

**NOTICE OF MEETING**  
**Board of Governors Meeting**  
**Truman State University**  
**June 14, 2025**

The Board of Governors for Truman State University will meet on Saturday, June 14, 2025, on the University campus in Kirksville, Missouri. The meeting, scheduled for 1:00 p.m., will be held in the Conference Room (3000) of the Student Union Building. The public is invited to attend.

The tentative agenda for the meeting is attached to this notice. Items Q through S on the following schedule are eligible for consideration in closed session under the provisions of Section 610.010 through 610.030 of the Revised Statutes of Missouri, commonly known as the Open Meetings Law. During the open session of the meeting, the Board of Governors will select the items of business to be conducted in closed session and will state its reasons for considering such items in closed session.

Persons with disabilities needing assistance with the meeting should contact the President's Office at Truman State University (200 McClain Hall, [presoffice@truman.edu](mailto:presoffice@truman.edu), or 660-785-4100).

Dated this 5<sup>th</sup> day of June 2025

A handwritten signature in black ink, reading "Susan L. Thomas". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Susan L. Thomas, Ph.D.  
President of the University

June 14, 2025

**TENTATIVE AGENDA**  
**Board of Governors Meeting**  
**Truman State University**  
**June 14, 2025**

Friday, June 13

- 3:30 p.m. Board of Governors Academic Affairs and Student Services Committee Meeting, McClain Hall 303A
- 3:30 p.m. Board of Governors Budget and Capital Projects Committee Meeting, McClain Hall 200
- 3:30 p.m. Board of Governors Finance and Auditing Committee Meeting, McClain Hall 206J

Saturday, June 14

- 9:00 a.m. Board of Governors Working Session, Room 1030, Kirk Building
- 1:00 p.m. Board of Governors Meeting, Conference Room (3000), Student Union Building
- ITEM A Call to Order and Chair Report
- ITEM B Minutes for Open Session of Previous Meeting
- ITEM C Resolution of Appreciation – David R. Rector
- ITEM D President's Report
- ITEM E Faculty Senate Report
- ITEM F Enrollment Management Report
- ITEM G Academic Affairs and Student Services Committee Report
- ITEM H Finance and Auditing Committee Report
- ITEM H.1 Financial Report
- ITEM I Budget and Capital Projects Committee Report
- ITEM I.1 Construction Projects Report
- ITEM I.2 Contracts for Construction Projects and Equipment Purchases Report
- ITEM J Consent Agenda
- ITEM J.1 Treasurers for Fiscal Year 2026
- ITEM J.2 Sustained Knowledge of Integrated Lifelong Learning Skills Center Consultant
- ITEM J.3 Heating, Ventilation, and Air Conditioning Repairs
- ITEM J.4 Campus Boiler Plant and Steam System Engineering Study
- ITEM J.5 State Capital Improvement and Maintenance Request for Fiscal Year 2027
- ITEM J.6 Telephone System Project
- ITEM K Architectural Services – Multisport Locker Room Facility Project
- ITEM L Operating Budgets for Fiscal Year 2026
- ITEM M Academic Promotion Salary Increase for 2025-26 Academic Year
- ITEM N Agenda Items for Future Meetings
- ITEM O Dates for Future Meetings
- ITEM P Agenda Items for Closed Session
- Closed Session of Board of Governors Meeting, Conference Room (3000), Student Union Building
- ITEM Q Minutes for Closed Session of Previous Meeting
- ITEM R Personnel Actions Report
- ITEM R.1 Faculty Promotions
- ITEM R.2 Academic Tenure
- ITEM S General Counsel Report
- ITEM T Motion to Resume Open Session
- Open Session of Board of Governors Meeting, Conference Room, Student Union Building
- ITEM U Motion to Adjourn

June 14, 2025

**ITEM A****Call to Order and Chair Report****DESCRIPTION AND BACKGROUND**

Governor Philip J. Christofferson, Chair of the Board, will call the meeting to order, recognize any Board members participating by phone or absent, and provide a Chair Report as needed.

**RECOMMENDED ACTION**

This is a discussion item only.

**ITEM B**  
**Minutes for Open Session of Previous Meeting**

**RECOMMENDED ACTION**

BE IT RESOLVED that the minutes for the open session of the previous meeting on April 5, 2025, be approved.

Moved by \_\_\_\_\_  
Seconded by \_\_\_\_\_

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

**ATTACHMENT**

Minutes for Open Session of Meeting on April 5, 2025

TRUMAN STATE UNIVERSITY  
Kirksville 63501

DRAFT MINUTES  
OF THE  
BOARD OF GOVERNORS

Page 1

OPEN SESSION  
OF MEETING ON  
APRIL 5, 2025

The Board of Governors for Truman State University met on Saturday, April 5, 2025, at the University campus in Kirksville, Missouri. Philip J. Christofferson, Chair of the Board of Governors, called the open session to order at 1:00 p.m. in the Conference Room (3000) of the Student Union Building.

Six voting members participated in the meeting: Sarah Burkemper, Taylor W. Burks, Philip J. Christofferson, Jennifer Kopp Dameron, Nancy Gingrich, and William B. Lovegreen. Governors Burkemper, Burks, and Dameron participated via conference call. 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 Christofferson called the meeting to order and welcomed all in attendance.

Minutes for Open Session of Previous Meeting

Governor Lovegreen moved for the adoption of the following resolution:

BE IT RESOLVED that the minutes for the open session of the previous meeting on February 8, 2025, be approved.

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

President's Report

Susan L. Thomas, University President, shared a featured engagement report and provided an update on current items of interest. During her report, she shared budget and legislative updates at the state and federal levels. She commended Truman's Higher Learning Commission (HLC) Steering Team for their exceptional work in preparation for the recent HLC Open Pathway Comprehensive Evaluation Team Visit, and she highlighted the 2025 Special Olympics Missouri State Summer Games, which will be held on the Truman campus from May 30 to June 1. Dr. Thomas ended her report by reading an email she received from a freshman's father on the Truman experience, noting that Truman had been the perfect fit academically and personally for his son.

Advancement, Foundation Board, and Alumni Board Report

Charles Hunsaker, Associate Vice President for University Advancement; Calaneet Balas, President of the Foundation Board of Directors; and Lori Hart, President of the Alumni Association Board of Directors, shared updates from Advancement and their respective boards.

Academic Affairs and Student Services Committee Report

Governor Lovegreen, Chair of the Academic Affairs and Student Services Committee, reported on the meeting held on March 31.

Finance and Auditing Committee Report

Governor Burkemper, Chair of the Finance and Auditing Committee, reported on the meeting held on April 1.

TRUMAN STATE UNIVERSITY  
Kirksville 63501

DRAFT MINUTES  
OF THE  
BOARD OF GOVERNORS

Page 2

OPEN SESSION  
OF MEETING ON  
APRIL 5, 2025

Financial Report

Governor Burkemper presented the Financial Report, which included a review of education and general revenues and expenditures, auxiliary system revenues and expenditures, and Truman State University Foundation revenues and expenditures as of February 28, 2025, compared to February 29, 2024.

Budget and Capital Projects Committee Report

Governor Dameron, Chair of the Budget and Capital Projects Committee, reported on the meeting held on March 31.

Construction Projects Report

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

Contracts for Construction Projects and Equipment Purchases

Governor Dameron noted that the following single item of equipment, totaling \$25,000 to \$100,000, had been purchased since the last board meeting.

<u>Description</u>	<u>Cost</u>
Chevrolet Malibu (2)	\$52,588

Consent Agenda

Governor Gingrich 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 H.1	Treasurers for Fiscal Year 2026
ITEM H.2	Equipment Purchase
ITEM H.3	2025 Summer Roof Replacement and Masonry Repairs Project
ITEM H.4	Faculty Senate Bylaws
ITEM H.5	Amendments to Chapter 6 of the Code of Policies of the Board of Governors Pertaining to Academic Affairs - Faculty

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

Enrollment Fees

Governor Lovegreen moved for the adoption of the following resolution:

BE IT RESOLVED that the following enrollment fees for full-time students be approved, effective with the 2025 Fall Semester:

TRUMAN STATE UNIVERSITY  
Kirksville 63501

DRAFT MINUTES  
OF THE  
BOARD OF GOVERNORS

Page 3

OPEN SESSION  
OF MEETING ON  
APRIL 5, 2025

- 1) Undergraduate students who are enrolled in 12 or more, but less than 18, hours of academic credit for each semester:

Missouri Students	\$9,878 per academic year
Out-of-State Students	\$18,947 per academic year

- 2) The President is authorized to establish graduate pricing tiers that account for specialized and high-cost graduate programs and are competitive with other institutions. Such rates must be designed to include all the designated fees with a single cost per credit hour.

BE IT FURTHER RESOLVED that the designated fee for the Student Recreation Center included above be maintained at \$222 for each full-time equivalent student per academic year; and

BE IT FURTHER RESOLVED that the designated fee for the Student Union included above be increased to \$330 for each full-time equivalent student per academic year; and

BE IT FURTHER RESOLVED that the following additional enrollment fees for students enrolled in 6 or more semester hours during the academic year be maintained and approved as follows:

- 1) A student activity fee of \$100 per academic year (\$50 per semester);
- 2) A student health fee of \$78 per academic year (\$39 per semester);
- 3) An athletic fee of \$116 per academic year (\$58 per semester);
- 4) An information/technology (itech) fee of \$34 per academic year (\$17 per semester); and
- 5) A sustainability fee of \$10 per academic year (\$5 per semester).

BE IT FURTHER RESOLVED that if the student body approves the proposed increases in the Athletic Fee to \$120 (\$60 per semester) and the Student Activity Fee to \$115 (\$57.50 per semester), these new rates will replace the corresponding rates above; and

BE IT FURTHER RESOLVED that the freshman orientation fee remains at \$350 for freshman students during the fall semester and a corresponding fee for freshman students participating in comparable orientation programs during other semesters, with each freshman student to pay such an orientation fee only a single time; and

TRUMAN STATE UNIVERSITY  
Kirksville 63501

DRAFT MINUTES  
OF THE  
BOARD OF GOVERNORS

Page 4

OPEN SESSION  
OF MEETING ON  
APRIL 5, 2025

BE IT FURTHER RESOLVED that the President of the University is authorized to charge tuition and fees for 2025-26 as outlined in Table 4 of the attachment; and

BE IT FURTHER RESOLVED that the President of the University is authorized to establish summer school rates designed to enhance enrollment in such programs; and

BE IT FURTHER RESOLVED that the enrollment fees for part-time students, interim sessions, study abroad, professional development, specialized graduate programs, online programs, and the other enrollment fees and miscellaneous charges not listed in this resolution be established by the President of the University, based on the above fees and charges, in accordance with Section 11.010 and 11.020 of the Code of Policies; and

BE IT FURTHER RESOLVED that a copy of the background information and rationale for this fee proposal be attached to the minutes as an exhibit.

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

Agenda Items for Future Meetings

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

Dates for Future Meetings

Governor Lovegreen 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, June 14, 2025, 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:

Saturday, August 2, 2025;  
Friday, October 17, 2025;  
Saturday, December 6, 2025;  
Saturday, February 7, 2026; and  
Saturday, April 11, 2026.



TRUMAN STATE UNIVERSITY  
Kirksville 63501

DRAFT MINUTES  
OF THE  
BOARD OF GOVERNORS

Page 5

OPEN SESSION  
OF MEETING ON  
APRIL 5, 2025

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

Agenda Items for Closed Session

Governor Burkemper 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:

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. 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;" and
3. Confidential communications with the General Counsel, as defined in Subsection 1 of the statute.

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 Christofferson declared the motion duly adopted.

The closed session of the meeting began shortly after 2:30 p.m.

The open session of the meeting resumed shortly after 4:15 p.m.

With no further business, Governor Lovegreen moved that the meeting be adjourned. Governor Gingrich seconded the motion, which was carried by a unanimous vote of 6 to 0. Governor Christofferson declared the motion duly adopted, and the meeting was adjourned shortly after 4:20 p.m.

---

Jennifer Kopp Dameron  
Secretary of the Board of Governors

I hereby certify that the foregoing minutes were approved by the Board of Governors on the 14<sup>th</sup> day of June, 2025.

---

Philip J. Christofferson  
Chair of the Board of Governors

## **ITEM C**

### **Resolution of Appreciation – David R. Rector**

#### **DESCRIPTION AND BACKGROUND**

David R. Rector will retire as Vice President for Administration, Finance and Planning on June 30, 2025. The following resolution recognizes his service to the University and the Board of Governors.

#### **RECOMMENDED ACTION**

WHEREAS, David R. Rector, Vice President for Administration, Finance and Planning, will retire from Truman State University on June 30, 2025, after fifty-two years of loyal service; and

WHEREAS, Dave has served the University faithfully, selflessly, and professionally, progressively advancing in his role and his responsibilities from his original position as staff assistant in academic affairs to a vice president and an esteemed member of the President's executive leadership team; and

WHEREAS, through his wisdom, hard work, broad perspective, and unique ability to effectively leverage historical knowledge to address current and future needs, Dave has successfully met the innumerable and varying administrative and financial challenges present in a university setting, ensuring the economic stability of the institution now and in the years ahead; and

WHEREAS, through his ability to gain the respect and admiration of various constituent bodies of the University and throughout the state, Dave has demonstrated through example the characteristics of respect and support for one another, thus making him a trusted advisor and role model for all; and

WHEREAS, the current members of the Board of Governors have greatly enjoyed and appreciated their association with Dave, including his wise counsel, humor, and genuine friendship, and Dave's longevity and service at the University have spanned the terms of eight University presidents and nearly eighty members of the Board;

NOW, THEREFORE, BE IT RESOLVED that the Board of Governors of Truman State University hereby extends its sincere appreciation and gratitude to David R. Rector for his exemplary service to Truman State University and affirms that he will be missed; and

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

Moved by \_\_\_\_\_  
Seconded by \_\_\_\_\_

June 14, 2025

Vote:		Aye	Nay
		<hr/>	<hr/>
	Burkemper	<hr/>	<hr/>
	Burks	<hr/>	<hr/>
	Christofferson	<hr/>	<hr/>
	Dameron	<hr/>	<hr/>
	Gingrich	<hr/>	<hr/>
	Lovegreen	<hr/>	<hr/>

**ITEM D**  
**President's Report**

**DESCRIPTION AND BACKGROUND**

Dr. Sue Thomas, University President, will provide a President's Report.

**RECOMMENDED ACTION**

This is a discussion item only.

**ITEM E**  
**Faculty Senate Report**

**DESCRIPTION AND BACKGROUND**

Dr. K. Scott Alberts, 2024-2025 Faculty Senate President and Professor of Statistics, will provide the annual Faculty Senate Report.

**RECOMMENDED ACTION**

This is a discussion item only.

**ITEM F**  
**Enrollment Management Report**

**DESCRIPTION AND BACKGROUND**

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

**RECOMMENDED ACTION**

This is a discussion item only.

**ITEM G****Academic Affairs and Student Services Committee Report****DESCRIPTION AND BACKGROUND**

Governor Bill Lovegreen, Chair of the Academic Affairs and Student Services Committee, will report on the June 13 meeting.

**RECOMMENDED ACTION**

This is a discussion item only.

**ITEM H****Finance and Auditing Committee Report****DESCRIPTION AND BACKGROUND**

Governor Sarah Burkemper, Chair of the Finance and Auditing Committee, will report on the June 13 meeting.

**RECOMMENDED ACTION**

This is a discussion item only.



**ITEM H.1**  
**Financial Report**

**DESCRIPTION AND BACKGROUND**

The Financial Report includes a review of education and general revenues and expenditures, auxiliary system revenues and expenditures, and Truman State University Foundation revenues and expenditures as of April 30, 2025, compared to April 30, 2024.

**RECOMMENDED ACTION**

This is a discussion item only.

**ATTACHMENT**

Truman State University Financial Report – April 30, 2025 compared to April 30, 2024

# Truman State University Financial Report

## April 30, 2025 compared to April 30, 2024

### Education & General (Pages A1-A3)

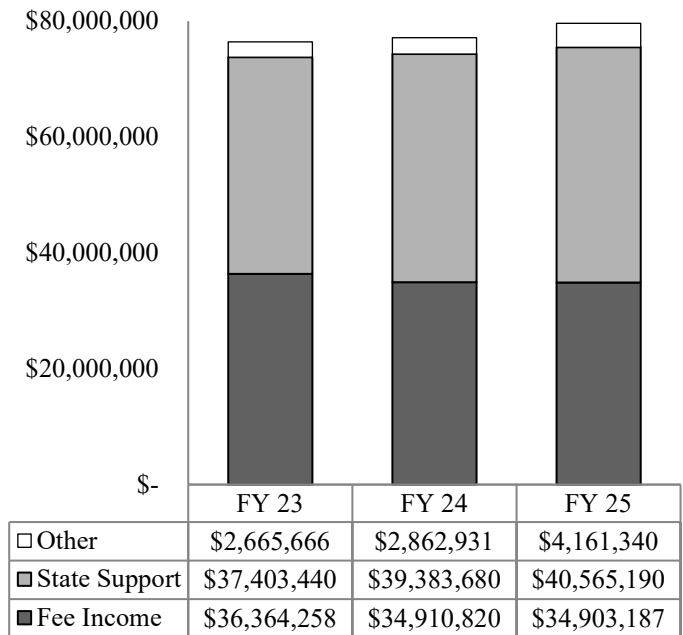
Overall revenue increased by \$2.5M (3%) to \$79.6M. Distribution by major source for the last three fiscal years is outlined in Figure 1. Fiscal year-to-date revenues were 89% of budget.

Despite a 3.9% rate increase, tuition revenue was unchanged at \$31.7M as a result of 4% and 3% fewer full-time equivalent students enrolled for the fall and spring terms, respectively.

A 10% increase in the instructional technology fee was also offset by lower full-time enrollment, as overall fees fell slightly by \$33,129 (1%) to \$3.2M. Fee variances, other than tuition, are outlined in Figure 2.

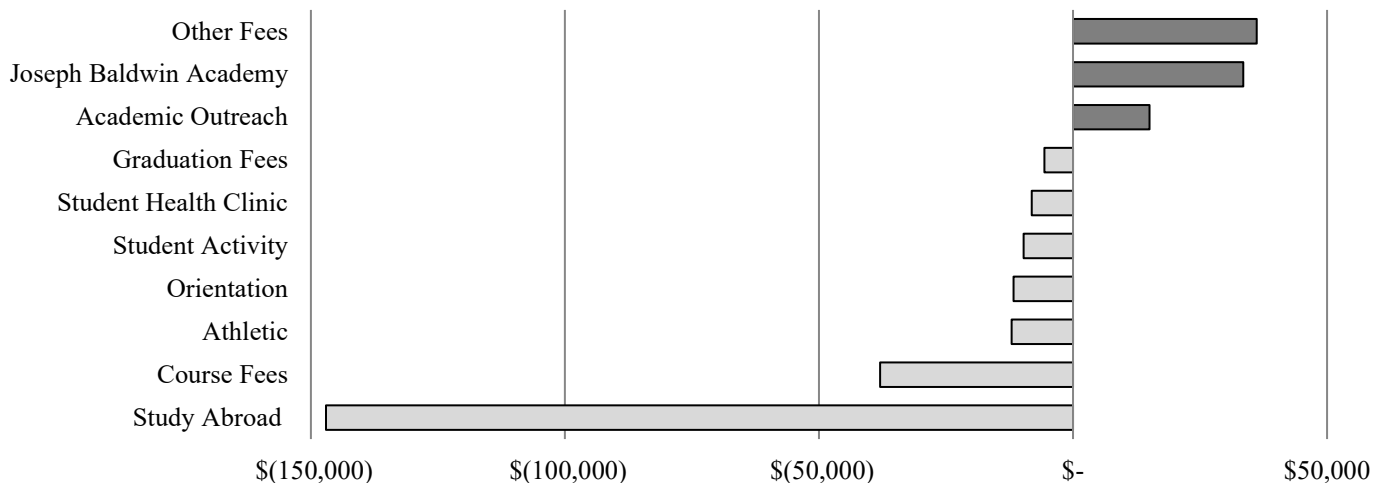
As a result of a 3% increase in appropriations, State of Missouri revenue of \$40.6M was \$1.2M ahead of prior year.

**Figure 1: Education & General Revenues**



Other revenue grew \$1.3M (3%) to \$4.2M due to improved investment performance associated with the University's fixed income portfolio and transfers from the Truman State University Foundation. These transfers included a \$150,000 investment to enable the recently re-organized academic departments to improve enrollment; support campus community; and create innovation across disciplines.

**Figure 2: Local Fee Revenue Variances (FY 24 to FY 25)**

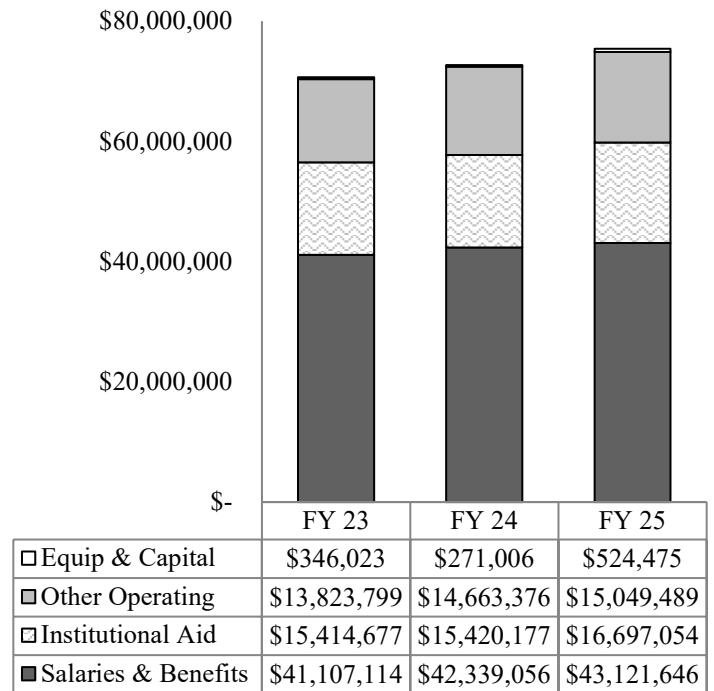


Education and general expenses grew \$2.7M (4%) to \$75.4M. Fiscal year-to-date expenses were 78% of budget. Spending for the last three fiscal years is outlined in Figure 3, and notable variances included:

- Institutional aid grew \$1.3M (8%). Scholarships to incoming students accounted for \$726,000 (58%) of the variance. Due to a much higher than anticipated acceptance rate, incoming Pershing scholars increased from 20 to 39 students at a cost of \$413,000. Transfer student scholarships increased \$157,000, and international student scholarships grew by \$102,000.

- Compensation increased \$782,590 (2%). A 3% average salary increase resulted in higher wages, and associated benefit costs also grew due to a 1.5% increase in the MOSERS pension funding rate and higher health insurance costs.
- Office contracts grew \$357,291 (18%) due to the purchase of Niche Reach digital marketing and student prospect services (\$119,490), Kaseya IT security solutions (\$103,102), and generally higher software renewal costs.
- Equipment and capital expense increased by \$253,469 (93%) based on the purchase of replacement planetarium projectors (\$166,200), communication disorders equipment (\$74,821) and fleet vehicles (\$70,533).
- Supplies grew \$200,846 (15%) due to non-capitalized computer and peripheral purchases (\$157,644) and athletic supplies (\$55,884).
- Professional services increased \$135,850 (5%) due to higher contracted services for marketing, admissions and legal support.
- Library acquisitions decreased \$118,490 (12%) due to fewer subscriptions and year-over-year timing differences for certain subscription payments.
- Travel fell \$89,529 (6%) due to fewer study abroad courses (\$36,556), fewer vehicle rentals (\$28,998), and less international student recruiting travel (\$23,205).
- Other expenses decreased \$62,674 (3%) due to insurance premiums (\$49,429), less printed apparel (\$37,608), and fewer dues and memberships (\$18,640).

**Figure 3: Education & General Expenses**

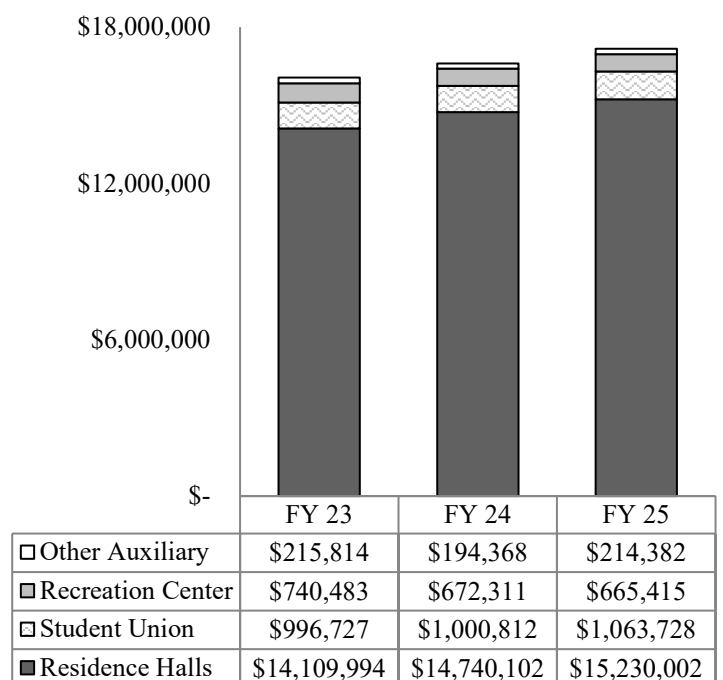


#### **Auxiliary Systems (Pages B1-B3)**

Revenue grew by \$565,934 (3%) to \$17.2M due to a \$489,900 (3%) increase in residence life income. Despite a year-over-year reduction of 36 student residents for both the fall and spring terms, certain factors contributed to higher residence hall income. Those factors included an average 4% increase in room and board prices, improved investment returns, and greater camp attendance.

Student Union revenue grew \$62,916 (6%) to \$1.1M due to a \$30 increase in the associated per student fee. Recreation Center income fell \$6,869 (1%) to \$665,415. Other auxiliary revenue grew \$20,014 (10%) due to increased printing income associated with The Index student newspaper and the Truman State University Foundation. The revenue distribution for the last three fiscal years is outlined in Figure 4, and fiscal year-to-date revenues were 103% of budget.

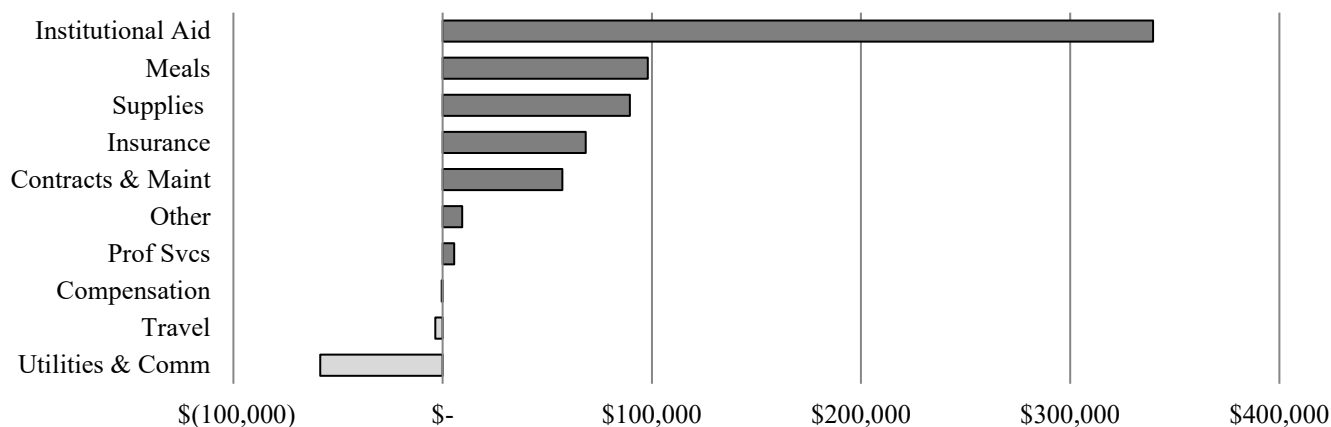
**Figure 4: Auxiliary Revenues**



Auxiliary expenses increased \$580,637 (5%) to \$12.6M. Fiscal year-to-date expenses were 74% of budget. Figure 5 illustrates expense allocations across auxiliary units, and the following variances were noted:

- Institutional aid grew \$339,664 (33%) as an increase in scholarships awarded on a per student basis resulted in a larger proportion of funding available for housing costs.
- Overall meal costs increased \$98,147 (2%) due to food prices and larger summer camp populations.
- Supplies grew \$89,501 (48%) due to facility and custodial supplies (\$57,776) and Missouri Hall HVAC materials (\$26,369).
- Other expenses increased \$72,350 (12%) due to insurance premium allocations.
- Utilities costs fell \$57,230 (4%) based on reductions in electricity and natural gas consumption due to more efficient facility utilization.
- Maintenance and Repair expense grew \$54,710 (47%) due to HVAC and fire control prevention repairs.

**Figure 5: Auxiliary Expense Variances (FY 24 to FY 25)**



## Truman State University Foundation (Pages C1-C3)

### Statement of Net Position (Page C-1)

Net position increased \$4.7M (6%) to \$79.8M. Current assets fell by \$77,766 (1%) to \$6.6M due to a large Holman Speaker Series payment that was not present in the prior fiscal year. Non-current assets grew \$4.8M (7%) to \$73.8M as a result of an increase in overall investment value. Loans receivable decreased \$78,086 (52%) to \$72,912 due to fewer outstanding student loans. Current liabilities decreased \$36,518 (12%) to \$258,004 based on a reduction in overall payables. Non-current liabilities grew \$11,470 (4%) to \$334,982 and were comprised wholly of annuities payable.

### Statement of Revenues, Expenditures and Changes in Net Position (Page C-2)

Overall giving increased \$661,027 (38%) to \$2.4M due primarily to a \$491,535 estate gift and \$100,000 donation directed towards entrepreneurial education and an endowed scholarship. Investment revenue decreased \$3.2M (53%) to \$2.9M as overall investment values pulled back, and most equity indices lost in excess of 5% year-over-year. As a result, certain emerging markets positions were liquidated in favor of more defensive positions. Net expenses and University transfers decreased \$274,893 (6%) to \$4M as capital transfers to the Greenwood Interprofessional Autism Center were not repeated in the current fiscal period. The year-over-year reduction in capital costs was partially offset by a \$205,599 increase in scholarship expense, a \$94,318 increase in travel due to athletic training trips, and \$45,000 outlay for contracted marketing services.

### Investments Schedule (Page C-3)

Investments (including endowed, short-term, long-term, and annuities) increased by \$4.8M (6%) to \$79.6M. Year-over-year gains, predominantly unrealized, were concentrated in equity funds and alternative investments. The Foundation also holds beneficial interests in three trusts, and their combined value increased \$237,429 (6%) to \$4.4M. Per the terms of the agreement, the Foundation's 75% share of the Cozean trust will be liquidated this fiscal year to benefit the Education department.

**Truman State University**  
**Budget to Actual**  
**For the period ending April 30**

<b>Education &amp; General</b>	<b>FY25 Budget</b>	<b>FY25 To Date</b>	<b>Percent of Budget This Year</b>	<b>Percent of Budget Last Year</b>
<b>Revenues</b>				
State Sourced Income	\$ 50,183,736	\$ 40,565,190	80.8%	
Local Income	39,816,481	39,064,527	98.1%	
<b>Total Budgeted Revenues</b>	<b>90,000,217</b>	<b>79,629,717</b>	<b>88.5%</b>	<b>87.2%</b>
Rollover from prior year	6,347,768			
<b>Total Resources to Spend</b>	<b>\$ 96,347,985</b>			
<b>Expenses</b>				
Faculty/Staff Salaries	35,872,940	29,092,711	81.1%	
Student Employment	3,559,415	1,950,040	54.8%	
Fringe Benefits	15,624,468	12,078,895	77.3%	
<b>Total Salaries &amp; Fringe Benefits</b>	<b>55,056,823</b>	<b>43,121,646</b>	<b>78.3%</b>	<b>78.2%</b>
<b>Equipment &amp; Capitalized Expense</b>	<b>1,212,341</b>	<b>524,475</b>	<b>43.3%</b>	<b>22.9%</b>
<b>Operations</b>				
Other Expense	19,678,821	12,688,004	64.5%	
Institutional Aid	17,300,000	16,697,054	96.5%	
Utilities	3,100,000	2,361,485	76.2%	
<b>Total Operations</b>	<b>40,078,821</b>	<b>31,746,543</b>	<b>79.2%</b>	<b>77.9%</b>
<b>Total Education &amp; General Expense</b>	<b>\$ 96,347,985</b>	<b>\$ 75,392,664</b>	<b>78.3%</b>	<b>77.4%</b>

**Truman State University**  
**Operating Receipts by Fund**  
**For the period ending April 30**

<b>Education &amp; General</b>	<b>FY23 Receipts</b>	<b>FY24 Receipts</b>	<b>FY25 Receipts</b>	<b>Change FY24 to FY25</b>	<b>% Change FY24 to FY25</b>
<b>State Appropriation</b>					
State Appropriation	\$ 36,807,180	\$ 39,383,680	\$ 40,565,190	\$ 1,181,510	3.0%
MOSERS Appropriation	596,260	-	-	-	0.0%
<b>Total State Sourced Income</b>	<b>37,403,440</b>	<b>39,383,680</b>	<b>40,565,190</b>	<b>1,181,510</b>	<b>3.0%</b>
<b>Enrollment Fees</b>					
Enrollment Fees	32,634,863	31,640,944	31,666,440	25,496	0.1%
Course Fees	1,781,040	1,456,690	1,418,722	(37,968)	-2.6%
Other Fees	1,127,284	988,420	1,023,194	34,774	3.5%
Student Activity Fees	251,715	267,917	258,193	(9,724)	-3.6%
Athletic Fees	347,607	332,961	320,876	(12,085)	-3.6%
Health Clinic Fees	221,749	223,888	215,762	(8,126)	-3.6%
<b>Total Student Fees</b>	<b>36,364,258</b>	<b>34,910,820</b>	<b>34,903,187</b>	<b>(7,633)</b>	<b>0.0%</b>
Other Operating & Non-Operating	2,665,666	2,862,931	4,161,340	1,298,409	45.4%
<b>Total Education &amp; General</b>	<b>\$ 76,433,364</b>	<b>\$ 77,157,431</b>	<b>\$ 79,629,717</b>	<b>\$ 2,472,286</b>	<b>3.2%</b>

**Truman State University**  
**Operating Expense by Fund**  
**For the period ending April 30**

	<u>FY23</u> <u>Expense</u>	<u>FY24</u> <u>Expense</u>	<u>FY25</u> <u>Expense</u>	<u>Change</u> <u>FY24 to FY25</u>	<u>% Change</u> <u>FY24 to FY25</u>
<b>Education &amp; General</b>					
<b>Salaries &amp; Fringe Benefits</b>					
Faculty & Staff Salaries	\$ 28,160,686	\$ 28,758,101	\$ 29,092,711	\$ 334,610	1.16%
Student Employment	1,883,160	1,854,180	1,950,040	95,860	5.17%
Fringe Benefits	11,063,268	11,726,775	12,078,895	352,120	3.00%
<b>Total Salary &amp; Fringe Benefits</b>	<b>41,107,114</b>	<b>42,339,056</b>	<b>43,121,646</b>	<b>782,590</b>	<b>1.85%</b>
<b>Equipment &amp; Capital Expenses</b>	<b>346,023</b>	<b>271,006</b>	<b>524,475</b>	<b>253,469</b>	<b>93.53%</b>
<b>Operations</b>					
Institutional Aid	15,414,677	15,420,177	16,697,054	1,276,877	8.28%
Travel	1,327,539	1,443,335	1,353,806	(89,529)	-6.20%
Utilities	2,395,287	2,429,841	2,361,485	(68,356)	-2.81%
Professional Services	2,797,374	2,713,315	2,849,165	135,850	5.01%
Supplies	1,258,404	1,304,753	1,505,599	200,846	15.39%
Office Contracts	1,810,892	1,981,563	2,338,854	357,291	18.03%
Library Acquisitions	921,652	958,008	839,518	(118,490)	-12.37%
Communications	427,134	465,912	462,421	(3,491)	-0.75%
Energy Lease Principal & Interest	630,000	630,000	630,000	-	0.00%
Maintenance & Repair	468,769	294,076	328,742	34,666	11.79%
Other Expense	1,786,748	2,442,573	2,379,899	(62,674)	-2.57%
<b>Total Operations</b>	<b>29,238,476</b>	<b>30,083,553</b>	<b>31,746,543</b>	<b>1,662,990</b>	<b>5.53%</b>
<b>Total Education &amp; General</b>	<b>\$ 70,691,613</b>	<b>\$ 72,693,615</b>	<b>\$ 75,392,664</b>	<b>\$ 2,699,049</b>	<b>3.71%</b>

**Truman State University  
Budget to Actual  
For the period ending April 30**

<b>Auxiliary Systems</b>	<b>FY25 Budget</b>	<b>FY25 To Date</b>	<b>Percent of Budget This Year</b>	<b>Percent of Budget Last Year</b>
<b>Revenues</b>				
Residence Halls	\$ 14,640,000	\$ 15,230,002		
Student Union	1,120,000	1,063,728		
Recreation Center	670,000	665,415		
Other Auxiliary	244,000	214,382		
<b>Total Budgeted Revenues</b>	<b>16,674,000</b>	<b>17,173,527</b>	<b>103.0%</b>	<b>101.8%</b>
Rollover from prior year	284,499			
<b>Total Resources to Spend</b>	<b>\$ 16,958,499</b>			
<b>Expenses</b>				
Salaries	1,256,711	1,036,273		
Student Salaries	433,821	539,250		
Fringe Benefits	761,408	1,081,436		
<b>Total Salaries &amp; Fringe Benefits</b>	<b>2,451,940</b>	<b>2,656,959</b>	<b>108.4%</b>	<b>85.7%</b>
<b>Equipment /Capitalized Expense</b>	<b>-</b>	<b>62,817</b>	<b>0.0%</b>	<b>0.0%</b>
<b>Operations</b>				
Bond Principal & Interest	2,753,530	316,765	11.5%	
Meals-Contract Food Service	5,670,000	5,061,581	89.3%	
Other Expense	3,215,679	1,793,334	55.8%	
Institutional Aid	820,350	1,375,302	167.6%	
Utilities	2,047,000	1,336,256	65.3%	
<b>Total Operations</b>	<b>14,506,559</b>	<b>9,883,238</b>	<b>68.1%</b>	<b>67.9%</b>
<b>Total Auxiliary Expense</b>	<b>\$ 16,958,499</b>	<b>\$ 12,603,014</b>	<b>74.3%</b>	<b>71.5%</b>



**Truman State University**  
**Operating Receipts by Fund**  
For the period ending April 30

	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>Change</b>	<b>% Change</b>
	<b>Receipts</b>	<b>Receipts</b>	<b>Receipts</b>	<b>FY24 to FY25</b>	<b>FY24 to FY25</b>
<b>Auxiliary</b>					
Residence Halls	\$ 14,109,994	\$ 14,740,102	\$ 15,230,002	\$ 489,900	3.3%
Student Union	996,727	1,000,812	1,063,728	62,916	6.3%
Recreation Center	740,483	672,311	665,415	(6,896)	-1.0%
Other Auxiliary	215,814	194,368	214,382	20,014	10.3%
<b>Total Auxiliary</b>	<b>\$ 16,063,018</b>	<b>\$ 16,607,593</b>	<b>\$ 17,173,527</b>	<b>\$ 565,934</b>	<b>3.4%</b>

**Truman State University**  
**Operating Expense by Fund**  
**For the period ending April 30**

	<b>FY23 Expense</b>	<b>FY24 Expense</b>	<b>FY25 Expense</b>	<b>Change FY24 to FY25</b>	<b>% Change FY24 to FY25</b>
<b>Auxiliary</b>					
<b>Salaries &amp; Fringe Benefits</b>					
Administrative & Staff Salaries	\$ 1,218,591	\$ 1,048,815	\$ 1,036,273	\$ (12,542)	-1.2%
Student Wages	528,552	503,229	539,250	36,021	7.2%
Fringe Benefits	1,147,564	1,105,357	1,081,436	(23,921)	-2.2%
<b>Total Salary &amp; Fringe Benefits</b>	<b>2,894,707</b>	<b>2,657,401</b>	<b>2,656,959</b>	<b>(442)</b>	<b>0.0%</b>
<b>Equipment &amp; Capital Expenses</b>	<b>66,702</b>	<b>62,817</b>	<b>62,817</b>	<b>-</b>	<b>0.0%</b>
<b>Operations</b>					
Institutional Aid	991,961	1,035,638	1,375,302	339,664	32.8%
Supplies	238,285	187,440	276,941	89,501	47.7%
Office Contracts	170,997	175,456	179,811	4,355	2.5%
Communications	35,942	26,476	25,205	(1,271)	-4.8%
Meals-Contract Food Service	4,690,346	4,958,282	5,061,581	103,299	2.1%
Meals-Other	277,767	264,553	259,401	(5,152)	-1.9%
Utilities	1,507,336	1,393,486	1,336,256	(57,230)	-4.1%
Professional Services	37,298	28,816	34,320	5,504	19.1%
Reimbursement to E & G	405,159	164,297	164,297	-	0.0%
Bond Principal & Interest	520,515	341,416	316,765	(24,651)	-7.2%
Maintenance & Repair	105,779	116,022	170,732	54,710	47.2%
Other Expense	451,523	610,277	682,627	72,350	11.9%
<b>Total Operations</b>	<b>9,432,908</b>	<b>9,302,159</b>	<b>9,883,238</b>	<b>581,079</b>	<b>6.2%</b>
<b>Total Auxiliary</b>	<b>\$ 12,394,317</b>	<b>\$ 12,022,377</b>	<b>\$ 12,603,014</b>	<b>\$ 580,637</b>	<b>4.8%</b>

**Truman State University Foundation**  
**Statement of Net Position**  
**April 30, 2024 Compared to April 30, 2025**

	<b>30-Apr-24</b>	<b>30-Apr-25</b>	<b>Change</b>
	<b>FY24</b>	<b>FY25</b>	<b>FY24 to FY25</b>
Cash	\$ 415,302	\$ 318,803	\$ (96,499)
Short Term Investments	6,138,094	6,107,462	(30,632)
Prepaid Expenses	12,139	76,423	64,284
Interest Receivable	78,421	80,023	1,602
Loans Receivable, net of allowance	79,716	63,194	(16,522)
Current Assets	<u>6,723,671</u>	<u>6,645,905</u>	<u>(77,766)</u>
Investments	68,661,844	73,528,808	4,866,964
Loans Receivable, net of allowance	150,997	72,912	(78,085)
Cash Value of Life Insurance	156,783	168,839	12,056
Non-Current Assets	<u>68,969,624</u>	<u>73,770,559</u>	<u>4,800,935</u>
<b>Total Assets</b>	<b><u>75,693,295</u></b>	<b><u>80,416,464</u></b>	<b><u>4,723,169</u></b>
Accounts Payable	205,396	195,415	(9,981)
Refundable Advance	17,284	7,295	(9,989)
Annuities & Trusts Payable	71,842	55,293	(16,548)
Current Liabilities	<u>294,522</u>	<u>258,004</u>	<u>(36,518)</u>
Annuities & Trusts Payable	323,512	334,982	11,470
Non-Current Liabilities	<u>323,512</u>	<u>334,982</u>	<u>11,470</u>
<b>Total Liabilities</b>	<b><u>618,034</u></b>	<b><u>592,985</u></b>	<b><u>(25,048)</u></b>
<b>Net Position</b>	<b><u>\$ 75,075,261</u></b>	<b><u>\$ 79,823,478</u></b>	<b><u>\$ 4,748,217</u></b>

**Truman State University Foundation**  
**Statement of Revenues, Expenses & Changes in Net Position**  
**April 30, 2024 Compared to April 30, 2025**

	<b>30-Apr-24 FY24</b>	<b>30-Apr-25 FY25</b>	<b>Change FY24 to FY25</b>
Interest on Student Loan Receivable	\$ 11,718	\$ 7,268	\$ (4,451)
Total Operating Revenues	11,718	7,268	(4,451)
Scholarships	1,152,400	1,357,999	205,599
Supplies & Other Services	825,910	890,042	64,132
Travel Expense	143,273	237,591	94,318
Other Expense	199,101	188,454	(10,647)
Total Operating Expenses	2,320,684	2,674,086	353,402
Operating Gain (Loss)	(2,308,965)	(2,666,819)	(357,853)
Contributions	883,194	1,447,911	564,717
Interest & Other Distributions	2,467,905	1,781,737	(686,168)
Realized Gain (Loss)	875,355	(123,620)	(998,975)
Unrealized Gain (Loss)	2,684,789	1,195,018	(1,489,772)
Other Non-Operating Income	32,990	103,602	70,612
Other Non-Operating Expense	(236,358)	(246,034)	(9,675)
Other Income-Foundation Grant Income	95,000	88,250	(6,750)
Net Non-Operating Revenues (Expenses)	6,802,876	4,246,865	(2,556,011)
Income before other Revenues, Expenses, Gains, Losses & Transfers	4,493,910	1,580,046	(2,913,864)
Additions to Permanent Endowments	847,069	943,378	96,309
Transfers to Education & General for Admin	(99,167)	(99,167)	-
Transfers to Education & General	(580,250)	(839,496)	(259,245)
Transfer to Auxiliary - Other	(27,672)	(39,761)	(12,089)
Transfer to Capital Fund - Plant	(970,269)	(60,963)	909,306
Increase (Decrease) in Net Assets	3,663,621	1,484,038	(2,179,584)
Net Position, Beginning of Year	71,411,640	78,339,441	6,927,801
Net Position Ending Balance	<u><u>\$ 75,075,261</u></u>	<u><u>\$ 79,823,478</u></u>	<u><u>\$ 4,748,217</u></u>

**Truman State University Foundation**  
**Investments Schedule**  
**April 30, 2024 Compared to April 30, 2025**

	<b>30-Apr-24</b>	<b>30-Apr-25</b>	<b>Change</b>
	<b>FY24</b>	<b>FY25</b>	
Endowed Pool	\$ 66,694,355	\$ 71,609,065	\$ 4,914,709
Short-Term Pool	6,138,094	6,107,462	(30,632)
Long Trust	775,876	822,854	46,979
Charitable Gift Annuities (General)	895,669	788,558	(107,111)
Student Investment Fund	202,021	214,402	12,381
Charitable Gift Annuities (CA)	64,976	63,974	(1,002)
Charitable Gift Annuities (FL)	28,947	29,955	1,008
<b>Total Investments</b>	<b>\$ 74,799,938</b>	<b>\$ 79,636,269</b>	<b>\$ 4,836,332</b>
Ingraham Trust	\$ 3,577,643	\$ 3,791,326	\$ 213,683
Cozean Trust	353,835	370,605	16,770
Ludlow Trust	249,365	256,341	6,976
<b>Beneficial Interest in Trusts</b>	<b>\$ 4,180,843</b>	<b>\$ 4,418,272</b>	<b>\$ 237,429</b>

**ITEM I****Budget and Capital Projects Committee Report****DESCRIPTION AND BACKGROUND**

Governor Jennifer Dameron, Chair of the Budget and Capital Projects Committee, will provide a report on the June 13 meeting.

**RECOMMENDED ACTION**

This is a discussion item only.

**ITEM I.1****Construction Projects Report****DESCRIPTION AND BACKGROUND**

The Construction Projects Report provides an update on previously approved construction projects.

**RECOMMENDED ACTION**

This is a discussion item only.

**ATTACHMENT**

Construction Projects Report

## Construction Projects Report

<u>Project Name</u>	<u>Budget</u>	<u>Approval Date</u>	<u>Expenditure to Date</u>	<u>Completion Status</u>	<u>Final Project Cost</u>
HVAC System Upgrades Phase 1 Project	\$4,625,000	10-25-24	\$526,506	11%	
Kirk Building Renovation Project	\$19,210,000	8-5-23	\$18,486,046	96%	
McKinney Center and Blanton- Nason-Brewer Annex Demolition Project	\$1,565,000	12-7-24	\$8,282	1%	
Abatement and Remediation of McKinney Center and Blanton- Nason-Brewer Annex Demolition Project	\$125,000	12-7-24		0%	
HVAC Upgrades Phase 2 Project	\$910,000	12-7-24	\$57,760	6%	
Student Union Chick-fil-A Renovation Project	\$610,000	2-8-25	\$124,223	20%	
Ryle Hall Kitchen/Dining Improvement Construction Project	\$1,640,000	2-8-25	\$58,808	4%	
2025 Summer Roof Replacement and Masonry Repairs Project	\$860,000	4-5-25		0%	

June 14, 2025



## **ITEM I.2**

### **Contracts for Construction Projects and Equipment Purchases Report**

#### **DESCRIPTION AND BACKGROUND**

The Contracts for Construction Projects and Equipment Purchases Report details construction projects and equipment purchases totaling \$25,000 to \$100,000, which have been approved since the last board meeting.

#### **RECOMMENDED ACTION**

This is a discussion item only.

#### **ATTACHMENT**

Contracts for Construction Projects/Equipment Purchases

## **Contracts for Construction Projects**

Since the last board meeting, the following construction projects totaling \$25,000 to \$100,000 have been approved.

<u>Project Name</u>	<u>Cost</u>
University Farm Wildlife Barrier Fence Project	\$35,094

A Request for Proposal (RFP) was issued to install a wildlife barrier fence at the University Farm. Five vendors responded to the RFP. The project was awarded to the lowest bidder, Frontline Fencing LLC from Greentop, Missouri. The fencing is eight feet high to deter deer and other wildlife from getting into the pastures and property at the University Farm. The project was funded by institutional funds from the School of Science and Mathematics.

## **Equipment Purchases**

Since the last board meeting, the following single items of equipment totaling \$25,000 to \$100,000 have been approved.

<u>Description</u>	<u>Cost</u>
2025 Toyota Camry	\$37,245

Bids were issued for a passenger vehicle to replace a 2013 Ford Fusion with over 150,000 miles. Four vendors responded. The vehicle was purchased from the low bidder, Kirksville Motor Company in Kirksville, Missouri, using the vehicle budget as the funding source.

**ITEM J**  
**Consent Agenda**

**DESCRIPTION AND BACKGROUND**

The following items require Board approval and have been placed on the Consent Agenda. Any member may request that items be removed from the consent agenda.

**RECOMMENDED ACTION**

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

- |          |   |
|----------|---|
| ITEM J.1 | Treasurers for Fiscal Year 2026   |
| ITEM J.2 | Sustained Knowledge of Integrated Lifelong Learning Skills<br>Center Consultant |
| ITEM J.3 | Heating, Ventilation, and Air Conditioning Repairs                              |
| ITEM J.4 | Campus Boiler Plant and Steam System Engineering Study                          |
| ITEM J.5 | State Capital Improvement and Maintenance Request for Fiscal<br>Year 2027       |
| ITEM J.6 | Telephone System Project  |

Moved by \_\_\_\_\_  
Seconded by \_\_\_\_\_

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

**ATTACHMENTS**

- |          |  |
|----------|--|
| ITEM J.1 | Treasurers for Fiscal Year 2026  |
| ITEM J.2 | Sustained Knowledge of Integrated Lifelong Learning Skills Center Consultant |
| ITEM J.3 | Heating, Ventilation, and Air Conditioning Repairs                           |
| ITEM J.4 | Campus Boiler Plant and Steam System Engineering Study                       |
| ITEM J.5 | State Capital Improvement and Maintenance Request for Fiscal Year 2027       |
| ITEM J.6 | Telephone System Project   |

**ITEM J.1**  
**Treasurers for Fiscal Year 2026**

**DESCRIPTION AND BACKGROUND**

University treasurers are appointed on an annual basis and are responsible for administering institutional funds. A slate of treasurers was approved on April 5, 2025, but that slate needs to be amended due to the retirement of David R. Rector, Vice President for Administration, Finance, and Planning, effective June 30, 2025.

**RECOMMENDED ACTION**

BE IT RESOLVED that the following persons be appointed treasurers for Fiscal Year 2026:

Michael A. Garzanelli	Treasurer
Cheryl Cragg	Deputy Treasurer
Arletta Nelson	Assistant Treasurer

Moved by \_\_\_\_\_  
Seconded by \_\_\_\_\_

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

**ITEM J.2**  
**Sustained Knowledge of Integrated Lifelong Learning Skills Center Consultant**

**DESCRIPTION AND BACKGROUND**

Truman State University and the broader Kirksville community envision the Sustained Knowledge of Integrated Lifelong Learning Skills Center (SKILLLS Center) as a hub for lifelong learning, workforce readiness, and student experiential learning. The Center on Rural Innovation (CORI) will support the SKILLS Center’s activation by identifying how its services can be most impactful, sustainable, and aligned with both community needs and Truman's strategic goals.

In particular, this engagement will test and evaluate the demand for various services outlined in the SKILLS Center concept, assess alignment with workforce trends and employer needs, and help identify early adopters and potential Center users. CORI’s work will provide actionable insights and a clear implementation plan that supports the Center’s mission and ensures coordination with community stakeholders and local economic development priorities. The deliverable will be an implementation plan informed by employer demand, local data, and student engagement strategies.

The recommended consultant was recently awarded a contract by the City of Kirksville to assist in implementing their state-awarded Missouri Building Entrepreneurial Capacity (MOBEC) grant, and the two projects are complementary. Truman is also participating in the city’s MOBEC grant. The University publicly posted the intent to award this contract to CORI, allowing other vendors to review the opportunity and consider responding. No vendors chose to offer an alternative proposal. The CORI proposal has a total cost of \$15,000.

**RECOMMENDED ACTION**

- BE IT RESOLVED that the proposal from Center on Rural Innovation (CORI) to provide planning for the Sustained Knowledge of Integrated Lifelong Learning Skills Center, with the fees, expenses, and work for such services to be within the guidelines of the firm’s proposal, be approved; and
- BE IT FURTHER RESOLVED that the President of the University, or her designee, be authorized to execute a contract with the firm for the consultant services; and
- BE IT FURTHER RESOLVED that a copy of the proposal be attached to the minutes as an exhibit.

Moved by \_\_\_\_\_  
Seconded by \_\_\_\_\_

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

## **ATTACHMENT**

Proposal from Center on Rural Innovation (CORI)



## **Catalyzing the SKILLS Center at Truman State University for tech-based economic growth and community impact in Kirksville, MO**

**April 11, 2025**

Truman State University and the broader Kirksville community envision the SKILLS Center as a hub for lifelong learning, workforce readiness, and student experiential learning. With this proposal, the Center on Rural Innovation (CORI) seeks to support the SKILLS Center's activation by identifying how its services can be most impactful, sustainable, and aligned with both community needs and Truman's strategic goals.

In particular, this engagement will test and evaluate the demand for various services outlined in the SKILLS Center concept, assess alignment with workforce trends and employer needs, and help identify early adopters and potential Center users. CORI's work will provide actionable insights and a clear implementation plan that supports the Center's mission and ensures coordination with community stakeholders and local economic development priorities.

This effort will complement CORI's existing scope of work with Missouri Rural Enterprise & Innovation Center under the MOBEC grant by incorporating a deeper focus on workforce development and educational service delivery in a way that benefits both Truman students and the wider Kirksville community and Northeast Missouri region.

To support the SKILLS Center in its successful activation and delivering on its full potential, this project will provide a process and roadmap to align stakeholders and plan for the Center's success. The deliverable will be an implementation plan informed by employer demand, local data and student engagement strategies.

### **Proposed Scope of Work**

The Center on Rural Innovation (CORI) proposes to support Truman State University in the planning and early activation of its SKILLS Center initiative. This support will focus on identifying the programming, partnership, and engagement infrastructure best positioned to make the SKILLS Center a one-stop, high-impact resource for learners, workers and community members across Northeast Missouri.

This work will build upon current MOBEC-funded efforts and be designed to align with Truman's long-term vision, potential outcomes include identifying optimized ways to:

- Bridge campus and community learning supports;



- Enable Truman students to gain meaningful experiential learning opportunities through mentoring, tutoring, and facilitation;
- Provide adult learners and community members with access to tailored skill-building, tutoring, and workforce guidance;
- Leverage local and regional partnerships to connect learning with real-time workforce needs.

## **Proposed Activities**

### **Phase 1: Workforce Development Visioning and Stakeholder Alignment**

**Objective:** Establish a clear vision for the SKILLS Center that is responsive to regional needs and grounded in Truman's institutional strengths.

**Key Activities:**

- Facilitate virtual kickoff and discovery meetings with Truman State University staff, Kirksville community leaders and partners, and local employers to identify workforce development objectives and outcomes the SKILLS Center can best support.
  - Explore how Truman students can contribute through experiential learning (e.g., tutoring, mentoring, facilitation)
- Align on target audiences, core services, and early priorities for both campus and community engagement.

### **Phase 2: Workforce Demand and Student Engagement Assessment**

**Objective:** Map and strengthen relationships with key partners and stakeholders to ensure the SKILLS Center is embedded in the broader regional workforce ecosystem.

**Key Activities:**

- Identify and prioritize regional stakeholders, including local employers, workforce agencies, economic development entities, school districts, and service providers.
- Plan and conduct a 1-2 day on-site visit to Kirksville to facilitate:
  - In-person stakeholder conversations, partner listening sessions and focus groups
  - A design workshop with key stakeholders like Truman faculty, staff, students, community partners, resource and service providers and local leaders to validate use cases and identify shared opportunities.
- Assess alignment with existing support systems and explore wraparound services.

### **Phase 3: Programming Recommendations and Presentation of Plan**

**Objective:** Develop a clear roadmap for activating the SKILLS Center, including potential



programming, partnership actions, and resource needs.

**Key Activities:**

- Deliver a comprehensive Workforce Development Assessment and Implementation Plan
  - Within the Plan, provide detailed recommendations for training programs, internships, student engagement frameworks, and entrepreneurship-related support.
- Develop and deliver a virtual presentation and Q&A session with Kirksville stakeholders and Truman State University leadership, summarizing findings and recommendations.

**Deliverables**

1. **In-Person Workshop, Visioning and Stakeholder Alignment**
  - Summarized outcomes from stakeholder workshops and engagements, including clearly defined workforce development objectives and success metrics for the SKILLS Center.
2. **Workforce Development Assessment and Implementation Plan**
  - Analysis of local workforce demands and training needs.
  - Recommended programming, internships, and partnership structures tailored to community needs and demand
  - Operational recommendations to sustainably integrate and develop relevant workforce initiatives within Truman's SKILLS Center.
3. **Stakeholder Presentation**
  - Virtual presentation to core stakeholders highlighting actionable recommendations, immediate next steps, and the roadmap to guide the SKILLS Center's sustainable and effective impact.

**High-Level Timeline**

This process will take between 4 to 5 months, the timeline can be adapted or accelerated to best fit Kirksville and Truman State University's needs and availability. The process can begin as soon as the core team and group of University stakeholders are ready.

**Month 1:** Kickoff meetings and planning sessions with Kirksville and Truman State University stakeholders, emphasizing participation with those closest to the SKILLS Center development

**Month 2-3:** On-site (one session facilitated by CORI staff in-person) and virtual workshops, focus groups, and SKILLS Center assessment, planning, and plan development activities



**Month 4-5:** Analysis and creation of final recommendations, presentation of findings and delivery of implementation plan

## **Budget**

To conduct this assessment of the SKILLS Center the total cost is **\$15,000**.

This cost will cover the expanded data gathering, additional workshop facilitation, stakeholder meetings, and production of an implementation plan to support data-driven, effective utilization of Truman State University's SKILLS Center for the benefit of Northeast Missouri and a prosperous economic future in the region.

Thank you for your consideration, we welcome the opportunity to further discuss or adjust this proposal to best support Truman State University's needs.

**ITEM J.3**  
**Heating, Ventilation and Air Conditioning Repairs**

**DESCRIPTION AND BACKGROUND**

Truman State University’s mechanical services team recently completed a review of campus heating, ventilation and air conditioning (HVAC) systems. As part of this review, components were examined for proper function. A Variable Frequency Drive (VFD) allows for precise control over motor speed, resulting in improved efficiency and lower heating and cooling costs. Several campus systems rely on these components, and sixteen VFDs were identified for replacement across four separate academic buildings.

The University requested a quote for repairs from Daikin TMI, LLC of Chesterfield, Missouri. The University has historically contracted with Daikin TMI through The Interlocal Purchasing System (TIPS). This national cooperative purchasing program offers a streamlined purchasing process, saves time and costs, and ensures compliance with public purchasing laws.

Based on the review, the University recommends funding this contracted repair project with accumulated local capital resources and completing the repairs by early fall 2025.

**RECOMMENDED ACTION**

BE IT RESOLVED that the Daikin TMI, LLC quote to repair certain Heating, Ventilation and Air Conditioning (HVAC) components at a cost of \$110,000, with the products and services contained within the quote, be approved; and

BE IT FURTHER RESOLVED that the President of the University, or her designee, be authorized to execute a contract with the firm; and

BE IT FURTHER RESOLVED that a copy of the project description, as reviewed at the meeting, be attached to the minutes as an exhibit.

Moved by \_\_\_\_\_  
Seconded by \_\_\_\_\_

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

**ITEM J.4**  
**Campus Boiler Plant and Steam System Engineering Study**

**DESCRIPTION AND BACKGROUND**

Truman State University’s boiler plant and steam tunnels provide hot water to a large portion of the interior campus. Three redundant hot water boilers fired by either natural gas or heating oil produce steam that is transported to campus facilities through a series of underground tunnels. While this system has served the University well, it has become inefficient, and portions of the system need repair.

The University requested a quote from Daikin TMI, LLC of Chesterfield, Missouri, to complete an engineering study to address issues with the aging system. The University has historically contracted with Daikin TMI through The Interlocal Purchasing System (TIPS). This national cooperative purchasing program offers a streamlined purchasing process, saves time and costs, and ensures compliance with public purchasing laws. Daikin TMI’s study will include a comprehensive engineering recommendation along with an energy savings calculation

Based on the review, the University recommends funding this engineering study with accumulated local capital resources and completing it during fiscal year 2026.

**RECOMMENDED ACTION**

- BE IT RESOLVED that the Daikin TMI, LLC quote to provide an engineering study at a cost of \$86,000 be approved; and
- BE IT FURTHER RESOLVED that the President of the University, or her designee, be authorized to execute a contract with the firm; and
- BE IT FURTHER RESOLVED that a copy of the project description, as reviewed at the meeting, be attached to the minutes as an exhibit.

Moved by \_\_\_\_\_  
Seconded by \_\_\_\_\_

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

## ITEM J.5

### State Capital Improvement and Maintenance Request for Fiscal Year 2027

#### 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 2027 through Fiscal Year 2031. The focus is on repair and renovation of existing facilities.

For FY2027 to FY2031, the requested funds are in the following broad categories:

Repair and Renovation	\$114,553,000
New Construction	<u>\$ 7,114,000</u>
	\$121,667,000

#### 1. Pickler Memorial Library, FY2027

Renovation of Pickler Memorial Library is needed to meet evolving technology and instructional needs. In 2027, 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, FY2028

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, FY2028

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, FY2029

This project is designed to update McClain Hall (49 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, FY2029

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, the Mathematics Department, and the Computer and Data Sciences Department. By 2029, it will be 34 years since the building was last fully renovated.

6. Ophelia Parrish Fine Arts Center, FY2029

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. Pershing/Health Sciences, FY2030

Renovation of the Pershing Building and the Health Sciences wing 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 four academic programs and serves many students.

**FY2027 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	\$ 16,454,000	2027
Emergency Electrical Backup System	N	2	\$ 7,114,000	2028
Power Systems Infrastructure	RR	3	\$ 28,920,000	2028
McClain Hall	RR	4	\$ 24,490,000	2029
Violette Hall	RR	5	\$ 12,374,000	2029
Ophelia Parrish Fine Arts Center	RR	6	\$ 19,976,000	2029
Pershing/Health Sciences	RR	7	\$ 12,339,000	2030
		<b>TOTAL</b>	<b>\$121,667,000</b>	

RR = Repair and Renovation

N = New Construction

NOTE: The Office of Administration has not provided construction inflation rates for FY2027 requests at this date. Projects have increased by 8% from FY2026 estimates but may be adjusted if guidance is received from the Office of Administration.

**RECOMMENDED ACTION**

BE IT RESOLVED that the Fiscal Year 2027 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 \$121,667,000 for Fiscal Year 2027 through Fiscal Year 2031, be attached to the minutes as an exhibit; and

BE IT 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 J.6

### Telephone System Project

#### DESCRIPTION AND BACKGROUND

A Request for Proposals (RFP) is currently open to replace the existing telephone system with a June 30, 2025, deadline for proposals. This new system would include a mixture of Voice-over-IP (VoIP) business phone lines, standard office phone lines, fax machines, and elevator/emergency/gas meter dialing lines, representing approximately 1,000 phone lines.

The rationale for this project is the periodic review of services to ensure Truman is keeping up with the needed functionality and technological changes, as well as to analyze the cost effectiveness of campus services. The telephone system is undergoing such a review at this time.

In addition to the standard operational requirements and appropriate service level agreements needed to support a campus phone system, final selection of a firm will be based on overall cost, proposed technology solution, experience, references, and the ability to complete the project within the University's requested timeframe. The University desires to implement the selected system before October 1, 2025, when the current contract expires.

In order to meet the October 1 timeline, approval of a project budget not to exceed an ongoing annual cost of \$170,000, with projected one-time implementation costs not to exceed \$20,000 is requested. The ongoing cost of \$170,000 represents the current budget expended to support the operation of the current telephone system, and the University desires to reduce this cost if at all possible.

#### RECOMMENDED ACTION

BE IT RESOLVED that the description and budgeted amount for the following project be approved:

<u>Name</u>	<u>Project Budget</u>
Telephone System Project	\$190,000

BE IT FURTHER RESOLVED that the President of the University, or her designee, be authorized to accept the lowest and best bid for the project; and

BE IT FURTHER RESOLVED that a copy of the description of the project, as reviewed at the meeting, be attached to the minutes as an exhibit.

Moved by \_\_\_\_\_  
Seconded by \_\_\_\_\_

Vote:

Burkemper

Burks

Christofferson

Dameron

Gingrich

Lovegreen

Aye

Nay

June 14, 2025



## **ITEM K**

### **Architectural Services – Multisport Locker Room Facility Project**

#### **DESCRIPTION AND BACKGROUND**

Truman is seeking qualifications for design services for a multisport, stand-alone locker room and athletic training facility. This proposed building will be located at Stokes Stadium (football field) and serve football, men's and women's soccer, baseball, and softball. An initial design is needed to provide visual support and cost estimates for a fundraising campaign for this project.

This new structure will include a Football Locker Room, a Baseball Locker Room, a Men's Soccer Locker Room, a Women's Soccer Locker Room, a Softball Locker Room, and shower and restrooms to serve the teams. The facility will also include an Athletic Training Room designed to serve these sports, a meeting room, a laundry room, and storage space.

Because this project will be supported by donations, a two-phase design may be desired. Architects with experience with similar facilities were contacted to submit qualifications. Selection for this phase of design services does not imply that the same firm will be retained for the remainder of the project. The procedure for state agencies seeking architectural engineering or land surveying services is outlined in statute. It involves a review of the qualifications of firms on file or those that have submitted qualifications for a proposed project. In evaluating the qualifications, the following criteria are used:

1. The specialized experience and technical competence of the firm with respect to the type of services required;
2. The capacity and capability of the firm to perform the work in question, including specialized services, within the time limitations fixed for the completion of the project;
3. The past record of performance of the firm with respect to such factors as control of costs, quality of work, and ability to meet schedules; and
4. The firm's proximity to and familiarity with the area in which the project is located.

Qualifications submitted by three firms were reviewed for this project, focusing on previous relevant experience. A selection committee, including representatives from Athletics, Administration, Finance and Planning, and Advancement, reviewed the credentials submitted by these firms. Based upon this review, it is recommended that PGAV Architects of Kansas City, Missouri, be selected for this project.

Funding for this project will come from designated gifts to the Foundation. Approval for design services is needed to begin the preliminary design and develop cost estimates.

#### **RECOMMENDED ACTION**

BE IT RESOLVED that the proposal from PGAV Architects to provide architectural services for the Multisport Locker Room Facility Project, with the fees and work for such services to be within the guidelines of the proposal, be approved; and

BE IT FURTHER RESOLVED that the President of the University, or her designee, be authorized to execute a contract with the firm for the project; and

BE IT FURTHER RESOLVED that a copy of the proposal be attached to and made a part of the minutes for this meeting.

Moved by \_\_\_\_\_  
Seconded by \_\_\_\_\_

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

**ATTACHMENT**

Proposal Summary

May 28<sup>th</sup>, 2025

Dave Rector  
VP for Administration, Finance, and Planning  
Truman State University  
100 East Normal  
Kirksville, MO 63501-4221

Re: Multi-Sport Athletic Facility Predesign Services Proposal

Dear Dave,

PGAV Architects is pleased to provide this proposal for predesign services to develop a space program, concept plan, cost estimate, and fundraising support imagery for a new multi-sport athletic facility on Truman State's Kirksville campus.

## **1. PROJECT OVERVIEW**

Truman State wishes to construct a new multi-sport stand-alone locker room and athletic training facility at Stokes Stadium to serve football, men's and women's soccer, baseball, and softball. The facility is expected to include:

- Football Locker Room with 110 lockers
- Football showers and restroom
- Baseball Locker Room with 40 lockers
- Men's Soccer Locker Room with 30 lockers
- Showers and restrooms shared by Baseball and Men's Soccer
- Women's Soccer Locker Room with 30 lockers
- Softball Locker Room with 30 lockers
- Showers and restrooms shared by Softball and Women's Soccer
- Athletic Training Room
- Meeting Room with seating capacity for 110
- Laundry Room
- Athletic Storage

## **2. SCOPE OF WORK**

The PGAV team will provide predesign services for the project as follows:

- Meeting #1** – in person to tour the proposed site and meet with the Athletic Director and/or other project stakeholders to identify project goals and priorities, and to confirm the preliminary program information provided in the RFQ.
- Develop a tabular space program with net assignable square feet for each space identified based on input received in Meeting #1.
- Develop site analysis and test fit plan diagrams based on the preliminary program.

- D. **Meeting #2** – virtual to review the tabular program and preliminary test fit plans.  
Receive stakeholder feedback to inform further development.
- E. Develop a refined plan diagram based on feedback received in Meeting #2.
- F. Develop preliminary 3D views of the exterior design concept.
- G. Prepare estimate of probable construction cost (see clarification below).
- H. **Meeting #3** – virtual to present refined plan, preliminary 3D views, and cost estimate.
- I. Prepare and distribute final plan graphics and rendering(s) (see clarification below).

### 3. CLARIFICATIONS

The following clarifications reflect PGAV's understanding of the scope of the work and respective responsibilities:

- A. This proposal excludes basic services for any additional phases of the project including schematic design, design development, construction documents, bidding assistance and construction administration. A separate proposal for these services can be provided once scope, budget, and schedule are better defined.
- B. This proposal is limited to preliminary architectural design services, and excludes any consulting engineering services for civil, structural, mechanical, electrical, plumbing, or fire protection. Consulting engineering services for any or all of these disciplines can be included for an additional fee if desired.
- C. Our team will rely on aerial photography online, photos take on site, and any available as-built information provided by the University to understand existing conditions. This proposal excludes field verification, site survey, and/or documentation of existing conditions beyond basic diagrammatic site context for concept development.
- D. This proposal includes (1) professional 3D rendering of the preliminary building exterior design concept suitable for fundraising support, to be provided in a digital format such as JPG or PDF. Additional renderings can be provided for **\$3,500** per interior or exterior view upon request.
- E. The identification and/or abatement of hazardous materials, if required, will be by others under separate contract.
- F. Cost estimates prepared by PGAV will rely on benchmark costs from similar recently completed projects to establish recommended budgets for implementation. Estimates of construction costs provided will represent our use of the most appropriate methods and accurate data available, and our best judgment as design professionals familiar with the construction industry. Neither the design team, nor the Owner, has control over the cost of labor, material, equipment, inflation, or over the Bidder's method of determining competitive bid prices. Therefore, while our team cannot guarantee that the estimate of construction cost will not vary from actual bids, we recognize the Owner's interest in receiving dependable estimates of construction costs and will endeavor to provide the Owner with estimate based on current information.

### 4. COMPENSATION

The PGAV team will provide the predesign services outlined above for a fixed fee of **\$24,300**, which is based on an estimate of the anticipated effort required. Additional services resulting

from Owner-directed or Owner-approved changes in project scope, schedule, or deliverables will be submitted in writing and added to this agreement by amendment. Direct project expenses incurred by the design team including travel, meals, and printing are in addition to the fixed fee and will be invoiced at cost (without markup).

## **5. PROJECT SCHEDULE**

Our team is ready to begin work immediately upon receipt of your notice to proceed. We understand the project will be presented to the Board of Trustees for approval at their June 14<sup>th</sup>, 2025 meeting, with predesign services commencing in July. We anticipate a total of 8 weeks throughout July and August to complete the predesign services outlined in this proposal.

Thank you for the opportunity to assist with this assignment. If this proposal is acceptable, please sign and return a copy for our records. Your authorization will serve as our notice to proceed. If you have any questions or need any additional information, please let us know.

Sincerely,

PECKHAM GUYTON ALBERS & VIETS, INC.



Steve Cramer, AIA, LEED AP, Principal

## **AUTHORIZATION TO PROCEED**

---

For Truman State University

---

Date

## **PECKHAM GUYTON ALBERS & VIETS, INC.**

### STANDARD HOURLY BILLING RATES JANUARY 1, 2025

Principal	\$ 240.00
Vice President	\$ 210.00
Lab Planner	\$ 210.00
Practice Leader/Designer	\$ 200.00
Project Manager	\$ 190.00
Project Architect/Designer	\$ 160.00
Architect/Designer I	\$ 145.00
Architect/Designer II	\$ 135.00
Intern/Draftsman	\$ 90.00
Administrative	\$ 90.00

**ITEM L**  
**Operating Budgets for Fiscal Year 2026**

**DESCRIPTION AND BACKGROUND**

Operating budgets for the upcoming new fiscal year are traditionally presented to the Board of Governors for their review and approval at the June meeting after the legislative budget process has concluded and fall enrollment trends are available. The proposed FY2026 budget was developed using state funding based on the 1.5% core increase recommendation made by the Governor for FY2026 appropriations. The General Assembly approved an increase of 3%, but the Governor has not signed the FY2026 appropriation bill.

**RECOMMENDED ACTION**

BE IT RESOLVED that the “Operating Budgets for Fiscal Year 2026” 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.

Moved by \_\_\_\_\_  
Seconded by \_\_\_\_\_

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

**ATTACHMENT**

Operating Budgets for Fiscal Year 2026



**TRUMAN**  
**S T A T E   U N I V E R S I T Y**

**OPERATING BUDGETS  
FOR  
FISCAL YEAR 2026**



## **FY2026 BUDGET DOCUMENTS**

<b>A. The FY2026 Education and General Budget</b>	<b>Page</b>
1. Executive Summary	1
2. General Budget Approach	1
3. Revenue Assumptions	1
4. Planned Expenditures	5
5. FY2026 Education and General Revenue by Category	11
6. FY2026 Education and General Expenditures by Category	16
 <b>B. The FY2026 Auxiliary Budget</b>	
1. Executive Summary	21
2. General Budget Priorities	21
3. Revenue Assumptions	21
4. Planned Expenditures	22
5. FY2026 Auxiliary Revenue by Category	25
6. FY2026 Auxiliary Expenditures by Area	26
 <b>C. The FY2026 Restricted Funds Budget</b>	
1. Executive Summary	28
2. Projected Restricted Revenues and Expenditures	28
3. FY2026 Estimated Restricted Revenue and Expenditures	31
 <b>D. The FY2026 Combined Operating Budget Summary</b>	
1. FY2026 Operating Budgets	32
2. FY2026 Revenue Sources	34

## **FISCAL YEAR 2026 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 FY2026 state appropriation for higher education recommended by the Governor included a 1.5% increase, however the General Assembly approved 3.0% in core additional funding. Because a line-item veto of the additional funding is a possibility, the budget has been developed with a 1.5% increase in state support. Tuition and fee income for FY2026 is projected based on level enrollment and an average increase of 4% in tuition rates. The proposed E&G budget for FY2026 is approximately \$1.6 million higher than FY2025.

### **General Budget Approach**

Major factors creating budget needs for FY2026 included the MOSERS retirement system rate increase, higher health 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. Increases beyond the FY2025 base budget are minimal. Salary savings due to attrition, primarily retirements, were also utilized to offset cost increases.

### **Revenue Assumptions**

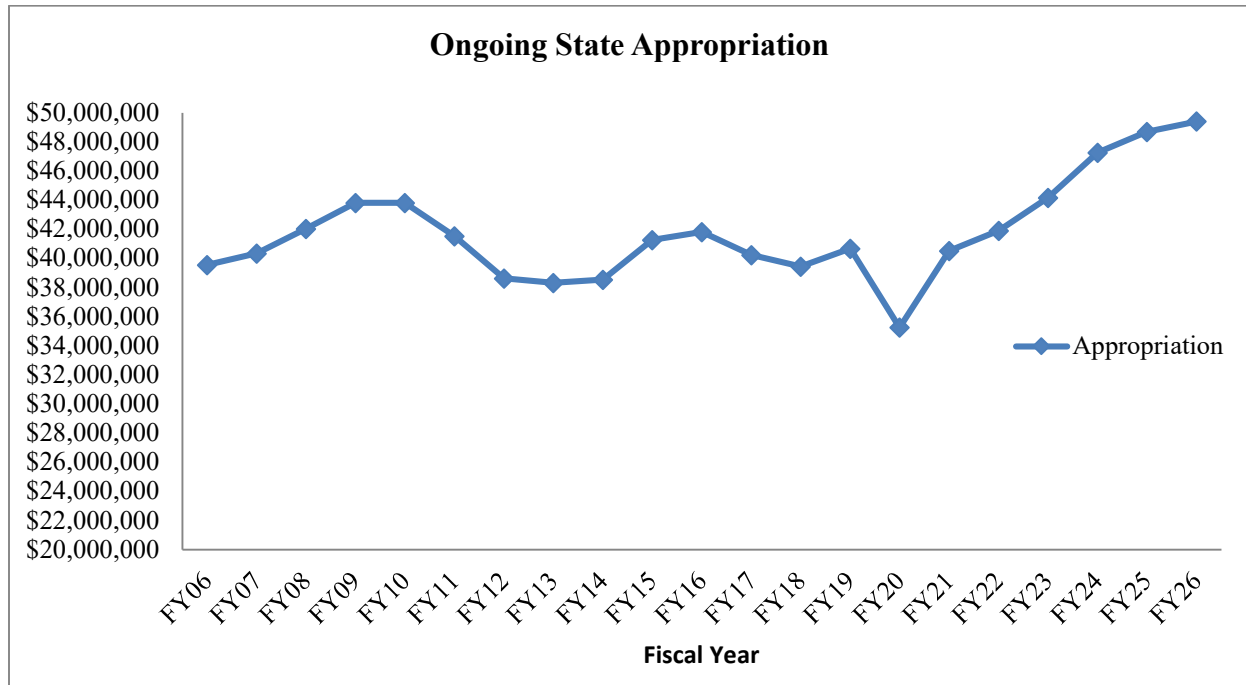
#### **General Revenue**

The base general revenue appropriation for Truman from the State of Missouri used for budget development is the 1.5% increase recommended by the Governor. Historically, the Governor withholds at least three percent of these funds as a contingency. For Fiscal Year 2026 this requires a reserve of \$1,528,095 for standard withholding. Table 1 provides a snapshot of total state revenue trends for FY2006 through FY2026 and reflects the actual funds received after all state withholding actions, including those beyond the 3% level. At \$50,936,492 the FY2026 state appropriation is the largest in history for Truman. A comparison of initial appropriations and state funds received after withholding for FY10-FY26 is found in Table 2.

### Enrollment Fees and Other Income

The Fall 2025 enrollment is projected for budget purposes with level full-time equivalent students. Spring 2026 enrollment is projected at the historical average of 90 percent of the fall semester total. Tuition and required fees for 2025-2026 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. Investment income available in FY2026 is projected to remain relatively stable, and support from the Foundation is projected to increase.

**Table 1**  
**STATE REVENUE TRENDS**



Ongoing State Appropriations Actually Received

Fiscal Year	Appropriation	% Change
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%
FY26*	\$49,408,396	+1.5%

\*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.

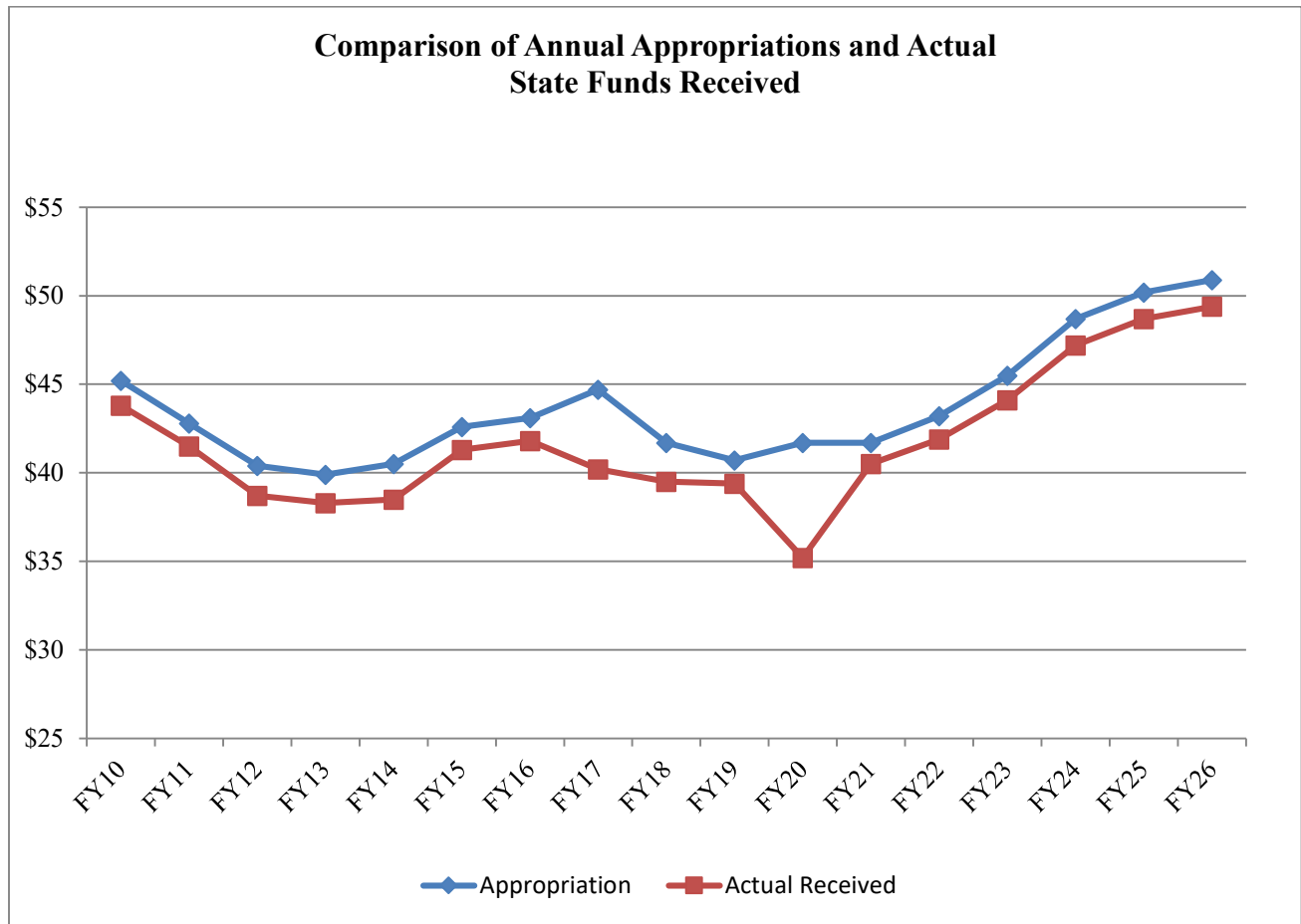
For FY18, an additional withholding was imposed by the Governor.

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 FY26, the traditional 3% withholding is projected.

**Table 2**



	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<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>	<u>FY26</u>
Appropriation	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	50.9
Actual Received	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	49.4

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

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

FY26 projected based on Governor's approved appropriation minus standard 3% withholding.

## **Planned Expenditures**

### **General**

Based on projected revenues in the FY2026 Education and General budget, planned expenditures were increased by approximately \$1.6 million, from \$90.0 million to \$91.6 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 FY2026 increased by 5.21% to 30.25%. 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 FY2026, Truman is budgeting \$56.5 million in this category, or 61.6% 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	\$34,461,799
Fringe Benefits	\$16,426,410
Student Employment	\$ 3,5582,185
Total	\$56,470,394

The FY2026 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 \$5.6 million dollars in operations and equipment is budgeted in core areas including the academic departments.

Table 4 outlines academic and research equipment budgets for FY2017-FY2026 and shows the asset renewal rate for these areas. Research funding totals \$434,230 for FY2026, with most of the funds in the operations and equipment categories.

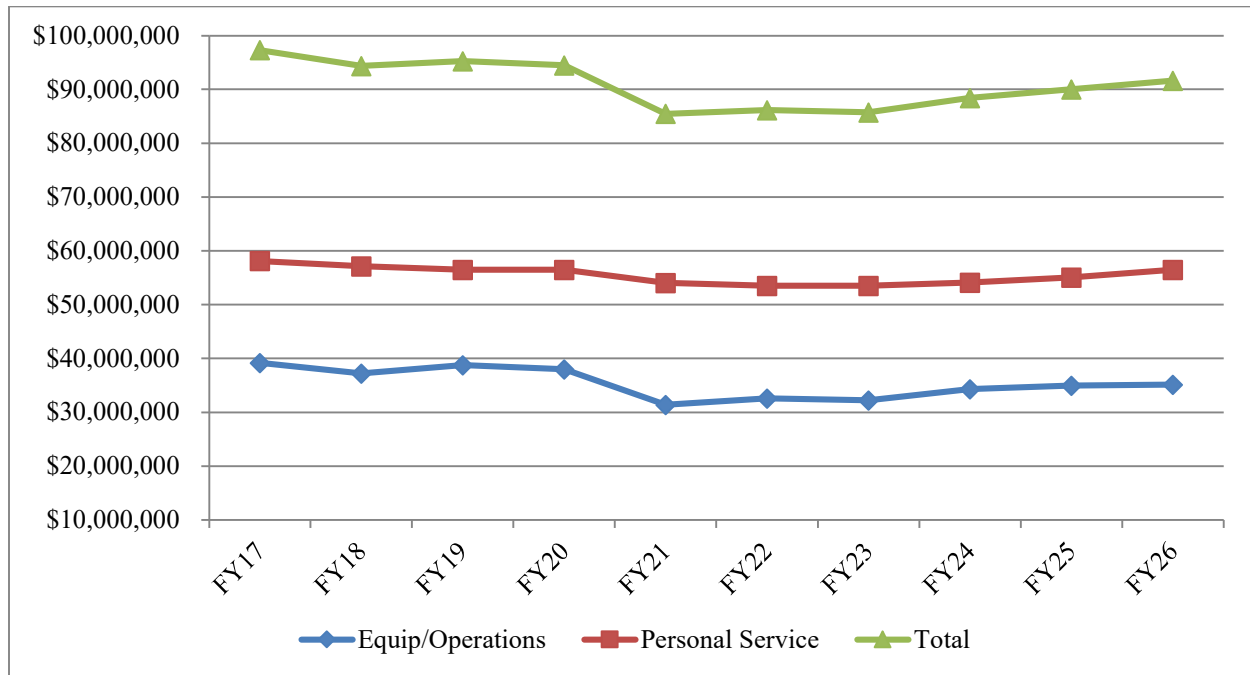
2. Student Services. Operating and equipment budgets in the Student Services category have been allocated to meet priorities in various areas. The offices and functions in this category within the Education and General budget include Admission, Athletics, Counseling, Financial Aid, Health Clinic, International 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 FY2026 operating budget includes significant allocations for computing and technology. A total of \$4.2 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 2025-2026, 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 FY2026 \$500,000 is budgeted in this category to cover repair needs for facilities. Table 5 outlines trends in the Maintenance & Repair budget for FY2017-FY2026.
5. Utilities. Due to increases in utility costs and steady demand, utility budgets have been increased slightly for FY2026. Funds budgeted for utilities include operation of the

central steam plant, natural gas, water, and electricity total \$3.9 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 \$1.3 million, which includes funds transferred from the Foundation to support advancement and fundraising efforts.
7. Scholarships. For FY2026 \$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 at assisting students and supplementing staff in multiple areas. Funds allocated for student employment in the Education and General budget total almost \$3.6 million.

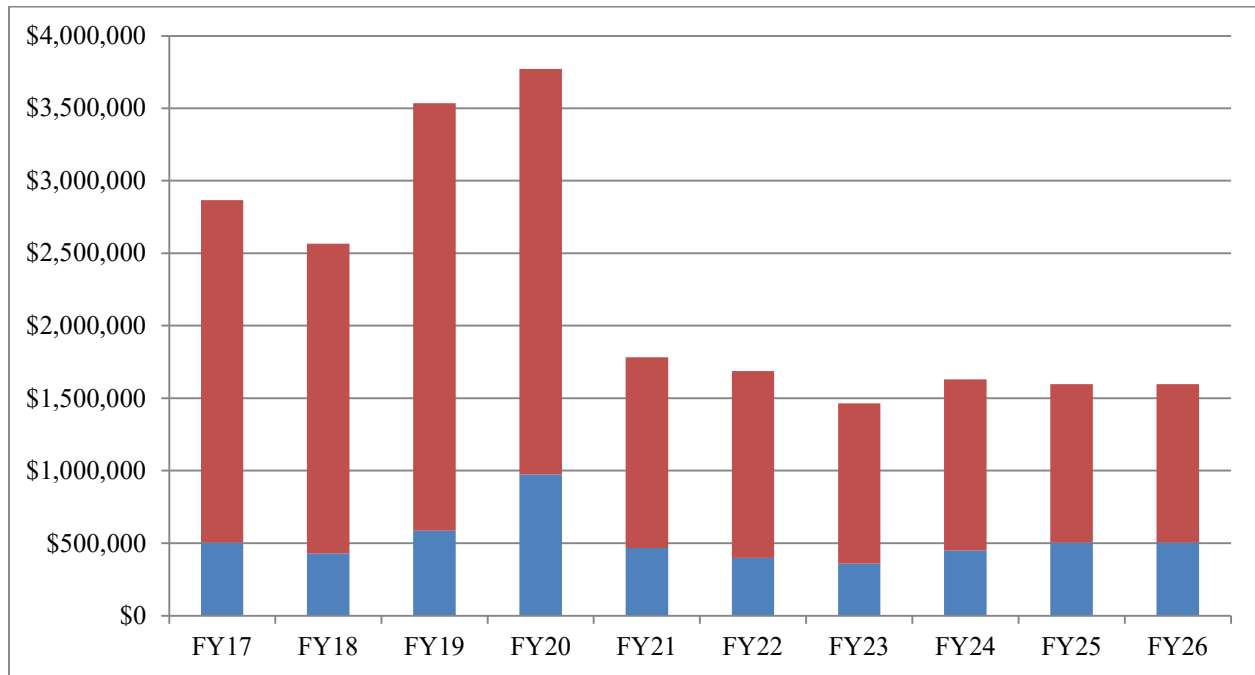


**Table 3**  
**Education and General Budget by Category**  
**FY2017– FY2026**



	Personal Service	Equipment/Operations	Total
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
FY26	56,470,394	35,164,157	91,634,551

**Table 4**  
**Academic & Research Equipment Budgets**

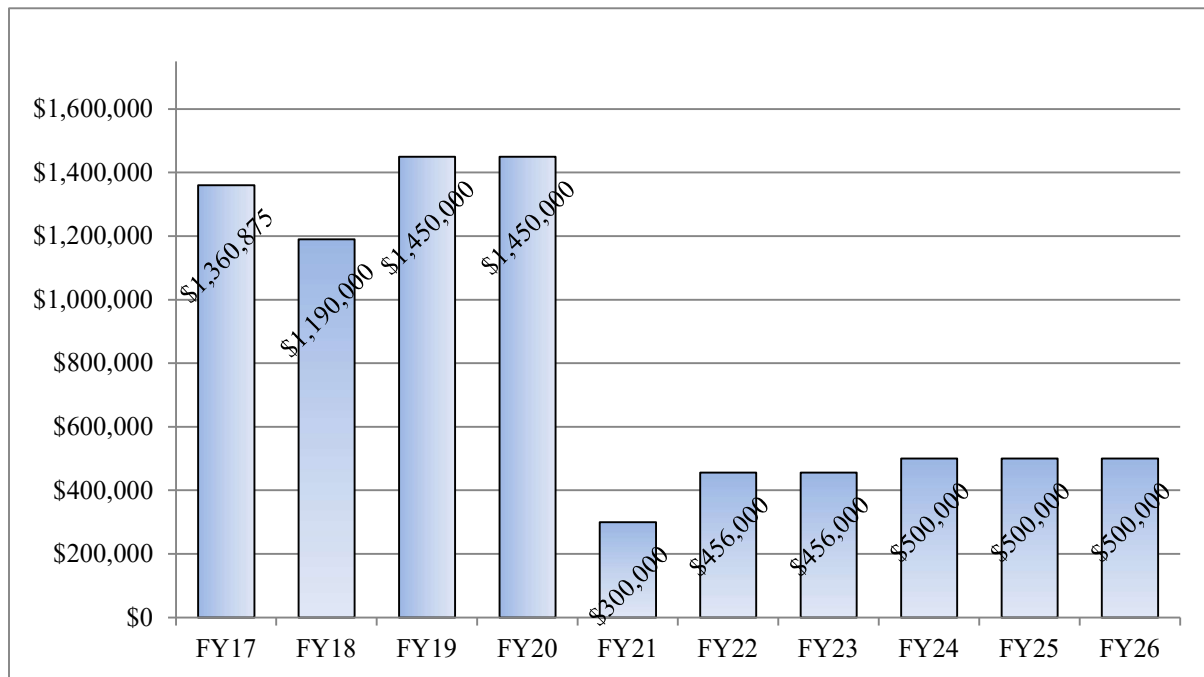


(000's omitted)

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26
Equipment Budget	2,360	2,138	2,949	2,798	1,315	1,289	1,105	1,181	1,092	1,092
Actual \$ Available	504	429	585	973	468	399	359	448	505	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>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>	<u>FY26</u>
	1,360	1,190	1,450	1,450	300	456	456	500	500	500

## **FY2026 EDUCATION AND GENERAL REVENUE BY CATEGORY**

The page that follows provides a summary of projected revenue for FY2026 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 FY2026. The portion of the adjusted budget supported by student tuition is 23.6% and, therefore, is within the policy.

Table 6 illustrates budgeted sources of funds for FY2026. Trends in recent years have included increases in state funding, increases in student fees, and more revenues from other miscellaneous sources. For FY2026 a 1.5% 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  
FY2026 REVENUE BY CATEGORY**

<u>State Revenue</u>	<u>\$50,936,492</u>
----------------------	---------------------

This represents the entire appropriation. A contingency budget of \$1,528,095 has been established for the traditional 3% standard withholding by the Governor. In recent years the 3% withholding has not been released, and the funds are not expected to be released in FY2026.

<u>Student Tuition and Enrollment Fees</u>	<u>\$38,339,916</u>
--	---------------------

FY2026 enrollment income for budget purposes is based upon a level 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 2025 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.

<u>Other Local Income and Transfers</u>	<u>\$ 2,358,143</u>
---	---------------------

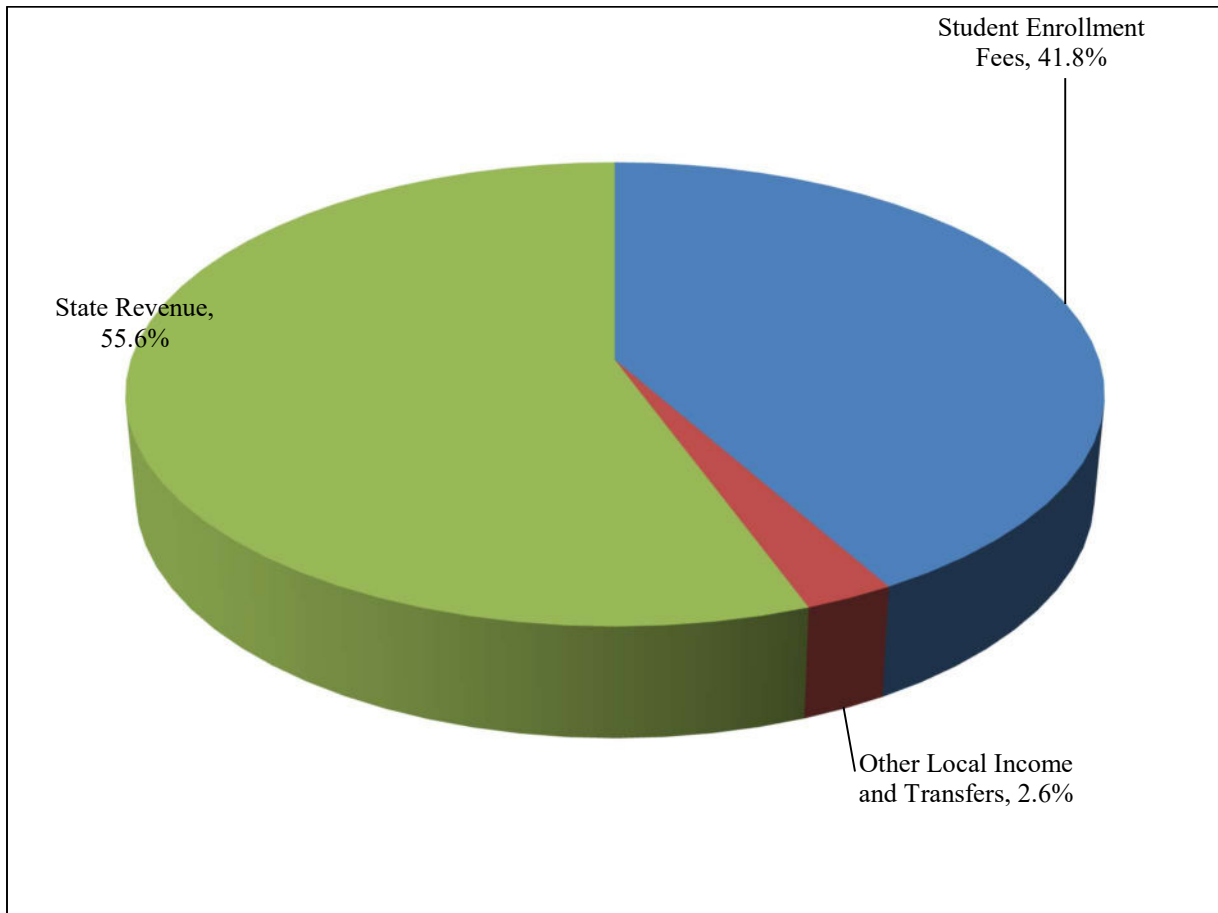
This includes various revenue sources: investments, athletic gate receipts, sales and services of educational activities (such as summer camps), rollover from FY2025, indirect costs from grants and other miscellaneous sources. Transfers from Auxiliary sources and the Foundation are also included here.

GRAND TOTAL ALL SOURCES	\$91,634,551
-------------------------	--------------

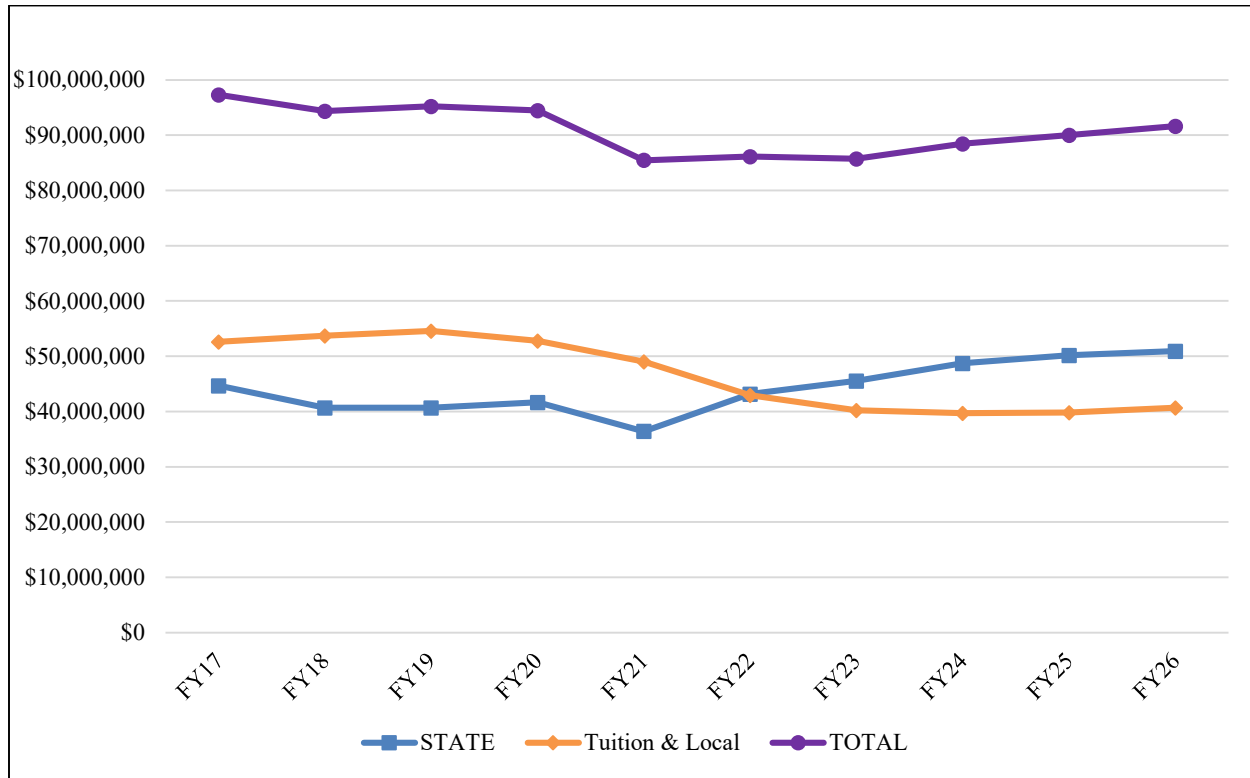
SEGREGATION OF ON-CAMPUS FEE INCOME FOR FY2026 IS AS FOLLOWS:

		Total Fee Income
Enrollment Fees		38,339,916
Less Restricted/Designated		
Student Union	-1,141,000	
Recreation Center	-640,000	
Orientation Week Fee	-230,000	
Joseph Baldwin Academy	-175,000	
Student Health Center Fee	-210,000	
Student Activity Fee	-250,000	
Athletic Fee	-330,000	
Technology Fee	-110,000	
Student Sustainability Fee	-30,500	
Classroom Technology Fee	-722,000	
Total designated/restricted funds	-3,807,500	
Total unrestricted funds		34,532,416
The percentage calculation is shown as follows:		
1. Undesignated and unrestricted fees (above)		34,532,416
2. Less Academic Scholarships, Experienceships and Athletic Grants in Aid		-17,352,469
NET UNRESTRICTED TUITION & FEES		17,179,947
1. Total Education and General Budget		91,634,551
2. Less Academic Scholarships, Experienceships and Athletic Grants in Aid		-17,352,469
ADJUSTED E&G TOTAL		74,282,082
NET UNRESTRICTED TUITION AS A PERCENTAGE OF ADJUSTED E&G		23.1%

**Table 6**  
**FY2026 BUDGETED E&G REVENUE**



**Table 7**  
**E&G BUDGETED REVENUE TRENDS FY17-FY26**



	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26
State	44.6	40.6	40.6	41.6	36.5	43.2	45.5	48.7	50.2	50.9
Tuition & Local	52.6	53.7	54.6	52.8	49.0	42.9	40.2	39.7	39.8	40.7
Total	97.3	94.3	95.4	94.5	85.5	86.1	85.7	88.4	90.0	91.6

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



## **FY2026 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 FY2026 are as follows:

Instruction \$ 36,493,882

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 \$ 70,413

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

Academic Support \$ 5,885,602

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

Student Services \$ 10,931,222

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

Institutional Support \$ 8,097,465

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

Physical Plant \$ 11,839,268

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.

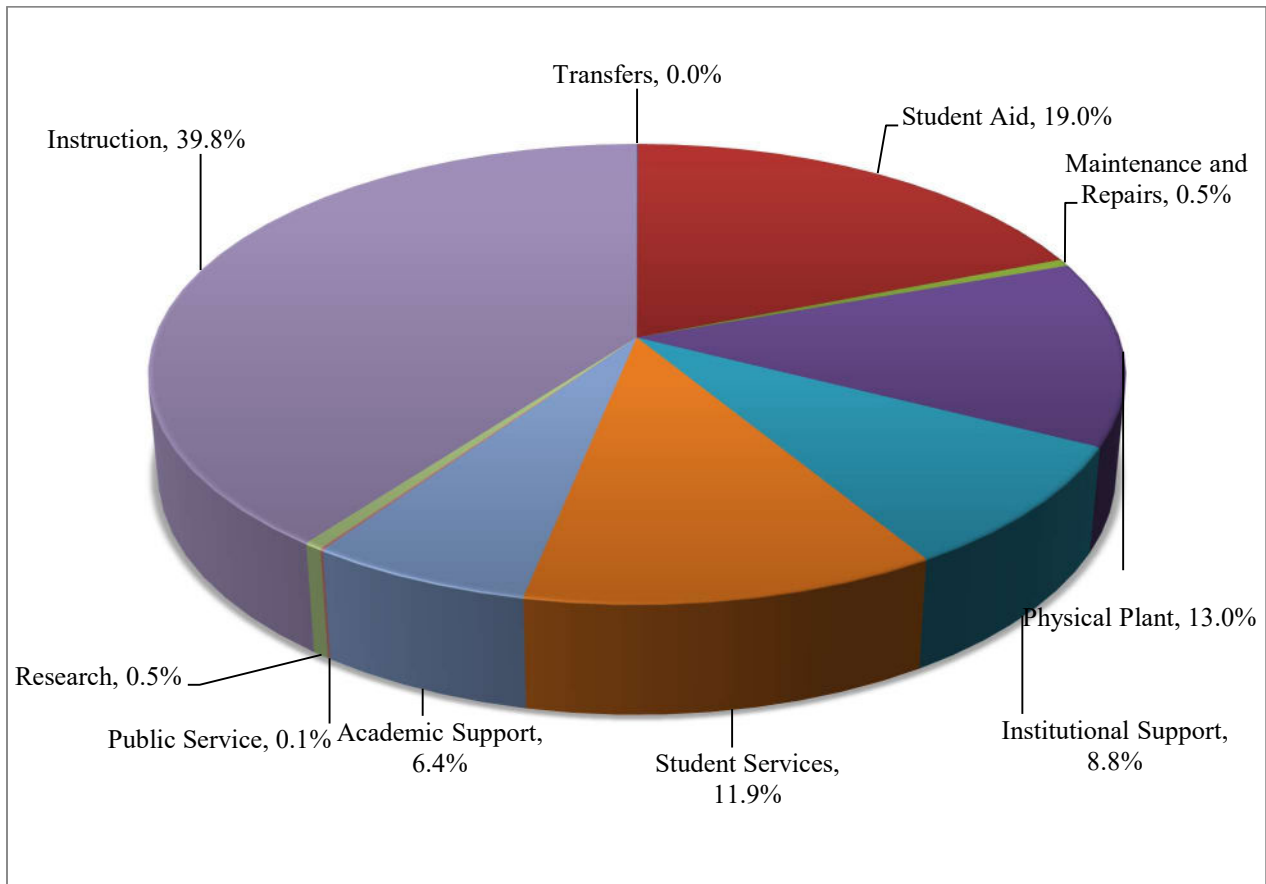
Transfers \$ 30,000

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

TOTAL \$ 91,634,551

*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**  
**FY2026 PLANNED E&G EXPENDITURES**



## FY2026 EDUCATION AND GENERAL EXPENDITURES BY CATEGORY

	<b>Personal Service</b>	<b>Equipment</b>	<b>Operations</b>	<b>Total</b>
Instruction	31,238,219	992,819	4,262,844	36,493,882
Research	84,000	100,000	250,230	434,230
Public Service	43,297	0	27,116	70,413
SUBTOTAL	31,365,516	1,092,819	4,540,190	36,998,525
Academic Support	4,071,522	0	1,814,050	5,885,602
Student Services	6,766,678	0	4,164,544	10,931,222
Institutional Support	6,747,570	0	1,349,895	8,097,465
Physical Plant	5,461,609	109,522	6,268,137	11,839,268
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	56,470,394	1,202,341	33,961,816	91,634,551

*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  
FY2017 – FY2026**

	<b>Personal Services</b>	<b>Equipment</b>	<b>Operations</b>	<b>Total</b>
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
FY2026	56,470,394	1,202,341	33,961,816	91,634,551

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 2026 AUXILIARY BUDGET NARRATIVE**

### **Executive Summary**

Revenue from combined auxiliary operations is projected to increase in FY2026. 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 comparable number to 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 2025-26 academic year, and the Student Union fee was increased by \$10 per FTE student per semester.

Several changes in operating and equipment budgets have been recommended for 2025-2026. Changes in the Auxiliary Budget for FY2026 include allocating funds to cover projected food costs, contractual increases, wage increases, as well as MOSERS contributions. Overall, the Auxiliary Budget for FY26 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 FY2026. A student living in a typical two-person room will pay \$11,610 for the 2025-2026 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 \$15,923,000. 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 \$165 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 FY2026 is projected at \$1,113,000.

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. Total revenue for FY2026 is projected at \$635,000 for the Recreation Center.
4. Service Departments. Due to reduced volume, revenue from the auxiliary service department (Printing Services) is projected at \$229,000 for FY2026.

### **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 FY2006-FY2026. 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 2025-2026 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.

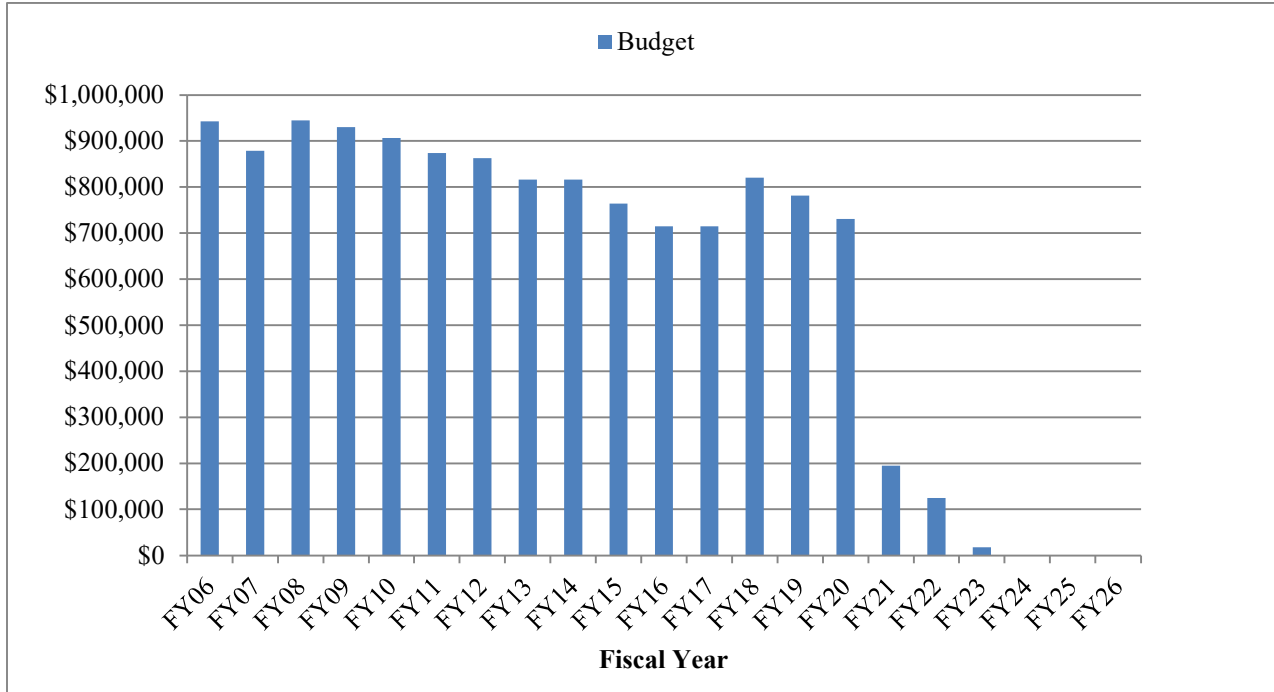
On a smaller scale, the Student Union Building budget also covers personnel, operating costs such as utilities, and insurance. Funds are also included to cover general maintenance of this building.

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 FY2026 Auxiliary budget increases over \$1,126,000 from FY2025. 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, salaries, and the MOSERS pension plan.



**Table 9**  
**Auxiliary Equipment Budget Trends**  
**FY06-FY26**



<u>Fiscal Year</u>	<u>Equipment Budget</u>	<u>% change</u>
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%
FY26	\$ 0	0%

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

## **FY2026 AUXILIARY REVENUE BY CATEGORY**

### **RESIDENCE HALLS**

Room and Board \$15,923,000

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** \$ 1,113,000

This revenue source includes the transfer of enrollment fees based on full-time equivalent (FTE) students. Total revenues are projected based on FY26 enrollment and additional income sources include rentals, bookstore, and food service commission.

**RECREATION CENTER** \$ 635,000

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** \$ 229,000

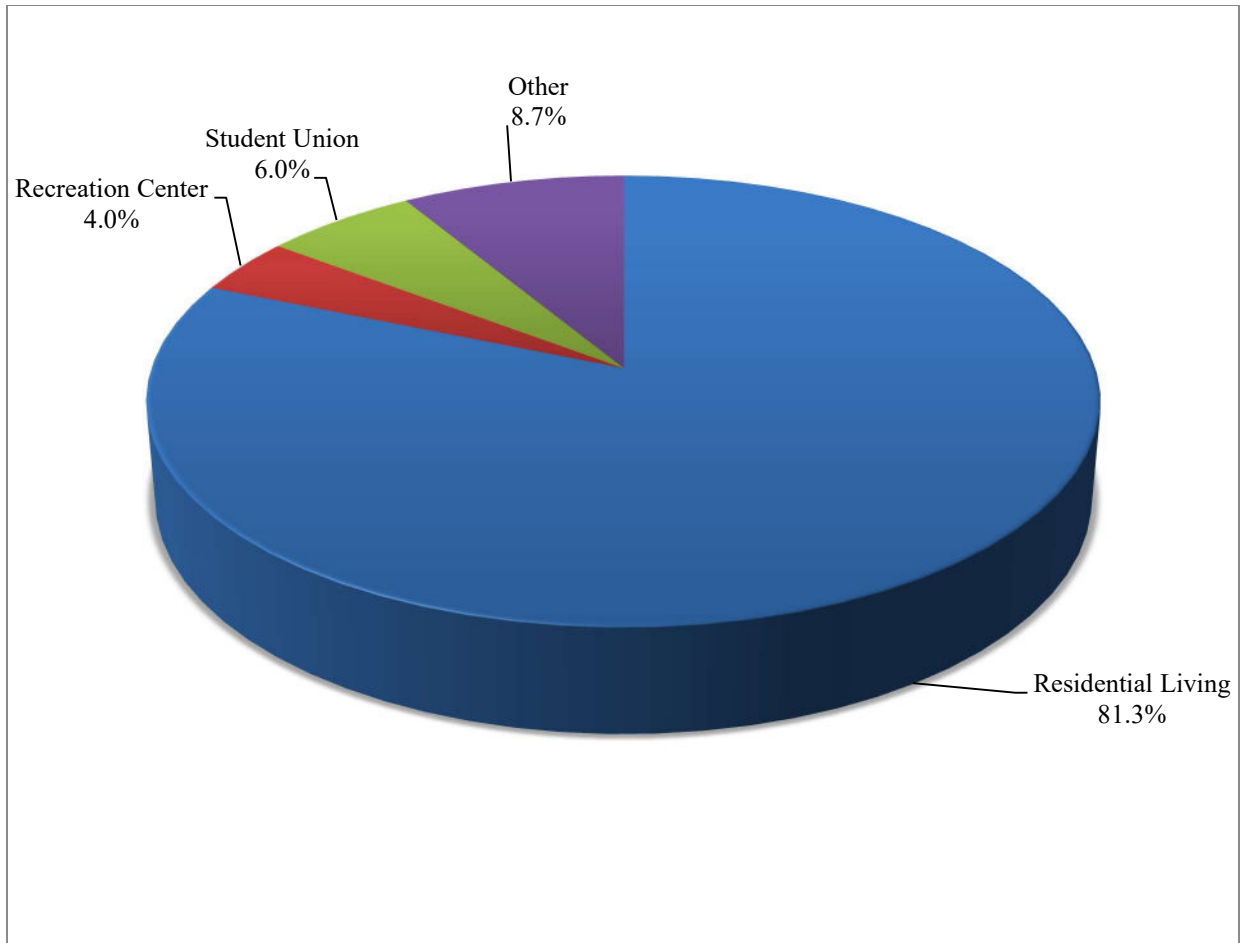
Certain service departments are operated as auxiliary enterprises. Currently the only operation in this category is Campus Printing Services. Revenue is projected to be down slightly for FY26.

**GRAND TOTAL AUXILIARY REVENUE** \$17,900,000

**FY2026 AUXILIARY EXPENDITURES BY AREA**

	<b>Personal Services</b>	<b>Equipment</b>	<b>Operations</b>	<b>Total</b>
Residential Living	1,532,672	0	10,586,017	12,118,689
Residential Living Bond Payments	0	0	2,442,929	2,442,929
Student Union	321,194	0	434,506	755,700
Student Union Bond Payment	0	0	315,015	315,015
Printing Services	190,245	0	105,870	296,115
Auxiliary Reserves	0	0	1,272,705	1,272,705
Recreation Center	521,572	0	177,275	698,847
TOTAL	2,565,683	0	15,334,317	17,900,000

**Table 10**  
**FY2026 AUXILIARY EXPENSES**  
**BY MAJOR AREA**



## **FISCAL YEAR 2026 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 \$ 1,708,800

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 Community Project in the Omnibus Appropriations Act of 2022  
\$ 164,360

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) \$ 6,167,121

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 \$ 68,900

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

Pell \$ 3,710,000

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 \$ 27,818

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.

<u>Other</u>	<u>\$ 88,820</u>
--------------	------------------

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 FY2026 RESTRICTED	<u>\$13,165,015</u>
-----------------------------------	---------------------

**FISCAL YEAR 2026  
ESTIMATED RESTRICTED REVENUE AND EXPENDITURES**

<u>Area or Program</u>	<u>FY2026 Estimate</u>
Upward Bound	\$ 501,398
McNair	\$ 315,696
Regional Professional Development Center	\$ 1,708,800
Congressionally Directed Community Project – Greenwood	\$ 164,360
MDHEWD ARPA – Kirk & McKinney Center	\$ 6,167,121
NSF S-STEM	\$ 68,900
Pell	\$ 3,710,000
SEOG	\$ 101,284
Work-Study	\$ 310,818
Federal TEACH Grant	\$ 27,818
Other	\$ 88,820
 TOTAL	 \$13,165,015



## COMBINED OPERATING BUDGET SUMMARY

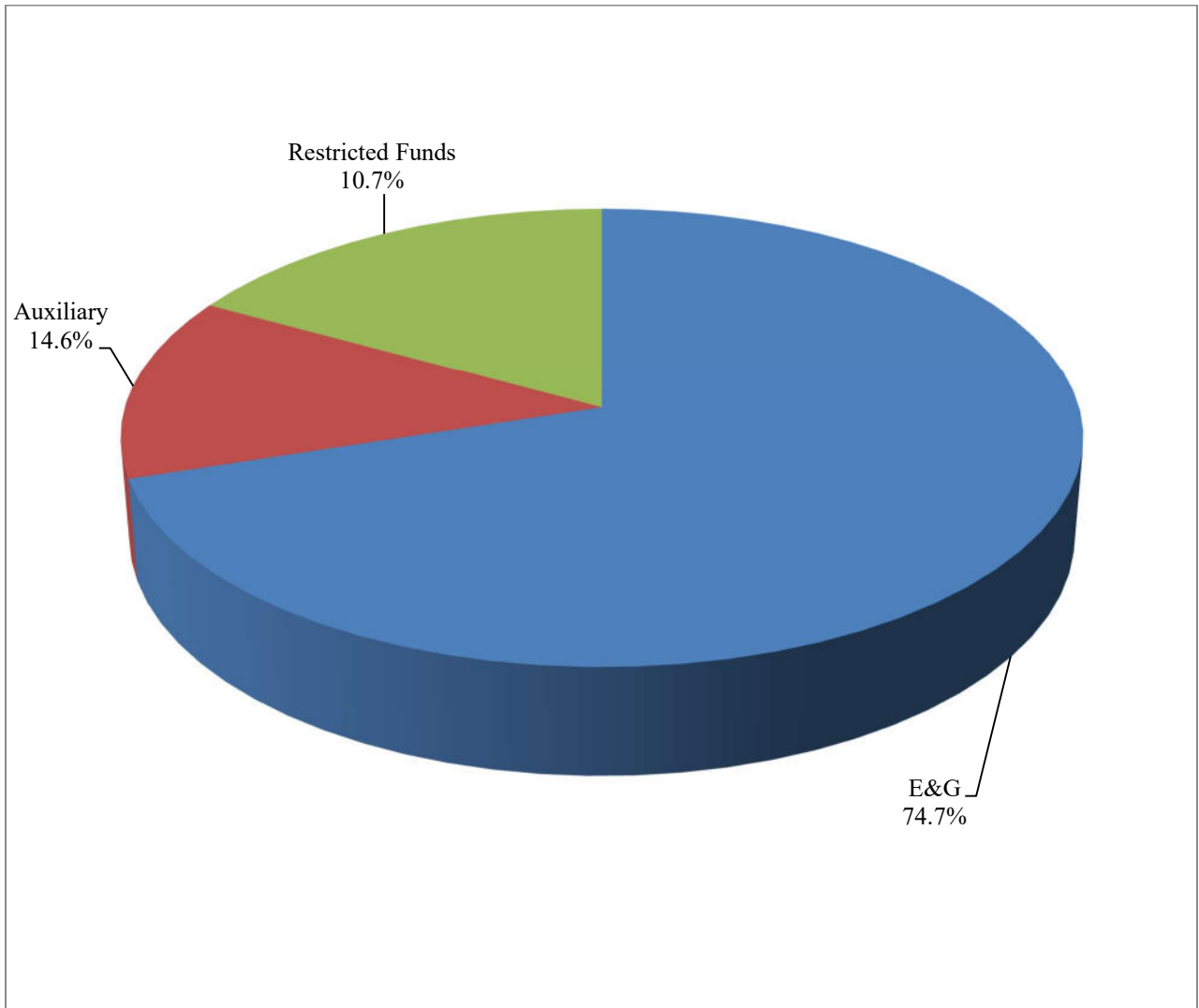
The combined operating budget for Fiscal Year 2026 totals \$122,699,566.

Education and General	\$ 91,634,551
Auxiliary	\$ 17,900,000
Restricted Funds	<u>\$ 13,165,015</u>
Total	\$122,699,566

Table 11 illustrates the combined operating budget distributed by type, and the Education and General budget represents 74.7% of the total.

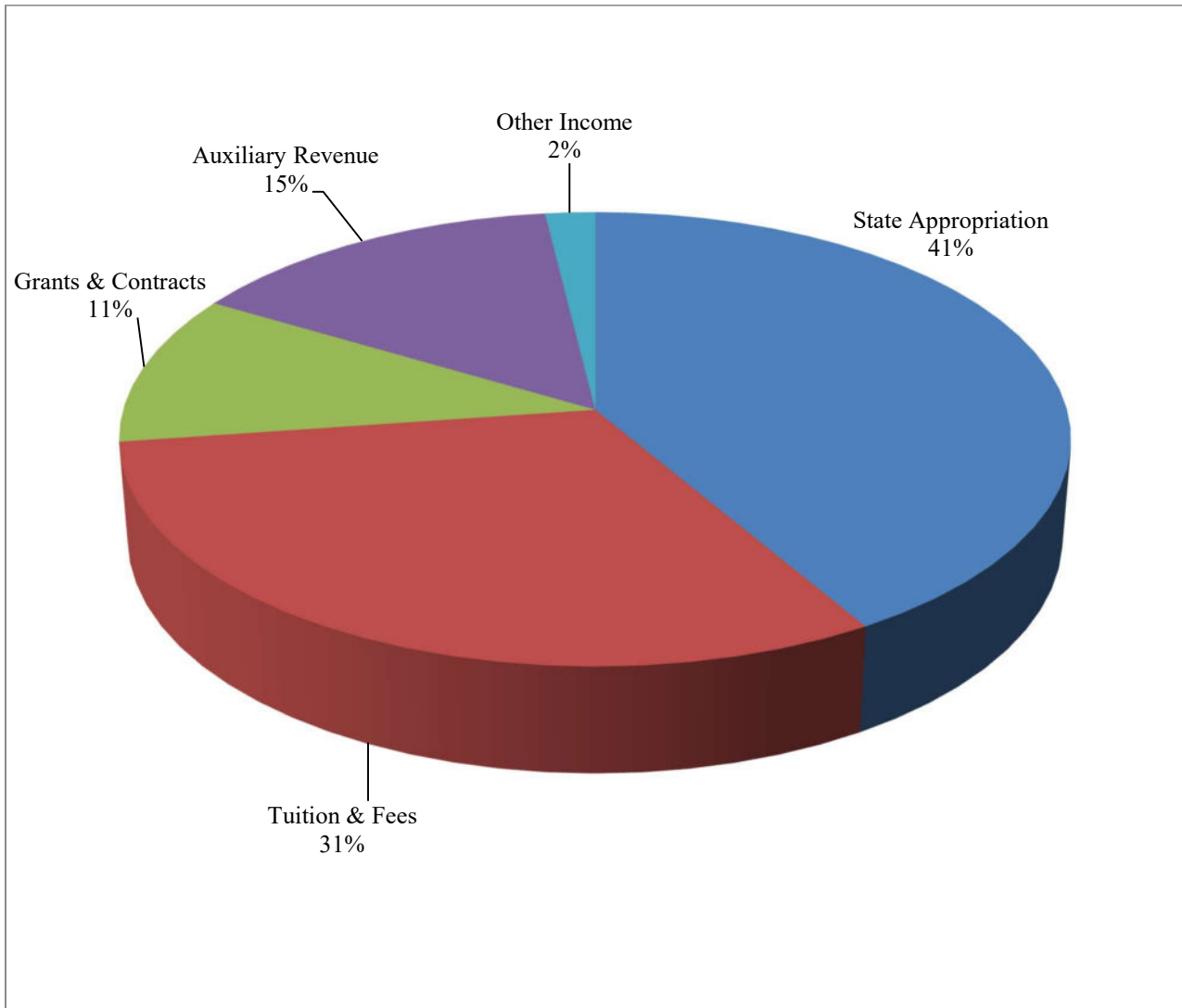
Projected revenues are equal to the various operating budgets, and Table 12 illustrates the sources of revenue which are combined to produce the funds needed. Major sources, in descending order, are State Appropriations, Student Tuition and Fees, Grants and Contracts, Auxiliary Revenue, and Other Income.

**Table 11**  
**FY2026 OPERATING BUDGETS**



Operating Budget	\$ Amount
E&G	\$91,634,551
Auxiliary	\$17,900,000
Restricted Funds	\$13,165,015

**Table 12**  
**FY2026 Revenue Sources**



Revenue Sources	\$ Amount
State Appropriation	\$50,936,492
Tuition & Fees	\$38,339,916
Grants & Contracts	\$13,165,015
Auxiliary Revenue	\$17,900,000
Other Income	\$ 2,358,143

**ITEM M**  
**Academic Promotion Salary Policy for 2025-26 Academic Year**

**DESCRIPTION AND BACKGROUND**

In recent years, the Board has considered salary policies with salary increases for a calendar year rather than a fiscal year, with the exception that faculty promotion adjustments are approved in June. The Board last approved promotion salary adjustments for faculty in June 2024 for the 2024-25 Academic Year. This action item extends the approved amounts to the 2025-26 Academic Year.

**RECOMMENDED ACTION**

BE IT RESOLVED that faculty members who are promoted in rank for the 2025-26 Academic Year, excluding those whose salaries for the 2025-26 Academic Year have been established by separate agreements, are to be given the following increases in salary for the 2025-26 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	_____	_____

**ITEM N****Agenda Items for Future Meetings****DESCRIPTION AND BACKGROUND**

This item provides a list of projected agenda items for the regular meetings during the following year.

**RECOMMENDED ACTION**

This is a discussion item only.

**ATTACHMENT**

List of Projected Agenda Items

LIST OF PROJECTED AGENDA ITEMS  
Regular Meetings of the Board of Governors

August 2025 Meeting

Participation in campus events  
Minutes for the open session of the last meeting  
President's report  
Annual athletics report  
Annual staff council report  
Financial report  
Construction projects report  
Local capital budgets for the current fiscal year  
State appropriation request for the next fiscal year  
Honorary degree consideration (as needed)  
Dates and agenda items for future meetings  
Minutes for the closed session of the last meeting  
Personnel actions report  
Annual general counsel evaluation committee appointments

October 2025 Meeting

Participation in campus events  
Annual photograph of board and president  
Minutes for the open session of the last meeting  
President's report  
Semiannual advancement, foundation board, and alumni board report  
Audit report  
Financial report  
Construction projects report  
Dates and agenda items for future meetings  
Minutes for the closed session of the last meeting  
Personnel actions report  
Annual general counsel evaluation  
Annual presidential review committee appointments

December 2025 Meeting

Participation in campus events  
Minutes for the open session of the last meeting  
President's report  
Financial report  
Construction projects report  
Housing and meal plan charges for the next fiscal year  
Union agreement renewal (in even-numbered years)  
Salary policies for the next calendar year  
Selection of board officers for next calendar year  
Annual board committee appointments  
Dates and agenda items for future meetings  
Minutes for the closed session of the last meeting  
Personnel actions report  
Paid leaves of absence for the next fiscal year

Tenure review for faculty members completing their review period at the end of the fall semester  
Annual presidential review

#### February 2026 Meeting

Participation in campus events  
Recognition of past board chair  
Minutes for the open session of the last meeting  
President's report  
Annual academic affairs report  
Annual student government report  
Financial report  
Construction projects report  
External audit firm (as contract expires)  
Food service contractor (as contracts expire)  
Academic calendar (as needed)  
Board of governors conflict of interest policy review  
Dates and agenda items for future meetings  
Minutes for the closed session of the last meeting  
Personnel actions report

#### April 2026 Meeting

Participation in campus events  
Minutes for the open session of the last meeting  
President's report  
Semiannual advancement, foundation board, and alumni board report  
Annual faculty senate report  
Financial report  
Construction projects report  
Depository bank (as contracts expire)  
Food service contractor (as contracts expire)  
Bookstore contractor (as contracts expire)  
Enrollment fees for the next fiscal year  
Dates and agenda items for future meetings  
Minutes for the closed session of the last meeting  
Personnel actions report  
Treasurers for the next fiscal year

#### June 2026 Meeting

Participation in campus events  
Minutes for the open session of the last meeting  
President's report  
Annual legislative consultant report  
Annual enrollment management report  
Annual faculty senate report  
Financial report  
Construction projects report  
State capital funds request for the next legislative session  
Operating budgets for the next fiscal year  
Academic promotion salary policy for next academic year  
Dates and agenda items for future meetings

Minutes for the closed session of the last meeting  
Personnel actions report  
Faculty promotion  
Faculty tenure

The following items will be added to the agendas as needed:

- University strategic plan reports
- Campus master plan reports
- Reports from administrative areas
- Approval of new or revised policies
- Approval of architects and/or engineers for construction projects
- Approval of new construction projects over \$100,000
- Approval of equipment purchases and leases over \$100,000
- Approval of consulting services over \$10,000
- Approval of change orders for major changes in construction projects
- Approval of real estate acquisitions
- Litigation and legal action reports



**ITEM O**  
**Dates for Future Meetings**

**DESCRIPTION AND BACKGROUND**

It is helpful to schedule, at least tentatively, the dates for board meetings during the following year. The tentatively scheduled dates are subject to change by the Board. Still, the preliminary action permits Board members and staff to avoid planning other activities on the targeted board meeting dates. In addition to the regularly scheduled meetings, special meetings can be called by the Chair of the Board or by three members. A schedule of calendar events for the next year follows this page.

**RECOMMENDED ACTION**

BE IT RESOLVED that the next regular meeting of the Board of Governors be scheduled for Saturday, August 2, 2025, 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 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 17, 2025;  
Saturday, December 6, 2025;  
Saturday, February 7, 2026;  
Saturday, April 11, 2026; and  
Saturday, June 13, 2026.

Moved by \_\_\_\_\_  
Seconded by \_\_\_\_\_

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

**ATTACHMENT**

Calendar of Events: June 2025 through June 2026

**Calendar of Events:****June 2025 through June 2026****2025**

June	<b>14</b>	<b>BOARD OF GOVERNORS MEETING</b>
	19	Junteenth Holiday
July	4	Independence Day Holiday
August	<b>2</b>	<b>BOARD OF GOVERNORS MEETING (TENTATIVE DATE)</b>
	13	Fall Semester Begins with Truman Days
	18	Classes Begin
September	1	Labor Day Holiday
	13	Home Football vs. Davenport University
	27	Family Day
	27	Home Football vs. University of Indianapolis
October	9-10	Mid-Term Break (students)
	11	Home Football vs. Upper Iowa University
	13-18	Homecoming Week
	<b>17</b>	<b>BOARD OF GOVERNORS MEETING (TENTATIVE DATE)</b>
	18	Home Football vs. Quincy University
November	8	Home Football vs. William Jewell College
	24-28	Thanksgiving Break (students)
	26-28	Thanksgiving Holiday
December	<b>6</b>	<b>BOARD OF GOVERNORS MEETING (TENTATIVE DATE)</b>
	13	Fall Commencement
	22-23	Energy Conservation Days (campus closed)
	24-26	Winter Holiday
<b><u>2026</u></b>		
January	1	New Year's Day Holiday
	12	Spring Semester Begins
	19	Martin Luther King, Jr. Day Holiday
February	<b>7</b>	<b>BOARD OF GOVERNORS MEETING (TENTATIVE DATE)</b>
	16	Admitted Student Event
March	9-13	Spring Break (students)
April	6	Term Break (students)
	<b>11</b>	<b>BOARD OF GOVERNORS MEETING (TENTATIVE DATE)</b>
	11	Foundation Board of Directors Meeting and Foundation Banquet (Tentative Date)
	16	Student Research Conference
	17-18	Truman Experience Weekend

**Calendar of Events:**  
**June 2025 through June 2026**

May	9	Spring Commencement
	25	Memorial Day Holiday
	26	Summer Session Begins
	29-30	Missouri Special Olympics Summer Games
June	13	<b>BOARD OF GOVERNORS MEETING (TENTATIVE DATE)</b>

**ITEM P**  
**Agenda Items for Closed Session**

**RECOMMENDED ACTION**

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:

- 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. 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,” and
- 3. Confidential communications with the General Counsel, as defined in Subsection 1 of the statute.

Moved by \_\_\_\_\_  
Seconded by \_\_\_\_\_

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