The Board of Governors for Truman State University met on Saturday, June 13, 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.

All three non-voting members were in attendance: Mike McClaskey and Doug Villhard, the out-of-state members, and Adli Jacobs, the student representative.

Call to Order and Chair Report

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

Welcome to New Board Member – Doug Villhard

Governor Lovegreen welcomed Doug Villard as a new member of the Board of Governors. On April 23, the Missouri Senate confirmed Missouri Governor Mike Kehoe's appointment of Doug Villhard of Glen Carbon, Illinois, as an out-of-state member of the Board, filling the expired term of David L. Bonner.

Resolution of Commendation – Briggs Maynor, National Championships in Poetry Interpretation and Duo Interpretation

Governor Dameron moved for the adoption of the following resolution:

> WHEREAS, the Truman State University Board of Governors desires to recognize students when they attain excellence in nationally competitive activities; and
>
> WHEREAS, Briggs Maynor, a May 2026 graduate in Chemistry, and a member of the Truman State University Forensics Union, was awarded two National Championships at the Pi Kappa Delta National Comprehensive Tournament held March 18-22, 2026, in Springfield, Missouri, one in Poetry Interpretation and one in Duo Interpretation with his partner, Jessie Philips; and
>
> WHEREAS, Briggs also earned a Superior award in After Dinner Speaking and was named an Academic All American, an honor given based on a rigorous application process that highlights the student's accomplishments in leadership, academics, and service to their community; and
>
> WHEREAS, the 2026 Pi Kappa Delta National Tournament hosted 63 schools from across the nation and hosted more than 1890 student entries;
>
> NOW, THEREFORE, BE IT RESOLVED that the Board of Governors of Truman State University hereby expresses its great appreciation and commendation to Briggs Maynor for his extraordinary achievements and exemplary representation of the University; and

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

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

Resolution of Commendation – Jessie Philips, National Championship in Duo Interpretation
Governor Dameron moved for the adoption of the following resolution:

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

WHEREAS, Jessie Philips, a May 2026 graduate in Political Science, and a member of the Truman State University Forensics Union, was awarded a National Championship in Duo Interpretation, with her partner Briggs Maynor, at the Pi Kappa Delta National Comprehensive Tournament held March 18-22, 2026, in Springfield, Missouri; and

WHEREAS, Jessie was also 4th in the Nation in Poetry Interpretation, 10th in the nation in Prose Interpretation, and earned Excellent awards in After Dinner Speaking and in Program Oral Interpretation; and

WHEREAS, the 2026 Pi Kappa Delta National Tournament hosted 63 schools from across the nation and hosted more than 1890 student entries;

NOW, THEREFORE, BE IT RESOLVED that the Board of Governors of Truman State University hereby expresses its great appreciation and commendation to Jessie Philips for her extraordinary achievements and exemplary representation of the University; and

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

Governor Christofferson seconded the motion, which was carried by a unanimous vote of 7 to 0. Governor Lovegreen declared the motion duly adopted, and a framed resolution was presented to Jessie Philips.

Resolution of Commendation – Lauren Weiss, National Championship in Persuasive Speaking
Governor Dameron moved for the adoption of the following resolution:

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

WHEREAS, Lauren Weiss, a sophomore majoring in Biology, and a member of the Truman State University Forensics Union, was awarded a National Championship in Persuasive Speaking at the Pi Kappa Delta National Comprehensive Tournament held March 18-22, 2026, in Springfield, Missouri; and

WHEREAS. Lauren also received Excellent Awards in After Dinner Speaking and Impromptu Speaking; and

WHEREAS, the 2026 Pi Kappa Delta National Tournament hosted 63 schools from across the nation and hosted more than 1890 entries;

NOW, THEREFORE, BE IT RESOLVED that the Board of Governors of Truman State University hereby expresses its great appreciation and commendation to Lauren Weiss for her extraordinary achievements and exemplary representation of the University; and

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

Governor Christofferson seconded the motion, which was carried by a unanimous vote of 7 to 0. Governor Lovegreen declared the motion duly adopted. Lauren Weiss will be recognized in person at the October meeting.

Minutes for Open Session of Previous Meeting
Governor Burks moved for the adoption of the following resolution:

BE IT RESOLVED that the minutes from the open session of the previous meeting on April 11, 2026, are approved.

Governor Gildehaus 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 engagements report and provided an update on current items of interest. During her report, she provided updates on the status of senior administrator searches, the partial funding of Representative Graves' appropriation request for the emergency electrical backup project, the status of the Missouri legislature's requested higher education funding formula, and the record enrollment at the Joseph Baldwin Academy.

State Legislative Consultant Report
Mike Gibbons with GibbonsWorkman LLL provided the firm's annual report. GibbonsWorkman serves as the University's State Governmental Relations Services Consultant.

Faculty Senate Report
Dr. Chad Mohler, Faculty Senate President, Professor of Philosophy and Religion, and Chair of the Department of Social Sciences and Human Inquiry, provided the annual Faculty Senate Report.

Finance and Auditing Committee Report
Governor Gingrich, Chair of the Finance and Auditing Committee, reported on the meeting held on June 12.

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 April 30, 2026, compared to April 30, 2025.

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

Resolution Amending Chapter 5 of the Code of Policies of the Board of Governors Pertaining to Academic Programs – Master of Science in Data Science
Governor Christofferson moved for the adoption of the following resolution:

> BE IT RESOLVED that Section 5.010.2 of the Code of Policies of the Board of Governors of Truman State University, entitled Academic Programs, be amended by the addition of the following graduate program:
>
> > Data Science, M.S.
>
> BE IT FURTHER RESOLVED that the adoption of such program be subject to the approval of the Coordinating Board for Higher Education

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

Resolution Amending Chapter 5 of the Code of Policies of the Board of Governors Pertaining to Academic Programs – Master of Athletic Training
Governor Dameron moved for the adoption of the following resolution:

> BE IT RESOLVED that Section 5.010.2 of the Code of Policies of the Board of Governors of Truman State University, entitled Academic Programs, be amended by the inactivation of the following program:
>
> > Athletic Training, M.A.T.

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

Purchase of Equipment – Nursing Department Manikins
Governor Gildehaus moved for the adoption of the following resolution:

> BE IT RESOLVED that the purchase of three new medical training manikins for the Nursing Department at a cost not to exceed $240,000 be approved.

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

Budget and Capital Projects Committee Report
Governor Burks, Chair of the Budget and Capital Projects Committee, reported on the meeting held on June 12.

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 reported that one single item of equipment totaling more than $25,000 but less than $100,000 had been approved since the last board meeting.

Description	Cost
Production Print C7500 Color Station	$82,041.76

State Capital Improvement and Maintenance Request for Fiscal Year 2028
Governor Burks moved for the adoption of the following resolution:

> BE IT RESOLVED that the Fiscal Year 2028 State Capital Improvement and Maintenance Request, to be submitted to the Coordinating Board for Higher Education and the Office of Administration, be approved and ratified; and
>
> BE IT FURTHER RESOLVED that a copy of the document, which lists total requests of $164,818,000 for Fiscal Year 2028 through Fiscal Year 2032, be attached to the minutes as an exhibit; and
>
> BE IT FURTHER RESOLVED that the President of the University is authorized to revise costs estimated based on additional input from the Office of Administration and to negotiate the priorities list and requested amount with the legislature, Governor, and the Missouri Department of Higher Education and Workforce Development as appropriate.

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 document as Exhibit A.

Architectural and Campus Planning Services
Governor Burks moved for the adoption of the following resolution:

BE IT RESOLVED that Building Resource Studio, LLP be contracted to provide campus planning services; and

BE IT FURTHER RESOLVED that the President of the University, or her designee, be authorized to execute a purchase contract in an amount not to exceed $84,000 for standard engagement fees, along with additional reimbursable and customary expenses for mechanical and engineering services; and

BE IT FURTHER RESOLVED that a copy of the 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 proposal as Exhibit B.

Operating Budgets for Fiscal Year 2027

Governor Burks moved for the adoption of the following resolution:

BE IT RESOLVED that the "Operating Budgets for Fiscal Year 2027" be approved and adopted; and

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

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

Governor Hillier 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 document as Exhibit C.

Academic Promotion Salary Increases for 2026-27 Academic Year

Governor Burks moved for the adoption of the following resolution:

BE IT RESOLVED that faculty members who are promoted in rank for the 2026-27 Academic Year, excluding those whose salaries for the 2026-27 Academic Year have been established by separate agreements, are to be given the following increases in salary for the 2026-27 Academic Year:

Academic Promotion	Amount
Assistant Professor to Associate Professor	$3,800
Associate Professor to Professor	$7,500

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

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, August 1, 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:
>
> Friday, October 23, 2026;
> Saturday, December 5, 2026;
> Saturday, February 6, 2027;
> Saturday, April 3, 2027; and
> Saturday, June 12, 2027

Governor Gingrich 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 Christofferson moved for the adoption of the following resolution:

> BE IT RESOLVED that this meeting be continued in closed session, with closed records and closed votes as permitted by law, for consideration of the following items as authorized by Section 610.021, Revised Statutes of Missouri:
>
> 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 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 4:45 p.m.

Motion to Adjourn
With no further business, Governor Christofferson 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 4:50 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 1st day of August 2026.

William B. Lovegreen
Chair of the Board of Governors

EXHIBIT A

ITEM J.3
State Capital Improvement and Maintenance Request for Fiscal Year 2028

DESCRIPTION AND BACKGROUND

Capital funds requests are submitted to the Missouri Department of Higher Education and Workforce Development and the Division of Design and Construction, Office of Administration. This request outlines priorities for the next five years, or Fiscal Year 2028 through Fiscal Year 2032. The focus is on the repair and renovation of existing facilities. No new construction is anticipated.

For FY2028 to FY2032, the requested funds are in the following broad categories:

Repair and Renovation	$157,218,000
New Construction	$ 7,600,000
	$164,818,000

1. Pickler Memorial Library, FY2028

Renovation of Pickler Memorial Library is needed to meet evolving technology and instructional needs. In 2028, it will be over 36 years since the major addition was constructed. Renovation is necessary for the facility to meet current standards, including lighting and HVAC systems, and make modifications to adapt to new technologies and instructional delivery patterns. This project will involve a major interior reconfiguration of the facility.

2. Emergency Electrical Backup System, FY2029

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

3. Power Systems Infrastructure, FY2029

Much of the campus power and utility infrastructure dates from the period of rapid campus expansion in the 1960s. The current electrical substation is at capacity and, as a result, several major buildings are not served on the campus grid. This project would implement plans identified in the utility master plan to upgrade the steam, chilled water, and electrical infrastructure on campus.

4. McClain Hall, FY2030

This project is designed to update McClain Hall (50 years old) to meet current building standards and provide renovated spaces for academic and administrative needs. Major changes will include heating and air conditioning systems, lighting, related mechanical systems, and a fire suppression system. As part of the project, the open bridge connecting Baldwin and McClain would be replaced with a structure linking the buildings. Numerous academic departments would benefit from this project. Administrative offices and the campus data center would also be reconfigured to meet current needs.

5. Violette Hall, FY2030

Renovation of Violette Hall is needed to meet changing instructional needs and update the technological infrastructure, as well as the HVAC systems in the building. This structure houses the School of Business and Professional Studies and the Mathematics and Computer and Data Sciences Departments. By 2030, it will be 35 years since the building was last fully renovated.

6. Ophelia Parrish Fine Arts Center, FY2030

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

7. Pershing/Health Sciences, FY2031

Renovation of the Pershing Building and the Health Sciences wing will be due based on a 20-year cycle. This will include updates to meet instructional needs, technology infrastructure, and HVAC systems. This structure houses four academic programs and serves a large number of students.

8. Magruder Hall, FY2032

Magruder Hall is home to two major departments (Agricultural and Biological Sciences and Physical Sciences) and was renovated and expanded in 2005. It includes classrooms as well as teaching and research labs, which will be due for updates to reflect emerging technologies. At 134,000 square feet, it is one of the largest buildings on campus.

FY2027 State Capital Improvement and Maintenance Request

Project/Facility	Category	Priority	Request	Fiscal Year
Pickler Memorial Library	RR	1	$ 17,770,000	2028
Emergency Electrical Backup System	N	2	$ 7,600,000	2029
Power Systems Infrastructure	RR	3	$ 31,234,000	2029
McClain Hall	RR	4	$ 26,450,000	2030
Violette Hall	RR	5	$ 13,364,000	2030
Ophelia Parrish Fine Arts Center	RR	6	$ 21,574,000	2030
Pershing/Health Sciences	RR	7	$ 13,326,000	2031
Magruder Hall	RR	8	$ 33,500,000	2032
		TOTAL	$164,818,000	

RR = Repair and Renovation
N = New Construction

NOTE: The Office of Administration has not provided construction inflation rates for FY2028 requests as of this date. Projects have increased by 8% from FY2027 estimates but may be adjusted if guidance is received from the Office of Administration.

RECOMMENDED ACTION

BE IT RESOLVED that the Fiscal Year 2028 State Capital Improvement and Maintenance Request, to be submitted to the Coordinating Board for Higher Education and the Office of Administration, be approved and ratified; and

BE IT FURTHER RESOLVED that a copy of the document, which lists total requests of $164,818,000 for Fiscal Year 2028 through Fiscal Year 2032, be attached to the minutes as an exhibit; and

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

Moved by ____________________
Seconded by ____________________

		Aye	Nay
Vote:	Burks		
	Christofferson		
	Dameron		
	Gildehaus		
	Gingrich		
	Hillier		
	Lovegreen		

EXHIBIT B

QUALIFICATIONS DOCUMENT

ARCHITECTURAL AND CAMPUS PLANNING SERVICES

SP26-06

TRUMAN STATE UNIVERSITY

MARCH 19, 2026

BUILDING RESOURCE STUDIO

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

March 19, 2026

Ms. Laura Thrasher
Truman State University
100 E. Normal Avenue
Kirksville, Missouri 63501

RE: Qualifications Document for Architectural and Campus Planning Services

Dear Ms. Thrasher,

Thank you very much for the opportunity to submit our qualifications for Truman State University Architectural and Campus Planning Services. We understand the benefit that this kind of professional resource can bring to managing facility needs and projects you have on hand.

If we are the selected firm, Harald Boerstler will serve as the lead project planner and project manager. Arthur Floyd, Carolyn Green and the entire BRS team will be your support staff and will participate as needed with each kind of study or bid documents that result. Harald knows the Truman Campus very well and is eager to provide comprehensive planning and guidance for the entire collection of facilities and grounds. We know the importance of good communication and reliable professional recommendations for the Facilities Committee of the University.

We have enjoyed our projects with you these last few years and look forward to the possibility of the next few years as a partner in planning and facility improvement work.

Sincerely,

Carolyn K. Green

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

Qualifications

Truman State University

<u>**TABLE OF CONTENTS**</u>

QUALIFICATIONS DOCUMENT:

PART ONE – FIRM DESCRIPTION

New Field House Commons – Valley Park School District

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

1502 S. Big Bend Blvd.
St. Louis, Missouri 63117
Cell 314-517-4295, Carolyn Green
Office 314-402-5183
info@BuildingResourcestl.com

Website: www.BuildingResourcestl.com

Proposal Submitted by:
Harald Boerstler, Project Manager and Construction Administrator
Cell 314-324-9041
HB@Buildingresourcestl.com

Harald Boerstler

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

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

Principal – Arthur D. Floyd II	32 years experience
Principal – Carolyn K. Green, AIA	35 years experience
Project Manager – Harald H. Boerstler	39 years experience
Architect - Charles C. Mayhew	49 years experience
Architect – Rebecca Durst	25 years experience
Architectural Designer – Brian Kissling	33 years experience
Architectural Designer – Gary Hartmann	47 years experience
Architectural Designer -- Sandra Gomez	19 years experience
Architectural Designer - Kelly Raftery	31 years experience

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

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

BRS PRINCIPALS: Arthur Floyd and Carolyn Green

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

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

5) Resumes – on the following pages:

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

Arthur D. Floyd, II — Principal

Project Manager & Constructability Advisor

Years of Educational Building and Project Management Experience: 32 years

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

Firm Experience:
Building Resource Studio, LLP, Principal. 2012 to Current
Glenn Construction Co., Inc., Managed over $400,000,000 of construction management in the St. Louis market. 1994 to 2012.
Taylor, Kempes, Hall Architects, Draftsman. 1990.

Selected Project Experience –
Owner's Representative / Project Management Services for: *Bayless School District, The Magic House, Valley Park School District, and Fayette School District – Total volume: 21 Mil.*
Ladue School District, *Ladue, MO* - Construction Advisory, Architect Serving as Design-Build Criteria Consultant - Two New Elementary Storm Shelter Gymnasiums – *10.9 Mil.*
Fox School District, *Jefferson County, Missouri*
Additions/Renovations – 19 Mil.
Kirksville School District, *Kirksville, Missouri – New Athletic Complex, Building HVAC and Roofing*
Osage County R-II School District, *Linn, Missouri*
New Elementary School, High School Additions/Renovations – 7 Mil.
Marceline School District, *Marceline, Missouri*
New Gymnasium Addition, Elementary School Renovations – 3 Mil.
Holden School District, *Holden, Missouri*
New Early Childhood Center, Athletic Facilities Building, Security Renovations – 3 Mil.
Union R-XI School District, *Union, Missouri, District Master Planning*
Rockwood School District, *St. Louis County, District Building Assessment and Archiving*

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

New Elementary School, Linn Missouri

Carolyn K. Green, AIA — Principal

Lead Architect and Educational Facility Planner/Designer

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

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

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

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

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

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

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

Selected Project Experience – With Wm. B. Ittner, Inc.
Rockwood School District – Project Manager, ongoing projects from 1998 to 2010
East St. Louis School District #189 – Project Manager, District Master Planning
O'Fallon Central School District #104 – Project Manager, District Master Planning
Kirksville School District – District Master Planning, Concept Design
O'Fallon Township High School – District Master Planning
School of the Osage – Project Manager, District Master Planning

Harald H. Boerstler — Construction Administrator

Project Management, Construction Administration, Quality Control

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

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

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

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

Truman State University, *Kirksville, Missouri*
Barnet Hall Exterior Restoration, Ophelia Parrish Reroofing 2023, Magruder Hall Reroofing 2023, Exterior Restorations, Bridge Repair and Pool Revisions 2023

Kirksville R-III School District, *Kirksville, Missouri*
Campus Re-Roofing, Campus HVAC Replacement, Capital Improvement Renovations and Master Planning and New Ballfield Complex

Fox School District, *Arnold, Missouri*
Renovations to Four Middle Schools and Fox High School – Summer 2017 Modifications
New Classroom Additions to Ridgewood Middle School, Antonia Elem and Meramec Heights Elem, Roofing Projects for District Buildings

Valley Park School District, *Valley Park, Missouri*
Bond Issue Building Improvement Projects

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

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

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

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

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

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

6) CLIENT REFERENCES:

Ms. Tricia Reger, Superintendent, Kirksville R-III School District, 660-665-7774, treger@kirksville.k12.mo.us

Dr. Jeremy Houser, Board President, Kirksville R-III School District, 660-665-7774, houserj@kirksville.k12.mo.us

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

Dr. Jim Wipke, Superintendent, Ladue Schools, 314-983-5301, jwipke@ladueschools.net.

Dr. Tony Lake, Superintendent, Lindbergh Schools, 314-729-2480, andreahosenfelt@lindberghschools.ws

Dr. Nisha Patel, Superintendent, School District of Clayton, 314-854-6017, nishapatel@claytonschools.net.

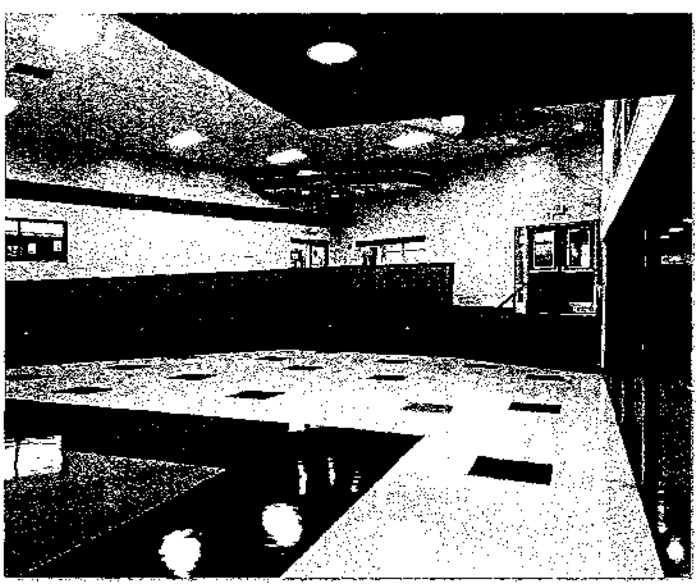
Mr. John Brazeal, Former Fox School District CFO, 636-346-6071.

Mr. Scott Barbagallo, Director of Facilities, Lindbergh School District, 314-729-2400 ext. 8602, scottbarbagallo@lindberghschools.ws

Ms. Beth Fitzgerald, President, The Magic House, 314-822-8900, beth@magichouse.org

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

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



Valley Park SD – New Commons

PART TWO – FIRM QUALIFICATIONS

1) Why is BRS well qualified for this work as Architectural and Campus Planners? What unique qualities can we bring?

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

- **Educational Project Experience** – 20+ years in Education for each team member
- **Familiar Personnel:**
  - Harald Boerstler, Project Manager, has ten plus years of experience with projects at Truman State University. Arthur Floyd and Carolyn Green, firm principals, have worked with Truman for the last three years with summer work coming up this year.
- **We listen** to your needs. We work hard to find solutions.
- Our strong point is **communication,** particularly in helping people understand a situation that might be unfamiliar or specific to the field of construction.
- We are **experienced planners**, including campus master planning, facility project and maintenance planning, long range and short term projects.
- BRS has years of practice with **organizing and cataloging** existing facility documents, drawings and other items needed for a useful archive.

- **Our recent experience:**
  - Security Hardware, Access Controls, Secured Entrance Vestibules
  - Exterior Wall Reconstruction/ Repairs, Window Replacements
  - HVAC upgrades
  - Fire Alarm, Intercom, Emergency Systems
  - Roofing work
  - Flooring and Interior Finishes
  - Door Replacements
  - Classroom Technology, Workspace Environments
  - Sitework, Turf Fields, Parking, Playgrounds
  - New Entrance Additions
  - Building Additions and Renovations
  - Storm Shelters

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

  - Truman State University – Kirksville, MO – Barnet Hall Exterior Restoration, Ophelia Parrish and Magruder Hall Reroofing 2023, Ophelia Parrish and Magruder Halls Reroofing 2024

  - Kirksville R-III School District – Kirksville, MO - High School Renovations and Additions - $9,500,000, New Fine and Performing Arts Center 2025 - $20,116,000, New Baseball and Softball Sports Complex 2023 - $4,500,000, High School Restroom Renovations 2022 - $200,000, Primary School Solar Installation 2022 - $230,000, New High School Fine and Performing Arts Center, High School Additions and Renovations, Ray Miller Elementary School Additions and Renovations - $32M Bond Issue Projects.

- Lindbergh School District – Additions and Renovations including Storm Shelters at Long and Kennerly Elementary Schools. Renovations at Concord Elementary School, Sappington Elementary School, Central Office, High School Fields.

- Mexico School District – High School and Middle School Additions and Alterations

- North Shelby School District – New track and Field

- Pike County R-III School District – New Ballfields and Building Renovations

- Sturgeon R-V School District – High School and Middle School Renovations and Exterior Restorations
- Ladue Schools – Saint Louis, Missouri – New Gymnasium/Storm Shelter additions at Conway and Reed Elementary Schools Design and Construction Administration $10.9 million. Ongoing master planning, Fields, Concession Building.

- Valley Park School District – Valley Park, Missouri: $8.5 mil Bond Issue work District Wide. New Entrance Vestibule and High School Offices. New Commons. HVAC Upgrades District-Wide. New Administrative Offices. Exterior Door Replacements with Access Control System, Roofing and Wall Restoration, New Playground.

- Fox School District – Arnold, Missouri: Elementary School Additions to Antonia and Meramec Heights Elementary Schools, Two new High School Security Vestibule Entrances with Access Control. HVAC Upgrades. Roofing Replacements. New Entrance and Classroom Addition at Ridgewood Middle School. Interior Modifications at three other Middle School campuses. Master Planning.

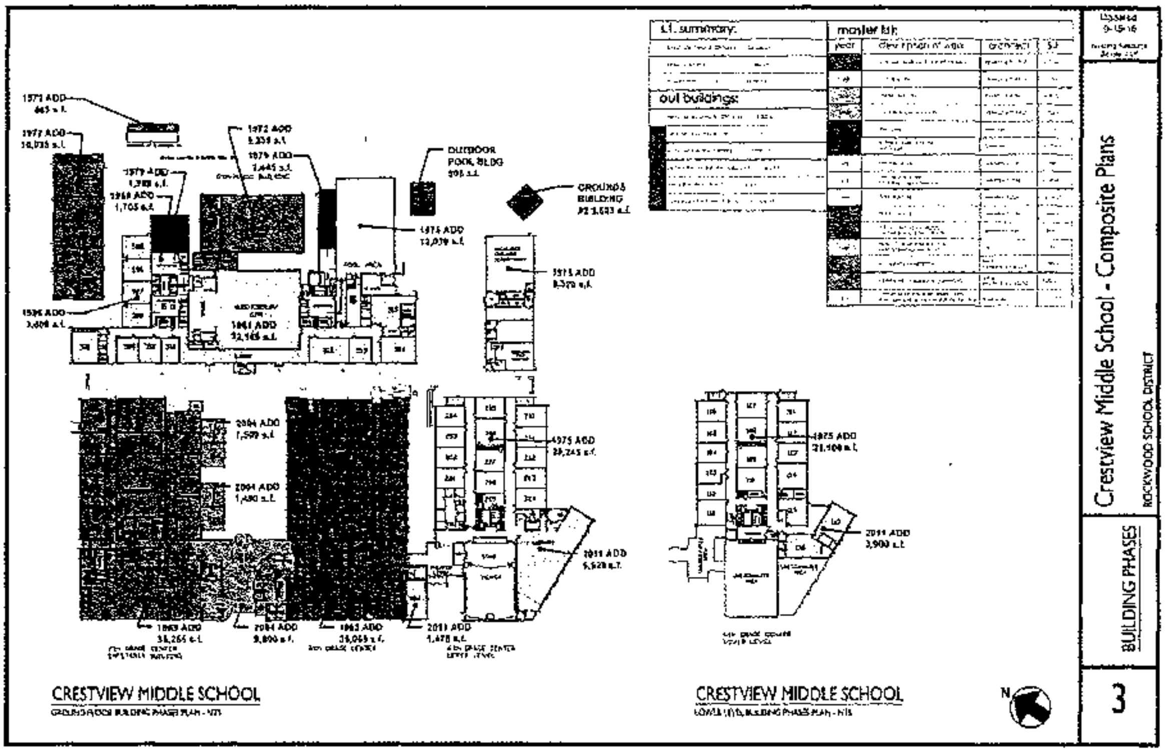
- Osage R-II School District – Linn, Missouri: New Elementary School - 60,000 s.f. $7.25 mil. Renovations to Ag/Art Building.

- Marceline R-V School District - Marceline, Missouri: High School / Middle School Multipurpose Gymnasium with Kitchen Serving Facility - 10,000 SF - $2.0 mil. High School Science Lab Renovations - $200,000. Walt Disney Elementary School Renovations - Classrooms, Flooring, HVAC, Lighting, Restrooms, Asbestos Abatement - 24,000 SF - $1.6 million

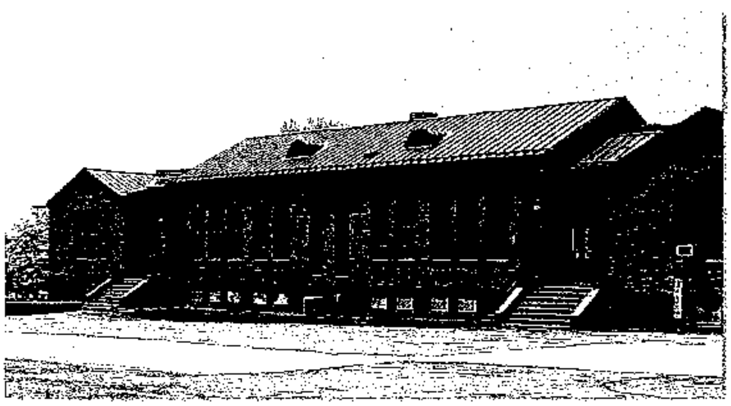
- Holden R-III School District – Holden, Missouri: New Early Childhood Facility and New Multi-Purpose High School Athletic Facility - 8,000 SF - $1.5 million

- Bayless School District – St. Louis, Missouri: Recently completed varsity baseball field and facilities, roofing/window replacements, site/paving improvements, HVAC/Electrical/Plumbing upgrades.

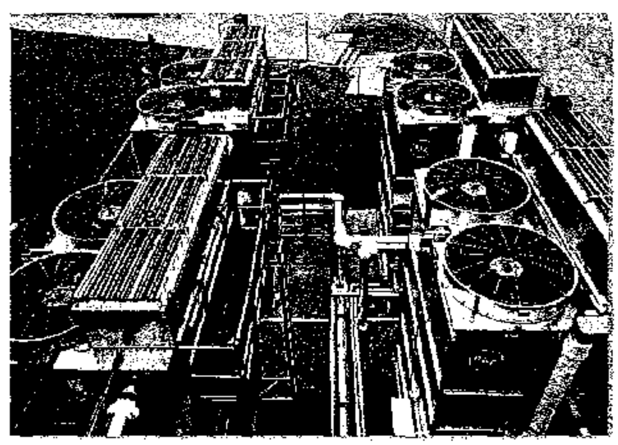
2) Illustrations of Planning Projects and Project Management



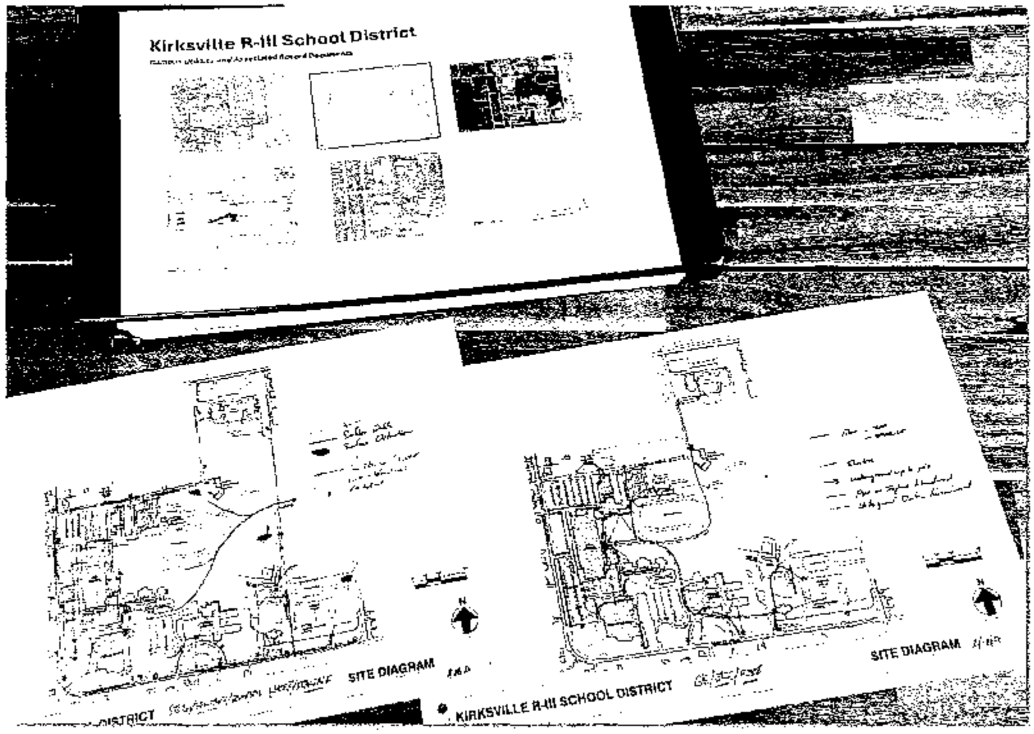
"Building Phases" Document – Rockwood School District



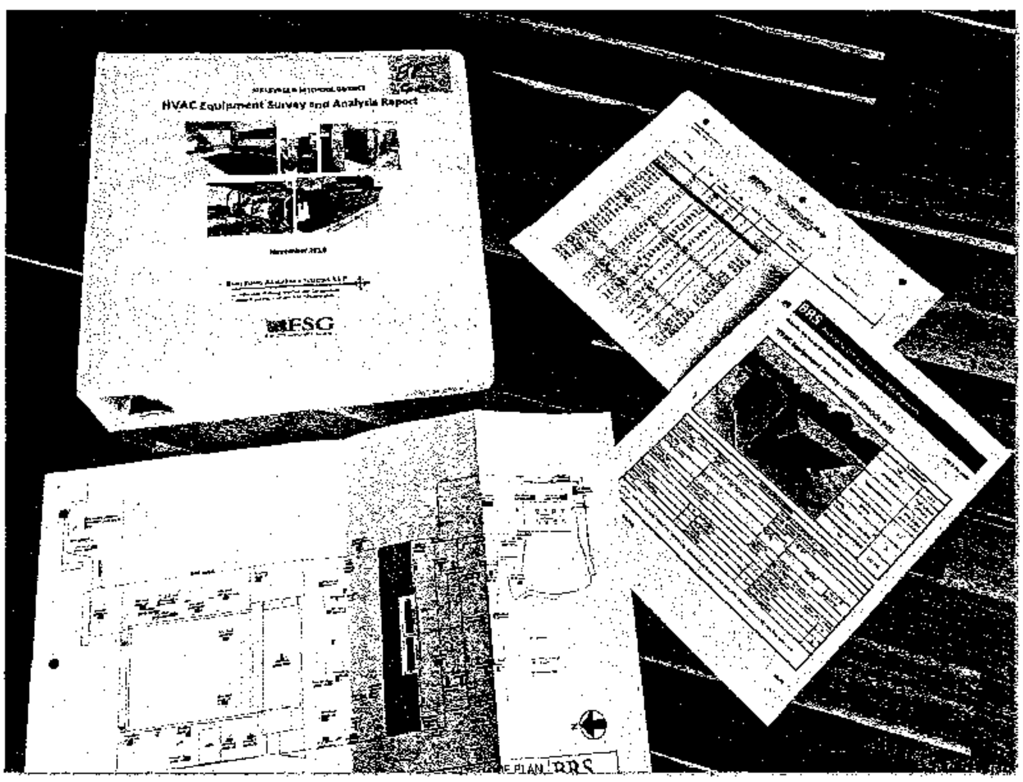
Fox Middle School – New Roof and Exterior Improvements



Seckman High School – New Fluid Cooler Plant



Utility Site Diagrams – Kirksville School District



HVAC Equipment Survey & Analysis Report – Kirksville School District

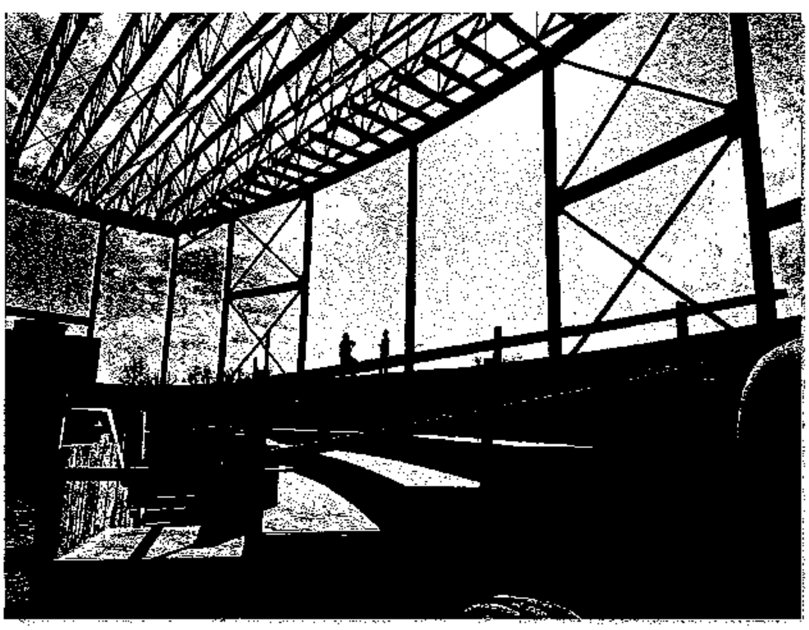
3) How does BRS interact with reviewing/permitting agencies, University staff, and contractor representatives to ensure timely delivery of a project?

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

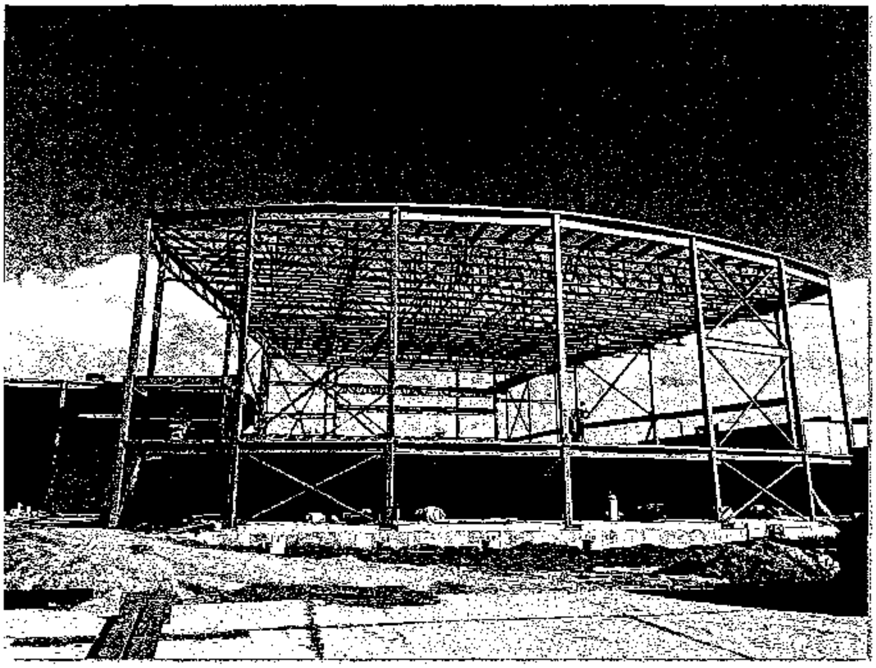
- PERMITTING AGENCIES: BRS will personally meet with local officials early in the design phase to confirm code related decisions with agencies. We are familiar with this process from previous occasions working in at Truman State University.

- UNIVERSITY STAFF: BRS will provide a **Consistent Project Manager Representative.** Also, the BRS team will conduct regular meetings with University staff and administration during design and construction phases to ensure proper decision making and maintain updated information on construction.

- CONTRACTORS: BRS will maintain regular contact with contractors, including regular visits during full construction phases. To promote timely delivery of a given project, BRS will quickly address and monitor issues in the field and advise the owner of the status so reasonable actions may be taken promptly and not cause undue delay.



Kirksville School District – New Performing Arts Center under construction



Kirksville School District – New Performing Arts Center under construction

PART VI: RESPONSE CERTIFICATION

The firm certifies it is authorized to respond to Truman's request for qualifications (RFQ) and further agrees with all terms, conditions, and requirements herein. The firm further certifies its response to Truman's RFQ are true and accurate.

In submitting a response to Truman's RFQ, the firm understands that Truman retains the right to reject all responses and to waive irregularities and informalities therein, and to award a contractual agreement in the best interests of Truman. The firm hereby affirms:

(1) That I am the firm (if the firm is an individual), a partner in the firm (if the firm is a partnership), or an officer or employee of the firm having authority to sign on its behalf (if the firm is a corporation).

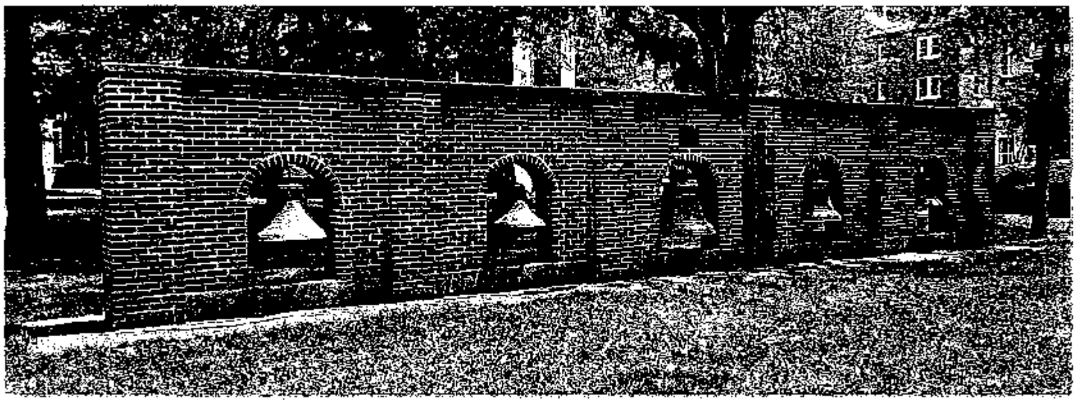
(2) That the firm has fully informed itself regarding the accuracy of the statements made in their/its response.

(3) The firm is registered with and maintains good standing with the Secretary of State of Missouri, as may be required by law or regulation.

(4) The undersigned certifies that the firm (check one) _____ IS or __X__ IS NOT currently debarred, suspended, or proposed for debarment by any federal or state entity. The undersigned agrees to notify Truman of any change in this status should one occur, until such time as an award has been made under this procurement action.

In compliance with this RFQ document, Project SP26-06 Architectural and Campus Planning Services, and after carefully reviewing all the terms, conditions, and requirements contained therein, the undersigned agrees to submit a response in accordance with the specifications of this RFQ.

Carolyn K. Green	3-19-26
Authorized Signature	Date
Carolyn K. Green	Principal
Print Name	Tile
Building Resource Studio, LLP / BRS Architects	46-1692610
Company	Federal Tax ID No.
1502 South Big Bend Blvd; Second Flr St. Louis, Missouri 63117	314 517 4295
Address	Telephone Number
carolyn@greendesignstl.com	www.buildingresourcestl.com
Email	Website



We, at BRS Architects LLP, would like to thank you for considering us for campus planning and project work at Truman State University.

We value our relationship, and we value the pursuit of preserving and improving your beautiful campus.

Truman State University

ARCHITECTURAL AND CAMPUS PLANNING SERVICES

SP26-06

Proposed Fee Structure

For Professional Services – Truman State University

By BRS Architects, LLP

May 5, 2026

We propose the following Fee Structure for ongoing Architectural and Planning Services:

- Lump Sum Fee: Total Fee of $84,000 per one calendar year, as a Base Fee

- Payment Structure: (12) Equal monthly payments of $7,000.00

- Included in Base Fee: Architectural and Planning Services as needed for typical work projects at the campus. Includes professional services such as: conditions analysis, budgeting, phased planning, design drawings, bid documents, construction administration and other related tasks.

- Anticipated hours per month, on average, would be about 50 hours of time spent by BRS team members. We will not present time sheets but will notify the university if we are going over this amount of time on a regular basis, so adjustments can be made to stay within the lump sum yearly fee.

- Not Included in Base Fee: Mechanical, Electrical, Plumbing and Fire Protection consultant expenses, which can be billed hourly with a prior estimate of fee needed to be approved by university. Hourly Rate for MEPFP consultation is $185/hour.

- Not Included in Base Fee: Similar hourly arrangement for any needed structural design, civil engineering, or specialty consulting. Hourly Rate for Structural and Civil consultation is $225/hour.

- We plan to invoice for reimbursable expenses that are in alignment with our typical AIA contracts; primarily printing, mileage and contract forms.
- Harald Boerstler will serve as project manager and lead planner. We anticipate he would visit the campus once a week and spend required time there to conduct planning and assessment work. We are proposing he would meet with a designated contact at Truman State once a month for a progress report and update on project status.
- Production of planning and bid documents would be done at our office in St. Louis and then shared digitally along the way with involved parties for review and comment.
- Contracts will be produced at our office, as we have done in the past, and will be made available for university review and signature for contractor projects.

Let us know if there are questions about any of the above information.

Submitted by: Carolyn K. Green, AIA Principal, BRS Architects, LLP

EXHIBIT C

TRUMAN
STATE UNIVERSITY

OPERATING BUDGETS
FOR
FISCAL YEAR 2027

FY2027 BUDGET DOCUMENTS

FISCAL YEAR 2027 EDUCATION AND GENERAL BUDGET NARRATIVE

Executive Summary

The Education and General (E&G) Budget is the operating budget which supports the primary functions of the University including instruction, research, public service, and the various support areas. It is funded by state appropriations, student fees, and other miscellaneous sources. The FY2027 state appropriation for higher education recommended by the Governor leaves funding flat or the same as last fiscal year. Tuition and fee income for FY2027 is projected based on level enrollment and an average increase of 8% in tuition rates. The proposed E&G budget for FY2027 is approximately $3.0 million higher than FY2026.

General Budget Approach

Major factors creating budget needs for FY2027 included the MOSERS retirement system rate increase, higher health insurance premiums, and contractual increases for services such as software. Due to these projected cost increases and flat state support, it was essential to review all activities and expenditures. Multiple budget areas reallocated funds to cover contractual increases and the increase in the student minimum wage. In most areas, increases beyond the FY2026 base budget are minimal. Salary savings due to attrition, primarily retirements, were also utilized to offset cost increases.

Revenue Assumptions

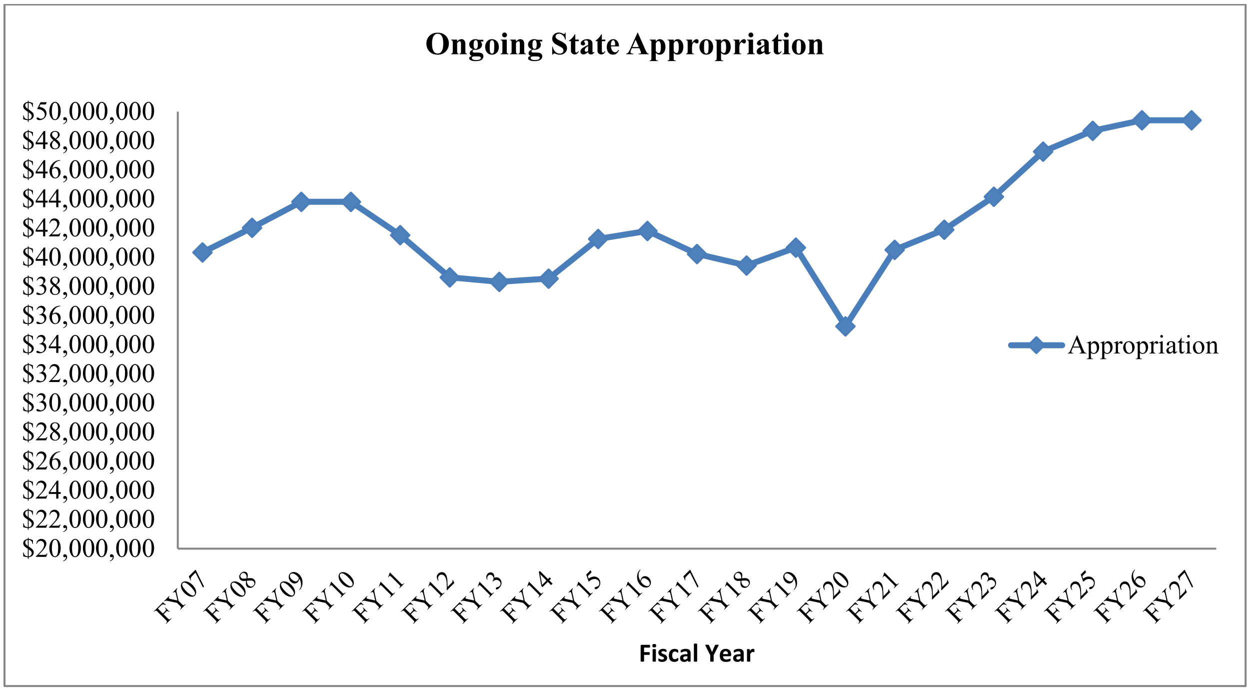
General Revenue

The base general revenue appropriation for Truman from the State of Missouri used for budget development is the flat appropriation level recommended by the Governor. Historically, the Governor withholds at least three percent of these funds as a contingency. For Fiscal Year 2027 this requires a reserve of $1,528,095 for standard withholding. Table 1 provides a snapshot of total state revenue trends for FY2007 through FY2027 and reflects the actual funds received after all state withholding actions, including those beyond the 3% level. At $50,936,492 the FY2027 state appropriation remains the highest in history for Truman. A comparison of initial appropriations and state funds received after withholding for FY11-FY27 is found in Table 2.

Enrollment Fees and Other Income

The Fall 2026 enrollment is projected for budget purposes with level full-time equivalent students. Spring 2027 enrollment is projected at the historical average of 90 percent of the fall semester total. Tuition and required fees for 2026-2027 increased for Missouri residents as well as for non-resident undergraduate students, and graduate students. The operating budget is based on this tuition increase which averages 8%. Sources of income in addition to enrollment fees include special fees, fines, charges for services, and interest income. Investment income available in FY2027 is projected to continue to decline assuming lower interest rates, and support from the Foundation is projected to increase.

Table 1
STATE REVENUE TRENDS



Ongoing State Appropriations Actually Received

Fiscal Year	Appropriation	% Change
FY07	$40,346,396	2.0%
FY08	$42,040,945	4.2%
FY09	$43,806,665	4.2%
FY10	$43,806,665	0.0%
FY11	$41,526,613	-5.2%
FY12	$38,619,750	-7.0%
FY13	$38,325,596	-0.8%
FY14	$38,542,604	0.6%
FY15	$41,262,248	7.1%
FY16	$41,816,820	1.3%
FY17	$40,226,391	-3.8%
FY18	$39,450,989	-1.9%
FY19	$39,440,512	0.0%
FY20	$35,262,199	-10.6%
FY21	$40,521,765	15.0%
FY22	$41,905,701	+3.4%
FY23	$44,168,610	+5.4%
FY24	$47,260,412	+7.0%
FY25	$48,678,223	+3.0%
FY26	$49,408,396	+1.5%
FY27*	$49,408,396	0.0%

*Projected

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

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

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

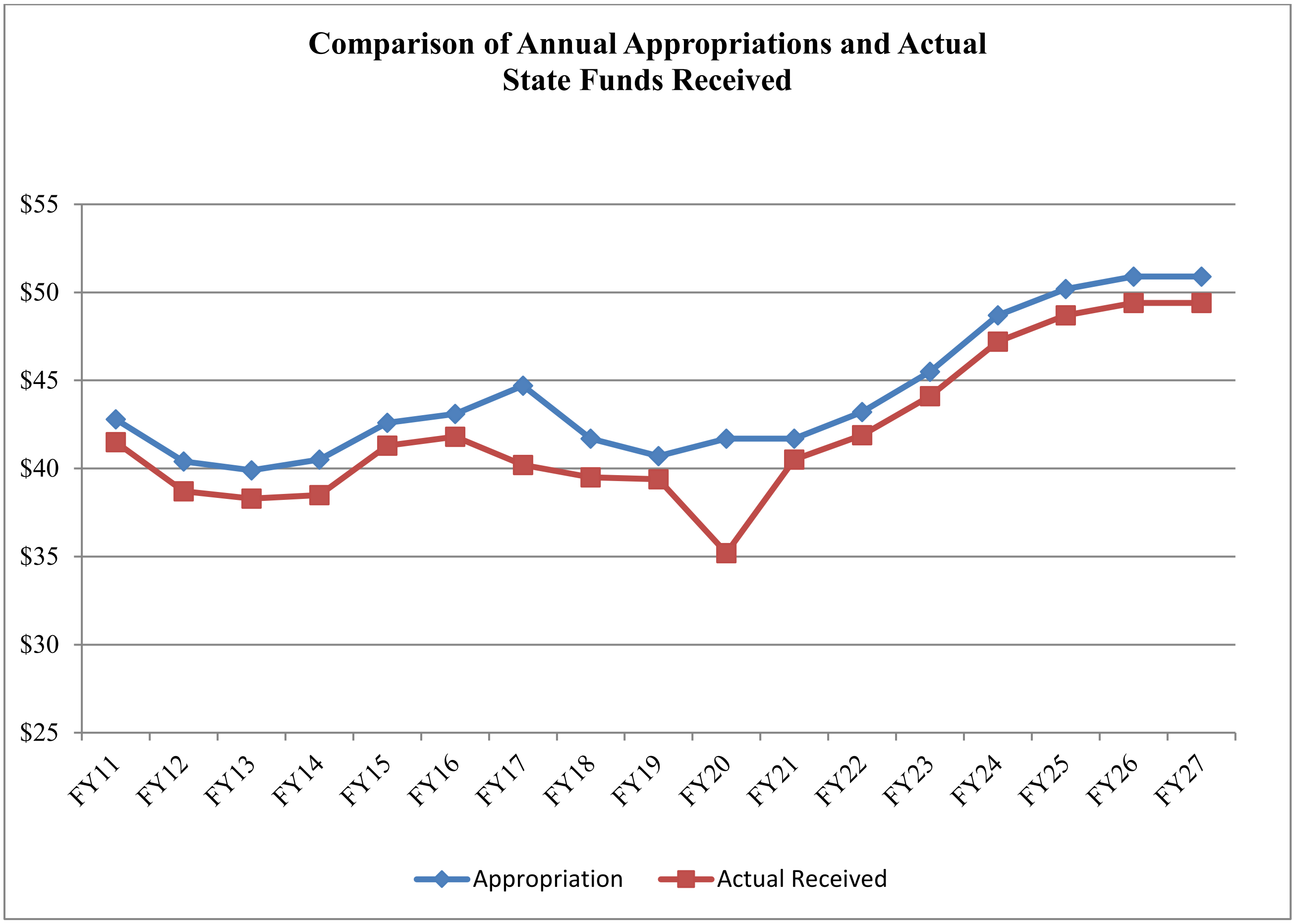
For FY18, an additional withholding was imposed by the Governor.

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

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

For FY27, the traditional 3% withholding is projected.

Table 2



	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Appropriation	42.8	40.4	39.9	40.5	42.6	43.1	44.7	41.7	40.7	41.7	41.7	43.2	45.5	48.7	50.2	50.9	50.9
Actual Received	41.5	38.7	38.3	38.5	41.3	41.8	40.2	39.5	39.4	35.2	40.5	41.9	44.1	47.2	48.7	49.4	49.4

FY10 excludes one-time federal fund designated for Caring for Missourians.
FY17 excludes one-time Autism Clinic funds and reflects extra withholding.
FY27 projected based on Governor’s recommended appropriation minus standard 3% withholding.

Planned Expenditures

General

Based on projected revenues in the FY2027 Education and General budget, planned expenditures were increased by approximately $3 million, from $91.6 million to $94.6 million. Included in the budget are funds to cover the increase in the required MOSERS retirement system contribution which impacted fringe benefit costs. The contribution rate for FY2027 increased by 5.79% to 32.00%. Approximately 78% of full-time employees are covered by MOSERS. Table 3 outlines expenditure trends by Personal Service (salaries and benefits), Equipment/Operations, and Total for the last 10 years.

Personal Services

A major portion of the operating budget is utilized for salaries and fringe benefits. For FY2027, Truman is budgeting $57.2 million in this category, or 60% of the total Education and General budget. This includes funds for faculty and staff salaries, student employment, and fringe benefits such as retirement, medical insurance, and social security. The breakdown for Personal Services is as follows.

Salaries	$37,176,014
Fringe Benefits	$16,426,410
Student Employment	$ 3,600,926
Total	$57,203,350

The FY2027 budget eliminates several positions through attrition or retirements and others were reconfigured to meet current needs. Positions impacted include faculty, academic support, management, office staff, and other support staff.

Operations and Equipment

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

1. Academic Affairs. Operations funds have been allocated to meet needs in instruction, research, and public service areas. A total of over $6.2 million in operations and equipment is budgeted in core areas, including the academic departments.

Table 4 outlines academic and research equipment budgets for FY2018-FY2027 and shows the asset renewal rate for these areas. Research funding totals $434,230 for FY2027, with most of the funds in the operations and equipment categories.

2. Student Services. Operating and equipment budgets in the Student Services category have been allocated to meet priorities in various areas. The offices and functions in this category within the Education and General budget include Admission, Athletics, Counseling, Financial Aid, Health Clinic, International Student Office, Testing and Assessment, and Registrar. Just over $5 million is budgeted for equipment and operations in the student services category. This includes the funds generated by the student athletic fee. Additional Student Services areas including Residential Living, the Student Union, and Recreation Center are funded in the Auxiliary Budget and are not included here.

3. Computing and Technology. The FY2027 operating budget includes significant allocations for computing and technology. A total of $4.4 million is budgeted for technology services which include staff, operations, equipment and maintenance of existing systems and networks, and desktop workstations on campus, and an extensive wireless network. Continued technological investment is necessary to remain competitive. For 2026-2027, technology areas are budgeted at 4.6% of the institutional total.

4. Maintenance and Repair Fund. These funds are used to meet needs such as renovations, roof replacements and upgrades to heating and air conditioning systems. Truman consistently maintained this fund through various funding cycles in order to meet renovation needs on campus. Starting in FY2021 it was necessary to balance the budget by significantly reducing this fund. In FY2027 $500,000 is budgeted in this category to cover repair needs for facilities. Table 5 outlines trends in the Maintenance & Repair budget for FY2018-FY2027. This does not include assets in the Plant Fund, also designated for maintenance and repair.

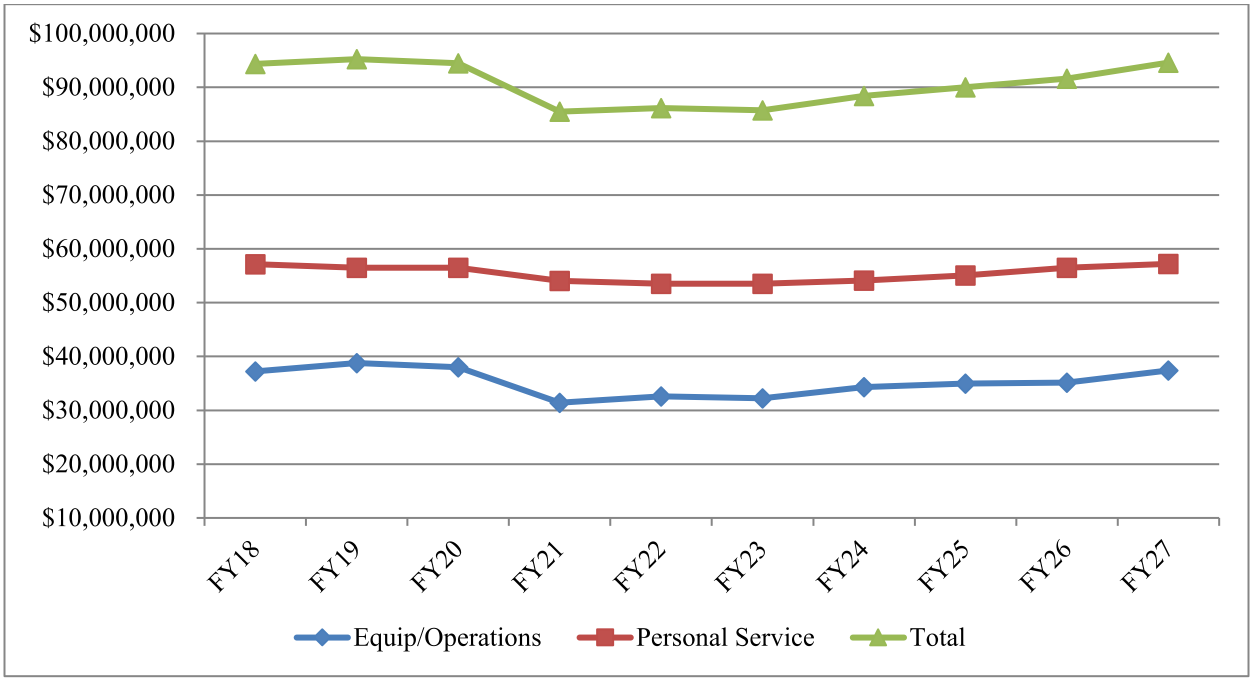
5. Utilities. Due to increases in utility costs and steady demand, utility budgets have been increased slightly for FY2027. Funds budgeted for utilities include operation of the central steam plant, natural gas, water, and electricity total $3.9 million. The Auxiliary Budget includes additional funds to cover utilities in those facilities.

6. Institutional Support. This area includes many administrative functions such as Alumni/Advancement, Business Office, President's Office, Public Relations, Marketing, and other support areas. The combined operations and equipment total for this category is slightly over $1.4 million, which includes funds transferred from the Foundation to support advancement and fundraising efforts.

7. Scholarships. For FY2027 $19 million for scholarships has been budgeted to match projected expenditures for institutionally funded academic and athletic grants.

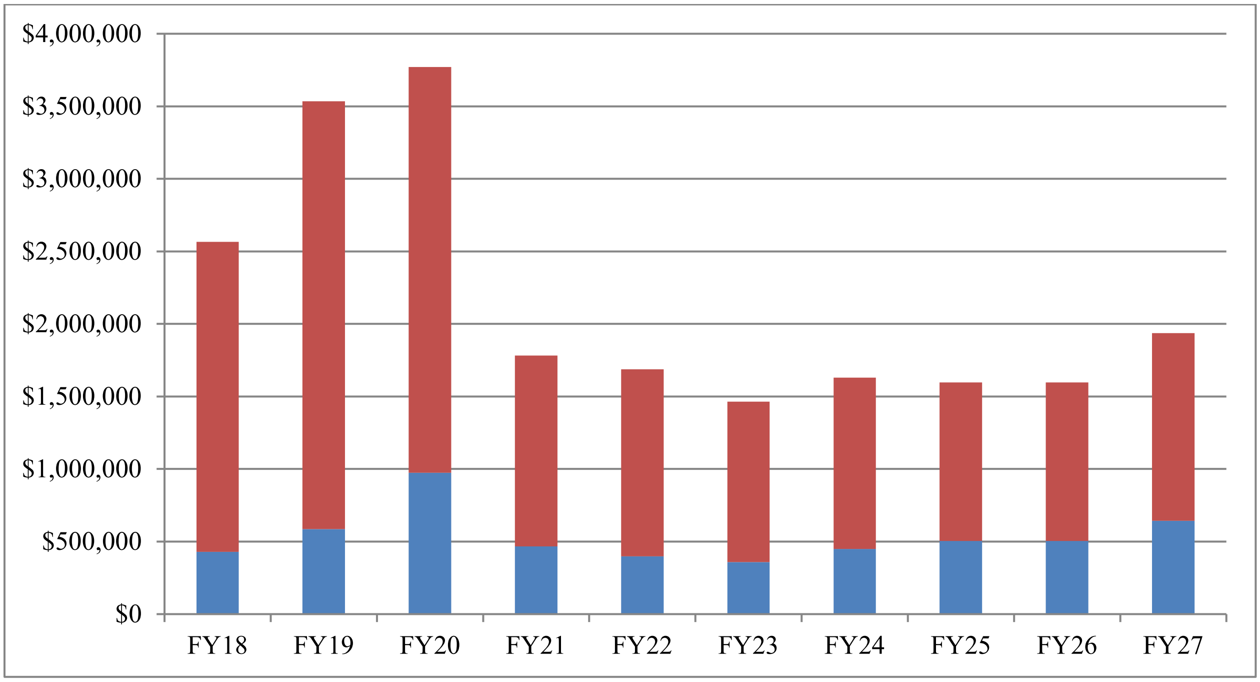
8. Student Employment. Student employment budgets are targeted at assisting students and supplementing staff in multiple areas. Funds allocated for student employment in the Education and General budget total almost $3.6 million.

Table 3
Education and General Budget by Category
FY2018– FY2027



	Personal Service	Equipment/Operations	Total
FY18	57,129,494	37,238,801	94,368,295
FY19	56,461,886	38,781,436	95,243,322
FY20	56,480,702	37,987,516	94,468,218
FY21	54,076,690	31,410,227	85,486,917
FY22	53,544,603	32,586,210	86,130,813
FY23	53,517,043	32,213,772	85,730,815
FY24	54,138,912	34,297,012	88,435,924
FY25	55,056,823	34,943,394	90,000,217
FY26	56,470,394	35,164,157	91,634,551
FY27	57,203,354	37,398,646	94,602,000

Table 4
Academic & Research Equipment Budgets

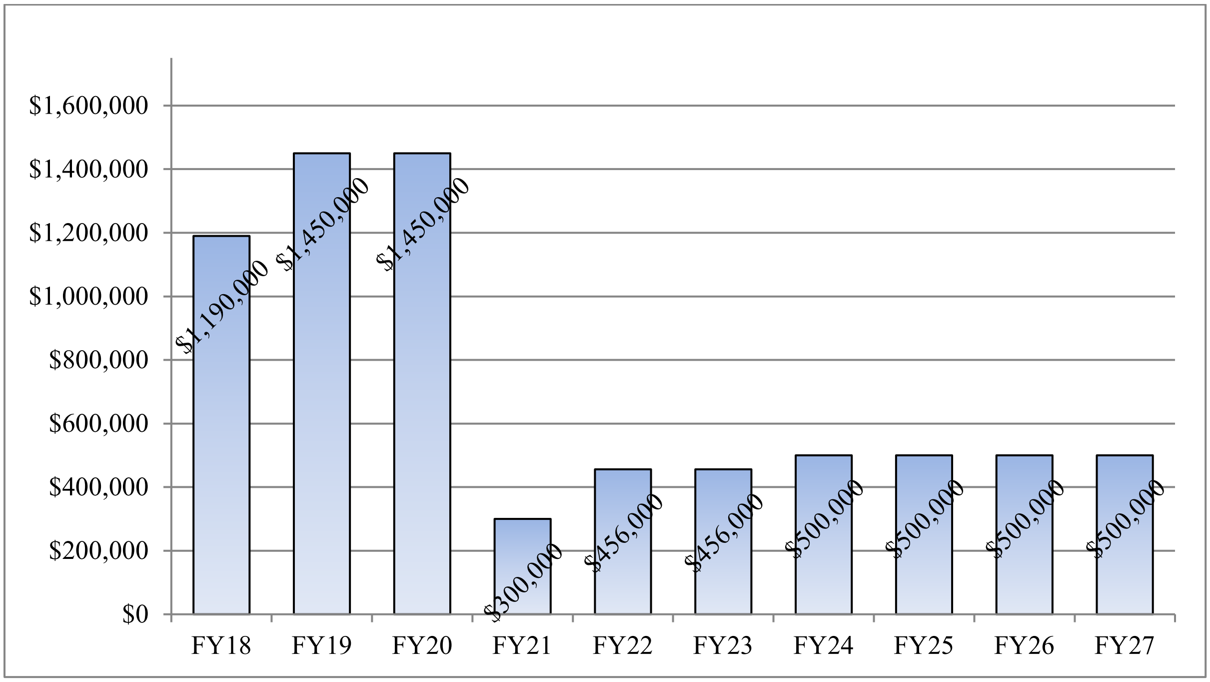


(000's omitted)

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Equipment Budget	2,138	2,949	2,798	1,315	1,289	1,105	1,181	1,092	1,092	1,292
Actual $ Available	429	585	973	468	399	359	448	505	505	643

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

Table 5
Maintenance & Repair Budget



(000's omitted)

Operating M&R	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
	1,190	1,450	1,450	300	456	456	500	500	500	500

**FY2027 EDUCATION AND GENERAL
REVENUE BY CATEGORY**

The page that follows provides a summary of projected revenue for FY2027 in several major categories. State funds provide 54% of the proposed budget.

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

Page 13 of this section provides the detail for the calculation to determine adherence to the policy for FY2027. The portion of the adjusted budget supported by student tuition is 22% and, therefore, is within the policy.

Table 6 illustrates budgeted sources of funds for FY2027. Trends in recent years have included increases in state funding, increases in student fees, and more revenues from other miscellaneous sources. For FY2027 state support is flat and accounts for approximately 54% of budgeted Education and General revenues. Table 7 illustrates trends in state support versus local revenue for the last ten years.

EDUCATION AND GENERAL
FY2027 REVENUE BY CATEGORY

State Revenue	$50,936,492

This represents the entire appropriation. A contingency budget of $1,528,095 has been established for the traditional 3% standard withholding by the Governor. In recent years the 3% withholding has not been released, and the funds are not expected to be released in FY2027.

Student Tuition and Enrollment Fees	$39,519,000

FY2027 enrollment income for budget purposes is based upon a level FTE enrollment. Missouri students are assumed to make up 76% of the total enrollment; graduate enrollment is expected to be slightly higher; and summer enrollment is projected at the 2026 summer level. This category also includes fees for off-campus courses, the athletic fee, the student activity fee, study abroad programs, and other special course fees.

Other Local Income and Transfers	$ 4,146,508

This includes various revenue sources: investments, parking permits, athletic gate receipts, sales and services of educational activities (such as summer camps), rollover from FY2026, indirect costs from grants and other miscellaneous sources. Transfers from Auxiliary sources and the Foundation are also included here.

GRAND TOTAL ALL SOURCES	$94,602,000

SEGREGATION OF ON-CAMPUS FEE INCOME FOR FY2027 IS AS FOLLOWS:

		Total Fee Income
Enrollment Fees		39,519,000
Less Restricted/Designated		
Student Union	-1,090,000	
Recreation Center	-625,000	
Orientation Week Fee	-255,000	
Joseph Baldwin Academy	-325,000	
Student Health Center Fee	-214,000	
Student Activity Fee	-255,000	
Athletic Fee	-330,000	
Technology Fee	-113,000	
Student Sustainability Fee	-27,500	
Classroom Technology Fee	-526,000	
Total designated/restricted funds	-3,760,500	
Total unrestricted funds		35,758,500

The percentage calculation is shown as follows:

1. Undesignated and unrestricted fees (above)	35,758,500
2. Less Academic Scholarships, Experienceships and Athletic Grants in Aid	-19,252,469
NET UNRESTRICTED TUITION & FEES	16,506,031
1. Total Education and General Budget	94,602,000
2. Less Academic Scholarships, Experienceships and Athletic Grants in Aid	-19,252,469
ADJUSTED E&G TOTAL	75,349,531
NET UNRESTRICTED TUITION AS A PERCENTAGE OF ADJUSTED E&G	22.0%

Table 6
FY2027 BUDGETED E&G REVENUE

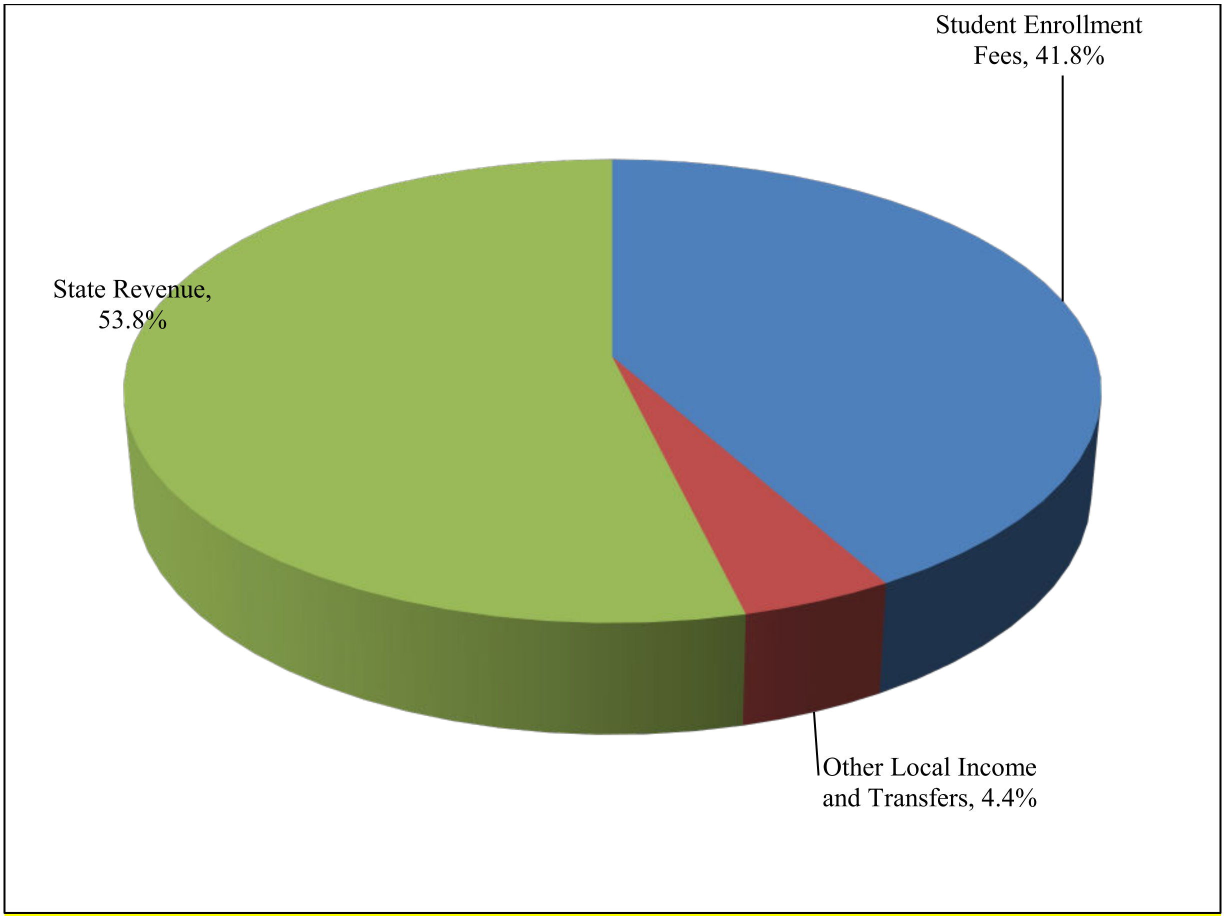
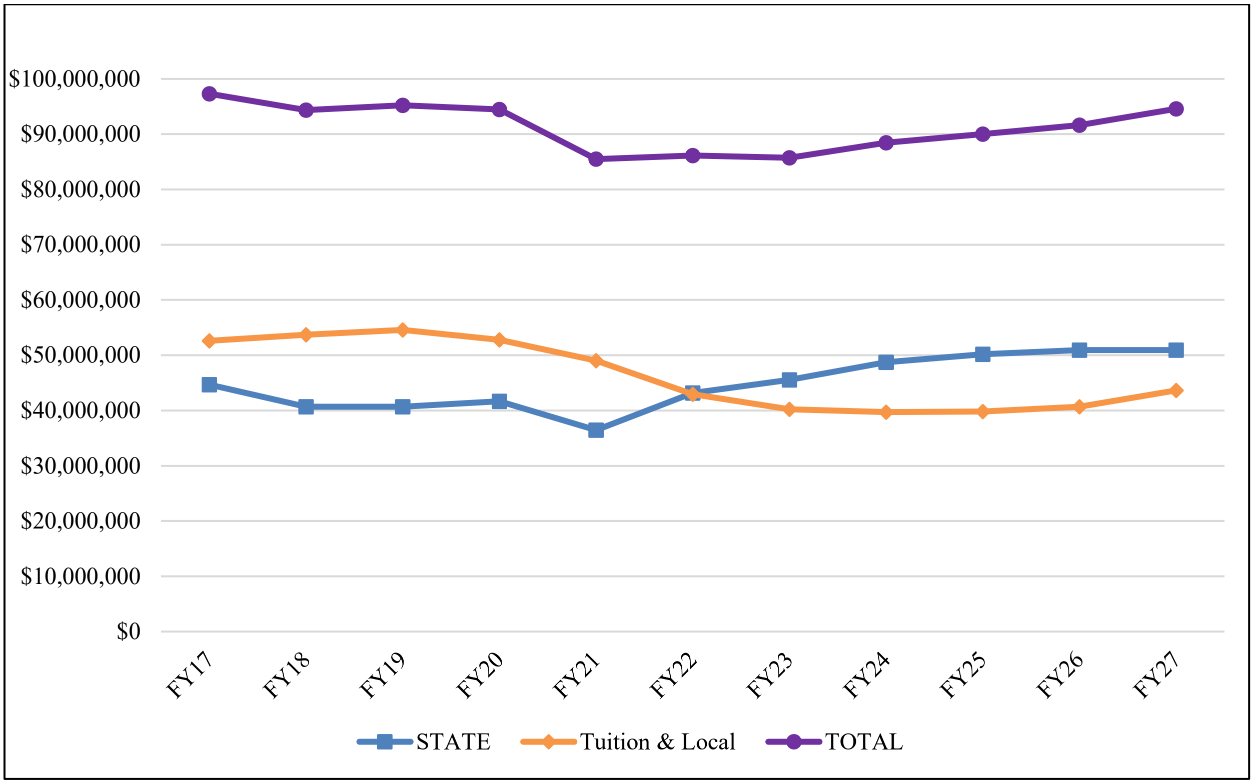


Table 7
E&G BUDGETED REVENUE TRENDS FY18-FY27



	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
State	40.6	40.6	41.6	36.5	43.2	45.5	48.7	50.2	50.9	50.9
Tuition & Local	53.7	54.6	52.8	49.0	42.9	40.2	39.7	39.8	40.7	43.7
Total	94.3	95.4	94.5	85.5	86.1	85.7	88.4	90.0	91.6	94.6

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

FY2027 PLANNED E&G EXPENDITURES BY CATEGORY

The Missouri Coordinating Board for Higher Education and Office of Administration have developed a budget reporting structure which follows federal financial reporting standards for higher education. The broad budget categories and totals for FY2027 are as follows:

Instruction	$ 36,565,821

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

Research	$ 434,230

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

Public Service	$ 186,481

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

Academic Support	$ 6,014,502

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

Student Services	$ 11,992,049

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

Institutional Support	$ 8,801,993

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

Physical Plant $ 11,024,455

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

Maintenance and Repairs $ 500,000

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

Student Aid $ 19,052,469

Student scholarships, experienceships and athletic aid are included here.

Transfers $ 30,000

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

TOTAL $ 94,602,000

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

Table 8
FY2027 PLANNED E&G EXPENDITURES

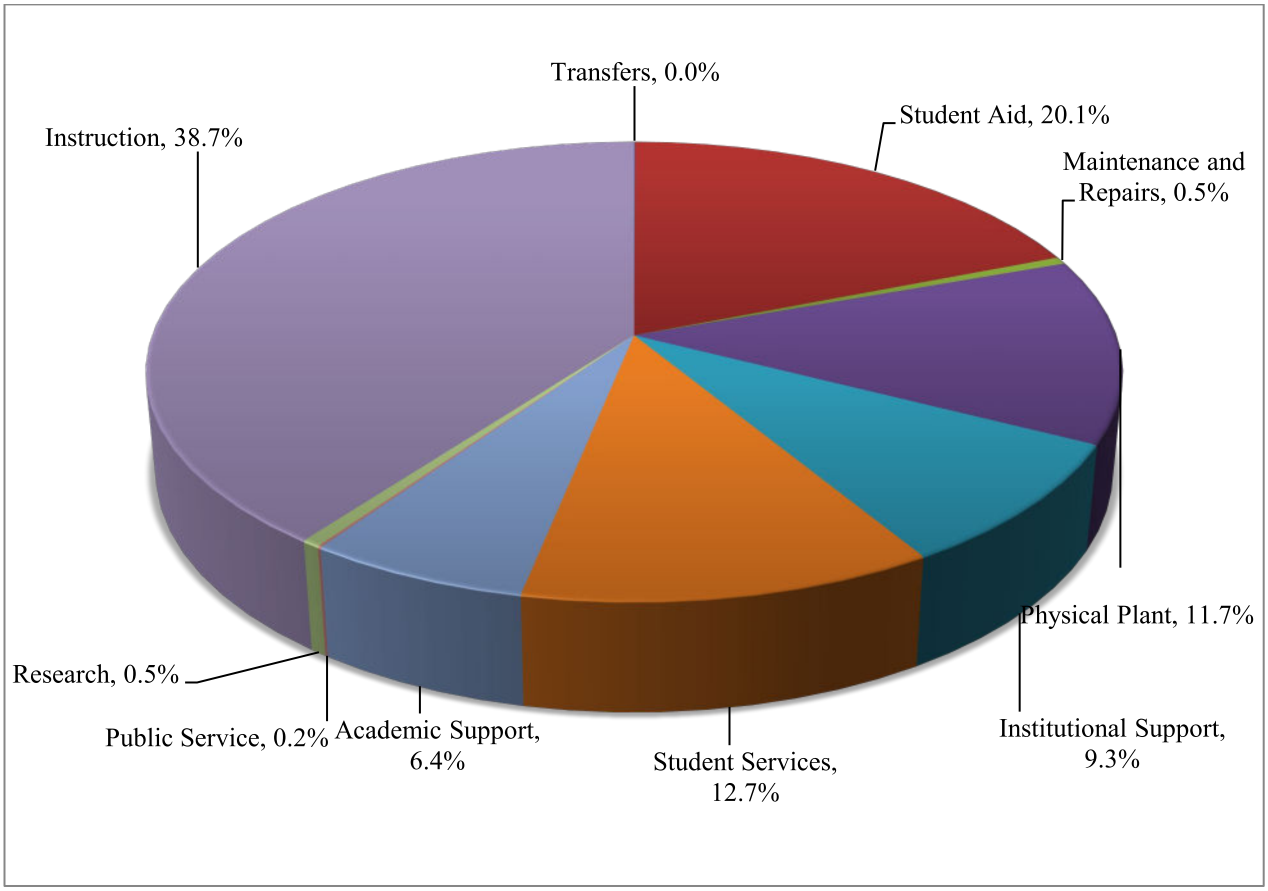


Table 9
FY2027 EDUCATION AND GENERAL EXPENDITURES BY CATEGORY

	Personal Service	Equipment	Operations	Total
Instruction	30,672,682	1,192,819	4,700,320	36,565,821
Research	84,000	100,000	250,230	434,230
Public Service	159,365	0	27,116	186,481
SUBTOTAL	30,916,047	1,292,819	4,977,666	37,186,532
Academic Support	4,170,452	0	1,844,050	6,014,502
Student Services	6,945,392	0	5,046,657	11,992,049
Institutional Support	7,312,198	100,000	1,389,795	8,801,993
Physical Plant	5,301,796	109,522	5,613,137	11,024,455
Maintenance & Repairs	0	0	500,000	500,000
Student Aid	2,557,469	0	16,495,000	19,052,469
Transfers	0	0	30,000	30,000
TOTALS	57,203,354	1,502,341	35,896,305	94,602,000

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

Table 10
COMPARISON OF EDUCATION AND GENERAL BUDGET BY CATEGORY
FY2018 – FY2027

	Personal Services	Equipment	Operations	Total
FY2018	57,129,494	2,282,569	34,956,232	94,368,295
FY2019	56,461,882	2,949,354	35,832,086	95,243,322
FY2020	56,480,702	3,153,736	34,833,780	94,468,218
FY2021	54,076,690	1,315,217	30,095,010	85,486,917
FY2022	53,544,603	1,288,754	31,297,456	86,130,813
FY2023	53,517,043	1,105,097	31,108,675	85,730,815
FY2024	54,138,912	1,181,841	33,115,171	88,435,924
FY2025	55,056,823	1,212,341	33,731,053	90,000,217
FY2026	56,470,394	1,202,341	33,961,816	91,634,551
FY2027	57,203,354	1,502,341	35,896,305	94,602,000

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

FISCAL YEAR 2027 AUXILIARY BUDGET NARRATIVE

Executive Summary

Revenue from combined auxiliary operations is projected to increase in FY2027. This estimate is based on the number housed in the residence halls as well as budgets which are tied to student enrollment such as the Student Union and Recreation Center. Occupancy levels in the residence halls are budgeted based on a comparable number to this past academic year. The rates charged to students for residence halls including room and board were increased by an average of 4.4% for the 2026-27 academic year, and the Student Union and Recreation Center fees were unchanged.

Several changes in operating and equipment budgets have been recommended for 2026-2027. Changes in the Auxiliary Budget for FY2027 include allocating funds to cover projected food costs, contractual increases, wage increases, as well as MOSERS contributions. Overall, the Auxiliary Budget for FY27 is 5.8 percent higher than last year.

General Budget Priorities

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

Revenue Assumptions

1. Residence Halls. Room and board rates were raised by an average of 4.4% for FY2027. A student living in a typical two-person room will pay $12,119 for the 2026-2027 academic year. Based upon the projected occupancy rate for the fall semester and 91% returning for the spring semester and typical summer income, revenue from residence halls and apartments is projected at $16,808,000. This includes other income such as off-campus student meal plans, rentals, and interest income.

2. Student Union. The Student Union is primarily funded by a transfer from enrollment income to this budget at a rate of $165 per full-time equivalent student per semester. This fee was established to build, maintain, and cover debt service for the Student Union. The Student Activity Fee helps fund the Center for Student Involvement, which is housed in

the Student Union. Additional income sources include room rentals, bookstore, and food service commission. Total revenue for the Student Union Building for FY2027 is projected at $1,240,000.

3. Recreation Center. Major expenses for the Recreation Center include personnel and operations. A designated fee of $111 per semester per full-time equivalent student is included in enrollment fees. Debt on the Recreation Center has been retired. Total revenue for FY2027 is projected at $702,000 for the Recreation Center.

4. Service Departments. Due to reduced volume, revenue from the auxiliary service department (Printing Services) is projected at $200,000 for FY2027.

Planned Expenditures

A significant portion of the Auxiliary Budget is utilized to operate the residence halls. Staff includes the Residential Living Office, hall directors, housekeepers, and physical plant employees assigned to these non-academic areas. Table 9 outlines Auxiliary Budget equipment trends for FY2007-FY2027. Due to reduced income, equipment replacements are funded as needed from reserve funds.

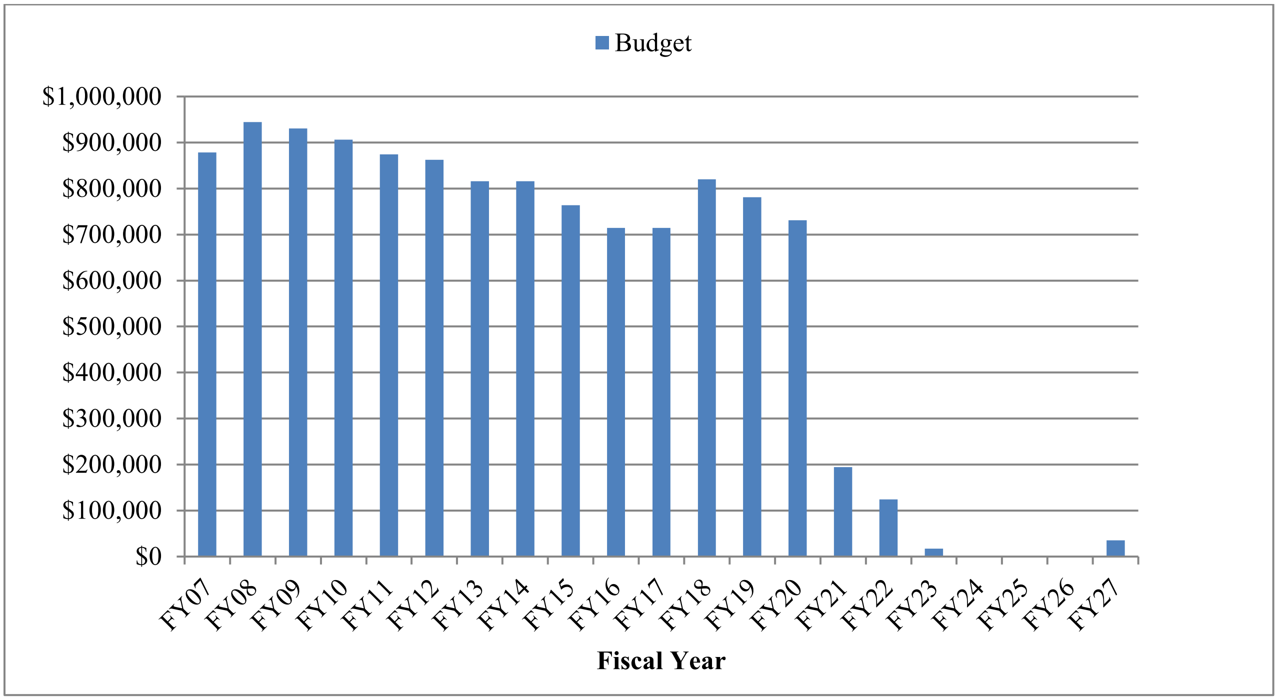
Operating funds for Residential Living include utilities, repairs and renovations, and food service contracts. Funds are included for food service repairs, and general repairs to the facilities. Food service costs are budgeted to cover projected costs as agreed to in the food service contract, which is the largest single component of this budget. Utility costs are projected to increase in 2026-2027 from the current year's actual expenditures and the budget reflects this. A major portion of the Residential Living operating budget is still set aside for bond repayments, which extend through FY2036. Table 12 shows institutional debt trends, primarily bonds for auxiliary renovations, for 2021 through 2030. Since 2021 debt has been reduced from $45.7 million to $21.1 million. The result is much lower debt service payments for the auxiliary budget.

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

The Recreation Center budget is slightly higher than last year due to expected increases in utility costs which are a major component in the operating budget for this area, and the increase in student employment costs which are included to help staff the facility.

The total FY2027 Auxiliary budget increases by over $1,050,000 from FY2026. This is a 5.8% increase, which reflects higher residence halls rates and the increase in food costs, salaries, and the MOSERS pension plan.

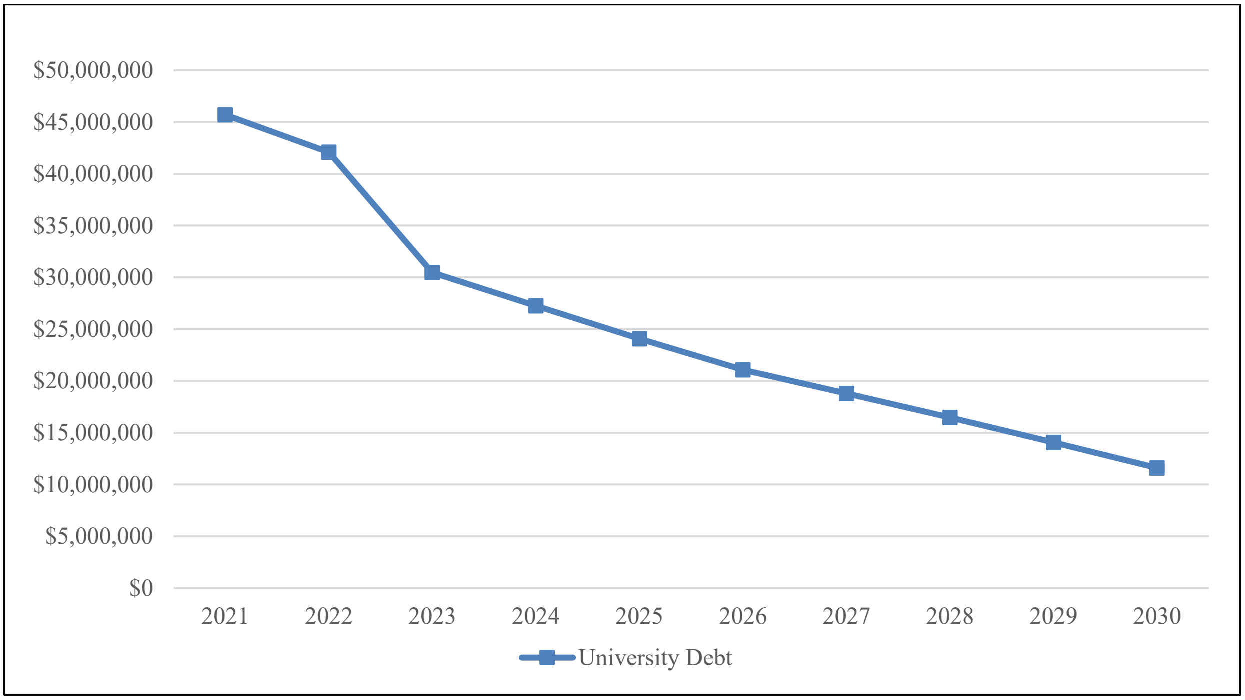
Table 11
AUXILIARY EQUIPMENT BUDGET TRENDS
FY07-FY27



Fiscal Year	Equipment Budget		% change
FY07	$	878,780	-6.8%
FY08	$	944,488	7.4%
FY09	$	930,488	-1.5%
FY10	$	906,247	-2.6%
FY11	$	874,233	-3.5%
FY12	$	862,633	-1.3%
FY13	$	815,883	-5.4%
FY14	$	815,883	0.0%
FY15	$	763,883	-6.4%
FY16	$	714,583	-6.5%
FY17	$	714,583	0.0%
FY18	$	820,060	+14.7%
FY19	$	781,203	-4.7%
FY20	$	730,793	-6.4%
FY21	$	194,543	-73.4%
FY22	$	124,500	-36.0%
FY23	$	17,500	-86.0%
FY24	$	0	-100.0%
FY25	$	0	0%
FY26	$	0	0%
FY27	$	35,000	n/a

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

Table 12
TRUMAN STATE UNIVERSITY DEBT
FY21-FY30



2021	2022	2023	2024	2025	2026	2027	2028	2029	3030
$45.7	$42.1	$30.5	$27.3	$24.1	$21.1	$18.8	$16.5	$14.1	$11.6

Includes bonds for residence halls and student union as well as capital leases for energy conservation improvements.

FY2027 AUXILIARY REVENUE BY CATEGORY

RESIDENCE HALLS

Room and Board $16,808,000

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

STUDENT UNION $ 1,240,000

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

RECREATION CENTER $ 702,000

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

SERVICE DEPARTMENT $ 200,000

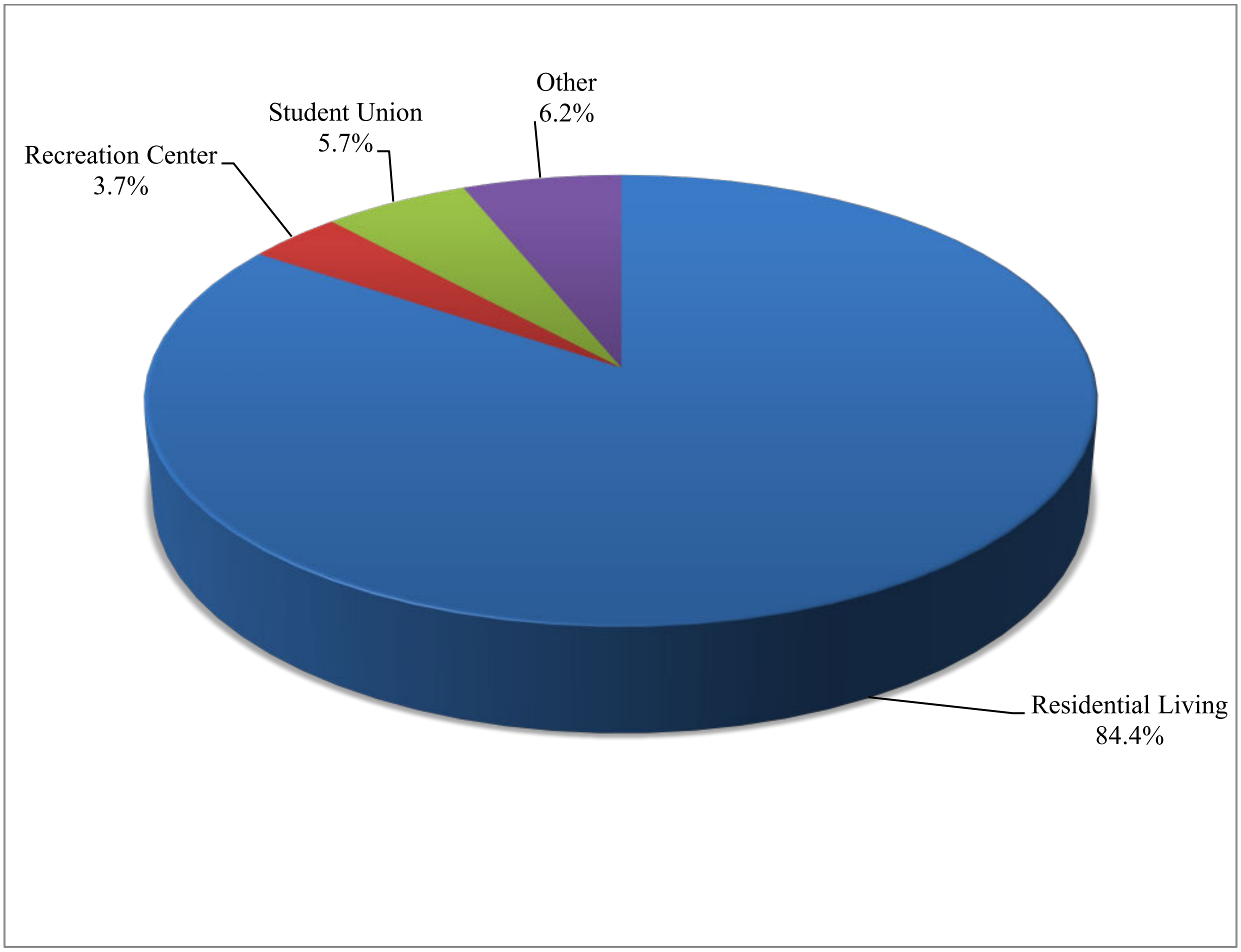
Certain service departments operate as auxiliary enterprises. Currently the only operation in this category is Campus Printing Services. Revenue is projected to be down slightly for FY27.

GRAND TOTAL AUXILIARY REVENUE $18,950,000

Table 13
FY2027 AUXILIARY EXPENDITURES BY AREA

	Personal Services	Equipment	Operations	Total
Residential Living	1,722,040	20,000	11,824,397	13,566,437
Residential Living Bond Payments	0	0	2,436,758	2,436,758
Student Union	326,790	15,000	417,506	759,296
Student Union Bond Payment	0	0	314,220	314,220
Printing Services	192,602	0	105,870	298,472
Auxiliary Reserves	0	0	873,043	873,043
Recreation Center	527,499	0	174,275	701,774
TOTAL	2,768,931	35,000	16,146,069	18,950,000

Table 14
FY2027 AUXILIARY EXPENSES
BY MAJOR AREA



FISCAL YEAR 2027 RESTRICTED FUND BUDGET

Executive Summary

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

Projected Restricted Revenues and Expenditures

Major activities supported through restricted funds include the following:

Upward Bound $ 501,398

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

McNair $ 315,696

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

Regional Professional Development Center $ 2,270,300

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

Pell $3,500,000

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

SEOG $ 101,284

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

Work Study $ 310,818

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

Federal TEACH Grant $ 20,000

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

Other $ 19,915

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

TOTAL ESTIMATED FY2027 RESTRICTED $ 7,039,411

Table 15
FISCAL YEAR 2027
ESTIMATED RESTRICTED REVENUE AND EXPENDITURES

Area or Program	FY2026 Estimate
Upward Bound	$ 501,398
McNair	$ 315,696
Regional Professional Development Center	$ 2,270,300
Pell	$ 3,500,000
SEOG	$ 101,284
Work-Study	$ 310,818
Federal TEACH Grant	$ 20,000
Other	$ 19,915
TOTAL	$ 7,039,411

COMBINED OPERATING BUDGET SUMMARY

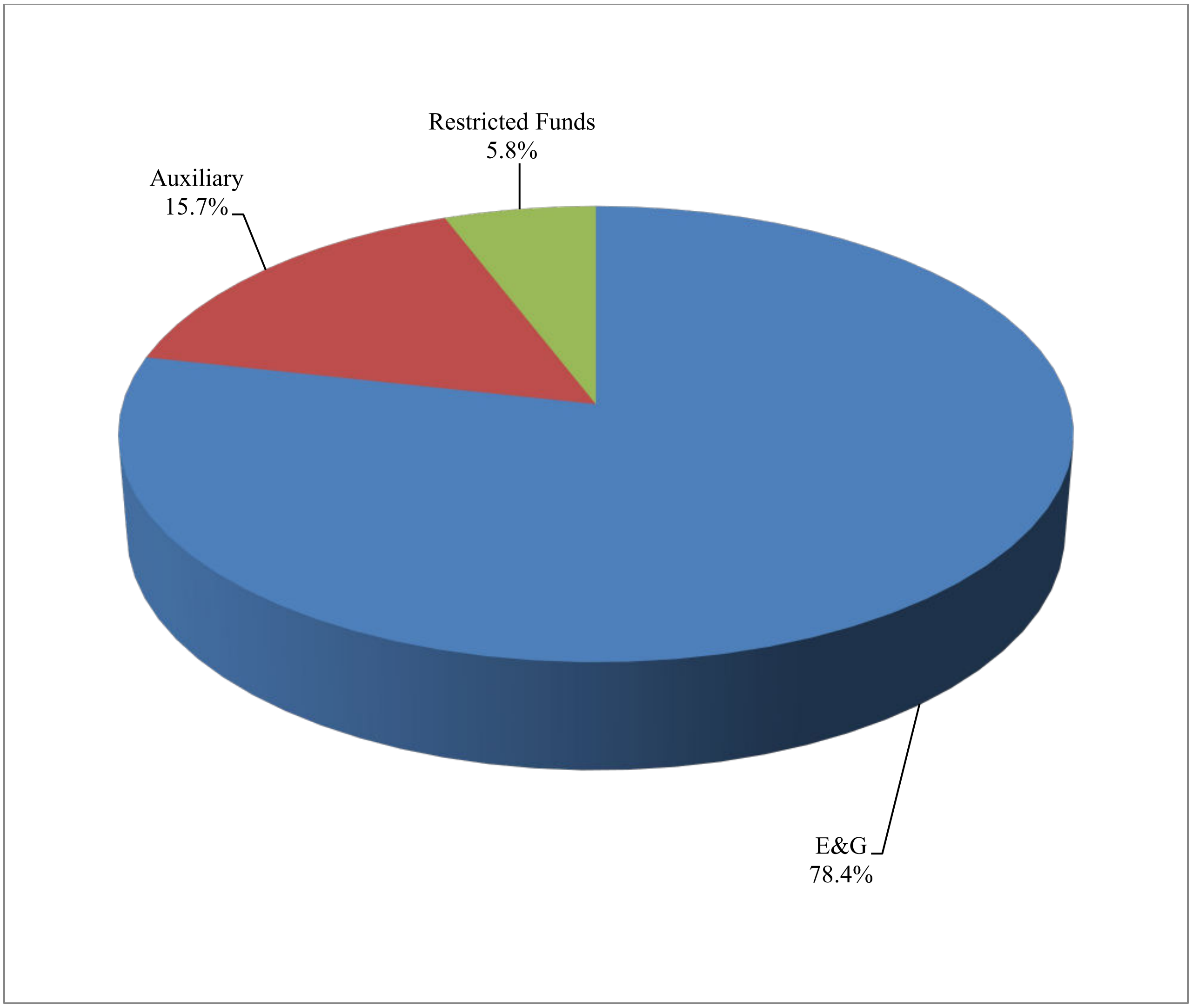
The combined operating budget for Fiscal Year 2027 totals $120,591,411.

Education and General	$ 94,602,000
Auxiliary	$ 18,950,000
Restricted Funds	$ 7,039,411
Total	$120,591,411

Table 11 illustrates the combined operating budget distributed by type, and the Education and General budget represents 78.4% of the total.

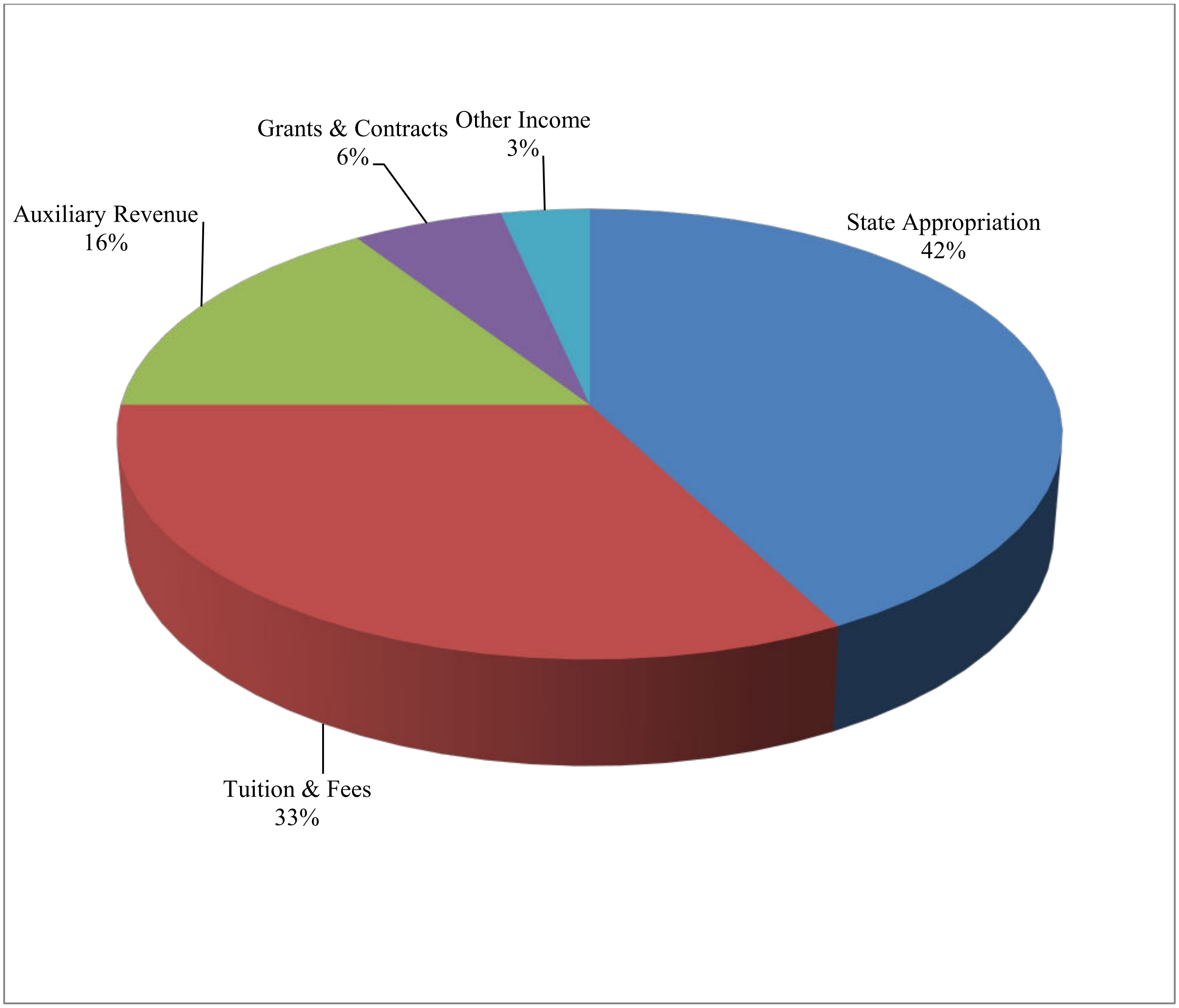
Projected revenues are equal to the various operating budgets, and Table 12 illustrates the sources of revenue which are combined to produce the funds needed. Major sources, in descending order, are State Appropriations, Student Tuition and Fees, Auxiliary Revenue, Grants and Contracts, and Other Income.

Table 16
FY2027 OPERATING BUDGETS



Operating Budget	$ Amount
E&G	$94,602,000
Auxiliary	$18,950,000
Restricted Funds	$ 7,039,411

Table 17
FY2027 Revenue Sources



Revenue Sources	$ Amount
State Appropriation	$50,936,492
Tuition & Fees	$39,519,000
Auxiliary Revenue	$18,950,000
Grants and Contracts	$ 7,039,411
Other Income	$ 4,146,508