


**NOTICE OF MEETING**  
**Board of Governors Meeting**  
**Truman State University**  
**February 4, 2023**

The Board of Governors for Truman State University will hold a Working Session and Board Meeting on Saturday, February 4, 2023, on the University campus in Kirksville, Missouri. The Board's Working Session will be held in the Alumni Room of the Student Union Building beginning at 8:30 a.m. The Board Meeting is scheduled for 1:00 p.m. and will be held in the Conference Room (3000) of the Student Union Building. The public is invited to attend.

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

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

Dated this 27<sup>th</sup> day of January 2023.

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

**TENTATIVE AGENDA**  
**Board of Governors Meeting**  
**Truman State University**  
**February 4, 2023**

Friday, February 3

7:00 p.m. Board of Governors Dinner, Wooden Nickel Restaurant, 114 South Elson Street, Kirksville

Saturday, February 4

8:30 a.m. Board of Governors Breakfast/Working Session, Alumni Room, Student Union Building

11:00 a.m. Board of Governors Academic Affairs and Student Services Meeting, Room 3201, Student Union Building (Governors Dameron, Miller, and Cozette)

11:00 a.m. Board of Governors Budget and Capital Projects Committee Meeting, Room 3202, Student Union Building (Governors Christofferson, Gingrich, McClaskey, and Cozette)

11:00 a.m. Board of Governors Finance and Auditing Committee Meeting, Room 3203, Student Union Building (Governors Burkemper, Lovegreen, and Cozette)

Noon Board of Governors Luncheon, Georgian Room C, Student Union Building

1:00 p.m. Open Session of Board of Governors Meeting, Conference Room, Student Union Building

- ITEM A Call to Order and Chair Report
- ITEM B Recognition of 2022 Board Chair – Sarah Burkemper
- ITEM C Minutes for Open Session of Meetings on December 3, 2022, and January 10, 2023
- ITEM D President’s Report
- ITEM E Legislative Consultant Report
- ITEM F Student Government Report
- ITEM G Academic Affairs and Student Services Committee Report
- ITEM H Finance and Auditing Committee Report
- ITEM H.1 Financial Report
- ITEM H.2 Review of Conflict of Interest Policy
- 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 J Consent Agenda
- ITEM J.1 Academic Calendar for August Interim 2024 through Summer Session 2026
- ITEM J.2 Brand and Marketing Management Consultant
- ITEM J.3 2023 Roof Replacement Project
- ITEM J.4 Federal Governmental Relations and Policy Services
- ITEM K Agenda Items for Future Meetings
- ITEM L Dates for Future Meetings
- ITEM M Agenda Items for Closed Session

Closed Session of Board of Governors Meeting, Conference Room, Student Union Building

- ITEM N Minutes for Closed Session of Meeting on December 3, 2022
  - ITEM O Personnel Actions Report
  - ITEM O.1 Academic Tenure
  - ITEM P General Counsel Report
  - ITEM Q Motion to Resume Open Session
- Open Session of Board of Governors Meeting, Conference Room, Student Union Building
- ITEM R Motion to Adjourn

**ITEM A**

**Call to Order and Chair Report**

**DESCRIPTION AND BACKGROUND**

Governor Cheryl J. Cozette, Chair of the Board, will call the meeting to order, recognize any Board members participating by phone or absent, and provide a Chair Report as needed.

**RECOMMENDED ACTION**

This is a discussion item only.

**ITEM B**

**Recognition of 2022 Board Chair – Sarah Burkemper**

**DESCRIPTION AND BACKGROUND**

Governor Cozette will recognize Governor Sarah Burkemper for her service as Board Chair for the 2022 Calendar Year.

**RECOMMENDED ACTION**

This is a discussion item only.

**ITEM C**

**Minutes for Open Session of Meetings on December 3, 2022, and January 10, 2023**

**RECOMMENDED ACTION**

BE IT RESOLVED that the minutes for the open session of the meetings on December 3, 2022, and January 10, 2023, be approved.

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

		Aye	Nay
Vote:	Burkemper	_____	_____
	Cozette	_____	_____
	Christofferson	_____	_____
	Dameron	_____	_____
	Gingrich	_____	_____
	Lovegreen	_____	_____
	Miller	_____	_____

**ATTACHMENTS**

Minutes for Open Session of Meeting on December 3, 2022  
Minutes for Open Session of Meeting on January 10, 2023

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DECEMBER 3, 2022

The Board of Governors for Truman State University met on Saturday, December 3, 2022, on the University campus in Kirksville, Missouri. The working session was called to order at 8:30 a.m. by the Chair of the Board of Governors, Sarah Burkemper, and was held in the Alumni Room of the Student Union Building. The open session of the meeting was called to order at 1:00 p.m. and was held in the Conference Room (3000) of the Student Union Building.

Participating in the meeting were six of the seven voting members: Sarah Burkemper, Philip J. Christofferson, Cheryl J. Cozette, Nancy Gingrich, Bill Lovegreen, and K. Brooks Miller, Jr. The seventh voting member, Jennifer Kopp Dameron, was unable to participate, and Governor Burkemper recorded Governor Dameron's absence as excused.

Also participating in the meeting was one of the three non-voting members: Mike McClaskey, an out-of-state member. The second out-of-state member position and the student representative position are vacant.

Call to Order, Chair Report, and Public Comment

Governor Burkemper called the meeting to order and welcomed all in attendance. During the Public Comment section of the meeting, Governor Burkemper recognized Dr. Anton Daughters, Associate Professor of Anthropology, and Dr. Yuna Ferguson, Associate Professor of Psychology, who had requested to speak to the Board on behalf of Truman State University American Association of University Professors (AAUP) Chapter. Doctors Daughters and Ferguson provided brief comments in support of a faculty dates of notification amendment within Chapter 6 of the Code of Policies of the Board of Governors.

Minutes for Open Session of Meeting on October 7, 2022

Governor Christofferson moved for the adoption of the following resolution:

BE IT RESOLVED that the minutes for the open session of the meeting on October 7, 2022, be approved.

The motion was seconded by Governor Cozette and carried by a unanimous vote of 6 to 0. Governor Burkemper declared the motion to be duly adopted.

Selection of Officers for the 2023 Calendar Year

Governor Miller moved for the adoption of the following resolution:

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 2023 Calendar Year.

Chair	Cheryl J. Cozette
Vice Chair	Nancy Gingrich
Secretary	Philip J. Christofferson

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The motion was seconded by Governor Lovegreen and carried by a unanimous vote of 6 to 0. Governor Burkemper declared the motion to be duly adopted.

Board Committee Appointments for the 2023 Calendar Year

Governor Burkemper announced the annual Board committee appointments, which take effect at the first regular meeting of the 2023 calendar year

Academic Affairs and Student Services Committee

- Jennifer Kopp Dameron, Committee Chair
- K. Brooks Miller, Jr.
- Student Representative (vacant)
- Cheryl J. Cozette, ex officio

Budget and Capital Projects Committee

- Philip J. Christofferson, Committee Chair
- Mike McClaskey
- Nancy Gingrich
- Cheryl J. Cozette, ex officio

Finance and Auditing Committee

- Sarah Burkemper, Committee Chair
- Bill Lovegreen
- Out-of-State Member (vacant)
- Cheryl J. Cozette, ex officio

Honorary Degrees Committee

- Nancy Gingrich, Committee Chair
- Jennifer Kopp Dameron
- Philip J. Christofferson
- Student Representative (vacant)
- Cheryl J. Cozette, ex officio

Truman State University Foundation Board of Directors

- Sarah Burkemper
- Cheryl J. Cozette
- Nancy Gingrich

President's Report

Dr. Susan L. Thomas, University President, provided a report on items of current interest. In addition to sharing her selected engagements report, President Thomas provided an update on the search for the next Executive Vice President for Academic Affairs and Provost and Truman's inclusion in America's Crossroads Bowl.



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Academic Affairs and Student Services Committee Report

Governor Gingrich, Chair of the Academic Affairs and Student Services Committee, provided a report on the committee meeting held earlier in the day.

Resolution Amending Chapter 6 of the Code of Policies of the Board of Governors Pertaining to Academic Affairs – Faculty

Governor Cozette moved for the adoption of the following resolution:

BE IT RESOLVED that Chapter 6 of the Code of Policies of the Board of Governors entitled Academic Affairs – Faculty, is hereby amended by the deletion of language shown in ~~[brackets, boldfaced, and struck through]~~ and by the incorporation of the new language show in *boldface, underlined, and italicized* in the attached document labeled Exhibit A and that a copy of the document be attached to the minutes as an exhibit.

The motion was seconded by Governor Gingrich. Governor Christofferson moved to amend the motion by revising Exhibit A to reflect that full-time term faculty members who are not to be reappointed following their first year of employment shall be notified of such decision prior to March 1 of their first year of appointment. Full-time term faculty members who are not to be reappointed following their second year or any subsequent year of employment, shall be notified of such decision prior to December 15. The amended motion was seconded by Governor Miller and carried by a unanimous vote of 6 to 0. Governor Burkemper declared the amended motion to be duly adopted, and the Secretary designated a copy of the document as Exhibit A.

Finance and Auditing Committee Report

Governor Burkemper, Chair of the Finance and Auditing Committee, provided a report on the committee meeting held earlier in the day.

Financial Report

Governor Burkemper presented the Financial Report which included a review as of October 31, 2022, of education and general revenues and expenditures and auxiliary system revenues and expenditures, and a review as of October 31, 2022, of the Truman State University Foundation revenues and expenditures.

A Resolution Authorizing the Defeasance of the University's Outstanding Housing System Refunding Revenue Bonds, Series 2015, and Authorizing Certain Other Actions in Connection Therewith

Governor Gingrich moved for the adoption of the following resolution:

WHEREAS, Truman State University (the "University"), by resolution adopted on May 6, 2015, (the "Series 2015 Resolution"), issued \$12,595,000 original principal amount of Housing System Refunding Revenue Bonds, Series 2015 (the "Series 2015 Bonds"); and

WHEREAS, the University now desires to defease all of the outstanding Series 2015 Bonds pursuant to an Escrow Trust Agreement (the "Escrow Agreement") to

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be entered into between the University and UMB Bank, N.A., as escrow agent (the "Escrow Agent"); and

WHEREAS, the University intends to use legally available funds to (a) defease the Series 2015 Bonds and (b) pay legal, financial, and other costs of the transaction.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF GOVERNORS OF TRUMAN STATE UNIVERSITY, AS FOLLOWS:

Section 1. Authorization of Escrow Agreement. The University is hereby authorized to enter into the Escrow Agreement in substantially the form attached hereto as Exhibit A with such changes therein as shall be approved by the officer of the University executing such document, such officer's signature thereon being conclusive evidence of his or her approval thereof.

Section 2. Execution of Documents. The University is hereby authorized to enter into and the President of the University or the Comptroller is hereby authorized and directed to execute and deliver, for and on behalf of and as the act and deed of the University, the Escrow Agreement and, such other documents, certificates and instruments as may be necessary or desirable to carry out and comply with the intent of this Resolution.

Section 3. Transfer of Money. The Board of Governors of the University hereby approves the transfer of money from legally available funds in an amount not to exceed \$9,150,000 to defease the Series 2015 Bonds and to pay legal, financial, and other costs of defeasing the Series 2015 Bonds. The money shall be transferred to the Escrow Agent and applied as provided in the Escrow Agreement.

Section 4. Redemption of Series 2015 Bonds. The Series 2015 Bonds maturing on June 1, 2024, and thereafter (the "Redeemed Bonds") are hereby called for redemption and payment prior to maturity on June 1, 2023. The Redeemed Bonds shall be redeemed at the principal payment office of UMB Bank, N.A., the paying agent for the Series 2015 Bonds, by the payment on the redemption date of the principal thereof, together with any redemption premium and accrued interest thereon to the redemption date. The Board of Governors hereby authorizes the President of the University or the Comptroller to cause notice of the call for redemption and payment of the Redeemed Bonds to be given in the manner provided in the Series 2015 Resolution. The officers of the University and the paying agent for the Series 2015 Bonds are hereby authorized and directed to take such other action as may be necessary in order to effect the redemption and payment of the Redeemed Bonds as herein provided.

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Section 5. Further Authority.

(a) The officers, agents, and employees of the University, including the President of the University and the Comptroller, are authorized and directed to execute all documents and take such actions as they may deem necessary or advisable in order to carry out and perform the purposes of this Resolution, and to carry out, comply with and perform the duties of the University, to make alterations, changes or additions in the foregoing agreements, statements, instruments and other documents herein approved, authorized and confirmed which they may approve, and the execution or taking of such action shall be conclusive evidence of such necessity or advisability.

(b) The Escrow Agent is hereby authorized to carry out, on behalf of the University, the duties, terms, and provisions of the Escrow Agreement, and the Escrow Agent, Columbia Capital Management, LLC, as financial advisor to the University, and Gilmore & Bell, P.C., as bond counsel, are authorized to take all necessary actions for the subscription and purchase of the Escrowed Securities (as defined in the Escrow Agreement) described therein, including the subscription for and purchase of United States Treasury Securities - State and Local Government Series.

Section 6. Effective Date. This Resolution shall take effect and be in full force immediately after its passage by the Board of Education of the University.

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

Budget and Capital Projects Committee Report

Governor Christofferson, Chair of the Budget and Capital Projects Committee, provided a report on the committee meeting held earlier in the day.

Construction Projects Report

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

Contracts for Construction Projects and Equipment Purchases

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

Greenwood Interprofessional Autism Center Phase 2 Project

Governor Cozette moved for the adoption of the following resolution:

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

<u>Project Name</u>	<u>Project Budget</u>
Greenwood Interprofessional Autism Center Phase 2 Project	\$3,420,000

BE IT FURTHER RESOLVED that the President of the University, or her designee, be authorized to accept the lowest and best bid for the project; and

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

The motion was seconded by Governor Gingrich and carried by a unanimous vote of 6 to 0. Governor Burkemper declared the motion to be duly adopted, and the Secretary designated a copy of the description of the project as Exhibit C.

Housing and Food Plan Charges

Governor Christofferson moved for the adoption of the following resolution:

BE IT RESOLVED that the following major categories of housing charges be approved, effective with the 2023 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	\$7,873 per student
Double Occupancy	\$6,661 per student
Deluxe Double	\$7,340 per student
Triple Occupancy	\$6,065 per student
Double Room Buyout (Single Occupancy)	\$8,280 per student
  
- 2) BLANTON NASON BREWER/RYLE/WEST CAMPUS SUITES

Size of Room	Charge for Academic Year
Single Occupancy	\$8,484 per student
Double Occupancy	\$7,093 per student
Deluxe Double	\$7,777 per student
Triple Occupancy	\$6,465 per student
Double Room Buyout (Single Occupancy)	\$8,732 per student
  
- 3) CAMPBELL APARTMENTS

Size of Room	Charge for Academic Year
One Bedroom; Double Occupancy	\$5,891 per student

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Two Bedroom; Triple Occupancy	\$5,685 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 2023 Semester:

21 meals per week with \$75.00 dining dollars:	\$2,103.00
18 meals per week with \$125.00 dining dollars:	\$2,030.00
15 meals per week with \$225.00 dining dollars:	\$1,912.00
12 meals per week with \$125.00 dining dollars:	\$1,667.00
150 meals per semester with \$275.00 dining dollars:	\$1,752.00

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.

The motion was seconded by Governor Gingrich and carried by a unanimous vote of 6 to 0. Governor Burkemper declared the motion to be duly adopted.

Salary Policies 2023

Governor Christofferson moved for the adoption of the following resolution:

BE IT RESOLVED that the following salary and wage policies for the 2023 calendar year be approved:

- 1) 2023 Policy for Faculty Salaries;
- 2) 2023 Policy for Exempt and Salaried/Comp Time Eligible Staff Salaries;
- 3) 2023 Policy for Non-Exempt Staff Salaries;
- 4) 2023 Policy for Hourly Personnel Wage Rates;
- 5) 2023 Policy for Unit I Wage Rates; and
- 6) 2023 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.

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

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Agenda Items for Future Meetings

Governor Burkemper reviewed a list of projected agenda items for the regular meetings during the next year.

Consent Agenda

Governor Gingrich moved for the adoption of the following resolution:

BE IT RESOLVED that the following consent agenda items be approved and attached to the minutes as exhibits:

- ITEM J.1 Resolution Amending Section 5.010 of the Code of Policies of the Board of Governors Pertaining to Academic Degrees and Programs - Certificate in Data Science Foundations
- ITEM J.2 Resolution Amending Section 5.010 of the Code of Policies of the Board of Governors Pertaining to Academic Degrees and Programs – Bachelor of Fine Arts in Design
- ITEM J.3 Resolution Amending Section 5.010 of the Code of Policies of the Board of Governors Pertaining to Academic Degrees and Programs – Bachelor of Science in Cannabis and Natural Medicinals
- ITEM J.4 Resolution Amending Section 5.010 of the Code of Policies of the Board of Governors Pertaining to Academic Degrees and Programs – Bachelor of Science in Environmental Science
- ITEM J.5 Resolution Amending Section 5.010 of the Code of Policies of the Board of Governors Pertaining to Academic Degrees and Programs – Master of Science in Music Therapy
- ITEM J.6 Resolution Amending Section 5.010 of the Code of Policies of the Board of Governors Pertaining to Academic Degrees and Programs – Master of Arts in Counseling:  
Rehabilitation Counseling
- ITEM J.7 Dates for Future Meetings

The motion was seconded by Governor Christofferson and carried by a unanimous vote of 6 to 0. Governor Burkemper declared the motion to be duly adopted, and the Secretary designated copies of the items as Exhibits E, F, G, H, I, J, and K.

Agenda Items for Closed Session

Governor Christofferson moved for the adoption of the following resolution:

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

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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.

The motion was seconded by Governor Gingrich and carried by a unanimous vote of 6 to 0, with Governors Burkemper, Christofferson, Cozette, Gingrich, Lovegreen, and Miller voting Aye. Governor Burkemper declared the motion to be duly adopted.

The closed session of the meeting began shortly after 2:25 p.m.

The open session of the meeting resumed shortly after 3:55 p.m.

There being no further business, Governor Gingrich moved that the meeting be adjourned. The motion was seconded by Governor Cozette and carried by a unanimous vote of 6 to 0. Governor Burkemper declared the motion to be duly adopted, and the meeting adjourned shortly after 4:00 p.m.

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Nancy Gingrich  
2022 Secretary of the Board of Governors

I hereby certify that the foregoing minutes were approved by the Board of Governors on the 4th day of February 2023.

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Cheryl J. Cozette  
2023 Chair of the Board of Governors

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JANUARY 10, 2023

The Board of Governors for Truman State University met on Tuesday, January 10, 2023, on the University campus in Kirksville, Missouri. The meeting was held in the President's Office located in McClain Hall 200. The meeting was called to order shortly after noon by the Chair of the Board of Governors, Cheryl J. Cozette.

Participating in the meeting were six of the seven voting members: Sarah Burkemper, Philip J. Christofferson, Cheryl J. Cozette, Jennifer Kopp Dameron, Nancy Gingrich, and Bill Lovegreen. The seventh voting member, K. Brooks Miller, Jr., was unable to participate, and Governor Cozette recorded his absence as excused. On January 3, 2023, Missouri Governor Michael L. Parson reappointed Bill Lovegreen as a member of the Truman State University Board of Governors given that his previous appointment expired before the start of the next legislative session. The reappointment of Governor Lovegreen will require confirmation within thirty days after the Missouri Senate has convened for the 2023 legislative session.

Also participating in the meeting was one of the three non-voting members: Mike McClaskey, an out-of-state member. The second out-of-state member position and the student representative position are vacant.

Call to Order

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

Kirk Building Selective Demolition and Abatement Project

Governor Burkemper moved for the adoption of the following resolution:

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

<u>Project Name</u>	<u>Project Budget</u>
Kirk Building Selective Demolition and Abatement Project	\$350,000

BE IT FURTHER RESOLVED that the President of the University, or her designee, be authorized to accept the lowest and best bid for the project; and

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

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

There being no further business, Governor Gingrich moved that the meeting be adjourned. The motion was seconded by Governor Burkemper and carried by a unanimous vote of 6 to 0. Governor Cozette declared the motion to be duly adopted, and the meeting adjourned shortly after 12:15 p.m.

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Philip J. Christofferson  
Secretary of the Board of Governors



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I hereby certify that the foregoing minutes were approved by the Board of Governors on the 4<sup>th</sup> day of February 2023.

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Cheryl J. Cozette  
Chair of the Board of Governors

**ITEM D**  
**President's Report**

**DESCRIPTION AND BACKGROUND**

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

**RECOMMENDED ACTION**

This is a discussion item only.

**ITEM E**

**Legislative Consultant Report**

**DESCRIPTION AND BACKGROUND**

The firm of GibbonsWorkman LLC serves as Governmental Relation Services Consultant to the University. Michael Gibbons will provide the firm's annual report.

**RECOMMENDED ACTION**

This is a discussion item only.

**ITEM F**  
**Student Government Report**

**DESCRIPTION AND BACKGROUND**

Kennedy Cooper and Esther Fox, President and Vice President of Student Government, will provide the annual Student Government Report.

**RECOMMENDED ACTION**

This is a discussion item only.

**ITEM G**

**Academic Affairs and Student Services Committee Report**

**DESCRIPTION AND BACKGROUND**

Governor Jennifer Dameron, Chair of the Academic Affairs and Student Services Committee, will provide a report on the committee meeting held earlier in the day.

**RECOMMENDED ACTION**

This is a discussion item only.

**ITEM H**

**Finance and Auditing Committee Report**

**DESCRIPTION AND BACKGROUND**

Governor Burkemper, Chair of the Finance and Auditing Committee, will provide a report on the committee meeting held earlier in the day.

**RECOMMENDED ACTION**

This is a discussion item only.

**ITEM H.1****Financial Report****DESCRIPTION AND BACKGROUND**

The Financial Report includes a review as of December 31, 2022, of education and general revenues and expenditures and auxiliary system revenues and expenditures, and a review as of December 31, 2022, of the Truman State University Foundation revenues and expenditures.

**RECOMMENDED ACTION**

This is a discussion item only.

**ATTACHMENT**

Truman State University Financial Report – December 31, 2022, compared to December 31, 2021

# Truman State University Financial Report

## December 31, 2022 compared to December 31, 2021

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

Revenue increased by \$770,109 (1.8%) to \$43.2M. The distribution by source over the last three fiscal years is outlined in Figure 1. Revenues were 50.3% of the annual budget.

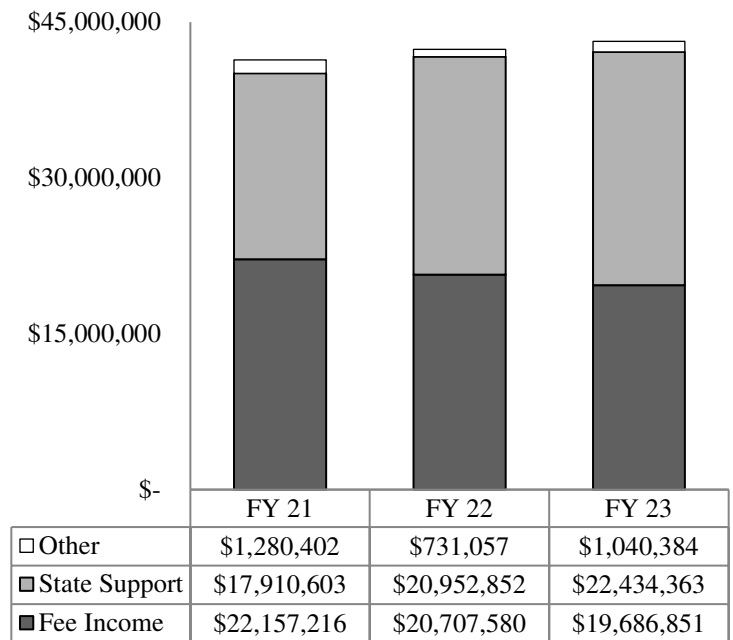
Despite a 3.9% rate increase, tuition revenue decreased by \$1M (5.1%) as a result of 265 fewer students enrolled for the fall term.

State revenue of \$22.4M was \$1.5M (7.1%) ahead of prior year. While the normal appropriation increased 5.4%, an additional \$350,055 was provided to offset a 2.8% Missouri State Employees' Retirement System (MOSERS) rate increase.

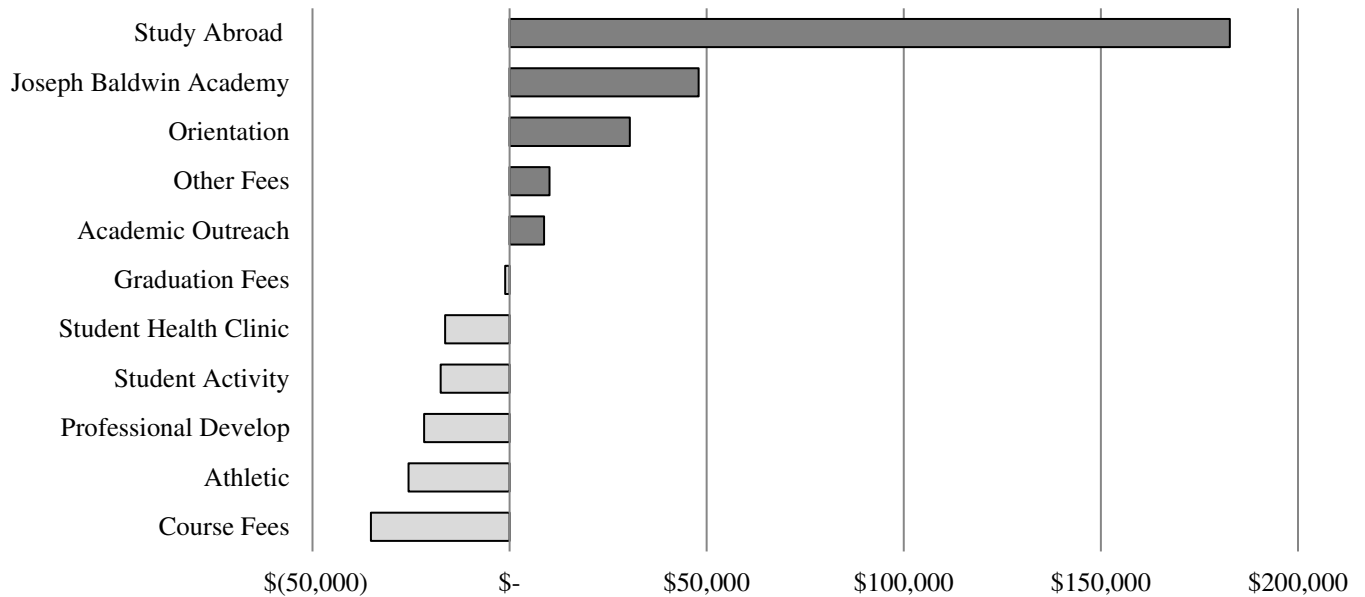
Other revenue grew \$309,327 (42.3%) to \$1M due primarily to additional income received from the Truman State University Foundation for the Greenwood Center.

Course and other fees decreased by \$60,972 (3%) to \$2M. Fee variances, other than tuition, are outlined in Figure 2.

**Figure 1: Education & General Revenues**



**Figure 2: Local Fee Revenue Variances (FY 22 to FY 23)**



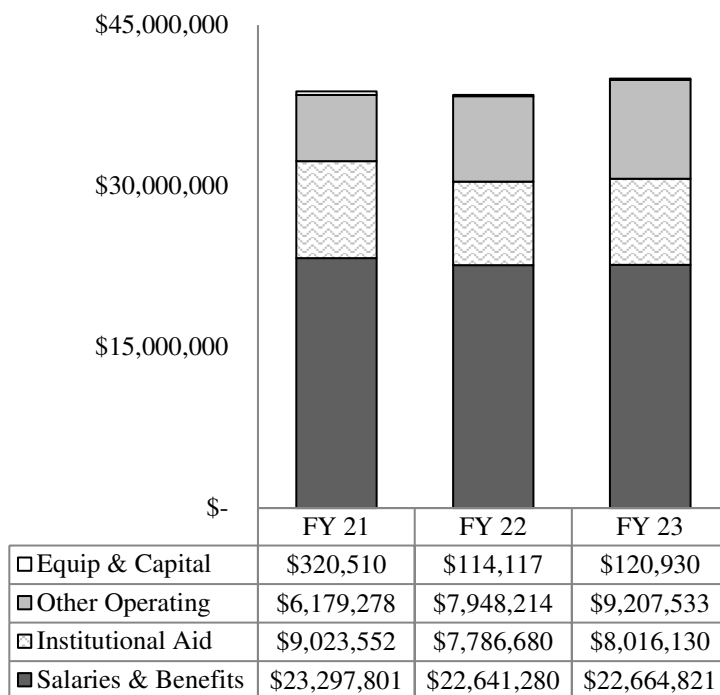
Education and general expenses grew by \$1.5M (4%) to \$40M. Expenses were 43.3% of the annual budget. Spending over the last three fiscal years is outlined in Figure 3, and notable variances included:

- Other expenses grew \$327,678 (28.6%) due to lower auxiliary reimbursements (\$169,421), higher insurance premiums (\$113,162), camp payments to the auxiliary operation (\$28,790), and vehicle fuel and maintenance costs (\$20,179).



- Office contracts increased \$402,983 (33.7%) due to software costs and accounting changes. Certain technology subscriptions, including the University’s payment processor and the library reference system, were previously reported as professional services.
- Institutional aid increased \$229,450 (3%) as a result of higher merit awards and the new TruSummer scholarship.
- Travel grew \$295,221 due to athletics (\$90,798), study abroad programs (\$79,609), conferences (\$24,136), and student recruiting (\$20,035).
- Utilities increased \$170,134 (14.9%) based on a corresponding increase in electricity costs due to higher rates and greater summer usage.
- Supplies grew \$97,970 (13.1%) due to technology purchases associated with classroom renovations.
- Overall compensation increased slightly by \$23,541 (0.1%). The previously reported larger variance, which was primarily caused by a MOSERS pension funding rate increase, was mitigated by a smaller faculty, the Provost vacancy and a December health insurance premium holiday.

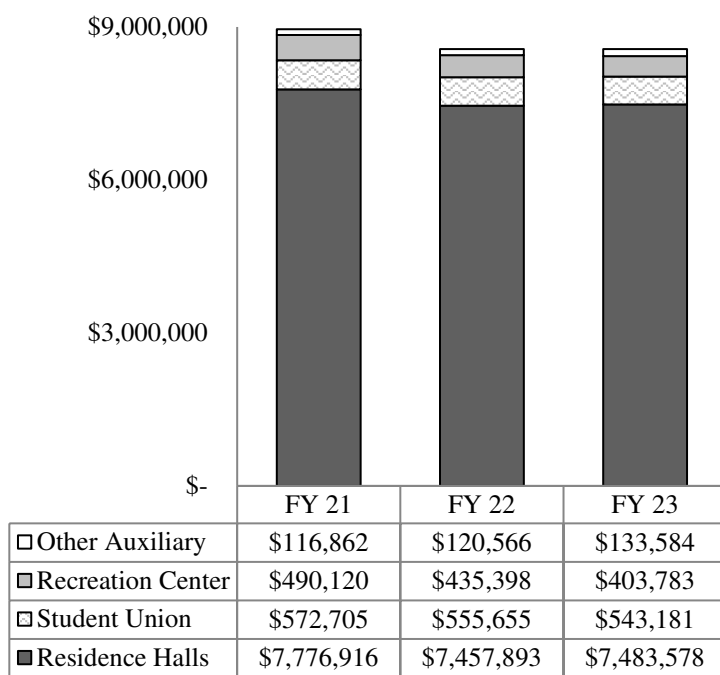
**Figure 3: Education & General Expenses**



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

Auxiliary revenues were essentially unchanged at \$8.6M. An increase in room and board prices, and a larger Joseph Baldwin Academy, resulted in slightly higher residence hall income of \$25,685 (0.3%). Lower enrollment reduced Recreation Center revenues by \$31,615 (7.3%). Student Union revenue also fell by a lesser amount of \$12,474 (2.2%) due to a 14% increase in the related student fee. Other auxiliary revenues grew by \$13,018 (10.8%) as a result of increased printing income. The revenue distribution for the last three fiscal years is outlined in Figure 4, and revenues were 49.9% of the annual budget.

**Figure 4: Auxiliary Revenues**

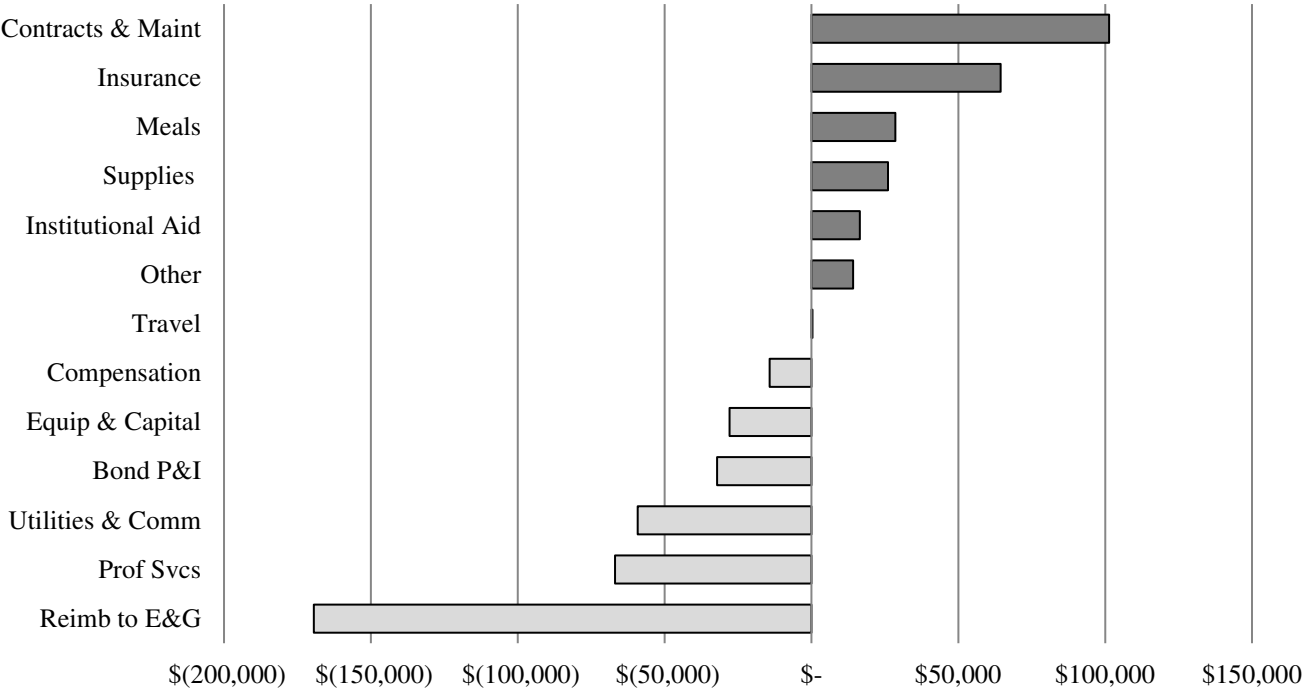


Auxiliary expenses fell by \$118,142 (1.6%) to \$7.4M. Expenses were 40.6% of the annual budget. Expenses are illustrated in Figure 5 and include the following variances:

- Reimbursements to the educational and general fund fell by \$169,421 (45.5%) due to reduced educational and general staff support resulting from lower residential occupancy.
- Other expenses grew \$72,768 (22.1%) based on an increase in property insurance premiums.

- Professional services decreased \$66,868 (67%) as the HVAC control contract (\$53,747) was reallocated to maintenance and repair in the current fiscal year.
- Maintenance and repair costs increased \$60,632 (243%) due to the aforementioned accounting change.
- Utilities fell \$57,695 (6.9%) as a result of the recent closure of Centennial Hall.
- Office contracts grew \$46,925 (37.9%) based on increased software subscription costs.

**Figure 5: Auxiliary Expense Variances (FY 22 to FY 23)**



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

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

Net position decreased by \$11M (14%) to \$67.4M. Current assets grew by \$650,631 due to a corresponding increase in short-term investments. The short-term investment variance was primarily caused by a \$500,000 transfer from the endowment for the Kirk initiative and a \$119,753 annual increase to the restricted fund budget. Non-current assets fell by \$11.7M (16%) to \$60.6M as a result of an \$11.6M reduction in investments. Loans receivable also decreased \$105,079 due to fewer originations. Current liabilities grew by \$16,195 (8%) to \$225,917 based on an increase in deferred income. Deferred income represented a \$34,592 limited partnership receipt that was recorded as a component of investments but not yet collected. Long-term annuities payable decreased by \$24,561 (6%).

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

Contributions and additions to the permanent endowment increased by \$263,495 (22%) to \$1.4M. Overall investment revenue fell \$1.9M to \$569,938. Net expenses and transfers increased \$467,135 (32%) to \$1.9M. Student scholarships (\$115,591); technology purchases (\$92,395); printed marketing materials (\$41,703); and a transfer to the University for the Greenwood Director’s compensation (\$164,192) accounted for the majority of the variance.

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

Investments (including endowed, short-term, long-term, and annuities) decreased by \$10.9M (14%) to \$66.8M. Losses were concentrated in the endowed pool across nearly all investment types. The largest year-to-date unrealized losses came from signature NEPC funds invested in global equities (\$900,000 - 18%) and emerging markets (\$1.5M - 24%). The Foundation also holds beneficial interests in three trusts, and their combined value decreased by \$623,371 (14%) to \$3.8M.

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

<b>Education &amp; General</b>	<b>FY23 Budget</b>	<b>FY23 To Date</b>	<b>Percent of Budget This Year</b>	<b>Percent of Budget Last Year</b>
<b>Revenues</b>				
State Sourced Income	\$ 45,534,649	\$ 22,434,363	49.3%	
Local Income	40,196,166	20,727,235	51.6%	
<b>Total Budgeted Revenues</b>	<b>85,730,815</b>	<b>43,161,598</b>	<b>50.3%</b>	<b>49.2%</b>
Rollover from prior year	6,630,994			
<b>Total Resources to Spend</b>	<b>\$ 92,361,809</b>			
<b>Expenses</b>				
Faculty/Staff Salaries	35,015,780	15,490,941	44.2%	
Student Employment	3,586,549	1,057,722	29.5%	
Fringe Benefits	14,914,709	6,116,158	41.0%	
<b>Total Salaries &amp; Fringe Benefits</b>	<b>53,517,038</b>	<b>22,664,821</b>	<b>42.4%</b>	<b>42.3%</b>
<b>Equipment &amp; Capitalized Expense</b>	<b>1,105,097</b>	<b>120,930</b>	<b>10.9%</b>	<b>8.9%</b>
<b>Operations</b>				
Other Expense	17,539,674	7,898,162	45.0%	
Institutional Aid	17,400,000	8,016,130	46.1%	
Utilities	2,800,000	1,309,371	46.8%	
<b>Total Operations</b>	<b>37,739,674</b>	<b>17,223,663</b>	<b>45.6%</b>	<b>41.6%</b>
<b>Total Education &amp; General Expense</b>	<b>\$ 92,361,809</b>	<b>\$ 40,009,414</b>	<b>43.3%</b>	<b>41.5%</b>

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

<b>Education &amp; General</b>	<b>FY21 Receipts</b>	<b>FY22 Receipts</b>	<b>FY23 Receipts</b>	<b>Change FY22 to FY23</b>	<b>% Change FY22 to FY23</b>
<b>State Appropriation</b>					
State Appropriation	\$ 17,910,603	\$ 20,952,852	\$ 22,084,308	\$ 1,131,456	5.4%
MOSERS Appropriation	-	-	350,055	350,055	100.0%
<b>Total State Sourced Income</b>	<b>17,910,603</b>	<b>20,952,852</b>	<b>22,434,363</b>	<b>1,481,511</b>	<b>7.1%</b>
<b>Enrollment Fees</b>					
Enrollment Fees	20,121,272	18,662,473	17,702,716	(959,757)	-5.1%
Course Fees	1,047,833	962,417	949,979	(12,438)	-1.3%
Other Fees	431,921	604,456	615,400	10,944	1.8%
Student Activity Fees	170,524	140,009	122,522	(17,487)	-12.5%
Athletic Fees	235,442	206,495	180,859	(25,636)	-12.4%
Health Clinic Fees	150,224	131,730	115,375	(16,355)	-12.4%
<b>Total Student Fees</b>	<b>22,157,216</b>	<b>20,707,580</b>	<b>19,686,851</b>	<b>(1,020,729)</b>	<b>-4.9%</b>
Other Operating & Non-Operating	1,280,402	731,057	1,040,384	309,327	42.3%
<b>Total Education &amp; General</b>	<b>\$ 41,348,221</b>	<b>\$ 42,391,489</b>	<b>\$ 43,161,598</b>	<b>\$ 770,109</b>	<b>1.8%</b>

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

	<u>FY21 Expense</u>	<u>FY22 Expense</u>	<u>FY23 Expense</u>	<u>Change FY22 to FY23</u>	<u>% Change FY22 to FY23</u>
<b>Education &amp; General</b>					
<b>Salaries &amp; Fringe Benefits</b>					
Faculty & Staff Salaries	\$ 15,815,749	\$ 15,426,888	\$ 15,490,941	\$ 64,053	0.42%
Student Employment	1,137,125	1,064,735	1,057,722	(7,013)	-0.66%
Fringe Benefits	6,344,927	6,149,657	6,116,158	(33,499)	-0.54%
<b>Total Salary &amp; Fringe Benefits</b>	<u>23,297,801</u>	<u>22,641,280</u>	<u>22,664,821</u>	<u>23,541</u>	<u>0.10%</u>
<b>Equipment &amp; Capital Expenses</b>	<u>320,510</u>	<u>114,117</u>	<u>120,930</u>	<u>6,813</u>	<u>5.97%</u>
<b>Operations</b>					
Institutional Aid	9,023,552	7,786,680	8,016,130	229,450	2.95%
Travel	64,269	339,878	635,099	295,221	86.86%
Utilities	982,291	1,139,237	1,309,371	170,134	14.93%
Professional Services	878,323	1,616,876	1,655,781	38,905	2.41%
Supplies	774,169	750,050	848,020	97,970	13.06%
Office Contracts	1,070,878	1,194,882	1,597,865	402,983	33.73%
Library Acquisitions	830,507	803,844	752,738	(51,106)	-6.36%
Communications	426,234	354,506	391,295	36,789	10.38%
Energy Lease Principal & Interest	420,000	420,000	420,000	-	0.00%
Maintenance & Repair	52,956	181,592	122,337	(59,255)	-32.63%
Other Expense	679,651	1,147,349	1,475,027	327,678	28.56%
<b>Total Operations</b>	<u>15,202,830</u>	<u>15,734,894</u>	<u>17,223,663</u>	<u>1,488,769</u>	<u>9.46%</u>
<b>Total Education &amp; General</b>	<u>\$ 38,821,141</u>	<u>\$ 38,490,291</u>	<u>\$ 40,009,414</u>	<u>\$ 1,519,123</u>	<u>3.95%</u>

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

<b>Auxiliary Systems</b>	<b>FY23 Budget</b>	<b>FY23 To Date</b>	<b>Percent of Budget This Year</b>	<b>Percent of Budget Last Year</b>
<b>Revenues</b>				
Residence Halls	\$ 14,505,000	\$ 7,483,578		
Student Union	966,000	543,181		
Recreation Center	721,000	403,783		
Other Auxiliary	200,000	133,584		
Projected Draw on Reserves	786,222	-		
<b>Total Budgeted Revenues</b>	<b>17,178,222</b>	<b>8,564,126</b>	<b>49.9%</b>	<b>47.3%</b>
Rollover from prior year	1,079,532			
<b>Total Resources to Spend</b>	<b>\$ 18,257,754</b>			
<b>Expenses</b>				
Salaries	1,644,931	732,089		
Student Salaries	524,472	299,016		
Fringe Benefits	985,349	638,801		
<b>Total Salaries &amp; Fringe Benefits</b>	<b>3,154,752</b>	<b>1,669,906</b>	<b>52.9%</b>	<b>44.8%</b>
<b>Equipment /Capitalized Expense</b>	<b>17,500</b>	<b>41,226</b>	<b>235.6%</b>	<b>55.5%</b>
<b>Operations</b>				
Bond Principal & Interest	3,661,029	520,515	14.2%	
Meals-Contract Food Service	5,490,000	2,565,408	46.7%	
Other Expense	3,155,123	1,331,257	42.2%	
Institutional Aid	920,350	505,820	55.0%	
Utilities	1,859,000	777,029	41.8%	
<b>Total Operations</b>	<b>15,085,502</b>	<b>5,700,029</b>	<b>37.8%</b>	<b>37.4%</b>
<b>Total Auxiliary Expense</b>	<b>\$ 18,257,754</b>	<b>\$ 7,411,161</b>	<b>40.6%</b>	<b>39.0%</b>

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

	<u>FY21 Receipts</u>	<u>FY22 Receipts</u>	<u>FY23 Receipts</u>	<u>Change FY22 to FY23</u>	<u>% Change FY22 to FY23</u>
<b>Auxiliary</b>					
Residence Halls	\$ 7,776,916	\$ 7,457,893	\$ 7,483,578	\$ 25,685	0.3%
Student Union	572,705	555,655	543,181	(12,474)	-2.2%
Recreation Center	490,120	435,398	403,783	(31,615)	-7.3%
Other Auxiliary	116,862	120,566	133,584	13,018	10.8%
<b>Total Auxiliary</b>	<u><u>\$ 8,956,603</u></u>	<u><u>\$ 8,569,512</u></u>	<u><u>\$ 8,564,126</u></u>	<u><u>\$ (5,386)</u></u>	<u><u>-0.1%</u></u>

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

	<u>FY21</u> <u>Expense</u>	<u>FY22</u> <u>Expense</u>	<u>FY23</u> <u>Expense</u>	<u>Change</u> <u>FY22 to FY23</u>	<u>% Change</u> <u>FY22 to FY23</u>
<b>Auxiliary</b>					
<b>Salaries &amp; Fringe Benefits</b>					
Administrative & Staff Salaries	\$ 702,273	\$ 735,701	\$ 732,089	\$ (3,612)	-0.5%
Student Wages	238,216	292,378	299,016	6,638	2.3%
Fringe Benefits	659,483	656,058	638,801	(17,257)	-2.6%
<b>Total Salary &amp; Fringe Benefits</b>	<u>1,599,972</u>	<u>1,684,137</u>	<u>1,669,906</u>	<u>(14,231)</u>	<u>-0.8%</u>
<b>Equipment &amp; Capital Expenses</b>	<u>114,073</u>	<u>69,103</u>	<u>41,226</u>	<u>(27,877)</u>	<u>-40.3%</u>
<b>Operations</b>					
Institutional Aid	1,272,284	489,321	505,820	16,499	3.4%
Supplies	134,746	132,668	158,765	26,097	19.7%
Office Contracts	129,711	123,935	170,860	46,925	37.9%
Communications	21,993	24,331	22,871	(1,460)	-6.0%
Meals-Contract Food Service	2,501,308	2,591,928	2,565,408	(26,520)	-1.0%
Meals-Other	92,511	201,210	256,340	55,130	27.4%
Utilities	702,983	834,724	777,029	(57,695)	-6.9%
Professional Services	89,842	99,756	32,888	(66,868)	-67.0%
Reimbursement to E & G	456,000	372,000	202,580	(169,421)	-45.5%
Bond Principal & Interest	598,085	552,636	520,515	(32,121)	-5.8%
Maintenance & Repair	26,294	24,933	85,565	60,632	243.2%
Other Expense	256,380	328,620	401,388	72,768	22.1%
<b>Total Operations</b>	<u>6,282,137</u>	<u>5,776,062</u>	<u>5,700,029</u>	<u>(76,034)</u>	<u>-1.3%</u>
<b>Total Auxiliary</b>	<u>\$ 7,996,182</u>	<u>\$ 7,529,302</u>	<u>\$ 7,411,161</u>	<u>\$ (118,142)</u>	<u>-1.6%</u>



**Truman State University Foundation**  
**Statement of Net Position**  
**December 31, 2021 Compared to December 31, 2022**

	<b>31-Dec-21</b>	<b>31-Dec-22</b>	<b>Change</b>
	<b>FY22</b>	<b>FY23</b>	<b>FY22 to FY23</b>
Cash	\$ 549,279	\$ 517,313	\$ (31,966)
Short Term Investments	5,915,906	6,578,925	663,019
Prepaid Expenses	3,000	-	(3,000)
Interest Receivable	69,556	73,104	3,548
Assets Held for Sale	-	47,000	47,000
Loans Receivable, net of allowance	178,420	150,450	(27,970)
<b>Total Current Assets</b>	<b>6,716,161</b>	<b>7,366,792</b>	<b>650,631</b>
Investments	71,781,521	60,212,189	(11,569,333)
Loans Receivable, net of allowance	397,129	292,050	(105,079)
Cash Value of Life Insurance	139,098	143,039	3,942
<b>Total Non-Current Assets</b>	<b>72,317,748</b>	<b>60,647,278</b>	<b>(11,670,470)</b>
<b>Total Assets</b>	<b>\$ 79,033,909</b>	<b>\$ 68,014,070</b>	<b>\$ (11,019,839)</b>
Accounts Payable	\$ 113,967	\$ 95,018	\$ (18,949)
Deferred Revenue	-	34,592	34,592
Refundable Advance	16,296	16,848	552
Annuities & Trusts Payable	79,459	79,459	-
<b>Total Current Liabilities</b>	<b>209,722</b>	<b>225,917</b>	<b>16,195</b>
Annuities & Trusts Payable	410,483	385,921	(24,561)
<b>Total Non-Current Liabilities</b>	<b>410,483</b>	<b>385,921</b>	<b>(24,561)</b>
<b>Total Liabilities</b>	<b>620,205</b>	<b>611,839</b>	<b>(8,366)</b>
<b>Net Position</b>	<b>\$ 78,413,704</b>	<b>\$ 67,402,231</b>	<b>\$ (11,011,473)</b>

**Truman State University Foundation**  
**Statement of Revenues, Expenses & Changes in Net Position**  
**December 31, 2021 Compared to December 31, 2022**

	<b>31-Dec-21 FY22</b>	<b>31-Dec-22 FY23</b>	<b>Change FY22 to FY23</b>
Interest on Student Loan Receivable	\$ 9,588	\$ 8,128	\$ (1,460)
<b>Total Operating Revenues</b>	<b>9,588</b>	<b>8,128</b>	<b>(1,460)</b>
Scholarships	554,507	670,097	115,591
Supplies & Other Services	316,142	451,913	135,771
Travel Expense	25,238	92,764	67,525
Other Expense	125,623	87,413	(38,210)
<b>Total Operating Expenses</b>	<b>1,021,510</b>	<b>1,302,187</b>	<b>280,677</b>
<b>Operating Gain (Loss)</b>	<b>(1,011,922)</b>	<b>(1,294,059)</b>	<b>(282,137)</b>
Contributions	623,124	787,623	164,499
Interest & Other Distributions	342,989	408,970	65,981
Realized Gain (Loss)	4,940,490	(1,307,863)	(6,248,353)
Unrealized Gain (Loss)	(2,851,034)	1,468,832	4,319,866
Other Non-Operating Income	42,019	39,250	(2,769)
Other Non-Operating Expense	(170,482)	(141,333)	29,149
<b>Net Non-Operating Revenues (Expenses)</b>	<b>2,927,105</b>	<b>1,255,478</b>	<b>(1,671,627)</b>
<b>Income Before Other Revenues, Expenses, Gains, Losses &amp; Transfers</b>	<b>1,915,183</b>	<b>(38,581)</b>	<b>(1,953,764)</b>
Additions to Permanent Endowments	558,129	657,126	98,996
Transfers to Administration	(59,650)	(59,500)	150
Transfers to Education and General	(191,342)	(409,980)	(218,639)
Transfer to Auxiliary - Other	(19,364)	(15,271)	4,093
Transfer to Auxiliary - Rec Center	(36)	-	36
Transfer to Capital Fund - Plant	(58,461)	(56,939)	1,522
<b>Increase (Decrease) in Net Assets</b>	<b>2,144,460</b>	<b>76,855</b>	<b>(2,067,605)</b>
Net Position, Beginning of Year	76,269,244	67,325,376	(8,943,868)
<b>Net Position, Ending Balance</b>	<b>\$ 78,413,704</b>	<b>\$ 67,402,231</b>	<b>\$ (11,011,473)</b>

**Truman State University Foundation**  
**Investments Schedule**  
**December 31, 2021 Compared to December 31, 2022**

	<u>31-Dec-21</u> <u>FY22</u>	<u>31-Dec-22</u> <u>FY23</u>	<u>Change</u>
<b>Invested with Outside Manager</b>			
Endowment Pool	\$ 69,468,053	\$ 58,375,650	\$ (11,092,403)
Short-Term Pool	5,915,906	6,578,925	663,019
Student Investment Fund	159,954	158,335	(1,619)
Long Trust	887,810	692,962	(194,849)
Gift Pool	5,707	91	(5,616)
General Charitable Gift Annuities	1,151,048	897,746	(253,302)
California Charitable Gift Annuites	75,366	60,455	(14,910)
Florida Charitable Gift Annuities	33,584	26,949	(6,634)
<b>Total Investments</b>	<b><u>\$ 77,697,427</u></b>	<b><u>\$ 66,791,114</u></b>	<b><u>\$ (10,906,313)</u></b>
<b>Beneficial Interest in Trusts</b>			
Ludlow Trust, Citizen's Bank, Chillicothe, MO	\$ 291,425	\$ 226,522	\$ (64,903)
Cozean Trust, First Bankers Trust, Quincy, IL	398,062	331,906	(66,156)
Ingraham Trust, Citizen's Bank, Chillicothe, MO	3,746,255	3,253,942	(492,312)
<b>Total Beneficial Interest in Trusts</b>	<b><u>\$ 4,435,741</u></b>	<b><u>\$ 3,812,370</u></b>	<b><u>\$ (623,371)</u></b>

**ITEM H.2**

**Review of Conflict of Interest Policy**

**DESCRIPTION AND BACKGROUND**

Governor Burkemper will conduct the annual review of the Board of Governors' Conflict of Interest Policy.

**RECOMMENDED ACTION**

This is a discussion item only.

14.075 Conflict of Interest - Board of Governors

1. Purpose

Members of the Board of Governors of Truman State University (hereafter "Board") serve the public trust and are expected to exercise their duties and responsibilities solely in the interest of the public, the University and the Board and not in the member's own personal or financial interest.

2. Board Members

- a) The Constitution of Missouri, Article VII, Section 6 and Missouri Revised Statutes Sections 105.452 and 105.454 apply to the governing boards of higher education institutions. These sections should be reviewed by members of the Board.
- b) No member of the Board shall vote on, attempt to influence the vote of other members of the Board or attempt to influence the decision of the University with regard to any matter under consideration by the Board or by the University in which the action will result in a material financial gain or personal gain for the Board member or his spouse or dependent children or relative.
- c) No member of the Board shall act or refrain from acting, in connection with his or her duties and responsibilities as a member of the Board, by reason of the payment, offer to pay, promise to pay, or receipt of anything of actual pecuniary value by the Board member or his spouse or dependent children or relative.
- d) No member of the Board shall use in any manner whatsoever or disclose to others confidential information obtained in connection with his or her duties and responsibilities as a member of the Board with intent to result in material financial gain or personal gain for the Board member or his spouse or dependent children or relative.
- e) The Board requires each member annually:
  - i. to review this policy
  - ii. to review the referenced constitutional and statutory references; and
  - iii. to disclose any possible personal, familial or business relationships that reasonably could give rise to a conflict involving the University.

3. Procedure

1. If a member of the Board reasonably believes that he or she or another Board member has a conflict of interest, a potential conflict of interest or reasonably believes that the general public might perceive that a conflict of interest exists with regard to any matter that is under consideration by the Board, he or she shall report such conflict of interest, potential conflict of interest or perceived conflict of interest to the Chair of the Board and the University's General Counsel at the earliest opportunity and, if possible, prior to any discussion, deliberation or vote by the Board on that matter.
2. Unless the member of the Board voluntarily agrees to abstain from all such discussions and voting on the matter, the Chair of the Board shall determine whether an actual or perceived conflict of interest exists and, if so, shall request that such member of the Board refrain from all such discussions and voting on the matter. If requested by the Chair of the Board, the member shall be absent from all discussions, recommendations, determinations, decisions and voting on the matter.
3. If the Chair of the Board is the Board member whose financial or personal interest is at issue, the Vice-Chair of the Board shall determine whether an actual or perceived conflict of interest exists and, if so, shall request that the Chair of the Board refrain from all such discussions and voting on the matter and determine whether the Chair should be absent during discussions, recommendations, determinations, decisions and voting on the matter.
4. In all cases the Board is the final authority on conflict of interest issues. Any Board member who has been requested by either the Chair of the Board or the Vice Chair of the Board to recuse himself or herself from discussions, recommendations, determinations, decisions and voting on a matter has the right to appeal this decision to the Board as a whole. In such a case, all Board members shall vote on the issue and a majority of the board shall be the final arbiter of whether said Board member shall abstain. The Board member whose financial or personal interest is the subject of any vote shall not be eligible to vote thereon.

**ITEM I**

**Budget and Capital Projects Committee Report**

**DESCRIPTION AND BACKGROUND**

Governor Philip J. Christofferson, Chair of the Budget and Capital Projects Committee, will provide a report on the committee meeting held earlier in the day.

**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>
Greenwood Interprofessional Autism Center Project	\$5,610,000	4-9-22	\$2,239,956	40%		8-21-23	
Greenwood Interprofessional Autism Center Phase 2 Project	\$3,420,000	12-3-22	\$ 168,109	5%			
Kirk Building Selective Demolition and Abatement Project	\$ 350,000	1-10-23	\$ 6,794	2%			



**ITEM 1.2**

**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>
None to report	

**ITEM J**  
**Consent Agenda**

**DESCRIPTION AND BACKGROUND**

The following items have been placed on the consent agenda. Items may be removed from the consent agenda at the request of any one member.

**RECOMMENDED ACTION**

BE IT RESOLVED that the following consent agenda items be approved and attached to the minutes as exhibits:

- ITEM J.1 Academic Calendar for August Interim 2024 through Summer Session 2026
- ITEM J.2 Brand and Marketing Management Consultant
- ITEM J.3 2023 Roof Replacement Project
- ITEM J.4 Federal Governmental Relations and Policy Services

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

	Aye	Nay
Vote: Burkemper	_____	_____
Cozette	_____	_____
Christofferson	_____	_____
Dameron	_____	_____
Gingrich	_____	_____
Lovegreen	_____	_____
Miller	_____	_____

**ATTACHMENTS**

Items J.1 through J.4

**ITEM J.1**

**Academic Calendar for August Interim 2024 through Summer Session 2026**

**DESCRIPTION AND BACKGROUND**

The proposed academic calendar was developed in consultation with the Interim Executive Vice President for Academic Affairs and Provost, the Academic Deans, and the Executive Leadership Team. This calendar is similar to the current academic calendar (August Interim 2022 through Summer Session 2024) with one exception. Due to the timing of the Martin Luther King, Jr. Holiday in 2024 and 2025, the spring semesters will begin before the holiday rather than after.

**RECOMMENDED ACTION**

BE IT RESOLVED that the Academic Calendar for August Interim 2024 through Summer Session 2026 be approved; and

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

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

	Aye	Nay
Vote: Burkemper	_____	_____
Cozette	_____	_____
Christofferson	_____	_____
Dameron	_____	_____
Gingrich	_____	_____
Lovegreen	_____	_____
Miller	_____	_____

**ATTACHMENTS**

- Academic Calendar for Summer Session 2024 through Summer Session 2025
- Academic Calendar for Summer Session 2025 through Summer Session 2026

## Academic Calendar for Summer Session 2024 through Summer Session 2025

<b>Summer Session 2024</b>	(47 class days)
Memorial Day (University Closed)	Monday, May 27
First Five and Ten Week Classes Begin	Tuesday, May 28
Eight Week Classes Begin	Monday, June 3
Juneteenth (University Closed)	Wednesday, June 19
First Five Week Classes End	Friday, June 28
Second Five Week Classes Begin	Monday, July 1
Independence Day (University Closed)	Thursday, July 4
Eight Week Classes End	Friday, July 26
Second Five and Ten Week Classes End	Friday, August 2
<b>August Interim 2024</b>	(15 days)
Begins	Saturday, July 27
Ends	Saturday, August 10
<b>Fall Semester 2024</b>	(72 class days)
New Faculty Start	Monday, August 12
New Students Move-in	Wednesday August 14
Truman Days Begins	Wednesday, August 14
Faculty Contract Period Begins	Wednesday, August 14
Classes Begin	Monday, August 19
Labor Day (University Closed)	Monday, September 2
First Block Classes End	Tuesday, October 8
Second Block Classes Begin	Wednesday, October 9
Midterm Break	Thursday-Friday, October 10-11
Thanksgiving Break	Monday-Friday, November 25-29
Last Day of Classes	Friday, December 6
Finals Start	Monday, December 9
Reading Day	Wednesday, December 11
Finals End	Friday, December 13
Commencement	Saturday, December 14, 11 a.m.
Number of Class Days (Minutes of Class)	MWF 43 (2150 min)
	TTh 29 (2320 min)
<b>Winter Interim 2024-25</b>	(29 days)
Begins	Saturday, December 14
Ends	Saturday, January 11

## Academic Calendar for Summer Session 2024 through Summer Session 2025

<b>Spring Semester 2025</b>	(72 class days)
Classes Begin	Monday, January 13
Martin Luther King, Jr. Day (University Closed)	Monday, January 20
First Block Classes End	Tuesday, March 4
Second Block Classes Begin	Wednesday, March 5
Spring Break	Monday-Friday, March 10-14
Term Break	Monday, April 21 (ends at 5 p.m.)
Student Research Conference	Thursday, April 17 (No classes; 7:30 a.m.-5:30 p.m.)
Last Day of Classes	Friday, May 2
Finals Start	Monday, May 5
Reading Day	Wednesday, May 7
Finals End	Friday, May 9
Commencement	Saturday, May 10, 2 p.m.
Number of Class Days (Minutes of Class)	MWF 43 (2150 min)
	TTh 29 (2320 min)
<b>May Interim 2025</b>	(15 days)
Begins	Saturday, May 10
Ends	Saturday, May 24
<b>Summer Session 2025</b>	(47 class days)
Memorial Day (University Closed)	Monday, May 26
First Five and Ten Week Classes Begin	Tuesday, May 27
Eight Week Classes Begin	Monday, June 2
Juneteenth (University Closed)	Thursday, June 19
First Five Week Classes End	Friday, June 27
Second Five Week Classes Begin	Monday, June 30
Independence Day (University Closed)	Friday, July 4
Eight Week Classes End	Friday, July 25
Second Five and Ten Week Classes End	Friday, August 1

## Academic Calendar for Summer Session 2025 through Summer Session 2026

<b>Summer Session 2025</b>	(47 class days)
Memorial Day (University Closed)	Monday, May 26
First Five and Ten Week Classes Begin	Tuesday, May 27
Eight Week Classes Begin	Monday, June 2
Juneteenth (University Closed)	Thursday, June 19
First Five Week Classes End	Friday, June 27
Second Five Week Classes Begin	Monday, June 30
Independence Day (University Closed)	Friday, July 4
Eight Week Classes End	Friday, July 25
Second Five and Ten Week Classes End	Friday, August 1
<b>August Interim 2025</b>	(15 days)
Begins	Saturday, July 26
Ends	Saturday, August 9
<b>Fall Semester 2025</b>	(72 class days)
New Faculty Start	Monday, August 11
New Students Move-in	Wednesday August 13
Truman Days Begins	Wednesday, August 13
Faculty Contract Period Begins	Wednesday, August 13
Classes Begin	Monday, August 18
Labor Day (University Closed)	Monday, September 1
First Block Classes End	Tuesday, October 7
Second Block Classes Begin	Wednesday, October 8
Midterm Break	Thursday-Friday, October 9-10
Thanksgiving Break	Monday-Friday, November 24-28
Last Day of Classes	Friday, December 5
Finals Start	Monday, December 8
Reading Day	Wednesday, December 10
Finals End	Friday, December 12
Commencement	Saturday, December 13, 11 a.m.
<b>Number of Class Days (Minutes of Class)</b>	MWF 43 (2150 min)
	TTh 29 (2320 min)
<b>Winter Interim 2025-26</b>	(29 days)
Begins	Saturday, December 13
Ends	Saturday, January 10

## Academic Calendar for Summer Session 2025 through Summer Session 2026

<b>Spring Semester 2026</b>	(72 class days)
Classes Begin	Monday, January 12
Martin Luther King, Jr. Day (University Closed)	Monday, January 19
First Block Classes End	Tuesday, March 3
Second Block Classes Begin	Wednesday, March 4
Spring Break	Monday-Friday, March 9-13
Term Break	Monday, April 6 (ends at 5 p.m.)
Student Research Conference	Thursday, April 16 (No classes; 7:30 a.m.-5:30 p.m.)
Last Day of Classes	Friday, May 1
Finals Start	Monday, May 4
Reading Day	Wednesday, May 6
Finals End	Friday, May 8
Commencement	Saturday, May 9, 2 p.m.
Number of Class Days (Minutes of Class)	MWF 43 (2150 min)
	TTh 29 (2320 min)
<b>May Interim 2026</b>	(15 days)
Begins	Saturday, May 9
Ends	Saturday, May 23
<b>Summer Session 2026</b>	(47 class days)
Memorial Day (University Closed)	Monday, May 25
First Five and Ten Week Classes Begin	Tuesday, May 26
Eight Week Classes Begin	Monday, June 1
Juneteenth (University Closed)	Friday, June 19
First Five Week Classes End	Friday, June 26
Second Five Week Classes Begin	Monday, June 29
Independence Day (University Closed)	Friday, July 3
Eight Week Classes End	Friday, July 24
Second Five and Ten Week Classes End	Friday, July 31



**ITEM J.2**  
**Brand and Marketing Management Consultant**

**DESCRIPTION AND BACKGROUND**

Truman State University wishes to retain the services of Enliven via a one hundred twenty (120) hour retainer agreement for a project fee of \$18,000 plus any ancillary project-related costs as needed. Enliven will provide brand and marketing management services to support the University's admission team during a key recruitment cycle. Working directly with the Truman team, Enliven will provide executive leadership and creative services to support an additional (200) campus visits among graduating high school seniors by May 1, 2023. Given that the recent marketing director search was unsuccessful and is being reposted, these services will also be used to fill that gap. As per Board policy, contracted services for which the cost is expected to exceed \$10,000 and for which less than three proposals are received must be taken to the Board for its approval.

**RECOMMENDED ACTION**

BE IT RESOLVED that the proposal from Enliven Agency, LLC, of New York, New York, to perform brand and marketing management services via a One Hundred Twenty (120) hour retainer agreement, at a cost not to exceed \$20,000, be approved;

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

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

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

		Aye	Nay
Vote:	Burkemper	_____	_____
	Cozette	_____	_____
	Christofferson	_____	_____
	Dameron	_____	_____
	Gingrich	_____	_____
	Lovegreen	_____	_____
	Miller	_____	_____

**ATTACHMENT**

Enliven Agency, LLC Proposal

**PROPOSAL FOR:  
TRUMAN STATE UNIVERSITY**

**BRAND AND MARKETING MANAGEMENT RETAINER AGREEMENT**

**JANUARY 16, 2023**

**TRUMAN STATE UNIVERSITY | TYANA LANGE, VICE PRESIDENT FOR ENROLLMENT  
MANAGEMENT AND MARKETING**



**ENLIVEN AGENCY, LLC | CONOR O'FLAHERTY  
244 MADISON AVENUE, SUITE 1220, NEW YORK, NY 10016**



## **PROPOSAL FOR: TRUMAN STATE UNIVERSITY (01/16/23) BRAND AND MARKETING MANAGEMENT RETAINER AGREEMENT**

### **PROJECT OVERVIEW**

Truman State University wishes to retain the services of Enliven via a One Hundred Twenty (120) hour retainer agreement which will see the agency provide brand and marketing management services to support the university's Admission Team during a key period in the annual recruitment cycle. Working directly with Hayden Wilsey (Associate Director of Admission) and Richie Howell (Digital Content Specialist), Enliven will serve Truman State University via an integrated team of experienced agency professionals to support all facets of admissions marketing while offering a fluid and responsive approach to evolving creative needs.

The following proposal outlines Enliven's process, deliverables, and fees for the execution of this project.

### **SERVICES**

#### **A. Executive Leadership**

Enliven's Leadership Team will be assigned to guide Client in:

- a. Brand Strategy and Positioning
- b. Marketing Communications, Campaign, Media and Content Planning
- c. Tracking, Measurement and Optimization

#### **B. Creative Services**

A Creative Services Team will lead Client in the following:

- a. Concept Development
- b. Creative Direction
- c. Graphic Design
- d. Copywriting
- e. Production



**BRAND AND MARKETING MANAGEMENT RETAINER: PROCESS AND DELIVERABLES**

- Dedicated Enliven Team including Founder, Copywriter, Senior Designer and Junior Designer
  - Admissions marketing management including review of all current marketing plans, media plans, target audiences, campaigns, and Spring 2023 admissions events
    - Collaboration with Truman State University team and existing partners to ensure all current admissions marketing is optimized and new targeting opportunities are identified to help generate Two Hundred (200) additional campus visits among graduating high school seniors by May 1<sup>st</sup>, 2023
  - Strategic guidance on the management and consistent application of the Truman State University brand
  - Fluid and responsive approach to evolving admissions marketing/creative needs
  - Creative services for the development of deliverables including admissions marketing campaigns/messaging, digital advertising, print advertising, radio advertising, video advertising, social media advertising, social media graphics and marketing/recruitment collateral
- Seamless access to specialist services on an as needed basis via Enliven’s network of industry leading professionals and partners
- Weekly Status Call with Enliven to review projects and time allocations/management
  - Calls with Truman State University partners and vendors on an as needed basis
- One Hundred Twenty (120) hour retainer agreement with a blended and discounted hourly rate of \$150 p/r. for all creative services delivered

**PROJECT FEES**

<b>BRAND AND MARKETING MANAGEMENT RETAINER AGREEMENT</b>	<b>Fees</b>
One Hundred Twenty (120) hours Creative Services at \$150 p/r.	\$18,000
<b>Total Fees</b>	<b>\$18,000</b>

**EXPENSES**

Statement does not include expenses for travel, accommodation, transportation, printing, shipping, voice over recording, music, studio rental, photography, videography, licensing/rights fees, and other ancillary project related costs. These costs will be pre-approved and billed separately.

**ITEM J.3**

**2023 Roof Replacement Project**

**DESCRIPTION AND BACKGROUND**

The roofs on the older portion of Ophelia Parrish are 20 years old and have deteriorated. In addition, a portion of Magruder Hall needs a roof replacement. This project would address these issues and the schedule is designed to allow work to be completed during the summer of 2023.

Funds are available in the Local Capital Budget. The project was advertised in general circulation newspapers as well as the American Document Solutions Online Planroom to reach interested contractors. Three contractors submitted proposals and the best and lowest proposal is from Weathercraft, Inc. located in Jefferson City, Missouri. The total budget for this project including design, advertising, contractual work, and a contingency is \$1,020,000.

**RECOMMENDED ACTION**

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

<u>Project Name</u>	<u>Project Budget</u>
2023 Roof Replacement Project	\$1,020,000

BE IT FURTHER RESOLVED that the President of the University, or her designee, be authorized to accept the lowest and best bids for the project; and

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

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

	Aye	Nay
Vote: Burkemper	_____	_____
Cozette	_____	_____
Christofferson	_____	_____
Dameron	_____	_____
Gingrich	_____	_____
Lovegreen	_____	_____
Miller	_____	_____

**ITEM J.4**

**Federal Governmental Relations and Policy Services**

**DESCRIPTION AND BACKGROUND**

Truman successfully sought federal appropriations for the Greenwood and Kirk Projects. These were both construction-related projects, and funding was also allocated for new program initiatives related to Greenwood. Most institutions utilize a federal governmental relations firm to assist with these efforts. Future initiatives involving federal funds are expected to focus on program development and expansion in key areas such as health sciences and STEM fields. The potential return on investment from a federal-level advocate is significant.

An RFP was developed seeking proposals for such assistance and it was distributed to ten potential firms and listed on Truman’s purchasing website. Two firms responded to the RFP, and an evaluation committee including representatives from Advancement, Public Relations, and Administration and Finance reviewed the proposals. The firms responding were Polsinelli, Washington, D.C., and Venable LLP, Washington, D.C.

Based upon a review of the proposals, it is recommended that Venable LLP be selected to provide this service. This firm has a deep understanding of federal agencies and has the expertise to help identify funding opportunities for Truman across a broad range of programs.

Approval by the Board is required when the cost of consulting services exceeds \$10,000 and for which less than three proposals are received.

**RECOMMENDED ACTION**

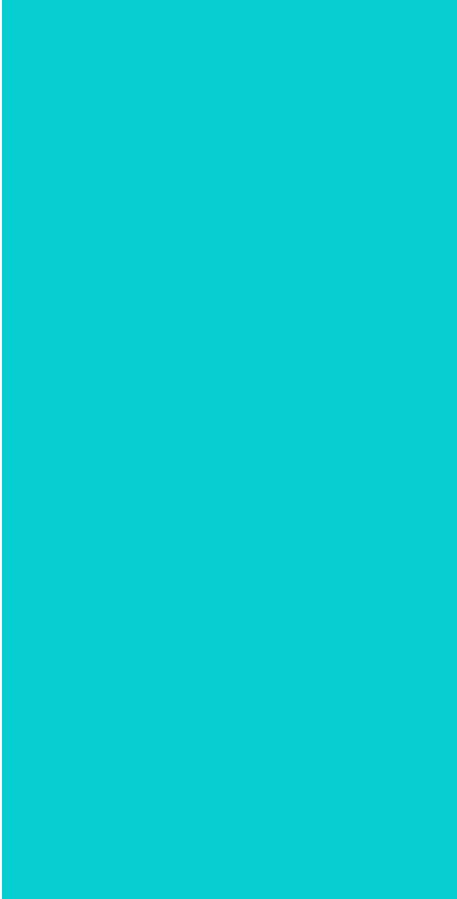
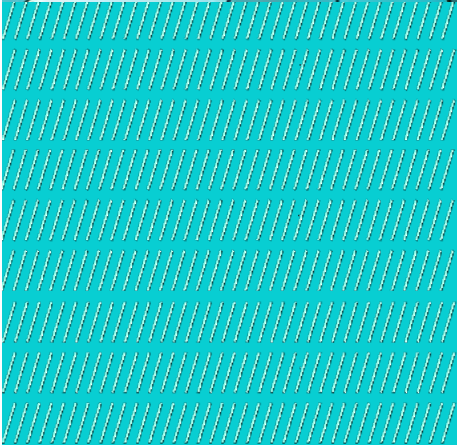
BE IT RESOLVED that the President of the University, or her designee, is hereby authorized to execute a contract with Venable LLP to provide federal governmental relations and policy services to the University per “Exhibit C: Pricing” within the attached proposal.

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

		Aye	Nay
Vote:	Burkemper	_____	_____
	Cozette	_____	_____
	Christofferson	_____	_____
	Dameron	_____	_____
	Gingrich	_____	_____
	Lovegreen	_____	_____
	Miller	_____	_____

**ATTACHMENT**

Venable LLP Proposal



**Proposal to**

# Truman State University

For Federal Government Relations and Policy Services

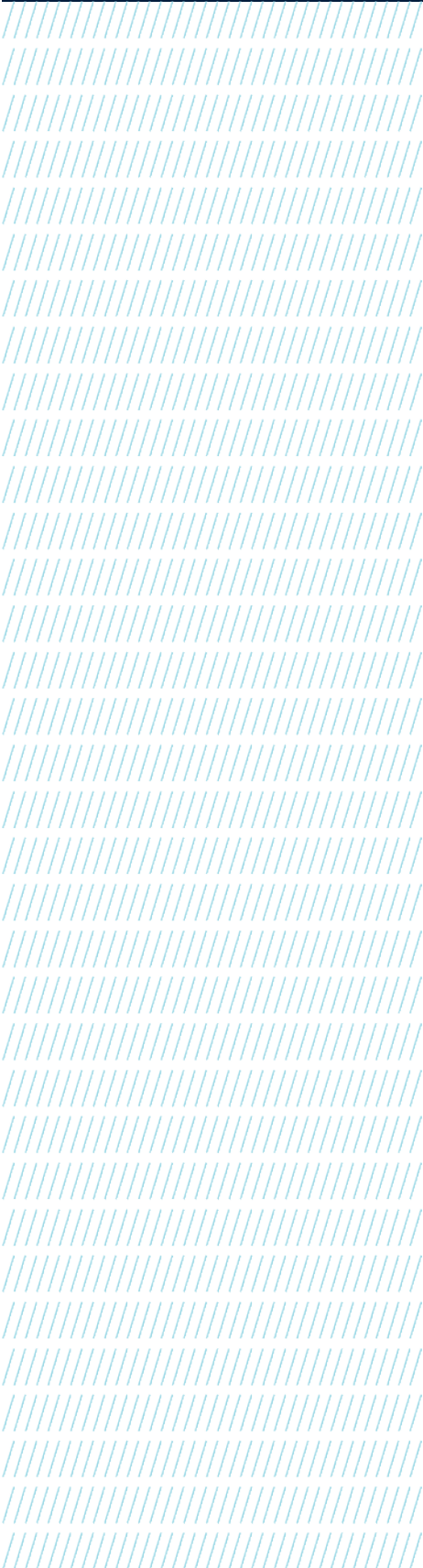
**January 20, 2023**

**James D. Reilly**

Senior Policy Advisor

[jdreilly@Venable.com](mailto:jdreilly@Venable.com) | +1 202.344.4681

**VENABLE** LLP



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Exhibit A: Proposed Services .....	3
Exhibit B: Qualifications .....	5
Exhibit C: Pricing .....	12
Biographies.....	13

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# Exhibit A: Proposed Services

## Venable Response to Truman Requirements

Venable LLP (Venable) is pleased to submit this proposal to provide federal government relations and policy services to Truman State University (Truman). We understand from Truman's RFP and our conversations with you that the successful firm will advance Truman's interests with members of United States Congress, federal agencies, and key policy makers at the federal level and will be expected to deliver a comprehensive range of services.

Venable's Government Affairs Practice includes more than 30 registered lobbyists, attorneys, and policy advisors who came to the firm from distinguished careers in federal government. We have former members of Congress; a former cabinet secretary and other former senior executive branch officials; and former senior congressional staffers, from both the House and the Senate, including some who served as congressional committee counsel or within party leadership offices. The team also has an extensive network of active contacts in both major political parties and the executive branch, including independent agencies.

We understand Truman's primary needs are strategic assistance to promote Truman's mission at the federal level; developing a federal engagement and implementation plan; identifying funding opportunities and securing federal funds; identifying and monitoring federal legislation; maintaining contact and securing meetings with policy makers, congressional staff, and government entities on Truman's behalf; and reporting to Truman's administration as appropriate.

We are excited about the prospect of partnering with you to support Truman and to help advance its mission of providing "an outstanding liberal arts education to academically talented students from across the state of Missouri, our nation, and the world, at an affordable price." Below is our plan to address Truman's requirements.

## Overview – Phased Approach

We recommend a phased approach with respect to a potential government relations strategy to achieve Truman's federal public policy objectives, including the potential of obtaining federal financial support that would benefit the university. Specifically, at this juncture, we envision three potential phases, as follows:

- Phase 1: Assessment of the university's existing and planned programs and infrastructure to help identify opportunities that may be candidates for federal support in either the near or longer term and a recommendation on proceeding to Phase 2
- Phase 2: Development of a federal government relations strategy informed by Phase 1
- Phase 3: Execution of the federal government relations strategy created in Phase 2

Both Phase 2 and Phase 3 are contingent on decisions to be made by virtue of the assessment and recommendation made in Phase 1. As further detailed below, in Phase 1, Venable will immediately commence an assessment of the university's existing programs and infrastructure in order to identify potential areas of alignment with federal programs and funding opportunities, as well as the status of any political support that may be relevant. This assessment, once completed and presented, will help to

inform whether there is sufficient viability to recommend proceeding to Phase 2, the development of a government relations strategy and, ultimately, Phase 3, execution of the strategy.

## **Phase 1 – Proposed Scope of Work, Timeline, and Fee**

In order to develop the Phase 1 assessment, Venable proposes to immediately begin establishing an informed understanding of the university's programs and infrastructure, potentially including an on-site visit by one or more team members to gather further information as to conditions, needs, opportunities, and other relevant data. Phase 1 will be approximately six weeks. As part of this phase, and guided by an understanding of the university as gained above, we would identify sources of federal support that might be applicable to the university, including but not limited to:

1. Programs established by the Infrastructure Investment and Jobs Act (IIJA), aka the Bipartisan Infrastructure Law (BIL), which passed in 2021, and the Inflation Reduction Act (IRA) passed in 2022. Examples of these programs include energy-efficient building upgrades, workforce training, public transportation improvements, electric vehicle infrastructure, etc.
2. Previously established programs, such as those administered by the Department of Education, Department of Energy, Department of Transportation, etc., which might provide benefit to university programs such as the Greenwood Center and similar initiatives.
3. Other federal programs and partnerships which may be of interest to the university.

Also during Phase 1, we would identify contacts in Congress and the administration who might be enlisted to support the university's pursuit of federal assistance:

1. Members of the Missouri congressional delegation in the House and Senate
2. Members of Congress and/or staffers who are alumni of the university or otherwise have a connection to the institution
3. Members of congressional committees with oversight of relevant federal programs
4. Members of congressional appropriations committees that fund relevant federal programs
5. Officials at the U.S. Departments of Energy, Education, and/or Transportation associated with relevant programs
6. Officials at other federal agencies as appropriate

During Phase 1, a minimum of two scheduled calls will occur to discuss project progress and status and to provide an opportunity to ask questions. Venable will also consider a site visit if appropriate. Throughout the entire Phase 1 period, the Venable team will be available to you for any further communication and collaboration. At the conclusion of Phase 1 Venable

will present our Phase 1 assessment via a virtual meeting along with our recommendation on proceeding to Phase 2. For all Phase 1 work, we propose a fee of \$20,000, payable as \$10,000 at commencement and \$10,000 upon completion of Phase 1.

## Phases 2 & 3 – Proposed Scope of Work, Timeline, and Fee

In Phase 2 Venable will develop, in close collaboration with the university and informed by Phase 1, a custom federal government relations strategy designed for Truman to obtain federal support, including but not limited to funding that will benefit the university. The strategy will:

- Identify specific federal funding opportunities and the associated federal policy makers to engage with in pursuit of potential funds
- Include timelines for engagement and communication with federal policy makers as appropriate
- Develop messaging and collateral materials for use in meetings with policy makers
- Establish criteria for monitoring and analysis of federal legislation that may impact Truman's operations
- Determine timelines and formats for regular communication, reporting status, and other updates to Truman as appropriate
- Specify responsible parties from Venable and Truman for various actions
- Include any other recommendations or actions deemed appropriate

At the conclusion of Phase 2, Venable will present the custom strategy to the university for comment and approval. Phase 2 is expected to take one month, for which we propose a flat fee of \$15,000.

In Phase 3 Venable will execute, and update as necessary, the strategy developed and approved in Phase 2.

## Exhibit B: Qualifications

### A. General Qualifications:

1. Provide a general overview of the consultant's organization, including parent and/or subsidiary companies.

### Venable Overview

Venable LLP is a firm of trusted advisors serving businesses, organizations, and individuals in the most important aspects of their work. Our professionals immerse themselves in our clients' work to fully understand their biggest opportunities and challenges while helping them navigate an increasingly complex legal and regulatory environment.

Cultivated over more than 122 years, Venable's capabilities span virtually every industry and all areas of regulatory and government affairs, corporate and business law, intellectual property, and complex litigation. Today, with more than 850 professionals delivering services around the world, we're helping our clients connect quickly and effectively to the experience, insights, and advice they need to achieve their most pressing objectives.

## Our Professionals

Guided by the principle that our clients are best served when we build a diversity of perspectives into the solutions that we offer, Venable continues to grow as a firm where all voices are represented and heard. With this as our goal, we have adopted a multipronged approach to recruit, retain, and promote diverse talent. While our efforts to date have significantly increased the numbers of partners, counsel, and members of our leadership teams who are racially diverse or women, the ongoing struggle for racial, social, and gender equity underscores the urgent need to do even better. For more information about our board-level Diversity and Inclusion Initiative, our recently established "Moments and Movements" campaign to acknowledge and confront discrimination, and other activities, explore our [brochure](#).

### 2. Describe the consultant's experience in providing similar services to clients similar to Truman.

Venable has a nationally recognized Legislative and Government Affairs Practice—the Capitol Hill newspaper *Roll Call* referred to Venable as a “powerful lobbying firm.” We help nonprofit and education clients such as Truman negotiate the legislative and regulatory environment of our nation’s capital. Venable's bipartisan practice includes former members of Congress, congressional staffers, registered lobbyists, attorneys, and policy advisors who came to the firm from distinguished careers in federal and state government.

Our bipartisan government relations practitioners possess the policy experience, access, and knowledge to devise effective legislative and regulatory strategies. We seamlessly draw upon subject matter authorities across Venable’s preeminent regulatory practices to enhance our capabilities and to deliver positive outcomes. Of particular interest to Truman, our ongoing relationships and engagement with stakeholders and policy makers in higher education, healthcare, and nonprofits enhance our ability to understand the federal landscape and, if needed, to craft effective arguments and devise strategies that yield positive outcomes, including helping to identify and pursue financial support for eligible programs.

Our experience serving clients in higher education includes the following:

- Convened an informal coalition of nonprofit standalone graduate law schools and teachers’ colleges to advocate for additional COVID emergency funds beyond the Pell-heavy Higher Education Emergency Relief Fund (HEERF). Succeeded in enacting dedicated funding into law, with language in the base text explicitly providing such funds for schools that have a high percentage of graduate students.
- Created the National Association of Standalone Graduate Schools (NASGS), a first-of-its-kind trade association for independent graduate schools. This association is focused on the unique needs of standalone graduate schools, in contrast with the legacy trades. We secured additional COVID funding under HEERF II and III, influenced implementation, and, importantly, protected the dedicated HEERF funds against a broader clawback of COVID relief funds that was used as a pay-for in the bipartisan infrastructure bill/ Infrastructure Investment and Jobs Act (IIJA). Through our advocacy, we obtained an explicit carveout for our client in the text of the bill. We also manage NASGS’s advocacy in Congress and with the U.S. Department of Education, draft comment letters, and provide other legislative and legal services.
- Represent the American Association of Colleges of Osteopathic Medicine (AACOM) before Congress, monitor and analyze legislation, draft legislative and legal summaries of legislation and regulations, write articles and other communications for

association newsletters, secure appropriations funding and report language, draft letters to Congress and the administration, draft conceptual and legislative language, and assist with overall government relations strategy.

- Advised a market-leading educational technology company on a host of issues and assisted in standing up their first in-house federal government relations effort. Advice and advocacy in the Congress and administration included K12 policy; FCC/connectivity/broadband legislation, funding, and implementation; teacher professional development; school infrastructure; learning loss; COVID funding and implementation; digital learning; and assessments (summative and formative).
- Represent the largest trade association of independent schools as their first external registered lobbyist. Advise and represent the client on K12, COVID emergency funding and other issues, and additional issues affecting independent schools as they arise.

**3. Provide the name, title, address, phone number and email address of the primary contact person.**

The primary contact person for Truman is James D. Reilly. His contact information is as follows:

James D. Reilly  
Senior Policy Advisor  
600 Massachusetts Avenue, NW  
Washington, DC 20001  
+1 202.344.4681  
[jdreilly@venable.com](mailto:jdreilly@venable.com)

While all professionals of the Venable Legislative and Government Affairs team are available as the work for Truman dictates, we have included biographies for the professionals who will constitute the core team for the expected work. Each of the team members brings significant experience working with nonprofit entities in seeking and securing federal funding through a variety of mechanisms, including congressional earmarks, programmatic funding, grants, and other reimbursement mechanisms.

**4. Provide at least five customer references with contact name, position, phone number and e-mail address.**

Client Reference #1	
<b>Client Name:</b>	Advocate Health
<b>Client Contact:</b>	Meghan Clune Woltman, SVP, Chief Government Affairs Officer
<b>Telephone:</b>	+1 630.929.6614
<b>Email Address:</b>	meghan.woltman@advocatehealth.com

#### Client Reference #2

**Client Name:** American Association of Colleges of Osteopathic Medicine

**Client Contact:** David Bergman, JD, Vice President, Government Relations

**Telephone:** +1 301.968.4174

**Email Address:** dbergman@aacom.org

#### Client Reference #3

**Client Name:** American Society of Tropical Medicine and Hygiene

**Client Contact:** Karen Goraleski, CEO

**Telephone:** +1 703.650.5833

**Email Address:** Kgoraleski@astmh.org

#### Client Reference #4

**Client Name:** City of Bowie, Maryland

**Client Contact:** Alfred D. Lott, City Manager

**Telephone:** +1 301.809.3030

**Email Address:** alott@cityofbowie.org

#### Client Reference #5

**Client Name:** New York Law School

**Client Contact:** Matt Gewolb, Senior Associate Dean for Academic Affairs & Institutional Strategy

**Telephone:** +1 212.431.2352

**Email Address:** mgewolb@nyls.edu

## Client Reference #6

**Client Name:** Spina Bifida Association

**Client Contact:** Sara Struwe, President & CEO

**Telephone:** +1 703.731.8424

**Email Address:** sstruwe@sbaa.org

## B. Qualifying Questions:

1. Does the consultant anticipate any transfer of ownership, management reorganization, or departure of personnel within the next twelve (12) months that may affect its ability to perform the services required in this RFP?

No, Venable does not anticipate any actions that will affect its ability to perform the services requested in this RFP.

2. Has the consultant or any of its members been debarred or suspended from contracting with any public entity?

No.

3. Has the consultant or any of its members ever been indicted or convicted of a felony?

No.

4. Has the consultant or any of its members been a party to any personal claim or litigation during the last five years?

Like any large professional services provider, from time to time we are involved in disputes, and on rare occasion these may involve litigation. There is no litigation, however, that materially affects the firm's ongoing operations, or would impact our service.

5. If the consultant answers "Yes" to any of the questions above, please indicate the nature, status and outcome of the applicable matter.

N/A.

## Missouri Preference Executive Order

Consultants must provide the following information as it relates to this RFP:

- a. A description of the proposed services that will be performed and/or the proposed products that will be provided by Missourians and/or Missouri products.

Services will not be provided by Missourians.

- b. A description of the economic impact returned to the State of Missouri through tax revenue obligations.

There will be no economic impact returned to the State of Missouri.

- c. A description of the consultant's economic presence with the State of Missouri (e.g., type of facilities: sales office; sales outlets; divisions; manufacturing; warehouse; other including Missouri employee statistics).

Venable does not have an economic presence in the State of Missouri.

- d. If any products and/or services offered under this RFP are being manufactured or performed at sites outside the continental United States, the consultant must disclose such fact and provide details with their proposal.

Services offered under this RFP will be performed at Venable offices, each of which is within the continental United States.

- e. MBE/WBE Certification. In accordance with Executive Order 98-21, consultants are encouraged to utilize certified minority and women-owned business in selecting other appropriate resources. Executive Order 98-21 directs state agencies to increase the participation of certified minority business enterprises (MBE) and women business enterprises (WBE) in state procurements. MBE/WBE certification issued by the Missouri Offices of Administration and Equal Opportunity is required to be considered an eligible MBE/WBE in meeting participation goals. If you qualify as an MBE or a WBE as defined in 37.020 RSMo, please outline your consultant's qualification in the proposal response

Venable is not an MBE or WBE. We do not anticipate engaging any third-party providers to deliver the requested services.

## Venable Comments to Part V – Contractual Agreement

We have reviewed Part V – Contractual Agreement from Truman's RFP. Should we be awarded the contract, we would request the opportunity to discuss the following suggested changes with you:

### A. General Terms and Conditions

8. The parties to this agreement stipulate that Truman State University and Truman State University Foundation, their departments, agencies, boards and commissions will be indemnified and held harmless by the consultant for third party claims arising from Consultant's negligence ~~the vicarious liability of Truman as a result of entering into this agreement~~. However, the parties further agree that Truman, its departments, agencies, boards and commissions will be responsible for their own negligence. Each party to this agreement is responsible for their own negligence.
9. The consultant represents itself to be an independent consultant offering such services to the general public and will not represent itself or its employees to be an employee of Truman. The consultant will assume legal and financial responsibility for taxes, FICA, employee fringe benefits, workers compensation, employee insurance, minimum wage requirements, overtime, etc. for Consultant's employees and agrees to indemnify Truman against all loss; cost (including attorney fees incurred in response to third party claims); and damage of any kind related to its failure to do so. ~~such matters~~.

### B. Applicable Laws and Regulations

1. The contractual agreement will be construed according to the laws of the State of Missouri. The consultant will comply with all local, state, and federal laws and regulations related to the performance of the agreement. *We would like to propose either Maryland or DC law*
2. To the extent that a provision of the contractual agreement is contrary to the Constitution or laws of the State of Missouri or of the United States, the provisions will be void and unenforceable. The balance of the contractual agreement will remain in force unless terminated by consent of both the consultant and Truman. *We would like to propose either Maryland or DC law*
4. ~~The consultant must be registered and maintain good standing with the Secretary of State of the State of Missouri and other regulatory agencies, as may be required by law or regulations.~~
5. ~~The consultant must timely file and pay all Missouri sales, withholding, corporate and any other required Missouri tax returns and taxes, including interest and additions to tax.~~

### D. Cancellation

3. If Truman cancels the contractual agreement for breach, Truman reserves the right to obtain the equipment, supplies, and/or services to be provided pursuant to the contractual agreement from other sources and upon such terms and in such manner as Truman deems appropriate and charge the consultant for any costs incurred and Consultant reserves all defenses to any such claims.
5. Upon filing for bankruptcy or insolvency proceeding by or against the consultant, whether voluntary or involuntary, or upon the appointment of a receiver, trustee, or assignee for the benefit of creditors, the consultant must notify Truman immediately. Truman reserves the right to either cancel the contractual agreement or affirm the contractual agreement and hold the consultant responsible for damages and Consultant reserves all defenses to any such claims.



**E. Communications, Notices and Documentation**

1. Materials developed or acquired by the consultant as a requirement specified in the contractual agreement will become Truman property. Materials that may reveal names or identification numbers of individuals or corporate entities, if not returned to Truman, must be destroyed to keep such information confidential. No materials prepared, as required by the contractual agreement, will be released to the public without Truman's written consent [unless required by applicable law, rule, regulation or order.](#)
2. [Subject to applicable ethics rules and confidentiality rules related to law firms,](#) all books, accounts, reports, and other reports relating to this agreement will be subject to inspection and audit by the Truman State University Board of Governors or Truman's external auditor for five (5) years after completion of this agreement. [Subject to applicable ethics rules and confidentiality rules related to law firms,](#) Consultant will deliver such records to Truman upon request.

## **Venable Comments to Part VI – Truman State University Proposal Certification**

We noted on number (5) on this page that Venable is not registered with the Secretary of State of Missouri.

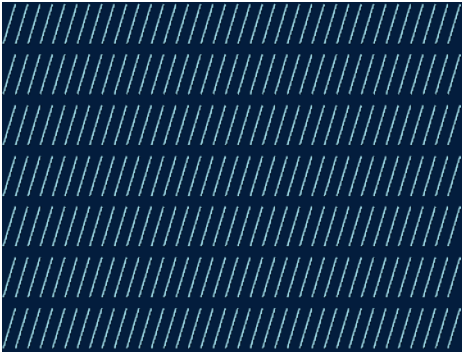
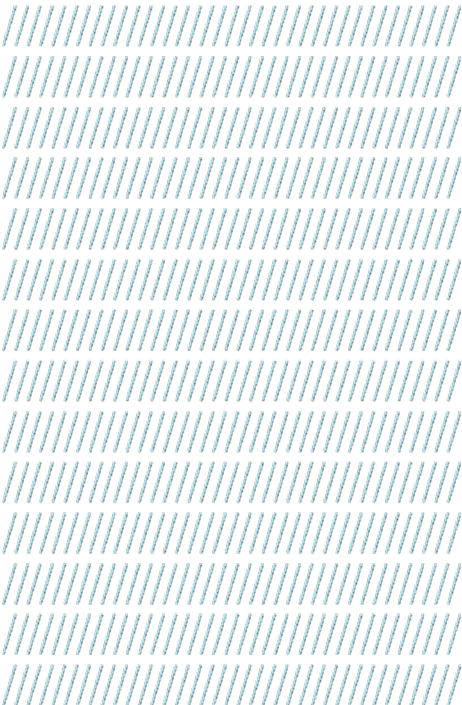
## Exhibit C: Pricing

5. Describe the fee proposal based on a retainer model. Alternative pricing strategies will also be considered.

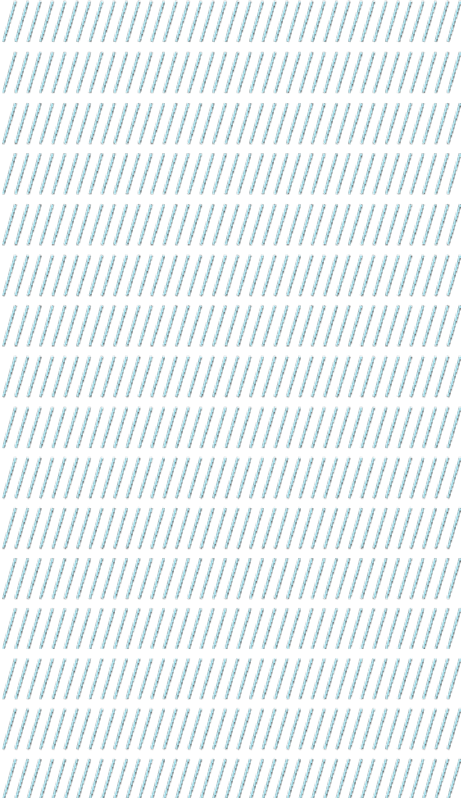
Venable proposes to provide the services requested by Truman with a three-phase approach as previously discussed:

- **Phase 1:** \$20,000 – Assessment of the university’s existing and planned programs and infrastructure to help identify opportunities that may be candidates for federal support in either the near or longer term and a recommendation on proceeding to Phase 2. Anticipated duration six weeks
- **Phase 2:** \$15,000 – Development of a federal government relations strategy informed by Phase 1. Anticipated duration four weeks.
- **Phase 3:** \$12,000/month for the first three months (initial period) – Execution of the federal government relations strategy created in Phase 2. At the end of that initial period, we will evaluate the scope of work provided to determine whether that fee remains appropriate

Venable is happy to discuss various alternative fee arrangements that are the most appropriate for your needs.



# Biographies





## Nicholas D. Choate

### Senior Policy Advisor

[ndchoate@Venable.com](mailto:ndchoate@Venable.com)

Washington, DC | +1 202.344.4394

Nick Choate is a veteran of Capitol Hill who brings years of experience to clients who are seeking to influence policy in Washington, particularly with the Democratic Party in the House and Senate. Before joining Venable, Nick served as the deputy legislative director for former U.S. Senator Claire McCaskill (D-MO). In this role, he coordinated telecommunications, appropriations, cybersecurity, and technology policy priorities on behalf of the senator and her work as a member of the Senate Committee on Commerce, Science, and Transportation, and the Senate Homeland Security and Governmental Affairs Committee.

Nick has extensive knowledge of the legislative process, having held several other positions with members of Congress, including legislative director, legislative assistant, and press secretary. He also served as director of government relations for a bipartisan Washington, DC government relations firm. On behalf of clients, Nick built relationships with members of Congress and their staffs, and tracked legislation related to agriculture, alternative energy, water policy, immigration, trade, and mortgage reform.

## Credentials

### Education

- B.A., Political Science and History, University of Missouri, 2004

## Related Practices

- Legislative and Government Affairs
- Infrastructure

## Related Industries

- Autonomous and Connected Mobility



## Sarah B. Donovan

### Senior Policy Advisor

[sbdonovan@Venable.com](mailto:sbdonovan@Venable.com)

Washington, DC | +1 202.344.4404

Utilizing her strong networks in Congress and the executive branch, Sarah Donovan advises corporate and nonprofit clients on a wide range of legislative and regulatory matters. Sarah regularly engages members of Congress, staff, and other officials on a variety of issues, including education, privacy, appropriations, financial services, small business, defense, and healthcare. She also advises clients on congressional strategies and the legislative and regulatory processes.

Sarah dedicates a significant portion of her practice to education, from early childhood through higher education public policy. She is a member of the firm's SBA Task Force—focused on Paycheck Protection Program (PPP) loans—and the COVID-19 Task Force. Sarah also serves as a co-chair of VenPAC.

Prior to joining Venable, Sarah was a policy adviser in the federal law and policy practice at an international law firm in Washington, DC. She also worked in investment banking and consulting, including as senior vice president of FIG Partners, LLC, in their investment banking, energy research, and capital group.

## Credentials

### Education

- B.S., Biology, Government, University of Virginia, 2003

### Professional Memberships and Activities


- Co-chair, VenPAC – the nonconnected political action committee affiliated with Venable LLP
- Officer, National Business Coalition on E-Commerce and Privacy – a consortium of brand-name companies and associations; acts as the primary advisor for the Coalition's state subcommittee

## Related Practices

- Banking and Financial Services Regulatory
- Congressional Investigations
- eCommerce, Privacy, and Cybersecurity
- Legislative and Government Affairs
- Regulatory

## Related Industries

- Consumer Financial Services
- Education

- 
- Financial Services
  - Nonprofit Organizations
  - Colleges, Universities, and Professional Schools
  - COVID-19 Task Force
  - Healthcare



## Gregory M. Gill

### Partner

[gmgill@Venable.com](mailto:gmgill@Venable.com)

Washington, DC | +1 202.344.4615

Greg Gill counsels clients on legislative and regulatory matters across a broad range of public policy issues, including defense, healthcare, foreign relations, transportation, higher education, and biomedical research. As a former House Appropriations Committee staff member and legislative director, Greg has extensive legislative experience on funding and policy matters.

Greg lobbies on behalf of clients before the U.S. House of Representatives, U.S. Senate, congressional committees, and federal agencies. He maintains strong relationships with key House and Senate members and their staff. He responds to congressional and agency actions and provides strategic advice to his clients on appropriations and policy matters.

Greg's diverse clientele has included corporations, businesses, foreign governments, and nonprofit organizations. He has lobbied for numerous business interests—both individually and as part of business coalitions—on such topics as intellectual property and the Employee Free Choice Act (EFCA). Greg helped create, and shepherded through Congress, a comprehensive plan to bring the U.S. government's rules for "conflict diamonds" into international compliance. He has helped secure crucial federal funding for some of the United States' largest hospital networks and universities.

During his tenure on Capitol Hill, Greg served as legislative director to then-House Majority Leader Steny Hoyer (D-MD) and as a staff member on the House Appropriations Committee. Prior to joining Venable, Greg served as a lobbyist and general counsel at one of Washington's leading government affairs firms.

## Experience

### Representative Matters

- Developed federal lobbying disclosure law compliance policies and acted as general counsel to a large lobbying firm
- Served as legislative director for then-House Minority Whip Steny Hoyer, and managed Congressman Hoyer's legislative initiatives
- Counseled members of Congress in his role as associate staff to the Appropriations Committee on matters relating to multiple congressional subcommittees, including Labor, Health and Human Services, Education, Commerce, Justice, State and Judiciary, the Department of Housing and Urban Development (HUD), and Independent Agencies
- Coordinated county drug policies while serving in the cabinet of Prince George's County Executive and future Maryland Governor Parris Glendening

## Credentials

### Education

- J.D., University of Maryland School of Law, 1977

- B.S., Frostburg State College, 1974

## Bar Admissions

- District of Columbia
- Maryland
- Pennsylvania

## Professional Memberships and Activities

- Member, American Bar Association
- Member, Maryland State Bar Association
- Member, J. Franklyn Bourne Bar Association

## Recognition

### Honors

- University of Virginia Medical School, *Congressional Fellow*
- Baxter Corporation, *Congressional Fellow*
- American Association of Minority Enterprise Small Business Investment Companies (MESBICS), *Resolution of Appreciation, Outstanding Young Man of America Award*

## Community

### Personal Activities

- Enjoys tennis, jogging, and horseback riding

### Volunteerism

- Vestry member, St. Thomas Episcopal Church in Croom, Maryland

## Related Practices

- Legislative and Government Affairs
- Communications
- Government Contracts

## Related Industries

- Transportation and Transportation Infrastructure
- Hospitality
- Education
- Privacy and Data Security
- Colleges, Universities, and Professional Schools





## Ilisa Halpern Paul

### Senior Policy Advisor

[IHPaul@Venable.com](mailto:IHPaul@Venable.com)

Washington, DC | +1 202.344.4342

Ilisa Halpern Paul helps for-profit companies and nonprofit organizations develop strategies to advance their legislative, regulatory, programmatic, policy, and business goals before Congress and the executive branch. Ilisa collaborates with her clients to create and implement comprehensive federal government relations programs. Clients receive direct lobbying representation and strategic counsel regarding legislative, regulatory, and grassroots advocacy; coalition building; and third-party stakeholder alliance development. Clients value her strategic and political insight, innovative messaging, creative problem solving, and ability to anticipate federal policy challenges and opportunities.

Ilisa has substantial experience with a wide range of domestic health, education, food/agriculture, and workforce issues. She draws on over 30 years of recorded success leading clients through government relations planning processes and designing and implementing advocacy programs that meet internal organizational goals and influence national policy. Clients benefit from her relationships with federal policy makers in Congress and federal agencies, and rely on her extensive knowledge of various issues, including:

- Healthcare financing and delivery system reform
- Medicare and Medicaid payment policy
- The Affordable Care Act (ACA)
- Digital health and telemedicine
- Value-based care
- Home health and post-acute care
- Public health and prevention
- Federal policy and programs related to chronic disease, cancer, behavioral health, and rural health
- Federal budget and appropriations processes
- Federal policy related to workforce training, apprenticeships, and internships
- Federal policy pertaining to cell-cultured proteins, including seafood

## Experience

### Government Experience

- Staff member, U.S. Senator Dianne Feinstein (D-CA)

## Credentials

### Education

- M.P.P., Public Policy, Georgetown University, 1995

- B.A., English, University of California at Los Angeles, 1991

## Professional Memberships and Activities

- Member, American Public Health Association
- Member, Women in Government Relations
- Member, Board of Visitors, English Department, University of California, Los Angeles (UCLA)
- Member, Executive Board, Give an Hour
- Member, Editorial Advisory Board, *Hematology Oncology News & Issues*

## Recognition

### Honors

- *The Hill*, Top Lobbyists, 2015 – 2021

## Community

### Volunteerism

- Room parent, The Lab School of Washington
- Chair, Parent Steering Committee, DCJCC Preschool

## Related Practices

- Legislative and Government Affairs

## Related Industries

- Healthcare
- Life Sciences



## Jodie A. Curtis

### Senior Policy Advisor

[JACurtis@Venable.com](mailto:JACurtis@Venable.com)

Washington, DC | +1 202.344.4377

Jodie Curtis crafts and executes the strategies clients need to move the needle in Washington, DC. A former senior staffer on Capitol Hill and manager of a national association's federal government relations program, Jodie has firsthand experience on both sides of the government advocacy table. She knows that relationships built on mutual trust are vital to advancing regulatory, legislative, and public policy goals, and she helps clients build the recognition and credibility required to develop and sustain lasting, productive connections with legislators and federal regulators.

Jodie is highly skilled in strategic planning and crafting smart tactics that help clients meet their public policy goals while fostering relationships with members of Congress and their staff. She creates government relations strategies rooted in an in-depth understanding of federal government processes and priorities. She is adept at working the federal appropriations and authorization processes to advance client policy and funding goals, and she helps clients build coalitions to amplify their message. She has planned and executed Capitol Hill advocacy days for hundreds of participants and has organized successful, innovative grassroots campaigns. Jodie also works behind the scenes to align client public policy goals with organization priorities and trains clients on how to be effective advocates at the local, state, and federal levels. Jodie works with clients across industries and policy areas, including health and life sciences, digital health, global health, agriculture, manufacturing, trade, transportation, insurance, and environmental matters.

## Experience

### Government Experience

- Deputy chief of staff, U.S. Representative Thomas M. Barrett (D-WI)
- Executive assistant, U.S. Representative Lynn Rivers (D-MI)
- Executive assistant, U.S. Representative Peter Barca (D-WI)
- District director, Wisconsin State Senator Barbara Ulichny
  - Legislative assistant

## Credentials

### Education

- B.A., Political Science and International Relations, University of Wisconsin-Madison

### Professional Memberships and Activities

- Member, Women in Government Relations

## Recognition

### Honors

- *The Hill*, Top Lobbyists, 2017 – 2021

## Related Practices

- Legislative and Government Affairs
- International

## Related Industries

- Healthcare
- Life Sciences



## Richard Y. Hegg

### Senior Policy Advisor

[ryhegg@Venable.com](mailto:ryhegg@Venable.com)

Washington, DC | +1 202.344.4417

Richard Hegg is an experienced Washington, DC–based legislative advisor who focuses on congressional appropriations, defense, transportation, healthcare, agriculture, homeland security, education, government contracts, and foreign affairs. Richard’s many years in the Capital, and broad executive and legislative background, enable him to achieve client objectives throughout the federal government.

Richard helps clients with Congress and the executive branch on a variety of domestic and international matters. He also has extensive legislative experience in general public policy analysis, planning, and appropriations matters. This includes complex legislative initiatives and their subsequent implementation, and assisting clients in incorporating public policy into their strategic planning, integrating public relations into their advocacy activities, and legislative drafting.

Richard has provided legislative advocacy across a broad and diverse number of issues:

- Appropriations, including helping clients obtain federal funds through Congress with an emphasis on homeland security, defense, transportation, education, and energy matters
- Transportation, including assistance with the full funding of the Maritime Security Program (MSP), Jones Act advocacy, Title XI ship building loan guarantee program, short sea shipping, harbor maintenance tax, infrastructure banks, intermodal development, and public-private partnerships
- Homeland Security, including cargo security (maritime and aviation), aviation screening and scanning, federal building security, nuclear facility security, chemical facility security, port infrastructure security, rail and transit security, and urban area security grant programs
- Defense, including unmanned aerial vehicles (UAVs), body armor, veterans’ affairs, troop support and advocacy, major weapon systems, and procurement matters
- Foreign relations, including private security contractors, government contracting in theater, and Asian affairs
- Education, including children’s museums, post-secondary health worker education, higher education institution funding/ grants, and educational exhibits
- Agriculture, including foreign currency trading matters and farm bill issues

Before joining Venable, Richard spent several years as legislative director for the Potomac Group, a consulting firm, where he gained substantial experience in policy analysis and issue advocacy. Prior to that, he assisted the 1998 Democratic Coordinated Campaign in South Carolina.

## Credentials

### Education

- B.A., College of Charleston, 1997

## Related Practices

- Legislative and Government Affairs
- Infrastructure

## Related Industries

- Transportation and Transportation Infrastructure
- Maritime
- COVID-19 Task Force



## James D. Reilly

### Senior Policy Advisor

[jdreilly@Venable.com](mailto:jdreilly@Venable.com)

Washington, DC | +1 202.344.4681

Jim Reilly is an experienced leader and skilled strategist with a proven ability to achieve his clients' policy goals at both the national and international levels. Jim leverages his relationships with federal lawmakers and regulators and draws on his experience advocating on behalf of major organizations to manage threats, opportunities, and trends impacting today's policy landscape. He has a track record of creating practical, bipartisan solutions to climate, infrastructure, energy, and environmental issues.

Jim is held in high regard for his ability to work with both sides of the aisle to pass key legislation in Congress, a skill he honed as chief of staff for Senator Tom Carper (D-DE). In that capacity, he facilitated bipartisan and other partnerships to achieve the senator's objectives related to committee assignments on finance, environment and public works, and homeland security and government affairs. As chief of staff, Jim worked to ensure Delaware's small federal delegation, including then-Senator Biden, worked side by side to deliver results. Jim co-chaired the weekly Senate chiefs of staff meeting and established bipartisan relationships throughout Washington. A Delaware native, Jim previously served as a legislative assistant to Senator Carper, responsible for all environmental, energy, agriculture legislation, and related appropriations matters, including climate change, renewable energy, water quality, and air pollution. He was also the staff lead overseeing passage of clean air, PURPA reform, nuclear safety, and Army Corps legislation.

Prior to joining Venable, Jim served as the vice president of a trade association that represents owners, developers, equipment and service providers, financiers, utilities, and customers involved in the wind industry. During his tenure, he maximized a \$21 million budget and the influence of 1,000 member companies to convey the wind energy industry's priorities to U.S. federal and state governments, enabling the industry's 48% growth over a four-year period.

Jim's influence as an energy and environmental policy advisor extends to the international stage. In addition to his experience advocating on behalf of numerous international energy organizations, he served as the senior energy and environment advisor at the British Embassy in Washington, DC. He advised the prime minister and cabinet members on transatlantic energy, environmental, and trade matters and implemented strategies for political engagement between the United States and Britain, the G8, and the European Union, and with the private sector.

## Experience

### Government Experience

- Office of U.S. Senator Tom Carper (D-DE)
  - Chief of staff

- Legislative assistant
- Senior energy and environment advisor, British Embassy, Washington
- United States Senate Commerce, Science, and Transportation Committee
  - Marine policy fellow

## Credentials

### Education

- M.E.M., Environmental Management, Duke University, 1998
- B.S., Plant Science, Ornamental Horticulture, University of Delaware, 1989

## Related Practices

- Legislative and Government Affairs
- Environmental and Natural Resources
- Regulatory
- Infrastructure
- International Trade

## Related Industries

- Transportation
- Energy Industry
- Autonomous and Connected Mobility



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**VENABLE** LLP

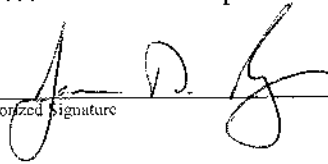
**PART VI: TRUMAN STATE UNIVERSITY PROPOSAL CERTIFICATION**

The consultant certifies it is authorized to obligate the represented consultant and further agrees with all terms, conditions, and requirements of Truman’s request for proposal (RFP). The consultant further certifies the responses and resulting proposal to Truman’s RFP are true and accurate.

In submitting a response to Truman’s RFP, the consultant understands that Truman retains the right to reject any and all proposals and to waive irregularities and informalities therein, and to award the contractual agreement in the best interests of Truman. It is also understood that proposals may not be withdrawn for a period of 30 days after the date and time set for the receipt of proposals. The consultant hereby affirms:

- (1) That I am the consultant (if the consultant is an individual), a partner in the consultant (if the consultant is a partnership), or an officer or employee of the consultant having authority to sign on its behalf (if the consultant is a corporation);
- (2) That the proposal has been arrived at by the consultant independently, and has been submitted without collusion with, and without any agreement, understanding, or planned common course of action with, any other consultant of materials, supplies, equipment or services described in the RFP designed to limit independent competition;
- (3) That the contents of the proposal has not been communicated by the consultant or its employees or agents to any person not an employee or agent of the consultant or its surety on any bond furnished with the proposal, and will not be communicated to any such person prior to the official opening of the proposal; and
- (4) That the consultant has fully informed itself regarding the accuracy of the statements made in their/its response.
- (5) If required by regulation, the consultant is registered with and maintains good standing with the Secretary of State of Missouri. [As noted, Venable is not registered with the Secretary of State of Missouri.]
- (6) The undersigned certifies that the consultant (check one)  IS or  IS NOT currently debarred, suspended, or proposed for debarment by any federal or state entity. The undersigned agrees to notify Truman of any change in this status, should one occur, until such time as an award has been made under this procurement action.

In compliance with this RFP document, Project No. SP23-22 Federal Government Relations and Policy Services, and after carefully reviewing all the terms, conditions, and requirements contained therein, the undersigned agrees to furnish such services in accordance with the specifications of this RFP.

  
Authorized Signature

January 20, 2023  
Date

James D. Reilly  
Print Name

Senior Policy Advisor  
Title

Venable LLP  
Company

52-0517250  
Federal Tax ID No.

600 Massachusetts Avenue, NW  
Washington, DC 20001  
Address

+1 202.344.4681  
Telephone Number

jdreilly@venable.com  
Email

https://www.venable.com/  
Website

**PART VII: CONSULTANT REQUIRED PROPOSAL EXHIBITS**

- Exhibit A: Proposed Services
- Exhibit B: Qualifications
- Exhibit C: Pricing

**ITEM K**

**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 the Board of Governors

April 2023 Meeting

Participation in campus events  
Annual photograph of board and president  
Minutes for the open session of the last meeting  
President's report  
Advancement, foundation board, and alumni board report  
***Academic affairs and/or student services 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 the next fiscal year  
Dates and agenda items for future meetings  
Minutes for the closed session of the last meeting  
Personnel actions report  
Treasurers for the next fiscal year

June 2023 Meeting/Retreat

Participation in campus events  
Minutes for the open session of the last meeting  
President's report  
***Academic affairs and/or student services report***  
***Enrollment management report***  
Financial report  
Construction projects report  
State capital funds request for the next legislative session  
Operating budgets for the next fiscal year  
Union agreement renewal (in even-numbered years)  
Dates and agenda items for future meetings  
Minutes for the closed session of the last meeting  
Personnel actions report  
Faculty promotion  
Faculty tenure

August 2023 Meeting

Participation in campus events  
Minutes for the open session of the last meeting  
President's report  
***Academic affairs and/or student services report***  
***Enrollment management report***  
Annual athletics report  
Annual staff council report  
Financial report

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

Construction projects report  
Local capital budgets for the current fiscal year  
State appropriation request for the next fiscal year  
Honorary degree consideration (as needed)  
Dates and agenda items for future meetings  
Minutes for the closed session of the last meeting  
Personnel actions report  
Annual general counsel evaluation committee appointments

October 2023 Meeting

Participation in campus events  
Minutes for the open session of the last meeting  
President's report  
Advancement, foundation board, and alumni board report  
***Academic affairs and/or student services report***  
***Enrollment management report***  
Audit report  
Financial report  
Construction projects report  
Dates and agenda items for future meetings  
Minutes for the closed session of the last meeting  
Personnel actions report  
Annual general counsel evaluation  
Annual presidential review committee appointments

December 2023 Meeting

Participation in campus events  
Minutes for the open session of the last meeting  
President's report  
***Academic affairs and/or student services report***  
***Enrollment management report***  
Financial report  
Construction projects report  
Housing charges for the next fiscal year  
Salary policies for the next calendar year  
Selection of board officers for next calendar year  
Annual board committee appointments  
Annual foundation board appointments  
Dates and agenda items for future meetings  
Minutes for the closed session of the last meeting  
Personnel actions report  
Paid leaves of absence for the next fiscal year  
Tenure review for faculty members completing their review period end of the fall semester  
Annual presidential review

February 2024 Meeting

Participation in campus events  
Annual photograph of board and president  
Recognition of past board chair

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

Minutes for the open session of the last meeting  
President's report  
*Academic affairs and/or student services 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 the closed session of the last meeting  
Personnel actions report

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 L**

**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, April 1, 2023, 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, June 17, 2023;
- Saturday, August 5, 2023;
- Friday, October 20, 2023;
- Saturday, December 2, 2023; and
- Saturday, February 3, 2024.

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

	Aye	Nay
Vote: Burkemper	_____	_____
Cozette	_____	_____
Christofferson	_____	_____
Dameron	_____	_____
Gingrich	_____	_____
Lovegreen	_____	_____
Miller	_____	_____

**ATTACHMENT**

Calendar of Events – February 2023 through February 2024

**CALENDAR OF EVENTS**  
**February 2023 - February 2024**

**2023**

February	4	<b>BOARD OF GOVERNORS MEETING</b>
	25	Kohlenberg Lyceum Series: The Vanguard Jazz Orchestra
	20	Admitted Student Event
March	5	Kohlenberg Lyceum Series: Take3 Trio
	13-17	Spring Break (students)
	25	Admission Showcase Event
	31	Admitted Student Event
April	1	<b>BOARD OF GOVERNORS MEETING (TENTATIVE DATE)</b>
	1	Foundation Board of Directors Meeting and Foundation Banquet (tentative)
	10	Term Break (students); Spring Holiday
	22	Admission Showcase Event
	27	Student Research Conference
May	6	Kohlenberg Lyceum Series: Films and Finger Foods; Movie to be determined
	13	Spring Commencement
	29	Memorial Day Holiday
	30	Summer Session Begins
June	17	<b>BOARD OF GOVERNORS MEETING (TENTATIVE DATE)</b>
	19	Juneteenth Holiday
July	4	Independence Day Holiday
August	5	<b>BOARD OF GOVERNORS MEETING (TENTATIVE DATE)</b>
	16	Fall Semester Begins with Truman Days
	21	Classes Begin
September	2	Home Football vs. Northern Michigan University
	4	Labor Day Holiday
	9	Home Football vs. South Dakota School of Mines & Technology
	16	Family Day
	16	Home Football vs. Saginaw Valley State University
October	7	Home Football vs. Quincy University
	12-13	Mid-Term Break (students)
	14	Home Football vs. University of Indianapolis
	16-21	Homecoming Week
	20	<b>BOARD OF GOVERNORS MEETING (TENTATIVE DATE)</b>
	21	Home Football vs. William Jewell College



Calendar of Events - Page 2  
February 2023 - February 2024

November	4	Home Football vs. Upper Iowa University
	20-24	Thanksgiving Holiday (students)
	22-24	Thanksgiving Holiday
December	2	<b>BOARD OF GOVERNORS MEETING (TENTATIVE DATE)</b>
	11	Finals Week
	16	Fall Commencement
	25-27	Winter Holiday
	28-29	Energy Conversation Days (campus closed)
 <u>2024</u>		
January	1	New Year's Day Holiday
	15	Martin Luther King, Jr. Day Holiday
	16	Spring Semester begins
February	3	<b>BOARD OF GOVERNORS MEETING (TENTATIVE DATE)</b>

**ITEM M**  
**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.

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

	Aye	Nay
Vote: Burkemper	_____	_____
Cozette	_____	_____
Christofferson	_____	_____
Dameron	_____	_____
Gingrich	_____	_____
Lovegreen	_____	_____
Miller	_____	_____