


NOTICE OF MEETING
Board of Governors Meeting
Truman State University
April 11, 2026

The Truman State University Board of Governors will meet on Saturday, April 11, 2026, at the campus in Kirksville, Missouri. The meeting, scheduled for 1:00 p.m., will be held in Conference Room 3000 of the Student Union Building.

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

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

Dated this 6th day of April 2026


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

April 11, 2026

TENTATIVE AGENDA
Board of Governors Meeting
Truman State University
April 11, 2026

Friday, April 3

11:00 a.m. Board of Governors Finance and Auditing Committee Meeting, McClain Hall 200

Wednesday, April 8

11:00 a.m. Board of Governors Academic Affairs and Student Services Committee Meeting, McClain Hall 200

Friday, April 10

3:00 p.m. Board of Governors Budget and Capital Projects Committee Meeting, McClain Hall 200

Saturday, April 11

8:30 a.m. Board of Governors Working Session, Room 3202, Student Union Building
1:00 p.m. Board of Governors Meeting, Conference Room (3000), Student Union Building

- ITEM A Call to Order and Chair Report
- ITEM B Welcome to New Board Members – Matt Gildehaus and Alan Hillier
- ITEM C Reappointment of Board Members – Nancy Gingrich and Adli Jacobs
- ITEM D Resolution of Appreciation – Sarah Burkemper
- ITEM E Recognition of 2025 Board Chair – Philip J. Christofferson
- ITEM F Minutes for Open Sessions of Previous Meetings
- ITEM G President’s Report
- ITEM H Advancement, Foundation Board, and Alumni Board Report
- ITEM I Finance and Auditing Committee Report
- ITEM I.1 Financial Report
- ITEM I.2 Risk Assessment
- ITEM I.3 Treasurers for Fiscal Year 2027
- ITEM I.4 Primary Depository – Banking Services
- ITEM J Budget and Capital Projects Committee Report
- ITEM J.1 Construction Projects Report
- ITEM J.2 Contracts for Construction Projects and Equipment Purchases Report
- ITEM J.3 Ophelia Parrish Exterior Stairs Project
- ITEM J.4 Elevator Repair Project
- ITEM J.5 Magruder Hall Transformer Replacement Project
- ITEM K Academic Affairs and Student Services Committee Report
- ITEM L Marketing Services
- ITEM M Enrollment Fees
- ITEM N Agenda Items for Future Meetings
- ITEM O Dates for Future Meetings
- ITEM P Agenda Items for Closed Session

Closed Session of Board of Governors Meeting, Conference Room, Student Union Building

- ITEM Q Minutes for Closed Session of Previous Meeting
- ITEM R Personnel Actions Report
- ITEM S General Counsel Report
- ITEM T Motion to Resume Open Session

April 11, 2026

ITEM A

Call to Order and Chair Report

DESCRIPTION AND BACKGROUND

Governor William B. Lovegreen, Chair of the Board, will call the meeting to order, acknowledge any Board members participating by phone or absent, and provide a Chair Report as needed.

RECOMMENDED ACTION

This is a discussion item only.

ITEM B**Welcome to New Board Members – Matt Gildehaus and Alan Hillier****DESCRIPTION AND BACKGROUND**

Governor Mike Kehoe appointed Matt Gildehaus of Washington, Missouri, to the Truman State University Board of Governors, filling the expired term of Kenneth Brooks Miller. The Missouri Senate confirmed the appointment on March 5.

Governor Kehoe appointed Alan Hillier of St. Peters, Missouri, to the Truman State University Board of Governors, filling the expired term of Sarah Burkemper. The Missouri Senate confirmed the appointment on March 5.

ITEM C

Reappointment of Board Members – Nancy Gingrich and Adli Jacobs

DESCRIPTION AND BACKGROUND

Governor Mike Kehoe reappointed Nancy Gingrich of Macon, Missouri, to the Truman State University Board of Governors. The Missouri Senate confirmed the reappointment on February 26.

Governor Mike Kehoe reappointed Adli Jacobs as the Student Representative to the Truman State University Board of Governors. The Missouri Senate confirmed the reappointment on April 9.

ITEM D
Resolution of Appreciation – Sarah Burkemper

DESCRIPTION AND BACKGROUND

Governor Burkemper will receive a framed resolution of appreciation at one of the Board’s upcoming meetings.

RECOMMENDED ACTION

WHEREAS, the Honorable Sarah Burkemper served as a member of the Truman State University Board of Governors from March 2012 through March 2026, at the request of the Governor of Missouri in 2012 and 2019, serving as Board Chair in 2016 and 2022, and as Chair of the Finance and Auditing Committee throughout the entire period; and

WHEREAS, Governor Burkemper’s service to the University extends beyond that time period, as she previously served as a member of the Truman State University Board of Governors from 2001 to 2007, serving as Board Chair in 2005, and on the Truman State University Foundation Board of Directors beginning in 2007, serving as Foundation President from 2011 to 2014; and

WHEREAS, throughout her 25 years of dedicated service to the University and while working alongside five university presidents, Governor Burkemper consistently carried out her duties with the highest level of professionalism and wisdom, demonstrated an unwavering commitment to the University’s pursuit of excellence and focus on student learning, and served as an expert and steady guiding force in maintaining the University's financial stability, thereby making a lasting impact on its future direction and successes; and

WHEREAS, Governor Burkemper's deep love and commitment to her alma mater earned her the respect and admiration of everyone who had the chance to work with her, and along with her husband Ben and their children Liz, Joe, and Anne, she brought much joy to all those who had the pleasure of connecting with her;

NOW, THEREFORE, BE IT RESOLVED that the Truman State University Board of Governors hereby expresses its immense gratitude to the Honorable Sarah Burkemper for her guidance, leadership, and distinguished service as a member and officer of the Truman State University Board of Governors; and

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

Moved by _____
Seconded by _____

		Aye	Nay
Vote:	Burks	_____	_____
	Christofferson	_____	_____
	Dameron	_____	_____
	Gildehaus	_____	_____
	Gingrich	_____	_____
	Hillier	_____	_____
	Lovegreen	_____	_____

ITEM E

Recognition of 2026 Board Chair – Philip J. Christofferson

DESCRIPTION AND BACKGROUND

Governor Lovegreen will recognize Governor Christofferson for his service as the 2025 Board Chair.

RECOMMENDED ACTION

This is a discussion item only.

ITEM F
Minutes for Open Sessions of Previous Meetings

RECOMMENDED ACTION

BE IT RESOLVED that the minutes from the open sessions of the previous meetings on January 17, 2026, February 7, 2026, and March 11, 2026, are approved.

Moved by _____
Seconded by _____

	Aye	Nay
Vote: Burks	_____	_____
Christofferson	_____	_____
Dameron	_____	_____
Gildehaus	_____	_____
Gingrich	_____	_____
Hillier	_____	_____
Lovegreen	_____	_____

ATTACHMENTS

- Minutes for Open Session of Meeting on January 17, 2026
- Minutes for Open Session of Meeting on February 7, 2026
- Minutes for Open Session of Meeting on March 11, 2026

TRUMAN STATE UNIVERSITY
Kirksville 63501

DRAFT MINUTES
OF THE
BOARD OF GOVERNORS

Page 1

OPEN SESSION
OF MEETING ON
JANUARY 17, 2026

The Board of Governors for Truman State University held a retreat on Saturday, January 17, 2026, at the Williams-Keepers facility, located at 2005 W. Broadway in Columbia, Missouri. Philip J. Christofferson, Chair of the Board of Governors, called the retreat to order at 9:30 a.m. in the WK Community Room, Suite 210, on the second floor.

Six voting members participated in the retreat: Sarah Burkemper, Taylor W. Burks, Philip J. Christofferson, Jennifer Kopp Dameron, and William B. Lovegreen. Nancy Gingrich participated via conference call.

Two non-voting members participated: Mike McClaskey, an out-of-state member, and Adli Jacobs, student representative.

Call to Order

Governor Christofferson called the retreat to order.

Enrollment Strategies

Sue Thomas, President of the University, led a discussion focused on enrollment strategies.

Motion to Adjourn

With no further business, Governor Lovegreen moved that the retreat be adjourned. 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 retreat was adjourned at 4:35 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 11th day of April 2026.

William B. Lovegreen
Chair of the Board of Governors

TRUMAN STATE UNIVERSITY
Kirksville 63501

DRAFT MINUTES
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OPEN SESSION
OF MEETING ON
FEBRUARY 7, 2026

The Board of Governors for Truman State University met on Saturday, February 7, 2026, at the University campus in Kirksville, Missouri. William B. Lovegreen, 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.

Five voting members participated in the meeting. Sarah Burkemper, Taylor W. Burks, Jennifer Kopp Dameron, Nancy Gingrich, and William B. Lovegreen were in attendance. Philip J. Christofferson, the sixth voting member, was absent. Governor Lovegreen recorded his absence as excused. 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.

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 December 6, 2025, be approved.

Governor Gingrich seconded the motion, which was carried by a unanimous vote of 5 to 0. Governor Lovegreen declared the motion duly adopted.

President's Report

Susan L. Thomas, University President, shared a featured engagement report and provided an update on current items of interest. During her report, President Thomas introduced Dr. Jackie Jackson, Vice President for University Advancement, who joined the University on January 26. She provided updates on the searches for Executive Vice President for Academic Affairs and Provost (EVPAAP), Assistant/Associate Vice President for Enrollment Management (AVPEM), Dean of the School of Business and Professional Studies, and Chief Operating Officer (COO). The EVPAAP Search Committee is reviewing applicants, with a goal of identifying candidates for Zoom interviews by March 6th, followed by on-campus interviews from March 30 to April 7. The AVPEM position description was posted last week; the Dean of the School of Business and Professional Studies will be posted this week; and the COO position will be posted after spring break. In addition to legislative updates from Washington, D.C. and Jefferson City, she highlighted Truman's recent inclusion in *The Missouri Times*' "This Week in Missouri Politics College Tour," hosted by Scott Faughn. She, along with a panel consisting of Senate President Pro Tem Cindy O'Laughlin; Associate Vice President for University Advancement Charles Hunsaker; and Student Government President Alex Peterson, participated in an episode that aired on February 1, focusing on the value of a liberal arts education and the impact of Truman and the University's alumni on the state and region.

Annual Academic Affairs Report

Dr. Tim Walston, Interim Executive Vice President for Academic Affairs and Provost, provided the annual Academic Affairs Report.

Annual Student Government Report

Alexis Peterson and Ben Croat, President and Vice President of Student Government, provided the annual Student Government Report.

Academic Affairs and Student Services Committee Report

Governor Dameron, Chair of the Academic Affairs and Student Services Committee, reported on the February 6 meeting.

Finance and Auditing Committee Report

Governor Burkemper, Chair of the Finance and Auditing Committee, reported on the meeting held on February 6.

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 December 31, 2025, compared to December 31, 2024.

Conflict of Interest Policy

Governor Burkemper conducted the annual review of the Board of Governors' Conflict of Interest Policy.

Budget and Capital Projects Committee Report

Governor Burks, Chair of the Budget and Capital Projects Committee, reported on the meeting held on February 6.

Construction Projects Report

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

Contracts for Construction Projects and Equipment Purchases

Governor Burks noted that no construction projects or individual equipment items costing between \$25,000 and \$100,000 had been undertaken or purchased since the last board meeting.

Summer 2026 Roofing and Masonry Ryle Hall Project

Governor Burks moved for the adoption of the following resolution:

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

<u>Project Name</u>	<u>Project Budget</u>
Summer 2026 Roofing and Masonry Ryle Hall Project	\$548,430

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

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

Governor Gingrich seconded the motion, which was carried by a unanimous vote of 5 to 0. Governor Lovegreen declared the motion duly adopted, and the Secretary designated a copy of the item as Exhibit A.

Campus Boiler Plant Deaerator Tank Replacement Project

Governor Burks moved for the adoption of the following resolution:

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

<u>Project Name</u>	<u>Project Budget</u>
Campus Boiler Plant Deaerator Tank Replacement Project	\$425,000

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

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

Governor Burkemper seconded the motion, which was carried by a unanimous vote of 5 to 0. Governor Lovegreen declared the motion duly adopted, and the Secretary designated a copy of the item as Exhibit B.

Agenda Items for Future Meetings

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

Dates for Future Meetings

Governor Dameron 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, April 11, 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, June 13, 2026;
Saturday, August 1, 2026;
Friday, October 23, 2026;
Saturday, December 5, 2026; and
Saturday, February 6, 2027.

Governor Burks seconded the motion, which was carried by a unanimous vote of 5 to 0. Governor Lovegreen declared the motion duly adopted.

Agenda Items for Closed Session

Governor Burkemper moved for the adoption of the following resolution:

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

1. Approval of minutes for the closed session of the last meeting under Subsection 14 of the statute for “Records which are protected from disclosure by law;”
2. Individual personnel actions under Subsection 3 of the statute for “Hiring, firing, disciplining, or promoting of particular employees by a public governmental body when personal information about the employee is discussed or recorded;” and
3. Confidential communications with the General Counsel, as defined in Subsection 1 of the statute.

Governor Dameron seconded the motion, which was carried by a unanimous vote of 5 to 0, with Governors Burkemper, Burks, Dameron, Gingrich, and Lovegreen voting Aye. Governor Lovegreen declared the motion duly adopted.

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

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

Motion to Adjourn

With no further business, Governor Burkemper moved to adjourn the meeting. Governor Gingrich seconded the motion, which was carried by a unanimous vote of 5 to 0. Governor Lovegreen declared the motion duly adopted, and the meeting was adjourned at 3:05 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 11th day of April 2026.

William B. Lovegreen
Chair of the Board of Governors

TRUMAN STATE UNIVERSITY
Kirksville 63501

DRAFT MINUTES
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Page 1

OPEN SESSION
OF MEETING ON
MARCH 11, 2026

The Board of Governors for Truman State University held a meeting on Wednesday, March 11, 2026, on the University campus in Kirksville, Missouri. William B. Lovegreen, Chair of the Board of Governors, called the meeting to order at 2:00 p.m. in the President's Office located in McClain Hall 200.

Six voting members participated in the meeting: Philip J. Christofferson, Jennifer Kopp Dameron, Matt Gildehaus, Nancy Gingrich, Alan Hillier, and William B. Lovegreen. Taylor W. Burks, the seventh voting member, was absent. Governor Lovegreen recorded his absence as excused.

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

Call to Order

Governor Lovegreen called the meeting to order and welcomed Matt Gildehaus and Alan Hillier to the Board. On March 5, 2026, the Missouri Senate confirmed Missouri Governor Mike Kehoe's appointments of Gildehaus and Hillier to the Truman State University Board of Governors. Governor Gildehaus's appointment fills the expired term of K. Brooks Miller. Governor Hillier's appointment fills the expired term of Sarah Burkemper.

Presentation by Enliven Agency, LLC

Representative from Enliven Agency, LLC delivered a marketing investment strategy presentation.

Motion to Adjourn

With no further business, Governor Gingrich moved to adjourn the meeting. Governor Dameron seconded the motion, which was approved unanimously with a vote of 6 to 0. Governor Lovegreen declared the motion adopted, and the meeting was adjourned at 3:00 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 11th day of April 2026.

William B. Lovegreen
Chair of the Board of Governors

ITEM G
President's Report

DESCRIPTION AND BACKGROUND

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

RECOMMENDED ACTION

This is a discussion item only.

ITEM H

Advancement, Foundation Board, and Alumni Board Report

DESCRIPTION AND BACKGROUND

Jackie Jackson, Vice President for University Advancement; Calaneet Balas, President of the Foundation Board of Directors; and Dustin Carmack, President of the Alumni Board of Directors, will share updates from Advancement and their respective boards.

RECOMMENDED ACTION

This is a discussion item only.

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

Nancy Gingrich, Chair of the Finance and Auditing Committee, will report on the meeting held on April 3.

RECOMMENDED ACTION

This is a discussion item only.

ITEM I.1
Financial Report

DESCRIPTION AND BACKGROUND

The Financial Report includes a review of education and general revenues and expenditures, auxiliary system revenues and expenditures, and Truman State University Foundation revenues and expenditures as of February 28, 2026, compared to February 28, 2025.

RECOMMENDED ACTION

This is a discussion item only.

ATTACHMENT

Truman State University Financial Report – February 28, 2026, compared to February 28, 2025.

Truman State University Financial Report

February 28, 2026 compared to February 28, 2025

Education & General (Pages A1-A3)

Overall revenue increased by \$1.6M (2.3%) to \$72.2M. The distribution by source for the last three fiscal years is outlined in Figure 1. Fiscal year-to-date revenues were 79% of budget.

Tuition revenue grew \$1.1M (3.6%) to \$32.8M due to a coinciding 4% price escalation and a 1% improvement in full-time enrollment.

As a result of a 1.5% increase in appropriations, State of Missouri revenue of \$32.9M was \$486,784 greater than prior year.

Student fee revenue increased by \$174,705 (5.4%) to \$3.4M, and specific variances are detailed in Figure 2. Other revenue fell \$165,720 to \$3.2M due to less investment revenue associated with the University's fixed income portfolio.

Figure 1: Education & General Revenues

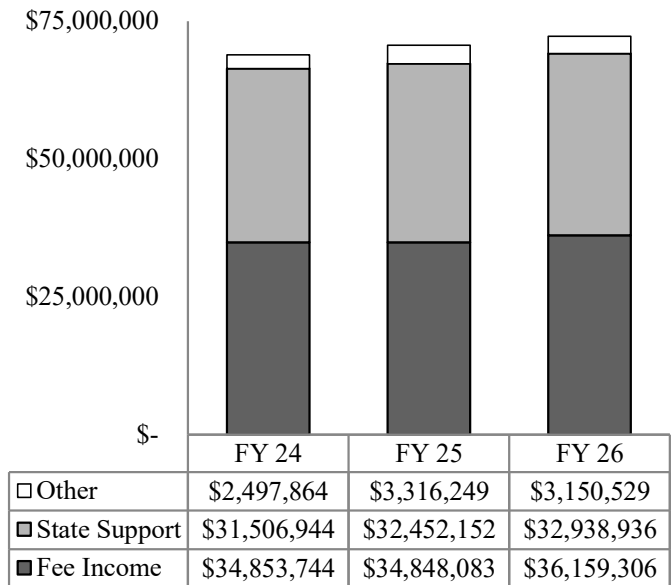
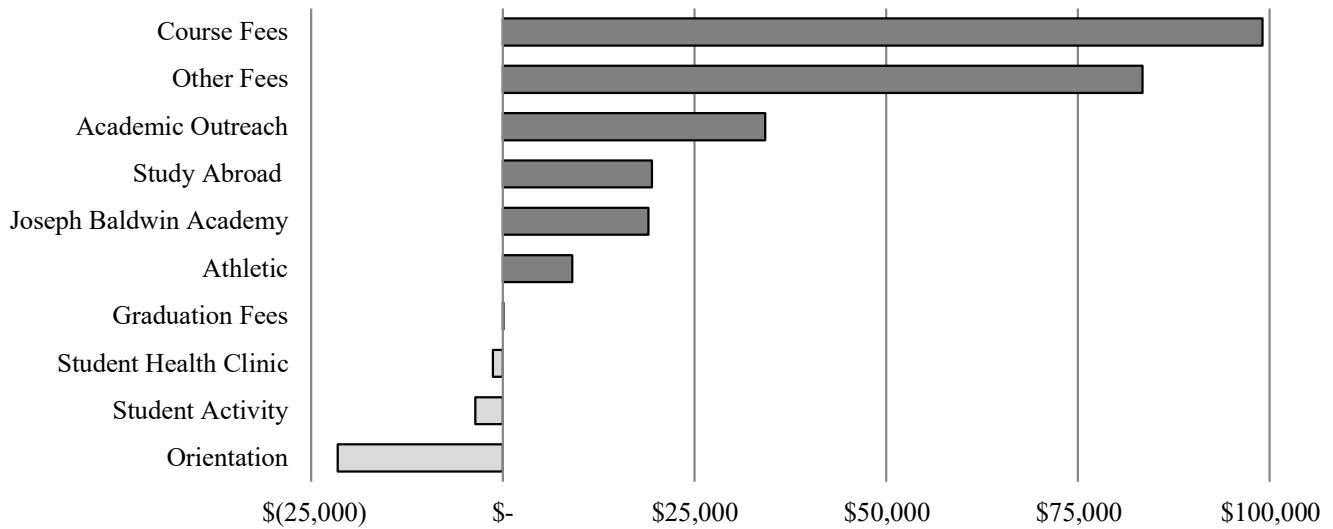


Figure 2: Local Fee Revenue Variances (FY 25 to FY 26)

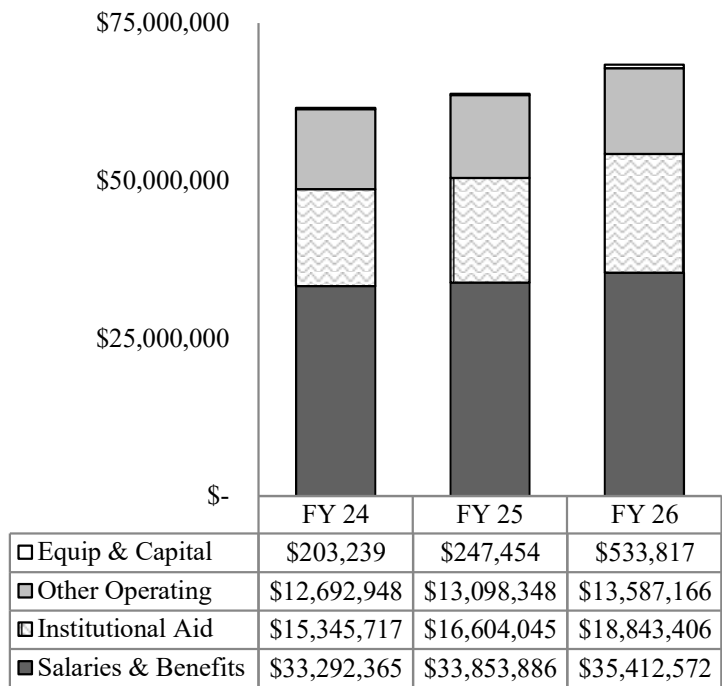


Education and general expenses increased \$4.6M (7.2%) to \$68.4M. Fiscal year-to-date expenses were 70% of budget. Spending for the last three fiscal years is outlined in Figure 3, and notable variances included:

- Institutional aid grew \$2.2M (14%). The variance was comprised of increased awards for first-time students of \$1.4M and transfer students of \$237,536. The remaining difference was due to higher scholarship renewals resulting from an 8% increase in institutional aid from the prior fiscal year.
- Compensation grew \$1.6M (4.6%). A 2% average faculty increase, an \$825 annual staff increase and a mandatory 18% increase to the student wage rate contributed to higher overall salaries. Associated benefit costs also grew due to the higher salaries, a 1.5% MOSERS pension rate increase and higher health insurance costs.

- Equipment and capital expenses rose \$286,363 based on replacement purchases of a bus (\$219,273), a backhoe loader (\$104,429), fleet vehicles (\$85,645) and a utility vehicle (\$22,298).
- Office contracts increased \$338,159 (15%) due to higher technology renewals (\$177,129) and additional admissions software purchases (\$152,103).
- Travel grew \$85,451 (9%) based on increased study abroad travel and athletic bus charters.
- Maintenance & Repair rose \$76,454 (31%) based on contracted service costs associated with two redundant air conditioning units that safeguard the McClain Hall data center.
- Utilities grew \$61,292 (3%) as a result of a 12% Ameren rate increase.

Figure 3: Education & General Expenses



Auxiliary Systems (Pages B1-B3)

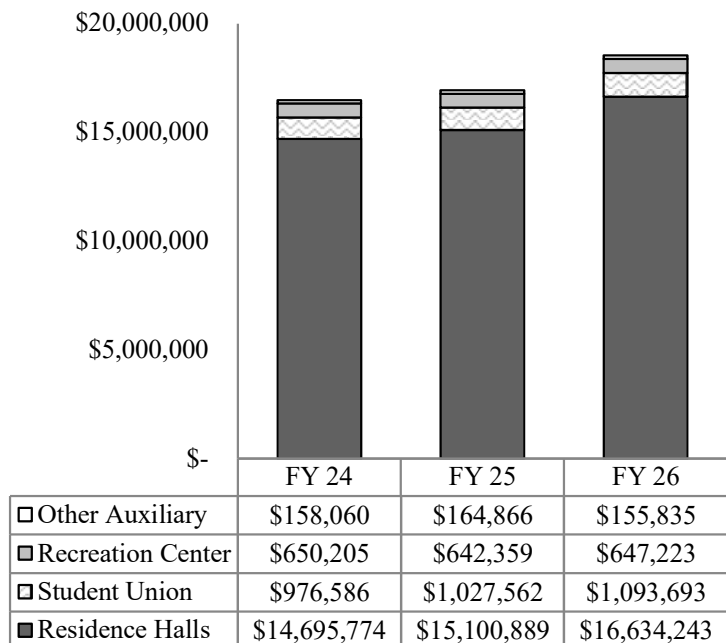
Revenue rose \$1.6M (9%) to \$18.5M due to a \$1.5M (10%) growth in residence life income resulting from a 5% increase in student residents, a 4.5% increase in room rates and a 4% increase in board rates.

Student Union revenue grew by \$66,131 (6%) to \$1.1M based on slightly higher enrollment and a corresponding \$30 increase to the associated per student fee. Recreation Center income edged higher by \$4,864 (1%) to \$647,223. Other auxiliary revenue fell \$9,031 (6%) to \$155,835 due to non-recurring transfers from the Truman State University Foundation for printed materials. The revenue distribution for the last three fiscal years is outlined in Figure 4, and fiscal year-to-date revenues were 104% of budget.

Expenses increased \$787,081 (7%) to \$11.5M. Fiscal year-to-date expenses were 63% of budget. Expenses were allocated across auxiliary units as illustrated in Figure 5 and included the following variances:

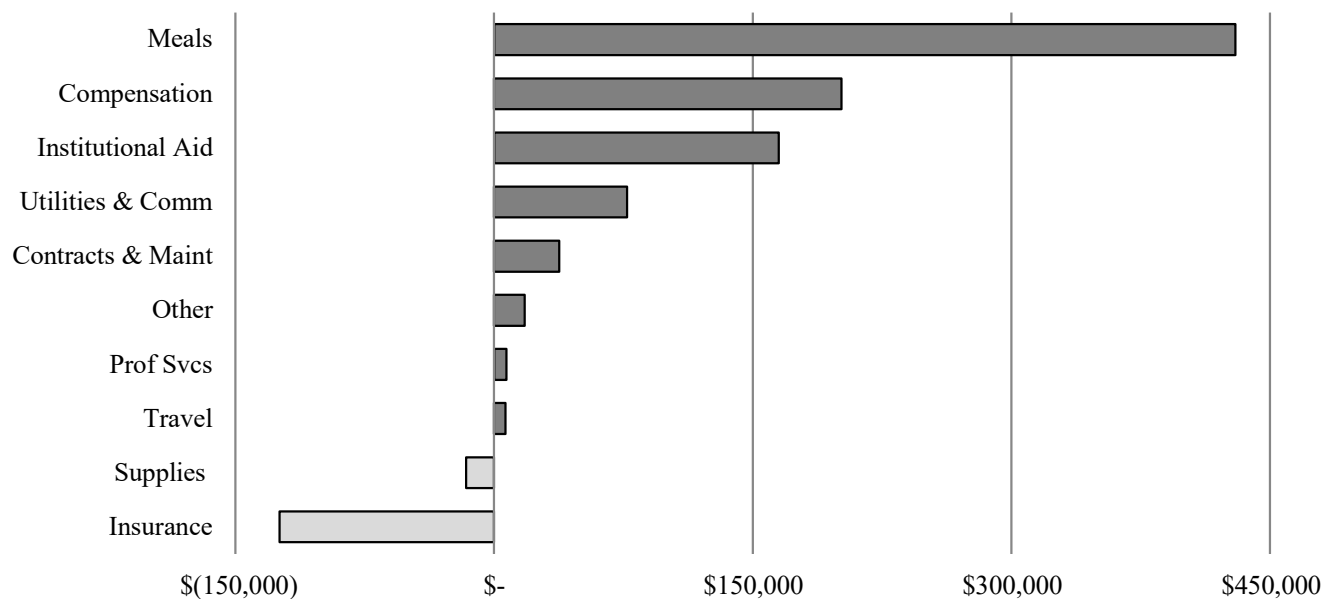
- Overall meal costs increased \$429,929 (10%) due to higher food costs, increased campus catering and larger summer camps.
- Compensation grew \$201,523 (9%) due to an \$825 annual staff increase, an 18% student wage rate increase and higher overall benefit costs.
- Institutional aid grew \$165,120 (12%) as overall scholarship increases resulted in greater residual funding available for housing costs.

Figure 4: Auxiliary Revenues



- Other expenses fell \$99,571 (15%) due to lower insurance premiums.
- Utilities increased \$77,662 (7%) based on higher electric and natural gas rates.

Figure 5: Auxiliary Expense Variances (FY 25 to FY 26)



Truman State University Foundation (Pages C1-C3)

Statement of Net Position (Page C-1)

Net position increased \$13.9M (17%) to \$95.7M. Current assets grew by \$420,244 (6%) to \$7.1M due to donations in transit to the endowment. Non-current assets grew \$13.4M (17.8%) to \$89M based on an increase in overall investment value. Loans receivable, net of an allowance for uncollectible accounts, decreased \$77,493 (44%) to \$98,503 due to fewer outstanding student loans. Current liabilities grew \$28,563 (14%) to \$236,585 based on an accounts payable increase. Non-current liabilities fell \$85,234 (25%) to \$252,325 due to fewer charitable gift annuities.

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

Overall giving increased \$1.8M to \$3.8M due primarily to a significant estate gift which will generate future scholarship opportunities for education majors. Investment revenue grew \$5.7M to \$10.2M based on unrealized gains of \$7M and realized gains of \$1.7M. Net expenses and University transfers grew \$243,859 (7%) to \$3.6M due to a \$291,263 (22%) increase in scholarship awards, and \$232,407 in admission-related consulting and software costs. The additional expenditures were partially offset by non-recurring transfers to the University associated with the prior year’s Innovation Grant program and capital project funding.

Investments Schedule (Page C-3)

Investments (including endowed, short-term, long-term, and annuities) increased by \$13.6M (17%) to \$95.4M. Year-over-year gains, predominantly unrealized, were concentrated in domestic and international equity funds, up \$2.5M and \$4.6M, respectively. The Foundation also held beneficial interests in certain trusts, and their combined value decreased \$41,015 (1%) to \$4.5M. The reduction was associated with the prior year liquidation of the Cozean trust, when the associated proceeds were placed in a fund restricted for the education department.

Truman State University
Budget to Actual
For the period ending February 28

Education & General	FY26 Budget	FY26 To Date	Percent of Budget This Year	Percent of Budget Last Year
Revenues				
State Sourced Income	\$ 50,936,492	\$ 32,938,936	64.7%	
Local Income	40,698,059	39,309,835	96.6%	
Total Budgeted Revenues	91,634,551	72,248,771	78.8%	78.4%
Rollover from prior year	6,283,566			
Total Resources to Spend	\$ 97,918,117			
Expenses				
Faculty/Staff Salaries	36,461,799	23,394,419	64.2%	
Student Employment	3,582,185	1,881,445	52.5%	
Fringe Benefits	16,426,410	10,136,708	61.7%	
Total Salaries & Fringe Benefits	56,470,394	35,412,572	62.7%	61.5%
Equipment & Capitalized Expense	1,202,341	533,817	44.4%	20.4%
Operations				
Other Expense	19,045,382	11,572,813	60.8%	
Institutional Aid	17,300,000	18,843,406	108.9%	
Utilities	3,900,000	2,014,353	51.7%	
Total Operations	40,245,382	32,430,572	80.6%	74.1%
Total Education & General Expense	\$ 97,918,117	\$ 68,376,961	69.8%	66.2%

**Truman State University
Operating Receipts by Fund
For the period ending February 28**

Education & General	FY24 Receipts	FY25 Receipts	FY26 Receipts	Change FY25 to FY26	% Change FY25 to FY26
State Appropriation					
State Appropriation	\$ 31,506,944	\$ 32,452,152	\$ 32,938,936	\$ 486,784	1.5%
Total State Sourced Income	31,506,944	32,452,152	32,938,936	486,784	1.5%
Enrollment Fees					
Enrollment Fees	31,606,567	31,622,281	32,758,799	1,136,518	3.6%
Course Fees	1,455,787	1,417,539	1,516,628	99,089	7.0%
Other Fees	966,553	1,013,432	1,084,895	71,463	7.1%
Student Activity Fees	267,940	258,193	254,599	(3,594)	-1.4%
Athletic Fees	332,990	320,876	329,931	9,055	2.8%
Health Clinic Fees	223,907	215,762	214,454	(1,308)	-0.6%
Total Student Fees	34,853,744	34,848,083	36,159,306	1,311,223	3.8%
Other Operating & Non-Operating	2,497,864	3,316,249	3,150,529	(165,720)	-5.0%
Total Education & General	\$ 68,858,552	\$ 70,616,484	\$ 72,248,771	\$ 1,632,287	2.3%

Truman State University
Operating Expense by Fund
For the period ending February 28

	<u>FY24 Expense</u>	<u>FY25 Expense</u>	<u>FY26 Expense</u>	<u>Change FY25 to FY26</u>	<u>% Change FY25 to FY26</u>
Education & General					
Salaries & Fringe Benefits					
Faculty & Staff Salaries	\$ 22,390,428	\$ 22,614,995	\$ 23,394,419	\$ 779,424	3.45%
Student Employment	1,631,646	1,717,188	1,881,445	164,257	9.57%
Fringe Benefits	9,270,291	9,521,703	10,136,708	615,005	6.46%
Total Salary & Fringe Benefits	33,292,365	33,853,886	35,412,572	1,558,686	4.60%
Equipment & Capital Expenses	203,239	247,454	533,817	286,363	115.72%
Operations					
Institutional Aid	15,345,717	16,604,045	18,843,406	2,239,361	13.49%
Travel	1,102,485	961,406	1,046,857	85,451	8.89%
Utilities	1,982,796	1,953,061	2,014,353	61,292	3.14%
Professional Services	2,195,321	2,377,088	2,322,546	(54,542)	-2.29%
Supplies	1,027,088	1,260,606	1,253,475	(7,131)	-0.57%
Office Contracts	1,940,123	2,294,457	2,632,616	338,159	14.74%
Library Acquisitions	916,553	820,708	862,819	42,111	5.13%
Communications	375,629	372,087	326,979	(45,108)	-12.12%
Energy Lease Principal & Interest	630,000	630,000	630,000	-	0.00%
Maintenance & Repair	252,497	245,355	321,809	76,454	31.16%
Other Expense	2,270,456	2,183,580	2,175,712	(7,868)	-0.36%
Total Operations	28,038,665	29,702,393	32,430,572	2,728,179	9.19%
Total Education & General	\$ 61,534,269	\$ 63,803,733	\$ 68,376,961	\$ 4,573,228	7.17%

Truman State University
Budget to Actual
For the period ending February 28

Auxiliary Systems	FY26 Budget	FY26 To Date	Percent of Budget This Year	Percent of Budget Last Year
Revenues				
Residence Halls	\$ 15,923,000	\$ 16,634,243		
Student Union	1,113,000	1,093,693		
Recreation Center	635,000	647,223		
Other Auxiliary	229,000	155,835		
Projected Draw on Reserves	-	-		
Total Budgeted Revenues	17,900,000	18,530,994	103.5%	101.5%
Rollover from prior year	283,241			
Total Resources to Spend	\$ 18,183,241			
Expenses				
Salaries	1,313,199	881,949		
Student Salaries	434,625	510,690		
Fringe Benefits	817,859	1,049,664		
Total Salaries & Fringe Benefits	2,565,683	2,442,303	95.2%	90.9%
Equipment /Capitalized Expense	73,701	59,885	81.3%	0.0%
Operations				
Bond Principal & Interest	2,757,944	291,472	10.6%	
Meals-Contract Food Service	6,322,500	4,244,984	67.1%	
Other Expense	3,211,303	1,710,719	53.3%	
Institutional Aid	1,320,350	1,540,422	116.7%	
Utilities	1,931,760	1,171,787	60.7%	
Total Operations	15,543,857	8,959,384	57.6%	57.8%
Total Auxiliary Expense	\$ 18,183,241	\$ 11,461,572	63.0%	62.9%

Truman State University
Operating Receipts by Fund
For the period ending February 28

	<u>FY24</u> <u>Receipts</u>	<u>FY25</u> <u>Receipts</u>	<u>FY26</u> <u>Receipts</u>	<u>Change</u> <u>FY25 to FY26</u>	<u>% Change</u> <u>FY25 to FY26</u>
Auxiliary					
Residence Halls	\$ 14,695,774	\$ 15,100,889	\$ 16,634,243	\$ 1,533,354	10.2%
Student Union	976,586	1,027,562	1,093,693	66,131	6.4%
Recreation Center	650,205	642,359	647,223	4,864	0.8%
Other Auxiliary	158,060	164,866	155,835	(9,031)	-5.5%
Total Auxiliary	<u><u>\$ 16,480,625</u></u>	<u><u>\$ 16,935,676</u></u>	<u><u>\$ 18,530,994</u></u>	<u><u>\$ 1,595,318</u></u>	<u><u>9.4%</u></u>

Truman State University
Operating Expense by Fund
For the period ending February 28

	<u>FY24</u> <u>Expense</u>	<u>FY25</u> <u>Expense</u>	<u>FY26</u> <u>Expense</u>	<u>Change</u> <u>FY25 to FY26</u>	<u>% Change</u> <u>FY25 to FY26</u>
Auxiliary					
Salaries & Fringe Benefits					
Administrative & Staff Salaries	\$ 836,570	\$ 823,843	\$ 881,949	\$ 58,106	7.1%
Student Wages	426,323	454,049	510,690	56,641	12.5%
Fringe Benefits	984,004	962,888	1,049,664	86,776	9.0%
Total Salary & Fringe Benefits	2,246,897	2,240,780	2,442,303	201,523	9.0%
Equipment & Capital Expenses	50,254	50,254	59,885	9,631	19.2%
Operations					
Institutional Aid	1,035,638	1,375,302	1,540,422	165,120	12.0%
Supplies	168,228	242,328	226,148	(16,180)	-6.7%
Office Contracts	163,920	168,736	169,938	1,202	0.7%
Communications	30,279	21,163	20,717	(446)	-2.1%
Meals-Contract Food Service	3,812,640	3,917,882	4,244,984	327,102	8.3%
Meals-Other	263,044	258,152	360,979	102,827	39.8%
Utilities	1,137,144	1,094,125	1,171,787	77,662	7.1%
Professional Services	27,212	31,679	38,902	7,223	22.8%
Reimbursement to E & G	164,297	164,297	164,297	-	0.0%
Bond Principal & Interest	341,416	316,765	291,472	(25,293)	-8.0%
Maintenance & Repair	113,322	117,172	153,453	36,281	31.0%
Other Expense	603,435	675,856	576,285	(99,571)	-14.7%
Total Operations	7,860,575	8,383,457	8,959,384	575,927	6.9%
Total Auxiliary	\$ 10,157,726	\$ 10,674,491	\$ 11,461,572	\$ 787,081	7.4%

Truman State University Foundation
Statement of Net Position
February 28, 2025 Compared to February 28, 2026

	28-Feb-25	28-Feb-26	Change
	FY25	FY26	FY25 to FY26
Cash	\$ 103,116	\$ 424,020	\$ 320,904
Short Term Investments	6,434,932	6,577,565	142,634
Prepaid Expenses	3,033	1,122	(1,911)
Interest Receivable	80,023	80,880	857
Loans Receivable, net of allow	81,716	39,475	(42,240)
Current Assets	<u>6,702,819</u>	<u>7,123,063</u>	<u>420,244</u>
Investments	75,318,221	88,773,458	13,455,237
Loans Receivable, net of allow	94,281	59,028	(35,253)
Cash Value of Life Insurance	168,839	185,623	16,784
Non-Current Assets	<u>75,581,342</u>	<u>89,018,109</u>	<u>13,436,767</u>
Total Assets	<u>82,284,161</u>	<u>96,141,172</u>	<u>13,857,011</u>
Accounts Payable	142,519	179,590	37,071
Refundable Advance	7,295	7,295	-
Annuities & Trusts Payable	58,208	49,701	(8,508)
Current Liabilities	<u>208,022</u>	<u>236,585</u>	<u>28,563</u>
Annuities & Trusts Payable	337,559	252,325	(85,234)
Non-Current Liabilities	<u>337,559</u>	<u>252,325</u>	<u>(85,234)</u>
Total Liabilities	<u>545,581</u>	<u>488,910</u>	<u>(56,671)</u>
Net Position	<u>\$ 81,738,580</u>	<u>\$ 95,652,261</u>	<u>\$ 13,913,682</u>

Truman State University Foundation
Statement of Revenues, Expenses & Changes in Net Position
February 28, 2025 Compared to February 28, 2026

	28-Feb-25 FY25	28-Feb-26 FY26	Change FY25 to FY26
Interest on Student Loan Receivable	\$ 5,486	\$ 3,791	\$ (1,696)
Operating Revenues	5,486	3,791	(1,696)
Scholarships	1,342,967	1,634,230	291,263
Supplies & Other Services	621,148	659,866	38,718
Travel Expense	182,427	216,644	34,217
Other Expense	124,525	130,348	5,823
Operating Expenses	2,271,067	2,641,089	370,022
Operating Gain (Loss)	(2,265,581)	(2,637,298)	(371,717)
Contributions	1,254,718	974,803	(279,915)
Interest & Other Distributions	1,528,387	1,512,475	(15,912)
Realized Gain (Loss)	(277,107)	1,725,156	2,002,263
Unrealized Gain (Loss)	3,324,425	6,994,102	3,669,677
Income from perpetual trust	65,804	66,980	1,175
Other Non-Operating Income	55,900	59,264	3,364
Other Non-Operating Expense	(194,722)	(201,844)	(7,123)
Net Non-Operating Revenues (Expenses)	5,757,406	11,130,936	5,373,530
Income before other Revenues, Expenses, Gains, Losses & Transfers	3,491,825	8,493,638	5,001,813
Additions to Permanent Endowments	791,961	2,855,530	2,063,568
Transfers to Education and General for Admin	(79,333)	(79,333)	-
Transfers to Education and General	(714,653)	(624,455)	90,198
Transfer to Auxiliary - Other	(29,698)	(21,923)	7,775
Transfer to Fundraising	-	(650)	(650)
Transfer to Capital Fund - Plant	(60,963)	(25,000)	35,963
Increase (Decrease) in Net Assets	3,399,139	10,597,805	7,198,666
Net Position, Beginning of Year	78,339,441	85,054,456	6,715,015
Net Position Ending Balance	\$ 81,738,580	\$ 95,652,261	\$ 13,913,682

Truman State University Foundation
Investments Schedule
February 28, 2025 Compared to February 28, 2026

	28-Feb-25	28-Feb-26	Change
	FY25	FY26	FY25 to FY26
Endowed Pool	\$ 73,339,855	\$ 86,573,663	\$ 13,233,808
Short-Term Pool	6,434,932	6,577,565	142,634
Long Trust	838,680	947,367	108,688
Charitable Gift Annuities - General	820,293	894,148	73,855
Student Investment Fund	222,875	256,061	33,186
Charitable Gift Annuities - California	65,666	69,637	3,971
Charitable Gift Annuities - Florida	30,851	32,555	1,704
Gift Pool	1	25	24
Total Investments	\$ 81,753,153	\$ 95,351,023	\$ 13,597,870
Ingraham Trust	\$ 3,927,399	\$ 4,254,703	\$ 327,304
Ludlow Trust	263,251	279,934	16,683
Cozean Trust	385,002	-	(385,002)
Total Trust Beneficial Interests	\$ 4,575,652	\$ 4,534,637	\$ (41,015)

ITEM I.2
Risk Assessment

DESCRIPTION AND BACKGROUND

A risk assessment, a required procedure during an independent audit, is reviewed annually by the Finance and Auditing Committee. The assessment is a systematic process of identifying potential threats, evaluating their likelihood and severity, and implementing controls to reduce risk. Identifying, assessing, and mitigating risks helps decrease the University's potential liability and related financial impact. The review process has been in place for nearly 20 years.

RECOMMENDED ACTION

This is a discussion item only.

ATTACHMENT

Truman State University Risk Assessment -- April 2026

TRUMAN STATE UNIVERSITY RISK ASSESSMENT

APRIL 2026

Risk	How Likely	Magnitude	Begin Date	Primary	Also Responsible
Human Resource Risks:					
Loss of key management, or interims, in crucial positions	H	M	FY08	President, ELT	PAC
Lack of a succession plans for key positions	H	M	FY18	President, ELT	PAC
Inability to recruit and retain faculty and staff in high demand areas.	H	H	FY08	President, Provost, Human Resources	
Deteriorating relationships among administration, faculty and staff	M	M	FY09	President, ELT, PAC	Supervisors, Chairs
Increasing retirement and medical benefit costs for faculty and staff	H	H	FY13	President, Human Resources, VPAFP	ELT
Workplace discrimination, harassmnet and retaliation	M	M	FY12	Institutional Compliance	General Counsel
Lack of clear and consistent faculty promotion, tenure and termination procedures	M	M	FY16	Provost, Human Resources	General Counsel
Unreliable or inconsistent performance evaluations	M	H	FY16	ELT, PAC, Supervisors	Human Resources
Missed opportunities due to risk averse faculty and administration	M	M	FY16	President, Provost, ELT	PAC, Faculty Governance, Staff Council
Campus Life Risks:					
Outbreak of sickness or disease	M	H	FY11	President, Provost, VPSEEM	Student Health Clinic
Response to violence and/or crisis on campus (including an active shooter situation)	M	H	FY11	President, ELT, Public Safety	
Catastrophic natural events (e.g., earthquake, fire, tornado, pandemic) impact on business continuity	M	H	FY11	President, VPAFP	
Transportation of students groups and athletic teams	M	H	FY12	Exec Dir of Student Union & Campus Activities, Athletic Dir	
Inability to support student mental health	M	H	FY12	President, Provost, VPSEEM	Counseling Center
Response and treatment provided by Student Health Clinic and Counseling Services	M	M	FY12	VPSEEM	Student Health Clinic & Counseling Svcs
Travel Abroad	M	H	FY12	Provost	Center for Int'l Ed
Student alcohol and drug abuse	H	M	FY12	President, VPSEEM	
Hazing associated with student activities or athletics	M	M	FY12	President, VPSEEM	Exec Dir of Student Union & Campus Activities, Athletic Dir
Student discrimination, harassmnet and retaliation (including Title IX & Sexual Assault)	M	H	FY12	Institutional Compliance	General Counsel
Youth Programs	M	M	FY12	Provost, VPSEEM, Athletic Director	
Athletic concussion and other head injuries	M	M	FY12	Athletic Director, VPSEEM	General Counsel

TRUMAN STATE UNIVERSITY RISK ASSESSMENT

APRIL 2026

Risk	How Likely	Magnitude	Begin Date	Primary	Also Responsible
Campus protests	M	M	FY16	President, VPSEEM	Public Safety
Concealed weapons on campus	M	M	FY16	President	PAC, Public Safety
Food service supply chain issues	M	H	FY22	VPSEEM	VPAFP
Financial Risks:					
Conflict of interest associated with financial transactions and contracts	M	M	FY15	President, VPAFP	General Counsel
Improper activities (incl fraud, embezzlement & misuse of resources)	M	M	FY15	President, VPAFP	General Counsel
Reduced net enrollment income	H	H	FY10	President, VPSEEM, VPAFP	
Reduced state appropriations	H	H	FY08	President	ELT
Bonded facilities (e.g., Student Housing, SUB) do not generate sufficient income to service indebtedness	M	H	FY15	VPSEEM, VPAFP	Comptroller
Bidding process failure	M	L	FY11	VPAFP	Comptroller
Affordability for growing first generation population	M	M	FY12	President, VPSEEM	VPAFP
Costs associated with campus modernization	M	H	FY16	President, VPAFP	
Political pressure to restrict tuition and fee increases	M	M	FY16	President, VPAFP	
Compliance costs and risks due to increased governmental regulations and outside grant funding	H	H	FY16	President, ELT	Comptroller
Competition in the higher education marketplace	H	H	FY16	President, VPSEEM	
Declining enrollment	H	H	FY16	President, VPSEEM	ELT
Decreased federally funded financial aid	H	M	FY18	VPAFP, VPSEEM	
Decreased state funded student aid	M	H	FY18	VPAFP, VPSEEM	
University separation of duties / span of control associated with reduced staffing	H	M	FY18	ELT	VPAFP
Loss of Alumni and Donor financial support	M	M	FY18	VP Advancement	ELT
Inability to attract and retain key skilled labor positions	H	M	FY18	President, VPAFP	Human Resources
Facilities & Maintenance Risks:					
Deferred maintenance due to lack of state investment	M	H	FY08	President, VPAFP	
Facilities and grounds safety concerns	M	M	FY15	President, VPAFP	Physical Plant, Campus Planner
Economic impact of increased utility and insurance costs	H	M	FY08	President, VPAFP	Physical Plant
Utility outages due to supply shortages	M	H	FY22	VPAFP	Physical Plant

TRUMAN STATE UNIVERSITY RISK ASSESSMENT

APRIL 2026

Risk	How Likely	Magnitude	Begin Date	Primary	Also Responsible
Supply chain issues delaying repair, maintenance & construction projects	M	M	FY22	VPAFP	Physical Plant; Comptroller
Information Technology Risks:					
Software failure during critical periods	M	M	FY10	CIO	ITS
Security breaches	M	H	FY10	CIO	ELT
Outdated technology	M	H	FY10	President, Provost, CIO	ITS
Decreasing productivity due to lack of training	M	H	FY10	President, ELT	PAC
Failure to recover from system loss	M	H	FY15	President, CIO	ELT
Disclosure of confidential information	M	H	FY15	President, CIO	General Counsel
Supply chain issues delay upgrades of critical equipment	M	M	FY22	CIO, VPAFP	Comptroller
Risks to Reputation:					
Diminishing political support in state legislature	M	H	FY08	President	ELT
Resource accountability	L	H	FY10	President	ELT
Litigation	H	M	FY08	President, General Counsel	
Negative public relations impact, particularly on social media platforms	M	M	FY22	President, VPSEEM	ELT, Public Relations
Academic Risks:					
Non-delivery of promise for quality education	L	H	FY09	President, Provost	Deans, Chairs, Faculty
Outdated academic programs	H	H	FY10	President, Provost	Deans, Chairs, Faculty Governance
Dangerous or unethical research; research that puts people, equipment, animals, or buildings or other property at physical risk	L	M	FY15	Provost	Deans, Chairs, Faculty PI
Faculty teach outdated material	M	H	FY15	Provost	Deans, Chairs, Faculty
Lower grades on an external quality evaluation of Truman	L	M	FY15	Provost	Deans, Chairs, Faculty
Unethical exploitation of students for private purposes, unauthorized experiments or assistance in teaching	L	H	FY15	Provost	Deans, Chairs, Faculty

ITEM I.3
Treasurers for Fiscal Year 2027

DESCRIPTION AND BACKGROUND

University treasurers are appointed annually and are responsible for administering institutional funds.

RECOMMENDED ACTION

BE IT RESOLVED that the following persons be appointed treasurers for Fiscal Year 2027:

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

Moved by _____
Seconded by _____

	Aye	Nay
Vote: Burks	_____	_____
Christofferson	_____	_____
Dameron	_____	_____
Gildehaus	_____	_____
Gingrich	_____	_____
Hillier	_____	_____
Lovegreen	_____	_____

**ITEM 1.4
Primary Depository – Banking Services**

DESCRIPTION AND BACKGROUND

As required by Section 9.040 of the Board of Governors Code of Policies, the Board approves a primary depository for the University’s operating funds. The University’s current agreement with Equity Bank expires on June 30, 2026.

The University published a request for proposal (RFP) to procure banking services on February 2, 2026, and seven financial institutions responded with proposals. The proposals were reviewed by an evaluation committee consisting of participants from the Budget Office, Information Technology Services, and the Business Office. The committee considered the respondents’ proposals based on the following criteria: (1) ability to deliver the requested banking services; (2) the offered rate of return and any associated service fees; (3) qualifications and references; and (4) the financial strength of the institution.

Based on its review and evaluation, the committee recommends retaining Equity Bank based on its ability to continue to meet the University’s service requirements, a pricing model with no service fees, and its experience as a public funds depository. Additionally, Equity Bank can provide all depository services locally, which offers convenience for the University. Equity Bank’s financial statements exhibited sufficient capitalization for a regional community bank, and its business references from other government entities were excellent.

RECOMMENDED ACTION

BE IT RESOLVED that Equity Bank with offices in Kirksville, Missouri, be retained as the primary depository of the University’s operating funds for fiscal years 2027 and 2028; and

BE IT FURTHER RESOLVED that the President of the University, or her designee, be authorized to execute a contract with Equity Bank for such services.

Moved by _____
Seconded by _____

Vote:	Aye	Nay
Burks	_____	_____
Christofferson	_____	_____
Dameron	_____	_____
Gildehaus	_____	_____
Gingrich	_____	_____
Hillier	_____	_____
Lovegreen	_____	_____

ITEM J
Budget and Capital Projects Committee Report

DESCRIPTION AND BACKGROUND

Taylor Burks, Chair of the Budget and Capital Projects Committee, will provide a report on the meeting held on April 10.

RECOMMENDED ACTION

This is a discussion item only.

ITEM J.1
Construction Projects Report

DESCRIPTION AND BACKGROUND

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

RECOMMENDED ACTION

This is a discussion item only.

ATTACHMENT

Construction Projects Report

Construction Projects Report

<u>Project Name</u>	<u>Budget</u>	<u>Approval Date</u>	<u>Expenditure to Date</u>	<u>Completion Status</u>	<u>Final Project Cost</u>
HVAC System Upgrades Phase 1 Project	\$4,625,000	10-25-24	\$4,699,710	100%	\$4,699,710*
Kirk Building Renovation Project	\$19,210,000	8-5-23	\$18,652,619	100%	\$18,652,619**
McKinney Center and Blanton-Nason-Brewer Annex Demolition Project	\$1,565,000	12-7-24	\$1,796,717	100%	\$1,796,717**
HVAC Upgrades Phase 2 Project	\$910,000	12-7-24	\$867,486	100%	\$867,486
Ryle Hall Kitchen/Dining Improvement Construction Project	\$1,640,000	2-8-25	\$1,697,304	100%	\$1,697,304*
Heating, Ventilation and Air Conditioning Repairs Project	\$110,000	6-14-25	\$109,968	100%	\$109,968
Ryle Hall Masonry Repairs 2025 Project	\$195,000	10-17-25	\$175,875	90%	
Summer 2026 Roofing and Masonry Ryle Hall Project	\$548,430	2-7-26	\$0	0%	
Campus Boiler Plant Deaerator Tank Replacement Project	\$425,000	2-7-26	\$0	0%	

*Per Section 9.090 of the Board of Governors Code of Policies, the President is authorized to approve change orders for construction projects that, when combined with previous change orders for the same project, do not cause the amended contract price to exceed the original Board-approved project budget by more than ten percent.

**The combined budget for the Kirk Building Renovation Project and the McKinney Center and Blanton-Nason-Brewer Annex Demolition Project is \$20,775,000. A state appropriation of \$15,767,500, funded by federal ARPA funds, along with a federal-designated appropriation of \$6,000,000, supported the project, for a total available of \$21,767,500. All federal funds were expended, but due to lower-than-expected construction bids, there were unused state funds. These ARPA funds were then redirected to other projects in Missouri. The final project cost for the total project (\$20,449,336) represent 98% of the combined approved budget.

ITEM J.2**Contracts for Construction Projects and Equipment Purchases Report****DESCRIPTION AND BACKGROUND**

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

RECOMMENDED ACTION

This is a discussion item only.

ATTACHMENT

Contracts for Construction Projects/Equipment Purchases

Contracts for Construction Projects

Since the last board meeting, the following construction projects totaling more than \$25,000 but less than \$100,000 have been approved.

<u>Project Name</u>	<u>Cost</u>
None	

Equipment Purchases

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

<u>Description</u>	<u>Cost</u>
None	

ITEM J.3
Ophelia Parrish Exterior Stairs Project

DESCRIPTION AND BACKGROUND

The concrete stairs located outside the east entrance of Ophelia Parrish are degraded by many years of use and inclement weather. Since these stairs are located outside the performance hall, they represent the primary entrance for both the campus community and the public attending numerous events throughout the academic year.

During the December 6, 2025, meeting, the Board of Governors approved the engagement of Building Resources Studio, LLP (BRS) of St. Louis, Missouri, to provide architectural, engineering, and contracting support for this project. BRS completed the necessary design and documentation, and a public bid for the stair replacement project was published on February 10. Two contracting firms responded to the bid, and the lowest and best bid was submitted by T&B Trucking and Excavating, LLC of Hurdland, Missouri. This firm has previously done similar work on campus.

With Board approval, the project will commence on or after May 11, and demolition of the existing concrete and the construction of the replacement stairway, storm drainage system, and the associated entry way will be completed on or about June 30. Funding for the project will come from accumulated plant funds generated by prior year budget surpluses.

RECOMMENDED ACTION

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

<u>Project Name</u>	<u>Project Budget</u>
Ophelia Parrish Exterior Stairs Project	\$115,000

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

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

Moved by _____
Seconded by _____

	Aye	Nay
Vote: Burks	_____	_____
Christofferson	_____	_____
Dameron	_____	_____
Gildehaus	_____	_____
Gingrich	_____	_____
Hillier	_____	_____
Lovegreen	_____	_____

ITEM J.4
Elevator Repair Project

DESCRIPTION AND BACKGROUND

Based on recent malfunctions and to ensure continued facility access for all members of the campus community, the University conducted a thorough review of older elevator banks within academic buildings. Six individual elevators in Baldwin Hall, Ophelia Parrish, Pickler Memorial Library, and the Pershing Building require various repairs, including door openers, hydraulic power units, and starters. This work will improve performance and reliability, accessibility, and efficiency of the elevators.

The University has historically contracted elevator maintenance with KONE Corporation, a large multinational elevator manufacturer and servicer with a branch office in St. Louis, Missouri. This project will be completed by KONE and is priced through an OMNIA Partners cooperative arrangement. OMNIA Partners is a procurement program serving the public sector and non-profits that provides pre-negotiated, competitively solicited contracts to reduce costs and streamline purchasing.

With Board approval, the project will commence in April, and all related repairs will be completed prior to August. Funding for the project will come from accumulated plant funds generated by prior year budget surpluses.

RECOMMENDED ACTION

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

<u>Project Name</u>	<u>Project Budget</u>
Elevator Repair Project	\$493,000

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

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

Moved by _____
Seconded by _____

	Aye	Nay
Vote: Burks	_____	_____
Christofferson	_____	_____
Dameron	_____	_____
Gildehaus	_____	_____
Gingrich	_____	_____
Hillier	_____	_____
Lovegreen	_____	_____

ITEM J.5
Magruder Hall Transformer Replacement Project

DESCRIPTION AND BACKGROUND

The primary component that transfers electricity from Ameren’s main circuit to multiple circuits within Magruder Hall has reached the end of its service life. This transformer was installed in 2003, and it recently began leaking oil due to its age. After consulting with various distributors, the University’s Physical Plant is recommending replacement.

Due to the crucial nature of this component and the significant five-month manufacturing lead-time, the University engaged Graybar Electric Company, Inc. of St. Louis, Missouri, through the OMNIA Partners cooperative contract. OMNIA Partners is a procurement program serving the public sector and non-profits. It provides pre-negotiated, competitively solicited contracts to reduce costs and streamline purchasing for its members.

With Board approval, the equipment will be ordered in April. Since Magruder Hall will have to be powered down during installation, the replacement will be scheduled for the University’s mid-term break on October 8-9. Funding for the project will come from accumulated plant funds generated by prior year budget surpluses.

RECOMMENDED ACTION

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

<u>Project Name</u>	<u>Project Budget</u>
Magruder Hall Transformer Replacement Project	\$113,000

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

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

Moved by _____
 Seconded by _____

Vote:	Aye	Nay
Burks	_____	_____
Christofferson	_____	_____
Dameron	_____	_____
Gildehaus	_____	_____
Gingrich	_____	_____
Hillier	_____	_____
Lovegreen	_____	_____

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

Governor Jennifer Kopp Dameron, Chair of the Academic Affairs and Student Services Committee, will report on the meeting held on April 8.

RECOMMENDED ACTION

This is a discussion item only.

ITEM L
Marketing Services

DESCRIPTION AND BACKGROUND

In 2023, the University published a Request for Proposal (RFP) for contracted marketing services focused on strategic consulting and digital advertising. Thirteen firms responded, and the University's selection committee recommended Enliven Agency, LLC, to the Board of Governors for approval. The initial term of the agreement began on September 1, 2023, and continued through June 30, 2024. Based on the terms outlined in the RFP, the agreement also contained four additional renewal options, with the last available renewal period commencing on July 1, 2027, and ending on June 30, 2028.

For fiscal year 2027, Enliven's base proposal is consistent with the current academic year's base scope of work and associated costs, including \$540,000 in advertising media purchases and \$108,000 in customized marketing services. Based on the University's request, Enliven also proposed extended services, including major market saturation, brand promotion, specific academic program advertising, and direct-to-student marketing. These four additional focus areas include \$350,000 of related media purchases. This expansion of services will allow the University to promote both immediate enrollment and generate long-term demand. It will be implemented through a two-phased and tiered approach.

RECOMMENDED ACTION

BE IT RESOLVED that the President of the University, or her designee, is hereby authorized to accept Enliven Agency's base proposal for the 2026-2027 academic year at a cost of \$648,000; and

BE IT FURTHER RESOLVED that the President of the University, or her designee, be authorized to accept Enliven Agency's extended service proposal for the 2026-2027 academic year at a cost of \$350,000, and

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

Moved by _____
Seconded by _____

	Aye	Nay
Vote: Burks	_____	_____
Christofferson	_____	_____
Dameron	_____	_____
Gildehaus	_____	_____
Gingrich	_____	_____
Hillier	_____	_____
Lovegreen	_____	_____

ATTACHMENTS

Enliven Agency, LLC 2026-2027 Marketing and Media Services
Enliven Agency, LLC 2026-2027 Marketing and Media Services Budget Extension

**STATEMENT OF WORK FOR:
TRUMAN STATE UNIVERSITY**

2026-2027 MARKETING AND MEDIA SERVICES

MARCH 23, 2026

TRUMAN STATE UNIVERSITY | TYANA LANGE, VICE PRESIDENT FOR ENROLLMENT
MANAGEMENT AND MARKETING



ENLIVEN AGENCY, LLC | CONOR O'FLAHERTY
244 MADISON AVENUE, SUITE 1220, NEW YORK, NY 10016

STATEMENT OF WORK FOR: TRUMAN STATE UNIVERSITY (03/23/26) 2026-2027 MARKETING AND MEDIA SERVICES

PROJECT OVERVIEW

Truman State University wishes to engage the services of Enliven in the development and implementation of a comprehensive marketing plan focusing on the recruitment of undergraduate and graduate students for the 2026-2027 academic year. Building on the 2025-2026 marketing plan, Enliven will further evolve the Discover Your Distinction undergraduate campaign with student-centered storytelling, continue lead generation strategies, and optimize digital campaigns through CRM-informed segmentation. The following statement of work outlines Enliven's process, deliverables, and fees for the execution of this project.

SERVICES

A. Executive Leadership

Enliven's Leadership Team will be assigned to guide Client in:

- a. Brand Strategy and Positioning
- b. Marketing Communications, Campaign, Media and Content Planning

B. Creative Services

A Creative Services Team will lead Client in the following:

- a. Concept Development
- b. Creative Direction
- c. Graphic Design
- d. Copywriting
- e. Print Production
- f. Digital Display Production
- g. Social Media Production
- h. Video Production
- i. Radio Production

C. Media Services

A Media Services Team will lead Client in the following:

- a. Media Planning
- b. Media Buying
- c. Coordination and Trafficking
- d. Tracking, Measurement and Optimization

2026-2027 MARKETING AND MEDIA INITIATIVES

With the strategic foundation in place, our approach for 2026–2027 focuses on optimizations of last year’s campaigns and deepening the storytelling framework across all initiatives. Our goal is to enhance performance within the existing budget through smarter targeting, stronger content, and continuous collaboration in an effort to deliver increased enrollment and expanded brand awareness in key areas. Our planned initiatives for this year include:

- Undergraduate Enrollment
- Graduate Enrollment
- Brand Marketing
- Professional Marketing Services

UNDERGRADUATE ENROLLMENT:

- **Goal:** Increase enrollment by providing Admissions with more quality leads and campus visit/event registrations.
- **2026-2027 Budget:** \$325,000

GRADUATE ENROLLMENT:

- **Goal:** Increase enrollment by providing Admissions with more quality leads.
- **2026-2027 Budget:** \$80,000

BRAND MARKETING:

- **Goal:** Grow brand awareness and shape brand perceptions in key markets.
- **2024-2025 Budget:** \$135,000

PROFESSIONAL MARKETING SERVICES:

- **Goal:** Provide leadership and support to Marketing to help in growing enrollment, improving retention, and elevating the brand.
- **2024-2025 Budget:** \$108,000 (720 hours of services)

PROJECT FEES

2026-2027 MARKETING AND MEDIA SERVICES	Fees
Undergraduate Enrollment Media Plan	\$325,000
Graduate Enrollment Media Plan	\$80,000
Brand Marketing Media Plan	\$135,000
Professional Marketing Services (720 Hours of Service)	\$108,000
Total Fees	\$648,000



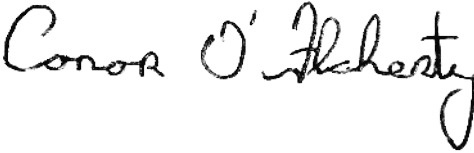
Enliven Agency, LLC
244 Madison Avenue, Suite 1220
New York, NY 10016

Enliven Agency, LLC:

Name: Conor O'Flaherty

Date: 03/23/26

Title: President and Founder

Signature: 

Truman State University:

Name:

Date: 03/23/26

Title:

Signature: _____

**STATEMENT OF WORK FOR:
TRUMAN STATE UNIVERSITY**

2026-2027 MARKETING AND MEDIA SERVICES BUDGET EXTENSION

MARCH 23, 2026

TRUMAN STATE UNIVERSITY | TYANA LANGE, VICE PRESIDENT FOR ENROLLMENT
MANAGEMENT AND MARKETING



ENLIVEN AGENCY, LLC | CONOR O'FLAHERTY
244 MADISON AVENUE, SUITE 1220, NEW YORK, NY 10016

STATEMENT OF WORK FOR: TRUMAN STATE UNIVERSITY (03/23/26) 2026-2027 MARKETING AND MEDIA SERVICES BUDGET EXTENSION

PROJECT OVERVIEW

Truman State University wishes to extend its 2026-2027 marketing plan focusing on the recruitment of undergraduate and graduate students to better align marketing investment to support both short-term and long-term enrollment stability. The following statement of work outlines the increased investment this represents based on the recommendations submitted as part of Enliven's 2026-2027 Marketing Investment Strategy Presentation.

2026-2027 MEDIA BUDGET EXTENSION

The following recommended 2026-2027 media budget extension will help ensure balanced investment across all four marketing levers (brand marketing, saturation marketing, program-specific marketing, and direct-to-student marketing), allowing Truman to support both immediate enrollment needs and long-term demand generation. This more coordinated marketing mix will be delivered via a two-phase tiered expansion plan which represents an incremental investment of \$350,000 for the 2026-2027 academic year.

Phase 1: Early Fall 2026

Core Investment:

- One priority market saturation campaign
- One to three targeted program pilots
- Brand reinforcement support
- Direct-to-student maintained at efficient levels

Purpose: Activate missing levers and generate measurable performance signals.

Incremental Media Spend: \$180,000

Phase 2: Late Fall 2026/Early Spring 2027

Core Investment:

- One additional saturation campaign
- One to two additional program pilots
- Tactical brand support as needed
- Tactical direct-to-student support as needed

Purpose: Scale what is working and reinforce stronger-performing markets and programs.

Incremental Media Spend: \$170,000



PROJECT FEES

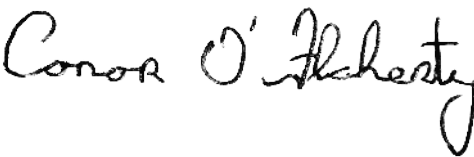
2026-2027 MARKETING AND MEDIA SERVICES BUDGET EXTENSION	Fees
2026-2027 Media Budget Extension – Phase 1 (Early Fall 2026)	\$180,000
2026-2027 Media Budget Extension – Phase 2 (Late Fall 2026/Early Spring 2027)	\$170,000
Total Fees	\$350,000

Enliven Agency, LLC:

Name: Conor O’Flaherty

Date: 03/23/26

Title: President and Founder

Signature: 

Truman State University:

Name:

Date: 03/23/26

Title:

Signature: _____

ITEM M
Enrollment Fees

DESCRIPTION AND BACKGROUND

For Fiscal Year 2027, the Governor recommended no increase in state support for Truman. To help offset cost increases due to inflation that state appropriations will not cover, an increase is recommended for in-state, out-of-state undergraduate and graduate tuition starting with the 2026 Fall Semester. For the full-time Missouri undergraduate carrying 15 semester hours, the increase is \$26 per credit hour or \$390 per semester. Non-resident students enrolled in 15 credit hours will increase by \$45 per credit hour or \$675 per semester.

No changes in designated fees, such as the Athletic Fee, Health Fee, or Student Activity Fee, are currently proposed. The charge for the Freshman Orientation Program is recommended to remain at \$350 with differential orientation fees for international and transfer students. The amount of base tuition designated for the operation of the Student Union and Recreation Center is also unchanged.

Tuition for graduate programs has transitioned to a tiered approach, which was fully implemented for 2025-26. This consolidates fees and tuition into a single “flat rate” per credit hour for each tier. Previously, rates were distinguished between in-person and online classes. The proposed tiers are \$44 per credit hour above the equivalent graduate tuition and fee rates for 2025-26 and apply to all graduate courses regardless of delivery method.

RECOMMENDED ACTION

BE IT RESOLVED that the following enrollment fees for full-time students be approved, effective with the 2026 Fall Semester:

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

Missouri Students	\$10,658 per academic year
Out-of-State Students	\$20,297 per academic year

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

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

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

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

- 1) A student activity fee of \$100 per academic year (\$50 per semester);
- 2) A student health fee of \$78 per academic year (\$39 per semester);
- 3) An athletic fee of \$120 per academic year (\$60 per semester);
- 4) An information/technology (itech) fee of \$34 per academic year (\$17 per semester); and
- 5) A sustainability fee of \$10 per academic year (\$5 per semester).

BE IT FURTHER RESOLVED that the freshman orientation fee remains at \$350 for freshman students during the fall semester and a corresponding fee for freshman students participating in comparable orientation programs during other semesters, with each freshman student to pay such an orientation fee only a single time; an additional fee of \$150 for new international students for a total fee of \$500 and a transfer student orientation fee of \$150; and

BE IT FURTHER RESOLVED that the President of the University is authorized to charge tuition and fees for 2026-27 as outlined in Table 4 of the attachment; and

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

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

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

Moved by _____
Seconded by _____

	Aye	Nay
Vote: Burks	_____	_____
Christofferson	_____	_____
Dameron	_____	_____
Gildehaus	_____	_____
Gingrich	_____	_____
Hillier	_____	_____
Lovegreen	_____	_____

ATTACHMENT

Background Information and Rationale for FY2027 Enrollment Fee Proposal

Background Information and Rationale for FY2027 Enrollment Fee Proposal

Based on flat state funding recommended by the Governor for Fiscal Year 2027, an increase is needed to cover added costs for the MOSERS retirement system, health insurance, and utilities.

Comparisons of total costs for 2026-27, including mandatory fees, are not available at this time. However, Table 1 outlines typical tuition and fees for a full-time undergraduate by campus for 2025-26 as reported to the Missouri Department of Higher Education and Workforce Development (MDHEWD). Truman had maintained its relative position on this list for several years, but dropped lower after significant increases at Missouri State, Central, and Northwest a few years ago, after they introduced new blended traditional and online tuition rates.

Proposed Tuition Charged for 2026-27

With the 2026-27 increase applied to 2025-26 charged amounts, the increase to full-time students would be \$26 per credit hour for a Missouri undergraduate carrying 15 semester hours. The total increase for a student living on campus will be \$1,299 for the academic year. Costs for 2026-27 for undergraduate students are outlined in Table 4. The cost per credit hour per non-resident tuition will increase by \$45 for a student carrying 15 semester hours, and the cost per credit hour for graduate programs will increase by \$44.

TABLE 1

2025-26 Comprehensive Fees
Missouri State-Supported Four-Year Institutions
Tuition and Fees for a Typical Full-Time Undergraduate Missouri Resident

	<u>Academic Year Costs</u>	<u>Index</u>
Harris-Stowe	\$ 8,460	83
Lincoln	\$ 9,650	94
Missouri Southern	\$ 9,900	97
Southeast	\$10,194	99
Truman	\$10,220	100
Missouri Western	\$10,440	102
Central	\$10,457	102
Missouri State	\$10,732	105
Northwest	\$13,796	135
UMKC	\$14,038	137
UM-Columbia	\$15,547	152
MoS&T	\$15,746	154
UMSL	\$15,870	155

The chart is indexed with Truman at 100 to illustrate relative costs by campus.

Source: Department of Higher Education FY2026 Comprehensive Fee Schedule

This reflects tuition costs and all required fees for a typical full-time student carrying 15 hours each semester and excludes any program or lab fees.

TABLE 2Academic Year Tuition and Fees for Undergraduates

Missouri Resident	<u>2023-24</u>	<u>2024-25</u>	<u>2025-26</u>	<u>2026-27</u>	<u>2025-26 to 2026-27 \$ Change</u>
Unrestricted Tuition	\$8,620	\$8,958	\$9,326	\$10,106	\$780
Student Union Building Fee	290	320	330	330	\$0
Student Recreation Center Fee	222	222	222	222	\$0
Subtotal	\$9,132	\$9,500	\$9,878	\$10,658	\$780
Student Activity Fee*	100	100	100	100	\$0
Student Health Fee	78	78	78	78	\$0
Athletic Fee*	116	116	120	120	\$0
Information/Technology Fee*	34	34	34	34	\$0
Sustainability*	10	10	10	10	\$0
Base Subtotal	338	338	342	342	\$0
TOTAL	\$9,470	\$9,838	\$10,220	\$11,000	\$780
Non-Missouri Residents	<u>2023-24</u>	<u>2024-25</u>	<u>2025-26</u>	<u>2026-27</u>	<u>2025-26 to 2026-27 \$ Change</u>
Unrestricted Tuition	\$17,020	\$17,686	\$18,395	\$19,745	\$1,350
Student Union Building Fee	290	320	330	330	\$0
Student Recreation Center Fee	222	222	222	222	\$0
Base Subtotal	\$17,532	\$18,228	\$18,947	\$20,297	\$1,350
Student Activity Fee*	100	100	100	100	\$0
Student Health Fee	78	78	78	78	\$0
Athletic Fee*	116	116	120	120	\$0
Information/Technology Fee*	34	34	34	34	\$0
Sustainability*	10	10	10	10	\$0
Base Subtotal	338	338	342	342	\$0
TOTAL	\$17,870	\$18,566	\$19,289	\$20,639	\$1,350

*Student-Initiated Fee

TABLE 3Academic Year Tuition and Fees for Graduate Students

<u>Tier</u>	<u>Programs</u>	<u>2024-25</u>	<u>2025-26</u>	<u>2026-27</u>	<u>\$ Change</u>
1	Gifted MA	\$322	\$335	\$379	\$44
2	English MA, ABA Certificate ABA/Disability Studies MA, Leadership MA, Other	\$507	\$527	\$571	\$44
3	Athletic Training, Communication Disorders, Education (MAE), Music MA, Data Science Certificate, Data Science MS	\$523	\$544	\$588	\$44
4	Future Programs, not yet determined				
5	Accounting MAc, Counseling MA	\$562	\$584	\$628	\$44

These rates include all mandatory fees.

TABLE 4Proposed Charged Tuition Required Fees, and Residence Hall Charges

	<u>2023-24</u>	<u>2024-25</u>	<u>2025-26</u>	<u>2026-27</u>	2025-26 to 2026-27 \$ Change
Undergraduate Missouri Resident					
Tuition*	\$9,132	\$9,500	\$9,878	\$10,658	\$780
Designated Fees**	338	338	342	342	\$0
Residence Hall	10,701	11,128	11,610	\$12,119	\$509
TOTAL	\$20,171	\$20,966	\$21,830	\$23,119	\$1,289
Undergraduates Non-Missouri Resident					
Tuition*	\$17,532	\$18,228	\$18,947	\$20,297	\$1,350
Designated Fees**	338	338	342	342	\$0
Residence Hall	10,701	11,128	11,610	\$12,119	\$509
TOTAL	\$28,571	\$29,694	\$30,899	\$32,758	\$1,859

*Tuition for 2026-27 includes the Student Union Building (\$330) and Student Recreation Center (\$222) as required fees. **Designated fees include Student Activity (\$100), Student Health (\$78), Athletic Fee (\$120), Information/Technology (\$34), and Sustainability (\$10). Designated fee amounts do not include possible increases proposed by the Student Government.

The cost of the Residence Hall is based on an average double room rate and standard meal plan. Rates were approved at the December 2025 Board of Governors meeting.

ITEM N

Agenda Items for Future Meetings

DESCRIPTION AND BACKGROUND

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

RECOMMENDED ACTION

This is a discussion item only.

ATTACHMENT

List of Projected Agenda Items

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

June 2026 Meeting

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

August 2026 Meeting

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

October 2026 Meeting

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

Annual general counsel evaluation
Annual presidential review committee appointments

December 2026 Meeting

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

February 2027 Meeting

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

April 2027 Meeting

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

Dates and agenda items for future meetings
Minutes for the closed session of the last meeting
Personnel actions report
Treasurers for the next fiscal year

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

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

ITEM O
Dates for Future Meetings

DESCRIPTION AND BACKGROUND

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

RECOMMENDED ACTION

BE IT RESOLVED that the next regular meeting of the Board of Governors be scheduled for Saturday, June 13, 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 place for the meeting by giving due notice of such change; and

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

- Saturday, August 1, 2026;
- Friday, October 23, 2026;
- Saturday, December 5, 2026;
- Saturday, February 6, 2027; and
- Saturday, April 3, 2027.

Moved by _____
Seconded by _____

	Aye	Nay
Vote: Burks	_____	_____
Christofferson	_____	_____
Dameron	_____	_____
Gildehaus	_____	_____
Gingrich	_____	_____
Hillier	_____	_____
Lovegreen	_____	_____

ATTACHMENT

Calendar of Events: April 2026 through April 2027

Calendar of Events:

April 2026 through April 2027

2026

April	6	Term Break (students); Spring Holiday (campus closed)
	10	Joint Boards Reception
	11	BOARD OF GOVERNORS MEETING
	11	Foundation Board of Directors Meeting and Foundation Banquet
	16	Student Research Conference
17-18	Truman Experience Weekend	
May	4	Finals Start
	9	Spring Commencement
	25	Memorial Day Holiday (campus closed)
	26	Summer Session Begins
	29-30	Missouri Special Olympics Summer Games
June	13	BOARD OF GOVERNORS MEETING (TENTATIVE DATE)
	19	Juneteenth Holiday (campus closed)
July	3	Independence Day Holiday (campus closed)
August	1	BOARD OF GOVERNORS MEETING (TENTATIVE DATE)
	12	Fall Semester Begins with Truman Days
	17	Classes Begin
	29	Home Football vs Washburn University
September	7	Labor Day Holiday (campus closed)
	12	Home Football vs. Northeastern State
	19	Family Day
	19	Home Football vs. Missouri S&T
October	8-9	Mid-Term Break (students)
	19-24	Homecoming Week
	23	BOARD OF GOVERNORS MEETING (TENTATIVE DATE)
	24	Home Football vs. Southwest Baptist University
	31	Home Football vs. Lincoln University
November	6-7	Truman Experience Weekend
	14	Home Football vs. McKendree University
	23-27	Thanksgiving Break (students)
	25-27	Thanksgiving Holiday (campus closed)
December	5	BOARD OF GOVERNORS MEETING (TENTATIVE DATE)
	7	Finals Week
	12	Fall Commencement
	21-22	Energy Conservation Days (campus closed)
	23-25	Winter Holiday (campus closed)
	31	New Year's Holiday (campus closed)

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January	1	New Year's Day Holiday (campus closed)
	11	Spring Semester Begins
	18	Martin Luther King, Jr. Day Holiday (campus closed)
February	6	BOARD OF GOVERNORS MEETING (TENTATIVE DATE)
	15	Admitted Student Event
March	8-12	Spring Break (students)
	29	Term Break (students); Spring Holiday (campus closed)
April	3	BOARD OF GOVERNORS MEETING (TENTATIVE DATE)
	3	Foundation Board of Directors Meeting and Foundation Banquet (Tentative Date)
	15	Student Research Conference

ITEM P
Agenda Items for Closed Session

RECOMMENDED ACTION

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

1. Approval of minutes for the closed session of the last meeting under Subsection 14 of the statute for “Records which are protected from disclosure by law;”
2. Individual personnel actions under Subsection 3 of the statute for “Hiring, firing, disciplining or promoting of particular employees by a public governmental body when personal information about the employee is discussed or recorded,” and
3. Confidential communications with the General Counsel, as defined in Subsection 1 of the statute.

Moved by _____
Seconded by _____

	Aye	Nay
Vote: Burks	_____	_____
Christofferson	_____	_____
Dameron	_____	_____
Gildehaus	_____	_____
Gingrich	_____	_____
Hillier	_____	_____
Lovegreen	_____	_____