

TRUMAN STATE UNIVERSITY  
Kirksville 63501

OFFICIAL MINUTES  
OF THE  
BOARD OF GOVERNORS

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OPEN SESSION  
OF MEETING ON  
DECEMBER 6, 2025

The Board of Governors for Truman State University met on Friday, December 6, 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, Nancy Gingrich, and William B. Lovegreen were in attendance. Jennifer Kopp Dameron participated by conference call. The seventh voting member position is vacant.

Two non-voting members were in attendance: Mike McClaskey, an out-of-state member, and Adli Jacobs, student representative. The second out-of-state member position is vacant.

Call to Order, Chair Report, and Public Comment

Governor Christofferson called the meeting to order and welcomed all in attendance. During the Public Comment section of the meeting, Governor Christofferson recognized Andrew Hutchinson, Union Representative and Organizing Director of LiUNA Local 995, who provided public comments on the proposed Unit I Wage Rates for Physical Plant employees.

Minutes for Open Session of Previous Meeting

Governor Burkemper moved for the adoption of the following resolution:

BE IT RESOLVED that the minutes for the open session of the previous meeting on October 17, 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.

Selection of Officers for the 2026 Calendar Year

Governor Gingrich moved for the adoption of the following resolution:

BE IT RESOLVED that the following persons be duly elected officers of the Truman State University Board of Governors, taking office for one year commencing at the first regular meeting of the 2026 Calendar Year.

Chair	William B. Lovegreen
Vice Chair	Jennifer Kopp Dameron
Secretary	Taylor W. Burks

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

Board Committee Appointments for the 2026 Calendar Year

Governor Christofferson announced Board committee appointments, which take effect at the first regular meeting of the 2026 calendar year.

Academic Affairs and Student Services

- Jennifer Kopp Dameron, Committee Chair
- Philip J. Christofferson
- Adli Jacobs
- William B. Lovegreen, ex officio

Budget and Capital Projects

- Taylor W. Burks, Committee Chair
- Nancy Gingrich
- Voting Member (Vacant)
- William B. Lovegreen, ex officio

Finance and Auditing

- Sarah Burkemper, Committee Chair
- Mike McClaskey
- Out-of-State Member (Vacant)
- William B. Lovegreen, ex officio

Honorary Degrees

- Sarah Burkemper, Committee Chair
- Philip J. Christofferson
- Adli Jacobs
- William B. Lovegreen, ex officio

Foundation Board of Directors

- Philip J. Christofferson, Past Chair
- Jennifer Kopp Dameron, Vice Chair
- William B. Lovegreen, Chair

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, President Thomas highlighted recent student achievements and end-of-semester events.

Academic Affairs and Student Services Committee Report

Governor Lovegreen, Chair of the Academic Affairs and Student Services Committee, reported on the meeting held on December 5.

Finance and Auditing Committee Report

Governor Burkemper, Chair of the Finance and Auditing Committee, reported on the meeting held on December 5.

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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 October 31, 2025, compared to October 31, 2024.

Budget and Capital Projects Committee Report

Governor Dameron, Chair of the Budget and Capital Projects Committee, reported on the meeting held on December 5.

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 two items of equipment, totaling more than \$25,000 but less than \$100,000, had been approved since the last board meeting.

<u>Description</u>	<u>Cost</u>
2025 Ford F250 Four Wheel Drive Truck	\$45,563
2025 Chrysler Pacifica Select	\$40,081.85

Consent Agenda

Governor Lovegreen 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 I.1 Revision to Academic Calendar for August Interim 2026 – Summer Session 2028
- ITEM I.2 Architectural Services – Summer 2026 Roofing/Masonry/Concrete Project

Governor Burkemper 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 items as Exhibits A and B.

Housing and Meal Plan Charges

Governor Lovegreen moved for the adoption of the following resolution:

BE IT RESOLVED that the following major categories of housing charges be approved, effective with the 2026 Fall Semester:

Room rates for students living in the University's residence halls:

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- 1) MISSOURI/DOBSON/CENTENNIAL

Size of Room	Charge for Academic Year
Single Occupancy	\$8,932 per student
Double Occupancy	\$7,558 per student
Deluxe Double	\$7,558 per student
Double Room Buyout (Single Occupancy)	\$9,334 per student
  
- 2) BLANTON NASON BREWER/RYLE/WEST CAMPUS SUITES

Size of Room	Charge for Academic Year
Single Occupancy	\$9,626 per student
Double Occupancy	\$8,048 per student
Deluxe Double	\$8,048 per student
Triple Occupancy	\$7,336 per student
Double Room Buyout (Single Occupancy)	\$9,908 per student
  
- 3) CAMPBELL APARTMENTS

Size of Room	Charge for Academic Year
One Bedroom; Double Occupancy	\$ 6,685 per student
One Bedroom; Single Occupancy	\$10,637 per student
Two Bedroom: Double Occupancy	\$10,201 per student
Family One Bedroom	\$10,739 per family
Family Two Bedroom	\$11,014 per family

BE IT FURTHER RESOLVED that the following food plan rates per semester be tentatively approved, effective with the Fall 2026 Semester:

21 meals per week with \$75.00 Dining Dollars:	\$2,373.00
18 meals per week with \$125.00 Dining Dollars:	\$2,291.00
15 meals per week with \$225.00 Dining Dollars:	\$2,158.00
12 meals per week with \$125.00 Dining Dollars:	\$1,882.00
150 meals per semester with \$275.00 Dining Dollars:	\$1,978.00
75 Meal Plan, plus \$50 in Dining Dollars	\$865.00
50 Meal Plan, Plus \$75 in Dining Dollars	\$575.00

BE IT FURTHER RESOLVED that the other residence hall fees and room and board charges, including incentives for returning students and short-term rates not listed in this resolution, be established by the President of the University, based on the above fees and charges, in accordance with Sections 11.010 and 11.020 of the Code of Policies.

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

Salary Policies 2026

Governor Burks moved for the adoption of the following resolution:

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BE IT RESOLVED that the following salary and wage policies for the 2026 calendar year be approved:

- 1) 2026 Policy for Faculty Salaries;
- 2) 2026 Policy for Exempt and Salaried/Comp Time Eligible Staff Salaries;
- 3) 2026 Policy for Non-Exempt Staff Salaries;
- 4) 2026 Policy for Hourly Personnel Wage Rates;
- 5) 2026 Policy for Unit I Wage Rates; and
- 6) 2026 Policy for Off-Campus and Workshop Faculty Salaries; and

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

Governor Burkemper 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 policies as Exhibit C.

University Strategic Plan

Governor Lovegreen moved for the adoption of the following resolution:

BE IT RESOLVED that the values and institutional commitments included in the proposed Truman State University 2026-2030 Strategic Plan are endorsed by the Board of Governors with the understanding that the University community shall expeditiously begin the implementation of the plan; and

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

Governor Burkemper 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 policies as Exhibit D.

Federal Governmental Relations and Policy Services

Governor Lovegreen moved for the adoption of the following resolution:

BE IT RESOLVED that the President of the University, or her designee, is hereby authorized to extend the contract with Venable LLP to provide federal governmental relations and policy services to the University as outlined in the attached proposal through December 31, 2027, with the option to extend the agreement for one additional year.

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

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

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, February 7, 2026, 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, April 11, 2026;  
Saturday, June 13, 2026;  
Saturday, August 1, 2026;  
Friday, October 23, 2026; and  
Saturday, December 5, 2026.

Governor Burks seconded the motion, which was carried by a unanimous vote of 7 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.

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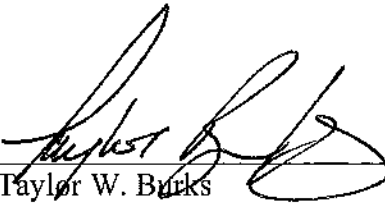
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Governor Burks seconded the motion, which was carried by a unanimous vote of 6 to 0, with Governors Burkemper, Burks, Christofferson, Dameron, Gingrich, and Lovegreen voting Aye. Governor Christofferson declared the motion duly adopted.

The closed session of the meeting began shortly after 1:50 p.m.

The open session of the meeting resumed shortly after 5:00 p.m.

With no further business, Governor Burkemper 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 at 5:05 p.m.



Taylor W. Burks  
Secretary of the Board of Governors

I hereby certify that the foregoing minutes were approved by the Board of Governors on the 7<sup>th</sup> day of February 2026.



William B. Lovegreen  
Chair of the Board of Governors

**ITEM I.1**

**Revision to Academic Calendar for August Interim 2026 – Summer Session 2028**

*JLD*

**DESCRIPTION AND BACKGROUND**

It is recommended that the Academic Calendar for August Interim 2026 – Summer Session 2028, previously approved at the February 8, 2025, meeting of the Board, be revised by moving the Summer Session 2027 term one week earlier. This change resolves the conflict on July 5, 2027, when the University is closed for Independence Day, and allows the Registrar’s Office sufficient time to process summer grades before the start of Fall Semester 2027.

**RECOMMENDED ACTION**

BE IT RESOLVED that the Revised Academic Calendar for August Interim 2026 – Summer Session 2028 be approved; and

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

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

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

**ATTACHMENT**

Revision to Academic Calendar for August Interim 2026 – Summer Session 2028

**Revision to  
Academic Calendar for August Interim 2026 - Summer Session 2028**

<b>August Interim 2026</b>	(15 days)
Begins	Saturday, July 25
Ends	Saturday, August 8
<b>Fall Semester 2026</b>	(72 class days)
New Faculty Start	Monday, August 10
New Students Move-in	Wednesday August 12
Truman Days Begins	Wednesday, August 12
Faculty Contract Period Begins	Wednesday, August 12
Classes Begin	Monday, August 17
Labor Day (University Closed)	Monday, September 7
First Block Classes End	Tuesday, October 6
Second Block Classes Begin	Wednesday, October 7
Midterm Break	Thursday-Friday, October 8-9
Thanksgiving Break	Monday-Friday, November 23-27
Last Day of Classes	Friday, December 4
Finals Start	Monday, December 7
Reading Day	Wednesday, December 9
Finals End	Friday, December 11
Commencement	Saturday, December 12, 11 a.m.
Number of Class Days (Minutes of Class)	MWF 43 (2150 min)
	TTh 29 (2320 min)
<b>Winter Interim 2026-27</b>	(29 days)
Begins	Saturday, December 12
Ends	Saturday, January 9
<b>Spring Semester 2027</b>	(72 class days)
Classes Begin	Monday, January 11
Martin Luther King, Jr. Day (University Closed)	Monday, January 18
First Block Classes End	Tuesday, March 2
Second Block Classes Begin	Wednesday, March 3
Spring Break	Monday-Friday, March 8-12
Term Break	Monday, March 29 (ends at 5 p.m.)
Student Research Conference	Thursday, April 15 (No classes; 7:30 a.m.-5:30 p.m.)
Last Day of Classes	Friday, April 30
Finals Start	Monday, May 3
Reading Day	Wednesday, May 5
Finals End	Friday, May 7
Commencement	Saturday, May 8, 2 p.m.
Number of Class Days (Minutes of Class)	MWF 43 (2150 min)
	TTh 29 (2320 min)
<b>May Interim 2027</b>	(15 days)
Begins	Saturday, May 8
Ends	Saturday, May 22

<b>Summer Session 2027</b>	(47 class days)
First Five and Ten Week Classes Begin	Tuesday, June 1 (Monday, May 24)
Memorial Day (University Closed)	Monday, May 31
Eight Week Classes Begin	Monday, June 7
Juneteenth (University Closed)	Friday, June 18
First Five Week Classes End	Friday, July 2 (Friday, June 25)
Second Five Week Classes Begin	Monday, July 5 (Monday, June 28)
Independence Day (University Closed)	Monday, July 5
Second Five and Ten Week Classes End	Friday, August 6 (Friday, July 30)
Eight Week Classes End	Friday, July 30
<b>August Interim 2027</b>	(15 days)
Begins	Saturday, July 24
Ends	Saturday, August 7
<b>Fall Semester 2027</b>	(72 class days)
New Faculty Start	Monday, August 9
New Students Move-in	Wednesday August 11
Truman Days Begins	Wednesday, August 11
Faculty Contract Period Begins	Wednesday, August 11
Classes Begin	Monday, August 16
Labor Day (University Closed)	Monday, September 6
First Block Classes End	Tuesday, October 5
Second Block Classes Begin	Wednesday, October 6
Midterm Break	Thursday-Friday, October 7-8
Thanksgiving Break	Monday-Friday, November 22-26
Last Day of Classes	Friday, December 3
Finals Start	Monday, December 6
Reading Day	Wednesday, December 8
Finals End	Friday, December 10
Commencement	Saturday, December 11, 11 a.m.
Number of Class Days (Minutes of Class)	MWF 43 (2150 min)
	TTh 29 (2320 min)
<b>Winter Interim 2027-28</b>	(29 days)
Begins	Saturday, December 11
Ends	Saturday, January 8
<b>Spring Semester 2028</b>	(72 class days)
Classes Begin	Monday, January 10
Martin Luther King, Jr. Day (University Closed)	Monday, January 17
First Block Classes End	Tuesday, February 29
Second Block Classes Begin	Wednesday, March 1
Spring Break	Monday-Friday, March 13-17
Term Break	Monday, April 17 (ends at 5 p.m.)
Student Research Conference	Thursday, April 20 (No classes; 7:30 a.m.-5:30 p.m.)
Last Day of Classes	Friday, April 28
Finals Start	Monday, May 1
Reading Day	Wednesday, May 3

Finals End	Friday, May 5
Commencement	Saturday, May 6, 2 p.m.
Number of Class Days (Minutes of Class)	MWF 43 (2150 min)
	TTh 29 (2320 min)
<b>May Interim 2028</b>	(15 days)
Begins	Saturday, May 6
Ends	Saturday, May 20
<b>Summer Session 2028</b>	(47 class days)
Memorial Day (University Closed)	Monday, May 29
First Five and Ten Week Classes Begin	Tuesday, May 30
Eight Week Classes Begin	Monday, June 5
Juneteenth (University Closed)	Monday, June 19
First Five Week Classes End	Friday, June 30
Second Five Week Classes Begin	Monday, July 3
Independence Day (University Closed)	Tuesday, July 4
Eight Week Classes End	Friday, July 28
Second Five and Ten Week Classes End	Friday, August 4

**ITEM I.2****Architectural Services – Summer 2026 Roofing/Masonry/Concrete Project****DESCRIPTION AND BACKGROUND**

Two maintenance and repair projects are proposed in this category for summer 2026. Ryle Hall roofing (the flat roof at the east entrance), as well as sections of masonry on Ryle, need to be replaced. Also, Ophelia Parrish has an external stair that has deteriorated and needs to be replaced. The schedule is designed to allow work to be completed during the summer of 2026.

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 from four firms were reviewed for this project, focusing on previous relevant experience. A selection committee, including representatives from Student Engagement, Administration, Finance and Planning, and Physical Plant, reviewed the credentials and experience of these firms. Based upon this review, it is recommended that Building Resource Studio, LLP, of Saint Louis, Missouri, be selected for this project. This firm includes staff who handled several previous renovation projects at Truman, including similar roof replacements and the roof replacements done in Summer 2025.

Funding for this project will come from the Plant Fund. Approval for design services is needed to meet projected bidding and construction schedules. After the Board approves construction bids, work would occur starting in May 2026.

**RECOMMENDED ACTION**

BE IT RESOLVED that the proposal from Building Resource Studio, LLP to provide architectural services for the Summer 2026 Roofing/Masonry/Concrete 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 \_\_\_\_\_

Vote:

Burkemper  
Burks  
Christofferson  
Dameron  
Gingrich  
Lovegreen

Aye

Nay

Aye	Nay
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

**ATTACHMENT**

Proposal Summary



# ***QUALIFICATIONS DOCUMENT***

**ARCHITECTURAL AND ENGINEERING SERVICES**

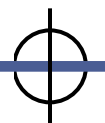
***TRUMAN STATE UNIVERSITY***

**NOVEMBER 17, 2025**

**BUILDING RESOURCE STUDIO**

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Architecture, Building and Records Assessment, Capital Planning,  
Construction Administration



November 17, 2025

Mr. Kenneth McKim  
Truman State University  
100 E. Normal Avenue  
Kirksville, Missouri 63501

RE: Qualifications Document for Architectural/Engineering Services

Dear Mr. McKim,

Thank you very much for the invitation to update our qualifications for Truman State University for your architectural projects. We have enjoyed working with you over the last four years.

Arthur Floyd and I formed Building Resource Studio (BRS Architects) in the fall of 2012, after each of us had provided professional services in the Missouri and Illinois regions for over 22 years, designing and managing the construction of over \$525 million of primarily K-12 public school facilities. We have since assembled a highly experienced team that is uniquely qualified to execute the work for your educational facilities on the campus of Truman State. Most of our team has worked together for many years, and we can provide a level of service that is outstanding and superior to any firm in the area. Our projects recently include work for Kirksville R-III School District, Lindbergh School District, Ladue Schools, Fox School District, Osage County R-II School District, Marceline School District, Schuyler School District, Holden School District, the Bayless School District, North Shelby School District, Clopton School District, Sturgeon School District as well as Truman State University.

We are happy to have Harald Boerstler, as a project manager/construction administrator, as part of our staff, as we know he has a thorough history of working with Truman. We as a team would enjoy the opportunity to continue working with you. We understand the flexibility that will be needed in this current market and construction environment, and we are immediately available and prepared to provide our services to you. Thank you again for this opportunity to demonstrate our unique capabilities and show how the BRS team can be an excellent fit for your projects.

Sincerely,

Carolyn K. Green, AIA  
Principal  
Building Resource Studio – BRS Architects



# ***Qualifications***

***Truman State University***

***November 17, 2025***



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- Firm contact information
- Name, title, email, and signature
- Structure of the firm
- Size of the firm, in-house disciplines, professional licenses held, and years of experience
- Resumes of firm principals and other design members who will be associated with the project
- Client references including contact information

**Part Two – Firm Qualifications 11**

- Identify why firm is qualified and a good fit
- Illustrate recent projects
- Describe how firm interacts with agencies, staff, contractors

### **STRATEGIES DOCUMENT:**

Not included at this time, as scope of work has not been determined.

### **FEE STRUCTURE**

**Proposed Fee Structure 17**

## **PART ONE – FIRM DESCRIPTION**

### **Building Resource Studio, LLP** **Also known as BRS Architects, LLP**

1502 S. Big Bend Blvd.  
St. Louis, Missouri 63117  
Cell 314-517-4295, Carolyn Green  
Office 314-402-5183  
[info@BuildingResourceStl.com](mailto:info@BuildingResourceStl.com)

Website: [www.BuildingResourceStl.com](http://www.BuildingResourceStl.com)

#### **Proposal Submitted by:**

Harald Boerstler, Project Manager and Construction  
Administrator  
Cell 314-324-9041  
[HB@BuildingResourceStl.com](mailto:HB@BuildingResourceStl.com)

*Harald Boerstler*



*New Field House Commons – Valley Park School District*

**Building Resource Studio** is a Limited Liability Partnership – Established September 2012. Also known as BRS Architects, LLP. Based in St. Louis, the principals have practiced educational design in the Missouri/Illinois region for approximately 32 years each.

**Size of Firm:** Building Resource Studio is comprised of the following individuals:

Principal – Arthur D. Floyd II	32 years experience
Principal – Carolyn K. Green, AIA	35 years experience
Project Manager – Harald H. Boerstler	39 years experience
Architect - Charles C. Mayhew	49 years experience
Architect – Rebecca Durst	25 years experience
Architectural Designer – Gary Hartmann	47 years experience
Architectural Designer – Sandra Gomez	19 years experience
Architectural Designer – Susan Halla	32 years experience
Architectural Designer - Kelly Raftery	31 years experience

**In-house disciplines:** Architecture (specializing in educational facilities), Master Planning, Construction Administration, Project Management, Construction Advisor Services, Capital Planning.

**Licenses:** Carolyn K. Green - Licensed in Missouri and Illinois as professional architect  
Charles C. Mayhew – Licensed in Missouri and Illinois as professional architect  
Rebecca Durst – Licensed in Missouri as professional architect

**BRS PRINCIPALS:** Arthur Floyd and Carolyn Green

Building Resource Studio, also known as BRS Architects, is a full service consulting firm, specializing in Educational Facilities. Arthur Floyd and Carolyn Green formed this firm in 2012 after more than 20 years each in the business of school design. Arthur has worked for 31 years managing the design and construction of educational facilities in the St. Louis and Missouri regions. Arthur earned a Master of Architecture and Master of Construction Management from Washington University. Carolyn, a licensed architect and also a graduate of Washington University, has worked in the educational design and planning field for 34 years in the St. Louis and Bi-State area.

Together, Arthur and Carolyn created a firm not only capable of providing excellent design and management, but also a firm that can assist clients in bettering the entire building process. Each staff member working with BRS has spent the majority of their architectural careers specializing in the design and construction of public-school facilities or other educational institutions.

**5) Resumes – on the following pages:**

<u>NAME</u>	<u>PROJECT ASSIGNMENT</u>
Arthur D. Floyd, II	Firm Principal. Project Manager, Client Contact
Carolyn K. Green, AIA	Firm Principal. Architect & Lead Planner/Design
Harald H. Boerstler	Project Manager. Construction Administrator



*New Early Childhood Education Building, Holden R-III School District*

Project Manager & Constructability Advisor

**Years of Educational Building and Project Management Experience:** 31 years

## Education:

1994 Washington University, Master of Architecture  
1994 Washington University, Master of Construction Management  
1991 Rhodes College, Bachelor of Arts, Mathematics  
1991 Rhodes College, Bachelor of Arts, Business Administration

## Firm Experience:

**Building Resource Studio, LLP**, Principal. 2012 to Current

**Glenn Construction Co., Inc.**, Managed over \$400,000,000 of construction management in the St. Louis market. 1994 to 2012.

**Taylor, Kempes, Hall Architects**, Draftsman. 1990.

## Selected Project Experience –

**Owner’s Representative / Project Management Services for:** *Bayless School District, The Magic House, Valley Park School District, and Fayette School District – Total volume: 21 Mil.*

**Ladue School District, Ladue, MO** - Construction Advisory, Architect Serving as Design-Build Criteria Consultant - Two New Elementary Storm Shelter Gymnasiums – *10.9 Mil.*

**Fox School District, Jefferson County, Missouri**

*Additions/Renovations – 19 Mil.*

**Kirkville School District, Kirkville, Missouri** – *New Athletic Complex, Building HVAC and Roofing*

**Osage County R-II School District, Linn, Missouri**

*New Elementary School, High School Additions/Renovations – 7 Mil.*

**Marceline School District, Marceline, Missouri**

*New Gymnasium Addition, Elementary School Renovations – 3 Mil.*

**Holden School District, Holden, Missouri**

*New Early Childhood Center, Athletic Facilities Building, Security Renovations – 3 Mil.*

**Union R-XI School District, Union, Missouri, District Master Planning**

**Rockwood School District, St. Louis County, District Building Assessment and Archiving**

Mr. Floyd brings to the team a unique skill of understanding the Owner’s vision and needs, and then coordinating with the Design team to ensure important elements of school design are followed, such as effective building space usage, long term feasibility, adaptability, technology, security and future expansion. He excels in estimating and scheduling control in addition to the monitoring of permit procurement.



*New Elementary School, Linn Missouri*

## Lead Architect and Educational Facility Planner/Designer

**Years of Experience:** 13 years as Principal with BRS Architects  
14 years as Principal with Green Design (12 yrs. operating concurrently)  
15 years with Wm. B. Ittner, Inc.  
5 years with Sverdrup Corporation  
35 years TOTAL Experience

**Education:**  
1991 Washington University, Master of Architecture, MARCH  
1987 Southern Illinois University, Bachelor of Science

**Registration:**  
Architect: Licensed in Missouri and Illinois - NCARB Certified

**Professional Affiliations:**  
American Institute of Architects, AIA National Committee on Architects in Education  
U.S. Green Building Council, Gateway Chapter, Green Schools Committee



**Firm Experience:**  
**Building Resource Studio, LLP**, 2012 to Current  
**Green Design**, 2010 to Current  
**Wm. B. Ittner, Inc.** 1994 to 2010  
**Sverdrup Corporation** 1987 to 1994

### Selected Project Experience – As Building Resource Studio

**Lindbergh School District**, *St. Louis County*, Elementary School Additions and Renovations  
**Kirkville R-III School District**, *Kirkville, MO* New Ball Field Complex, Campus Planning  
**Fox School District**, *Arnold, Missouri* Elementary School Additions and Renovations  
**Ladue School District**, *Ladue, MO* Design and Planning Consultation – Two New Elementary Storm Shelter Gymnasiums  
**Valley Park School District**, *Valley Park, Missouri* District Renovations  
**Osage County R-II School District**, *Linn, Missouri* New Elementary School, Ag-Art Building Renovations and Additions  
**Union R-XI School District**, *Union, Missouri*, District-Wide Master Planning  
**Rockwood School District**, *St. Louis County*, District Building Assessment and Archiving  
**Marceline R-V School District**, *Marceline, Missouri* New Gymnasium/ Cafeteria Addition  
**Schuyler Co. R-I School District**, *Queen City, Missouri* High School Classroom Addition and Corridor Connector  
**Holden R-III School District**, *Holden, Missouri* New Early Childhood Building, New Athletic Multi-Purpose Building, Science Lab Renovations, Secured Entrances and Office Modifications.

### Selected Project Experience – As Green Design

**Rockwood School District**, *St. Louis County*  
Marquette High School New Weight Room  
Summit High School New Field House  
Rockwood South Middle School New Fitness Center  
Marquette High School and Crestview Middle school – Library Planning  
**Valley Park School District**, *Valley Park, MO* New Commons/Gymnasium Addition  
**Parkway School District**, *St. Louis County* Library Master Planning – District Wide

### Selected Project Experience – With Wm. B. Ittner, Inc.

**Rockwood School District** – Project Manager, ongoing projects from 1998 to 2010  
**East St. Louis School District #189** – Project Manager, District Master Planning  
**O’Fallon Central School District #104** – Project Manager, District Master Planning  
**Kirkville School District** – District Master Planning, Concept Design  
**O’Fallon Township High School** – District Master Planning  
**School of the Osage** – Project Manager, District Master Planning

### Years of Experience:

8 years with Building Resource Studio  
15 years with William B. Ittner, Inc.  
16 years with other area architectural firms  
39 years TOTAL Experience (29 years in Education)

### Education:

1990 Washington University, B. S. in Architectural Technology  
Certificate, Pennsylvania Academy of Fire Fighting

### Professional Affiliations:

Washington University Alumni and Parents Admissions Program Leadership Team,  
Advisory Panel for the Admissions Interviewing Program  
Certified in FEMA P-154 and SAVE ATC-20 Building Assessment Screening.  
Inspector with Missouri State Emergency Management SAVE



### Selected Project Experience: *(Projects with BRS Architects)*

#### **Truman State University, Kirksville, Missouri**

*Barnet Hall Exterior Restoration, Ophelia Parrish Reroofing 2023, Magruder Hall Reroofing 2023, Exterior Restorations, Bridge Repair and Pool Revisions 2023*

#### **Kirksville R-III School District, Kirksville, Missouri**

*Campus Re-Roofting, Campus HVAC Replacement, Capital Improvement Renovations and Master Planning and New Ballfield Complex*

#### **Fox School District, Arnold, Missouri**

*Renovations to Four Middle Schools and Fox High School – Summer 2017 Modifications*

*New Classroom Additions to Ridgewood Middle School, Antonia Elem and Meramec Heights Elem, Roofing Projects for District Buildings*

#### **Valley Park School District, Valley Park, Missouri**

*Bond Issue Building Improvement Projects*

#### **Iberia R-V School District, Iberia, Missouri – New Kitchen Addition and Renovations**

### Selected Project Experience: *(Projects with Wm. B. Ittner, Inc.)*

#### **Truman State University, Kirksville, Missouri**

*Pickler Library Window Replacement & Exterior Restoration, Baldwin Hall Exterior Restoration, Kirk Memorial Exterior and Copula Restoration, Student Union Exterior Restoration, BNB Window Replacement, Re-Roofting at Pershing Hall, Student Union, Student Rec Center, McCain Hall, Baldwin Hall, Violet Hall and Red Barn*

#### **Kirksville School District, Kirksville, Missouri**

*Middle School Renovations, Reroofing, Early Childhood Center Expansion, Technical Center Renovations, Classroom Additions, Interior Renovations, High School Additions*

#### **Lindbergh School District, St. Louis, Missouri**

*New Dressell Elementary School, New Early Childhood Center, Crestwood Elementary School Additions, Concord Elementary School Additions, District-wide Reroofing Projects, Long Elementary HVAC Upgrades, District-wide Door Hardware Replacement, High School Sitework and High School Renovations, High School Mechanical Upgrades, Kennerly Elementary School Addition, Sappington Elementary School Addition,*

#### **Rockwood School District, St. Louis, Missouri**

*Renovations to four Elementary School Libraries, Fine Arts Addition to Eureka High School, Lobby Addition to Eureka High School, Administration Renovation to Eureka High School, Lafayette High School Renovations including Auditorium, Lafayette High School Library Addition, Lafayette High School Locker Room Renovations, Eureka High School Master Plan Update, Eureka High School Band Room and Classroom Addition, Eureka High School Library Addition*



## 6) CLIENT REFERENCES:

Ms. Tricia Reger, Superintendent, Kirksville R-III School District, 660-665-7774,  
[treger@kirksville.k12.mo.us](mailto:treger@kirksville.k12.mo.us)

Dr. Jeremy Houser, Board President, Kirksville R-III School District, 660-665-7774,  
[houserj@kirksville.k12.mo.us](mailto:houserj@kirksville.k12.mo.us)

Mr. Pat Williams, Former Superintendent (Retired), Kirksville School District, 660-216-0434

Dr. Jim Wipke, Superintendent, Ladue Schools, 314-983-5301, [jwipke@ladueschools.net](mailto:jwipke@ladueschools.net).

Dr. Nisha Patel, Superintendent, School District of Clayton, 314-854-6017,  
[nishapatel@claytonschools.net](mailto:nishapatel@claytonschools.net).

Mr. John Brazeal, Former Fox School District CFO, 636-346-6071.

Mr. Scott Barbagallo, Director of Facilities, Lindbergh School District, 314-729-2400 ext. 8602,  
[scottbarbagallo@lindberghschools.ws](mailto:scottbarbagallo@lindberghschools.ws)

Ms. Beth Fitzgerald, President, The Magic House, 314-822-8900, [beth@magichouse.org](mailto:beth@magichouse.org)

Mr. Mike Hawkins, Former Assistant Superintendent, Bayless School District, 314-373-0506,

Dr. David Knes, Former Superintendent, Valley Park School District, 314-402-8677.



*Wonder Works Exhibit, The Magic House*

## PART TWO – FIRM QUALIFICATIONS

### I) Why is BRS well qualified for this commission? What unique qualities can we bring?

We feel we have strengths that could benefit your campus's needs:

- **Educational Project Experience** – 20+ years in Education for each team member
- **Familiar Personnel:**
  - Harald Boerstler, Project Manager, has approximately Ten+ years of experience with projects at Truman State University.
- **We listen** to your needs. We work hard to find solutions.
- Our strong point is **communication**, particularly in helping people understand a situation that might be unfamiliar or specific to the field of construction.

- **Our recent experience:**

- Storm Shelters
- Building Additions and Renovations
- Security Hardware, Access Controls, Secured Entrance Vestibules
- New Entrance Additions
- Exterior Wall Reconstruction/ Repairs
- HVAC upgrades
- Fire Alarm, Intercom, Emergency Systems
- Roofing work
- Sitework, Turf Fields, Parking, Playgrounds



Valley Park SD – New Commons

- This is a LISTING below of our recent projects for Educational Facilities:

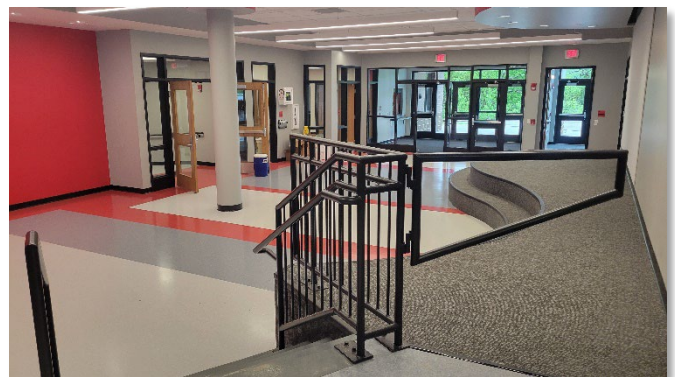
- Truman State University – Kirksville, MO – Barnet Hall Exterior Restoration, Ophelia Parrish and Magruder Hall Reroofing 2023, Ophelia Parrish and Magruder Halls Reroofing 2024
- Kirksville R-III School District – Kirksville, MO - High School Renovations and Additions - \$9,500,000, New Fine and Performing Arts Center 2025 - \$20,116,000, New Baseball and Softball Sports Complex 2023 - \$4,500,000, High School Restroom Renovations 2022 - \$200,000, Primary School Solar Installation 2022 - \$230,000, New High School Fine and Performing Arts Center, High School Additions and Renovations, Ray Miller Elementary School Additions and Renovations - \$32M Bond Issue Projects.
- Lindbergh School District – Additions and Renovations including Storm Shelters at Long and Kennerly Elementary Schools
- Mexico School District – High School and Middle School Additions and Alterations
- North Shelby School District – New track and Field
- Pike County R-III School District – New Ballfields and Building Renovations



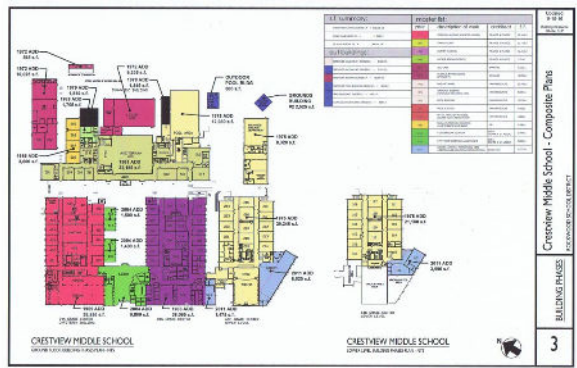
- Sturgeon R-V School District – High School and Middle School Renovations and Exterior Restorations
- Ladue Schools – Saint Louis, Missouri – New Gymnasium/Storm Shelter additions at Conway and Reed Elementary Schools Design and Construction Administration \$10.9 million. Ongoing master planning, Fields, Concession Building.
- Valley Park School District – Valley Park, Missouri: \$8.5 mil Bond Issue work District Wide. New Entrance Vestibule and High School Offices. New Commons. HVAC Upgrades District-Wide. New Administrative Offices. Exterior Door Replacements with Access Control System, Roofing and Wall Restoration, New Playground.
- Fox School District – Arnold, Missouri: Elementary School Additions to Antonia and Meramec Heights Elementary Schools, Two new High School Security Vestibule Entrances with Access Control. HVAC Upgrades. Roofing Replacements. New Entrance and Classroom Addition at Ridgewood Middle School. Interior Modifications at three other Middle School campuses. Master Planning.
- Osage R-II School District – Linn, Missouri: New Elementary School - 60,000 s.f. \$7.25 mil. Renovations to Ag/Art Building.
- Marceline R-V School District - Marceline, Missouri: High School / Middle School Multipurpose Gymnasium with Kitchen Serving Facility - 10,000 SF - \$2.0 mil. High School Science Lab Renovations - \$200,000. Walt Disney Elementary School Renovations - Classrooms, Flooring, HVAC, Lighting, Restrooms, Asbestos Abatement - 24,000 SF - \$1.6 million
- Holden R-III School District – Holden, Missouri: New Early Childhood Facility and New Multi-Purpose High School Athletic Facility - 8,000 SF - \$1.5 million
- Bayless School District – St. Louis, Missouri: Recently completed varsity baseball field and facilities, roofing/window replacements, site/paving improvements, HVAC/Electrical/Plumbing upgrades.



New Multi-purpose Gymnasium, Marceline School District



New School Commons – Meramec Heights Elementary School – Fox C-6



## 2) Recent Projects, illustrating design challenges and how the solution served the Owner's needs:

### Kirksville School District

New Athletic Complex, Baseball and Softball  
Construction completed: March 2023.

Kirksville School District requested the design of a new softball and baseball complex that would include turf field surfaces and accessory buildings to support the new complex and accommodate multiple games and spectators. BRS (with civil engineer CMPS) addressed the current bid market and delivery delay issues by including flexibility in bid packages as part of the overall solution to this new athletic complex. The project was bid and contracted in multiple packages, and is now underway. The new facility includes a concession building, restrooms, press boxes, bleacher seating, lighting, new parking, as well as the new turf fields for softball and baseball.



*Kirksville School District – New Athletic Complex, 2023*

### Fox School District

District Projects  
Construction completed:  
August 2017 and Spring 2018.

Fox School District asked the BRS team to facilitate the transition of all sixth grade classrooms from their elementary schools into the existing four middle school buildings that had housed only 7<sup>th</sup> and 8<sup>th</sup> grade students. These renovation projects involved **reconfigurations of interior classroom spaces** to make more academic classrooms and other common spaces for the sixth graders. Among other adaptive measures, BRS created a typical science lab layout that was incorporated into regular size classrooms to provide for the additional sixth grade science teachers. At three schools, this work was completed over a short summer break.



*New Entrance & Classroom Wing – Ridgewood Middle School*

At the fourth middle school, Ridgewood Middle School, BRS designed a new classroom wing and a new front entrance to the building. This entrance included a security vestibule with access controls, giving the district a current prototype for future vestibule retrofit projects.



Project included: Four Middle School campus renovations, \$3 mil. HVAC and roofing upgrades at various campus locations, \$5 mil. Current work includes security vestibules at the two existing High Schools with access controls and protected glazing and wall construction.



## Linn Elementary School

New Elementary School for Linn, Missouri.  
Osage R-II School District  
Construction completed: June 2016

This district was in need of a new elementary school facility to serve grades PreK-5. The budget was limited, but we were able to accommodate the entire program on the new campus site within the given budget using **cost effective construction techniques** and **phased programming**.

Construction methods included pre-cast concrete panels and portions of the project made of pre-engineered metal building construction. The layout is arranged so that future wings can be added and specialty rooms can be accommodated in an expanded manner. The new building is equipped with high-efficiency heating and cooling, 20-year roofing systems, and access control/surveillance systems.

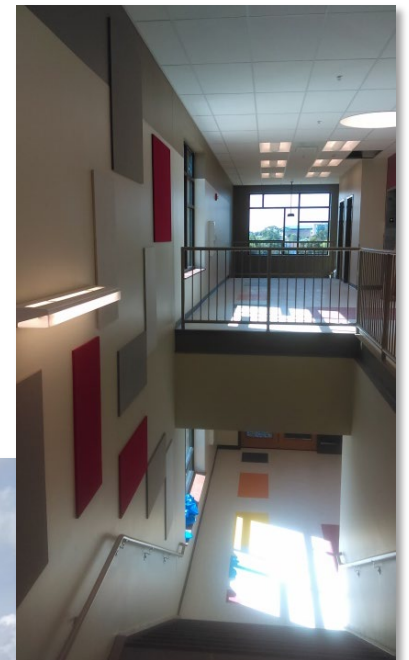
Project included: New Elementary School Pre-K through 5<sup>th</sup> Grade, housing 400 students, with High School Practice Gym and District Central Office – 60,000 SF (also includes a 4,500SF addition to the Ag/Art facility for metal fabrications - \$7.250 million.



*New Linn Elementary School – Classroom Wing*



*Rendering of New Linn Elementary School Entrance, Osage Co R-II School*



*Interior Corridor*



*New Linn Elementary School – Completed in 2016 by BRS w/ FSG*

## Valley Park School District

### District Projects

Construction completed:

Dates throughout 2010 to 2018.

Valley Park School District has looked to BRS for leadership during their last two bond issues. Major design challenges included **transformations** of the existing campus competition gym into a District Field House, Relocation of the Main Entrance of the High School and associated offices for **building security purposes**, and converting the old legacy gymnasium into a new student commons at the High School. Also, major system upgrades were included in these two bond issue programs.

### Projects Included:

#### 2017 Bond Issue Work

- New High School Office and Security Vestibule at Main Entrance of Building
- Convert Old Gymnasium into New High School Commons
- HVAC Replacement, District-Wide
- Roofing Replacement, District-Wide
- New Intercom and Fire Alarm Systems, District Wide
- Create New District Central Office
- New Elementary and ECC Playground

#### 2010 Bond Issue Work

- Created New Field House Commons with Cafeteria Expansion and Locker Rooms at Competition Gymnasium. Reconfigured Bleacher Layout and Added New Weight Room
- Middle School Roofing Replacement, HVAC, Lighting Replacements, Sprinkler Installation, and Fire Alarm Replacement



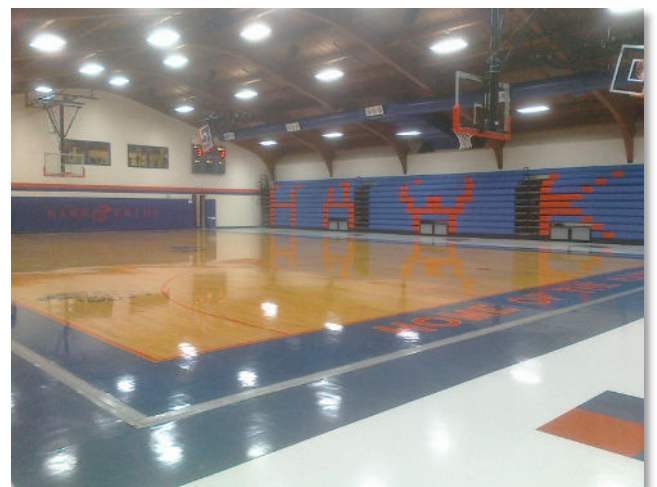
Valley Park SD – New High School Commons



New Administrative Office Meeting Room



New Playground – Valley Park Elementary School  
Completed by BRS in 2018



2010 Field House Gymnasium

### 3) How does BRS interact with reviewing/permitting agencies, University staff, and contractor representatives to ensure timely delivery of a project?

To address these important components of the Owner/Architect relationship and construction experience, BRS Architects coordinates the design process with multiple parties and stakeholders:

- **PERMITTING AGENCIES:** BRS will personally meet with local officials early in the design phase to confirm code related decisions with agencies. We are familiar with this process from previous occasions working in at Truman State University.
- **UNIVERSITY STAFF:** BRS will provide a **Consistent Project Manager Representative**. Also, the BRS team will conduct regular meetings with University staff and administration during design and construction phases to ensure proper decision making and maintain updated information on construction.
- **CONTRACTORS:** BRS will maintain regular contact with contractors, including regular visits during full construction phases. To promote timely delivery of a given project, BRS will quickly address and monitor issues in the field and advise the owner of the status so reasonable actions may be taken promptly and not cause undue delay.



*Kirkville School District – New Athletic Complex, 2023*



# ***Fee Structure***

***Truman State University***

## **FEE STRUCTURE:**

As the projects proposed vary greatly in size, BRS offers the following proposed fee structure:

For Projects \$20,000 and lower in construction costs, BRS would bill hourly at the rate of \$125 per hour. Printing, courier, and travel expenses would be reimbursable.

For Projects over \$20,000 in construction costs, BRS would charge 6.95% fee with reimbursables of printing, courier, and travel expenses.

*We, at BRS Architects LLP, would like to thank you for considering us for additional work at Truman State University.*

*We look forward to working with you on preserving and improving your beautiful campus.*

## 2026 Policy for Faculty Salaries

The Faculty Compensation Committee has made several recommendations regarding full-time faculty salaries designed to make Truman's compensation policies more competitive. There were two priorities this year. First, address salary compression, and second, adjust starting salaries in academic disciplines currently below the College and University Professional Association (CUPA) median. Utilizing data from a national survey, the committee recommended increases to faculty salaries to address these issues.

### 1. Salary Adjustments

Salary adjustments are tiered based on years of service. There are eight (8) tiers. The first set of tiers are in three-year increments.

- 0-2 years (\$600 increase); 3-5 years (\$675 increase); 6-8 years (\$750 increase); 9-11 years (\$850 increase)

The purpose of these shorter tiers is to improve retention by providing a modest mid-term bump to assistants and associates as they move toward full status.

The second set of tiers are in six-year increments.

- 12-17 years (\$950 increase); 18-23 years (\$1,050 increase); 24-29 years (\$1,150); 30+ years (\$1,275)

These tiers have higher salary adjustments and are meant to begin addressing salary compression for faculty with longer years of service.

### 2. Starting Salary Adjustments

Finally, a starting salary adjustment of \$500 was recommended for the eleven (11) faculty positions currently open. The deans generally felt this modest boost would still be helpful in recruitment, and this amount avoids potential issues of inversion.

This increase will be effective for full-time faculty on the payroll as of January 1, 2026, unless the employment letter indicates otherwise.

The Board will consider faculty promotion adjustments at the June 2026 meeting.

### Equity Adjustments

The University President may grant salary adjustments to a limited number of faculty when required for equity and fairness. Such adjustments made by the President are to be reported to the Board at the next regular meeting.

## **2026 Policy for Exempt and Salaried/Comp Time Eligible Staff Salaries**

Full-time exempt and salaried/comp time eligible staff will receive an annual increase of \$825. The increase will be effective January 1, 2026, for employees on the payroll as of that date unless the employment letter indicates otherwise.

### **Equity Adjustments**

The University President may grant salary adjustments to a limited number of staff members when required for equity and fairness. Such adjustments made by the President are to be reported to the Board at the next regular meeting.

## **2026 Policy for Non-Exempt Staff Salaries**

For the 2026 calendar year, current non-exempt staff starting salaries, not covered by the hourly schedule, will receive an increase of \$0.40 per hour.

### **Equity Adjustments**

The University President may grant salary adjustments to a limited number of staff members when required for equity and fairness. Such adjustments made by the President are to be reported to the Board at the next regular meeting.

**2026 Policy for Hourly Personnel Wage Rates**

The standard starting wage for clerical, secretarial, and similar office positions will be as follows during the 2026 calendar year.

<b>Grade</b>	<b>Title</b>	<b>Hourly</b>
A	Office Assistant 1	\$15.60
B	Office Assistant 2	\$15.85
C	Administrative Assistant 1	\$17.37
D	Administrative Assistant 2	\$18.98

Current non-exempt staff will receive an increase of \$0.40 per hour.

**2026 Policy for Unit I Wage Rates**

The hourly wage rates for Unit I employees will be the following amounts during the 2026 calendar year.

WAGE RATES FOR UNIT I

<u>Wage Status</u>	<u>Controls Technician</u>	<u>Grounds Mechanic</u>
Step 1	\$23.69	\$18.01
Step 2	\$24.76	\$18.55
Step 3	\$25.94	\$19.20

<u>Wage Status</u>	<u>Mechanical Services</u>	<u>Building Trades</u>
Step 1	\$18.94	\$18.38
Step 2	\$19.90	\$19.23
Step 3	\$20.66	\$19.87

<u>Wage Status</u>	<u>Groundskeeper/ Mover/Laborer</u>	<u>Housekeeper</u>
Step 1	\$15.50	\$15.25
Step 2	\$16.02	\$15.67
Step 3	\$16.51	\$16.20

Step 1 = Starting Pay

Step 2 = 1<sup>st</sup> year anniversary

Step 3 = 2<sup>nd</sup> year anniversary

Individuals on the Step Schedule receive applicable increases on the anniversary date.

Current non-exempt staff above the scale will receive a raise of \$0.40 per hour.

## 2026 Policy for Off-Campus and Workshop Faculty Salaries

Instructors of off-campus courses and workshops are to be paid the following salaries during the 2026 calendar year.

<u>Status</u>	<u>Teaching Experience for the University</u>	<u>Salary for each Credit Hour of Instruction</u>
University Faculty Member	--	\$ 925
Non-University Faculty Member	Less than five years	\$ 925
	Five years or more, but less than ten years	\$ 975
	Ten years or more	\$1,000

The 2025 calendar year rates require a minimum of 20 students, with the salary decreased by 1/20 for each student fewer than 20 for off-campus Professional Development classes.

University faculty teaching workshops are paid \$925 per credit hour, provided tuition and fees cover the faculty member's salary and benefit costs.

These are the same rates utilized for the 2025 calendar year.

**Truman State University  
2026-2030 Strategic Plan**

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*"Actions are the seed of fate. Deeds grow into destiny."*

-attributed to Harry S. Truman

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**Introduction**

The introduction to the 2021-2025 strategic plan began with:

In this ever more rapidly changing world, Truman State University's overarching purpose has remained—to provide a high-quality liberal arts and sciences education to academically talented and intellectually engaged students from every corner of Missouri and all parts of the world. We exist to open opportunity, promote access and social mobility, foster excellence and enable every student to pursue and achieve their unique goals.

Through a renewed liberal arts and sciences curriculum that is deliberately built for the modern world, we are dedicated to each of our student's individual pursuits and ensure their engagement in learning and discovering their personal and professional purpose by providing intentional curricular and co-curricular opportunities which are applicable to real-world challenges.

Four years later, this purpose is more important than ever. The challenges of uncertain state and federal support, societal devaluation of the liberal arts, the disaggregation of higher education, and increased competition continue, and are now coupled with rapid and unanticipated changes both inside and outside of higher education. To enhance Truman's ability to be positioned as effectively as possible to successfully meet these challenges and rapid changes, annually a think tank/intelligence gathering group, comprised of alumni and leaders, will be convened to provide insight into what is currently happening in their sectors/industries, what is projected for the future, and what trends should garner Truman's attention. Armed with this knowledge, Truman can determine where we need to make changes in the present to be strongly positioned for the future.

This strategic plan will continue to employ a slightly modified version of the 4 Disciplines of Execution (McChesney et al., 2012) and SMART (Specific, Measurable, Attainable, Relevant, Timely) foundational metrics for three primary initiatives and enhanced institutional effectiveness. Resource allocation will support the implementation of the initiatives and institutional effectiveness.

The grounding for the initiatives and metrics continues to be in our three overarching commitments - Organizational Excellence, Student Success and Achievement, and Professional and Societal Impacts. These three commitments are the basis for realizing our mission and vision.

## Truman State University Mission Statement

The mission of Truman State University is to offer an exemplary undergraduate education to well-prepared students, grounded in the liberal arts and sciences, in the context of a public institution of higher education. To that end, the University offers affordable undergraduate studies in the traditional arts and sciences as well as selected pre-professional, professional, and master's level programs that grow naturally out of the philosophy, values, content, and desired outcomes of a liberal arts education.

## Truman State University Vision Statement

Truman will demonstrate its public liberal arts and sciences mission by developing educated citizens needed to protect our democracy and offer creative solutions to local, state, national and global problems. It will do so through transformative experiences that foster critical thought, daring imagination and empathetic understanding of human experiences at home and around the world. Truman graduates will be citizen-leaders committed to service; globally competitive; able to thrive in the complexities of an advanced, technical and multicultural world; and inspired to live healthy and meaningful lives.

### THE 3 OVERARCHING COMMITMENTS

#### Organizational Excellence

#### Student Success and Achievement

#### Professional and Societal Impacts

#### *What are our key objectives?*

Foster an inclusive and supportive environment where all community members feel valued and encouraged to reach their highest potential. This requires recruiting and sustaining faculty, staff and students who will thrive and grow in this environment.

Optimize and sustain a clear, coherent and inspiring academic environment for all students, supporting their journey from orientation to commencement and on to employment. These efforts should focus on innovative strategies that ensure timely graduation, excellent academic performance, and the launch of successful careers.

Produce graduates who are highly sought after throughout their careers and who will make ongoing, meaningful contributions to their professions, their communities, and society at large.

#### *How will this make us distinctive?*

The personal and professional development of employees is greatly enhanced through a healthy work environment, and the way students experience this healthy campus environment influences both their learning and developmental outcomes.

As evidenced by their academic portfolio, graduates will be well prepared for the workforce or for continued study in graduate and/or professional programs.

Substantiate the advantages of a liberal arts and sciences education in the ability to adapt and thrive in the complexities of an advanced, technical and multicultural world.

## Initiative 1: Career Readiness through the Liberal Arts & Sciences

Truman remains committed to our Liberal Arts & Sciences values, our mission, and our vision, and to providing our students the resources they need to develop their professional identities as an inseparable part of the skills, knowledge, and perspectives they acquire in pursuit of their degree. Our students have the space to learn those skills deemed essential in the world of work while also learning about the richness of the world and their place in it. We embrace cultivating career readiness as a vital component of the collegiate experience, with the knowledge that Truman's Liberal Arts & Sciences education gives our graduates an invaluable advantage throughout their lives. Selected tactics include:

- Determine Core Career Competencies and/or Transferable Skills that will provide the foundation for a comprehensive career readiness program.
  - Develop digital fluency, including the use of Artificial Intelligence, as a transferable workplace skill in order to graduate students who are “practice-ready” as they enter their profession or graduate school. This will require ongoing training and resources for faculty to lead the development of student fluency with AI and other digital tools, recognizing AI's impact on the development of the transferable skills deemed vital to their academic and professional success.
- Grow opportunities for experiential learning on and off campus to provide opportunities for all students, regardless of major.
- Integrate career development throughout the curricular and co-curricular student experience to enhance students' career readiness. The integration will:
  - support the faculty as they demonstrate the value of the Liberal Arts & Sciences curriculum in career readiness.
  - aid students in understanding how their degree requirements prepare them to be global citizen-leaders.
  - engage alumni to help students navigate the professional world.
  - support students in articulating to future employers the transferable skills they acquire in pursuit of their degree.

## Initiative 2: Enrollment and Academic Strength

Truman's ability to meet its mission and vision remains linked to its ability to effectively recruit and retain a multidimensional student body, including first-time undergraduate, transfer, graduate, and international students. Due to forecasted demographic declines in many of these areas, new populations of students must be reached with novel programs and recruiting approaches. To accomplish this, we must ensure that our academic portfolio is innovative and responsive to current demographic and societal realities. Utilizing data-driven strategies for both recruitment and program development, we seek to strengthen our academic offerings so that we may attract new students, retain existing students, and continue to provide a high-quality education for all. Selected tactics include:

- Employ data-driven insights from research and enrollment dashboards to inform recruitment goals and opportunities, marketing strategies, merit-based scholarship and need-based aid allocation, and retention initiatives.
- Continue the optimization of recruitment plans for recruiting first-time undergraduate students, transfer students, graduate students, international, and online students that are based on best practices and changing markets and effectively integrate contemporary software solutions. Recruitment plans will include communication strategies that highlight Truman's distinctive academic experience and how it prepares students for their careers.
- Expand, develop, and employ targeted marketing for micro-credentials, certificates, and/or other non-traditional program options that will attract students from outside Truman's typical demographic profile.
- Enhance integration of academics in the admissions process to increase recruitment and facilitate prospective students engaging with their academic interests earlier.
- Utilize data-informed decision-making to review and assess academic programs and determine areas for growth, consolidation, or discontinuance.
- In parallel with the career readiness initiative, determine the knowledge base/academic competencies of the university-wide curriculum (Dialogues) that students will need in order to thrive in the complexities of an advanced, technical, and multicultural world, both now and into the future.

### **Initiative 3: Engagement of Communities**

Welcoming and supportive communities are essential in fostering a healthy learning environment, one that encourages all students, faculty, and staff to reach their highest potential. We will continue fostering a culture of excellence and belonging at Truman that embraces ideas and people from all walks of life. Selected tactics include:

- Foster the student community through a robust university experience supported by a comprehensive retention and persistence plan that begins with intentional community building in the First Year Experience and remains responsive to societal realities that may create barriers to degree completion.
- Foster the faculty and staff community through supporting and appropriately funding professional development opportunities, increasing participation in ongoing leadership and mentoring programs, and enhancing coordination of constituency group leadership among Staff Council, Faculty Senate, and Student Government.
- Foster the community at large by deepening Truman's contributions to the Kirksville and Northeast Missouri communities and utilizing experiential learning as a catalyst for civic engagement.

## **Institutional Effectiveness, Assessment, and Accountability**

In addition to the three initiatives, Truman is committed to making continued improvements in institutional effectiveness. That is, engaging in ongoing activities to organize evaluation, assessment, and improvement efforts that demonstrate how well we are fulfilling our mission and achieving our goals.

While there are many measurements used to indicate continued progress, Truman will focus on making improvements that ensure continued good standing with our accreditation body, maintain compliance with federal and state reporting requirements, enhance development and advancement opportunities, and demonstrate organizational excellence.

Concomitantly, we will improve the data-gathering mechanisms put in place during the 2021-2025 Strategic Plan through more nuanced and informative data analysis and response activities, and by demonstrating transparency and accountability through regular progress updates on each initiative. Selected tactics include:

- Ensure that Key Performance Indicators and other metrics are appropriate for collecting data relevant to each goal.
- Establish measurable targets for each initiative, balancing quantitative and qualitative metrics, ensuring these targets remain flexible enough to allow for annual evaluation and adjustment as necessary.
- Develop response activities to more quickly address issues discovered during our data-gathering activities.

These improvements will be quantified through the following core metrics:

***Are we structured to attain our mission?***

Internal Processes and Planning:

- Academic Program Reviews
- Data management
- Ongoing HLC accreditation efforts

*Resources, structures, and processes are sufficient to fulfill our mission, improve the quality of our educational offerings, and respond to future challenges and opportunities.*

***How do targeted stakeholders see us?***

Standing:

- Employer engagement
- Alumni achievement

*Review the extent to which graduates are prepared for the workplace and society today as well as tomorrow.*

***Do we effectively manage our finances?***

Financial Perspective:

- Percentage spent on core functions
- Scholarships as a percentage of total revenue
- Endowment value

*Denote stewardship and fiduciary responsibilities, cost effectiveness, and revenue generation.*

***How are our faculty and staff supported?***

Campus Climate - Organizational Excellence:

- Respect and appreciation
- Collaborative governance and leadership
- Professional/career development
- Compensation and benefits
- Job satisfaction
- Work/life balance

*We thrive as a University when all individual members have the support needed to accomplish their work and receive appropriate communication, support and appreciation.*

Taken in total, institutional effectiveness activities represent improvement efforts that encompass operations management, decision making, and institutional planning.

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JTW

December 6, 2025

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Re: Federal Government Relations Representation

Dear Mike:

We are pleased that you and Truman State University ("the University") have selected Venable LLP (Venable) for your federal public policy and government relations work. As you know, Venable is a law firm, but we are not lawyers, and this engagement does not contemplate at this time that Venable will be providing legal services.

The purpose of this letter is to confirm Venable's engagement to provide federal government relations services for the University and to set forth the terms of that engagement. Although we do not wish to be overly formal in our relationship with you, we have found it prudent to agree in writing on the terms of the engagement. This letter and the enclosed Arbitration Disclosure Statement and Terms of Engagement of Venable LLP (as modified in this letter for the performance on non-legal services) shall constitute that agreement.

Under this engagement, Venable will be providing consulting services only. The Firm will not be acting as your lawyers in this engagement, and we will be utilizing non-lawyer personnel to provide the consulting services. As a consequence, the protections that may accompany the attorney-client relationship, such as the attorney-client privilege, will not apply to this engagement. Despite this, non-legal personnel at the firm are nonetheless held to strict confidentiality standards. Of course, if we later agree to modify the engagement to add legal services, those protections may then apply to the legal services work.

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We understand that our scope of work will include:

- Holding twice monthly calls with the University's President and additional calls as needed;
- Providing strategic counsel regarding pursuing federal funding opportunities, including assistance in developing a proposal to be submitted for Congressionally directed spending. This work will include helping to developing supporting materials and helping with completion of any/all required forms;
- Drafting, reviewing, and revising other written materials to support ongoing outreach and relationship building with members of the Missouri Congressional delegation, and other key members of Congress;
- Working with the University President to identify opportunities to invite Members of Congress and staff to campus and, as needed, providing support and possibly attending the events;
- Working with the University President to identify federal agencies and programs where there is intersection with areas of the University's expertise, growth, and opportunity and helping the University arrange meetings with key agency officials;
- Reviewing grant applications that the University might develop in response to federal agency requests for applications/proposals; and
- Monitoring and reporting on, analyzing, and making recommendations about federal policy developments that may impact the aforementioned work.

Venable will undertake this scope of work for \$12,000 a month, commencing January 1, 2026, up to and including December 31, 2027, with the option to extend to December 31, 2028. You will be invoiced monthly. As long as the engagement remains for non-legal services, we will be the responsible representatives for Venable on this matter. I anticipate that your additional points of contact will be Jodie Curtis, Senior Policy Advisor and Ian Rockwell, Policy Advisor. Other firm professionals may be involved as appropriate and necessary and as resources permit.

In addition to the monthly fees, you will be billed for incidental expenses/disbursement as outlined in the Terms of Engagement of Venable. For any single expense that will exceed \$300, such as travel to attend in person meetings, we will secure written authorization for the expenditure in advance. We will revisit these billing arrangements with you, generally on an annual basis (typically in January).

The enclosed Arbitration Disclosure Statement and Terms of Engagement will govern and control our engagement relationship and are incorporated in this letter by reference. Please note that the Arbitration Disclosure Statement and Terms of Engagement are also used where Venable is retained to provide legal services, so, for purposes of this engagement, the Arbitration Disclosure Statement and Terms of Engagement should be construed as applicable to non-legal consulting services. Thus, for example, when the Terms of Engagement refer to "representation" that description is hereby revised to refer instead to "engagement." In addition, the reference to "attorneys" in Paragraphs 7.3 and 10 and "lawyers" in Paragraphs 12 and 19 of the Terms of

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Engagement should be construed to be "personnel." We understand that certain of the provisions of the Terms of Engagement will have no applicability to this engagement, including, for example, the Legal Research provision and the Intellectual Property Matters provision, Paragraph 9. In addition, based on our anticipated scope of work, and the payments terms herein, the following paragraphs also are not likely to be applicable: 2, 3.2, 3.7 (unless travel is specifically approved by you), 4, 5, and 6.

Please review the Arbitration Disclosure Statement and Terms of Engagement with care and let me know if you have any questions. As you will see, Paragraph 8 of the Terms of Engagement requires that any dispute between the Firm and Client be submitted to binding arbitration rather than court proceedings. The enclosed Arbitration Disclosure Statement explains the advantages and disadvantages of arbitration.

Also, although non-legal services may not be subject to the same conflict rules as apply to the legal services rendered by Venable for clients, we generally apply the same rules for all engagements or representations, including non-legal engagements, for the sake of consistency. Thus, Paragraph 12 of the Terms of Engagement pertains to the advance waiver of conflicts of interest for any matter, including litigation and takeover bids that are not substantially related to our work for you. Please note that this advance waiver provision does **not** require that we inform you of any conflict or adverse representation that we may undertake for another client that is within the scope of the advance waiver, and we disclaim any duty or obligation to so inform you. In short, the advance waiver provision is self-executing and does not require notice to you or your consent if we elect to rely on it in undertaking an adverse matter for another client. We believe these terms to be fair and reasonable, and we encourage you to review it, along with the entire Arbitration Disclosure Statement and Terms of Engagement, carefully.

If our work on your behalf meets the legal thresholds requiring our registration under the federal Lobbying Disclosure Act (LDA), we will file all required reports and fulfill our obligations for disclosure. Our filings under the LDA are separate and apart from any requirements that you may have and it is your responsibility to ensure that you comply with federal lobbying, tax, and ethics rules. Venable has counsel available to answer basic questions to assist you in compliance; however, should additional counsel be needed, please let us know as these services are not within the billing arrangement discussed in this letter.

Venable LLP is a limited liability partnership formed under the laws of Maryland. Under this form of partnership, an individual partner's personal assets are not subject to claims against Venable or other partners based on contract, professional negligence (malpractice) or other liability unless the partner is personally liable based on his or her own conduct. We bring this limitation on the liability of an individual partner to your attention while noting that the limitation does not affect the liability of the law firm itself as a limited liability partnership.

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I trust that the provisions of this letter, including the enclosed Arbitration Disclosure Statement and Terms of Engagement as modified in this letter, are acceptable to you. If not, please contact me immediately so that we may discuss any particular questions or concerns you may have about them. Venable encourages candid discussion about fees and invoices. I urge you to contact me promptly if you have any questions or comments on an invoice or any other matter.

Please confirm your agreement to this letter and the enclosed Arbitration Disclosure Statement and Terms of Engagement by signing below as indicated. If we do not receive from you a signed copy of this letter or a written response to this letter and our Arbitration Disclosure Statement and Terms of Engagement within twenty-one (21) days of the date of this letter, we will assume that this letter and the Arbitration Disclosure Statement and Terms of Engagement, as modified in this letter, are acceptable to you, and they shall govern our relationship as though signed by you.

We very much look forward to continuing to work with you and Truman State University.

Very truly yours,

*Jim Twaddell*

Jim Twaddell  
Senior Policy Advisor

## Venable's Efforts in Representing Truman State University

On behalf of Truman State, we are engaged in a diverse portfolio of policy, regulatory, and funding initiatives that collectively advance the organization's mission and strengthen its federal footprint. Below is an overview of current efforts and recent accomplishments reflecting this broad engagement.

### Capitol Hill Meetings

Venable directly coordinates, schedules, and plans all meetings for Truman State President Sue Thomas. In the past year, we have ensured that President Thomas has met with all offices in the Missouri Congressional delegation. In preparation for those meetings, we provide President Thomas with comprehensive briefing materials including tailored talking points, targeted biographical summaries for Members of Congress and staff, and substantive issue briefs detailing policy priorities and federal funding requests.

As a result of this coordination and preparation, we engaged directly with key policymakers, including Senator Schmitt and Representatives Alford and Bell. In addition, we strengthened relationships with Truman alumni who are serving in influential staff roles for Senator Schmitt, Representative Onder, and former Representative Luetkemeyer.

### Congressionally Directed Funding Project Request

We worked with Truman State to develop a FY 2026 Congressionally Directed funding request of \$7.6 million for an Emergency Electrical Backup System, which would provide electrical power to the campus and support the City of Kirksville in the event of a natural disaster, terrorist act, or other emergencies. The system would ensure continued heating, cooling, and operations in key facilities, including residential buildings, food service areas, and designated emergency shelter areas. The appropriations project request was submitted to Representative Graves and shared with the entire Missouri Congressional delegation as an Economic Development Initiative (EDI) proposal to the House Appropriations Subcommittee on Transportation, Housing, and Urban Development. Truman State and Venable met with Representative Graves' staff in Washington and in the local Kirksville offices on the project, with Venable's John Drzewicki leveraging his strong relationships with the Congressman's chief of staff and legislative director to help advance the request.

### Truman State Army ROTC Program

In June 2025, the United States Army Cadet Command (USACC) announced plans to deactivate the Army Senior Reserve Officers' Training Corps (ROTC) Bulldog Battalion at the conclusion of the Spring 2026 semester under its *SROTC Rebalance and Optimization Plan*. The decision, based on graduation averages and distance from other programs, was unexpected given the program's strong record of success. Venable worked with Truman State to mobilize the Missouri Congressional delegation, including Senators Schmitt and Representatives Graves, Bell, and Alford, and conducted outreach to over 25 other Congressional offices who represented affected institutions to build bipartisan support for reversing the closure.

### Programmatic Request for Vocational Rehabilitation Funding

Venable coordinated the funding request on behalf of Truman State and submitted it to Senator Schmitt's office for the FY 2026 Senate Labor, Health and Human Services, and Education Appropriations bill for Vocational Rehabilitation

(VR) State Grants. VR grants are administered through the Department of Education's Office of Special Education and Rehabilitation Services. The program supports formula grants to states to help individuals with disabilities, particularly individuals with the most significant disabilities, receive the services they need to obtain competitive integrated employment. Each state designates a VR agency to manage the funds and deliver the services that support individuals in preparing for, securing, and maintaining employment. VR State Grants help cover the cost of direct services and program administration. States must contribute a matching requirement of 21.3 percent, except for construction costs related to community rehabilitation program facilities, where the non-federal match increases to 50 percent.

### **Health Resources and Service Administration**

Venable coordinated a meeting for President Thomas and Nursing Department Chair Cindy Waller with the Health Resources and Services Administration's (HRSA) Bureau of Health Professions who oversees Nursing Workforce Development Program funding. These programs represent the single largest source of federal funding for nursing education. President Thomas and the HRSA officials discussed the various federal programs Truman State's Nursing Department could pursue.

### **Name, Image, and Likeness (NIL) Issues**

In October 2025, Senator Schmitt's office reached out to President Thomas and Venable to discuss several legislative proposals being considered in the Senate that make substantial changes to the laws and guidelines governing college athletics. The positive working relationship with Senator Schmitt on other policy issues established Truman State as a resource that the senator and his staff can rely on for guidance and assistance. As a result of this outreach, Venable prepared Truman State's Director of Athletics, Signe Coombs, for a meeting with Senator Schmitt, who is on the Senate Commerce Committee, to discuss the current legislative proposals and the potential impact on Truman State and bulldog student athletes.

### **Higher Education Policy Issues**

Venable actively monitors federal higher education policy issues for Truman State. This includes providing policy analysis, background memorandums, and relevant news articles on issues of interest to the University. The issues include the Free Application for Federal Student Aid (FAFSA), policies related to H-1B Visas for university faculty and staff, and Congressional hearings on other higher education policy issues.

### **Background on Venable LLP Legislative and Government Affairs Practice**

As a law firm composed of more than 900 professionals, Venable delivers legal and professional services globally in every area of regulatory compliance, government affairs, corporate and business transactions, intellectual property, and complex litigation.

Venable's bipartisan Legislative and Government Affairs Practice includes registered lobbyists, attorneys, and senior policy advisors who came to the firm from distinguished careers in government relations. This team has an extensive network of active contacts from both major political parties on Capitol Hill and the executive branch. We leverage our relationships and political insight to go beyond making introductions; we help clients foster and maintain productive, results-driven partnerships with policymakers. These relationships enhance our ability to craft effective arguments and devise legislative and regulatory strategies that yield positive outcomes.

## Key Members of Venable's Government Affairs Team

key senior Venable staff representing Truman State include the following:

- **Jim Twaddell** leverages an in-depth understanding of the processes and politics that drive decision-making in Washington, DC to develop and execute effective government relations agendas and campaigns. As an experienced lobbyist at the federal level and a former senior staffer in the U.S. Senate, Jim skillfully navigates legislative issues and federal appropriations funding. He provides strategic counsel on legislative, regulatory policy, political, and advocacy issues. He directly engages members of Congress and their staff to advance authorization legislation, secure increased federal appropriations funding, and work with federal agencies on regulatory policies. Jim previously worked at a national organization as the lead lobbyist for appropriations, healthcare policy, higher education, and veterans' affairs issues. Jim also served as the deputy director of communications and a legislative aide to a senior Republican U.S. Senator, who served as chairman of the Labor, Health and Human Services, and Education Appropriations Subcommittee, playing a key role in shaping the senator's legislative and political strategy.
- **John Drzewicki** draws on his experience on Capitol Hill to assist clients in developing and executing legislative and policy agendas specific to their needs. John has ample experience leading legislative efforts and coordinating with House and Senate committees, the White House, leadership offices, and interest groups to enact long-term political goals. He previously served as the policy director and deputy chief of staff of the House Republican Conference. In this role, he advised key stakeholders on relevant policy, political, and strategic issues, and was responsible for developing the Conference's policy agenda. John cultivated a thorough understanding of the legislative process and established strategic relationships with party leaders and senior staff members throughout his tenure on Capitol Hill. As deputy chief of staff for Congressman John Katko, he facilitated the passage of fifteen bills through the House of Representatives and oversaw the Congressman's successful bid to become co-chairman of the Republican Tuesday Group. John also served as legislative director for Congressman Scott Perry.
- **Jodie Curtis** crafts and executes the strategies clients need to move the needle in Washington, DC. A former senior staffer on Capitol Hill and manager of a national association's federal government relations program, Jodie has firsthand experience on both sides of the government advocacy table. She knows that relationships built on mutual trust are vital to advancing regulatory, legislative, and public policy goals, and she helps clients build the recognition and credibility required to develop and sustain lasting, productive connections with legislators and federal regulators. Jodie is highly skilled in strategic planning and crafting smart tactics that help clients meet their public policy goals while fostering relationships with members of Congress and their staff. She creates government relations strategies rooted in an in-depth understanding of federal government processes and priorities. She is adept at working the federal appropriations and authorization processes to advance client policy and funding goals, and she helps clients build coalitions to amplify their message. She has planned and executed Capitol Hill advocacy days for hundreds of participants and has organized successful, innovative grassroots campaigns. Jodie also works behind the scenes to align client public policy goals with organization priorities and trains clients on how to be effective advocates at the local, state, and federal levels.
- **Ilisa Halpern Paul** helps for-profit companies and nonprofit organizations develop and implement strategies to advance their legislative, regulatory, programmatic, policy, and business goals before Congress and the executive branch. Ilisa collaborates with her clients to create comprehensive federal government relations programs that raise their profiles and expand their influence on national policy. Clients receive direct lobbying

representation and strategic counsel regarding legislative, regulatory, and grassroots advocacy; coalition building; and third-party stakeholder alliance development. Clients value her strategic and political insight, innovative messaging, creative problem solving, and ability to anticipate federal policy challenges and opportunities. Ilisa draws on more than 30 years of recorded success in lobbying, public policy, and advocacy and has substantial experience with a wide range of domestic health, education, food and agriculture, and workforce issues. Ilisa serves as co-lead of the firm's Health Policy Team in its Legislative and Government Affairs Practice Group.

- **Ian Rockwell** is an experienced advisor who brings several years of Capitol Hill and government experience to his clients. Ian focuses on government relations, legislative processes, regulations, and analysis. He has extensive experience conducting legislative, regulatory, and industry research in health care, energy, and global health. Before joining Venable, he worked as a government relations manager at a law firm, where he represented client interests before members of Congress, federal agencies, and trade associations. He also served as a U.S. senator's legislative aide, where he liaised with advocacy groups and constituents and conducted legislative research.

Additionally, other Legislative and Government Relations team members who have strong relationships with the House and Senate leadership, other influential Members of Congress, as well as staff from the Congressional majority, are deployed strategically to assist Truman State on specific issues.

- **The Honorable Dean Heller** is a former U.S. Senator and member of the House of Representatives. He is uniquely positioned to provide clients with well-informed counsel based on his extensive experience with finance, banking, commerce, technology, transportation, and other legislative matters. Dean was sworn in to the United States Senate on May 9, 2011. Prior to his service in the Senate, Dean was the representative for Nevada's Second Congressional District. During his time in the Senate, Dean served on the Finance Committee, Banking Committee, Veterans' Affairs Committee, and Commerce Committee. While in the U.S. House of Representatives, he served on the Ways and Means Committee. Dean was rated as the fifth most bipartisan senator by the Lugar Center and Georgetown University McCourt School of Public Policy. This bipartisanship enabled him to pass over 100 different pieces of legislation.
- **William Nordwind** is co-chair of Venable's Legislative and Government Affairs Group. As a 15-year veteran of Capitol Hill, with in-house legal, government relations, and crisis communications experience, Will focuses his practice on government relations and congressional investigations. Prior to joining the private sector, Will worked closely with Representative Fred Upton in a variety of roles, including as counsel and policy coordinator to the House Energy and Commerce Subcommittee on Telecommunications and the Internet. Will also served as counsel to Representative Upton while he was chairman of the House Energy and Commerce Subcommittee on Oversight and Investigations.
- **Josh Finestone** has over two decades of experience on Capitol Hill and in the private sector developing and implementing complex legislative strategy before the White House, government agencies, the U.S. Senate, and the U.S. House of Representatives. His policy acumen and personal relationships enable him to advise and guide clients through extensive and sensitive policy issues. In addition, he served on the professional staff of the Senate Commerce, Science, and Transportation Committee as a senior aide to Senator Dean Heller during the senator's service as ranking member of the Subcommittee on Consumer Protection, Product Safety, Insurance, and Data Security. Prior to that position, he was the legislative director for U.S. Representative Tom Graves and a legislative assistant to U.S. Representative Mike Rogers.

- **Sarah Donovan** advises corporate and nonprofit clients on a wide range of legislative and regulatory matters. Sarah dedicates a significant portion of her practice to education policy. Sarah also serves as co-chair of VenPAC. Prior to joining Venable, Sarah was a policy adviser in the federal law and policy practice at an international law firm in Washington, DC. She also worked in investment banking and consulting, including as senior vice president of FIG Partners, LLC, in their investment banking, energy research, and capital group.
- **Caroline Olsen** worked with House leadership as the member services director for the House Republican Conference where she cultivated and strengthened relationships within the Conference. She also served as Congressman Pete Sessions' chief of staff. In this position, she gained critical experience driving the congressman's policy, communications, and political strategy. Caroline was also the communications director of the U.S. House Rules Committee for several years. There, she served as the Committee chairman's staffer on the House Floor, frequently advising him on specific legislation and making vote recommendations. Caroline coordinated with leadership offices and committees to craft a unified message among Republicans in the House. As the Committee's communications lead, she built strong relationships with national and local media.

### Venable's Political and Policy Activities

Venable's Legislative and Government Relations practice groups engage key Members of Congress beyond traditional Capitol Hill meetings. We create events and opportunities for our clients to spend quality time with Congressional leaders and their staff. For example:

- During the development and passage of the One Big Beautiful Bill Act, Venable hosted a panel discussion for clients with the staff of Speaker Mike Johnson and Majority Leader Steve Scalise. The staff provided an overview of their strategy in passing the bill and took questions from the Venable team and our clients.
- House Majority Whip Tom Emmer's Chief of Staff and Policy Director held a forum with Venable staff and clients to discuss the government shutdown. The staff provided a real-time update on the closed-door discussions and answered questions from clients and Venable staff.
- Venable is in the process of scheduling a session with House Appropriations Committee Chairman Tom Cole to discuss the FY 2026 appropriations process and client funding priorities.
- Venable has hosted over 40 political events and policy meet-and-greet sessions with key Members of Congress this year, including Speaker Johnson, Majority Leader Thune, and various House and Senate Committee Chairs.