

TRUMAN STATE UNIVERSITY
Kirksville 63501

OFFICIAL MINUTES
OF THE
BOARD OF GOVERNORS

Page 1

OPEN SESSION
OF MEETING ON
APRIL 11, 2026

The Board of Governors for Truman State University met on Saturday, April 11, 2026, on 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.

All seven voting members participated in the meeting. Taylor W. Burks, Philip J. Christofferson, Jennifer Kopp Dameron, Matt Gildehaus, Nancy Gingrich, Alan Hillier, and William B. Lovegreen. Governor Hillier participated via conference call.

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

Call to Order and Chair Report

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

Welcome to the New Board Members – Matt Gildehaus and Alan Hillier

Governor Lovegreen welcomed two new members of the Board of Governors. On March 5, the Missouri Senate confirmed Missouri Governor Mike Kehoe's appointment of Matt Gildehaus of Washington, Missouri, to the Truman State University Board of Governors, filling the expired term of Kenneth Brooks Miller. Also on March 5, the Missouri Senate confirmed Missouri Governor Kehoe's appointment of Alan Hillier of St. Peters, Missouri, to the Truman State University Board of Governors, filling the expired term of Sarah Burkemper.

Reappointment of Board Members – Nancy Gingrich and Adli Jacobs

Governor Lovegreen noted the reappointments of two members of the Board of Governors. On February 26, the Missouri Senate confirmed Missouri Governor Mike Kehoe's reappointment of Nancy Gingrich of Macon, Missouri, to the Truman State University Board of Governors. On April 9, the Missouri Senate confirmed Missouri Governor Mike Kehoe's reappointment of Adli Jacobs as the Student Representative to the Truman State University Board of Governors.

Resolution of Appreciation – Sarah Burkemper

Governor Dameron moved for the adoption of the following resolution:

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

TRUMAN STATE UNIVERSITY
Kirksville 63501

OFFICIAL MINUTES
OF THE
BOARD OF GOVERNORS

Page 2

OPEN SESSION
OF MEETING ON
APRIL 11, 2026

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.

Governor Christofferson seconded the motion, which was carried by a unanimous vote of 7 to 0. Governor Lovegreen declared the motion duly adopted.

Recognition of 2025 Board Chair – Philip J. Christofferson

Governor Lovegreen presented Governor Christofferson with a framed gavel in recognition of his service as the 2025 Board Chair.

Minutes for Open Session of Previous Meetings

Governor Burks moved for the adoption of the following resolution:

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.

Governor Dameron seconded the motion, which was carried by a unanimous vote of 7 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 provided a legislative update and updates on several on-campus searches.

TRUMAN STATE UNIVERSITY
Kirksville 63501

OFFICIAL MINUTES
OF THE
BOARD OF GOVERNORS

Page 3

OPEN SESSION
OF MEETING ON
APRIL 11, 2026

Advancement, Foundation Board, and Alumni Board Report

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, shared updates from Advancement and their respective boards.

Finance and Auditing Committee Report

Governor Gingrich, Chair of the Finance and Auditing Committee, reported on the meeting held on April 3.

Financial Report

Governor Gingrich presented the Financial Report, which included a review of education and general revenues and expenditures, auxiliary system revenues and expenditures, and Truman State University Foundation revenues and expenditures as of February 28, 2026, compared to February 28, 2025.

Risk Assessment

Governor Gingrich presented the risk assessment, a required procedure during an independent audit, which is reviewed annually by the Finance and Auditing Committee.

Treasurers for Fiscal Year 2027

Governor Gingrich moved for the adoption of the following resolution:

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

Governor Dameron seconded the motion, which was carried by a unanimous vote of 7 to 0. Governor Lovegreen declared the motion duly adopted.

Primary Depository – Banking Services

Governor Gingrich moved for the adoption of the following resolution:

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.

Governor Christofferson seconded the motion, which was carried by a unanimous vote of 7 to 0. Governor Lovegreen declared the motion duly adopted.

TRUMAN STATE UNIVERSITY
Kirksville 63501

OFFICIAL MINUTES
OF THE
BOARD OF GOVERNORS

Page 4

OPEN SESSION
OF MEETING ON
APRIL 11, 2026

Budget and Capital Projects Committee Report

Governor Burks, Chair of the Budget and Capital Projects Committee, reported on the meeting held on April 10.

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.

Ophelia Parrish Exterior Stairs Project

Governor Burks moved for the adoption of the following resolution:

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.

Governor Dameron seconded the motion, which was carried by a unanimous vote of 7 to 0. Governor Lovegreen declared the motion duly adopted, and the Secretary designated a copy of the project description as Exhibit A.

Elevator Repair Project

Governor Burks moved for the adoption of the following resolution:

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.

TRUMAN STATE UNIVERSITY
Kirksville 63501

OFFICIAL MINUTES
OF THE
BOARD OF GOVERNORS

Page 5

OPEN SESSION
OF MEETING ON
APRIL 11, 2026

Governor Gingrich seconded the motion, which was carried by a unanimous vote of 7 to 0. Governor Lovegreen declared the motion duly adopted, and the Secretary designated a copy of the project description as Exhibit B.

Magruder Hall Transformer Replacement Project

Governor Burks moved for the adoption of the following resolution:

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.

Governor Christofferson seconded the motion, which was carried by a unanimous vote of 7 to 0. Governor Lovegreen declared the motion duly adopted, and the Secretary designated a copy of the project description as Exhibit C.

Academic Affairs and Student Services Committee Report

Governor Dameron, Chair of the Academic Affairs and Student Services Committee, reported on the meeting held on April 8.

Marketing Services

Governor Burks moved for the adoption of the following resolution:

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.

Governor Dameron seconded the motion, which was carried by a unanimous vote of 7 to 0. Governor Lovegreen declared the motion duly adopted, and the Secretary designated a copy of the proposals as Exhibit D.

Enrollment Fees

Governor Burks moved for the adoption of the following resolution:

TRUMAN STATE UNIVERSITY
Kirksville 63501

OFFICIAL MINUTES
OF THE
BOARD OF GOVERNORS

Page 6

OPEN SESSION
OF MEETING ON
APRIL 11, 2026

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

TRUMAN STATE UNIVERSITY
Kirksville 63501

OFFICIAL MINUTES
OF THE
BOARD OF GOVERNORS

Page 7

OPEN SESSION
OF MEETING ON
APRIL 11, 2026

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.

Governor Christofferson seconded the motion, which was carried by a unanimous vote of 7 to 0. Governor Lovegreen declared the motion duly adopted, and the Secretary designated a copy of the background information as Exhibit E.

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 Christofferson moved for the adoption of the following resolution:

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

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

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

TRUMAN STATE UNIVERSITY
Kirksville 63501

OFFICIAL MINUTES
OF THE
BOARD OF GOVERNORS

Page 8

OPEN SESSION
OF MEETING ON
APRIL 11, 2026

Governor Burks seconded the motion, which was carried by a unanimous vote of 7 to 0. Governor Lovegreen declared the motion duly adopted.

Agenda Items for Closed Session

Governor Dameron 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.

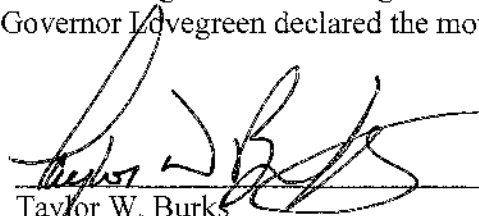
Governor Gingrich seconded the motion, which was carried by a unanimous vote of 7 to 0, with Governors Burks, Christofferson, Dameron, Gildehaus, Gingrich, Hillier, and Lovegreen voting Aye. Governor Lovegreen declared the motion duly adopted.

The closed session of the meeting began shortly after 2:20 p.m.

The open session of the meeting resumed shortly after 4:30 p.m.

Motion to Adjourn

With no further business, Governor Burks moved to adjourn the meeting. Governor Gingrich seconded the motion, which was carried by a unanimous vote of 7 to 0. Governor Lovegreen declared the motion duly adopted, and the meeting 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 13th day of June 2026



William B. Lovegreen
Chair of the Board of Governors



**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 _____

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



**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: *Conor O'Flaherty*

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



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

PROJECT FEES

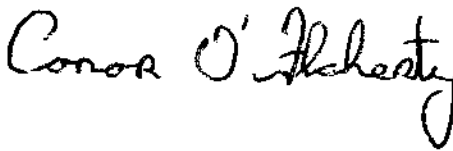
2026-2027 MARKETING AND MEDIA SERVICES BUDGET EXTENSION		Fees
2026-2027 Media Budget Extension - Phase 1 (Early Fall 2026)		\$180,000
2026-2027 Media Budget Extension - Phase 2 (Late Fall 2026/Early Spring 2027)		\$170,000
Total Fees		\$350,000

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: _____

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 2

Academic 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.