TRUMAN STATE UNIVERSITY
Kirkville 63501
OFFICIAL MINUTES
OF THE
BOARD OF GOVERNORS

The Board of Governors for Truman State University met in conjunction with a planning retreat on Friday and Saturday, June 13-14, 2008, on the University campus in Kirkville, Missouri. The meeting was held in the Conference Room of the Student Union, and the open session of the meeting was called to order shortly after 1:00 p.m. by the Chair of the Board of Governors, Mark S. Wasinger.

A quorum was present with all seven voting members in attendance: Cheryl J. Cozette, Mike Greenwell, Karen Haber, Matthew W. Potter, Kenneth L. Read, John W. Siscel, III, and Mark S. Wasinger.

Also in attendance for the meeting were all three of the non-voting members: Cody Sumter, the student representative, and John Hilton and Peter T. Ewell, the two out-of-state members.

On March 31, 2008, Governor Matt Blunt appointed Cody Sumter to replace Emily S. Kiddoo as the student representative to the Truman State University Board of Governors. On April 24, 2008, the appointment of Mr. Sumter was confirmed by the Missouri Senate.

Call to Order
Mr. Wasinger opened the meeting by extending a welcome to all in attendance.

Resolution of Appreciation—Emily S. Kiddoo
Dr. Siscel moved the adoption of the following resolution:

WHEREAS, the Honorable Emily S. Kiddoo served as Student Representative to the Board of Governors of Truman State University from July 2005 thru April 2008, providing an effective and persuasive voice for student concerns and giving sound and wise advice to the Board of Governors; and

WHEREAS, during her tenure on the Board of Governors, Governor Kiddoo earned the respect and admiration of the Board, administration, faculty, staff and student body by displaying intellectual integrity, maturity, dedication, warmth, grace, and leadership; and

WHEREAS, Governor Kiddoo took it upon herself to develop a Student Representative Orientation Packet, a valuable resource that will help make the transition for student representatives much easier by providing a student-centered approach to trusteeship at the University; and

WHEREAS, the members of the Board have enjoyed working with this special and talented young woman and were extremely honored to be present when Governor Kiddoo graduated from Truman, magna cum laude, in May 2008;

NOW, THEREFORE, BE IT RESOLVED that the Board of Governors of Truman State University hereby expresses it sincere gratitude to The Honorable Emily S. Kiddoo for her distinguished and commendable service as Student Representative to the Board of Governors and offers to Governor Kiddoo their sincere best wishes to her as she continues her education and in all of her other future endeavors; and

BE IT FURTHER RESOLVED that a copy of this resolution be presented to Governor Kiddoo as a tangible expression of appreciation and felicitation.
The motion was seconded by Mr. Read and carried by a unanimous vote of 7 to 0. Mr. Wasinger then declared the motion to be duly adopted.

Minutes for the Open Session of Meeting on April 5, 2008
Mr. Greenwell moved the adoption of the following resolution:

BE IT RESOLVED that the minutes for the open session of the meeting on April 5, 2008, be approved.

The motion was seconded by Ms. Haber carried by a unanimous vote of 7 to 0. Mr. Wasinger then declared the motion to be duly adopted.

President’s Report
University Dean of Planning and Institutional Development and Executive Assistant to the President, Dr. Michael A. McManis, provided the President’s Report on behalf of University President Barbara Dixon due to her having lost her voice. Dr. McManis shared several items of current interest. Dr. McManis provided a legislative update, which included updates on the budget recently passed and signed by Governor Blunt, House Bill 1549 (an immigration status – omnibus bill), Senate Bill 380 (a scholarships for Veterans bill), and Senate Bill 2049 (a textbook transparency bill). He also noted that the members of COPHE (Missouri Council on Public Higher Education) had hosted special meetings with the three gubernatorial candidates, Jay Nixon, Sarah Steelman and Kenny Hulshof. Dr. McManis then highlighted three new community partnerships. He noted that the firm of HIT (Human Identification Technologies) had announced its intent to expand to Kirksville, noting their interest in working with Truman to secure a minor in forensic science and to provide a specialized internship. He noted that the University had established a partnership with DNR (Department of Natural Resources) to establish a satellite office on campus, which will work directly with students and interested faculty, support student projects and internships, and serve as a bridge with DNR statewide. He also noted that MREIC (Missouri Rural Enterprise and Innovation Center) and Truman’s SBDC (Small Business Development Center) are in the planning stages of a co-location project to hopefully provide a One-Stop Economic Development Shop for northeast Missouri. Dr. McManis ended the President’s Report by providing a facilities update, which included reports on the Pershing Building Project, Renovations to Blanton/Nason/Brewer Halls, and the Towne Museum and Visitors Center Project.

Financial Report
The Controller, Judy Mullins, reviewed financial reports of the University, which included a review as of April 30, 2008, of education and general revenues and expenditures and auxiliary system revenues and expenditures. Ms. Mullins also provided a review as of April 30, 2008 of the Truman State University Foundation revenues and expenditures. Ms. Mullins also shared a Board Policy Investment Policy Review and an Investments Report as of April 30, 2008.

Audit Preview
Jeffrey Winter, Partner, and Brent Stevens, Manager, from RubinBrown LLP accounting firm provided a report on the following items: scope of Truman’s upcoming audit engagement; projected audit plan for FY08 financial audit; and review of new risk assessment standards.

Equipment Purchase
Mr. Potter moved the adoption of the following resolution:

BE IT RESOLVED that the purchase of the following item of equipment be approved:

<table>
<thead>
<tr>
<th>Item</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>NeuroCom Balance Manager –</td>
<td>$26,000</td>
</tr>
<tr>
<td>Balance Master System (Version 8)</td>
<td></td>
</tr>
</tbody>
</table>
The motion was seconded by Mr. Greenwell carried by a unanimous vote of 7 to 0. Mr. Wasinger then declared the motion to be duly adopted.

Construction Projects Report
The Board reviewed a status report on construction projects previously approved by the Board.

Contracts for Construction/Technology Projects Report
It was noted that there were no construction projects totaling $25,000 to $50,000 which had been approved since the last meeting of the Board.

Auxiliary Facilities Update
President Dixon provided an update on the Auxiliary Facilities Initiative.

Architectural Services for Ryle Hall
Dr. Cozette moved the adoption of the following resolution:

BE IT RESOLVED that Mackey Mitchell, who has submitted a proposal to provide professional services for the Ryle Hall Renovation Project, with the fees and work for such services to be within the guidelines of the proposal, be approved as the project architects; and

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

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

The motion was seconded by Mr. Greenwell and carried by a vote of 5 to 2 with Dr. Cozette, Mr. Greenwell, Ms. Haber, Mr. Potter and Mr. Wasinger voting aye and with Mr. Read and Dr. Siscel voting nay. Mr. Wasinger then declared the motion to be duly adopted, and the Secretary designated a copy of the document as Exhibit A.

State Capital Improvement and Maintenance Request
Mr. Read moved the adoption of the following resolution:

BE IT RESOLVED that the FY 2010 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 $88,671,000 for FY 2010 thru FY 2014, be attached to the minutes as an exhibit; and

BE IT FURTHER RESOLVED that the President of the University is authorized to revise cost estimates based on additional input from the Office of Administration and to negotiate the priorities list and requested amount with the legislature, Governor and CBHE staff as appropriate.

The motion was seconded by Ms. Haber and carried by a unanimous vote of 7 to 0. Mr. Wasinger then declared the motion to be duly adopted, and the Secretary designated a copy of the document as Exhibit B.
Ratification of Construction Project – University Farm Duplex
Mr. Read moved the adoption of the following resolution:

WHEREAS, a ballot-by-mail was utilized in regard to a University Farm Duplex construction project; and

WHEREAS, the Board has utilized ballots-by-mail in the past to address items of business which needed action before the next scheduled meeting;

NOW, THEREFORE, BE IT RESOLVED that the following action, as approved by a unanimous vote of the voting members of the Board per a ballot-by-mail on June 2, 2008, be ratified and confirmed:

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

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Project Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>University Farm Duplex</td>
<td>$185,000</td>
</tr>
</tbody>
</table>

BE IT FURTHER RESOLVED that the President of the University, or her designee, be authorized to accept the low bid for the project and issue contracts as appropriate; and

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

The motion was seconded by Mr. Greenwell and carried by a unanimous vote of 7 to 0. Mr. Wasinger then declared the motion to be duly adopted, and the Secretary designated a copy of the document as Exhibit C.

Authorization to Increase Project Budget—Fine Arts Facility Remedial Work
Mr. Greenwell moved the adoption of the following resolution:

WHEREAS, the base bid results produce a project cost that is within the budgeted amount for the Fine Arts Facility Remedial Work which was approved at the October 20, 2006 meeting; and

WHEREAS, there are two alternates that would enhance the facility if accepted; and

WHEREAS, funds are available to increase the project budget;

NOW, THEREFORE, BE IT RESOLVED that the budgeted amount for the Fine Arts Facility Remedial Work be increased from $1,044,100 to $1,224,100; and

BE IT FURTHER RESOLVED that the President of the University, or her designee, be authorized to proceed with bidding the project and accepting the lowest and best bid for the project.

The motion was seconded by Mr. Potter and carried by a unanimous vote of 7 to 0. Mr. Wasinger then declared the motion to be duly adopted.
Operating Budgets FY2009
Ms. Haber moved the adoption of the following resolution:

BE IT RESOLVED that the “Operating Budget for Fiscal Year 2009” be approved and adopted for the 2008-2009 Fiscal Year; 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 this document be attached to the minutes as an exhibit.

The motion was seconded by Dr. Cozette and carried by a unanimous vote of 7 to 0. Mr. Wasinger then declared the motion to be duly adopted, and the Secretary designated a copy of the document as Exhibit D.

Salary Policies FY2009
Mr. Greenwell moved the adoption of the following resolution:

BE IT RESOLVED that the following salary and wage policies for the 2008-2009 Fiscal Year be approved:

1) 2008-2009 Policy for Faculty and Exempt Staff Salaries;
2) 2008-2009 Policy for Hourly Personnel Wage Rates;
3) 2008-2009 Policy for Unit I Wage Rates; and
4) 2008-2009 Policy for Off-Campus and Workshop Faculty Salaries; and

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

The motion was seconded by Mr. Read and carried by a unanimous vote of 7 to 0. Mr. Wasinger then declared the motion to be duly adopted, and the Secretary designated a copy of the documents as Exhibit E.

Market Adjustment for Full-time Faculty
Dr. Cozette moved the adoption of the following resolution:

BE IT RESOLVED that the following market adjustments for full-time faculty for the 2008-2009 Fiscal Year be approved:

Full-time faculty salaries for the 2007-2008 academic year will be increased by a market adjustment based on academic year 2007-2008 rank as follows:

Professor $1,050
Associate Professor $1,000
Assistant Professor $950
Instructor $500

This adjustment will become part of the base salary and applies only to full-time faculty holding the above ranks in 2007-2008 who were full-time members of the faculty in 2007-2008.
The motion was seconded by Ms. Haber and carried by a unanimous vote of 7 to 0. Mr. Wasinger then declared the motion to be duly adopted.

Agenda Items for Future Meetings
President Dixon reviewed the agenda items currently scheduled for the next regular meeting of the Board of Governors.

Dates for Future Meetings
Ms. Haber moved the adoption of the following resolution:

BE IT RESOLVED that the next regular meeting of the Board of Governors be scheduled for Saturday, August 16, 2008, on the University campus in Kirksville, beginning at 9:00 a.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:

- Friday, October 3, 2008;
- Saturday, December 6, 2008;
- Saturday, February 7, 2009;
- Saturday, April 2009 (date to be determined); and
- Friday and Saturday, June 19-20, 2009.

The motion was seconded by Dr. Siscel and carried by a unanimous vote of 7 to 0. Mr. Wasinger then declared the motion to be duly adopted.

Agenda Items for Closed Session
Dr. Siscel moved 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.

BE IT FURTHER RESOLVED that if any business not covered by the stated reasons for the closed session is raised during the closed session, then this meeting shall be reopened to the public and an announcement about a resumption of the open session shall be made in the hallway outside of the meeting room.

The motion was seconded by Mr. Read and carried by a unanimous vote of 7 to 0. Mr. Wasinger then declared the motion to be duly adopted.
The closed session of the meeting began shortly after 3:30 p.m.

* * * * *

The Board of Governors resumed its meeting on Saturday morning, June 14, 2008, in the Multipurpose Room of West Campus Suites. The closed session adjourned shortly after 9:00 a.m., and the open session resumed.

A quorum was present with all seven voting members in attendance: Cheryl J. Cozette, Mike Greenwell, Karen Haber, Matthew W. Potter, Kenneth L. Read, John W. Siscel, III, and Mark S. Wasinger.

Also in attendance for the meeting were all three of the non-voting members: Cody Sumter, the student representative, and John Hilton and Peter T. Ewell, the two out-of-state members.

The Board participated in a planning retreat which included the following presentations:
--Overview of Truman Development since 1980's;
--Integrated Student Experience: Curricular and Co-Curricular;
--Recruiting the Student Body to Meet the Mission: Enrollment Management;
--Supporting the Mission Financially: Understanding Finances and Financial Statements; and
--Providing the Margin for Excellence: “Bright Minds, Bright Futures.”

There being no further business, Dr. Siscel moved that the meeting be adjourned. The motion was seconded by Mr. Greenwell and carried by a unanimous vote of 7 to 0. Mr. Wasinger then declared the motion to be duly adopted and the meeting adjourned at approximately 12:15 p.m.

Matthew W. Potter
Secretary of the Board of Governors

I hereby certify that the foregoing minutes were approved by the Board of Governors on the 16th day of August, 2008.

Mark S. Wasinger
Chair of the Board of Governors
06.02.08

Re: Proposal for Professional Services

Project: Truman State University
Ryle Hall Renovation

Dear Mark:

I am pleased to submit this proposal for the proposed renovation to Ryle Hall. We value our relationship with Truman State and look forward to the opportunity to continue working on campus.

Our experience in the design of student housing and dining facilities has continued to grow since we began work on the Student Union Renovation and the Blanton/Nason/Brewer (B/N/B) and Dobson Hall Renovations:

- A 513 resident community at Southern Illinois University-Edwardsville.
- A 344 resident community at Webster University.
- Two new resident communities (one for 232 men and one for 248 women) at University of Notre Dame.
- A 657 resident community at University of Missouri-Columbia.
- A 204 resident sorority village at Emory University.
- A 1400 resident community at the Jardine Residences at Kansas State University.
- Expanded dining facility at Westminster College.
- Renovated and expanded Busch Student Center at St. Louis University.

Currently in construction document phase:

- Renovated and expanded Brady Commons Student Center at University of Missouri-Columbia.
- A 400 bed resident community and dining facility at University of Wisconsin-Madison.
- A 650 bed resident community and dining facility at Washington University's South 40 campus.

We are recognized national experts in the planning and design of Student Housing and Dining. This past April, MMA and Sujit Chemburkar gave a joint presentation at the ACUI Conference in New Orleans on the construction at the Student Union. MMA also received the People's Choice Award at ACUHO's 21st Century Project Competition in both 2007 and 2008.

Proposed Scope of the Projects

Based on the Residential Master Plan, and budget permitting, we understand the work will include the following:
Upgrades to the existing lounges and some new lounges, studies and laundry facility, an additional elevator to improve access to the dining and main building lounge, air conditioning, bathroom plumbing upgrades, new sprinkler system, new roof, and window replacement.

We understand the exact scope and budget will need to be confirmed to reflect new information and lessons-learned from the recently completed Residence Hall and Dining projects.

We understand your current plan is to execute this renovation in two phases and to maintain food service during fall and spring semesters. Anticipated construction start is early summer 2009; completion target is late summer 2011.

**Proposed Scope of Services**

We propose to provide typical architectural, structural and MEPFP design services as outlined in your typical contract.

We also propose to provide two services beyond basic services: investigation of existing conditions and food service design support.

We have also not included services for interior building signage or furnishings selection, specification, and procurement which we understand you will handle. If you wish, we can provide a fee for this work.

**Proposed Design Team**

Our proposed design team is the same we have used for the B/N/B and Dobson Hall projects.

Mackey Mitchell Architects will be the architect. Dick Kirschner will be the Principal-in-Charge, John Guenther will be the Project Designer, and Steve Emer will be the Project Manager/Project Architect.

Ross & Baruzzini will be the MEPFP engineer. Jeff Crawford will be the Project Engineer.

ASDG, LLC will be the Structural Engineer.

Dennis G. Glorie will be the food service consultant.

**Proposed Fee**

We propose to provide our basic services for a fee equal to 8% of the construction cost. Reimbursable expenses are not included in the basic services.

We propose to provide field verification services to the extent required to complete the current scope of work per our standard hourly rates up to a maximum of $20,000 for the project.

We propose the food service design work to be done on an hourly basis initially. Once the food service scope is better understood, we will arrange a mutually agreeable sum for this work.

Contract terms will be similar to the B/N/B and Dobson contracts. If this proposal is acceptable, we are prepared to start on the work immediately while the contract is prepared and signed. Please call if you have any questions or comments.
Sincerely,

[Signature]

Richard B. Kirschner, AIA
Principal

Attachments

cc Dick Kirschner, Steve Emer, Kay Kennington, File/06190.00/Owner

gs/06190/corr/Ryle Hall-l-schultz-01
### Hourly Rates

<table>
<thead>
<tr>
<th>Rate/Hour</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional VII</td>
<td>65</td>
</tr>
<tr>
<td>Professional VI</td>
<td>90</td>
</tr>
<tr>
<td>Professional V</td>
<td>100</td>
</tr>
<tr>
<td>Professional IV</td>
<td>110</td>
</tr>
<tr>
<td>Professional III</td>
<td>125</td>
</tr>
<tr>
<td>Professional II</td>
<td>150</td>
</tr>
<tr>
<td>Professional I</td>
<td>220</td>
</tr>
</tbody>
</table>

1Rates are subject to annual review and modification.
REIMBURSABLE EXPENSES

The following items are considered reimbursable expenses and are billed at a multiple of 1.1 times the amount expended by the architect, the architect’s employees and consultants in the interest of the project.

Transportation in connection with the project, except travel between the architect’s office and the project site.

Living expenses in connection with out-of-town travel.

Long-distance communications.

Facsimile communications.

Fees paid for securing approval of authorities having jurisdiction over the project.

Reproduction of documents, in-house and others.

Renderings, models and mock-ups requested by the Owner.

Postage and handling of drawings, specifications and other documents.

If authorized in advance by the Owner, expense of overtime requiring higher than regular rates.
ITEM F.4
State Capital Improvement and Maintenance Request

DESCRIPTION AND BACKGROUND

Capital funds requests are submitted to the Coordinating Board for Higher Education and the Division of Design and Construction, Office of Administration. The state has asked all institutions and agencies to develop priority lists for the next five years, or Fiscal Year 2010 through Fiscal Year 2014.

Our priority list is based on the 2002 University Master Plan Update for facilities and has been revised based on the recent state funding appropriated for the Pershing Building project.

For FY 2010 to FY 2014 the requested funds are in the following broad categories:

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Repair and Renovation</td>
<td>$83,263,000</td>
</tr>
<tr>
<td>New Construction</td>
<td>$5,408,000</td>
</tr>
<tr>
<td></td>
<td>$88,671,000</td>
</tr>
</tbody>
</table>

1. Baldwin Hall/McClain Hall Project FY 2010
This renovation project will complete the cycle of academic building updates which began with Violette Hall in 1995. It is designed to update Baldwin (70 years old) and McClain (32 years old) to meet current building standards and also provide renovated spaces for academic and administrative needs. Major changes will include the heating and air conditioning systems, lighting, and related mechanical systems.

As part of the project the open bridge connecting the two structures would be replaced with an infill building linking the buildings at three levels. Academic departments benefiting from this project include History, Political Science, Psychology, English, Classical & Modern Languages, Economics, and Philosophy & Religion. Administrative offices would also be reconfigured to meet current needs, and the large auditorium in Baldwin would be renovated.

2. Power Systems Infrastructure FY 2011
This project would upgrade the central power plant along with the utility distribution system on campus. A large boiler which is over 50 years old would be replaced with one that is more efficient and sized to meet current needs. The current condensate loop system would be replaced which is currently losing 45% of its volume of water, and key electrical system components would be upgraded. The focus of this project is energy conservation and development of a more efficient, dependable utility infrastructure.

The Kirk Memorial/Kirk Building project would provide funds for renovation of these two structures, with Kirk Memorial primarily a restoration project and Kirk Building a major renovation. Kirk Memorial is a historic structure located on the quadrangle, and it would serve as a site for offices and meeting rooms. Kirk Building would house offices and classrooms with
an emphasis on student support services as it is adjacent to the largest concentration of student residence halls.

4. Greenwood School Project, FY 2013
The Greenwood School project would renovate and restore this property for use as offices and classrooms. This would include replacement of the roof, new windows, and a new HVAC system. This building is a former public school which has historical ties to both the campus and the city of Kirksville.

5. Maintenance/Central Receiving Facility, FY 2014
New maintenance shops, garages for vehicles, and a central receiving facility would be considered the fifth project on the priority list. Existing facilities to be replaced include a former implement dealer site which is approximately 40 years old. Currently Truman has no central receiving facility.

The final project on the list is renovation of Pickler Memorial Library. By 2014, the library will be in the 25th year since the major addition was constructed. It will be necessary to remodel the facility to meet current standards such as lighting and HVAC controls and make modifications to meet institutional needs.

FY 2010 State Capital Improvement and Maintenance Request

<table>
<thead>
<tr>
<th>Project/Facility</th>
<th>Category</th>
<th>Priority</th>
<th>Request</th>
<th>Fiscal Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baldwin/McClain</td>
<td>RR</td>
<td>1</td>
<td>$37,700,000</td>
<td>2010</td>
</tr>
<tr>
<td>Power Systems Infrastructure</td>
<td>RR</td>
<td>2</td>
<td>$12,892,000</td>
<td>2011</td>
</tr>
<tr>
<td>Kirk Memorial/Kirk Building</td>
<td>RR</td>
<td>3</td>
<td>$15,080,000</td>
<td>2012</td>
</tr>
<tr>
<td>Greenwood School</td>
<td>RR</td>
<td>4</td>
<td>$11,211,000</td>
<td>2013</td>
</tr>
<tr>
<td>Maintenance/Central Receiving Facility</td>
<td>N</td>
<td>5</td>
<td>$5,408,000</td>
<td>2014</td>
</tr>
<tr>
<td>Pickler Memorial Library</td>
<td>RR</td>
<td>6</td>
<td>$6,380,000</td>
<td>2014</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td><strong>$88,671,000</strong></td>
<td></td>
</tr>
</tbody>
</table>

RR = Repair and Renovation
N = New Construction

RECOMMENDED ACTION

Approval of the following resolution to submit the FY 2010 State Capital Improvement and Maintenance Request as outlined is recommended.
BE IT RESOLVED that the FY 2010 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 $88,671,000 for FY 2010 thru FY 2014, be attached to the minutes as an exhibit; and

BE IT FURTHER RESOLVED that the President of the University is authorized to revise cost estimates based on additional input from the Office of Administration and to negotiate the priorities list and requested amount with the legislature, Governor and CBHE staff as appropriate.

Moved by ____________________________
Seconded by __________________________

VOTE: AYE ____
      NAY ____
ITEM F.5
Ratification of Construction Project – University Farm Duplex

DESCRIPTION AND BACKGROUND

In mid-January 2008, the duplex at the University Farm was severely damaged by fire. This facility existed when the farm was purchased, and its age is unknown. It is used to house student workers who care for animals at the farm, and it is important to maintain an on-site facility for the agriculture program.

Truman has a $50,000 deductible on property losses, and the total claim allowed by the adjuster was $146,777. Because the existing facility incurred heavy damage and the basement is in poor condition, staff from the Agriculture Department and Physical Plant recommended reviewing options for a new structure. The consensus was to seek estimates for a modular or manufactured structure. Based on these estimates and the desire to maintain a duplex housing unit to facilitate employing, and thus housing, both male and female students, an RFP was used to solicit bids.

The RFP was distributed to 19 companies that are authorized dealers or contractors for modular homes. Advertisements were also placed in newspapers as required for projects of this type. A bid was received from one company (Eagle Crest Homes) for a Crest Modular Duplex. This unit consists of two 960 square foot units, each with a living area, kitchen, bath, and two bedrooms. The duplex will be built over a split basement, which provides storage and a storm shelter for each unit. Four companies submitted a “no bid” response.

Although only one actual bid was received, it is recommended that it be accepted. The price is within 10% of quotes received from other vendors who chose not to bid. It is our belief that the timing on the project (our desire to have it completed by mid-August) may have caused some interested companies to “no-bid” a project with a deadline.

The bidder has completed 24 modular homes in Missouri, has three years of experience as a system-built home builder, and has 20 years of experience in construction management. The firm has completed training with three system-built manufacturing companies, and references indicate that they do quality work and meet schedules for completion.

Funds for the duplex project will come from the insurance settlement amounts and the FY08 Local Capital Budget. The project budget covers advertising, construction of the foundation, and erection of the duplex. Our Physical Plant staff will remove the old duplex and will handle the utility connections for the new structure. The net cost to the University after the insurance settlement should not exceed $90,000.

RECOMMENDED ACTION

Approval of the following resolution to approve the University Farm Duplex Project is recommended.

WHEREAS, a ballot-by-mail was utilized in regard to a University Farm Duplex construction project; and

WHEREAS, the Board has utilized ballots-by-mail in the past to address items of business which needed action before the next scheduled meeting;

NOW, THEREFORE, BE IT RESOLVED that the following action, as approved by a unanimous vote of the voting members of the Board per a ballot-by-mail on June 2, 2008, be ratified and confirmed:
BE IT RESOLVED that the description and budgeted amount for the following construction project be approved:

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Project Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>University Farm Duplex</td>
<td>$185,000</td>
</tr>
</tbody>
</table>

BE IT FURTHER RESOLVED that the President of the University, or her designee, be authorized to accept the low bid for the project and issue contracts as appropriate; and

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

Moved by ____________________________
Seconded by _________________________
Vote:  Aye _________________________
       Nay _________________________

**ATTACHMENTS**

Duplex Diagram
7 Submitted Voting Ballots
Ballot-by-Mail

TO: Barbara Dixon
(fax: 660-785-4030)

Re: University Farm Duplex

I have reviewed the description and background on the University Farm Duplex project as provided by President Dixon on May 27, 2008, and I vote as follows:

[X] I approve the recommended action to proceed with the University Farm Duplex project at a project budget of $185,000.

I do not approve the recommended action.

Cheryl Coxe
Signature

Cheryl Coxe
Printed Name

5-29-08
Date

Please fax back ballot by 5:00 p.m. on Monday, June 2, 2008, and return the original to the President’s Office by regular mail.
Ballot-by-Mail

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Signature

Michele Greenwell
Printed Name

5/30/08
Date

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Signature
Karen Haber

Printed Name
Karen Haber

Date
5/30/08

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Signature

Matthew W. Potter

Printed Name

Date
2 Jun 2008

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(Signature)

(Kenneth L. Read)

( Printed Name)

(5/29/08)

(Date)

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[Signature]
[Printed Name]  Ed. D.
[Date]

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I do not approve the recommended action.

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[ ] I do not approve the recommended action.

Signature

Mark S. Wasinger

Printed Name

6/2/08

Date

Please fax back ballot by 5:00 p.m. on Monday, June 2, 2008, and return the original to the President's Office by regular mail.
FY 2009 BUDGET DOCUMENTS

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FISCAL YEAR 2009 EDUCATION AND GENERAL BUDGET NARRATIVE

Executive Summary

The Education and General 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. Projected income for 2008-2009 is up, due to increased student fee income and an increase in state support. The appropriation for Truman approved by the General Assembly for FY 2009 is 4.2% above FY 2008. Student enrollment fees for 2008-2009 were increased by an average of 4% and enrollment for Fiscal 2009 is expected to be comparable to Fiscal 2008. The overall result is a 4.1% projected increase in revenue and expenditures compared to the FY 2008 budget.

General Budget Priorities

Functional areas of the University were asked to develop budget requests for FY 2009 based on a modest increase in funding and were also asked to identify functions or areas where reallocations could occur. Although the General Assembly provided a 4.2% increase in funding for FY09, state revenue projections for FY09 are uncertain. The budget was developed to continue a reserve to handle a possible withholding of state funds—up to five percent of the appropriation. In addition, resources have been allocated to cover the following critical areas:

- Funds to support a general salary increase;
- Additional funds for faculty market adjustments and to implement the first phase of the staff classification plan;
- Funds to cover projected utility costs;
- Additional scholarship funds; and
- Funds for areas identified as priorities in the Board-approved strategic plan.
The proposed budget continues Truman's focus on the academic and student-support areas. Funds have been allocated within the academic budget to create budgets which align with the transition to the departmental structure. Resources have also been allocated to several budget areas to insure that services are continued which directly support student recruitment, retention, and learning.

**Revenue Assumptions**

**General Revenue.** The general revenue appropriation for Truman from the State of Missouri approved by the General Assembly is 4.2% above FY 2008. Total funds appropriated from general revenue and lottery proceeds for FY 2009 are $45,161,510. Historically, the Governor withholds at least three percent of these funds as a contingency. For Fiscal 2009 this requires a reserve of $1,354,845 for the standard withholding. Table 1 provides a snapshot of total state revenue trends for FY 1992 through FY 2009 and reflects the actual funds received after all state withholding actions, including those beyond the 3% level. A comparison of initial appropriations and state funds received after withholding for FY95-FY09 is found on Table 2.

**Enrollment Fees and Other Income.** The Fall 2008 enrollment is projected for budget purposes at approximately 5,800 students. This is comparable to actual enrollment for Fall 2007. Spring 2009 enrollment is projected at the historical average of 93 percent of the fall semester total. Student fees were increased for both undergraduate and graduate students for 2008-2009 but were capped for Missouri undergraduates by Senate Bill 389 at the most recent CPI. Given an entering class that is projected to have fewer out-of-state students, unrestricted tuition revenues are expected to increase 4%. Sources of income in addition to enrollment fees include special fees, fines, charges for services, and interest income. An increase in the student activity fee will generate more income, which is budgeted for student activities. Due to declining interest rates on invested funds, the interest income available in FY 2009 is projected to drop.
Table 1
General Revenue Trends

Ongoing State Appropriations

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Appropriation</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 92</td>
<td>$25,258,948</td>
<td></td>
</tr>
<tr>
<td>FY 93</td>
<td>$26,631,717</td>
<td>5.4%</td>
</tr>
<tr>
<td>FY 94</td>
<td>$27,737,229</td>
<td>4.2%</td>
</tr>
<tr>
<td>FY 95</td>
<td>$29,427,745</td>
<td>6.1%</td>
</tr>
<tr>
<td>FY 96</td>
<td>$31,979,820</td>
<td>8.7%</td>
</tr>
<tr>
<td>FY 97</td>
<td>$33,757,552</td>
<td>5.6%</td>
</tr>
<tr>
<td>FY 98</td>
<td>$35,437,909</td>
<td>4.7%</td>
</tr>
<tr>
<td>FY 99</td>
<td>$39,072,485</td>
<td>10.3%</td>
</tr>
<tr>
<td>FY 00</td>
<td>$41,522,860</td>
<td>6.2%</td>
</tr>
<tr>
<td>FY 01</td>
<td>$43,987,383</td>
<td>5.6%</td>
</tr>
<tr>
<td>FY 02</td>
<td>$38,640,023</td>
<td>-12.2%</td>
</tr>
<tr>
<td>FY 03</td>
<td>$39,427,733</td>
<td>2.0%</td>
</tr>
<tr>
<td>FY 04</td>
<td>$38,619,423</td>
<td>-2.1%</td>
</tr>
<tr>
<td>FY 05</td>
<td>$39,545,109</td>
<td>2.4%</td>
</tr>
<tr>
<td>FY 06</td>
<td>$39,545,109</td>
<td>0.0%</td>
</tr>
<tr>
<td>FY 07</td>
<td>$40,346,396</td>
<td>2.0%</td>
</tr>
<tr>
<td>FY 08</td>
<td>$42,040,945</td>
<td>4.2%</td>
</tr>
<tr>
<td>FY 09*</td>
<td>$43,806,665</td>
<td>4.2%</td>
</tr>
</tbody>
</table>

* Projected

Note: This table excludes funds appropriated but withheld and one-time funds. For FY07-08 a 3% withholding was assumed.
Table 2

Comparison of Annual Appropriations and Actual State Funds Received

<table>
<thead>
<tr>
<th>FY05</th>
<th>FY06</th>
<th>FY07</th>
<th>FY08</th>
<th>FY09</th>
<th>FY10</th>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appropriation</td>
<td>30.7</td>
<td>32.7</td>
<td>35.3</td>
<td>35.4</td>
<td>40.3</td>
<td>42.8</td>
<td>45.4</td>
<td>46.3</td>
<td>42.1</td>
<td>39.8</td>
<td>40.7</td>
<td>41.6</td>
<td>43.3</td>
</tr>
<tr>
<td>Actual received</td>
<td>29.4</td>
<td>32.0</td>
<td>33.8</td>
<td>36.4</td>
<td>36.2</td>
<td>41.6</td>
<td>44.0</td>
<td>50.9</td>
<td>39.4</td>
<td>38.6</td>
<td>39.5</td>
<td>39.5</td>
<td>40.3</td>
</tr>
</tbody>
</table>

*Note: FY19 is projected based on the standard 3% withholding.*
Planned Expenditures

Personal Services. A major portion of the operating budget is utilized for salaries and fringe benefits. For FY 2009, Truman is budgeting $53.9 million in this category, or 59% 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.

<table>
<thead>
<tr>
<th></th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$38,710,017</td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td>$12,074,421</td>
</tr>
<tr>
<td>Student Employment</td>
<td>$3,158,417</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$53,942,855</strong></td>
</tr>
</tbody>
</table>

As part of on-going reallocation efforts, several positions have been reassigned for FY 2009. This includes faculty positions redistributed to meet enrollment needs and minor staffing changes. Staff positions were reallocated to meet student recruitment and support needs for international students. In addition, positions were added or restructured in student services to provide more support for student activities and programs. Care has been taken to maintain the quality of instruction, and balance the staffing across various programs and offices. The total budgeted faculty and staff headcount for FY 2009 is slightly higher than FY 2008. Funds are included in the personal service category to provide a salary increase for faculty and staff, a market adjustment for faculty salaries, a contingency fund for staff adjustments, and funds to cover the projected cost of medical insurance and retirement contributions for employees.
Operations and Equipment

Because most of the new fee revenues for FY 2009 are being utilized to meet several mandatory cost increases, some reallocations were necessary in the equipment and operations categories. 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 $4.5 million dollars in operations is budgeted in core areas including the academic departments.

   Equipment for instructional use will be budgeted slightly below the FY 2008 level as many items previously categorized as equipment no longer meet the cost threshold. This academic equipment is in addition to the campus technology funds. Table 3 outlines academic and research equipment budgets for FY 2000-FY 2009 and shows the asset renewal rate for these areas. Research funding totals over $852,000 for FY 2009, and more than $700,000 of this total is in the operations and equipment category.

   A continuing priority is the maintenance of the academic holdings of Pickler Memorial Library. Because cost increases for periodicals have greatly exceeded inflation, it has been necessary to reallocate funds to cover periodicals and provide a modest acquisition budget for books. The library budget for FY 2009 includes additional acquisition funds to maintain the library collection.

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 Registrar, Financial Aid, International Students, Multicultural Affairs, Admission, Athletics, Health Clinic, and Counseling. Approximately $3.6 million is budgeted for equipment and operations in the student services category. This includes the funds generated by the new student athletic fee which in FY 2009 will be
transferred to cover costs of the new football field. 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 FY 2009 operating budget continues significant allocations for computing and technology. A total of over $4.1 million is budgeted for technology services which include staff, operations, equipment and maintenance of existing systems and networks with over 2,000 laptop and desktop workstations on campus, and a network with 8,800 ports. Continued technology investment is necessary to remain competitive. In 1992-1993 technology areas received 2.7 percent of the budget. For 2008-2009, technology areas are budgeted at nearly 4.4 percent of the institutional total. It should be noted that decreases in prices for personal computers and bulk purchase arrangements have resulted in a shift of the technology budget from equipment to the operations category.

4. Maintenance and Repair Fund. The General Assembly has provided designated appropriations from General Revenue to handle campus maintenance and repair. These funds were added to the base appropriation for each campus with the intention to meet needs such as renovations, roof replacements and upgrades to heating and air conditioning systems. This amount has been adjusted by the percentage change in appropriations in recent years. For FY 2009, a total of $1,621,665 is budgeted for maintenance and repair. This is a 4.2% increase from FY 2008 based on the increase in state support. Table 4 outlines trends in the Maintenance & Repair budget for FY 2000-FY 2009.

5. Utilities. Due to increases in utility costs, and increased demand, utility budgets have been increased in recent years. Utility costs are projected to continue to increase in FY 2009, and the total budgeted in this category has
been increased $125,000 to provide an allowance for rate increases and the impact of severe weather. Total funds budgeted for utilities, including operation of the central power plant, are $2,391,000. The Auxiliary Budget includes additional funds to cover utilities in those facilities.

6. Institutional Support. This area includes many administrative functions such as the Business Office, Alumni/Advancement, Public Relations, President’s Office and other support areas. The combined operations and equipment total for this category is $3.1 million, which includes funds transferred from the Foundation to support an expanded advancement and fundraising effort.

7. Scholarships. For FY 2009, the Athletic Grants total has been increased 4% to compensate for the tuition increase. Academic scholarship funds have also been increased to cover new tuition levels for 2008-09.

8. Student Employment. Student employment budgets have been increased to compensate for increases in the minimum wage rate. Funds allocated for student employment in the Education and General Budget total over $3 million, a small increase from FY09.
Table 3

Academic & Research Equipment Budgets

<table>
<thead>
<tr>
<th></th>
<th>FY00</th>
<th>FY01</th>
<th>FY02</th>
<th>FY03</th>
<th>FY04</th>
<th>FY05</th>
<th>FY06</th>
<th>FY07</th>
<th>FY08</th>
<th>FY09</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equip</td>
<td>3.310</td>
<td>3.323</td>
<td>2.953</td>
<td>2.356</td>
<td>2.139</td>
<td>3.026</td>
<td>2.381</td>
<td>2.660</td>
<td>2.460</td>
<td>2.491</td>
</tr>
<tr>
<td>Actual &amp; Available</td>
<td>1.460</td>
<td>1.433</td>
<td>1.173</td>
<td>0.64</td>
<td>0.76</td>
<td>0.803</td>
<td>0.801</td>
<td>0.797</td>
<td>0.852</td>
<td>0.814</td>
</tr>
</tbody>
</table>

Note: Equipment budgets include significant amounts designated to cover the 3% withholding in state funds and contingency amounts including the 5% reserve. 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 reduced this budget somewhat.
## Table 4

Maintenance & Repair Budget

<table>
<thead>
<tr>
<th>Year</th>
<th>M&amp;R</th>
<th>% of Book Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY00</td>
<td>1,639,000</td>
<td>1.7%</td>
</tr>
<tr>
<td>FY01</td>
<td>1,688,000</td>
<td>1.7%</td>
</tr>
<tr>
<td>FY02</td>
<td>1,688,000</td>
<td>1.7%</td>
</tr>
<tr>
<td>FY03</td>
<td>1,569,200</td>
<td>1.6%</td>
</tr>
<tr>
<td>FY04</td>
<td>1,465,900</td>
<td>1.4%</td>
</tr>
<tr>
<td>FY05</td>
<td>1,465,900</td>
<td>1.4%</td>
</tr>
<tr>
<td>FY06</td>
<td>1,465,900</td>
<td>1.4%</td>
</tr>
<tr>
<td>FY07</td>
<td>1,494,300</td>
<td>1.5%</td>
</tr>
<tr>
<td>FY08</td>
<td>1,555,300</td>
<td>1.5%</td>
</tr>
<tr>
<td>FY09</td>
<td>1,621,665</td>
<td>1.6%</td>
</tr>
</tbody>
</table>

Proposed

Note: The current insured value for the physical plant (non auxiliary) is $98,000,000.

*FY08 includes $50,000 set aside for potential state withholding.*
FY 2009 EDUCATION AND GENERAL REVENUE BY CATEGORY

The page that follows provides a summary of projected revenue for FY 2009 in several major categories. General Revenue, or state funds, provides 48.8% of the proposed budget.

Board policy calls for net tuition income not to exceed a target of 35 percent 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 FY 2009. The portion of the adjusted budget supported by student tuition is 29.7% and, therefore, is within the policy.

Table 5 illustrates budgeted sources of funds for FY 2009. Trends in recent years include reductions in state funding, increases in student fees, and more revenues from other miscellaneous sources. As a result, state support now accounts for slightly less than 50% of budgeted Education and General revenues.
EDUCATION AND GENERAL
FY 2009 REVENUE BY CATEGORY

General Revenue $45,161,510

This represents the entire amount appropriated by the General Assembly. A contingency budget of $1,354,845 has been established for the traditional 3% withholding by the Governor. In recent years only a small portion of the 3% withholding has been released, and no funds are expected to be released in FY 2009.

Student Enrollment Fees $44,442,500

FY 2009 enrollment income for budget purposes is based upon stable student enrollment. Spring semester enrollment is based on a 93% retention rate. Missouri students are assumed to make up 75% of the total enrollment; graduate enrollment is expected to be stable; and summer enrollment is projected at the 2007 summer level. This category also includes fees for off-campus courses, the new athletic fee, study abroad programs, and special enrollment fees.

Other Local Income and Transfers $2,901,844

This includes various revenue sources: investments, athletic gate receipts, sales and services of educational activities (such as summer camps), rollover from FY08, indirect costs from grants and other miscellaneous sources. Transfers from Auxiliary sources and the Foundation are also included here.

GRAND TOTAL ALL SOURCES $92,505,854
SEGREATION OF ON-CAMPUS FEE INCOME FOR FY 2009 IS AS FOLLOWS:

<table>
<thead>
<tr>
<th>Total Fee Income</th>
<th>Designated or Restricted</th>
<th>Undesignated &amp; Unrestricted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrollment Fees</td>
<td>42,112,500</td>
<td>42,112,500</td>
</tr>
<tr>
<td>Less Restricted:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student Union</td>
<td>-1,008,000</td>
<td>-1,008,000</td>
</tr>
<tr>
<td>&quot;out-of-state&quot;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Missouri taxpayer discount</td>
<td>-255,000</td>
<td>-255,000</td>
</tr>
<tr>
<td>Recreation Center</td>
<td>-1,170,000</td>
<td>-1,170,000</td>
</tr>
<tr>
<td>Overload Fees</td>
<td>70,000</td>
<td>70,000</td>
</tr>
<tr>
<td>Residential College Fees</td>
<td>405,000</td>
<td>405,000</td>
</tr>
<tr>
<td>Truman Week Fee</td>
<td>270,000</td>
<td>270,000</td>
</tr>
<tr>
<td>Joseph Baldwin Academy</td>
<td>255,000</td>
<td>255,000</td>
</tr>
<tr>
<td>Misc. Fees (example)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private music lessons</td>
<td>197,000</td>
<td>197,000</td>
</tr>
<tr>
<td>Late Fees; Change of Program, misc.</td>
<td>150,000</td>
<td>150,000</td>
</tr>
<tr>
<td>Student Activity Fee</td>
<td>445,000</td>
<td>445,000</td>
</tr>
<tr>
<td>Athletic Fee</td>
<td>543,000</td>
<td>543,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>42,014,500</strong></td>
<td><strong>2,335,000</strong></td>
</tr>
</tbody>
</table>

The percentage calculation is shown as follows:

1. Undesignated and unrestricted fees (above) 39,679,500

2. Less Academic Scholarships, Experienceships And Athletic Grants in Aid -17,386,800

**NET TUITION** 22,292,700

1. Total Education and General Budget 92,505,854

2. Less Academic Scholarships, Experienceships And Athletic Grants in Aid -17,386,800

**ADJUSTED E&G TOTAL** 75,119,054

**NET TUITION AS A PERCENTAGE OF ADJUSTED E&G** 29.7%

NOTE: Includes projected on-campus student fee income and excludes off-campus courses and study abroad program fees.
Table 5

FY 2009 BUDGETED REVENUE

- General Revenue: 48.8%
- Student Enrollment Fees: 48.0%
- Other Local Income and Transfers: 3.2%
FY 2009 PLANNED EXPENDITURES BY CATEGORY

The Missouri Coordinating Board for Higher Education and Office of Administration have developed a budget reporting structure which follows the NCHEMS model and federal financial reporting standards for higher education. The broad budget categories and totals for FY 2009 are as follows:

**Instruction**  $41,107,232
This includes all expenditures such as faculty salaries, operating funds and equipment which support instructional activities.

**Research**  $852,369
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**  $138,088
Non-instructional services beneficial to external groups are included in public service. Summer camps and matching funds for Upward Bound and similar programs are budgeted here.

**Academic Support**  $6,588,039
The Library, Media Services, and academic administration are in this category. Expenses for operation of the library represent over one-half of this budget.

**Student Services**  $9,127,287
This includes areas such as student services administration, counseling services, admissions and records, intercollegiate athletics, health services, and testing services.
<table>
<thead>
<tr>
<th>Institutional Support</th>
<th>$8,080,201</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support areas including fiscal operations, alumni and public relations, and general administration are in this category.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Physical Plant</th>
<th>$7,564,173</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Maintenance and Repairs</th>
<th>$1,621,665</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funds designated for campus building repairs and preventive maintenance are in this category.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Student Aid</th>
<th>$17,386,800</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student scholarships, experienceships and athletic aid are included here.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Transfers</th>
<th>$40,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mandatory transfers for federal aid programs (Perkins and SEOG) comprise this budget.</td>
<td></td>
</tr>
</tbody>
</table>

TOTAL $92,505,854

Note: Several significant changes in categories have been made to match the 2006 Uniform Financial Reporting Manual developed by the Coordinating Board for Higher Education as well as the most recent National Association of College and University Business Officers guidance regarding classification of various functional areas.
## FY 2009 EDUCATION AND GENERAL EXPENDITURES BY CATEGORY

<table>
<thead>
<tr>
<th>Category</th>
<th>Personal Service</th>
<th>Equipment</th>
<th>Operations</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction</td>
<td>34,303,492</td>
<td>2,086,900</td>
<td>4,716,840</td>
<td>41,107,232</td>
</tr>
<tr>
<td>Research</td>
<td>144,369</td>
<td>205,000</td>
<td>503,000</td>
<td>852,369</td>
</tr>
<tr>
<td>Public Service</td>
<td>49,437</td>
<td>6,415</td>
<td>82,236</td>
<td>138,088</td>
</tr>
<tr>
<td>SUBTOTAL</td>
<td>34,497,298</td>
<td>2,298,315</td>
<td>5,302,076</td>
<td>42,097,689</td>
</tr>
<tr>
<td>Academic Support</td>
<td>3,883,096</td>
<td>193,600</td>
<td>2,511,343</td>
<td>6,588,039</td>
</tr>
<tr>
<td>Student Services</td>
<td>5,460,891</td>
<td>36,500</td>
<td>3,629,896</td>
<td>9,127,287</td>
</tr>
<tr>
<td>Institutional Support</td>
<td>5,010,370</td>
<td>109,900</td>
<td>2,959,931</td>
<td>8,080,201</td>
</tr>
<tr>
<td>Physical Plant</td>
<td>3,632,480</td>
<td>181,100</td>
<td>3,705,000</td>
<td>7,564,173</td>
</tr>
<tr>
<td>Maintenance &amp; Repairs</td>
<td>0</td>
<td>0</td>
<td>1,621,665</td>
<td>1,621,665</td>
</tr>
<tr>
<td>Student Aid</td>
<td>1,458,720</td>
<td>0</td>
<td>15,928,080</td>
<td>17,386,800</td>
</tr>
<tr>
<td>Transfers</td>
<td>0</td>
<td>0</td>
<td>40,000</td>
<td>40,000</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td>53,942,855</td>
<td>2,819,415</td>
<td>35,743,584</td>
<td>92,505,854</td>
</tr>
</tbody>
</table>

**Note:** Several significant changes in categories have been made to match the 2006 Uniform Financial Reporting Manual developed by the Coordinating Board for Higher Education as well as the most recent National Association of College and University Business Officers guidance regarding classification of various functional areas.
### COMPARISON OF EDUCATION AND GENERAL BUDGET
#### BY CATEGORY
#### FY 2002 – FY 2009

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Service</td>
<td>52,542,188</td>
<td>50,274,878</td>
<td>48,596,379</td>
<td>51,085,793</td>
<td>52,544,721</td>
<td>53,827,577</td>
<td>52,300,164</td>
<td>53,942,855</td>
<td>+3.1%</td>
</tr>
<tr>
<td>Equipment</td>
<td>3,811,327</td>
<td>2,838,780</td>
<td>2,565,761</td>
<td>3,387,790</td>
<td>3,202,958</td>
<td>3,189,865</td>
<td>2,752,365</td>
<td>2,819,415</td>
<td>+2.4%</td>
</tr>
<tr>
<td>Operations</td>
<td>21,847,393</td>
<td>21,279,389</td>
<td>22,841,483</td>
<td>25,436,515</td>
<td>26,284,476</td>
<td>27,864,040</td>
<td>33,784,851</td>
<td>35,743,584</td>
<td>+5.8%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>78,200,908</td>
<td>74,393,047</td>
<td>74,003,623</td>
<td>79,910,098</td>
<td>82,031,705</td>
<td>84,881,482</td>
<td>88,837,180</td>
<td>92,505,854</td>
<td>+4.1%</td>
</tr>
</tbody>
</table>

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. For FY04, the technology services contract was shifted from Personal Services to Operations, which accounts for the increase in operations funds and decrease in personal service. For FY06, the non-salary portion of the Experienceships (scholarship work requirement) was shifted from Personal Service to Operations.
Executive Summary

Revenue from combined auxiliary operations is projected to increase in FY 2009. This estimate is based on the number housed in the residence halls and budgets which are tied to student enrollment such as the Student Union and Recreation Center. Occupancy rates in the residence halls are budgeted at a level lower than the 2007 fall semester due to the opening of Blanton-Nason-Brewer Hall and the closing of Dobson Hall for renovation. The rates charged to students for residence halls including room and board were increased by an average of 4.2% for the 2008-09 academic year.

Modest increases in operating and equipment budgets have been recommended for 2008-2009. For FY 2009, only minor staffing changes are recommended in auxiliary areas. The major changes in the Auxiliary Budget for FY 2009 include the addition of funds to cover increases in bond payments as well as the minimum wage increase.

General Budget Priorities

This budget was prepared to meet priorities such as improving services to students, and activities which will provide more efficient operations. Asset renewal is also important in the auxiliary area, particularly in the residence halls and Student Union Building. The budget for auxiliary operations must be balanced and also meet bond payment requirements.

Revenue Assumptions

1. Residence Halls. Room and board rates were raised by an average of 4.2% for FY 2009. A student living in a typical two-person room will pay $6,290 for the 2008-2009 academic year. Based upon an occupancy rate of 2,700 for the fall semester and 94 percent returning for the spring semester, revenue from residence halls and apartments is projected at $17,098,000.
2. **Other Residence Hall Income.** Income from off-campus students who dine in the halls and from rentals, commissions, and similar sources is projected at $465,000 for FY 2009. Additional revenue sources include interest income and miscellaneous fees which should generate approximately $750,000.

3. **Student Union.** The Student Union is primarily funded by a transfer from enrollment income to this budget at a rate of $88 per full-time equivalent student per semester. This fee was established to build, maintain and cover debt service for the Student Union and was increased for 2008-09 to provide revenues for utility and student employment costs. Additional income sources include the games room, bookstore, and food service commission. Total revenue for the Student Union Building is projected at $1,335,000.

4. **Recreation Center.** The bond payments for the Recreation Center are a major cost for this facility, and a designated fee of $104 per semester per full-time equivalent student is included in enrollment fees. Total revenue for FY 2009 is projected at $1,345,000 for the Recreation Center.

5. **Service Departments.** Revenue from auxiliary service departments including Printing Services and the University Press is projected at $545,000 for FY 2009.

**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 6 outlines Auxiliary Budget equipment trends for FY 1997-FY 2009 and illustrates the emphasis on asset renewal in these areas.

Operating funds for Residential Living include utilities, repairs and renovations, and food service contracts. Funds are included for furniture replacements and general
repairs to the facilities. Food service costs will increase to cover increased costs as agreed to in the food service contract. Utility costs are projected to increase in 2008-2009, and the budget has been adjusted to compensate for this. A major portion of the Residential Living operating budget is the $3,469,719 set aside for bond repayments.

On a smaller scale, the Student Union Building budget also covers personnel, operating costs such as utilities, and funds for replacement and repair of the equipment. Funds are also included to cover general maintenance of this building. One new staff position to support student activities is budgeted for FY 2009, and funds have been increased for student employment. This budget includes $375,112 for bond repayments.

The Recreation Center budget is continued at a level slightly above the previous year. This will provide for continued staffing and operations funds to meet the usage of this facility. Utility costs are a major component in the operating budget for this area, and the student employment budget has been increased. An equipment budget is also provided to replace and update items as needed. Funds are budgeted for debt retirement ($718,230) and a sinking fund of $50,000 per year for future equipment replacement.
Table 6
Auxiliary Equipment Budget Trends
FY96-FY09

![Bar chart showing budget trends from FY97 to FY09.]

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Equipment Budget</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 97</td>
<td>$900,570</td>
<td>17.5%</td>
</tr>
<tr>
<td>FY 98</td>
<td>$957,058</td>
<td>6.3%</td>
</tr>
<tr>
<td>FY 99</td>
<td>$1,010,358</td>
<td>5.5%</td>
</tr>
<tr>
<td>FY 00</td>
<td>$1,043,858</td>
<td>3.3%</td>
</tr>
<tr>
<td>FY 01</td>
<td>$1,147,858</td>
<td>9.9%</td>
</tr>
<tr>
<td>FY 02</td>
<td>$978,464</td>
<td>-14.7%</td>
</tr>
<tr>
<td>FY 03</td>
<td>$954,166</td>
<td>-2.5%</td>
</tr>
<tr>
<td>FY 04</td>
<td>$945,906</td>
<td>-0.9%</td>
</tr>
<tr>
<td>FY 05</td>
<td>$950,796</td>
<td>0.5%</td>
</tr>
<tr>
<td>FY 06</td>
<td>$942,796</td>
<td>-0.8%</td>
</tr>
<tr>
<td>FY 07</td>
<td>$878,780</td>
<td>-0.7%</td>
</tr>
<tr>
<td>FY 08</td>
<td>$944,488</td>
<td>7.5%</td>
</tr>
<tr>
<td>FY 09</td>
<td>$930,488</td>
<td>-1.5%</td>
</tr>
</tbody>
</table>

Note: Includes equipment funds for residence halls, food service, Student Union, etc.
FY 2009 AUXILIARY REVENUE BY CATEGORY

RESIDENCE HALLS
Room and Board $17,098,000
This projection is based on an occupancy rate of 2,700 for residence halls and apartments. Spring occupancy is historically 94 percent of the fall semester.

Investment Income $240,000
Income from investments is projected to be lower than the previous year’s total.

Off-Campus Student Meal Sales $465,000
This source represents income from purchase of residence hall meal cards by students who live off-campus. The projection is based on FY 2008 levels of sales.

Academic Transfer ($405,000)
To fund the Residential Colleges, $150 per residence hall occupant is transferred to the Education and General Budget.

Other Income $750,000
Revenue from deposits, processing fees, rentals, commissions, and small sources is projected to remain stable from FY 2008.

TOTAL RESIDENCE HALL INCOME $18,148,000

STUDENT UNION $1,335,000
This revenue source includes the transfer of enrollment fees based on full-time equivalent (FTE) students. Total revenues will increase in FY09 due to the increase in the designated fee for this building. Additional income sources include the games room, bookstore, and food service commission.

RECREATION CENTER $1,345,000
Funds for operation of the Recreation Center and repayment of construction bonds 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 DEPARTMENTS**  
$545,000

Several service departments are operated as auxiliary enterprises. Currently this includes Printing Services and the University Press. Revenue is projected to drop slightly for FY09.

**GRAND TOTAL AUXILIARY**  
$21,373,000
## FY 2009 AUXILIARY EXPENDITURES BY AREA

<table>
<thead>
<tr>
<th>Area</th>
<th>Personal Service</th>
<th>Equipment</th>
<th>Operations</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential Living</td>
<td>2,858,239</td>
<td>670,118</td>
<td>10,146,544</td>
<td>13,674,901</td>
</tr>
<tr>
<td>Residential Living Bond Payments</td>
<td>0</td>
<td>0</td>
<td>3,469,719</td>
<td>3,469,719</td>
</tr>
<tr>
<td>Student Union</td>
<td>398,680</td>
<td>135,370</td>
<td>406,995</td>
<td>941,045</td>
</tr>
<tr>
<td>Student Union Bond Payments</td>
<td>0</td>
<td>0</td>
<td>375,112</td>
<td>375,112</td>
</tr>
<tr>
<td>Printing Services</td>
<td>217,485</td>
<td>42,000</td>
<td>270,311</td>
<td>529,796</td>
</tr>
<tr>
<td>Auxiliary Administration</td>
<td>88,991</td>
<td>0</td>
<td>8,589</td>
<td>97,580</td>
</tr>
<tr>
<td>University Press</td>
<td>15,436</td>
<td>0</td>
<td>0</td>
<td>15,436</td>
</tr>
<tr>
<td>Other Auxiliary</td>
<td>3,000</td>
<td>0</td>
<td>138,608</td>
<td>141,608</td>
</tr>
<tr>
<td>Recreation Center</td>
<td>329,578</td>
<td>33,000</td>
<td>178,448</td>
<td>541,026</td>
</tr>
<tr>
<td>Rec. Center Bonds/Reserve Contingency</td>
<td>0</td>
<td>50,000</td>
<td>718,230</td>
<td>768,230</td>
</tr>
<tr>
<td>Transfers/Surplus</td>
<td>0</td>
<td>0</td>
<td>818,547</td>
<td>818,547</td>
</tr>
<tr>
<td>TOTAL</td>
<td>3,911,409</td>
<td>930,488</td>
<td>16,531,103</td>
<td>21,373,000</td>
</tr>
</tbody>
</table>
FY 2009 AUXILIARY EXPENSES
BY MAJOR AREA

- Residential Living: 80.2%
- Student Union: 6.2%
- Recreation Center: 6.1%
- Other: 7.5%
FISCAL YEAR 2009 RESTRICTED FUNDS 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 $406,635
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 $255,009
Truman has received McNair funding since 1992. The program is designed to provide disadvantaged college students with preparation for graduate programs.

Small Business Development Center $29,176
Truman’s Small Business Development Center is one of nine full service centers in Missouri. The center provides assistance with business plan development, financial management, and market feasibility studies. It is operated in conjunction with the School of Business.

Regional Professional Development Center $1,220,000
The Regional Professional Development Center is operated in conjunction with Truman's School of Health Sciences and Education. 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 is restricted and must be returned to the state if not used for the program.

**NSF-STEP**

$395,769

This National Science Foundation grant is a multi-year project which identifies talented students in the sciences and mathematics. The program includes collaborative efforts with Metropolitan Community College, St. Charles Community College, and Moberly Area Community College.

**NSF-Learning in Math/Biology**

$192,955

This National Science Foundation grant provides undergraduate research opportunities for students in mathematical and biological sciences.

**Pell**

$2,275,000

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

**SEOG**

$155,000

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

**Work-Study**

$415,000

The College Work-Study Program includes federal funds to support part-time student workers.
Other   $250,000

There are numerous smaller grants and contracts from foundations and governmental sources designated for instruction, research, and public service activities. This includes programs supported by HUD and state agencies such as the Department of Public Safety. FY 2009 estimated revenues and expenditures for these other restricted resources is $250,000.

TOTAL ESTIMATED FY 2009 RESTRICTED   $5,594,544
## FISCAL YEAR 2009
### ESTIMATED RESTRICTED REVENUE AND EXPENDITURES

<table>
<thead>
<tr>
<th>Area or Program</th>
<th>FY 2009 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upward Bound</td>
<td>$406,635</td>
</tr>
<tr>
<td>McNair</td>
<td>$255,009</td>
</tr>
<tr>
<td>Small Business Development Center</td>
<td>$29,176</td>
</tr>
<tr>
<td>Regional Professional Development Center</td>
<td>$1,220,000</td>
</tr>
<tr>
<td>NSF STEP</td>
<td>$395,769</td>
</tr>
<tr>
<td>NSF-Learning in Math/Biology</td>
<td>$192,955</td>
</tr>
<tr>
<td>Pell</td>
<td>$2,275,000</td>
</tr>
<tr>
<td>SEOG</td>
<td>$155,000</td>
</tr>
<tr>
<td>Work-Study</td>
<td>$415,000</td>
</tr>
<tr>
<td>Other</td>
<td>$250,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$5,594,544</strong></td>
</tr>
</tbody>
</table>
2008-2009 Policy for Faculty and Exempt Staff Salaries

Full-time faculty salaries for the 2007-2008 academic year will be increased by 3%.

Full-time staff salaries for the 2007-2008 fiscal year will be increased by 3%, with the exception of those already under contract for FY2009.

Part-time faculty and staff salaries for the 2007-2008 academic/fiscal year will be increased by 3% for the 2008-2009 academic/fiscal year.

Equity Adjustments:

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

Promotion Adjustments:

Faculty members who are promoted in rank for the 2008-2009 academic year (excluding those whose salaries for the 2008-2009 academic year have been established by separate agreement) are to be given the following increases in their salaries for the 2008-2009 academic year:

<table>
<thead>
<tr>
<th>Academic Promotion</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instructor to Assistant Professor</td>
<td>$1,000</td>
</tr>
<tr>
<td>Assistant Professor to Associate Professor</td>
<td>$2,300</td>
</tr>
<tr>
<td>Associate Professor to Professor</td>
<td>$4,600</td>
</tr>
</tbody>
</table>
2008-2009 Policy for Hourly Personnel Wage Rates

The standard wage for employees in clerical, secretarial, and similar office positions is to be as follows during the 2008-09 fiscal year.

<table>
<thead>
<tr>
<th>Position</th>
<th>Wage Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Probationary</td>
<td>$8.85 per hour</td>
</tr>
<tr>
<td>Step 1</td>
<td>$9.05 per hour</td>
</tr>
<tr>
<td>Step 2</td>
<td>$9.45 per hour</td>
</tr>
<tr>
<td>Step 3</td>
<td>$10.00 per hour</td>
</tr>
</tbody>
</table>

Individuals currently in the above positions who have more than two years of service will receive an hourly raise of 3%.

Probationary = Starting Pay
Step 1 = After 4 months Probationary Period
Step 2 = 1st year anniversary
Step 3 = 2nd year anniversary
2008-2009 Policy for Unit I Wage Rates

The hourly wage rates for employees in Unit I are to be the following amounts during the 2008-2009 fiscal year.

WAGE RATES FOR UNIT I

<table>
<thead>
<tr>
<th>Wage Status</th>
<th>System Trades</th>
<th>Building Trades</th>
<th>Groundskeeper</th>
</tr>
</thead>
<tbody>
<tr>
<td>Probationary</td>
<td>$10.80</td>
<td>$10.57</td>
<td>$9.07</td>
</tr>
<tr>
<td>Step 1</td>
<td>$11.41</td>
<td>$11.08</td>
<td>$9.37</td>
</tr>
<tr>
<td>Step 2</td>
<td>$12.03</td>
<td>$11.60</td>
<td>$9.77</td>
</tr>
<tr>
<td>Step 3</td>
<td>$12.70</td>
<td>$12.17</td>
<td>$10.22</td>
</tr>
<tr>
<td>Above Scale</td>
<td>3%</td>
<td>3%</td>
<td>3%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Wage Status</th>
<th>Mover/Laborer</th>
<th>Housekeeper</th>
</tr>
</thead>
<tbody>
<tr>
<td>Probationary</td>
<td>$8.86</td>
<td>$8.70</td>
</tr>
<tr>
<td>Step 1</td>
<td>$9.16</td>
<td>$9.00</td>
</tr>
<tr>
<td>Step 2</td>
<td>$9.56</td>
<td>$9.40</td>
</tr>
<tr>
<td>Step 3</td>
<td>$10.05</td>
<td>$9.89</td>
</tr>
<tr>
<td>Above Scale</td>
<td>3%</td>
<td>3%</td>
</tr>
</tbody>
</table>

Probationary = Starting Pay
Step 1 = After 120 days Probationary Period
Step 2 = 1st year anniversary
Step 3 = 2nd year anniversary

Board of Governors
June 13-14, 2008
**2008-2009 Policy for Off-Campus and Workshop Faculty Salaries**

Teachers of off-campus courses and workshops are to be paid the following salaries during the 2008-2009 Fiscal Year.

<table>
<thead>
<tr>
<th>Status</th>
<th>Teaching Experience for the University</th>
<th>Salary for each Credit Hour of Instruction</th>
</tr>
</thead>
<tbody>
<tr>
<td>University Faculty Member</td>
<td>--</td>
<td>$900</td>
</tr>
<tr>
<td>Non-University Faculty Member</td>
<td>Less than 5 years</td>
<td>$900</td>
</tr>
<tr>
<td></td>
<td>5 years or more but less than 10 years</td>
<td>$950</td>
</tr>
<tr>
<td></td>
<td>10 years or more</td>
<td>$975</td>
</tr>
</tbody>
</table>

The 2008-2009 rates require a minimum of 20 students, with the salary decreased by 1/20 for each student fewer than 20.