Middle Tennessee State University
Board of Trustees
Fall Quarterly Board Meeting

Monday, September 28, 2026
9:00 a.m.

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

Middle Tennessee State University
Board of Trustees

Fall Quarterly Board Meeting

September 28, 2026

AGENDA

Call to Order

Pledge of Allegiance

Introduction of Student-Veteran

Recognition of Men's Tennis Team

Welcome and Opening Remarks

Roll Call

Request to Address the Board

Appointment of Committee Chairs

Minutes .... Tab 1

1. June 6, 2026 Summer Board Meeting
2. July 14, 2026 Special Called Meeting

Academic Affairs, Student Life, and Athletics Committee Report and Recommendations .... Tab 2

1. Tenure
2. Appointment of Chair of Excellence
3. Advertisement for the Next University President

Audit and Compliance Committee Report and Recommendations .... Tab 3

1. Annual Report for Audit Services
2. Audit and Compliance Committee's Charter
3. Risk Assessment Reporting

Finance and Personnel Committee Report and Recommendations................................Tab 4

1. Campus Master Plan
2. Capital Disclosures

Presidential Search Update

President's Report

Closing Remarks

Executive Session – Discussion of Matters Deemed Confidential Under State Law

Adjournment

Middle Tennessee State University
Board of Trustees

MEETING:	Fall Quarterly Board Meeting
SUBJECT:	**Minutes of June 6, 2026 Summer Quarterly Board Meeting**
PRESENTER:	Chairman Stephen Smith

Background Information

- Approval of minutes of June 6, 2026 Summer Quarterly Board Meeting

MIDDLE TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

MINUTES

The Middle Tennessee State University Board of Trustees met on June 16, 2026, in the Miller Education Center Meeting Room at Middle Tennessee State University.

Call to Order and Pledge of Allegiance

Board Chair Steve Smith called the meeting to order at 1:00 p.m. Lt. Gen. (Ret.) Keith Huber led the Pledge of Allegiance.

Introduction of Student Veteran

Lt. Gen. (Ret.) Keith Huber introduced Ms. Kearra Mullinax, a United States Army combat medic, Tennessee National Guard member, single mother, and MTSU student pursuing a degree in Healthcare Administration with an anticipated Spring 2027 graduation. He noted that her military specialty, known as "68 Whiskey," reflects a commitment to treating and caring for others, and highlighted her service as a combat medic and traveling nurse during the COVID-19 pandemic.

Ms. Mullinax thanked the Board for the opportunity to speak and shared her experiences balancing military service, family responsibilities, and higher education. Currently serving at the Nashville Military Entrance Processing Station (MEPS), she remarked that many veterans feel they live two lives: one as a soldier and one as a student. To illustrate that experience, she quoted author Paulo Coelho, who wrote that a warrior may feel as though he is living two lives at once until, through courage and perseverance, those two lives ultimately become one.

Speaking on behalf of veteran and military-affiliated students, Ms. Mullinax highlighted the impact of the Charlie and Hazel Daniels Veterans and Military Family Center. She credited the Center, along with Dr. Hillary Miller and Jessica Pearson, for providing guidance, support, and a sense of belonging throughout her educational journey as a full-time service member, student, and single parent. She emphasized that the Center helps veterans navigate the transition from military service to campus life while fostering connection and community. She recalled a quote by Nelson Mandela: “Education is the most powerful weapon which you can [use to] change the world," and emphasized how the Daniel's Center does exactly that. By supporting the Daniel's Center, you are supporting the next generation with exactly that weapon.

Ms. Mullinax also reflected on attending a ceremony honoring a fallen service member and later learning that the Daniels Center had supported the event. She stated that this demonstrated the Center's impact beyond campus and its commitment to preserving the legacy and sacrifices of veterans.

In closing, Ms. Mullinax expressed pride in being both a soldier and an MTSU student. She thanked the Board for its continued support of the Daniels Center and ended with a quote from Booker T. Washington: "Success is not measured by the position one has reached in life, but as by the obstacles which he has overcome." She emphasized that each veteran who earns a degree represents perseverance, sacrifice, and a commitment to building a better future for their families and communities.

Roll Call

Board Secretary James Floyd called the roll. The following trustees were in attendance: J.B. Baker, Tom Boyd, John Floyd, Bill Jones, Steve Smith, Christine K. Vanek, Chad White, and Michai Mosby. Trustees Jimmy Granbery and Michael Wade participated in the meeting electronically. Consistent with Tennessee Code Annotated § 8-44-108(c)(3), these trustees were asked and responded in the affirmative that they could hear clearly and confirmed that no one else was in their location. Trustee Pete DeLay was absent. A quorum was declared.

President Sidney A. McPhee; Joe Bales, Vice President for University Advancement; Mark Byrnes, University Provost; 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, Vice President for Business and Finance; Brenda Burkhart, Interim Chief Audit Executive; Chris Massaro, Director of Athletics; Lt. Gen. Keith Huber, Senior Advisor for Veterans and Leadership Initiatives; Kim Edgar, Executive Assistant to the President and Chief of Staff; and James Floyd, Vice President for Legal Affairs and Board Secretary were also in attendance.

Approval of March 17, 2026, Meeting Minutes – Action

The first agenda item was the approval of the meeting minutes from March 17, 2026. Trustee Boyd motioned to approve the June 16, 2026, meeting minutes, and Trustee Baker seconded the motion. A roll call vote was taken, and the motion was approved unanimously.

Approval of Permanent Appointment of the Vice President for Student Affairs and Dean of Students – Action

Policy 808 Compensation Reporting and Approvals requires the Board of Trustees to approve the appointment and salary recommendation for Vice Presidents or other executives who report directly to the President. During the May 19, 2026, Finance and Personnel Committee meeting, President McPhee recommended the appointment of Dr. James Bridgeforth as Vice President for Student Affairs and Dean of Students, and the approval of the requested salary. The Committee unanimously approved his recommendation.

Motion

Vice Chair Vanek made the motion to approve the action item recommended by President McPhee, and Trustee Boyd seconded the motion. A roll call vote was taken, and the motion to approve the action item carried unanimously.

Statement from Dr. Bridgeforth

Chairman Smith allowed Dr. Bridgeforth to make comments. Dr. Bridgeforth expressed his gratitude to President McPhee, Dr. Grandjean, the search committee, and the Board for the opportunity to serve as Vice President for Student Affairs and Dean of Students. He stated that he was honored and excited to join MTSU and looked forward to working with students, faculty, staff, and university leadership to enhance the student experience.

Dr. Bridgeforth emphasized that student success is the central focus of modern student affairs and shared his commitment to supporting student success in the classroom, on campus, and in the community through an exceptional student experience and expanded opportunities for engagement and growth.

Dr. Bridgeforth concluded by expressing his appreciation for the opportunity to serve MTSU and his enthusiasm for the future, ending his remarks with, “Go Blue!”

<u>Approval of Permanent Appointment of the Chief Audit Executive – Action</u>

Policy 808 Compensation Reporting and Approvals requires the Board of Trustees to approve the appointment and salary recommendation for Vice Presidents or other executives who report directly to the President. During the Finance and Personnel Committee meeting on May 19, 2026, President McPhee recommended the appointment of Ms. Cynthia Ray as Chief Audit Executive. The Committee unanimously approved his recommendation.

Motion

Trustee Jones motioned to approve the action item recommended by President McPhee, and Vice Chair Vanek seconded the motion. A roll call vote was taken, and the motion to approve the action item carried unanimously.

<u>Statement from Ms. Ray</u>

Chairman Smith invited Ms. Ray to make comments. Ms. Ray expressed her appreciation to President McPhee for his recommendation and confidence in her, and thanked the Board for its support. She stated that she was honored and excited to return to MTSU as Chief Audit Executive, noting that she previously served the University for seventeen years and that MTSU holds a special place in her heart.

Ms. Ray remarked that the experiences and relationships she developed during her prior service at MTSU helped shape her both professionally and personally. She added that returning to the

University felt like coming home and expressed enthusiasm about working with the Board, university leadership, faculty, and staff to support MTSU's mission and continued success.

Committee Report: ACADEMIC Affairs, Student Life, and Athletics Committee

Committee Chair Wade reported that the Academic Affairs, Student Life, and Athletics Committee met on May 19, 2026. The Committee approved the minutes from its February 24, 2026, meeting. The committee report contained three (3) action items, unanimously approved by the Committee, for the Board's consideration. Two (2) information items before the committee included a report on the University's Reaffirmation of Accreditation with SACSCOC and an Athletics update. Materials outlining these actions were made available for review prior to the Board meeting and were contained in the Board notebooks.

Tenure and Promotion – Action

The Committee was informed that faculty members applied for tenure and/or promotion in September 2025. They were reviewed by their department chair/school director, department/school committee, college committee, college dean, provost, and president as stipulated by MTSU Policies 204 Tenure and 205 Promotion of Tenured and Tenurable Faculty, along with their respective college and department policies. The president and provost recommended that the specified candidates be granted tenure and/or promotion effective August 1, 2026. The Committee unanimously approved twenty (20) candidates recommended for tenure and forty-three (43) candidates for promotion.

Policy Revision - 204 Tenure – Action

Recent legislation required the University to distinguish between faculty tenure decisions and disciplinary actions. The proposed revisions to MTSU Policy 204 explain the procedures for disciplining faculty for adequate cause related to misconduct and/or unsatisfactory performance. The Committee unanimously approved the policy revision. After the Committee approved this policy update, the University received comments that led to additional edits to Policy 204.

Board Secretary Floyd explained that the latest edits include an introductory paragraph within the Termination for Adequate Cause section that makes clear that the University has the authority to discipline or remove faculty for cause. Also, the word “willful” was inserted in front of both “failure” and “conduct” with regard to misconduct proceedings. Furthermore, there is now a provision making clear that faculty can bring an advisor to their meeting. This is consistent with other University policies; for example, under personnel policies, staff can bring an advisor to a disciplinary meeting.

In addition, there are changes regarding the unsatisfactory performance provisions. The majority of those changes concern the timing of notice and the period during which the faculty must act. Those provisions are now in line with the misconduct provisions. Lastly, Section H.I.7(a)(iii) was revised to change the deadline of five (5) business days from receipt of written notice to ten (10) business days.

Policy Revision - 541 Residential Life and Housing – Action

References to family housing were removed because of the demolition of the Womack Lane apartments. The Committee unanimously approved the policy revision.

Motion

Trustee Wade made the motion to approve the action items recommended by the Committee, and Trustee Boyd seconded the motion. A roll call vote was taken, and the motion to approve the action items carried unanimously.

<u>Committee Report: Audit and Compliance Committee</u>

Committee Chair Boyd reported that the Audit and Compliance Committee met on May 19, 2026. The Committee approved the minutes from its February 24, 2026, meeting. The Committee report contained no action items and presented three (3) information items: the Annual Internal Audit Assurances were confirmed; one (1) external review was completed with no findings or recommendations identified; and the quarterly internal audit report, which consisted of three (3) draft investigation reports.

<u>Committee Report: Executive and Governance Committee</u>

Vice Chair Vanek reported that the Executive and Governance Committee met on May 19, 2026, and approved the minutes from its November 11, 2025, meeting. The committee report contained three (3) action items, unanimously approved by the Committee, for the Board's consideration. Two (2) information items before the committee included a legislative update and an update on the presidential search. Materials outlining these actions were made available for review prior to the Board meeting and were contained in the Board notebooks.

Policy Revision – 103 Free Speech on Campus – Action

Board Secretary Floyd presented proposed revisions required by state law that reaffirm the University's commitment to free and open expression. The revisions clarify that speech may not be restricted based on disagreement, offense, or unpopularity, while recognizing limited lawful restrictions and emphasizing the responsibility of all members of the University community to support open dialogue. Following discussion, the Committee unanimously approved the revisions to Policy 103.

Approval of Mission Profile – Action

Dr. Mary Hoffschwelle, Vice Provost for Planning and Effectiveness, explained to the committee that Tennessee Code Annotated § 49-8-101(d) requires annual submission of the institution's mission profile to the Tennessee Higher Education Commission (THEC) for review and approval. She reported that the University Planning Committee approved the proposed revisions on April 17, 2026. She noted that the changes were intended to improve accuracy and reflect the University's academic programs, student population, research activities, learning outcomes, and public service mission. The Committee unanimously approved the mission profile for submission to THEC.

Approval of Independent Investigation – Action

The Committee, acting for the Board as authorized under the Policy on Board Committees, reviewed an independent investigation into allegations of discrimination, retaliation, and a hostile work environment. The Committee unanimously accepted the Investigation's findings that none of the allegations were supported.

Motion

Vice Chair Vanek motioned to approve the action items recommended by the Committee, and Trustee White seconded the motion. A roll call vote was taken, and the motion to approve the action items carried unanimously.

<u>Committee Report: Finance and Personnel Committee</u>

Trustee Jones reported that the Finance and Personnel Committee met on May 19, 2026. The Committee approved the minutes from its February 24, 2026, meeting. The committee report contained seven (7) action items for the Board's consideration. The committee received one (1) information item regarding an update on the True Blue Fusion Project, MTSU's initiative to modernize core systems and business processes using Oracle Cloud. Materials outlining these actions were made available for review prior to the Board meeting and were contained in the Board notebooks.

The first two (2) action items considered by the committee were the permanent appointments of the Vice President for Student Affairs and Dean of Students, and Chief Audit Executive, Audit Services. Both items were presented and approved earlier in this Board meeting.

Approval of 2027-28 Capital Outlay Project Submittal – Action

The Committee reviewed the proposed MTSU capital outlay request for FY 2027-2028, which included the Aerospace Campus Phase II development in Shelbyville. The Committee unanimously approved the proposed Capital Outlay request for 2027-28.

Approval of 2027-28 Capital Disclosures – Action

The Committee considered projects requiring disclosure approval consisting of eight (8) capital projects as part of the 2027–2028 capital budget. Three (3) projects will be submitted through THEC and remain on the state disclosure list for two (2) years. The remaining five (5) projects meet state thresholds for local disclosure and, with Board approval, will be posted on the MTSU website but not included in the state budget. Disclosure indicates that the University is considering a project, but does not obligate us to proceed. The Committee unanimously approved the recommended capital disclosures.

Approval of 2027-28 Capital Maintenance Project Submittal – Action

The Committee considered capital maintenance project requests for THEC submission, which included the University's five-year capital maintenance plan and thirteen (13) capital maintenance projects for fiscal year 2027-28, totaling $24.3 million. The Committee unanimously approved the capital maintenance projects submittal.

Approval of Proposed 2027-28 Tuition, Fees, and Housing Rates – Action

Trustee Jones advised that THEC had adopted binding ranges for tuition and tuition plus mandatory fees, ranging from 0 to 4.5%. The materials outline a 4.29% tuition increase and a 4.49% combined increase scenario to support the University's remaining financial needs, mainly scholarships, faculty support, new programs, and rising costs. They also cover proposed changes to fees and housing for the Board's consideration. The Committee unanimously approved the 2026-27 Tuition, Fees, and Housing Rates.

Operating Budget – Action

The 2025-26 Estimated Budget represents the final budget for the current fiscal year. The 2026-27 Proposed July Budget serves as the base budget for the upcoming fiscal year. The Committee unanimously approved the 2025-26 Estimated Budget and the 2026-27 July budget.

Motion

Trustee Jones commented that, since the Committee meeting, he had followed public discussion and media coverage regarding tuition and fee increases at public institutions. He emphasized that affordability remains a key priority for MTSU. He noted that, even with the proposed tuition increase, the University continues to provide strong value and access for students and families. He further observed that MTSU remains competitively priced among Tennessee's public institutions and highlighted the University's significant role in workforce development and economic growth throughout the Greater Nashville region, as reflected in its graduates. Trustee Jones then moved to approve the action items recommended by the Committee, and Trustee Boyd seconded the motion.

Discussion on the motion ensued. Trustee Mosby raised concerns about the proposed increase in the athletics fee, focusing on transparency, process, and adherence to prior commitments. He noted that the athletics fee increase was not clearly reflected in the Board materials and recalled previous concerns expressed by the Student Government Association (SGA) about the lack of student consultation regarding such increases. While acknowledging the need for tuition increases, he emphasized the importance of following established procedures and maintaining accountability.

Trustee Neely echoed these concerns, stressing the value of shared governance and the importance of student and faculty input. She noted that the Board materials did not clearly identify the increase in the athletics fee or provide sufficient information on athletics funding and its relationship to University policy.

Chairman Smith acknowledged the concerns raised and explained that the Board collectively, as every member serves on the finance and personnel committee, had the opportunity to address the athletics fee increase at the committee meeting before voting to include it in the overall funding increase. In observing the short notice of the approved increase range, he asked Vice President Harpool to consider a special meeting before next year's June Board meeting to allow for a more thorough discussion of the issue, and he encouraged Trustees to participate in committee discussions.

Vice President Harpool advised that the materials are the same ones presented to the committee. Vice Chair Vanek then noted that the Board materials should be updated to accurately reflect the approved $19 athletics fee increase. Trustee Granbery then asked whether the change should be reflected in the board documents as an amendment. Board Secretary Floyd clarified that the athletics fee increase will be reflected in the committee minutes and is included in the committee recommendations presented to the Board for approval, and that documenting this discussion and forthcoming action in the Board meeting minutes would provide an adequate record. Chairman Smith concluded by reiterating the Board's responsibility to review tuition and fees and emphasizing the need for improved communication and transparency in future budget and fee discussions.

Following the discussion, a roll call vote was taken, and the motion to approve the action items carried unanimously.

Policy 618 Use of Out-of-State Undergraduate Tuition and Fee Revenues – Action

Vice President Harpool provided a summary of the proposed policy presented to comply with 2026 Public Acts, Chapter 799. This policy outlines how the University will use out-of-state undergraduate tuition fee revenue to support our overall budgeting process while mitigating costs for in-state undergraduate students.

Motion

Trustee White motioned to approve this action item, and Trustee Baker seconded the motion.

As part of the discussion, President McPhee and Vice President Harpool explained that the requirement is expected to have minimal impact on MTSU because the vast majority (approximately 91%) of our students are Tennessee residents. Trustee Neely sought clarification regarding the scope of the law and confirmed that it applies only to revenues derived from out-of-state undergraduate tuition. Board members also discussed the limited legislative guidance accompanying the new requirement.

Chairman Smith recalled prior Board discussions about reducing out-of-state tuition rates to attract additional students. He noted that analyses conducted by the University concluded that the enrollment increases necessary to offset the resulting revenue reductions would not be economically feasible. President McPhee further observed that peer institutions pursuing similar strategies had experienced significant financial challenges. The Board also discussed existing tuition incentives available to certain out-of-state students from neighboring states and agreed that a broader review of out-of-state tuition policies and recruitment strategies may be appropriate before future tuition discussions.

Following the discussion, a roll call vote was taken, and the motion to approve the action item carried unanimously.

Introduction of Student Trustee – Action

Chairman Smith expressed his appreciation for Student Trustee Michai Mosby, calling him a good role model for students over the past year. Trustee Mosby expressed his appreciation to the Chairman, President McPhee, and the Board for the opportunity to serve, noting that his experience on the Board provided valuable lessons in leadership and advocacy. He reflected on the importance of expressing differing viewpoints respectfully and encouraged the Board to remain attentive to the evolving landscape of higher education and the changing needs of students. Trustee Mosby concluded by sharing that he would continue his connection to MTSU through a full-time position on campus and expressed his pride in remaining part of the True Blue family.

Article 4.5 of the Board Bylaws states that the student representative's term will be one (1) year. President McPhee summarized the Student Trustee selection process, noting that it was managed by the Office of the Vice President for Student Affairs and the Student Government Association (SGA). Applications were submitted to the SGA Office. The SGA Executive Board reviewed the applications and selected applicants for interviews. After the interviews were conducted, the applications of the three (3) finalists were sent to the Office of the President. President McPhee personally interviewed the top applicants. Dr. McPhee personally interviewed the top candidates.

President McPhee recommended RJ Ware as the next Student Trustee. During Mr. Ware's time as an undergraduate at MTSU, he has been an exceptional leader amongst his peers, including serving as SGA President. Aside from being academically accomplished, he participated in numerous activities across campus. Mr. Ware graduated this past May with an undergraduate degree and is now pursuing his graduate studies.

Motion
Vice Chair Vanek motioned to approve the action item recommended by the President, and Trustee White seconded the motion. A roll call vote was taken, and the motion to approve the action item carried unanimously.

Student Trustee Ware expressed his appreciation for the opportunity to serve the University as a student trustee. He thanked President McPhee for his confidence in him, the Student Government Association Executive Board and its advisor, Dr. Danny Kelley, for their nomination, and outgoing Student Trustee Michai Mosby for his assistance during the transition. Trustee Ware stated that he was honored to assume the role and looked forward to representing the student perspective in the Board's work and decision-making.

Presidential Search Update - Action
Chairman Smith reported that, at its previous meeting, the Board authorized the Executive and Governance Committee to identify and select an executive search firm to assist with the presidential search process. He noted that eighty-two (82) firms were initially reviewed. Applying the Committee's criteria, including recent experience in placing a university president, reduced the pool to fifteen (15) firms, from which six (6) were selected for interviews.

Chairman Smith, Vice Chair Vanek, and Trustee Boyd conducted in-person interviews with the six (6) finalist firms and subsequently narrowed the field to two (2) finalists for additional interviews. Vice Chair Vanek reported that the evaluation process also included comprehensive reference checks, with Committee members speaking directly with institutions that had recently utilized the firms for executive-level searches.

Chairman Smith further reported that, pursuant to Tennessee Code Annotated § 49-7-154, the Board must establish the search process, a timeline, and a statement of qualifications for the position before initiating a presidential search. Accordingly, the Committee presented a proposed search process, timeline, and statement of qualifications for the Board's consideration. He noted that these materials remain subject to revision but are intended to enable the Board to proceed with selecting a search firm and commencing the search process.

Chairman Smith emphasized the Committee's commitment to conducting the search in accordance with all applicable legal requirements, established procedures, and Board protocols.

Motion

Chairman Smith motioned to approve the search process, timeline, and statement of qualifications, and Vice Chair Vanek seconded the motion. A roll call vote was taken, and the motion to approve the action item carried unanimously.

<u>The President's Report</u>

President McPhee thanked the Board for the opportunity to provide updates on key University activities and initiatives since the Board's previous meeting.

<u>Recruitment, Enrollment, and Admissions</u>

President McPhee reported that the University had admitted more than ten thousand two hundred (10,200) first-time freshmen and over two thousand one hundred (2,100) transfer students for the upcoming academic year. He noted that recruitment and yield efforts would continue throughout the summer and that seventeen (17) first-year orientation sessions were scheduled to assist students with registration and transition to campus. University convocation for these students will be held on August 22, 2026, in the Murphy Center, followed by Fan Day at Floyd Stadium.

President McPhee also highlighted the dedication of faculty and staff involved in recruitment, admissions, and registration efforts, recognizing Dr. Laurie Witherow and her team for their leadership and service to prospective students and families.

Cyber Range

President McPhee announced that the University secured five million dollars ($5,000,000.00) in state appropriations to support cyber range operations during its first five (5) years, along with an additional eight hundred thousand dollars ($800,000.00) for initial infrastructure development. He reported that space within the Miller Education Center had been identified for the project and explained that the cyber range is intended to enhance student learning, recruitment, workforce development, and industry partnerships throughout Middle Tennessee.

National Recognition

President McPhee highlighted several recent national recognitions the University has received in support of the Board's strategic goal of enhancing MTSU's national profile. Since the previous Board meeting, MTSU was ranked No. 1 among Tennessee MBA programs by Research.com; No. 1 in Tennessee for animation for the third consecutive year by Animation Career Review; and No. 1 nationally for bachelor's degree programs in cybersecurity management by Programs.com. In addition, MTSU was ranked No. 6 nationally for online master's degree programs in library science and No. 9 nationally for online master's degree programs in training and development by OnlineMasters.com. The University's film and video program was also ranked No. 10 nationally by the Festival of Media Arts. President McPhee stated that these rankings reflect the quality of MTSU's academic programs and are a source of pride for the University community.

State Building Commission Requests

President McPhee and Vice President Drew Harpool presented to the State Building Commission a request for approval of the hotel and the Reeves Smith Jr. field turf installation. Both projects were unanimously approved to move forward. These approvals represent an important milestone in advancing our campus infrastructure and enhancing student and community engagement opportunities.

Quantum Initiative

President McPhee introduced Dr. Hanna Terletska, Associate Professor and Director of the QRISE Center, who delivered a presentation entitled “Quantum at MTSU: Building Tennessee’s Quantum Workforce and Innovation Ecosystem.”

Dr. Terletska explained that quantum technology represents the next major technological revolution, comparable to the transformative impact of the steam engine, electricity, and the internet. While quantum technologies remain in the early stages of development, she noted that they have the potential to fundamentally change computing, communications, cybersecurity, advanced manufacturing, and scientific discovery. She emphasized that today’s laboratory-based technologies could become foundational infrastructure in the future, creating significant economic and workforce opportunities.

Dr. Terletska described the international race to lead quantum innovation, noting that governments and private industry worldwide are investing billions of dollars in quantum research and development. She stated that quantum technologies could generate trillions of dollars in global economic value over the coming decade and that leadership in the field will have important implications for economic competitiveness, national security, and technological advancement.

Dr. Terletska reported that Tennessee has positioned itself as a national leader through the Tennessee Quantum Initiative (TQI), a collaborative effort involving higher education institutions, government agencies, national laboratories, and private industry. She noted that

MTSU has a unique opportunity to serve as the Middle Tennessee anchor for workforce development, research, innovation, and commercialization efforts associated with the initiative.

Dr. Terletska highlighted MTSU's recently executed memorandum of understanding with Middle Tennessee Electric (MTE), describing the partnership as a significant step toward expanding the University's quantum infrastructure and research capabilities. Through the partnership, MTSU will gain access to resources and infrastructure necessary to advance quantum research, enhance educational opportunities, and strengthen connections with industry partners. She explained that the long-term goal is to move quantum technologies from research laboratories into commercial applications while creating opportunities for students, faculty, and industry stakeholders.

She further stated that MTSU is working to establish a regional quantum innovation ecosystem that will support workforce development, attract investment, and expand research activity throughout Middle Tennessee. As part of that vision, the University aims to develop a Quantum Innovation Park in Middle Tennessee, bringing together researchers, students, entrepreneurs, industry partners, and emerging technology companies in a collaborative environment focused on quantum research, commercialization, and workforce training. Dr. Terletska noted that the initiative is designed to position the region as a hub for quantum innovation while producing the highly skilled workforce needed to support the industry's continued growth.

Government Relations Liaison Bill Ketron addressed the Board and emphasized the significance of quantum research and development to Tennessee's future economic competitiveness. He discussed the substantial investments being made by the State of Tennessee and private industry and remarked that quantum technology has the potential to be one of the most transformative developments of the coming decades. Mr. Ketron also highlighted Tennessee's growing leadership in the field and encouraged continued support for the University's efforts to expand its role in quantum education, research, workforce development, and innovation.

Board of Trustees Sunset Hearing

President McPhee advised that the Comptroller's office has confirmed MTSU's Board of Trustees sunset hearing before the Education, Health and General Welfare Joint Evaluation Committee of the Government Operations Committee for Wednesday, June 17, 2026. In advance of this Board meeting, President McPhee, Board Secretary Floyd, and Vice President Bales met with Chairman Jackson and legislative staff in preparation for the review and expressed optimism regarding the Board's continued authorization for another four (4) years.

Tennessee State University (TSU) Campus Visit

President McPhee concluded by reporting that President Tucker and approximately 100 Tennessee State University employees visited the MTSU campus on June 15, 2026, to learn about University operations and best practices. He described the visit as productive and noted both institutions' interest in continuing their collaborative relationship.

Executive Session

Chairman Smith transitioned the meeting to a non-public executive session to discuss confidential matters. At the conclusion of the non-public executive session, he reconvened the public meeting.

Amendment to the Agenda – Action

Board Secretary Floyd proposed amending the agenda to include the recommendation on seating at the Murphy Center under New Business.

Motion

Trustee White motioned to approve the action item, and Trustee Jones seconded the motion. A roll call vote was taken, and the motion to approve the action item carried unanimously. Trustee Wade was absent.

Recommendation on Murphy Center Seating – Action

Chairman Smith advised that the Lightning Zone Committee, which has no authority and no funding, has made a recommendation to the University regarding seating at Murphy Center. Trustee Boyd explained that the Committee reviewed three (3) scenarios and recommends moving forward with the option that provides for seven thousand (7,000) seats, including six (6) sky or box suites and bleachers behind six (6) sections. The total number of seating would be seven thousand (7,000), excluding the floor seating, which is probably an additional thousand (1,000) seats.

Motion

Trustee Boyd motioned to approve the action item, and Trustee Baker seconded the motion. A roll call vote was taken, and the motion to approve the action item carried unanimously. Trustee Wade was absent.

Adjournment

Chairman Smith adjourned the meeting at 4:19 p.m.

Respectfully submitted,

James C. Floyd

James C. Floyd, Board Secretary

Middle Tennessee State University
Board of Trustees

MEETING: Fall Quarterly Board Meeting

SUBJECT: **Minutes of July 14, 2026 Special Called Board Meeting**

PRESENTER: Chairman Stephen Smith

Background Information

- Approval of minutes of July 14, 2026 Special Called Meeting

MIDDLE TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

MINUTES

The Middle Tennessee State University Board of Trustees met electronically on July 14, 2026, for a special called meeting.

Call to Order

Vice Chair Christine Vanek called the meeting to order at 1:00 p.m.

Roll Call

Board Secretary James Floyd called the roll. The following trustees were in attendance: J.B. Baker, Tom Boyd, Pete DeLay, Jimmy Granbery, Bill Jones, Kari Neely, Steve Smith, Christine Vanek, Michael Wade, Chad White, and RJ Ware. Consistent with Tennessee Code Annotated § 8-44-108(c)(3), the trustees were asked and responded in the affirmative that they could hear clearly and confirmed that no one else was in their location. Chairman Smith noted his IT assistant may be present at times. A quorum was declared. Trustee John Floyd was absent.

Kim Edgar, Executive Assistant to the President and Chief of Staff, and Lt. Gen. Keith Huber, Senior Advisor for Veterans and Leadership Initiatives, also participated electronically in the meeting.

Approval of Presidential Search Committee – Action

The first action item on the agenda was approval of the Presidential Search Committee. Chairman Smith explained that he has decided to name the Board in its entirety, along with General Huber, to serve on the Presidential Search Committee. Board Secretary Floyd confirmed that he has documented all the trustees, along with General Huber, as part of the Search Committee.

Motion

Trustee DeLay motioned to approve the action item, and Trustee Vanek seconded the motion. A roll call vote was taken, and the motion to approve the action item carried unanimously.

<u>Approval of Executive Search Firm – Action</u>

At Chairman Smith's request, Trustee Boyd provided a summary of the search firm selection process previously reviewed by the Board at its June 16, 2026, meeting. Trustee Boyd reported that more than eighty (80) executive search firms were reviewed, the field was narrowed to twelve (12) firms for further review, six (6) firms were selected for in-person interviews, and second-round interviews were conducted with two (2) finalists before the Executive and Governance committee made its recommendation.

Trustee Boyd reported that the Committee selected Korn Ferry, the world's largest search firm. He noted that the Committee was particularly impressed with the qualifications and experience of the proposed lead consultant, Dr. Josh Ward, and that reference checks conducted by Committee members yielded overwhelmingly positive feedback on his work and effectiveness in higher-education executive searches.

Trustee Granbery inquired about Korn Ferry's recent experience conducting presidential searches at institutions comparable to MTSU. Trustee Boyd responded that the finalist firms all possessed significant experience with presidential searches at institutions ranging from major research universities to institutions considered peers of MTSU. Vice Chair Vanek cited several institutions included in Korn Ferry's proposal, including Texas A&M University, the University of South Florida, the University of Florida, Carnegie Mellon University, Texas Christian University, and the University of Texas at Dallas. She further noted that the firm had completed numerous senior-level academic searches, including placements for provosts, executive vice presidents, and deans at major universities. Based on the firm's successful track record, extensive experience in higher education, and broad candidate network, the Committee concluded that Korn Ferry was well positioned to support the University's presidential search. Vice Chair Vanek also recommended that Board members receive copies of the materials submitted by Korn Ferry during the selection process.

Trustee Granbery commented that the institutions identified by Vice Chair Vanek reflected strong peer and aspirational comparisons for the University.

Chairman Smith, Vice Chair Vanek, and Trustee Boyd reported that they had personally conducted reference checks on the finalist firms. Chairman Smith requested that all trustees be provided copies of Korn Ferry's proposal and contract following the meeting. He noted that executive search firms generally proposed similar fee structures. At the same time, Trustee Boyd stated that the Committee had successfully negotiated a favorable cost arrangement in keeping with its fiduciary responsibilities.

Vice Chair Vanek stated for the record that Dr. Josh Ward, a partner with Korn Ferry who holds a Ph.D., would serve as the University's primary contact throughout the search process. Trustee Boyd added that Dr. Ward had demonstrated a strong commitment to attending meetings and conducting the search process in person whenever possible, which was an important consideration for the Committee.

Chairman Smith concluded the discussion by noting that Korn Ferry recommended utilizing a series of smaller stakeholder focus groups rather than a large search committee. He stated that this approach would allow the University to obtain meaningful input from a broad range of constituents, including faculty, staff, students, community leaders, elected officials, and business representatives, while maintaining an efficient and effective search process.

Motion

Trustee Granbery motioned to approve the action item, and Trustee DeLay seconded the motion. A roll call vote was taken, and the motion to approve the action item carried unanimously.

<u>Approval of Update to Presidential Search Process, Timeline, and Statement of Qualifications – Action</u>

Chairman Smith explained that the search process and timeline had not yet been finalized because the Search Committee wanted to consult with the newly selected search firm, Korn Ferry, regarding best practices before establishing specific milestones and deadlines.

Chairman Smith reported that each of the search firms interviewed expressed confidence that the University could successfully complete the search and appoint a new president by January 1, 2027. However, candidate selection will not be driven by a timeline. He stated that the Search Committee would work closely with Korn Ferry and the firm's lead consultant, Dr. Josh Ward, to develop a realistic and effective timeline for the search.

Chairman Smith further noted that the Committee would continue to evaluate and refine the Presidential Search Process, Timeline, and Statement of Qualifications as discussions with the search firm progress and would keep the Board informed as the search plan is finalized.

Motion

Trustee White motioned to approve the action item, and Trustee DeLay seconded the motion. A roll call vote was taken, and the motion to approve the action item carried unanimously.

<u>Approval of Amendments to the Statement of Qualifications – Action</u>

Vice Chair Vanek presented two proposed amendments to the Presidential Statement of Qualifications recommended by the Presidential Search Committee. She explained that the first amendment would move the concluding paragraph to the beginning of the document to better frame the position and the University's expectations for prospective candidates.

Vice Chair Vanek further explained that the second amendment, based on a recommendation from Trustee Boyd, would clarify that while the University seeks candidates who demonstrate strength across the qualifications, characteristics, and experiences identified in the statement, candidates are not expected to possess every qualification listed. The proposed language recognizes that otherwise highly qualified candidates may have particular strengths in several key areas while also demonstrating the capacity and aptitude to be successful in other aspects of the position. The committee concluded that such candidates should remain eligible for consideration during the search process.

Motion

Trustee White motioned to approve the action item, and Trustee DeLay seconded the motion. A roll call vote was taken, and the motion to approve the action item carried unanimously.

<u>Adjournment</u>

Chairman Smith adjourned the meeting at 1:24 p.m.

Respectfully submitted,

James Floyd, Vice President for Legal Affairs and Board Secretary

Middle Tennessee State University
Board of Trustees

MEETING: Fall Quarterly Board Meeting

SUBJECT: **Academic Affairs, Student Life, and Athletics Committee**

DATE: September 28, 2026

PRESENTER: Michael Wade
Committee Chair

Action Items:

- Tenure
- Appointment of Chair of Excellence
- Advertisement for the Next University President

Middle Tennessee State University
Board of Trustees

Approval of: Tenure

BACKGROUND INFORMATION:

The University occasionally finds it necessary to recommend tenure and/or promotion outside the typical review calendar. The following faculty members have been reviewed by their department and college committees, department chairs, and college deans, according to MTSU Policy 204 Tenure and their respective college and department policies. The President and Provost recommend that tenure be granted effective September 28, 2026.

Name	Department	Rank
Fidan, Ismail	Engineering Technology	Professor
Rhoten, Bethany	Nursing	Professor

Middle Tennessee State University
Board of Trustees

Approval of: Appointment of the Chair of Excellence

BACKGROUND INFORMATION:

The primary mission of The Carl Adams Chair of Excellence in Health Care Services is to:

- Strengthen the working relationships between MTSU's programs in health and human services and the regional health care community
- Enhance and continuously improve the image of MTSU at the regional, national and international level
- Enhance the academic, research, and service programs by involving faculty members in health and human service programs to ensure the continuous improvement of their skills and the relevancy and immediacy of the materials they impart to students
- Make Middle Tennessee State University an institution of choice for those wishing to pursue careers in health and human services

Attached is the recommendation of the Vice Provost for Research, the Provost, and the President to appoint Dr. Linda Gibson-Young as the holder of The Carl Adams Chair of Excellence in Health Care Services.

Office of the Vice Provost for Research
Dean, College of Graduate Studies
MTSU Box 42
Sam H. Ingram Building, First Floor
2269 Middle Tennessee Boulevard
Murfreesboro, TN 37132
o: 615-898-2840 • f: 615-904-8020

MIDDLE TENNESSEE STATE UNIVERSITY

MEMO

From: David L. Butler, Vice Provost for Research and Dean, College of Graduate Studies

To: Sidney A. McPhee, President

Through: Mark Byrnes, University Provost

Date: July 14, 2026

Subject: Appointment of Dr. Linda Marie Gibson-Young as Holder of the Adams Chair of Excellence in Health Care Services

With this memo, I formally request that you approve the appointment of Dr. Linda Marie Gibson-Young as holder of the Adams Chair of Excellence in Health Care Services and recommend approval of the appointment by the Middle Tennessee State University Board of Trustees.

Dr. Gibson-Young is a nationally distinguished nurse scholar, educator, advanced-practice clinician, and community health leader. She currently serves as a tenured Professor and the Dr. Bill Lazenby Endowed Professor in Auburn University's College of Nursing. She earned a Ph.D. in Child and Family Health Nursing, an M.S.N., post-master's preparation as a nurse educator, a B.S.N., and an M.B.A. She is a board-certified Family Nurse Practitioner and a Certified Asthma Educator, and she holds Rural Health Provider Certification. Her combination of clinical expertise, academic leadership, business preparation, and community-engaged scholarship is exceptionally well aligned with the interdisciplinary responsibilities of the Adams Chair.

Over a career spanning more than two decades, Dr. Gibson-Young has developed a respected program of scholarship, clinical practice, and public engagement focused on rural and underserved populations, pediatric asthma, school-based health, telehealth, population health, chronic disease prevention, community health workers, and health equity. She has held academic appointments at Auburn University, Texas A&M University–Corpus Christi, the University of Central Florida, and the University of Alabama at Birmingham. Her academic experience is complemented by significant clinical practice as a Family Nurse Practitioner in pediatric pulmonary, primary care, and community settings.

Her record of sponsored activity is particularly compelling. Dr. Gibson-Young has served as principal investigator, co-principal investigator, project director, or co-investigator on research and outreach initiatives supported by the Centers for Disease Control and Prevention and the Alabama Department of Public Health, the United States Department of Agriculture, the Health Resources and Services Administration, the National Heart, Lung, and Blood Institute, Blue Cross Blue Shield, the Russell Medical Foundation, the Hill Crest Foundation, and other public and private sponsors. Her work includes the Auburn Rural Community Health Initiative, the Alabama Cardiovascular Health Program, TigerCHAT and related school-based health initiatives, advanced nursing education, rural telehealth expansion, community health worker programming, and pediatric asthma research and education. These projects demonstrate her ability to build durable partnerships, secure external support, and translate scholarship into sustainable programs that improve health care access, prevention, education, and outcomes.

Dr. Gibson-Young also brings a substantial record of scholarly productivity, teaching, and mentorship. Her work has appeared in respected publications, including *The Journal of Rural Health*, *Journal of Asthma*, *Journal of School Nursing*, *Journal of Pediatric Nursing*, *Journal of American College Health*, and *Health Science Reports*. Her scholarship addresses clinically and socially significant issues such as childhood asthma management, rural cardiovascular health, school-based interventions, electronic cigarette use, personal protective equipment, health literacy, and access to care. She has mentored undergraduate, honors, master's, doctoral, and interdisciplinary students and has contributed to the development of junior faculty through collaborative grants, publications, presentations, and community-engaged projects.

Her professional recognition reflects the national stature she would bring to MTSU. Dr. Gibson-Young is a Fellow of the American Academy of Nursing, a Fellow of the American Association of Nurse Practitioners, and a Fellow of the National Academies of Practice. Her honors include Auburn University's Award for Excellence in Faculty Outreach, the President's Outstanding Collaborative Units Award for the Rural Health Initiative, the Daisy Award for Graduate Teaching, the Lillian Holland Harvey Award, and recognition for outstanding contributions to advancing health equity. She also has an extensive record of professional and community leadership, including service with the Alabama Asthma Coalition, Asthma Camp Eagle, the Alabama State Nurses Association, and national nursing and interprofessional organizations.

Dr. Gibson-Young is an especially attractive candidate for the Adams Chair because her career has consistently connected universities, health care providers, schools, public agencies, nonprofit organizations, and communities in addressing complex health challenges. The mission of the Adams Chair calls for strengthening relationships between MTSU's health and human services programs and the regional health care community; enhancing the University's academic, research, and service programs; elevating MTSU's regional, national, and international reputation; and helping make the University an institution of choice for students pursuing careers in health and human services. Dr. Gibson-Young's experience and accomplishments directly support each of these goals.

As holder of the Adams Chair, Dr. Gibson-Young would be positioned to expand interdisciplinary health research, develop new clinical and community partnerships, strengthen health workforce initiatives, particularly in rural areas, create additional opportunities for students and faculty, attract external funding, and extend MTSU's impact throughout Middle Tennessee and beyond. She brings the rare combination of scholarly credibility, clinical experience, administrative skill, public engagement, and collaborative leadership needed to advance both the legacy and the future direction of the Adams Chair of Excellence in Health Care Services.

I encourage you to approve Dr. Gibson-Young's appointment as holder of the Adams Chair of Excellence in Health Care Services and to forward the appointment to the MTSU Board of Trustees for final approval.

APPROVED:

Mark Byrnes — 7/15/26
Mark Byrnes
University Provost
Date

Sidney McPhee — 7/21/26
Sidney A. McPhee
President
Date

Middle Tennessee State University
Board of Trustees

Approval of: Advertisement for the Next University President

BACKGROUND INFORMATION:

The Board of Trustees is charged with conducting a comprehensive national search, in partnership with executive search firm Korn Ferry, to identify and appoint the next President of MTSU. The Presidential Search Committee, consisting of the entire Board of Trustees plus retired Army Lt. Gen. Keith Huber, MTSU's senior advisor for veterans and leadership initiatives, has finalized its position profile and advertisement, both of which are now publicly accessible on the MTSU Presidential Search Process webpage.

Presidential Search

Middle Tennessee State University

Position Description – September 2026

Position	President
Institution	Middle Tennessee State University
Location	Murfreesboro, Tennessee
Reporting Relationship	Board of Trustees
Institutional Website	Middle Tennessee State University

THE OPPORTUNITY

Middle Tennessee State University (MTSU) has launched a national search for its next President and welcomes nominations and applications.

The successful candidate will combine strategic, visionary leadership with operational discipline to ensure that the University continues to adapt to evolving educational, economic, and workforce needs, guiding MTSU confidently into its next era of growth and distinction. The successful candidate will also bring a record of distinguished executive leadership and a demonstrated capacity to lead a complex institution as its chief executive officer.

Reporting directly to the Board of Trustees, the President will exhibit the vision, judgment, and collaborative leadership necessary to advance the University's mission, strengthen its academic reputation, and enhance its institutional impact. The President will demonstrate exceptional interpersonal, communication, and leadership skills, with a proven ability to build trust and collaborate across a broad range of constituencies, including students, faculty, and staff. They will be a visible, ethical leader committed to public higher education who fosters a culture of integrity, transparency, and accountability across the institution. They will champion initiatives that improve student success; support outstanding teaching, research, scholarship, and athletics; and ensure that academic programs align with workforce and societal needs.

The successful candidate will also be an effective University ambassador, with a proven ability to build and sustain strong relationships with state, local, and federal leaders, alumni, donors, industry partners, and community stakeholders. The ability to navigate complex political and regulatory environments is critical, as is the capacity to advance the University's interests with credibility and effectiveness. Additionally, the successful candidate will bring demonstrated experience in leading comprehensive advancement efforts, possessing the ability to cultivate relationships to support strategic priorities. The ideal candidate will also possess experience working with governing boards, leading large and complex organizations, and managing significant financial resources.

The President will demonstrate a strong ability to operate effectively within shared governance structures while ensuring organizational clarity, accountability, and alignment with institutional priorities. They will demonstrate the ability to implement Board directives, provide consistent and transparent reporting on institutional performance, and communicate the University's mission and value proposition clearly and persuasively to varied audiences.

The successful candidate will also possess significant executive-level management experience, including a demonstrated capacity to make strategic decisions affecting complex organizations.

This includes providing clear direction and oversight to ensure effective, efficient operations, appropriately delegating authority while maintaining accountability, and demonstrating strong business acumen. A thorough understanding of financial management, including budgeting and financial reporting, is required to ensure sound fiscal stewardship and long-term sustainability.

While the successful candidate is expected to demonstrate proficiency across all desired qualifications, the search committee recognizes that professional strengths often vary across competencies. MTSU welcomes candidates whose experience and expertise may be particularly strong in some qualification areas and developing in others, provided they demonstrate the aptitude, commitment, and willingness to continue growing and expanding their capabilities.

ABOUT MTSU

Middle Tennessee State University, founded in 1911 and situated at the geographic center of the state in Murfreesboro, is a comprehensive university that embraces its role as a preferred destination for Tennessee undergraduates while expanding its reach nationally and internationally through signature programs and select master's and doctoral programs.

With an enrollment of more than 20,000 students and 300+ majors and concentrations, MTSU is the largest locally governed university in Tennessee. It is the No. 1 producer of graduates for the Greater Nashville economy; a top choice for first-generation and transfer students, a leader in adult degree completion programs; and home to the Charlie and Hazel Daniels Veterans and Military Family Center, one of the largest and most comprehensive facilities of its kind on a college campus. Academic programs and support units are organized within the College of Basic and Applied Sciences, College of Behavioral and Health Sciences, Jennings A. Jones College of Business, College of Education, College of Graduate Studies, College of Liberal Arts, Scott Borchetta College of Media and Entertainment, University College, University Honors College, and the James E. Walker Library.

MTSU Online features 80 fully online majors, concentrations, and certificates, offering accessible and engaging educational experiences you can access from anywhere in the world. It is delivered by our renowned faculty and backed by comprehensive student support.

MTSU has been named to *The Princeton Review's* list of the Best Colleges in the U.S. eight years in a row. It is also featured on the best colleges lists of *The Wall Street Journal, Forbes,* and *U.S. News and World Report*. MTSU has graduated more than 165,000 students. The University has grown from a campus of 100 acres, 125 students, and a faculty of 19, to an academic community of over 500 acres, more than 20,000 students, and a faculty of about 1,200. Despite experiencing significant growth over its history, MTSU maintains a clear focus on its students and the other constituencies it serves.

More information about MTSU is available online through the following links:

- Academic Affairs and Office of the Provost
- Academic Programs
- Administration
- Alumni
- Athletics
- Awards and Recognition
- Board of Trustees
- Budget and Financial Planning
- Campus Life and Student Affairs
- Colleges, Schools, and Departments
- Foundation
- History
- MTSU Daniels Veterans and Military Family Center
- MTSU Magazine.
- Office of the President
- Research and Scholarship
- Strategic Plan 2035
- True Blue

HOW TO APPLY

MTSU has retained the services of Dr. Josh Ward at the executive search firm Korn Ferry. To apply for the position, candidates should submit the following via e-mail:

1. An up-to-date and detailed curriculum vitae

2. A brief letter of interest (2-4 pages) describing why you are interested in becoming the next President of MTSU, why you would be successful based on your professional and/or lived experience, and why now is a good time for you to consider this opportunity.

For priority consideration by the search committee, please e-mail all application materials as separate PDFs by **October 15, 2026** to Josh.Ward@KornFerry.com.

KORN FERRY CONTACT

Josh Ward, PhD
Senior Client Partner
Education | Academic Medicine | Law
Korn Ferry
(405) 640-3994
Josh.Ward@KornFerry.com

MTSU is an equal opportunity employer. Proof of U.S. citizenship or eligibility for U.S. employment is required before employment (Immigration Control Act of 1986). MTSU is a Tobacco & Drug-Free campus. This position requires a criminal background check. For individuals requiring reasonable accommodation to apply: In compliance with the Americans with Disabilities Act Amendments Act (ADAAA), if you have a disability and *would like to request an accommodation to apply for a position with MTSU, please call 615-898-2929 or email hrs@mtsu.edu. This document has been prepared based on the information provided by MTSU. The material presented in this leadership profile should be relied on for informational purposes only. While every effort has been made to ensure the accuracy of this information, the original source documents and information provided by MTSU would supersede any conflicting information in this document.*

Middle Tennessee State University
Board of Trustees

MEETING:	Fall Quarterly Board Meeting
SUBJECT:	**Audit and Compliance Committee**
DATE:	September 28, 2026
PRESENTER:	Tom Boyd Committee Chair

Action Items:

- Annual Report for Audit Services
- Audit and Compliance Committee's Charter
- Risk Assessment Reporting

Middle Tennessee State University
Board of Trustees

Approval of: Annual Report for Audit Services

BACKGROUND INFORMATION:

TCA 49-14-102 and the MTSU Board of Trustees Bylaws and Policy on Board Committees require an annual comprehensive report on the internal audit function to be submitted for the Committee's review.

MTSU Policy 70, Internal Audit, Section VII.C. requires approval of the audit plan by the Audit and Compliance Committee. The Internal Audit Plan for Fiscal Year 2027 is included on page nine of the annual report.

AUDIT SERVICES

Annual Report Fiscal Year 2026

Audit Services
1301 East Main Street
Murfreesboro, Tennessee 37132
o: (615) 898-2914

MIDDLE TENNESSEE STATE UNIVERSITY

August 10, 2026

MTSU Board of Trustees
Audit and Compliance Committee

Dr. Sidney A. McPhee, President
Middle Tennessee State University
1301 East Main Street
Murfreesboro, TN 37132

Trustees and Dr. McPhee:

Enclosed is the annual report for Audit Services for FY26. A yearly report of audit work is required by TCA 49-14-102 and the Bylaws and Policies of the MTSU Board of Trustees. The Board Committee policy requires a comprehensive report on the internal audit function to the Board through the Audit and Compliance Committee at a stated meeting. The report includes the status of the FY26 annual audit plan, noting the audits and their current state.

The annual report also includes a report disclosing our student success efforts, an update on fraud awareness activities and investigations, and a summary report on the financial resources of Audit Services. The report also includes the proposed annual audit plan for FY27.

The FY27-29 Strategic Plan for Audit Services is also included in the annual report.

This report fulfills the annual reporting requirements and provides information to the Board of Trustees concerning the FY26 accomplishments of Audit Services. This report is intended solely for the internal use of Middle Tennessee State University and the MTSU Board of Trustees. It is not intended to be and should not be used for any other purpose.

Respectfully submitted,

Cyndee Ray

Cyndee Ray, CIA, CFE
Chief Audit Executive

Middle Tennessee State University
Audit Services
FY26 Annual Report

Introduction:

TCA 49-14-102 and the Bylaws and Policies of the MTSU Board of Trustees require an annual report of audit work. The Board Committee policy requires a comprehensive report on the internal audit function to the Board through the Audit and Compliance Committee at a stated meeting.

Audit Accomplishments:

Audit Services completed three audits required by the State of Tennessee, three investigations carried over from FY25, and three investigations initiated in the current FY26. Additional information is located on page three and the updated audit plan for FY26 is located on page five.

Student Success:

The prior Chief Audit Executive (CAE) took part in Presidium (MTSU's annual training for student organization officers) on August 20, 2025. The CAE spoke at the general session about the student activity fee process and compliance with university policies. She also contributed to treasurer-focused training, offering practical guidance to help student leaders manage their finances responsibly. Additional information is located on page six.

Fraud Awareness:

When allegations of improper or dishonest acts by an employee, outside contractor, or vendor are received, an investigation is required. Three reports were issued for investigations carried forward from FY25, three reports were issued for investigations initiated in FY26. One project in progress will be included in the FY27 audit plan. Additional information is located on page seven.

Resources:

The proposed budget for FY27 is $545,298. The budget and actual expenses for the past two years are located on page eight.

Planned Audits for FY27:

Along with the audits in progress and required audits, the planned audits for FY27 include seven risk-based projects. Audits are selected for the plan from a risk assessment that includes sources such as management's evaluation of risk (Enterprise Risk Assessment), prior involvement with processes or departments, new and evolving requirements (regulations and policies), and higher education trends. The proposed audit plan for FY27 is located on page nine.

Global Internal Audit Standards:

The Institute of Internal Auditors released the new Global Internal Audit Standards in 2024. The new Standards provide a principle-based framework for elevating the quality of the internal audit function. One of the new Standards, Domain III: *Governing the Internal Audit Function*, specifically Section 6.3 *Board and Senior Management Support*, requires the Chief Audit Executive to communicate the essential conditions with the Board and senior management. The conditions are on page 11.

Strategic Plan 2027 – 2029:

Audit Services' Strategic Plan takes a risk-based, relationship-driven approach to audits, organized around five priorities: risk-based planning, talent, technology/analytics, stakeholder engagement, and quality standards. It is shaped by pressures such as the Oracle Cloud transition and growing regulatory complexity, with progress tracked through three-year roadmap and regular reporting to the Audit and Compliance Committee. The new strategic plan is the final component of the FY26 Annual Report.

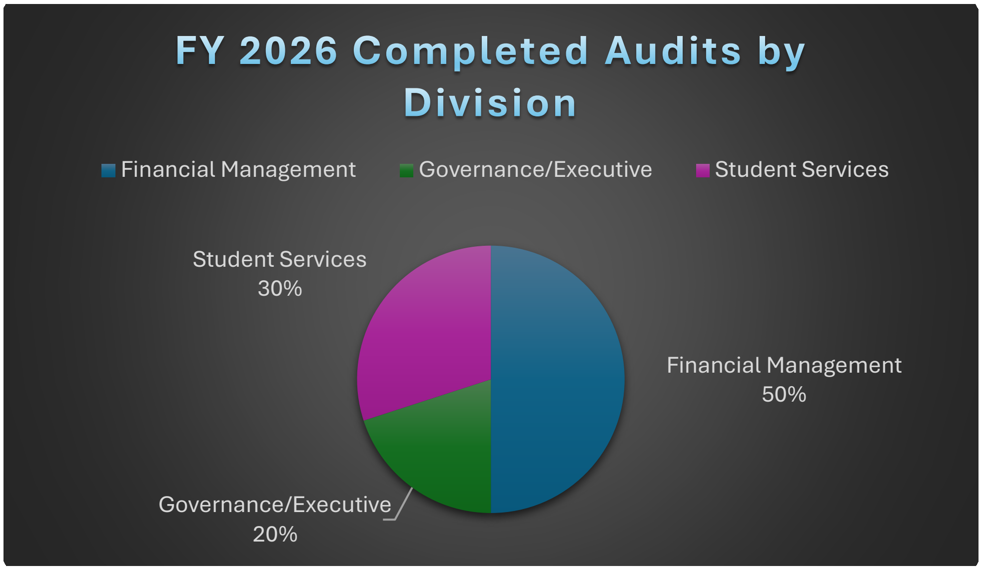
Audit Services Accomplishments

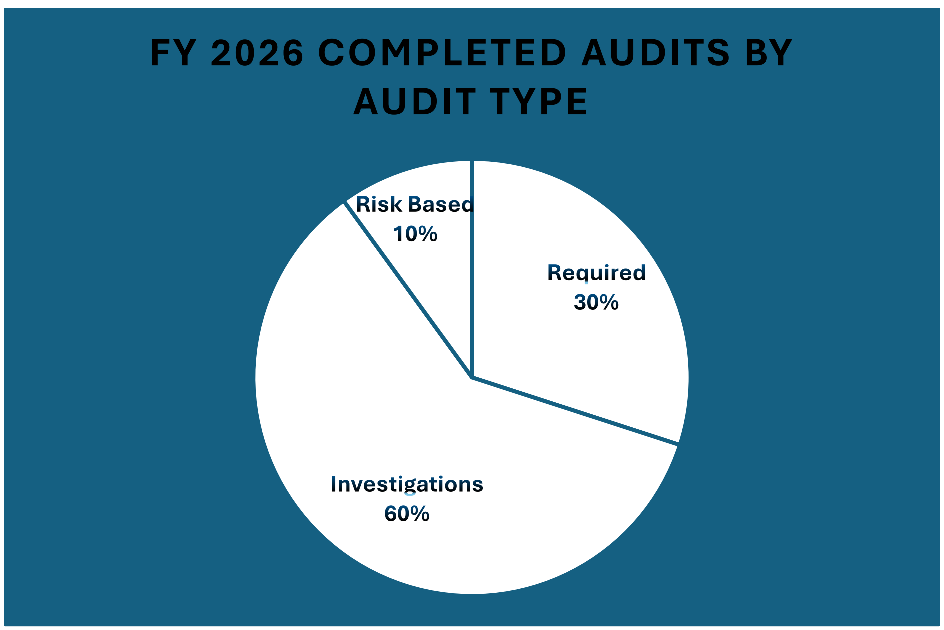
The accomplishments of Audit Services for FY26 include the following:

- **Completed 3 Audits, required by the State of TN, 3 investigations carried over from FY25, 3 investigations initiated in FY26, and 1 risk-based audit:**

Type	Area	Name of Audit	Date of Audit Report
R	FM	FY25 Year-End Inventory	10/15/2025
R	FM	FY25 Cash Counts	7/29/2025
R	GV	FY25 Audit of President's Office Expenses	10/21/2025
I	SS	INV2501	1/27/2026
I	FM	INV2503	7/28/2025
I	SS	INV2506	5/28/2026
I	SS	INV2601	6/22/2026
I	GV	INV2602	6/29/2026
I	FM	INV2603	1/29/2026
A	FM	P-Card Compliance Review	6/30/2026

*See Audit Plan 2026 for the legend explaining the type and area of audits.


FY 2026 Completed Audits by Division
Financial Management
Governance/Executive
Student Services
Student Services 30%
Financial Management 50%
Governance/Executive 20%


FY 2026 COMPLETED AUDITS BY AUDIT TYPE
Risk Based 10%
Required 30%
Investigations 60%

Middle Tennessee State University
Internal Audit Plan
Fiscal Year Ended June 30, 2026
Status at June 30, 2026

Type	Area	Audit Project	Current Status	Report Date
R	FM	FY25 Year-End Inventory	Complete	10/15/2025
R	FM	FY25 Cash Counts	Complete	7/29/2025
R	GV	FY25 Audit of President's Office Expenses	Complete	10/21/2025
I	FM	INV2404	In Progress - initiated April 2024	
I	SS	INV2501	Complete	1/27/2026
I	FM	INV2503	Complete	7/28/2025
I	SS	INV2506	Complete	5/28/2026
I	SS	INV2601	Complete	6/22/2026
I	GV	INV2602 (ANTS 26-12953)	Complete	6/29/2026
I	FM	INV2603 (ANTS 26-13271)	Complete	1/29/2026
P	GV	FY25 Internal Assessment (IA)	Complete	7/31/2025
A	FM	P-Card Compliance Review	Complete	6/30/2026
AD	FM	Cash Processes in Select Areas	Identified	
A	CM	I-9 Processes	Identified	
P	GV	FY26 Internal Assessment (IA)	Defer to FY27	
F	GV	State Audit Assistance/Follow-Up	Project Throughout Year	
C	GV	General Consultation/Risk Assessment	Project Throughout Year	
R	FM	FY26 Cash Counts	In Progress	
R	FM	FY26 Year-End Inventory	In Progress	
R	FM	FY26 Audit of President's Expenses	In Progress	

Audit Types:
A - Risk-Based (Assessed)
AD - Advisory
F - Follow-up Review
I - Investigation
M - Management's Risk Assessment
P - Project (Ongoing or Recurring)
R - Required
S - Special Request

Area = University Division
AA - Academic Affairs
AD - Advancement
AT - Athletics
FM - Financial Management
GV - Governance/Executive Office
IT - Information Technology
MC - Marketing and Communications
SS - Student Services

STUDENT SUCCESS

> **"The Quest for Student Success 2025 focuses on student success marked by a deeper, broader, and more equitable academic and student life experience that extends learning beyond graduation. Students who learn how to learn, how to ask the right questions, and how to take risks and learn from their mistakes succeed personally and professionally." ~ Quest for Student Success 2025**

> **"Forty-three percent of chief audit executives and senior internal audit leaders are concerned with finding qualified candidates as they struggle with a lack of access to the talent they need to conduct the expanding tasks of internal audit", according to Protiviti's 2023 Next Generation Internal Audit survey.**

Audit Services is fortunate to be at the forefront of talent development and can play a vital role in the Middle Tennessee State University community.

As part of the University's commitment to supporting student organizations and ensuring strong governance, the prior Chief Audit Executive (CAE) participated in *Presidium* on August 20, 2025, the annual training program for student organization officers. The CAE attended the general session to provide guidance on the student activity fee process, reinforcing compliance with MTSU's policies and best practices. In addition, the CAE actively contributed to the treasurer-focused training session, offering practical insight and resources to help student leaders carry out their financial responsibilities effectively and with integrity.

We intend to continue engaging with students to promote internal audit and our services, as well as bring awareness to Fraud, Waste, and Abuse.

FRAUD AWARENESS

The University is committed to responsible stewardship of resources. It is required by state law to provide a means by which employees, students, or others may report suspected or known improper or dishonest acts. Audit Services manages the reporting process by which students, employees, taxpayers, or other citizens may confidentially report suspected illegal, improper, wasteful, or fraudulent activity. (TCA 49-14-103)

The "Fraud Awareness" brochure explains the reporting expectations and options for any individual who suspects improper or dishonest acts involving university employees, outside contractors, or vendors. The "Fraud Awareness" information and an online reporting form is available on the Audit Services webpage.

When Audit Services receives allegations of improper or dishonest acts by an employee, outside contractor, or vendor, an investigation is required. The investigation or review aims to determine if the allegation or concern is substantiated or unsubstantiated and if there are any internal control weaknesses or risks that management should address. An audit report is issued if the allegation or concern is substantiated and corrective action is needed. A review is administratively closed with a memo to the file if the concern is unsubstantiated or referred to management or there are no recommendations for corrective action.

Below is an accounting of the reviews pertaining to concerns of possible improper or dishonest acts:

Fiscal Year (FY)	2025-2026	2024-2025	2023-2024
From prior FY	4	4	5
Add: Opened during FY	3	5	4
Less: Reports Issued	(6)	(5)	(5)
Less: Administratively Closed	-	(1)	-
In Progress at end of FY	1	3	5

Three reports were issued for investigations carried over from FY25 and three reports were issued for investigations initiated in FY26.

The project in progress will be included in the FY27 annual audit plan.

RESOURCES

As defined in the MTSU Audit and Compliance Committee Charter, the Audit and Compliance Committee is responsible for ensuring Audit Services has adequate resources in terms of staff and budget to effectively perform their responsibilities. The following is the estimated budget for 2026-2027 compared to the actual expenses of the prior two fiscal years.

	Estimated Budget (1) 2026 – 2027	Actual Expenses 2025 – 2026	Actual Expenses 2024 – 2025
Salaries	$392,431	$357,682	$272,966
Benefits	138,484	111,317	121,247
Total Salaries and Benefits	$530,915	$468,999	$394,213
Travel	5,000	43	560
Operating Expenses	9,383	13,313	12,591
Total Budget/Expenses	$545,298	$482,355	$407,364

(1) The Estimated Budget for FY 2026 -2027 will be finalized in October 2026.

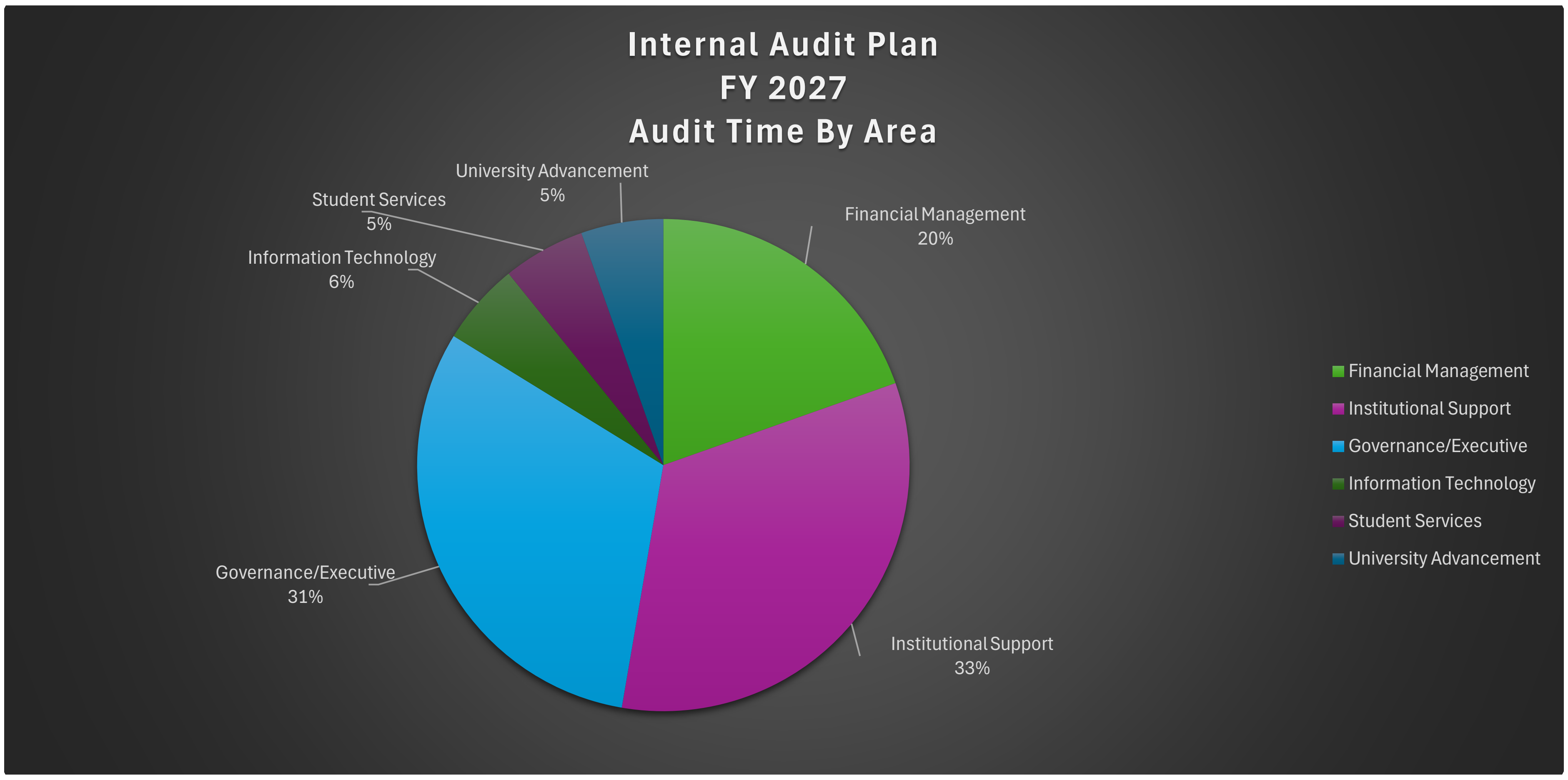
Middle Tennessee State University
Internal Audit Plan
Fiscal Year Ended June 30, 2027
Status at August 4, 2026

Type	Area	Audit Project	Current Status	Report Date
R	GV	FY26 President's Expenses	In Progress	
R	FM	FY26 Year-End Inventory	In Progress	
R	FM	FY26 Cash Counts	Completed	7/31/2026
P	GV	IIA - FY26 Internal Assessment	Scheduled	
F	GV	State Audit Follow Up	Scheduled	
I	FM	INV2404	In Progress	
F	IS	Internal Audit Follow Up	Scheduled	
I	IS	Unscheduled Investigations	Scheduled	
C	IS	General Consultations/Risk Assessment	Scheduled	
A	IT	Cyber Incident Response Plan (CIRP)	Scheduled	
A	AD	VP's Office - University Advancement	Scheduled	
A	GV	University Counsel	Scheduled	
A	IS	Office of Civil Rights Compliance	Scheduled	
A	SS	Counseling Services	Scheduled	
A	GV	VP's Office - University Provost	Scheduled	
AD	FM	Cash Processes in Select Areas	Removed (1)	7/20/2026
A	FM	I-9 Processes	Removed (1)	7/20/2026
R	GV	FY27 Audit of President's Expenses	Scheduled	
R	FM	FY27 Cash Count	Scheduled	
R	FM	FY27 Year-End Inventory	Scheduled	

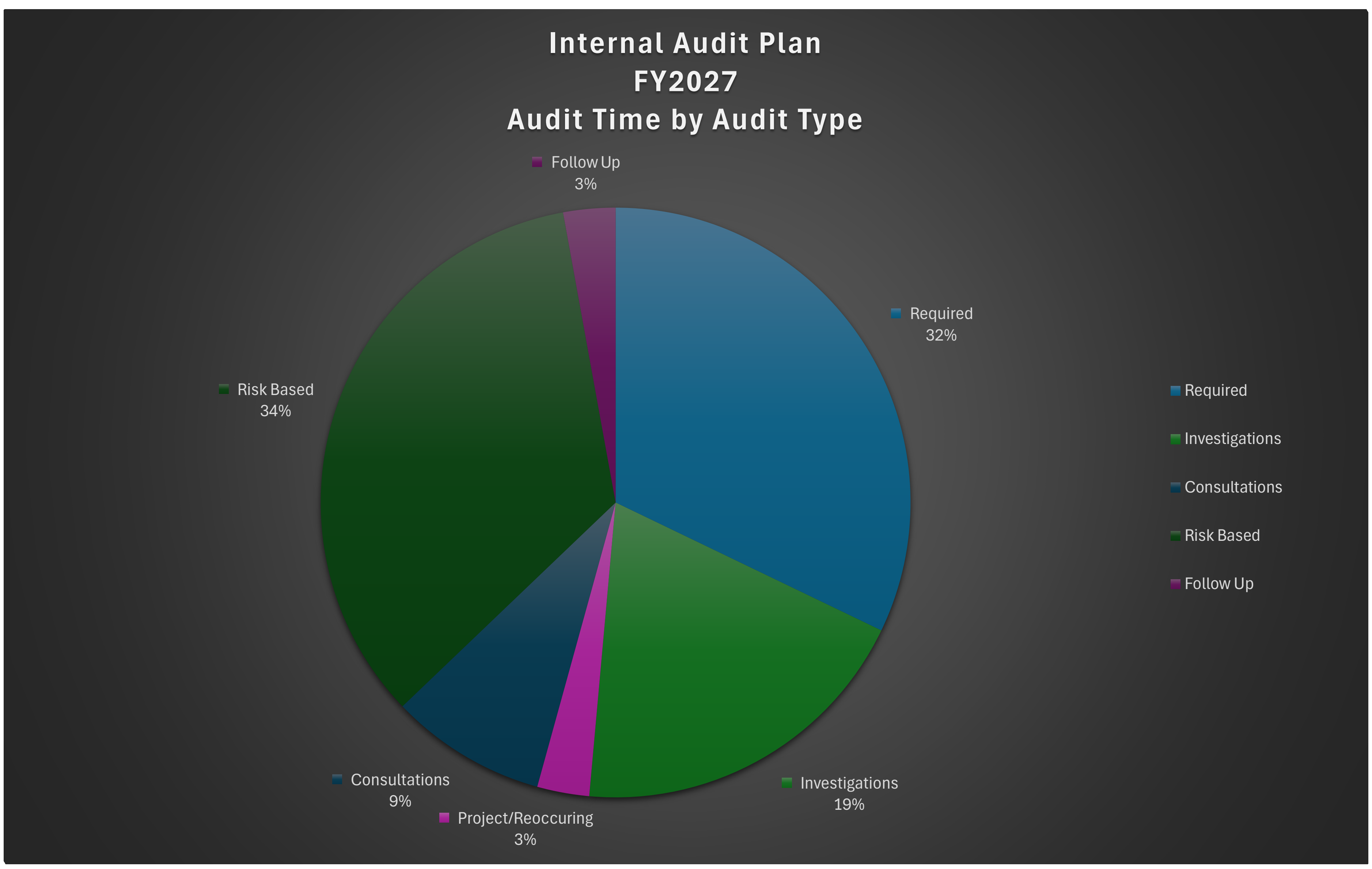
Audit Types:
A - Risk-Based (Assessed)
AD - Advisory
F - Follow-up Review
I - Investigation
M - Management's Risk Assessment
P - Project (ongoing or recurring)
R - Required
S - Special Request

Functional Areas:
IA - Instruction & Academic Affairs
AD - Advancement
AT - Athletics
FM - Financial Management
GV - Governance/Executive Office
IS - Institutional Support
IT - Information Technology
MC - Marketing and Communications
SS - Student Services

(1) - Planned audit was carried forward from FY26; removed from FY27 plan due to departmental audits will address both risks identified.



Internal Audit Plan
FY 2027
Audit Time By Area
University Advancement 5%
Student Services 5%
Information Technology 6%
Financial Management 20%
Governance/Executive 31%
Institutional Support 33%
Financial Management
Institutional Support
Governance/Executive
Information Technology
Student Services
University Advancement



Internal Audit Plan
FY2027
Audit Time by Audit Type
Follow Up 3%
Required 32%
Risk Based 34%
Consultations 9%
Project/Reoccuring 3%
Investigations 19%
Required
Investigations
Consultations
Risk Based
Follow Up

Global Internal Audit Standards

In January 2024, the Institute of Internal Auditors (IIA) released the *Global Internal Audit Standards*, replacing the 2017 International Standards with a more principle-based framework, emphasizing governance, accountability, and alignment with organizational objectives. The Internal Audit Department Charter, along with MTSU Policy 70 Internal Audit, was updated in May 2025 to ensure alignment with the new guidance. A key improvement in the new Standards is Domain III, *Governing the Internal Audit Function,* which strengthens the role of the board and senior management in supporting the internal audit activity. Specifically, Section 6.3: *Board and Senior Management Support* outlines conditions essential for the internal audit function to effectively fulfill its purpose, emphasizing the importance of clear communication, advocacy, and collaboration between the Chief Audit Executive (CAE), the Board, and senior management.

Domain III: Governing the Internal Audit Function:

- Emphasizes the importance of clear communication and alignment among the CAE, board, and senior management.
- Introduces essential conditions that must exist to enable internal audit to achieve its purpose and comply with the Standards.
- Requires the CAE to regularly discuss roles, responsibilities, and the impact of support with both governance bodies.
- Establishes clear expectations for the board and senior management to support and advocate for the internal audit function.
- Requires maintaining records of discussion, including agendas, meeting notes, and incorporation into the annual audit report.

Section 6.3: Board and Senior Management Support:

- Reinforces the need for the board to support internal audit and enable it to fulfill its purpose and objectives.
- Stresses the importance of senior management promoting internal audit's role across the organization.
- Requires the CAE to align communications between the board and senior leadership to promote clarity and efficiency.
- Supports developing guidelines that define what information is communicated, to whom, and how frequently.
- Emphasizes retaining detailed records of governance engagements to support audit accountability.

By maintaining regular discussions, aligned communications, and documenting engagements, the CAE builds a solid foundation that supports both audit quality and accountability across the organization.

MIDDLE TENNESSEE STATE UNIVERSITY

AUDIT SERVICES

STRATEGIC PLAN

FISCAL YEARS 2027–2029

Building a Risk-Focused, Trusted, and Forward-Looking Audit Function

PRESENTED TO THE

The Board of Trustees through the Audit and Compliance Committee

August 2026

MIDDLE TENNESSEE STATE UNIVERSITY

AUDIT SERVICES

Strategic Plan

Fiscal Years 2027 – 2029

Building a Risk-Focused, Trusted, and Forward-Looking Audit Function

Message from the Chief Audit Executive

On behalf of Audit Services, I am pleased to share our strategic plan for Fiscal Years 2027 through 2029. Higher education faces regulatory, financial, and technology pressures, and this plan positions our department to respond with a more risk-based, relationship-driven approach to audit coverage.

This plan reflects an honest assessment of where the department stands today and where it needs to go, organized around five strategic priorities. I look forward to reporting our progress to the Audit and Compliance Committee throughout the life of this plan.

Cyndee Ray, CIA, CFE

Chief Audit Executive

Mission, Vision, and Core Values

Mission

To foster a culture of accountability and excellence within the university community by providing risk-based and objective assurance, advisory, and investigative services.

Vision

To be the cornerstone of accountability and the trusted partners in excellence, we will serve our community members by providing insightful analysis in our value-added assurance audits and advisory services aligned with our core values and the highest professional and ethical standards.

Core Values

Integrity · Honesty · Objectivity · Collaboration · Confidentiality · Competency · Compliance

Strategic Context

This plan responds to the risk landscape facing MTSU and higher education generally. These are presented as context, not a commitment to address every item within the current three-year cycle, specific audit topics will be identified through the risk assessment and departmental audit approach in Priority 1.

- Enrollment gains have not yet returned to pre-2020 levels, increasing the importance of financial forecasting and controls.
- Regulatory complexity continues to expand (Title IX, Clery Act, Title IV, and NCAA compliance following the House v. NCAA settlement).
- Cybersecurity and data privacy risk from third-party vendors and cloud systems remains a top institutional priority.

- Sponsored research and grants administration continue to grow, increasing compliance exposure.
- Colleges, institutes, and auxiliary units may operate with varying degrees of local control.
- Workforce and succession risk: institutional knowledge is concentrated in a small team.
- True Blue Fusion, the transition from Banner to Oracle Cloud, goes live January 2027 and will change core financial, HR, and payroll controls.

This plan also aligns with the three priorities of the MTSU Strategic Plan 2035: increasing the University's research profile and student success, strengthening the community, and cultivating sustainable partnerships.

Strategic Priorities

#	Priority	Focus
1	Risk-Based Audit Planning & Coverage	Align audit resources through a systematic, top-down departmental audit approach informed by the University's risk assessment.
2	Talent, Culture & Capability	Strengthen the department's current, skilled, and engaged team to meet an expanding scope of work.
3	Technology & Data Analytics	Modernize tools and expand data analytics to increase coverage, efficiency, and insight.
4	Stakeholder Engagement & Communication	Strengthening visibility, trust, and the practical value of audit work across the university.
5	Quality, Methodology & Professional Standards	Ensure conformance with IIA Standards through a formal quality assurance program.

Priority Goals

1. Risk-Based Audit Planning & Coverage

- Use the University's risk assessment as the basis for the audit plan.
- Conduct a top-down series of departmental audits to build relationships and surface risk.
- Retain capacity for short, targeted advisory engagements outside the core plan.

2. Talent, Culture & Capability

- Maintain a resourcing plan focused on staff development.
- Support and recognition for ongoing certification progress (CIA, CFE, and other credentials).
- Strengthen documentation and cross-training to reduce key-person risk.

3. Technology & Data Analytics

- Fully adopt the department's audit management system across all engagements.
- Evaluate Oracle Cloud's native analytics after the True Blue Fusion go-live, before investing in separate tools.

4. Stakeholder Engagement & Communication

- Increase proactive engagement with campus leadership outside formal audits.
- Improve the clarity and usefulness of audit reports and recommendations.
- Raise awareness of fraud, waste, and abuse reporting channels.

5. Quality, Methodology & Professional Standards

- Present the updated Audit Charter to the Committee for approval.
- Refresh audit methodology, templates for consistency, and annual Internal QAIP Self-Assessment.
- Establish a formal Quality Assurance and Improvement Program (QAIP).

Three-Year Implementation Roadmap

Priority	Year 1 - FY27	Year 2 - FY28	Year 3 - FY29
Risk-Based Planning	New methodology; University Counsel, Advancement, Provost, Civil Rights Compliance	Deeper into Year 1 divisions; add one division	Divisions selected based on Year 1-2 findings; monitoring inputs
Talent & Capability	Support certifications; development plans	Support certifications; knowledge repository; mentorship	Certification check-in; Professional Development funding needs
Technology & Analytics	Optimize audit platform; support Oracle transition	Evaluate Oracle analytics; pilot 1-2 areas	Expand analytics; pilot monitoring dashboards
Stakeholder Engagement	Leadership introductory meetings	Risk briefings; client feedback surveys	Continue relationship-building
Quality & Standards	Present updated Charter; IIA gap analysis	New templates; internal QAIP self-assessment	External quality assessment

How We'll Measure Success

- Annual audit plan approved by the Audit and Compliance Committee and traceable to risk assessment.
- Number of divisions engaged through the departmental audit rotation.
- Percentage of staff holding relevant professional certifications.
- Percentage of audits incorporating data analytics techniques.
- Audit Committee and management satisfaction scores from feedback surveys.
- Charter reaffirmed annually; QAIP self-assessment and external quality review completed on schedule.

Governance and Reporting Cadence

- Quarterly: status update on active initiatives, presented at each Audit and Compliance Committee meeting.
- Annually: formal progress report, refreshed risk assessment, and approval of the coming year's audit plan.
- End of cycle (FY29): comprehensive review of results to inform the FY30–FY32 strategic plan.

Middle Tennessee State University
Board of Trustees

Approval of: Audit and Compliance Committee's Charter

BACKGROUND INFORMATION:

TCA Title 4, Chapter 35 requires state governing boards that are responsible for the preparation of financial statements to have an audit committee, and the audit committee must have a charter that is approved by the Comptroller of the Treasury. The MTSU Audit and Compliance Committee Charter in Section IV.G.1 requires a review of the charter every four years or as needed to assess the adequacy of the charter. Any proposed changes need the approval of the Board and the Comptroller of the Treasury. The current charter is dated May 23, 2023.

The current charter is included in the meeting materials. The charter has been reviewed for compliance with state law and the Comptroller of the Treasury's Guidelines for Audit Committee Charters. There are no proposed revisions to the current Audit and Compliance Committee Charter other than to update the department's name from Audit and Consulting Services to Audit Services and update IIA's International Standards for the Professional Practice of Internal Auditing to Global Internal Audit Standards.

Middle Tennessee State University

Audit and Compliance Committee Charter

I. Purpose

The Audit and Compliance Committee, a standing committee of the Middle Tennessee State University Board of Trustees (Board), will assist the Board in exercising oversight of the University's financial and accounting practices, internal controls, risk assessments and standards of conduct.

II. Mission

The Audit and Compliance Committee will provide oversight of the following areas:

A. Audit engagements with the Tennessee Comptroller's Office, including the integrity of financial statements and compliance with legal and regulatory requirements,
B. Audit engagements with external auditors,
C. Internal Audit activities,
D. Internal Audit administration,
E. Internal controls and compliance with laws, regulations, and other requirements,
F. Risk and control assessments,
G. Fraud, waste, and abuse prevention, detection, and reporting, and
H. Other areas as directed by the Board.

III. Authority

The Audit and Compliance Committee has the authority to authorize or facilitate audits or investigations into any matter within its scope of responsibility. The Committee is authorized to:

A. Seek any information it requires from employees or external parties. Employees are directed to cooperate with the Committee's requests,
B. Meet with Board and institutional officials, external and internal auditors, legal counsel, or others as necessary, and
C. Oversee the University's internal audit function.

IV. Responsibilities

The Audit and Compliance Committee has responsibilities for the following:

A. <u>Tennessee Comptroller's Office Audits (State Auditors)</u>
   1. Understand the scope and approach used by the State Auditors in conducting their examinations,
   2. Review results of the Comptroller's examinations of financial statements and any other matters related to the conduct of the audits,

3. Review with management and legal counsel any legal matters (including pending litigation) that may have a material impact on the financial statements, and any material reports or inquiries from regulatory or governmental agencies,
4. Ensure that the Comptroller is notified of any indications of fraud in the manner prescribed by the Comptroller,
5. Resolve any differences between management and the Comptroller's auditors regarding financial reporting, and
6. Meet, as needed, with the Comptroller's auditors to discuss any matters that the Audit and Compliance Committee or State Auditors deem appropriate.

B. External Audits
1. Understand the scope and approach used by the external auditors in conducting their examinations,
2. Review results of the external auditors' examinations and any other matters related to the conduct of the external audits, and
3. Meet, as needed, with the external auditors to discuss any matters that the Audit and Compliance Committee or external auditors deem appropriate.

C. Internal Audit (Audit and Consulting Services)
1. Ensure that the Chief Audit Executive reports directly to the Audit and Compliance Committee and has direct and unrestricted access to the chair of the Audit and Compliance Committee,
2. Review and approve the internal audit charter for the University's department of Audit and Consulting Services,
3. Review and approve the annual audit plans for the University's department of Audit and Consulting Services, including management's request for unplanned audits,
4. Receive and review significant results of internal audits performed,
5. Work with University management and Audit and Consulting Services to assist with the resolution of cooperation issues and to ensure the implementation of audit recommendations,
6. Review the results of the year's work with the Chief Audit Executive, and
7. Ensure the University's internal audit function maintains a quality assurance and improvement program, including internal procedures and assessments and a periodic external quality assessment of conformance with the Institute of Internal Auditors' *International Standards for the Professional Practice of Internal Auditing.*

D. Internal Audit Administration
1. Ensure the Chief Audit Executive's administrative reporting relationship to the President is independent.
2. Ensure that Audit and Consulting Services has adequate resources in terms of staff and budget to effectively perform its responsibilities.
3. Review and approve the appointment and compensation of the Chief Audit Executive,
4. Recommend to the Board dismissal of the Chief Audit Executive only for cause

5. Review and approve the compensation and termination of campus internal auditors.

E. Risk, Internal Control and Compliance
   1. Consider the effectiveness of the internal control system and compliance with laws and regulations, including computerized information system controls and security,
   2. Review and evaluate risk assessments performed by institutional management and the Board, and
   3. Inform the Comptroller of the Treasury of the results of risk assessments and controls completed by University management.

F. Fraud
   1. Ensure that the Board and the University have an effective process in place to prevent, detect, and report fraud, waste and abuse.
   2. Facilitate audit and investigative matters, including advising auditors and investigators of any pertinent information received by the Audit and Compliance Committee.

G. Other
   1. Review and assess the adequacy of the Audit and Compliance Committee's charter every four years or as needed, whichever is earlier, requesting Board approval for any proposed changes.
   2. Ensure there are procedures for the receipt, retention, and treatment of complaints about accounting, internal controls, or auditing matters.
   3. Review the University's code of conduct and/or policies regarding employee conduct to ensure that they are easy to access, are widely distributed, are easy to understand and implement, include a confidential mechanism for reporting code violations, are enforced, and include a conflict of interest policy.
   4. Review the University's conflict of interest policy to ensure that the term "conflict of interest" is clearly defined, the policy is comprehensive, annual signoff is required, and potential conflicts are adequately resolved and documented.

V. Independence

The members of the Audit and Compliance Committee shall be free of any interests, in fact or in appearance, that are in conflict with their duties as members of the Audit and Compliance Committee.

VI. Membership

A. Pursuant to TCA 4-35-104, the Audit and Compliance Committee shall have at least three voting members,

B. The Audit and Compliance Committee members shall be appointed by the Board Chair and serve a two (2) year term,

C. The chair of the Audit and Compliance Committee shall be appointed by the Board Chair and serve a one (1) year term,

D. Appointments of the Audit and Compliance Committee members and its chair shall be approved by the Board,
E. The Board Chair shall serve as an ex officio Voting member of the Audit and Compliance Committee,
F. The Audit and Compliance Committee shall include at least one member, the chair of the committee, who shall have accounting and financial management expertise, and
G. The other members of the Audit and Compliance Committee shall be generally knowledgeable in financial, management, and auditing matters.

VII. Meetings

A. The Audit and Compliance Committee shall meet at least quarterly during each calendar year, and may meet more frequently as deemed necessary. Meetings may be requested by the Board Chair, chair of the Audit and Compliance Committee or the Comptroller of the Treasury,
B. The Audit and Compliance Committee may invite Board management, auditors, or others to attend and provide relevant information,
C. Minutes shall be made of all meetings of the Audit and Compliance Committee and provided to the Board Chair, the President of the University and the Secretary to the Board. The minutes shall be maintained as the official record of such meetings,
D. A majority of the voting members of the committee shall constitute a quorum for the transaction of business.
E. All meetings of the Audit and Compliance Committee shall adhere to the Open Meetings Act, Tennessee Code Annotated Title 8, Chapter 44, except that pursuant to TCA Section 4-35-108(b), the Audit and Compliance Committee may hold confidential, nonpublic executive sessions for the sole purpose of discussing the following:
   1. Items deemed not subject to public inspection under Tennessee Code Annotated, Sections 10-7-503 and 10-7-504, and all other matters designated as confidential or privileged under state or federal law,
   2. Litigation,
   3. Audits or investigations, and
   4. Matters involving information under Tennessee Code Annotated, Section 4-35-107(a), where the informant has requested anonymity.

Approvals

Approved by: Thomas R. Boyd Date: 5/23/2023
Tom Boyd
Chair of the Audit Committee

Approved by: ______________________ Date: 5/23/2023
Stephen B. Smith
Chairman of the Board

Middle Tennessee State University
Board of Trustees

Approval of: Risk Assessment Reporting

BACKGROUND INFORMATION:

Section 9-18-104 of the Financial Integrity Act requires institutions of higher education to prepare and provide a management assessment of risk to the State of Tennessee's Commissioner of Finance and Administration and to the Comptroller of the Treasury by December 31 annually.

For 2026, the university-wide risk and control activities were updated for President's Division and Information Technology.

Similar to MTSU's risk assessment reporting of 2025, the risk assessment documents are designated as confidential and are discussed in the non-public executive session of the Committee. The university-wide risk assessment reports for 2026 are presented to the Committee for approval prior to the reports' submission to the State.

Middle Tennessee State University
Board of Trustees

MEETING:	Fall Quarterly Board Meeting
SUBJECT:	**Finance and Personnel Committee**
DATE:	September 28, 2026
PRESENTER:	Bill Jones Trustee, Stand-in for Committee Chair

Action Items:

- Campus Master Plan
- Capital Disclosures

Middle Tennessee State University
Board of Trustees

Approval of: Campus Master Plan

BACKGROUND INFORMATION:

A campus master plan provides guidance for future development of the physical campus necessary to provide quality instructional and service facilities. In accordance with THEC Policy F4.1, higher education institutions must complete a new master plan every 10 years.

The 2026 MTSU Campus Master Plan establishes a strategic framework centered on targeted reinvestment with new facilities introduced to provide the greatest impact, while renovation and re-purposing efforts improve the performance of existing buildings. This approach helps ensure that limited resources are directed toward projects that deliver the greatest long-term value to the University.

MTSU Board of Trustees approval is required before later approval requests to the Tennessee Higher Education Commission and to the State Building Commission for final approval.

Materials include the 2026 MTSU Campus Master Plan Executive Summary document that provides an overview of the 2026 Campus Master Plan.

SECTION 01

EXECUTIVE SUMMARY

The Executive Summary provides an overview of the 2026 Campus Master Plan and establishes the framework that guides future growth and investment across the University. It outlines the key findings of the planning process, summarizes existing conditions, and defines the overall direction for campus development. This section is intended to present the major themes, priorities, and strategies that shape the physical evolution of the campus.

The summary also introduces the planning approach and implementation structure, including capital improvements, auxiliary projects, infrastructure investments, and long-term development opportunities. Together, these recommendations form a coordinated strategy that supports MTSU's mission and advances the University's Strategic Plan priorities by strengthening academic excellence, student success, research growth, campus life, and community partnerships.

Figure 1.1 - Pedestrian Walkway

2016 MASTER PLAN

The 2016 Master Plan outlined a series of capital improvements to support academic programs, student life, and campus infrastructure. Since that time, the University has made significant progress, with many of these projects completed or currently underway. These efforts have strengthened the campus and reflect the University's continued commitment to long-term planning. The following diagram illustrates the projects that have been completed or are currently in progress.

2016 CAPITAL PROJECTS

Capital Projects at the End of 2026
Realized & In Progress

Building Projects

01. Academic Classroom Building
02. School of Concrete and Construction Management
03. Chiller Plant Addition
04. Outdoor Tennis Facility
05. Applied Engineering Building
06. Student Housing 1
07. Parking Garage 3 | Student Housing
08. Parking and Transportation Services Relocation
09. Raider Xpress Facility
10. Smith Student Athlete Performance Center
11. Davis | Wiser-Patten Renovations and Connector
12. Rutledge Hall Renovation
13. Kirksey Old Main Renovation
14. East Quad Expansion - North
15. Hotel Development
16. Additions and Renovations to the Murphy Center

Demolition Projects

A. Natatorium
B. Abernathy Hall
C. Ezell Hall
D. E.W. Midgett Building
E. Voorhies Engineering Technology
F. Womack Lane Apartments
G. Central Services Building
H. Harrison House
I. Black House

Map 1.1 - 2016 Capital Projects

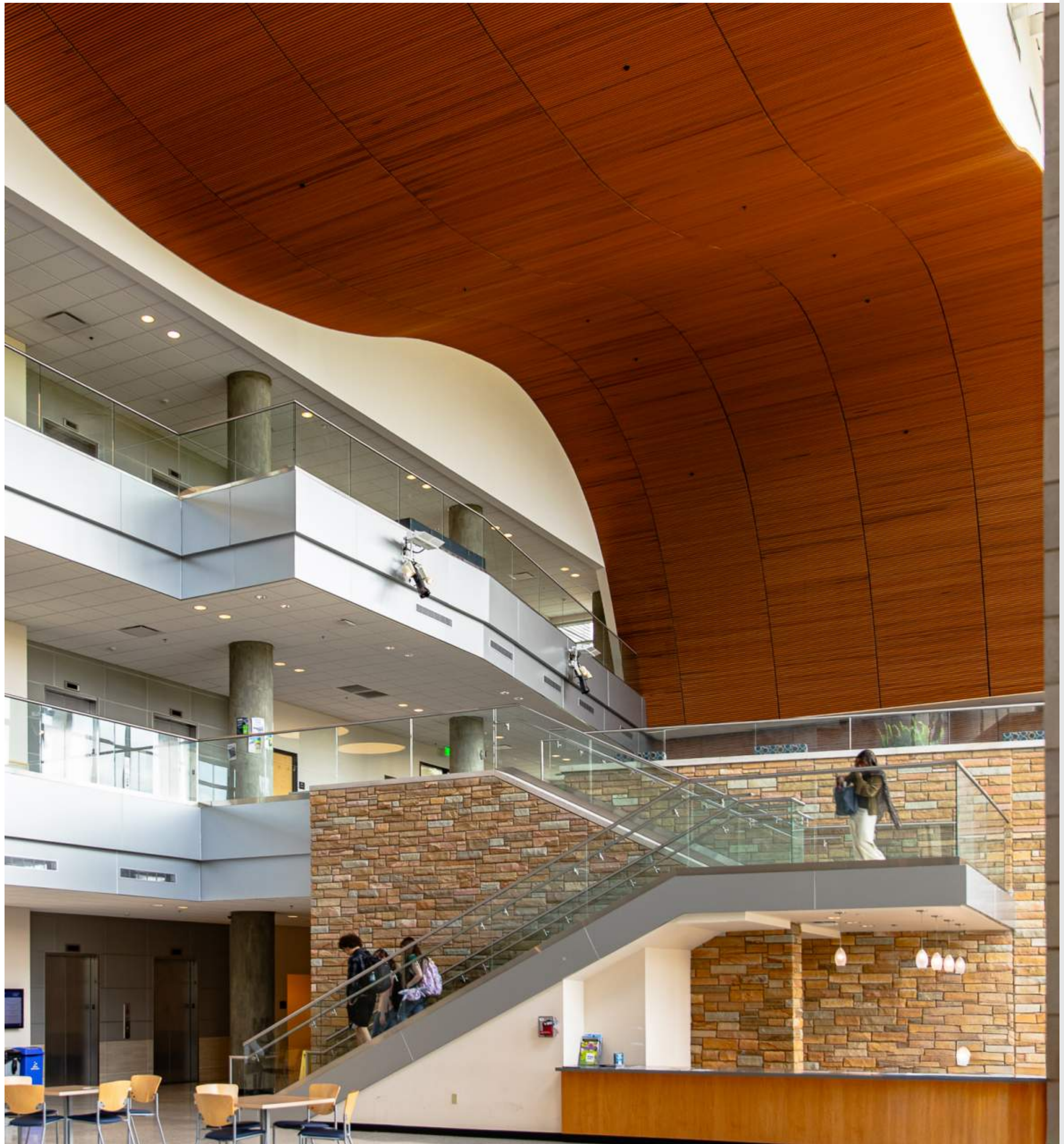


Figure 1.2 - Science Building Atrium

Middle Tennessee State University is experiencing steady, incremental growth tied to the continued development of the surrounding region. Over the planning horizon, enrollment is projected to reach approximately 25,635 students and 20,541 FTE, resulting in a modest overall increase in space needs. The plan prioritizes modernization of facilities, equipment, and technology to ensure the campus remains a top choice for students while supporting innovative teaching, research, and creative activity.

This measured growth allows the University to focus not only on accommodating additional students, but also on improving the quality, functionality, and effectiveness of existing facilities.

Many campus buildings remain structurally sound but no longer adequately support contemporary teaching, research, and student life. Outdated layouts, limited flexibility, and underutilized space reduce the University's ability to adapt to evolving academic needs and limit opportunities for student engagement outside the classroom.

As a result, the primary focus of this master plan is to improve and better utilize existing space rather than expand the campus footprint. Investments in housing, student support spaces, and campus amenities also strengthen belonging, wellness, and student engagement.

The plan establishes a strategic framework centered on targeted reinvestment and selective new construction. New facilities are introduced where they provide the greatest impact, while renovation and re-purposing efforts improve the performance of existing buildings. This balanced approach ensures that limited resources are directed toward projects that deliver the greatest long-term value to the University.

This strategy is implemented through a series of catalyst projects that create swing space, allowing programs to relocate and enabling the phased renovation, replacement, or consolidation of facilities. These projects form the foundation for a coordinated sequence of improvements across campus.

By aligning project implementation with funding opportunities and institutional priorities, the University can advance improvements in a practical and achievable manner. Over time, this strategy strengthens academic adjacencies, improves space utilization, and enhances the overall student experience.

2026 MASTER PLAN APPROACH

The 2026 Campus Master Plan establishes a framework for future investment in academic and administrative facilities, housing, mobility, campus landscapes, and supporting infrastructure. The plan evaluates existing conditions, confirms current and projected space needs, and defines long-term strategies aligned with the University's mission and priorities.

Building on the 2007 and 2016 Master Plans, this effort responds to changes in enrollment, academic programs, technology, and the broader higher education environment. A review of previous plans and their implementation informed the next phase of campus development.

The planning process was collaborative, engaging faculty, staff, students, and campus partners through interviews, workshops, and focused discussions. This input helped identify key opportunities, challenges, and shared priorities. The process was supported by data-driven analysis, including space utilization, facility condition assessments, and enrollment projections. This combined approach ensured that recommendations reflect both institutional priorities and the day-to-day realities of how the campus functions.

Bauer Askew Architecture served as the lead master planner, coordinating a multidisciplinary team that included:

- I. C. Thomasson Associates Inc. — engineering assessments of mechanical, electrical, plumbing, and utility systems, and evaluation of long-term infrastructure needs
- BCA Civil — civil engineering support including stormwater management, grading strategies, and campus mobility analysis
- Brailsford and Dunlavey Inc. — housing study, including evaluation of existing residence halls, market demand, and future housing needs
- Studio Topography — planning of campus landscapes, open spaces, ecological systems, and long-term stewardship strategies
- Dober Lidsky Mathey — academic planning, space utilization analysis, and benchmarking studies

Together, the planning team evaluated building conditions, infrastructure systems, academic program needs, enrollment projections, housing capacity, and student life requirements. This combined approach ensures recommendations respond to institutional priorities including academic innovation, student support, workforce competitiveness, research excellence, and long-term stewardship of University resources.

Figure 1.3 - Student Union

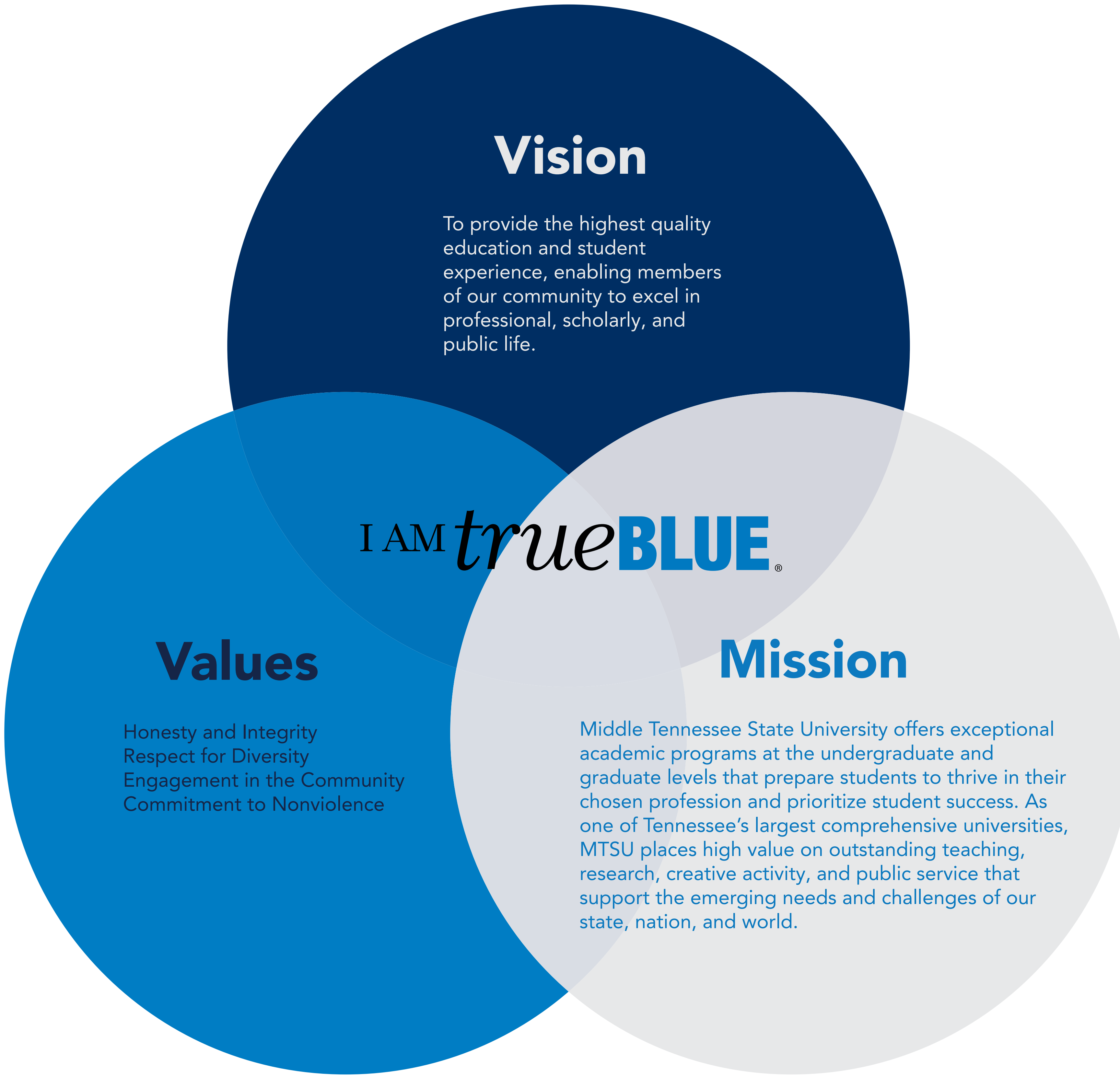


Table 1.1 - MTSU Venn Diagram

Middle Tennessee State University is one of Tennessee's largest comprehensive public universities, offering undergraduate and graduate programs that prepare students for successful careers while prioritizing student success. The University values teaching, research, creative activity, and public service that serve the needs of the state, nation, and world.

The 2026 Campus Master Plan provides a long-range physical framework that supports academic excellence, innovation, and student achievement. The plan guides campus growth and investment to strengthen learning environments, enhance the student experience, and support regional service.

The goals of the master plan are to:

- Support student success through high-quality academic, advising, student life, and support environments
- Strengthen teaching, research, creative activity, and experiential learning spaces
- Improve campus connectivity, accessibility, safety, and identity
- Modernize facilities and infrastructure to promote resilience, efficiency, and stewardship
- Expand opportunities for partnerships, outreach, alumni engagement, and service
- Guide long-term investment through a flexible implementation framework

EXISTING CAMPUS ANALYSIS

The Middle Tennessee State University campus reflects decades of growth, resulting in a diverse and well-developed physical environment. Past development patterns and land acquisitions have shaped the current campus structure and influence how future growth can occur.

The building inventory supports a wide range of academic, administrative, and student life functions. While many facilities remain structurally sound, there are notable differences in building condition and program suitability. In several cases, existing facilities no longer align with current academic and operational needs, leading to inefficiencies and limitations in how space is used. Some facilities also fall short of supporting evolving student expectations, workforce preparation, and the technological demands of contemporary teaching, research, and creative activity.

The overall organization of the campus presents both strengths and opportunities. Established academic areas function well, but gaps in adjacencies and building relationships reduce efficiency and limit collaboration across programs. Strengthening these relationships will be critical to improving how the campus functions as a cohesive academic environment.

Analysis of parking and circulation systems identified opportunities to improve connectivity, access, and the overall campus experience.

While the campus is generally accessible and provides ADA-compliant routes and facilities throughout much of the campus, some circulation patterns remain fragmented, limiting ease of movement and connectivity between key destinations. Parking locations also compete with the academic core. Improving key corridors and strengthening multimodal connections will enhance functionality, walkability, and overall accessibility across campus.

Existing utility infrastructure was also evaluated and is documented in the Utilities and Infrastructure Appendix. This assessment reviewed the capacity, condition, and distribution of major systems, including electrical, chilled water, steam, and telecommunications. While much of the system continues to function adequately, portions of the infrastructure are aging or constrained and may require targeted upgrades to support future development and increased demand.

The campus landscape plays a significant role in daily use and campus identity. Existing open spaces provide a strong foundation, but there are opportunities to increase shade, improve comfort, and better connect key areas through a more cohesive and intentional landscape framework.

Figure 1.4 - Campus Quad

MASTER PLAN - 10 YEAR VISION

Over the next 10 years, MTSU will strengthen its academic core through improved program organization, better adjacencies, strategic facility modernization, and targeted new construction that supports evolving teaching, research, and collaboration needs.

Campus improvements will create a more connected, walkable, and student-focused environment by clarifying circulation, reducing pedestrian and vehicle conflicts, and shifting parking toward the perimeter. Enhanced open spaces, expanded tree canopy, shaded gathering areas, and stronger green corridors will reinforce MTSU's identity as an arboretum and improve the daily campus experience.

This vision will be implemented incrementally in response to institutional priorities, funding opportunities, operational needs, and enrollment growth. Together, these improvements will strengthen campus functionality, resilience, and identity while supporting learning, wellness, innovation, and engagement with industry, alumni, and the broader community.

CAPITAL IMPROVEMENT PROJECTS

#	PROJECTS	SQUARE FEET			PROJECTED BUDGET
		NEW	RENOVATION	DEMOLITION	
C1	Liberal Arts Building	140,432			$112,345,600
C2	Health Sciences Building	88,804			$71,043,200
C3*	Aerospace Phase II	120,000			$66,000,000
C4	Agriculture Research and Instruction Building	40,000			$32,000,000
S1	Todd Hall - Minor Renovation		5,736		$1,147,200
S2	Jones Hall - Renovation and Addition	39,502	24,689		$29,132,800
S3	James Union Building - Renovation		36,997		$14,798,800
S4	College of Education Building - Minor Renovation		3,732		$746,400
S5	Alumni Memorial Gym - Renovation		50,419		$15,125,700
S6	ROTC Building and Forrest Hall - Demolition			24,320	$851,200
S7	Music Building	80,400			$64,320,000
S8	Saunders Fine Arts and Wright Music Building – Renovation and Demolition		19,870	31,141	$9,037,935
S9	Boutwell Dramatic Arts – Renovation		36,000		$14,400,000
S10	Peck Hall – Minor Renovations		45,137		$9,027,400
S11	Bragg Media and Entertainment Building – Addition and Renovation	49,269	53,228		$50,060,800
S12	Business & Aerospace Building – Renovation		16,698		$5,009,400
S13	Vocational Agriculture, Horticulture Facility, and Greenhouse Demolition			19,823	$396,460
S14	Interdisciplinary Research Data Center	160,000			$144,000,000
I1	School of Agriculture (SAG) Addition and Renovation	10,827	15,331		$13,260,900
I2	James E. Walker Library – Renovation		171,938		$34,387,600
I3	Performing Arts Center	186,000			$148,800,000

*Refer to MTSU Aerospace Shelbyville Master Plan July 22,2025

Table 1.2 - Capital Improvement Projects

AUXILIARY BUILDING PROJECTS

#	PROJECTS	SQUARE FEET		STORIES
		NEW	RENOVATION	
A1	Intramural Fields Support Building	3,000		1
A2	Healty, Wellness and Recreation Center Addition and Renovation	10,000	8,000	1
A3	Multi-Sport Indoor Practice Facility	120,000		3
A4	Softball Locker Room Improvements	5,500		1
A5	Pedestrian Bridge			
A6	Housing Maintenance Annex Replacement	6,000		1
A7	Middle Tennessee Blvd – Parking Garage			3
A8	Baird Lane – Parking Garage			3
A9	Womack Commons Phase II – Parking Garage			3
D1	Deere Hall Demolition			
D2	Nicks Hall Demolition			
D3	Scarlett Commons Demolition			
F1	Aerospace Housing	50,000		3
H1	Gracy Hall Renovation		22,104	3
H2	Judd Hall Renovation		22,104	3
L1	Cummings Hall Renovation		96,069	7
L2	Corlew Hall Renovation		106,669	7
L3	Greek House 1		13,039	3
L4	Greek House 2		13,039	3
L5	Greek House 3		11,682	3
L6	Greek House 4		9,822	2
L7	Greek House 5		10,363	2
L8	Greek House 6		8,467	2
L9	Greek House 7 -Global Learning Community House		13,729	3
L10	Greek House 8		13,840	3
M1	Beasley Hall Renovation		20,138	3
M2	Sims Hall Renovation		21,540	4
M3	McHenry Hall Renovation		20,987	4
M4	Mary Hall Renovation		20,789	4
M5	Smith Hall Renovation		38,511	4
M6	Monohan Hall Renovation		28,475	4
M7	Schardt Hall Renovation		35,859	4
M8	Reynolds Hall Renovation		35,826	3
R2	Womack Commons Phase II	161,000		5
R3	Womack Commons Apt.	232,065		4
R4	Lyon Hall Replacement	30,000		4

Table 1.3 - Auxiliary Building Projects


Map 1.2 - 10 Year Vision Plan
0'
150'
300'
600'
1200'
Evergreen Cemetery
Ewing Blvd
E Burton St
E Lytle St
E Main St
Central Magnet School
N Rutherford Blvd
HOTEL
FAIR
TEP
ATB
A5
A7
MC
KSHF
SAPC
STA
A3
HTSS
A6
WH
HAB
HTB
MCX
SW
PSB
HOB
BTB
TCM
TLC
GCW
CUP
BCH
BS2
EHS
S5
AMG
MEC
I3
C2
C4
S13
S14
C1
D3
S8
S9
JACK
SFA
BDA
CKNB
SAG
I1
MB
ACB
S2
S7
KOM
RH
S3
S10
JH
S6
CORL
JCH
L2
L1
PH
JUB
TODD
KUC
LRC
BAS
COE
STU
SSAC
WSBE
A4
M3
MARY
LH
R4
S1
S12
S4
GTB
MCH
M8
SBA
DSB
WPS
HONR
PCS
M4
REI
M6
MOH
M1
H1
I2
BRAGG
S11
REC
M5
BS
BH
GRH
SCI
LIB
L10
L9
L8
L7
L6
L5
L4
L3
M7
SCH
CAB
SMH
WC
D1
LYTL
ING
SIMS
JUDD
M2
H2
SCCM
WCOM1
R3
A2
A1
GREEK ROW
MT10
ALUM
PRES
WSC
PHLP
A8
SCP
DYS
D2
AEB
GAD
R2
A9
EMAIN
CH
UP
PKS
RXB
10 YEAR VISION
CAPITAL IMPROVEMENT PROJECTS
AUXILIARY PROJECTS
DEMOLITION
EXISTING BUILDINGS

Middle Tennessee State University
Board of Trustees

Approval of: Capital Disclosures

BACKGROUND INFORMATION:

In accordance with THEC Policy 4.0.6C concerning disclosure of capital projects, MTSU requests disclosure approval of one project for the FY 2027/2028 Capital Budget. Per THEC policy, these projects remain on the THEC disclosure list for a period of two years. campus master plan provides guidance for future development of the physical campus necessary to provide quality instructional and service facilities. In accordance with THEC Policy F4.1, higher education institutions must complete a new master plan every 10 years.

Additionally, one project disclosure request will meet thresholds enacted by the State of TN that allow for local project disclosure with MTSU Board Approval. This project 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 two capital project disclosure requests for MTSU Board consideration along with the MTSU capital disclosure list as it would appear in July 2027 if the 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: Grants	Funding Sources: TSSBA Bonds
Lyon Hall Complex Renovation	Renovate Lyon Hall student housing complex including Lyon Hall, Mary Hall, and McHenry Hall. Demolition and replacement of Lyon Hall will be required as part of the project.	$ 40,000,000		$ 40,000,000
Lighting Improvements	Enhance pedestrian and motorist safety along the northwest perimeter of campus with enhanced lighting and all associated work.	$ 1,500,000	$ 1,500,000	

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	Grants
Lyon Hall Complex Renovation*	Renovate Lyon Hall student housing complex including Lyon Hall, Mary Hall, and McHenry Hall. Demolition and replacement of Lyon Hall will be required as part of the project.	Amended FY 2027/28 Capital Budget	$ 40,000,000		$ 40,000,000	
Lighting Improvements*	Enhance pedestrian and motorist safety along the northwest perimeter of campus with enhanced lighting and all associated work.	MTSU Board	$ 1,500,000			$ 1,500,000
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 ammendment	$ 18,000,000	$ 18,000,000		
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		
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	
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	
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