment
 0 first other *Haz Mat, Comm, Surveys*
 0 second other
 Administration & Miscellaneous
Total Cost

6 Funding Request:

THIS REQUEST

1,000,000

500,000

STATE funds

0 FEDERAL funds

Local and Institutional Funds

7 Previous SBC Approved Funding:

fund year

description

already approved for existing SBC project

0

0

0

plus This Request

0

0

500,000

8 SBC Action:

If an existing project, SBC Project No.:

NA

9 Designer:

NA

3.2 Project Support Documentation sheet 1

Institution: [Middle Tennessee State University](#)

Project: [Non-Commercial Building Updates Phase 1](#)

A. Architectural Program Scope

The following non-commercially construction buildings have been acquired by the University in various states of disrepair and require varying degrees of renovation involving the HVAC, electrical, plumbing and structural systems. Interior and exterior finishes also require updates for: 1114 East Lytle St (Lytle House), 1412 East Main (University Police), 2259 Middle Tennessee Blvd. (Alumni Relations House), 209 North Baird Lane (Internal Audit), 1403 East Main Street, Woodmore/Chris Young Cafe, College Heights, 1416 East Main Street (Center for Historic Preservation), Tom H. Jackson Building, WMOT Transmitter, 2263 Middle Tennessee Blvd. (Alumni Office), 1417 East Main Street (Center for Historic Preservation)

B. Evidence of Physical Facility Need

A review of the campus' non-commercial buildings has shown that ongoing maintenance issues combined with age, general condition, past work order history, visual inspections, and lack of available replacement parts demonstrates the need for modernization.

C. Historical Profile

The age of buildings on campus range from nearly new to 110 years old. Due to the poor condition and functional degradation associated with aged non-commercial buildings, all buildings on campus with an age greater than 30 years will be considered a potential candidate for this project.

D. Related Requirements

N/A

E. Summary Results and Date of Physical Facilities Survey

1114 East Lytle St Score: 81; 1412 East Main (University Police) Score: 85; 2259 Middle Tennessee Blvd. (Alumni House) Score: 81; 209 North Baird Lane (Internal Audit) Score: 72; 1403 East Main Street Score: 85; Chris Young Café Score: 72; College Heights Score: 75; Tom H. Jackson Building Score: 79; WMOT Transmitter Score: 65, 2263 Middle Tennessee Blvd. (Alumni Office) Score: 83; 1417 East Main Street (Center for Historic Preservation) Score: 62

3.3 Project Support Documentation sheet-2

Institution: [Middle Tennessee State University](#)

Project: [Non-Commercial Building Updates Phase 1](#)

E. Cost Basis for Construction Estimate and Other Costs

Cost basis was determined from recent MTSU projects and cost estimating software.

F. Project Schedule

The project will be presented at the July 2027 SBC meeting, and July 2027 ESC Meeting for designer selection. The design has an anticipated duration of six months and the project will be bid in the March 2028 timeframe to provide ample time for coordination of traffic and closures during the summer months.

G Campus or Architectural Program Impact

N/A

3.1 DB70

1 **Department:** Tennessee Higher Education Commission
Institution: Middle Tennessee State University
Project: Multiple Bldgs. Hydronic Systems Renovations Phase 1
City/County: Murfreesboro/Rutherford

2 **Fiscal Year:** 2027-28

3		New		Reno/Maint
☐	Capital Outlay			
☒	Capital Maintenance	0	Gross Sq.Ft.	0
☐	Disclosure	0	Net Sq.Ft.	0
☒	Designer Required	0.00	Cost/Sq.Ft.	0.00

4 Project Description:

Repair and replacement of HVAC and Plumbing hydronic systems across campus. Provide water intrusion prevention, utility isolation, leak detection, and associated controls in buildings across campus in conjunction with industry best practices and the State's flood mitigation initiatives. This request represents phase 1 of a 3 phase project.

Proj. Type	Maintenance	If new const., is it in the Master Plan	No	If new will it add to E&G?	No
------------	-------------	---	----	----------------------------	----

5	Total Project	This Request	Estimated Building Construction Cost:
	1,145,000	380,000	0
	0		
	1,145,000	380,000	
	114,500	38,000	
	1,259,500	418,000	
	111,315	40,910	
	75,000	25,000	
	0	0	
	54,185	16,090	
	1,500,000	500,000	

Bid Target
 Contingency: 10.00 10.00 percent
MACC (Maximum Allowable Construction Cost)
 Fee: 35/LogP-1.15= 8.83803001 renovation
 Movable Equipment
 first other Haz Mat, Comm, Surveys
 second other
 Administration & Miscellaneous
Total Cost

6 Funding Request:

THIS REQUEST

1,500,000

500,000

STATE funds

FEDERAL funds

Local and Institutional Funds

7 Previous SBC Approved Funding:

fund year

description

already approved for existing SBC project

0

0

0

plus This Request

0

0

500,000

8 SBC Action:

If an existing project, SBC Project No.:

NA

9 Designer:

NA

3.2 Project Support Documentation sheet 1

Institution: [Middle Tennessee State University](#)

Project: [Multiple Bldgs. Hydronic Systems Renovations Phase 1](#)

A. Architectural Program Scope

The scope of this project includes repairing or replacing hydronic systems on campus related to HVAC and plumbing systems including but not limited to: piping systems, isolation valves, control valves, plumbing fixtures and flush valves, cleanouts, access ports, etc. To prevent and mitigate water intrusion and flooding in buildings on campus with the implementation of engineered strategies, leak detection devices, isolation valves, and associated controls will be incorporated in existing buildings on campus.

B. Evidence of Physical Facility Need

A review of campus hydronic systems that present ongoing maintenance issues combined with age, general condition, past work order history, visual inspections, and lack of available replacement parts demonstrates the need for modernization. Additionally, in conjunction with the State of Tennessee Division of Claims and Risk Management's emphasis on mitigating damage associated with water intrusion into buildings on campus, MTSU has developed a Water Intrusion Plan to implement various engineered leak detection and flood mitigation strategies across campus. These strategies will provide additional protection of State property and reduce the risk of water damage on campus.

C. Historical Profile

The age of buildings on campus range from nearly new to 110 years old. However, the goal of this project is to mitigate flood damage to the extent possible in all buildings on campus regardless of age. Due to the poor condition and functional degradation associated with aged hydronic systems, all buildings on campus with an age greater than 30 years will be considered a potential candidate for this project.

D. Related Requirements

N/A

E. Summary Results and Date of Physical Facilities Survey

2023 Jones Hall Score: 60; 2023 AMG Score: 70; 2023 JUB Score: 70; 2023 SFA Score: 70; 2023 EHS Score: 70; 2023 BDA Score: 70; 2023 Cope Score: 70; 2023 KUC Score: 70; 2023 Peck Hall Score: 70; 2023 Stark Ag Score: 70; 2023 Wright Music Score: 70; 2023 1417 East Main Score: 70; 209 N. Baird Ln Score: 70; 1412 East Main St. Score: 70; 2023 Fairview Bldg Score: 70; 2023 2263 Middle TN Blvd Score: 70; 2023 2259 Middle TN Blvd Score: 70

3.3 Project Support Documentation sheet-2

Institution: [Middle Tennessee State University](#)

Project: [Multiple Bldgs. Hydronic Systems Renovations Phase 1](#)

E. Cost Basis for Construction Estimate and Other Costs

Cost basis was determined from recent MTSU projects and cost estimating software.

F. Project Schedule

The project will be presented at the July 2027 SBC meeting, and July 2027 ESC Meeting for designer selection. The design has an anticipated duration of six months and the project will be bid in the March 2028 timeframe to provide ample time for coordination of traffic and closures during the summer months.

G Campus or Architectural Program Impact

In accordance with the State of Tennessee Claims and Risk Management's emphasis on updating and implementing a campus specific Water Intrusion Plan, this project seeks to identify and update HVAC and plumbing systems on campus with a specific emphasis on mitigating flooding and water intrusion in buildings.

3.1 DB70

1 **Department:** Tennessee Higher Education Commission
Institution: Middle Tennessee State University
Project: Campus Wide Sidewalk Repairs Phase 1
City/County: Murfreesboro/Rutherford

2 **Fiscal Year:** 2027-28

3		New		Reno/Maint
☐	Capital Outlay			
☒	Capital Maintenance	0	Gross Sq.Ft.	0
☐	Disclosure	0	Net Sq.Ft.	0
☒	Designer Required	0.00	Cost/Sq.Ft.	0.00

4 Project Description:

Repair and replacment of sidewalks and hardscape areas on campus to provide accessible walkways free of obstructions and impediments. This request represents phase 1 of a 3 phase project.

Proj. Type	Maintenance	If new const., is it in the Master Plan	No	If new will it add to E&G?	No
------------	-------------	---	----	----------------------------	----

5	Total Project	This Request	Estimated Building Construction Cost:
	1,145,000	380,000	0
	0		
	1,145,000	380,000	
	114,500	38,000	
	1,259,500	418,000	
	111,315	40,910	
	75,000	25,000	
	0	0	
	54,185	16,090	
	1,500,000	500,000	

Bid Target
 Contingency: 10.00 10.00 percent
MACC (Maximum Allowable Construction Cost)
 Fee: 35/LogP-1.15= 8.83803001 **renovation**
 0 Movable Equipment
 0 first other Haz Mat, Comm, Surveys
 0 second other
 Administration & Miscellaneous
Total Cost

6 Funding Request:

THIS REQUEST

1,500,000

500,000

STATE funds

0 FEDERAL funds

Local and Institutional Funds

7 Previous SBC Approved Funding:

fund year

description

already approved for
existing SBC project

0

0

0

plus This Request

0

0

500,000

8 SBC Action:

If an existing project, SBC Project No.:

NA

9 Designer:

NA

3.2 Project Support Documentation Sheet 1

Institution: [Middle Tennessee State University](#)

Project: [Campus Wide Sidewalk Repairs Phase 1](#)

A. Architectural Program Scope

To repair or replace sidewalks on campus to provide safe and accessible walkways.

B. Evidence of Physical Facility Need

Various walkways on campus have shifted and/or been compromised due to cracking and settling. Repair or replacement is needed to reduce tripping hazards and potential liability for the campus.

C. Historical Profile

N/A

D. Related Requirements

N/A

E. Summary Results and Date of Physical Facilities Survey

N/A

3.3 Project Support Documentation sheet-2

Institution: [Middle Tennessee State University](#)

Project: [Campus Wide Sidewalk Repairs Phase 1](#)

E. Cost Basis for Construction Estimate and Other Costs

Input from pricing on past projects and recent cost data from the campus' concrete contractor was used to develop the budget for this project.

F. Project Schedule

The project will be presented at the July 2027 SBC meeting, and July 2027 ESC Meeting for designer selection. The design has an anticipated duration of six months and the project will be bid in the March 2028 timeframe to provide ample time for coordination of traffic and closures during the summer months.

G Campus or Architectural Program Impact

N/A

3.1 DB70

1 **Department:** Tennessee Higher Education Commission
Institution: Middle Tennessee State University
Project: Campus Fire & Life Safety Systems Updates Phase 2
City/County: Murfreesboro/Rutherford

2 **Fiscal Year:** 2027-28

3		New		Reno/Maint
☐	Capital Outlay			
☒	Capital Maintenance	0	Gross Sq.Ft.	0
☐	Disclosure	0	Net Sq.Ft.	0
☒	Designer Required	0.00	Cost/Sq.Ft.	0.00

4 Project Description:

Upgrade fire alarm systems, fire sprinkler systems, fire loops, and all related fire and life safety systems campus wide to address MTSU's priority list in bringing these systems up to current technology and to improve the reliability and addressability of these systems. This request represents Phase 2 of a 3 phase project.

Proj. Type	Maintenance	If new const., is it in the Master Plan	No	If new will it add to E&G?	No
------------	-------------	---	----	----------------------------	----

5	Total Project	This Request	Estimated Building Construction Cost:
	4,750,000	575,000	0
	0		
	4,750,000	575,000	
	475,000	57,500	
	5,225,000	632,500	
	410,543	59,500	
	0	0	
	0	0	
	364,457	58,000	
	6,000,000	750,000	

Bid Target
Contingency: 10.00 10.00 percent
MACC (Maximum Allowable Construction Cost)
Fee: 35/LogP-1.15= 7.85727765 **renovation**
0 Movable Equipment
0 first other Haz Mat, Comm, Surveys
0 second other
Administration & Miscellaneous
Total Cost

6 Funding Request:	THIS REQUEST
6,000,000	750,000
0	0
	STATE funds
	FEDERAL funds
	Local and Institutional Funds

7 Previous SBC Approved Funding:	fund year	description
already approved for existing SBC project	2,500,000	FY 24/25 Phase 1
2,500,000	0	
plus This Request	0	
750,000	0	

8 **SBC Action:** If an existing project, SBC Project No.: NA

9 **Designer:** NA

3.2 Project Support Documentation sheet 1

Institution: [Middle Tennessee State University](#)

Project: [Campus Fire & Life Safety Systems Updates Phase 2](#)

A. Architectural Program Scope

Modernization of the Fire Alarm and Fire Sprinkler Systems shall take place in the following buildings to include, but are not limited to Chris Young Cyber Café(Woodmore), Forrest Hall and Annex , Tennessee Miller Horse Science Building and Addition , Tom Jackson Hall, and Facilities Management Building (Holmes) This is a multi-phase project that consists of the fire sprinkler and fire alarms systems in the buildings listed above as well as any systems not funded in the FY 2017-2018 Life Safety Fire Alarm System Upgrades Phase I project list.

B. Evidence of Physical Facility Need

A review of the fire alarm systems in the listed buildings has revealed that the combination of age, condition, past work order history, occurrence of repair, and lack of available replacement parts demonstrates the need for modernization.

C. Historical Profile

Systems were installed in the following years: Chris Young Cyber Café(Woodmore) N/A, Forrest Hall 1976, Tennessee Miller Horse Science Building and Addition 2005, Tom Jackson Hall 1980 and Facilities Management Building (Holmes) 1966

D. Related Requirements

N/A

E. Summary Results and Date of Physical Facilities Survey

Chris Young Cyber Café(Woodmore) 50, Forrest Hall and Annex 50, Tennessee Miller Horse Science Building and Addition 80, Tom Jackson Hall 80 and Facilities Management Building (Holmes) 70.

3.3 Project Support Documentation sheet-2

Institution: [Middle Tennessee State University](#)

Project: [Campus Fire & Life Safety Systems Updates Phase 2](#)

E. Cost Basis for Construction Estimate and Other Costs

Estimates were based on historical data and current capital maintenance utilities projects. Updates to the systems were selected based on a prioritized list that cataloged the deterioration of the systems.

F. Project Schedule

The project will be presented at the July 2027 SBC meeting, and July 2027 ESC Meeting for designer selection. The design has an anticipated duration of six months and the project will be bid in the March 2028 timeframe to provide ample time for coordination of traffic and closures during the summer months.

G Campus or Architectural Program Impact

Modern fire alarm and fire suppression systems are critical to the safety of the faculty, staff, and students on the University's campus. Upgrades and improvements to these life safety systems will provide a better means to monitor and respond to life safety events.

3.1 DB70

1 **Department:** Tennessee Higher Education Commission
Institution: Middle Tennessee State University
Project: Campus wide Access Control/Security Updates Phase 1
City/County: Murfreesboro/Rutherford

2 **Fiscal Year:** 2027-28

3		New		Reno/Maint
☐	Capital Outlay			
☒	Capital Maintenance	0	Gross Sq.Ft.	0
☐	Disclosure	0	Net Sq.Ft.	0
☒	Designer Required	0.00	Cost/Sq.Ft.	0.00

4 Project Description:

Update of campus access control and security systems including hardware, software, and system components. This request represents phase 1 of a 3 phase project.

Proj. Type	Maintenance	If new const., is it in the Master Plan	No	If new will it add to E&G?	No
------------	-------------	---	----	----------------------------	----

5	Total Project	This Request	Estimated Building Construction Cost:
	3,050,000	1,125,000	0
	0		
	3,050,000	1,125,000	
	305,000	112,500	
	3,355,000	1,237,500	
	273,046	109,540	
	225,000	75,000	
	0	0	
	146,954	47,960	
	4,000,000	1,470,000	

Bid Target 10.00 10.00 percent
MACC (Maximum Allowable Construction Cost)
Fee: 35/LogP-1.15= 8.13848631 **renovation**
 0 Movable Equipment
 0 first other Haz Mat, Comm, Surveys
 0 second other
 Administration & Miscellaneous
Total Cost

6 Funding Request:

THIS REQUEST

4,000,000

1,470,000

STATE funds

0 FEDERAL funds

Local and Institutional Funds

7 Previous SBC Approved Funding:

fund year

description

already approved for
existing SBC project

0

0

0

plus This Request

0

0

1,470,000

8 SBC Action:

If an existing project, SBC Project No.:

NA

9 Designer:

NA

3.2 Project Support Documentation sheet 1

Institution: [Middle Tennessee State University](#)

Project: [Campus wide Access Control/Security Updates Phase 1](#)

A. Architectural Program Scope

To provide new control boards, panels, servers, card readers, door hardware, door controllers, security cameras, and associated hardware and software elements required for updating the existing Lenel and Avigilon electronic access and security systems on campus.

B. Evidence of Physical Facility Need

Various components of the electronic access control and security systems on campus are in poor condition and past their anticipated service life. Lack of available of parts and ongoing service issues present operational challenges for the university. Modernization is required to provide consistently reliable serves of these critical systems.

C. Historical Profile

Most components identified for replacement are between 10-20 years old and are either at or past their anticipated service life.

D. Related Requirements

N/A

E. Summary Results and Date of Physical Facilities Survey

N/A

3.3 Project Support Documentation sheet-2

Institution: [Middle Tennessee State University](#)

Project: [Campus wide Access Control/Security Updates Phase](#)

E. Cost Basis for Construction Estimate and Other Costs

Cost data has been evaluated from recent quotes from the on-campus access control vendor.

F. Project Schedule

The project will be presented at the July 2027 SBC meeting, and July 2027 ESC Meeting for designer selection. The design has an anticipated duration of six months and the project will be bid in the March 2028 timeframe to provide ample time for coordination of traffic and closures during the summer months.

G Campus or Architectural Program Impact

N/A

3.1 DB70

1 **Department:** Tennessee Higher Education Commission
Institution: Middle Tennessee State University
Project: Campus Wide Stormwater BMP Updates
City/County: Murfreesboro/Rutherford

2 **Fiscal Year:** 2027-28

3		New		Reno/Maint
☐	Capital Outlay			
☒	Capital Maintenance	0	Gross Sq.Ft.	0
☐	Disclosure	0	Net Sq.Ft.	0
☒	Designer Required	0.00	Cost/Sq.Ft.	0.00

4 Project Description:

To address stormwater drainage system deficiencies on campus by replacing or rehabilitating existing piping infrastructure.

Proj. Type	Maintenance	If new const., is it in the Master Plan	No	If new will it add to E&G?	No
------------	-------------	---	----	----------------------------	----

5	Total Project	This Request	Estimated Building Construction Cost:
	960,000	960,000	0
	0		
	960,000	960,000	
	96,000	96,000	
	1,056,000	1,056,000	
	94,795	94,800	
	50,000	50,000	
	0	0	
	49,205	49,200	
	1,250,000	1,250,000	

Bid Target
Contingency: 10.00 10.00 percent
MACC (Maximum Allowable Construction Cost)
Fee: 35/LogP-1.15= 8.97681923 **renovation**
Movable Equipment
first other Haz Mat, Comm, Surveys
second other
Administration & Miscellaneous
Total Cost

6 Funding Request:

THIS REQUEST

1,250,000

1,250,000

STATE funds

0 FEDERAL funds

Local and Institutional Funds

7 Previous SBC Approved Funding:

fund year

description

already approved for existing SBC project

0

0

0

plus This Request

0

0

1,250,000

8 SBC Action:

If an existing project, SBC Project No.:

NA

9 Designer:

NA

3.2 Project Support Documentation sheet 1

Institution: [Middle Tennessee State University](#)

Project: [Campus Wide Stormwater BMP Updates](#)

A. Architectural Program Scope

The scope of this project includes the replacement or rehabilitation of existing stormwater piping on campus including but not limited to: subsurface drainage piping, catch basins, manholes, access ports, area drains, etc. Address ponding in low lying areas by adding storm drains as needed and ensuring proper operation of existing drains.

B. Evidence of Physical Facility Need

A review of the campus stormwater system combined with age, general condition, past work order history, and visual inspections demonstrates the need for updates.

C. Historical Profile

Given the age of the campus, some of the existing stormwater infrastructure has exceeded its anticipated service life. This is particularly the case for the portions of campus served by clay piping. All piping systems with an age of 30 years or greater will be considered a potential candidate for this project.

D. Related Requirements

N/A

E. Summary Results and Date of Physical Facilities Survey

N/A

3.3 Project Support Documentation sheet-2

Institution: [Middle Tennessee State University](#)

Project: [Campus Wide Stormwater BMP Updates](#)

E. Cost Basis for Construction Estimate and Other Costs

Estimates were based on historical data and pricing from campus contractors. Updates to the systems were selected based on a prioritized list that cataloged the deterioration of the systems.

F. Project Schedule

The project will be presented at the July 2027 SBC meeting, and July 2027 ESC Meeting for designer selection. The design has an anticipated duration of six months and the project will be bid in the March 2028 timeframe to provide ample time for coordination of traffic and closures during the summer months.

G Campus or Architectural Program Impact

N/A



**Middle Tennessee State University
Board of Trustees**

Finance and Personnel Committee

Information Item

DATE: May 19, 2026

SUBJECT: [True Blue Fusion Update](#)

PRESENTER: Drew Harpool
Vice President Business and Finance

BACKGROUND INFORMATION:

True Blue Fusion is Middle Tennessee State University's enterprise transformation initiative to modernize core administrative systems and business processes, including finance and human resources, using Oracle Cloud-based solutions. This item covers a status update on the project's overall progress, key milestones, and upcoming activities, as well as any notable risks or considerations for leadership awareness.



**Middle Tennessee State University
Board of Trustees**

Finance and Personnel Committee

Action Item

DATE: May 19, 2026

SUBJECT: [Tuition, Fees and Housing Rates](#)

PRESENTERS: Drew Harpool
Vice President for Business and Finance

BACKGROUND INFORMATION:

Under the FOCUS Act, the Tennessee Higher Education Commission (THEC) now sets a binding range in which institutions can increase undergraduate in-state tuition, as well as a binding range for the combined undergraduate in-state tuition plus mandatory fees. Materials are pending final decision on the binding tuition range scheduled for THEC's May 15, 2026 meeting.



**Middle Tennessee State University
Board of Trustees**

Finance and Personnel Committee

Action Item

DATE: May 20, 2025

SUBJECT: [Operating Budgets](#)

PRESENTER: Drew Harpool
Vice President for Business and Finance

BACKGROUND INFORMATION:

Under the FOCUS Act, the Board of Trustees is charged with approving the operating budgets and setting the fiscal policies for Middle Tennessee State University.

The Estimated Budget is the final budget for any given fiscal year and allows the University to reflect any adjustments needed for spring enrollment, additional funding provided through state appropriations, and other miscellaneous adjustments. The July Budget is the base budget for the upcoming fiscal year. It is based appropriations approved by the General Assembly for 2026-27 and a flat enrollment. It does not reflect the revenue from proposed tuition and fee increases presented in these materials, as these will be reflected in the October Budget, once approved.

The materials that follow represent the 2025-26 Estimated Budget and the 2026-27 Proposed Budget and are being presented for your review and approval.

MIDDLE TENNESSEE STATE UNIVERSITY
ANALYSIS OF BUDGET CHANGES FOR REVENUE CATEGORIES
ESTIMATED BUDGET 2025-26

Revenue	2025-26 July Budget	2025-26 October Budget	2025-26 Estimated Budget	Difference
Tuition and Fees	\$ 207,612,900	\$ 217,315,800	\$ 217,922,600	\$ 606,800
State Appropriations	149,679,100	150,594,400	150,594,400	-
Federal Grants and Contracts	1,150,000	1,150,000	1,150,000	-
Local Grants and Contracts	60,000	60,000	60,000	-
State Grants & Contracts	45,000	45,000	45,000	-
Private Grants & Contracts	282,500	282,500	285,500	3,000
Private Gifts	-	-	-	-
Sales & Services of Educ Activities	703,400	703,400	711,900	8,500
Sales & Services of Other Activities	19,891,300	21,502,200	23,153,800	1,651,600
Other Sources	<u>2,960,800</u>	<u>1,960,800</u>	<u>1,960,200</u>	<u>(600)</u>
Total Revenue	<u><u>\$ 382,385,000</u></u>	<u><u>\$ 393,614,100</u></u>	<u><u>\$ 395,883,400</u></u>	<u><u>\$ 2,269,300</u></u>

MIDDLE TENNESSEE STATE UNIVERSITY
UNRESTRICTED EDUCATION AND GENERAL EXPENDITURES BY FUNCTIONAL CATEGORY
ESTIMATED BUDGET 2025-26

	July Budget 2025-26	October Budget 2025-26	Estimated Budget 2025-26	Difference
Instruction	\$ 182,717,800	\$ 200,935,900	\$ 201,326,400	\$ 390,500
Research	6,974,700	13,560,500	13,374,200	(186,300)
Public Service	5,041,600	8,810,300	9,532,400	722,100
Academic Support	39,124,100	42,012,300	41,887,800	(124,500)
Student Services	43,291,400	47,611,400	47,135,700	(475,700)
Institutional Support	29,047,600	33,109,800	33,315,700	205,900
Operation and Maintenance	34,125,000	37,925,600	38,137,000	211,400
Scholarships and Fellowships	31,555,100	41,257,200	42,674,500	1,417,300
Transfers	10,507,700	1,876,300	1,969,700	93,400
Total	<u>\$ 382,385,000</u>	<u>\$ 427,099,300</u>	<u>\$ 429,353,400</u>	<u>\$ 2,254,100</u>

MIDDLE TENNESSEE STATE UNIVERSITY
UNRESTRICTED EDUCATION AND GENERAL EXPENDITURES BY NATURAL CATEGORY
ESTIMATED BUDGET 2025-26

	July Budget 2025-26	October Budget 2025-26	Estimated Budget 2025-26	Difference
Professional Salaries	\$ 172,676,600	\$ 176,023,600	\$ 175,841,700	\$ (181,900)
Other Salaries	28,444,500	29,383,400	\$ 29,164,700	(218,700)
Employee Benefits	73,401,200	73,718,900	\$ 74,655,400	936,500
Travel	5,336,000	5,494,000	\$ 6,489,700	995,700
Operating Expense	88,619,400	137,025,700	\$ 137,422,400	396,700
Capital Outlay	3,399,600	3,577,400	\$ 3,809,800	232,400
Transfers	10,507,700	1,876,000	\$ 1,969,700	93,700
Total	<u>\$ 382,385,000</u>	<u>\$ 427,099,000</u>	<u>\$ 429,353,400</u>	<u>\$ 2,254,400</u>

**MIDDLE TENNESSEE STATE UNIVERSITY
ANALYSIS OF BUDGET CHANGES FOR AUXILIARIES
ESTIMATED BUDGET 2025-26**

Auxiliary	2025-26 July Budget	2025-26 October Budget	2025-26 Estimated Budget	Difference
Bookstore	\$ 390,500	\$ 390,500	\$ 390,500	\$ -
Food Service	2,200,000	2,400,000	2,400,000	-
Housing	15,684,000	16,019,000	16,019,000	-
Vending	14,000	14,000	14,000	-
Recreational Center	3,101,230	3,172,230	3,172,230	-
Post Office	612,300	612,300	612,300	-
Parking Services	5,200,700	5,200,700	5,200,700	-
Residential & Commercial Rentals	100,000	100,000	100,000	-
Health Services	4,504,300	4,629,300	4,629,300	-
TN Miller Coliseum	658,200	658,200	658,200	-
Student LD Service	-	100	100	-
TOTAL	\$ 32,465,230	\$ 33,196,330	\$ 33,196,330	\$ -

MIDDLE TENNESSEE STATE UNIVERSITY
SUMMARY OF RESTRICTED CURRENT FUNDS AVAILABLE AND APPLIED
ESTIMATED BUDGET 2025-26

Revenues	2025-26 July Budget	2025-26 October Budget	2025-26 Estimated Budget	Difference
Tuition and Fees	\$ 1,400,000	\$ 1,400,000	\$ 1,900,000	\$ 500,000
Federal Grants and Contracts	47,500,000	54,000,000	53,500,000	(500,000)
State Appropriations: Centers of Excellence	461,400	461,300	461,300	-
State Appropriations: Special Allocations	489,500	489,500	489,500	-
State Grants & Contracts	51,000,000	55,000,000	58,000,000	3,000,000
Local Grants & Contracts	75,000	85,000	157,000	72,000
Private Grants & Contracts	500,000	500,000	1,000,000	500,000
Private Gifts	3,000,000	3,000,000	3,000,000	-
Endowment Income	750,000	800,000	800,000	-
Other Income	1,750,000	2,000,000	2,459,600	459,600
Total Revenues	<u>\$ 106,925,900</u>	<u>\$ 117,735,800</u>	<u>\$ 121,767,400</u>	<u>\$ 4,031,600</u>
Expenses				
Instruction	\$ 2,600,000	\$ 3,250,000	\$ 3,720,900	\$ 470,900
Research	5,000,000	6,000,000	6,350,000	350,000
Public Service	6,750,000	9,500,000	12,500,000	3,000,000
Academic Support	400,000	450,000	514,900	64,900
Student Services	4,000,000	4,750,000	4,500,000	(250,000)
Institutional Support	150,000	170,000	250,000	80,000
Operation and Maintenance	100,000	100,000	80,000	(20,000)
Scholarships and Fellowships	87,900,000	92,500,000	93,500,000	1,000,000
Auxiliary Enterprises	-	-	-	-
Total Expenses	<u>\$ 106,900,000</u>	<u>\$ 116,720,000</u>	<u>\$ 121,415,800</u>	<u>\$ 4,695,800</u>

MIDDLE TENNESSEE STATE UNIVERSITY
ANALYSIS OF BUDGET CHANGES FOR REVENUE CATEGORIES
JULY BUDGET 2026-27

	2025-26	2025-26	2026-27	Difference
	<u>October Budget</u>	<u>Estimated Budget</u>	<u>July Budget</u>	
Tuition and Fees	\$ 217,315,800	\$ 217,922,600	\$ 217,828,600	\$ (94,000)
State Appropriations	150,594,400	150,594,400	151,730,700	1,136,300
Federal Grants and Contracts	1,150,000	1,150,000	1,150,000	-
Local Grants and Contracts	60,000	60,000	60,000	-
State Grants & Contracts	45,000	45,000	45,000	-
Private Grants & Contracts	282,500	285,500	281,300	(4,200)
Private Gifts	-	-	-	-
Sales & Services of Educ Activities	703,400	711,900	703,400	(8,500)
Sales & Services of Other Activities	21,502,200	23,153,800	21,977,600	(1,176,200)
Other Sources	<u>1,960,800</u>	<u>1,960,200</u>	<u>1,958,000</u>	<u>(2,200)</u>
	<u><u>\$ 393,614,100</u></u>	<u><u>\$ 395,883,400</u></u>	<u><u>\$ 395,734,600</u></u>	<u><u>\$ (148,800)</u></u>

MIDDLE TENNESSEE STATE UNIVERSITY
UNRESTRICTED EDUCATION AND GENERAL EXPENDITURES BY FUNCTIONAL CATEGORY
JULY BUDGET 2026-27

	October Budget 2025-26	Estimated Budget 2025-26	July Budget 2026-27	Difference
Instruction	\$ 200,935,900	\$ 201,326,400	\$ 186,319,100	\$ (15,007,300)
Research	13,560,500	13,374,200	\$ 7,139,300	(6,234,900)
Public Service	8,810,300	9,532,400	\$ 5,301,000	(4,231,400)
Academic Support	42,012,300	41,887,800	\$ 40,277,200	(1,610,600)
Student Services	47,611,400	47,135,700	\$ 43,670,500	(3,465,200)
Institutional Support	33,109,800	33,315,700	\$ 30,387,000	(2,928,700)
Operation and Maintenance	37,925,600	38,137,000	\$ 35,520,200	(2,616,800)
Scholarships and Fellowships	41,257,200	42,674,500	\$ 35,222,600	(7,451,900)
Transfers	<u>1,876,300</u>	<u>1,969,700</u>	<u>\$ 11,897,700</u>	<u>9,928,000</u>
Total	<u><u>\$ 427,099,300</u></u>	<u><u>\$ 429,353,400</u></u>	<u><u>\$ 395,734,600</u></u>	<u><u>\$ (33,618,800)</u></u>

MIDDLE TENNESSEE STATE UNIVERSITY
UNRESTRICTED EDUCATION AND GENERAL EXPENDITURES BY NATURAL CATEGORY
JULY BUDGET 2026-27

	October Budget 2025-26	Estimated Budget 2025-26	July Budget 2026-27	Difference
Professional Salaries	\$ 176,023,600	\$ 175,841,700	\$ 179,191,600	\$ 3,349,900
Other Salaries	29,383,400	29,164,700	29,615,500	450,800
Employee Benefits	73,718,900	74,655,400	76,712,500	2,057,100
Travel	5,494,000	6,489,700	6,333,500	(156,200)
Operating Expense	137,025,700	137,422,400	88,595,100	(48,827,300)
Capital Outlay	3,577,400	3,809,800	3,388,700	(421,100)
Transfers	1,876,000	1,969,700	11,897,700	9,928,000
Total	<u>\$ 427,099,000</u>	<u>\$ 429,353,400</u>	<u>\$ 395,734,600</u>	<u>\$ (33,618,800)</u>

**MIDDLE TENNESSEE STATE UNIVERSITY
ANALYSIS OF BUDGET CHANGES FOR AUXILIARIES
JULY BUDGET 2026-27**

Auxiliary	2025-26 October Budget	2025-26 Estimated Budget	2026-27 July Budget	Difference
Bookstore	\$ 390,500	\$ 390,500	390,500	\$ -
Food Service	2,400,000	2,400,000	2,400,000	-
Housing	16,019,000	16,019,000	16,659,000	640,000
Vending	14,000	14,000	14,000	-
Recreational Center	3,172,230	3,172,230	3,248,030	75,800
Post Office	612,300	612,300	612,300	-
Parking Services	5,200,700	5,200,700	5,200,700	-
Residential & Commercial Rentals	100,000	100,000	100,000	-
Health Services	4,629,300	4,629,300	4,629,300	-
TN Miller Coliseum	658,200	658,200	721,200	63,000
Student LD Service	100	100	100	-
TOTAL	\$ 33,196,330	\$ 33,196,330	\$ 33,975,130	\$ 778,800

MIDDLE TENNESSEE STATE UNIVERSITY
SUMMARY OF RESTRICTED CURRENT FUNDS AVAILABLE AND APPLIED
JULY BUDGET 2026-27

	2025-26	2025-26	2026-27	
Revenues	October Budget	Estimated Budget	July Budget	Difference
Tuition and Fees	\$ 1,400,000	\$ 1,900,000	1,900,000	\$ -
Federal Grants and Contracts	54,000,000	53,500,000	53,000,000	(500,000)
State Appropriations: Centers of Excellence	461,300	461,300	464,800	3,500
State Appropriations: Special Allocations	489,500	489,500	489,500	-
State Grants & Contracts	55,000,000	58,000,000	57,500,000	(500,000)
Local Grants & Contracts	85,000	157,000	150,000	(7,000)
Private Grants & Contracts	500,000	1,000,000	1,000,000	-
Private Gifts	3,000,000	3,000,000	3,000,000	-
Endowment Income	800,000	800,000	800,000	-
Other Income	2,000,000	2,459,600	2,450,000	(9,600)
Total Revenues	<u>\$ 117,735,800</u>	<u>\$ 121,767,400</u>	<u>\$ 120,754,300</u>	<u>\$ (1,013,100)</u>
Expenses				
Instruction	\$ 3,250,000	3,720,900	3,500,000	\$ (220,900)
Research	6,000,000	6,350,000	6,000,000	(350,000)
Public Service	9,500,000	12,500,000	13,000,000	500,000
Academic Support	450,000	514,900	500,000	(14,900)
Student Services	4,750,000	4,500,000	4,500,000	-
Institutional Support	170,000	250,000	170,000	(80,000)
Operation and Maintenance	100,000	80,000	75,000	(5,000)
Scholarships and Fellowships	92,500,000	93,500,000	92,500,000	(1,000,000)
Auxiliary Enterprises	-	-	-	-
Total Expenses	<u>\$ 116,720,000</u>	<u>\$ 121,415,800</u>	<u>\$ 120,245,000</u>	<u>\$ (1,170,800)</u>

**MIDDLE TENNESSEE STATE UNIVERSITY
BUDGET SUMMARY**

	2025-26	2025-26	2026-27
	<u>Revised Budget</u>	<u>Estimated Budget</u>	<u>July Budget</u>
Beginning Fund Balance	\$ 46,976,380	\$ 46,976,380	\$ 13,857,980
Revenue	544,546,230	550,847,130	550,464,030
Expenses	<u>577,015,630</u>	<u>583,965,530</u>	<u>549,954,730</u>
Ending Fund Balance	<u><u>\$ 14,506,980</u></u>	<u><u>\$ 13,857,980</u></u>	<u><u>\$ 14,367,280</u></u>

MIDDLE TENNESSEE STATE UNIVERSITY
TSSBA DEBT SERVICE COVERAGE - DISCLOSED PROJECTS ADJUSTMENT
July Budget 2026-27

<u>Project Name</u>	<u>Total Project Budget</u>	<u>Amt. Financed by TSSBA</u>	<u>Est. Annual Debt Service</u>	<u>Est. Annual Related Fee Rev</u>
Estimated Budget:				
New Parking Structure	30,700,000	30,700,000		
Addition & Renovations to Murphy Center	119,000,000	41,000,000		
Renovations to Floyd Stadium	16,500,000	1,600,000		
Reese Smith Jr Field Turf Installation	1,500,000	1,500,000		
July Budget:				
New Parking Structure	30,700,000	30,700,000		
Addition & Renovations to Murphy Center	119,000,000	41,000,000		
Renovations to Floyd Stadium	16,500,000	16,000,000		