

TRUMAN STATE UNIVERSITY
Kirksville 63501

OFFICIAL MINUTES
OF THE
BOARD OF GOVERNORS

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OPEN SESSION
OF MEETING ON
JUNE 15, 2024

The Board of Governors for Truman State University met on Saturday, June 15, 2024, in the Student Union Building Conference Room on the University campus in Kirksville, Missouri. Nancy Gingrich, the Chair of the Board, called the open session to order at 1:00 p.m.

Six voting members participated in the meeting. Sarah Burkemper, Taylor W. Burks, Philip J. Christofferson, Jennifer Kopp Dameron, Nancy Gingrich, and Bill Lovegreen. The seventh voting member position is vacant.

One non-voting member, Mike McClaskey, an out-of-state member, participated in the meeting. The second out-of-state member position and the student representative position are vacant.

Call to Order and Chair Report

Governor Gingrich called the meeting to order and welcomed all in attendance.

Minutes for Open Session of Previous Meetings

Governor Burkemper moved for the adoption of the following resolution:

BE IT RESOLVED that the minutes for the open session of the previous meetings on April 6, 2024, and April 27, 2024, be approved.

Governor Dameron seconded the motion, which was carried by a unanimous vote of 6 to 0. Governor Gingrich declared the motion duly adopted.

Welcome New Board Member – Taylor W. Burks

Governor Gingrich welcomed Governor Burks to the Board. On April 15, 2024, Missouri Governor Michael L. Parson appointed Governor Burks to the Truman State University Board of Governors, filling the expired term of Cheryl J. Cozette. The Missouri Senate confirmed his appointment on April 25, 2024.

Resolution of Appreciation – Cheryl J. Cozette

Governor Christofferson moved for the adoption of the following resolution:

WHEREAS, the Honorable Cheryl J. Cozette served as a member of the Truman State University Board of Governors from April 2007 through April 2024, at the request of the Governor of Missouri in both April 2007 and May 2018; and

WHEREAS, during her tenure, Governor Cozette served as Secretary, Vice Chair, and Chair of the Board a total of three times, and her leadership was instrumental in guiding the University through four presidential search processes and overseeing various other committees of the Board, all of which made a lasting impact on the future direction and success of the University; and

WHEREAS, Governor Cozette, through her role as a public educator, displayed an unqualified commitment to the University's quest for excellence and focus on student learning, serving as a constant touchstone for the Board to always consider what would be in the best interest of the students; and

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WHEREAS, Governor Cozette consistently carried out her duties with the highest level of professionalism, which, along with her love of people and her genuine and caring personality, earned her the respect and admiration of the Board, the administration, faculty, staff, and students; and

WHEREAS, it is the hope of those still at Truman that Governor Cozette, along with her husband Steve and their beautiful German Shepherd Heidi, return to campus often as they will always and forever be members of the Truman family;

NOW, THEREFORE, BE IT RESOLVED that the Truman State University Board of Governors hereby express their genuine gratitude to the Honorable Cheryl J. Cozette for her guidance and leadership and her distinguished and commendable service as a member and officer of the Truman State University Board of Governors; and

BE IT FURTHER RESOLVED that a copy of this resolution be presented to Governor Cozette as a tangible expression of deep appreciation and felicitation.

Governor Burkemper seconded the motion, which was carried by a unanimous vote of 6 to 0. Governor Gingrich declared the motion duly adopted. Governor Gingrich noted that Governor Cozette plans to return to campus for Homecoming. At that time, the Board will recognize her service.

Resolution of Appreciation – Ella Schnake

Governor Burkemper moved for the adoption of the following resolution:

WHEREAS, the Honorable Ella Schnake served as Student Representative to the Board of Governors of Truman State University from April 2023 through her graduation from Truman in May 2024, providing a compelling and persuasive voice for students and giving sound and wise advice to the Board of Governors; and

WHEREAS, during her tenure, Governor Schnake earned the respect and admiration of the Board, administration, faculty, staff, and students, displaying intellectual integrity, maturity, dedication, warmth, grace, and leadership; and

WHEREAS, as a political science and international relations major and a member of the Truman State University Forensics Union, she consistently brought honor and prestige to the University through her exceptional performance, including being named National Champion in Interviewing and National Champion in Impromptu Speaking at the 2022 Phi Kappa Delta Biennial National Tournament; and

WHEREAS, the members of the Board have enjoyed working with such a dedicated, delightful, poised, and knowledgeable member of the student body;

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NOW, THEREFORE, BE IT RESOLVED that the Board of Governors of Truman State University hereby expresses its sincere gratitude to the Honorable Ella Schnake for her distinguished service as Student Representative to the Truman State University Board of Governors and offers its best wishes in all her future endeavors; and

BE IT FURTHER RESOLVED that a copy of this resolution be presented to Governor Schnake as a tangible expression of appreciation and felicitation.

Governor Lovegreen seconded the motion, which was carried by a unanimous vote of 6 to 0. Governor Gingrich declared the motion duly adopted. Governor Gingrich noted that Governor Schnake plans to return to campus for Homecoming. At that time, the Board will recognize her service.

Resolution of Commendation – Jacob Morris

Governor Christofferson moved for the adoption of the following resolution:

WHEREAS, the Truman State University Board of Governors desires to recognize students whenever they attain excellence in nationally competitive activities; and

WHEREAS, Jacob Morris, a graduate student in the Master of Arts in Education program with a Bachelor of Science in Mathematics from St. Peters, Missouri, earned the National Championship in the Men's Discus Throw at the 2024 NCAA Division II Track and Field Championship; and

WHEREAS, Morris took the lead on his second throw with a measurement of 57.75 meters (189.5 feet), a mark that would stand up through the final round of flight two and then the final three rounds of the finals; and

WHEREAS, Morris, the now three-time Great Lakes Valley Conference Discus Champion, two-time GLVC Outdoor Field Athlete of the Year, and GLVC discus throw record holder, in his third trip to the NCAA Championships, becomes the first Bulldog men's thrower to win a national championship, the seventh individual to win a title, and 10th overall champion in the program's history bringing honor and dignity to this institution and the students, faculty, staff, and alumni;

NOW, THEREFORE, BE IT RESOLVED that the Board of Governors of Truman State University hereby expresses its great appreciation and commendation to Jacob Morris for representing Truman State University in such an exemplary fashion and on being named the University's first-ever NCAA National Champion in Men's Discus; and

BE IT FURTHER RESOLVED that a copy of this resolution be presented to Morris as a tangible expression of appreciation and felicitation.

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Governor Lovegreen seconded the motion, which was carried by a unanimous vote of 6 to 0. Governor Gingrich declared the motion duly adopted. Governor Gingrich noted that Jacob will be present at the October meeting. At that time, the Board will recognize his accomplishments.

President's Report

Dr. Susan L. Thomas, University President provided legislative updates and shared her selected engagements report.

Enrollment Management Report

Dr. Tyana Lange, Vice President for Student Engagement, Enrollment and Marketing, provided the annual Enrollment Management Report.

Academic Affairs and Student Services Committee Report

Governor Christofferson, Chair of the Academic Affairs and Student Services Committee, reported on the meeting held earlier in the day.

Finance and Auditing Committee Report

Governor Burkemper, Chair of the Finance and Auditing Committee, reported on the meeting held earlier in the day.

Financial Report

Governor Burkemper presented the Financial Report, which included a review of education and general revenues and expenditures; auxiliary system revenue and expenditures; and Truman State University Foundation revenues and expenditures as of April 30, 2024, compared to April 30, 2023.

Budget and Capital Projects Committee Report

Governor Lovegreen, Chair of the Budget and Capital Projects Committee, provided a report on the committee meeting held earlier in the day.

Construction Projects Report

Governor Lovegreen provided an update on construction projects approved by the Board at previous meetings.

Contracts for Construction Projects and Equipment Purchases

Governor Lovegreen noted that no construction projects or equipment purchases totaling \$25,000 to \$100,000 had been approved since the last board meeting.

Consent Agenda

Governor Burkemper moved for the adoption of the following resolution:

BE IT RESOLVED that the following consent agenda items be approved and attached to the minutes as exhibits:

- | | |
|----------|--|
| ITEM L.1 | State Capital Improvement and Maintenance Request for Fiscal Year 2026 |
| ITEM L.2 | Purchase of Equipment – Planetarium Projector Replacement |

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ITEM L.3 Academic Promotion Salary Increase for 2024-25
Academic Year

Governor Dameron seconded the motion, which was carried by a unanimous vote of 6 to 0. Governor Gingrich declared the motion duly adopted, and the Secretary designated copies of the items as Exhibits A, B, and C.

Operating Budgets for Fiscal Year 2025

Governor Lovegreen moved the adoption of the following resolution:

BE IT RESOLVED that the "Operating Budgets for Fiscal Year 2025" be approved and adopted; and

BE IT FURTHER RESOLVED that the President of the University is authorized to adjust the operating budget should state appropriations levels change; and

BE IT FURTHER RESOLVED that a copy of the document be attached to the minutes as an exhibit.

Governor Christofferson seconded the motion, which was carried by a unanimous vote of 6 to 0. Governor Gingrich declared the motion duly adopted, and the Secretary designated a copy of the document as Exhibit D.

Marketing and Management Services for Fiscal Year 2025

Governor Lovegreen moved for the adoption of the following resolution:

BE IT RESOLVED that the President of the University, or her designee, is hereby authorized to execute a contract with Enliven Agency, LLC, to provide marketing services to the University for the period of July 1, 2024, through June 30, 2025, at a cost not to exceed a total cost \$693,000; and

BE IT FURTHER RESOLVED that the proposal from Enliven Agency, LLC, be attached to the minutes as an exhibit.

Governor Dameron seconded the motion, which was carried by a unanimous vote of 6 to 0. Governor Gingrich declared the motion duly adopted, and the Secretary designated a copy of the proposal as Exhibit E.

Request for Naming Opportunities

Governor Lovegreen moved for the adoption of the following resolution:

BE IT RESOLVED that upon receiving gifts totaling \$15,000 to the Meredith Willcox Career Planning Office fund, a gift which meets the guidelines for naming opportunities per Foundation Board policy, that Room 1017 of the University Career Center, located in the Kirk Building, be named the Meredith Willcox Career Planning Office in recognition of the financial contribution; and

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BE IT RESOLVED that upon receiving gifts totaling \$10,000 to the Dr. Jacqueline Collett Box Office Fund, a gift which meets the guidelines for naming opportunities per Foundation Board policy, that the Box Office in Baldwin Hall Auditorium be named the Dr. Jacqueline Collett Box Office in recognition of the financial contribution; and

BE IT FURTHER RESOLVED that the Board of Governors reserves the right to change or remove the name of this facility if it is determined that the naming is no longer in the best interest of the University.

Governor Dameron seconded the motion, which was carried by a unanimous vote of 6 to 0. Governor Gingrich declared the motion duly adopted.

Agenda Items for Future Meetings

Governor Gingrich reviewed a list of projected agenda items for the regular meetings during the following year.

Dates for Future Meetings

Governor Burkemper moved for the adoption of the following resolution:

BE IT RESOLVED that the next regular meeting of the Board of Governors be scheduled for Saturday, August 3, 2024, on the University campus in Kirksville, Missouri, beginning at 1:00 p.m., with the understanding that the Chair may alter the starting time and/or place for the meeting by giving due notice of such change; and

BE IT FURTHER RESOLVED that other regular meetings of the Board during the next year be tentatively scheduled for the following dates:

Friday, October 25, 2024;
Saturday, December 7, 2024;
Saturday, February 8, 2025;
Saturday, April 5, 2025; and
Saturday, June 14, 2025.

Governor Christofferson seconded the motion, which was carried by a unanimous vote of 6 to 0. Governor Gingrich declared the motion duly adopted.

Agenda Items for Closed Session

Governor Christofferson moved for the adoption of the following resolution:

BE IT RESOLVED that this meeting be continued in closed session, with closed records and closed votes as permitted by law, for consideration of the following items as authorized by Section 610.021, Revised Statutes of Missouri:

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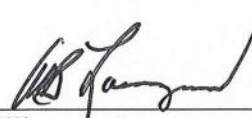
1. Approval of minutes for the closed session of the last meeting under Subsection 14 of the statute for "Records which are protected from disclosure by law;"
2. Confidential communications with the General Counsel, as defined in Subsection 1 of the statute;
3. Purchase or sale of real estate under Subsection 2 of the statute for "Leasing, purchase or sale of real estate by a public governmental body where public knowledge of the transaction might adversely affect the legal consideration, therefore; and
4. Individual personnel actions under Subsection 3 of the statute for "Hiring, firing, disciplining or promoting of particular employees by a public governmental body when personal information about the employee is discussed or recorded."

Governor Lovegreen seconded the motion, which was carried by a unanimous vote of 6 to 0, with Governors Burkemper, Burks, Christofferson, Dameron, Gingrich, and Lovegreen voting Aye. Governor Gingrich declared the motion duly adopted.

The closed session of the meeting began shortly after 2:00 p.m.

The open session of the meeting resumed shortly after 3:00 p.m.

With no further business, Governor Lovegreen moved that the meeting be adjourned. Governor Christofferson seconded the motion, which was carried by a unanimous vote of 6 to 0. Governor Gingrich declared the motion duly adopted, and the meeting was adjourned shortly after 3:05 p.m.



William B. Lovegreen
Secretary of the Board of Governors

I hereby certify that the foregoing minutes were
approved by the Board of Governors on the
3rd day of August 2024.



Nancy Gingrich
Chair of the Board of Governors

ITEM L.1

State Capital Improvement and Maintenance Request for Fiscal Year 2026

DESCRIPTION AND BACKGROUND

Capital funds requests are submitted to the Coordinating Board for Higher Education and the Division of Design and Construction, Office of Administration. This request outlines priorities for the next five years, or Fiscal Year 2026 through Fiscal Year 2030.

For FY2026 to FY2030, the requested funds are in the following broad categories:

Repair and Renovation	\$106,068,000
New Construction	<u>\$ 17,819,000</u>
	\$123,887,000

1. Pickler Memorial Library, FY2026

Renovation of Pickler Memorial Library is needed to meet evolving technology. In 2026, it will be over 35 years since the major addition was constructed. It will be necessary to remodel the facility to meet current standards, including lighting and HVAC systems, and make modifications to adapt to new technologies and instructional delivery patterns. This project will involve a major interior reconfiguration of the facility.

2. Emergency Electrical Backup System, FY2027

The emergency electrical backup system would provide electrical power to the campus in the event of a natural disaster, terrorist act, or other emergencies. Truman currently houses nearly 40% of its students on campus. Current backup power sources are very minimal and only provide power for basic lighting for emergency exits, elevators, and fire pumps. Heating, cooling, refrigeration, computer systems, food preparation equipment, and other critical systems would be unable to support the students, faculty, and support staff. Emergency electrical power would also not be available to support the three emergency shelters located on campus that support the University, the City of Kirksville, and Adair County. This project involves the construction of a building to house equipment and the purchase of diesel generators and necessary switch gear to support key campus buildings, especially maintaining heating or cooling for main buildings, including living areas, food service areas, and designated emergency shelter areas. It would also include distributed generator systems for facilities not served by the primary electrical substation for the campus.

3. Power Systems Infrastructure, FY2027

Much of the campus power and utility infrastructure dates from the period of rapid campus expansion in the 1960s. The current electrical substation is at capacity and, as a result, several major buildings have been removed from the campus grid. This project would implement plans identified in the utility master plan to upgrade the steam, chilled water, and electrical infrastructure on campus.

4. McClain Hall, FY2028

This project is designed to update McClain Hall (48 years old) to meet current building standards and provide renovated spaces for academic and administrative needs. Major changes will include heating and air conditioning systems, lighting, related mechanical systems, and a fire suppression system. As part of the project, the open bridge connecting Baldwin and McClain would be replaced with a structure linking the buildings. Numerous academic departments would benefit from this project. Administrative offices and the campus data center would also be reconfigured to meet current needs.

5. Violette Hall, FY2028

Renovation of Violette Hall is needed to meet changing instructional needs and update the technological infrastructure as well as the HVAC systems in the building. This structure houses the School of Business and Professional Studies and the Mathematics and Computer and Data Sciences Departments. By 2028, it will be 33 years since the building was last fully renovated.

6. Ophelia Parrish, FY2028

Renovation of the Fine Arts Center will be needed to update HVAC, technology, and life safety features. This facility was renovated and expanded in 2000. Improvements will be needed to meet changing instructional patterns and improve the efficiency of the structure.

7. Barnett Hall, FY2029

Renovation of Barnett Hall will be due based on a 20-year cycle. This will include updates to meet instructional needs, technology infrastructure, and HVAC systems. This structure houses five academic departments and serves many students.

8. Maintenance/Central Receiving Facility, FY2030

This priority includes new maintenance shops, garages for vehicles, and a central receiving facility. The existing facilities to be replaced include a group of metal structures from a former implement dealer site that are over 56 years old. Currently, Truman has no central receiving facility.

FY2026 State Capital Improvement and Maintenance Request

<u>Project/Facility</u>	<u>Category</u>	<u>Priority</u>	<u>Request</u>	<u>Fiscal Year</u>
Pickler Memorial Library	RR	1	\$ 15,235,000	2026
Emergency Electrical Backup System	N	2	\$ 6,587,000	2027
Power Systems Infrastructure	RR	3	\$ 26,778,000	2027
McClain Hall	RR	4	\$ 22,676,000	2028
Violette Hall	RR	5	\$ 11,458,000	2028
Ophelia Parrish Center	RR	6	\$ 18,496,000	2028
Barnett Hall	RR	7	\$ 11,425,000	2029
Maintenance/Central Receiving Facility	N	8	\$ 11,232,000	2030
		TOTAL	\$123,887,000	

RR = Repair and Renovation

N = New Construction

NOTE: The Office of Administration has not provided construction inflation rates for FY2026 requests at this date. Projects have increased by 8% from FY2025 estimates but may be adjusted if guidance is received from the Office of Administration.

RECOMMENDED ACTION

BE IT RESOLVED that the Fiscal Year 2026 State Capital Improvement and Maintenance Request, to be submitted to the Coordinating Board for Higher Education and the Office of Administration, be approved and ratified; and

BE IT FURTHER RESOLVED that a copy of the document, which lists total requests of \$123,887,000 for Fiscal Year 2026 through Fiscal Year 2030, be attached to the minutes as an exhibit; and

BE IF FURTHER RESOLVED that the President of the University is authorized to revise costs estimated based on additional input from the Office of Administration and to negotiate the priorities list and requested amount with the legislature, Governor, and the Missouri Department of Higher Education and Workforce Development as appropriate.

Moved by _____
Seconded by _____

Vote:

Burkemper
Burks
Christofferson
Dameron
Gingrich
Lovegreen

Aye

Nay

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

ITEM L.2**Purchase of Equipment – Planetarium Projector Replacement****DESCRIPTION AND BACKGROUND***Cont*

The current equipment and software utilized by the Del and Norma Robison Planetarium, purchased in 2014, is losing its quality and will no longer be supported by the vendor. To continue quality projection for planetarium shows, replacement is required. Planetarium hardware and software is a relatively unique product. Based on experience with the current vendor, it was recommended that a single feasible source process be followed. This included:

- Requesting justification from both the planetarium staff and the vendor.
- Searching for a similar product to ensure no other alternatives exist.
- Advertising with the intent to accept the manufacturer's sole source justification on the University's open bid website and the State of Missouri's statewide eProcurement system.

Institutional and foundation funds designated for supporting the Del and Norma Robison Planetarium provide funding for this project, which is \$180,000 in total, with a contingency of approximately 10% to anticipate any unforeseen installation costs. The planetarium staff is recommending:

- \$140,000 for the purchase and installation of the Norxe P60 projectors. These projectors balance cost, quality, brightness, resolution, and longevity, all essential considerations for planetarium presentations.
- \$22,700 for auto-alignment and blending software. This additional component will allow planetarium staff to correctly align the display from the two projectors. Historically, the alignment procedure has been done manually, resulting in inaccuracies in presentation.

RECOMMENDED ACTION

BE IT RESOLVED that the purchase and installation of Norxe P60 projectors and auto-alignment and blending software for the Del and Norma Robison Planetarium at a cost not to exceed \$180,000 be approved.

Moved by _____
 Seconded by _____

Vote:	Aye	Nay
Burkemper	_____	_____
Burks	_____	_____
Christofferson	_____	_____
Dameron	_____	_____
Gingrich	_____	_____
Lovegreen	_____	_____

ITEM L.3
Academic Promotion Salary Policy for 2024-25 Academic Year

WCK

DESCRIPTION AND BACKGROUND

Starting with Fiscal Year 2020, the Board adopted a new timeline for salary policies with salary increase consideration made for a calendar year rather than a fiscal year, with the exception that faculty promotion adjustments would be approved in June. Promotion salary adjustments for faculty were last approved by the Board in June 2023 for the 2023-24 Academic Year. This action item extends the approved amounts to the 2024-25 Academic Year.

RECOMMENDED ACTION

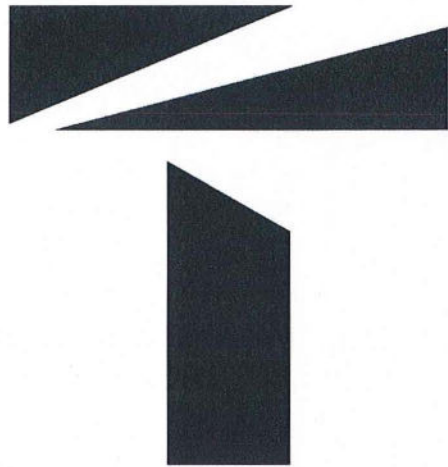
BE IT RESOLVED that faculty members who are promoted in rank for the 2024-25 Academic Year (excluding those whose salaries for the 2024-25 Academic Year have been established by separate agreements) are to be given the following increases in salary for the 2024-25 Academic Year:

<u>Academic Promotion</u>	<u>Amount</u>
Instructor to Assistant Professor	\$1,000
Assistant Professor to Associate Professor	\$3,800
Associate Professor to Professor	\$7,500

Moved by _____
Seconded by _____

	Aye	Nay
Vote: Burkemper	_____	_____
Burks	_____	_____
Christofferson	_____	_____
Dameron	_____	_____
Gingrich	_____	_____
Lovegreen	_____	_____

WZ



TRUMAN

STATE UNIVERSITY

OPERATING BUDGETS
FOR
FISCAL YEAR 2025

FY2025 BUDGET DOCUMENTS

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FISCAL YEAR 2025 EDUCATION AND GENERAL BUDGET NARRATIVE

Executive Summary

The Education and General (E&G) Budget is the operating budget which supports the primary functions of the University including instruction, research, public service, and the various support areas. It is funded by state appropriations, student fees, and other miscellaneous sources. The FY2025 state appropriation for higher education recommended by the Governor and approved by the General Assembly added 3.0% in core funding. Tuition and fee income for FY2025 is projected based on lower enrollment and an average increase of 4% in tuition rates. The proposed E&G budget for FY2025 is approximately \$1.6 million higher than FY2024.

General Budget Approach

Major factors creating budget needs for FY2025 included the MOSERS retirement system rate increase, higher building insurance premiums, and contractual increases for services. Due to these projected cost increases and the relatively small increase in tuition income, it was essential to review all activities and expenditures. For example, several budget areas reallocated funds to cover contractual increases. Any increase beyond the FY2024 base budget requires detailed justification. Salary savings due to attrition, primarily retirements, were also utilized to offset cost increases.

Revenue Assumptions

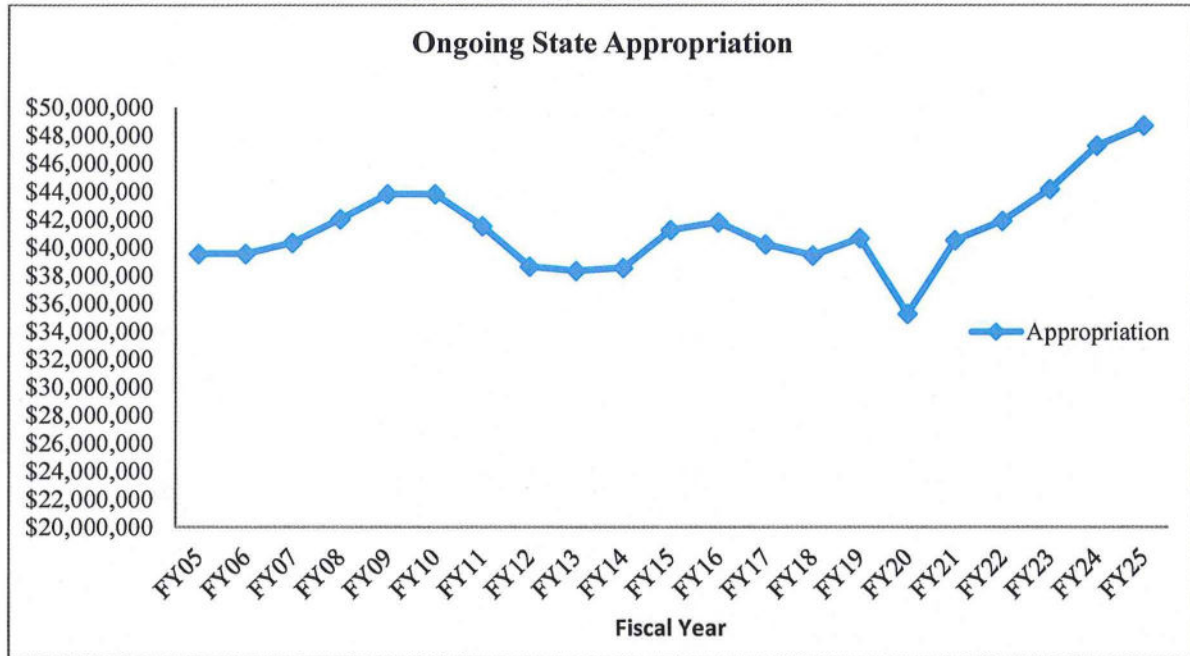
General Revenue

The base general revenue appropriation for Truman from the State of Missouri and approved by the General Assembly included a 3.0% increase from the original core funding in FY2024. Historically, the Governor withholds at least three percent of these funds as a contingency. For Fiscal Year 2025 this requires a reserve of \$1,505,512 for the standard withholding. Table 1 provides a snapshot of total state revenue trends for FY2005 through FY2025 and reflects the actual funds received after all state withholding actions, including those beyond the 3% level. At \$50,183,736 the FY2025 state appropriation is the largest in history for Truman. A comparison of initial appropriations and state funds received after withholding for FY09-FY25 is found in Table 2. For the first time since the 1990's, Truman has received increased state support for five consecutive years.

Enrollment Fees and Other Income

The Fall 2024 enrollment is projected for budget purposes with an overall 3% decline in full-time equivalent students. This projected decline is based upon larger graduating classes being replaced with smaller entering classes over the past several years. Spring 2025 enrollment is projected at the historical average of 90 percent of the fall semester total. Tuition and required fees for 2024-2025 increased for Missouri residents as well as for non-resident undergraduate students, and graduate students. The operating budget is based on this tuition increase which averages 4%. Sources of income in addition to enrollment fees include special fees, fines, charges for services, and interest income. Due to improved interest rates on invested funds, the interest income available in FY2025 is projected to remain relatively stable.

Table 1
STATE REVENUE TRENDS



Ongoing State Appropriations Actually Received

Fiscal Year	Appropriation	% Change
FY05	\$39,545,109	2.4%
FY06	\$39,545,109	0.0%
FY07	\$40,346,396	2.0%
FY08	\$42,040,945	4.2%
FY09	\$43,806,665	4.2%
FY10	\$43,806,665	0.0%
FY11	\$41,526,613	-5.2%
FY12	\$38,619,750	-7.0%
FY13	\$38,325,596	-0.8%
FY14	\$38,542,604	0.6%
FY15	\$41,262,248	7.1%
FY16	\$41,816,820	1.3%
FY17	\$40,226,391	-3.8%
FY18	\$39,450,989	-1.9%
FY19	\$39,440,512	0.0%
FY20	\$35,262,199	-10.6%
FY21	\$40,521,765	15.0%
FY22	\$41,905,701	+3.4%
FY23	\$44,168,610	+5.4%
FY24	\$47,260,412	+7.0%
FY25*	\$48,678,223	+3.0%

*Projected

Note: This table excludes funds appropriated but withheld and one-time funds.

For FY10, one-time federal funds of \$756,339 are excluded.

For FY17, a one-time Autism Clinic fund excluded, and reflects extra midyear withholding.

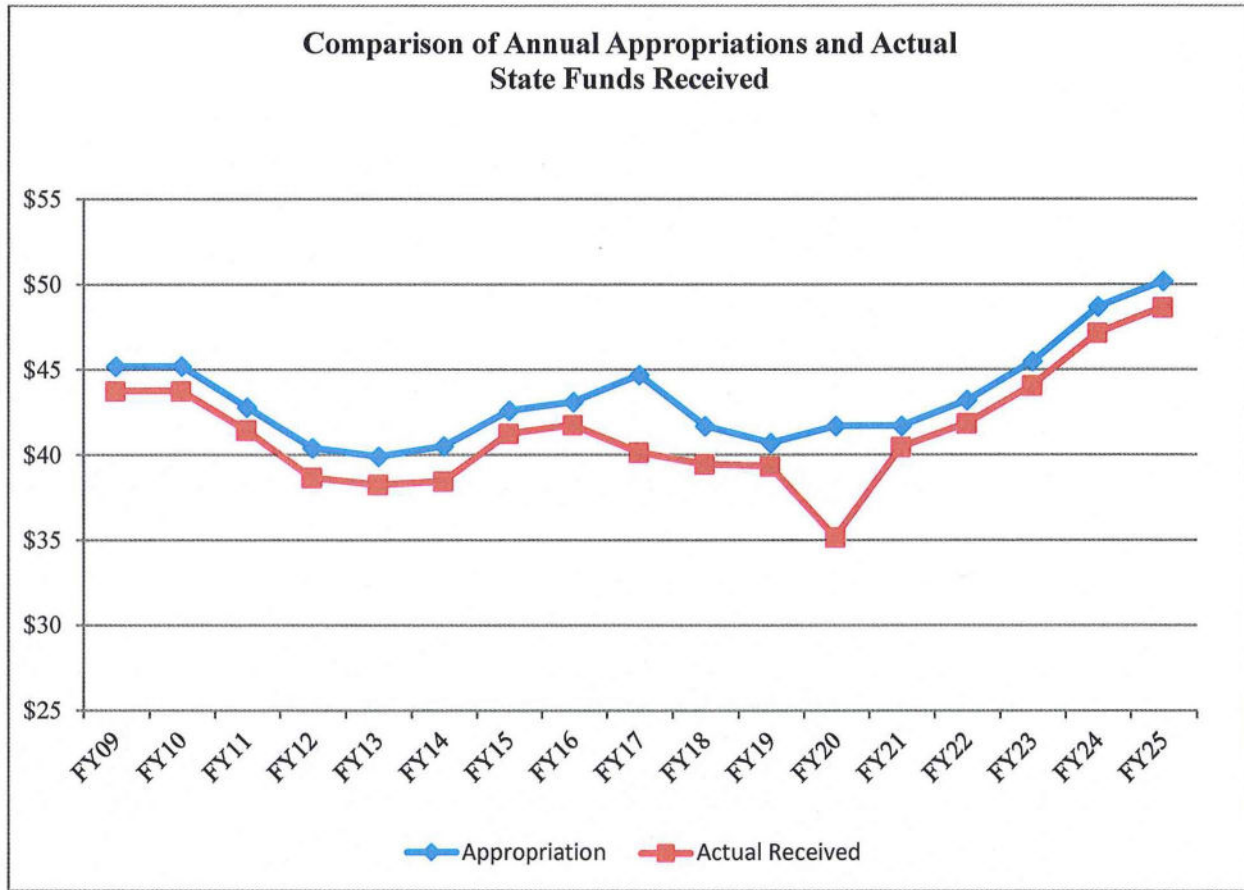
For FY18, an additional withholding was imposed by the Governor.

For FY20, the 3% standard withholding was increased for April-June.

For FY21, restrictions were removed mid-year, except the standard 3% for state funds.

For FY25, the traditional 3% withholding is projected.

Table 2



	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Appropriation	45.2	45.2	42.8	40.4	39.9	40.5	42.6	43.1	44.7	41.7	40.7	41.7	41.7	43.2	45.5	48.7	50.2
Actual Received	43.8	43.8	41.5	38.7	38.3	38.5	41.3	41.8	40.2	39.5	39.4	35.2	40.5	41.9	44.1	47.2	48.7

FY10 excludes one-time federal fund designated for Caring for Missourians.

FY17 excludes one-time Autism Clinic funds and reflects extra withholding.

FY25 projected based on Governor's approved appropriation minus standard 3% withholding.

Planned Expenditures

General

Based on projected revenues in the FY2025 Education and General budget, planned expenditures were increased by approximately \$1.6 million, from \$88.4 million to \$90.0 million. Included in the budget are funds to cover the increase in the required MOSERS retirement system contribution which impacted fringe benefit costs. The contribution rate for FY2025 increased by 5.5% to 28.75%. Approximately 67% of full-time employees are covered by MOSERS. Table 3 outlines expenditure trends by Personal Service (salaries and benefits), Equipment/Operations, and Total for the last 10 years.

Personal Services

A major portion of the operating budget is utilized for salaries and fringe benefits. For FY2025, Truman is budgeting \$55.1 million in this category, or 61.2% of the total Education and General budget. This includes funds for faculty and staff salaries, student employment, and fringe benefits such as retirement, medical insurance, and social security. The breakdown for Personal Services is as follows.

Salaries	\$35,872,940
Fringe Benefits	\$15,624,468
Student Employment	\$ 3,559,415
Total	\$55,056,823

The FY2025 budget eliminates several positions through attrition or retirements and others were reconfigured to meet current needs. Positions impacted include faculty, academic support, management, office staff, and other support staff.

Operations and Equipment

The following provides a brief summary of operations and equipment trends by major segments of the campus.

1. Academic Affairs. Operations funds have been allocated to meet needs in instruction, research, and public service areas. A total of over \$5.7 million dollars in operations and equipment is budgeted in core areas including the academic departments.

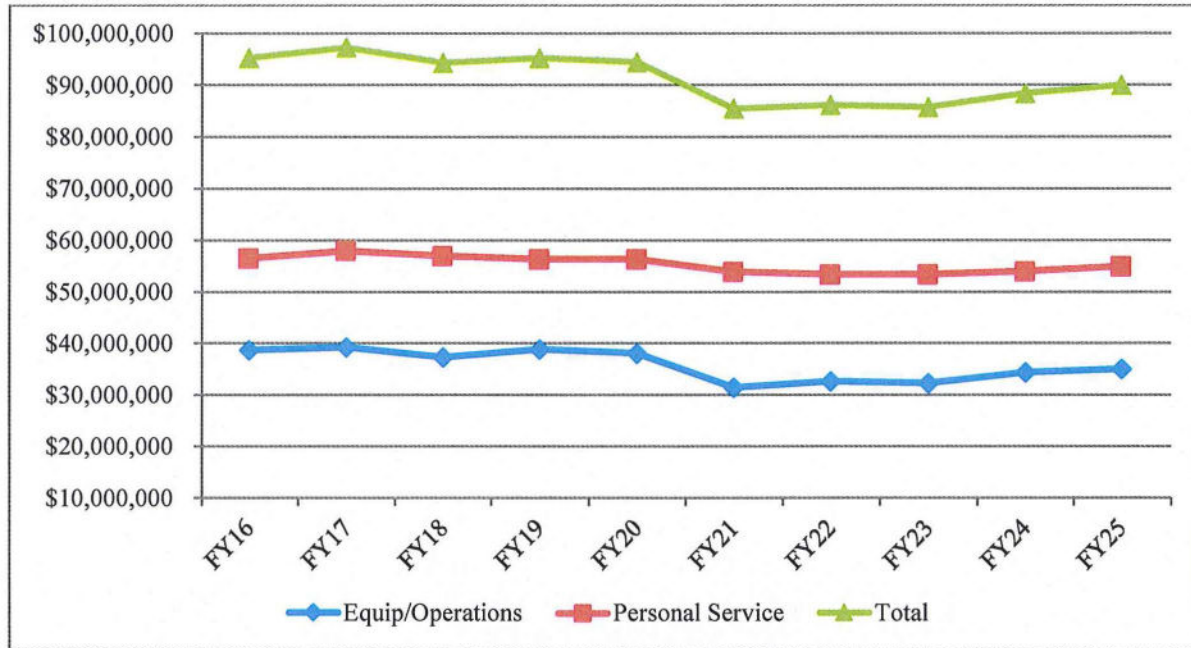
Table 4 outlines academic and research equipment budgets for FY2016-FY2025 and shows the asset renewal rate for these areas. Research funding totals \$434,230 for FY2025, with most of the funds in the operations and equipment categories.

2. Student Services. Operating and equipment budgets in the Student Services category have been allocated to meet priorities in various areas. The offices and functions in this category within the Education and General budget include Admission, Athletics, Counseling, Financial Aid, Health Clinic, International Student Office, Testing and Assessment, and Registrar. Just over \$4.2 million is budgeted for equipment and operations in the student services category. This includes the funds generated by the student athletic fee. Additional Student Services areas including Residential Living, the Student Union, and Recreation Center are funded in the Auxiliary Budget and are not included here.
3. Computing and Technology. The FY2025 operating budget includes significant allocations for computing and technology. A total of \$4 million is budgeted for technology services which include staff, operations, equipment and maintenance of existing systems and networks, and desktop workstations on campus, and an extensive wireless network. Continued technological investment is necessary to remain competitive. For 2024-2025, technology areas are budgeted at 4.5% of the institutional total.
4. Maintenance and Repair Fund. These funds are used to meet needs such as renovations, roof replacements and upgrades to heating and air conditioning systems. Truman consistently maintained this fund through various funding cycles in order to meet renovation needs on campus. Starting in FY2021 it was necessary to balance the budget by significantly reducing this fund. In FY2025 \$500,000 is budgeted in this category to cover repair needs for facilities. Table 5 outlines trends in the Maintenance & Repair budget for FY2016-FY2025.
5. Utilities. Due to increases in utility costs and steady demand, utility budgets have been increased slightly for FY2025. Funds budgeted for utilities include operation of the

central steam plant, natural gas, water, and electricity total \$3.1 million. The Auxiliary Budget includes additional funds to cover utilities in those facilities.

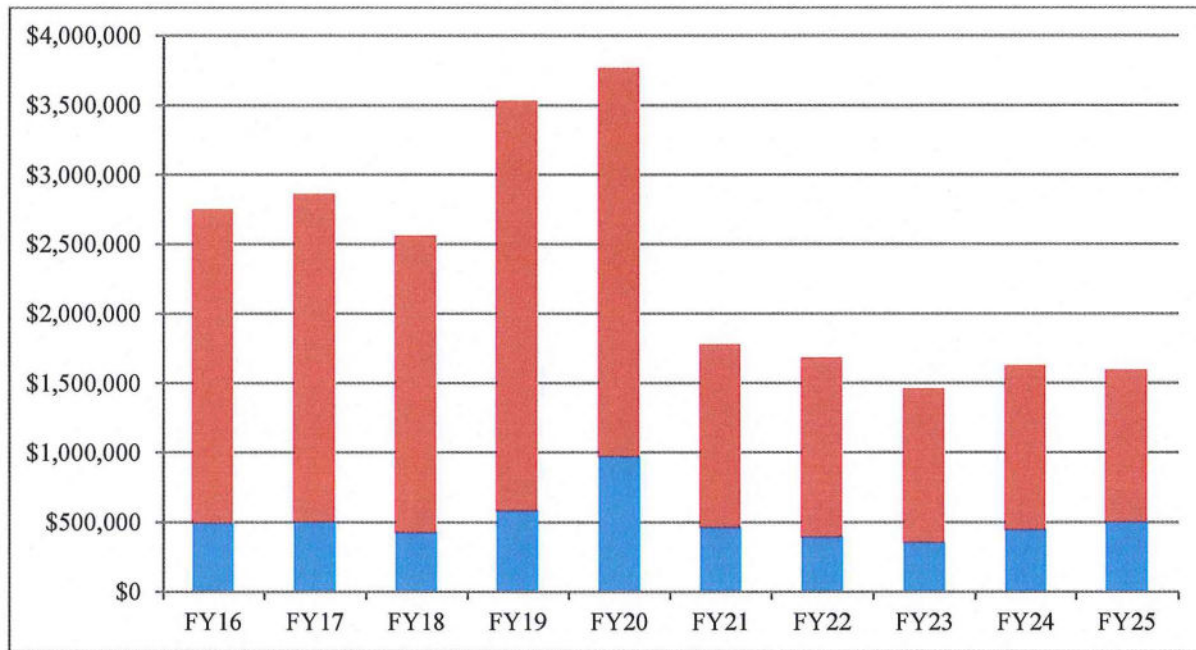
6. Institutional Support. This area includes many administrative functions such as Alumni/Advancement, Business Office, President's Office, Public Relations, and other support areas. The combined operations and equipment total for this category is slightly over \$1.5 million, which includes funds transferred from the Foundation to support advancement and fundraising efforts.
7. Scholarships. For FY2025 \$17.3 million for scholarships has been budgeted to match projected expenditures for institutionally funded academic and athletic grants.
8. Student Employment. Student employment budgets are targeted to assist students and supplement staff in multiple areas. Funds allocated for student employment in the Education and General budget total over \$3.5 million.

Table 3
Education and General Budget by Category
FY2016– FY2025



	Personal Service	Equipment/Operations	Total
FY16	56,643,753	38,658,247	95,302,000
FY17	58,132,124	39,185,601	97,317,725
FY18	57,129,494	37,238,801	94,368,295
FY19	56,461,886	38,781,436	95,243,322
FY20	56,480,702	37,987,516	94,468,218
FY21	54,076,690	31,410,227	85,486,917
FY22	53,544,603	32,586,210	86,130,813
FY23	53,517,043	32,213,772	85,730,815
FY24	54,138,912	34,297,012	88,435,924
FY25	55,056,823	34,943,394	90,000,217

Table 4
Academic & Research Equipment Budgets

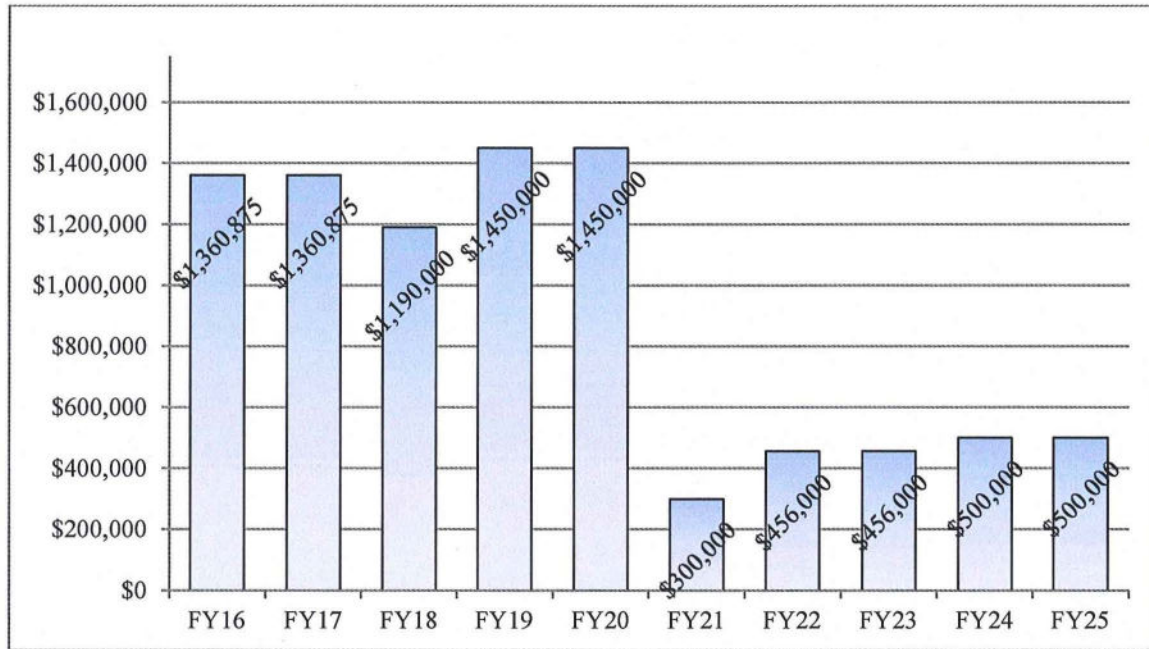


(000's omitted)

	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Equipment Budget	2,255	2,360	2,138	2,949	2,798	1,315	1,289	1,105	1,181	1,092
Actual \$ Available	498	504	429	585	973	468	399	359	448	505

Note: Equipment budgets include significant amounts designated to cover the 3% withholding in state funds and contingency funds. The plan is to focus these funds on academic purchases should they be released during the fiscal year. This chart shows the portion of annual equipment budgets actually available for academic and research purchases. It should be noted that changes in definitions or the threshold price for equipment have also reduced this budget significantly in recent years.

Table 5
Maintenance & Repair Budget



(000's omitted)

Operating M&R	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>FY25</u>
	1,360	1,360	1,190	1,450	1,450	300	456	456	500	500

FY2025 EDUCATION AND GENERAL REVENUE BY CATEGORY

The page that follows provides a summary of projected revenue for FY2025 in several major categories. State funds provide 56% of the proposed budget.

Board policy calls for net tuition income not to exceed a target of 35% of the total budget. This policy has specific guidelines regarding the calculation which allow for the omission of designated or restricted fees. The policy also compensates for budgeted student aid.

Page 13 of this section provides the detail for the calculation to determine adherence to the policy for FY2025. The portion of the adjusted budget supported by student tuition is 22.5% and, therefore, is within the policy.

Table 6 illustrates budgeted sources of funds for FY2025. Trends in recent years have included increases in state funding, increases in student fees, and more revenues from other miscellaneous sources. For FY2025 a three percent increase in state support continued this trend. As a result, state support now accounts for approximately 56% of budgeted Education and General revenues. Table 7 illustrates trends in state support versus local revenue for the last ten years.

**EDUCATION AND GENERAL
FY2025 REVENUE BY CATEGORY**

State Revenue

\$50,183,736

This represents the entire appropriation. A contingency budget of \$1,505,512 has been established for the traditional 3% standard withholding by the Governor. In recent the 3% withholding has not been released, and the funds are not expected to be released in FY2025.

Student Tuition and Enrollment Fees

\$37,662,000

FY2025 enrollment income for budget purposes is based upon a 3% decrease in FTE enrollment. Missouri students are assumed to make up 65% of the total enrollment; graduate enrollment is expected to be slightly higher; and summer enrollment is projected at the 2024 summer level. This category also includes fees for off-campus courses, the athletic fee, the student activity fee, study abroad programs, and other special course fees.

Other Local Income and Transfers

\$ 2,154,481

This includes various revenue sources: investments, athletic gate receipts, sales and services of educational activities (such as summer camps), rollover from FY2024, indirect costs from grants and other miscellaneous sources. Transfers from Auxiliary sources and the Foundation are also included here.

GRAND TOTAL ALL SOURCES

\$90,000,217

SEGREGATION OF ON-CAMPUS FEE INCOME FOR FY2025 IS AS FOLLOWS:

		Total Fee Income
Enrollment Fees		37,622,000
Less Restricted/Designated		
Student Union	-1,140,000	
Recreation Center	-680,000	
Orientation Week Fee	-265,000	
Joseph Baldwin Academy	-175,000	
Student Health Center Fee	-210,000	
Student Activity Fee	-239,900	
Athletic Fee	-310,000	
Technology Fee	-115,000	
Student Sustainability Fee	-30,500	
Classroom Technology Fee	-736,000	
Total designated/restricted funds	-3,901,400	
Total unrestricted funds		33,720,600
The percentage calculation is shown as follows:		
1. Undesignated and unrestricted fees (above)		34,020,600
2. Less Academic Scholarships, Experienceships and Athletic Grants in Aid		-17,352,469
NET UNRESTRICTED TUITION & FEES		16,368,131
1. Total Education and General Budget		90,000,217
2. Less Academic Scholarships, Experienceships and Athletic Grants in Aid		-17,352,469
ADJUSTED E&G TOTAL		72,647,748
NET UNRESTRICTED TUITION AS A PERCENTAGE OF ADJUSTED E&G		22.5%

NOTE: Includes projected on-campus student fee income and excludes off-campus courses and study abroad program fees.

Table 6
FY2025 BUDGETED E&G REVENUE

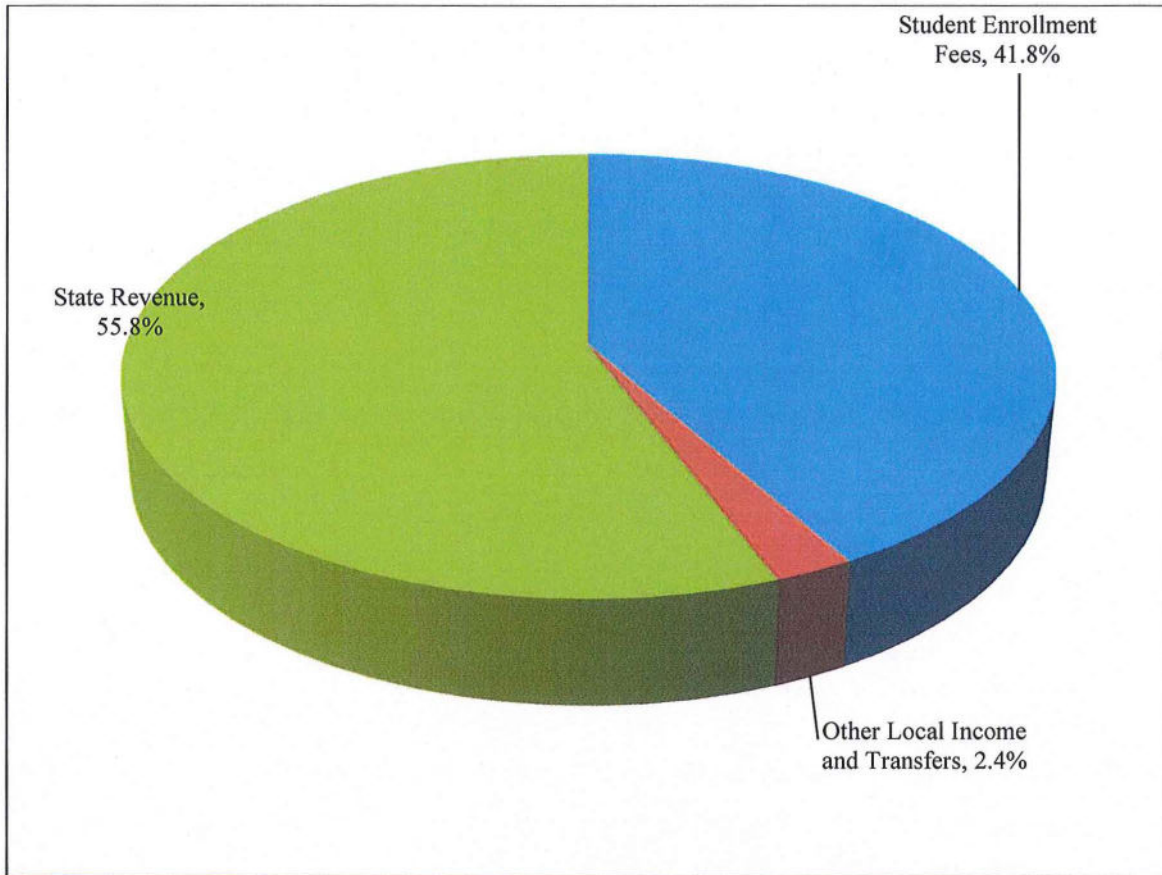
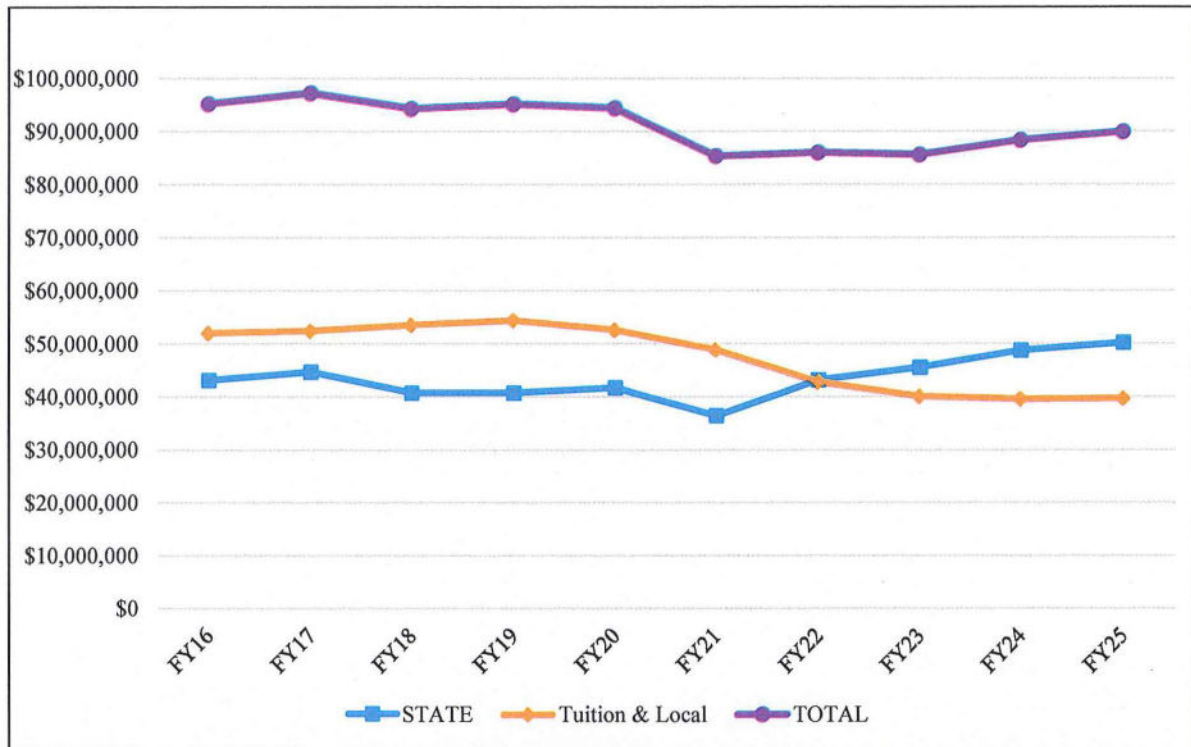


Table 7
E&G BUDGETED REVENUE TRENDS FY13-FY24



	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
State	43.1	44.6	40.6	40.6	41.6	36.5	43.2	45.5	48.7	50.2
Tuition & Local	52.2	52.6	53.7	54.6	52.8	49.0	42.9	40.2	39.7	39.8
Total	95.3	97.3	94.3	95.4	94.5	85.5	86.1	85.7	88.4	90.0

Budgeted Revenue by Fiscal Year. Actual totals vary due to state withholdings and enrollment changes.

FY2025 PLANNED E&G EXPENDITURES BY CATEGORY

The Missouri Coordinating Board for Higher Education and Office of Administration have developed a budget reporting structure which follows federal financial reporting standards for higher education. The broad budget categories and totals for FY2025 are as follows:

Instruction \$ 36,257,405

This includes all expenditures such as faculty salaries, operating funds and equipment which support instructional activities.

Research \$ 434,230

Activity organized to produce research outcomes is included in this category. Internal research grants, research equipment, and undergraduate research stipends are in this budget.

Public Service \$ 62,983

Non-instructional services beneficial to external groups are included in public services. Matching funds for the Upward Bound program are budgeted here.

Academic Support \$ 5,517,599

The library and academic administration are in this category. Expenses for operation of the library represent over one-half of this budget.

Student Services \$ 10,690,802

This includes areas such as student services administration, counseling services, admissions and records, intercollegiate athletics, health services, and testing services.

Institutional Support \$ 8,084,380

Support areas including fiscal operations, alumni and public relations, and general administration are in this category.

Physical Plant

\$ 11,070,349

General physical plant operations, including maintenance, grounds and custodial, and public safety are in this category. Funds for fuel and utilities are also included here.

Maintenance and Repairs

\$ 500,000

Funds designated for campus building repairs and preventive maintenance are in this category.

Student Aid

\$ 17,352,469

Student scholarships, experienceships and athletic aid are included here.

Transfers

\$ 30,000

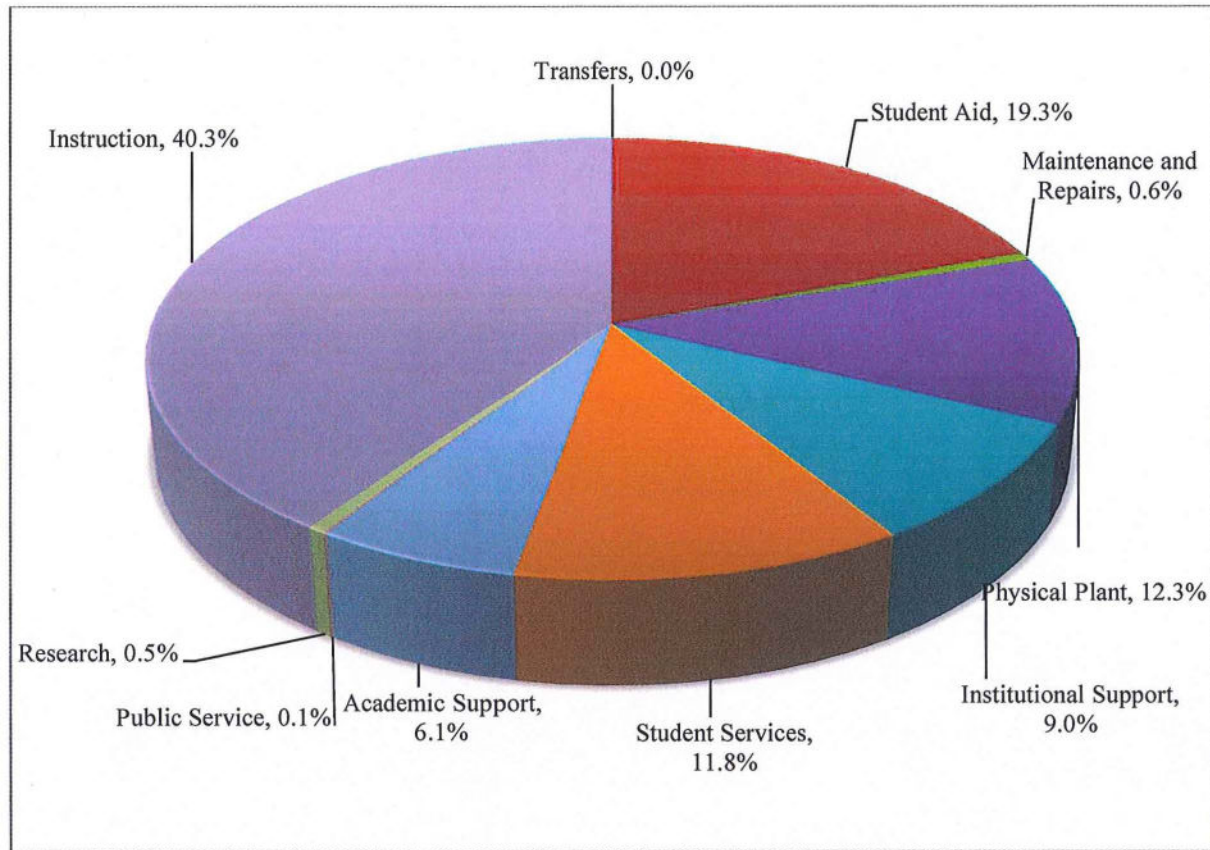
Mandatory transfers for federal aid programs (SEOG) comprise this budget.

TOTAL

\$ 90,000,217

Note: Several significant changes in categories have been made to match the Uniform Financial Reporting Manual developed by the Missouri Department of Higher Education as well as the most recent National Association of College and University Business Officers guidance regarding classification of various functional areas.

Table 8
FY2025 PLANNED E&G EXPENDITURES



FY2025 EDUCATION AND GENERAL EXPENDITURES BY CATEGORY

	Personal Service	Equipment	Operations	Total
Instruction	30,980,074	992,819	4,284,512	36,257,405
Research	84,000	100,000	250,230	434,230
Public Service	35,796	0	27,187	62,983
SUBTOTAL	31,099,870	1,092,819	4,561,929	36,754,618
Academic Support	3,597,834	0	1,919,765	5,517,599
Student Services	6,475,446	5,000	4,210,356	10,690,802
Institutional Support	6,541,014	5,000	1,538,366	8,084,380
Physical Plant	5,285,190	109,522	5,675,637	11,070,349
Maintenance & Repairs	0	0	500,000	500,000
Student Aid	2,057,469	0	15,295,000	17,352,469
Transfers	0	0	30,000	30,000
TOTALS	55,056,823	1,212,341	33,731,053	90,000,217

Note: Categories match the Uniform Financial Reporting Manual developed by the Missouri Department of Higher Education as well as the most recent National Association of College and University Business Officers guidance regarding classification of various functional areas.

COMPARISON OF EDUCATION AND GENERAL BUDGET BY CATEGORY
FY2016 – FY2025

	Personal Services	Equipment	Operations	Total
FY2016	56,643,753	2,570,303	36,087,944	95,302,000
FY2017	58,132,124	2,659,869	36,525,732	97,317,725
FY2018	57,129,494	2,282,569	34,956,232	94,368,295
FY2019	56,461,882	2,949,354	35,832,086	95,243,322
FY2020	56,480,702	3,153,736	34,833,780	94,468,218
FY2021	54,076,690	1,315,217	30,095,010	85,486,917
FY2022	53,544,603	1,288,754	31,297,456	86,130,813
FY2023	53,517,043	1,105,097	31,108,675	85,730,815
FY2024	54,138,912	1,181,841	33,115,171	88,435,924
FY2025	55,056,823	1,212,341	33,731,053	90,000,217

Notes: Equipment category includes funds to cover 3% state withholding and other major contingency accounts. Due to reclassification of equipment under GASB year-to-year comparisons may not be valid.

FISCAL YEAR 2025 AUXILIARY BUDGET NARRATIVE

Executive Summary

Revenue from combined auxiliary operations is projected to increase in FY2025. This estimate is based on the number housed in the residence halls as well as budgets which are tied to student enrollment such as the Student Union and Recreation Center. Occupancy levels in the residence halls are budgeted based on a decrease from the actual number this past academic year. The rates charged to students for residence halls including room and board were increased by an average of 4% for the 2024-25 academic year, and the Student Union fee was increased by \$30 per FTE student per semester.

Several changes in operating and equipment budgets have been recommended for 2024-2025. Changes in the Auxiliary Budget for FY2025 include allocating funds to cover projected food costs, building insurance, as well as MOSERS contributions. Overall, the Auxiliary Budget for FY25 is slightly higher than last year.

General Budget Priorities

This budget was prepared to meet priorities such as providing services to students, and activities which will provide more efficient operations. The budget for auxiliary operations must meet bond payment requirements.

Revenue Assumptions

1. Residence Halls. Room and board rates were raised by an average of 4% for FY2025. A student living in a typical two-person room will pay \$11,128 for the 2024-2025 academic year. Based upon the projected occupancy rate for the fall semester and 91% returning for the spring semester and typical summer income, revenue from residence halls and apartments is projected at \$14,640,000. This includes other income such as off-campus student meal plans, rentals, and interest income.
2. Student Union. The Student Union is primarily funded by a transfer from enrollment income to this budget at a rate of \$160 per full-time equivalent student per semester. This fee was established to build, maintain, and cover debt service for the Student Union. The

Student Activity Fee helps fund the Center for Student Involvement, which is housed in the Student Union. Additional income sources include room rentals, bookstore, and food service commission. Total revenue for the Student Union Building for FY2025 is projected at \$1,120,000.

3. Recreation Center. Major expenses for the Recreation Center include personnel and operations. A designated fee of \$111 per semester per full-time equivalent student is included in enrollment fees. Debt on the Recreation Center has been retired so funds are being budgeted to help finance future renovations. Total revenue for FY2025 is projected at \$670,000 for the Recreation Center.
4. Service Departments. Due to reduced volume, revenue from the auxiliary service department (Printing Services) is projected at \$244,000 for FY2025.

Planned Expenditures

A significant portion of the Auxiliary Budget is utilized to operate the residence halls. Staff includes the Residential Living Office, hall directors, housekeepers, and physical plant employees assigned to these non-academic areas. Table 9 outlines Auxiliary Budget equipment trends for FY2005-FY2025. Due to reduced income, equipment replacements are funded as needed from reserve funds.

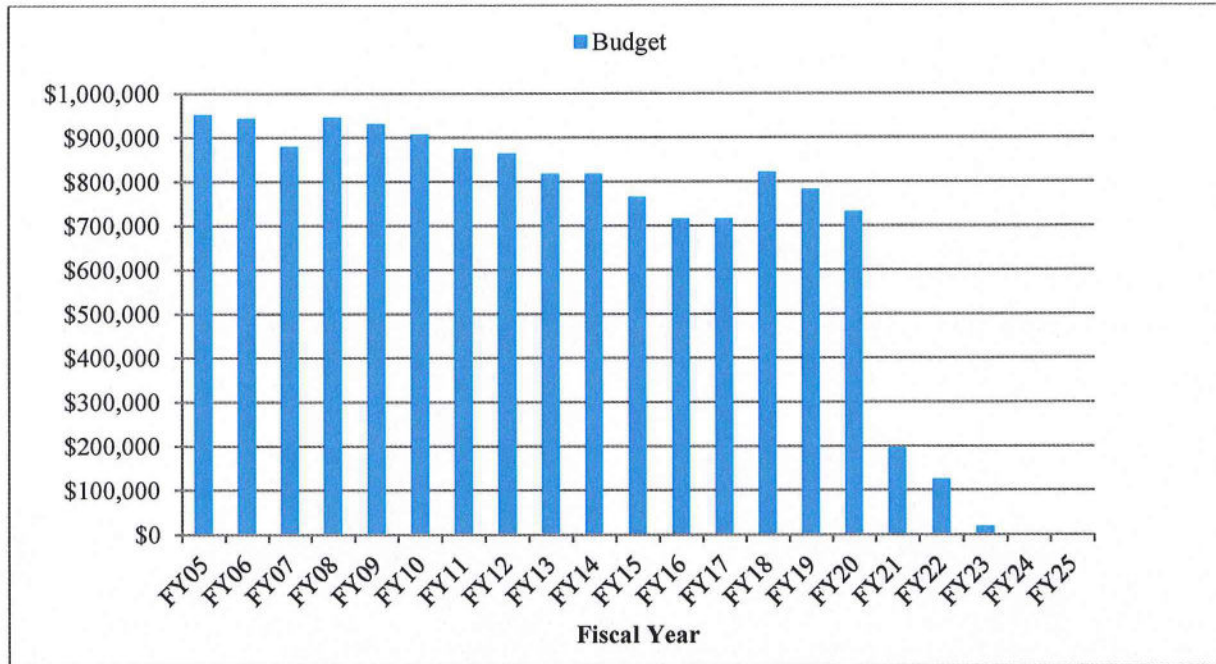
Operating funds for Residential Living include utilities, repairs and renovations, and food service contracts. Funds are included for furniture repairs, food service repairs, and general repairs to the facilities. Food service costs are budgeted to cover projected costs as agreed to in the food service contract, which is the largest single component of this budget. Utility costs are projected to increase in 2024-2025 from the current year actual expenditures and the budget reflects this. A major portion of the Residential Living operating budget is still set aside for bond repayments, which extend through FY2036.

On a smaller scale, the Student Union Building budget also covers personnel, operating costs such as utilities, and insurance. Funds are also included to cover general maintenance of this building.

The Recreation Center budget is continued at a level below the previous year since student enrollment has decreased. Utility costs are a major component in the operating budget for this area, and the student employment costs are also included to help staff the facility.

The total FY2025 Auxiliary budget increases over \$350,000 from FY2024. This is a 2.2% increase, which reflects higher residence halls rates and the increase in the Student Union fee needed to offset increases in food costs, insurance, and the MOSERS pension plan.

Table 9
Auxiliary Equipment Budget Trends
FY05-FY25



<u>Fiscal Year</u>	<u>Equipment Budget</u>	<u>% change</u>
FY05	\$ 950,796	0.5%
FY06	\$ 942,796	-0.8%
FY07	\$ 878,780	-6.8%
FY08	\$ 944,488	7.4%
FY09	\$ 930,488	-1.5%
FY10	\$ 906,247	-2.6%
FY11	\$ 874,233	-3.5%
FY12	\$ 862,633	-1.3%
FY13	\$ 815,883	-5.4%
FY14	\$ 815,883	0.0%
FY15	\$ 763,883	-6.4%
FY16	\$ 714,583	-6.5%
FY17	\$ 714,583	0.0%
FY18	\$ 820,060	+14.7%
FY19	\$ 781,203	-4.7%
FY20	\$ 730,793	-6.4%
FY21	\$ 194,543	-73.4%
FY22	\$ 124,500	-36.0%
FY23	\$ 17,500	-86.0%
FY24	\$ 0	-100.0%
FY25	\$ 0	0%

Note: Includes equipment funds for residence halls, food service, Student Union, etc.

FY2025 AUXILIARY REVENUE BY CATEGORY

RESIDENCE HALLS

Room and Board

\$14,640,000

This projection is based on the expected occupancy rate for residence halls and apartments. Spring occupancy is historically 91% of the fall semester and summer income is projected to return to typical levels. This category also includes income from purchase of meal plans by off-campus students.

STUDENT UNION

\$ 1,120,000

This revenue source includes the transfer of enrollment fees based on full-time equivalent (FTE) students. Total revenues are projected based on FY25 enrollment and additional income sources include rentals, bookstore, and food service commission.

RECREATION CENTER

\$ 670,000

Funds for the operation of the Recreation Center come primarily from the transfer of enrollment fees based on FTE students. Other sources of income include rental of the facility to outside groups and faculty/staff membership fees.

SERVICE DEPARTMENT

\$ 244,000

Certain service departments are operated as auxiliary enterprises. Currently the only operation in this category is Campus Printing Services. Revenue is projected to be down slightly for FY25.

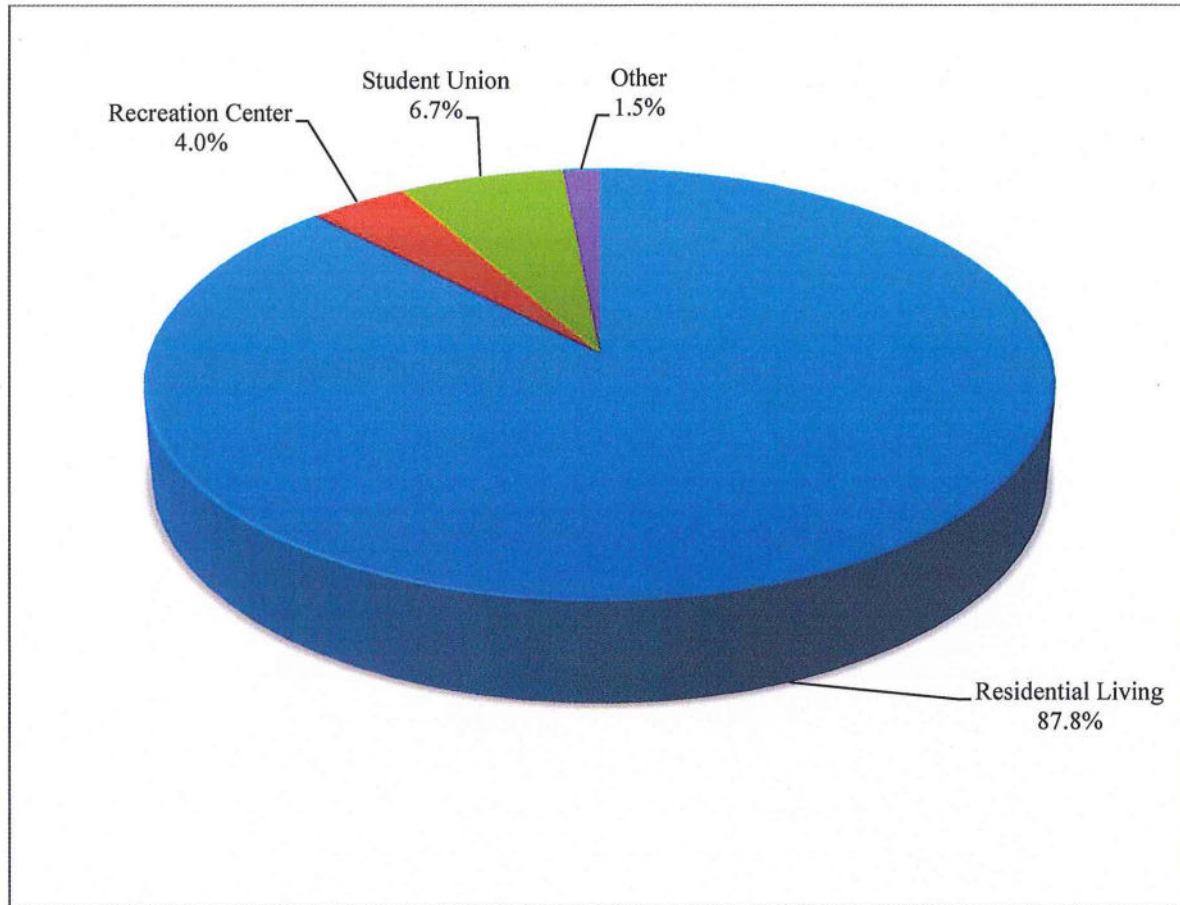
GRAND TOTAL AUXILIARY REVENUE

\$16,674,000

FY2025 AUXILIARY EXPENDITURES BY AREA

	Personal Services	Equipment	Operations	Total
Residential Living	1,465,231	0	10,111,391	11,576,622
Residential Living Bond Payments	0	0	2,438,925	2,438,925
Student Union	307,920	0	427,006	734,926
Student Union Bond Payment	0	0	314,605	314,605
Printing Services	177,940	0	115,870	293,810
Auxiliary Reserves	0	0	633,988	633,988
Recreation Center	500,849	0	180,275	681,124
TOTAL	2,451,940	0	14,222,060	16,674,000

Table 10
FY2025 AUXILIARY EXPENSES
BY MAJOR AREA



FISCAL YEAR 2025 RESTRICTED FUND BUDGET

Executive Summary

This budget includes funds from outside grants and other sources (state and federal) which are restricted in nature. Examples include federal programs such as McNair and Upward Bound and state-funded activities such as the Regional Professional Development Center. Due to the nature of these programs and the fact that the federal fiscal year does not match Truman's fiscal year, all revenues in this budget are estimated.

Projected Restricted Revenues and Expenditures

Major activities supported through restricted funds include the following:

Upward Bound **\$ 501,398**

This program is part of the federal TRIO program funded by the Department of Education. It is designed to assist high school students in building the skills and motivation necessary for college success.

McNair **\$ 315,696**

Truman has received McNair funding since 1992. The program is designed to provide disadvantaged college students with preparation for graduate programs.

Regional Professional Development Center **\$ 2,766,550**

The Regional Professional Development Center is operated in conjunction with Truman's School of Business and Professional Studies. The center is funded by the Missouri Department of Elementary and Secondary Education and provides training and support to public schools in the northeast region. Any fee income generated by Regional Professional Development Center activities are restricted and must be returned to the state if not used for the program.

Congressionally Directed Spending Construction Project for Greenwood Interprofessional

Autism Center **\$ 1,123,820**

An award from the U.S. Department of Health and Human Services and Health Resources & Services Administration (HRSA) to assist with the renovation of the Greenwood Interprofessional Autism Center.

Congressionally Directed Spending Construction Project for Kirk Student Access & Success

Center

\$ 3,200,000

An award from the U.S. Department of Health and Human Services and Health Resources & Services Administration (HRSA) to assist with the renovation of the Kirk Student Access & Success Center

Congressionally Directed Community Project in the Omnibus Appropriations Act of 2022

\$ 535,000

An award from the U.S. Department of Education to assist with the expansion of degree programs at Truman State University, particularly those associated with the Greenwood Interprofessional Autism Center.

Missouri Department of Higher Education and Workforce Development American Rescue

Plan Act Funds (ARPA)

\$ 9,384,225

An award from the State of Missouri per HB3020 Section 20.785 for Truman State University for the demolition of McKinney Center, the construction and/or renovation needs for the Kirk Student Access and Success Center including related planning, design, acquisitions, project management, equipment, and start-up costs from Coronavirus State Fiscal Recovery Fund.

NSF-(S-STEM) A Scaffolded Learning Community to Increase Self-Efficacy and

Persistence in STEM

\$ 143,804

This grant will support students pursuing majors in the agriculture science, biology, chemistry, and physics departments.

NSF – Missouri Louis Stoke Alliance for Minority Participation (MoLSAMP)

\$ 88,233

The LSAMP program assists universities and colleges in their efforts to significantly increase the numbers of students matriculating into and successfully completing high quality degree programs in STEM disciplines to diversify the STEM workforce. Particular emphasis is placed on transforming undergraduate STEM education through innovative, evidence-based recruitment and retention strategies, and relevant educational experiences in support of populations underrepresented in STEM disciplines.

Missouri State Board of Nursing and Missouri Department of Higher Education and Workforce Development – Nursing Education Incentive Program (NEIP) \$ 150,000

The NEIP program will create opportunities for program expansion by helping to implement a Registered Nurse to Bachelor of Science in Nursing Bridge Program. This Bridge Program targets the working Registered Nurse who wants to advance their career through a program that will provide a more in-depth review of physical and social sciences, nursing research, public and community health, nursing management, and the humanities.

Missouri Department of Health and Senior Services, HHS, and HRSA \$ 147,679

This project will address access to an evidence-based lice shampoo that requires only one application and standardized, easy-to-follow instructions on how to use the shampoo.

Pell \$ 2,900,000

Pell Grants are provided from federal funds to eligible students based on need. This amount is a projection as awards are contingent upon the number of qualifying students enrolled.

SEOG \$ 101,284

Supplemental Educational Opportunities Grants are provided from federal funds to eligible students.

Work Study \$ 310,818

The College Work-Study Program includes federal funds to support part-time student workers.

Federal TEACH Grant \$ 25,000

This grant provides up to \$4,000 to eligible undergraduate and graduate students who agree to teach specified high-need subjects at schools serving primarily disadvantaged populations for four years within eight years of graduation. This amount is a projection as awards are contingent on the number of qualifying students enrolled.

Other

\$ 82,029

There are numerous smaller grants and contracts from foundations and governmental sources designed for instruction, research, and public service activities. This includes programs supported by agencies such as Missouri Arts Council, NASA, NSF, and USDA.

TOTAL ESTIMATED FY2025 RESTRICTED

\$21,775,536

FISCAL YEAR 2025
ESTIMATED RESTRICTED REVENUE AND EXPENDITURES

Area or Program	FY 2025 Estimate
Upward Bound	\$ 501,398
McNair	\$ 315,696
Regional Professional Development Center	\$ 2,766,550
Congressionally Directed Spending Construction Project – Greenwood	\$ 1,123,820
Congressionally Directed Spending Construction Project – Kirk	\$ 3,200,000
Congressionally Directed Community Project – Greenwood	\$ 535,000
MDHEWD ARPA – Kirk & McKinney Center	\$ 9,384,225
NSF S-STEM	\$ 143,804
NSF MoLSAMP	\$ 88,233
Nursing Education Incentive Program	\$ 150,000
Missouri DHSS, HHS, HRSA	\$ 147,679
Pell	\$ 2,900,000
SEOG	\$ 101,284
Work-Study	\$ 310,818
Federal TEACH Grant	\$ 25,000
Other	\$ 82,029
 TOTAL	 \$21,775,536

COMBINED OPERATING BUDGET SUMMARY

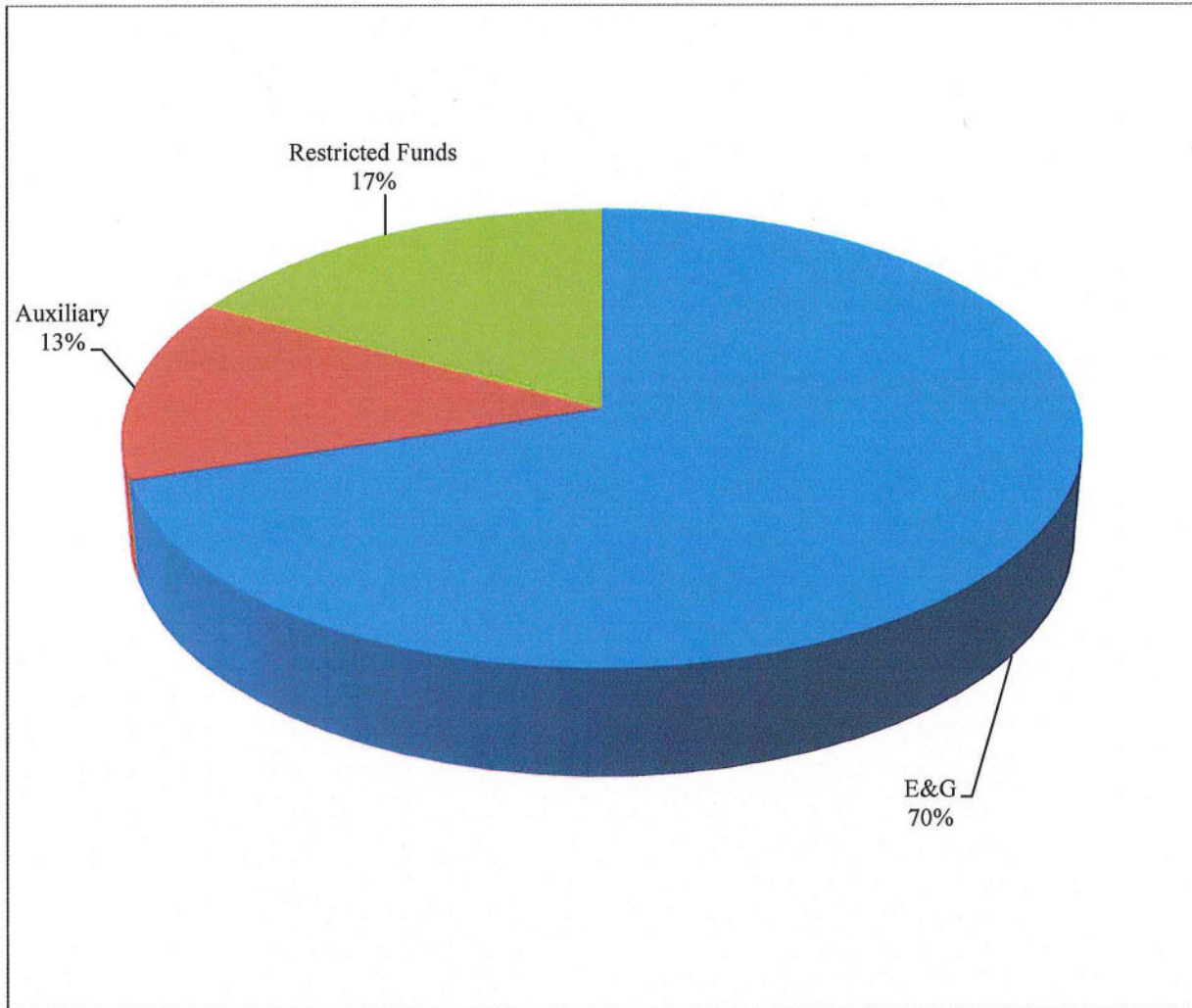
The combined operating budget for Fiscal Year 2025 totals \$128,449,753.

Education and General	\$ 90,000,217
Auxiliary	\$ 16,674,000
Restricted Funds	<u>\$ 21,775,536</u>
Total	\$128,449,753

Table 11 illustrates the combined operating budget distributed by type, and the Education and General budget represent 70% of the total.

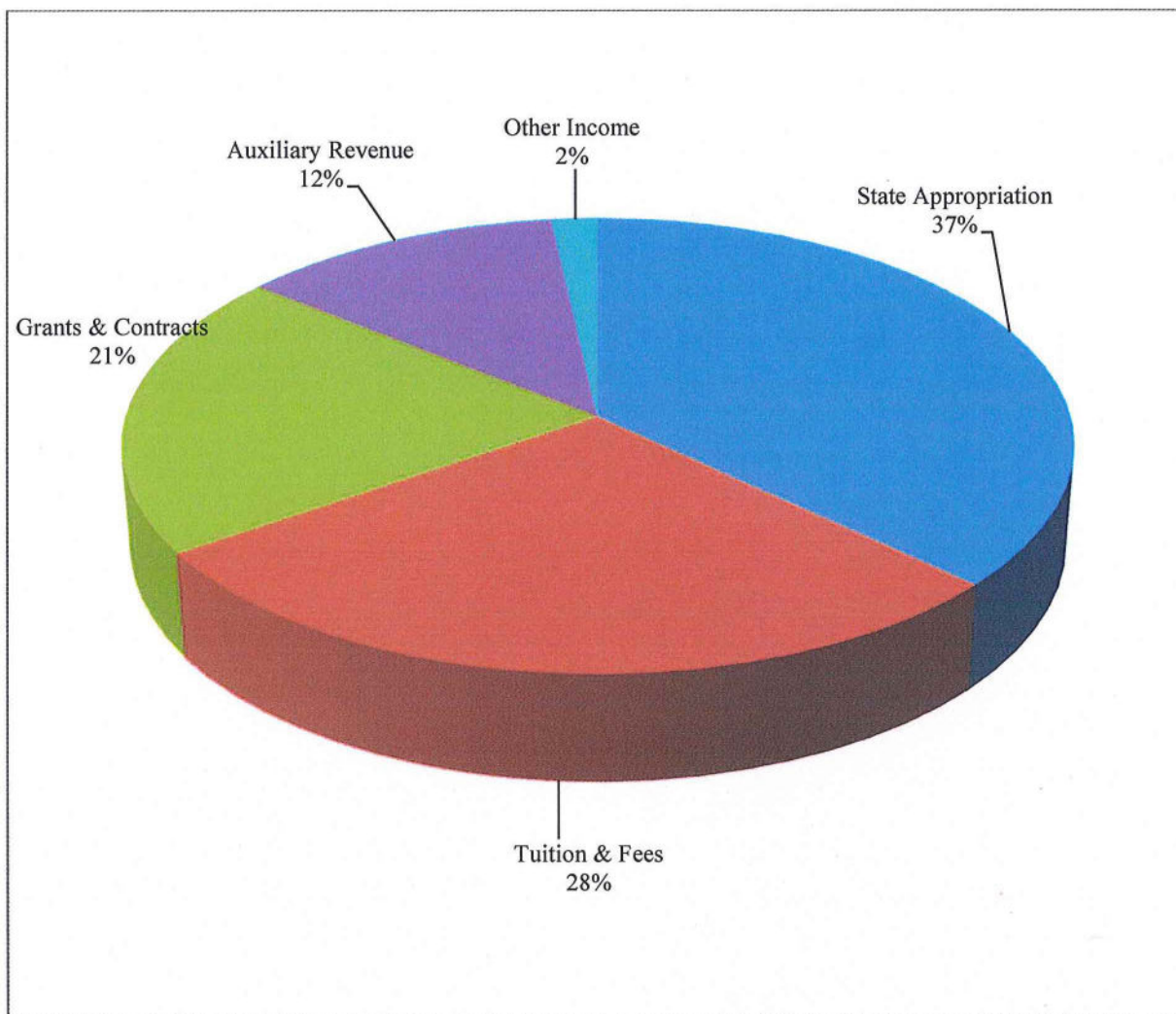
Projected revenues are equal to the various operating budgets, and Table 12 illustrates the sources of revenue which are combined to produce the funds needed. Major sources, in descending order, are State Appropriations, Student Tuition and Fees, Grants and Contracts, Auxiliary Revenue, and Other Income.

Table 11
FY2025 OPERATING BUDGETS



Operating Budget	\$ Amount
E&G	\$90,000,217
Auxiliary	\$16,674,000
Restricted Funds	\$21,775,536

Table 12
FY2025 Revenue Sources



Revenue Sources	\$ Amount
State Appropriation	\$50,183,736
Tuition & Fees	\$37,662,000
Grants & Contracts	\$21,775,536
Auxiliary Revenue	\$16,674,000
Other Income	\$ 2,154,481

WBL

EXHIBIT E



ENLIVEN 2024-2025
MARKETING PROPOSAL (06.15.24)

EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

As we continue our journey alongside Truman State University, Enliven is excited to renew our commitment and enhance our collaborative marketing efforts for the 2024-2025 academic year. We are immensely proud to have been a strategic partner in 2023-2024 developing an integrated admissions campaign, furthering the institutions brand efforts by delivering over 21 million campaign impressions, and collaborating on the marketing of the pilot of the Truman Experience Weekend resulting in over 200 event registrations. Our team is committed to delivering innovative solutions and exceptional results, deepening our partnership as we move forward together.

Reflecting on our experiences from the 2023-2024 campaigns, we are positioned to launch new Undergraduate, Graduate, and Brand media campaigns in 2024-2025, incorporating key learnings.

Additionally, we are eager to provide some focused marketing support in 2024-2025 for Transfer Admissions, as they build their team and integrate into the overall mission to expand enrollment as well as Advancement to help reinforce their existing efforts via the Annual Fund Campaign.

Our planned initiatives for this year include:

- **Undergraduate Enrollment**
- **Graduate Enrollment**
- **Brand Marketing**
- **Annual Fund**
- **Professional Marketing Services**

Together, we look forward to building on past successes and exploring new opportunities to advance Truman State University's mission and impact.

ABOUT ENLIVEN



WE ARE ENLIVEN,
a strategic brand development and marketing agency.

We bring brands to life through
powerful identity and campaign development,
because we believe great branding has the power
to shape brands that shape our world.

OUR PRINCIPLES

YOU ARE PARTNERS, NOT CLIENTS

We value true partnerships and see our team as an extension of yours.

CREATIVITY IS A TEAM SPORT

We believe in a collaborative approach because great work is the result of diverse perspectives.

SMALLER IS BETTER

We embrace agility and nimbleness over the one-size-fits-all big agency model.

RESULTS MATTER

We view brand and business as one and focus on providing strategic creative solutions that deliver tangible results.

OUR SERVICES

BRAND STRATEGY & CONSULTANCY	BRAND DEVELOPMENT	INTEGRATED MARKETING & CAMPAIGN DEVELOPMENT	BRAND & CAMPAIGN MANAGEMENT
<ul style="list-style-type: none">• Audit and Assessment• Quantitative Research• Qualitative Research• Brand Strategy• Positioning	<ul style="list-style-type: none">• Naming• Identity• Architecture• Messaging• Brand Standards	<ul style="list-style-type: none">• Integrated Marketing and Campaign Planning• Campaign Concept and Creative Development• Campaign Production• Media Planning• Media Buying	<ul style="list-style-type: none">• Launch and Implementation• Brand Management• Campaign Management• Measurement, Tracking and Adjustments• Analysis and Reporting

PARTNERSHIP MODEL

AN EXTENSION OF TRUMAN STATE UNIVERSITY

Working directly with Vice President Student Engagement, Enrollment & Marketing and Associate Director of Marketing to create an integrated team of experienced marketing professionals to guide the long-term positioning and management of the Truman brand.

DEDICATED TEAM

Including Founder, Senior Designer, Videographer, Art Director, Junior Designer and Copywriter providing a fluid and responsive approach to evolving branding/marketing/advertising needs.

SEAMLESS ACCESS TO SPECIALIST SERVICES

On an as needed basis via Enliven's network of industry leading professionals and partners.

CONTINUOUS COLLABORATION AND PLANNING

To review active projects and proactively identify improvements.

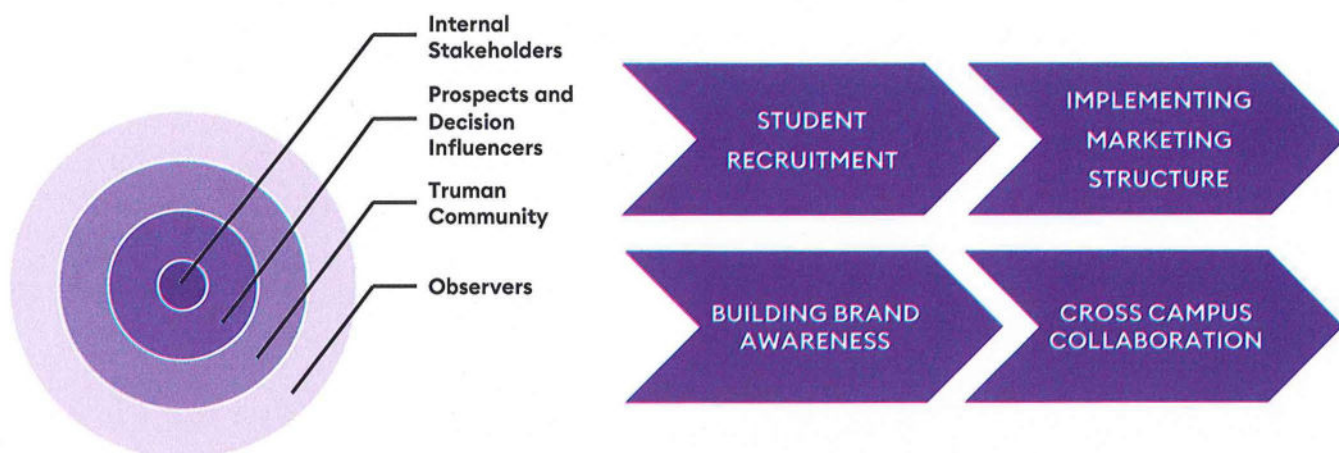
OUR PARTNERS



2023-2024 REVIEW



2023-2024 MARKETING PRIORITIES



STUDENT RECRUITMENT

Admissions Media Campaigns

Our 2023-2024 admissions campaigns utilized a multi-media approach to expand reach, engage audiences through various media channels, increase campus visit/event attendance, and ultimately drive recruitment of undergraduate and graduate students. With these campaigns, we built an integrated marketing foundation for Admissions to cohesively connect and communicate with prospective students within 250 miles of campus through the following channels:

- Email
- Video
- Display
- Social
- Search

Throughout the year, we updated campaigns to focus more on tactics targeting inquiries and applicants to achieve a higher yield, continually monitored and adjusted both targeted and negative keywords for search campaigns, and updated creative elements to avoid ad fatigue. Lastly, we integrated with Admissions CRM systems to begin Matchback Analysis which will allow us to further see how our media campaigns are supporting enrollment and provide data to adjust future campaigns to be more effective and efficient.

1,391

Application Starts

178

RFI Form Submissions

108

Campus Event Registrations

STUDENT RECRUITMENT

Truman Experience Weekend Pilot Campaign

Recognizing an opportunity to enhance engagement and impact, we recommended consolidating several open house activities into one flagship event. The Truman team answered with the Truman Experience Weekend.

We provided strategic planning and creative development alongside the team in building out the Truman Experience Weekend. We developed the marketing campaign theme to resonate with prospective students and reflect the vibrant campus community at Truman State University. Together with the university's team, we produced an engaging promotional video showcasing the unique Truman experience.

Additionally, we designed a suite of marketing materials, including customized email templates and digital media assets tailored for display and social media, as they were the main components that were used in the digital media campaign we developed and executed to help drive over 200 event registrations.

237

TEW Event
Registrations

1.5M+

Impressions
Served

25k

Completed
Video Views

STUDENT RECRUITMENT

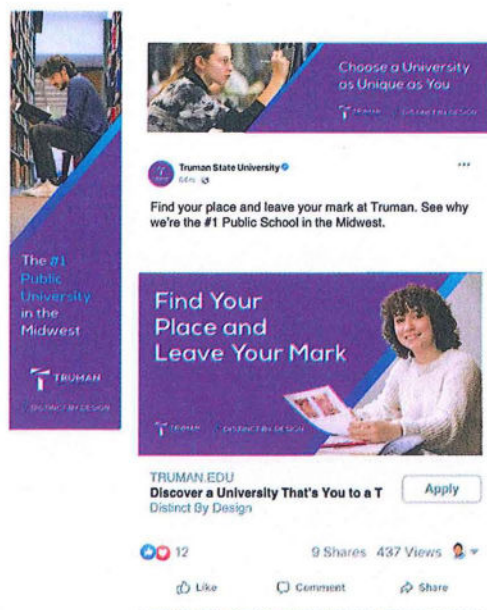
Contingency Media Campaigns

This year, we developed and managed two contingency campaigns for Truman State University, responding swiftly to changing marketing opportunities. The first initiative was a transfer campaign triggered by the sudden closure announcement of Fontbonne University. Utilizing precise rooftop marketing tactics, we targeted the Fontbonne campus directly, showcasing Truman State University as a welcoming destination for transfer students. This campaign was crucial in capturing the attention of soon to be displaced students at a critical moment and did report two application starts during its short time in market.

The second campaign was launched in response to the delay in the FAFSA release, a pivotal moment when prospective students are making their college decisions. We rapidly deployed a highly targeted digital media campaign aimed at known inquiries and applicants within the admissions funnel, encouraging them to proceed with their applications or enrollment to Truman.

Both campaigns demonstrated our capability to quickly adapt and execute effective strategies, underlining the importance of agility, collaboration, and flexibility in capturing timely opportunities in higher education marketing.

STUDENT RECRUITMENT



BUILDING BRAND AWARENESS

Our collaborative efforts with Marketing have amplified the university's brand across our strategic targeted markets. Over the first half of the year, we executed a digital media strategy that generated more than 21 million impressions, reaching an audience of over 3.5 million individuals. This broad reach not only enhanced the visibility of Truman State University but also engaged a diverse audience across our key marketing regions.

To further strengthen Truman's brand presence, we strategically placed billboards in three pivotal locations. These placements marked the first billboard presence for the university in recent times, and helped boost visibility as well as pride among students, alumni, and community stakeholders.

Additionally, our streaming audio and video campaigns were delivered across the state of Missouri and into other key markets. This effort helped maintain a consistent Truman presence in the minds of prospective students and their families, nurturing interest and engagement across various demographics.

These initiatives collectively represent a strategic push to keep Truman State University at the forefront of higher education in the Midwest, supporting its goals to attract and retain top talent while fostering a strong sense of community and institutional pride.

21M+

Impressions
Served

3.5M+

People
Reached

2.7M+

Streaming Video
& Audio Ads

BUILDING BRAND AWARENESS



MARKETING STRUCTURE & CAMPUS COLLABORATION

Over the course of the year, Enliven has focused on integrating marketing strategies collaborating across the campus to enhance the university's visibility and engagement.

Our collaboration with the Data Science faculty developed a marketing platform that elevated their program across Missouri, utilizing grant funding effectively with the simple message to "Go Further" with a career in data science. This initiative has showcased how targeted marketing efforts can enhance the visibility of our academic programs and how campus collaboration can deliver meaningful campaigns.

We also were proud to play a role in organizing the Truman Experience Weekend, working alongside multiple departments as well as helping leverage the alumni network through the Advancement office. This event successfully broadened reach and deepened impact, attracting prospective students and their families to experience campus life uniquely.

Additionally, we've streamlined operations, creating CRM-compatible email templates for the Admissions department and updating themes for Graduate program one-sheets in collaboration with the Publications department. These efforts ensure ease of updates and customization, maintaining consistency across Truman's marketing and communications.

MARKETING STRUCTURE & CAMPUS COLLABORATION



2023-2024 LEARNINGS

Timing

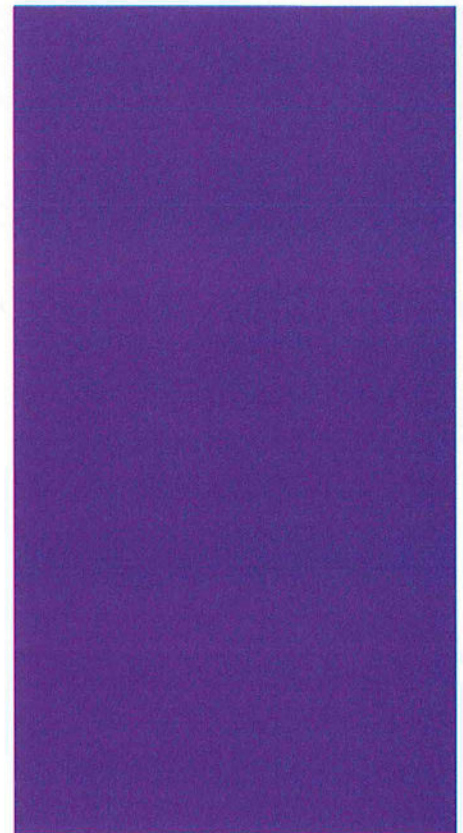
Last year, with campaigns starting in late August and early September, some early engagement opportunities were missed. This year, by initiating our campaigns earlier, we aim to capitalize on these crucial early interactions to set a positive tone for the academic year and ensure an impactful presence right from the start.

Consistent Coverage

Our brand marketing efforts lacked consistent coverage throughout the year due to budgetary constraints. Establishing a year-round presence in key markets will be essential to maintain brand visibility and engagement. This sustained engagement will help keep the Truman brand top of mind, reinforcing the brand and aiding with recruitment of both prospective students and potential faculty and staff.

Budget

The 2023-2024 budget amount limited our ability to cover all key segments (Undergraduate, Graduate, and Brand) effectively within our strategic markets. For the upcoming season, we are exploring more efficient allocation of resources and seeking additional funding to enhance our marketing reach and frequency, ensuring robust coverage that matches the competitive landscape.



2023-2024 LEARNINGS

External Factors

External demographic and competitive pressures, such as the 2026 Enrollment Cliff and population declines in specific areas, underscore the need for innovative strategies. By adopting a more aggressive market penetration approach, we can effectively address these challenges. Strengthening our brand presence and differentiating from competitors are essential to navigating these factors successfully.

Brand Awareness

Low brand awareness in strategic markets like St. Louis and Kansas City has highlighted the need for stronger, more resonant messaging. Enhancing our visibility in these areas is crucial for supporting enrollment growth, alumni engagement, and talent acquisition. By focusing on targeted brand awareness initiatives, we can help to overcome current obstacles and achieve our strategic goals.

2024-2025 MARKETING & MEDIA INITIATIVES



2024-2025 MARKETING & MEDIA INITIATIVES

Reflecting on our experiences from the 2023-2024 campaigns, we are positioned to launch new Undergraduate, Graduate, and Brand media campaigns in 2024-2025, incorporating key learnings.

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- **Annual Fund**
- **Professional Marketing Services**

UNDERGRADUATE ENROLLMENT

Goal: Increase enrollment by providing Admissions with more quality leads and campus visit/event registrations.

Building on last year's insights, we plan to continue investing in a multi-media approach this enrollment year. To meet our undergraduate enrollment goals, we look to focus on two key objectives: growing the number of quality leads and getting those leads to visit Truman's campus.

We have already started to create a new admissions campaign through the development of the Viewbook, which will spawn multiple marketing collateral pieces, engaging content, media, and strategic campaigns to better identify and engage our prospective student pool. All of this will encourage to not only connect with Truman, but to come and experience it for yourself.

Also, we are excited to develop a dedicated campaign for the launch of this fall's Truman Experience Weekend giving the event its own look/feel, personality, and tone of voice. With these in place, we look to meet or exceed this year's event goals as we see it being a major enrollment driver for Admissions.

2024-2025 Proposed Budget: \$325,000

- Media Planning
- Media Buying
- Campaign Management
- Display Media Marketing
- Search Engine Marketing
- Social Media Marketing
- Video Marketing
- Email Marketing

GRADUATE ENROLLMENT

Goal: Increase enrollment by providing Admissions with more quality leads.

The graduate audience differs from the undergraduate audience in a couple key ways. Firstly, their search behavior is highly program-specific, making Search Engine Marketing (SEM) extremely effective due to its demand-driven nature. We plan to continue our focused investment in SEM to ensure comprehensive coverage and saturation in our key markets while consistently testing to drive optimal performance.

Secondly, the decision-making cycle for graduate students at times can be longer. To address this, we intend to utilize Display and Social Media, along with email campaigns, to maintain engagement with our known inquiry and applicant pool to support and grow our graduate enrollment numbers. It is in these continued touch points and information sharing that builds trust to ultimately drives those in the consideration stage to choose Truman.

2024-2025 Proposed Budget: \$80,000

- Media Planning
- Media Buying
- Campaign Management
- Display Media Marketing
- Search Engine Marketing
- Social Media Marketing
- Email Marketing

BRAND MARKETING

Goal: Grow brand awareness and shape brand perceptions in key markets.

This year's brand marketing strategy is to ensure comprehensive coverage across key markets year-round, with a special focus on two objectives: owning our backyard and strengthening the brand in our adjacent markets.

Our campaigns will be designed to properly saturate the Northeast Missouri market, establishing a positive brand presence. A robust local brand fosters community pride, supports recruitment, and bolsters its reputation as an educational leader. This visibility encourages local students to consider Truman as their top choice, ensuring ongoing support and a steady talent pipeline.

Expanding beyond our local reach, we aim to strengthen our presence in key adjacent markets. Our approach involves strategic placements and careful audience segmentation to engage academically driven students and their influencers effectively. This strategy not only extends our influence but also helps in boosting enrollment and strengthening community ties, affirming our status as a leading institution in higher education.

2024-2025 Proposed Budget: \$135,000

- Media Planning
- Media Buying
- Campaign Management
- Display Media Marketing
- Social Media Marketing
- Video Marketing
- Traditional Media

ANNUAL FUND

Goal: Provide support to Advancement on building a marketing platform for the Annual Fund in effort to raise \$1.6 million in donations.

Advancement seeks to partner with Enliven to launch an integrated Annual Fund marketing campaign aimed at raising over \$1,600,000. This campaign will target alumni, existing donors, parents, and community members, employing the university's established brand alongside a fresh campaign platform and dynamic new aesthetics.

The campaign's primary objectives include increasing the total number of donors, enhancing engagement with key donor groups, re-engaging lapsed donors, and boosting the average donation amount.

This strategic effort seeks to formalize the marketing structure of the university's Annual Fund, ensuring consistent stakeholder engagement and supporting Advancement's goals.

2024-2025 Proposed Budget: \$45,000

- Strategic Planning
- Media Planning
- Media Buying
- Campaign Development
- Creative Development
- Content Development
- Campaign Management

PROFESSIONAL MARKETING SERVICES

Goal: Provide leadership and support to Marketing to help in growing enrollment, improving retention, and elevating the brand.

Enliven's continued partnership with Truman State University is prepared to further elevate the institution's marketing impact and strategic objectives. Our team is committed to leading Truman's strategic planning, campaign development, creative development, and brand management, ensuring that marketing initiatives align seamlessly with the university's long-term goals.

By leveraging our extensive experience and creative capabilities, we aim to enhance Truman's marketing effectiveness, elevate the creative output, and establish a robust foundation for the Marketing Department. This collaboration will look to maintain and strengthen Truman's presence in the competitive academic landscape.

2024-2025 Proposed Budget: \$108,000 (720 hours of services)

- Strategic Planning
- Marketing Leadership
- Campaign Development
- Creative Development
- Content Development
- Video Development
- Campaign Production

2024-2025 BUDGET SUMMARY



2024-2025 BUDGET SUMMARY

As Truman State University strives to expand its reach and impact, we propose increasing the total budget from \$435,300 to \$693,000 for the 2024-2025 year. This adjustment will better equip us to meet marketing demands within the higher education landscape and help in achieving our institutional goals. The reasons for the requested budget increase is as follows:

- **Enhanced Competitive Positioning:** Address the evolving enrollment landscape and intensify our presence in strategic markets.
- **Expanded Event Marketing:** Support two Truman Experience Weekend campaigns to maximize prospective student engagement.
- **Support for Advancement:** Initiate new campaigns for the Annual Fund, enhancing alumni and donor participation.
- **Sufficient Marketing Support:** Provide Marketing with the needed creative services and strategic leadership to meet institutional goals.

With this proposed budget increase, Truman State University will be better positioned to enhance brand visibility, increase enrollment, and foster stronger community and alumni relations. This investment reflects our commitment to not only sustaining but also elevating Truman's reputation.

2024-2025 BUDGET SUMMARY

2024-2025 Proposed Marketing Budget

Undergraduate Enrollment Media.....	\$325,000
Graduate Enrollment Media.....	\$80,000
Brand Marketing Media.....	\$135,000
Annual Fund Campaign & Media.....	\$45,000
Professional Marketing Services.....	\$108,000
Total.....	\$693,000

Thank you for your time and consideration. We are committed to achieving exceptional results and believe this budget aligns with our shared goals for growth and excellence.

We welcome any questions you might have and are ready to discuss any aspect of the proposal to ensure it meets your expectations and requirements. We are excited about the opportunity to continue our partnership with Truman State University into the next year.



THANK YOU

