MINUTES OF THE
TEXAS SOUTHERN UNIVERSITY BOARD OF REGENTS
RETREAT
SATURDAY, April 25, 2026

I. Call to Order

The Texas Southern University Board of Regents held a Retreat on Saturday, April 25, 2026. Mr. James Benham, Chairman of the Board, called the meeting to order at 8:15 A.M. The meeting convened at The Lone Star Flight Museum, 11551 Aerospace Avenue, Houston, Texas 77034.

II. Roll Call

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

Mr. James M. Benham, Chairman
Mr. Lauren A. Gore, Vice Chair
Dr. Richard A. Johnson, Second Vice Chair
Ms. Caroline Baker Hurley
Mr. Benjamin H. Proler
Ms. Alithea Z. Sullivan
Mr. Kohl E. Crawford, Student Regent, *nonvoting*

The following Board Member was absent:

Ms. Marilyn A. Rose, Secretary

Other Attendees: President J.W. Crawford III, Raijanel Crockem, Carl Goodman, Daniel Graves, Melanie Jackson, Michelle John, Erin Machac, Lisa McBride, Faith Ruiz, Rodney Smith, and James White

III. Conflict of Interest Statement

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

IV. Board Business

Chairman Benham presented the following item for approval:

A. Request Approval of the Memorandum of Understanding between Texas Southern University and the Texas Southern University Foundation.

Chairman requested Ms. Lisa McBride to report on this item. Ms. McBride reported to the Board of Regents on the proposed renewal of the support organization agreement of Texas Southern University (TSU) and the TSU Foundation, which continues to define the roles, responsibilities, and duties of both entities in alignment with the Texas Government Code Section 2255 and Board Policy 32.06. She explained that the agreement reaffirms the Foundation's exclusive purpose of supporting the University and establishes a clear framework for fundraising, gift management, disbursements, investment and spending policies, financial reporting, independent audits, conflict of interest management, donor intent protection, use of the University's name and trademarks, coordination with University Advancement, and procedures for termination and transition if necessary, while recognizing the Foundation as a separate legal entity and ensuring transparency and accountability through regular reporting, communication, and audit access to the University and its Board of Regents.

Chairman Benham noted the agreement's requirement that Regent and University officials serving on the Foundation's Board as ex officio members make the same financial commitment to the Foundation as other Foundation Board members.

Before concluding the discussion on the agreement, the Board entered into executive session.

V. Executive Session[1]

The Board entered Executive Session at 8:29 A.M. to discuss specific matters listed in the Executive Session portion of the posted agenda and in accordance with Sections 551.071 through 551.074 of the Texas Government Code. No final action, decision, or vote was taken in Executive Session.

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

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

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

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

VI. Reconvene in Open Session and Roll Call

The Board reconvened in Open Session at 10:01 A.M. Ms. Faith Ruiz presented roll call and reconfirmed the presence of a quorum. The following Board members were present:

[1] The numbering from this point on reflects the order in which the Board took items at the meeting, not the order in which they are listed on the posted agenda.

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

Mr. James M. Benham, Chairman

Mr. Lauren A. Gore, Vice Chair

Dr. Richard A. Johnson, Second Vice Chair
Ms. Caroline Baker Hurley
Mr. Benjamin H. Proler
Ms. Alithea Z. Sullivan
Mr. Kohl E. Crawford, Student Regent, *nonvoting*

The following Board Member was absent:

Ms. Marilyn A. Rose, Secretary

Chairman Benham continued with the agenda having Ms. Lisa McBride complete her report on the Memorandum of Understanding between Texas Southern University and the Texas Southern University Foundation .

[A motion to approve the memorandum of understanding, as presented, was made by Chairman Benham and seconded by Regent Baker Hurley. The motion passed unanimously.]

VII. Welcome Remarks

Chairman Benham provided welcoming remarks to the retreat and thanked everyone for taking time out of the weekend to dedicate to these important topics and highlighted the location was intentional since it overlooked the new Texas Southern University hangar and the retreat would conclude with a ribbon ceremony. He informed the regents of the two major steps that would take place, including the President's report as well as the report from Internal Audit.

VIII. President's Report

President Crawford opened his University Overview report with a discussion of the Economic Impact Study and then invited members of the administration to provide updates.

He first recognized Dr. Carl Goodman, Provost, and Dr. Raijanel Crockem, who presented on key areas including University Student Advancement, student success metrics, and the year-end review. She also outlined strategic planning priorities, with a focus on Student Achievement & Outcomes and Academic & Research Innovation.

Dr. Rodney Smith, Chief Administrative Officer, provided an update on the Integrated Strategic Plan Implementation Guide for 2025–2030.

Dr. Michelle John followed with a report on university research and innovation.

Ms. Melanie Jackson and Mr. Erin Machac presented an overview of the Campus Master Plan.

Dr. James White completed the administrative reports with an update on the 90th Legislative Appropriations requests.

Chairman Benham concluded the retreat by referencing Dr. Merline Pitre's book, *Born to Serve*, emphasizing the importance of learning from history and imploring attendees to take an active role in ensuring that past challenges are not repeated.

He then invited each Board member, along with President Crawford, to share their goals or passion projects for the next twelve months, reflect on any topics they wished had been addressed, and express what they were most excited about moving forward. A common theme emerged, with members expressing great enthusiasm for initiatives centered on student success. Several participants noted that this retreat was among the most productive they had experienced.

IX. Audit Response Committee (Ad Hoc)

Regent Lauren A. Gore presented the following item for information:

Item A. Audit Response Committee Updates

Regent Gore provided an update on the activities and work of the Audit Response Committee (Ad Hoc). The presentation included updates regarding the Committee's ongoing efforts to address audit-related matters and monitor the University's response to audit findings.

X. Audit & Compliance Committee

Mr. Daniel Graves, Audit Executive, presented the following item for information:

Item A. Effective Use of Internal & External Audit by Board

Mr. Graves discussed the effective use of internal and external audit functions by the Board. The presentation addressed the role of audit in providing oversight, identifying areas of risk, monitoring compliance, and supporting accountability and continuous improvement.

XI. Adjourn

With no further business pending before the Board, Chairman Benham moved to adjourn the meeting. Regent Baker Hurley seconded the motion. The motion passed unanimously, and the meeting was adjourned at 2:56 P.M.

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

SIGNATURE OF APPROVAL

I certify that the foregoing minutes constitute a true, correct, and complete record of the Texas Southern University Board of Regents Retreat, held in Houston, Texas on April 25, 2026.

Faith Ruiz
Executive Director
Office of Board Relations

Date Approved by the Board

Marilyn A. Rose
Secretary
Board of Regents