

**NOTICE OF MEETING**  
**Board of Governors, Truman State University**  
**Saturday, June 13, 2020**

The Board of Governors for Truman State University will hold a meeting on Saturday, June 13, 2020, beginning at 1:00 p.m. The meeting will be held in McClain Hall 206J located on the University campus in Kirksville, Missouri. The public is invited to attend.

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

Persons with disabilities who may need assistance for the meeting should contact the President's Office at Truman State University (200 McClain Hall or by telephone 660-785-4100).

Dated this 8th day of June, 2020.

A handwritten signature in black ink, reading "Susan L. Thomas". The signature is fluid and cursive, with the first letters of each name being capitalized and prominent.

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

**TENTATIVE AGENDA**  
**Board of Governors, Truman State University**  
**Saturday, June 13, 2020**

Monday, June 8

11:00 a.m. Board of Governors Academic and Student Affairs Committee Virtual Meeting  
(Governors Cozette, Bonner, Middlemas and Dameron)  
President's Office, McClain Hall 200

Tuesday, June 9

1:00 p.m. Board of Governors Budget and Capital Projects Committee Virtual Meeting  
(Governors Miller, Gingrich, O'Donnell and Dameron)  
President's Office, McClain Hall 200

Thursday, June 11

1:00 p.m. Board of Governors Finance and Auditing Committee Virtual Meeting  
(Governors Burkemper, Christofferson, McClaskey, and Dameron)  
President's Office, McClain Hall 200

Saturday, June 13

1:00 p.m. Open Session of Board of Governors Virtual Meeting, McClain Hall 206J

- ITEM A Call to Order and Chair Report
- ITEM A.1 Welcome to New Board Member – Abigail Smeltzer
- ITEM B Minutes for Open Session of Meetings on April 4, 2020, April 9, 2020, and April 15, 2020
- ITEM C President's Report
- ITEM C.1 Strategic Plan Progress Report
- ITEM D Enrollment Management Report
- ITEM E Faculty Senate Report
- ITEM F Finance and Auditing Committee Report
- ITEM F.1 Financial Report
- ITEM G Academic and Student Affairs Committee Report
- ITEM G.1 Resolution Amending Chapter 5 of the Code of Policies of the Board of Governors Pertaining to Academic Programs – Liberal Studies, B.A. and B.S.
- ITEM G.2 Resolution Amending Chapter 5 of the Code of Policies of the Board of Governors Pertaining to Academic Programs – Data Science and Analytic Storytelling, M.S.
- ITEM G.3 Authority to Modify AY2021 Academic Calendar (Fall Semester 2020, Winter Interim 2020-21 and Spring Semester 2021)
- ITEM H Budget and Capital Projects Committee Report
- ITEM H.1 Construction Projects Report
- ITEM H.2 Contracts for Construction Projects and Equipment Purchases Report
- ITEM H.3 State Capital Improvement and Maintenance Request
- ITEM H.4 Institutional Cash Flow
- ITEM H.5 Enrollment Fees
- ITEM H.6 Operating Budgets FY2021
- ITEM H.7 Academic Promotion Salary Increase AY20-21
- ITEM I Agenda Items for Future Meetings
- ITEM J Dates for Future Meetings
- ITEM K Agenda Items for Closed Session

Closed Session of Board of Governors Virtual Meeting

ITEM L	Minutes for Closed Session of Meeting on April 4, 2020
ITEM M	Personnel Actions Report
ITEM M.1	Faculty Promotions
ITEM M.2	Academic Tenure
ITEM M.3	Presidential Evaluation Committee Report
ITEM N	General Counsel Report
ITEM O	Real Estate
ITEM P	Motion to Adjourn

**ITEM A**

**Call to Order and Chair Report**

**DESCRIPTION AND BACKGROUND**

Governor Jennifer Kopp Dameron, Chair of the Board, will call the meeting to order, recognize Board members participating by phone or absent, and provide a Chair Report as needed.

**RECOMMENDED ACTION**

This is a discussion item only.

**ITEM A.1**

**Welcome to New Board Member – Abigail Smeltzer**

**DESCRIPTION AND BACKGROUND**

Governor Dameron will welcome Abigail Smeltzer, the newly appointed Student Representative to the Truman State University Board of Governors.

**RECOMMENDED ACTION**

This is a discussion item only.

**ITEM B**

**Minutes for Open Session of Meetings on April 4, 2020, April 9, 2020 and April 15, 2020**

**RECOMMENDED ACTION**

BE IT RESOLVED that the minutes for the open session of the meetings on April 4, 2020, April 9, 2020 and April 15, 2020, be approved.

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

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

Vote: Aye \_\_\_\_\_

Nay \_\_\_\_\_

**ATTACHMENTS**

Minutes for Open Session of Meeting on April 4, 2020

Minutes for Open Session of Meeting on April 9, 2020

Minutes for Open Session of Meeting on April 15, 2020

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The Board of Governors for Truman State University met on Saturday, April 4, 2020, on the University campus in Kirksville, Missouri. The meeting was held in McClain Hall 206J. The open session of the meeting was called to order shortly after 1:00 p.m. by the Chair of the Board of Governors, Jennifer Kopp Dameron.

Participating in the meeting via video and audio conferencing were all seven voting members: Sarah Burkemper, Philip J. Christofferson, Cheryl J. Cozette, Jennifer Kopp Dameron, Nancy Gingrich, K. Brooks Miller, Jr. and Jim O'Donnell.

Also participating in the meeting via video and audio conference were all three non-voting members: David Lee Bonner and Mike McClaskey, the two out-of-state members, and Tiffany Middlemas, student representative.

On January 27, 2020, Missouri Governor Michael L. Parson appointed Philip J. Christofferson to replace Laura A. Crandall on the Truman State University Board of Governors for a term ending January 1, 2025. The appointment of Mr. Christofferson was confirmed by the Missouri Senate on February 27, 2020.

Call to Order

Governor Dameron, Chair of the Board, called the meeting to order shortly after 1:00 p.m. and welcomed all in attendance.

Minutes for Open Session of Meeting on February 8, 2020

Governor Burkemper moved the adoption of the following resolution:

BE IT RESOLVED that the minutes for the open session of the meeting on February 8, 2020, be approved.

The motion was seconded by Governor Gingrich and carried by a vote of 6 to 0 with Governor Christofferson abstaining from the vote. Governor Dameron declared the motion to be duly adopted.

Welcome New Board Member – Philip J. Christofferson

Governor Dameron welcomed Philip J. Christofferson as a member of the Truman State University Board of Governors.

Resolution of Appreciation – Laura A. Crandall

Governor Miller moved to waive the reading of the resolution. The motion was seconded by Governor Burkemper and carried by a unanimous vote of 7 to 0. Governor Dameron declared the motion to be duly adopted. Governor Cozette then moved the adoption of the proposed resolution:

WHEREAS, the Honorable Laura A. Crandall served as a member of the Truman State University Board of Governors from January 2016 to February 2020, serving as Secretary in 2017, Vice Chair in 2018 and Chair in 2019; and;

WHEREAS, Governor Crandall, during her tenure on the Board, displayed an unqualified commitment to the University's quest for excellence and focus on

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student learning as well as a genuine interest and concern for the welfare and well-being of the students, faculty and staff, all of which have made a lasting impact on the future direction and success of the University; and

WHEREAS, Governor Crandall consistently carried out her duties while on the Board of Governors with the highest level of professionalism, which along with her love of people and her genuine and caring personality, earned her the respect and admiration of the Board and the administration; and

WHEREAS, as an alumna of Truman State University, Governor Crandall served and continues to serve as an outstanding representative of her alma mater, enriching the lives of those around her and providing a model of service to others by giving back to the University as well as her community and the world; and

WHEREAS, it is the hope of the Board, the staff, and Spike, that Governor Crandall, along with her husband Erin, and daughters Lillian and Caroline, return to campus often as they will always and forever be members of the Truman family;

NOW, THEREFORE, BE IT RESOLVED that the member of the Truman State University Board of Governors hereby express their genuine gratitude to the Honorable Laura A. Crandall for her guidance and leadership and for her distinguished and commendable service as a member and officer of the Board; and

BE IT RFURTHER RESOLVED that a copy of this resolution be presented to Governor Crandall as a tangible expression of deep appreciation and felicitation.

The motion was seconded by Governor Burkemper and carried by a unanimous vote of 7 to 0. Governor Dameron declared the motion to be duly adopted.

President's Report

Dr. Susan L. Thomas, University President, provided a report on several items of current interest. Chief among the topics shared included an update on the tireless work of the students, faculty, staff, and administration in regard to the many challenges the campus community has had to deal with in regard to COVID-19, including moving all courses to alternative delivery options; safely permitting students to return to their on-campus residences to retrieve their belongings; establishing work plans for employees who can work remotely; and meeting students' emergency needs. She noted the Governor's recent withhold of 1/12 of the state appropriation for all public higher education institutions (over \$3.3 million for Truman) and the crediting to students accounts for room and board plans of those who have not lived on campus since spring break (expected to be between \$4 and \$4.5 million). Spring 2020 Commencement, originally scheduled for May 9, has been postponed and, barring any unforeseen circumstances, will be held August 1. In addition, summer courses will be offered in alternative delivery options, and on-campus summer activities will be significantly curtailed.



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President Thomas thanked the Board for their tremendous support and noted that the work that has been done to ensure our students continue to learn and be supported during these taxing, unmatched times is truly commendable. Finally, President Thomas highlighted Governor O'Donnell's inclusion on *Ingram's* March 2020 list of *50 Missourians You Should Know* and shared her selected engagements report.

Finance and Auditing Committee Report

Governor Burkemper, Chair of the Finance and Auditing Committee, provided a report on the committee meeting held on March 31.

Financial Report

Governor Burkemper presented the Financial Report which included a review as of February 29, 2020, of education and general revenues and expenditures and auxiliary system revenues and expenditures and a review as of February 29, 2020, of the Truman State University Foundation revenues and expenditures.

Construction Projects Report

Governor Miller provided an update on construction projects which had been approved by the Board at previous meetings.

Contracts for Construction Projects and Equipment Purchases

Governor Miller reported that no construction projects or equipment purchases totaling \$25,000 to \$100,000 had been approved since the last meeting of the Board.

Construction Project – Greenwood Site Development Project (Revised)

Governor Miller moved the adoption of the following resolution:

BE IT RESOLVED that the project budget for the Greenwood Site Development Project, previously approved by the Board of Governors at the October 18, 2019 meeting, be revised as follows:

<u>Project Name</u>	<u>Revised Project Budget</u>
Greenwood Site Development Project	\$1,003,000

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

The motion was seconded by Governor Christofferson and carried by a unanimous vote of 7 to 0. Governor Dameron declared the motion to be duly adopted, and the Secretary designated a copy of the document as Exhibit A.

Faculty Early Retirement Incentive Program 2020-21

Governor Miller moved the adoption of the following resolution:

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WHEREAS, it is the desire of the Board of Governors of Truman State University to establish a one-time retirement incentive for faculty;

NOW, THEREFORE, BE IT RESOLVED that the attached document, entitled "Faculty Early Retirement Incentive Program 2020-21" shall be the policy of the Board of Governors and shall automatically expire on May 22, 2020; and

BE IT FURTHER RESOLVED that the President of the University, or her designee, be authorized to implement the policy; and

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

The motion was seconded by Governor Cozette and carried by a unanimous vote of 7 to 0. Governor Dameron declared the motion to be duly adopted, and the Secretary designated a copy of the document as Exhibit B.

Agenda Items for Future Meetings

The Board reviewed a list of projected agenda items for the regular meetings during the next year.

Dates for Future Meetings

Governor Cozette moved the adoption of the following resolution:

BE IT RESOLVED that the next regular meeting of the Board of Governors be scheduled for Saturday, June 13, 2020, on the University campus in Kirksville, Missouri, beginning at 1:00 p.m., with the understanding that the Chair may alter the starting time and/or place for the meeting by giving due notice of such change; and

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

Saturday, August 1, 2020;  
Friday, October 23, 2020;  
Saturday, December 5, 2020;  
Saturday, February 6, 2021; and  
Saturday, April 10, 2021.

The motion was seconded by Governor Burkemper and carried by a unanimous vote of 7 to 0. Governor Dameron declared the motion to be duly adopted.

Agenda Items for Closed Session

Governor Burkemper moved the adoption of the following resolution:

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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; and

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 Governor Gingrich and carried by a unanimous vote of 7 to 0. Governor Dameron declared the motion to be duly adopted.

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

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Sarah Burkemper  
Secretary of the Board of Governors

I hereby certify that the foregoing minutes were approved by the Board of Governors on the 13th day of June, 2020.

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Jennifer Kopp Dameron  
Chair of the Board of Governors

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APRIL 9, 2020

The Board of Governors for Truman State University met on Thursday, April 9, 2020, on the University campus in Kirksville, Missouri. The meeting was held in the President's Office located in McClain Hall 200. The open session of the meeting was called to order shortly after 10:00 a.m. by the Chair of the Board of Governors, Jennifer Kopp Dameron.

Participating via conference call in the meeting were six of the seven voting members: Sarah Burkemper, Philip J. Christofferson, Cheryl J. Cozette, Jennifer Kopp Dameron, Nancy Gingrich, and Jim O'Donnell. K. Brooks Miller, Jr. was unable to participate, and his absence was recorded as excused.

Also participating were all three non-voting members: David Lee Bonner and Mike McClaskey, the two out-of-state members, and Tiffany Middlemas, student representative.

Call to Order

Governor Dameron, Chair of the Board, called the meeting to order shortly after 10:00 a.m. and welcomed all in attendance.

Faculty Early Retirement Incentive Program 2020-21 AMENDED

Governor Gingrich moved the adoption of the following resolution:

WHEREAS, it is the desire of the Board of Governors of Truman State University to establish a one-time retirement incentive for faculty;

NOW, THEREFORE, BE IT RESOLVED that the attached document, entitled "Faculty Early Retirement Incentive Program 2020-21 AMENDED" shall be the policy of the Board of Governors and shall automatically expire on May 22, 2020; and

BE IT FURTHER RESOLVED that the President of the University, or her designee, be authorized to implement the policy; and

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

The motion was seconded by Governor Cozette and carried by a unanimous vote of 6 to 0. Governor Dameron declared the motion to be duly adopted, and the Secretary designated a copy of the document as Exhibit A.

Governor Middlemas joined the call at 10:15 a.m.

Motion to Adjourn

There being no further business, Governor Christofferson moved that the meeting be adjourned. The motion was seconded by Governor Gingrich and carried by a unanimous vote of 6 to 0. Governor Dameron declared the motion to be duly adopted and the meeting adjourned shortly after 10:20 a.m.

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Sarah Burkemper  
Secretary of the Board of Governors

I hereby certify that the foregoing minutes  
were approved by the Board of Governors  
on the 13<sup>th</sup> day of June, 2020.

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Jennifer Kopp Dameron  
Chair of the Board of Governors

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APRIL 15, 2020

The Board of Governors for Truman State University met on Wednesday, April 15, 2020, on the University campus in Kirksville, Missouri. The meeting was held in the President's Office located in McClain Hall 200. The open session of the meeting was called to order shortly after 3:30 p.m. by the Chair of the Board of Governors, Jennifer Kopp Dameron.

Participating via conference call in the meeting were six of the seven voting members: Sarah Burkemper, Philip J. Christofferson, Cheryl J. Cozette, Jennifer Kopp Dameron, Nancy Gingrich, and K. Brooks, Miller, Jr. Jim O'Donnell was unable to participate, and his absence was recorded as excused.

Also participating were all three non-voting members: David Lee Bonner and Mike McClaskey, the two out-of-state members, and Tiffany Middlemas, student representative.

Call to Order

Governor Dameron, Chair of the Board, called the meeting to order shortly after 3:30 p.m. and welcomed all in attendance.

A Resolution Authorizing the Issuance and Sale of Housing System Refunding Revenue Bonds, Series 2020, of Truman State University, for the Purpose of Providing Funds to Refund Certain Outstanding Housing System Revenue Bonds of the University; Prescribing the Form and Detail of the Bonds and the Covenants and Agreements Made by the University to Facilitate and Project the Payment Thereof; and Prescribing Other Matters Relating Thereto

Governor Miller moved to waive the reading of the resolution. The motion was seconded by Governor Burkemper and carried by a unanimous vote of 5 to 0. Governor Dameron declared the motion to be duly adopted.

Governor Gingrich joined the meeting at 3:35 p.m.

Governor Cozette then moved the adoption of the proposed resolution. The motion was seconded by Governor Burkemper and carried by a unanimous vote of 6 to 0. Governor Dameron declared the motion to be duly adopted, and the Secretary designated a copy of the resolution as Exhibit A and noted that a copy of the resolution would be attached to the minutes as an exhibit.

Motion to Adjourn

There being no further business, Governor Miller moved that the meeting be adjourned. The motion was seconded by Governor Christofferson and carried by a unanimous vote of 6 to 0. Governor Dameron declared the motion to be duly adopted and the meeting adjourned shortly after 3:50 p.m.

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Sarah Burkemper  
Secretary of the Board of Governors

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I hereby certify that the foregoing minutes  
were approved by the Board of Governors  
on the 13<sup>th</sup> day of June, 2020.

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Jennifer Kopp Dameron  
Chair of the Board of Governors

**ITEM C**  
**President's Report**

**DESCRIPTION AND BACKGROUND**

Dr. Susan L. Thomas, University President, will provide a report on several items of current interest.

**RECOMMENDED ACTION**

This is a discussion item only.



**ITEM C.1**  
**Strategic Plan Progress Report**

**DESCRIPTION AND BACKGROUND**

President Thomas will provide an update on the 2021-2025 Strategic Plan Process.

**RECOMMENDED ACTION**

This is a discussion item only.

**ITEM D**  
**Enrollment Management Report**

**DESCRIPTION AND BACKGROUND**

Dr. Tyana Lange, Vice President for Enrollment Management and Marketing, will provide an enrollment management report.

**RECOMMENDED ACTION**

This is a discussion item only.

**ITEM E**  
**Faculty Senate Report**

**DESCRIPTION AND BACKGROUND**

Dr. K. Scott Alberts, Faculty Senate President and Professor of Mathematics, will present the annual Faculty Senate Report.

**RECOMMENDED ACTION**

This is a discussion item only.

**ITEM F**  
**Finance and Auditing Committee Report**

**DESCRIPTION AND BACKGROUND**

Governor Sarah Burkemper, Chair of the Finance and Auditing Committee, will provide a report on the committee meeting held on June 11.

**RECOMMENDED ACTION**

This is a discussion item only.

**ITEM F.1**  
**Financial Report**

**DESCRIPTION AND BACKGROUND**

The Financial Report includes a review as of April 30, 2020, of education and general revenues and expenditures and auxiliary systems revenues and expenditures and a review as of April 30, 2020, of the Truman State University Foundation revenues and expenditures.

**RECOMMENDED ACTION**

This is a discussion item only.

**ATTACHMENT**

Truman State University Financial Report

# Truman State University Financial Report

## April 2020 compared to April 2019

### Education & General (Pages A1-A3)

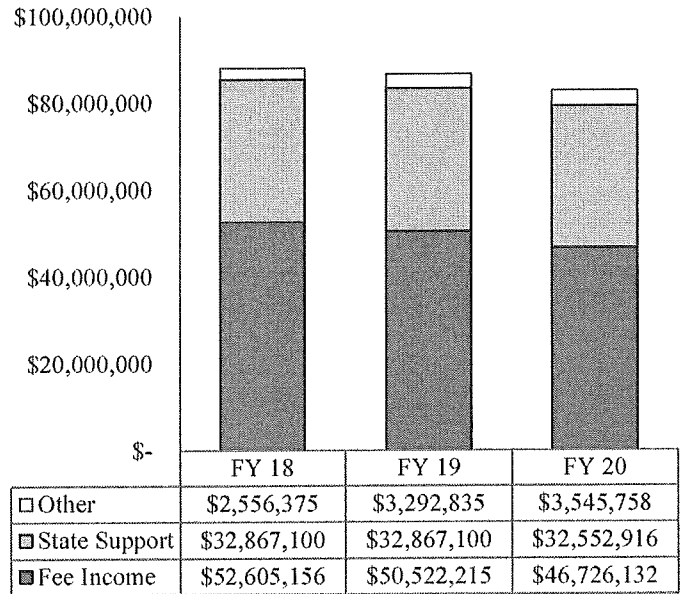
Revenues fell by \$3.9M (4.5%) to \$82.8M primarily due to a \$3.3M tuition shortfall. While FY20 tuition prices increased by 5%, the additional revenue was offset by 622 and 562 fewer students enrolled for the fall and spring semesters, respectively. The revenue distribution for the last three fiscal years is outlined in Figure 1. After ten months, revenues were at 87.7% of the fiscal 2020 budget.

Due to a recent 8% reduction in appropriation, state-funded revenue fell by \$314,184 to \$32.6M. Other revenue grew by \$252,923 (7.7%) to \$3.5M due primarily to a \$367,184 increase in investment income, and the partial release of \$154,257 in Perkins loan reserves. The growth in other revenue was partially offset by a \$234,612 reduction in Foundation

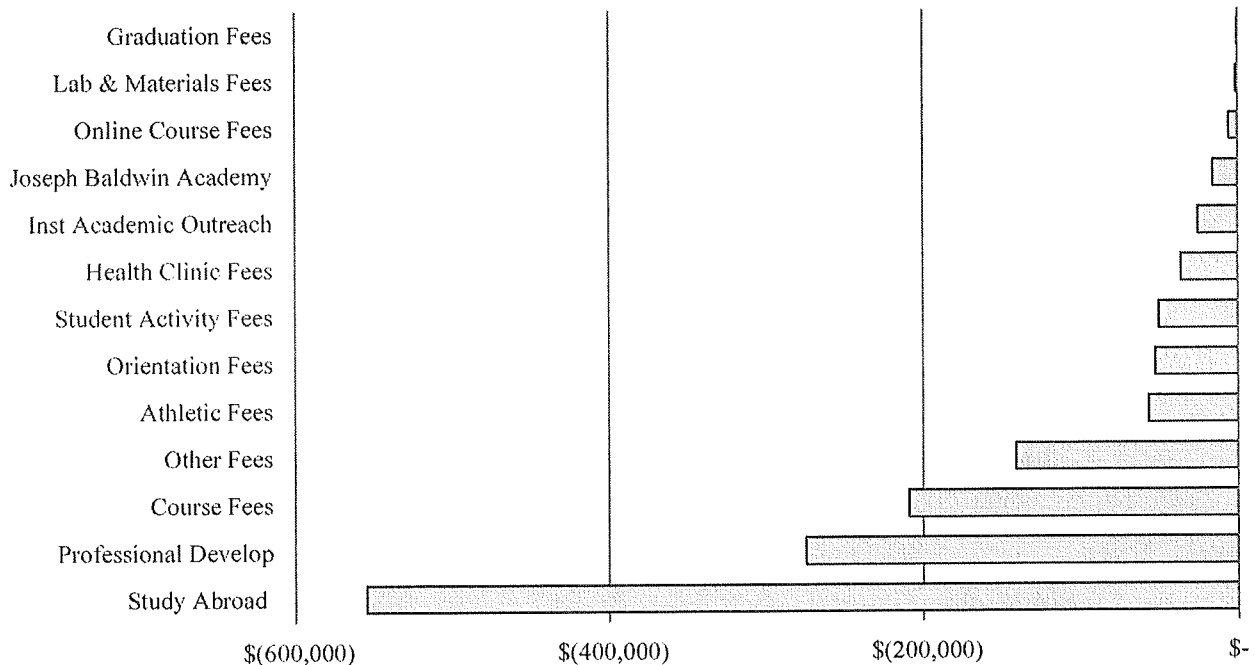
transfers (as the prior year included non-recurring funding for the University's branding initiative and support for the final men's wrestling and tennis seasons).

Course and other fees also decreased by \$487,670 (10.3%). Study abroad fees lagged \$554,756 behind prior year as a result of 50% fewer students participating in these programs. Variances in local fee revenue (excluding tuition) are outlined in Figure 2 below.

**Figure 1: Education & General Revenues**



**Figure 2: Local Fee Revenue Variances (FY 19 to FY 20)**



Expenses fell by \$3.5M (4.4%) to \$75.3M primarily due to a \$1.7M (8.1%) decrease in institutional aid based on 202 and 163 fewer freshman students for the fall and spring semesters, respectively.

Salaries fell \$665,043 (2.1%) to \$30.8M. Modest wage increases in August of 2018 and January of 2020, were offset by a reduction of 31 faculty and staff. Student compensation also fell by \$170,014 (6.6%) to \$2.4M. Fringe benefits grew by \$327,764 (2.8%) to \$12M due to a 1.56% increase in the MOSERS' contribution rate resulting in a \$324,070 increase in retirement costs.

The last three fiscal years' expenses are outlined in Figure 3. After ten months, expenditures were 76.7% of the fiscal 2020 budget. Additional expense variances were identified in the following categories:

- Travel fell by \$854,853 (39.6%) due to less employee travel and low Study Abroad enrollment.
- Equipment increased \$383,240 due to comparatively low spending at this time last year. Additions included updated planetarium equipment \$(144,500), the Pershing Arena video board (\$118,022), replacement of two fleet vehicles (\$46,540) and replacement grounds equipment (\$48,296).
- Supplies fell \$262,447 (16.7%) due to decreases in network, athletic and snow removal supplies.
- Utilities fell \$223,326 (12.1%) as a result of more moderate temperatures than in the prior year and COVID-19 building closures.

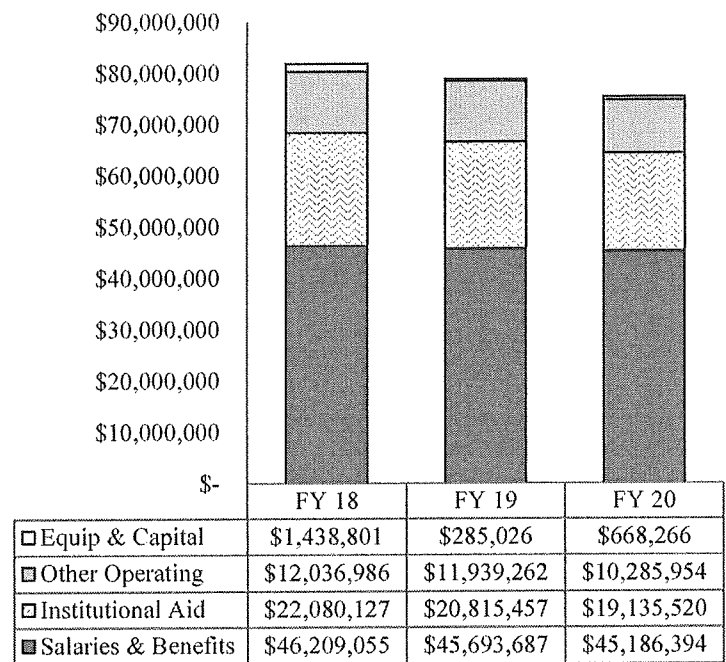
**Auxiliary Systems (Pages B1-B3)**

Revenues fell by \$6.3M (26.2%) to \$17.8M due a \$6M loss of residence hall income. The year-over-year variance was primarily caused by \$3.5M in COVID-19 related room and board refunds. The remaining loss of revenue was associated with a reduction of 369 and 293 residents for the fall and spring semesters, respectively.

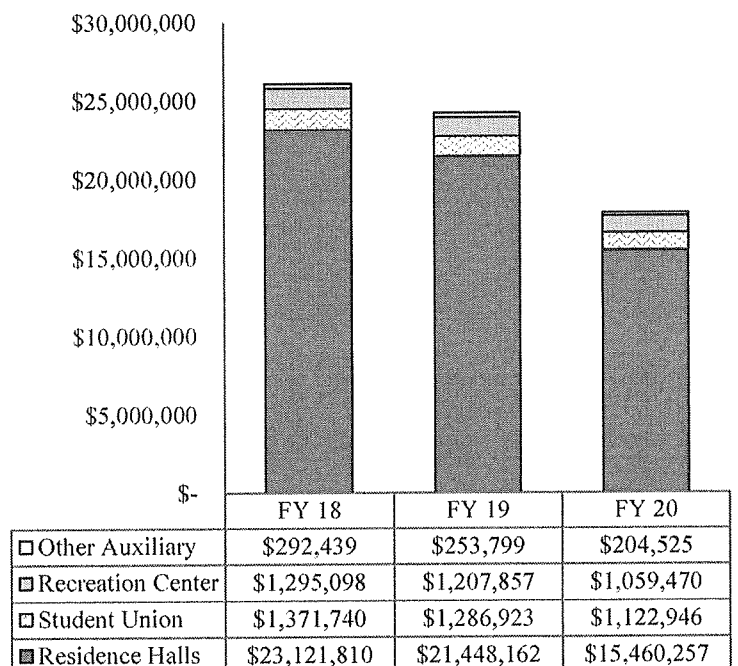
The revenue distribution over the last three fiscal years is outlined in Figure 4. After ten months, overall revenues were at 71% of the fiscal 2020 budget.

COVID-19 implications and lower enrollment also adversely impacted the Student Union and Recreation Center. Fee income in these areas fell by \$163,977 and \$148,387, respectively.

**Figure 3: Education & General Expenses**



**Figure 4: Auxiliary Revenues**

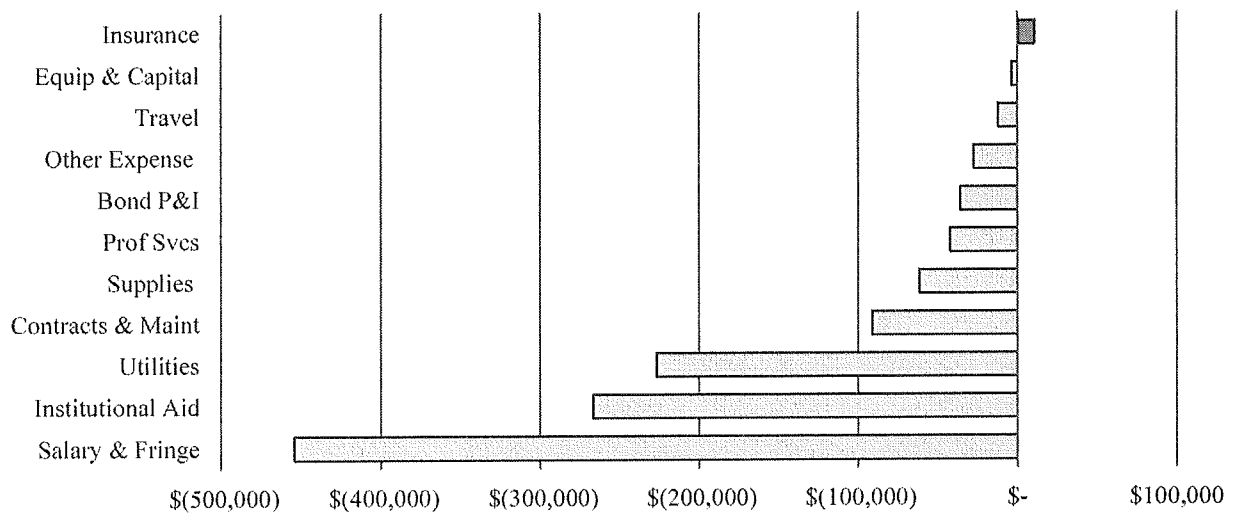


Auxiliary expenses fell by \$3.3M (18.6%) to \$14.6M due to a \$2.1M decrease in meal costs and a \$266,561 reduction in institutional aid. Other variances were identified in the following categories:

- Salary and fringe benefits decreased by \$454,355 (11.5%) due to certain Residence Life vacancies that occurred throughout the fiscal year and a COVID-19 related decline in student compensation.
- Utilities expense fell by \$226,633 (14.9%) due to decreased costs associated with the Dobson Hall closure, COVID-19 building closures, and fewer temperature extremes compared to prior year.
- Maintenance and Repair costs fell by \$68,829 (55.6%) largely due to non-recurring sprinkler system costs, entry door repairs and plumbing expenses that took place in the prior fiscal year.
- Supply costs fell by \$61,700 (18.3%) due to reductions in custodial and mechanical system supplies.

After ten months, overall expenses were at 56.8% of the fiscal 2020 budget. Year-over-year expense variances (excluding meal expenses) are outlined below in Figure 5.

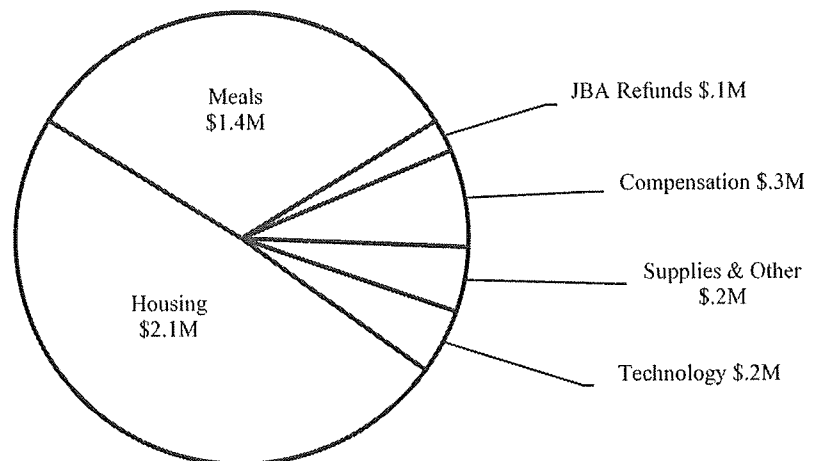
**Figure 5: Auxiliary Expense Variances (FY 19 to FY 20)**



**COVID-19 Impact**

Truman State University was significantly impacted by the COVID-19 pandemic when the student body did not return to campus on March 16 following Spring Break. Instruction was delivered remotely and room and board fees for 50% of the spring semester were credited back to the students' accounts. Other financial impacts ranged from additional compensation associated with online instruction and facility cleaning to additional software and cleaning supplies. While the University is continuing to track the financial impact of COVID-19 for various state and federal agencies, the financial impact identified through April is highlighted in Figure 6 to the right:

**Figure 6: COVID-19 Identified Impact (in millions)**





## **Truman State University Foundation (Pages C1-C3)**

### **Statement of Net Position (Page C-1)**

Fiscal year-to-date net position was \$57.2M (a \$502,322 improvement over prior year). Current assets grew by \$2.8M due to a corresponding \$1.6M increase in cash and \$1.2M increase in short-term investments. The cash variance was caused by a corresponding \$1.5M payment from the Giachino-Reavey trust. These proceeds were received on April 30 and have since been invested. Growth in short-term investments was due to a \$600,000 contribution from the Sunderland Foundation for improvements to the Greenwood Autism Center and a \$362,754 transfer from the endowed pool for administrative fee income to support the Advancement operation. Non-current assets decreased by \$2.3M to \$50.5M based on a decrease in long-term investments of \$2.5M. Current liabilities fell by \$12,868 to \$159,917 due to a \$9,539 reduction in accounts payable. Long-term liabilities were comprised wholly of annuities and trust payable of \$504,267 (\$22,416 less than prior year).

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

Contributions and permanent endowment additions grew by \$2.4M to \$4.5M. Fiscal year-to-date investment losses (net of fees) were \$1.9M compared to investment gains of \$2.9M a year ago. Expenses and transfers totaled \$3.6M this year compared to \$3.1M a year ago. The variance was primarily due to a corresponding \$1M plant transfer to Truman State University for the Sandra K. Giachino-Reavey Sesquicentennial Plaza. Scholarship expense also increased by \$132,353. To a lesser degree, other operating expenses decreased by \$33,533.

### **Investments Schedule (Page C-3)**

Foundation investments (including endowment, short-term, long-term, trusts and annuities) decreased by \$1.3M over prior year to \$54.9M. The Foundation also holds an interest in three separate trusts. Their value decreased by \$84,666 to \$3.7M.

**Truman State University  
Educational & General  
Budget to Actual  
For the period ending April 30**

	<u>FY20 Budget</u>	<u>FY20 To Date</u>	<u>Percent of Budget This Year</u>	<u>Percent of Budget Last Year</u>
<b>Revenues</b>				
State Sourced Income	\$ 41,660,322	\$ 32,552,916		
Local Income	52,807,896	50,271,890		
<b>Total Budgeted Revenues</b>	<u>94,468,218</u>	<u>82,824,806</u>	<u>87.67%</u>	<u>91.01%</u>
Rollover from prior year	3,694,896			
<b>Total Resources to Spend</b>	<u>\$ 98,163,114</u>			
<b>Expenses</b>				
<b>Salaries &amp; Fringe Benefits</b>				
Faculty/Staff Salaries	\$ 37,125,575	\$ 30,828,534	83.04%	
Student Employment	4,077,692	2,405,015	58.98%	
Fringe Benefits	15,277,435	11,952,845	78.24%	
<b>Total Salaries &amp; Fringe Benefits</b>	<u>56,480,702</u>	<u>45,186,394</u>	<u>80.00%</u>	<u>80.93%</u>
<b>Equipment &amp; Capitalized Expense</b>	<b>3,153,726</b>	<b>668,266</b>	<b>21.19%</b>	<b>9.66%</b>
<b>Operations</b>				
Other Expense	15,485,686	8,659,471	55.92%	
Institutional Aid	20,143,000	19,135,520	95.00%	
Utilities	2,900,000	1,626,483	56.09%	
<b>Total Operations</b>	<u>38,528,686</u>	<u>29,421,474</u>	<u>76.36%</u>	<u>83.01%</u>
<b>Total Education &amp; General Expense</b>	<u>\$ 98,163,114</u>	<u>\$ 75,276,134</u>	<u>76.68%</u>	<u>79.63%</u>

Truman State University  
Education & General  
Operating Receipts by Fund  
For the period ending April 30

	FY18 Receipts	FY19 Receipts	FY20 Receipts	Change FY19 to FY20	% Change FY19 to FY20
<b>State Appropriation</b>					
State Appropriation	\$ 32,867,100	\$ 32,867,100	\$ 32,552,916	\$ (314,184)	-0.96%
<b>Total State Sourced Income</b>	<b>32,867,100</b>	<b>32,867,100</b>	<b>32,552,916</b>	<b>(314,184)</b>	<b>-0.96%</b>
<b>Enrollment Fees</b>					
Enrollment Fees	48,884,358	45,778,905	42,470,492	(3,308,413)	-7.23%
Course Fees	1,839,141	2,356,977	2,147,839	(209,138)	-8.87%
Other Fees	523,908	1,032,546	897,738	(134,808)	-13.06%
Student Activity Fees	464,420	421,832	371,297	(50,535)	-11.98%
Athletic Fees	609,566	568,983	512,089	(56,894)	-10.00%
Health Clinic Fees	283,763	362,972	326,677	(36,295)	-10.00%
<b>Total Student Fees</b>	<b>52,605,156</b>	<b>50,522,215</b>	<b>46,726,132</b>	<b>(3,796,083)</b>	<b>-7.51%</b>
Other Income	2,556,375	3,292,835	3,545,758	252,923	7.68%
<b>Total Education &amp; General</b>	<b>\$ 88,028,631</b>	<b>\$ 86,682,150</b>	<b>\$ 82,824,806</b>	<b>\$ (3,857,344)</b>	<b>-4.45%</b>

**Truman State University  
Education & General  
Operating Expense by Fund  
For the period ending April 30**

	<u>FY18 Expense</u>	<u>FY19 Expense</u>	<u>FY20 Expense</u>	<u>Change FY19 to FY20</u>	<u>% Change FY19 to FY20</u>
<b>Salaries &amp; Fringe Benefits</b>					
Faculty & Staff Salaries	\$ 32,249,229	\$ 31,493,577	\$ 30,828,534	\$ (665,043)	-2.11%
Student Employment	2,535,251	2,575,029	2,405,015	(170,014)	-6.60%
Fringe Benefits	11,424,575	11,625,081	11,952,845	327,764	2.82%
<b>Total Salary &amp; Fringe Benefits</b>	<u>46,209,055</u>	<u>45,693,687</u>	<u>45,186,394</u>	<u>(507,293)</u>	<u>-1.11%</u>
<b>Equipment &amp; Capital Expenses</b>	<u>1,438,801</u>	<u>285,026</u>	<u>668,266</u>	<u>383,240</u>	<u>134.46%</u>
<b>Operations</b>					
Institutional Aid	22,080,127	20,815,457	19,135,520	(1,679,937)	-8.07%
Travel	2,237,293	2,161,181	1,306,328	(854,853)	-39.55%
Utilities	1,762,146	1,849,809	1,626,483	(223,326)	-12.07%
Professional Services	1,523,072	1,718,040	1,740,460	22,420	1.30%
Supplies	1,605,622	1,571,878	1,309,431	(262,447)	-16.70%
Office Contracts	1,231,009	1,079,655	1,095,902	16,247	1.50%
Library Acquisitions	1,074,303	1,066,223	1,005,189	(61,034)	-5.72%
Communications	747,280	700,278	608,416	(91,862)	-13.12%
Energy Lease Principal & Interest	630,000	630,000	630,000	-	0.00%
Maintenance & Repair	269,479	234,097	135,559	(98,538)	-42.09%
Other Expense	956,782	928,101	828,186	(99,915)	-10.77%
<b>Total Operations</b>	<u>34,117,113</u>	<u>32,754,719</u>	<u>29,421,474</u>	<u>(3,333,245)</u>	<u>-10.18%</u>
<b>Total Education &amp; General</b>	<u>\$ 81,764,969</u>	<u>\$ 78,733,432</u>	<u>\$ 75,276,134</u>	<u>\$ (3,457,298)</u>	<u>-4.39%</u>

Truman State University  
 Auxiliary Systems  
 Budget to Actual  
 For the period ending April 30

	FY20 Budget	FY20 To Date	Percent of Budget This Year	Percent of Budget Last Year
<b>Revenues</b>				
Residence Halls	\$ 22,188,158	\$ 15,460,257	69.68%	
Student Union	1,260,000	1,122,946	89.12%	
Recreation Center	1,245,000	1,059,470	85.10%	
Other Auxiliary	450,000	204,525	45.45%	
<b>Total Budgeted Revenues</b>	<b>25,143,158</b>	<b>17,847,198</b>	<b>70.98%</b>	<b>95.42%</b>
Rollover from prior year	477,085			
<b>Total Resources to Spend</b>	<b>\$ 25,620,243</b>			
<b>Expenses</b>				
<b>Salaries &amp; Fringe Benefits</b>				
Salaries	\$ 2,010,232	\$ 1,559,440	77.58%	
Student Salaries	1,499,364	585,758	39.07%	
Fringe Benefits	1,179,259	1,341,785	113.78%	
<b>Total Salaries &amp; Fringe Benefits</b>	<b>4,688,855</b>	<b>3,486,983</b>	<b>74.37%</b>	<b>80.44%</b>
<b>Equipment /Capitalized Expense</b>	<b>730,793</b>	<b>103,167</b>	<b>14.12%</b>	<b>13.68%</b>
<b>Operations</b>				
Bond Principal & Interest	3,662,244	723,842	19.76%	
Meals-Contract Food Service	8,550,000	5,362,631	62.72%	
Other Expense	4,047,351	2,359,905	58.31%	
Institutional Aid	1,900,000	1,222,504	64.34%	
Utilities	2,041,000	1,293,871	63.39%	
<b>Total Operations</b>	<b>20,200,595</b>	<b>10,962,753</b>	<b>54.27%</b>	<b>68.56%</b>
<b>Total Auxiliary Expense</b>	<b>\$ 25,620,243</b>	<b>\$ 14,552,903</b>	<b>56.80%</b>	<b>69.16%</b>

**Truman State University**  
**Auxiliary Systems**  
**Operating Receipts by Fund**  
**For the period ending April 30**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>Change</b>	<b>% Change</b>
	<b>Receipts</b>	<b>Receipts</b>	<b>Receipts</b>	<b>FY19 to FY20</b>	<b>FY19 to FY20</b>
Residence Halls	\$ 23,121,810	\$ 21,448,162	\$ 15,460,257	\$ (5,987,905)	-27.92%
Student Union	1,371,740	1,286,923	1,122,946	(163,977)	-12.74%
Recreation Center	1,295,098	1,207,857	1,059,470	(148,387)	-12.29%
Other Auxiliary	292,439	253,799	204,525	(49,274)	-19.41%
<b>Total Auxiliary</b>	<b>\$ 26,081,087</b>	<b>\$ 24,196,741</b>	<b>\$ 17,847,198</b>	<b>\$ (6,349,543)</b>	<b>-26.24%</b>

**Truman State University**  
**Auxiliary Systems**  
**Operating Expense by Fund**  
**For the period ending April 30**

	<u>FY18</u> <u>Expense</u>	<u>FY19</u> <u>Expense</u>	<u>FY20</u> <u>Expense</u>	<u>Change</u> <u>FY19 to FY20</u>	<u>% Change</u> <u>FY19 to FY20</u>
<b>Salaries &amp; Fringe Benefits</b>					
Administrative & Staff Salaries	\$ 1,623,729	\$ 1,687,574	\$ 1,559,440	\$ (128,134)	-7.59%
Student Wages	616,429	635,888	585,758	(50,130)	-7.88%
Fringe Benefits	1,536,980	1,617,876	1,341,785	(276,091)	-17.07%
<b>Total Salary &amp; Fringe Benefits</b>	<b><u>3,777,138</u></b>	<b><u>3,941,338</u></b>	<b><u>3,486,983</u></b>	<b><u>(454,355)</u></b>	<b><u>-11.53%</u></b>
<b>Equipment &amp; Capital Expenses</b>	<b><u>174,551</u></b>	<b><u>106,898</u></b>	<b><u>103,167</u></b>	<b><u>(3,731)</u></b>	<b><u>-3.49%</u></b>
<b>Operations</b>					
Institutional Aid	1,852,569	1,489,065	1,222,504	(266,561)	-17.90%
Supplies	487,020	336,915	275,215	(61,700)	-18.31%
Office Contracts	150,815	170,643	157,898	(12,745)	-7.47%
Communications	60,919	59,474	44,095	(15,379)	-25.86%
Meals-Contract Food Service	7,940,232	7,382,733	5,362,631	(2,020,102)	-27.36%
Meals-Other	314,006	334,484	265,974	(68,510)	-20.48%
Utilities	1,524,207	1,520,504	1,293,871	(226,633)	-14.91%
Professional Services	175,222	148,674	106,004	(42,670)	-28.70%
Reimbursement to E & G	995,000	1,004,621	1,005,000	379	0.04%
Bond Principal & Interest	791,142	760,092	723,842	(36,250)	0.00%
Maintenance & Repair	198,474	123,914	55,085	(68,829)	-55.55%
Other Expense	489,710	489,737	450,634	(39,103)	-7.98%
<b>Total Operations</b>	<b><u>14,979,316</u></b>	<b><u>13,820,856</u></b>	<b><u>10,962,753</u></b>	<b><u>(2,858,103)</u></b>	<b><u>-20.68%</u></b>
<b>Total Auxiliary</b>	<b><u>\$ 18,931,005</u></b>	<b><u>\$ 17,869,092</u></b>	<b><u>\$ 14,552,903</u></b>	<b><u>\$ (3,316,189)</u></b>	<b><u>-18.56%</u></b>

**Truman State University Foundation**  
**Statement of Net Position**  
**April 30, 2019 Compared to April 30, 2020**

	<u>30-Apr-19</u> <u>FY19</u>	<u>30-Apr-20</u> <u>FY20</u>	<u>Change</u> <u>FY19 to FY20</u>
<b>Current Assets</b>			
Cash	\$ 258,875	\$ 1,848,621	\$ 1,589,746
Short Term Investments	4,106,190	5,311,434	1,205,244
Prepaid Expenses	4,420	13,630	9,210
Interest Receivable	33,052	44,949	11,897
Loans Receivable, net of allowance	231,058	183,530	(47,528)
<b>Total Current Assets</b>	<u>4,633,594</u>	<u>7,402,164</u>	<u>2,768,569</u>
<b>Non Current Assets</b>			
Investments	52,097,443	49,631,275	(2,466,168)
Loans Receivable, net of allowance	539,135	690,423	151,288
Cash Value of Life Insurance	134,422	147,770	13,348
<b>Total Non-Current Assets</b>	<u>52,770,999</u>	<u>50,469,467</u>	<u>(2,301,532)</u>
<b>Total Assets</b>	<u><u>57,404,594</u></u>	<u><u>57,871,631</u></u>	<u><u>467,037</u></u>
<b>Current Liabilities</b>			
Accounts Payable	142,092	132,553	(9,539)
Refundable Advance	13,020	15,155	2,135
Annuities & Trusts Payable	17,674	12,209	(5,465)
<b>Total Current Liabilities</b>	<u>172,786</u>	<u>159,917</u>	<u>(12,868)</u>
<b>Non-Current Liabilities</b>			
Annuities & Trusts Payable	526,683	504,267	(22,416)
<b>Total Non-Current Liabilities</b>	<u>526,683</u>	<u>504,267</u>	<u>(22,416)</u>
<b>Total Liabilities</b>	<u><u>699,469</u></u>	<u><u>664,184</u></u>	<u><u>(35,284)</u></u>
<b>NET POSITION</b>	<u><u>\$ 56,705,125</u></u>	<u><u>\$ 57,207,447</u></u>	<u><u>\$ 502,322</u></u>



**Truman State University Foundation**  
**Statement of Revenues, Expenses & Changes in Net Position**  
**April 30, 2019 Compared to April 30, 2020**

	<u>30-Apr-19</u> FY19	<u>30-Apr-20</u> FY20	<u>Change</u> FY19 to FY20
<b>Operating Revenue</b>			
Interest on Student Loan Receivable	\$ 20,849	\$ 20,147	\$ (702)
<b>Operating Expenses</b>			
Scholarships	1,294,717	1,427,070	132,353
Supplies & Other Services	447,426	407,762	(39,664)
Travel Expense	145,552	134,861	(10,691)
Other Expense	92,738	109,559	16,821
Total Operating Expenses	<u>1,980,432</u>	<u>2,079,252</u>	<u>98,819</u>
<b>Operating Gain (Loss)</b>	<b>(1,959,583)</b>	<b>(2,059,105)</b>	<b>(99,522)</b>
<b>Non-Operating Revenues (Expenses)</b>			
Contributions	1,176,147	2,570,447	1,394,300
Interest & Dividends	1,177,978	1,057,748	(120,231)
Realized Gain (Loss)	2,660,941	3,939,163	1,278,222
Unrealized Gain (Loss)	(864,355)	(6,803,911)	(5,939,556)
Other Non-Operating Income	59,889	43,674	(16,215)
Other Non-Operating Expense	(98,842)	(174,509)	(75,667)
Actuarial loss on Annuity & Trust Obligation	-	(10,110)	(10,110)
Net Non-Operating Revenues (Expenses)	<u>4,111,759</u>	<u>622,502</u>	<u>(3,489,257)</u>
<b>Income before other Revenues, Expenses, Gains, Losses &amp; Transfers</b>	<b>2,152,176</b>	<b>(1,436,603)</b>	<b>(3,588,779)</b>
Additions to Permanent Endowments	903,946	1,936,737	1,032,792
Transfers to Education and General for Admin	(99,417)	(99,417)	-
Transfers to Education and General	(594,737)	(359,625)	235,112
Transfer to Auxiliary - Other	(24,223)	(22,578)	1,646
Transfer to Fundraising	-	(500)	(500)
Transfer to Auxiliary - Student Union	-	(150)	(150)
Transfer to Capital Fund - Plant	(389,503)	(1,060,366)	(670,863)
Increase (Decrease) in Net Assets	<u>1,948,242</u>	<u>(1,042,501)</u>	<u>(2,990,743)</u>
Net Position, Beginning of Year	54,756,883	58,249,949	
<b>Net Position Ending Balance</b>	<u><u>\$ 56,705,125</u></u>	<u><u>\$ 57,207,447</u></u>	<u><u>\$ 502,322</u></u>

**Truman State University Foundation  
Investments Schedule  
April 30, 2019 Compared to April 30, 2020**

	<u>30-Apr-19 FY19</u>	<u>30-Apr-20 FY20</u>
<b>Invested with Outside Manager</b>		
Endowment Pool	\$ 50,043,717	\$ 47,770,319
Short-Term Pool	4,106,190	5,311,434
Student Investment Fund	127,656	121,476
Long Trust	744,188	716,779
Courtright Elmwood Unitrust	30,630	-
Annuities Payable - CGA	1,054,481	932,388
Fitzpatrick - CA CGA	69,500	63,911
Annuities Payable - FL CGA	27,271	26,401
<b>Total Investments</b>	<u><u>\$ 56,203,633</u></u>	<u><u>\$ 54,942,709</u></u>
 <b>Beneficial Interest in Trusts</b>		
Ludlow Trust - Citizens Bank, Chillicothe, MO	\$ 248,134	\$ 235,475
Cozean Trust - First Bankers Trust, Quincy, IL	337,766	337,016
Lyle Ingraham Trust - Citizens Bank, Chillicothe, MO	3,206,001	3,134,744
<b>Total Beneficial Interest in Trusts</b>	<u><u>\$ 3,791,901</u></u>	<u><u>\$ 3,707,235</u></u>

**ITEM G****Academic and Student Affairs Committee Report****DESCRIPTION AND BACKGROUND**

Governor Cheryl J. Cozette, Chair of the Academic and Student Affairs Committee, will provide a report on the committee meeting held on June 8.

**RECOMMENDED ACTION**

This is a discussion item only.

## **ITEM G.1**

### **Resolution Amending Chapter 5 of the Code of Policies of the Board of Governors Pertaining to Academic Programs – Liberal Studies, B.A. and B.S.**

#### **DESCRIPTION AND BACKGROUND**

Unlike many college and universities, Truman has not previously adopted a program that would present an alternative to students for degree completion if they were no longer able to complete their planned degree on campus. Even a university with outstanding retention and completion loses some of its students before they complete. These “stop-outs,” along with students who are forced to leave campus due to personal circumstances (family finances, illness, having children, a job, etc.) can best be served by mechanisms that allow them to complete their degrees at a distance. Several years ago, as part of the University’s “Blueprint” process, an Action Team investigated the feasibility of an undergraduate degree completion program but determined it was not feasible due to an insufficient number of online courses and an unresolved transition to the new Dialogues curriculum. Today, Truman is now in a position to make this option a reality. The COVID-19 pandemic has elevated the need for such an offering as students face increased economic, health, and family pressures that could prevent them from returning to campus.

If approved, the twin BA and BS degrees would be implemented in fall 2020 as tools for academic advisors and the Director of Retention and Student Success to use in helping undergraduate students get to the “finish line” of their degree. The Center for Academic Excellence and a number of departments have already indicated they have students who are likely candidates for this degree.

The primary feature of the degree is a major that is built around a concentration in a discipline started by the student prior to leaving campus or “stopping-out.” Students will take credits already earned toward a Truman major and develop a concentration supported by other courses in the Truman curriculum or approved courses transferred from other institutions. They will then graduate with a degree that reads “Bachelor of Arts/Science in Liberal Studies with a Concentration in [Insert Discipline].”

Everyone who has worked on the development of these alternatives recognizes that the optimal scenario is for a student to complete a regular Truman major, or pursue our established Interdisciplinary Studies major. Whenever feasible, options will be explored to complete these majors first before students elect the Liberal Studies degree. Students will not be recruited into this degree as first year students. Entry must be at the junior year or later and requires an approved plan of study developed with an advisor and approved by the Director of Retention and Student Success.

#### **RECOMMENDED ACTION**

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 undergraduate programs:

Liberal Studies, B.A.  
Liberal Studies, B.S.

BE IT FURTHER RESOLVED that the adoption of such programs be subject to the approval of the Coordinating Board for High Education.

Moved by \_\_\_\_\_  
Seconded by \_\_\_\_\_  
Vote: Aye \_\_\_\_\_  
Nay \_\_\_\_\_

**ATTACHMENTS**

Proposal for Bachelor of Arts in Liberal Studies  
Proposal for Bachelor of Science in Liberal Studies

## BACHELOR OF LIBERAL STUDIES – B.A.

### RATIONALE

Several years ago, as part of the University’s “Blueprint” process, an Action Team worked on a strategy for implementing a degree completion program to address the needs of students who, for whatever reason, stopped-out and did not complete their program of study. Although the plan had great promise, the initiative was shelved due to an insufficient number of online courses and uncertainty over the final disposition of the new Dialogues curriculum. Though calls have come from several quarters of the University, particularly those focused on retention, to implement such an option, we have only recently finalized the requirements of the new curriculum and sanctioned offering online classes during the academic year. Now, however, circumstances warrant advancing the timetable to implementation. The disruption in higher education created by the outbreak of COVID-19 has created a great deal of uncertainty for both faculty and students. Though it is impossible to know with certainty what fall 2020 will bring, a number of higher education publications are predicting a disruption in student enrollment behavior

Helping these students complete their degrees is important for both the students and Truman. As we know, the state, our accreditors, and future Truman students judge us on our retention and completion numbers. It is a responsible choice on our part to attempt to address this challenge. It is also incredibly important that we find ways to show empathy and flexibility toward students facing these difficult circumstances and not cede these students to transfer out of Truman or stop their degree altogether.

This program would serve as a “Degree Completion” program and would *not* be marketed as a program for incoming students to select as a major upon entry. Students would only be able to elect this option if they have earned 60 credits toward graduation, have been undergraduates at Truman for a minimum of three semesters (rising Juniors), have developed a plan with a Center for Academic Excellence Advisor (or an existing major advisor), and receive approval from the Director of Retention and Student Success. When selecting a Liberal Studies major, the student will also elect a “concentration,” using major courses earned to date and completing remaining credits through appropriate selections from the Truman catalog or through approved transfer courses from another institution.

A committee will be formed by the President of Faculty Senate, in consultation with the Director of Retention and Student Success and the Provost, to oversee its implementation. Creating this major should be viewed as an initial and manageable response to the exigencies being created by the SARS-CoV-2 pandemic crisis.

### CATALOG COPY

#### **Bachelor of Arts in Liberal Studies (BA)**

The Bachelor of Arts in Liberal Studies degree serves the needs of students who, upon attaining at least 60 credit hours of undergraduate coursework, wish to pursue a less-structured program of learning on a specific topic of interest. The degree retains the full benefits of the University’s Dialogues curriculum, including its coursework in communication, history and social sciences, natural sciences and mathematics, the arts and humanities, statistics, and more. With all core degree requirements offered online, the degree facilitates timely completion of degrees started on-ground at Truman or other institutions and prepares students for entry into productive and fulfilling careers. In lieu of a formal major,

students graduate with a Bachelor's degree in Liberal Studies with a concentration in their chosen area of focus.

Students pursuing the bachelor's degree, upon completion of their program, in addition to fulfilling the objectives of the general education curriculum, will be able to:

- Articulate and demonstrate the interconnectedness of knowledge and academic disciplines;
- Describe and summarize the strengths and limitations of different approaches to thinking, particularly those that blossom from disciplines relevant to their concentration;
- Apply acquired knowledge to experiences beyond the classroom;
- Explain the purpose and benefits of a liberal arts education;
- Formulate and defend a justification of the importance and significance of linkages between selected coursework for the fulfillment of intended career goals;
- Explain the value of lifelong learning and articulate plans or aspirations for learning goals after graduation;
- Create a portfolio of artifacts that demonstrate preparation for future career and educational paths as engaged citizens.

## **PROGRAM ADMISSION**

Any student who enrolls at Truman is eligible for admission to the Liberal Studies major, but must meet the following minimum requirements:

- Has earned at least 60 credit hours before applying to the program, and has a minimum of three semesters (excluding summer) of undergraduate study at Truman
- Has proposed a plan of work in consultation with an advisor, which shall be approved by the Director of Retention and Student Success.

## **NOTE FOR STUDENTS WHO ENTERED TRUMAN PRIOR TO FALL 2019**

Applying to enroll in this degree program will necessitate a change of catalogs. All Liberal Studies Program coursework will be applied to the new Dialogues curriculum. Truman Week and the Health and Wellness requirement will be accepted as a substitution for the Truman Symposium and the Self & Society Seminar.

## **DEGREE REQUIREMENTS**

### **Dialogues Requirements**

- Disciplinary Perspectives: 37 credits
- Interconnecting Perspectives: 5+ credits

### **Bachelor of Arts Requirement: 0-8 credits**

- Intermediate proficiency in ONE foreign language

### **MAJOR REQUIREMENTS: 45 credits**

Each Liberal Studies major must include an approved Concentration students develop under the guidance of their academic advisor as part of their major plan. Students meet the requirements of a completed major when they do the following:

- Students must have at least one cluster of courses, from the same discipline, amounting to at least 15 credit hours. Students are encouraged, but not required, to complete additional clusters. Wherever possible, students are encouraged to follow the structure and sequencing of existing majors or minors in formulating their concentration plans.
- At least 27 credit hours counted toward the major plan must be at the 300-level or higher.
- Students must earn a cumulative GPA of 2.0 in the major to complete the Liberal Studies degree program successfully.
- Students must complete INDV 4XX – Liberal Studies Capstone: Senior Assignment. A student may request to substitute a major-specific capstone course with the approval of their advisor, the chair of the department, and the Director of Retention and Student Success.
- 45 credits toward the degree must be taken at Truman.\*
- Students may earn minors as part of their degree, but the minors may not count toward the fulfillment of the required Liberal Studies major credits or the required concentration within the major.

### **Electives to Total: 120 Credits**

#### **Notes:**

\*Although 45 credits toward the degree, including a minimum of 15 credits in the major, must be taken at Truman, in order to accommodate completion of the degree for students who may be remotely located, the customary requirement that the final 28 hours of the degree must be taken in residence may be waived with the approval of the Director of Retention and Student Success. Students should consult with their academic advisor when selecting coursework for transfer back to Truman.

Students must complete all other degree requirements including the Civics Exam, Senior Test, Truman portfolio, and 40 credits of coursework at the 300-level and above.

The Liberal Studies major may not be taken as a second or subsequent degree.



## **BACHELOR OF LIBERAL STUDIES – B.S.**

### **RATIONALE**

Several years ago, as part of the University’s “Blueprint” process, an Action Team worked on a strategy for implementing a degree completion program to address the needs of students who, for whatever reason, stopped-out and did not complete their program of study. Although the plan had great promise, the initiative was shelved due to an insufficient number of online courses and uncertainty over the final disposition of the new Dialogues curriculum. Though calls have come from several quarters of the University, particularly those focused on retention, to implement such an option, we have only recently finalized the requirements of the new curriculum and sanctioned offering online classes during the academic year. Now, however, circumstances warrant advancing the timetable to implementation. The disruption in higher education created by the outbreak of COVID-19 has created a great deal of uncertainty for both faculty and students. Though it is impossible to know with certainty what fall 2020 will bring, a number of higher education publications are predicting a disruption in student enrollment behavior

Helping these students complete their degrees is important for both the students and Truman. As we know, the state, our accreditors, and future Truman students judge us on our retention and completion numbers. It is a responsible choice on our part to attempt to address this challenge. It is also incredibly important that we find ways to show empathy and flexibility toward students facing these difficult circumstances and not cede these students to transfer out of Truman or stop their degree altogether.

This program would serve as a “Degree Completion” program and would not be marketed as a program for incoming students to select as a major upon entry. Students would only be able to elect this option if they have earned 60 credits toward graduation, have been undergraduates at Truman for a minimum of three semesters (rising Juniors), have developed a plan with a Center for Academic Excellence Advisor (or an existing major advisor), and receive approval from the Director of Retention and Student Success. When selecting a Liberal Studies major, the student will also elect a “concentration,” using major courses earned to date and completing remaining credits through appropriate selections from the Truman catalog or through approved transfer courses from another institution.

A committee will be formed by the President of Faculty Senate, in consultation with the Director of Retention and Student Success and the Provost, to oversee its implementation. Creating this major should be viewed as an initial and manageable response to the exigencies being created by the SARS-CoV-2 pandemic crisis.

### **CATALOG COPY**

#### **Bachelor of Arts in Liberal Studies (B.S.)**

The Bachelor of Science in Liberal Studies degree serves the needs of students who, upon attaining at least 60 credit hours of coursework, wish to pursue a less-structured program of learning on a specific topic of interest. The degree retains the full benefits of the University’s Dialogues curriculum, including its coursework in communication, history and social sciences, natural sciences and mathematics, the arts and humanities, statistics, and more. With all core degree requirements offered online, the degree facilitates timely completion of degrees started on-ground at Truman or other institutions and prepares students for entry into productive and fulfilling careers. In lieu of a formal major, students graduate with a Bachelor’s degree in Liberal Studies with a concentration in their chosen area of focus.

Students pursuing the bachelor's degree, upon completion of their program, in addition to fulfilling the objectives of the general education curriculum, will be able to:

- Articulate and demonstrate the interconnectedness of knowledge and academic disciplines;
- Describe and summarize the strengths and limitations of different approaches to thinking, particularly those that blossom from disciplines relevant to their concentration;
- Apply acquired knowledge to experiences beyond the classroom;
- Explain the purpose and benefits of a liberal arts education;
- Formulate and defend a justification of the importance and significance of linkages between selected coursework for the fulfillment of intended career goals;
- Explain the value of lifelong learning and articulate plans or aspirations for learning goals after graduation;
- Create a portfolio of artifacts that demonstrate preparation for future career and educational paths as engaged citizens.

## **PROGRAM ADMISSION**

Any student who enrolls at Truman is eligible for admission to the Liberal Studies major, but must meet the following minimum requirements:

- Has earned at least 60 credit hours before applying to the program, and has a minimum of three semesters (excluding summer) of undergraduate study at Truman
- Has proposed a plan of work in consultation with an advisor, which shall be approved by the Director of Retention and Student Success.

## **NOTE FOR STUDENTS WHO ENTERED TRUMAN PRIOR TO FALL 2019**

Applying to enroll in this degree program will necessitate a change of catalogs. All Liberal Studies Program coursework will be applied to the new Dialogues curriculum. Truman Week and the Health and Wellness requirement will be accepted as a substitution for the Truman Symposium and the Self & Society Seminar.

## **DEGREE REQUIREMENTS**

### **Dialogues Requirements**

- Disciplinary Perspectives: 37 credits
- Interconnecting Perspectives: 5+ credits

### **Bachelor of Science Requirement: 6-12 credits**

- Courses from the areas of sciences, mathematics, statistics, computer science, social science, and logic.

### **MAJOR REQUIREMENTS: 45 credits**

Each Liberal Studies major must include an approved Concentration students develop under the guidance of their academic advisor as part of their major plan. Students meet the requirements of a completed major when they do the following:

- Students must have at least one cluster of courses, from the same discipline, amounting to at least 15 credit hours. Students are encouraged, but not required, to complete additional clusters. Wherever possible, students are encouraged to follow the structure and sequencing of existing majors or minors in formulating their concentration plans.
- At least 27 credit hours counted toward the major plan must be at the 300-level or higher.
- Students must earn a cumulative GPA of 2.0 in the major to complete the Liberal Studies degree program successfully.
- Students must complete INDV 4XX – Liberal Studies Capstone: Senior Assignment. A student may request to substitute a major-specific capstone course with the approval of their advisor, the chair of the department, and the Director of Retention and Student Success.
- 45 credits toward the degree must be taken at Truman.\*
- Students may earn minors as part of their degree, but the minors may not count toward the fulfillment of the required Liberal Studies major credits or the required concentration within the major.

### **Electives to Total: 120 Credits**

#### **Notes:**

\*Although 45 credits toward the degree, including a minimum of 15 credits in the major, must be taken at Truman, in order to accommodate completion of the degree for students who may be remotely located, the customary requirement that the final 28 hours of the degree must be taken at Truman may be waived with the approval of the Director of Retention and Student Success. Students should consult with their academic advisor when selecting coursework for transfer back to Truman.

Students must complete all other degree requirements including the Civics Exam, Senior Test, Truman portfolio, and 40 credits of coursework at the 300-level and above.

The Liberal Studies major may not be taken as a second or subsequent degree.

## **ITEM G.2**

### **Resolution Amending Chapter 5 of the Code of Policies of the Board of Governors Pertaining to Academic Programs – Data Science and Analytic Storytelling, M.S.**

#### **DESCRIPTION AND BACKGROUND**

Several years ago, Truman introduced a graduate certificate in Data Science. Since that time the University has received further funding for the program via a MoExcels appropriation and the program is now in its second cohort of students. While the students in the program appear pleased with their experience, the process of marketing the program has revealed that a master's degree would be more competitive in the current marketplace. Increasingly, educational consumers are attracted by graduate certificates that “stack” into a full master's degree. The proposed program takes the existing Graduate Certificate in Data Science (which will remain) and adds content equivalent to the hours of a second certificate. Thus, a student can begin in the certificate program (earning an initial credential), then complete additional coursework for a full master's degree. The awarding of progressive credentials will help students progress in the workplace. Eventually program faculty hope to return to the Board with a proposal to formalize some of the added courses into a second, independent graduate certificate.

This program stands out as unique nationally by adding the “analytic storytelling” component. This phrase has emerged in recent years to describe what happens to data after it is organized and analyzed. How is this data communicated effectively to end users? In talking with some of Truman's corporate partners, we learned that there was a great need for data scientists who could distill their findings into more concise conclusions or recommendations that executives could understand and act upon. The added coursework will be interdisciplinary, drawing insights from art/design, communication, statistics, and computer science. Courses will help students understand key principles of visual, written, and oral communication so that they can translate massive data sets into understandable and persuasive insights for a range of audiences.

New coursework will also provide additional training in the Python language of Data Science, supplementing existing instruction in the language “R” and related packages.

It is planned that this coursework would be introduced as the current cohort of students in the Data Science certificate reach the end of their program, allowing a smooth transition into the remainder of the master's degree.

#### **RECOMMENDED ACTION**

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 and Analytic Storytelling, M.S.

BE IT FURTHER RESOLVED that the adoption of such program be subject to the approval of the Coordinating Board for High Education.

Moved by \_\_\_\_\_  
Seconded by \_\_\_\_\_  
Vote: Aye \_\_\_\_\_  
Nay \_\_\_\_\_

**ATTACHMENT**

Proposal for Master of Science in Data Science and Analytic Storytelling

**Data Science and Analytic Storytelling**  
**Affiliation: School of Science and Mathematics**  
**Degree offered: Master's in Data Science and Analytic Storytelling (MS)**

**RATIONALE**

**Summary:**

A master's Degree in Data Science and Analytic Storytelling is proposed to support a growing national and state need. This degree will focus on the study of Data Science and Communication, including several courses that bring together material from Statistics, Computer Science, Communication, and Art and Design. A successful graduate will be well-prepared for careers in a variety of industries in Data Science, Data Analytics, and related fields.

**Audience:**

This degree is intended for students with undergraduate degrees, whose interest is in developing communication skills along with learning more about data science. Graduates will be ready to pursue a career in data science and data analytics fields, particularly in positions that require regular presentations of conclusions from data to other professionals. The prerequisites of the program are Basic Statistics (STAT 190) and Introduction to Computer Science (CS 170), or their equivalent.

**Need:**

The proposed Data Science and Analytic Storytelling degree meets an emerging need in a quickly-growing field. The field of Data Science has grown dramatically due to improvements in technology and the ubiquity of data across disciplines and industries. Studies of the job market indicate that Data Science is one of the fastest-growing fields, and the growth of degrees granted may not be enough to satisfy the high demand.

According to a report by Burning Glass Technologies, in the twelve months ending 2/29/2020 there were 3,357,131 job listings for a Master's degree in Data Science (BGT) categories nationally. The demand for Data Science jobs is projected to grow by 15% over the next ten years, which translates to nearly 503,662 new job postings expected nationally by 2029. These jobs include data scientist, software developer, data mining analyst, business/management analyst, etc. The fastest-growing roles are in software development and general research, which are projected to see demand spike by 28% by 2029. Among all the related occupations, data science is one of the top new and fast-growing occupations.

To meet this need, a number of Missouri institutions recently developed master's programs in Data Science or related areas. These institutions are University of Missouri-Columbia, Maryville University, and Missouri University of Science and Technology. Some programs are online programs, and some are on-campus programs. This program's goal is to train specialists in the knowledge of data science who know how to communicate the story told by data to a variety of audiences.

Requirements for data science and analytics jobs are often multidisciplinary and they all require an ability to link analytics to creating value for the organization. The analytics and technology skills vary widely, but candidates must also demonstrate skills related to problem-solving in the workplace, including soft skills such as communication, creativity and teamwork.

<https://www.pwc.com/us/en/library/data-science-and-analytics.html>

A data science curriculum, integrated with communication and design at a liberal arts and sciences university, such as Truman, is a perfect fit to make connections between these valuable disciplines.

### **Projected Student Enrollment:**

We anticipate sufficient demand for this program among recent college graduates and experienced workers who seek a data science master's degree. We expect that enrollment will gradually increase after a few years, once recruiting efforts begin in earnest. We expect most of the enrollment to be part time. However, as the program grows, there may be students who wish to enroll full time. Our five-year projected enrollment is provided in the following table.

<b>Year</b>	<b>Year One</b>	<b>Year Two</b>	<b>Year Three</b>	<b>Year Four</b>	<b>Year Five</b>
<b>Full Time</b>	0	0	2	3	4
<b>Part Time</b>	7	10	12	15	20
<b>Total</b>	7	10	14	18	24

## **CATALOG COPY**

### **Data Science and Analytic Storytelling (MS)**

An interdisciplinary team of faculty offers a 30-credit hour Master of Science in Data Science and Analytic Storytelling. This degree will focus on the study of Data Science and Communication, including several courses that bring together material from Statistics, Computer Science, Communication, and Art and Design. A successful graduate will be well-prepared for careers in a variety of industries in Data Science, Data Analytics, and related fields.

This degree is intended for students with undergraduate degrees, whose interest is in developing communication skills along with learning more about data science. Graduates will be ready to pursue a career in data science and data analytics fields, particularly in positions that require regular presentations of conclusions from data to other professionals.

### **ADMISSION REQUIREMENTS**

To be considered for admission, students must meet the following requirements:

- Students must complete an application for Graduate Studies
- Students must possess a baccalaureate degree from an accredited post-secondary institution (or its international equivalent).
- Students must have at least a 2.5 cumulative undergraduate GPA or demonstrate sufficient professional experience to prepare them for the proposed field of study.
- Students must complete the equivalent of STAT 190 - Basic Statistics and CS 170 - Introduction to Computer Science I before enrolling in any courses in the program. Students with workplace knowledge of statistics or programming may request a waiver of the prerequisite from the Program Director.
- Applicants are encouraged to submit a copy of undergraduate and/or graduate transcripts to demonstrate sufficient preparation at the time of application. Students may not enroll beyond their second course without providing an official transcript. Transcripts not in English must be accompanied by a certified translation.
- Assessment and enforcement of student qualifications shall be at the discretion of the Dean of the School of Science and Mathematics or his/her designate.

- The language of instruction at Truman State University is English. With some exceptions, international applicants must submit language proficiency scores (TOEFL, IELTS or equivalent. Truman State’s institutional code for the TOEFL examination is 6483.)

## **GRADUATION REQUIREMENTS**

Students must complete all requirements of the certificate, including all required courses. No more than one grade of “C” may be counted toward the certificate. Grades lower than a “C” are considered failing grades. Students must earn a “B” or higher in the Thesis Course – PDAT 630G.

Students may retake a course to raise a grade not meeting minimum program requirements. Students must complete all of the courses in the program within six years of the date of admission or matriculation in the first course, whichever comes later. Students may petition the Dean of the School of Science and Mathematics or his/her designee for a leave of absence, or an extension, should extenuating circumstances warrant.

## **CONCURRENT ENROLLMENT**

Students currently enrolled in a Truman graduate degree program may simultaneously participate in a graduate certificate program provided they receive approval from both the graduate program advisor (or Department Chair, as applicable) and the administrator in charge of the certificate program.

## **ASSISTANTSHIPS**

None available at this time.

## **DEGREE REQUIREMENTS**

### **Required Courses: 24 Credits or more**

PDAT 610G - Introduction to Data Science Credits: 3

PDAT 611G - Big Data Management Credits: 3

PDAT 613G - Data Mining Credits: 3

PDAT 615G - Machine Learning Credits: 3

PDAT 622G - Narrative, Argument, and Persuasion with Data Credits: 3

PDAT 624G - Principles of Design in Data Visualization Credits: 3

PDAT 625G - Ethics and Data Security Credits: 3

PDAT 630G - Thesis Credit: Credits: 3 or 6

### **Elective Courses: To 30 credits total**

PDAT 617G - Python for Data Science Credits: 3

PDAT 620G - Data Science Capstone Credits: 3

PDAT 626G - Practicum in Data Storytelling Credits: 3

### **Total Hours: 30**

#### **Note:**

Students who have taken STAT 220, STAT 250, and other undergraduate courses in Data Science may be allowed to substitute another graduate course in the place of PDAT 610.



**ITEM G.3**

**Authority to Modify AY2021 Academic Calendar (Fall Semester 2020, Winter Interim 2020-21 and Spring Semester 2021)**

**DESCRIPTION AND BACKGROUND**

The current Academic Calendar for August Interim 2020 through Summer Session 2022 was approved by the Board of Governors on February 9, 2019. With the uncertainty of the COVID-19 pandemic, it may become necessary to modify the AY2021 Academic Calendar (Fall Semester 2020, Winter Interim 2020-21 and Spring Semester 2021) to safely fulfill the University’s educational mission while maintaining the Higher Learning Commission (HLC) requirements for course credit.

**RECOMMENDED ACTION**

BE IT RESOLVED that the President of the University is authorized to adjust the AY2021 Academic Calendar to meet the educational and safety needs of the University; and

BE IT FURTHER RESOLVED that the President will notify the Board within 48 hours of any modifications.

Moved by \_\_\_\_\_  
Seconded by \_\_\_\_\_  
Vote: Aye \_\_\_\_\_  
Nay \_\_\_\_\_

**ATTACHMENT**

Academic Calendar for August Interim 2020 through Summer Session 2022

## Academic Calendar for August Interim 2020 through Summer Session 2022

<b>August Interim 2020</b>	(15 days)
Begins	Saturday, July 25
Ends	Saturday, August 08
<b>Fall Semester 2020</b>	(72 class days)
New Faculty Start	Monday, August 10
Freshmen Move-In	Wednesday, August 12
Truman Days Begins	Wednesday, August 12
Faculty Contract Period Begins	Wednesday, August 12
Classes Begin	Monday, August 17
<i>First Eight-Week Online Session Begins</i>	<i>Monday, August 17</i>
Labor Day Holiday (University Closed)	Monday, September 07
First Block Classes End	Tuesday, October 06
Second Block Classes Begin	Wednesday, October 07
<i>First Eight-Week Online Session Ends</i>	<i>Saturday, October 10</i>
<i>Second Eight-Week Online Session Begins</i>	<i>Monday, October 12</i>
Midterm Break	Thursday-Friday, October 15-16
Thanksgiving Break	Monday-Friday, November 23-27
Last Day of Classes	Friday, December 04
Finals Start	Monday, December 07
Reading Day	Wednesday, December 09
Finals End	Friday, December 11
Commencement	Saturday, December 12, 11 a.m.
<i>Second Eight-Week Online Session Ends</i>	<i>Saturday, December 12</i>
Number of Class Days (Minutes of Class)	MWF 43 (2150 min)
	TTh 29 (2320 min)
<b>Winter Interim 2020-21</b>	(29 days)
Begins	Saturday, December 12
Ends	Saturday, January 09
<b>Spring Semester 2021</b>	(72 class days)
<i>First Eight-Week Online Session Begins</i>	<i>Monday, January 04</i>
Classes Begin	Monday, January 11
Martin Luther King, Jr. Holiday (University Closed)	Monday, January 18
<i>First Eight-Week Online Session Ends</i>	<i>Saturday, February 27</i>
<i>Second Eight-Week Online Session Begins</i>	<i>Monday, March 01</i>
First Block Classes End	Tuesday, March 02
Second Block Classes Begin	Wednesday, March 03
Spring Break	Monday-Friday, March 08-12
Term Break	Monday, April 05 (ends at 5 p.m.)
<i>Second Eight-Week Online Session Ends</i>	<i>Saturday, April 24</i>

## Academic Calendar for August Interim 2020 through Summer Session 2022

Student Research Conference	Thursday, April 22 (No classes; 7:30 a.m. - 5:30 p.m.)
Last Day of Classes	Friday, April 30
Finals Start	Monday, May 03
Reading Day	Wednesday, May 05
Finals End	Friday, May 07
Commencement	Saturday, May 08, 2 p.m.
Number of Class Days (Minutes of Class)	MWF 43 (2150 min)
	TTh 29 (2320 min)
<b>May Interim 2021</b>	(22 days)
Begins	Saturday, May 08
Ends	Saturday, May 29
<b>Summer Session 2021</b>	(48 class days)
<i>First Eight-Week Online Session Begins</i>	Monday, April 26
Memorial Day Holiday (University Closed)	Monday, May 31
First Five Week & Ten Week Classes Begin	Tuesday, June 01
Eight Week Classes Begin	Monday, June 07
<i>First Eight-Week Online Session Ends</i>	Saturday, June 19
<i>Second Eight-Week Online Session Begins</i>	Monday, June 21
First Five Week Classes End	Friday, July 02
Independence Day Holiday (University Closed)	Monday, July 5
Second Five Week Classes Begin	Tuesday, July 06
Eight Week Classes End	Friday, July 30
Second Five Week & Ten Week Classes End	Friday, August 06
<i>Second Eight-Week Online Session Ends</i>	Saturday, August 14
<b>August Interim 2021</b>	(15 days)
Begins	Saturday, July 31
Ends	Saturday, August 14
<b>Fall Semester 2021</b>	(72 class days)
New Faculty Start	Monday, August 16
Freshmen Move-in Day	Wednesday August 18
Truman Days Begins	Wednesday, August 18
Faculty Contract Period Begins	Wednesday, August 18
Classes Begin	Monday, August 23
<i>First Eight-Week Online Session Begins</i>	Monday, August 23
Labor Day (University Closed)	Monday, September 06
First Block Classes End	Tuesday, October 12
Second Block Classes Begin	Wednesday, October 13
Midterm Break	Thursday-Friday, October 14-15 (after WK 8)

## Academic Calendar for August Interim 2020 through Summer Session 2022

<i>First Eight-Week Online Session Ends</i>	<i>Saturday, October 16</i>
<i>Second Eight-Week Online Session Begins</i>	<i>Monday, October 18</i>
Thanksgiving Break	Monday-Friday, November 22-26
Last Day of Classes	Friday, December 10
Finals Start	Monday, December 13
Reading Day	Wednesday, December 15
Finals End	Friday, December 17
<i>Second Eight-Week Online Session Ends</i>	<i>Saturday, December 18</i>
Commencement	Saturday, December 18, 11 a.m.
Number of Class Days (Minutes of Class)	MWF 43 (2150 min)
	TTh 29 (2320 min)
<b>Winter Interim 2021-22</b>	(22 days)
Begins	Saturday, December 18
Ends	Saturday, January 15
<b>Spring Semester 2022</b>	(72 class days)
<i>First Eight-Week Online Session Begins</i>	<i>Monday, January 03</i>
Classes Begin	Monday, January 10
Martin Luther King, Jr. Holiday (University Closed)	Monday, January 17
<i>First Eight-Week Online Session Ends</i>	<i>Saturday, February 26</i>
<i>Second Eight-Week Online Session Begins</i>	<i>Monday, February 28</i>
First Block Classes End	Tuesday, March 01
Second Block Classes Begin	Wednesday, March 02
Spring Break	Monday-Friday, March 07-11
<i>Second Eight-Week Online Session Ends</i>	<i>Saturday, April 23</i>
Term Break	Monday, April 18 (ends at 5 p.m.)
Student Research Conference	Thursday, April 21 (No classes; 7:30 a.m.-5:30 p.m.)
Last Day of Classes	Friday, April 29
Finals Start	Monday, May 02
Reading Day	Wednesday, May 04
Finals End	Friday, May 06
Commencement	Saturday, May 07, 2 p.m.
Number of Class Days (Minutes of Class)	MWF 43 (2150 min)
	TTh 29 (2320 min)
<b>May Interim 2022</b>	(22 days)
Begins	Saturday, May 07
Ends	Saturday, May 28

## Academic Calendar for August Interim 2020 through Summer Session 2022

<b>Summer Session 2022</b>	(48 class days)
<i>First Eight-Week Online Session Begins</i>	<i>Monday, April 25</i>
Memorial Day Holiday (University Closed)	Monday, May 30
First Five Week & Ten Week Classes Begin	Tuesday, May 31
Eight Week Classes Begin	Monday, June 06
<i>First Eight-Week Online Session Ends</i>	<i>Saturday, June 18</i>
<i>Second Eight-Week Online Session Begins</i>	<i>Monday, June 20</i>
First Five Week Classes End	Friday, July 01
Independence Day Holiday (University Closed)	Monday, July 04
Second Five Week Classes Begin	Tuesday, July 05
Eight Week Classes End	Friday, July 29
Second Five & Ten Week Week Classes End	Friday, August 05
<i>Second Eight-Week Online Session Ends</i>	<i>Saturday, August 13</i>

**ITEM H**  
**Budget and Capital Projects Committee Report**

**DESCRIPTION AND BACKGROUND**

Governor K. Brooks Miller, Chair of the Academic and Student Affairs Committee, will provide a report on the committee meeting held on June 9.

**RECOMMENDED ACTION**

This is a discussion item only.

**ITEM H.1**  
**Construction Projects Report**

**DESCRIPTION AND BACKGROUND**

The following report is an update on construction projects which have been approved by the Board at previous meetings.

**RECOMMENDED ACTION**

This is a discussion item only.

**ATTACHMENT**

Construction Projects Report

### Construction Projects Report

<u>Project Name</u>	<u>Budget</u>	<u>Approval Date</u>	<u>Expenditure to Date</u>	<u>Completion Status*</u>	<u>Occupancy**</u>	<u>Project Completion</u>	<u>Final Project Cost</u>
Sesquicentennial Plaza/ Fountain Project	\$1,575,000	2-9-19	\$1,446,169	100%	10-3-19	4-10-20	\$1,446,169
Replacement Storage Building Project	\$ 389,000	10-18-19					
Greenwood Site Development Project	\$1,003,000	10-18-19 4-4-20	\$ 975,376	100%		6-1-20	\$ 975,376
Greenwood Center Abatement Project	\$ 90,500	12-7-19	\$ 74,975	100%		4-27-20	\$ 74,975
Soccer/Tennis Restroom Project	\$ 220,000	12-7-19		Project Postponed			
McClain Hall Elevator and Water Line Project	\$ 455,000	2-8-20	\$ 86,986	19%	8-14-20		

\*completion status based on payments made

\*\*occupancy date based on primary construction contract



**ITEM H.2**

**Contracts for Construction Projects and Equipment Purchases Report**

**DESCRIPTION AND BACKGROUND**

The following is a report of construction projects and equipment purchases totaling \$25,000 to \$100,000 which have been approved since the last meeting of the Board.

**RECOMMENDED ACTION**

This is a discussion item only.

**ATTACHMENT**

Contracts for Construction Projects/Equipment Purchases

### **Contracts for Construction Projects**

The following construction projects totaling \$25,000 to \$100,000 have been approved since the last meeting of the Board.

<u>Project Name</u>	<u>Cost</u>
Magruder Hall Floor Replacement Project	\$29,262

This project replaced the deteriorated vinyl flooring in the lower level corridors and common spaces of Magruder Hall as well as wall base and some stair treads. The bid package was sent to six Mid-Missouri flooring vendors and advertised in two newspapers, the MissouriBUYS website and Truman's Purchasing website. One vendor submitted a bid. The project was awarded to Richardet Floor Covering from Perryville, Missouri, and was funded by the Maintenance and Repair Budget.

### **Equipment Purchases**

The following single items of equipment totaling \$25,000 to \$100,000 have been approved since the last meeting of the Board.

<u>Description</u>	<u>Cost</u>
None to Report	

**ITEM H.3**  
**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. This request outlines priorities for the next five years, or Fiscal Year 2022 through Fiscal Year 2026.

For FY2022 to FY2026, the requested funds are in the following broad categories:

Repair and Renovation	\$128,238,000
New Construction	<u>\$ 13,601,000</u>
	\$141,839,000

1. Pershing Phase 2, FY2022

This request would provide funding for the portions of the Pershing renovation project which were deleted when state funds were withheld. It includes an allowance for redesign and inflation in construction costs. This facility serves Health and Exercise Sciences programs as well as Athletics and would focus on the original structure (1957) and the 1966 addition.

2. Greenwood Center, FY2022

Funds were appropriated in FY2018 for renovation of Greenwood School as an Interprofessional Autism Center to serve the region. Due to state revenue issues only \$565,000 of the \$5.5 million appropriation was received. In FY2019, \$467,000 for windows and in FY2020 \$1,150,000 for site development was appropriated. This request is for the project balance with an allowance for design completion and inflation.

3. Kirk Building, FY2022

The Kirk Building Project would provide funds for a major renovation of this structure. Kirk Building would house offices, meeting spaces, and classrooms with an emphasis on student support services as it is adjacent to the largest concentration of student residence halls. This building was constructed in 1922 and has not had a major renovation.

4. Emergency Electrical Backup System, FY2022

The emergency electrical backup system would provide electrical power to campus in the event of a natural disaster, terrorist act and other emergencies. Truman currently houses over 2,300 of its 5,200 students on campus. Current backup power sources are very minimal and only provide 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 over 5,200 students and nearly 780 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, City of Kirksville, and Adair County. This project involves the construction of a building to house equipment and purchase of three diesel generators and necessary switch gear to support the majority of campus buildings especially maintaining heating or cooling for main buildings to include living areas, food services areas, and designated emergency shelter areas.

5. McClain Hall, FY2023

This renovation project will complete the cycle of academic building updates which began with Violette Hall in 1995. It is designed to update McClain Hall (44 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 Baldwin and McClain would be replaced with a structure linking the buildings. Academic departments benefiting from this project include History, Political Science and International Relations, Economics, and Philosophy and Religion. Administrative offices would also be reconfigured to meet current needs.

6. Power Systems Infrastructure, FY2023

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 have been removed from the campus grid. This project would implement plans identified in the utility master plan to upgrade the steam, chilled water, and electrical service on campus.

7. Pickler Memorial Library, FY2023

Renovation of Pickler Memorial Library is needed to meet evolving technology. By 2021 it will be over 30 years since the major addition was constructed. It will be necessary to remodel the facility to meet current standards such as lighting and HVAC systems and make modifications to adapt to new technologies and instructional delivery patterns.

8. Violette Hall, FY2024

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 as well as the Departments of Education, Mathematics, Statistics, and Computer Science. By 2023, it will be 28 years since the building was last renovated.

9. Barnett Hall, FY2024

Renovation of Barnett Hall 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 five academic departments and serves a large number of students.

10. Maintenance/Central Receiving Facility, FY2025

New maintenance shops, garages for vehicles and a central receiving facility would be considered the tenth project on the priority list. Existing facilities to be replaced include a former implement dealer site which is over 50 years old. Currently, Truman has no central receiving facility.

11. Ophelia Parrish, FY2026

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.

**FY 2021 State Capital Improvement and Maintenance Request**

<u>Project/Facility</u>	<u>Category</u>	<u>Priority</u>	<u>Request</u>	<u>Fiscal Year</u>
Pershing Phase 2	RR	1	\$ 16,784,000	2022
Greenwood Center	RR	2	\$ 4,632,000	2022
Kirk Building	RR	3	\$ 15,330,000	2022
Emergency Electrical Backup System	N	4	\$ 5,028,000	2022
McClain Hall	RR	5	\$ 29,359,000	2023
Power Systems Infrastructure	RR	6	\$ 20,439,000	2023
Pickler Memorial Library	RR	7	\$ 10,112,000	2023
Violette Hall	RR	8	\$ 8,745,000	2024
Barnett Hall	RR	9	\$ 8,720,000	2024
Maintenance/Central Receiving Facility	N	10	\$ 8,573,000	2025
Ophelia Parrish Center	RR	11	\$ 14,117,000	2026
		<b>TOTAL</b>	<b>\$141,839,000</b>	

RR = Repair and Renovation

N = New Construction

NOTE: The Office of Administration has not provided construction inflation rates for FY2022 requests at this date. Projects have been increased by 4% from FY2021 estimates, but may be adjusted if guidance is received from the Office of Administration.

**RECOMMENDED ACTION**

BE IT RESOLVED that the FY2022 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 \$141,839,000 for FY2022 thru FY2026, 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 MDHEWD staff as appropriate.

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

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

Vote: Aye \_\_\_\_\_

Nay \_\_\_\_\_

**ITEM H.4**  
**Institutional Cash Flow**

**DESCRIPTION AND BACKGROUND**

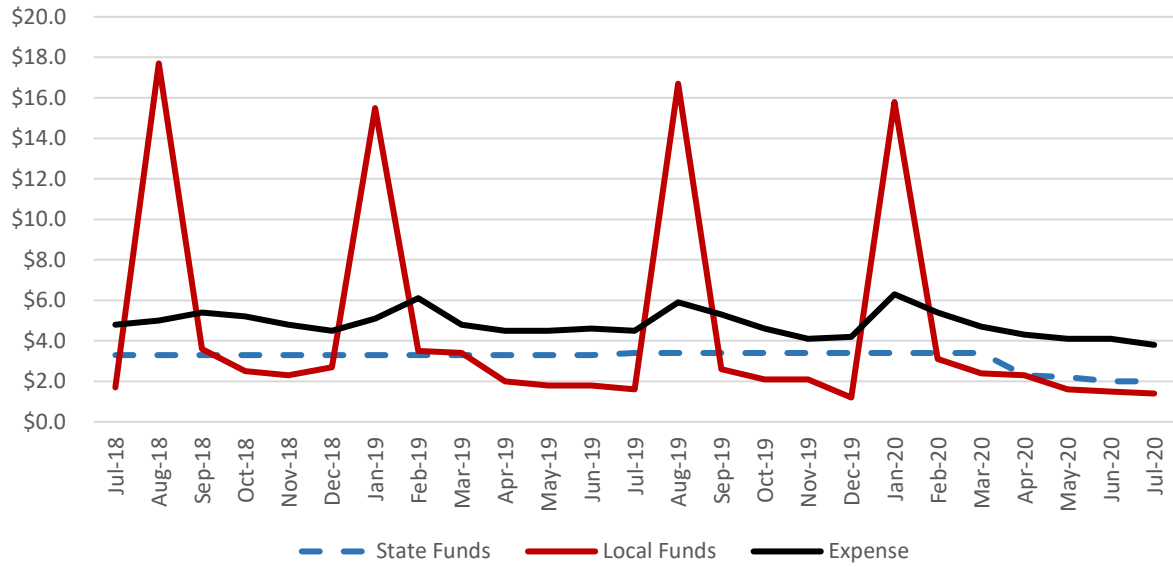
With uncertain enrollment and state support for FY2021, a discussion of cash flow patterns for the University provides background information for recommendations regarding tuition and fees and the operating budget for the upcoming fiscal year. The chart which follows illustrates the actual cash flow pattern for FY2019 and FY2020. Each fiscal year has two major peaks in local income related to the beginning of the semester. State funding forms a baseline each month and expenditures are relatively flat throughout the fiscal year.

It is anticipated that cash flow for FY2021 will follow a similar pattern, except the local income will be reduced and state support may fluctuate as revenues projections are adjusted.

**RECOMMENDED ACTION**

This is a discussion item only.

### Truman State University Cash Flow (in millions)



**ITEM H.5**  
**Enrollment Fees**

**DESCRIPTION AND BACKGROUND**

The Higher Education Student Funding Act (HESFA) calculation allows a statutory maximum increase that is primarily based on the Consumer Price Index (CPI) and it applies to Missouri resident undergraduate full-time students. For the 2020-21 Academic Year the maximum tuition increase allowed under this statute is 2.3%. This is applied to the prior year booked tuition and allows an increase up to \$185.79 for the academic year for Missouri undergraduates.

It is recommended that the allowable 2.3% increase be applied to resident and non-resident tuition at both the undergraduate and graduate levels. These new rates will be officially booked with the Missouri Department of Higher Education and Work Force Development. For the current year (2019-20) the maximum allowed under HEFSA was booked but a portion was waived. A similar process is recommended for 2020-21 with the 2.3% increase applied to the actual amount charged for 2019-20 rather than the “booked” amount. The result is an increase of 2.3% for total tuition and required fees for a Missouri undergraduate student, but will leave 2.8% which has been officially booked but not charged. Most four-year institutions are taking this approach to provide a buffer should the CPI be very low for the next fiscal year.

No change in designated fees such as the Athletic Fee, Health Fee, or the Student Activity Fee are proposed. The charge for the Freshmen Orientation Program is also recommended to remain at the current level. With the proposed increase, tuition and required fees actually charged will go up \$179 for the academic year for a Missouri resident undergraduate student.

**RECOMMENDED ACTION**

WHEREAS, Truman State University’s permitted increase for Missouri resident undergraduate full time students for the 2020-21 academic year is 2.3% under the terms of the Higher Education Student Funding Act; and

WHEREAS, it is advisable to book this increase at this time;

NOW, THEREFORE, BE IT RESOLVED that Truman State University will apply this increase on the actual tuition rates for 2019-20 academic year under the terms of the Higher Education Student Funding Act and waive the additional increase at this time; and

BE IT FURTHER RESOLVED that the following enrollment fees for full-time students be approved, effective with the 2020 Fall Semester:

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

Missouri Students.....\$8,208 per academic year  
Out-of-State Students.....\$15,782 per academic year



- 2) Graduate students who are enrolled in 12 or more, but less than 15, hours of academic credit for each semester:

Missouri Students.....\$9,645 per academic year  
Out-of-State Students.....\$16,702 per academic year

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

BE IT FURTHER RESOLVED that the designated fee for the Student Union included above be maintained at \$200 for each full-time equivalent student per academic year; and

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

- 1) A student activity fee of \$90 per academic year (\$45 per semester); and
- 2) A student health fee of \$74 per academic year (\$37 per semester); and
- 3) An athletic fee of \$116 per academic year (\$58 per semester); and
- 4) An information/technology (itech) fee of \$34 per academic year (\$17 per semester); and
- 5) A sustainability fee of \$10 per academic year (\$5 per semester)

BE IT FURTHER RESOLVED that the freshman orientation fee be \$350 for freshman students during the fall semester, and a corresponding fee for freshman students participating in comparable orientation programs during other semesters, with each freshman student to pay such an orientation fee only a single time; and

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

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

Moved by \_\_\_\_\_  
Seconded by \_\_\_\_\_  
Vote: Aye \_\_\_\_\_  
Nay \_\_\_\_\_

**ATTACHMENT**

Background Information and Rationale for FY2021 Enrollment Fee Proposal

***Background Information and Rationale  
for  
FY 2021 Enrollment Fee Proposal***

For several years public institutions in Missouri have held tuition increases at or below the Consumer Price Index (CPI). This is due to the tuition cap statute as well as multiple agreements with the Executive and Legislative branches of government to cap tuition increases at a minimum. Tuition increases have been at or below 1% five times in the past decade. During that same period (FY10 – FY19) Truman’s state appropriation declined by 9.9%. Actual state support for FY2020 is roughly equal to FY1998. Truman’s FY20 appropriation was reduced through withholding by \$5.2 million and FY21 state support is projected to be reduced at least a similar amount.

Institutions with increases already approved for base tuition include Missouri State (+4.61% including already booked amounts), Northwest Missouri State (+2.3% plus increased health center fee), Southeast Missouri State (+2.27% plus increased general fee), and University of Central Missouri (+2.3%). Some other institutions are waiting for state appropriations to be final before setting tuition. Comparisons of total costs including mandatory fees are not available at this time, however Table 1 outlines typical tuition and fees by campus for 2019-20. Truman has maintained its relative position in this list for several years.

Table 2 and 3 outline tuition and fees at Truman including the proposed “booked tuition” for 2020-21. As recommended in the agenda item, the subtotal for tuition, Student Union, and Recreation Center would be rolled back, putting Truman’s increase in line with other institutions.

With the 2020-21 increase of 2.3% applied to 2019-20 charged amounts, the actual increase to students would be \$179 for a Missouri undergraduate with a total increase for a student living on-campus of \$352. Actual costs for 2020-21 for undergraduate students are outlined in Table 4.

**TABLE 1**

**2019-20 Comprehensive Fees  
Missouri State-Supported Four-Year Institutions  
Tuition and Fees for a Typical Full-Time Undergraduate Missouri Resident**

	<u>Academic Year Costs</u>	<u>Index</u>
Harris-Stowe	\$ 6,234	77
Missouri Western	\$ 7,250	89
Missouri Southern	\$ 7,289	90
Missouri State	\$ 7,588	93
Southeast	\$ 7,800	96
Lincoln	\$ 7,910	97
Central	\$ 7,965	98
<b>Truman</b>	<b>\$ 8,120</b>	<b>100</b>
Northwest	\$10,298	127
UM-Columbia	\$10,327	127
MoS&T	\$10,420	128
UMKC	\$10,543	130
UMSL	\$10,896	134

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

Source: Department of Higher Education FY 2020 Comprehensive Fee Schedule

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

**TABLE 2****Academic Year Tuition and Fees for Undergraduates**

	<u>17-18</u>	<u>18-19</u>	<u>19-20</u>	<u>20-21</u>	<u>19-20 to 20-21 % change</u>
Missouri Resident					
Unrestricted Tuition	\$6,940	\$7,094	\$7,602	\$7,786	2.42%
Student Union Building Fee	190	190	200	200	0.00%
Student Recreation Center Fee	<u>222</u>	<u>222</u>	<u>222</u>	<u>222</u>	0.00%
Subtotal	\$7,352	\$7,506	\$8,024	\$8,208	2.29%
Student Activity Fee*	90	90	90	90	0.00%
Student Health Fee**	54	74	74	74	0.00%
Athletic Fee*	116	116	116	116	0.00%
Information/Technology Fee*	34	34	34	34	0.00%
Sustainability Fee*	<u>10</u>	<u>10</u>	<u>10</u>	<u>10</u>	0.00%
Base Subtotal	304	324	324	324	0.00%
TOTAL	\$7,656	\$7,830	\$8,348	\$8,532	2.20%
Non-Missouri Residents					
Unrestricted Tuition	\$13,724	\$14,020	\$15,005	\$15,360	2.37%
Student Union Building Fee	190	190	200	200	0.00%
Student Recreation Center Fee	<u>222</u>	<u>222</u>	<u>222</u>	<u>222</u>	0.00%
Base Subtotal	\$14,136	\$14,432	\$15,427	\$15,782	2.30%
Student Activity Fee*	90	90	90	90	0.00%
Student Health Fee**	54	74	74	74	0.00%
Athletic Fee*	116	116	116	116	0.00%
Information/Technology Fee*	34	34	34	34	0.00%
Sustainability Fee*	<u>10</u>	<u>10</u>	<u>10</u>	<u>10</u>	0.00%
Subtotal	304	324	324	324	0.00%
TOTAL	\$14,440	\$14,756	\$15,751	\$16,106	2.25%

\*Student Initiated Fee

\*\*Students voted a \$20 per academic year increase beginning 2018-19

**TABLE 3**

**Academic Year Tuition and Fees for Graduate Students**

	<u>17-18</u>	<u>18-19</u>	<u>19-20</u>	<u>20-21</u>	<u>19-20 to 20-21 % change</u>
Missouri Resident					
Unrestricted Tuition	\$8,226	\$8,407	\$9,006	\$9,223	2.41%
Student Union Building Fee	190	190	200	200	0.00%
Student Recreation Center Fee	222	222	222	222	0.00%
Base Subtotal	\$8,638	\$8,819	\$9,428	\$9,645	2.30%
Student Activity Fee*	90	90	90	90	0.00%
Student Health Fee**	54	74	74	74	0.00%
Athletic Fee*	116	116	116	116	0.00%
Information/Technology Fee*	34	34	34	34	0.00%
Sustainability Fee*	10	10	10	10	0.00%
Subtotal	304	324	324	324	0.00%
TOTAL	\$8,942	\$9,143	\$9,752	\$9,969	2.23%
Non-Missouri Residents					
Unrestricted Tuition	\$14,546	\$14,860	\$15,904	\$16,280	2.36%
Student Union Building Fee	190	190	190	200	0.00%
Student Recreation Center Fee	222	222	222	222	0.00%
Base Subtotal	\$14,958	\$15,272	\$16,326	\$16,702	2.30%
Student Activity Fee*	90	90	90	90	0.00%
Student Health Fee**	54	74	74	74	0.00%
Athletic Fee*	116	116	116	116	0.00%
Information/Technology Fee*	34	34	34	34	0.00%
Sustainability Fee*	10	10	10	10	0.00%
Subtotal	304	324	324	324	0.00%
TOTAL	\$15,262	\$15,596	\$16,650	\$17,026	2.26%

\*Student Initiated Fee

\*\*Students voted a \$20 per academic year increase beginning 2018-19

**TABLE 4**

**Proposed Charged Tuition, Required Fees and Residence Hall Charges**

	<u>18-19</u>	<u>19-20</u>	<u>20-21</u>	<u>\$ increase</u>	<u>19-20 to 20-21 % change</u>
<b>Undergraduate MO Resident</b>					
Tuition*	\$7,425	\$7,796	\$7,975	\$179	+2.30%
Designated Fees	324	324	324	0	+0.00%
Residence Hall	8,780	9,012	9,185	173	+1.92%
<b>TOTAL</b>	<b>\$16,529</b>	<b>\$17,132</b>	<b>\$17,484</b>	<b>\$352</b>	<b>+2.05%</b>
<b>Undergraduate Non-MO Resident</b>					
Tuition	\$14,277	\$14,990	\$15,335	\$345	+2.30%
Designated Fees	324	324	324	0	+0.00%
Residence Hall	8,780	9,012	9,185	173	+1.92%
<b>TOTAL</b>	<b>\$23,381</b>	<b>\$24,326</b>	<b>\$25,844</b>	<b>+ 518</b>	<b>+2.13%</b>

\*Tuition for 2020-21 includes the Student Union Building (\$200), and Student Recreation Center (\$222) as required fees. Designated fees include Student Activity (\$90), Student Health (\$74), Athletic Fee (\$116), Information/Technology (\$34), and Sustainability (\$10).

Residence Hall cost is based on an average double room rate and standard meal plan. Rates were approved at the December 2019 Board of Governors meeting.

**ITEM H.6**  
**Operating Budgets FY2021**

**DESCRIPTION AND BACKGROUND**

Operating budgets for the upcoming new fiscal year are traditionally presented to the Board of Governors for their review and approval at the June meeting after the legislative budget process has concluded and fall enrollment trends are available. The proposed FY2021 budget was developed using state funding based on reductions made by the Governor in FY20 appropriations and assuming a similar level for FY21. Because the Governor has not signed FY21 appropriation bills, and due to uncertainty regarding enrollment, a quarterly budget adjustment process will be utilized. This will allow for adjustments as trends in both state revenues and tuition income become more certain. This is a change from the traditional fiscal year budget approach, but is necessary to allow decisions to be made as conditions change during this health and economic crisis.

**RECOMMENDED ACTION**

BE IT RESOLVED that the “Operating Budgets for Fiscal Year 2021” be approved and adopted for the 2020-2021 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 the document be attached to the minutes as an exhibit.

Moved by \_\_\_\_\_  
Seconded by \_\_\_\_\_  
Vote: Aye \_\_\_\_\_  
Nay \_\_\_\_\_

**ATTACHMENT**

Operating Budgets for Fiscal Year 2021





**TRUMAN**  
**STATE UNIVERSITY**

**OPERATING BUDGETS  
FOR  
FISCAL YEAR 2021**

## FY2021 BUDGET DOCUMENTS

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## **FISCAL YEAR 2021 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. FY2021 state appropriation for higher education passed by the General Assembly was level, but 10% was funded by federal COVID-19 resources which have not been appropriated. The Governor plans to cut the overall budget passed by the legislature to match projected revenue. Based on this plan, state funding is budgeted with a 12.5% reduction in support. Tuition and fee income for FY2021 is projected based on lower enrollment and an average increase of 2.3 percent in tuition rates. The proposed E&G budget for FY21 is nearly \$9 million lower than FY20.

### **General Budget Priorities**

The FY2021 budget was developed using the following guiding principles:

1. Protect core instructional/academic functions as much as possible.
2. Sustain key student support functions.
3. Reduce administrative costs whenever possible.
4. Target funds to improve recruitment and retention of students.
5. Review every vacant position to justify continuation, reconfiguration or elimination.
6. Allocations within broad areas – instruction, student services, advancement, athletics, and administrative support – are based on priorities set within those functional areas.

### **Revenue Assumptions**

#### **General Revenue**

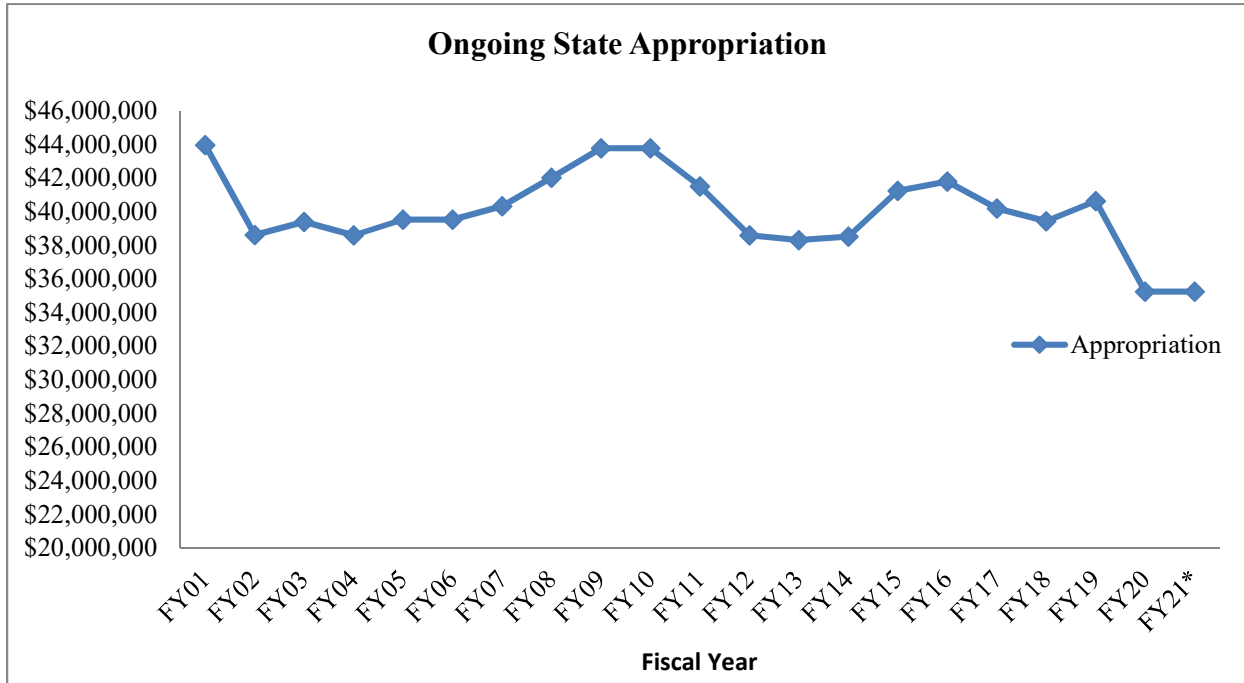
The base general revenue appropriation for Truman from the State of Missouri and approved by the General Assembly included 10% from projected federal support. However, total funds approved by the Governor from general revenue and lottery proceeds for FY2021 are projected at \$36,452,782. Historically, the Governor withholds at least three percent of these funds as a contingency. For Fiscal Year 2021 this requires a reserve of \$1,094,000 for the standard withholding. Table 1 provides a snapshot of total state revenue trends for FY2001

through FY2021 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 FY06-FY21 is found on Table 2.

#### Enrollment Fees and Other Income

The Fall 2020 enrollment is projected for budget purposes at approximately 4,100 full-time equivalent students. Spring 2021 enrollment is projected at the historical average of 93 percent of the fall semester total. Recommended tuition and required fees for 2020-2021 call for an increase for Missouri resident as well as for non-resident undergraduate students, and graduate students. The operating budget is based on this proposed tuition increase. Sources of income in addition to enrollment fees include special fees, fines, charges for services, and interest income. Due to fluctuations in interest rates on invested funds, the interest income available in FY2021 is projected to be slightly lower than FY2020.

**Table 1  
GENERAL REVENUE TRENDS**



Ongoing State Appropriations Actually Received

Fiscal Year	Appropriation	% Change
FY01	\$43,987,383	5.6%
FY02	\$38,640,023	-12.2%
FY03	\$39,427,733	2.0%
FY04	\$38,619,423	-2.1%
FY05	\$39,545,109	2.4%
FY06	\$39,545,109	0.0%
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*	\$35,262,199	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.

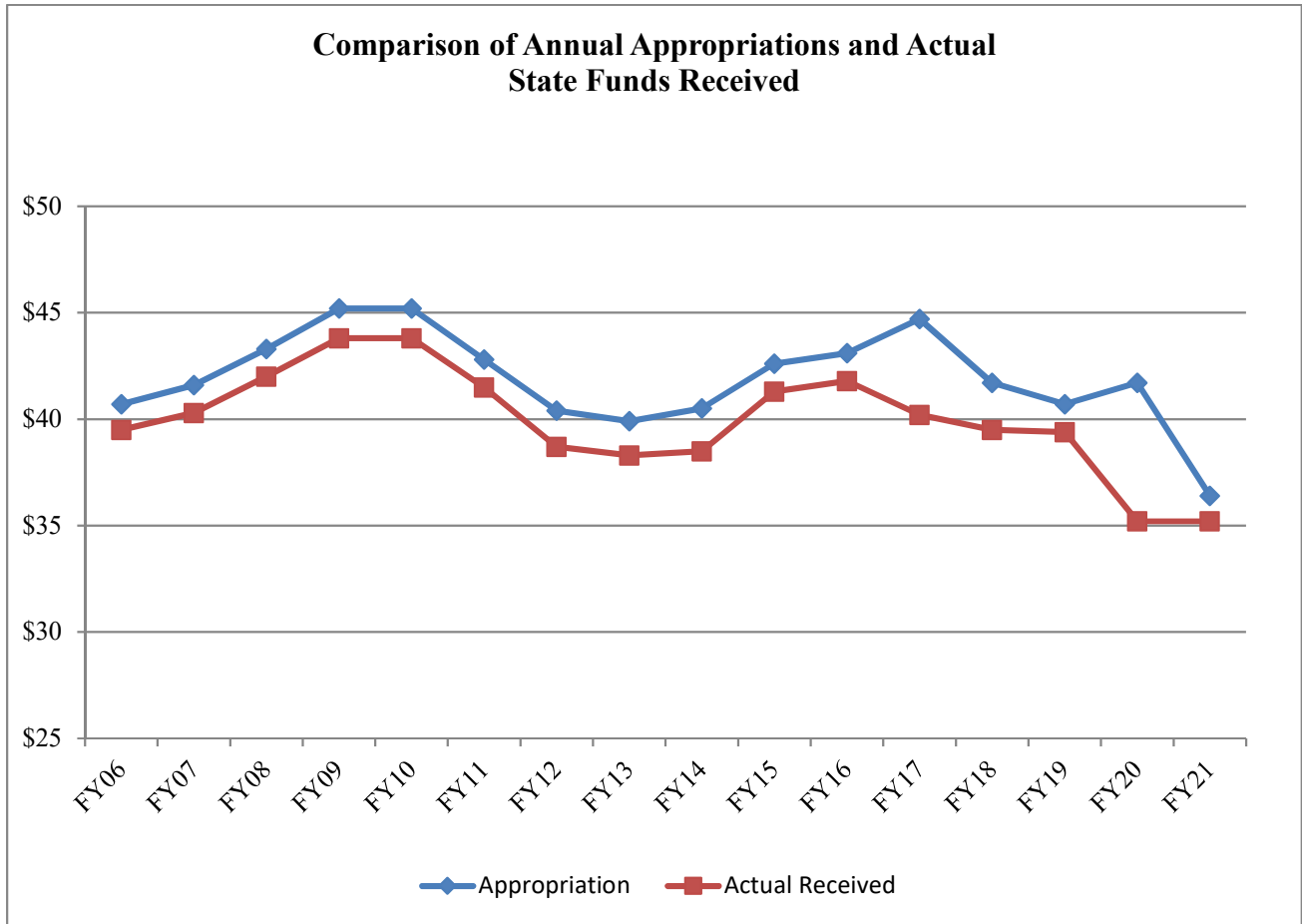
For FY17, a one-time Autism Clinic fund excluded, and reflects extra midyear withholding.

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

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

For FY21, the withholding is based on restrictions in FY20.

**Table 2**



	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
Appropriation	40.7	41.6	43.3	45.2	45.2	42.8	40.4	39.9	40.5	42.6	43.1	44.7	41.7	40.7	41.7	36.4
Actual Received	39.5	40.3	42.0	43.8	43.8	41.5	38.7	38.3	38.5	41.3	41.8	40.2	39.5	39.4	35.2	35.2

FY10 excludes one-time federal fund designated for Caring for Missourians.

FY17 excludes one-time Autism Clinic funds and reflects extra withholding.

FY20 projected based on the appropriation minus standard withholding as of June 1.

FY21 projected based on actual FY20 appropriation minus standard 3% withholding.

## Planned Expenditures

### General

In order to balance the FY2021 Education and General budget, planned expenditures were reduced by approximately \$9 million, from \$94.4 million to \$85.5 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 FY2021 increased by 1.11% to 22.88%. 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 FY2021, Truman is budgeting \$54.1 million in this category, or 63% 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	\$35,360,150
Fringe Benefits	\$14,820,162
Student Employment	\$ 3,896,377
Total	\$54,076,689

Within the FY2021 budget, positions were eliminated through attrition or retirements and others were reconfigured to meet current needs. Positions eliminated include academic support, office, and physical plant staff as well as faculty positions.

### 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 \$3.5 million dollars in operations is

budgeted in core areas including the academic departments. Equipment for instructional use will be budgeted at a minimal level. This academic equipment is in addition to the campus technology funds. Table 4 outlines academic and research equipment budgets for FY2008-FY2021 and shows the asset renewal rate for these areas. Research funding totals are \$434,230 for FY2020, with most of the funds in the operations and equipment categories.

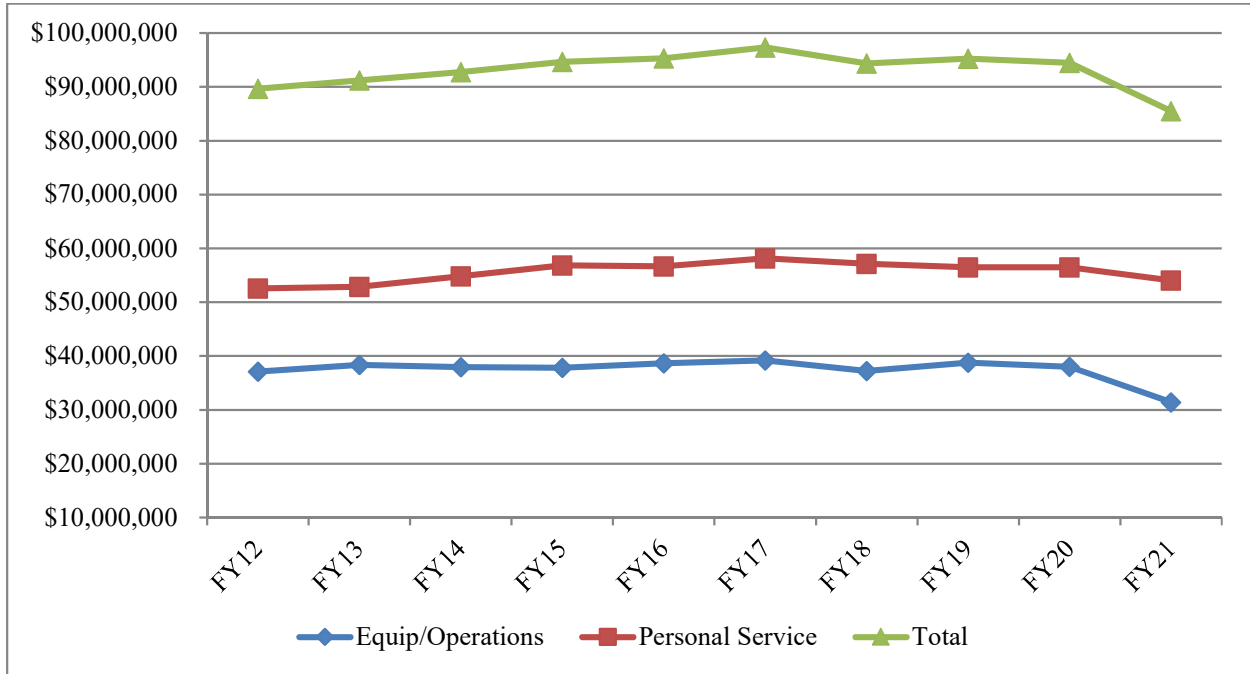
2. Student Services. Operating and equipment budgets in the Student Services category have been allocated to meet priorities in various areas. The offices and functions in this category within the Education and General budget include Admission, Athletics, Counseling, Financial Aid, Health Clinic, International Students, Testing Services, and Registrar. Just over \$3 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 FY2021 operating budget includes significant allocations for computing and technology. A total of \$3.46 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. In FY2020 funding was increased for classroom technology that was budgeted based on revenue from the new instructional technology fee. Continued technology investment is necessary to remain competitive. For 2020-2021, technology areas are budgeted at 4.1 percent of the institutional total.
4. Maintenance and Repair Fund. In the mid 1990's the General Assembly 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. For FY2021 it was necessary to significantly



reduce this budget. Table 5 outlines trends in the Maintenance & Repair budget for FY2011-FY2021.

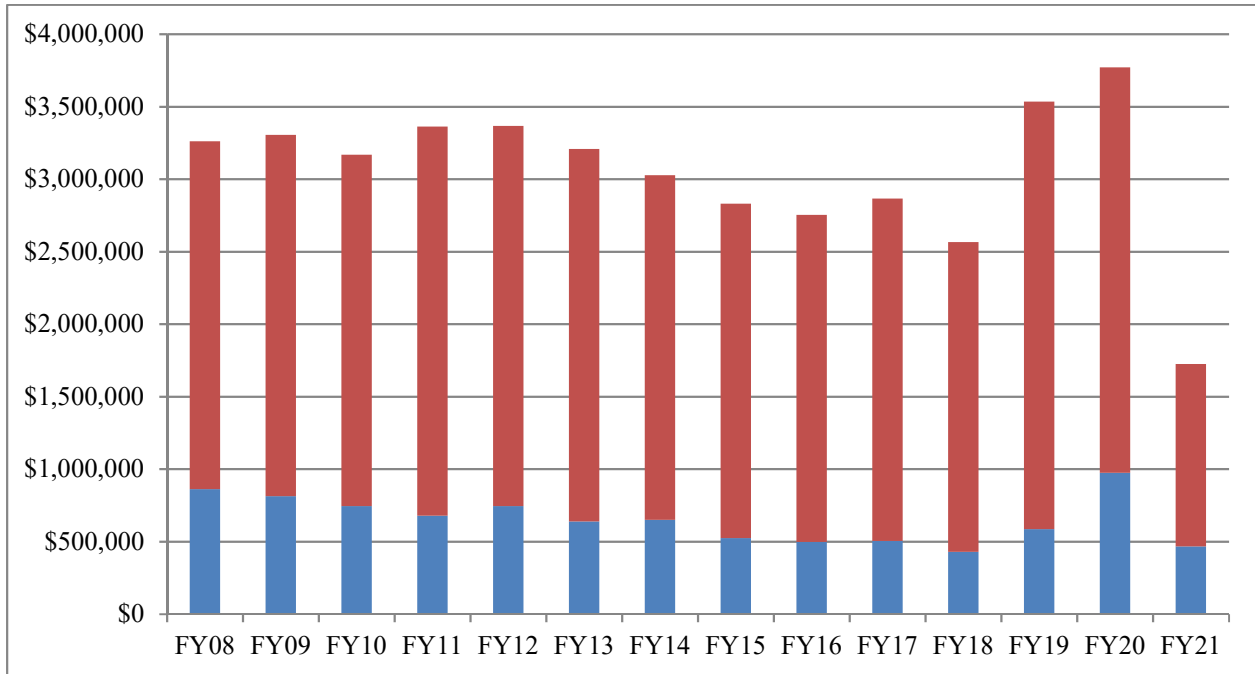
5. Utilities. Due to increases in utility costs and increased demand, utility budgets have historically increased each year. However, as a result of continued energy efficiency efforts and a building closure for 2020-21 utility costs are projected to be down. Total funds budgeted for utilities, including operation of the central steam plant, are \$2.6 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, and other support areas. The combined operations and equipment total for this category is nearly \$1.1 million, which includes funds transferred from the Foundation to support advancement and fundraising efforts.
7. Scholarships. For FY2021, funds for scholarships have been reduced to cover projected expenditures for institutionally funded academic and athletic grants.
8. Student Employment. Student employment budgets are targeted to assist students and supplement staff in multiple areas. Funds allocated for student employment in the Education and General budget total nearly \$3.9 million.

**Table 3  
Education and General Budget by Category  
FY2012 – FY2021**



	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
TOTAL	89,683,895	91,213,610	92,770,780	94,658,000	95,302,000	97,317,725	94,368,295	95,243,322	94,468,218	85,486,917
Personal Service	52,548,445	52,886,984	54,834,643	56,866,257	56,643,753	58,132,124	57,129,494	56,461,886	56,480,702	54,076,690
Equipment/ Operations	37,135,450	38,326,626	37,936,137	37,791,743	38,658,247	39,185,601	37,238,801	38,781,436	37,987,516	31,410,227

**Table 4  
Academic & Research Equipment Budgets**

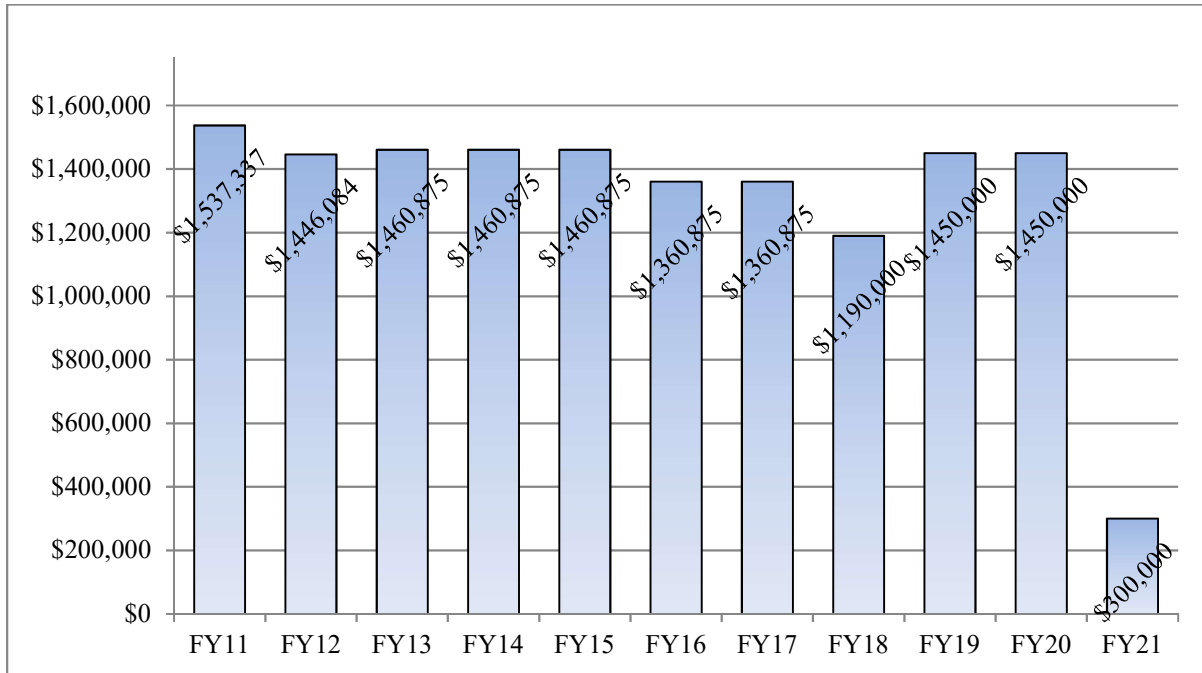


(000's omitted)

	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
Equipment Budget	2,400	2,491	2,423	2,682	2,622	2,568	2,378	2,305	2,255	2,360	2,138	2,949	2,798	1258
Actual \$ Available	862	814	744	679	744	640	649	525	498	504	429	585	973	468

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 also reduced this budget significantly in recent years.

**Table 5  
Maintenance & Repair Budget**



	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
Operating M&R	1,537,337	1,446,084	1,460,875	1,460,875	1,460,875	1,360,875	1,360,875	1,190,000	1,450,000	1,450,000	300,000

## **FY2021 EDUCATION AND GENERAL REVENUE BY CATEGORY**

The page that follows provides a summary of projected revenue for FY2021 in several major categories. General Revenue, or state funds, provides 42.6% 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 FY2021. The portion of the adjusted budget supported by student tuition is 30.1% and, therefore, is within the policy.

Table 6 illustrates budgeted sources of funds for FY2021. 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 approximately 42.6% of budgeted Education and General revenues.

**EDUCATION AND GENERAL  
FY2021 REVENUE BY CATEGORY**

General Revenue \$36,452,782

This represents the entire amount recommended by the Governor in the budget. A contingency budget of \$1,094,000 has been established for the traditional 3% standard withholding by the Governor. In recent decades only a small portion of the 3% withholding has been released, and no funds are expected to be released in FY 2020.

Student Tuition and Enrollment Fees \$43,540,000

FY2021 enrollment income for budget purposes is based upon a 400 FTE decline in student enrollment. Spring semester enrollment is based on a 93% retention rate. Missouri students are assumed to make up 69% of the total enrollment; graduate enrollment is expected to be stable; and summer enrollment is projected at the 2020 summer level. This category also includes fees for off-campus courses, the athletic fee, the student activity fee, study abroad programs, and other special enrollment fees.

Other Local Income and Transfers \$ 2,085,436

This includes various revenue sources: investments, athletic gate receipts, sales and services of educational activities (such as summer camps), rollover from FY2020, indirect costs from grants and other miscellaneous sources. Transfers from Auxiliary sources and the Foundation are also included here.

Projected Draw on Reserves \$ 3,408,699

Based on current projected state and local income, a draw on reserves will be necessary in FY21.

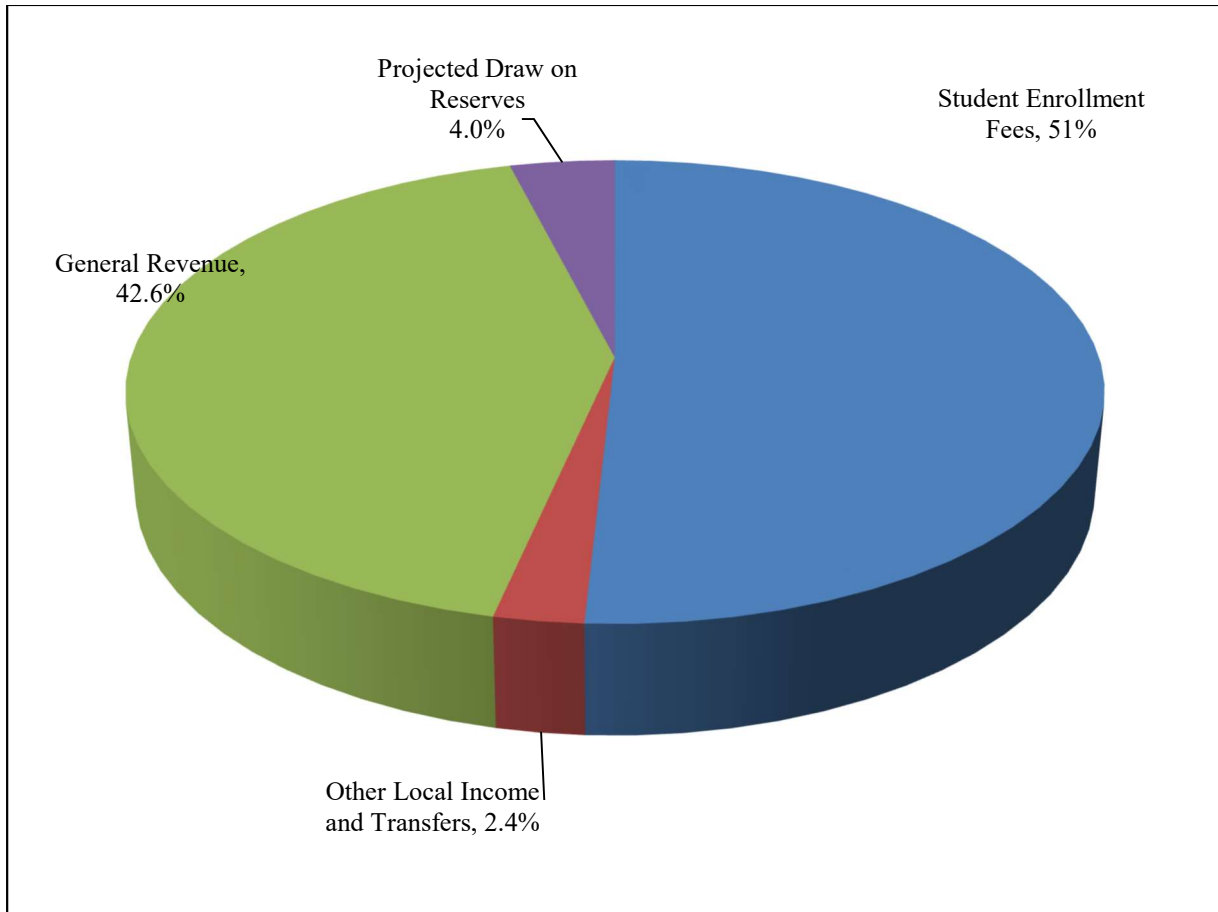
**GRAND TOTAL ALL SOURCES** **\$85,486,917**

SEGREGATION OF ON-CAMPUS FEE INCOME FOR FY2021 IS AS FOLLOWS:

	Total Fee Income	Undesignated & Unrestricted
Enrollment Fees		42,940,000
Less Restricted/Designated		
Student Union	-883,000	
“out-of-state” Missouri taxpayer discount	-25,000	
Recreation Center	-906,000	
Orientation Week Fee	-300,000	
Joseph Baldwin Academy	-210,000	
Student Health Center Fee	-310,000	
Student Activity Fee	-342,000	
Athletic Fee	-471,000	
Technology Fee	-145,000	
Student Sustainability Fee	-41,000	
Classroom Technology Fee	-460,000	
Total designated/restricted funds	-4,093,000	
		<hr/>
Total unrestricted funds		38,847,000
The percentage calculation is shown as follows:		
1. Undesignated and unrestricted fees (above)		38,847,000
2. Less Academic Scholarships, Experienceships and Athletic Grants in Aid		-18,693,000
NET UNRESTRICTED TUITION & FEES		20,154,000
		<hr/>
1. Total Education and General Budget		85,486,917
2. Less Academic Scholarships, Experienceships and Athletic Grants in Aid		-18,693,000
ADJUSTED E&G TOTAL		66,793,917
		<hr/>
NET UNRESTRICTED TUITION AS A PERCENTAGE OF ADJUSTED E&G		30.1%

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

**Table 6**  
**FY2021 BUDGETED E&G REVENUE**





## FY2021 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 FY2021 are as follows:

Instruction \$37,514,777

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 \$ 49,604

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

Academic Support \$ 4,594,089

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

Student Services \$ 9,541,815

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

Institutional Support \$ 6,373,582

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

Physical Plant \$ 7,955,820

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 \$ 300,000

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

Student Aid \$ 18,693,000

Student scholarships, experienceships and athletic aid are included here.

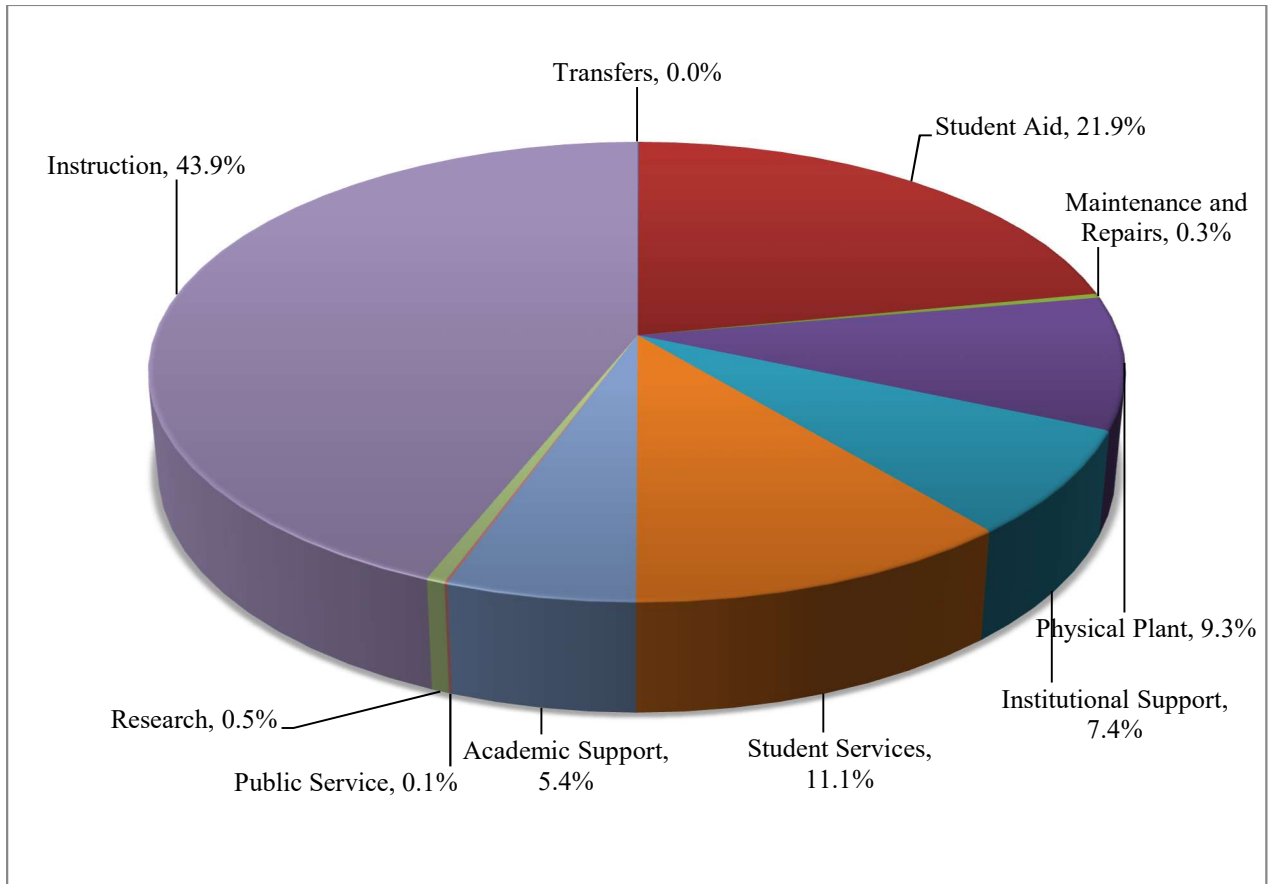
Transfers \$ 30,000

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

TOTAL \$85,486,917

*Note: Several significant changes in categories have been made to 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 7**  
**FY2021 PLANNED E&G EXPENDITURES**



**FY2021 EDUCATION AND GENERAL EXPENDITURES BY CATEGORY**

	<b>Personal Service</b>	<b>Equipment</b>	<b>Operations</b>	<b>Total</b>
Instruction	33,192,845	1,157,717	3,164,215	37,514,777
Research	84,000	100,000	250,230	434,230
Public Service	22,417	0	27,187	49,604
<b>SUBTOTAL</b>	<b>33,299,262</b>	<b>1,257,717</b>	<b>3,441,632</b>	<b>37,998,611</b>
Academic Support	3,032,547	0	1,561,542	4,594,089
Student Services	6,517,175	5,000	3,019,640	9,541,815
Institutional Support	5,274,807	7,500	1,091,275	6,373,582
Physical Plant	3,902,899	45,000	4,007,921	7,955,820
Maintenance & Repairs	0	0	300,000	300,000
Student Aid	2,050,000	0	16,643,000	18,693,000
Transfers	0	0	30,000	30,000
<b>TOTALS</b>	<b>54,076,690</b>	<b>1,315,217</b>	<b>30,095,010</b>	<b>85,486,917</b>

*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.*

**COMPARISON OF EDUCATION AND GENERAL BUDGET BY CATEGORY  
FY2014 – FY2021**

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Personal Services	54,834,643	56,866,257	56,643,753	58,132,124	57,129,494	56,461,882	56,480,702	54,076,690
Equipment	2,844,715	2,635,965	2,570,303	2,659,869	2,282,569	2,949,354	3,153,736	1,315,217
Operations	35,155,492	35,155,788	36,087,944	36,525,732	34,956,232	35,832,086	34,833,780	30,095,010
<b>TOTAL</b>	<b>92,770,780</b>	<b>94,658,000</b>	<b>95,302,000</b>	<b>97,317,725</b>	<b>94,368,295</b>	<b>95,243,322</b>	<b>94,468,218</b>	<b>85,486,917</b>

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 2021 AUXILIARY BUDGET NARRATIVE

### **Executive Summary**

Revenue from combined auxiliary operations is projected to decrease in FY2021. 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 decrease from the actual number this past academic year. The rates charged to students for residence halls including room and board were increased by an average of 2.6% for the 2020-21 academic year.

Several changes in operating and equipment budgets have been recommended for 2020-2021. For FY 2021, Dobson Hall, has been reopened as a pet friendly housing option. Buy outs have been made available to a larger number of students who desired a single room. The major changes in the Auxiliary Budget for FY2021 include allocating funds to cover projected food costs as well as MOSERS contributions. Savings realized with the refinancing of bonds in May are reflected in the operating budgets for FY2021. Overall the Auxiliary Budget for FY21 is \$4.9 million below last year.

### **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 2.6% for FY2021. A student living in a typical two-person room will pay \$9,012 for the 2020-2021 academic year. Based upon the projected occupancy rate of 1,550 for the fall semester and 93 percent returning for the spring semester and a return to typical summer income, revenue from residence halls and apartments is projected at \$14,750,000.

2. Other Residence Hall Income. Income from off-campus students who dine in the halls and from rentals, commissions, and miscellaneous sources is projected at \$2,038,158 for FY2021. Additional revenue sources include interest income and miscellaneous fees which should generate approximately \$400,000.
3. Student Union. The Student Union is primarily funded by a transfer from enrollment income to this budget at a rate of \$100 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 FY2021 is projected at \$1,050,000.
4. Recreation Center. Major expenses for the Recreation Center include personnel, operations and debt service. 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 so funds are being budgeted to help finance future renovations. Total revenue for FY2021 is projected at \$945,000 for the Recreation Center.
5. Service Departments. Revenue from auxiliary service departments such as Printing Services is projected at \$325,000 for FY2021.

### **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 8 outlines Auxiliary Budget equipment trends for FY2001-FY2021 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, food service equipment, and general repairs to the facilities. Food service costs will increase to cover increased costs as agreed to in the food service contract, which is the largest single component of this budget.

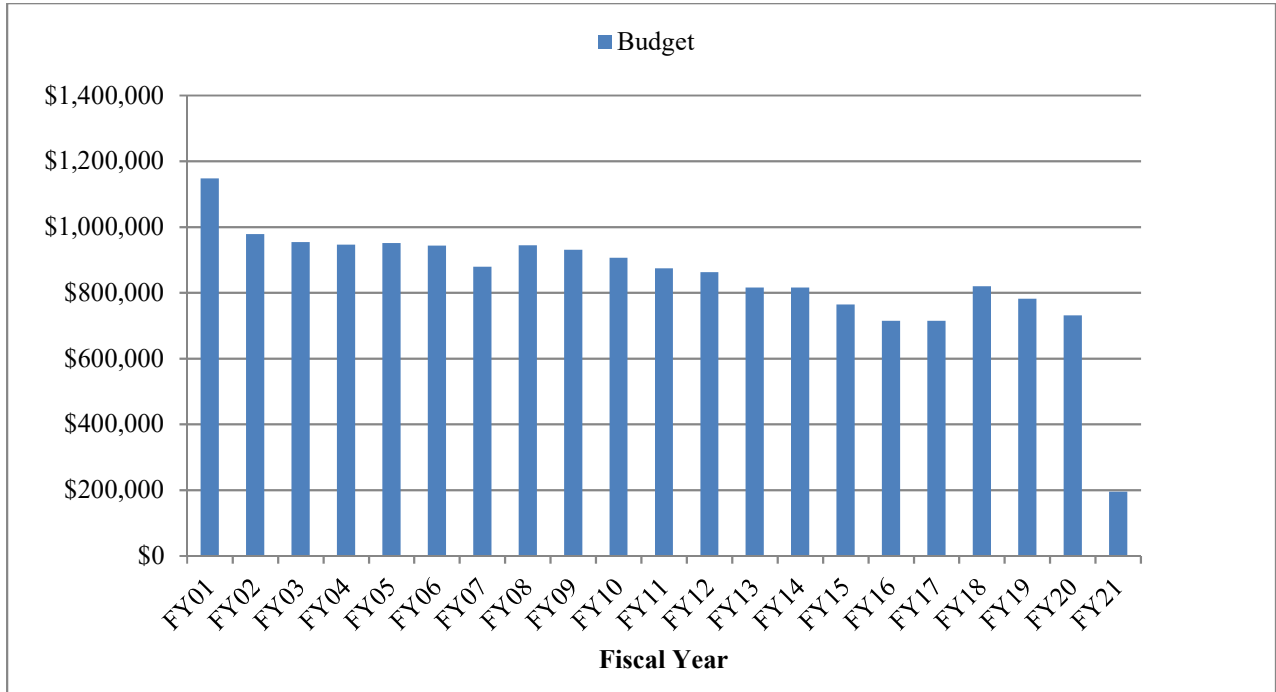
Utility costs are projected to decline in 2020-2021 from the current year actual expenditures and the budget reflects this. A major portion of the Residential Living operating budget is set aside for bond repayments.

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.

The Recreation Center budget is continued at a level below the previous year since student enrollment has decreased. Utility costs are a major component in the operating budget for this area, and the student employment costs are also included to help staff the facility. An equipment budget is also provided to replace and update items as needed.



**Table 8**  
**Auxiliary Equipment Budget Trends**  
**FY01-FY21**



<u>Fiscal Year</u>	<u>Equipment Budget</u>	<u>% change</u>
FY01	\$ 1,147,858	9.9%
FY02	\$ 978,464	-14.7%
FY03	\$ 954,166	-2.5%
FY04	\$ 945,906	-0.9%
FY05	\$ 950,796	0.5%
FY06	\$ 942,796	-0.8%
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%

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

## FY2021 AUXILIARY REVENUE BY CATEGORY

### RESIDENCE HALLS

Room and Board \$14,750,000

This projection is based on an occupancy rate of 1,550 for residence halls and apartments. Spring occupancy is historically 93 percent of the fall semester and summer income is projected to return to typical levels.

Investment Income \$ 350,000

Income from investment is projected to be comparable to the previous year's total.

Off-Campus Student Meal Sales \$ 1,065,000

This source represents income from purchase of residence hall meal cards by students who live off-campus. The projection is based on a decline from FY2020 levels of sales and the increase in dining rates.

Other Income \$ 785,000

Revenue from deposits, processing fees, rentals, parking registrations, commissions, and similar sources is projected to be down from FY2020.

TOTAL RESIDENCE HALL INCOME \$16,950,000

**STUDENT UNION**

\$ 1,050,000

This revenue source includes the transfer of enrollment fees based on full-time equivalent (FTE) students. Total revenues are projected based on FY21 enrollment and additional income sources include rentals, bookstore, and food service commission.

**RECREATION CENTER**

\$ 945,000

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**

\$ 447,000

Certain service departments are operated as auxiliary enterprises. Currently this includes Campus Printing Services. Revenue is projected to be down slightly for FY21.

**PROJECTED DRAW ON RESERVES**

\$ 825,670

Based on projected residence hall income and student designated fees, a draw on reserves will be needed in FY21.

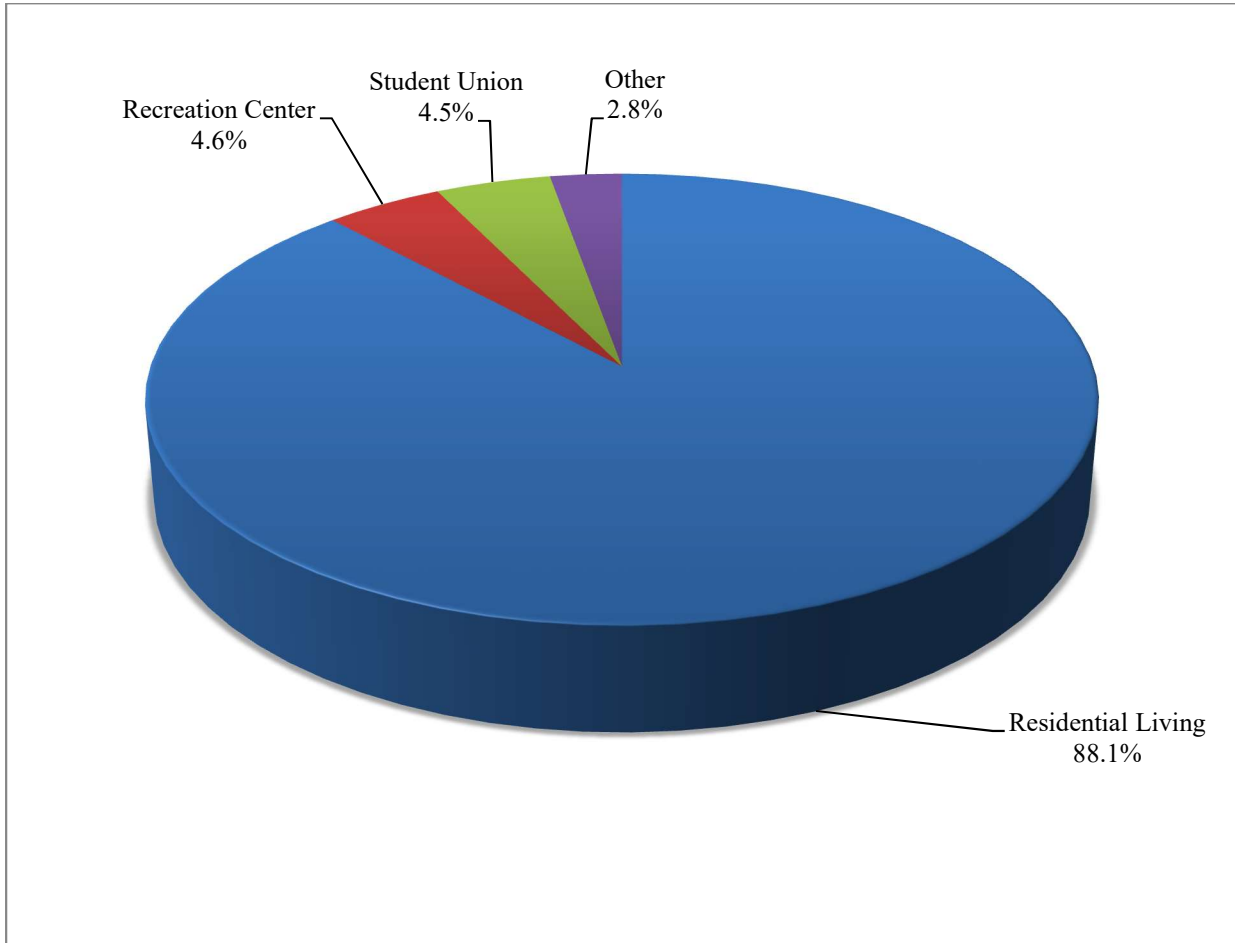
**GRAND TOTAL AUXILIARY REVENUE**

\$20,217,670

**FY2021 AUXILIARY EXPENDITURES BY AREA**

	<b>Personal Services</b>	<b>Equipment</b>	<b>Operations</b>	<b>Total</b>
Residential Living	3,018,973	143,000	12,130,150	15,292,123
Residential Living Bond Payments	0	0	2,512,117	2,512,117
Student Union	425,928	26,543	380,611	833,082
Student Union Bond Payment	0	0	79,662	79,662
Printing Services	204,291	0	225,870	430,161
Auxiliary Administration	105,666	0	10,980	116,646
Other Auxiliary	0	0	15,000	15,000
Recreation Center	499,179	25,000	164,700	688,879
Recreation Center Reserve	0	0	250,000	250,000
Transfer/Surplus	0	0	0	0
<b>TOTAL</b>	<b>4,254,037</b>	<b>194,543</b>	<b>15,769,090</b>	<b>20,217,670</b>

**Table 9**  
**FY2021 AUXILIARY EXPENSES**  
**BY MAJOR AREA**



## FISCAL YEAR 2021 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 \$ 465,810

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 \$ 293,288

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 \$ 1,257,800

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.

Emergency Financial Aid Grants to Students under the Coronavirus Aid, Relief, and Economic Security (CARES) Act \$ 422,672

An award from the Department of Education to provide emergency financial aid grants to students for expenses related to the disruption of campus operations due to coronavirus.

Institutional Portion of the Higher Education Emergency Relief Fund Formula Grants under the Coronavirus Aid, Relief, and Economic Security (CARES) Act \$ 1,672,672

An award from the Department of Education to provide funds for costs associated with significant changes to the delivery of instruction due to the coronavirus.

NSF-(S-STEM) A Scaffolded Learning Community to Increase Self-Efficacy and Persistence in STEM \$ 216,457

This grant will support students pursuing majors in the agriculture science, biology, chemistry, and physics departments.

NSF-Robert Noyce Scholars Program for Secondary Mathematics & Physics Teaching \$ 349,867

This project will strive to impact physics and mathematics teacher shortages in Missouri and nationwide by creating a dual mathematics/physics secondary teacher preparation tract. The program will recruit and support students following this new contract.

NSF-Missouri Louis Stokes Alliance for Minority Participation (MoLSAMP) \$ 132,575

The MoLSAMP Alliance will deploy a variety of activities and establish a logical cohesiveness among the individual campuses to promote recruitment, retention, and graduation of underrepresented minority students with a goal to increase the number of underrepresented minorities (URM) majoring in and graduation with degrees in STEM disciplines.

Pell \$ 4,950,000

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 \$ 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 \$ 40,000

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 \$ 110,055

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 NSF, U.S. Small Business Administration, and NASA.

TOTAL ESTIMATED FY2021 RESTRICTED \$10,323,298



**FISCAL YEAR 2021  
ESTIMATED RESTRICTED REVENUE AND EXPENDITURES**

<u>Area or Program</u>	<u>FY2021 Estimate</u>
Upward Bound	\$ 465,810
McNair	\$ 293,288
Regional Professional Development Center	\$ 1,257,800
Emergency Financial Aid Grants to Students under The Coronavirus Aid, Relief, and Economic Security (CARES) Act	\$ 422,672
Institutional Portion of the Higher Education Emergency Relief Fund Formula Grants under the Coronavirus Aid, Relief, and Economic Security (CARES) Act	\$ 1,672,672
NSF S-STEM	\$ 216,457
NSF Robert Noyce Scholars Program	\$ 349,867
NSF Missouri Louis Stokes Alliance for Minority Participation (MoLSAMP)	\$ 132,575
Pell	\$ 4,950,000
SEOG	\$ 101,284
Work-Study	\$ 310,818
Federal TEACH Grant	\$ 40,000
Other	\$ 110,055
<b>TOTAL</b>	<b>\$10,323,298</b>

## COMBINED OPERATING BUDGET SUMMARY

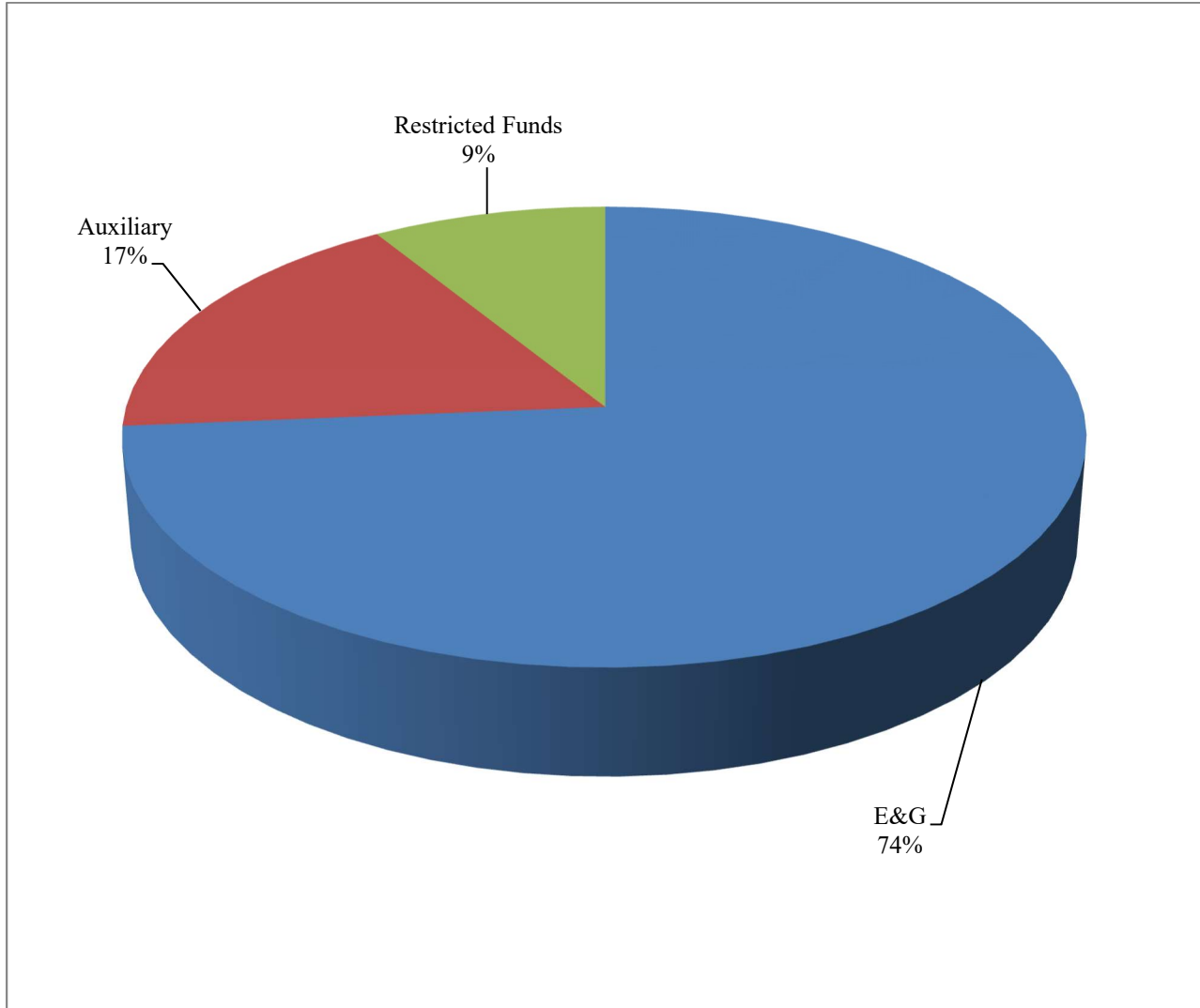
The combined operating budget for Fiscal Year 2021 totals \$116,027,885.

Education and General	\$ 85,486,917
Auxiliary	\$ 20,217,670
Restricted Funds	<u>\$ 10,323,298</u>
Total	\$116,027,885

Table 10 illustrates the combined operating budget distributed by type, and the Education and General budget represent 73% of the total.

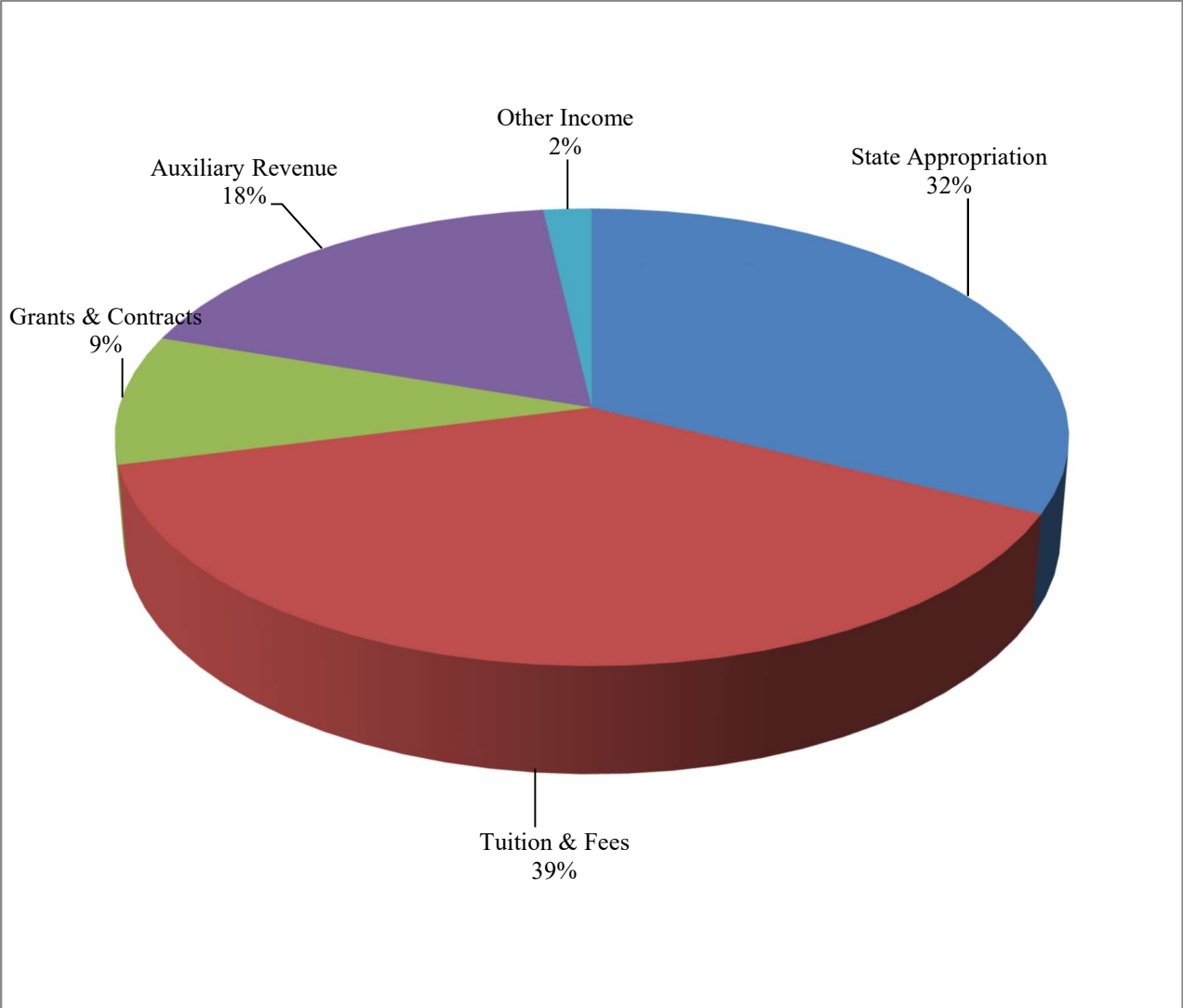
Projected revenues are equal to the various operating budgets, and Table 11 illustrates the sources of revenue which are combined to produce the funds needed. Major sources, in descending order, are Student Tuition and Fees, State Appropriations, Auxiliary Revenue, Grants and Contracts, and Other Income.

**Table 10  
FY2021 OPERATING BUDGETS**



<b>Operating Budget</b>	<b>\$ Amount</b>
E&G	\$85,486,917
Auxiliary	\$20,217,670
Restricted Funds	\$10,323,298

**Table 11  
FY2021 Revenue Sources**



<b>Revenue Sources</b>	<b>\$ Amount</b>
State Appropriation	\$36,452,782
Tuition & Fees	\$43,540,000
Grants & Contracts	\$10,323,298
Auxiliary Revenue	\$20,217,670
Other Income	\$ 2,085,436

**ITEM H.7**

**Academic Promotion Salary Increase AY20-21**

**DESCRIPTION AND BACKGROUND**

Starting with FY2020, the Board adopted a new timeline for salary policies with salary increase consideration made for a calendar year rather than a fiscal year, with the exception that faculty promotion adjustments would be approved in June. Promotion salary adjustments for faculty were last approved by the Board in June 2019 for the 2019-20 Academic Year. This action item extends the approved amounts to the 2020-21 Academic Year.

**RECOMMENDED ACTION**

BE IT RESOLVED that faculty members who are promoted in rank for the 2020-21 Academic Year (excluding those whose salaries for the 2020-21 Academic Year have been established by separate agreement) are to be given the following increases in salary for the 2020-21 Academic Year:

<u>Academic Promotion</u>	<u>Amount</u>
Instructor to Assistant Professor	\$1,000
Assistant Professor to Associate Professor	\$3,600
Associate Professor to Professor	\$7,200

Moved by \_\_\_\_\_  
Seconded by \_\_\_\_\_  
Vote: Aye \_\_\_\_\_  
Nay \_\_\_\_\_

**ITEM I**  
**Agenda Items for Future Meetings**

**DESCRIPTION AND BACKGROUND**

A list of projected agenda items for the regular meetings during the next year follows this page.

**RECOMMENDED ACTION**

This is a discussion item only.

**ATTACHMENT**

List of Projected Agenda Items

LIST OF PROJECTED AGENDA ITEMS  
Regular Meetings of Board of Governors  
Year Following the August 2020 Meeting

August 2020 Meeting

Participation in campus events  
Minutes for open session of last meeting  
President's report  
*Advancement and/or foundation report*  
*Academic affairs report*  
*Student affairs report*  
*Enrollment management report*  
Annual athletics report  
Annual staff council report  
Financial report  
Construction projects report  
Local capital budgets for current fiscal year  
State appropriation request for next fiscal year  
Honorary degree consideration  
Dates and agenda items for future meetings  
Minutes for closed session of last meeting  
Personnel actions report

October 2020 Meeting

Participation in campus events  
Minutes for open session of last meeting  
President's report  
*Advancement and/or foundation report*  
*Academic affairs report*  
*Student affairs report*  
*Enrollment management report*  
Financial report  
Audit report  
Governmental relations services (as contract expires)  
Construction projects report  
Dates and agenda items for future meetings  
Minutes for closed session of last meeting  
Personnel actions report

December 2020 Meeting

Participation in campus events  
Minutes for open session of last meeting  
President's report  
*Advancement and/or foundation report*  
*Academic affairs report*  
*Student affairs report*  
*Enrollment management report*  
Financial report

*(NOTE: Agenda items noted in bold italics are discretionary reports and subject to change.)*

Construction projects report  
Housing charges for next fiscal year  
Salary policies for next calendar year  
Selection of officers for next calendar year  
Annual board committee appointments  
Annual foundation board appointments  
Dates and agenda items for future meetings  
Minutes for closed session of last meeting  
Personnel actions report  
Paid leaves of absence for next fiscal year  
Tenure review for faculty members completing their review period at end of fall semester  
Conclusion of presidential review process

February 2021 Meeting

Participation in campus events  
Annual photograph of board and president  
Recognition of past board chair  
Minutes for open session of last meeting  
President's report

***Advancement and/or foundation report***

***Academic affairs report***

***Student affairs report***

***Enrollment management report***

Annual legislative consultant report

Annual student government report

Financial report

Construction projects report

External audit firm (as contract expires)

Academic calendar (as needed)

Board of Governors conflict of interest policy review

Dates and agenda items for future meetings

Minutes for closed session of last meeting

Personnel actions report

Annual general counsel evaluation committee appointments

April 2021 Meeting

Participation in campus events

Minutes for open session of last meeting

President's report

***Advancement and/or foundation report***

***Academic affairs report***

***Student affairs report***

***Enrollment management report***

Annual faculty senate report

Financial report

Construction projects report

Depository bank (as contracts expire)

Food service contractor (as contracts expire)

***(NOTE: Agenda items noted in bold italics are discretionary reports and subject to change.)***



Bookstore contractor (as contracts expire)  
Enrollment fees for next fiscal year  
Dates and agenda items for future meetings  
Minutes for closed session of last meeting  
Personnel actions report  
Treasurers for next fiscal year  
Annual general counsel evaluation and appointment for next fiscal year  
Annual presidential review committee appointments

June 2021 Meeting/Retreat

Participation in campus events  
Minutes for open session of last meeting  
President's report

***Advancement and/or foundation report***

***Academic affairs/assessment report***

***Student affairs report***

***Enrollment management report***

Financial report  
Construction projects report  
State capital funds request for next legislative session  
Operating budgets for next fiscal year  
Union agreement renewal (in even numbered years)  
Dates and agenda items for future meetings  
Minutes for closed session of last meeting  
Personnel actions report  
Tenure review  
Faculty promotions  
Annual presidential review

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

***University strategic plan reports***

***Campus master plan reports***

***Reports from administrative areas***

Approval of new or revised policies  
Approval of architects and/or engineers for construction projects  
Approval of new construction projects over \$100,000  
Approval of equipment purchases and leases over \$100,000  
Approval of consulting services over \$10,000  
Approval of change orders for major changes in construction projects  
Approval of real estate acquisitions  
Litigation and legal action reports

***(NOTE: Agenda items noted in bold italics are discretionary reports and subject to change.)***

**ITEM J**

**Dates for Future Meetings**

**DESCRIPTION AND BACKGROUND**

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

**RECOMMENDED ACTION**

BE IT RESOLVED that the next regular meeting of the Board of Governors be scheduled for Saturday, August 1, 2020, on the University campus in Kirksville, Missouri, beginning at 1:00 p.m., with the understanding that the Chair may alter the starting time and/or place for the meeting by giving due notice of such change; and

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

- Friday, October 23, 2020;
- Saturday, December 5, 2020;
- Saturday, February 6, 2021;
- Saturday, April 10, 2021; and
- Saturday, June 12, 2021.

Moved by \_\_\_\_\_  
 Seconded by \_\_\_\_\_  
 Vote: Aye \_\_\_\_\_  
 Nay \_\_\_\_\_

**ATTACHMENT**

Calendar of Events June 2020 – June 2021

## CALENDAR OF EVENTS

June 2020 - June 2021

### 2020

June	13	<b>BOARD OF GOVERNORS MEETING</b>
July	3	Independence Day Holiday
August	1	<b>BOARD OF GOVERNORS MEETING (TENTATIVE DATE)</b>
	1	Commencement (Spring/August Graduates), 7 p.m., Stokes Stadium
		Inclement Weather Ceremonies, 4:30 p.m. and 7:30 p.m., Pershing Arena
	12	Fall Semester Begins with Truman Week
September	5	Home Football - Saginaw Valley State University
	7	Labor Day Holiday
	19	Admission Showcase Event
	26	Family Day
	26	Home Football - University of Indianapolis
October	3	Home Football - Lindenwood University
	10	Admission Showcase Event
	15-16	Mid-Term Break (students)
	19-24	Homecoming Week
	23	<b>BOARD OF GOVERNORS MEETING (TENTATIVE DATE)</b>
	24	Home Football - William Jewell College
	31	Home Football - Quincy University
November	7	Admission Showcase Event
	23-27	Thanksgiving Break (students)
	25-27	Thanksgiving Holiday
December	5	<b>BOARD OF GOVERNORS MEETING (TENTATIVE DATE)</b>
	12	Fall Commencement
	23-25	Christmas Holiday
	31	New Year's Day Holiday

### 2021

January	1	New Year's Day Holiday
	11	Spring Classes Begin
	18	Martin Luther King, Jr. Day Holiday
February	6	<b>BOARD OF GOVERNORS MEETING (TENTATIVE DATE)</b>
	15	Admitted Student Event
March	8-12	Spring Break (students)
	19	Admitted Student Event
	27	Admission Showcase Event

Calendar of Events  
June 2020 - June 2021

April	5	Term Break (students); Spring Holiday
	10	<b>BOARD OF GOVERNORS MEETING (TENTATIVE DATE)</b>
	10	Foundation Board Meeting and Banquet (tentative)
	22	Student Research Conference
	24	Admission Showcase Event
May	8	Spring Commencement
	31	Memorial Day Holiday
June	12	<b>BOARD OF GOVERNORS MEETING/RETREAT (TENTATIVE DATE)</b>

**ITEM K**  
**Agenda Items for Closed Session**

**RECOMMENDED ACTION**

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

1. Approval of minutes for the closed session of the last meeting under Subsection 14 of the statute for “Records which are protected from disclosure by law”;
2. Individual personnel actions under Subsection 3 of the statute for “Hiring, firing, disciplining or promoting of particular employees by a public governmental body when personal information about the employee is discussed or recorded”;
3. Confidential communications with the General Counsel; and
4. Purchase or sale of real estate under Subsection 2 of the statute for “Leasing, purchase or sale of real estate by a public governmental body where public knowledge of the transaction might adversely affect the legal consideration therefore; and

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.

Moved by \_\_\_\_\_  
Seconded by \_\_\_\_\_  
Vote: Aye \_\_\_\_\_  
Nay \_\_\_\_\_