

RESTORING TRUST AT TEXAS SOUTHERN UNIVERSITY - ACTION, TRANSPARENCY, ACCOUNTABILITY

OVERVIEW

Texas Southern University (TSU) is acting with urgency following the Texas State Auditor's Office Audit Report published December 2025, which identified longstanding systemic deficiencies. The TSU Board of Regents and President James W. Crawford, III Vice Admiral (Retired) have mobilized a decisive, military-standard approach to address these failures through a disciplined, execution-focused outcomes-driven corrective action program. The Board of Regents and President have shifted from a posture of passive compliance to one of active execution, validation and mission completion.

THE MECHANISM – OPERATION TIGER RESET

The Audit Response Committee, of the TSU Board of Regents, has activated **Operation Tiger Reset**, a comprehensive 100-Day Action Plan designed to achieve full operational compliance, stabilize critical infrastructure, and finalize leadership structures no later than May 1, 2026.

OPERATION TIGER RESET – LINES OF EFFORT

1. **Uncompromising Financial Stewardship & Risk Mitigation.** TSU is systematically eliminating deficiencies in financial controls and asset management.
 - a. **External Oversight.** To ensure the highest level of rigor and transparency, TSU has contracted **Weaver** of Houston, Texas, a nationally certified public accounting and financial audit firm, as TSU's new internal auditor to strengthen controls and accountability. Weaver will update the internal audit plan to address the December 2025 State Audit Report.
 - b. **Procurement Discipline.** TSU has implemented a "Hard Stop" procurement protocol, instituted December 17, 2025. This mechanism enforces orderly procurement from requisition to contracting to payment.
 - c. **Asset Control.** In coordination with **Maximus Asset Management and Valuation Services**, TSU initiated a "Boots on the Ground" 100% physical inventory of TSU assets initiated on September 1, 2025. The inventory is 85% complete for capitalized assets and recorded in the TSU System of Record. The controlled assets inventory is ongoing.
2. **Organizational Command & Control.** TSU has refined lines of accountability and is increasing TSU's leadership competency, capabilities and capacity.
 - a. **New Appointments.** TSU has taken immediate action to add and enhance leadership in mission-critical roles, beginning with the below positions:
 - Chief Administrative Officer
 - Chief Financial Officer
 - Chief Internal Auditor
 - Head of Human Resources
 - b. **Validation Audit.** TSU's new Internal Auditor (Weaver) will lead a deep review of each finding of the State audit to ensure TSU's corrective actions fully address the identified insufficiencies.
3. **Digital Infrastructure & Security.** Employee accessibility to TSU data has been revalidated in accordance with role-based need, focused on maximized security and mission accomplishment.
 - a. **Access Authentication.** On November 26, 2025, the University completed a data access review.
 - b. **System Integrity.** Implementing reoccurring monthly access review to ensure system integrity.

CONCLUSION

The Texas Southern University Board of Regents and Vice Admiral Crawford are committed to being *brilliant at the basics* – consistent and accurate business processes, grounded in continuous improvement and innovation. Through **Operation Tiger Reset**, Texas Southern University is not merely fixing past errors; we are re-engineering the foundation of TSU to support our students, faculty, and the communities while stewarding taxpayer resources in the best interests of the State of Texas.