Tennessee Higher Education Commission

AGENDA
Fall Quarterly Meeting
University of Tennessee Chattanooga
Wolford Family Athletics Center
November 5, 2026, 9:00 a.m. EST

Call to Order

Adoption of Agenda

Public Comment

Approval of Minutes: July 23, 2026, Summer Quarterly Meeting

Institution Report – University of Tennessee Chattanooga

Chair's Report

Executive Director's Report: State of Higher Education in Tennessee

Consent Calendar

I. Postsecondary State Authorization *(Action Item)*
   A. Authorization of New Institutions

Regular Calendar

I. Chair Transition and Election of Officers *(Action Items)*
   A. Chair Transition
   B. Election of Officers

II. Student Member Committee Appointment *(Action Item)*

III. New Academic Program: University of Tennessee, Knoxville: Information Systems for Business Innovation, Bachelor of Science and Business Administration (BSBA) *(Action Item)*

IV. Academic Policy Revision: Academic Policy A1.0: New Academic Programs: Approval Process *(Action Item)*

V. Tennessee State University Campus Master Plan *(Action Item)*

VI. FY2027-28 Operating State Appropriation Recommendation *(Action Item)*

VII. FY2027-28 Capital Projects Recommendations *(Action Item)*

VIII. Audit Committee Update *(Information Item)*

IX. Lottery Update *(Information Item)*

X. Other Business

TENNESSEE HIGHER EDUCATION COMMISSION

Minutes of the Summer Quarterly Meeting

Austin Peay State University

Morgan University Center

Clarksville, Tennessee

July 23, 2026

Link to recording: THEC Summer 2026 Commission Meeting

Chairwoman Tara Scarlett called the meeting to order at 9:04 a.m. CDT.

Member	PRESENT	ABSENT
Commissioner Tara Scarlett	X	
Chairwoman Whitney Allmon	X	
Commissioner Julia Dieter		X
Commissioner Jimmy Matlock	X	
Commissioner Gadson Will Perry	X	
Commissioner John Rader	X	
Commissioner Mike Ragsdale	X	
Commissioner Robert Smith	X	
Commissioner Vernon Stafford, Jr.	X	
Commissioner Charles Wood	X	
Secretary Tre Hargett	X	
Treasurer David H. Lillard, Jr.	X	
Comptroller Jason Mumpower		X
Commissioner Sara Morrison	X	

Call to Order

At the start of the meeting there were 12 members present, including eleven voting members, and a quorum was established. Commissioner Matlock, who participated virtually, departed the meeting at 9:41 a.m.

Adoption of the Agenda

Commissioner Ragsdale made a motion to adopt the agenda. Commissioner Allmon seconded the motion. A roll call vote was taken, and the motion passed unanimously.

Public Comment

There were no public comments.

Approval of Minutes: May 15, 2026, Meeting

Commissioner Wood moved to approve the minutes of May 15, 2026, Spring Quarterly Meeting. Commissioner Allmon seconded the motion. A roll call vote was taken, and the motion passed unanimously.

Institution Report – Austin Peay State University

Dr. Michael Licari, President of Austin Peay State University, welcomed the Commission and presented an overview highlighting record enrollment, low tuition and fees, and the Tuition-Free at Austin Peay initiative for qualifying Tennessee students. Dr. Licari further noted that 59% of the University's most recent graduates finished without student loan debt. Dr. Licari emphasized programs in nursing, radiologic science, aviation, teacher and principal apprenticeship, artificial intelligence, and business as strong contributors to Tennessee's workforce needs. He also described the university's military-affiliated population and partnerships that help service members earn graduate and healthcare credentials with credit for prior military experience.

Commission members commended the university's hospitality and institutional trajectory. Discussion included Austin Peay's nursing pipeline and the University's continuing efforts to expand healthcare workforce capacity in response to regional demand.

Chair's Report

Chairwoman Scarlett addressed the need for clear, accessible postsecondary pathways, noting that despite expanded access through Tennessee Promise, students still face barriers navigating different educational routes. Chairwoman Scarlett underscored the importance of institutional adaptability and said that the proposed Focused Baccalaureate Degree framework and revisions to the Outcomes-Based Funding Formula would keep higher education aligned with student and workforce needs. She also noted that what the State chooses to measure and fund strongly shapes institutional priorities.

Executive Director's Report

Dr. Steven Gentile, Executive Director, thanked Austin Peay State University and recognized several institutional leaders, noting recent progress in expanding THEC's VETS Campus designation and supporting military-affiliated students. He acknowledged Commissioner Stafford's reappointment and highlighted his contributions to accountability and governance. Dr. Gentile discussed the proposed Focused Baccalaureate Degree framework, emphasizing that reduced-credit degrees expand options while preserving core academic content. He also updated the Commission on lottery scholarship reserve evaluations and noted guidance suggesting a pro rata reduction may not be immediately required if reserve funds are used. Dr. Gentile summarized proposed Outcomes-Based Funding formula

revisions aimed at improving timely completion, measuring dual enrollment by earned credits, and refining the Workforce Investment Premium through a more data-driven method.

Dr. Julie Roberts, Chief Academic Officer, provided an update on Workforce Pell implementation. She explained that eligible programs must meet high-skill, high-wage, or in-demand criteria and be short term, portable, stackable, and aligned with degree pathways. She noted that THEC and the Tennessee Department of Labor and Workforce Development developed a consistent approval structure using statewide workforce definitions. Dr. Roberts outlined the multi-agency review process, in which institutional applications are assessed for eligibility, program length, authorization, and alignment with approved classifications before advancing to the State Workforce Development Board, the Governor's Office, and ultimately the U.S. Department of Education.

Regular Calendar

I. Audit Committee Update *(Information Item)*

Commissioner Stafford, Chairman of the Audit Committee, summarized the Committee's July 22, 2026, meeting. He reported that both the Financial Aid System of Tennessee Audit and the Policies and Procedures Audit received satisfactory assessments, despite the system's inherent risks. He noted improvements to the Institutional Finance Data System, including reduced manual data handling and stronger reporting controls. Commissioner Stafford also outlined the agency's risk classification framework and audit universe and stated that consideration of the proposed Fiscal Year 2027 Audit Plan was deferred to allow additional review before approval.

II. University of Memphis Data Severance *(Action Item)*

Treasurer Lillard, Chairman of the Finance and Operations Committee, reported that the Committee reviewed and recommended approval of the University of Memphis' request for data severance pursuant to the FOCUS Act, allowing the University to transmit institutional data directly to THEC rather than through the Tennessee Board of Regents.

Treasurer Lillard made a motion to approve the recommendation. Secretary Hargett seconded the motion. A roll call vote was taken, and the motion passed unanimously.

III. New Academic Programs *(Action Items)*

Commissioner Allmon, Chair of the Access, Academics, and Student Success Committee, presented the Committee's recommendation to approve two new academic programs at the University of Tennessee, Knoxville:

A. Civic and Constitutional Thought, Bachelor of Arts (BA)
B. Industrial Design, Bachelor of Fine Arts (BFA)

Commissioner Allmon made a motion to approve the academic programs. Commissioner Ragsdale seconded the motion. A roll call vote was taken, and the motion passed unanimously.

IV. Jackson State Community College Campus Master Plan *(Action Item)*

Treasurer Lillard presented the Finance and Operations Committee's recommendation to approve Jackson State Community College's Campus Master Plan, nothing that the Committee reviewed the institution's long-range facilities priorities and recommended approval after deliberation.

Treasurer Lillard made a motion to approve Jackson State Community College Campus Master Plan. Commissioner Stafford seconded the motion. A roll call vote was taken, and the motion passed unanimously.

V. Motlow State Community College Campus Master Plan *(Action Item)*

Treasurer Lillard presented the Finance and Operations Committee's recommendation to approve Motlow State Community College's Campus Master Plan, noting that the plan addresses future instructional capacity, workforce development needs, and facilities expansion across the institution's service area.

Treasurer Lillard made a motion to approve the Campus Master Plan. Commissioner Stafford seconded the motion. A roll call vote was taken, and the motion passed unanimously.

VI. Transmission of FY2026–27 Proposed Operating Budgets *(Action Item)*

Treasurer Lillard presented the proposed FY2026–27 operating budgets as recommended by the Finance and Operations Committee, noting that the Committee reviewed projected revenues, expenditures, tuition assumptions, and overall fiscal conditions before advancing the recommendation.

Treasurer Lillard made a motion to approve the transmission of the proposed budgets. Commissioner Smith seconded the motion. A roll call vote was taken, and the motion passed unanimously.

Following the vote, Dr. Gentile updated the Commission on Tennessee State University's enrollment strategy, noting significant increases in freshman deposits and projecting an incoming class of approximately 1,500 to 1,600 students. Treasurer Lillard referenced the

State's recent $25 million financial infusion and stressed the need for continued fiscal discipline and long-term stabilization at the University.

VII. Focused Baccalaureate Degrees: Approval Process Policy *(Action Item)*
Commissioner Allmon presented the Access, Academics, and Student Success Committee's recommendation to approve the Focused Baccalaureate Degrees: Approval Process Policy, which establishes a framework for reduced-credit bachelor's programs generally consisting of 90 to 119 credit hours while maintaining existing THEC academic approval requirements.

Commission members asked questions, and a discussion was held. Commissioner Smith emphasized the necessity of protecting graduates by establishing demonstrable outcomes and ensuring that employers understand the competency represented by the credential. Commission members requested confirmation that approved programs would still meet SACSCOC-accredited credit-hour expectations.

Commissioner Allmon made a motion to approve the Focused Baccalaureate Degrees: Approval Process Policy. Secretary Hargett seconded the motion. A roll call vote was taken, and the motion passed unanimously.

VIII. 2026–2030 Outcomes-Based Funding Formula Review *(Action Item)*
Treasurer Lillard presented the Finance and Operations Committee's recommendation on the 2026–2030 Outcomes-Based Funding formula review, noting the Committee's extensive deliberation and 3-2 vote for approval. The proposed revisions include shifting universities to a four-year graduation metric, measuring dual enrollment by credits earned, refining the Workforce Investment Premium to better reflect labor-market demand, and eliminating the awards per 100 FTE metric.

Treasurer Lillard made a motion to approve the 2026-2030 Outcomes-Based Funding formula review. Commissioner Stafford seconded the motion. A roll call vote was taken, and the motion passed with nine ayes, and one nay by Commissioner Radar.

IX. Rulemaking Hearing Rule Revision: Chapter 1540-01-04, Public Higher Education Fee Waivers for State Employees *(Action Item)*
Treasurer Lillard presented the Finance and Operations Committee's recommendation to approve revisions to Chapter 1540-01-04 governing public higher education tuition and fee waivers for state employees. He noted that the changes implement new statutory provisions allowing eligible state employees to enroll in more than one course per term while retaining the annual four-course limit, along with related technical updates.

Treasurer Lillard made a motion to approve the rule revisions. Commissioner Stafford seconded the motion. A roll call vote was taken and the motion passed unanimously.

X. Committee Appointments *(Action Item)*

Dr. Gentile explained that appointments to the Access, Academics, and Student Success Committee and the Finance and Operations Committee are confirmed annually under THEC's Rules of Procedure. Members were given an opportunity to request reassignment, and no changes to the existing committee compositions were requested.

Commissioner Stafford made a motion to approve the committee appointments. Secretary Hargett seconded the motion. A roll call vote was taken, and the motion passed unanimously.

XI. University of Michigan Research on HOPE Scholarship *(Information Item)*

Ms. Paige Elliott, Senior Director of Research and Strategy, presented findings from THEC's longstanding research partnership with the University of Michigan on the Tennessee HOPE Scholarship. The effort was supported by an Institute of Education Sciences grant. University of Michigan researchers Jennifer Trigger and Chenjun Yu, along with THEC Data Scientist Josh Skiles, outlined quantitative and qualitative findings showing that students just above the HOPE eligibility threshold were more likely to enroll and persist in college, enter four-year institutions, and complete bachelor's degrees. Qualitative findings indicated that students often found financial aid requirements complex, while financial aid staff were knowledgeable but faced varying levels of institutional capacity. The team recommended simplifying policy, improving communication, strengthening institutions support during peak periods, and expanding effective tracking and advising practices.

Commission members asked questions, and a discussion was held.

XII. Other Business

Commissioner Rader raised concerns about rising higher-education costs, student debt, and reported loan default rates. Dr. Gentile noted limitations in current default-rate data and emphasized the need to monitor affordability, net price, institutional discounting, and student outcomes. Commissioner Allmon requested an update on Tennessee's direct admissions initiative, and Dr. Gentile said that the initiative will continue into a second year while THEC evaluates enrollment and effectiveness. Treasurer Lillard encouraged ongoing review of the Outcomes-Based Funding formula between formal review cycles and called for clearer policies on institutional requests to exceed fee limits, with thorough Committee review before reaching the full Commission. Chairwoman Scarlett requested that staff return with a proposed review schedule and policy framework. Commission members discussed future meeting scheduling, expressing a preference for Thursday meetings, particularly during legislative session.

Chairwoman Scarlett adjourned the meeting at 11:22 a.m.

NEXT THEC COMMISSION MEETING:
November 5, 2026

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THEC Chairwoman Tara Scarlett **THEC Secretary Whitney Allmon**

Tennessee Higher Education Commission

AGENDA
Access, Academics, and Student Success Committee
University of Tennessee Chattanooga
Wolford Family Athletics Center
November 4, 2026, 1:00 p.m. EST

Committee Members: Chairwoman Whitney Allmon, Tre Hargett, Sara Morrison, Gadson W. Perry, Mike Ragsdale, Tara Scarlett, and Charles Wood

Call to Order

Adoption of Agenda

Public Comment

Approval of Minutes: July 22, 2026, Meeting

Regular Calendar

Binder Tab		
	I.	Residency and Graduation Requirements for Undergraduate Programs *(Information Item)*
RCIII.	II.	New Academic Program: University of Tennessee, Knoxville: Information Systems for Business Innovation, Bachelor of Science and Business Administration (BSBA) *(Action Item)*
RCIV.	III.	Academic Policy Revision: Academic Policy A1.0: New Academic Programs: Approval Process *(Action Item)*
CCI.A.	IV.	Postsecondary State Authorizations *(Action Item)* A. Authorization of New Institutions
	V.	Other Business

TENNESSEE HIGHER EDUCATION COMMISSION

Minutes of the Access, Academics, and Student Success Committee Meeting

Austin Peay State University

Morgan University Center

Clarksville, Tennessee

July 22, 2026

Link to recording: THEC Summer 2026 AASSC Meeting

Chairwoman Whitney Allmon called the meeting to order at 1:01 p.m. CDT.

Member	PRESENT	ABSENT
Chairwoman Whitney Allmon	**X**	
Commissioner Gadson Will Perry	**X**	
Commissioner Mike Ragsdale	**X**	
Commissioner Tara Scarlett	**X**	
Commissioner Charles Wood (Virtual)	**X**	
Secretary Tre Hargett	**X**	
Commissioner Sara Morrison	**X**	

Call to Order
At the start of the meeting there were seven members present, including six voting members, and a quorum was established.

Regular Calendar

Adoption of Agenda
Commissioner Tara Scarlett made a motion to adopt the agenda. Secretary Tre Hargett seconded the motion. A roll call vote was taken, and the motion passed unanimously.

Public Comment
There were no public comments.

Approval of Minutes: May 14, 2026, Meeting
Secretary Tre Harget presented the minutes of the May 14, 2026, meeting. Commissioner Gadson W. Perry seconded the motion. A roll call vote was taken, and the motion passed unanimously.

I. New Academic Programs *(Action Item)*

A. University of Tennessee, Knoxville: Civic and Constitutional Thought, Bachelor of Arts (BA)

Dr. Kyle Christmas, Senior Director of Academic Affairs, introduced the two proposed academic programs from the University of Tennessee, Knoxville. Dr. John Zomchick,

Provost and Executive Vice Chancellor, presented the proposed Bachelor of Arts in Civic and Constitutional Thought.

Dr. John Zomchick explained that the interdisciplinary program advances the legislative mission of the Institute of American Civics within the Baker School of Public Policy and Public Affairs. The curriculum integrates political thought, history, legal studies, economics, public policy, and philosophy to cultivate substantive knowledge of the foundations of the United States constitutional republic, analytical proficiency, and informed civic discourse. The program is structured to accommodate completion within four years, including as a second major, and incorporates a 3+3 pathway developed in collaboration with the Winston College of Law for students pursuing a Juris Doctor degree. Financial projections anticipate revenues exceeding program expenditure by the second year. Dr. John Zomchick explained that, while political science encompasses a broader examination of governmental systems and methodologies, the proposed degree provides concentrated study of the foundational ideas, philosophies, and documents underlying American government and constitutional democracy.

Commissioner Mike Ragsdale made a motion to recommend approval of the Bachelor of Arts in Civic and Constitutional Thought. Commissioner Tara Scarlett seconded the motion. A roll call vote was taken, and the motion passed unanimously.

B. University of Tennessee, Knoxville: Industrial Design, Bachelor of Fine Arts (BFA)

Dr. John Zomchick presented the proposed Bachelor of Fine Arts in Industrial Design, describing the program as an interdisciplinary convergence of design thinking, technology, and human-centered problem solving. The cohort-based studio program is designed to enroll approximately 18 students annually and prepare graduates for careers in advanced manufacturing, healthcare, digital product development, consumer products, wearable technologies, and related industries. The program would be the first of its kind in Tennessee and is aligned with THEC's Statewide Master Plan and the University's institutional mission. Students will acquire experiential proficiency in concept development, digital design, prototyping, and collaborative product development while utilizing the University's fabrication and design infrastructure. University of Tennessee Knoxville projects approximately 60 enrolled students by year five, with 12 to 15 graduates annually and revenues exceeding expenditures beginning in the second year.

Secretary Tre Hargett made a motion to recommend approval of the Bachelor of Fine Arts in Industrial Design. Commissioner Mike Ragsdale seconded the motion. A roll call vote was taken, and the motion passed unanimously.

II. Focused Baccalaureate Degrees: Approval Process Policy *(Action Item)*

Dr. Julie Roberts, Chief Academic Officer, presented the proposed Focused Baccalaureate Degrees: Approval Process Policy which establishes a framework for bachelor's degrees

requiring between 90 and 119 credit hours. Dr. Julia Roberts provided national context regarding the emergence of reduced-credit bachelor's degrees and discussed recent accreditation guidance permitting the development of these credentials. Under the proposed policy, approved programs would use the standardized designation Focused Baccalaureate Degree and remain subject to Tennessee Higher Education Commission's existing academic program approval or modification processes. Dr. Julia Roberts outlined substantive safeguards incorporated into the policy, including demonstrated alignment with workforce demand, industry participation in program development, required work-based learning, consideration of stackable credentials and graduate pathways, transfer and institutional residency requirements, licensure considerations, and compliance with programmatic accreditation standards. Committee members asked questions and a discussion was held.

Secretary Tre Hargett made a motion to recommend approval of the Focused Baccalaureate Degrees: Approval Process Policy. Commissioner Mike Ragsdale seconded the motion. A roll call vote was taken, and the motion passed unanimously.

II. Other Business

Secretary Hargett requested future discussion regarding institutional residency requirements, including the advantages and potential consequences of the 25% residency standard. The discussion emphasized balancing the preservation of academic integrity and the value of Tennessee credentials against unnecessary impediments to students who have already accumulated transferable academic credit.

Chairwoman Whitney Allmon thanked Austin Peay State University for hosting the Commission's meetings and expressed appreciation for the University's hospitality and campus.

The meeting adjourned at 1:54 p.m. CDT.

NEXT ACCESS, ACADEMICS, AND STUDENT SUCCESS COMMITTEE MEETING:
November 2026

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Chairwoman Whitney Allmon

TENNESSEE HIGHER EDUCATION COMMISSION

REGULAR CALENDAR ITEM: I.

MEETING DATE: November 4, 2026

SUBJECT: Residency and Graduation Requirement for Undergraduate Programs

ITEM TYPE: Information

RESIDENCY AND GRADUATION REQUIREMENTS FOR UNDERGRADUATE PROGRAMS

Residency requirements help safeguard the academic integrity of degrees while also shaping how institutions design programs, evaluate transfer credit, and consider paths for curricular innovation. Additionally, residency requirements ensure adherence to the Commission on Colleges and Universities' (formerly SACSCOC) expectations that 25% of a student's undergraduate coursework must be completed at the degree-granting institution.

During the July 2026 Access, Academics, and Student Success Committee meeting, Secretary Tre Hargett requested further discussion regarding institutional residency requirements, as they were referenced during the committee's review of the Focused Baccalaureate Degree policy. As Tennessee continues to explore flexible degree models and expand transfer pathways, residency policies influence how far institutions can adjust credit requirements without compromising accreditation compliance. The following summary outlines current residency expectations across Tennessee's public universities and community colleges.

Institution	Residency Requirements – Undergraduate Programs
Austin Peay State University	Students must earn at least 25% of the degree requirements in residency and complete at least 24 semester credit hours during the junior or senior year.
East Tennessee State University	Students must earn 50 of the 120 credits for the degree at a four-year college or university, earn 25% of the total credits required for the degree at ETSU, and earn at least 6 credits in the major at ETSU.
Middle Tennessee State University	Students must complete at least 25% of required program hours in residence. They must also earn at least 12 upper-division semester hours in each major through MTSU. Additionally, students transferring from institutions that do not offer four-year degrees must complete a minimum of 50 semester hours at a four-year college or university.
Tennessee State University	Students must complete at least 25% of the total hours required for the degree in residence at TSU. Additionally, the student must earn the last 30 hours needed for graduation in residence at TSU. Six of these hours may be taken at another institution with prior written permission from the departmental advisor.

Institution	Residency Requirements – Undergraduate Programs
Tennessee Technological University	Students must complete at least 25% of the credit hours required for the degree in residence, including 24 of the required 36 upper-division credit hours. Students must also complete at least 50 credit hours at a four-year college or university.
University of Memphis	Students must earn at least 25% of required credit hours in residence. Transfer students must earn at least 20 % of major coursework and at least 3 semester hours in the minor in residence. Students transferring from two-year colleges must complete at least 60 semester hours at an accredited four-year college or university.
University of Tennessee, Chattanooga	Students must complete at least 25% of the minimum credit hours at UTC and at least 45 credit hours at a four-year college or university, with the last 24 credit hours completed at UTC. Students must also complete at least 39 credit hours at the 3000–4000 level and a minimum of 12 credit hours at the 3000–4000 level in the UTC major department or program offering the degree.
University of Tennessee, Knoxville	Students must earn a minimum of 30 upper-division credits; complete at least 15 of the final 30 credits in residence; and complete 25% of the credit hours at UTK.
University of Tennessee, Martin	Students must complete at least 60 semester hours toward the degree at an accredited four-year institution and at least 30 semester credit hours but no less than 25% of required coursework in residence at UT Martin with a minimum GPA of 2.00. No more than 9 upper-division hours may transfer unless approved by the degrees' committees. Applicants from two-year colleges must complete 60 hours at a four-year institution.
University of Tennessee, Health Science Center	Students must earn 25% of the required hours in residence.
University of Tennessee, Southern	Students must earn 25% of the required hours in residence, complete a minimum of 55 hours at a four-year college or university, and earn at least twelve semester hours at the upper-division level in the major field at UT Southern.
Tennessee Board of Regents Community Colleges	Students must complete 25% of required hours for the associate degree in residence.

Tennessee Higher Education Commission

AGENDA
THEC Audit Committee Meeting
University of Tennessee Chattanooga
Wolford Family Athletics Center
November 4, 2026, 4:00 p.m. EDT

Call to Order

Adoption of Agenda

Public Comment

Approval of Minutes: July 22, 2026, Meeting

Regular Calendar

I. FY27 Audit Plan *(Action Item)*

II. Other Business

TENNESSEE HIGHER EDUCATION COMMISSION

Minutes of the Audit Committee Meeting

Austin Peay State University

Morgan University Center

Clarksville, Tennessee

July 22, 2026

Link to recording: THEC Summer 2026 Audit Committee Meeting

Chairman Vernon Stafford called the meeting to order at 4:01 p.m. CDT.

Member	PRESENT	ABSENT
Chairman Vernon Stafford	**X**	
Commissioner Gadson W. Perry	**X**	
Commissioner John Rader	**X**	
Commissioner Mike Ragsdale	**X**	
Commissioner Robert Smith	**X**	

Call to Order
At the start of the meeting, five voting members were present.

Regular Calendar

Adoption Of Agenda
Commissioner Smith made a motion to adopt the agenda. Commissioner Perry seconded the motion. A roll call vote was taken, and the motion passed unanimously.

Public Comment
There were no public comments.

Approval of October 28, 2025, Meeting
Commissioner Ragsdale made a motion to adopt the October 28, 2025, Meeting Minutes. Commissioner Smith seconded the motion. A roll call vote was taken, and the motion passed unanimously.

I. Audits *(Information Items)*

A. Financial Aid System of Tennessee Audit

Mr. Doug Cullum, Internal Auditor, introduced the Financial Aid System of Tennessee (FAST) Audit. Mr. James Snider, Senior Director of Lottery Scholarships Programs, presented an overview of FAST, Tennessee's financial aid administration system.

Mr. Cullum discussed the system's evolution since 2003, including the transition from vendor-supported software to internal operations, as well as ongoing modernization efforts. At the request of the Committee, Mr. Cullum addressed operational challenges such as system maintenance, cybersecurity, staffing, and the need for continued investment in

system infrastructure. He stated that the system carries high inherent and residual risk due to the volume of funds administered. Audit recommendations focused on strengthening documentation, training, and other internal controls. Committee members asked questions, and a discussion was held.

B. Policies and Procedures Audit

Mr. Cullum presented the Policies and Procedures Audit, which reviewed agency-wide operational policies and compliance practices. Audit recommendations included updating policies, formalizing documentation, improving IT job tracking, strengthening funding-process communication, and continuing periodic follow-up reviews. Dr. Jason Cavender, Chief Fiscal Officer, provided an update on the fiscal team's internal procedures. Committee members asked questions, and a discussion was held.

II. Institutional Finance Data System Update *(Information Item)*

Mr. Stone Watson, Fiscal Policy Analyst, presented the Institutional Finance Data System Update. He described the system's modernization and its improvements in efficiency, data accuracy, and streamlining institutional reporting. Mr. Watson outlined key implementation milestones, testing, and integration efforts, along with the long-term benefits of the upgraded platform. Committee members asked questions, and a discussion was held.

III. Audit Environment: Risk Categories and Universe *(Information Item)*

Mr. Cullum provided an overview of the agency's audit environment, outlining the risk categories and audit universe used to develop the Internal Audit Program. He explained that the audit universe covers operational, financial, compliance, and information technology functions and serves as the basis for prioritizing audit activities. He also reviewed the agency's risk assessment methodology, including evaluations of operational, financial, management, compliance, fraud, cybersecurity, and information technology risks. Committee members asked questions, and a discussion was held.

IV. Fiscal Year 2027 Audit Plan (Information Item)

Mr. Cullum presented the proposed Fiscal Year 2027 Internal Audit Plan, developed using the agency's risk-based audit methodology. He reviewed planned audit engagements and described how the assessed risk categories guided the selection and prioritization of activities for the upcoming year. Chairman Stafford emphasized the importance of continually evaluating organizational risk and strengthening internal controls. Committee members asked questions, and a discussion was held.

Commissioner Smith made a motion to approve the proposed Fiscal Year 2027 Audit Plan. Commissioner Ragsdale seconded the motion. Following additional discussion, Commissioner Smith withdrew the motion, and Commissioner Ragsdale withdrew the second. By consensus, the Committee deferred consideration of the proposed Fiscal Year 2027 Audit Plan until the November 4, 2026, Committee meeting to allow for additional review.

V. Other Business

Chairman Stafford confirmed that the next Audit Committee Meeting will be held on November 4, 2026.

The meeting was adjourned at approximately 4:51 p.m. CDT

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Chairman Vernon Stafford

Tennessee Higher Education Commission

AGENDA
Finance and Operations Committee
University of Tennessee Chattanooga
Wolford Family Athletics Center
November 4, 2026, 3:00 p.m. EST

Committee Members: Chairman David Lillard, Jimmy Matlock, Jason Mumpower, John Rader, Robert Smith, and Vernon Stafford

Call to Order

Adoption of Agenda

Public Comment

Approval of Minutes: July 22, 2026, Meeting

Regular Calendar

Binder
Tab

RCV.	I.	Tennessee State University Campus Master Plan *(Action Item)*
RCVI.	I.	FY2027-28 Operating State Appropriation Recommendations *(Action Item)*
	III.	FY2027-28 Tuition and Fee Setting Updates *(Information Item)*
RCVIII.	IV.	FY2027-28 Capital Projects Recommendations *(Action Item)*
	V.	Other Business

TENNESSEE HIGHER EDUCATION COMMISSION

Minutes of the Finance and Operations Committee Meeting

Austin Peay State University

Morgan University Center

Clarksville, Tennessee

July 22, 2026

Link to recording: THEC Summer 2026 Finance and Operations Committee Meeting

Chairman David H. Lillard, Jr. called the meeting to order at 2:04 p.m. CDT.

Member	PRESENT	ABSENT
Treasurer David H. Lillard, Jr., Chairman	**X**	
Commissioner Jimmy Matlock	**X**	
Commissioner John Rader	**X**	
Commissioner Robert Smith	**X**	
Commissioner Vernon Stafford, Jr.	**X**	
Comptroller Jason E. Mumpower		**X**
Commissioner Julia Dieter		**X**

Call to Order
At the start of the meeting, there were four voting members present, and a quorum was established. Commissioner Jimmy Matlock joined the meeting virtually at 2:20 p.m.

Regular Calendar

Adoption of Agenda
Commissioner Smith made a motion to adopt the agenda. Commissioner Stafford seconded the motion. A roll call vote was taken, and the motion passed unanimously.

Public Comment
There were no public comments.

Approval of Minutes: May 14, 2026, Meeting
Treasurer Lillard presented the minutes of May 14, 2026, Finance and Operations meeting. Commissioner Stafford made a motion to approve the minutes. Commissioner Smith seconded the motion. A roll call vote was taken, and the motion passed unanimously.

I. University of Memphis Data Severance *(Action Item)*

Ms. Amanda Klafehn, Chief Strategy Officer, presented the University of Memphis' request for data severance pursuant to the FOCUS Act, allowing the University to submit data directly to THEC instead of through the Tennessee Board of Regents. Ms. Klafehn outlined the University's readiness to independently manage its own reporting and described collaborative work among THEC, TBR, and the University of Memphis to establish standards,

governance, and procedures ensuring consistency and data integrity. Committee members asked questions and a discussion was held.

Commissioner Stafford made a motion to recommend approval of the University of Memphis' request for data severance. Commissioner Smith seconded the motion. A roll call vote was taken, and the motion passed unanimously.

II. Jackson State Community College Campus Master Plan *(Action Item)*

Dr. Carol Rothstein, President of Jackson State Community College (JSCC), presented the college's Campus Master Plan, highlighting enrollment growth, institutional accomplishments, and projected population increases in its service area. Dr. Rothstein explained that the proposed plan supports future enrollment, enhances student services, modernizes instructional spaces, and strengthens workforce development opportunities. Key projects include replacing aging academic buildings with a modern classroom facility and learning commons, constructing a new science building, expanding the Gibson County campus, and improving leased instructional sites. Committee members asked questions and a discussion was held.

Commissioner Stafford made a motion to recommend approval of the JSCC Campus Master Plan. Commissioner Smith seconded the motion. A roll call vote was taken, and the motion passed unanimously.

III. Motlow State Community College Campus Master Plan *(Action Item)*

Dr. Michael Torrence, President of Motlow State Community College (MSCC), presented the college's Campus Master Plan, emphasizing the institution's expanding role in workforce development and regional economic growth. He highlighted rising enrollment, projected population increases, and MSCC commitment to expanding access while meeting evolving workforce and industry demands. The proposed plan prioritizes new instructional, laboratory, and workforce training facilities at the Moore County, Smyrna, and McMinnville campuses while preserving capacity for future expansion and continued community engagement. Committee members asked questions and a discussion was held.

Treasurer Lillard made a motion to recommend approval of the MSCC Campus Master Plan. Commissioner Smith seconded the motion. A roll call vote was taken, and the motion passed unanimously.

IV. Transmission of FY2026–27 Proposed Operating Budgets *(Action Item)*

Dr. Jason Cavender, Chief Fiscal Officer, presented the proposed operating budgets for FY2026–27 for Tennessee's public higher education institutions, outlining projected revenues, expenditures, tuition assumptions, and statewide fiscal trends. Dr. Cavender introduced the Commission's new Institutional Finance Data System, noting its enhanced reporting capabilities and operational efficiency. Ms. April Robinson, Chief Financial Officer for Tennessee State University, provided an update on TSU's enrollment projections, fiscal

stabilization efforts, and long-term financial strategy. Committee members asked questions and a discussion was held.

Commissioner Stafford made a motion to recommend transmission of the proposed FY2026–27 operating budgets and Commissioner Smith seconded the motion. A roll call vote was taken, and the motion passed unanimously.

V. 2026–2030 Outcomes-Based Funding Formula Review *(Action Item)*

Ms. Julia Ahrns-Hoffman, Director of Fiscal Policy, presented proposed revisions to the 2026–2030 Outcomes-Based Funding formula, emphasizing changes intended to simplify the model, strengthen student success outcomes, and better align state investments with workforce priorities. Committee members asked questions and a discussion was held.

Commissioner Stafford made a motion to recommend approval of the proposed 2026–2030 Outcomes-Based Funding formula revisions. Treasurer Lillard seconded the motion. Following a roll call vote, the motion passed with three ayes, and two nays from Commissioner Rader and Commissioner Matlock.

VI. Rulemaking Hearing Rule Revision: Chapter 1540-01-04, Public Higher Education Fee Waivers for State Employees *(Action Item)*

Mr. Scott Sloan, General Counsel and Chief Operating Officer, presented proposed revisions to Tenn. Comp. R. & Regs. 1540-01-04 governing the State Employee Tuition and Fee Waiver Program. The revisions implement statutory changes permitting eligible state employees to enroll in more than one course during an academic term while retaining the annual limit of four courses. Additional technical updates align agency terminology and administrative references with current practice.

Commissioner Stafford made a motion to recommend approval of the proposed rule revisions. Treasurer Lillard seconded the motion. A roll call vote was taken, and the motion passed unanimously.

VII. Other Business

There was no other business discussed.

The meeting adjourned at 3:06 p.m. CDT

NEXT FINANCE AND OPERATIONS COMMITTEE MEETING:
November 2026

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Chairman David H. Lillard, Jr.

TENNESSEE HIGHER EDUCATION COMMISSION

REGULAR CALENDAR ITEM: **III.**

MEETING DATE: November 5, 2026

SUBJECT: Tuition and Fee Setting Updates

ITEM TYPE: Information

BACKGROUND

Since 2010, the Complete College Tennessee Act has authorized the Commission to consider the effects of the annual state appropriation request on student fee policy. The FOCUS Act of 2016 expanded THEC's authority on student fee levels, requiring that the Commission issue binding tuition and fee maximum allowable increases each year. These maximum increases apply only to resident, undergraduate students on the tuition rate, as well as total tuition and mandatory fees. Additionally, during the 2025 legislative session, Public Chapter 186 amended §49-7-202(n), THEC's tuition and fee authority, to allow the Commission to approve separate maximum increases for one or more public institutions of higher education if the Commission determines that it is necessary based on the circumstances or needs of the respective institution.

On average, tuition and mandatory fees account for roughly 58% of revenue generated at universities, 42% at community colleges, and 37% at Tennessee Colleges of Applied Technology (TCATs). Based on the FY2026-27 proposed operating budgets, the combined tuition and state appropriation revenue for all formula units is approximately $4.1 billion, with state appropriations comprising $1.7 billion.

CONSIDERATIONS FOR TUITION POLICY

Each year, THEC staff utilize a tuition model to provide a recommendation for the tuition and fee maximum. In August 2025, the Commission engaged in a working session to discuss potential changes to the tuition and fee setting process, including analysis from the National Center for Higher Education Management Systems (NCHEMS).

During the Fall Commission Meeting, staff will provide an update on potential revisions to the current tuition model and tuition exemption process to inform the guiding and binding tuition increase process in spring 2027.

ATTACHMENT I

2027-28 Tuition 1.0% Increase

	2026-27 Tuition	2027-28 Scenarios Increase	Change
APSU	$8,346	$8,429	$83
ETSU	9,180	9,272	92
MTSU	9,192	9,284	92
TSU	8,310	8,393	83
TTU	10,920	11,029	109
UofM	9,744	9,841	97
UTC	8,904	8,993	89
UTK	11,560	11,676	116
UTM	9,338	9,431	93
UTS	10,228	10,330	102
CC Avg	4,992	5,042	50
TCATs	4,338	4,381	43

ATTACHMENT I

2027-28 Tuition and Mandatory Fee 1.0% Increase

	2026-27			2027-28 Scenarios Tuition and Fee Increase	
	Mandatory Fees	Tuition	Total	Increase	Change
APSU	$1,824	$8,346	$10,170	$10,272	$102
ETSU	2,288	9,180	11,468	11,583	115
MTSU	2,376	9,192	11,568	11,684	116
TSU	1,548	8,310	9,858	9,957	99
TTU	1,676	10,920	12,596	12,722	126
UofM	2,016	9,744	11,760	11,878	118
UTC	2,180	8,904	11,084	11,195	111
UTK	2,464	11,560	14,024	14,164	140
UTM	1,810	9,338	11,148	11,259	111
UTS	1,374	10,228	11,602	11,718	116
CC Avg	360	4,992	5,352	5,405	54
TCATs	285	4,338	4,623	4,669	46

ATTACHMENT II

Tuition and Mandatory Fees History

Tuition and Mandatory Fees History

	2022-23	2025-26	2026-27	1 Year Change	5 Year Annual Growth Rate [1]
APSU	$8,761	$9,852	$10,170	3.2%	3.0%
ETSU	9,674	10,994	11,468	4.3%	3.5%
MTSU	9,592	11,071	11,568	4.5%	3.8%
TSU	8,335	9,438	9,858	4.5%	3.4%
TTU	10,000	11,926	12,596	5.6%	4.7%
UofM	10,056	11,256	11,760	4.5%	3.2%
UTC	9,452	10,762	11,084	3.0%	3.2%
UTK	13,244	13,876	14,024	1.1%	1.2%
UTM	9,912	10,824	11,148	3.0%	2.4%
UTS	10,200	11,264	11,602	3.0%	2.6%
CC Avg	4,638	5,163	5,352	3.7%	2.9%
TCATs	4,008	4,461	4,623	3.6%	2.9%

Mandatory Fees History

	2022-23	2025-26	2026-27	1 Year Change	5 Year Annual Growth Rate [1]
APSU	$1,615	$1,824	$1,824	0.0%	2.5%
ETSU	1,952	2,192	2,288	4.4%	3.2%
MTSU	1,888	2,257	2,376	5.3%	4.7%
TSU	1,207	1,248	1,548	24.0%	5.1%
TTU	1,282	1,456	1,676	15.1%	5.5%
UofM	1,704	1,920	2,016	5.0%	3.4%
UTC	1,856	2,050	2,180	6.3%	3.3%
UTK	1,912	2,316	2,464	6.4%	5.2%
UTM	1,534	1,758	1,810	3.0%	3.4%
UTS	1,200	1,334	1,374	3.0%	2.7%
CC Avg	312	321	360	12.1%	2.9%
TCATs	249	249	285	14.5%	2.7%

[1] *Annual Growth Rate represents the average yearly rate of tuition increase over the 5-year period, assuming each year builds on the last.It offers a clear view of long-term trends by smoothing out year-to-year fluctuations making it useful for policy evaluation and comparison.*

ATTACHMENT III

2027-28 Tuition Model Analysis Scenarios

The following scenarios utilize the THEC Tuition Model to estimate the tuition range required to maintain the 2027-28 estimated total revenue per FTE. The scenarios assume flat enrollment at universities, community colleges, and colleges of applied technology and a 2.5% increase in inflation costs. This analysis is presented for information purposes only and is meant to provide guidance on the recommended tuition range.

Tuition Increase With a $116.2M (6.6%) Increase in State Appropriations[1]

Model Assumptions	Universities	CCs	TCATs
Costs Inflation	2.5%	2.5%	2.5%
Enrollment	0.0%	0.0%	0.0%
State Appropriations	6.8%	6.7%	5.1%
Tuition Model Average Recommendation	-1.0%	-3.5%	-2.4%
Tuition Model Range		**-3.5% to 4.3%**	

Tuition Increase With Overall Flat Appropriations

Model Assumptions	Universities	CCs	TCATs
Costs Inflation	2.5%	2.5%	2.5%
Enrollment	0.0%	0.0%	0.0%
State Appropriations	3.1%	-0.1%	0.0%
Tuition Model Average Recommendation	2.9%	6.4%	7.2%
Tuition Model Range		**-1.5% to 13.0%**	

1- Based on a request of $116.2M for outcomes productivity.

Note: The recommendation is based on an assumed costs inflation rate of 2.5% as determined by the Consumer Price Index less food and energy costs.

TENNESSEE HIGHER EDUCATION COMMISSION

CONSENT CALENDAR ITEM: I.A.

MEETING DATE: November 5, 2026

SUBJECT: Postsecondary State Authorization
Authorization of New Institutions

ITEM TYPE: Action

BACKGROUND

The Commission, under the Tennessee Higher Education Authorization Act of 2016, as amended, has the power and duty to act upon applications for authorization of postsecondary educational institutions. For the institutions listed below, applications have been reviewed, site visits have been performed, and staff have determined that all necessary documentation and bonds have been secured. In accordance with Rule 1540-01-02-.07(2)(d), the Executive Director granted these institutions provisional initial authorization subject to review and ratification by the Commission. These institutions are being recommended for Regular Authorization.

A. Focus Sleep School — Germantown, TN

7730 Wolf River Blvd., Suite 107, Germantown, Tennessee 38138

Corporate Structure: Limited Liability Company (LLC)
Accreditation: None
Title IV Funding: No

Focus Sleep School is seeking to register one new program. The program will be offered in a blended format. Instruction will be provided by the faculty from their authorized location in Germantown, Tennessee, as well as on-line.

1. Program: **Introduction to Sleep Medicine for Technologists Course**
Credential Awarded: **Certificate of Completion**
Length of Program: **80 Contact Hours**
1 Month

License/Certification Required for Employment: Registered Polysomnographic Technician
Licensing Board/Agency: Board of Medical Examiners

B. Restoring Hope School of Ministry — Cross Plains, TN

8655 HWY 25 E, Cross Plains, Tennessee 37049

Corporate Structure: Not-for-Profit Corporation
Accreditation: None
Title IV Funding: No

Restoring Hope School of Ministry is seeking to register one new program. The program will be offered in a residential format. Instruction will be provided by the faculty from their authorized location in Cross Plains, Tennessee.

1.	**Program:**	**Ministry**
	Credential Awarded:	**Diploma**
	Length of Program:	**1200 Contact Hours**
		18 Months

C. Sloane Dental Assisting School LLC — Franklin, TN

1624 W. Main St. Suite B, Franklin, Tennessee 37064

Corporate Structure:	Limited Liability Company (LLC)
Accreditation:	None
Title IV Funding:	No

Sloane Dental Assisting School LLC is seeking to register one new program. The program will be offered in a blended format. Instruction will be provided by the faculty from their authorized location in Franklin, Tennessee, as well as on-line.

1.	**Program:**	**Dental Assisting**
	Credential Awarded:	**Certificate of Completion**
	Length of Program:	**155 Contact Hours**
		3 Months

License/Certification Required for Employment: Registered Dental Assistant
Licensing Board/Agency: Tennessee Board of Dentistry

D. Vanderbilt University Medical Center — Nashville, TN

3841 Green Hills Village Drive, Nashville, Tennessee 37215

Corporate Structure:	Not-for-Profit Corporation
Accreditation:	Accrediting Bureau of Health Education Schools (ABHES)
Title IV Funding:	No

Vanderbilt University Medical Center is seeking to register one new program. The program will be offered in a blended format. Instruction will be provided by the faculty from their authorized location in Nashville, Tennessee, as well as on-line.

1.	**Program:**	**Diagnostic Medical Sonography**
	Credential Awarded:	**Certificate**
	Length of Program:	**109 Quarter Credit Hours**
		18 Months

TENNESSEE HIGHER EDUCATION COMMISSION

REGULAR CALENDAR ITEM: **I.A.**

MEETING DATE: November 5, 2026

SUBJECT: Transition of Chair

ITEM TYPE: Action

Transition of Chair

Pursuant to the Commission's Rules of Procedure, Article V, "The chair shall be selected from the current vice-chairs unless both vice-chairs decline the role of chair. The chair shall alternate between legislatively appointed Commission members and gubernatorially appointed Commission members unless all members from the respective appointment group decline the role of chair."

The current chair, Commissioner Tara Scarlett, is a gubernatorially appointed Commission member. Vice Chair Secretary Tre Hargett is legislatively appointed and Vice Chair Mike Ragsdale is gubernatorially appointed.

TENNESSEE HIGHER EDUCATION COMMISSION

REGULAR CALENDAR ITEM: **I.B**

MEETING DATE: November 5, 2026

SUBJECT: Election of Officers

ITEM TYPE: Action

Election of Officers

Pursuant to Article V of the Rules of Procedure, the Commission will elect the officers on even years, Article V provides:

> *The Commission officers shall consist of a chair, two vice-chairs, and a secretary, each elected by the Commission members from among their own number. The office of secretary may be combined with that of vice-chair. Officers shall be elected in even years; the term of office of all officers shall be two years or until their successors are elected; and their duties shall be those ordinarily performed by such officers. Officers may not serve more than one consecutive term in the same role but will be eligible to serve in a given role again following a term of absence.*

The current Commission officers are:

Tara Scarlett – Chair (Middle Grand Division)

Secretary Tre Hargett – Vice-Chair (Middle Grand Division)

Mike Ragsdale – Vice-Chair (East Grand Division)

Whitney Allmon – Secretary (West Grand Division)

TENNESSEE HIGHER EDUCATION COMMISSION

REGULAR CALENDAR ITEM: **II.**

MEETING DATE: November 5, 2026

SUBJECT: Student Member Committee Appointment

ITEM TYPE: Action

Information

Pursuant to Section VI of the THEC Rules of Procedure:

> *The Commission shall have four standing committees consisting of the Executive Committee; the Audit Committee; the Access, Academics, and Student Success Committee; and the Finance and Operations Committee.*

Tenn. Code. Ann. § 49-7-204 requires the governor to appoint a voting student member to the Commssion for a one-year term or until the appointment of their successor. The student member may also be appointed to serve on committees at the discretion of the Commission.

TENNESSEE HIGHER EDUCATION COMMISSION

REGULAR CALENDAR ITEM: III.

MEETING DATE: November 5, 2026

SUBJECT: New Academic Program
University of Tennessee, Knoxville
Information Systems for Business Innovation, Bachelor of Science in Business Administration (BSBA)

ITEM TYPE: Action

PROGRAM OVERVIEW

Title and Designation	Information Systems for Business Innovation, Bachelor of Science in Business Administration (BSBA)
Concentrations	Not Applicable
Accreditation	Association to Advance Collegiate Schools of Business
CIP Code and Description	**52.1201 (Management Information Systems, General)** A program that generally prepares individuals to provide and manage data systems and related facilities for processing and retrieving internal business information; select systems and train personnel; and respond to external data requests. Includes instruction in cost and accounting information systems, management control systems, personnel information systems, data storage and security, business systems networking, report preparation, computer facilities and equipment operation and maintenance, operator supervision and training, and management information systems policy and planning.
SOC Code and Title	**11-3021 Computer and Information Systems Managers** **13-1111 Management Analysts** **15-1211 Computer Systems Analysts** **15-1212 Information Security Analysts** **15-1242 Database Administrators** **15-1243 Database Architects**
Credit Hours	120
Implementation Date	August 1, 2027
Modality and Delivery Site	On-Ground/Traditional
Department/College	Haslam College of Business/Accounting and Information Management
Governing Board Approval Date	October 16, 2026

ACADEMIC PROGRAM BACKGROUND AND OVERVIEW

The University of Tennessee, Knoxville (UTK) proposes a Bachelor of Science in Business Administration (BSBA) in Information Systems for Business Innovation, intended to strengthen Tennessee's capacity to develop technology-enabled business leaders and address critical statewide

workforce needs in high-growth digital innovation, data management, and enterprise systems roles. The proposed program builds on the college's strong foundation of existing information management courses, faculty expertise, and established industry partnerships, leveraging the institution's existing concentration offerings to create a dedicated undergraduate major. The program will serve first-year and transfer students, including those from Tennessee's community college transfer pathways.

The proposed program's curriculum integrates technical information systems knowledge with core business competencies across areas such as database systems, business process analysis, enterprise systems, cybersecurity, cloud computing, and AI-enabled digital innovation. The major consists of 19-credit hours of pre-business core, 21-credit hours of business core courses, and 21-credit hours of major requirements in business process analysis, database systems, business applications and tools, and IT infrastructure, alongside three new courses that address emerging technologies in AI Augmented Systems Analysis and Design, IT Infrastructure and Networks in Organizations, and AI-Enabled Digital Business Innovation and Strategy. Students will complete an integrated capstone experience that requires them to apply design thinking and AI-enabled approaches to real-world business challenges, often drawing on live operational datasets and industry partnerships.

A virtual external review of the proposed program was conducted on August 13, 2026, by Dr. Xinlin Tang, Professor of Management Information Systems (MIS) and Director of the MIS Ph.D. Program at Florida State University's Herbert Wertheim College of Business. Dr. Tang affirmed that the curriculum's emphasis on durable foundational concepts and integration of emerging technologies prepares students effectively for careers bridging business strategy and technology implementation. The reviewer commended the "rigorous, meticulous, and well-conceived" proposal design and highlighted the program's "robust institutional support" across central leadership, faculty readiness, student demand, and industry partnerships. The reviewer recommended approval without reservation, noting that the "industry partners explicitly stated their commitment" to internships, capstone projects, and hiring pipelines for graduates, ensuring "high program return on investment (ROI)."

ALIGNMENT WITH STATE MASTER PLAN AND INSTITUTIONAL MISSION/STRATEGIC PLAN

The proposed BSBA in Information Systems for Business Innovation aligns with the 2025-2035 Tennessee State Master Plan for Higher Education across multiple priorities. The program advances access by designing the major to serve as a complementary degree and ensuring transfer students from Tennessee community colleges can articulate seamlessly into the program with junior standing. The program directly addresses the state's workforce needs in high-demand technology roles across healthcare, finance, manufacturing, and logistics, which are industries critical to Tennessee's economic competitiveness. Finally, it enhances value through efficient use of existing faculty and course infrastructure, minimizing additional costs while delivering high-quality technical and business education.

The program advances UTK's institutional mission as a land-grant university dedicated to serving Tennessee through education, discovery, and outreach. It specifically supports key priorities within UTK's *Be One UT 2025-2030 Strategic Plan*, which is the UTK's comprehensive strategy for advancing academic excellence, workforce development, and community engagement. By preparing graduates for high-demand positions in systems analysis, database administration, IT management, and

technology consulting, the program fuels Tennessee's workforce and economy. It advances innovation and entrepreneurship by equipping graduates to drive digital transformation across organizations in both the private and public sectors, including opportunities to support rural and underserved communities through digital systems and technology adoption.

WORKFORCE ALIGNMENT AND COMMUNITY PARTNERSHIPS

Major prospective employers and industry partners, including Ernst & Young, Klynveld Peat Marwick Goerdeler (KPMG), PricewaterhouseCoopers (PwC), Forvis Mazars, RSM US, PYA, Strategic Security Solutions, and Pugh & Company, provided letters of support affirming their commitment to the program and its graduates. These firms have committed to supporting the program through internships, capstone projects using real-world datasets, guest lectures, and hiring pipelines for graduates. The Department of Accounting and Information Management will lean on its established Advisory Roundtable, composed of senior leaders and practitioners from organizations that actively recruit UTK students, to provide ongoing input on program objectives and skill requirements to ensure the curriculum remains aligned with current and emerging industry needs.

Labor demand for positions aligned with the proposed BSBA in Information Systems for Business Innovation is robust across Tennessee and the surrounding Southeast region. Information systems and technology-enabled business roles are among the fastest-growing occupational categories nationally, with the World Economic Forum projecting significant job creation in technology-focused roles through 2030. According to Lightcast labor market data, Tennessee employers posted over 7,000 unique job openings from November 2024 to October 2025 for occupations aligned with the proposed program, including systems analysts, database administrators, information security analysts, and IT management positions. Within this landscape, the THEC's *2024 Supply and Demand Report* identifies Computer Systems Analysts as projected to grow 28% in Tennessee through 2030, generating approximately 1,100 annual job openings, while Computer and Information Systems Managers are projected to grow 27%, creating over 800 annual openings. Across the southeast region, these occupations represent 215,256 jobs in 2024, with projected growth of 10.1% through 2029 and an estimated 19,702 annual openings. These positions offer competitive salaries, with median annual earnings exceeding $114,900. In the Knoxville and East Tennessee region specifically, employers posted 1,170 unique job openings for positions aligned with the program, with 66% requiring a bachelor's degree, demonstrating direct alignment between the program and local workforce needs.

PROGRAM DUPLICATION

Several Tennessee public institutions currently offer undergraduate degrees in Management Information Systems or related business information technology fields, including Middle Tennessee State University, Tennessee State University, Tennessee Technological University, University of Memphis, University of Tennessee at Martin, and University of Tennessee Southern. However, the proposed BSBA in Information Systems for Business Innovation is distinct. While other programs emphasize managerial applications or traditional computer science approaches, this proposed program integrates technical systems expertise with business strategy and emerging technologies, including artificial intelligence and cloud computing. The program emphasizes durable foundational concepts such as database modeling, systems analysis, and business process redesign, ensuring students develop adaptive skills rather than becoming dependent on specific platforms. This approach positions graduates to lead digital transformation and serve as technology-enabled business leaders. The program complements existing offerings across Tennessee's higher education

system while addressing demonstrated workforce demand for graduates with integrated business and technical competencies.

PROJECTED ENROLLMENT, GRADUATION, AND STUDENT INTEREST

The enrollment and graduation figures in Table 1 below represent projected total fall enrollment. Given the strong baseline of student interest demonstrated through surveys and the rapid growth in Information Management coursework, the program is positioned for robust enrollment. These projections are intentionally conservative and do not account for potential growth from marketing efforts, increased program awareness, or additional enrollment from double majors and internal transfers.

Table 1: Projected Enrollment and Graduation

	2027-28	2028-29	2029-30	2030-31	2031-32
Enrollment	140	267	379	473	473
Graduates	0	0	0	94	94

Survey results demonstrate strong student interest in the proposed program. Of 451 respondents, 158 students indicated they are likely or very likely to enroll, representing 35% of the survey population. Students expressed particular enthusiasm for coursework in artificial intelligence, emerging technologies, database systems, business process design, and cybersecurity. This interest is supported by sustained growth in Information Management coursework at the Haslam College, where enrollment as a collateral or concentration increased from 233 students in 2021 to 696 in 2025, and course enrollments grew from 4,071 students in 2021-22 to 6,650 in 2024-25. This significant growth occurred without the availability of a dedicated major, indicating substantial demand for a standalone degree program in this field.

PROGRAM COSTS AND REVENUES

The proposed one-time and recurring expenditures as well as revenues for the BSBA in Information Systems for Business Innovation are listed in Table 2. The program launches with minimal start-up costs by leveraging six existing Information Management courses and adding only three new courses. One-time costs of $2,500 in the planning year cover the external reviewer consultant fee, while recurring costs begin at $2,000 annually for marketing and operational expenses. Because major coursework does not begin until year 3, instructional costs remain modest, with approximately $26,560 annually beginning in year 3 to support one adjunct faculty member and benefits. Strong institutional support and efficient use of existing faculty, facilities, and cloud infrastructure keep costs minimal throughout the five-year projection period.

The program projects strong revenue generation beginning in year 1, with tuition revenue of approximately $2.4 million increasing to over $8.2 million annually by year 4 as successive student cohorts progress through the program. By year 4, the program reaches steady state with all four student cohorts in the program. Year 5 revenue remains stable as graduating cohorts are replaced by new entering cohorts.

Table 2: Estimated Costs to Deliver the Proposed Program

Estimated Costs to Deliver the Proposed Program One-Time Expenditures						
Category	**Planning**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Total One-Time Expenditures	*$2,500*	*$0*	*$0*	*$0*	*$0*	*$0*
Recurring Expenditures						
Category	**Planning**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Total Recurring Expenditures	*$2,000*	*$2,000*	*$2,000*	*$28,560*	*$41,840*	*$41,840*
Grand Total (One-Time & Recurring)	**$4,500**	**$2,000**	**$2,000**	**$28,560**	**$41,840**	**$41,840**
Projected Revenues						
Category	**Planning**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Total Revenues	**$0**	**$2,445,240**	**$4,663,422**	**$6,619,614**	**$8,261,418**	**$8,261,418**

PROGRAM COSTS FOR STUDENTS

Below is a summary of the program costs for students based on in-state and out-of-state rates. The program is designed to be completed in eight semesters, and the total program cost is reflected accordingly in the final line of the table.

Table 3: Program Costs for Students

Annual Cost Per Student	
Category	**Cost Per Year**
Total Annual Cost – Resident	$17,466
Total Annual Cost – Non-Resident	$25,050
Total Cost for Program	
Category	**Dollar Amount**
Per Student One-Time Required Fees (if applicable)	N/A
Estimated Post-Graduation Licensure Fee (if applicable)	N/A
Estimated Completion Time	
Estimated Time to Degree (in semesters)	8 semesters 8 x $8,733 = $69,864 (resident) 8 x $12,525 = $100,200 (non-resident)

TENNESSEE HIGHER EDUCATION COMMISSION

REGULAR CALENDAR ITEM: **IV.**

MEETING DATE: November 5, 2026

SUBJECT: THEC Academic Policy A1.0: New Academic Programs: Approval Process

ITEM TYPE: Action

BACKGROUND

Pursuant to Tenn. Code Ann. § 49-7-202(q)(2)(A), the Tennessee Higher Education Commission (THEC) is statutorily responsible for reviewing and approving new degree programs for public institutions of higher education in the State of Tennessee. THEC Academic Policy A1.0 – *New Academic Programs: Approval Process* outlines the requirements governing the approval of new academic programs.

The proposed policy revisions remove the requirement for post-approval monitoring, eliminate the requirement for two external reviewers for doctoral programs, and delete Section 1.0.8A – Institutional Accreditation Action. The rationale for each proposed change is outlined below.

The most significant proposed change is the removal of the post-approval monitoring requirement. This recommendation stems from substantial revisions made to Quality Assurance Funding (QAF). As QAF was redesigned for the 2026–2031 cycle, and approved by the Commission at the February 20, 2026 meeting, enhancements were implemented to support a more holistic approach to the approval and ongoing oversight of academic programs. Newly approved academic programs now enter QAF within five years of approval, creating a formal monitoring mechanism within an existing statewide process. Due to this revised process the need to have campuses report via post-approval monitoring becomes duplicative and unnecessary.

The proposed revisions also remove the requirement that doctoral programs undergo review by two external evaluators, to align with external evaluator expectations for all other degree programs. Institutions retain the discretion to engage a second reviewer if they determine that doing so is appropriate for their internal review processes. In addition, Section 1.0.8A – Institutional Accreditation Action has been deleted. This section is no longer necessary because, when an institutional accreditor declines to approve a program, the institution is already obligated to take corrective action or pursue program termination.

A redlined version of the proposed policy is included as Attachment A, and a clean version is included as Attachment B.

Attachment A

Section Title: Academic Policies
Policy Title: New Academic Programs: Approval Process
Policy Number: A1.0

1.0.1A **Purpose.** Pursuant to Tennessee Code Annotated § 49-7-202(q)(2)(A), the Tennessee Higher Education Commission has the statutory responsibility to review and approve new academic programs for public institutions of higher education in the State of Tennessee. These responsibilities shall be exercised so as to:

- promote academic quality;
- maximize cost effectiveness and efficiency to ensure the benefits to the state outweigh the costs and that existing programs are adequately supported;
- fulfill student demand, employer need, societal, and economic requirements;
- avoid unnecessary duplication and ensure that proposed academic programs cannot be delivered more efficiently through collaboration or alternative arrangements; and
- encourage cooperation among all institutions, both public and private.

These expectations for program quality and viability are underscored by Tennessee Code Annotated § 49-7-202(d)(4)(A)-(C). This statute directs public higher education to:

- address the state's economic development, workforce development and research needs;
- ensure increased degree production within the state's capacity to support higher education; and
- use institutional mission differentiation to realize statewide efficiencies through institutional collaboration and minimized redundancy in degree offerings, instructional locations, and competitive research.

1.0.2A **New Academic Programs Subject to Approval.** Programs subject to approval, per this policy, are associate degree programs, baccalaureate degree programs, master's degree programs, and doctoral degree programs.

1.0.3A **New Academic Program Approval Delegation.** Programs meeting the following criteria may be delegated for approval from the THEC Executive Director:

- The program must be a high-priority field as defined by THEC staff;
- The program must fill an immediate or projected unmet labor market need locally, regionally, and/or statewide;
- Median starting salaries for graduates must be at or above minimum living wage expectations for the institution's region; and
- For universities, the program's curriculum must contain less than 50% new content.

At any point in the approval process, the Executive Director has the authority to refer action regarding a proposed program to the Commission at the request of any Commission member.

1.0.4A **Joint Degree Academic Programs.** For purposes of this policy, a joint degree academic program is whereby two or more institutions grant a single academic award for completion of an academic program.

For new joint programs that involve the development of a new academic program, a Memorandum of Understanding that clearly outlines program responsibilities and fiscal arrangements among participating institutions must be developed and approved concurrently with the program proposal at each institution.

If any partner institution does not currently offer the academic program for the joint degree, the joint degree program must undergo the new academic program approval process as outlined in this policy.

If two or more institutions create a joint degree program with academic programs that have already been approved at each institution, then the new joint degree program does not need to undergo the new academic program process and would be subject to the Academic Policy A 1.1 – Academic Program Modifications.

1.0.5A **Criteria for Review.** THEC staff consider the following criteria in order to maximize state resources in evaluating academic programs:

- Alignment with the state master plan for higher education and institutional mission – An institution must provide evidence that the proposed academic program aligns with the state's master plan for higher education and institutional mission, with a focus on leveraging differentiation to realize statewide efficiency of degree offerings, instructional locations, and competitive research.

- Feasibility – An institution must provide documentation that demonstrates the need for the new academic program including student interest, local and regional demand, industry support, and workforce need.

- Institutional capacity to deliver the proposed academic program – Supporting documentation must be included that confirms an institution can deliver the proposed program within existing and projected resources.

- Program costs/revenues – An institution must provide documentation of all new anticipated costs and revenues.

1.0.5B **No Unnecessary Duplication.** The THEC Academic Program Inventory provides the initial indication of apparent duplication or undue proliferation of programs in the

state. When other similarly titled existing programs may serve the same potential student population, an institution seeking to develop potentially duplicative programs should consult THEC with evidence to demonstrate that a newly proposed academic program is:

- in accord with the institution's distinct mission as approved by the Commission;
- sufficiently different from all related existing programs in the geographical region in quality and/or rigor, costs of degree completion, student success and completion rates, etc.; and
- more cost effective or otherwise in the best interests of the State to initiate a new academic program rather than meet the demand through other arrangements (e.g., collaborative means with other institutions, distance education technologies, and consortia).

1.0.6A **Steps to Establish a New Academic Program.** The process in developing a new academic program is multi-staged and includes the following essential steps:

- Letter of Notification (LON)
- Public Comment
- New Academic Program Proposal (NAPP)
- External Review
- Institutional Governing Board Approval
- Commission Action or Delegated Action

1.0.6B **Letter of Notification (LON).** The LON must address the criteria for review as outlined previously in Sections 1.0.5A and 1.0.5B. The LON should provide clear, supporting documentation that the proposed academic program contributes to meeting the priorities and goals of the institution's academic or master plan; why the institution needs the academic program; and why the state needs graduates from that particular academic program. The submission of the LON must also include a letter from the President or Chancellor signifying support for development of the proposed academic program.

1.0.6C **Public Comment**. The LON will be posted on the THEC website for a fifteen (15)-calendar day period for comment by interested parties. Evaluation of the LON will be conducted by THEC staff and will include consideration of any public comments. The fifteen (15)-calendar day public comment period may be extended to a maximum of thirty (30)-calendar days at the discretion of THEC staff.

THEC staff have the authority to request additional information for the proposed program including, but not limited to, an external, independent feasibility study.

Furthermore, the THEC Executive Director has the authority to refer action on the LON to the Commission for action if deemed appropriate and/or at the request of any member of the Commission.

1.0.6D **Letter of Notification (LON) Expiration.** All LONs are valid for two (2) years from submission. If the program has not been approved for implementation within two

(2) years from the date of submission, the LON is no longer valid. An institution can request an extension in writing to the THEC Executive Director if extenuating circumstances have delayed the proposed academic program.

1.0.6E **New Academic Program Proposal (NAPP).** The NAPP is to be submitted in entirety to THEC in accordance with requirements outlined in the NAPP checklist on the THEC website and may be submitted at the same time as the LON.

1.0.6F1 **External Review.** External reviewers will be required to serve as expert evaluators for all proposed new academic programs. ~~For doctoral programs, two (2) external reviewers will be required to evaluate the proposed academic program.~~ THEC will select reviewers from the proposed institutional external reviewer list. Individuals used in the development stage as external consultants may not serve as external reviewers. External reviewers should be selected in alignment with criteria outlined by THEC.

In the event no external reviewers proposed by the institution are available or acceptable, THEC staff reserve the right to approve an exception or propose alternative external reviewers and may opt, when appropriate, to authorize a paper review of the proposed academic program rather than a visit to the campus by the external reviewer.

The institution or system office will be notified of the selected reviewers, the review modality, dates of availability of THEC staff, and provide a list of questions for the external reviewer to address during the course of the review. Institutions may add additional questions to the THEC review questions. The external reviewer must provide a written report in response to the questions concurrently to the institution/system office and THEC staff within thirty (30)-calendar days of the conclusion of the site visit.

The institution will be responsible for inviting the external reviewer, all scheduling, expenses and contracting with the external reviewer. THEC will provide a summary of the required agenda sessions for the site visit.

1.0.6F2 **Post-External Review.** After receipt of the external reviewer's report, an institution must propose to THEC solutions in keeping with best practices for all issues identified by the reviewer.

1.0.6G **Institutional Governing Board Approval.** Prior to inclusion on the Commission agenda, an institution must have received institutional governing board approval in alignment with institutional/system policies regarding new program approval. Approval from the institutional governing board can be attained at any time in the development of the proposed program but documentation of approval must be provided prior to Commission consideration.

1.0.6H **Notification of Inclusion on Commission Agenda or Delegated Action.** Once all requirements of the multi-stage process have been satisfied, THEC staff will notify the institution/system they will be included on the next Commission agenda or that the

program has been routed to the Executive Director for delegated action.

1.0.6I **Commission Action.** Proposed academic programs supported by THEC staff and approved by the institutional governing board will be presented to the Commission for action at the earliest possible scheduled meeting.

Commission action on a given academic program may take one of four actions:

- approval
- disapproval
- conditional approval
- deferral

Conditional approval may be granted in special cases. This type of approval is reserved for academic programs for which the need is temporary. Conditional approvals will identify a date that the academic program must be terminated.

1.0.6J **Delegated Action.** Once all requirements of the multi-stage process have been satisfied, THEC staff will notify the institution/system when the program proposal and supporting materials have been provided to the Executive Director for delegated approval consideration.

Executive Director action on a given academic program may take one of four actions:

- approval
- disapproval
- conditional approval
- deferral

Conditional approval may be granted in special cases. This type of approval is reserved for academic programs for which the need is temporary. Conditional approvals will identify a date that the academic program must be terminated.

1.0.7A **Early Advertising for New Academic Programs.** New academic programs may be advertised by any public institution following THEC staff notification of inclusion on Commission agenda or delegated action.

All statements and representations for advertising must be clear, factually accurate, and current. In the case of programs that are awaiting THEC approval, the institution's communication with both external and internal constituencies must clearly and consistently represent the program(s) as "pending approval by THEC." Students may not be admitted to any program prior to final approval by the Commission or the Executive Director.

~~**1.0.8A** **Institutional Accreditation Action.** If a new program requires institutional accreditor approval, the institution must notify the THEC Chief Academic Officer in writing within ninety (90) days of receipt of the approval or denial from the respective institutional accreditor.~~

~~If approval for the new academic program is denied by the institutional accreditor, the institution must notify the THEC Chief Academic Officer that it will appeal the decision or withdraw the program within ninety (90) days from the denial.~~

1.0.~~8~~9A Approval of New Tennessee Board of Regents (TBR) Community College Programs. New TBR community college associate degree programs are subject to the criteria for review and accountability set forth in Sections 1.0.5A and 1.0.5B of this policy. These guidelines must be the basis for TBR staff review and governing board approval.

After final approval by TBR of a new associate degree program, TBR must submit a written request for the program to be included on the next Commission agenda or reviewed for delegated approval consideration if all criteria in Section 1.0.3A are met. The request must include documentation of governing board approval and all new academic program approval materials. Prior to inclusion on the Commission agenda or consideration for delegated approval, THEC staff will review new program approval materials to ensure completeness and alignment with Sections 1.0.5A and 1.0.5B of this policy.

While new certificates and replicated associate degree programs at TBR community colleges are not subject to this policy, they are subject to academic program inventory notification as outlined in THEC Policy A1.5 and post-approval monitoring requirements as outlined in Section 1.0.10A.

Academic program replication is defined as the addition of an associate degree program at a TBR community college that has already been approved and is active at one (1) or more TBR community colleges.

1.0.~~9~~10A Quality Assurance Funding. ~~Post-Approval Monitoring.~~ ~~Post-approval monitoring is a process by which academic programs are evaluated and is initiated when a new program receives approval by the Commission, the Executive Director, or is reported through TBR academic program inventory notification.~~

~~Performance of academic programs, based on goals established in program approval documentation, will be evaluated by THEC. The monitoring period will be three (3) years for pre-baccalaureate programs, five (5) years for baccalaureate and master's programs, and seven (7) years for doctoral programs. While the program is in post- approval monitoring, any changes that would affect the academic program inventory related to the approved program will need to be submitted in writing to THEC staff for consideration.~~

~~THEC staff may choose to extend the monitoring period if additional time is needed for the program to demonstrate success on program benchmarks. Annually, the Commission will review post-approval monitoring reports on academic programs that are currently being monitored, including information on those programs not meeting program benchmarks. Additionally, pursuant to~~

~~Tennessee Code Annotated §49-7-202(q)(1)(B), the Commission may recommend to the President/Chancellor that a program be terminated if it is deemed unnecessarily duplicative. Copies of such recommendations will be forwarded to the Education Committees of the General Assembly.~~

~~Upon completion of post-approval monitoring,~~ New academic programs will be evaluated via Quality Assurance Funding, which is a statewide supplemental funding incentive to encourage continuous improvement of academic programs.

Sources: THEC Meetings: April 22, 1988; January 29, 1997; November 14, 2002; January 27, 2011; July 28, 2011; January 29, 2015; January 26, 2017; January 25, 2019; July 28, 2022; January 27, 2023; January 25, 2024; ~~and~~ November 12, 2025; and November 5, 2026.

Attachment B

Section Title: Academic Policies
Policy Title: New Academic Programs: Approval Process
Policy Number: A1.0

1.0.1A **Purpose.** Pursuant to Tennessee Code Annotated § 49-7-202(q)(2)(A), the Tennessee Higher Education Commission has the statutory responsibility to review and approve new academic programs for public institutions of higher education in the State of Tennessee. These responsibilities shall be exercised so as to:

- promote academic quality;
- maximize cost effectiveness and efficiency to ensure the benefits to the state outweigh the costs and that existing programs are adequately supported;
- fulfill student demand, employer need, societal, and economic requirements;
- avoid unnecessary duplication and ensure that proposed academic programs cannot be delivered more efficiently through collaboration or alternative arrangements; and
- encourage cooperation among all institutions, both public and private.

These expectations for program quality and viability are underscored by Tennessee Code Annotated § 49-7-202(d)(4)(A)-(C). This statute directs public higher education to:

- address the state's economic development, workforce development and research needs;
- ensure increased degree production within the state's capacity to support higher education; and
- use institutional mission differentiation to realize statewide efficiencies through institutional collaboration and minimized redundancy in degree offerings, instructional locations, and competitive research.

1.0.2A **New Academic Programs Subject to Approval.** Programs subject to approval, per this policy, are associate degree programs, baccalaureate degree programs, master's degree programs, and doctoral degree programs.

1.0.3A **New Academic Program Approval Delegation.** Programs meeting the following criteria may be delegated for approval from the Tennessee Higher Education Commission Executive Director:

- The program must be a high-priority field as defined by THEC staff;
- The program must fill an immediate or projected unmet labor market need locally, regionally, and/or statewide;
- Median starting salaries for graduates must be at or above minimum living wage expectations for the institution's region; and
- For universities, the program's curriculum must contain less than 50 percent new content.

At any point in the approval process, the Executive Director has the authority to refer action regarding a proposed program to the Commission at the request of any Commission member.

1.0.4A **Joint Degree Academic Programs.** For purposes of this policy, a joint degree academic program is whereby two (2) or more institutions grant a single academic award for completion of an academic program.

For new joint programs that involve the development of a new academic program, a Memorandum of Understanding that clearly outlines program responsibilities and fiscal arrangements among participating institutions must be developed and approved concurrently with the program proposal at each institution.

If any partner institution does not currently offer the academic program for the joint degree, the joint degree program must undergo the new academic program approval process as outlined in this policy.

If two (2) or more institutions create a joint degree program with academic programs that have already been approved at each institution, then the new joint degree program does not need to undergo the new academic program process and would be subject to the Academic Policy A 1.1 – Academic Program Modifications.

1.0.5A **Criteria for Review.** THEC staff consider the following criteria in order to maximize state resources in evaluating academic programs:

- Alignment with the state master plan for higher education and institutional mission – An institution must provide evidence that the proposed academic program aligns with the state's master plan for higher education and institutional mission, with a focus on leveraging differentiation to realize statewide efficiency of degree offerings, instructional locations, and competitive research.

- Feasibility – An institution must provide documentation that demonstrates the need for the new academic program including student interest, local and regional demand, industry support, and workforce need.

- Institutional capacity to deliver the proposed academic program – Supporting documentation must be included that confirms an institution can deliver the proposed program within existing and projected resources.

- Program costs/revenues – An institution must provide documentation of all new anticipated costs and revenues.

1.0.5B **No Unnecessary Duplication.** The THEC Academic Program Inventory provides the initial indication of apparent duplication or undue proliferation of programs in the

state. When other similarly titled existing programs may serve the same potential student population, an institution seeking to develop potentially duplicative programs should consult THEC with evidence to demonstrate that a newly proposed academic program is:

- in accord with the institution's distinct mission as approved by the Commission;
- sufficiently different from all related existing programs in the geographical region in quality and/or rigor, costs of degree completion, student success and completion rates, etc.; and
- more cost effective or otherwise in the best interests of the State to initiate a new academic program rather than meet the demand through other arrangements (e.g., collaborative means with other institutions, distance education technologies, and consortia).

1.0.6A **Steps to Establish a New Academic Program.** The process in developing a new academic program is multi-staged and includes the following essential steps:

- Letter of Notification (LON)
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- New Academic Program Proposal (NAPP)
- External Review
- Institutional Governing Board Approval
- Commission Action or Delegated Action

1.0.6B **Letter of Notification (LON).** The LON must address the criteria for review as outlined previously in Sections 1.0.5A and 1.0.5B. The LON should provide clear, supporting documentation that the proposed academic program contributes to meeting the priorities and goals of the institution's academic or master plan; why the institution needs the academic program; and why the state needs graduates from that particular academic program. The submission of the LON must also include a letter from the President or Chancellor signifying support for development of the proposed academic program.

1.0.6C **Public Comment**. The LON will be posted on the THEC website for a fifteen (15)-calendar day period for comment by interested parties. Evaluation of the LON will be conducted by THEC staff and will include consideration of any public comments. The fifteen (15)-calendar day public comment period may be extended to a maximum of thirty (30)-calendar days at the discretion of THEC staff.

THEC staff have the authority to request additional information for the proposed program including, but not limited to, an external, independent feasibility study.

Furthermore, the THEC Executive Director has the authority to refer action on the LON to the Commission for action if deemed appropriate and/or at the request of any member of the Commission.

1.0.6D **Letter of Notification (LON) Expiration.** All LONs are valid for two (2) years from submission. If the program has not been approved for implementation within two

(2) years from the date of submission, the LON is no longer valid. An institution can request an extension in writing to the THEC Executive Director if extenuating circumstances have delayed the proposed academic program.

1.0.6E **New Academic Program Proposal (NAPP).** The NAPP is to be submitted in entirety to THEC in accordance with requirements outlined in the NAPP checklist on the THEC website and may be submitted at the same time as the LON.

1.0.6F1 **External Review.** External reviewers will be required to serve as expert evaluators for all proposed new academic programs. THEC will select reviewers from the proposed institutional external reviewer list. Individuals used in the development stage as external consultants may not serve as external reviewers. External reviewers should be selected in alignment with criteria outlined by THEC.

In the event no external reviewers proposed by the institution are available or acceptable, THEC staff reserve the right to approve an exception or propose alternative external reviewers and may opt, when appropriate, to authorize a paper review of the proposed academic program rather than a visit to the campus by the external reviewer.

The institution or system office will be notified of the selected reviewers, the review modality, dates of availability of THEC staff, and provide a list of questions for the external reviewer to address during the course of the review. Institutions may add additional questions to the THEC review questions. The external reviewer must provide a written report in response to the questions concurrently to the institution/system office and THEC staff within thirty (30)-calendar days of the conclusion of the site visit.

The institution will be responsible for inviting the external reviewer, all scheduling, expenses and contracting with the external reviewer. THEC will provide a summary of the required agenda sessions for the site visit.

1.0.6F2 **Post-External Review.** After receipt of the external reviewer's report, an institution must propose to THEC solutions in keeping with best practices for all issues identified by the reviewer.

1.0.6G **Institutional Governing Board Approval.** Prior to inclusion on the Commission agenda, an institution must have received institutional governing board approval in alignment with institutional/system policies regarding new program approval. Approval from the institutional governing board can be attained at any time in the development of the proposed program but documentation of approval must be provided prior to Commission consideration.

1.0.6H **Notification of Inclusion on Commission Agenda or Delegated Action.** Once all requirements of the multi-stage process have been satisfied, THEC staff will notify the institution/system they will be included on the next Commission agenda or that the program has been routed to the Executive Director for delegated action.

1.0.6I **Commission Action.** Proposed academic programs supported by THEC staff and approved by the institutional governing board will be presented to the Commission for action at the earliest possible scheduled meeting.

Commission action on a given academic program may take one of four actions:

- approval
- disapproval
- conditional approval
- deferral

Conditional approval may be granted in special cases. This type of approval is reserved for academic programs for which the need is temporary. Conditional approvals will identify a date that the academic program must be terminated.

1.0.6J **Delegated Action.** Once all requirements of the multi-stage process have been satisfied, THEC staff will notify the institution/system when the program proposal and supporting materials have been provided to the Executive Director for delegated approval consideration.

Executive Director action on a given academic program may take one of four actions:

- approval
- disapproval
- conditional approval
- deferral

Conditional approval may be granted in special cases. This type of approval is reserved for academic programs for which the need is temporary. Conditional approvals will identify a date that the academic program must be terminated.

1.0.7A **Early Advertising for New Academic Programs.** New academic programs may be advertised by any public institution following THEC staff notification of inclusion on Commission agenda or delegated action.

All statements and representations for advertising must be clear, factually accurate, and current. In the case of programs that are awaiting THEC approval, the institution's communication with both external and internal constituencies must clearly and consistently represent the program(s) as "pending approval by THEC." Students may not be admitted to any program prior to final approval by the Commission or the Executive Director.

1.0.8A **Approval of New Tennessee Board of Regents (TBR) Community College Programs.** New TBR community college associate degree programs are subject to the criteria for review and accountability set forth in Sections 1.0.5A and 1.0.5B of this policy. These guidelines must be the basis for TBR staff review and governing board approval.

After final approval by TBR of a new associate degree program, TBR must submit a

written request for the program to be included on the next Commission agenda or reviewed for delegated approval consideration if all criteria in Section 1.0.3A are met. The request must include documentation of governing board approval and all new academic program approval materials. Prior to inclusion on the Commission agenda or consideration for delegated approval, THEC staff will review new program approval materials to ensure completeness and alignment with Sections 1.0.5A and 1.0.5B of this policy.

While new certificates and replicated associate degree programs at TBR community colleges are not subject to this policy, they are subject to academic program inventory notification as outlined in THEC Policy A1.5 and post-approval monitoring requirements as outlined in Section 1.0.10A.

Academic program replication is defined as the addition of an associate degree program at a TBR community college that has already been approved and is active at one (1) or more TBR community colleges.

1.0.9A **Quality Assurance Funding.** New academic programs will be evaluated via Quality Assurance Funding, which is a statewide supplemental funding incentive to encourage continuous improvement of academic programs.

Sources: THEC Meetings: April 22, 1988; January 29, 1997; November 14, 2002; January 27, 2011; July 28, 2011; January 29, 2015; January 26, 2017; January 25, 2019; July 28, 2022; January 27, 2023; January 25, 2024; November 12, 2025; and November 5, 2026.

TENNESSEE HIGHER EDUCATION COMMISSION

REGULAR CALENDAR ITEM: V.

MEETING DATE: November 5, 2026

SUBJECT: Tennessee State University Master Plan

ITEM TYPE: Action

BACKGROUND

The purpose of a campus master plan is to articulate the multi-year facility needs of an institution or group of institutions to accomplish the vision, goals, objectives, and direction established within an approved academic or strategic plan and mission statement for the institution(s). The campus master plan provides guidance for future development of the physical campus necessary to provide quality instructional and service facilities.

The Commission is empowered to make recommendations and decisions upon capital investment and real estate transactions for institutions of higher education in their execution of the campus master plan, approval of campus master plans, and oversight of the state's comprehensive strategic financial plan for higher education.

After an institution's governing board approves their campus master plan, the institution must submit it to the Commission for review and approval before sending it to the State Building Commission. A new campus master plan must be completed for each institution at least once every ten years. Any amendments to an approved master plan require review and approval by the Executive Director.

INSTITUTIONAL EXECUTIVE SUMMARY

The Tennessee State University (TSU) *Bridge Plan* provides a near-term framework for campus investment while the university prepares its comprehensive master plan. The plan brings together recent studies of enrollment, space utilization, facility conditions, infrastructure, housing, and other institutional needs to guide reinvestment, consolidation, new construction, demolition, and partnership opportunities that can advance while the next comprehensive Master Plan is developed.

The TSU *Bridge Plan* captures a university on the rise. TSU is building a culture of strategic stewardship and student-centered decision-making, and this plan puts that culture into action. It advances the TSU's mission today while laying the groundwork for its comprehensive 2028 Master Plan. The plan elevates student engagement and the overall student experience, strengthening TSU's ability to recruit, retain, and grow its enrollment while positioning the TSU for long-term financial sustainability. Rather than simply adding square footage, the *Bridge Plan* balances renovation, consolidation, relocation, new construction, and demolition to better utilize existing facilities and direct resources toward facilities and programs that provide greater long-term value.

The TSU *Bridge Plan* aligns closely with THEC's *2025-2035 Strategic Higher Education Master Plan*, which calls for a higher education system that is aligned, achievable, and agile, with student success at the center of decision-making. TSU's focus on modern academic environments, experiential learning, workforce preparation, student support, and an improved campus experience advances these objectives. The plan's emphasis on better utilizing existing facilities, coordinating program migration,

and reducing long-term operating obligations supports an achievable system, while its data-driven evaluation of enrollment, space utilization, and facility needs reflects THEC's agile objective of responding to changing student and institutional needs.

The goals of the *Bridge Plan* are to:

- Elevate student success through enhanced academic, residential, and campus environments
- Execute a coordinated migration strategy that places programs and TSU functions in facilities suited to their growth
- Strengthen the campus foundation through targeted reinvestment, consolidation, and demolition that reduce long-term maintenance and operating obligations
- Advance TSU's land-grant mission through agriculture, science, engineering, applied research, and workforce preparation

INTRODUCTION

TSU is entering a new chapter. Following a period of leadership transition, the TSU's new leadership moved quickly to set a clear course, beginning with a five-year stabilization plan and continuing with a series of planning efforts that lay the foundation for the upcoming comprehensive master plan. These efforts included comprehensive assessments of enrollment, space utilization, infrastructure, facility conditions, and housing. The studies project a brief period of adjustment followed by sustained growth, with a mid-range projection of approximately 6,748 FTE within ten years. TSU is already outpacing expectations: Fall 2026 enrollment reached approximately 6,200 headcount, surpassing projections. Together, these efforts form the basis for the *Bridge Plan* and guide near-term campus renewal, program migration, renovation, demolition, and future growth.

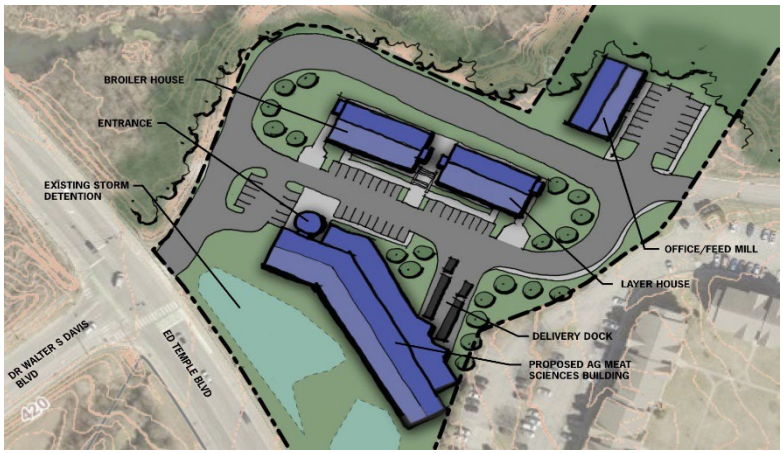
PROJECT INFORMATION

The TSU *Bridge Plan* drives near-term campus improvements through a carefully phased sequence of renovation, program migration, residential improvements, new construction, and demolition. Programs and university functions move into renovated or newly constructed facilities before aging buildings are vacated and demolished, ensuring seamless campus operations throughout. This strategy reflects TSU's commitment to responsible stewardship, improving the student experience, reducing long-term maintenance costs, and making the most of existing facilities.

- **Campus Reinvestment and Migration**
  The *Bridge Plan* places reinvestment in existing facilities at the center of a coordinated migration strategy. Projects include Davis Humanities, Harned Hall, the Harold Love Learning Resource Center, the Health Science Building, Central Plant improvements, and the new Engineering Building. These investments create the modern space needed for subsequent program relocations and open the door for other facilities to be vacated or repurposed.
- **Campus Stabilization and Demolition**
  Planned demolition is strategically coordinated with program relocation, renovation, and new construction to lower maintenance and operating costs and make room for the next generation of facilities. Progress is already visible: Clay Hall has been demolished to make way for the new Engineering Building. Additional planned demolition includes General Services, the existing Layer House, Agriculture Administration Support, Torrence

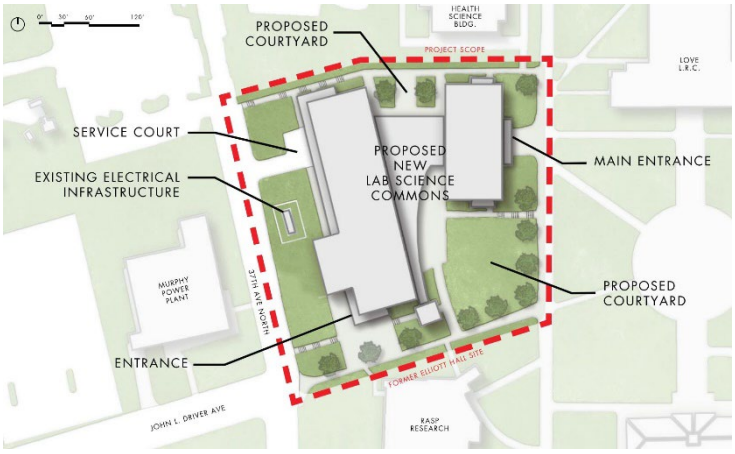
Engineering, Elliott Hall, Read Hall, Queen Washington, Boswell Hall, Crouch Hall, Clement Hall, and phased demolition of Hale Stadium.

- **Agriculture Meat Sciences Building**
  The proposed Agriculture Meat Sciences Building will give TSU a purpose-built home for hands-on instruction, agricultural research, meat processing, and workforce preparation. The approximately 20,565-square-foot facility will feature teaching and research laboratories, processing spaces, a demonstration kitchen, retail functions, and supporting spaces. The project will strengthen TSU's land-grant mission and give agricultural education a prominent, visible presence along Ed Temple Boulevard.



Agriculture Meat Sciences Campus
Concept Site Plan

- **Laboratory Science Commons**
  The Proposed Laboratory Science Commons will bring Biology, Chemistry, Mathematics, and Physics together in a modern, collaborative academic and laboratory environment. The project will deliver upgraded laboratory and faculty spaces while right-sizing classroom and laboratory capacity to match the TSU's needs. Located on the Elliott Hall site within the academic core, the project includes the demolition of Elliott Hall, with portions of Boswell Hall to be demolished once construction is complete and programs have relocated.



Laboratory Science Commons
Concept Site Plan

- **Housing and Residential Experience**
  TSU's *Bridge Plan* identifies renovations to Hale Hall, Wilson Hall, and Watson Hall as priority residential projects. These renovations will improve the quality and functionality of existing housing, address building and infrastructure needs, and create more modern residential environments for students. Reinvestment in these facilities will support recruitment and retention, strengthen the overall student experience, and allow TSU to improve campus housing while making better use of its existing residential assets.

RECOMMENDATION

The Tennessee State University *Bridge Plan* is a plan that aligns with the institution's strategic goals. It includes an assessment of current and future enrollment; analysis of space utilization and needs; site considerations; facility conditions; infrastructure; land acquisition; student and campus life; and implementation and capital plans.

THEC staff recommends approval.



TENNESSEE STATE UNIVERSITY

BRIDGE PLAN

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EXECUTIVE SUMMARY

Tennessee State University is a nationally recognized land-grant institution with a distinguished academic legacy, a powerful athletic tradition, and a unique position within the State of Tennessee. TSU's land-grant mission connects education with applied research, workforce preparation, community engagement, and service. Its history as an athletic powerhouse creates national visibility and school pride, while its location in Music City provides opportunities to strengthen connections with Nashville's industries, institutions, culture, and broader community.

The Bridge Plan establishes a near-term framework for improving Tennessee State University while the University prepares its comprehensive 2027/2028 Master Plan. Its primary purpose is to improve student engagement and the overall student experience in ways that support increased enrollment while reducing the long-term cost of maintaining the campus. The plan recognizes that recruitment and retention are influenced by the quality of academic facilities, student housing, athletics and recreation, campus amenities, outdoor spaces, and the overall campus environment.

The Bridge Plan is informed by an evaluation of enrollment, space utilization, and facility needs. Rather than simply adding square footage, the plan balances renovation, consolidation, relocation, new construction, and demolition so resources can be directed toward facilities and programs that provide greater long-term value. Planned demolition is coordinated with program relocation to reduce maintenance and operating costs while creating opportunities for new academic facilities, athletics, open space, and future development.

A major focus is reinvesting in strategic facilities and improvements that strengthen daily campus life. Investments in residence halls, athletics, recreation, outdoor gathering spaces, family housing, campus retail, agriculture, science, and engineering are intended to improve the student experience while reinforcing TSU's land-grant and athletic identity. These improvements can create a more active and connected campus while allowing the University to concentrate resources in facilities capable of supporting TSU well into the future.

At the same time, redevelopment opportunities, strategic acquisitions, property transactions, and institutional partnerships provide additional ways for TSU to leverage its assets. These opportunities can create financial value, reduce long-term obligations, strengthen community and campus connections, support the enrollment pipeline, expand housing, and create resources for continued reinvestment in students and priority campus improvements.

A PATH TO MEANINGFUL IMPROVEMENTS

The Bridge Plan provides Tennessee State University with a path to begin making meaningful improvements now while establishing a stronger foundation for the 2027/2028 Master Plan. It coordinates near-term investments, facility decisions, partnerships, and campus improvements around a common goal of creating a stronger and more sustainable University. Through this approach, TSU can build on its distinctive land-grant mission, athletic tradition, and Nashville location while better supporting students, academic programs, and future growth.

The document is organized into four primary sections:

Section 1: The Bridge Plan
Establishes the overall framework for campus improvement, including enrollment and space utilization, reinvestment in strategic facilities, program relocation, demolition, student experience improvements, new construction, and future campus priorities. Together, these efforts create a more efficient, engaging campus and prepare TSU for the 2027/2028 Master Plan.

Section 2: New Lab Science Building Concept
Develops the concept for an approximately 141,139-square-foot Laboratory Science Building that consolidates Biology, Chemistry, Mathematics, and Physics into a modern academic and research environment. The project addresses existing facility deficiencies, supports projected enrollment growth, improves instructional and research space, and reduces inefficient academic square footage through consolidation and coordinated demolition.

Section 3: Agriculture Meat Sciences Concept
Develops the concept for an approximately 20,565-square-foot Agriculture Meat Sciences Building that strengthens TSU's land-grant mission through hands-on instruction, applied research, workforce preparation, meat processing, and community outreach. Its location along Ed Temple Boulevard also creates a stronger public identity for the Agriculture program and a visible expression of TSU's land-grant mission.

Section 4: Developing Projects & Partnerships
Identifies opportunities for Strategic Development, Monetization, Community + Campus Connections, Enrollment Pipeline, and Housing Solutions. These strategies use real estate, acquisitions, redevelopment, and partnerships to create financial value, reduce long-term obligations, support enrollment, expand housing, strengthen community connections, and create additional resources for reinvestment in TSU and the student experience.

PLANNING PATH TO THE 2027/2028 MASTER PLAN



BRIDGING THE PLANNING GAP

The 2016 Master Plan established the previous long-term framework for Tennessee State University, but changing institutional conditions, leadership transitions, enrollment fluctuations, and evolving campus needs increasingly changed the assumptions on which that plan was based. As the plan approached expiration, efforts to establish a replacement Master Plan did not advance to completion, leaving TSU without a current comprehensive planning document to guide near-term capital decisions.

REESTABLISHING A PLANNING BASELINE

Beginning with the Space Utilization Study, TSU initiated a series of focused planning efforts to better understand current enrollment, space needs, facilities, infrastructure, housing, academic programs, and financial conditions. This work provided a more current understanding of the campus and established the foundation for decisions that could no longer rely solely on the assumptions of the 2016 Master Plan.

BUILDING ON CURRENT STUDIES

The Bridge Plan brings together the work completed through the Five-Year Stabilization Plan, Migration Study, Housing Business Plan, Facilities Condition Assessment, Engineering Studies, Lab Science Study, Agriculture Meat Science Study, and developing partnership opportunities. Each effort contributes a different piece of the University's current planning picture and collectively establishes a coordinated basis for near-term priorities.

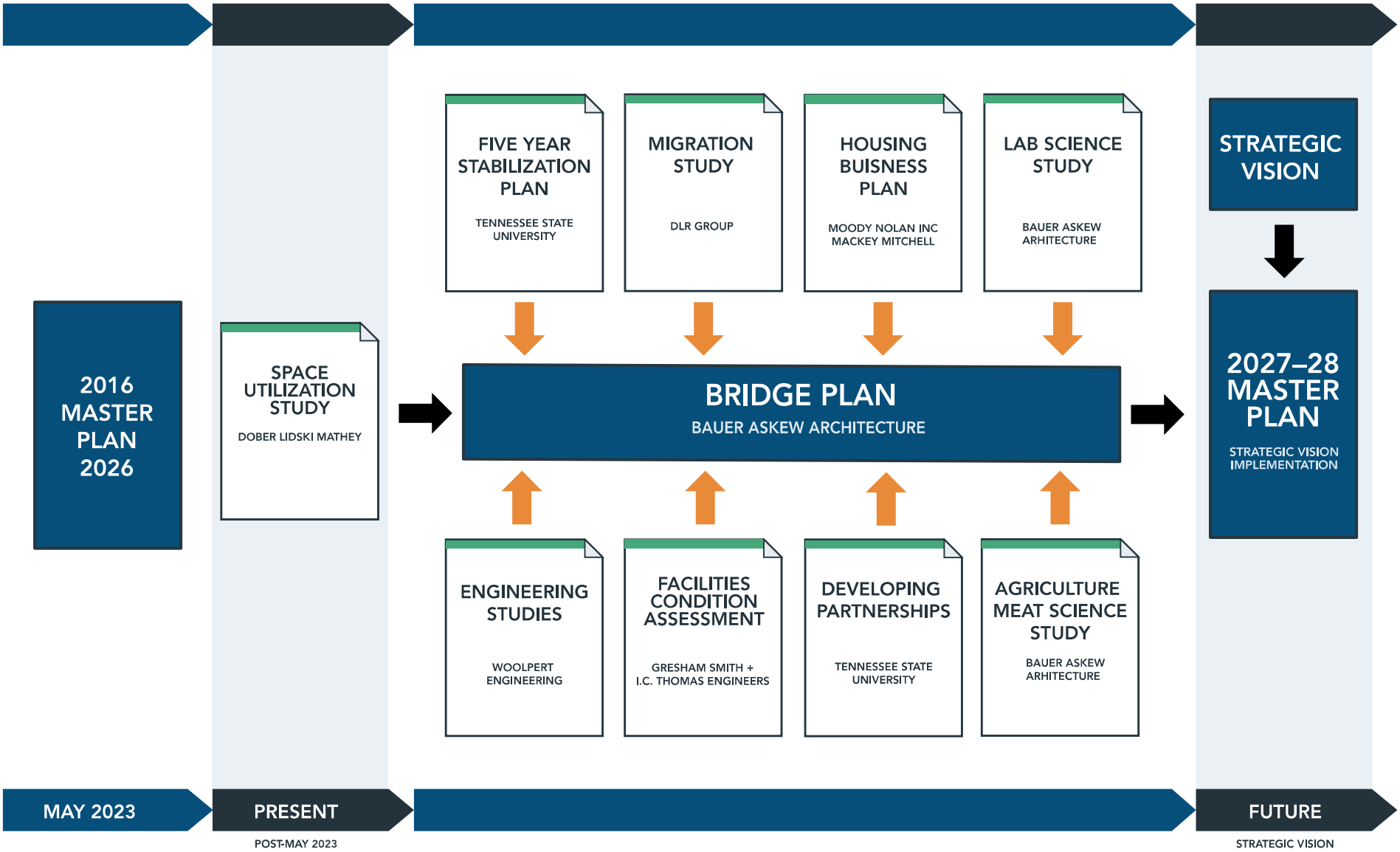
THE NEED FOR A BRIDGE PLAN

Without a current Master Plan, TSU needed a framework that could demonstrate how proposed projects fit within a larger campus strategy. This is particularly important as the University pursues capital funding and approvals, where individual projects must be supported by thoughtful planning rather than advanced as isolated initiatives.

The Bridge Plan fills that gap. It identifies actions TSU can begin advancing now, coordinates those actions with current enrollment and facility needs, and provides a clear planning basis for projects that cannot wait for completion of the next Master Plan.

PATH TO THE 2027/2028 MASTER PLAN

The Bridge Plan is not intended to replace comprehensive master planning. Instead, it carries forward the most relevant findings from recent studies, establishes near-term priorities, and creates a stronger starting point for the 2027/2028 Master Plan. Work completed through the Bridge Plan can then be evaluated, refined, and incorporated into the University's next long-term planning framework.


2016 MASTER PLAN 2026
SPACE UTILIZATION STUDY
DOBER LIDSKI MATHEY
FIVE YEAR STABILIZATION PLAN
TENNESSEE STATE UNIVERSITY
MIGRATION STUDY
DLR GROUP
HOUSING BUISNESS PLAN
MOODY NOLAN INC
MACKEY MITCHELL
LAB SCIENCE STUDY
BAUER ASKEW ARHITECTURE
BRIDGE PLAN
BAUER ASKEW ARCHITECTURE
ENGINEERING STUDIES
WOOLPERT ENGINEERING
FACILITIES CONDITION ASSESSMENT
GRESHAM SMITH + I.C. THOMAS ENGINEERS
DEVELOPING PARTNERSHIPS
TENNESSEE STATE UNIVERSITY
AGRICULTURE MEAT SCIENCE STUDY
BAUER ASKEW ARHITECTURE
STRATEGIC VISION
2027–28 MASTER PLAN
STRATEGIC VISION IMPLEMENTATION
MAY 2023
PRESENT
POST-MAY 2023
FUTURE
STRATEGIC VISION

TENNESSEE STATE UNIVERSITY

SECTION 01
TSU BRIDGE PLAN

The following pages present Tennessee State University's Bridge Plan, a near-term framework for guiding campus improvements ahead of the University's comprehensive 2027/2028 Master Plan. The section outlines priority renovations, demolition, academic and student-focused investments, property initiatives, and partnerships intended to improve the student experience, reduce long-term operating costs, and support future enrollment growth. The Bridge Plan also allows TSU to leverage these lower-enrollment years to consolidate programs, reposition facilities, and advance key improvements before enrollment begins to increase. Together, these efforts focus reinvestment on facilities and assets that provide the greatest long-term value to the University.

TSU BRIDGE PLAN - SUMMARY



BUILDING ON TSU'S IDENTITY

The Tennessee State University Bridge Plan establishes a near-term framework for strengthening the campus while the University prepares its comprehensive 2027/2028 Master Plan. As a historic land-grant institution, an athletic powerhouse, and a university uniquely positioned within Music City, TSU can build on its academic mission, institutional identity, and Nashville location while addressing immediate campus needs.

PLANNING BASIS

The Bridge Plan is informed by several studies, assessments, and planning efforts completed for TSU:

- Dober Lidsky Mathey (DLM) evaluated enrollment, space utilization, program needs, and opportunities for consolidation.
- Gresham Smith facility assessments provided information on building conditions and priorities for reinvestment or demolition.
- Hayat Brown evaluated real estate, redevelopment, acquisition, and partnership opportunities.
- Moody Nolan's Housing Business Plan evaluated housing needs and informed future residential strategies.
- TSU's Five-Year Stabilization Plan established near-term priorities for strengthening the University.

Together, these efforts provide the planning basis for the Bridge Plan.

STUDENT ENGAGEMENT + ENROLLMENT

At its core, the Bridge Plan is intended to create a more active, welcoming, and connected campus that supports recruitment, retention, student engagement, and school pride.

REINVESTING IN STRATEGIC FACILITIES

The Bridge Plan focuses on making better use of the University's existing assets through renovation, consolidation, relocation, new construction, and demolition. These efforts allow TSU to reduce maintenance obligations while directing resources toward facilities and programs that provide greater long-term value.

SUPPORTING THE LAND-GRANT MISSION

Targeted investments in agriculture, science, engineering, and other academic programs reinforce TSU's land-grant mission through hands-on instruction, applied research, workforce preparation, and community engagement.

ATHLETICS, HOUSING + CAMPUS LIFE

The Bridge Plan places emphasis on the student experience outside the classroom. Investments in residential facilities, athletics and recreation, open space, family housing, and campus amenities are intended to strengthen daily campus life.

LEVERAGING MUSIC CITY + DEVELOPING PARTNERSHIPS

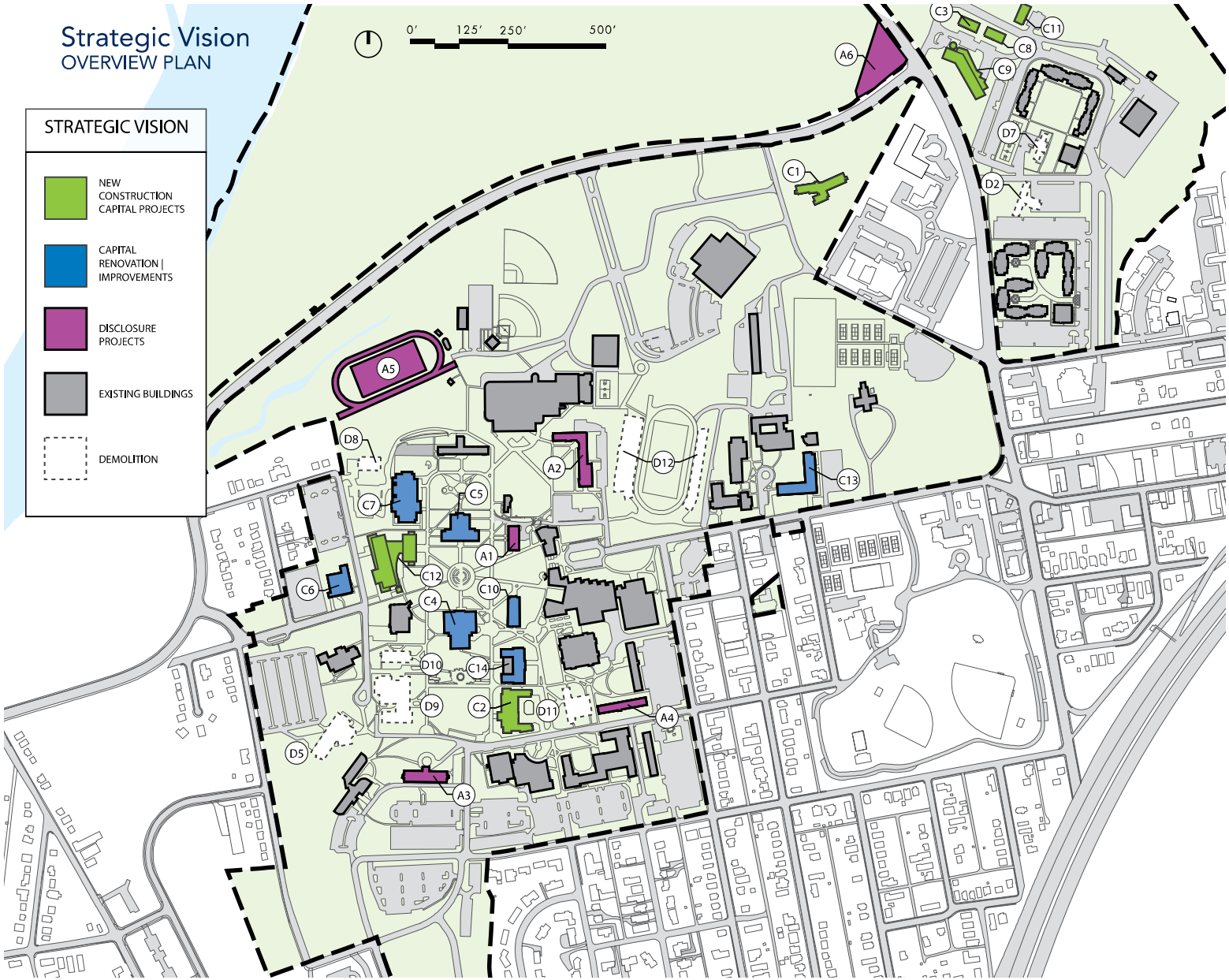
TSU's location in Music City creates opportunities to strengthen connections with Nashville and better leverage University assets. Developing projects and partnerships may support redevelopment, expanded student housing, strategic acquisitions, community partnerships, and new revenue sources that can be reinvested in the University. See the Developing Projects & Partnerships summary on page 22 for additional information.

A BRIDGE TO THE 2027/2028 MASTER PLAN

The Bridge Plan provides Tennessee State University with a path to make meaningful improvements now while establishing a stronger foundation for the 2027/2028 Master Plan. It coordinates facility decisions, academic priorities, demolition, student-focused improvements, and partnership opportunities around a common goal of creating a stronger and more sustainable University.

The following page illustrates the envisioned campus plan and shows how the Bridge Plan's strategic investments, demolition, and future campus improvements come together across the campus.

Strategic Vision
OVERVIEW PLAN



TSU CAPITAL PROJECTS

#	PROJECTS
C1	Agriculture Environment, Food and Animal Science
C2	New Engineering Building
C3	Agriculture Broiler House
C4	Davis Humanities Renovation
C5	Harold Love Renovation
C6	Central Plant Upgrades
C7	New Health Science Renovation
C8	Agriculture Layer House
C9	Agriculture Meat Sciences Building
C10	Humphries Hall Renovation
C11	Agriculture Meat Processing Research and Extension Facility
C12	Lab Science Commons
C13	Humphries Hall Renovation
C14	McCord Hall

TSU DISCLOSURE PROJECTS

#	PROJECTS
A1	Harned Hall Renovation
A2	Wilson Hall Renovation
A3	Hale Honors Hall Renovation
A4	Watson Hall Renovation
A5	ED Temple Track/Field Upgrades
A6	TSU Nature Commons

TSU DEMOLITION PROJECTS

#	PROJECTS
D1	Clay Hall Demolition
D2	General Services Demolition
D3	Layer House Demolition
D4	Ag Admin Support Demolition
D5	Torrence Engineering Demolition
D6	Elliott Hall Demolition
D7	Read Hall Demolition
D8	Queen Washington Demolition
D9	Boswell Chemistry, Physics and Math Demolition
D10	Crouch Demolition
D11	Clement Demolition
D12	Phased Demolition of Hale Stadium

ENROLLMENT, SPACE UTILIZATION & FACILITIES

DLM STUDY OVERVIEW

In 2025, Dober Lidsky Mathey (DLM) completed an Enrollment, Space Utilization, and Facilities Study to establish a data-driven understanding of Tennessee State University's current and future space needs. The study evaluated enrollment trends, classroom and laboratory utilization, and academic space requirements using THEC Space Guidelines. Its findings provide an important planning foundation for the Bridge Plan by identifying where space is underutilized, where additional space may be needed, and where existing facilities can be consolidated, renovated, or repurposed.

ENROLLMENT OUTLOOK

According to the study, TSU's recent enrollment of approximately 5,820 FTE is expected to remain relatively stable in the near term before gradually returning to growth. By 2035, enrollment is projected to range from approximately 6,125 to 7,370 FTE, with a mid-range projection of approximately 6,748 FTE. This mid-range projection provides a reasonable basis for evaluating future space needs while avoiding the need to maintain unnecessary capacity in the near term.

CLASSROOM UTILIZATION

The space utilization analysis identified significant opportunities to use existing instructional space more efficiently. In Fall 2024, TSU had 138 scheduled classrooms and 36 additional classrooms that were not scheduled. Scheduled classrooms averaged only 13.7 hours of use per week compared with the THEC guideline of 30 hours per week, and 53 classrooms were scheduled fewer than 10 hours per week. The study found that, if classrooms were utilized at the THEC standard, approximately 63 classrooms could accommodate the same instructional demand.

LABORATORY AND STUDIO UTILIZATION

Laboratory and studio utilization showed a similar pattern. TSU had 71 scheduled instructional laboratories and studios and an additional 71 that were unscheduled. Scheduled laboratories averaged approximately 11 hours of use per week compared with the THEC guideline of 20 hours per week. Because laboratories are discipline-specific, underutilized laboratory space cannot always be eliminated or reassigned as easily as general classrooms. However, the findings identify opportunities to consolidate, modernize, and better align specialized instructional space with current and projected academic needs.

BRIDGE PLAN IMPLICATIONS

Together, the DLM findings support a Bridge Plan strategy focused on right-sizing and redistributing campus space rather than simply adding or removing square footage. Underutilized space creates opportunities for consolidation and repurposing, while targeted renovation and new construction can address programs with space deficiencies. This approach allows TSU to reduce the burden of inefficient facilities, improve the performance of remaining space, and maintain sufficient capacity to accommodate enrollment growth.

ENERGY EFFICIENCY

The DLM study establishes the space-utilization basis for concentrating programs within a smaller, better-utilized campus footprint. While the study did not specifically evaluate energy performance, reducing the amount of space TSU must operate creates a direct opportunity to reduce the area that must be heated, cooled, illuminated, and supported by campus utilities.

Combined with planned renovations and capital projects that modernize mechanical, electrical, lighting, controls, and building-envelope systems, this strategy will improve campus-wide energy efficiency and reduce long-term operating costs.

SPACE UTILIZATION AND BUILDING FOOTPRINT

The Bridge Plan directly responds to the utilization findings identified by DLM. In addition to significant underutilization of scheduled classrooms, the study identified 36 unscheduled classrooms totaling 28,576 NASF and nearly 70,000 NASF of classroom space beyond what could be justified under THEC Space Guidelines.

Through program consolidation, repurposing of underutilized space, renovation of facilities that remain, and removal of buildings that are no longer needed, the Bridge Plan can reduce TSU's overall building footprint while increasing the utilization and effectiveness of the remaining space. This creates a campus that is more closely aligned with enrollment, academic needs, and projected future growth.

DEFERRED MAINTENANCE REDUCTION

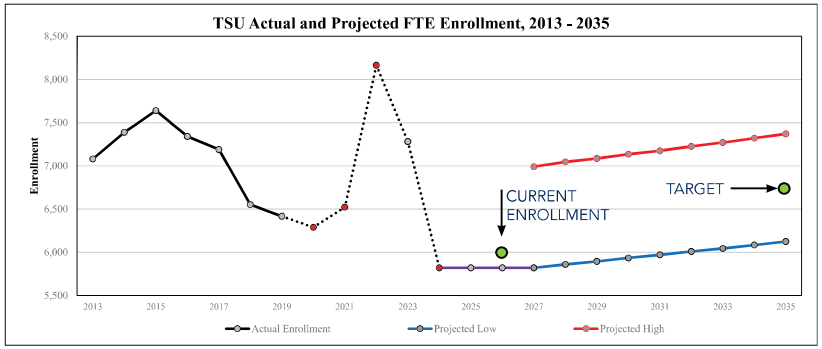
The DLM study supports the need to concentrate University resources within a more manageable building portfolio. While DLM did not perform a deferred maintenance assessment, it noted that some academic buildings are not suitable for their current use or are in poor condition.

The Bridge Plan combines these findings with the University's facilities assessments to guide consolidation, renovation, replacement, and demolition. Removing aging and underutilized facilities reduces the amount of building area TSU must maintain and allows capital and maintenance resources to be focused on the facilities that will continue to serve the University.Over time, this approach reduces deferred maintenance obligations and supports a smaller, higher-quality campus building portfolio.

SPACE NEEDS SUMMARY

The enrollment projections shown to the right provide a planning basis for the Bridge Plan. DLM projects TSU's current enrollment of approximately **5,820 FTE** will remain relatively flat before gradually increasing. By 2035, enrollment is projected to range from approximately **6,125 to 7,370 FTE**, with a mid-range projection of approximately **6,748 FTE**. These projections help guide future space needs, consolidation, and campus investment.

Mathematical Model Starting at 2025 Enrollment



The space model shown below compares TSU's existing space as of 2025 with modeled 2026 space needs based on THEC Space Guidelines. The percentages show how far each college's existing space falls below its modeled requirement, with an academic space need 49% greater than the existing inventory. In contrast, the model identifies a 57% reduction in classroom space, from 121,725 to 52,480 NASF. These findings help guide space redistribution, consolidation, and investment.

College	Existing FTE Faculty	Existing NASF	Modeled NASF
College of Agriculture	95.00	90,307	118,685
College of Business	46.00	13,343	24,028
College of Education	58.00	13,445	32,851
College of Engineering	61.00	50,186	72,700
College of Liberal Arts	142.00	86,113	98,581
College of Life & Physical Sciences	78.00	52,786	93,823
College of Public Service	24.00	5,803	12,036
College of Health Sciences	99.00	89,397	133,467
Honors College	46.00	2,284	17,154
Totals:	**649.00**	**403,664**	**603,325**
Classrooms		**121,725**	**52,480.0**

College of Agriculture	Existing	Modeled	Deficit
Agricultural Business & Education	5,443	12,102	
Agricultural Science & Engineering	15,934	32,017	
Environmental Science	11,077	13,153	
Food & Animal Science	27,064	37,482	
Human Science	12,241	10,415	
Dean's Office	18,548	13,517	
	90,307	118,685	-31%

College of Business	Existing	Modeled	Deficit
Accounting	1,489	2,986	
Business Administration	3,090	7,524	
Business Information Systems	1,215	6,454	
Economics & Finance	974	3,999	
Dean's Office	6,575	3,065	
	13,343	24,028	-80%

College of Education	Existing	Modeled	Deficit
Educational Leadership	923	2,938	
Teaching & Learning	3,142	4,147	
Psychological Science and Counselling	3,197	24,830	
Dean's Office	6,183	936	
	13,445	32,851	-144%

College of Engineering	Existing	Modeled	Deficit
Civil & Architectural Engineering	9,066	20,496	
Computer Science	8,738	13,744	
Electrical & Computer Engineering	12,544	11,375	
Applied & Industrial Technologies	2,778	4,653	
Mechanical & Manufactural Engineering	6,501	14,359	
Deans Office	10,559	8,073	
	50,186	72,700	-45%

College of Liberal Arts	Existing	Modeled	Deficit
African Studies	694	429	
Art	17,855	19,439	
Communications	7,671	6,869	
Criminal Justice	1,843	6,642	
Geography	2,130	3,324	
English	15,499	10,124	
History	5,596	7,492	
Interdisciplinary Programs (Intern Affairs)	1,710	9,011	
Music	28,434	25,143	
Political Science	900	4,563	
Sociology	2,297	3,313	
Dean's Office	1,484	2,232	
	86,113	98,581	-14%

College of Life & Physical Sciences	Existing	Modeled	Deficit
Biological Science	13,396	46,710	
Chemistry	28,861	34,520	
Mathematical Sciences & Physics	9,450	11,150	
Dean's Office	939	936	
	52,646	93,316	-77%

College of Public Service	Existing	Modeled	Deficit
Public Administration	2,162	4,590	
Social Work and Urban Studies	1,900	6,783	
Dean's Office	1,741	663	
	5,803	12,036	-107%

College of Health Sciences	Existing	Modeled	Deficit
Cardio-Respiratory	4,656	4,325	
Dental Hygene	12,514	32,493	
Health Information Management	1,770	4,264	
Human Performance and Sports Sciences	23,532	28,149	
Occupational Therapy	6,220	10,185	
Physical Therapy	6,068	13,567	
Public Health, Healthcare Admin & Planning	3,060	9,131	
School of Nursing	12,448	16,116	
Speech and Hearing Science	7,530	8,574	
Dean's Office	11,599	6,664	
	89,397	133,467	-49%

Honors College	Existing	Modeled	Deficit
Honors College	2,284	17,154	
	2,284	17,154	-651%

CAMPUS STABILIZATION & PLANNED DEMOLITION

The enrollment, space utilization, and facility analysis identified opportunities to consolidate programs, improve the use of existing space, and reduce the long-term burden associated with aging facilities. The Bridge Plan builds on these findings by coordinating program relocation, renovation, new construction, and demolition so University resources can be focused on facilities that provide greater long-term value.

Demolition is coordinated with related campus improvements and program moves to maintain academic and operational continuity where required. In several locations, removal of existing facilities also clears sites for new academic buildings, agriculture improvements, athletics, open space, or future campus development. Together, these projects reduce maintenance and operating liabilities while supporting the strategic investments identified in the following pages.

COMPLETED - DEMOLITION

D1. Clay Hall Demo - 36,244 goss sf
Clay Hall has been demolished to clear the site for the new Engineering Building, which is currently under construction. The project removes an aging facility from the University's inventory while supporting a major new academic investment.

PROPOSED- DEMOLITION

D2. General Services Demo - 17,651 goss sf
The General Services Building is planned for demolition following relocation of its existing functions to more appropriate facilities. Removal of the building will reduce ongoing maintenance and operating costs and create flexibility for future use of the site.

D3. Layer House Demo - 8,778 goss sf
The existing Layer House is planned for demolition as part of the continued reorganization and improvement of TSU's Agriculture facilities. Its removal will reduce maintenance obligations and support development of new and improved Agriculture facilities.

D4. Ag Admin Support Demo - 5,333 goss sf
The existing Agriculture Administration Support facility is planned for demolition as part of the continued reorganization and improvement of TSU's Agriculture facilities. Its removal will reduce maintenance obligations and support future development within the Agriculture area of campus.

D5. Torrence Engineering Demo- 49,182 goss sf
Torrence Engineering is planned for demolition following completion of the new Engineering Building and relocation of the College of Engineering.

D6. Elliott Hall Demo - 56,702 goss sf
Elliott Hall is planned for demolition following relocation of the Art Department and other remaining occupants. Removal of the building will reduce an ongoing maintenance liability and clear a key site within the academic core for the proposed Lab Science Commons.

D7. Read Hall Demo - 9,906 goss sf
Read Hall is planned for demolition to reduce the University's ongoing maintenance and operating costs. Removing the aging facility will reduce the amount of space TSU must maintain and allow resources to be directed toward higher-priority facilities.

D8. Queen Washington Demo - 17,374 goss sf
Queen Washington is planned for demolition following relocation of its existing functions. Removal of the building will reduce maintenance costs and create flexibility for future campus development.

D9. Boswell Chemistry, Physics and Math Demo - 93,367 goss sf
The Chemistry, Physics, and Mathematics portions of Boswell are planned for demolition following completion of the new Lab Science Commons and relocation of the associated academic programs. The project will reduce aging academic space while consolidating these programs into a modern teaching and research environment.

D10. Crouch Demo - 39,614 goss sf
Crouch Hall is planned for demolition to reduce long-term maintenance and operating costs and create flexibility for future campus development. The project allows TSU to direct resources away from maintaining aging facilities and toward strategic campus investments.

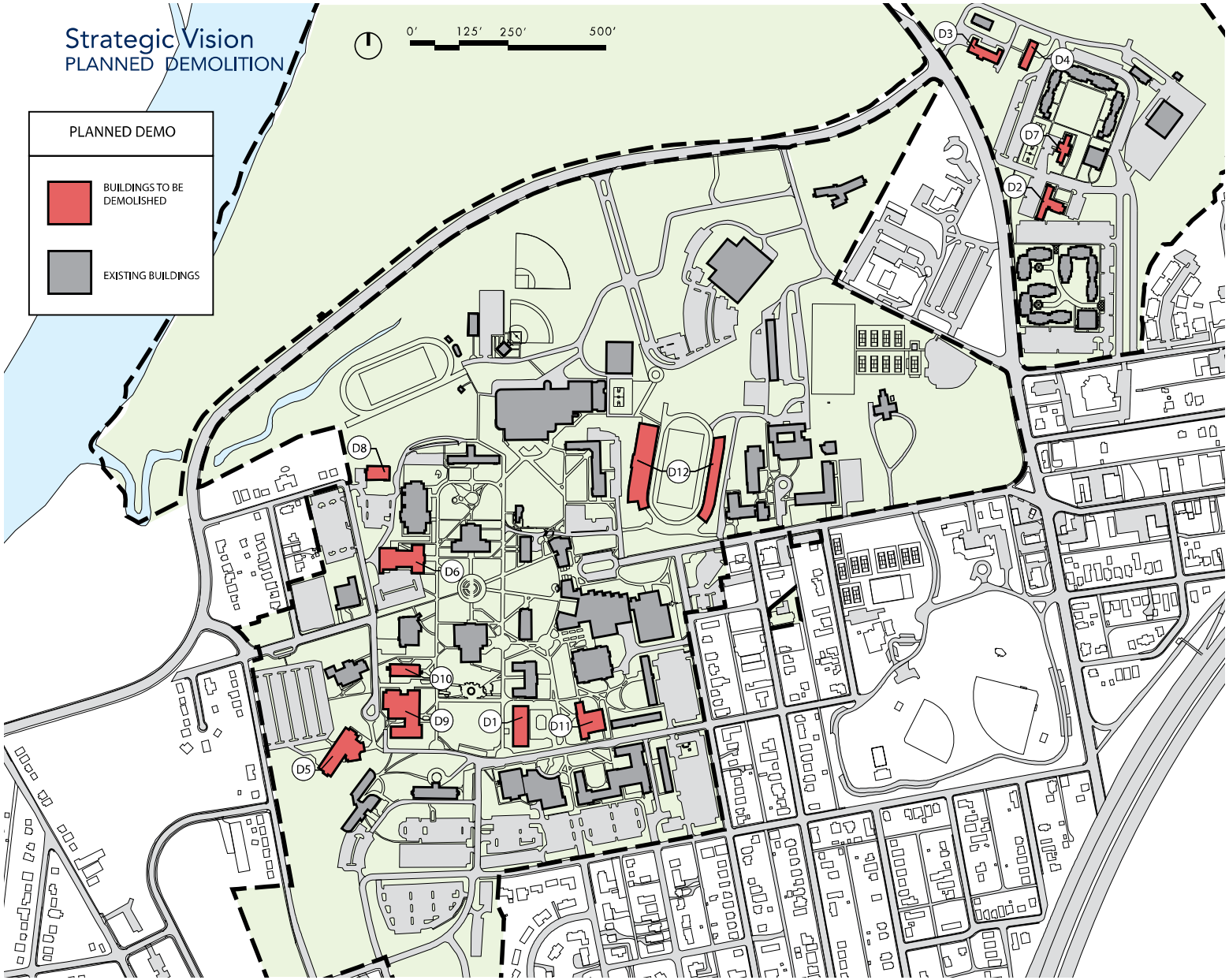
D11. Clement Demo - 46,182 goss sf
Clement Hall is planned for demolition to reduce long-term maintenance and operating costs and make the site available for future campus improvements. Removal of the building supports the broader effort to reduce aging space within the University's inventory.

D12. Phased Demo of Hale Stadium
Hale Stadium is in significant disrepair and requires continued University resources to maintain. The Bridge Plan proposes phased demolition of the facility while improvements to the Ed Temple Track and Field provide an interim location capable of accommodating football games until a future stadium can be developed.

TSU'S FACILITY DEMOLITIONS

TOTAL DEMOLITION of E&G SPACE (GROSS SQ. FT.)

382,333 GSF



TSU DEMOLITION PROJECTS

#	PROJECTS
D1	Clay Hall Demolition
D2	General Services Demolition
D3	Layer House Demolition
D4	Ag Admin Support Demolition
D5	Torrence Engineering Demolition
D6	Elliott Hall Demolition
D7	Read Hall Demolition
D8	Queen Washington Demolition
D9	Boswell Chemistry, Physics and Math Demolition
D10	Crouch Demolition
D11	Clement Demolition
D12	Phased Demolition of Hale Stadium

IMPLEMENTATION STRATEGY + CAPITAL PROJECTS

IMPLEMENTATION STRATEGY

The Bridge Plan coordinates TSU's ongoing and proposed Capital and Disclosure Projects to support academic needs, campus improvements, and the student experience.

Capital Projects include major new construction, renovations, infrastructure, and academic facilities. **C-series numbers** correspond to the Capital Project markers on page 21. These projects represent larger-scale investments intended to address long-term academic, operational, and campus needs.

Disclosure Projects focus on targeted renovations and improvements to existing facilities and the campus environment. **A-series numbers** correspond to the Disclosure Project markers on page 21. These projects provide opportunities to make strategic improvements while enhancing the overall campus experience.

Projects will advance as funding and approvals become available and help establish the foundation for the 2027/2028 Master Plan.

ONGOING - CAPITAL PROJECTS

C1. Agriculture Environment, Food and Animal Science
Construction of a new Agriculture Environment, Food and Animal Science facility to support the continued development of TSU's Agriculture programs.

C2. New Engineering Building
Construction of a new Engineering Building containing classroom and laboratory spaces for the College of Engineering. The project provides a new academic environment for Engineering programs currently located across multiple campus facilities.

C3. Agriculture Broiler House
Construction of a new poultry house for Agriculture research. The project replaces the previous Broiler House destroyed by a tornado in 2020 and is intended to rebuild the facility based on its original design, size, materials, and location.

C4. Davis Humanities Renovation
The Davis Humanities renovation includes masonry restoration, roofing, windows, doors, waterproofing, and upgrades to mechanical, electrical, plumbing, fire alarm, and security systems. The project also includes repair or replacement of damaged or deteriorated interior finishes.

C5. Harold Love Renovation - ***Complete***
The Harold Love Learning Resource Center renovation includes masonry restoration, roof and metal roof repairs, HVAC controls, fire alarm and damper upgrades, sanitary line replacement, electrical upgrades, and related work.

C6. Central Plant Upgrades
The Central Plant project includes replacement of a boiler, two chillers, a cooling tower, pumps, piping, lighting, electrical systems, controls, and related work at the main campus. Improvements are also planned for the Avon Williams Campus chiller, cooling tower, pumps, and related systems, with work phased around heating and cooling seasons.

C7. New Health Science Renovation
The New Health Science renovation includes modifications to laboratory spaces to accommodate the Dental Hygiene program.

C8. Agriculture Layer House
Construction of a new poultry house to support Agriculture research and replace the existing poultry facility.

PROPOSED- CAPITAL PROJECTS

C9. Agriculture Meat Sciences Building
The Agriculture Meat Sciences Building will provide specialized teaching, laboratory, processing, and support spaces for hands-on instruction, applied research, workforce preparation, and community engagement. The project strengthens TSU's land-grant mission and supports continued development of the Agriculture area. See Section 3.

C10. Jackson Hall Renovation
Jackson Hall will be renovated to accommodate the Art program following relocation of Engineering functions to the new Engineering Building. The renovation will provide space tailored to the program's instructional and specialized needs while reinvesting in an existing academic facility.

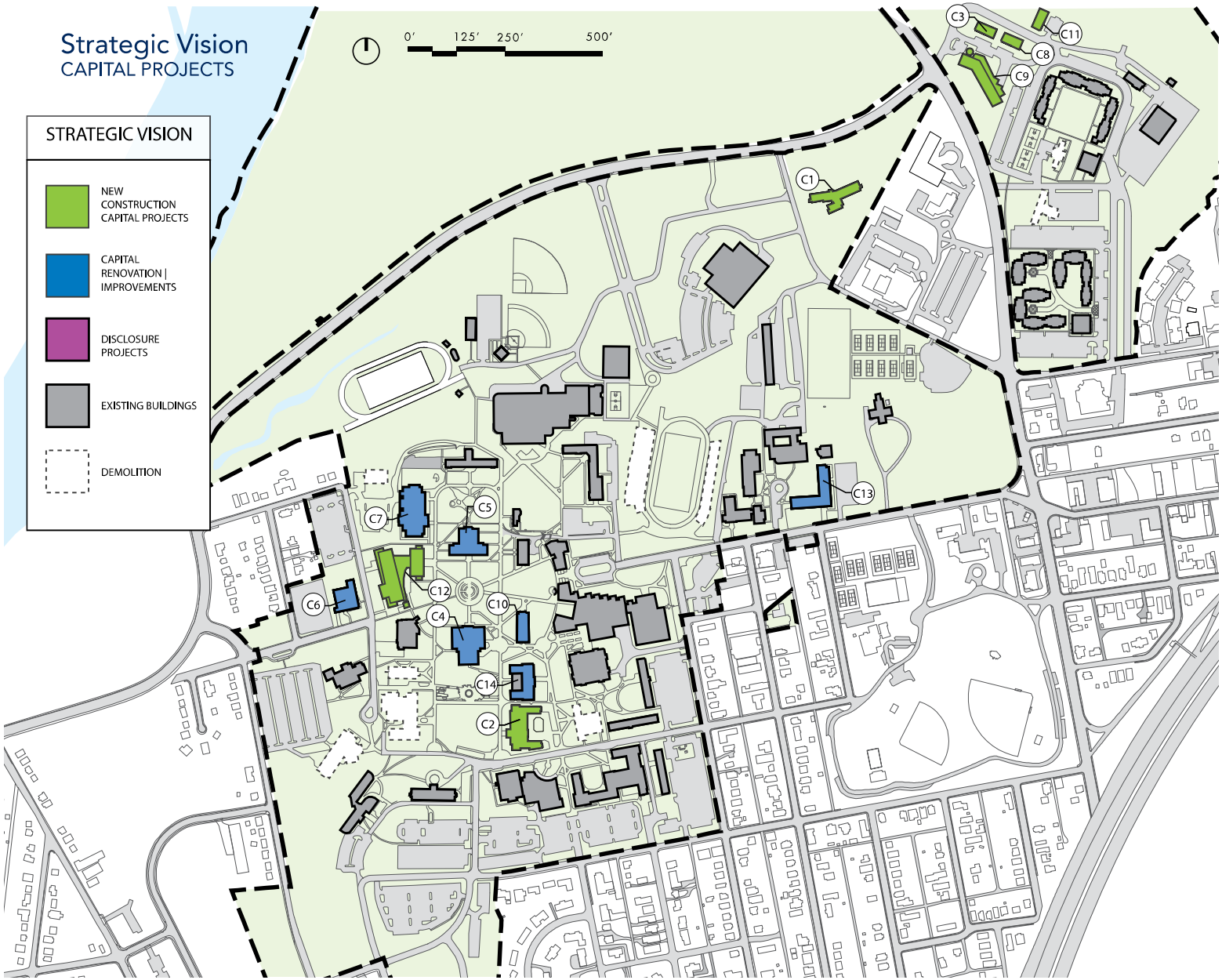
C11. Agriculture Meat Processing Research and Extension Facility
Construction of a new Agriculture Meat Processing Research and Extension Facility to support research and related activities. The project is contingent upon Federal Grant funding approval.

C12. Lab Science Commons
Construction of a new Lab Science Commons for Chemistry, Biology, Mathematics, and Physics. The project will provide a consolidated academic and laboratory environment for these programs.

C13. Humphries Hall Renovation
The Humphries Hall renovation includes upgrades to mechanical, electrical, and plumbing systems along with interior modifications to accommodate Human Resources, Procurement, and Media Relations.

C14. McCord Hall Renovations
Improvements to McCord Hall are intended to support continued reinvestment in the existing academic core and future program needs.
Disclosure Projects

Strategic Vision
CAPITAL PROJECTS



TSU CAPITAL PROJECTS

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C9	Agriculture Meat Sciences Building
C10	Humphries Hall Renovation
C11	Agriculture Meat Processing Research and Extension Facility
C12	Lab Science Commons
C13	Humphries Hall Renovation
C14	McCord Hall

IMPLEMENTATION STRATEGY + DISCLOSURE PROJECTS



Disclosure Projects represent targeted renovation and improvement projects focused primarily on reinvesting in existing facilities, supporting program needs, and improving the campus environment. The A-series numbers correspond to the Disclosure Project markers shown on the campus plan on page 21.

ONGOING - DISCLOSURE PROJECTS

A1. Harned Hall Renovation

The Harned Hall renovation upgrades existing Biology laboratories through replacement of fume hood and exhaust equipment, LED lighting upgrades, and new interior finishes including ceilings, flooring, painting, casework, and countertops.

PROPOSED- DISCLOSURE PROJECTS

A2. Wilson Hall Renovation

The Wilson Hall renovation will modernize the existing residential environment and improve the quality of on-campus housing. The project is intended to support TSU's freshman experience and create a more welcoming residential setting for first-year students.

A3. Hale Honors Hall Renovation

The Hale Honors Hall renovation will modernize the existing residence hall and improve the residential environment for honors students. The project supports continued reinvestment in student housing and the Bridge Plan's broader emphasis on improving the student experience.

A4. Watson Hall Renovation

The Hale Honors Hall renovation will modernize the existing residence hall and improve the residential environment for honors students. The project supports continued reinvestment in student housing and the Bridge Plan's broader emphasis on improving the student experience.

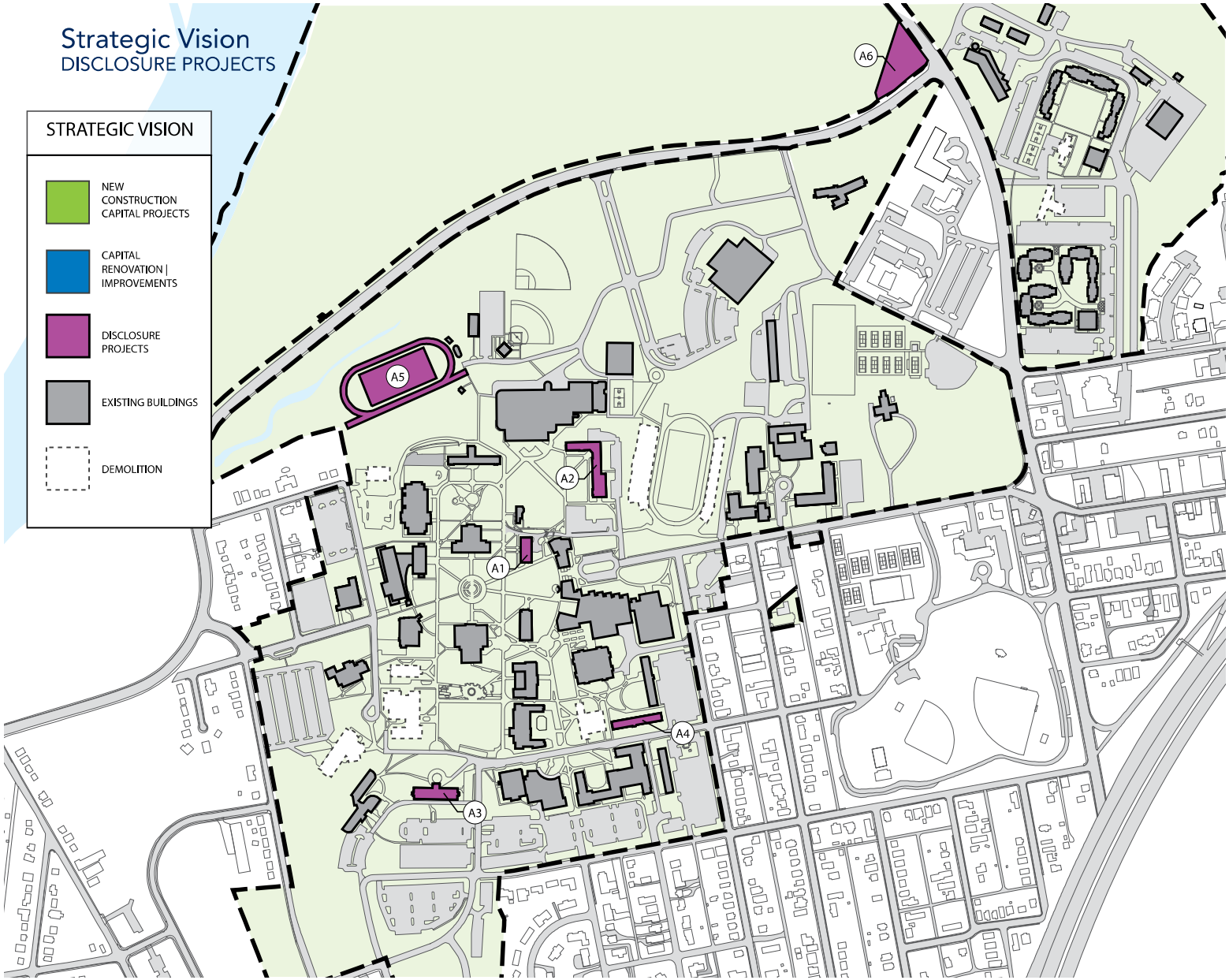
A5. Ed Temple Track/Field Upgrades

Improvements to the Ed Temple Track and Field will enhance the existing athletics facility and strengthen its ability to support TSU athletics and campus events.

A6. TSU Nature Commons

The TSU Nature Commons is envisioned as an outdoor student gathering and recreation space that strengthens the connection between the campus, the Ag Farm, and its surrounding natural setting.

Strategic Vision
DISCLOSURE PROJECTS



TSU DISCLOSURE PROJECTS

#	PROJECTS
A1	Harned Hall Renovation
A2	Wilson Hall Renovation
A3	Hale Honors Hall Renovation
A4	Watson Hall Renovation
A5	ED Temple Track/Field Upgrades
A6	TSU Nature Commons

BRIDGE PLAN IMPLEMENTATION + MIGRATION PLANS



TSU Engineering Rendering



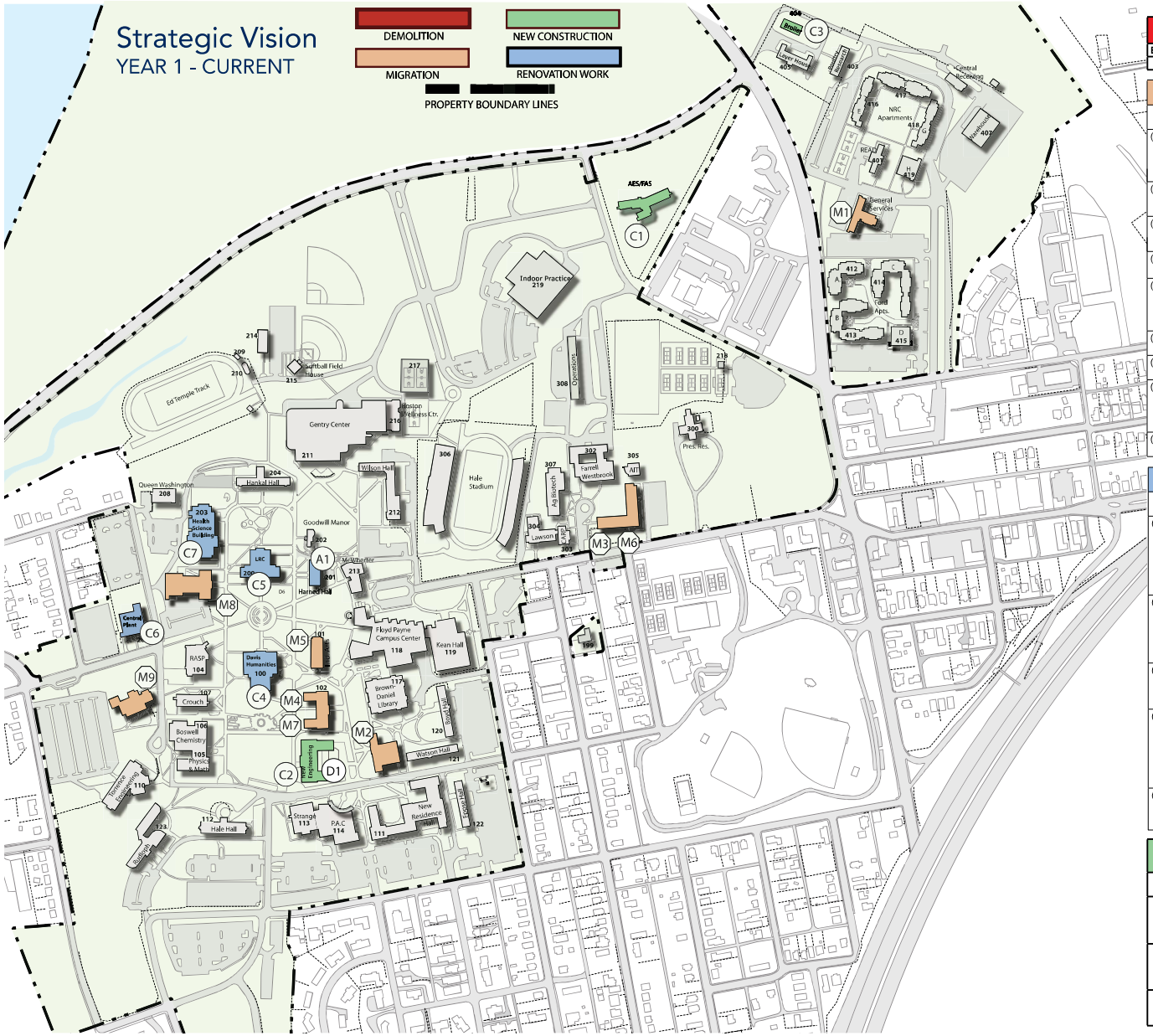
TSU Davis Hall Rendering

The following pages illustrate the phased implementation of the Bridge Plan through a coordinated sequence of renovation, program migration, new construction, and demolition. **The diagrams show how these projects build upon one another over time, allowing programs and University functions to move into renovated or newly constructed facilities before existing buildings are vacated and demolished.** This approach helps maintain academic and operational continuity while gradually reducing the number of aging facilities the University must maintain.

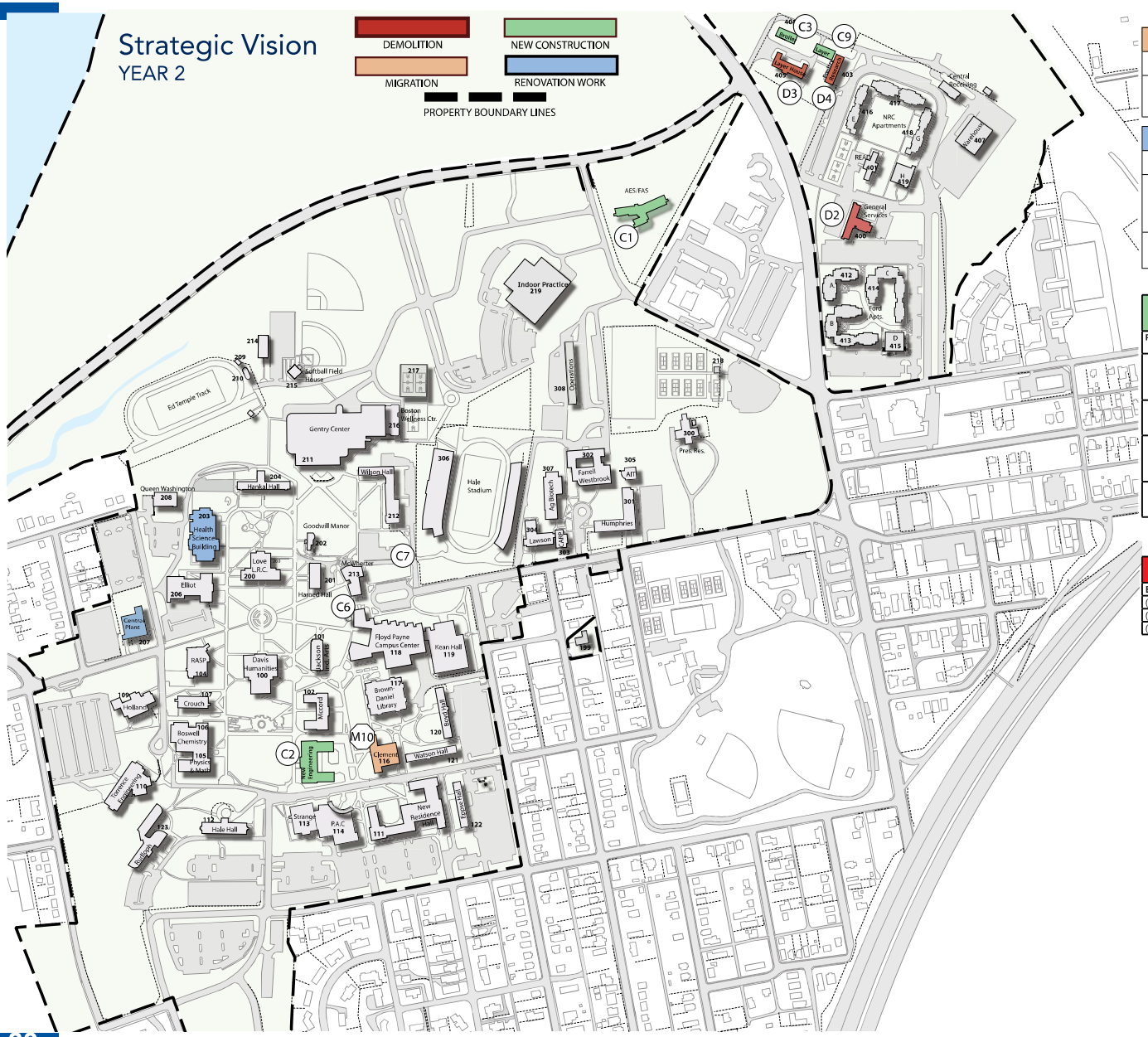
The early years focus on projects already underway or advancing, including renovations to Davis Humanities, Harned Hall, the Love Learning Resource Center, the Central Plant, and the Health Science Building, along with construction of the new Engineering Building and new Agriculture facilities. These improvements create the space needed for subsequent program migrations and allow demolition of Clay Hall, General Services, the existing Layer House, and Agriculture Administration Support facilities. They also establish the first steps in reorganizing programs into facilities that are better aligned with current and future needs.

As implementation progresses, completion of the new Engineering Building allows Engineering programs to relocate from Torrence, Jackson, and Holland, while renovations to Jackson and Humphries support additional program moves. Later phases include the Agriculture Meat Processing Research and Extension Facility and the Lab Science Commons, along with demolition of Torrence Engineering, Elliott Hall, Read Hall, and Queen Washington as their functions are relocated. Each phase is intended to support the next, creating a logical progression from renovation and migration to demolition and new campus investment.

The diagrams are intended to illustrate the relationships and dependencies between projects rather than establish a fixed construction schedule. Actual timing will depend on funding, approvals, design, construction, and available relocation space. The overall strategy remains consistent: complete the improvements needed to support program migration, reduce long-term maintenance obligations through demolition, reinvest in facilities that provide greater long-term value, and establish a stronger foundation for continued campus investment and the 2027/2028 Master Plan.


Strategic Vision
YEAR 1 - CURRENT
DEMOLITION
NEW CONSTRUCTION
MIGRATION
RENOVATION WORK
PROPERTY BOUNDARY LINES
C1
C2
C3
C4
C5
C6
C7
D1
M1
M2
M3
M4
M5
M6
M7
M8
M9
A1
Gentry Center
Hale Stadium
Floyd Payne Campus Center
Brown-Daniel Library
Kean Hall
Harned Hall
Hankal Hall
Wilson Hall
Watson Hall
Hale Hall
Boswell Chemistry
Physics & Math
Davis Humanities
Indoor Practice
Ed Temple Track
Softball Field
Goodwill Manor
Queen Washington
Health Science Building
Crouch
RASP
Strange
P.A.C.
New Residence Hall
Lawson Hall
Ag Biotech
Sarrell Westbrook
Pres. Res.
Operations
Boston Wellness Ctr.
Central Plant
Bridge
Bridge
Bridge

Strategic Vision
YEAR 2



MIGRATION MOVES

Existing Building Location	New Building Location	College/Division	Department
(M10.) Clement	New Health Science Building	College of Health Science	Dental Hygiene

RENOVATION PROJECT

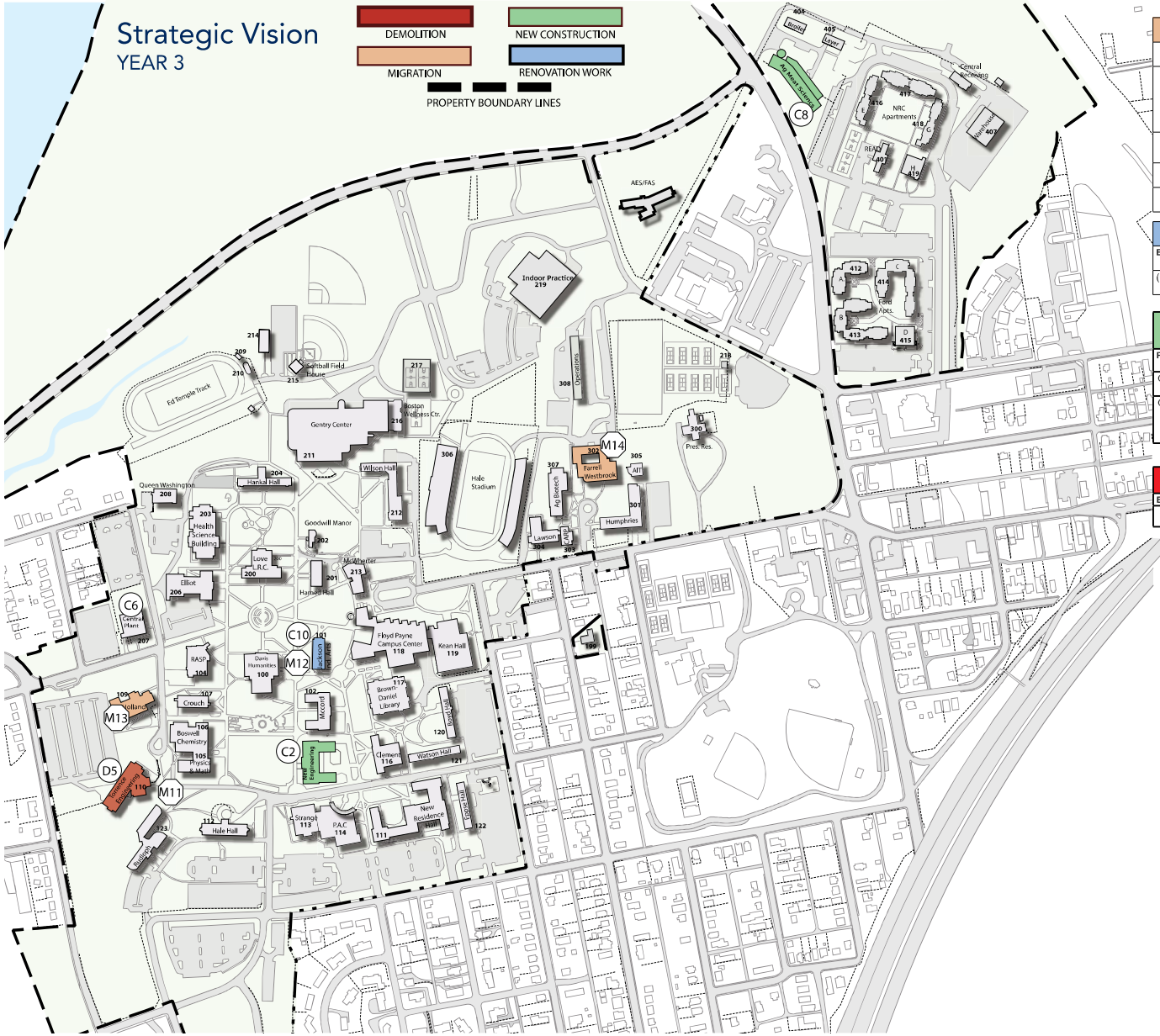
Project	Project Description	Construction Start/ End	
(C6.)Central Plant	Modernize the main campus central plant, including the replacement of one boiler, two chillers, one cooling tower, pumps, piping, lighting, electrical systems, controls, and all related work. Replace the Avon Williams campus chiller, cooling tower, pumps, and related work. The project will be phased to accommodate heating and cooling seasons.	Fall 2026	Spring 2028
(C7.)New Health Science Bldg.	The New Health Science renovation includes modifications to laboratory spaces to accommodate the Dental Hygiene program.	Winter 2026	Fall 2027

NEW CONSTRUCTION

Project	Project Description	Construction Start/ End	
C1. Agriculture Environment, Food and Animal Science 166/001-02-2023 166/001-03-2023	Construct an agriculture environmental, food, and animal science facility.	Summer 2025	Winter 2027
C2. New Engineering Building 166/001-03-2022	Construction of new Engineering Building to include classroom and laboratory spaces. Project includes demolition of Torrence Hall and site restoration and all related work.	Spring 2026	Fall 2028
C3. Agriculture Broiler House 166/001-02-2024	Construct poultry house unit for Agriculture research. The original building was destroyed by a tornado in 2020. This project is to rebuild the building based on its original design, size, materials and location.	Summer 2026	Spring 2027
C9. Agriculture Layer House 166/001-03-2026	Construct poultry house unit for Agriculture research. Project includes demolition of existing poultry facility (8,878 sq. ft.) and all related work	Winter 2026	Winter 2027

DEMOLITION

Building Name	Age	Gross Sq. Ft.	Planned Demo Date
(D2) General Services 45-400	44	17,651	Winter 2027
(D3) Layer House 45-405	43	8,778	Summer 2027
(D4) Ag Admin Support 45-403	41	5,333	Summer 2027



MIGRATION MOVES

Existing Building Location		New Building Location	College/Division	Department
(M11.)	Torrence Hall	New Engineering Building	College of Engineering	Civil and Arch. Engineering. Mechanical Engineering. Electrical Engineering Deans Office
(M12.)	Jackson Hall	New Engineering Building	College of Engineering	Mechanical Engineering Aviation and Applied Technologies
(M13.)	Holland Hall	New Engineering Building	College of Engineering	Computer Science
(M14.)	Farrell Westbrook	FAS/AES	College of Agriculture	Food and Animal Science

RENOVATION

Building Location	Project Description	Construction Start/ End	
(C10.) Jackson Hall	Building Renovation to accommodate the Art program	Summer 2028	Summer 2030

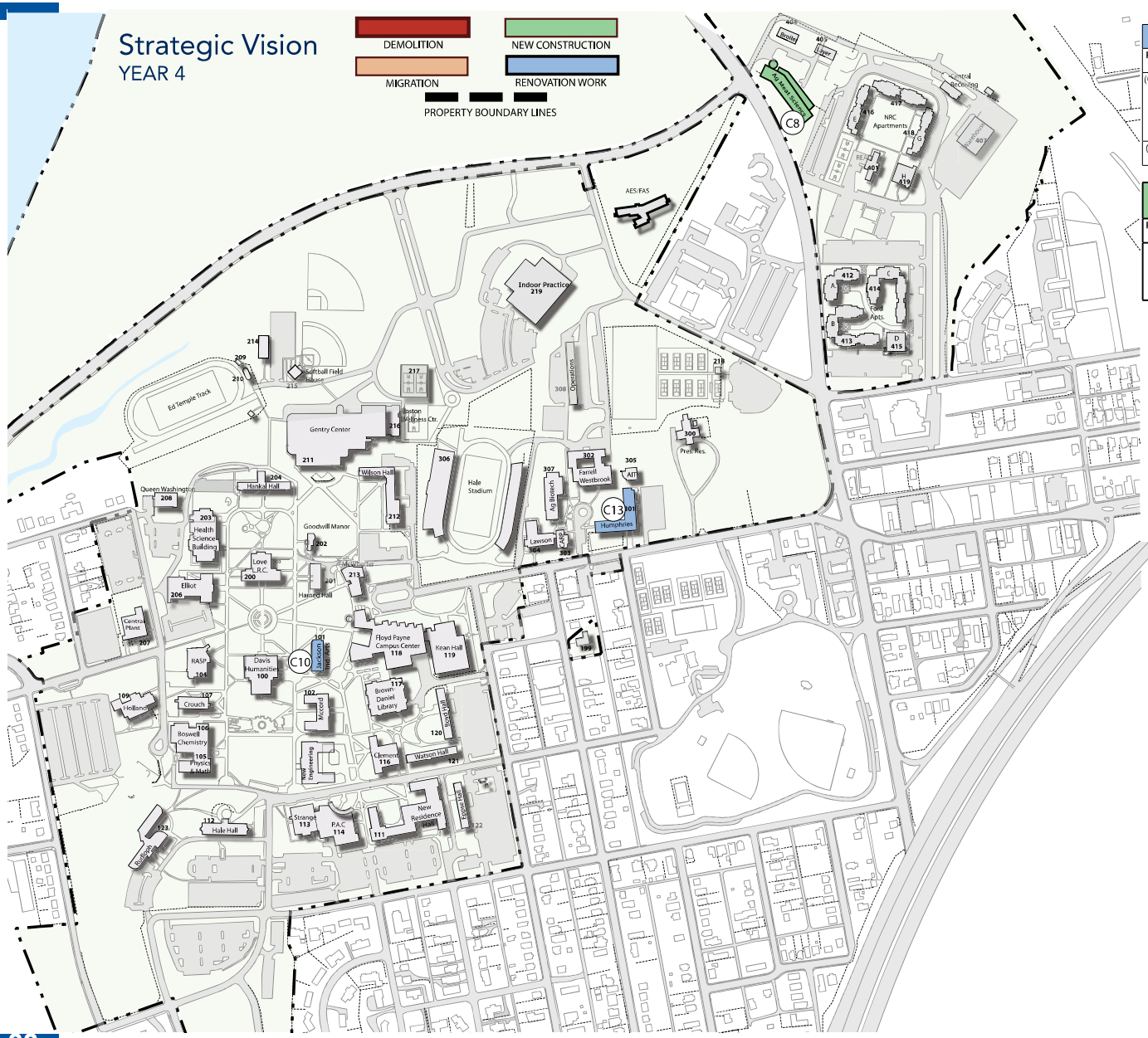
NEW CONSTRUCTION

Project	Project Description	Construction Start/ End	
C2. New Engineering Building 166/001-03-2022	Construction of a new Engineering Building to include classroom and laboratory spaces.	Spring 2026	Fall 2028
C8. Agriculture Meat Processing Research and Extension Facility. (Contingent on Federal Grant funding approval)	Construct an Agriculture Meat Processing research facility and all related work.	Summer 2028	Spring 2031

DEMOLITION

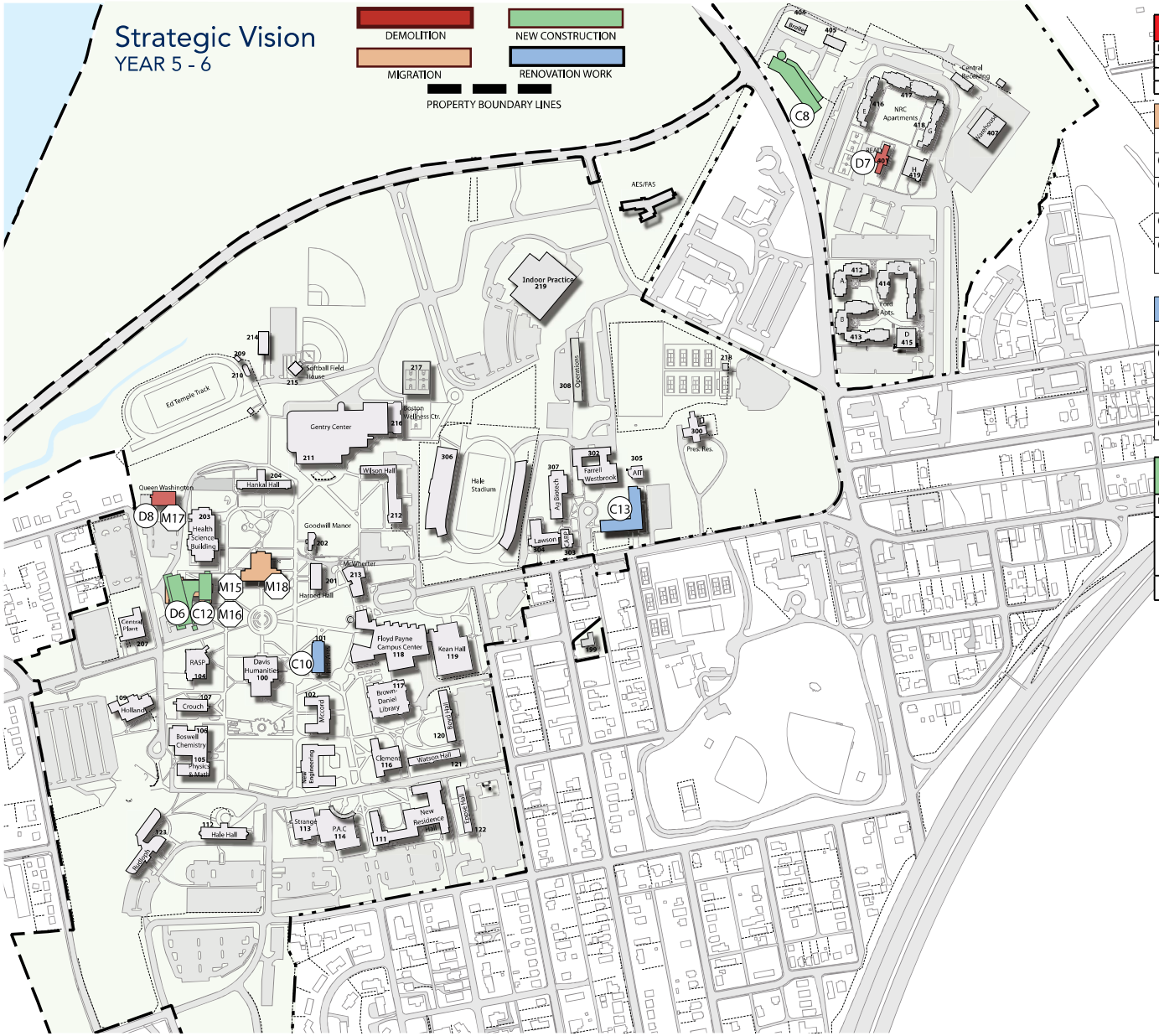
Building Name	Age	Gross Sq. Ft.	Planned Demo Date
(D5.) Torrence Engineering	43	49,182	Winter 2028

Strategic Vision
YEAR 4



RENOVATION			
Project	**Project Description**	**Construction Start/ End**	
(C10.)Jackson Hall Renovation	Jackson Hall will be renovated to accommodate the Art - program following relocation of Engineering functions to the new Engineering Building. The renovation will provide space tailored to the program's instructional and specialized needs while reinvesting in an existing academic facility.	Fall 2028	Summer 2030
(C13)Humphries Hall Renovation	Upgrades to MEP buildings systems and interior modifications to accommodate HR, Procurement, and Media Relations.	Fall 2029	Winter 2030

NEW CONSTRUCTION			
Project	**Project Description**	**Construction Start/ End**	
C8. Agriculture Meat Processing Research and Extension Facility. (Contingent on Federal Grant funding approval)	Construct an agriculture meat processing research facility and all related work.	Summer 2028	Spring 2031



DEMOLITION

Building Name	Age	Gross Sq. Ft.	Planned Demo Date
(D6.)Elliott Hall	98	56,702	Summer 2030
(D7.)Read Hall	43	9,906	Summer 2030
(D8.)Queen Washington	54	17,374	Winter 2030

MIGRATION MOVES

Existing Building Location	New Building Location	College/Division	Department
(M15.) Elliott Hall	Jackson Hall	Liberal Arts	Art
(M16.) Elliott Hall	Clement Hall	Liberal Arts	Language, Literature, and Philosophy
(M17.) Queen Washington	Humphries Hall	Police Department	TSU PD
(M18.) Harold Love (LRC)	Humphries Hall	Business and Finance	HR, Procurement, and Public Relations

RENOVATION

Project	Project Description	Construction Start/End	
(C10) Jackson Hall Renovation	Jackson Hall will be renovated to accommodate the Art program following relocation of Engineering functions to the new Engineering Building. The renovation will provide space tailored to the program's instructional and specialized needs while reinvesting in an existing academic facility.	Fall 2028	Summer 2030
(C13) Humphries Hall Renovation	Upgrades to MEP buildings systems and interior modifications to accommodate HR, Procurement, and Media Relations.	Fall 2029	Winter 2030

NEW CONSTRUCTION

Project	Project Description	Construction Start/ End	
C8. Agriculture Meat Processing Research and Extension Facility. (Contingent on Federal Grant funding approval)	Construct an agriculture meat processing research facility and all related work.	Summer 2028	Spring 2031
C12. Lab Science Commons	Construct Lab Science Commons for Chemistry, Biology, Math & Physics, and all related work, including the demolition of Elliott Hall.	Summer 2030	Spring 2033

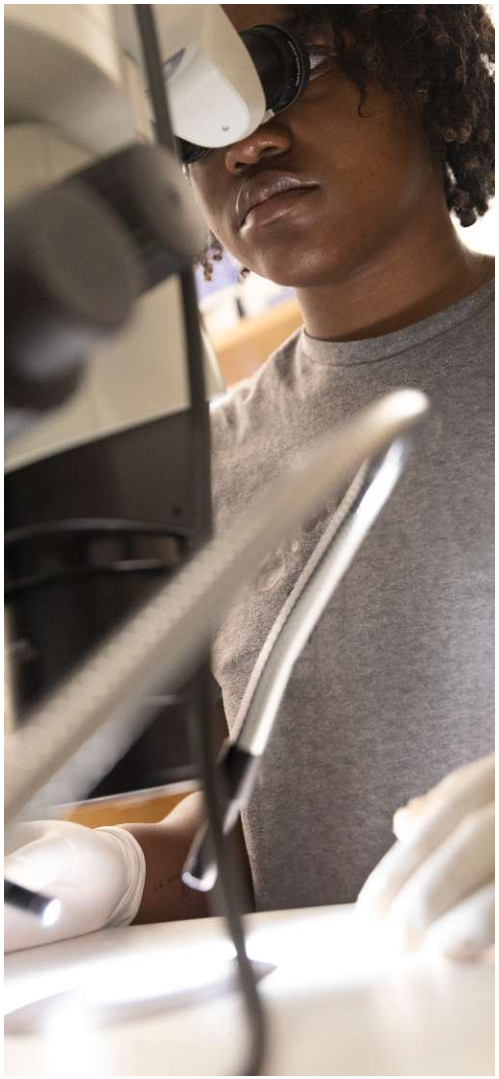
TENNESSEE STATE UNIVERSITY

SECTION 02
NEW LAB SCIENCE COMMONS CONCEPT

The following pages present the Concept Design Package for Tennessee State University's new Laboratory Science Commons. The section summarizes the project need, enrollment and space-utilization basis, program requirements, site and building organization, major systems, regulatory requirements, and preliminary costs.

The proposed approximately 141,139-square-foot facility will consolidate Biology, Chemistry, Mathematics, and Physics within TSU's academic core. The concept also addresses demolition of Elliott Hall, site and utility requirements, connections to surrounding facilities, and coordination with the University's Stabilization Plan and Bridge Plan.

EXCUTIVE SUMMARY



Tennessee State University's goals for this project are to:

- Consolidate the College of Life Sciences into a unified academic environment while reducing long-term maintenance costs
- Right-size classrooms, laboratories, faculty areas, and student spaces to address current underutilization and provide a program below THEC Guideline allowances.
- Support projected enrollment growth from 5,820 FTE in Fall 2025 to approximately 6,748 FTE over the ten-year planning period.
- Address current space deficiencies, including undersized Biology laboratories and faculty offices, while reducing excess classroom and Chemistry laboratory capacity.

The proposed new Laboratory Sciences Commons is envisioned to consolidate the College of Life Sciences programs including Biology, Chemistry, Mathematics, and Physics. These programs are primarily housed in Boswell Hall and McCord Hall, with additional space distributed across Holland, Humphries, Crouch, Torrence, Harned, and the Avon Williams Campus. Programming for the new building was informed by the overall University facilities study, Stabilization Plan, Bridge Plan, and a feasibility study evaluating renovation of Boswell Hall.

Bridge Plan Implementation
A major component of the Bridge Plan is the consolidation of the College of Life Sciences into appropriately sized space while allowing the University to reduce facilities and long-term maintenance obligations.

Demolition of Elliott Hall will be included in the Laboratory Sciences Building project to align demolition and construction schedules and allow the selected contractor to prepare the site for the new facility. Boswell Hall will be demolished under a separate project after construction of the new building is complete. These projects will accommodate the needs of the Life Sciences programs while reducing the University's overall square footage.

The program addresses the campus-wide surplus of classrooms by reducing classrooms within the College's buildings from 24 to 14. It also addresses undersized Biology laboratories, inadequate faculty offices, and excess Chemistry teaching laboratory capacity. To reduce construction costs and the amount of space the University must maintain, the proposed program is below THEC Guideline allowances in every modeled area, including instructional labs, research labs, faculty areas, open labs, and study areas.

Boswell Hall Feasibility Study
As part of the 2023 Strategic Initiatives project, Boswell Hall was evaluated for complete renovation. During development of the renovation scope, a mismatch between the available building area and the University's programmatic needs became apparent, and no Departmental Space Model had yet been developed for the College or University.

The feasibility study therefore evaluated renovation primarily from a cost perspective based on the available space. Renovation of the Chemistry wing was estimated at $479SF, excluding migration costs and the actual programmatic requirements for Chemistry, compared with an estimated new construction cost of $812/SF. The study recommended considering a new Chemistry facility during the upcoming planning process rather than committing significant funding to renovation of the existing facility.

Postponing renovation of the 60,950 GSF Chemistry portion of Boswell Hall appears consistent with the current program, which identifies an approximate 17,500 GSF reduction in need, resulting in a proposed Chemistry program of approximately 43,456 GSF.

Project Need
The College's programs are currently distributed across multiple buildings, leaving some spaces underutilized while others, particularly Biology laboratories, faculty offices, and research spaces, are significantly undersized.

The new Laboratory Sciences Commons will consolidate the College into a more appropriately sized facility that supports projected enrollment growth, improves instructional and research environments, reduces excess University square footage, and provides modern spaces better suited to the College's long-term needs.

PROGRAM AND ENROLLMENT

The proposed program was developed through a detailed review of Tennessee State University's Fall 2025 course schedule for Biology, Chemistry, Physics, and Mathematics. The analysis evaluated current enrollment, number of course sections, instructional hours, class and laboratory sizes, and scheduling patterns to establish a baseline for current instructional demand.

Current course demand was then increased using the University's projected ten-year enrollment growth, from 5,820 FTE in Fall 2025 to approximately 6,748 FTE. Classroom and laboratory needs were evaluated based on the projected enrollment and the number of course sections that could reasonably be accommodated within each space. Classrooms were planned around approximately 60 percent utilization of their seating capacity to provide flexibility for enrollment growth and align with THEC planning standards. Laboratories were planned at approximately 80 percent capacity based on the more specialized nature of the spaces and the number of sections that could be supported.

The classroom analysis also emphasized providing fewer, larger classrooms rather than replicating the quantity and sizes of the College's existing rooms. This approach allows the proposed building to accommodate projected course demand with a smaller number of more flexible instructional spaces while addressing the University's existing surplus of classrooms.

The course schedule analysis was compared with the future space model prepared by Dober Lidsky Mathey (DLM). The DLM model identified a future need for eight Biology instructional laboratories, six Chemistry instructional laboratories, and one Physics instructional laboratory. The course schedule analysis generally aligned with the Chemistry projection but indicated additional demand within Biology and Physics when actual Fall 2025 course activity was projected forward. The comparison allowed the project team to test the future model against current course activity rather than relying solely on a guideline-based space model.

Research laboratories, faculty offices, open laboratories, study areas, and other non-instructional spaces were primarily based on the DLM future space model. Biology faculty research and associated research functions located in the recently renovated Harned Hall will remain there rather than being duplicated within the new facility.

The following pages provide a comparison of the THEC Guideline space allowances and the proposed program for the new Laboratory Sciences Commons.

Program Summary Breakdown			Existing	THEC	Proposed	Proposed
			NSF	NSF	NSF	GSF
Dean's Office				936	1040	1,737
Chemistry			31,461		25,423	42,456
	Chemistry Classrooms		4,255		2,475	
	Chemistry Instructional Labs		15,710	16,965	10,098	
	Chemistry Research Labs		6,413	9,113	8,730	
	Chemistry Faculty		5,083	4,316	4,120	
	Laboratories			3,600		
Biology			15,308		28,810	48,112
	Biology Classrooms		3,707		5,890	
	Biology Instructional Labs		9,098	22,200	15,300	
	Biology Research Labs	MH only, excl. Harned	0	12,937	2,300	
	Biology Faculty	MH only, excl. Harned	2,503	8,115	5,320	
Mathematics and Physics			14,522		15,532	25,938
	Mathematics and Physics Classrooms		7,267		5,442	
	Physics Labs		3,812	1,334	3,600	
	Math | Physics Research Labs		0	4,212	1,600	
	Math | Physics Faculty		3,443	5,473	4,890	
Commons Spaces			9,630		13,710	22,896
	Open Labs		2,110	2,790	2,530	
	Study Spaces		0	1,317	1,200	
	Other Spaces		7,520		9,980	
			70,921		84,515	141,139
	THEC NSF vs. Proposed NSF			**THEC**	**Proposed**	
	(excludes classrooms)			93,308	60,728	
	Harned Research space				8,839	
	Harned Office space				1,945	
					71,512	

PROGRAM SUMMARY THEC VS. PROPOSED

TSU Laboratory Science Building									Bauer Askew Architecture, pllc
Program Summary			Per THEC Guidelines		Program Space per THEC Guidelines				
Prog. #	FICM	Room Name	Room Type		Qty	Cap	SF/	SF/Sp	Total SF
Chemistry | Biology Classrooms									
	110	Classroom- Chemistry	Classroom		1	80	20	1600	1600
	110	Classroom- Chemistry	Classroom		1	35	25	875	875
	110	Classroom- Chemistry	Classroom		0	12	30	360	0
	110	Classroom- Biology	Classroom		1	80	20	1600	1600
	110	Classroom- Biology	Classroom		3	50	23	1150	3450
	110	Classroom- Biology	Classroom		1	20	30	600	600
	110	Classroom- Biology	Classroom		1	8	30	240	240
					Chemistry|Biology Classrooms				**8365**
Mathematics and Physics Classrooms									
	110	Classroom- Math/Physics	Classroom		1	60	21	1260	1260
	110	Classroom- Math/Physics	Classroom		1	50	23	1150	1150
	110	Classroom- Math/Physics	Classroom		2	40	25	1000	2000
	110	Classroom- Math/Physics	Classroom		1	24	28	672	672
	110	Classroom- Math/Physics	Classroom		1	12	30	360	360
					Math/Physics Classrooms				**5442**
					Classroom Total				**13,807**
Chemistry Instructional Labs									
	210	General Chemistry Lab	Class Lab	D	2	24	60	1440	2880
	215	Shared Lab Prep	Lab Service		1	1	15%	432	432
	215	Shared Lab Storage	Lab Service		1	1	15%	432	432
	210	General, Analytical, Phy. Chem. Lab	Class Lab	C	1	24	75	1800	1800
	215	Lab Prep/ Storage	Lab Service		1	1	15%	270	270
	215	Instrument Room	Lab Service		1	1	15%	270	270
	210	Organic|InorganicChemistry Lab	Class Lab	C	2	20	75	1500	3000
	215	Shared Lab Prep	Lab Service		1	1	15%	450	450
	215	Shared Lab Storage	Lab Service		1	1	15%	450	450
	210	Biochemistry Lab	Class Lab	C	1	20	75	1500	1500
	215	Lab Prep	Lab Service		1	1	15%	225	225
	215	Lab Storage	Lab Service		1	1	15%	225	225
	215	Ice Machine Alcove	Lab Service		2	1	24	24	48
					Chemistry Instructional Labs				**11,982**
Chemistry Research Labs									
	250	Faculty Research Lab	Research Lab	B	15	1	450	450	6750
	255	Center of Excellence Instrument Lab	Research Lab Serv		1	40%	2000	800	800
	255	NMR- 500 MHz	Research Lab Serv		1	1	600	600	600
	255	Walk-in Freezer (Shared)	Research Lab Serv		1	1	200	200	200
	255	Nuclear Storage	Research Lab Serv		1	1	80	80	80
	255	Chemical Storage	Research Lab Serv		1	1	300	300	300
		Support- 35% target						29.33%	
					Chemistry Research Labs				**8730**
					Chemistry Labs				**20,712**

TSU Laboratory Science Building									Bauer Askew Architecture, pllc
Program Summary			Proposed		Program Space per THEC Guidelines				
Prog. #	FICM	Room Name	Room Type		Qty	Cap	SF/	SF/Sp	Total SF
Chemistry | Biology Classrooms									
	110	Classroom- Chemistry	Classroom		1	80	20	1600	1600
	110	Classroom- Chemistry	Classroom		1	35	25	875	875
	110	Classroom- Chemistry	Classroom		0	12	30	360	0
	110	Classroom- Biology	Classroom		1	80	20	1600	1600
	110	Classroom- Biology	Classroom		3	50	23	1150	3450
	110	Classroom- Biology	Classroom		1	20	30	600	600
	110	Classroom- Biology	Classroom		1	8	30	240	240
					Chemistry|Biology Classrooms				**8365**
Mathematics and Physics Classrooms									
	110	Classroom- Math/Physics	Classroom		1	60	21	1260	1260
	110	Classroom- Math/Physics	Classroom		1	50	23	1150	1150
	110	Classroom- Math/Physics	Classroom		2	40	25	1000	2000
	110	Classroom- Math/Physics	Classroom		1	24	28	672	672
	110	Classroom- Math/Physics	Classroom		1	12	30	360	360
					Math/Physics Classrooms				**5442**
					Classroom Total				**13,807**
Chemistry Instructional Labs									
	210	General Chemistry Lab	Class Lab	D	2	24	50	1200	2400
	215	Shared Lab Prep	Lab Service		1	1	12.5%	300	300
	215	Shared Lab Storage	Lab Service		1	1	12.5%	300	300
	210	General, Analytical, Phy. Chem. Lab	Class Lab	C	1	24	50	1200	1200
	215	Lab Prep	Lab Service		1	1	12.5%	150	150
	215	Lab Storage	Lab Service		1	1	12.5%	150	150
	215	Instrument Room- Balance	Lab Service		1	1	12.5%	150	150
	210	Organic|InorganicChemistry Lab	Class Lab	C	2	20	75	1500	3000
	215	Shared Lab Prep	Lab Service		1	1	10%	300	300
	215	Chemical Storage	Lab Service		1	1	10%	300	300
	215	Stock Room	Lab Service		1	1	10%	300	300
	210	Biochemistry Lab	Class Lab	C	1	20	60	1200	1200
	215	Lab Prep	Lab Service		1	1	25%	300	300
					Chemistry Instructional Labs				**10,098**
Chemistry Research Labs									
	250	Faculty Research Lab	Research Lab	B	15	1	450	450	6750
	255	Center of Excellence Instrument Lab	Research Lab Serv		1	40%	2000	800	800
	255	NMR- 500 MHz	Research Lab Serv		1	1	600	600	600
	255	Walk-in Freezer (Shared)	Research Lab Serv		1	1	200	200	200
	255	Nuclear Storage	Research Lab Serv		1	1	80	80	80
	255	Chemical Storage	Research Lab Serv		1	1	300	300	300
		Support- 35% target						29.33%	
					Chemistry Research Labs				**8730**
					Chemistry Labs				**18,828**

Prog. #	FICM	Room Name	Room Type		Qty	Cap	SF/	SF/Sp	Total SF
Biology Instructional Labs									
	210	Intro Biology I/II (+ Ecology)	Class Lab	D	2	28	60	1680	3360
	215	Intro Bio Shared Lab Prep	Lab Service		1	1	25%	840	840
	210	General Biology I/II (+Embryology)	Class Lab	D	2	28	60	1680	3360
	215	General Bio Shared Lab Prep	Lab Service		1	1	25%	840	840
	210	Cell Biology	Class Lab	C	1	20	75	1500	1500
	215	Cell Bio Lab Prep	Lab Service		1	1	30%	450	450
	210	Human Anatomy & Physio (w/Gross)	Class Lab	C	1	24	75	1800	1800
	210	Human Anatomy & Physio	Class Lab	D	1	24	60	1440	1440
	215	HA&P Shared Lab Prep	Lab Service		1	1	25%	810	810
	210	Microbiology	Class Lab	C	2	24	75	1800	3600
	215	Shared Lab Prep	Lab Service		1	1	30%	1080	1080
		Support- 25-30% target						26.69%	
					Biology Instructional Labs				**19,080**
Biology Research Labs									
	250	Faculty Research Lab	Research Lab	B	0	1	450	450	0
	255	Lab Support	Research Lab Serv		0	1	150	150	0
	250	PhD Research Lab	Research Lab	B	5	1	225	225	1125
	255	Lab Support	Research Lab Serv		5	1	75	75	375
	255	Center of Excellence Instrument Lab	Research Lab Serv		1	40%	2000	800	800
	255	Walk-in Freezer (Shared- see Chem.)	Research Lab Serv		0	1	200	200	0
		Support- 35% target							
Harned Hall- after Renovation									
	250	Faculty Research Lab	Research Lab		12		345	4145	
	255	Lab Support	Research Lab Serv		1		30%	1239	
	250	PhD Research Lab	Research Lab		15		215	3226	
	255	Lab Support	Research Lab Serv		1		7%	229	
								8839	
					Biology Research Labs				2,300
					Biology Labs				**21,380**
Physics Labs									
	210	Physics Lab	Class Lab	D	2	24	60	1440	2880
	215	Physics Storage	Lab Service		1	1	25%	720	720
		Support- 25% target						25.00%	
					Physics Labs				**3600**
Math | Physics Research Labs									
	250	Faculty Research Lab (Physics)	Research Lab	B	2	1	450	450	900
	255	Center of Excellence Instrument Lab	Research Lab Serv		1	20%	2000	400	400
	255	Lab Support	Research Lab Serv		1	1	300	300	300
		Support- 35% target						77.78%	
					Math | Physics Research Labs				**1600**
					Physics| Math Labs				**5,200**

Prog. #	FICM	Room Name	Room Type		Qty	Cap	SF/	SF/Sp	Total SF
Biology Instructional Labs									
	210	Intro Biology I/II (+ Ecology)	Class Lab	D	2	28	54	1500	3000
	215	Intro Bio Shared Lab Prep	Lab Service		1	1	10%	300	300
	215	Intro Bio Shared Lab Storage	Lab Service		1	1	10%	300	300
	210	General Biology I/II (+Embryology)	Class Lab	D	2	28	54	1500	3000
	215	General Bio Shared Lab Prep	Lab Service		1	1	10%	300	300
	215	General Bio Shared Lab Storage	Lab Service		1	1	10%	300	300
	210	Cell Biology	Class Lab	C	1	20	60	1200	1200
	215	Cell Bio Lab Prep	Lab Service		1	1	25%	300	300
	210	Human Anatomy & Physio (w/Gross)	Class Lab	C	1	24	63	1500	1500
	210	Human Anatomy & Physio	Class Lab	D	1	24	50	1200	1200
	215	HA&P Shared Lab Prep	Lab Service		1	1	11.1%	300	300
	215	HA&P Shared Lab Storage	Lab Service		1	1	11.1%	300	300
	210	Microbiology	Class Lab	C	2	24	50	1200	2400
	215	Shared Lab Prep	Lab Service		1	1	12.5%	300	300
	215	Autoclave/ Glassware	Lab Service		1	1	12.5%	300	300
	215	Shared Lab Storage	Lab Service		1	1	12.5%	300	300
		Support- 25-30% target						24.39%	
					Biology Instructional Labs				15,300
Biology Research Labs									
	250	Faculty Research Lab	Research Lab	B	0	1	450	450	0
	255	Lab Support	Research Lab Serv		0	1	150	150	0
	250	PhD Research Lab	Research Lab	B	5	1	225	225	1125
	255	Lab Support	Research Lab Serv		5	1	75	75	375
	255	Center of Excellence Instrument Lab	Research Lab Serv		1	40%	2000	800	800
	255	Walk-in Freezer (Shared- see Chem.)	Research Lab Serv		0	1	200	200	0
		Support- 35% target							
Harned Hall- after Renovation									
	250	Faculty Research Lab	Research Lab		12		345	4145	
	255	Lab Support	Research Lab Serv		1		30%	1239	
	250	PhD Research Lab	Research Lab		15		215	3226	
	255	Lab Support	Research Lab Serv		1		7%	229	
								8839	
					Biology Research Labs				2,300
					Biology Labs				**17,600**
Physics Labs									
	210	Physics Lab	Class Lab	D	2	24	60	1440	2880
	215	Physics Storage	Lab Service		1	1	25%	720	720
		Support- 25% target						25.00%	
					Physics Labs				**3600**
Math | Physics Research Labs									
	250	Faculty Research Lab (Physics)	Research Lab	B	2	1	450	450	900
	255	Center of Excellence Instrument Lab	Research Lab Serv		1	20%	2000	400	400
	255	Lab Support	Research Lab Serv		1	1	300	300	300
		Support- 35% target						77.78%	
					Math | Physics Research Labs				**1600**
					Physics| Math Labs				**5,200**

Prog. #	FICM	Room Name	Room Type		Qty	Cap	SF/	SF/Sp	Total SF
Offices and Support									
Administrative Offices									
	310	College Reception			1	1	120	120	120
	310	Dean- Life and Physical Science			1	1	180	180	180
	310	Support Staff			1	2	120	240	240
	350	Conference Room			1	12	25	300	300
	315	Workroom			1	4	50	200	200
					Administrative Offices				**1040**
Chemistry Faculty									
	310	Department Reception	Office		1	2	60	120	120
	310	Departmental Chair Office	Office		1	1	150	150	150
	350	Conference Room	Conference Room		1	12	25	300	300
	315	Workroom	Office Service		1	4	50	200	200
	315	Breakroom	Office Service		1	8	30	240	240
	315	Department Storage	Office Service		1	1	200	200	200
	310	Faculty Office	Office		14	1	150	150	2100
	310	Adjunct Faculty	Office		4	1	75	75	300
	310	Instructor	Office		1	1	100	100	100
	310	Grad Teaching Asst.	Office		3	1	60	60	180
	310	Grad Research Asst.	Office		0	1	40	40	0
	310	Lab Manager	Office		1	1	130	130	130
	310	Lab Coordinator	Office		1	1	100	100	100
					Chemistry Faculty				**4120**
Biology Faculty									
	310	Department Reception	Office		1	2	60	120	120
	310	Departmental Chair Office	Office		1	1	150	150	150
	350	Conference Room	Conference Room		1	12	25	300	300
	315	Workroom	Office Service		1	4	50	200	200
	315	Breakroom	Office Service		1	8	30	240	240
	315	Department Storage	Office Service		1	1	200	200	200
	310	Faculty Office	Office		9	1	150	150	1350
	310	Adjunct Faculty	Office		6	1	75	75	450
	310	Instructor	Office		10	1	100	100	1000
	310	PhD	Office		12	1	40	40	480
	310	Grad Teaching Asst.	Office		10	1	60	60	600
	310	Grad Research Asst.	Office		0	1	40	40	0
	310	Lab Manager	Office		1	1	130	130	130
	310	Technician	Office		1	1	100	100	100
Harned Hall									
	310	Department Reception	Office		1	0	60	0	
	310	Faculty Office	Office		8		119.4	955	
	310	PhD	Office		8		61.0	488	
	310	Grad Research Asst.	Office		5		78.6	393	
	310	Technician	Office		1		109	109	
								1945	
					Biology Faculty				5320

Prog. #	FICM	Room Name	Room Type		Qty	Cap	SF/	SF/Sp	Total SF
Offices and Support									
Administrative Offices									
	310	College Reception			1	1	120	120	120
	310	Dean- Life and Physical Science			1	1	180	180	180
	310	Support Staff			1	2	120	240	240
	350	Conference Room			1	12	25	300	300
	315	Workroom			1	4	50	200	200
					Administrative Offices				**1040**
Chemistry Faculty									
	310	Department Reception	Office		1	2	60	120	120
	310	Departmental Chair Office	Office		1	1	150	150	150
	350	Conference Room	Conference Room		1	12	25	300	300
	315	Workroom	Office Service		1	4	50	200	200
	315	Breakroom	Office Service		1	8	30	240	240
	315	Department Storage	Office Service		1	1	200	200	200
	310	Faculty Office	Office		14	1	150	150	2100
	310	Adjunct Faculty	Office		4	1	75	75	300
	310	Instructor	Office		1	1	100	100	100
	310	Grad Teaching Asst.	Office		3	1	60	60	180
	310	Grad Research Asst.	Office		0	1	40	40	0
	310	Lab Manager	Office		1	1	130	130	130
	310	Lab Coordinator	Office		1	1	100	100	100
					Chemistry Faculty				**4120**
Biology Faculty									
	310	Department Reception	Office		1	2	60	120	120
	310	Departmental Chair Office	Office		1	1	150	150	150
	350	Conference Room	Conference Room		1	12	25	300	300
	315	Workroom	Office Service		1	4	50	200	200
	315	Breakroom	Office Service		1	8	30	240	240
	315	Department Storage	Office Service		1	1	200	200	200
	310	Faculty Office	Office		9	1	150	150	1350
	310	Adjunct Faculty	Office		6	1	75	75	450
	310	Instructor	Office		10	1	100	100	1000
	310	PhD	Office		12	1	40	40	480
	310	Grad Teaching Asst.	Office		10	1	60	60	600
	310	Grad Research Asst.	Office		0	1	40	40	0
	310	Lab Manager	Office		1	1	130	130	130
	310	Technician	Office		1	1	100	100	100
Harned Hall									
	310	Department Reception	Office		1	0	60	0	
	310	Faculty Office	Office		8	1	119.4	955	
	310	PhD	Office		8	1	61.0	488	
	310	Grad Research Asst.	Office		5	1	78.6	393	
	310	Technician	Office		1	1	109.0	109	
								1945	
					Biology Faculty				5320

Prog. #	FICM	Room Name	Room Type		Qty	Cap	SF/	SF/Sp	Total SF
Math | Physics Faculty									
	310	Department Reception	Office		1	2	60	120	120
	310	Departmental Chair Office	Office		1	1	150	150	150
	350	Conference Room	Conference Room		1	12	25	300	300
	315	Workroom	Office Service		1	4	50	200	200
	315	Breakroom	Office Service		1	8	30	240	240
	315	Department Storage	Office Service		1	1	200	200	200
	310	Faculty Office	Office		17	1	150	150	2550
	310	Adjunct Faculty	Office		4	1	75	75	300
	310	Instructor	Office		7	1	100	100	700
	310	PhD	Office		0	1	40	40	0
	310	Grad Teaching Asst.	Office		0	1	60	60	0
	310	Grad Research Asst.	Office		0	1	40	40	0
	310	Lab Manager	Office		1	1	130	130	130
	310	Technician	Office		0	1	100	100	0
					Math | Physics Faculty				**4890**
					Admin. + Faculty Offices Total				**15,370**
Open Labs									
	220	Open Computer Lab	Open Lab		2	20	30	600	1200
	220	Learning Support Lab- Tutoring	Open Lab		8	5	30	150	1200
	310	Tutoring Director	Office		1	1	130	130	130
					Open Labs				**2530**
Study Spaces									
	410	Group Study- (6 person)	Study Room		4	6	30	180	720
	410	Group Study- (4 person)	Study Room		4	4	30	120	480
					Study Spaces				**1200**
Other Spaces									
	650	Lobby	Lounge		1	40	60	2400	2400
	655	Breakroom/Vending	Lounge Service		1	20	25	500	500
	730	Loading Dock	Central Storage		1	1	400	400	400
	760	Hazardous Material Storage	Hazardous Mat. Stg.		1	1	120	120	120
	620	Industry Exhibit Space	Exhibition		1	50	50	2500	2500
	625	Exhibition Storage	Exhibition Service		2	1	240	240	480
	650	Student Commons	Lounge		1	40	50	2000	2000
	680	Student Organizations	Meeting Room		1	50	30	1500	1500
	650	Lactation Room	Lounge		1	1	80	80	80
					Other Spaces				**9980**

Summary Total		
	Net Square Footage	**90,179**
	Grossing Factor	1.67
	Gross Square Footage	**150,599**
	Efficiency	59.88%

Prog. #	FICM	Room Name	Room Type		Qty	Cap	SF/	SF/Sp	Total SF
Math | Physics Faculty									
	310	Department Reception	Office		1	2	60	120	120
	310	Departmental Chair Office	Office		1	1	150	150	150
	350	Conference Room	Conference Room		1	12	25	300	300
	315	Workroom	Office Service		1	4	50	200	200
	315	Breakroom	Office Service		1	8	30	240	240
	315	Department Storage	Office Service		1	1	200	200	200
	310	Faculty Office	Office		17	1	150	150	2550
	310	Adjunct Faculty	Office		4	1	75	75	300
	310	Instructor	Office		7	1	100	100	700
	310	PhD	Office		0	1	40	40	0
	310	Grad Teaching Asst.	Office		0	1	60	60	0
	310	Grad Research Asst.	Office		0	1	40	40	0
	310	Lab Manager	Office		1	1	130	130	130
	310	Technician	Office		0	1	100	100	0
					Math | Physics Faculty				**4890**
					Admin. + Faculty Offices Total				**15,370**
Open Labs									
	220	Open Computer Lab	Open Lab		2	20	30	600	1200
	220	Learning Support Lab- Tutoring	Open Lab		8	5	30	150	1200
	310	Tutoring Director	Office		1	1	130	130	130
					Open Labs				**2530**
Study Spaces									
	410	Group Study- (6 person)	Study Room		4	6	30	180	720
	410	Group Study- (4 person)	Study Room		4	4	30	120	480
					Study Spaces				**1200**
Other Spaces									
	650	Lobby	Lounge		1	40	60	2400	2400
	655	Breakroom/Vending	Lounge Service		1	20	25	500	500
	730	Loading Dock	Central Storage		1	1	400	400	400
	760	Hazardous Material Storage	Hazardous Mat. Stg.		1	1	120	120	120
	620	Industry Exhibit Space	Exhibition		1	50	50	2500	2500
	625	Exhibition Storage	Exhibition Service		2	1	240	240	480
	650	Student Commons	Lounge		1	40	50	2000	2000
	680	Student Organizations	Meeting Room		1	50	30	1500	1500
	650	Lactation Room	Lounge		1	1	80	80	80
					Other Spaces				**9980**

Summary Total		
	Net Square Footage	**84,515**
	Grossing Factor	1.67
	Gross Square Footage	**141,139**
	Efficiency	59.88%

SITE ANALYSIS



SITE ANALYSIS AND SITE DEVELOPMENT

The proposed Laboratory Sciences Commons will be located on the approximately 3-acre site currently occupied by Elliott Hall within TSU's main academic core. The site is bounded by the new Health Sciences Building to the north, the Main Mall pedestrian walk to the east, 37th Avenue North to the west, and the pedestrian walk immediately north of the RASP Research Building to the south. Demolition of Elliott Hall will be included as part of the Laboratory Sciences Building project. The location places the building adjacent to Health Sciences, directly across from Harned Hall, and near the central power plant.

The site has approximately 22 feet of grade change, with the northeast corner representing the high point and the site falling toward the southwest. Site development will include grading, pedestrian improvements, service access, accessible routes, utility extensions, landscaping, site lighting, and other improvements necessary to support the new building. The project will not include new parking.

The site organization will reinforce the pedestrian character of the campus core. The primary building entrance will address the Main Mall to the east, strengthening the building's relationship to the central campus. A secondary entrance will be provided from 37th Avenue North to create a distinct western approach to the building. Service and loading access will also be provided from 37th Avenue North, allowing service functions to remain separate from the primary pedestrian entrance.

Landscape improvements will focus on reinforcing the Main Mall and primary building entrance while also improving the campus edge along 37th Avenue North and the secondary entrance. Walkways, planting, site lighting, and other exterior improvements will be coordinated with the surrounding campus and existing pedestrian circulation.

Boswell Hall will be demolished under a separate project following completion of the new Laboratory Sciences Building.

UTILITIES

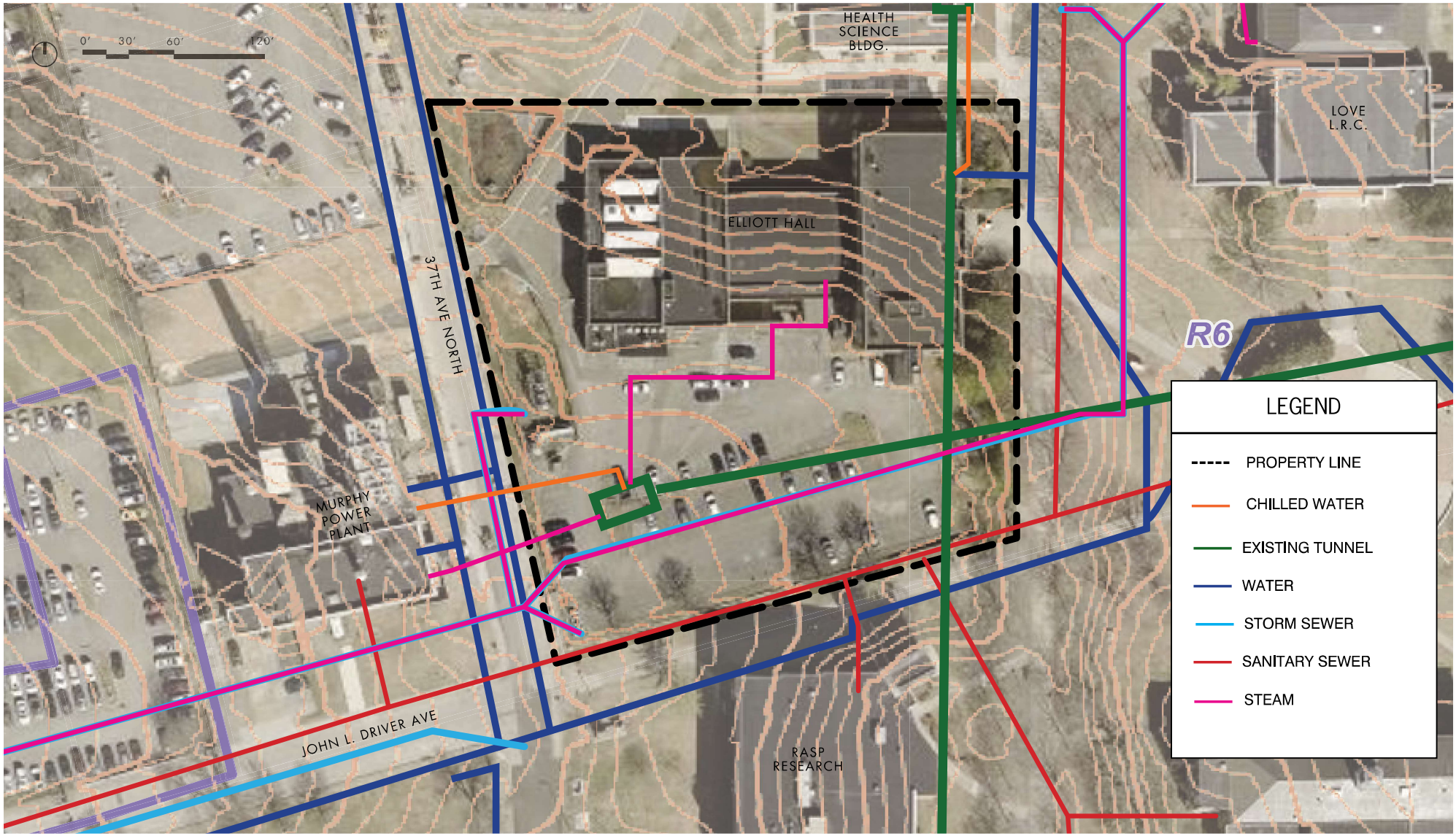
The new Laboratory Sciences Building is intended to connect to TSU's central steam and chilled-water systems. The building's location directly across from the central power plant provides a strong relationship to these central utilities and an opportunity for efficient service connections. The 2016 Campus Master Plan identified available steam capacity for additional development while also noting that chilled-water capacity should be evaluated as additional buildings are added to the system. Confirmation of available capacity will be an important early design consideration in determining whether modifications or upgrades to the central systems are required.

Connection points, available capacity, and the condition of existing steam, chilled water, domestic water, sanitary sewer, electrical, telecommunications, and other utility infrastructure will be verified during design. Utility routing will also be coordinated with existing site conditions, adjacent facilities, and the proposed building configuration. Electrical service requirements will be established based on the final building and equipment loads, with the connection point and available campus distribution capacity confirmed as the design progresses. These evaluations will establish the infrastructure improvements necessary to support the building and its specialized laboratory functions.

STORMWATER MANAGEMENT

Stormwater management will be coordinated with the overall site grading and campus drainage system. The design will comply with applicable Metro Nashville stormwater management requirements, including stormwater quantity, water quality, and erosion control provisions. Any required modifications or connections to the existing campus stormwater system will be developed as part of the final civil design.

EXISTING UTILITY LOCATIONS



FACILITY DESIGN AND SITE ORGANIZATION

Site and Campus Context

The proposed Laboratory Sciences Commons is located on the former Elliott Hall site within the academic core of TSU's main campus. The approximately 3-acre site is positioned between the new Health Sciences Building to the north, the Main Mall to the east, 37th Avenue North to the west, and the RASP Research Building to the south. The location places the building adjacent to Health Sciences and directly across from Harned Hall, strengthening relationships between programs that share academic and research connections. Its central location also provides convenient access from the primary pedestrian routes that connect the academic, student life, and research areas of campus.

Building Organization

The building is organized into three primary components that respond to both the academic program and the surrounding campus context. The eastern portion is envisioned as a four-story structure containing classrooms and administrative functions and serving as the primary public face of the College. A three-story central connector will contain the atrium, student commons, and other shared spaces. The larger four-story western wing will primarily accommodate science laboratories and faculty offices. Together, these components establish a clear organizational framework that separates major program functions while maintaining strong visual and physical connections throughout the building.

Main Mall and Eastern Wing

The eastern wing will establish the building's primary entrance along the Main Mall and is intended to provide a contemporary interpretation of the scale and proportions of the former Elliott Hall. This location gives the College a visible front door within the campus core while recognizing the importance of Elliott Hall within the history and development of TSU. The entrance will also reinforce the Main Mall as one of the University's primary pedestrian spaces and provide a clear point of arrival for students, faculty, staff, and visitors.

Central Connector and Student Commons

The three-story central connector continues the curved geometry established by the RASP Research Building, reinforcing the circular organization of the central campus. This portion of the building will serve as the primary connection between the classroom and laboratory wings and will accommodate the atrium, student commons, gathering areas, and other shared functions. These spaces are intended to encourage interaction between students and faculty from the different science disciplines housed within the building. A four-story tower element is envisioned at the southern end of the curve, aligned with the breezeway between the Floyd-Payne Campus Center and the Administration Building. Group study spaces within the tower will create a visible student-focused element along this campus axis and provide views toward the surrounding campus.

Laboratory Wing and 37th Avenue

The larger western wing will be positioned parallel to 37th Avenue North and will primarily contain the laboratory-intensive portions of the program and associated faculty offices. Its placement will establish a stronger campus edge along 37th Avenue North while allowing direct access to service and loading functions from the roadway. Locating these functions along the western edge will also help separate routine building service activity from the more pedestrian-oriented Main Mall. A secondary entrance along the western elevation will provide an additional point of arrival and strengthen the building's presence from the west.

Architectural Character

The exterior character of the Laboratory Sciences Commons is envisioned to reinforce the established architectural language of TSU's campus while giving the College a contemporary identity. Primary exterior materials will include brick, limestone, and aluminum composite metal panels selected and detailed to complement the materials, proportions, and character of surrounding campus buildings. Brick and limestone will provide continuity with the traditional campus aesthetic, while ACM panels and areas of glazing will introduce a more contemporary expression appropriate for a modern laboratory and academic facility. The composition of these materials will also be used to differentiate major entrances, shared spaces, and significant architectural elements while maintaining a cohesive overall appearance.

Program and Functional Relationships

The separation of classroom and administrative functions from the laboratory-intensive wing allows the different portions of the building to respond to their specific technical and operational requirements. Laboratory areas can be organized around the more intensive mechanical, electrical, plumbing, exhaust, and service infrastructure required for science instruction and research, while classroom and administrative areas can be designed around more flexible academic uses. The central connector provides a common point of interaction between these areas and creates opportunities for student gathering, study, and collaboration at the center of the College.

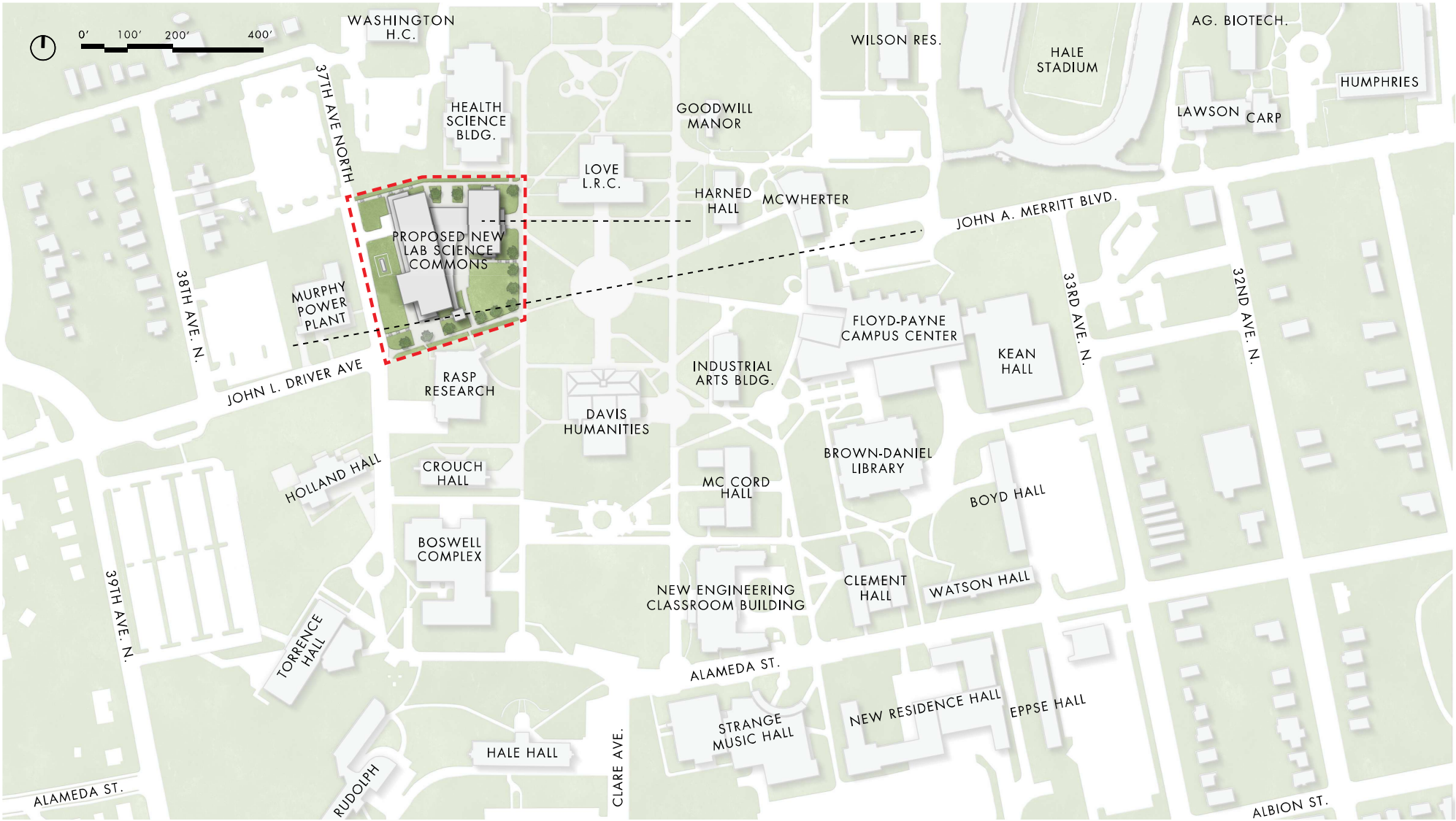
Access and Circulation

The primary pedestrian approach will occur from the Main Mall, while the secondary western entrance, service access, loading, and building support functions will be accessed from 37th Avenue North. This organization will maintain the pedestrian character of the campus core while keeping routine service activity along the vehicular edge of the site. Pedestrian connections around the building will also reinforce existing campus circulation patterns and provide convenient access between the Laboratory Sciences Commons and nearby academic and research facilities.

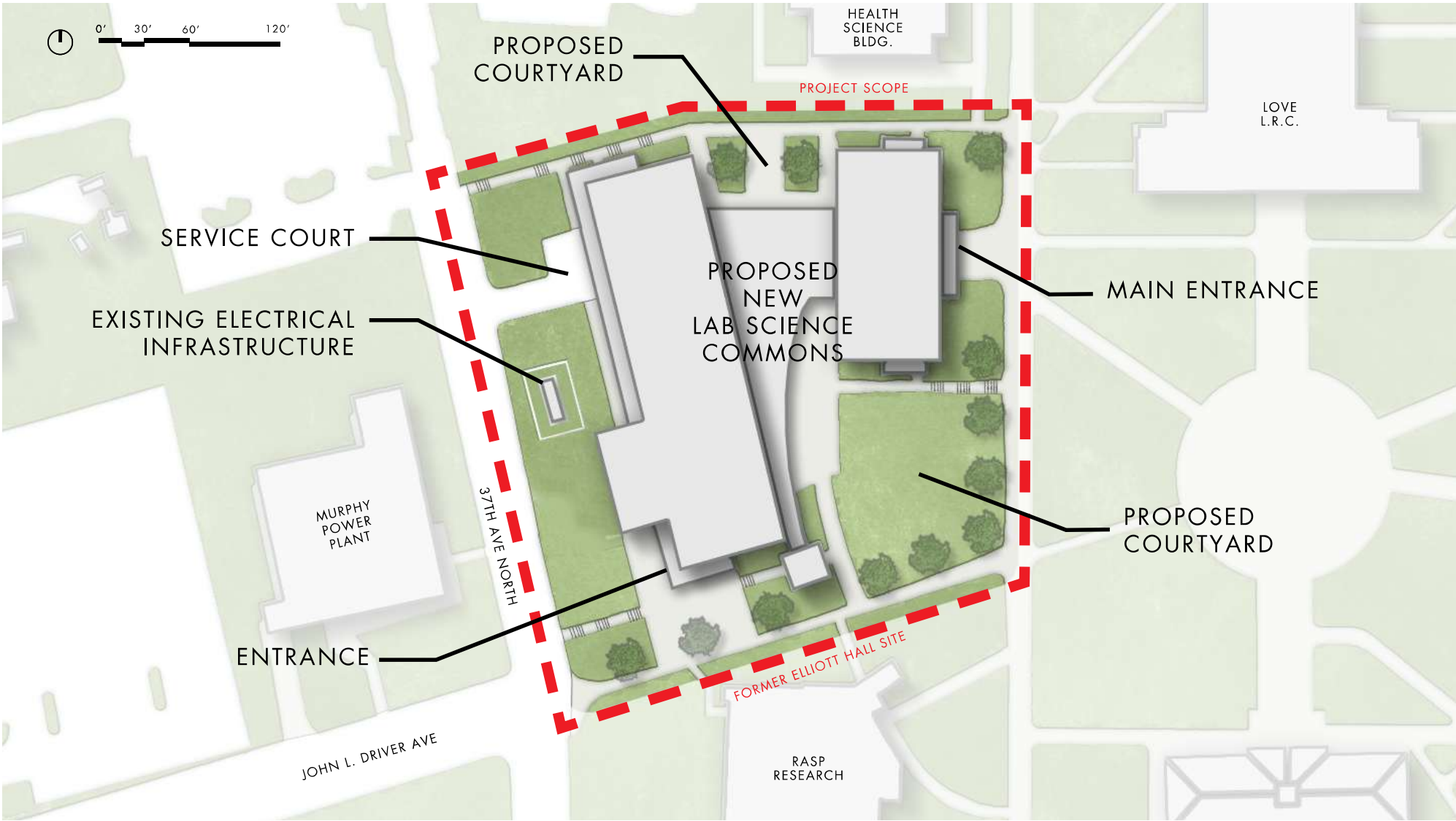
Landscape and Site Improvements

Landscape and pedestrian improvements will reinforce the Main Mall, frame the primary entrance, and strengthen connections to the Health Sciences Building, Harned Hall, and the RASP Research Building. New walks, planting, gathering areas, and site furnishings can help integrate the building into the surrounding campus landscape and create usable exterior spaces for students and faculty. Along 37th Avenue North, landscape improvements will help establish a more defined campus edge and support the secondary entrance while screening service and building support functions where appropriate. These improvements will contribute to a cohesive campus setting while strengthening the Laboratory Sciences Building as a significant new component of TSU's academic core.

PROPOSED SITE PLAN - OVERALL



PROPOSED SITE PLAN - ENLARGED



SYSTEMS NARRATIVES

Architectural Systems

The building is anticipated to be a three- to four-story academic and laboratory building utilizing structural steel framing with composite metal deck and concrete floor assemblies. Exterior walls will generally consist of insulated light-gauge metal-stud assemblies with brick, limestone, aluminum composite metal panels, curtain wall, and window systems. The roof will consist primarily of a low-slope membrane roofing system with continuous insulation over metal roof deck.

Curtain wall and windows will be maximized throughout the building to provide natural light to classrooms, laboratories, offices, student spaces, and other regularly occupied areas. The primary entrance, atrium, student commons, tower, and other public-facing portions of the building will incorporate larger areas of glazing to reinforce the open and student-focused character of the building. Glazing will be coordinated to balance daylight, views, energy performance, and occupant comfort.

Because of the approximately 22-foot grade change across the site, portions of the building will extend into the existing grade. These areas will use reinforced concrete basement and retaining walls. Mechanical rooms, electrical rooms, storage, building support, and other service functions that do not require natural light will be located within these portions of the building where practical.

Interior partitions will generally consist of light-gauge metal studs and gypsum board assemblies. Laboratory areas will use durable, chemical-resistant materials appropriate for the activities within each space. Laboratory flooring will consist of chemical-resistant flooring, while offices will generally use carpet. Other academic and public areas may use LVT, polished concrete, or similar durable institutional finishes.

Laboratory areas will be organized around a consistent planning module coordinated with the structural grid, casework, equipment, circulation, and building utilities. The module will establish a repeatable framework that allows laboratory spaces to be combined or subdivided as instructional and research needs change. Piped services, power, data, ventilation, and other laboratory systems will be distributed in a consistent manner to support future modifications without requiring major changes to the building structure or primary utility systems. Final module dimensions will be established during design based on laboratory casework, equipment, accessibility, circulation, and structural requirements.

Laboratories will primarily use fixed casework with chemical-resistant work surfaces, sinks, service fixtures, and storage appropriate to each discipline. Movable equipment and selected mobile furnishings will be incorporated where needed to provide flexibility for changing instructional and research activities. Laboratory planning will coordinate casework, equipment, circulation, utilities, and accessibility to accommodate changes in equipment and laboratory use over time.

Structural Systems

The building is anticipated to use a structural steel framing system with steel columns and beams supporting composite metal deck and concrete floor slabs. Roof construction will generally consist of steel framing or open-web steel joists with metal roof deck. The lateral-load-resisting system will consist of steel moment frames, braced frames, or a combination of both, as determined during design. Structural bay spacing will support efficient laboratory planning while maintaining flexibility for classrooms, offices, and other program spaces.

Below-grade portions of the building will incorporate reinforced concrete foundation and basement walls where the building extends into the existing grade. The foundation system is anticipated to include shallow spread footings, subject to geotechnical recommendations and final building loads. Foundation design will also consider site elevation changes and associated retaining conditions.

Structural framing will be coordinated with the laboratory planning module, fume hood exhaust shafts, piped laboratory services, vertical utility distribution, elevators, mechanical equipment, and other building systems. Floor framing and slabs will also be coordinated with concentrated loads from laboratory and research equipment identified during design.

Mechanical Systems

The building will connect to TSU's central steam and chilled-water systems for heating and cooling. Distributed mechanical equipment will serve the various portions of the building, with dedicated outdoor-air units providing the required ventilation air to classrooms, offices, laboratories, student areas, and other occupied spaces and zoning appropriate to differing ventilation requirements, internal loads, and laboratory operating conditions.

Laboratory mechanical systems will be designed to accommodate the specific requirements of Chemistry, Biology, Physics, and research laboratories. Chemical fume hoods and other equipment requiring local exhaust will be served by dedicated laboratory exhaust systems. Laboratories containing hazardous chemicals or processes will maintain appropriate pressure relationships relative to adjacent corridors and occupied spaces, with exhaust air discharged directly outdoors.

Variable-air-volume fume hood systems are anticipated to maintain appropriate hood performance and laboratory pressure relationships while adjusting exhaust airflow based on hood operation. Fume hoods will include airflow monitoring and alarms, and laboratory supply air will be coordinated with hood locations to avoid drafts that could affect performance. Building controls will monitor major mechanical systems and allow operating conditions to be adjusted based on occupancy, laboratory use, and building demand.

Laboratory exhaust systems will be routed through dedicated shafts to roof-mounted exhaust equipment. Exhaust-stack locations and outdoor-air intakes will be coordinated to prevent re-entrainment of laboratory exhaust into the building or adjacent facilities. The final number, location, and configuration of laboratory exhaust systems will be based on the types and quantities of fume hoods and specialized equipment identified during design.

Plumbing and Piped Systems

The plumbing systems will include domestic cold and hot water, sanitary drainage, storm drainage, laboratory waste, natural gas, and connections required for laboratory and building equipment.

Laboratory piped systems will include purified or deionized water, compressed air, laboratory vacuum, natural gas, process cooling water, specialty gases, and other services as required by the final laboratory equipment and research needs. Services will be coordinated with the laboratory planning module and organized to provide consistent points of connection and accessible isolation points. This will allow individual laboratory areas to be maintained or modified while supporting future changes in laboratory use and equipment.

Laboratory sinks and equipment will be connected to a chemical-resistant laboratory waste and vent system separate from the general sanitary system. Acid-resistant piping, sampling, neutralization, or other treatment will be provided as required by the final laboratory processes and applicable discharge requirements. The final treatment approach will be coordinated with the Authority Having Jurisdiction.

Emergency safety showers and eyewash stations will be provided in laboratories and support areas where required by the materials and processes present. Tempered water, backflow prevention, floor drains, and other plumbing provisions will be coordinated with these fixtures and applicable laboratory safety requirements.

Fire Protection Systems

The building will be protected throughout by an automatic fire-sprinkler system designed in accordance with applicable codes and State Fire Marshal requirements. Sprinkler coverage will be coordinated with laboratories, chemical storage areas, fume hoods, ceiling systems, equipment, mechanical rooms, and other specialized spaces.

A fire alarm system will provide required detection, occupant notification, monitoring, and emergency communication throughout the building. Portable fire extinguishers and other supplemental fire-protection equipment will be provided based on the hazards associated with individual laboratory and support spaces. Fire-department access, hydrant locations, fire-flow requirements, and the available campus water supply will be confirmed during design.

Laboratory chemical quantities, storage arrangements, and fire-control areas will be evaluated as the laboratory program and equipment are developed. Fire-protection requirements associated with laboratories using chemicals will be coordinated with NFPA 45 and other applicable laboratory safety standards.

Electrical Systems

The electrical service will be sized to support lighting, receptacles, laboratory equipment, mechanical systems, fume hood exhaust, elevators, information technology, audiovisual systems, security, and other building operations. Final electrical loads and distribution requirements will be established as laboratory and research equipment selections are developed.

Laboratory spaces will include electrical distribution appropriate for fixed casework, movable equipment, fume hoods, refrigerators, freezers, instrumentation, and other teaching and research equipment. Power and data distribution will be coordinated with the laboratory planning module to provide consistent service locations and support changes in equipment and laboratory use over time.

Energy-efficient LED lighting and controls will be provided throughout the building and coordinated with the State of Tennessee High Performance Building Requirements. Daylight-responsive controls will be considered in areas with significant exterior glazing to take advantage of the natural light incorporated throughout the building.

Emergency power will be provided for required life-safety systems. Standby power will also be evaluated for research refrigerators and freezers, critical research equipment, laboratory exhaust systems, environmental monitoring, building controls, telecommunications, and other systems where loss of power could result in the loss of research materials or create an unsafe condition. Final standby-power loads will be established with TSU during design.

The electrical design will also include campus data and telecommunications infrastructure, classroom audiovisual systems, wireless network infrastructure, fire alarm, access control, security, and video surveillance. Access-control systems will provide appropriate separation between public areas, teaching laboratories, research laboratories, faculty areas, and other controlled spaces.

Codes and Permitting

The project will be designed in accordance with the latest applicable codes and standards required by the State of Tennessee. The building will be fully sprinklered and is anticipated to be constructed as Type II-B construction. Laboratory systems and safety requirements will be coordinated with applicable codes and standards as the design is developed.

PRELIMINARY PROJECT COSTS

The preliminary project budget was developed using two building cost components reflecting the different levels of construction required within the facility. Classroom, administrative, and student-space areas are budgeted at approximately $630 per gross square foot, while the laboratory-intensive areas are budgeted at approximately $860 per gross square foot. The higher laboratory cost reflects the specialized mechanical, electrical, plumbing, exhaust, laboratory casework, fixed equipment, and other building systems required to support the Biology, Chemistry, and Physics programs. This approach recognizes that the laboratory portions of the building will require a significantly greater level of infrastructure and coordination than typical academic spaces.

Site Development is carried separately and includes grading, utility improvements, pedestrian circulation, service and loading access, accessible routes, landscaping, site lighting, stormwater improvements, and other site work required to support the new facility. Demolition of Elliott Hall and associated site preparation are also included in the project budget. These allowances are based on the current concept design and will be refined as site, utility, grading, and infrastructure requirements are further developed.

The building and site costs have been escalated at 5% annually to the anticipated July 2030 bid date. Based on this escalation, the Bid Target for the Laboratory Sciences Building, site development, and demolition of Elliott Hall is approximately $152,749,000. Escalation is included to reflect anticipated increases in construction labor, materials, equipment, and other market conditions between the current planning period and the projected bid date.

The project budget also includes Construction Contingency, Professional Fees, Moveable Equipment, Commissioning and Preconstruction, ITS/Telecommunications/ Environmental costs, and Administrative and Miscellaneous Costs. Built-in laboratory equipment, casework, and permanently installed building systems are included within the building construction cost, while moveable laboratory equipment, furniture, audiovisual and information technology systems, access control, and other owner-provided items are carried separately. These additional project costs are included to provide a more complete representation of the anticipated funding required to deliver and occupy the facility.

The Preliminary Cost Summary on this page provides a detailed breakdown of the anticipated project costs based on the July 2030 bid date. The budget will continue to be evaluated and refined as the program, building systems, site requirements, and design are further developed.

Tennessee State University
Projected Cost Evaluations

SBC-1 Budget				
27,515	NSF			
1.67	gross			
45,950	GSF			
630.00	$/sf	$28,948,500		
57000	NSF			
1.67	gross			
95,190	GSF			
860.00	$/sf	$81,863,400		
		$110,811,900		
Projected SBC-1				
2026 Costs	2030 Costs			
$110,811,900	$144,920,000	Building		
$ 5,000,000	$6,539,000	Site		
$ 985,590	$1,290,000	Building Demolition		
$ 116,797,490	**$152,749,000**	**Bid Target**		
$ 6,362,510	$8,321,000	Contingency	5.45%	
$ 123,160,000	**$161,070,000**	**MACC**		
$ 6,236,350	$8,020,470	Fee	5.06%	
$ 1,600,000	$1,944,810	*Moveable Equipment*		
$ 3,997,204	$4,858,626	*Equipment*		
$ 100,000	$121,551	Survey/Geotech		
$ 300,000	$364,652	*Commissioning & Pre Con*		
$ 1,476,000	$1,794,087	*ITS/Telecom/Environ.*		
$ 3,125,446	$3,798,999	Admin./Misc.		
$ 139,995,000	**$181,973,195**	**Total**		

TENNESSEE STATE UNIVERSITY

SECTION 03
AGRICULTURE MEAT SCIENCE CONCEPT

The following pages present the Concept Design Package for Tennessee State University's new Agriculture Meat Sciences Building. This section outlines the project need, existing site conditions, program requirements, conceptual site and floor plans, building organization, major architectural and engineering systems, regulatory requirements, and preliminary project costs. Together, these components establish the initial framework for a purpose-built facility supporting hands-on instruction, applied research, meat processing, workforce preparation, and TSU's land-grant mission.

The information that follows illustrates how the proposed approximately 20,565-square-foot facility is organized around the required meat-processing sequence while integrating instructional, research, public, and support functions. It also identifies the site, infrastructure, operational, and building-system considerations that will guide continued development of the project through future phases of design.

EXCUTIVE SUMMARY

The new Agriculture Meat Sciences Building will replace outdated facilities with a modern, purpose-built facility that supports hands-on instruction, agricultural research, meat processing, and TSU's land-grant mission of practical education, applied research, workforce development, and community service. The project will create a dedicated environment where teaching, research, processing, and public engagement can occur within a single coordinated facility.

Tennessee State University's goals for this project are to:

- Advance TSU's land-grant mission through hands-on agricultural education, applied research, workforce preparation, and community outreach.
- Create a prominent new face for the Meat Sciences program along Ed Temple Boulevard.
- Support student instruction and research through specialized teaching, laboratory, and processing spaces.
- Provide students with direct experience in the complete meat-processing sequence
- Place key portions of the meat-processing operation on display to engage students, visitors, and the community while showcasing TSU's agricultural education and land-grant mission.

The project includes an approximately 20,500-square-foot Agriculture Meat Sciences Building on Tennessee State University's main campus at the intersection of Ed Temple Boulevard and Dr. Walter S. Davis Boulevard. The facility will replace the existing layer house and office/feed mill facility and establish a stronger identity for the Meat Sciences program along Ed Temple Boulevard. Its location will create a more visible presence for agricultural education on campus while providing convenient access for students, faculty, service vehicles, and visitors. The building will also provide a dedicated setting for instruction, research, processing, and outreach activities that are currently limited by the existing facilities.

The building will support the processing of beef, pork, lamb, and poultry and will be organized around the sequence of animal receiving, harvest, pre-chill, carcass aging, fabrication, processing, packaging, and finished-product storage. This organization is intended to provide a clear and efficient operational sequence while allowing students to experience the complete process from receiving through finished product. The program will also include two classroom laboratories with demonstration coolers, one research laboratory, a multi-use demonstration kitchen, and a retail store. Together, these spaces will support a range of instructional, research, outreach, and community-focused activities. The arrangement of these functions will allow teaching and research activities to remain closely connected to the processing areas while maintaining the separation required for safe and efficient operations.

The project will be coordinated with the replacement boiler house, planned replacement layer house, existing utilities and stormwater infrastructure, adjacent wetlands, and future campus improvements. Site planning will also address service access, animal receiving, pedestrian circulation, and separation between public and processing functions. Particular attention will be given to maintaining efficient service and delivery routes while creating a welcoming public approach from Ed Temple Boulevard. Building placement and site organization will also respond to existing grades, utility connections, and environmental constraints affecting the property.

This Concept Design Package establishes the preliminary basis for the project and addresses site conditions, design criteria, conceptual site and floor plans, permitting and environmental requirements, High Performance Building Requirements, and applicable Build America, Buy America requirements. The package is intended to establish the initial framework for continued design development, coordination, and project budgeting. It also provides the basis for further refinement of the building program, site improvements, building systems, equipment requirements, and project costs as the design advances.

Project Need

The existing layer house and office/feed mill facility are in disrepair and cannot support the specialized spaces, systems, and operational sequence required for a modern meat sciences program. Existing conditions also limit the University's ability to provide contemporary instructional and research environments that reflect current industry practices and food-processing requirements.

The new facility will strengthen TSU's land-grant mission by expanding opportunities for hands-on instruction, applied research, workforce preparation, and community education. Specialized laboratories, processing areas, cold storage, sanitation systems, a demonstration kitchen, and retail space will provide a safe and efficient environment for teaching, research, and meat production. The facility will also provide students with practical experience using the equipment, processes, and operational standards they are likely to encounter in professional agricultural and food-processing environments.

SITE ANALYSIS

Site Analysis and Site Development

The project site is located on Tennessee State University's main campus at the intersection of Ed Temple Boulevard and Dr. Walter S. Davis Boulevard. The site is currently occupied by an existing layer house and an office/feed mill facility, both of which are in disrepair and are anticipated to be removed. The former boiler house immediately north of the site has been demolished, and construction of a replacement boiler house is underway. The proposed development will therefore need to be coordinated with both existing campus operations and improvements currently underway in the surrounding area.

The area surrounding the existing layer house is generally level, with approximately five feet of grade change across the proposed development area. Jurisdictional wetlands are located immediately north and east of the site, beyond the property limits. Along Ed Temple Boulevard, an existing stormwater detention area extends approximately 80 feet into the site and runs parallel to the roadway for nearly the full length of the property. These conditions influence the available development area and will be considered in the final placement of the building, parking, circulation, and service functions.

Site development will include demolition, grading, parking, drives, sidewalks, accessible routes, loading and service areas, utility extensions, and associated site improvements. The grading plan will establish the building pad, accommodate the existing elevation change, and provide positive drainage away from the building. Site improvements will be coordinated to maintain clear pedestrian and vehicular circulation throughout the property.

The site layout will be organized to support the distinct operational needs of the facility. Public and instructional access will be oriented toward Ed Temple Boulevard, while animal receiving, service access, product loading, and waste removal will be located in controlled areas of the site. This separation will help limit conflicts between visitors, students, livestock trailers, delivery vehicles, and service operations. Circulation will also be arranged to provide sufficient maneuvering space for larger service and livestock vehicles without disrupting primary pedestrian routes.

Because the site has been previously developed, portions of the existing access and utility infrastructure may be reused or modified where their condition and capacity are suitable. Final site design will be based on current survey, utility, geotechnical, and environmental information. Existing site conditions will be verified during design to identify infrastructure that can remain and areas requiring replacement or improvement.

Landscape improvements will be focused along Ed Temple Boulevard, the primary entrance, parking areas, and pedestrian routes. Plantings will be selected for durability and low maintenance and may be used to screen loading, waste-handling, and mechanical areas. Site lighting, furnishings, walkways, and landscaping will be coordinated with Tennessee State University standards and the State of Tennessee High Performance Building Requirements. These improvements will help establish a more defined campus edge along Ed Temple Boulevard and reinforce the building's primary public entrance.

Utilities

Water, sanitary sewer, and natural gas are available on the site. The location, size, condition, and capacity of each service will be verified during design. Electrical and telecommunications service requirements will also be established based on the final building and equipment loads. Utility routing will be coordinated with the building footprint, site circulation, stormwater infrastructure, and surrounding campus improvements.

The facility will use standalone mechanical and refrigeration systems serving its instructional, research, processing, cold-storage, kitchen, sanitation, and retail functions. Final equipment selections will determine the project's electrical, gas, water, ventilation, refrigeration, and sanitary demands. Utility systems will be sized to support both normal building operations and the higher demands associated with meat processing and sanitation activities.

Processing and sanitation operations will require substantial hot-water capacity, hose connections, floor and trench drainage, and equipment-specific utility connections. Wastewater from these areas may contain solids, fats, blood, cleaning agents, and other organic material. The sanitary system will therefore incorporate required screening, solids collection, grease interception, sampling, or pretreatment before discharge to the sanitary sewer. Final discharge requirements will be coordinated with the applicable sewer authority. Plumbing and drainage systems will also be coordinated with equipment layouts and sanitation procedures as the processing program is further developed.

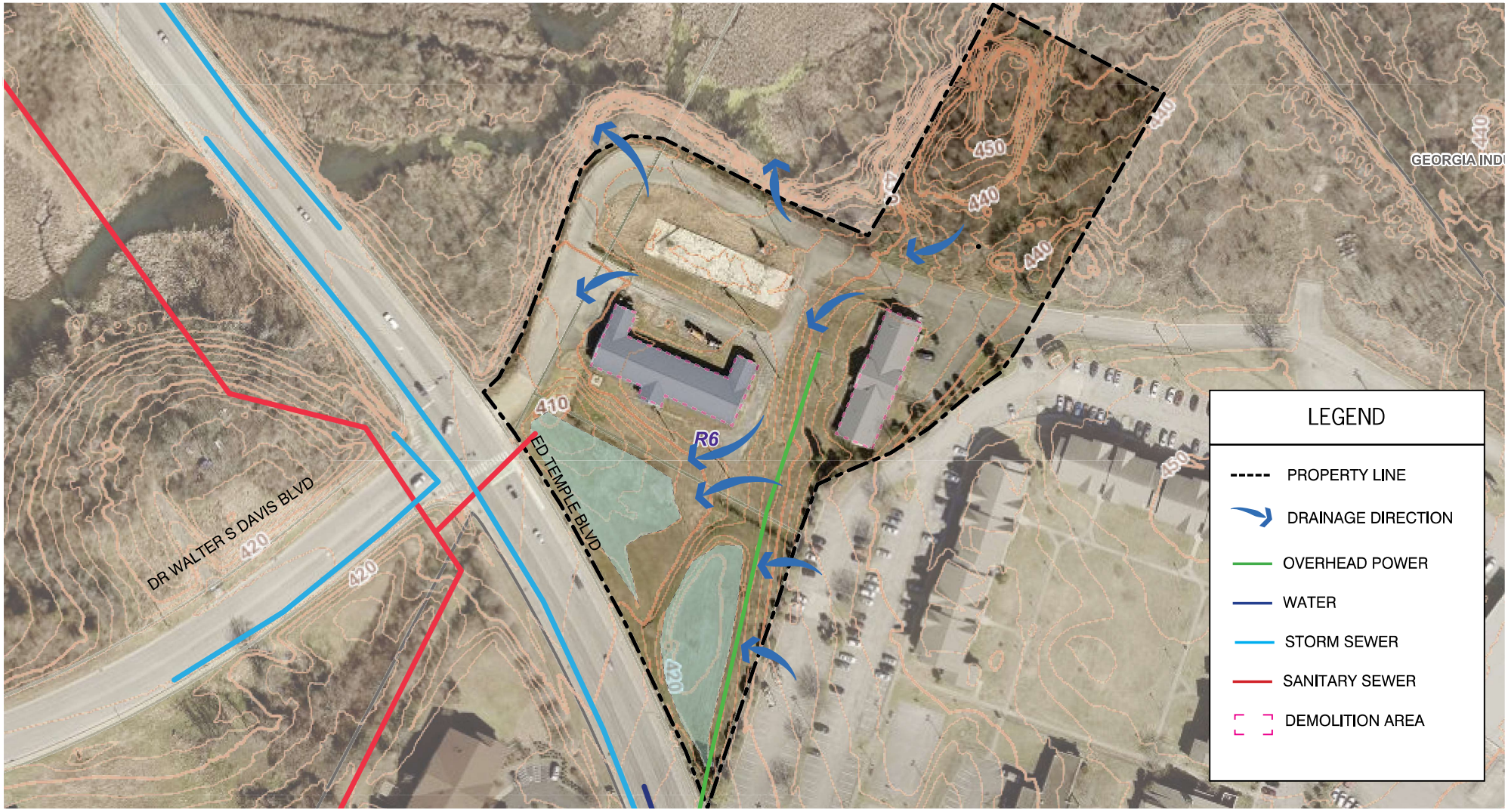
Stormwater Management

The existing stormwater detention area along Ed Temple Boulevard will remain in place. The detention basin and associated drainage infrastructure will be evaluated to confirm their condition, available capacity, and suitability for the proposed development. Existing drainage patterns will also be reviewed to determine how the proposed building and site improvements can be incorporated without adversely affecting surrounding properties or environmental areas.

The stormwater design will account for runoff from the building, parking areas, drives, loading areas, and other new impervious surfaces. Site grading and drainage improvements will direct runoff away from the building and into the stormwater system. Additional detention, water-quality treatment, or modifications to the existing system will be provided if required by the final design or by Metro Nashville and TDEC. Drainage improvements will be coordinated with the adjacent wetlands and existing campus stormwater infrastructure.

Temporary erosion and sediment controls will be installed during demolition and construction to limit off-site discharge and protect the adjacent wetlands. Required stormwater calculations, permits, inspections, and closeout documentation will be completed as part of the design and construction process. Permanent stabilization and landscape improvements will be incorporated as construction is completed to reduce erosion and support long-term stormwater performance.

EXISTING UTILITY LOCATIONS



PROGRAM SUMMARY

Tennessee State University

Food Processing Facility

Architectural Space Program

Prog. #	Use Code	Space Use		Room Type	Qty	Occ.	SF per Occ.	SF per Space	Total SF
Class Labs									
2.01	210	Holding Pens	B	Class Lab	1	8	100	800	800
2.02	210	Animal Chute	B	Class Lab	1	2	100	200	200
2.03	210	Red Meat Harvest	B	Class Lab	1	12	100	1200	1,200
2.04	210	Poultry Harvest	B	Class Lab	1	2	100	200	200
2.05	215	Byproduct Handling		Class Lab Service	1	1	200	200	200
2.06	215	Inedible Cooler		Class Lab Service	1	1	150	150	150
2.07	215	Pre-Chill		Class Lab Service	1	1	300	300	300
2.08	215	Ultra-Chill		Class Lab Service	1	1	150	150	150
2.09	215	Aging/Carcass Cooler		Class Lab Service	1	1	450	450	450
2.10	210	Meat Fabrication		Class Lab Service	1	9	100	900	900
2.11	215	Raw Cooler		Class Lab Service	1	1	200	200	200
2.12	215	Raw Freezer	B	Class Lab	1	1	200	200	200
2.13	210	Meat Processing	B	Class Lab	1	9	100	900	900
2.14	210	Smoking | Cooking	B	Class Lab	1	4	100	400	400
2.15	210	Packaging	B	Class Lab	1	4	100	400	400
2.16	210	RTE Packaging	B	Class Lab	1	4	100	400	400
2.17	210	Class Lab		Class Lab	2	30	30	900	1,800
2.18	215	Quality Assurance Lab		Class Lab Service	1	1	120	120	120
2.19	210	Wet Lab		Class Lab	1	18	30	540	540
2.20	210	Prep Lab		Class Lab Service	1	8	30	240	240
2.21	215	Equipment Storage		Class Lab Service	1	3	120	360	360
					Laboratories Subtotal				**10,110**
Office Facilities									
3.01	310	Faculty Offices		Office	4	1	120	120	480
3.02	315	Reception		Office Service	1	4	100	400	400
3.03	315	USDA Plant Office		Office Service	1	1	120	120	120
3.04	310	Conference Room		Office	1	6	30	180	180
3.05	310	Grad Student Office		Office	1	4	50	200	200
					Office Facilities Subtotal				**1,380**
General Use Facilities									
6.01	630	Demonstration Kitchen		Food Facility	1	30	30	900	900
6.02	650	Lobby		Lounge	1	20	30	600	600
6.03	660	Retail Store		Merchandising	1	1	900	900	900
6.04	665	Retail Cooler		Merchandising Service	1	1	100	100	100
6.05	665	Retail Freezer		Merchandising Service	1	1	100	100	100
6.06	665	Retail Storage		Merchandising Service	1	1	100	100	100
					General Use Facilities Subtotal				**2,700**
Support Facilities									
7.01	730	Dry Storage		Central Storage	1	1	550	550	550
7.02		Locker Room			2	8	20	160	320
					Support Facilities Subtotal				**870**

Net Square Footage	**15,060**
Grossing Factor	1.37
Gross Square Footage	**20,565**
Efficiency	73.23%

The proposed program includes 15,060 net square feet of instructional, processing, research, office, public, and support space. The initial program was developed with input from faculty in TSU's Department of Food and Animal Sciences and from TSU Campus Planning and Design. Applicable Tennessee Higher Education Commission space-planning guidelines were used to help establish appropriate space needs. The University of Wisconsin meat science laboratory also served as a planning reference for the organization and sizing of specialized processing functions. The program reflects TSU's operational needs and the required sequence of meat-processing activities. It also balances specialized processing requirements with instructional, research, faculty, student, and public-facing spaces. The program will continue to be refined as equipment selections, staffing needs, processing procedures, and operational requirements are confirmed.

Applying a grossing factor of 1.37 results in an estimated total building area of approximately 20,565 gross square feet and an overall planning efficiency of approximately 73.23 percent. The grossing factor accounts for areas not listed individually in the net program, including corridors, restrooms, mechanical rooms, electrical and data rooms, janitorial space, wall thicknesses, and other building support areas. This allowance also provides the flexibility needed to coordinate building systems, code-required circulation, and service functions as the design is developed.

The program is particularly efficient because many processing rooms, coolers, laboratories, and support spaces are connected through the required operational sequence and do not require separate corridors between each function. This allows a greater percentage of the building to be dedicated to active instructional, research, and processing uses. The arrangement also supports a more direct flow of animals, products, students, staff, and materials through the facility while reducing unnecessary circulation space. As the program advances, these relationships will be further tested against final equipment layouts, sanitation requirements, accessibility, and building system needs.

FACILITY DESIGN AND SITE ORGANIZATION

The proposed Agriculture Meat Sciences Building is located within the previously developed portion of the site currently occupied by the layer house and office/feed mill facility. Its placement uses the available area between the existing stormwater detention area, wetlands beyond the north and east property limits, the new boiler house, and surrounding agricultural facilities. The building's long south elevation is oriented toward Ed Temple Boulevard, creating a visible campus presence while limiting development beyond the existing disturbed area. This orientation also allows the building to establish a clear public face while keeping service and processing activities toward the interior and rear portions of the site.

The facility is organized around the operational sequence of the Meat Sciences program. Public-facing functions, including the retail store, demonstration kitchen, instructional spaces, and main entrance, are positioned along the primary arrival side of the building. Animal handling, processing support, loading, and service functions are located within controlled areas that can operate independently from public and instructional activities. This arrangement supports both daily operations and the need to maintain appropriate separation between public, instructional, and processing zones.

The primary building form will have a gable roof similar to the new boiler house, creating a visual relationship between the two facilities and establishing a consistent agricultural character. A lower, flat-roofed form will extend from the rear to accommodate support spaces and specialized processing functions with less need for public visibility. The circular lobby is conceived as a contemporary interpretation of a grain silo, giving the entrance a recognizable identity and clearly marking the point of arrival. Together, these forms are intended to reference familiar agricultural building types without creating a literal interpretation.

The contrast between the gable-roofed public face, circular lobby, and lower service form will help communicate the different functions within the facility. The massing will also create a clear hierarchy, with the entrance and instructional areas emphasized from the roadway and the more utilitarian portions of the program located toward the rear of the site. Changes in building height and form will also help reduce the apparent scale of the facility and relate it to the surrounding campus context.

Glazing along the south wall facing Ed Temple Boulevard will provide views into selected processing areas and place the work of the Meat Sciences program on display. This will allow the building itself to function as a teaching tool, giving students, visitors, and the public an opportunity to observe portions of the processing sequence without entering controlled production areas. Additional glazing at the lobby, demonstration kitchen, and instructional spaces will provide natural light and reinforce the facility's public and educational role. Solar-control glazing and shading will be incorporated as needed along the south-facing elevation. The location and extent of glazing will be coordinated with processing requirements, privacy, energy performance, and equipment layouts.

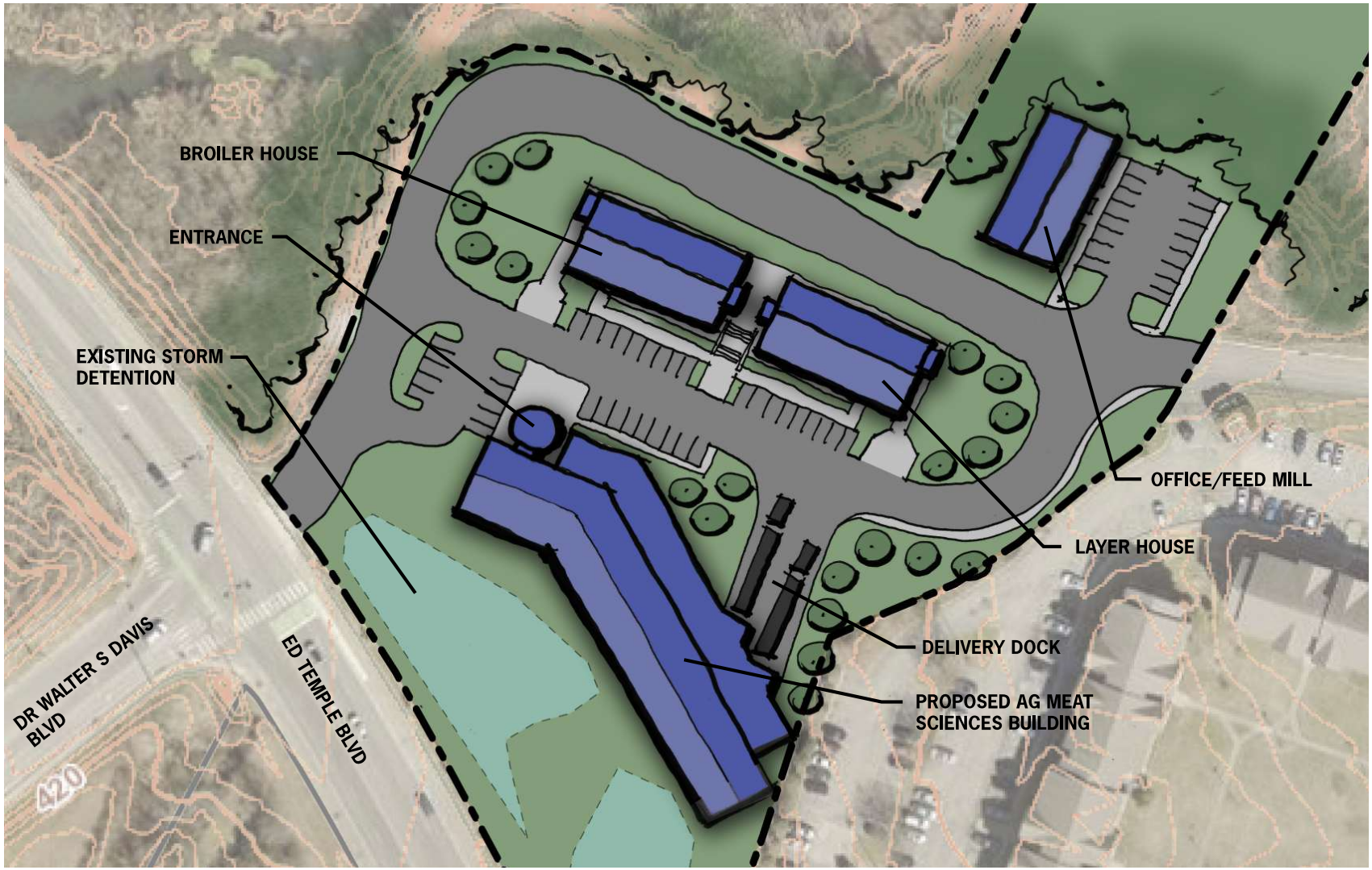
The arrival sequence will lead visitors from the existing campus drive network to the primary parking area, passenger drop-off, and circular lobby. Parking will provide a direct pedestrian connection to the entrance for students, faculty, visitors, retail customers, and participants attending community programs. Accessible parking and routes will be located near the lobby. Pedestrian walks and landscape improvements will help define the approach and create a clear transition from parking areas to the main entrance.

Animal receiving, product loading, equipment delivery, and waste removal will occur within a controlled service area separate from the public entrance. This organization will reduce conflicts between pedestrians, passenger vehicles, livestock trailers, delivery vehicles, and daily service operations. Site drives will also provide access for emergency vehicles, maintenance activities, and deliveries. Final drive locations and turning movements will be coordinated with the existing detention area, site grades, adjacent wetlands, and the new boiler house under construction north of the site.

Landscape areas will frame the main entrance, reinforce pedestrian routes, and screen loading, waste-handling, and mechanical functions where appropriate. Planting and site improvements along Ed Temple Boulevard will also help strengthen the building's presence and create a more defined campus edge. Together, the visible processing areas, agricultural-inspired forms, and clearly defined public approach will establish the facility as a defining component of TSU's agricultural teaching, research, and community-outreach programs.



CONCEPT SITE PLAN



CONCEPT FLOOR PLAN



SYSTEMS NARRATIVES

Architectural Systems

The building is anticipated to be a one-story structural steel-frame facility with light-gauge metal-stud exterior and interior wall framing. The roof structure will consist of steel bar joists and metal decking supporting a low-slope membrane roofing system with continuous insulation. The building is anticipated to use a slab-on-grade foundation with shallow spread footings, subject to the recommendations of the geotechnical investigation.

Exterior walls will consist of insulated metal-stud assemblies with masonry veneer, metal panels, or a combination of both. Storefront and curtain wall systems will be used at the primary entrance and public-facing areas to provide natural light and views into selected portions of the facility. Service and processing areas will include insulated hollow-metal doors, overhead doors, and loading openings sized for animal receiving, equipment delivery, and product distribution. Exterior materials will be selected for durability and compatibility with the agricultural character of the facility.

The building envelope and energy systems will be designed to comply with the State of Tennessee High Performance Building Requirements.

Interior materials within harvest, fabrication, processing, sanitation, cooler, and freezer areas will be nonabsorbent, corrosion resistant, and capable of repeated cleaning and disinfection. Floors will generally consist of sloped concrete with a seamless, slip-resistant resinous coating directed to floor or trench drains. Walls and ceilings will use durable, washable systems with sealed joints and penetrations. Stainless-steel doors, frames, guards, equipment supports, and other components will be used in areas subject to regular washdown.

Coolers and freezers will use insulated metal wall and ceiling panels with continuous vapor barriers and insulated doors. Floor assemblies will include insulation and vapor protection where required to control condensation and frost. Openings between processing rooms and cold-storage areas will be positioned to support product movement, sanitation, and separation between raw and finished-product operations.

Classroom laboratories and the research laboratory will use durable, cleanable finishes appropriate for instructional and research activities. Public areas, including the primary entrance, retail store, and multi-use demonstration kitchen, will use institutional finishes selected for durability, accessibility, and ease of maintenance. Interior glazing will provide views into selected processing areas while maintaining physical separation between public, instructional, and controlled production spaces.

Materials and products incorporated into the project will comply with applicable Build America, Buy America requirements. Domestic-content requirements will be included in the project specifications, submittal procedures, product certifications, and closeout documentation, with particular attention to structural steel, manufactured building systems, mechanical and electrical equipment, and other major construction materials.

Structural Systems

The building is anticipated to use a structural steel framing system with steel columns and beams, open-web steel joists, and metal roof deck. The lateral-load-resisting system will consist of steel moment frames, braced frames, or a combination of both, as determined during design.

The building is anticipated to be constructed on a concrete slab-on-grade with shallow spread footings. Final foundation design will be based on the recommendations of the geotechnical investigation and the loads associated with the building, processing equipment, coolers, freezers, and other specialized systems.

Structural framing will be coordinated with overhead rails, carcass-handling systems, suspended utilities, refrigeration equipment, rooftop mechanical equipment, canopies, and overhead door openings. Concrete equipment pads, housekeeping pads, curbs, and thickened slabs will be provided where required to support processing, refrigeration, sanitation, and building equipment. Floor slabs will also be coordinated with drainage slopes and concentrated equipment loads.

Mechanical and Refrigeration Systems

The facility will use standalone mechanical and refrigeration systems designed for the specific requirements of the building. Separate environmental controls will serve processing areas, laboratories, public spaces, offices, coolers, freezers, and other spaces with distinct temperature, humidity, and ventilation requirements. Systems will be zoned as appropriate for differing occupancy and operating schedules.

Processing and sanitation areas will require ventilation systems capable of managing heat, moisture, odors, and airborne contaminants. Exhaust systems will be provided for harvest and processing equipment, the demonstration kitchen, laboratory equipment, and other operations requiring direct ventilation. Supply and exhaust air quantities will be coordinated to maintain appropriate pressure relationships between raw processing, ready-to-eat production, laboratory, instructional, and public areas.

Dedicated refrigeration systems will serve carcass coolers, aging coolers, product coolers, freezers, and other temperature-controlled spaces. Refrigeration equipment will be sized based on room temperatures, product loads, operating schedules, door use, and process equipment. Mechanical and refrigeration equipment will be located to provide service access without requiring maintenance personnel to pass through controlled production areas.

Plumbing System

The plumbing systems will include domestic water, hot water, sanitary drainage, process drainage, natural gas, and connections for processing, laboratory, kitchen, refrigeration, and sanitation equipment. Systems will be coordinated with equipment layouts and requirements to provide reliable service.

Harvest, fabrication, processing, and sanitation areas will include hot- and cold-water hose stations, floor drains, trench drains, and sloped floors to support cleaning. Trench drains will include removable strainers or sediment-collection components where required. Hot-water generation will be sized for processing, equipment cleaning, facility sanitation, laboratory use, kitchen operations, and domestic demand. Distribution systems will be arranged to maintain temperature and pressure during periods of peak use.

Walk-in coolers and freezers will include insulated floor assemblies and vapor protection where required. Floors will be sloped toward drains located outside or immediately adjacent to refrigerated enclosures to limit standing water within temperature-controlled spaces.

Wastewater from harvest and processing areas may contain solids, fats, blood, cleaning agents, and other organic materials. The plumbing system will include required solids separation, grease interception, sampling, monitoring, or pretreatment before discharge to the sanitary sewer. Backflow prevention will be provided at process, laboratory, washdown, and other connections that could affect the potable water system. Treatment and discharge requirements will be coordinated with the sewer authority during design.

Fire Protection Systems

The building will be protected by an automatic fire-sprinkler system designed in accordance with applicable codes and State Fire Marshal requirements. Sprinkler coverage will be coordinated with processing equipment, insulated cooler and freezer panels, concealed spaces, storage areas, ceiling systems, and overhead utilities.

A fire alarm system will provide required detection, occupant notification, monitoring, and emergency communication throughout the facility. Portable fire extinguishers will be provided based on the hazards present within each area. The demonstration kitchen will include a listed hood fire-suppression system where required by the final cooking equipment.

Fire-department access, hydrant locations, fire-flow requirements, and the available water supply will be confirmed during design.

Electrical Systems

The electrical service will be sized to support lighting, receptacles, mechanical equipment, refrigeration systems, process equipment, laboratory equipment, food-service equipment, controls, telecommunications, security, and other building operations. Final electrical loads will be established after major equipment selections are completed.

Processing, sanitation, cooler, freezer, and laboratory areas will use sealed, corrosion-resistant lighting fixtures and electrical devices rated for the conditions in which they are installed. Equipment, receptacles, and controls in wet or washdown areas will be protected against moisture and physical damage. Public, instructional, and office spaces will use energy-efficient lighting and controls consistent with the State of Tennessee High Performance Building Requirements.

Emergency power will be provided for life-safety systems. The need for standby power will also be evaluated for critical refrigeration, freezers, building controls, security systems, and equipment required to protect stored products and research materials.

The electrical design will include data, telecommunications, fire alarm, access control, security, and surveillance systems. Access-control systems will support the separation of public areas from laboratories, animal-handling areas, and controlled processing spaces.

Codes and Permitting

The project will be designed in accordance with the 2021 International Building Code and the related codes adopted by the State of Tennessee and enforced by the State Fire Marshal.

The building is anticipated to be classified as a Group B occupancy and constructed as Type II-B construction. The facility will be protected throughout by an automatic fire-sprinkler system. Allowable area, means of egress, fire separations, accessibility, and other life-safety requirements will be verified as the design is developed.

The project will follow all required permitting and review procedures established by Metro Nashville, the State Fire Marshal, and the Tennessee Department of Environment and Conservation. Required building, fire protection, trade, environmental, and operational approvals will be identified and coordinated throughout design and construction.

The project will also comply with the State of Tennessee High Performance Building Requirements and applicable USDA, food-safety, laboratory, and occupational-safety requirements.

PRELIMINARY PROJECT COSTS

The preliminary project budget is based on a gross building area of approximately 20,565 square feet and a Building Construction cost of $650 per square foot. This rate reflects comparable laboratory and specialized instructional facilities across Tennessee and includes the building systems and finishes required to support the Meat Sciences program. The building cost also reflects the specialized construction associated with processing, laboratory, sanitation, refrigeration, and instructional spaces.

Site Development and Utilities are carried separately and include demolition of the existing layer house and office/feed mill facility, grading, parking, drives, utility extensions, stormwater improvements, landscaping, and related site work. Building Equipment is also included as a separate construction cost and covers refrigeration, cold storage, washdown systems, process equipment, and other fixed equipment required for the facility. These costs will continue to be coordinated with the final site plan, utility connections, and equipment selections as the design progresses.

Building Construction, Site Development and Utilities, and Building Equipment establish the Bid Target. A 5% Construction Contingency is included to establish the Maximum Allowable Construction Cost. The contingency is intended to address design development and other project conditions that may be identified as the scope is further defined.

The Total Project Cost also includes Professional Fees, Commissioning, Testing and Surveying, and Administrative and Miscellaneous Costs. These allowances are intended to account for the additional services and project expenses required to deliver the completed facility.

TSU will be responsible for providing Moveable Equipment through a separate budget. This includes furniture, audiovisual and information technology systems. These items are not included in the Maximum Allowable Construction Cost or Total Project Cost shown in the Preliminary Cost Summary. Final moveable equipment requirements will be coordinated with the building program and operational needs.

The budget will be refined as the building design, site conditions, equipment requirements, utility requirements, and regulatory requirements are further developed. The estimate is stated in 2026 dollars and does not include escalation beyond 2026. The Preliminary Cost Summary on the following page provides a detailed breakdown of the anticipated project costs and establishes the current basis for continued planning and design.

Preliminary Cost Summary

Gross Building Area	20,565 GSF
Building Construction Cost	$650/GSF
CONSTRUCTION COST	
Building Construction	$13,370,000
Site Development and Utilities	$2,400,000
Building Equipment	$1,700,000
Bid Target	$17,470,000
4 % Construction Contingency	$870,000
Maximum Allowable Construction Cost	$18,340,000
ADDITIONAL PROJECT COSTS	
Professional Fees	$1,049,990
Commissioning	$300,000
Testing and Surveying	$150,000
Administrative and Miscellaneous Costs	$160,010
TOTAL PROJECT COST	$20,000,000
* Moveable Equipment	$600,000



TENNESSEE STATE UNIVERSITY

SECTION 04
DEVELOPING PROJECTS & PARTNERSHIPS

This section identifies opportunities for Tennessee State University to leverage real estate, strategic acquisitions, redevelopment, and institutional partnerships to strengthen the University's financial and physical position. These initiatives complement traditional capital investment by creating additional ways to generate value, reduce long-term obligations, support enrollment, expand housing, strengthen community and campus connections, and reinvest in the student experience.

The opportunities are organized around five strategies: Strategic Development, Monetization, Community + Campus Connections, Enrollment Pipeline, and Housing Solutions. Projects are in varying stages of development and will advance as due diligence, coordination, funding, partnerships, and required approvals are completed.

DEVELOPING PROJECTS & PARTNERSHIPS

This section identifies opportunities for Tennessee State University to leverage real estate, strategic acquisitions, redevelopment, and institutional partnerships to strengthen the University's financial and physical position. These initiatives complement traditional capital investment by creating additional ways to generate value, reduce long-term obligations, support enrollment, expand housing, and reinvest in the student experience. They also provide TSU with greater flexibility to respond to changing needs while making better use of existing assets.

The opportunities are organized around five strategies: Strategic Development, Monetization, Strategic Reinvestment, Enrollment Pipeline, and Housing Solutions. Each strategy is supported by a group of projects that work together to advance these broader goals. Collectively, they align property decisions, partnerships, and future development with the University's long-term priorities.

STRATEGIC DEVELOPMENT

TSU's downtown properties provide an opportunity to combine redevelopment, University uses, private investment, and long-term financial value. The strategy considers how TSU can maintain a meaningful downtown presence while supporting academic programming, business incubation, residential uses, and other complementary development.

The following projects support this strategy through redevelopment, partnership opportunities, and continued use of strategically located University property.

P1. Avon Williams Incubation Center Redevelopment
P2. Avon Williams YMCA Parking Lot

MONETIZATION

Strategic disposition of underutilized property can allow TSU to convert real estate assets into financial resources while reducing long-term ownership and maintenance obligations. Revenue generated through these transactions can be redirected toward higher-priority University needs and improvements that directly support students.

The following project supports this strategy by creating financial value from an underutilized asset while reducing the University's long-term physical obligations.

P3. Cockrill Bend Site

COMMUNITY + CAMPUS CONNECTIONS

Property transactions and public-sector partnerships can create opportunities for TSU to strengthen connections between the University, surrounding community, and future campus development. Coordinating property decisions with new community uses, student amenities, infrastructure, and reuse opportunities allows multiple University priorities to be addressed through a broader partnership strategy.

The following projects support this strategy through coordinated redevelopment, property reuse, shared infrastructure, and new amenities that benefit both TSU and the surrounding community.

P4. General Services Site Lease Replacement
P5. Library Development Partnership
P6. Existing Library Site Acquisition & TSU Retail Store

ENROLLMENT PIPELINE

Educational partnerships provide an opportunity to keep existing property active while creating stronger connections between TSU and future college students. Reusing facilities for a K-12 educational purpose could reduce long-term University obligations while introducing younger students to the campus and creating a more direct pathway to future enrollment.

The following projects support this strategy by transitioning existing facilities to a new educational use and creating opportunities to strengthen the pipeline of future TSU students.

P7. Torrence Hall / Holland Hall / Lot & Yard Site
P8. K-12 Academy

HOUSING SOLUTIONS

Strategic acquisitions, future development, and partnerships provide multiple ways for TSU to expand residential capacity without relying solely on new University-funded construction. These opportunities can address student housing demand, provide options for students and their families, and create flexibility as enrollment and residential needs evolve.

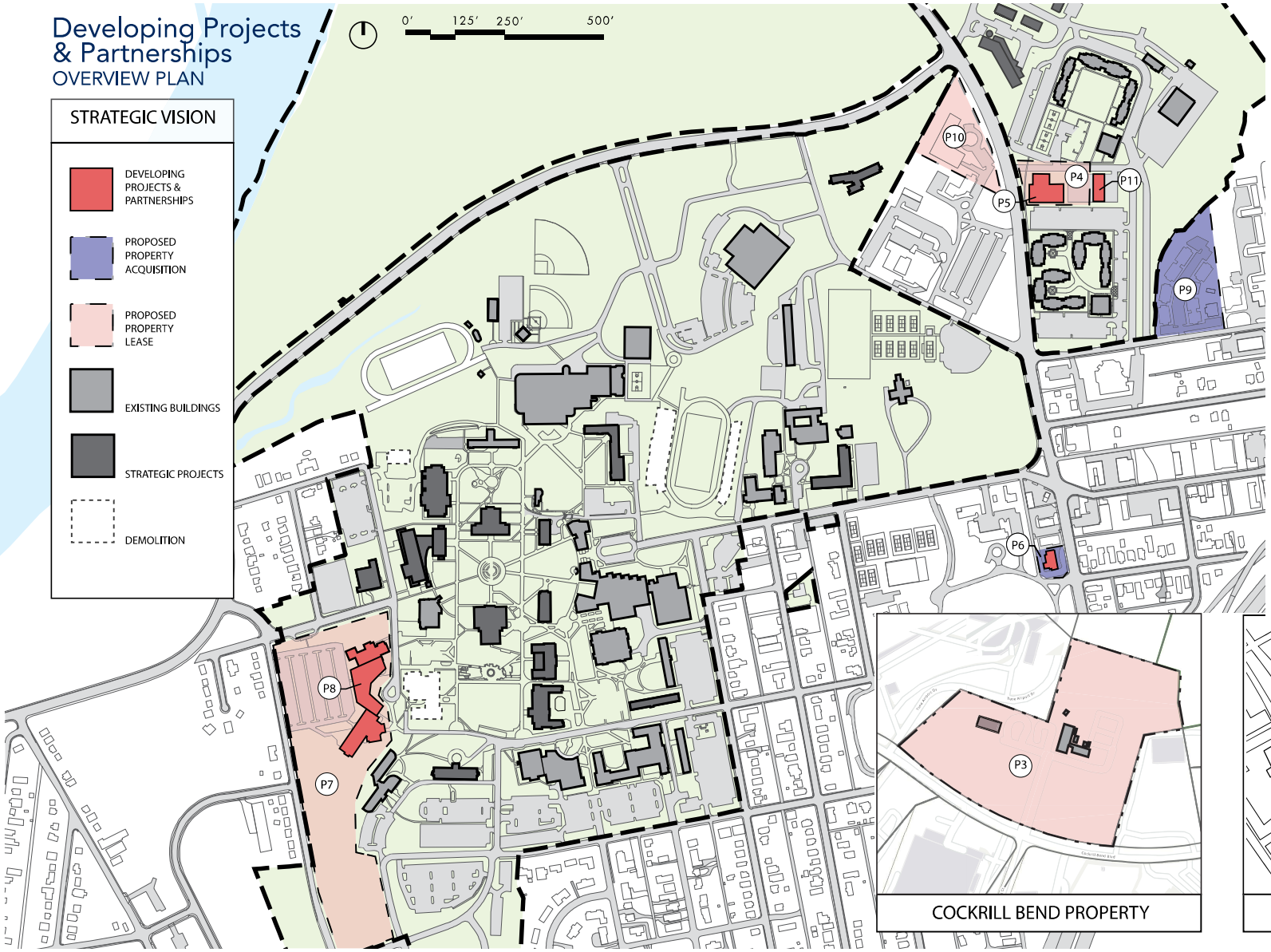
The following projects support this strategy through acquisition, future development, and infrastructure coordination that can expand the range and availability of University housing.

P9. Residential Acquisition
P10. Schrader Acres
P11. Family Housing

DEVELOPING PROJECTS & PARTNERSHIPS OVERVIEW PLAN

The following page provides the overall plan showing the location of Projects P1 through P11. The plan illustrates how the Developing Projects & Partnerships opportunities are distributed across the main campus and surrounding TSU properties and how they relate to the University's broader physical planning efforts.

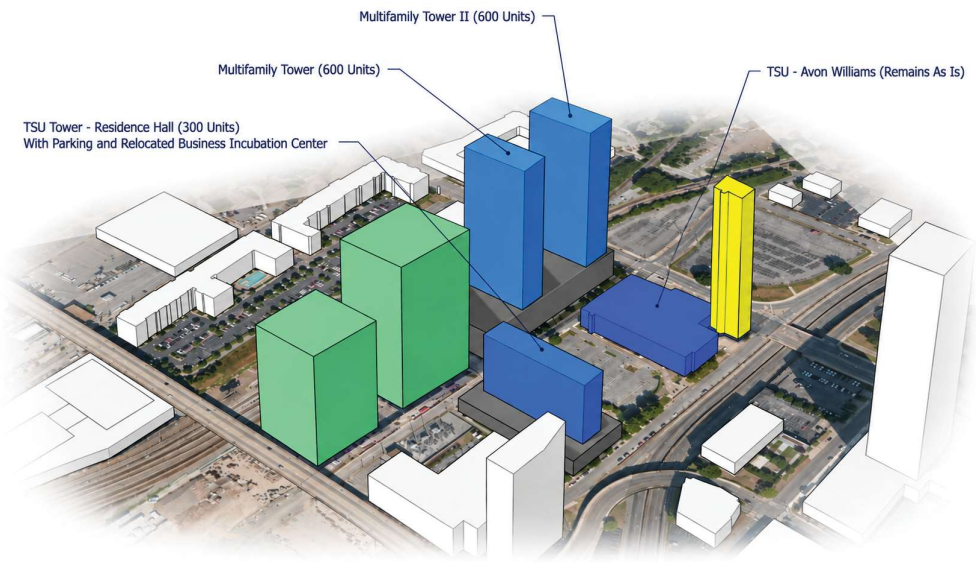
Developing Projects & Partnerships
OVERVIEW PLAN



DEVELOPING PROJECTS & PARTNERSHIPS

#	PROJECTS
P1	Avon Williams Incubation Center Redevelopment
P2	Avon Williams YMCA Parking Lot
P3	Cockrill Bend Site
P4	General Services Site Lease Replacement
P5	Library Development Partnership
P6	Existing Metro Library Partnership for TSU Retail Store
P7	Torrence Hall / Holland Hall / Lot & Yard Site
P8	K-12 Academy
P9	Residential Acquisition (Court Villa)
P10	Schrader Acres – Assisted Living Facility
P11	Family Housing

STRATEGIC DEVELOPMENT



P3 DEVELOPMENT POTENTIAL



The Avon Williams Campus is one of TSU's most significant real estate and partnership opportunities. The approximately 7.9-acre downtown campus includes the Tennessee State Business Incubation Center, Avon Williams Building, YMCA Lot, and associated parking. Together, these assets create opportunities for expanded programming, partnerships, and long-term financial value.

EXISTING CAMPUS ASSETS

The campus supports academic programming, business incubation, parking, and community partnerships. The Business Incubation Center contains approximately 35,323 square feet, while the Avon Williams Building includes approximately 100,000 square feet of University space.

DEVELOPMENT POTENTIAL

TSU is evaluating whether the properties should be developed individually or through a coordinated redevelopment strategy. Previous analysis identified mixed-use development as a potential highest and best use, with opportunities for academic, residential, commercial, and business incubation uses.

FINANCIAL VALUE

A December 2025 analysis estimated net residual values of approximately $50 million for the Business Incubation Center property, $79 million for the Avon Williams Building property, and $37 million for the YMCA Lot. A May 2026 market study largely supported these findings.

P3 DEVELOPMENT POTENTIAL

Potential P3 structures include long-term ground leases, joint ventures, and development agreements. A conceptual study explored retaining the Avon Williams Academic Center while adding a TSU residence hall, relocated Business Incubation Center, parking, and private multifamily development.

MAINTAINING TSU'S DOWNTOWN PRESENCE

Maintaining a meaningful TSU presence in downtown Nashville remains a key priority. Future development should support academic programs, entrepreneurship, professional development, and stronger connections with Nashville's business community.

REVENUE + PARTNERSHIP OPPORTUNITIES

Potential opportunities include parking partnerships, facility rentals, Business Incubation Center leasing, ground leases, joint ventures, and other P3 arrangements.

CURRENT STATUS + NEXT STEPS

The Avon Williams Campus remains in the due diligence and planning phase. TSU and its real estate consultants are evaluating future University needs, property values, development opportunities, and potential transaction structures before advancing a preferred strategy.

POTENTIAL DEVELOPMENT SITES

Downtown Avon Williams Campus Sites

Critical Issues

1) Ongoing discussion to enter into a ground lease to monetize the sites on a combined or individual basis.
2) Board desires to maintain University presence in the downtown area – uses to be aligned with the University's space utilization planning.

Key Information/Updates

- Part A: Tennessee State Business Incubation Center (315 10th Avenue N)
- Part B: Avon Williams Building (330 10th Avenue N)
- Part C: YMCA Lot (227 YMCA Way)
- Market study completed in May 2026 – summary presented to Board. Largely endorsed previous assessment of value (see below).
- TSU real estate and consultants are establishing a existing use of the sites and plans for future use.
- TSU real estate and consultants are developing a workshop to facilitate discussion with stakeholders (including Board) around future goals for the downtown sites.

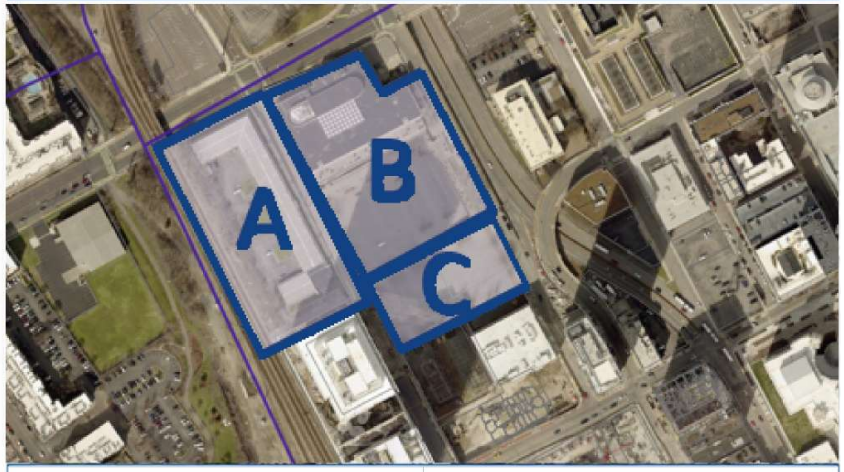
Project Economics – Net Residual Value (estimated December 2025)

- Part A: Tennessee State Business Incubation Center ~ $50M
- Part B: Avon Williams Building (330 10th Avenue N) ~ $79M
- Part C: YMCA Lot (227 YMCA Way) ~ $37M
- Highest and best use is likely to make a mixed-use commercial district.
- The sites are zoned for up to 30 stories, commercial / residential.

Next Steps

1) Continue due diligence of property site to determine best future use.
2) Workshop for establishing goals for the project.

Key Facts



Development Team	MBE:
TBD	TBD

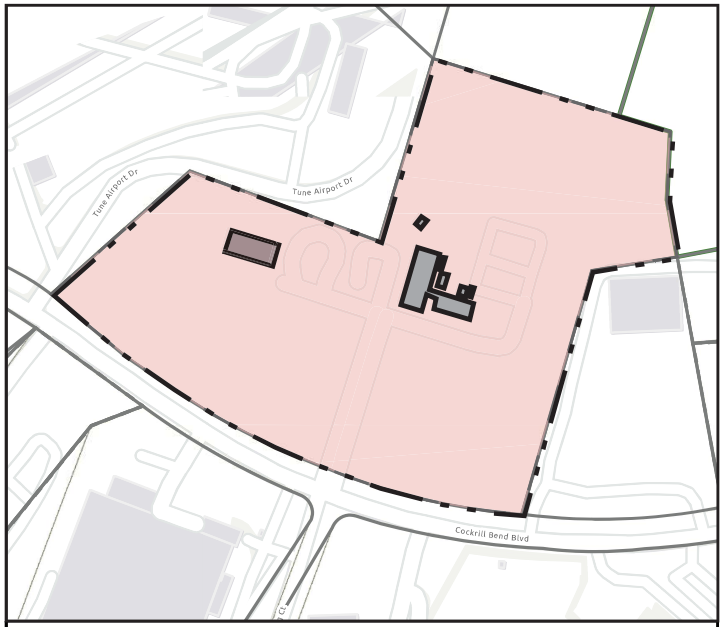
Projected Timeline

Status	Construction Start	Delivery
Due Diligence	TBD	TBD

Program Summary

Lot Size	7.9 acres
Building	Part A: 35,323 SF; Part B: 100,000 SF
Zoning	DTS/DTC, Core overlay district
Parking	Surface

MONETIZATION



COCKRILL BEND PROPERTY



Monetization of underutilized real estate assets provides TSU an opportunity to reduce long-term obligations and generate resources that can be reinvested in higher-priority University needs. The Cockrill Bend property represents one such opportunity. The approximately 25-acre site at 7200 Cockrill Bend Boulevard, adjacent to John C. Tune Airport, includes approximately 23,335 square feet of existing building space historically used for University operations and warehousing.

TRANSACTION OPPORTUNITY

TSU is advancing a potential sale of the property to the Metropolitan Nashville Airport Authority. The Board has authorized negotiations, and the transaction is currently pending. Final disposition will require the appropriate University and State approvals.

FINANCIAL VALUE + REINVESTMENT

Previous estimates valued the property between approximately $9 million and $12 million, while a subsequent TSU appraisal valued it at approximately $15.5 million. Proceeds are intended to support improvements to TSU's existing residence halls, directly connecting the monetization strategy to the student experience.

REDUCING THE UNIVERSITY'S PHYSICAL BURDEN

Disposition would reduce the amount of property and building area TSU must maintain, allowing resources to be focused on the main campus and facilities that more directly support academics, housing, and student life.

STRATEGIC LOCATION

The property's location within the Cockrill Bend industrial and aviation area contributes to its value and makes it well suited for aviation, industrial, infrastructure, and workforce-related uses.

CURRENT STATUS + NEXT STEPS

The transaction remains pending as TSU continues negotiations with the Airport Authority and coordinates required State approvals and documentation. The University has identified a goal of progressing toward closing in the fourth quarter of 2026, subject to negotiations and approvals.

COMMUNITY + CAMPUS CONNECTIONS

Strengthening connections between TSU and the surrounding community creates opportunities to support shared facilities, improve access, reduce long-term University obligations, and advance complementary development. The General Services and Read Hall property is one opportunity where a coordinated public-sector partnership could serve both University and community needs.

EXISTING SITE CONDITIONS

The approximately 43.66-acre property currently supports University administrative functions and includes existing buildings and infrastructure. The site is zoned R6 with flood and urban zoning overlays, and the northern portion is within the 100-year floodplain. Additional due diligence will be required as redevelopment options advance.

PROPERTY + REDEVELOPMENT STRATEGY

TSU is exploring a property transaction that would transition the site to a new public use, reduce University ownership and maintenance responsibilities, and create resources for reinvestment in priority campus improvements.

LIBRARY DEVELOPMENT PARTNERSHIP

A public-sector partnership is being explored to develop a new public library on the General Services site. The strategy could allow TSU continued access to parking while creating a new community amenity adjacent to campus.

EXISTING LIBRARY SITE REUSE

Following relocation of library operations, TSU is exploring acquisition and reuse of the existing library property. Current planning identifies a Campus Retail Store as a potential student-focused use.

SUPPORTING FUTURE DEVELOPMENT

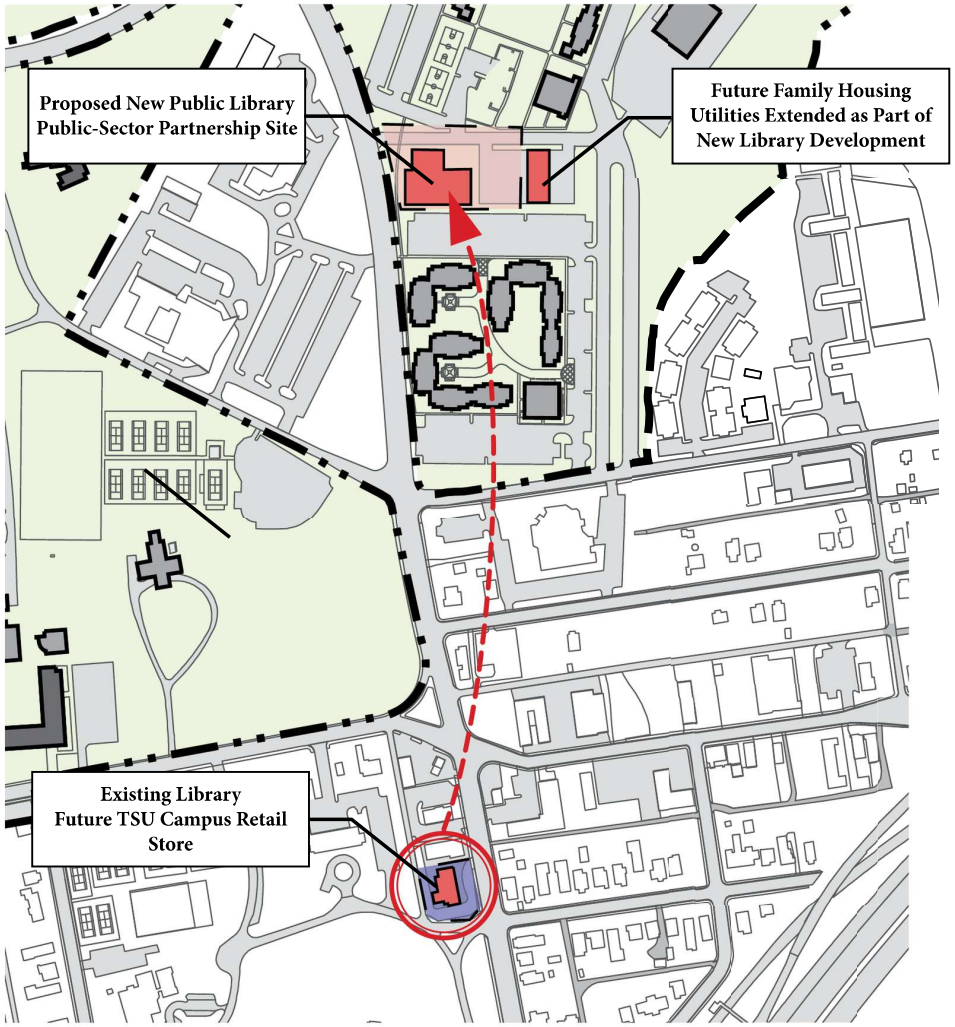
Utility extensions associated with the new library could also support future family housing on adjacent University property, allowing the partnership to establish infrastructure for additional Bridge Plan priorities.

REINVESTMENT IN TSU

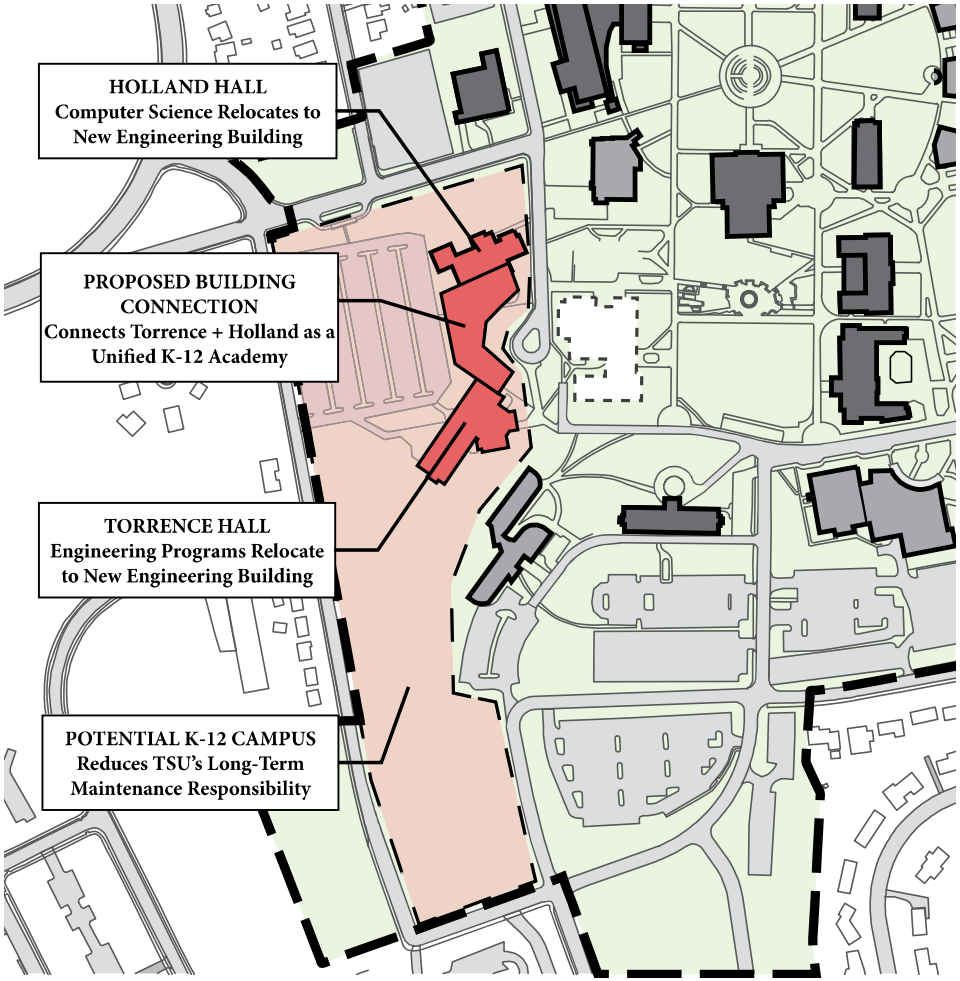
The overall strategy would reduce TSU's physical and maintenance burden while redirecting resources toward higher-priority campus needs and the student experience.

CURRENT STATUS + NEXT STEPS

The property remains in the planning phase. TSU will continue due diligence, coordination, and evaluation of the proposed property transaction, library development, and related reuse opportunities.



ENROLLMENT PIPELINE



Creating earlier connections between prospective students and TSU provides an opportunity to strengthen the enrollment pipeline while expanding educational partnerships. The Torrence Hall, Holland Hall, and Lot & Yard site could support a K-12 academy that introduces students to TSU programs, campus life, and the University environment before college.

PROGRAM RELOCATION

Engineering programs in Torrence Hall and Computer Science programs in Holland Hall are planned to relocate to the new Engineering Building. These moves create an opportunity to reconsider the long-term use of the existing buildings and surrounding site.

COORDINATED REUSE STRATEGY

TSU is evaluating Torrence Hall, Holland Hall, and the adjacent Lot & Yard as a coordinated reuse opportunity. The approach could support a new educational use while improving circulation, access, outdoor space, and connections between the buildings.

K-12 EDUCATIONAL PARTNERSHIP

A potential partnership is being explored to repurpose Torrence and Holland Halls as a K-12 academy. The concept includes a new physical connection between the buildings so they can function as a unified educational facility.

SUPPORTING THE ENROLLMENT PIPELINE

Locating a K-12 program on campus could create an earlier relationship between students and TSU, strengthen the pipeline of prospective students, and expand the University's educational connections with the community.

REDUCING UNIVERSITY OBLIGATIONS

A partner-supported reuse could reduce TSU's long-term maintenance responsibility while keeping the site active and educationally focused after existing University programs relocate.

CURRENT STATUS + NEXT STEPS

The concept remains a developing partnership opportunity. Additional evaluation, coordination, and approvals will be required to address the property structure, building reuse, proposed connection, site needs, and timing of program relocations.

HOUSING SOLUTIONS

TSU is evaluating near- and long-term opportunities to expand residential capacity and provide a broader range of housing options for students and their families. These initiatives support enrollment growth and strengthen the residential campus experience.

EXPANDING STUDENT HOUSING

TSU is evaluating acquisition of an existing residential property that could provide approximately 214 additional student beds. The acquisition could increase capacity more quickly than constructing a new residence hall.

FAMILY HOUSING

Future family housing is proposed to expand residential options for students and their families. The development would be located adjacent to the planned public library, where utility infrastructure extended as part of that project could support future housing.

COORDINATING INFRASTRUCTURE + DEVELOPMENT

Coordinating housing with nearby infrastructure projects can prepare sites for future development while reducing duplication of improvements. Utility extensions associated with partnership initiatives can support residential growth over time.

FUTURE HOUSING OPPORTUNITY

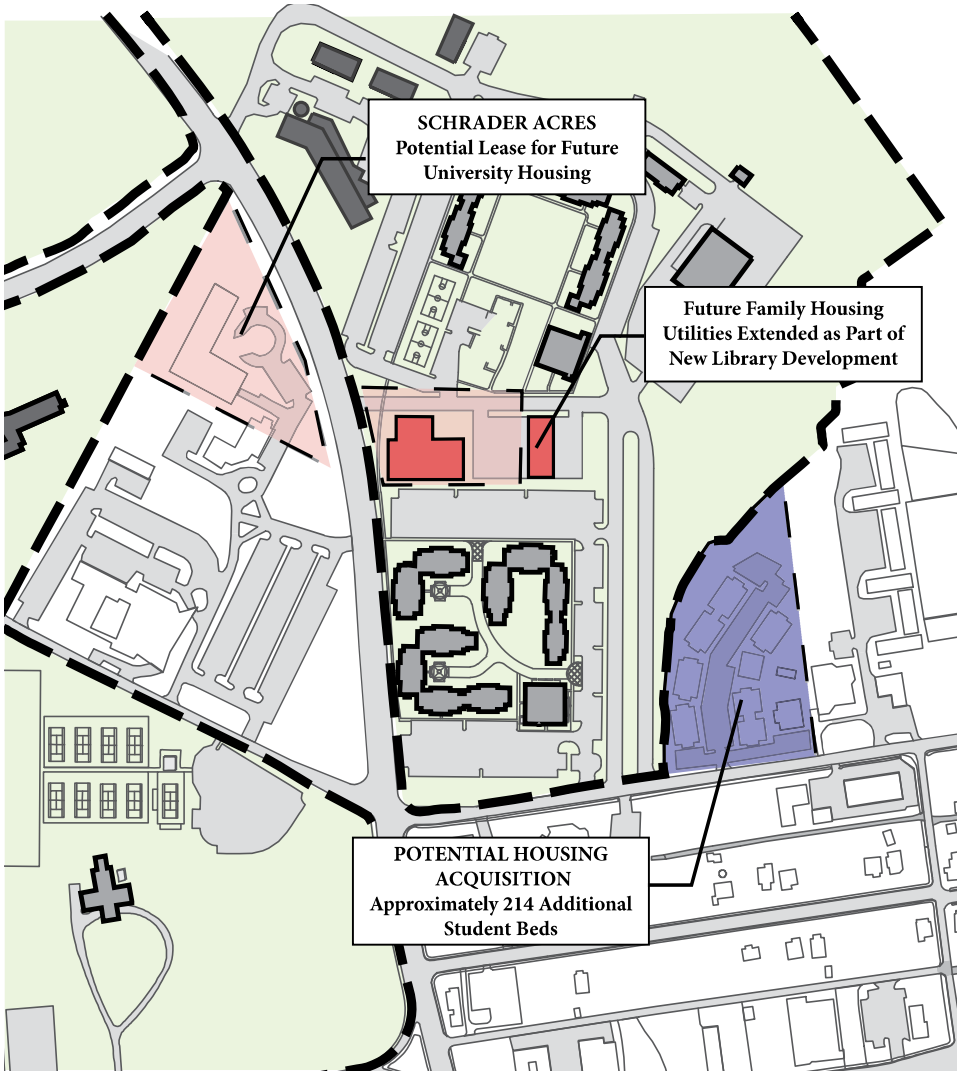
TSU is evaluating Schrader Acres as a potential property acquisition for future University housing. Its location could expand residential capacity while strengthening the connection between the Agriculture area and the main campus.

SUPPORTING ENROLLMENT + STUDENT EXPERIENCE

Expanding housing options can support recruitment, retention, and the student experience by allowing more students to live within or near the campus environment.

CURRENT STATUS + NEXT STEPS

The housing opportunities are in varying stages of evaluation and planning and will require additional due diligence, funding, coordination, and approvals. TSU will continue evaluating the most viable opportunities as funding, partnerships, and approvals become available.





TENNESSEE
STATE UNIVERSITY

"THINK. WORK. SERVE."

TENNESSEE HIGHER EDUCATION COMMISSION

REGULAR CALENDAR ITEM: VI.

MEETING DATE: November 4, 2026

SUBJECT: FY2027-28 Operating State Appropriation Recommendations

ITEM TYPE: Action

BACKGROUND

The operating appropriation recommendations are informed by the Outcomes-Based Funding (OBF) formula, the quality assurance formula, and fixed costs.[1]

FORMULA UNIT RECOMMENDATION

For the 2027-28 fiscal year, THEC staff recommend a recurring increase of $116.2 million in state appropriations to formula units, recognizing the increase in outcomes growth and fixed costs for universities, community colleges, and colleges of applied technology. Institution-level detail for this request can be found in Attachment II.

THEC staff implemented all changes approved for the OBF formula during the Commission's summer 2026 meeting, including transitioning to the four-year graduation rate, eliminating the awards per 100 full-time equivalencies metric, transitioning dual enrollment from a headcount to a completed hours calculation, and implementing the new workforce investment premium.

As before, the OBF formula utilizes a three-year average to determine growth in outcomes. The new three-year average in the FY2027-28 formula includes outcomes produced in 2023-24, 2024-25, and 2025-26. Overall, institutions produced an increase in funding formula outcomes, up 3.56% compared to the FY2026-27 formula. Across the formula, nearly all outcome metrics have increased through this period, reflecting a continued and strong recovery from pandemic-era lows.

Universities produced most significant growth in progression and undergraduate awards, with especially large growth in the latter category from Tennessee State University (+26% in outcome points), University of Tennessee Southern (+22%), and University of Tennessee Knoxville (+11%). Universities also produced sizeable growth in the four-year graduation rate, increasing from 45.4% in 2022-23 to 52.4% in 2025-26.

Community colleges produced the most significant growth in short- and long-term certificates, workforce training, and dual enrollment. Workforce training continues to grow, with over 1.4 million contact hours completed in 2025-26. Highlights in the community college sector include Nashville State's growth in associate degrees (+8% in outcome points), Jackson State and Pellissippi State's growth in dual enrollment (+21% and +16% respectively), and Southwest Tennessee's growth in certificates (+70% in long-term and +40% in short-term certificates).

[1] Per the Complete College Tennessee Act, THEC makes state appropriation recommendations in a lump-sum fashion for the community college sector. Outcomes-Based Funding formula calculations for individual community colleges are presented for informational purposes.

SPECIALIZED UNIT RECOMMENDATION

Along with the academic formula unit recommendation, staff recommend a funding increase of $5.3 million recurring for the medical colleges, agriculture research units, public service entities, and other specialized units. This request does not include salary funding, which is in addition to any appropriations requested here.

Operating fund recommendations for the academic formula, specialized, and agency-led units are detailed in Attachment II.

AGENCY STRATEGIC INTIATIVES

To serve more low-income Tennesseans, staff recommend a $5.9 million expansion of the Tennessee Student Assistance Award (TSAA), which provides scholarships to Tennessee's low-income students. Additionally, THEC is requesting $140,000 to support internal audit. THEC is also requesting spending authorization on $3.5 million in annual revenue to better align the state budget documents with THEC's existing annual costs to administer the Tennessee Education Lottery Scholarship programs.

Additional information on these strategic initiatives can be found in Attachment III.

OTHER SPECIAL INTIATIVES

Staff also recommend $11.0 million in recurring and $5.3 million in nonrecurring funds for strategic program investments for a total of $16.3 million in strategic investments.

The specialized strategic unit initiatives include:

- $6.5 million recurring for the East Tennessee State University College of Medicine to expand clinical faculty to support additional students and initiatives
- $4.5 million recurring for the TSU Agriculture Units, including
    - $2.0 million to develop four additional Centers of Excellence for soil health, precision agriculture, water resource management, and a multidisciplinary hub
    - $2 million for the Cooperative Extension program to expand outreach to all 95 counties
    - $500,000 for the McMinnville Nursery Research Center to scale scientific capacity and talent acquisition
- $5.3 million nonrecurring to fund the Substance Misuse and Addiction Resource for Tennessee (SMART) initiative at the University of Tennessee Institute for Public Service.

The materials include additional information on other strategic initiatives for the upcoming legislative cycle in Attachment III.

RECOMMENDATION SUMMARY

The grand total recommendation for all higher education operating appropriations for FY2027-28 is $2.6 billion. This includes $1.9 billion to fund the universities, community colleges and colleges of applied technology, $674.3 million to fund the specialized units, and $25.9 million for strategic program investments. These recommendations total $147.40 million of new funds, an increase of 5.9% over FY2026-27.

Tennessee Higher Education Commission

FY2027-28 State Appropriations Request

Attachment Summary

FY2027-28

History	**I**	State Appropriations History
Recommendations	**II**	Recommended Distribution
	III	Strategic Initiatives
	IV	Distribution with 1% Reduction
Analyses	**V**	Funding Scenarios
	VI	Change in Outcome Points

ATTACHMENT I
FY2027-28 Appropriations Request
State Appropriations History

Academic Formula Units	2022-23	2023-24	2024-25	2025-26	2026-27
LGI Universities					
Austin Peay	$66,773,300	$74,622,000	$76,665,300	$78,773,300	$78,052,200
East Tennessee	89,413,300	99,448,300	103,770,500	106,639,700	107,659,200
Middle Tennessee	126,537,400	138,312,300	145,221,700	151,133,300	151,796,900
Tennessee State	47,671,200	53,322,300	53,740,700	54,983,100	56,030,500
Tennessee Tech	74,695,300	84,488,500	86,878,900	90,699,300	93,239,600
University of Memphis	151,179,000	167,759,900	176,657,700	185,641,900	190,706,600
Subtotal	**$556,269,500**	**$617,953,300**	**$642,934,800**	**$667,870,600**	**$677,485,000**
Community Colleges[1]					
Chattanooga	$38,480,200	$41,642,800	$42,418,600	$42,868,200	$43,713,000
Cleveland	14,638,800	16,411,400	17,188,700	18,731,700	19,649,400
Columbia	22,011,600	23,461,900	23,755,400	24,848,200	25,656,100
Dyersburg	12,900,400	14,301,100	15,369,500	17,192,700	18,437,700
Jackson	17,835,300	19,154,000	19,340,200	19,693,900	20,224,200
Motlow	25,764,300	27,332,500	27,037,000	28,056,600	29,880,500
Nashville	26,991,000	29,145,600	29,786,100	30,600,600	32,672,200
Northeast	26,952,800	28,477,700	28,175,700	29,959,200	31,765,500
Pellissippi	43,071,500	46,028,800	45,950,100	46,904,900	49,638,800
Roane	28,434,700	30,143,100	29,852,500	30,457,000	32,176,600
Southwest	34,496,100	36,726,400	36,844,800	37,528,700	37,791,500
Volunteer	34,821,200	37,072,300	37,530,800	37,836,100	38,286,200
Walters	31,017,600	34,315,000	36,893,500	38,421,900	39,843,000
Subtotal	**$357,415,500**	**$384,212,600**	**$390,142,900**	**$403,099,700**	**$419,734,700**
UT Universities					
UT Chattanooga	$71,977,100	$78,862,000	$82,617,100	$84,720,600	$87,725,500
UT Knoxville	303,375,800	337,108,900	358,013,900	378,143,900	406,244,100
UT Martin	41,369,400	46,095,700	48,149,800	49,480,000	49,460,300
UT Southern	5,656,700	6,079,500	6,306,100	8,427,600	8,912,600
Subtotal	**$422,379,000**	**$468,146,100**	**$495,086,900**	**$520,772,100**	**$552,342,500**
Total Colleges and Universities	**$1,330,407,300**	**$1,464,232,500**	**$1,528,164,600**	**$1,591,742,400**	**$1,649,562,200**
TCATs	$105,030,600	$112,096,700	$119,478,000	$123,649,200	$127,494,400
Total Academic Formula Units	**$1,435,437,900**	**$1,576,329,200**	**$1,647,642,600**	**$1,715,391,600**	**$1,777,056,600**

Note: All years of appropriations are recurring funds only.

1 - Detail for the community colleges was estimated by THEC based on information from the Tennessee Board of Regents. Funds are allocated to the community colleges as a system.

ATTACHMENT I
FY2027-28 Appropriations Request
State Appropriations History

Specialized Units	2022-23	2023-24	2024-25	2025-26	2026-27
Medical Education					
ETSU Health[1]	$53,204,200	$60,896,900	$63,586,300	$66,611,400	$71,667,800
UT College of Vet Medicine	29,130,000	32,419,700	33,999,200	35,606,400	36,829,200
UT Health Science Center[2]	191,150,900	216,196,900	224,081,800	232,340,600	238,470,700
Subtotal	**$273,485,100**	**$309,513,500**	**$321,667,300**	**$334,558,400**	**$346,967,700**
Research and Public Service					
UT Agricultural Experiment Station	$33,945,100	$36,042,300	$37,121,500	$38,232,300	$39,220,700
UT Agricultural Extension Service	44,418,800	47,606,000	49,228,300	50,933,500	52,490,000
TSU McMinnville Center	1,506,700	1,547,200	1,572,700	1,595,800	1,620,400
TSU Institute of Ag. and Environmental Research	4,982,200	5,003,400	6,009,400	6,019,400	7,026,400
TSU Cooperative Extension	6,070,200	6,156,100	6,196,700	6,240,900	6,339,000
TSU McIntire-Stennis Forestry Research	215,400	223,400	228,400	233,100	240,700
UT Space Institute	10,101,600	10,703,900	11,016,800	11,315,000	11,533,300
UT Institute for Public Service	7,429,900	7,909,000	8,151,700	10,395,800	10,654,600
UT County Technical Assistance Service	3,625,300	4,112,100	4,275,900	4,430,600	4,557,900
UT Municipal Technical Advisory Service	4,241,500	4,604,600	4,805,600	4,997,100	5,150,400
Subtotal	**$116,536,700**	**$123,908,000**	**$128,607,000**	**$134,393,500**	**$138,833,400**
Other Specialized Units					
UT University-Wide Administration	$5,829,000	$6,341,200	$6,486,600	$8,127,500	$7,066,800
TN Board of Regents Administration	29,534,300	31,381,800	32,444,100	37,309,400	36,317,600
TN Student Assistance Corporation	116,473,600	117,161,000	117,418,700	129,527,200	129,562,500
Contract Education	2,577,000	2,577,000	2,577,000	2,619,200	2,396,100
TN Higher Education Commission	6,337,700	7,228,600	7,302,700	7,820,100	7,879,100
Subtotal	**$160,751,600**	**$164,689,600**	**$166,229,100**	**$185,403,400**	**$183,222,100**
Total Specialized Units	**$550,773,400**	**$598,111,100**	**$616,503,400**	**$654,355,300**	**$669,023,200**
Total Formula and Specialized Units	**$1,986,211,300**	**$2,174,440,300**	**$2,264,146,000**	**$2,369,746,900**	**$2,446,079,800**
Program Initiatives					
Campus Centers of Excellence	$19,728,600	$20,518,500	$21,052,200	$21,316,800	$21,359,200
Campus Centers of Emphasis	1,431,300	1,490,100	1,527,700	1,544,300	1,551,300
Academic Scholars Program	1,211,800	1,211,800	1,211,800	1,211,800	1,211,800
UT Student Success and Innovation Initiative	5,806,700	5,806,700	5,806,700	5,806,700	5,806,700
TBR Student Success and Innovation Initiative	10,256,900	10,256,900	10,256,900	10,256,900	10,256,900
Research Initiatives - UT	5,852,900	5,852,900	5,852,900	5,852,900	5,852,900
THEC Grants	8,661,200	10,586,200	9,786,200	8,661,200	14,006,200
Subtotal	**$52,949,400**	**$55,723,100**	**$55,494,400**	**$54,650,600**	**$60,045,000**
Total Operating[3]	**$2,039,160,700**	**$2,230,163,400**	**$2,319,640,400**	**$2,424,397,500**	**$2,506,124,800**

Note: All years of appropriations are recurring funds only.

1 - Beginning in FY2025-26, ETSU College of Medicine, College of Pharmacy, and Family Practice were consolidated into one unit - ETSU Health.
2 - UT Health Science Center includes funding for UT College of Medicine, UT Family Practice, and UT Memphis.
3 - Does not include recurring capital maintenance funding.

ATTACHMENT II
FY2027-28 Appropriations Request
State Appropriations Distribution Recommendation

	A	B	C	D	E = C + D	F = E + A	G = E / A
			Breakdown of 2027-28 Changes				
Academic Formula Units	**2026-27 Appropriation[1]**	**2027-28 Formula Calculation**	**Outcomes Formula Adjustments**	**Share of New Funding**	**2027-28 Changes**	**2027-28 Recommendation**	**Percent Change**
LGI Universities							
Austin Peay	$78,052,200	$148,461,100	$1,565,800	$5,368,000	$6,933,800	$84,986,000	8.9%
East Tennessee[2]	105,559,200	193,198,700	(1,948,900)	6,985,600	5,036,700	110,595,900	4.8%
Middle Tennessee[2]	150,396,900	271,386,500	(4,855,400)	9,812,700	4,957,300	155,354,200	3.3%
Tennessee State	56,030,500	108,268,400	2,032,600	3,914,700	5,947,300	61,977,800	10.6%
Tennessee Tech[2]	82,739,600	153,778,800	(269,800)	5,560,300	5,290,500	88,030,100	6.4%
University of Memphis	190,706,600	337,971,800	(9,456,200)	12,220,300	2,764,100	193,470,700	1.4%
Subtotal	**$663,485,000**	**$1,213,065,300**	**($12,931,900)**	**$43,861,600**	**$30,929,700**	**$694,414,700**	**4.7%**
Community Colleges[3]							
Chattanooga	$43,713,000	$81,170,100	($182,400)	$2,934,900	$2,752,500	$46,465,500	6.3%
Cleveland	19,649,400	34,701,300	(1,039,500)	1,254,700	215,200	19,864,600	1.1%
Columbia	25,656,100	48,400,200	300,400	1,750,000	2,050,400	27,706,500	8.0%
Dyersburg	18,437,700	34,047,200	(178,600)	1,231,100	1,052,500	19,490,200	5.7%
Jackson	20,224,200	38,108,300	212,800	1,377,900	1,590,700	21,814,900	7.9%
Motlow	29,880,500	55,750,600	17,900	2,015,800	2,033,700	31,914,200	6.8%
Nashville	32,672,200	64,606,300	1,975,500	2,336,000	4,311,500	36,983,700	13.2%
Northeast	31,765,500	59,506,400	147,100	2,151,600	2,298,700	34,064,200	7.2%
Pellissippi	49,638,800	92,628,900	37,000	3,349,300	3,386,300	53,025,100	6.8%
Roane	32,176,600	59,954,400	(23,700)	2,167,800	2,144,100	34,320,700	6.7%
Southwest	37,791,500	70,448,900	(10,600)	2,547,300	2,536,700	40,328,200	6.7%
Volunteer	38,286,200	70,905,600	(260,300)	2,563,800	2,303,500	40,589,700	6.0%
Walters	39,843,000	71,829,700	(1,321,600)	2,597,200	1,275,600	41,118,600	3.2%
Subtotal	**$419,734,700**	**$782,057,900**	**($326,000)**	**$28,277,400**	**$27,951,400**	**$447,686,100**	**6.7%**
UT Universities							
UT Chattanooga	$87,725,500	$160,659,100	($1,565,900)	$5,809,100	$4,243,200	$91,968,700	4.8%
UT Knoxville[2]	399,275,900	770,440,900	13,902,800	27,857,400	41,760,200	441,036,100	10.5%
UT Martin[2]	48,820,300	90,166,000	(465,300)	3,260,200	2,794,900	51,615,200	5.7%
UT Southern	8,912,600	19,204,000	1,386,300	694,400	2,080,700	10,993,300	23.3%
Subtotal	**$544,734,300**	**$1,040,470,000**	**$13,257,900**	**$37,621,100**	**$50,879,000**	**$595,613,300**	**9.3%**
Total Colleges and Universities	**$1,627,954,000**	**$3,035,593,200**	**$0**	**$109,760,100**	**$109,760,100**	**$1,737,714,100**	**6.7%**
TCATs[2,4]	$126,843,400	$ 178,104,000	$0	$6,439,900	$6,439,900	$133,283,300	5.1%
Total Academic Formula Units	**$1,754,797,400**	**$3,213,697,200**	**$0**	**$116,200,000**	**$116,200,000**	**$1,870,997,400**	**6.6%**

1 - Recurring funding. Includes funding of $7.4M for legislative initiatives. A breakdown of these initiatives by campus is included in Appendix A.

2 - Does not include recurring funds appropriated to ETSU (Gray Fossil Site $350,000, School of Nursing $1,000,000, Rural Public Health Project $750,000), MTSU (Medical School Early Acceptance Program $1,400,000), TTU (College of Engineering $3,000,000, Wind Tunnel / Supercomputer $5,500,000, Cybersecurity Education $1,000,000, Rural Reimagined Grant $1,000,000), UT Knoxville (College of Engineering $3,000,000, American Civics Institute $3,968,200), UT Martin (Parsons Center $200,000, Selmer Center $190,000, Somerville Center $250,000), and TCATs (Correctional Education Investment Initiative $426,000, TCAT Morristown Truck Driving School $225,000). These appropriations are included as Program Initiatives.

3 - THEC's community college recommendation is for the sector as a whole. Institutional detail displayed here is for informational purposes only.

4 - TCAT appropriations are determined through a separate funding formula. For the 2027-28 budget, TCATs are not included in the redistribution.

ATTACHMENT II
FY2027-28 Appropriations Request
State Appropriations Share of Total Calculation

	A	B	C	D	E = D + A	F = D / A
Academic Formula Units	**2026-27 Appropriation[1]**	**2026-27 Approp Share**	**2027-28 Approp Share**	**2027-28 Funding Changes**	**2027-28 Recommendation**	**Percent Change**
LGI Universities						
Austin Peay	$78,052,200	4.79%	4.89%	$6,933,800	$84,986,000	8.9%
East Tennessee[2]	105,559,200	6.48%	6.36%	5,036,700	110,595,900	4.8%
Middle Tennessee	150,396,900	9.24%	8.94%	4,957,300	155,354,200	3.3%
Tennessee State	56,030,500	3.44%	3.57%	5,947,300	61,977,800	10.6%
Tennessee Tech[2]	82,739,600	5.08%	5.07%	5,290,500	88,030,100	6.4%
University of Memphis	190,706,600	11.71%	11.13%	2,764,100	193,470,700	1.4%
Subtotal	**$663,485,000**	**40.76%**	**39.96%**	**$30,929,700**	**$694,414,700**	**4.7%**
Community Colleges[3]						
Chattanooga	$43,713,000	2.69%	2.67%	$2,752,500	$46,465,500	6.3%
Cleveland	19,649,400	1.21%	1.14%	215,200	19,864,600	1.1%
Columbia	25,656,100	1.58%	1.59%	2,050,400	27,706,500	8.0%
Dyersburg	18,437,700	1.13%	1.12%	1,052,500	19,490,200	5.7%
Jackson	20,224,200	1.24%	1.26%	1,590,700	21,814,900	7.9%
Motlow	29,880,500	1.84%	1.84%	2,033,700	31,914,200	6.8%
Nashville	32,672,200	2.01%	2.13%	4,311,500	36,983,700	13.2%
Northeast	31,765,500	1.95%	1.96%	2,298,700	34,064,200	7.2%
Pellissippi	49,638,800	3.05%	3.05%	3,386,300	53,025,100	6.8%
Roane	32,176,600	1.98%	1.98%	2,144,100	34,320,700	6.7%
Southwest	37,791,500	2.32%	2.32%	2,536,700	40,328,200	6.7%
Volunteer	38,286,200	2.35%	2.34%	2,303,500	40,589,700	6.0%
Walters	39,843,000	2.45%	2.37%	1,275,600	41,118,600	3.2%
Subtotal	**$419,734,700**	**25.78%**	**25.76%**	**$27,951,400**	**$447,686,100**	**6.7%**
UT Universities						
UT Chattanooga	$87,725,500	5.39%	5.29%	$4,243,200	$91,968,700	4.8%
UT Knoxville[2]	399,275,900	24.53%	25.38%	41,760,200	441,036,100	10.5%
UT Martin[2]	48,820,300	3.00%	2.97%	2,794,900	51,615,200	5.7%
UT Southern	8,912,600	0.55%	0.63%	2,080,700	10,993,300	23.3%
Subtotal	**$544,734,300**	**33.46%**	**34.28%**	**$50,879,000**	**$595,613,300**	**9.3%**
Total Colleges and Universities	**$1,627,954,000**	**100.00%**	**100.00%**	**$109,760,100**	**$1,737,714,100**	**6.7%**

1 - Recurring funding. Includes funding of $7.4M for legislative initiatives. A breakdown of these initiatives by campus is included in Appendix A.

2 - Does not include recurring funds appropriated to ETSU (Gray Fossil Site $350,000, School of Nursing $1,000,000, Rural Public Health Project $750,000), MTSU (Medical School Early Acceptance Program $1,400,000), TTU (College of Engineering $3,000,000, Wind Tunnel / Supercomputer $5,500,000, Cybersecurity Education $1,000,000, Rural Reimagined Grant $1,000,000), UT Knoxville (College of Engineering $3,000,000, American Civics Institute $3,968,200), UT Martin (Parsons Center $200,000, Selmer Center $190,000, Somerville Center $250,000), and TCATs (Correctional Education Investment Initiative $426,000, TCAT Morristown Truck Driving School $225,000). These appropriations are included as Program Initiatives.

3 - THEC's community college recommendation is for the sector as a whole. Institutional detail displayed here is for informational purposes only.

ATTACHMENT II
FY2027-28 Appropriations Request
State Appropriations Distribution Recommendation

	A	B	C = B - A	D = C / A
Specialized Units	**2026-27 Appropriation[1]**	**2027-28 Recommendation[1]**	**Total Change[5]**	**Percent Change**
Medical Education				
ETSU Health	$71,667,800	$73,052,800	$1,385,000	1.9%
UT College of Vet Medicine	36,829,200	37,395,200	566,000	1.5%
UT Health Science Center	238,470,700	241,393,700	2,923,000	1.2%
Subtotal	**$346,967,700**	**$351,841,700**	**$4,874,000**	**1.4%**
Research and Public Service				
UT Agricultural Experiment Station	$39,220,700	$39,316,600	$95,900	0.2%
UT Agricultural Extension Service	$52,490,000	52,618,400	128,400	0.2%
TSU McMinnville Center	$1,620,400	1,624,400	4,000	0.2%
TSU Institute of Ag. and Environmental Research	$7,026,400	7,043,600	17,200	0.2%
TSU Cooperative Extension	$6,339,000	6,354,500	15,500	0.2%
TSU McIntire-Stennis Forestry Research	$240,700	241,300	600	0.2%
UT Space Institute	$11,533,300	11,561,500	28,200	0.2%
UT Institute for Public Service	10,654,600	10,680,700	26,400	0.2%
UT County Technical Assistance Service	4,557,900	4,569,000	11,100	0.2%
UT Municipal Technical Advisory Service	5,150,400	5,163,000	12,600	0.2%
Subtotal	**$138,833,400**	**$139,173,000**	**$339,900**	**0.2%**
Other Specialized Units				
UT University-Wide Administration	$7,066,800	7,084,100	17,300	0.2%
TN Board of Regents Administration	$36,317,600	36,406,400	88,800	0.2%
TN Student Assistance Corporation	129,562,500	129,562,500	-	0.0%
Contract Education	2,396,100	2,396,100	-	0.0%
Subtotal	**$183,222,100**	**$183,328,200**	**106,100**	**0.1%**
Total Specialized Units	**$669,023,200**	**$674,342,900**	**$5,320,000**	**0.8%**
Total Formula and Specialized Units	**$2,423,820,600**	**$2,545,340,300**	**$121,520,000**	**5.0%**
Program Initiatives				
Campus Centers of Excellence	$21,359,200	$21,411,400	$52,200	0.2%
Campus Centers of Emphasis	$1,551,300	1,555,100	3,800	0.2%
Academic Scholars Program	1,211,800	1,211,800	-	0.0%
UT Student Success and Innovation Initiative	5,806,700	5,806,700	-	0.0%
TBR Student Success and Innovation Initiative	10,256,900	10,256,900	-	0.0%
Research Initiatives - UT	5,852,900	5,852,900	-	0.0%
THEC Grants	14,006,200	7,302,700	$0	0.0%
Specialized Units Strategic Initiatives[3]	-	$16,280,000	16,280,000	NA
Agency Strategic Initiatives[2,3]	-	9,540,000	9,540,000	NA
ETSU Special Legislative Initiatives[4]	2,100,000	2,100,000	-	0.0%
MTSU Special Legislative Initiatives[4]	1,400,000	1,400,000	-	0.0%
TTU Special Legislative Initiatives[4]	10,500,000	10,500,000	-	0.0%
UT Knoxville Special Legislative Initiatives[4]	6,968,200	6,968,200	-	0.0%
UT Martin Special Legislative Initiatives[4]	640,000	640,000	-	0.0%
TCAT Special Legislative Initiatives[4]	651,000	651,000	-	0.0%
Subtotal	**$82,304,200**	**$101,476,700**	**$25,876,000**	**31.4%**
Total	**$2,506,124,800**	**$2,646,817,000**	**$147,396,000**	**5.9%**

1 - Recurring funds.

2 - Nonrecurring funding to conduct a statewide facilities condition survey of all core Education & General (E&G) buildings.

3 - Recurring and nonrecurring funding for strategic investments in specialized units and statewide system priorities. See Attachment III for further detail.

4 - Does not include recurring funds appropriated to ETSU (Gray Fossil Site $350,000, School of Nursing $1,000,000, Rural Public Health Project $750,000), TTU (College of Engineering $3,000,000, Wind Tunnel / Supercomputer $5,500,000, Cybersecurity Education $1,000,000, Rural Reimagined Grant $1,000,000), UT Knoxville (College of Engineering $3,000,000, American Civics Institute $3,968,200), UT Martin (Parsons Center $200,000, Selmer Center $190,000, Somerville Center $250,000), and TCATs

5 - These units show only non-salary operating support request. Salary for these units is recognized to be equal to the state salary policy for the year.

ATTACHMENT III
FY2027-28 Appropriations Request
Agency Strategic Initiatives

Project Name	Total Cost	Recurring / Non-Recurring	Project Description
Tennessee Student Assistance Awards	$5,900,000	Recurring	To provide recurring funding for the Tennessee Student Assistance Award (TSAA), Tennessee's primary need-based grant supporting postsecondary access for low-income Tennesseans. Historically, approximately 75 percent of TSAA recipients come from homes with annual incomes of less than $50,000. Based on THEC's established maximum Student Aid Index (SAI) of 5000 for 2025-26, approximately 6,100 students were eligible for TSAA but were unable to receive it due to funding limitations. This is the first of two annual requests of $5,900,000 each to fund 3,050 unfunded eligible applicants in year 1 and another 3,050 unfunded eligible applicants in year 2. Periodically, the TSAA reserve is drawn from to increase awarding; however, the reserve has reached a targeted minimum balance and cannot be relied upon as a recurring funding
Internal Auditor	$140,000	Recurring	THEC's operational complexity is growing, with a FY27 budget of $770 million, 127 employees, and 75 audit program areas. Currently, one auditor is responsible for all oversight, limiting audit capacity and risk coverage. Adding a second auditor with a CIA designation would expand audit and risk review capabilities, improve peer review, distribute workload, and strengthen continuity and succession planning. Impact would be measured through increased audit volume, improved audit quality, enhanced risk reduction, better implementation of recommendations, and improved customer service.
Aligning Existing Lottery Expenditures with Revenue	$3,500,000	Recurring	To provide a recurring revenue adjustment that aligns Lottery-funded administrative costs with existing operational needs within THEC and TSAC. Historically, a portion of agency staffing was supported through the Federal Family Education Loan Program (FFELP). Following the Affordable Care Act and the discontinuation of FFELP, this revenue source was eliminated, and only part of the loss has been addressed through previous adjustments. Additionally, administrative expenditures related to programming, system development, and hardware for Lottery Scholarship updates have not been consistently incorporated into agency budget requests. As a result, required costs have been paid through the Lottery accounting process rather than formal budget authorization. This request corrects the structural imbalance in spending authority and provides $1,700,000 for the Tennessee Higher Education Commission and $1,800,000 for the Tennessee Student Assistance Corporation.

Attachment III
FY2027-28 Appropriations Request
THEC Recommended Specialized Unit Strategic Initiatives

Institution / System	Project Name	Total Cost	Recurring / Non-Recurring	Project Description
ETSU	**Quillen College of Medicine - Faculty Request**	$6,500,000	Recurring	The Quillen College of Medicine, founded in 1974 and nationally recognized for producing physicians who serve in medically underserved areas and primary care, seeks to strengthen its mission by expanding clinical faculty to support growing class sizes and ensure high quality education across key specialties. Increasing enrollment has strained the availability of community based learning experiences, and new faculty in pathology, neurology, urology, and anesthesia would enhance clinical care, resident training, and medical student education while laying groundwork for future graduate medical education programs. The proposal includes three pathology faculty to support preclinical and forensic training; four neurology faculty to establish a new academic department; four urology faculty to build a surgical division with VA partnership potential; and four anesthesia faculty to support development of residency training, representing a total investment of approximately $6.5 million annually. This expansion supports the recent increase to 100 students per entering class and positions the college to grow to 125 students while sustaining its national standing and mission
TSU	**1890 Land Grand Institutions Federal Match Funds**	$2,000,000	Recurring	This request represents an additional $2M of requested matching funds to provide the support for 4 additional Centers of Excellence for 1. One Health, 2. Soil Health, 3. Precision Agriculture, and 4. Water Resources Management. One Health - will serve as a multidisciplinary hub, integrating human, animal, plant, and environmental expertise to address interconnected health challenges across Tennessee. The Center will focus on critical local and global issues, including zoonotic pandemics such as SARS and influenza, antimicrobial resistance, environmental health, and developing nutritionally enhanced food products using foodomics data. Soil Health - will provide research-based educational programs that benefit many Tennesseans, from schoolchildren to agricultural producers and other stakeholders. The Center will prioritize addressing local communities' soil health and conservation needs. Precision Agriculture - will lead advancing cutting-edge PA practices that have the potential to revolutionize farming across Tennessee. By implementing site-specific irrigation scheduling, targeted fertilizer applications, early pest and disease detection, and real-time crop health monitoring, PA practices will boost productivity while reducing costs and environmental impacts. Water Resources Management - will provide research and education focused on sustaining Tennessee's water resources as the state faces increasing challenges from the rising frequency and intensity of storms and flash droughts driven by climate change. The Water Center addresses
	1890 Land Grand Institutions Federal Match Funds	$2,000,000	Recurring	Tennessee State University Cooperative Extension currently provides educational services to residents in 65 counties across the state. This request aims to expand outreach to all 95 counties. Funding will support the creation of 30 new positions, primarily in rural regions. Historical data indicates that these 30 additional Extension Agents will make approximately 1.8 million educational contacts and help revitalize rural Tennessee. These county based positions will be supported with campus based and experimental research station based experts. We will raise part of the cost through county governments.
	Nursery Research Center - McMinnville	$500,000	Recurring	The Nursery Research Center is at its best when it operates as a specialized, research-intensive engine for the green industry. Its value is measured by applied innovation and being of direct service to growers. Industry investment must remain a top priority. This additional investment allows the NRC to further scale scientific capacity and talent acquisition, particularly to enhance the capacity in robotics, AI, and Precision agricultural practices.
UT	**Substance Misuse and Addiction Resource for Tennessee (SMART) Initiative**	$5,280,000 per year, three-year request	Non-Recurring	Currently, SMART is funded periodically through the Opioid Abatement Council (OAC) grant funds. Shifting SMART to the state allocated portion of opioid abatement settlement funds would create a more sustainable and predictable investment in statewide technical assistance. This structure would give SMART the flexibility to quickly respond directly to emerging county needs, strengthen support for local communities, and provide continuity as counties make long term decisions about opioid settlement resources. It would also preserve a greater share of the OAC funding pool for direct investments in Tennessee communities. An investment of $5.28M per year for three years from the state allocated Opioid Abatement Settlement Funds will ensure SMART remains a resource to local communities for the life of the settlement. With sustained support, SMART can help more counties strengthen their funding systems, align resources with local needs, coordinate partners, measure outcomes, and ensure that every opioid settlement dollar has the greatest possible impact in the

Attachment III
FY2027-28 Appropriations Request
Systemwide Strategic Initiatives

Project Name	Total Cost	Recurring / Non-Recurring	Project Description
Tennessee Board of Regents			
Targeted Faculty Compensation	$8,750,000	Recurring	TBR colleges compete directly with industry for faculty in the programs most essential to Tennessee's workforce, yet private sector salaries in high demand fields often far exceed what colleges can offer, making it difficult to recruit and retain instructors with current, real world expertise. Faculty shortages limit more than hiring capacity; without enough qualified instructors, colleges may be unable to add sections, expand enrollment or admit students waiting to enter high demand programs, constraining the number of graduates available to fill critical positions even when student interest and employer demand are high. To address this challenge, TBR is developing a tiered framework to identify the faculty roles most critical to workforce needs and hardest to staff, using indicators such as labor market data, enrollment trends, wait lists, vacancy rates, compensation comparisons and input from college presidents. A recurring investment would support targeted salary adjustments in the highest priority disciplines identified in the first tier, helping colleges attract and retain qualified faculty, sustain program quality, expand capacity and prepare more Tennesseans for high wage, high demand careers.

ATTACHMENT IV
FY2027-28 Appropriations Request
2027-28 State Appropriations Distribution with 1.0% Reduction

Academic Formula Units	A 2026-27 Appropriation[1]	B 2027-28 Formula Calculation	C Breakdown of 2027-28 Changes Outcomes Formula Adjustments	D Breakdown of 2027-28 Changes 1.00% Reduction to Higher Education	E = C + D 2027-28 Change	F = E + A 2027-28 Recommendation	G = E / A Percent Change	H = F / B Percent Funded
LGI Universities								
Austin Peay	$78,052,200	$148,461,100	$1,565,800	($835,300)	$730,500	$78,782,700	0.9%	53.1%
East Tennessee[2]	105,559,200	193,198,700	(1,948,900)	(1,087,000)	(3,035,900)	102,523,300	-2.9%	53.1%
Middle Tennessee	150,396,900	271,386,500	(4,855,400)	(1,526,900)	(6,382,300)	144,014,600	-4.2%	53.1%
Tennessee State	56,030,500	108,268,400	2,032,600	(609,100)	1,423,500	57,454,000	2.5%	53.1%
Tennessee Tech[2]	82,739,600	153,778,800	(269,800)	(865,200)	(1,135,000)	81,604,600	-1.4%	53.1%
University of Memphis	190,706,600	337,971,800	(9,456,200)	(1,901,500)	(11,357,700)	179,348,900	-6.0%	53.1%
Subtotal	**$663,485,000**	**$1,213,065,300**	**($12,931,900)**	**($6,825,000)**	**($19,756,900)**	**$643,728,100**	**-3.0%**	**53.1%**
Community Colleges[3]								
Chattanooga	$43,713,000	$81,170,100	($182,400)	($456,700)	($639,100)	$43,073,900	-1.5%	53.1%
Cleveland	19,649,400	34,701,300	(1,039,500)	(195,200)	(1,234,700)	18,414,700	-6.3%	53.1%
Columbia	25,656,100	48,400,200	300,400	(272,300)	28,100	25,684,200	0.1%	53.1%
Dyersburg	18,437,700	34,047,200	(178,600)	(191,600)	(370,200)	18,067,500	-2.0%	53.1%
Jackson	20,224,200	38,108,300	212,800	(214,400)	(1,600)	20,222,600	0.0%	53.1%
Motlow	29,880,500	55,750,600	17,900	(313,700)	(295,800)	29,584,700	-1.0%	53.1%
Nashville	32,672,200	64,606,300	1,975,500	(363,500)	1,612,000	34,284,200	4.9%	53.1%
Northeast	31,765,500	59,506,400	147,100	(334,800)	(187,700)	31,577,800	-0.6%	53.1%
Pellissippi	49,638,800	92,628,900	37,000	(521,200)	(484,200)	49,154,600	-1.0%	53.1%
Roane	32,176,600	59,954,400	(23,700)	(337,300)	(361,000)	31,815,600	-1.1%	53.1%
Southwest	37,791,500	70,448,900	(10,600)	(396,400)	(407,000)	37,384,500	-1.1%	53.1%
Volunteer	38,286,200	70,905,600	(260,300)	(398,900)	(659,200)	37,627,000	-1.7%	53.1%
Walters	39,843,000	71,829,700	(1,321,600)	(404,100)	(1,725,700)	38,117,300	-4.3%	53.1%
Subtotal	**$419,734,700**	**$782,057,900**	**($326,000)**	**($4,400,100)**	**($4,726,100)**	**$415,008,600**	**-1.1%**	**53.1%**
UT Universities								
UT Chattanooga	$87,725,500	$160,659,100	($1,565,900)	($903,900)	($2,469,800)	$85,255,700	-2.8%	53.1%
UT Knoxville[2]	399,275,900	770,440,900	13,902,800	(4,334,700)	9,568,100	408,844,000	2.4%	53.1%
UT Martin[2]	48,820,300	90,166,000	(465,300)	(507,300)	(972,600)	47,847,700	-2.0%	53.1%
UT Southern	8,912,600	19,204,000	1,386,300	(108,000)	1,278,300	10,190,900	14.3%	53.1%
Subtotal	**$544,734,300**	**$1,040,470,000**	**$13,257,900**	**($5,853,900)**	**$7,404,000**	**$541,947,400**	**1.4%**	**52.1%**
Total Colleges and Universities	**$1,627,954,000**	**$3,035,593,200**	**$0**	**($17,079,000)**	**($17,079,000)**	**$1,600,684,100**	**-1.0%**	**52.7%**
TCATs[2,4]	$126,843,400	$178,104,000	$0	($1,002,200)	($1,002,200)	$125,841,200	-0.8%	70.7%
Total Academic Formula Units	**$1,754,797,400**	**$3,213,697,200**	**$0**	**($18,081,200)**	**($18,081,200)**	**$1,726,525,300**	**-1.0%**	**53.7%**

Note: Finance and Administration sets a reduction amount each year. THEC divides this reduction amount between the formula and specialized units based on the percent of total Education & General revenue reported in the most recent proposed operating budgets. Specialized units with no ability to generate additional revenue from tuition are reduced at a lower rate.

1 - Recurring funding. Includes funding of $7.4M for legislative initiatives. A breakdown of these initiatives by campus is included in Appendix A.

2 - Does not include recurring funds appropriated to ETSU (Gray Fossil Site $350,000, School of Nursing $1,000,000, Rural Public Health Project $750,000), MTSU (Medical School Early Acceptance Program $1,400,000), TTU (College of Engineering $3,000,000, Wind Tunnel / Supercomputer $5,500,000, Cybersecurity Education $1,000,000, Rural Reimagined Grant $1,000,000), UT Knoxville (College of Engineering $3,000,000, American Civics Institute $3,968,200), UT Martin (Parsons Center $200,000, Selmer Center $190,000, Somerville Center $250,000), and TCATs (Correctional Education Investment Initiative $426,000, TCAT Morristown Truck Driving School $225,000).

3 - THEC's community college recommendation is for the sector as a whole. Institutional detail displayed here is for informational purposes only.

4 - TCAT appropriations are determined through a separate funding formula. For the 2027-28 budget, TCATs are not included in the redistribution.

ATTACHMENT IV
FY2027-28 Appropriations Request
State Appropriations Distribution with 1.0% Reduction[1]

		A	B	C = B - A
Specialized Units		**2026-27 Appropriation[2]**	**2027-28 Recommendation[2]**	**Total Change**
Medical Education				
ETSU Health		$0	($116,000)	($116,000)
UT College of Vet Medicine		36,829,200	36,478,500	(350,700)
UT Health Science Center		238,470,700	236,353,100	(2,117,600)
	Subtotal	**$275,299,900**	**$272,715,600**	**($2,584,300)**
Research and Public Service				
UT Agricultural Experiment Station		$39,220,700	$38,965,400	($255,300)
UT Agricultural Extension Service		52,490,000	52,148,400	(341,600)
TSU McMinnville Center		1,620,400	1,609,900	(10,500)
TSU Institute of Ag. and Environmental Research		7,026,400	6,980,700	(45,700)
TSU Cooperative Extension		6,339,000	6,297,700	(41,300)
TSU McIntire-Stennis Forestry Research		240,700	239,100	(1,600)
UT Space Institute		11,533,300	11,452,400	(80,900)
UT Institute for Public Service		10,654,600	10,585,200	(69,400)
UT County Technical Assistance Service		4,557,900	4,528,200	(29,700)
UT Municipal Technical Advisory Service		5,150,400	5,116,900	(33,500)
	Subtotal	**$138,833,400**	**$137,923,900**	**($909,500)**
Other Specialized Units				
UT University-Wide Administration		7,066,800	7,020,800	(46,000)
TN Board of Regents Administration		36,317,600	36,081,200	(236,400)
TN Student Assistance Corporation		129,562,500	129,562,500	(64,300)
Contract Education		2,396,100	2,348,200	(47,900)
TN Higher Education Commission		7,879,100	7,722,700	(156,400)
	Subtotal	**$183,222,100**	**$182,735,400**	**($551,000)**
	Total Specialized Units	**$597,355,400**	**$593,374,900**	**($4,044,800)**
Total Formula and Specialized Units		**$2,352,152,800**	**$2,319,900,200**	**($22,126,000)**
Program Initiatives				
Campus Centers of Excellence		$21,359,200	$20,932,000	($427,200)
Campus Centers of Emphasis		1,551,300	1,520,300	(31,000)
Academic Scholars Program		1,211,800	1,211,800	-
UT Student Success and Innovation Initiative		5,806,700	5,768,900	(37,800)
TBR Student Success and Innovation Initiative		10,256,900	10,190,100	(66,800)
THEC Grants		14,006,200	13,833,000	(173,200)
Research Initiatives - UT		5,852,900	5,814,800	(38,100)
ETSU Special Legislative Initiatives[3]		2,100,000	2,100,000	-
TTU Special Legislative Initiatives[3]		10,500,000	10,500,000	-
UT Knoxville Special Legislative Initiatives[3]		6,968,200	6,968,200	-
UT Martin Special Legislative Initiatives[3]		640,000	640,000	-
TCAT Special Legislative Initiatives[3]		651,000	651,000	-
	Subtotal	**$80,904,200**	**$80,130,100**	**($774,100)**
Total		**$2,433,057,000**	**$2,400,030,300**	**($22,900,100)**

1 - Finance and Administration identified TSAA Awards, Loan/Scholarship Program, Academic Scholars Program, and Recurring Capital Maintenance as exempt from the 1.0% reduction scenario.

2 - Recurring funds.

3 - Recurring funds appropriated to ETSU (Gray Fossil Site $350,000, School of Nursing $1,000,000, Rural Public Health Project $750,000), TTU (College of Engineering $3,000,000, Wind Tunnel / Supercomputer $5,500,000, Cybersecurity Education $1,000,000, Rural Reimagined Grant $1,000,000), UT Knoxville (College of Engineering $3,000,000, American Civics Institute $3,968,200), UT Martin (Parsons Center $200,000, Selmer Center $190,000, Somerville Center $250,000), and TCATs (Correctional Education Investment Initiative $426,000, TCAT Morristown Truck Driving School $225,000).

ATTACHMENT V
FY2027-28 Appropriations Request
State Appropriations Funding Scenarios

			A	B
Academic Formula Units	**Outcomes Formula Calculation**	**Share of Total Outcomes Formula Calculation**	**$116,200,000 THEC Recommendation**	**Flat Funding Scenario[1]**
LGI Universities				
Austin Peay	$148,461,100	4.89%	$84,986,000	$79,618,000
East Tennessee	193,198,700	6.36%	110,595,900	103,610,300
Middle Tennessee	271,386,500	8.94%	155,354,200	145,541,500
Tennessee State	108,268,400	3.57%	61,977,800	58,063,100
Tennessee Tech	153,778,800	5.07%	88,030,100	82,469,800
University of Memphis	337,971,800	11.13%	193,470,700	181,250,400
Subtotal	**$1,213,065,300**	**39.96%**	**$694,414,700**	**$650,553,100**
Community Colleges				
Chattanooga	$81,170,100	2.67%	$46,465,500	$43,530,600
Cleveland	34,701,300	1.14%	19,864,600	18,609,900
Columbia	48,400,200	1.59%	27,706,500	25,956,500
Dyersburg	34,047,200	1.12%	19,490,200	18,259,100
Jackson	38,108,300	1.26%	21,814,900	20,437,000
Motlow	55,750,600	1.84%	31,914,200	29,898,400
Nashville	64,606,300	2.13%	36,983,700	34,647,700
Northeast	59,506,400	1.96%	34,064,200	31,912,600
Pellissippi	92,628,900	3.05%	53,025,100	49,675,800
Roane	59,954,400	1.98%	34,320,700	32,152,900
Southwest	70,448,900	2.32%	40,328,200	37,780,900
Volunteer	70,905,600	2.34%	40,589,700	38,025,900
Walters	71,829,700	2.37%	41,118,600	38,521,400
Subtotal	**$782,057,900**	**25.76%**	**$447,686,100**	**$419,408,700**
UT Universities				
UT Chattanooga	$160,659,100	5.29%	$91,968,700	$86,159,600
UT Knoxville	770,440,900	25.38%	441,036,100	413,178,700
UT Martin	90,166,000	2.97%	51,615,200	48,355,000
UT Southern	19,204,000	0.63%	10,993,300	10,298,900
Subtotal	**$1,021,266,000**	**34.28%**	**$584,620,000**	**$557,992,200**
Total Colleges and Universities	**$3,016,389,200**	**100.00%**	**$1,726,720,800**	**$1,627,954,000**
TCATs	$178,104,000		$133,283,300	$126,843,400
Total Academic Formula Units	**$3,194,493,200**		**$1,860,004,100**	**$1,754,797,400**

1 - Based on no new recurring funding. In this scenario, base funding is redistributed between academic formula units based on performance but no new recurring appropriations are provided.

ATTACHMENT VI

Three-Year Average Change in Formula Outcomes

Community Colleges

Outcome	2026-27 Formula	2027-28 Formula	Change	
Total Outcomes				
Students Accumulating 12 Hours	20,880	22,162	1,283	6.1%
Students Accumulating 24 Hours	15,418	16,469	1,051	6.8%
Students Accumulating 36 Hours	13,175	14,023	848	6.4%
Associates	10,346	10,711	365	3.5%
Reverse Associates	292	272	(20)	-6.8%
1-2 Year Certificates	931	977	46	5.0%
<1yr Certificates	2,455	2,822	367	14.9%
Dual Enrollment	182,184	204,112	21,928	12.0%
Transfers Out with 12 Hours	4,846	4,891	45	0.9%
Job Placement	4,157	4,118	(39)	-0.9%
Workforce Training Contact Hours	1,207,357	1,320,516	113,160	9.4%
Adult Focus Population				
Students Accumulating 12 Hours	3,103	3,317	214	6.9%
Students Accumulating 24 Hours	3,066	3,351	285	9.3%
Students Accumulating 36 Hours	3,131	3,332	201	6.4%
Associates[1]	4,098	4,037	(60)	-1.5%
Certificates 1-2 Year	528	559	30	5.7%
Certificates <1 Year	1,258	1,378	120	9.5%
Low-Income Focus Population				
Students Accumulating 12 Hours	11,304	10,993	(311)	-2.8%
Students Accumulating 24 Hours	9,401	9,757	356	3.8%
Students Accumulating 36 Hours	8,392	8,808	416	5.0%
Associates[1]	7,208	7,325	116	1.6%
Certificates 1-2 Year	610	653	43	7.0%
Certificates <1 Year	1,486	1,699	214	14.4%
Academically Underprepared Focus Population				
Students Accumulating 12 Hours	11,414	11,748	334	2.9%
Students Accumulating 24 Hours	9,155	9,635	480	5.2%
Students Accumulating 36 Hours	7,866	8,268	402	5.1%
Associates[1]	6,208	6,291	83	1.3%
Certificates 1-2 Year	490	503	13	2.6%
Certificates <1 Year	1,152	1,287	135	11.7%
Workforce Investment Premium				
Associates[1]	5,432	4,911	(521)	-9.6%
Certificates 1-2 Year	910	953	44	4.8%
Certificates <1 Year	2,330	2,674	345	14.8%
One Focus Population				
Students Accumulating 12 Hours	6,992	6,870	(122)	-1.7%
Students Accumulating 24 Hours	5,084	5,232	147	2.9%
Students Accumulating 36 Hours	4,356	4,526	170	3.9%
Associates[1]	2,316	2,474	157	6.8%
Certificates 1-2 Year	92	102	11	11.6%
Certificates <1 Year	333	427	93	28.0%
Two Focus Populations				
Students Accumulating 12 Hours	7,152	7,132	(20)	-0.3%
Students Accumulating 24 Hours	5,697	5,986	289	5.1%
Students Accumulating 36 Hours	4,896	5,157	261	5.3%
Associates[1]	3,417	3,550	132	3.9%
Certificates 1-2 Year	281	280	(1)	-0.2%
Certificates <1 Year	852	965	113	13.3%
Three Focus Populations				
Students Accumulating 12 Hours	1,508	1,641	133	8.8%
Students Accumulating 24 Hours	1,715	1,847	132	7.7%
Students Accumulating 36 Hours	1,747	1,856	109	6.2%
Associates[1]	2,711	2,662	(49)	-1.8%
Certificates 1-2 Year	340	366	25	7.4%
Certificates <1 Year	860	1,001	140	16.3%
All Four Focus Populations				
Associates[1]	1,337	1,202	(135)	-10.1%
Certificates 1-2 Year	215	226	11	5.3%
Certificates <1 Year	407	428	21	5.1%

1 - Includes reverse transfer associate degrees after the degree is split 0.5 each for the community college and the partner university.

ATTACHMENT VI

Three-Year Average Change in Formula Outcomes

Universities

Outcome	2026-27 Formula	2027-28 Formula	Change	
Total Outcomes				
Students Accumulating 30 hrs.	19,896	20,082	186	0.9%
Students Accumulating 60 hrs.	20,097	21,172	1,074	5.3%
Students Accumulating 90 hrs.	21,708	22,866	1,158	5.3%
Associates	329	462	133	40.3%
Reverse Associates	266	249	(16)	-6.1%
Bachelors	22,250	23,145	895	4.0%
Masters/Ed Specialist Degrees	7,053	7,236	183	2.6%
Doctoral / Law Degrees	1,351	1,415	64	4.8%
4 Year Graduation Rate	43.0%	45.2%	2.2%	5.1%
Rsrch, Srvc & Spnsrd Prog	$456,869,472	$504,586,440	$47,716,969	10.4%
Adult Focus Population				
Students Accumulating 30 hrs.	576	620	44	7.6%
Students Accumulating 60 hrs.	1,112	1,184	72	6.4%
Students Accumulating 90 hrs.	2,401	2,450	49	2.0%
Associates[1]	276	347	70	25.5%
Bachelors	4,886	4,794	(92)	-1.9%
Low-Income Focus Population				
Students Accumulating 30 hrs.	8,826	8,605	(222)	-2.5%
Students Accumulating 60 hrs.	9,051	9,373	322	3.6%
Students Accumulating 90 hrs.	10,664	11,017	353	3.3%
Associates[1]	571	683	112	19.6%
Bachelors	11,241	11,552	310	2.8%
Workforce Investment Premium				
Associates[1]	77	61	(16)	-20.3%
Bachelors	18,612	19,416	804	4.3%
One Focus Population				
Students Accumulating 30 hrs.	8,571	8,320	(251)	-2.9%
Students Accumulating 60 hrs.	8,414	8,709	295	3.5%
Students Accumulating 90 hrs.	9,120	9,432	312	3.4%
Associates[1]	253	247	(6)	-2.5%
Bachelors	9,861	10,411	550	5.6%
Two Focus Populations				
Students Accumulating 30 hrs.	416	452	37	8.8%
Students Accumulating 60 hrs.	875	924	50	5.7%
Students Accumulating 90 hrs.	1,972	2,017	45	2.3%
Associates[1]	171	178	6	3.6%
Bachelors	8,038	8,383	346	4.3%
All Three Focus Populations				
Associates[1]	15	11	(4)	-23.9%
Bachelors	2,934	2,861	(73)	-2.5%

1 - Includes reverse transfer associate degrees after the degree is split 0.5 each for the community college and the partner university.

TENNESSEE HIGHER EDUCATION COMMISSION

REGULAR CALENDAR ITEM: **VII.**

MEETING DATE: November 5, 2026

SUBJECT: FY2027-28 Capital Outlay and Maintenance Recommendation

ITEM TYPE: Action

BACKGROUND

Capital projects are broadly categorized according to project scope and funding source.

1) State funded capital projects are of two types:
    a. **Capital outlay projects** - new construction or major renovation of existing facilities and capital infrastructure improvement projects.
    Projects are divided into 4 categories:
        A: Workforce Development needs and goals
        B: Institutional Research needs and goals
        C: Institutional Priorities due to time sensitivity or other extenuating circumstances
        D: Facility Renovation or Optimization needs
    b. **Capital maintenance projects** - repair and replacement of systems and structures on existing facilities.
2) Institutionally funded capital projects are to be disclosed, according to the categories below, which signal the institutions' intent to initiate a project and seek approval from the State Building Commission (SBC):
    a. **Revenue funded projects** - higher education institutions shall disclose all projects over $10 million in the state capital budget. Projects of less than $10 million are to be disclosed on each institution's public-facing website (per Tenn. Code Ann. § 4-15 102(e) and State Building Commission policy).
    b. **Tennessee State School Bond Authority (TSSBA) funded projects** - projects of any value shall be disclosed in the annual state capital budget, and institutions must ensure these disclosures align with TSSBA financing requirements and their master plans.

CAPITAL OUTLAY RECOMMENDATION

The capital outlay state appropriation recommendation for FY2027-28 totals $1.9 billion for 25 projects as shown in Attachments I, II, III and IV. The average total project cost is $82.3 million with an average request of $76.4 million.

The outlay state appropriation requests are as follows:

Project Category A: Workforce Development needs and goals

LGIs: Six projects totaling $789.3 million

TBR: Ten projects totaling $604.9 million

UT: Three projects totaling $299.8 million

Project Category B: Institutional Research needs and goals

UT: One project totaling $15.2 million

Project Category C: Institutional Priorities for consideration due to time sensitivity or other extenuating circumstances

LGIs: Two projects for $42.7 million

TBR: One project for $106.7 million

Project Category D: Facility Renovation or Optimization needs

LGIs: Two projects totaling $53.7 million

Outlay projects are reviewed by THEC staff for consistency with state, institutional and academic program goals, economic and workforce development, degree production, space needs, and match requirements.

CAPITAL MAINTENACE RECOMMENDATION

The FY2027-28 recommendation for capital maintenance is $357.0 million for 107 projects. As shown in Attachments V and VI, this includes the following:

LGIs: 57 projects totaling $141.7 million (39% of total)

TBR: 30 projects totaling $80.8 million (23% of the total)

UT: 20 projects totaling $134.5 million (38% of total)

Tennessee has consistently provided funding for maintenance projects across higher education. Over the last five fiscal years, capital maintenance funding has averaged $96.9 million per year.

DISCLOSED PROJECTS

Disclosed projects are funded by sources other than state appropriations, including institutional funds, auxiliary funds, and TSSBA bonds. For FY2027-28, the following have been disclosed for a total of $1.1 billion in total project costs:

Revenue-Funded Projects

LGIs: Two projects totaling $67.0 million

TBR: Two projects for $56.0 million

UT: One project totaling $50.0 million

TSSBA-Funded Projects

LGIs: Six projects totaling $246.3 million

UT: Six projects totaling $661.5 million

Tennessee Higher Education Commission

CAPITAL PROJECTS: ATTACHMENTS

FY2027-28

Summary	**I**	Recommended Capital Outlay Summary by Type
Outlay	**II**	Recommended Capital Outlay Projects by Type
	III	Recommended Capital Outlay Projects by System
	IV	Recommended Capital Outlay Project Descriptions
Maintenance	**V**	Capital Maintenance Requests in Funding Order
	VI	Capital Maintenance Requests by System
Disclosures	**VII**	Disclosed Projects

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Attachment I
2027-28 Recommended Capital Outlay
Summary By Type

	System	# of Projects	Total Project Cost	State Appropriation Request
Project Type A **Workforce Development Needs & Goals**	**LGIs**	6	$ 853,440,000	$ 789,287,600
	TBR	10	626,140,000	604,917,800
	UT	3	352,000,000	299,759,000
	TOTAL (A)	**19**	**$ 1,831,580,000**	**$ 1,693,964,400**
Project Type B **Institutional Research Needs & Goals**	**UT**	1	$ 15,500,000	$ 15,190,000
	TOTAL (B)	**1**	**$ 15,500,000**	**$ 15,190,000**
Project Type C **Institutional Priorities for Consideration Due to Time Sensitivity or Other Extenuating Circumstances**	**LGIs**	2	$ 44,500,000	$ 42,720,000
	TBR	1	109,790,000	106,715,000
	TOTAL (C)	**3**	**$ 154,290,000**	**$ 149,435,000**
Project Type D **Facility renovation or optimization needs**	**LGIs**	2	$ 56,620,000	$ 53,655,200
	TOTAL (D)	**2**	**$ 56,620,000**	**$ 53,655,200**

	# of Projects	Total Project Cost	State Appropriation Request
	25	**$ 2,057,990,000**	**$ 1,912,244,600**

Attachment II
2027-28 Recommended Capital Outlay
Projects By Type

Institution	Project Name	Project Cost	Match Funds	Match %[1]	State Appropriation Request[2]
Project Type A - Workforce Development Needs and Goals					
APSU	Renovated Military Academic Building	$ 24,170,000	$ 1,450,200	6%	$ 22,719,800
ETSU	Engineering Sciences Building	151,200,000	12,096,000	8%	139,104,000
MTSU	Aerospace Campus Phase 2	144,500,000	11,560,000	8%	132,940,000
TTU	Life Sciences Building	227,640,000	18,211,200	8%	209,428,800
TTU	Social Sciences Building	123,960,000	9,916,800	8%	114,043,200
TSU	Lab Science Commons	181,970,000	10,918,200	6%	171,051,800
CLSCC	Technology Building Replacement	27,300,000	1,365,000	5%	25,935,000
COSCC	Warf Building Replacement	75,400,000	3,016,000	4%	72,384,000
DSCC	Workforce Entrepreneurial	63,810,000	2,560,000	4%	61,250,000
JSCC	Nelms Classroom Replacement Building	84,860,000	3,400,000	4%	81,460,000
MSCC	Smyrna Campus Building 4	107,640,000	4,000,000	4%	103,640,000
NASCC	Science and Technology Building Replacement	100,930,000	4,040,000	4%	96,890,000
NESCC	Technical Education Complex Addition	21,930,000	877,200	4%	21,052,800
VSCC	Emergency Services Complex	49,100,000	1,964,000	4%	47,136,000
TCAT Hartsville	Wilson County Replacement Campus	70,460,000	-		70,460,000
TCAT Morristown	Aviation Facility Replacement	24,710,000	-	0%	24,710,000
UTK	Interdisciplinary Applied Health Sciences Building	285,100,000	48,467,000	17%	236,633,000
UTM	Student Health and Counseling Center	6,900,000	414,000	6%	6,486,000
UTS	Martin-Andrews Science Hub	60,000,000	3,360,000	6%	56,640,000
	Total Project Type A	**$ 1,831,580,000**	**$ 137,615,600**	**6%**	**$ 1,693,964,400**
Project Type B - Institutional Research Needs and Goals					
UTHSC	Nash 5th Floor Buildout	$ 15,500,000	$ 310,000	2%	$ 15,190,000
	Total Project Type B	**$ 15,500,000**	**$ 310,000**	**2%**	**$ 15,190,000**
Project Type C - Institutional Priorities for consideration due to time sensitivity or other extenuating circumstances					
ETSU	Secondary Electrical Infrastructure	$ 24,500,000	$ 980,000	4%	$ 23,520,000
TTU	Utility Infrastructure Renewal and Modernization	20,000,000	800,000	4%	19,200,000
RSCC	Nuclear Technology Academy	109,790,000	3,075,000	3%	106,715,000
	Total Project Type C	**$ 154,290,000**	**$ 4,855,000**	**4%**	**$ 149,435,000**
Project Type D - Facility Renovation or Optimization Needs					
TSU	Jackson Hall Renovation	$ 21,620,000	$ 864,800	4%	$ 20,755,200
UofM	Mitchell Hall and Auditorium Renovation	35,000,000	2,100,000	6%	$ 32,900,000
	Total Project Type D	**$ 56,620,000**	**$ 2,964,800**	**5%**	**$ 53,655,200**
	Total 2027-28 Recommended Capital Outlay Projects	**$ 2,057,990,000**	**$ 145,745,400**	**5%**	**$ 1,912,244,600**

1 - All match requests have been met. The data shows the exact percentage pledged to each project per the institution. 2026 Tenn. Pub. Acts c. 1142, § 1, item 14 outlines the match requirement by construction type and institution (Appendix A).

2 - Reflects current year total state appropriation request not including other funding sources.

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Attachment III
2027-28 Recommended Capital Outlay
Projects By System

Project Type	System	Project	Project Cost	% Match[1]	Match Funds	State Appropriation Request[2]
A	APSU	Renovated Military Academic Building	$ 24,170,000	6%	$ 1,450,200	$ 22,719,800
A	ETSU	Engineering Sciences Building	151,200,000	8%	12,096,000	139,104,000
C	ETSU	Secondary Electrical Infrastructure	24,500,000	4%	980,000	23,520,000
A	MTSU	Aerospace Campus Phase 2	144,500,000	8%	11,560,000	132,940,000
D	TSU	Jackson Hall Renovation	21,620,000	4%	864,800	20,755,200
A	TSU	Lab Science Commons	181,970,000	6%	10,918,200	171,051,800
A	TTU	Life Sciences Building	227,640,000	8%	18,211,200	209,428,800
A	TTU	Social Sciences Building	123,960,000	8%	9,916,800	114,043,200
C	TTU	Utility Infrastructure Renewal and Modernization	20,000,000	4%	800,000	19,200,000
D	UofM	Mitchell Hall and Auditorium Renovation	35,000,000	6%	2,100,000	32,900,000
		LGI Total	**$ 954,560,000**	**6%**	**$ 68,897,200**	**$ 885,662,800**
A	CLSCC	Technology Building Replacement	27,300,000	5%	1,365,000	25,935,000
A	COSCC	Warf Building Replacement	75,400,000	4%	3,016,000	72,384,000
A	DSCC	Workforce Entrepreneurial	63,810,000	4%	2,560,000	61,250,000
A	JSCC	Nelms Classroom Replacement Building	84,860,000	4%	3,400,000	81,460,000
A	MSCC	Smyrna Campus Building 4	107,640,000	4%	4,000,000	103,640,000
A	NASCC	Science and Technology Building Replacement	100,930,000	4%	4,040,000	96,890,000
A	NESCC	Technical Education Complex Addition	21,930,000	4%	877,200	21,052,800
C	RSCC	Nuclear Technology Academy	109,790,000	3%	3,075,000	106,715,000
A	VSCC	Emergency Services Complex	49,100,000	4%	1,964,000	47,136,000
A	TCAT Hartsville	Wilson County Replacement Campus	70,460,000	0%	-	70,460,000
A	TCAT Morristown	Aviation Facility Replacement	24,710,000	0%	-	24,710,000
		TBR Total	**$ 735,930,000**	**3%**	**$ 24,297,200**	**$ 711,632,800**
B	UTHSC	Nash 5th Floor Buildout	15,500,000	2%	310,000	15,190,000
A	UTK	Interdisciplinary Applied Health Sciences Building	285,100,000	17%	48,467,000	236,633,000
A	UTM	Student Health and Counseling Center	6,900,000	6%	414,000	6,486,000
A	UTS	Martin-Andrews Science Hub	60,000,000	6%	3,360,000	56,640,000
		UT Total	**$ 367,500,000**	**8%**	**$ 52,551,000**	**$ 314,949,000**
		TOTAL 2027-28 Recommended Capital Outlay Projects	**$ 2,057,990,000**		**$ 145,745,400**	**$ 1,912,244,600**

1 - All match requests have been met. This data shows the exact percentage pledged to each project per the institution. 2026 Tenn. Pub. Acts c. 1142, § 1, item 14 outlines the match requirement by construction type and institution (Appendix A).

2 - Reflects current year total state appropriation request not including other funding sources

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Attachment IV
2027-28 Recommended Capital Outlay
Project Descriptions

Project Type	System	Project Name	Total Project Cost	State Appropriation Request	Project Description
A	APSU	Renovated Military Academic Building	$ 24,170,000	$ 22,719,800	Construction of a new building connected to the existing football stadium, replacement of press box with learning labs, and all related work, to construct space for five academic programs; Culinary Arts, Sport Communications (Broadcasting), ROTC, the Institute of National Security and Military Studies (INSMS) and concentration in Hospitality Management. Approximately 21 spaces in student Lot 7A will be taken for this project, but replaced with more in a nearby empty space.
A	ETSU	Engineering Sciences Building	151,200,000	139,104,000	Construction of a new Engineering Sciences Building to provide state-of-the-art, technology-driven facilities for the departments of Engineering Technology, Interior Architecture, Mechatronics, Surveying and Mapping Science, and Engineering. The project will deliver approximately 137,084 square feet of appropriately sized space, designed to accommodate essential equipment and specialized instructional needs. This new facility will enhance hands-on learning, support advanced research, and ensure that students have access to modern, industry-relevant environments essential for success in technology focused disciplines.
C	ETSU	Secondary Electrical Infrastructure	24,500,000	23,520,000	Repair and replace aging secondary electrical infrastructure serving multiple campus facilities, including main switchgear, electrical distribution panels, branch circuit wiring, lighting systems, and associated electrical equipment. The project will improve system reliability, safety, capacity, energy efficiency, and operational resiliency while addressing deferred maintenance, obsolete equipment, and code compliance. All related work necessary to support continued campus operations is included
A	MTSU	Aerospace Campus Phase 2	144,500,000	132,940,000	Construct Phase II improvements to the MTSU Aerospace facility located at the Shelbyville Municipal Airport. New facilities include academic buildings containing classrooms; class labs; faculty, staff, and Aerospace Department offices; and support spaces. Site work scope includes hardscape, utilities, parking, additional aircraft apron, and all related work.
D	TSU	Jackson Hall Renovation	21,620,000	20,755,200	Renovate Jackson Hall to accommodate the migration of academic programs. The project includes comprehensive interior reconfiguration of classrooms, laboratories, and offices; modernization of mechanical, electrical, and plumbing (MEP) infrastructure; and upgrades to life-safety systems and ADA accessibility compliance. The scope also encompasses the construction of an Art Gallery within the library and all related work
A	TSU	Lab Science Commons	181,970,000	171,051,800	Construct a lab science facility and all related work to include the demolition of Elliot Hall.
A	TTU	Life Sciences Building	227,640,000	209,428,800	Construct a new facility for the Life Sciences programs, a satellite chiller plant to satisfy the cooling load of the new facility, and all related work.
A	TTU	Social Sciences Building	123,960,000	114,043,200	Construct a new building that will provide classrooms, faculty offices and support spaces for the departments listed below and flexible academic space to address campus-wide shortages. Demolish Matthews, Daniel & Crawford Halls to clear the site for the new bldg.
C	TTU	Utility Infrastructure Renewal and Modernization	20,000,000	19,200,000	Comprehensive renewal and modernization of aging campus utility infrastructure, including replacement of boilers, heat exchangers, hot water storage tanks, pressure-reducing valves and stations, pumps, chillers, cooling towers, and associated equipment. Additional chiller capacity will be provided as needed to meet current and projected demand. Campus-wide distribution improvements will include repair, replacement, and rerouting of underground steam, chilled water, domestic water, sanitary sewer, storm sewer, natural gas, and electrical systems, along with rehabilitation of manholes, valve pits, connections, controls, and related infrastructure.
D	UofM	Mitchell Hall and Auditorium Renovation	$ 35,000,000	$ 32,900,000	The Mitchell Hall and Auditorium Renovation project will modernize the existing facility through a comprehensive interior renovation to the building's concrete structural shell, including replacement and upgrades to major mechanical, electrical, plumbing, fire suppression, fire alarm, and elevator systems. The project will reconfigure interior spaces to improve functionality, flexibility, accessibility, and operational efficiency while addressing deficiencies associated with the original 1960s layout and supporting the University's current and future academic, administrative, and programmatic space needs.

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Attachment IV
2027-28 Recommended Capital Outlay
Project Descriptions

Project Type	System	Project Name	Total Project Cost	State Appropriation Request	Project Description
A	CLSCC	Technology Building Replacement	27,300,000	25,935,000	Demolition and replacement of the Technology Building. Improvements include modernized classrooms, laboratories, and student support spaces serving advanced manufacturing, HVAC, mechatronics, law enforcement training (LET), welding, non-credit workforce training, the Small Business Development Center, and the George R. Johnson Student Entrepreneur Center. The project also includes critical infrastructure replacements, accessibility and pedestrian safety improvements, and a designated LET obstacle driving course.
A	COSCC	Warf Building Replacement	75,400,000	72,384,000	This project is designed to demolish the existing J. H. Warf Science Building and the associated Greenhouse on the Columbia Campus and replace them with a new Science Building and a new Business and Technology Building.
A	DSCC	Workforce Entrepreneurial	63,810,000	61,250,000	Construct a new academic building on Dyersburg campus including site development, parking areas, drives, and infrastructure improvements. Buildings will consist of educational spaces to accommodate both community and technical college academic programs and required support spaces. Spaces will include classrooms, laboratories, workforce training spaces and support spaces.
A	JSCC	Nelms Classroom Replacement Building	84,860,000	81,460,000	Design and construct a new higher-education replacement facility on the JSCC main campus to support programs in Humanities, Social Sciences, Mathematics, CIT, Distance Education, the Learning Resource Center, and Information Technology. The facility will provide classrooms, teaching laboratories, computer labs, offices, and student support spaces. Site development will include demolition of the existing Library and Nelms Classroom buildings, as well as associated walkways, landscaping, and utility services.
A	MSCC	Smyrna Campus Building 4	107,640,000	103,640,000	Building 4 is a new academic facility at Motlow State Community College's Smyrna Campus that addresses instructional space deficiencies resulting from enrollment growth and increasing workforce demand in Middle Tennessee. The project includes classrooms, laboratories, workforce training space, a Learning Commons, student services, offices, and an auditorium, as well as renovation of existing campus spaces
A	NASCC	Science and Technology Building Replacement	100,930,000	96,890,000	Project will include construction of a new higher education science and technology building in Davidson County. Programs include Biology, Chemistry, Computer Technology (Cyber Defense, Networking, Programing) and Electrical Engineering. Facility includes science labs, classrooms, computer and electrical engineering training labs, student space, and faculty offices. Project includes site development includes parking, paving, walkways, landscaping, utility service as well as abatement and demolition of existing building to create an open lawn area for student use and recreation.
A	NESCC	Technical Education Complex Addition	21,930,000	21,052,800	The project will construct an addition to the existing Technical Education Complex of approximately 25,000 gsf. The new facility will include spaces for the Aviation, Automotive, and Motorsports programs, with classrooms, high-bay labs, training spaces, faculty offices, and associated support spaces. Also included in the project will be the demolition of the existing Automotive Building and associated improvements to the site after demolition
C	RSCC	Nuclear Technology Academy	$ 109,790,000	$ 106,715,000	The NTA will be a regional center where education, government and industry partners collaborate to provide instruction, applied training, incumbent worker development, and continuing education in the fields of advanced nuclear energy, small modular reactors, fusion technologies, enriched uranium production, national security, medical isotope production, advanced manufacturing, and nuclear research. Located on the west side of the campus, adjacent to the existing academic facilities, the preliminary concept is approximately 120,000 gsf facility, along with an outdoor emergency response lab and space for potential future expansion.
A	VSCC	Emergency Services Complex	49,100,000	47,136,000	Educational complex to support programs in Fire Science, EMS/Paramedicine, Emergency Management, Public Safety, and Criminal Justice. The facility would include general classrooms, computer labs, EMT and paramedic skills and simulation laboratories, crime-scene and law-enforcement simulation spaces, flexible training areas, virtual-reality instruction, faculty and administrative offices, and student support spaces.

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Attachment IV
2027-28 Recommended Capital Outlay
Project Descriptions

Project Type	System	Project Name	Total Project Cost	State Appropriation Request	Project Description
A	TCAT Hartsville	Wilson County Replacement	70,460,000	70,460,000	The campus will replace TCAT programs currently taught in the existing leased Vol Tech building in Lebanon with additional programs to serve area workforce need. The new facility will accommodate projected high school expanded dual enrollment and educational spaces to accommodate technical college academic programs and required support spaces. The project will include both new and relocated training equipment, as well as land acquisition.
A	TCAT Morristown	Aviation Facility Replacement	24,710,000	24,710,000	New facility to relocate the existing Aviation Maintenance Technology program from a leased facility. The building will consist of educational spaces to accommodate technical training and instruction with the required support spaces. Spaces will include, but not limited to, laboratories designed to simulate a work environment for the practical applications of instruction and skill. The project will include both new and relocated training equipment.
B	UTHSC	Nash 5th Floor Buildout	15,500,000	15,190,000	Renovation of the 5th Floor of the Nash Research Building to build out the laboratory and office space. The project includes all related work to complete the project
A	UTK	Interdisciplinary Applied Health Sciences Building	285,100,000	236,633,000	Construction of a new academic space for the College of Education, Health, and Human Sciences to replace the Jessee Harris building. The project includes the demolition of the Jessee Harris building.
A	UTM	Student Health and Counseling Center	6,900,000	6,486,000	Construction of a new Student Health & Counseling Facility to replace the existing 1959 residential-style structure currently used for Student Health and Counseling Services
A	UTS	Martin-Andrews Science Hub	60,000,000	56,640,000	Construction of a new science building connecting Martin Hall to the Andrews Science Building while renovating both buildings. This new complex will house the Nursing, Biology, and Chemistry departments. This project includes all related work required for completion.
		TOTAL RECOMMENDED	**$ 2,057,990,000**	**$ 1,912,244,600**	

Attachment V

2027-28 Capital Maintenance Requests

In Funding Order

Priority	Institution	Project	Total	Cumulative Total
1	TBR	Statewide TCAT MEP and Lighting Updates Phase 1	$ 5,520,000	$ 5,520,000
2	UTK	Campus Infrastructure Upgrades PH II	9,650,000	15,170,000
3	APSU	Dunn Ctr HVAC & Electrical Upgrades, Phase 7	1,000,000	16,170,000
4	TSU	Campus Outdoor Lighting Upgrades	1,750,000	17,920,000
5	NESCC	Chiller and Cooling Tower Replacement	2,980,000	20,900,000
6	ETSU	Multiple Buildings Roof Replacements	3,500,000	24,400,000
7	JSCC	Campus Electrical Distribution Upgrades	2,150,000	26,550,000
8	UTHSC	930 Madison Mechanical Upgrades	8,900,000	35,450,000
9	TTU	Utility Infrastructure Upgrades Phase 2	2,520,000	37,970,000
10	UofM	HVAC Component Replacement Phase 2,	5,750,000	43,720,000
11	TSU	Multiple Building Roof Upgrades Phase 1	900,000	44,620,000
12	PSCC	Goins Building Plumbing Repairs	810,000	45,430,000
13	MTSU	Central Plant and Campus Utilities Updates Phase 2	3,500,000	48,930,000
14	VSCC	BAS Upgrades Phase 1	800,000	49,730,000
15	APSU	Dunn Ctr HVAC & Electrical Upgrades, Phase 8	1,000,000	50,730,000
16	UofM	Generator Replacement	1,000,000	51,730,000
17	TSU	Campus Roads and Pathways Upgrades Phase 1	500,000	52,230,000
18	MSCC	Multiple Campus Parking, Roadway, and Hardscape Repairs	2,500,000	54,730,000
19	NASCC	Campus Elevator Modernization	1,400,000	56,130,000
20	APSU	Dunn Ctr HVAC & Electrical Upgrades, Phase 9	500,000	56,630,000
21	UofM	HVAC Component Replacement Phase 3	1,875,000	58,505,000
22	TTU	Craft Center Improvements	1,310,000	59,815,000
23	DSCC	Multiple Roof Replacments	960,000	60,775,000
24	UTC	Patten Chapel Stabilization	10,850,000	71,625,000
25	TSU	Multiple Building Envelope Upgrades Phase 1	1,000,000	72,625,000
26	WSCC	Boiler/Chiller Replacement Phase 1	975,000	73,600,000
27	UofM	HVAC Pneumatic Controls Replacement	1,515,000	75,115,000
28	UTM	South Chiller Plant Replacement	5,000,000	80,115,000
29	ETSU	Multiple Buildings HVAC & Plumbing Repairs	3,500,000	83,615,000
30	MTSU	Multiple Bldgs HVAC Updates Phase 1	2,830,000	86,445,000
31	UTS	Reveille House Upgrades	3,800,000	90,245,000
32	CHSCC	Multiple Building Roof Project	4,750,000	94,995,000
33	TSU	Campus Roads and Pathways Upgrades Phase 2	1,500,000	96,495,000
34	TTU	Campus-Wide Building Controls Upgrades PH 3	1,825,000	98,320,000
35	APSU	Multi-Building Fire Alarm Upgrades	1,500,000	99,820,000
36	MTSU	Campus wide Lighting and Electrical Updates Phase 1	1,750,000	101,570,000
37	UTK	Elevator Upgrades PH I	6,900,000	108,470,000
38	TBR	Statewide TCAT Roof and Envelope Upgrades 2	5,030,000	113,500,000
39	UTHSC	Campus Restroom Upgrades	3,300,000	116,800,000
40	UofM	HVAC Replacements Phase 4	5,000,000	121,800,000
41	UTM	Campus Fire Alarm Replacement	1,700,000	123,500,000
42	CLSCC	Multiple Building Roof Replacements Phase 3	2,610,000	126,110,000

Attachment V

2027-28 Capital Maintenance Requests

In Funding Order

Priority	Institution	Project	Total	Cumulative Total
43	ETSU	Multiple Buildings Elevator Upgrades	$ 3,500,000	$ 129,610,000
44	COSCC	Building Envelope Upgrades - Multiple Buildings	2,108,000	131,718,000
45	TSU	Multiple Building Envelope Upgrades Phase 2	2,000,000	133,718,000
46	UTC	Building Envelope Repairs PH III	5,300,000	139,018,000
47	TTU	Bryan Fine Arts Building Exterior Repairs	1,770,000	140,788,000
48	UTHSC	Cancer Research Building System Upgrades	2,500,000	143,288,000
49	RSCC	Building Envelope Repairs	2,340,000	145,628,000
50	APSU	Chiller Replacement	1,500,000	147,128,000
51	MTSU	Multiple Buildings Elevator Modernizations Phase 1	2,750,000	149,878,000
52	SWTCC	Multiple Buildings Elevator Replacements	3,000,000	152,878,000
53	UTK	Communication-Student Services Repairs	6,400,000	159,278,000
54	VSCC	Parking Lot Improvements	1,500,000	160,778,000
55	PSCC	HVAC Equipment Replacement Phase 2	900,000	161,678,000
56	UofM	HVAC Replacements Phase 5	5,500,000	167,178,000
57	TTU	Electrical Transclosure Replacement	1,750,000	168,928,000
58	UTM	Multiple Building Roof Replacements	6,000,000	174,928,000
59	MTSU	Multiple Buildings Plumbing and Restroom Upgrades Phase 1	2,500,000	177,428,000
60	TSU	Multiple Building MEP Upgrades Phase 1	3,000,000	180,428,000
61	ETSU	Campus Electrical Upgrades	5,000,000	185,428,000
62	TBR	Statewide TCAT MEP and Lighting Updates 2	7,568,500	192,996,500
63	UofM	HVAC Replacements Phase 6	4,000,000	196,996,500
64	UTK	Agriculture Campus Water Line Repairs PH I	12,200,000	209,196,500
65	CHSCC	Central Plant Modernization Phase 3	2,525,000	211,721,500
66	UTM	Multiple Building Envelope Repairs	4,200,000	215,921,500
67	APSU	Sundquist Science Complex Ex. Sys. Ctrls., Phase 2	2,500,000	218,421,500
68	MTSU	Campus-wide IT Infrastructure Updates Phase 1	2,500,000	220,921,500
69	TSU	Multiple Building MEP Upgrades Phase 2	2,074,000	222,995,500
70	UofM	HVAC Replacements Phase 7	3,500,000	226,495,500
71	UTK	HVAC Improvements PH I	8,500,000	234,995,500
72	TBR	Statewide TCAT Maintenance Repairs 1	8,763,000	243,758,500
73	NESCC	Powers Building Updates	370,000	244,128,500
74	UTHSC	Campus Auditorium Upgrades	5,500,000	249,628,500
75	UofM	HVAC Replacements Phase 8	3,000,000	252,628,500
76	PSCC	Alexander Building AHU Replacement	2,275,500	254,904,000
77	UTK	HVAC Improvements PH II	6,400,000	261,304,000
78	ETSU	Exterior and Structural Repairs and Replacement	6,000,000	267,304,000
79	MTSU	Science Building HVAC and Exhaust Updates	3,500,000	270,804,000
80	SWTCC	Campus Plumbing Repairs and Upgrades	3,000,000	273,804,000
81	TSU	Multiple Building Interior Upgrades	2,366,000	276,170,000
82	JSCC	Multiple Building Roofing Phase 3	1,000,000	277,170,000
83	MTSU	Non-Commercial Building Updates Phase 1	500,000	277,670,000
84	UTHSC	Multiple Building Masonry Repairs PH I	5,500,000	283,170,000

Attachment V

2027-28 Capital Maintenance Requests

In Funding Order

Priority	Institution	Project	Total	Cumulative Total
85	APSU	Boiler Installation, Phase 2 - MMC, Trahern, Art & Design	$ 2,300,000	$ 285,470,000
86	MTSU	Multiple Buildings Hydronic Systems Renovations Phase 1	500,000	285,970,000
87	NASCC	Campus Fire Alarms	2,400,000	288,370,000
88	MTSU	Campus Wide Sidewalk Repairs Phase 1	500,000	288,870,000
89	UofM	HVAC Controls Replacement Central Campus	4,600,000	293,470,000
90	MSCC	Central Plant Utilities Upgrades	3,000,000	296,470,000
91	TTU	Boiler Replacement	6,780,000	303,250,000
92	DSCC	Multiple Buildings Window Updates	450,000	303,700,000
93	MTSU	Campus Life Safety Systems Updates Phase 2	750,000	304,450,000
94	WSCC	ADA/Safety Corrections	625,000	305,075,000
95	CLSCC	Campus Emergency Systems	2,250,000	307,325,000
96	UTK	HVAC Improvements PH III	14,400,000	321,725,000
97	TSU	Multiple Building Envelope Upgrades Phase 3	2,500,000	324,225,000
98	TTU	Memorial Gym Pool Dehumidification	1,050,000	325,275,000
99	MTSU	Campus Wide Access Controls/Security Updates Phase 1	1,470,000	326,745,000
100	UTK	Elevator Upgrades PH II	7,500,000	334,245,000
101	APSU	Multi-Building Envelope Repairs and Window Replacement	2,030,000	336,275,000
102	TSU	Multiple Building Roof Upgrades Phase 2	1,150,000	337,425,000
103	TTU	Military Science Building MPE Systems Replacement	1,025,000	338,450,000
104	ETSU	Repair and Replace Campus Water Lines	5,640,000	344,090,000
105	MTSU	Stormwater BMP Updates	1,250,000	345,340,000
106	UofM	Bldg Envelope Repairs incl Brick & Window Replace Phase 1:	5,380,000	350,720,000
107	TBR	Statewide TCAT Parking and Paving Upgrades	6,210,000	356,930,000
		TOTAL $		**356,930,000**

Attachment VI

2027-28 Capital Maintenance Requests

By System

Institution	Priority	Project		Total
Locally Governed Institutions				
APSU	3	Dunn Ctr HVAC & Electrical Upgrades, Phase 7	$	1,000,000
	15	Dunn Ctr HVAC & Electrical Upgrades, Phase 8		1,000,000
	20	Dunn Ctr HVAC & Electrical Upgrades, Phase 9		500,000
	35	Multi-Building Fire Alarm Upgrades		1,500,000
	50	Chiller Replacement		1,500,000
	67	Sundquist Science Complex Ex. Sys. Ctrls., Phase 2		2,500,000
	85	Boiler Installation, Phase 2 - MMC, Trahern, Art & Design		2,300,000
	101	Multi-Building Envelope Repairs and Window Replacement		2,030,000
		Subtotal APSU	**$**	**12,330,000**
ETSU	6	Multiple Buildings Roof Replacements		3,500,000
	29	Multiple Buildings HVAC & Plumbing Repairs		3,500,000
	43	Multiple Buildings Elevator Upgrades		3,500,000
	61	Campus Electrical Upgrades		5,000,000
	78	Exterior and Structural Repairs and Replacement		6,000,000
	104	Repair and Replace Campus Water Lines		5,640,000
		Subtotal ETSU	**$**	**27,140,000**
MTSU	13	Central Plant and Campus Utilities Updates Phase 2		3,500,000
	30	Multiple Bldgs HVAC Updates Phase 1		2,830,000
	36	Campus wide Lighting and Electrical Updates Phase 1		1,750,000
	51	Multiple Buildings Elevator Modernizations Phase 1		2,750,000
	59	Multiple Buildings Plumbing and Restroom Upgrades Phase 1		2,500,000
	68	Campus-wide IT Infrastructure Updates Phase 1		2,500,000
	79	Science Building HVAC and Exhaust Updates		3,500,000
	83	Non-Commercial Building Updates Phase 1		500,000
	86	Multiple Buildings Hydronic Systems Renovations Phase 1		500,000
	88	Campus Wide Sidewalk Repairs Phase 1		500,000
	93	Campus Life Safety Systems Updates Phase 2		750,000
	99	Campus Wide Access Controls/Security Updates Phase 1		1,470,000
	105	Stormwater BMP Updates		1,250,000
		Subtotal MTSU	**$**	**24,300,000**

Attachment VI

2027-28 Capital Maintenance Requests

By System

Institution	Priority	Project		Total
TSU	4	Campus Outdoor Lighting Upgrades	$	1,750,000
	11	Multiple Building Roof Upgrades Phase 1		900,000
	17	Campus Roads and Pathways Upgrades Phase 1		500,000
	25	Multiple Building Envelope Upgrades Phase 1		1,000,000
	33	Campus Roads and Pathways Upgrades Phase 2		1,500,000
	45	Multiple Building Envelope Upgrades Phase 2		2,000,000
	60	Multiple Building MEP Upgrades Phase 1		3,000,000
	69	Multiple Building MEP Upgrades Phase 2		2,074,000
	81	Multiple Building Interior Upgrades		2,366,000
	97	Multiple Building Envelope Upgrades Phase 3		2,500,000
	102	Multiple Building Roof Upgrades Phase 2		1,150,000
		Subtotal TSU	**$**	**18,740,000**
TTU	9	Utility Infrastructure Upgrades Phase 2		2,520,000
	22	Craft Center Improvements		1,310,000
	34	Campus-Wide Building Controls Upgrades PH 3		1,825,000
	47	Bryan Fine Arts Building Exterior Repairs		1,770,000
	57	Electrical Transclosure Replacement		1,750,000
	91	Boiler Replacement		6,780,000
	98	Memorial Gym Pool Dehumidification		1,050,000
	103	Military Science Building MPE Systems Replacement		1,025,000
		Subtotal TTU	**$**	**18,030,000**
UofM	10	HVAC Component Replacement Phase 2		5,750,000
	16	Generator Replacement		1,000,000
	21	HVAC Component Replacement Phase 3		1,875,000
	27	HVAC Pneumatic Controls Replacement		1,515,000
	40	HVAC Replacements Phase 4		5,000,000
	56	HVAC Replacements Phase 5		5,500,000
	63	HVAC Replacements Phase 6		4,000,000
	70	HVAC Replacements Phase 7		3,500,000
	75	HVAC Replacements Phase 8		3,000,000
	89	HVAC Controls Replacement Central Campus		4,600,000
	106	Bldg Envelope Repairs incl Brick & Window Replace Phase 1		5,380,000
		Subtotal UofM	**$**	**41,120,000**
		Total LGI Request	**$**	**141,660,000**

Attachment VI

2027-28 Capital Maintenance Requests

By System

Institution	Priority	Project		Total
TBR System				
CHSCC	32	Multiple Building Roof Project	$	4,750,000
	65	Central Plant Modernization Phase 3		2,525,000
CLSCC	42	Multiple Building Roof Replacements Phase 3		2,610,000
	95	Campus Emergency Systems		2,250,000
COSCC	44	Building Envelope Upgrades - Multiple Buildings		2,108,000
DSCC	23	Multiple Roof Replacments		960,000
	92	Multiple Buildings Window Updates		450,000
JSCC	7	Campus Electrical Distribution Upgrades		2,150,000
	82	Multiple Building Roofing Phase 3		1,000,000
MSCC	18	Multiple Campus Parking, Roadway, and Hardscape Repairs		2,500,000
	90	Central Plant Utilities Upgrades		3,000,000
NASCC	19	Campus Elevator Modernization		1,400,000
	87	Campus Fire Alarms		2,400,000
NESCC	5	Chiller and Cooling Tower Replacement		2,980,000
	73	Powers Building Updates		370,000
PSCC	12	Goins Building Plumbing Repairs		810,000
	55	HVAC Equipment Replacement Phase 2		900,000
	76	Alexander Building AHU Replacement		2,275,500
RSCC	49	Building Envelope Repairs		2,340,000
SWTCC	52	Multiple Buildings Elevator Replacements		3,000,000
	80	Campus Plumbing Repairs and Upgrades		3,000,000
VSCC	14	BAS Upgrades Phase 1		800,000
	54	Parking Lot Improvements		1,500,000
WSCC	26	Boiler/Chiller Replacement Phase 1		975,000
	94	ADA/Safety Corrections		625,000
TCATs	1	Statewide TCAT MEP and Lighting Updates 1		5,520,000
	38	Statewide TCAT Roof and Envelope Upgrades 2		5,030,000
	62	Statewide TCAT MEP and Lighting Updates 2		7,568,500
	72	Statewide TCAT Maintenance Repairs 1		8,763,000
	107	Statewide TCAT Parking and Paving Upgrades		6,210,000
		Total TBR Request	**$**	**80,770,000**

Attachment VI

2027-28 Capital Maintenance Requests

By System

Institution	Priority	Project		Total
UT System				
UTC	24	Patten Chapel Stabilization	$	10,850,000
	46	Building Envelope Repairs Phase 3		5,300,000
UTHSC	8	930 Madison Mechanical Upgrades		8,900,000
	39	Campus Restroom Upgrades		3,300,000
	48	Cancer Research Building System Upgrades		2,500,000
	74	Campus Auditorium Upgrades		5,500,000
	84	Multiple Building Masonry Repairs Phase 1		5,500,000
UTK	2	Campus Infrastructure Upgrades Phase 2		9,650,000
	37	Elevator Upgrades Phase 1		6,900,000
	53	Communication-Student Services Repairs		6,400,000
	64	Agriculture Campus Water Line Repairs Phase 1		12,200,000
	71	HVAC Improvements Phase 1		8,500,000
	77	HVAC Improvements Phase 2		6,400,000
	96	HVAC Improvements Phase 3		14,400,000
	100	Elevator Upgrades Phase 2		7,500,000
UTM	28	South Chiller Plant Replacement		5,000,000
	41	Campus Fire Alarm Replacement		1,700,000
	58	Multiple Building Roof Replacements		6,000,000
	66	Multiple Building Envelope Repairs		4,200,000
UTS	31	Reveille House Upgrades		3,800,000
		Total UT Request	**$**	**134,500,000**

Total 2027-28 Maintenance $ 356,930,000

Shares for each governing board are determined annually by the Sherman Dergis Formula, an industry-standard facility reinvestment formula. The formula calculates an annual estimate for recommended capital maintenance funding for each campus using aggregate size, age, and use of facilities.

Attachment VII
2027-28 DISCLOSED PROJECTS

			Funding Source					
System	**Project**	**Project Cost**	**TSSBA***	**Gifts**	**Grants**	**Auxiliary**	**Plant Funds**	**Other**
ETSU	Parking Garage Construction	$ 53,000,000	$ 46,500,000	$ -	$ -	$ -	$ 6,500,000	$ -
	Residence Hall	40,000,000	38,500,000	-	-	1,500,000	-	-
	Student Life Village**	30,500,000		-	-		29,000,000	-
MTSU	Multi-Sport Indoor Practice Facility	38,000,000	38,000,000	-	-	-	-	-
	Recreation Center Renovations Phase 2	12,000,000	12,000,000	-	-	-	-	-
	Lyon Hall Complex Renovation	40,000,000	40,000,000	-	-	-	-	-
	Renovations to James Walker Library	18,000,000	-	-	-	-	18,000,000	-
TSU	Agriculture Meat Processing Facility	20,000,000						20,000,000
TTU	Student Event Center	63,770,000	63,770,000	-	-	-	-	-
	Total LGI	**$ 315,270,000**	**$238,770,000**	**$ -**	**$ -**	**$ 1,500,000**	**$ 53,500,000**	**$20,000,000**
COSCC	Enrollment & Admission Services Building	$ 12,790,000	$ -	$ -	$ -	$ -	$ 12,790,000	$ -
VSCC	Health Sciences Building	43,200,000	-	-	-	-	43,200,000	-
	Total TBR	**$ 55,990,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 55,990,000**	**$ -**
UTIA	CVM Renovation and Addition	$ 72,000,000	$ 72,000,000	$ -	$ -	$ -	$ -	$ -
UTK	Civics Education snd Interdisciplinary	232,000,000	232,000,000	-	-		-	-
	Communications and Information Building	85,000,000	85,000,000	-	-	-	-	-
	Flexible Lab Building	186,000,000	186,000,000	-	-	-	-	-
	Greek Village	80,000,000	80,000,000	-	-		-	-
UTM	Hotel Development***	50,000,000	-	-	-	-	-	50,000,000
UTS	Upperman Hall PH 2	6,500,000	6,500,000	-	-	-	-	-
	Total UT	**$ 711,500,000**	**$661,500,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$50,000,000**

Total Disclosed Projects	**Project Cost**	**TSSBA**	**Gifts**	**Grants**	**Auxiliary**	**Plant Funds**	**Other**
	$ 1,082,760,000	**$900,270,000**	**$ -**	**$ -**	**$ 1,500,000**	**$ 109,490,000**	**$70,000,000**

* Tennessee State School Bond Authority.

** Total project cost includes $1.5 M in previously approved funding.

***Public Private Partnership (P3).

Appendix A
2027-28 Match Requirements

2026 Tenn. Pub. Acts c. 1142, § 1, item 14 establishes minimum institutional matching requirements for capital improvement projects that receive state funding. For new construction, institutions must meet both a minimum match requirement and a gift requirement.

Project Type	Institution	Minimum Match Requirement	Gift Requirement
New Construction	UTK UofM	17%	50%
	ETSU MTSU TTU UTC	8%	33%
	APSU UTM TSU UTS	6%	
	Community Colleges Specialized Units	4%	0%
Major Renovations	UTK UofM	6%	Not Required
	ETSU MTSU TTU UTC APSU UTM TSU UTS	4%	
	Community Colleges Specialized Units	2%	

2026 Tenn. Pub. Acts c. 1142, § 1, item 14 outlines the match requirements for each fiscal year.
Match requirement categories are based on Carnegie Classification of Institutions of Higher Education by research activity designations.

TENNESSEE HIGHER EDUCATION COMMISSION

REGULAR CALENDAR ITEM: **VIII.**

MEETING DATE: November 5, 2026

SUBJECT: Audit Committee Update

ITEM TYPE: Information

BACKGROUND

Commissioner Stafford, Chairman of the THEC Audit Committee, will present an update to the Commission.

TENNESSEE HIGHER EDUCATION COMMISSION

REGULAR CALENDAR ITEM: **IX.**

MEETING DATE: November 5, 2026

SUBJECT: Lottery Study

ITEM TYPE: Information

BACKGROUND

On December 8, 2025, THEC received a joint letter from the Chairs of the Senate and House Education Committees requesting a comprehensive program analysis of all state-funded lottery scholarship and grant programs.

THEC staff will present an update on lottery expenditures and revenues and an overview of the report responsive to this request. The overview will include information about the process of creating the report, stakeholders engaged throughout the process, and plans for the deliverable.

A copy of the joint letter can be found attached.

Tennessee State Senate

NASHVILLE

DAWN WHITE

STATE SENATOR
13th DISTRICT

LEGISLATIVE ADDRESS:
425 5th Avenue North, Suite 752
NASHVILLE, TENNESSEE 37243
PHONE: (615) 741-6853
sen.dawn.white@capitol.tn.gov

December 8, 2025

Dr. Steven Gentile
Executive Director, Tennessee Higher Education Commission
312 Rosa L. Parks Ave, 9th floor
Nashville, TN 37243

Dear Dr. Gentile,

On behalf of the House and Senate Education Committees, this letter is to serve as a formal request that the Tennessee Higher Education Commission conduct a comprehensive program analysis of all state-funded lottery scholarship and grant programs.

Recent reports indicating a downward trend in lottery revenue, and in particular the recent funding projections released by the State Funding Board, have raised concerns about the long-term sustainability of these critical financial aid programs. As you know, these programs play a vital role in supporting access to higher education for thousands of Tennessee students each year. In light of the potentially dire implications of a shortfall in revenues, the Committee believes it is both timely and necessary to evaluate the scope, effectiveness, and fiscal health of all lottery-funded initiatives.

We respectfully request that THEC's analysis include, but not be limited to:

- A review of current program expenditures and trends over the past five fiscal years
- A review of the intersection of current aid programs
- An assessment of student outcomes associated with each lottery-funded program
- Recommendations for potential program modifications or prioritizations in the event of continued revenue decline

The Committee would appreciate receiving a preliminary report by June 30, 2026, with a final report to follow as appropriate. We are confident that THEC's expertise, ability to engage stakeholders and data-driven approach will provide valuable insights to inform future policy decisions.

Thank you for your continued partnership and commitment to advancing higher education in Tennessee.

Sincerely,

Dawn White
Chair, Senate Education Committee
Tennessee State Senate

Mark White
Chair, House Education Committee
Tennessee House of Representatives