

**NOTICE OF MEETING**  
**Board of Governors, Truman State University**  
**Friday and Saturday, December 4-5, 2020**

The Board of Governors for Truman State University will meet on Friday and Saturday, December 4-5, 2020.

On December 4 beginning at 12:30 p.m., the Board will meet to interview applicants for the position of General Counsel. The meeting will be held in McClain Hall 200 located on the University campus in Kirksville, Missouri. The Board of Governors is authorized to close meetings, records and votes, to the extent they relate to the following: individually identifiable personnel records, performance ratings or records pertaining to employees or applicants for employment.

The Board's regular meeting scheduled for 1:00 p.m. on Saturday, December 5, will be held in McClain Hall 206J. The public is invited to attend but must follow masking and social distance protocols. The tentative agenda for the meeting is attached to this notice. Items M through R 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 2<sup>nd</sup> day of December, 2020.



Susan L. Thomas, PhD.  
President

**TENTATIVE AGENDA**  
**Board of Governors, Truman State University**  
**Friday and Saturday, December 4-5, 2020**

Monday, November 30

1:00 p.m. Board of Governors Academic and Student Affairs Committee Conference Call Meeting  
McClain Hall 200  
(Governors Cozette, Bonner, Smeltzer, and Dameron)

Tuesday, December 1

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

Wednesday, December 2

3:00 p.m. Board of Governors Finance and Auditing Committee Conference Call Meeting  
McClain Hall 200  
(Governors Burkemper, Christofferson, McClaskey, and Dameron)

Friday, December 4

12:30 p.m. Board of Governors Meeting - General Counsel Interviews  
McClain Hall 200

Saturday, December 5

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

- ITEM A Call to Order and Chair Report
- ITEM B Minutes for Open Session of Meeting on October 24, 2020
- ITEM C Selection of Officers for 2021 Calendar Year
- ITEM D Board Committee Appointments for 2021 Calendar Year
- ITEM E President's Report
- ITEM F Academic Affairs Report
- ITEM G Academic and Student Affairs Committee Report
- ITEM G.1 University Strategic Plan
- ITEM G.2 Resolution Amending Section 2.030 of the Code of Policies of the Board of Governors Pertaining to University Strategic Plan
- ITEM G.3 Resolution Amending Chapter 5 of the Code of Policies of the Board of Governors Pertaining to Academic Programs – Music Therapy, B.S.
- ITEM H Finance and Auditing Committee Report
- ITEM H.1 Financial Report
- ITEM I Budget and Capital Projects Committee Report
- ITEM I.1 Construction Projects Report
- ITEM I.2 Contracts for Construction Projects and Equipment Purchases Report
- ITEM I.3 Housing and Food Plan Charges
- ITEM I.4 Salary Policies 2021
- ITEM J Agenda Items for Future Meetings
- ITEM K Dates for Future Meetings
- ITEM L Agenda Items for Closed Session

Closed Session of Board of Governors

- ITEM M Minutes for Closed Session of Meeting on October 24, 2020
- ITEM N Personnel Actions Report
- ITEM N.1 Professional Leaves

ITEM O	General Counsel Report
ITEM P	Presidential Evaluation
ITEM Q	General Counsel Search
ITEM R	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 B**  
**Minutes for Open Session of Meeting on October 24, 2020**

**RECOMMENDED ACTION**

BE IT RESOLVED that the minutes for the open session of the meeting on October 24, 2020, be approved.

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

**ATTACHMENT**

Minutes for Open Session of Meeting on October 24, 2020

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OPEN SESSION  
OF MEETING ON  
OCTOBER 24, 2020

The Board of Governors for Truman State University met on Saturday, October 24, 2020, on the University campus in Kirksville, Missouri. The meeting was held in Georgian Room A and B of the Student Union Building. 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 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. Governors Miller and O'Donnell participated via conference phone.

Also participating in the meeting were all three non-voting members: David Lee Bonner and Mike McClaskey, the two out-of-state members, and Abigail Smeltzer, student representative. Governor McClaskey participated by conference phone.

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 August 1, 2020

Governor Christofferson moved the adoption of the following resolution:

BE IT RESOLVED that the minutes for the open session of the meeting on August 1, 2020, be approved.

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.

Audit Report

Brent Stevens, Partner with RubinBrown LLP accounting firm, reviewed a draft of the annual audit of the University.

President's Report

University President Sue Thomas provided a report on several items of current interest and shared a selected engagements report detailing her involvement in various activities since the Board's last meeting. Dr. Thomas focused her remarks on three words that begin with "c": COVID-19, celebration, and collaboration. With COVID-19 cases surging in the Midwest, Missouri, Adair County, and on campus, she highlighted the many continued efforts of the University community to ensure that students, faculty, and staff remain vigilant about health and safety protocols. In terms of celebration, she noted the successful completion of the tenth week of 2020 Fall Semester, noting that while we don't know when the pandemic will end, we do have a finish line and it is November 24 when in-person instruction will end followed by two weeks of final course requirements to be completed through online and virtual options. Finally, she noted several successful collaborations with A. T. Still University, Adair County Health Department, City of Kirksville, and many other entities which helped to make this possible. President Thomas ended her remarks by highlighting the *Top Dog Challenge*, a Homecoming fundraising competition for local charities with the Greyhounds of the University of Indianapolis.

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Enrollment Management Report

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

Advancement/Foundation Board Report

Dr. Ernie Hughes, Vice President for University Advancement, provided a report on Advancement and the Foundation Board.

Annual Staff Council Report

Kara Jo Levery, Chair of Staff Council and Career Ready Coach at the University Career Center, provided the annual report from Staff Council.

Finance and Auditing Committee Report

Governor Burkemper, Chair of the Finance and Auditing Committee, provided a report on the committee meeting held on October 20.

Financial Report

Governor Burkemper presented the Financial Report which included a review as of August 31, 2020, of education and general revenues and expenditures and auxiliary system revenues and expenditures and a review as of August 31, 2020, of the Truman State University Foundation revenues and expenditures.

Academic and Student Affairs Committee Report

Governor Cozette, Chair of the Academic and Student Affairs Committee, provided a report on the committee meeting held on October 22.

Resolution Amending Chapter 5 of the Code of Policies of the Board of Governors Pertaining to Academic Programs – Gifted Education, M.A.

Governor Burkemper moved the adoption of the following resolution:

BE IT RESOLVED that Section 5.010.2 of the Code of Policies of the Board of Governors of Truman State University entitled Academic Programs be amended by the addition of the following graduate program:

Gifted Education, M.A.

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

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.

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Budget and Capital Projects Committee Report

Governor Miller, Chair of the Budget and Capital Projects Committee, provided a report on the committee meeting held on October 21.

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 one equipment purchase totaling \$25,000 to \$100,000 had been approved since the last meeting of the Board.

<u>Description</u>	<u>Cost</u>
2020 Ford Police Interceptor Utility AWD	\$36,201

Faculty Early Retirement Incentive Program 2022

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 2022" shall be the policy of the Board of Governors and shall automatically expire on December 4, 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 A.

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 Burkemper moved the adoption of the following resolution:

BE IT RESOLVED that the next regular meeting of the Board of Governors be scheduled for Saturday, December 5, 2020, on the University campus in Kirksville, Missouri, beginning at 1:00 p.m., with the understanding that the Chair



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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, February 6, 2021;  
Saturday, April 10, 2021;  
Saturday, June 12, 2021;  
Saturday, August 7, 2021; and  
Friday, October 22, 2021.

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.

Agenda Items for Closed Session

Governor Cozette moved the adoption of the following resolution:

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

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

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The closed session of the meeting began shortly after 2:40 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 5<sup>th</sup> day of December, 2020.

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Jennifer Kopp Dameron  
Chair of the Board of Governors

**ITEM C**  
**Selection of Officers for 2021 Calendar Year**

**DESCRIPTION AND BACKGROUND**

Governor Dameron appointed the nominating committee of Governors Bonner, O'Donnell, and herself to provide a proposed slate of officers for the 2021 Calendar Year.

**RECOMMENDED ACTION**

BE IT RESOLVED that the following persons be duly elected officers of the Truman State University Board of Governors, taking office for a term of one year commencing at the first regular meeting of the 2021 Calendar Year.

Chair	K. Brooks Miller, Jr.
Vice Chair	Sarah Burkemper
Secretary	Cheryl J. Cozette

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

**ITEM D**

**Board Committee Appointments for 2021 Calendar Year**

**DESCRIPTION AND BACKGROUND**

Annual Board committee appointments, which take effect at the first regular meeting of the 2021 calendar year, follow this page.

**RECOMMENDED ACTION**

This is a discussion item only.

## **Board Committee Appointments for 2021 Calendar Year**

### Academic and Student Affairs

- Cheryl J. Cozette, Committee Chair
- Mike McClaskey
- Abigail Smeltzer
- K. Brooks Miller, Jr., ex officio

### Budget and Capital Projects

- Nancy Gingrich, Committee Chair
- David Lee Bonner
- Philip J. Christofferson
- K. Brooks Miller, Jr., ex officio

### Finance and Auditing

- Sarah Burkemper, Committee Chair
- Jennifer Kopp Dameron
- Jim O'Donnell
- K. Brooks Miller, Jr., ex officio

### Honorary Degrees

- Jennifer Kopp Dameron, Committee Chair
- David Lee Bonner
- Sarah Burkemper
- Abigail Smeltzer
- K. Brooks Miller, Jr., ex officio

### Members of the Truman State University Foundation Board of Directors

- Jennifer Kopp Dameron
- K. Brooks Miller, Jr.
- Sarah Burkemper

**ITEM E**  
**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 F**  
**Academic Affairs Report**

**DESCRIPTION AND BACKGROUND**

Dr. Janet Gooch, Executive Vice President for Academic Affairs and Provost, will provide an academic affairs report

**RECOMMENDED ACTION**

This is a discussion item only.

**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 November 30.

**RECOMMENDED ACTION**

This is a discussion item only.



**ITEM G.1**  
**University Strategic Plan**

**DESCRIPTION AND BACKGROUND**

The strategic plan framework was introduced at an official kickoff of the planning process held at a campus Town Hall Meeting in November 2019. While the campus community brainstormed initiatives, several working groups were established to explore possible metrics to be used for those areas that did not have clearly defined measurements. A Strategic Plan Drafting Team was appointed by the President to examine all the feedback from individuals and working teams and incorporate those ideas and concepts into an initial draft plan. The current plan has been reviewed and vetted by the President and the Executive Leadership Team and shared with Faculty Senate, Staff Council, and Student Government. Pending feedback from these constituent groups, it is recognized that the current draft may be modified. A special meeting of Faculty Senate to discuss the plan is scheduled for December 3.

**RECOMMENDED ACTION**

BE IT RESOLVED that the values and institutional commitments included in the proposed *Truman State University 2021-2025 Strategic Plan* are endorsed by the Board of Governors with the understanding that the University community shall expeditiously begin the implement of the plan; 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 \_\_\_\_\_

**ATTACHMENTS**

DRAFT Truman State University 2021-2025 Strategic Plan  
Example Template for Defining a KPI

# Truman State University 2021-2025 Strategic Plan

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*“Destiny is not a matter of chance; it is a matter of choice.  
It is not a thing to be waited for, it is a thing to be achieved.”*

William Jennings Bryan

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## **Introduction**

In this ever more rapidly changing world, Truman State University’s overarching purpose has remained—to provide a high-quality liberal arts and sciences education to academically talented and intellectually engaged students from every corner of Missouri and all parts of the world. We exist to open opportunity, promote access and social mobility, foster excellence and enable every student to pursue and achieve their unique goals.

Through a renewed liberal arts and sciences curriculum that is deliberately built for the modern world, we are dedicated to each of our student’s individual pursuits and ensure their engagement in learning and discovering their personal and professional purpose by providing intentional curricular and co-curricular opportunities which are applicable to real-world challenges.

While the challenges of declining state support, tuition caps, societal devaluation of the liberal arts, the disaggregation of higher education and increased competition have not abated, this strategic plan is designed to ensure engaged focus on the core areas essential to the present and future success of the University.

Utilizing a slightly modified version of the 4 Disciplines of Execution (McChesney et al., 2012), this plan focuses on impacting SMART (Specific, Measurable, Attainable, Relevant, Timely) foundational metrics. The 4 Disciplines are: 1) Focus on the Wildly Important Goal (WIG); 2) Act on the Lead Measures; 3) Keep a Compelling Scorecard; and 4) Create a Cadence of Accountability. Based on the concept of the Pareto Principle/80-20 Rule in which 80% of consequences come from 20% of causes, the plan is composed of three primary initiatives designed to impact the foundational metrics. Resource allocation will support the implementation of the initiatives.

Undeterred by the COVID-19 pandemic, the campus community developed this initiative and metric focused plan over the course of a year (see Appendices A and B).

The grounding for the initiatives and metrics is three overarching commitments - Organizational Excellence, Student Success and Achievement, and Professional and Societal Impacts. These three commitments are the basis for realizing our mission and vision.

### **Truman State University Mission Statement**

The mission of Truman State University is to offer an exemplary undergraduate education to well-prepared students, grounded in the liberal arts and sciences, in the context of a public institution of higher education. To that end, the University offers affordable undergraduate studies in the traditional arts and sciences as well as selected pre-professional,

professional, and master’s level programs that grow naturally out of the philosophy, values, content, and desired outcomes of a liberal arts education.

**Truman State University Vision Statement**

Truman will demonstrate its public liberal arts and sciences mission by developing educated citizens needed to protect our democracy and offer creative solutions to local, state, national and global problems. It will do so through transformative experiences that foster critical thought, daring imagination and empathetic understanding of human experiences at home and around the world. Truman graduates will be citizen-leaders committed to service; globally competitive; able to thrive in the complexities of an advanced, technical and multicultural world; and inspired to live healthy and meaningful lives.

**THE 3 OVERARCHING COMMITMENTS**

**Organizational Excellence**

**Student Success and Achievement**

**Professional and Societal Impacts**

***What are our key objectives?***

Foster an inclusive and supportive environment where all community members feel valued and encouraged to reach their highest potential. This requires recruiting and sustaining faculty, staff and students who will thrive and grow in this environment.

Optimize and sustain a clear, coherent and inspiring academic environment for all students, supporting their journey from orientation to commencement and on to employment. These efforts should focus on innovative strategies that ensure timely graduation, excellent academic performance, and the launch of successful careers.

Produce graduates who are highly sought after throughout their careers and who will make ongoing, meaningful contributions to their professions, their communities, and society at large.

***How will this make us distinctive?***

The personal and professional development of employees is greatly enhanced through a healthy work environment, and the way students experience this healthy campus environment influences both their learning and developmental outcomes.

As evidenced by their academic portfolio, graduates will be well prepared for the workforce or for continued study in graduate and/or professional programs.

Substantiate the advantages of a liberal arts and sciences education in the ability to adapt and thrive in the complexities of an advanced, technical and multicultural world.

# The 3 Initiatives

## Selected Tactics

## Foundational Metrics

	Selected Tactics	Foundational Metrics
<p><b>Enrollment Initiative</b>  <i>The ability of the University to meet its mission and vision is inextricably linked to the ability to effectively recruit and retain a multidimensional student body.</i></p>	<ul style="list-style-type: none"> <li>Optimize and implement recruitment plans that are based on best practices and evolving markets for recruiting first-time undergraduate students, transfer students, graduate students, and international students. Recruitment plans will include communication strategies that reach potential students earlier in the recruiting cycle, provide information that is relevant to the college choice decision and to career exploration. A recruitment plan for online degrees/programs will also be developed and implemented.</li> </ul>	<p>Direct Measures -</p> <ul style="list-style-type: none"> <li>Enrollment goals</li> <li>Retention rates</li> <li>Graduation rates</li> </ul> <p>Indirect Measures -</p> <ul style="list-style-type: none"> <li>Campus climate - inclusion and diversity</li> <li>Academic performance</li> <li>Next destination rates</li> <li>Alumni satisfaction</li> </ul>
	<ul style="list-style-type: none"> <li>Launch new undergraduate and graduate courses and degree programs that build on our strength in the liberal arts and sciences and meet contemporary needs for a highly educated workforce in Missouri, the USA, and globally, including increased online offerings. Create a catalog of online courses that make it possible for a student to complete an undergraduate or graduate degree online from Truman.</li> </ul>	<p>Direct Measures -</p> <ul style="list-style-type: none"> <li>Enrollment goals</li> <li>Retention rates</li> <li>Graduation rates</li> </ul> <p>Indirect Measures -</p> <ul style="list-style-type: none"> <li>Campus climate - inclusion and diversity</li> <li>Academic performance</li> <li>Next destination rates</li> <li>Alumni satisfaction</li> </ul>
	<ul style="list-style-type: none"> <li>Develop and implement a retention plan based upon best practices, with clear delineation of faculty and staff responsibilities. This includes the review and implementation of best practices in communication, student policies, and navigating Truman systems considering all options including new software solutions, maximizing current resources, or developing in-house processes.</li> </ul>	<p>Direct Measures -</p> <ul style="list-style-type: none"> <li>Enrollment goals</li> <li>Retention rates</li> <li>Graduation rates</li> </ul> <p>Indirect Measures -</p> <ul style="list-style-type: none"> <li>Campus climate - inclusion and diversity</li> <li>Academic performance</li> <li>Next destination rates</li> <li>Alumni satisfaction</li> </ul>
<p><b>Advising Initiative</b>  <i>Strong advising is essential to the University vision of educating citizen-leaders.</i></p> <p><i>The advising of students has many facets, including program/course planning, academic progress information, academic counseling, career advising, personal enrichment, and campus involvement.</i></p>	<ul style="list-style-type: none"> <li>Establish a common definition, vision and learning outcomes for advising on campus.</li> </ul>	<p>Direct Measures -</p> <ul style="list-style-type: none"> <li>Retention rates</li> <li>Graduation rates</li> </ul> <p>Indirect Measures -</p> <ul style="list-style-type: none"> <li>Enrollment goals</li> <li>Campus climate - inclusion and diversity</li> <li>Academic performance</li> <li>Next destination rates</li> <li>Alumni satisfaction</li> </ul>
	<ul style="list-style-type: none"> <li>Establish standards for evaluating and assessing faculty and staff performance in their advising roles to ensure continued professional development and advising effectiveness. Provide guidance for the inclusion of advising in annual reviews and promotion and tenure reviews.</li> </ul>	<p>Direct Measures -</p> <ul style="list-style-type: none"> <li>Retention rates</li> <li>Graduation rates</li> </ul> <p>Indirect Measures -</p> <ul style="list-style-type: none"> <li>Enrollment goals</li> <li>Campus climate - inclusion and diversity</li> <li>Academic performance</li> <li>Next destination rates</li> <li>Alumni satisfaction</li> </ul>

	<ul style="list-style-type: none"> <li>• Develop and implement a training and professional development plan to support faculty, professional advisors, career counselors, and others who perform an advising or mentoring role in their work.</li> </ul>	<p>Direct Measures -</p> <ul style="list-style-type: none"> <li>• Retention rates</li> <li>• Graduation rates</li> </ul> <p>Indirect Measures -</p> <ul style="list-style-type: none"> <li>• Enrollment goals</li> <li>• Campus climate - inclusion and diversity</li> <li>• Academic performance</li> <li>• Next destination rates</li> <li>• Alumni satisfaction</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop and implement a plan to provide guidance to students on how to maximize their relationship with their advisor.</li> </ul>	<p>Direct Measures -</p> <ul style="list-style-type: none"> <li>• Retention rates</li> <li>• Graduation rates</li> </ul> <p>Indirect Measures -</p> <ul style="list-style-type: none"> <li>• Enrollment goals</li> <li>• Campus climate - inclusion and diversity</li> <li>• Academic performance</li> <li>• Next destination rates</li> <li>• Alumni satisfaction</li> </ul>
<p><b>Campus Climate Initiative</b>  <i>A positive campus climate is crucial to the vitality of our campus community.</i></p> <p><i>While campus climate is broadly defined as “the current attitudes, behaviors and standards of faculty, staff, administrators and students concerning the level of respect for individual needs, abilities and potential” (Rankin &amp; Reason, 2008, p. 264), this initiative is focused on creating an inclusive environment where all community members feel valued and encouraged to reach their highest potential.</i></p>	<ul style="list-style-type: none"> <li>• Develop a Diversity and Inclusion strategic plan that addresses Truman’s enduring commitment to forming and strengthening socially just learning and working environments that foster a culture of excellence by engaging diverse people, ideas, perspectives and the community.</li> <li>• Strengthen student, staff, and faculty cultural competency through curricular and co-curricular opportunities to fulfill student needs and expectations, so as to: <ul style="list-style-type: none"> <li>○ ensure graduates are prepared to enter a diverse, global society;</li> <li>○ expand the outreach and engagement of alumni of color; and</li> <li>○ expand networking opportunities.</li> </ul> </li> </ul>	<p>Direct Measures</p> <ul style="list-style-type: none"> <li>• Campus climate - inclusion and diversity</li> </ul> <p>Indirect Measures</p> <ul style="list-style-type: none"> <li>• Enrollment goals</li> <li>• Retention rates</li> <li>• Graduation rates</li> <li>• Alumni satisfaction</li> </ul> <p>Direct Measures</p> <ul style="list-style-type: none"> <li>• Campus climate - inclusion and diversity</li> </ul> <p>Indirect Measures</p> <ul style="list-style-type: none"> <li>• Enrollment goals</li> <li>• Retention rates</li> <li>• Graduation rates</li> <li>• Alumni satisfaction</li> </ul>

## Institutional Effectiveness

In addition to the three initiatives mentioned above, Truman is committed to making continued improvements in institutional effectiveness. That is, engaging in ongoing activities to organize evaluation, assessment, and improvement efforts that demonstrate how well we are fulfilling our mission and achieving our goals.

While there are many measurements used to indicate continued progress, Truman will focus on making improvements that ensure continued good standing with our accreditation body, maintain compliance with federal and state reporting requirements, enhance development and advancement opportunities, and demonstrate organizational excellence.

These improvements will be quantified through the following core metrics:

**Are we productive and efficient?**

Internal Processes and Planning:

- HLC Accreditation
- Academic Program Reviews
- Data Management

*Resources, structures, and processes are sufficient to fulfill our mission, improve the quality of our educational offerings, and respond to future challenges and opportunities.*

**How do targeted stakeholders see us?**

Reputation:

- Employer satisfaction
- Alumni satisfaction

*Review the extent to which graduates are prepared for the workplace today as well as tomorrow.*

**Do we effectively manage our finances?**

Financial Perspective:

- Percentage spent on core functions
- Scholarships as a percentage of total revenue
- Endowment value
- Expenditures per student

*Denote stewardship and fiduciary responsibilities, cost effectiveness, and revenue generation.*

**How do our faculty and staff feel?**

Campus Climate - Organizational Excellence:

- Respect and appreciation
- Collaborative governance and leadership
- Professional/career development
- Compensation and benefits
- Job satisfaction
- Work/life balance

*We thrive as a University when all individual members feel they can accomplish their work and receive appropriate communication, support and appreciation.*

Taken in total, institutional effectiveness activities represent improvement efforts that encompass operations management, decision making, and institutional planning.

## Appendix A



### Development of the plan

On November 11, 2019, a Town Hall Meeting was held to introduce the strategic plan framework and serve as the official kickoff of the planning process.

With the core structure of the plan identified, the campus as a whole provided the opportunity to participate in the development of initiatives to be enacted that will impact one or more of the metrics.

To appropriately focus and stay the course on making improvement in these areas to be defined in quantitative terms, the campus community was challenged to reframe thought processes away from the notion that new initiatives translate to additional demands for all, to a more focused view that defines how we do differently, and reprioritize what we do and how we advance, knowing that some things may need to be set aside for the time being if they don't align with stated objectives for each category. This new lens through which to view the process opened the door to new and innovative ideas without the encumbrance of increased time and other resource demands for each member of the community.

While the campus community continued to brainstorm initiatives, several working groups were established to explore possible metrics to be used for those areas that did not have clearly defined measurements. Specifically, working groups were established for campus climate, alumni satisfaction and employer satisfaction. The working groups were also provided access to the Strategic Plan Oversight Metrics Group, and a list of Strategic Plan Expert Liaisons who served as points of contact in regard to data collection and available data sets, as well as content experts from various areas of campus will to provide guidance on their respective functions and how various metrics and data sets may be most useful (see Appendix A for a list of Metric Team Working Groups, Strategic Plan Oversight Metrics Group and Strategic Plan Expert Liaison membership.)

A Strategic Plan Drafting Team was appointed by the President to examine all the feedback from individuals and working teams and incorporate those ideas and concepts into an initial draft plan. The next phase will be to have the draft plan vetted by appropriate stakeholders and submit the final version to the Board of Governors for approval at their December 2020 meeting.

To ensure the campus community remains focused on the priorities, initiatives and progress, the University will host a SPAW session twice per year (once in August, and once in January.) Engaging at regularly scheduled points will provide opportunity to the University to discuss current status and progress toward goals, maintain our focus on our specific goals, and ensure the plan remains a dynamic document, which is nimble and allows changes to occur as needed.

# Appendix B

## Working Groups for 2021-2025 Strategic Plan – Metric Teams/Groups

### Campus Climate Strategic Plan Metric Team

- Melissa Garzanelli (Chair; Human Resources Generalist)
- Shania Montufar (Student)
- Sara Seifert (Director of Public Safety)
- Brad Turnbull (Interim Director of Center for Diversity and Inclusion)
- Jonathan Vieker (Director of Retention)

### Employer Satisfaction Strategic Plan Metric Team

- Lance Ratcliff (Chair; Dean of the School of Health Sciences and Education)
- Tara Hart (Director of Admission)
- Sarah Mohler (Assistant Professor of English)
- Jenni Nuhn (Assistant Director of Career Services)
- Trevor Shonhiwa (Assistant Professor of Accounting)

### Strategic Plan Drafting Team

- Tim Walston (Chair; Dean of the School of Science and Mathematics)
- Carolyn Cox (Professor of Health Science)
- Mike Garzanelli (Comptroller)
- Kevin Minch (Associate Provost)
- William Nelsen (Assistant Director of Residence Life)
- Becky Pike (Director of Development, School of Business)
- Diane Richmond (Director of Learning Technologies)
- Emma Rollings (Student)
- Bridget Thomas (Director of Interdisciplinary Studies and Professor of Classics)

### Alumni Satisfaction Strategic Plan Metric Team

- Stacy Tucker Potter (Chair; Director of Engagement)
- Adam McMichael (Assistant Director of Union and Involvement Services)
- Madison Peterson (Assistant Athletics Director – Compliance and Operations)
- Amanda Shreves (Assistant Director of Admission – Technology)
- Tim Wiser (Assistant Professor of Physics)

### Strategic Plan Oversight Metric Group

- Steve Petersen (Point of Contact; Assistant to the Executive Vice President for Academic Affairs)
- Nancy Asher (Registrar)
- Dean DeCock (Director of Assessment and Professor of Statistics)
- Tammy Roberts (Director of Administrative Computing)
- Steve Wynn (Associate Dean of Libraries for Technical Services and Systems)

### Strategic Plan Expert Liaisons

**Advising** - Andrea Maag (Interim Director of Center for Academic Excellence)

**Next Destination for Graduates (Career and Graduate/Professional School)** – Dave Lusk (Associate Vice President for Career Development)

**Employers** – Suzanne O'Mara (Director of Development/Corporations)

**External Reports** – Arletta Nelson (Assistant to the Vice President for Administration, Finance and Planning)

**Financial Aid** – Marla Fernandez (Director of Financial Aid)

**Governance** –

- Scott Alberts (Faculty Senate President and Professor of Mathematics);
- Kara Jo Levery (Staff Council Chair and Career Ready Coach);
- Deanna Schmidt (Student Government President; Student)

**International/Study Abroad** – Tim Urbonya (Executive Director of International Education)

**Information Technology Services** –

- Donna Liss (Chief Information Officer)
- Tammy Roberts (Director of Administrative Computing)

**Recruitment** – Tara Hart (Director of Admission)

**Retention** – Jonathan Vieker (Director of Retention)

**Student Research** – Jessica Colpoys (Office of Student Research Director and Assistant Professor of Agricultural Science)

**Underserved/Underrepresented Students** –

- Heather Cianciola (Director of McNair Program and Assistant Professor of English)
- Brad Turnbull (Interim Director of Center for Diversity and Inclusion)



## Example Template for Defining a KPI

### *KPI Purpose*

Indicator Name – Pick a short and clear indicator name.

Strategic Initiative – Name the strategic initiative(s) being assessed with this indicator

Key Performance Question(s) – Name the performance question this indicator is helping to answer.

Targets and Performance Thresholds – Identification of targets, benchmarks, and thresholds.

### *KPI Data\**

Data Entry – Name the person or role responsible for collecting and updating the data.

Source of Data – Describe where the data will come from.

Data Collection Frequency – Describe how frequently data will be collected for this indicator.

Reporting Frequency – Outline how frequently this indicator will be reported to the different audiences (if applicable)

It is also important to validate the KPI along the way – How much will it cost to maintain this indicator? How complete is the indicator (i.e., how well is it helping to answer the questions)? Are there any unintended consequences (i.e., is it influencing the wrong behaviors)?

\* This information will also be used to determine how to meet the University's data needs.

**ITEM G.2**

**Resolution Amending Section 2.030 of the Code of Policies of the Board of Governors Pertaining to University Strategic Plan**

**DESCRIPTION AND BACKGROUND**

Once finalized, the following action will incorporate the new University Strategic Plan into the Code of Policies.

**RECOMMENDED ACTION**

BE IT RESOLVED that Section 2.030 of the Code of Policies entitled University Strategic Plan is hereby amended by repealing Section 2.030 in its entirety and enacting in lieu thereof a new Section 2.030 entitled University Strategic Plan, as shown below.

2.030. University Strategic Plan. The value of proper planning is recognized by the Board of Governors. The current University Strategic Plan providing guidance for the future of the University is entitled *Truman State University 2021-2025 Strategic Plan* and was approved by the Board of Governors on December 5, 2020. This strategic plan supersedes all previous long-range plans previously approved by the Board of Governors. A copy of the plan will be made available for review on Truman’s web page.

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

**ITEM G.3**

**ITEM G.3**

**Resolution Amending Chapter 5 of the Code of Policies of the Board of Governors pertaining to Academic Programs – Music Therapy, B.S.**

**DESCRIPTION AND BACKGROUND**

The proposed Bachelor of Science in Music Therapy degree will provide students with the academic and clinical preparation necessary to, upon successful performance on the national examination, earn the credential of Music Therapist-Board Certified (MT-BC). This professional degree, which includes required courses in Music, Psychology, Biology, Nursing, and Sociology and Anthropology, is an interdisciplinary degree that exemplifies Truman’s liberal arts and sciences mission.

Many prospective students, current students, and alumni have expressed interest in pursuing a degree in music therapy. Research suggests that this will be a popular degree program. According to the American Music Therapy Association website, 72 schools nationally and 3 institutions in Missouri currently offer a bachelor’s degree in music therapy. The three Missouri institutions are Drury University, Maryville University, and University of Missouri-Kansas City. Given the nature of the three other Missouri institutions, Truman is uniquely positioned to attract a caliber of academic and musical student interested in a strong liberal arts and sciences education at a public institution.

The curriculum outlined for this program meets the accreditation requirements (pending approval) of the American Music Therapy Association (AMTA) and the National Association of Schools of Music (NASM), which is necessary to offer the degree.

An initial 5-student enrollment is projected in the program’s inaugural year, rising to 25 total students by the fifth year of operation. The program will employ a single faculty member as part of the larger music faculty.

**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 program:

Music Therapy, B.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 Bachelor of Science in Music Therapy

# PROPOSAL FOR BACHELOR OF SCIENCE IN MUSIC THERAPY

**Implementation Date:** Fall 2021

**CIP Code:** 50.0901

**Institution Program Title:** Bachelor of Science in Music Therapy

**Degree Level (Bachelors, Masters, Doctoral):** Bachelor's

**Degree Type (MS, MA, BS, BM, etc.):** BS

## Student Enrollment Projections Year One-Five

Year	Full Time Students	Part Time Students	Graduates
Year One	5	0	0
Year Two	10	0	0
Year Three	15	0	0
Year Four	20	0	5
Year Five	25	0	10

## Program Structure

Dialogues Curriculum (42-61)-double counting permitted

Bachelor of Science Requirements (6)

- SOAN 215 – Social Problems
- PSYC 377 – Developmental Psychology

Major Requirements

Part I: Required Support

- SOAN 215 – Social Problems (3)
- SOAN 253 – Comparative Cultures (3)
- NU 250 – Lifespan Development (3)
- BIO 109 – Foundations of Anatomy (3)
- PSYC 166 – General Psychology (3)
- PSYC 377 – Developmental Psychology (3)

Part II: Major Requirements

- MUSI 130 – Music Analysis (3)
- MUSI 132 – Aural Skills I (1)
- MUSI 131 – Music Analysis (3)
- MUSI 133 – Aural Skills II (1)
- MUSI 230 – Music Analysis III (3)

- MUSI 232 – Aural Skills III (1)
- MUSI 231 – Music Analysis IV (3)
- MUSI 233 – Aural Skills IV (1)
- MUSI XXX – Lower Division Lessons 1 x 4 = (4)
- MUSI 332 – Arranging (3)
- MUSI 388 – Conducting (3)
- MUSI 340 – Music History I (3)
- MUSI 341 – Music History II (3)
- MUSI 339 – Music Literature (3)
- Ensemble 1 x 6 = (8)
- MUSI 247 – Percussion Class I (1)
- MUSI 142 – Class Lessons in Voice (1)
- MUSI 181 – Guitar (1)
- MUSI 153 – Keyboard I (1)
- MUSI 154 – Keyboard II (1)
- MUSI 253 – Keyboard III (1)
- MUSI 254 – Keyboard IV (1)
- MUSI 233 – Jazz Improvisation (1)
- MUSI 102 – Clinical Foundations (3)
- MUSI 211 – Advanced Music Therapy Techniques (3)
- MUSI 212 – Music Therapy Practicum 1 x 5 = (5)
- MUSI 315 – Music and Behavior (3)
- MUSI 410 – Music Therapy with Various Populations (3)
- MUSI 484 – WE/Capstone Senior Seminar in Music Therapy (2)
- MUSI 499 – Music Therapy Clinical Internship (3)

**ITEM H**  
**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 December 2.

**RECOMMENDED ACTION**

This is a discussion item only.

**ITEM H.1**  
**Financial Report**

**DESCRIPTION AND BACKGROUND**

The Financial Report includes a review as of October 31, 2020, of education and general revenues and expenditures and auxiliary systems revenues and expenditures and a review as of October 31, 2020, of the Truman State University Foundation revenues and expenditures.

**RECOMMENDED ACTION**

This is a discussion item only.

**ATTACHMENT**

Financial Report

# Truman State University Financial Report

## October 31, 2020 compared to October 31, 2019

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

Revenues fell by \$5.1M (12.8%) to \$34.7M primarily due to a \$2.7M tuition shortfall. The revenue distribution over the last three fiscal years is outlined in Figure 1. After four months, overall revenues were 40.6% of the fiscal 2021 budget.

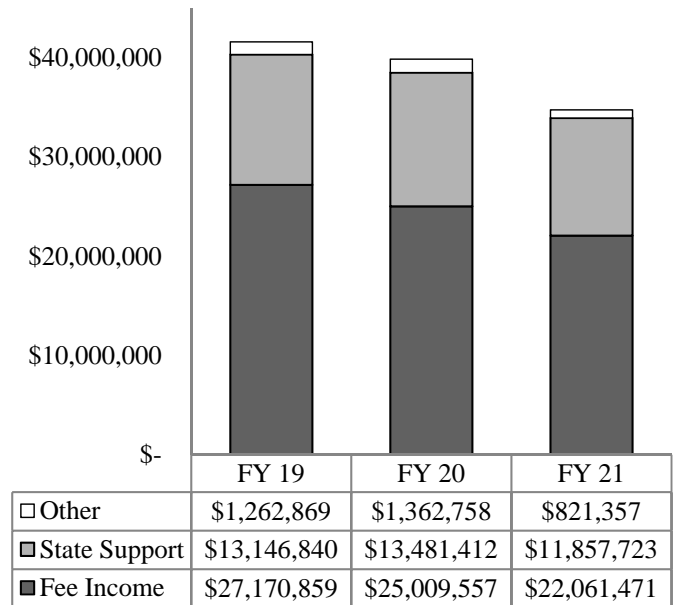
While the tuition rate increased by 2.3% for the current fiscal year, this pricing increase was offset by 576 fewer students enrolled for the fall semester compared to prior year.

State revenue fell by \$1.6M (12%) to \$11.9M as a result of continued withholding of appropriations. The State of Missouri withheld \$5M of appropriation in the prior fiscal year. However, as last year's reduction in state funding did not take place until April, the variance to prior year will continue to narrow as the University approaches the end of the current fiscal year.

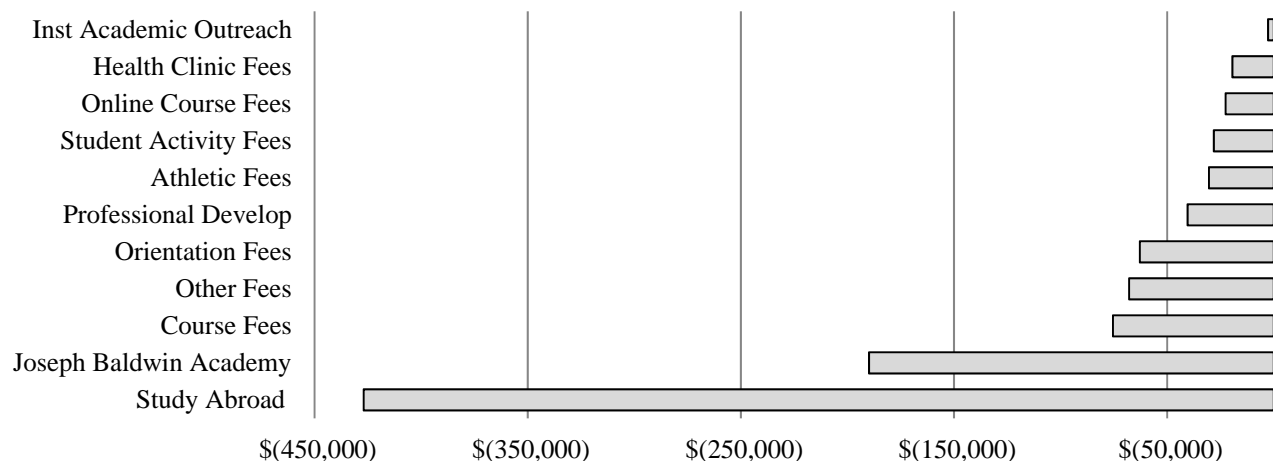
In addition, the Department of Higher Education and Workforce Development recently restored \$744,109 of withheld funding in October. This addition will be distributed over the remaining nine months of the current fiscal year. Assuming no further changes, the University is currently projecting a \$36.1M annual appropriation (approximately \$1M greater than prior year, but still \$4M less than the original 2020 appropriation).

Other revenue decreased by \$541,401 (39.7%) to \$821,357 based on a \$276,487 reduction in interest income on investments, a \$142,082 reduction in student health center revenues and a \$19,864 reduction in parking related income. In addition, course and other fees also fell by \$220,505 (11%) to \$2M. The year-over-year 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 20 to FY 21)**



Education and general expenses fell by \$3.7M (11.5%) to \$28.3M primarily due to a \$1M (9.7%) decrease in institutional aid resulting from a reduction in freshman enrollment of 171 students.



University salaries decreased by \$719,110 (7.2%) to \$9.3M due to a reduction of 21 faculty and staff positions and \$146,462 in CARES Act reimbursements for COVID-related leave. The impact of this cost savings was partially offset by a 1.8% average wage increase that took effect in January 2020. Corresponding fringe benefits fell by \$365,685 (8.7%) to \$3.9M. Student employment expenses also decreased by \$168,850 (14.1%) to \$1M.

Expenses over the last three fiscal years are outlined in Figure 3. After four months, overall expenses were at 31.1% of the fiscal 2021 budget. Other notable expense variances included:

- Office contracts grew by \$75,831 (7.8%) based on increased software license renewals including Cisco (\$28,463), Funnelback Search Engine (\$15,272) and Ellucian ERP (\$13,841).
- Travel fell by \$525,293 (94%) as nearly all University travel has been curtailed due to the pandemic.
- Professional services decreased by \$281,974 (32.4%) due to non-recurring marketing, branding and employee search costs expended in the prior fiscal year.
- Equipment and capital expenditures decreased by \$278,330 (59.4%) due to non-recurring costs from the prior year including a planetarium equipment upgrade (\$144,500), the Pershing Arena video board (\$118,000) and a replacement of the natatorium pool liner (\$100,000).
- Other expenses fell by \$159,935 (22.1%) as a result of fleet fuel and repair savings.
- Utility costs decreased by \$103,608 (12.5%) due to the summer campus closure, improved efficiency resulting from the recent chiller project and closure of the Kirk building.

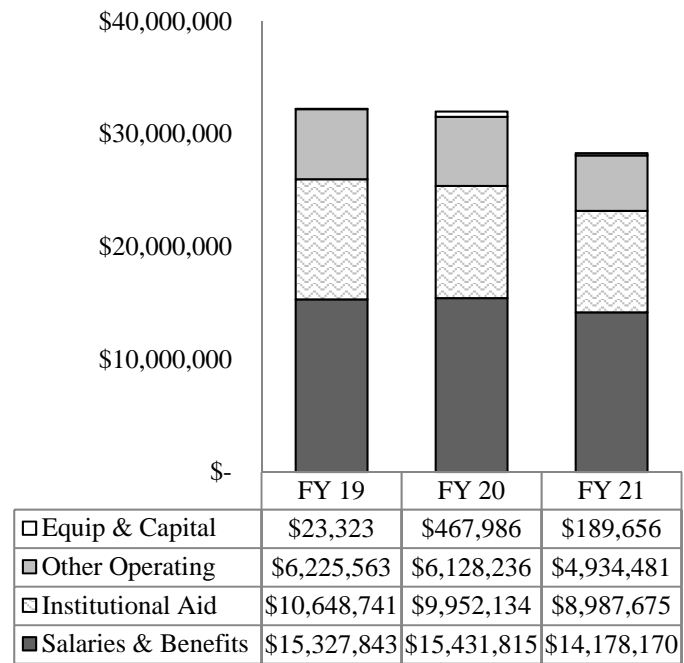
### Auxiliary Systems (Pages B1-B3)

Auxiliary revenues fell by \$2.5M (21.9%) to \$8.8M primarily due to a \$2.3M (22.9%) shortfall in residence hall income. The variance was driven by a residency reduction of 360 students for the fall semester, and the absence of any on-campus summer residency.

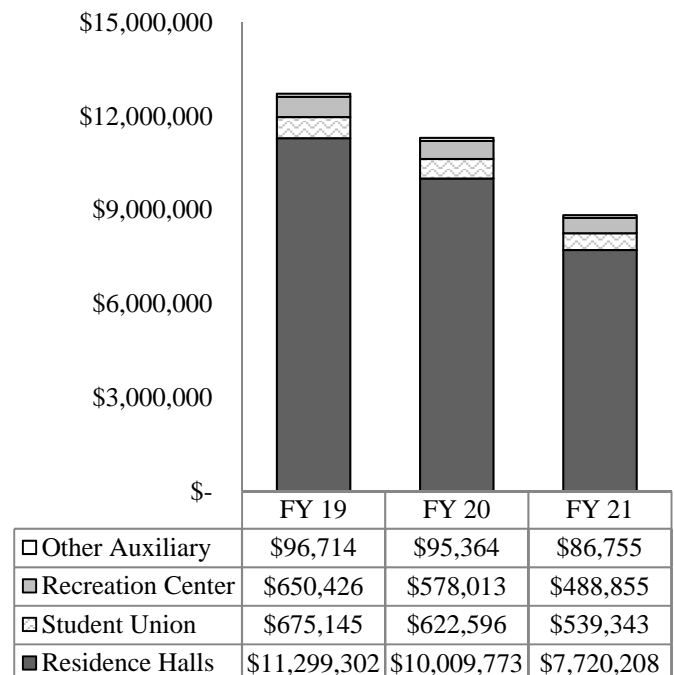
The revenue distribution over the last three fiscal years is outlined in Figure 4. After four months, overall revenues were at 43.7% of the fiscal 2021 budget.

Reduced enrollment also impacted the Student Union and Recreation Center. Fees and revenue in these areas fell by \$83,253 and \$89,158, respectively. Finally, other auxiliary revenue decreased by \$8,609 due to reduced printing services income.

**Figure 3: Education & General Expenses**



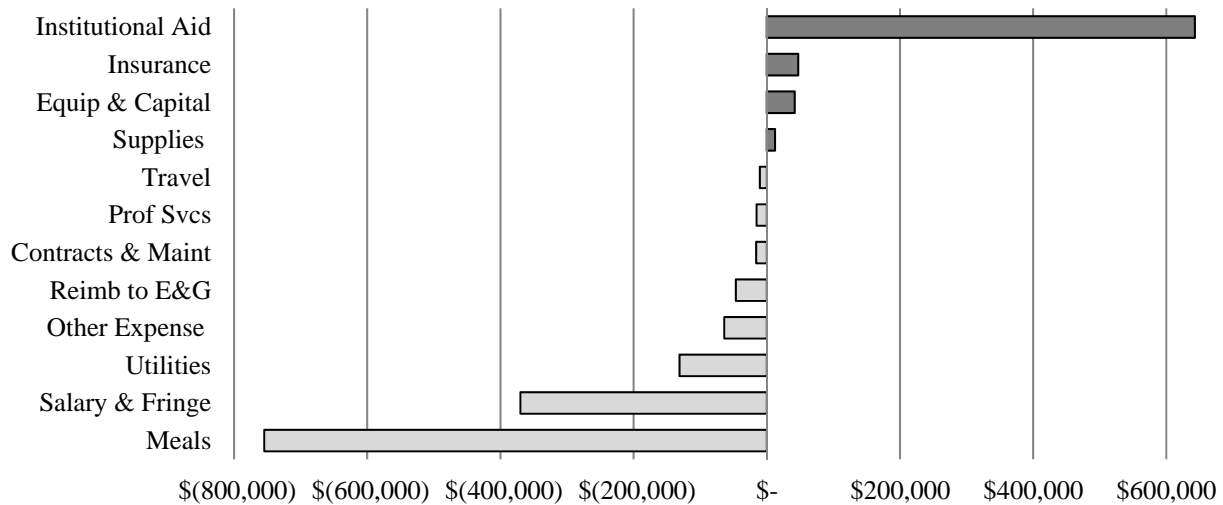
**Figure 4: Auxiliary Revenues**



Auxiliary expenses fell by \$663,423 (9.8%) to \$6.1M primarily due to a \$754,680 decrease in overall meal costs. After four months, current expenses were at 29.2% of the fiscal 2021 budget. Other notable expense variances are outlined and included in Figure 5:

- Institutional aid increased by \$643,034 primarily due to a new Housing Support Scholarship offered to 698 freshman students. This \$2,000 scholarship was offered for one year only, and it was designed to increase residence hall occupancy. Residence hall occupancy was 52% for the fall term.
- Compensation and benefits decreased by \$370,069 (24%) to \$1.2M based on 7 fewer staff, \$64,777 of CARES Act reimbursements for COVID-related leave and reduced student employment.
- Utilities expense fell by \$131,050 (20.4%) due to reduced residence hall occupancy.

**Figure 5: Auxiliary Expense Variances (FY 20 to FY 21)**



**Coronavirus Aid, Relief, and Economic Security (CARES) Act**

Through the end of November, the University received \$7.5M in CARES funding. Grants were administered through the federal Higher Education Emergency Relief Fund and through the Coronavirus Relief Fund managed by the State of Missouri and Adair County. Fund allocations by major category are illustrated in Figure 6.

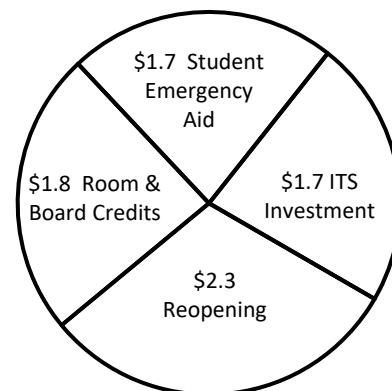
The most important use of funds consisted of student emergency financial aid grants. The University was able to distribute \$1.7M to 2,100 students for food, housing, health care and technology needs.

Additional funds were used to offset \$1.8M of the \$4M in room and board credits that the University issued to students following the closure of the residence halls during the prior spring semester.

The University received \$1.7M to upgrade its information technology infrastructure to improve remote instruction capabilities for students and faculty.

Finally, the University received \$2.3M for various re-opening expenses including converting existing facilities into socially distanced classrooms, compensation support to repurpose faculty and staff in response to the pandemic, purchasing emergency cleaning supplies and personal protective equipment, and facilitating the COVID testing of students.

**Figure 6: Use of Funds (in millions)**



It is important to note that only \$800,000 of the CARES funds received is reflected as expense reimbursements in the Education & General and Auxiliary current funds reported above. The majority of the CARES reimbursements were (1) applied to prior year costs, (2) applied to plant expenditures for capitalized ITS infrastructure upgrades or (3) represent a pass through of funds in the case of emergency financial aid payments to students.

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

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

Fiscal year-to-date net position improved by \$4M to \$62.6M. Current assets grew by \$708,858 based on a corresponding \$462,760 increase in short-term investments and a \$227,796 increase in cash. The growth in short-term investments was due to a \$500,000 July contribution from the Sunderland Foundation for improvements to the Greenwood Autism Center. The cash increase was due to a timing difference between the current and prior fiscal year associated with when funds were liquidated to support Foundation scholarships. Non-current assets also grew by \$3.4M to \$57.1M based on a growth in long-term investments. Current liabilities grew by \$115,670 to \$276,723 based on an \$110,383 increase in accounts payable. The year-over-year variance in accounts payable included certain transfers in transit between the short-term and endowed funds. These transactions were subsequently cleared during the month of November. Long-term liabilities were comprised wholly of annuities and trusts payable of \$473,029 (\$7,760 less than prior year).

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

Contributions and additions to the permanent endowment additions fell \$375,237 to \$1M. However, investment gains increased by \$1.3M to \$2.3M. Expenses and transfers totaled \$1.1M this year compared to \$2.1M during the prior year. The variance was due to the \$1M prior year transfer to Truman State University for the Sandra K. Giachino-Reavey Sesquicentennial Plaza.

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

Investments (including endowed, short-term, long-term, trusts and annuities) increased by \$3.9M to \$61.8M with the majority of the growth (\$3.5M) concentrated in the endowment. The Foundation also holds beneficial interests in three separate trusts. Their value increased \$62,887 to \$3.9M.

**Truman State University  
Budget to Actual  
For the period ending October 31**

	<u>FY21 Budget</u>	<u>FY21 To Date</u>	<u>Percent of Budget This Year</u>	<u>Percent of Budget Last Year</u>
<b>Education &amp; General</b>				
<b>Revenues</b>				
State Sourced Income	\$ 36,452,782	\$ 11,857,723	32.53%	
Local Income	45,625,436	22,882,828	50.15%	
Projected Draw on Reserves	3,408,699		0.00%	
<b>Total Budgeted Revenues</b>	<u><b>85,486,917</b></u>	<u><b>34,740,551</b></u>	<u><b>40.64%</b></u>	<u><b>42.19%</b></u>
Rollover from prior year	5,446,847			
<b>Total Resources to Spend</b>	<u><b>\$ 90,933,764</b></u>			
<b>Expenses</b>				
<b>Salaries &amp; Fringe Benefits</b>				
Faculty/Staff Salaries	35,360,150	9,278,136	26.24%	
Student Employment	3,896,377	1,032,705	26.50%	
Fringe Benefits	14,820,162	3,867,329	26.10%	
<b>Total Salaries &amp; Fringe Benefits</b>	<u><b>54,076,689</b></u>	<u><b>14,178,170</b></u>	<u><b>26.22%</b></u>	<u><b>27.32%</b></u>
<b>Equipment &amp; Capitalized Expense</b>	<b>1,315,217</b>	<b>189,656</b>	<b>14.42%</b>	<b>15.48%</b>
<b>Operations</b>				
Other Expense	16,298,858	4,206,239	25.81%	
Institutional Aid	16,643,000	8,987,675	54.00%	
Utilities	2,600,000	728,242	28.01%	
<b>Total Operations</b>	<u><b>35,541,858</b></u>	<u><b>13,922,156</b></u>	<u><b>39.17%</b></u>	<u><b>40.16%</b></u>
<b>Total Education &amp; General Expense</b>	<u><b>\$ 90,933,764</b></u>	<u><b>\$ 28,289,982</b></u>	<u><b>31.11%</b></u>	<u><b>32.10%</b></u>

**Truman State University  
Operating Receipts by Fund  
For the period ending October 31**

	<u>FY19 Receipts</u>	<u>FY20 Receipts</u>	<u>FY21 Receipts</u>	<u>Change FY20 to FY21</u>	<u>% Change FY20 to FY21</u>
<b>Education &amp; General</b>					
<b>State Appropriation</b>					
State Appropriation	\$ 13,146,840	\$ 13,470,172	\$ 11,857,723	\$ (1,612,449)	-11.97%
MOExcels Appropriation	-	11,240	-	(11,240)	-100.00%
<b>Total State Sourced Income</b>	<u>13,146,840</u>	<u>13,481,412</u>	<u>11,857,723</u>	<u>(1,623,689)</u>	<u>-12.04%</u>
<b>Enrollment Fees</b>					
Enrollment Fees	24,698,003	22,786,188	20,058,607	(2,727,581)	-11.97%
Course Fees	1,249,659	1,122,295	1,046,851	(75,444)	-6.72%
Other Fees	521,651	474,381	407,234	(67,147)	-14.15%
Student Activity Fees	214,923	191,108	163,003	(28,105)	-14.71%
Athletic Fees	297,096	265,936	235,526	(30,410)	-11.44%
Health Clinic Fees	189,527	169,649	150,250	(19,399)	-11.43%
<b>Total Student Fees</b>	<u>27,170,859</u>	<u>25,009,557</u>	<u>22,061,471</u>	<u>(2,948,086)</u>	<u>-11.79%</u>
Other Income	1,262,869	1,362,758	821,357	(541,401)	-39.73%
<b>Total Education &amp; General</b>	<u>\$ 41,580,568</u>	<u>\$ 39,853,727</u>	<u>\$ 34,740,551</u>	<u>\$ (5,113,176)</u>	<u>-12.83%</u>

**Truman State University**  
**Operating Expense by Fund**  
For the period ending October 31

	<u>FY19</u> <u>Expense</u>	<u>FY20</u> <u>Expense</u>	<u>FY21</u> <u>Expense</u>	<u>Change</u> <u>FY20 to FY21</u>	<u>% Change</u> <u>FY20 to FY21</u>
<b>Education &amp; General</b>					
<b>Salaries &amp; Fringe Benefits</b>					
Faculty & Staff Salaries	\$ 10,177,207	\$ 9,997,246	\$ 9,278,136	\$ (719,110)	-7.19%
Student Employment	1,226,732	1,201,555	1,032,705	(168,850)	-14.05%
Fringe Benefits	3,923,904	4,233,014	3,867,329	(365,685)	-8.64%
<b>Total Salary &amp; Fringe Benefits</b>	<b>15,327,843</b>	<b>15,431,815</b>	<b>14,178,170</b>	<b>(1,253,645)</b>	<b>-8.12%</b>
<b>Equipment &amp; Capital Expenses</b>	<b>23,323</b>	<b>467,986</b>	<b>189,656</b>	<b>(278,330)</b>	<b>-59.47%</b>
<b>Operations</b>					
Institutional Aid	10,648,741	9,952,134	8,987,675	(964,459)	-9.69%
Travel	741,530	558,955	33,662	(525,293)	-93.98%
Utilities	879,449	831,850	728,242	(103,608)	-12.46%
Professional Services	696,867	858,579	576,605	(281,974)	-32.84%
Supplies	768,149	696,504	640,920	(55,584)	-7.98%
Office Contracts	898,513	976,438	1,052,269	75,831	7.77%
Library Acquisitions	690,911	659,019	573,832	(85,187)	-12.93%
Communications	351,131	349,088	300,223	(48,865)	-14.00%
Energy Lease Principal & Interest	420,000	420,000	420,000	-	0.00%
Maintenance & Repair	97,181	53,645	44,505	(9,140)	-17.04%
Other Expense	681,832	724,158	564,223	(159,935)	-22.09%
<b>Total Operations</b>	<b>16,874,304</b>	<b>16,080,370</b>	<b>13,922,156</b>	<b>(2,158,214)</b>	<b>-13.42%</b>
<b>Total Education &amp; General</b>	<b>\$ 32,225,470</b>	<b>\$ 31,980,171</b>	<b>\$ 28,289,982</b>	<b>\$ (3,690,189)</b>	<b>-11.54%</b>

**Truman State University  
Budget to Actual  
For the period ending October 31**

	<u>FY21 Budget</u>	<u>FY21 To Date</u>	<u>Percent of Budget This Year</u>	<u>Percent of Budget Last Year</u>
<b>Auxiliary Systems</b>				
<b>Revenues</b>				
Residence Halls	\$ 16,950,000	\$ 7,720,208		
Student Union	1,050,000	539,343		
Recreation Center	945,000	488,855		
Other Auxiliary	447,000	86,755		
Projected Draw on Reserves	825,670			
<b>Total Budgeted Revenues</b>	<b>20,217,670</b>	<b>8,835,161</b>	<b>43.70%</b>	<b>44.97%</b>
Rollover from prior year	771,722			
<b>Total Resources to Spend</b>	<b>\$ 20,989,392</b>			
<b>Expenses</b>				
<b>Salaries &amp; Fringe Benefits</b>				
Salaries	1,905,120	450,761		
Student Salaries	652,686	204,228		
Fringe Benefits	1,696,232	516,510		
<b>Total Salaries &amp; Fringe Benefits</b>	<b>4,254,038</b>	<b>1,171,499</b>	<b>27.54%</b>	<b>32.87%</b>
<b>Equipment /Capitalized Expense</b>	<b>194,543</b>	<b>110,695</b>	<b>56.90%</b>	<b>1.60%</b>
<b>Operations</b>				
Bond Principal & Interest	2,591,779	-	0.00%	
Meals-Contract Food Service	7,400,000	1,916,504	25.90%	
Other Expense	3,275,032	1,149,088	35.09%	
Institutional Aid	1,300,000	1,269,956	97.69%	
Utilities	1,974,000	511,124	25.89%	
<b>Total Operations</b>	<b>16,540,811</b>	<b>4,846,672</b>	<b>29.30%</b>	<b>25.62%</b>
<b>Total Auxiliary Expense</b>	<b>\$ 20,989,392</b>	<b>\$ 6,128,866</b>	<b>29.20%</b>	<b>26.26%</b>

**Truman State University**  
**Operating Receipts by Fund**  
For the period ending October 31

	<u>FY19</u> <u>Receipts</u>	<u>FY20</u> <u>Receipts</u>	<u>FY21</u> <u>Receipts</u>	<u>Change</u> <u>FY20 to FY21</u>	<u>% Change</u> <u>FY20 to FY21</u>
<b>Auxiliary</b>					
Residence Halls	\$ 11,299,302	\$ 10,009,773	\$ 7,720,208	\$ (2,289,565)	-22.87%
Student Union	675,145	622,596	539,343	(83,253)	-13.37%
Recreation Center	650,426	578,013	488,855	(89,158)	-15.42%
Other Auxiliary	96,714	95,364	86,755	(8,609)	-9.03%
<b>Total Auxiliary</b>	<b><u>\$ 12,721,587</u></b>	<b><u>\$ 11,305,746</u></b>	<b><u>\$ 8,835,161</u></b>	<b><u>\$ (2,470,585)</u></b>	<b><u>-21.85%</u></b>



**Truman State University**  
**Operating Expense by Fund**  
**For the period ending October 31**

	<u>FY19</u> <u>Expense</u>	<u>FY20</u> <u>Expense</u>	<u>FY21</u> <u>Expense</u>	<u>Change</u> <u>FY20 to FY21</u>	<u>% Change</u> <u>FY20 to FY21</u>
<b>Auxiliary</b>					
<b>Salaries &amp; Fringe Benefits</b>					
Administrative & Staff Salaries	\$ 684,554	\$ 613,081	\$ 450,761	\$ (162,320)	-26.48%
Student Wages	294,094	298,969	204,228	(94,741)	-31.69%
Fringe Benefits	719,829	629,518	516,510	(113,008)	-17.95%
<b>Total Salary &amp; Fringe Benefits</b>	<b><u>1,698,477</u></b>	<b><u>1,541,568</u></b>	<b><u>1,171,499</u></b>	<b><u>(370,069)</u></b>	<b><u>-24.01%</u></b>
<b>Equipment &amp; Capital Expenses</b>	<b><u>13,772</u></b>	<b><u>68,775</u></b>	<b><u>110,695</u></b>	<b><u>41,920</u></b>	<b><u>60.95%</u></b>
<b>Operations</b>					
Institutional Aid	805,850	626,922	1,269,956	643,034	102.57%
Supplies	150,637	113,344	125,715	12,371	10.91%
Office Contracts	111,512	137,860	118,923	(18,937)	-13.74%
Communications	22,756	19,812	14,778	(5,034)	-25.41%
Meals-Contract Food Service	2,838,777	2,520,994	1,916,504	(604,490)	-23.98%
Meals-Other	298,674	238,856	88,666	(150,190)	-62.88%
Utilities	696,274	642,174	511,124	(131,050)	-20.41%
Professional Services	191,346	90,077	74,692	(15,385)	-17.08%
Reimbursement to E & G	502,311	502,500	456,000	(46,500)	-9.25%
Maintenance & Repair	67,167	22,506	23,594	1,088	4.83%
Other Expense	307,027	266,901	246,720	(20,181)	-7.56%
<b>Total Operations</b>	<b><u>5,992,331</u></b>	<b><u>5,181,946</u></b>	<b><u>4,846,672</u></b>	<b><u>(335,274)</u></b>	<b><u>-6.47%</u></b>
<b>Total Auxiliary</b>	<b><u>\$ 7,704,580</u></b>	<b><u>\$ 6,792,289</u></b>	<b><u>\$ 6,128,866</u></b>	<b><u>\$ (663,423)</u></b>	<b><u>-9.77%</u></b>

**Truman State University Foundation**  
**Statement of Net Position**  
**October 31, 2019 Compared to October 31, 2020**

<b>ASSETS</b>	<b>31-Oct-19 FY20</b>	<b>31-Oct-20 FY21</b>	<b>Change FY20 to FY21</b>
<b>Current Assets</b>			
Cash	\$ 310,472	\$ 538,268	\$ 227,796
Short Term Investments	4,915,319	5,378,079	462,760
Prepaid Expenses	1,000	-	(1,000)
Interest Receivable	44,949	59,827	14,878
Loans Receivable, net of allowance	178,414	182,837	4,424
<b>Total Current Assets</b>	<b>5,450,154</b>	<b>6,159,012</b>	<b>708,858</b>
<b>Non-Current Assets</b>			
Investments	52,907,463	56,387,835	3,480,372
Loans Receivable, net of allowance	671,176	612,108	(59,068)
Cash Value of Life Insurance	147,770	145,222	(2,548)
<b>Total Non-Current Assets</b>	<b>53,726,409</b>	<b>57,145,165</b>	<b>3,418,756</b>
<b>Total Assets</b>	<b>\$ 59,176,563</b>	<b>\$ 63,304,177</b>	<b>\$ 4,127,614</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Accounts Payable	\$ 93,807	\$ 204,190	\$ 110,383
Refundable Advance	13,840	15,481	1,641
Annuities & Trusts Payable	53,406	57,052	3,647
<b>Total Current Liabilities</b>	<b>161,053</b>	<b>276,723</b>	<b>115,670</b>
<b>Non-Current Liabilities</b>			
Annuities & Trusts Payable	480,789	473,029	(7,760)
<b>Total Non-Current Liabilities</b>	<b>480,789</b>	<b>473,029</b>	<b>(7,760)</b>
<b>Total Liabilities</b>	<b>\$ 641,842</b>	<b>\$ 749,752</b>	<b>\$ 107,910</b>
<b>NET POSITION</b>	<b>\$ 58,534,721</b>	<b>\$ 62,554,425</b>	<b>\$ 4,019,704</b>

**Truman State University Foundation**  
**Statement of Revenues, Expenses & Changes in Net Position**  
**October 31, 2019 Compared to October 31, 2020**

	<u>31-Oct-19</u> <u>FY20</u>	<u>31-Oct-20</u> <u>FY21</u>	<u>Change</u> <u>FY20 to FY21</u>
<b>Operating Revenue</b>			
Interest on Student Loan Receivable	\$ 8,321	\$ 6,690	\$ (1,631)
Total Operating Revenues	<u>8,321</u>	<u>6,690</u>	<u>(1,631)</u>
<b>Operating Expenses</b>			
Scholarships	617,990	514,800	(103,189)
Supplies & Other Services	173,424	143,665	(29,760)
Travel Expense	71,865	1,579	(70,286)
Other Expense	33,481	30,019	(3,462)
Total Operating Expenses	<u>896,760</u>	<u>690,064</u>	<u>(206,697)</u>
<b>Operating Gain (Loss)</b>	<b><u>(888,440)</u></b>	<b><u>(683,374)</u></b>	<b><u>205,066</u></b>
<b>Non-Operating Revenues (Expenses)</b>			
Contributions	1,042,388	887,030	(155,358)
Interest & Dividends	309,445	148,480	(160,965)
Realized Gain (Loss)	4,347,489	4,392,859	45,369
Unrealized Gain (Loss)	(3,666,576)	(2,279,274)	1,387,302
Other Non-Operating Income	19,059	6,844	(12,215)
Other Non-Operating Expense	(40,593)	(82,607)	(42,014)
Actuarial Loss on Annuity & Trust Obligation	(10,110)	-	10,110
Net Non-Operating Revenues (Expenses)	<u>2,001,103</u>	<u>3,073,332</u>	<u>1,072,229</u>
<b>Income before other Revenues, Expenses, Gains, Losses &amp; Transfers</b>	<b>1,112,663</b>	<b>2,389,958</b>	<b>1,277,294</b>
Additions to Permanent Endowments	379,654	159,775	(219,879)
Transfers to Education & General for Administration	(39,767)	(39,767)	-
Transfers to Education & General	(110,945)	(195,271)	(84,326)
Transfer to Auxiliary - Other	(1,151)	(4,517)	(3,366)
Transfer to Fundraising	(500)	-	500
Transfer to Capital Fund - Plant	<u>(1,055,182)</u>	<u>(55,556)</u>	<u>999,626</u>
Increase (Decrease) in Net Assets	<b><u>284,772</u></b>	<b><u>2,254,622</u></b>	<b><u>1,969,850</u></b>
Net Position, Beginning of Year	58,249,949	60,299,803	
<b>Net Position Ending Balance</b>	<b><u>\$ 58,534,721</u></b>	<b><u>\$ 62,554,425</u></b>	<b><u>\$ 4,019,704</u></b>

**Truman State University Foundation  
Investments Schedule  
October 31, 2019 Compared to October 31, 2020**

<b>Investments</b>	<b>31-Oct-19 FY20</b>	<b>31-Oct-20 FY21</b>
<b>Invested with Outside Manager</b>		
Endowment Pool	\$ 50,972,980	\$ 54,452,362
Total Endowment Pool	<u>50,972,980</u>	<u>54,452,362</u>
Short-Term Pool	4,915,319	5,378,079
Student Investment Fund	130,446	126,398
Long Trust	741,620	746,713
Gift Pool	10,083	0
Annuities Payable - CGA	956,588	967,980
Fitzpatrick - CA CGA	68,231	66,325
Annuities Payable - FL CGA	27,515	28,057
<b>Total Investments</b>	<b><u>57,822,782</u></b>	<b><u>61,765,914</u></b>
 <b>Beneficial Interest in Trusts</b>		
<b>Invested through Citizens Bank, Chillicothe, MO</b>		
Ludlow Trust	245,754	247,195
<b>Invested through First Bankers Trust, Quincy, IL</b>		
Cozean Trust	345,835	355,546
<b>Invested through Citizens Bank, Chillicothe, MO</b>		
Lyle Ingraham Trust	3,287,583	3,339,317
<b>Total Beneficial Interest in Trusts</b>	<b><u>\$ 3,879,172</u></b>	<b><u>\$ 3,942,059</u></b>

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

**DESCRIPTION AND BACKGROUND**

Governor K. Brooks Miller, Chair of the Budget and Capital Projects Committee, will provide a report on the committee meeting held on December 1.

**RECOMMENDED ACTION**

This is a discussion item only.

**ITEM I.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>
Soccer/Tennis Restroom Project	\$220,000	12-7-19	\$ 13,700	10%			
McClain Hall*** Elevator and Water Line Project	\$455,000	2-8-20	\$379,725	94%	8-14-20		

\*completion status based on payments made

\*\*occupancy date based on primary construction contract

\*\*\*The McClain Hall Elevator and Water Line Project is complete. The final invoice will be processed when final drawings and manuals are received.

**ITEM I.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>
None to Report	

## 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>
LED Scoring Tables and Static Scorers	\$44,190

Two scoring tables were purchased for Pershing Arena to replace outdated existing tables installed in 2006. The previous center-hung scoreboard was not ideal for volleyball and did not comply with NCAA standards for ceiling height. The video scorer tables allow for advertising and were ordered from Neveco, Inc. Funds from the Student Athletic Fee were used for the purchase.

Tents (40'x100' and 50'x80')	\$42,451
------------------------------	----------

Due to the pandemic, two tents were purchased to allow for social distancing at music, band, and theatre productions. Two bids were received. Celina Tent was the selected vendor, and funds from the federal CARES Act Grant were used for the purchase. The tents were ordered early in the fall semester. Due to high demand, they did not arrive until early November.

### **ITEM I.3**

#### **Housing and Food Plan Charges**

##### **DESCRIPTION AND BACKGROUND**

Room and board charges for campus residence halls and apartments have historically been established at the December Board of Governors meeting. This provides current students with a firm price for on-campus housing and meals prior to the contract renewal process.

##### Room Options and Rates

When determining appropriate charges for on-campus residence facilities, the Department of Residence Life takes a number of factors into account. Research regarding local apartment rental rates is conducted and housing charges at other institutions are also considered. We typically anticipate increased costs related to utilities and fringe benefits for department staff. We take great pride in trying to remain competitive with housing costs at other institutions. For 2021-2022 we propose the following rate increases:

Apartment rates	2.5% average increase
Single Room rates	4.0% average increase
Double Room rates	2.0% average increase

Additional details are provided on the following pages.

##### Meal Plan Options and Rates

Sodexo has developed meal plan rates in consultation with Residence Life and Student Affairs. The available meal plan options have not changed from the current year:

- 21 Meals per week, plus \$75 Dining Dollars
- 18 Meals per week, plus \$125 Dining Dollars
- 15 Meals per week, plus \$225 Dining Dollars
- 12 Meals per week, plus \$125 Dining Dollars
- 150 Meal plan, plus \$275 Dining Dollars

Dining Dollars allow students to purchase items at on-campus convenience stores. The proposed rates increase the current cost of our available meal plans by an average of 3.5%. This recommendation is consistent with the 2020 CPI food away from home index of 3.5%, as of September 11, 2020, and is necessary to cover rising food costs and labor costs anticipated for the 2021-2022 academic year.

The most common combination selected by students is a double occupancy room with a 15 meals/week board plan. The overall increase proposed for this configuration is 2.5%.

## RECOMMENDED ACTION

BE IT RESOLVED that the following major categories of housing charges be approved, effective with the 2021 Fall Semester:

Room rates for students living in the University's residence halls:

- 1) MISSOURI/DOBSON/CENTENNIAL

Size of Room	Charge for Academic Year
Single Occupancy	\$6,833 per student
Double Occupancy	\$5,863 per student
Deluxe Double	\$6,460 per student
Multiple Occupancy	\$5,263 per student
Super Single – Buyout	\$7,355 per student
  
- 2) BLANTON NASON BREWER/RYLE/WEST CAMPUS SUITES

Size of Room	Charge for Academic Year
Single Occupancy	\$7,363 per student
Double Occupancy	\$6,243 per student
Deluxe Double	\$6,845 per student
Multiple Occupancy	\$5,610 per student
Super Single – Buyout	\$7,757 per student
  
- 3) CAMPBELL APARTMENTS

Size of Room	Charge for Academic Year
One Bedroom; Double Occupancy	\$5,185 per student
Two Bedroom; Triple Occupancy	\$5,004 per student
Family One Bedroom	\$7,762 per family
Family Two Bedroom	\$8,945 per family

BE IT FURTHER RESOLVED that the following food plan rates per semester will be approved effective with the Fall 2021 Semester:

21 meals per week with \$75.00 dining dollars:	\$1,855.00
18 meals per week with \$125.00 dining dollars:	\$1,790.00
15 meals per week with \$225.00 dining dollars:	\$1,682.00
12 meals per week with \$125.00 dining dollars:	\$1,470.00
150 meals per semester with \$275.00 dining dollars:	\$1,545.00

BE IT FURTHER RESOLVED that the other residence hall fees and room and board charges including incentives for returning students and short-term rates not listed in this resolution be established by the President of the University, based on the above fees and charges, in accordance with Sections 11.010 and 11.020 of the Code of Policies.

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

**ATTACHMENTS**

Recommendation for 2021-22 Housing Charges and Meal Plans  
Housing Rate Percent of Increase 2020-21 to 2021-22

## Recommendation for 2021-2022 Housing Charges and Meal Plans

Proposed housing charges for next year are brought forward in December to have established charges available in January to allow students to accurately compare costs as they are evaluating off-campus housing options.

The recommended charges reflect an average housing increase of 2.24% from 2020-2021. It is recommended that meal plan rates increase by an average of 3.5%. The resulting total room and board charge proposed for a typical double occupancy residence hall room and a 15 meal plan is \$9,227.

Due to significant variances in residence hall facilities and occupancies, as well as the wide variety of meal plan options available at different universities, it is difficult to make a direct comparison between Truman and other campuses in the region for what may be the “typical” room and board cost. As a result, our comparison for the Academic Year 2020-2021 room and board rates is presented as a minimum cost/maximum cost basis.

Missouri Southern State University	\$ 6,476 - \$ 8,178
Northwest Missouri State University	\$ 8,450 - \$10,984
Southeast Missouri State University	\$ 8,464 - \$10,364
Missouri State University	\$ 8,536 - \$ 8,990
Missouri Western State University	\$ 8,940 - \$11,464
University of Central Missouri*	\$ 9,196 - \$ 9,196
<b>Truman State University</b>	<b>\$ 8,998 - \$11,189</b>
Iowa State University	\$ 9,613 - \$11,174
University of Missouri – St. Louis	\$ 9,731 - \$10,972
University of Missouri – Columbia	\$ 9,759 - \$11,030
Bradley University	\$10,680 - \$12,895
Missouri University of Science & Technology	\$10,720 - \$12,600
University of Missouri – Kansas City	\$10,733 - \$15,134
University of Iowa	\$10,849 - \$12,524
Creighton University	\$11,590 - \$12,330
St. Louis University	\$11,744 - \$13,342
University of Illinois	\$12,282 - \$13,582

\*Single rate for all rooms for 2020-21

**Housing Rate Percent of Increase 2020-21 to 2021-22**

<u>Location</u>	<u>19-20</u>	<u>20-21</u>	<u>21-22*</u>	<u>% Increase</u>
<i>Missouri/Dobson/Centennial</i>				
Single (Missouri only)	6440	6570	6833	4.0%
Double	5635	5748	5863	2.0%
Deluxe Double (Missouri only)	6270	6395	6460	1.0%
Multiple	5160	5263	5263	0.0%
Double Occupancy Buyout	7070	7211	7355	2.0%
<i>Blanton Nason Brewer/Ryle/West Campus Suites</i>				
Single	7010	7080	7363	4.0%
Double	6060	6121	6243	2.0%
Deluxe Double	6710	6777	6845	1.0%
Multiple	5555	5610	5610	0.0%
Double Occupancy Buyout	7605	7605	7757	2.0%
<i>Campbell Apartments</i>				
One Bedroom - Double	4935	5034	5185	3.0%
Two Bedroom - Triple	4810	4906	5004	2.0%
Family One Bedroom	7610	7762	7762	0.0%
Family Two Bedroom	8770	8945	8945	0.0%

\*21-22 proposed

**ITEM I.4**  
**Salary Policies 2021**

**DESCRIPTION AND BACKGROUND**

Starting with FY2020, the Board of Governors adopted a new timeline for salary policies, with salary increase considerations made for a calendar year rather than a fiscal year. This change was made to include enrollment numbers and more accurate state appropriation projections in the consideration. Salary increases would be effective January 1, 2021, for employees on the payroll as of that date. The proposed increases for 2021 are limited to a small group of non-exempt (hourly) staff. This is due to the Missouri minimum wage rate increasing to \$10.30 per hour on January 1, 2021. The primary impact will be starting salaries for office staff and physical plant employees. These increases are necessary to remain competitive in the local labor market. All other salaries will remain the same for 2021.

**RECOMMENDED ACTION**

BE IT RESOLVED that the following salary and wage policies for the 2021 calendar year be approved:

- 1) 2021 Policy for Faculty Salaries;
- 2) 2021 Policy for Exempt and Salaried/Comp Time Eligible Staff Salaries;
- 3) 2021 Policy for Non-Exempt Staff Salaries;
- 4) 2021 Policy for Hourly Personnel Wage Rates;
- 5) 2021 Policy for Unit I Wage Rates; and
- 6) 2021 Policy for Off-Campus and Workshop Faculty Salaries; and

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

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

**ATTACHMENTS**

- 2021 Policy for Faculty Salaries
- 2021 Policy for Exempt and Salaries/Comp Time Eligible Staff Salaries
- 2021 Policy for Non-Exempt Staff Salaries
- 2021 Policy for Hourly Personnel Wage Rates
- 2021 Policy for Unit I Wage Rates
- 2021 Policy for Off-Campus and Workshop Faculty Salaries

**2021 Policy for Faculty Salaries**

All faculty salaries will be continued at the current level for 2021.

Faculty promotion adjustments will be considered by the Board at the June 2021 meeting.



**2021 Policy for Exempt and Salaried/Comp Time Eligible Staff Salaries**

Exempt and salaried/comp time eligible staff salaries for the 2021 calendar year will be continued at the current level.

## **2021 Policy for Non-Exempt Staff Salaries**

Non-exempt staff starting salaries for the 2021 calendar year will be increased as outlined in the tables which follow.

Existing non-exempt staff who are currently earning hourly rates below the new rates will receive adjustments to match the new rates.

### **Equity Adjustments**

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

**2021 Policy for Hourly Personnel Wage Rates**

The standard starting wage for employees in clerical, secretarial, and similar office positions is to be as follows during the 2021 calendar year.

<b>Grade</b>	<b>Title</b>	<b>Hourly</b>
A	Office Assistant 1	\$11.15
B	Office Assistant 2	\$11.40
C	Administrative Assistant 1	\$12.88
D	Administrative Assistant 2	\$14.50

Existing non-exempt staff who are currently earning hourly rates below the new rates will receive adjustments to match the new rates.

**2021 Policy for Unit I Wage Rates**

The hourly wage rates for employees in Unit I are to be the following amounts during the 2021 calendar year.

WAGE RATES FOR UNIT I

<u>Wage Status</u>	<u>Controls Technician</u>	<u>Grounds Mechanic</u>
Probationary	\$18.40	\$13.20
Step 1	\$19.30	\$13.60
Step 2	\$20.30	\$14.10
Step 3	\$21.40	\$14.70

<u>Wage Status</u>	<u>Mechanical Services</u>	<u>Building Trades</u>
Probationary	\$13.84	\$13.44
Step 1	\$14.46	\$13.95
Step 2	\$15.34	\$14.73
Step 3	\$16.05	\$15.32

<u>Wage Status</u>	<u>Groundskeeper</u>	<u>Mover/Laborer</u>	<u>Housekeeper</u>
Probationary	\$10.74	\$10.48	\$10.30
Step 1	\$11.05	\$10.79	\$10.63
Step 2	\$11.66	\$11.40	\$11.23
Step 3	\$12.13	\$11.91	\$11.74

- Probationary = Starting Pay
- Step 1 = After 90 days Probationary Period
- Step 2 = 1<sup>st</sup> year anniversary
- Step 3 = 2<sup>nd</sup> year anniversary

Individuals on Step Schedule receive applicable increases on anniversary date.

Existing non-exempt staff who are currently earning hourly rates below the new rates will receive adjustments to match the new rates.

**2021 Policy for Off-Campus and Workshop Faculty Salaries**

Instructors of off-campus courses and workshops are to be paid the following salaries during the 2021 Fiscal Year.

<u>Status</u>	<u>Teaching Experience for the University</u>	<u>Salary for each Credit Hour of Instruction</u>
University Faculty Member	--	\$ 925
Non-University Faculty Member	Less than 5 years	\$ 925
	5 years or more but Less than 10 years	\$ 975
	10 years or more	\$1000

The 2021 calendar year rates require a minimum of 20 students, with the salary decreased by 1/20 for each student fewer than 20 for off-campus Professional Development classes.

University faculty teaching workshops are paid at the rate of \$925 per credit hour provided tuition and fees cover the faculty member's salary and benefit costs.

These are the same rates utilized for the 2020 Fiscal Year.

**ITEM J**  
**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 February 2020 Meeting

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  
Depositary bank (as contracts expire)  
Food service contractor (as contracts expire)  
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

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

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

August 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 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 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*  
Financial report

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



Audit report  
Construction projects report  
Dates and agenda items for future meetings  
Minutes for closed session of last meeting  
Personnel actions report

December 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*

Financial report

Construction projects report

Housing charges for next fiscal year

Salary policies for next calendar year

Governmental relations services (as contract expires)

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

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 K**  
**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, February 6, 2021, 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, April 10, 2021;
- Saturday, June 12, 2021;
- Saturday, August 7, 2021;
- Friday, October 22, 2021; and
- Saturday, December 4, 2021.

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

**ATTACHMENT**

Calendar of Events December 2020 – November 2021

**CALENDAR OF EVENTS**  
**December 2020 - November 2021**

2020

December	5	<b>BOARD OF GOVERNORS MEETING</b>
	7	Finals Week
	21	Energy Conservation Day (campus closed)
	22-25	Winter Holiday Break
	31	Winter Holiday Break

2021

January	1	Winter Holiday Break
	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
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>
July	4	Independence Day
August	7	<b>BOARD OF GOVERNORS MEETING (TENTATIVE DATE)</b>
	18	Fall Semester begins with Truman Week
September	6	Labor Day
	18	Home Football - Kentucky Wesleyan College
October	2	Family Day
	2	Home Football - Lindenwood University
	14-15	Mid-Term Break (students)
	18-23	Homecoming Week
	22	<b>BOARD OF GOVERNORS MEETING (TENTATIVE DATE)</b>
	23	Home Football - William Jewell College
	30	Home Football - Quincy University
November	25	Thanksgiving

**ITEM L**  
**Agenda Items for Closed Session**

**RECOMMENDED ACTION**

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

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