

NOTICE OF MEETING
Board of Governors Meeting
Truman State University
February 3, 2024

The Board of Governors for Truman State University will meet on Saturday, February 3, 2024, on the University campus in Kirksville, Missouri. The meeting, scheduled for 1:00 p.m., 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 Q through S.1 on the following schedule 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 needing assistance with the meeting should contact the President's Office at Truman State University (200 McClain Hall, presoffice@truman.edu, or 660-785-4100).

Dated this 26th day of January 2024.

A handwritten signature in black ink, appearing to read "Susan L. Thomas". The signature is fluid and cursive, with a large initial "S" and "T".

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

TENTATIVE AGENDA
Board of Governors Meeting
Truman State University
February 3, 2024

- 9:30 a.m. Board Working Session, Alumni Room, Student Union Building
- 11:00 a.m. Board Academic Affairs and Student Services Committee Meeting, Room 3201, Student Union Building
- 11:00 a.m. Board Budget and Capital Projects Committee Meeting, Room 3202, Student Union Building
- 11:00 a.m. Board Finance and Auditing Committee Meeting, Room 3203, Student Union Building
- 1:00 p.m. Open Session of Board Meeting, Conference Room, Student Union Building
- ITEM A Call to Order and Chair Report
 - ITEM B Recognition of 2023 Board Chair – Cheryl J. Cozette
 - ITEM C Resolution of Appreciation – K. Brooks Miller, Jr.
 - ITEM D Minutes for Open Session of Meeting on December 2, 2023
 - ITEM E Missouri Legislative Consultant Report
 - ITEM F President’s Report
 - ITEM G Academic Affairs Report
 - ITEM H Student Government Report
 - ITEM I Foundation Board Meeting Report
 - ITEM J Academic Affairs and Student Services Committee Report
 - ITEM K Finance and Auditing Committee Report
 - ITEM K.1 Financial Report
 - ITEM K.2 Review of Conflict of Interest Policy
 - ITEM L Budget and Capital Projects Committee Report
 - ITEM L.1 Construction Projects Report
 - ITEM L.2 Contracts for Construction Projects and Equipment Purchases Report
 - ITEM L.3 Food Service Contractor
 - ITEM M Consent Agenda
 - ITEM M.1 Architectural Services – 2024 Roofing Projects
 - ITEM M.2 Board Charges 2024-2025
 - ITEM N Agenda Items for Future Meetings
 - ITEM O Dates for Future Meetings
 - ITEM P Agenda Items for Closed Session
- Closed Session of Board of Governors Meeting, Conference Room, Student Union Building
- ITEM Q Minutes for Closed Session of Meeting on December 2, 2023
 - ITEM R Interim General Counsel Report
 - ITEM S Personnel Actions Report
 - ITEM S.1 General Counsel Search Committee Report
 - ITEM T Motion to Resume Open Session
- Open Session of Board of Governors Meeting, Conference Room, Student Union Building
- ITEM U Motion to Adjourn
- 3:00 p.m. Board of Governors General Counsel Evaluation Committee Meeting, Conference Room, Student Union Building

ITEM A**Call to Order and Chair Report****DESCRIPTION AND BACKGROUND**

Governor Nancy Gingrich, 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 2023 Board Chair – Cheryl J. Cozette****DESCRIPTION AND BACKGROUND**

Governor Gingrich will recognize Governor Cheryl Cozette for her service as Board Chair for the 2023 Calendar Year.

RECOMMENDED ACTION

This is a discussion item only.

ITEM C

Resolution of Appreciation – K. Brooks Miller, Jr.

DESCRIPTION AND BACKGROUND

K. Brooks Miller, Jr. resigned from his role on the Board on December 31, 2023. The hope is that Governor Miller will return in April or October when the Board can appropriately recognize him for his service.

RECOMMENDED ACTION

WHEREAS, the Honorable K. Brooks Miller, Jr. served as a member of the Truman State University Board of Governors from April 26, 2018, to December 31, 2023, serving as Secretary in 2019, Vice Chair in 2020, and Chair in 2021; and

WHEREAS, during his tenure on the Board, Governor Miller displayed a genuine commitment to the University’s quest for excellence and focus on student learning that will have a lasting impact on the future direction and successes of Truman State University; and

WHEREAS, Governor Miller’s sincere devotion and dedication to Truman, along with his consistent desire for the University to be accountable and strong convictions and careful consideration and discussion of a topic, were all hallmarks of his service and

WHEREAS, as an alumnus of Truman State University, Governor Miller consistently represented his alma mater with distinction and honor, displaying unwavering support for the University and providing a model of service to others by giving back to the University and the community through his service on the Truman State University Board of Governors, Alumni Board, and Foundation Board, and his leadership of community health centers;

NOW, THEREFORE, BE IT RESOLVED that the Truman State University Board of Governors hereby expresses immense gratitude to the Honorable K. Brooks, Miller, Jr. for his distinguished and commendable service as a member of the Board and

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

Moved by _____
Seconded by _____

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

ITEM D

Minutes for Open Session of Meeting on December 2, 2023

RECOMMENDED ACTION

BE IT RESOLVED that the minutes for the open session of the meeting on December 2, 2023, be approved.

Moved by _____

Seconded by _____

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

ATTACHMENT

Minutes for Open Session of Meeting on December 2, 2023

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OPEN SESSION
OF MEETING ON
DECEMBER 2, 2023

The Board of Governors for Truman State University met on Saturday, December 2, 2023, 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, Cheryl J. Cozette, and was held in the Alumni Room of the Student Union Building. The open session of the business meeting was called to order shortly after 1:00 p.m. and was held in the Conference Room (3000) in the Student Union Building.

Five voting members participated in the meeting: Sarah Burkemper, Philip J. Christofferson, Cheryl J. Cozette, Nancy Gingrich, and Bill Lovegreen. Two voting members, Jennifer Kopp Dameron and K. Brooks Miller, Jr., were unable to attend the meeting.

Two non-voting members participated in the meeting by conference call: Ella Schnake, the Student Representative, and Mike McClaskey, an out-of-state member. The second out-of-state member position is vacant.

Call to Order and Chair Report

Governor Cozette called the meeting to order, welcomed all in attendance, and recorded the absence of Governors Dameron and Miller as excused.

Minutes for Open Session of Meeting on October 20, 2023

Governor Burkemper moved for the adoption of the following resolution:

BE IT RESOLVED that the minutes for the open session of the meeting on October 20, 2023, be approved.

The motion was seconded by Governor Gingrich and carried by a unanimous vote of 5 to 0. Governor Cozette declared the motion to be duly adopted.

Selection of Officers for 2024 Calendar Year

Governor Cozette 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 one year commencing at the first regular meeting of the 2024 Calendar Year.

Chair	Nancy Gingrich
Vice Chair	Philip J. Christofferson
Secretary	Bill Lovegreen

The motion was seconded by Governor Burkemper and carried by a unanimous vote of 5 to 0. Governor Cozette declared the motion to be duly adopted.

Board Committee Appointments for the 2024 Calendar Year

Governor Cozette announced the annual Board committee appointments, which take effect at the first regular meeting of the 2024 calendar year.

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Academic Affairs and Student Services

- Philip J. Christofferson, Committee Chair
- Cheryl J. Cozette
- Ella Schnake
- Nancy Gingrich, ex officio

Budget and Capital Projects

- Bill Lovegreen, Committee Chair
- Jennifer Kopp Dameron
- Nancy Gingrich, ex officio

Finance and Auditing

- Sarah Burkemper, Committee Chair
- Mike McClaskey
- Nancy Gingrich, ex officio

Honorary Degrees

- Jennifer Kopp Dameron, Committee Chair
- Sarah Burkemper
- Ella Schnake
- Nancy Gingrich, ex officio

Foundation Board of Directors

- Cheryl J. Cozette, past chair
- Nancy Gingrich, chair
- Philip J. Christofferson, vice chair

President's Report

Dr. Susan L. Thomas, University President, reported on several items of current interest and shared her selected engagements report. Within her report, President Thomas provided an update on the opening of the Greenwood Interprofessional Autism Center. In addition, she highlighted a recent coffee and chocolates focused on the status of the Kirk Building renovation and a preview of the collaborative services model that will be employed by the units in the new Kirk Student Success Center, a "Better – Because of You" advancement campaign strategically focused on increasing the base of donors, and the recent visit of statewide leadership from the Department of Economic Development and Missouri Partnership interested in the Truman/Kraft Heinz partnership.

Academic Affairs and Student Services Committee Report

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

Amendment to Section 5.010.2 of the Code of Policies of the Board of Governors Pertaining to Academic Programs – Bachelor of Science in Data Science

Governor Burkemper moved for the adoption of the following resolution:

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

Data Science, Bachelor of Science

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

The motion was seconded by Governor Gingrich and carried by a unanimous vote of 5 to 0. Governor Cozette declared the motion to be duly adopted.

Amendment to Section 6.030.1 of the Code of Policies of the Board of Governors Pertaining to Faculty Positions and Titles

Governor Christofferson moved the adoption of the following resolution:

BE IT RESOLVED that Section 6.030.1 of the Code of Policies of the Board of Governors of Truman State University entitled Faculty Positions and Titles is hereby amended as follows. Changes to Section 6.030.1 are shown in the text below by deleting the language in **[brackets and bold type]** and adding new language shown in ***bold underlined italics***. In all other respects, Section 6.030.1 remains unchanged and in effect.

6.030.1. Faculty Positions and Titles.

1. Types of Appointments

- a. Tenure-track appointments begin on a specified date and are for a period of one academic year. Faculty on tenure-track appointments are on probationary status with contracts that are renewed annually based on performance up to the point when they are required to apply for tenure and promotion following the tenure and promotion guidelines (Section 6.030.3).
- b. Tenure appointments are continuous appointments that begin on a specified date but have no termination date.
- c. Term faculty positions are those where the principal services performed by the holder thereof are primarily teaching. Term appointments begin on a specified date and terminate on a specified date. Term appointments usually are for a period of **[one academic year] *three academic years*** but may be for a shorter or longer period **[up to a fiscal year], *depending on the needs of the University.*** ***Term faculty on multi-year appointments are subject to an annual administrative review.*** Term appointments may be either full-time or part-time. Term appointments may be renewed, but no number of reappointments to any term position shall create any presumption of a right to reappointment. Holders of faculty positions under term appointments shall have no right to tenure. This policy does not preclude term faculty from applying for open tenure-track positions.

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- i. Summer, interim, and special session appointments shall be considered term, irrespective of the title applied thereto.
 - ii. Less than .75 FTE appointments shall be considered term, whatever the title thereof may be.
 - iii. The appointment of Federal and State employees or appointees attached or assigned to the University, by special appointment or on a temporary basis, shall be term, whatever the title and office may be.
 - iv. Appointments made in connection with a special department, program, or institute of an experimental or temporary character may be terminated when the project is discontinued. All such appointments shall be considered term, whatever the titles thereof may be.
2. Classification of Faculty by Title and Rank
- a. Tenured and tenure-track faculty will hold titles of Assistant Professor, Associate Professor, or Professor.
 - b. Full-time faculty on term appointments with terminal degrees will hold the title of Assistant Professor. Full-time faculty on term appointments without terminal degrees will hold the title of Instructor. The condition of employment for term faculty will be noted in their contract as "temporary."
 - c. Except where otherwise specified, all part-time faculty members will hold the title of Lecturer.
 - d. Retired faculty without Emeritus status, who continue to teach part-time, shall be identified by their last title followed by "retired" (e.g. Assistant Professor, Retired). Retired faculty with Emeritus status who continue to teach part-time shall be identified by their last title followed by Emerita/Emeritus of [discipline that was on their last contract prior to retiring].
 - e. Part-time faculty members in Nursing and Communication Disorders will hold the title of Clinical Instructor due to the clinical component of the position and to better reflect those responsibilities.
 - f. Graduate students who hold term appointments will have the title of Graduate Teaching and Research Assistant.

3. Administrative Personnel

The functions, titles, and status of administrative personnel shall be distinct and severable from their functions, titles, and status, if any, as faculty members. This includes, but is not limited to, the President, Executive Vice President for Academic Affairs and Provost, the Deans, Directors, Department Chairs, other administrators of academic services, and coaches of intercollegiate athletics.

4. Notice of Appointment

Each appointee to the faculty shall receive written notice thereof, which includes the following information:

- a. Whether the position is tenured, tenure track, or term;

- b. The duration of appointment for a term or tenure-track position and whether it is renewable/eligible for reappointment; and
 - c. For tenure-track appointments, notice of tenure requirements and a written copy thereof.
5. Termination During Appointment Term
Faculty appointments shall not be terminated during the appointment period thereof except for cause as set forth in the Code of Policies 6.040, or under extraordinary circumstances because of financial exigencies as defined in Code of Policies Chapter 10.
6. Notice of Non-Reappointment
- a. Tenure-track [**and 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 or any subsequent year of employment shall be notified of such decision prior to December 15.**] Tenure-track faculty who are not to be reappointed following their second year of appointment shall be notified of such decision prior to December 15 of their second year of appointment. Tenure-track faculty who are not to be reappointed following their third, fourth, fifth, or sixth year of appointment shall be notified not less than one year in advance of their final date of employment.
 - b. ***Full-time term faculty members who are not to be reappointed following the end of their appointment term shall be notified of such decision prior to December 15 of their final year.***

The motion was seconded by Governor Burkemper and carried by a unanimous vote of 5 to 0. Governor Cozette declared the motion to be duly adopted.

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, 2023, of education and general revenues and expenditures and auxiliary system revenues and expenditures, and a review as of October 31, 2023, of the Truman State University Foundation revenues and expenditures.

Budget and Capital Projects Committee Report

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

Construction Projects Report

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

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Contracts for Construction Projects and Equipment Purchases

Governor Christofferson noted that one construction project and one equipment purchase totaling \$25,000 to \$100,000 had been approved since the last meeting of the Board.

<u>Construction Project Name</u>	<u>Cost</u>
Barnett Hall Water Main Repair	\$65,450

<u>Equipment Purchase</u>	<u>Cost</u>
2022 John Deere 4052R Compact Utility Tractor	\$28,287

Housing 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 2024 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	\$8,188 per student
Double Occupancy	\$6,927 per student
Deluxe Double	\$6,927 per student
Double Room Buyout (Single Occupancy)	\$8,611 per student

- 2) BLANTON NASON BREWER/RYLE/WEST CAMPUS SUITES

Size of Room	Charge for Academic Year
Single Occupancy	\$8,823 per student
Double Occupancy	\$7,377 per student
Deluxe Double	\$7,377 per student
Triple Occupancy	\$6,724 per student
Double Room Buyout (Single Occupancy)	\$9,081 per student

- 3) CAMPBELL APARTMENTS

Size of Room	Charge for Academic Year
One Bedroom; Double Occupancy	\$6,127 per student
One Bedroom; Single Occupancy	\$9,750 per student
Two Bedroom; Double Occupancy	\$9,350 per student

BE IT FURTHER RESOLVED that the other residence hall fees and room 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.

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The motion was seconded by Governor Burkemper and carried by a unanimous vote of 5 to 0. Governor Cozette declared the motion to be duly adopted.

Salary Policies 2024

Governor Christofferson moved for the adoption of the following resolution:

BE IT RESOLVED that the following salary and wage policies for the 2024 calendar year be approved:

- 1) 2024 Policy for Faculty Salaries;
- 2) 2024 Policy for Exempt and Salaried/Comp Time Eligible Staff Salaries;
- 3) 2024 Policy for Non-Exempt Staff Salaries;
- 4) 2024 Policy for Hourly Personnel Wage Rates;
- 5) 2024 Policy for Unit I Wage Rates; and
- 6) 2024 Policy for Off-Campus and Workshop Faculty Salaries; and

BE IT FURTHER RESOLVED that a one-time retention incentive, as outlined in the attachment, be approved; and

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

The motion was seconded by Governor Gingrich and carried by a unanimous vote of 5 to 0. Governor Cozette declared the motion to be duly adopted, and the Secretary designated a copy of the documents as Exhibit A.

Union Agreement Renewal

Governor Christofferson moved for the adoption of the following resolution:

BE IT RESOLVED that the proposed changes in the renewal of the current Memorandum of Agreement for Unit I by and between Truman State University and Laborers' International Union of North America, Local No 955, as highlighted in the attached document, be approved; and

BE IT FURTHER RESOLVED that the President of the University be authorized to execute a new memorandum of agreement for Calendar Years 2024, 2025, and 2026 with an incorporation of the recommended changes; and

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

The motion was seconded by Governor Burkemper and carried by a unanimous vote of 5 to 0. Governor Cozette declared the motion to be duly adopted, and the Secretary designated a copy of the document as Exhibit B.

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Amendment to Section 13.050 of the Code of Policies of the Board of Governors Pertaining to Naming Opportunities

Governor Christofferson moved for the adoption of the following resolution:

BE IT RESOLVED that Section 13.050 of Chapter 13 of the Code of Policies of the Board of Governors, entitled Naming Opportunities, is hereby amended to expand the guidelines for naming consideration. Changes to Section 13.050 are shown in the text below by deleting the language shown in ~~{brackets, boldfaced, and struck through}~~ and by incorporating the new language shown in **boldface, underlined, and italicized**. In all other respects, Section 13.040 remains unchanged.

13.050. Naming Opportunities. The exterior areas, landmarks, programs, and interior spaces of the University may bear distinctive names that reflect outstanding contributions in keeping with the nature and mission of the University. The guidelines set out below will provide the criteria to be used and the approvals needed to name such exterior areas, university landmarks, university programs, and interior spaces in honor of individuals and organizations.

1. Definitions:

- a. "Exterior Areas" shall mean University owned or leased buildings, locations, including open-air spaces, and major facilities, such as arenas and stadiums, where the name is displayed on the outside of a structure or is easily viewable by the general public.
- b. "University Landmarks" shall mean ~~{statutes}~~ **statues** and other landmarks on or in University-owned or leased property.
- c. "University Programs" shall mean programs of research or teaching, departments, faculties, schools, special lecture series, library collections of books or other materials, collections of artworks, and other similar University activities and programs the University may choose to recognize.
- d. "Interior Spaces" shall mean physical spaces such as, but not limited to, auditoriums, laboratories, classrooms, conference rooms, or special research, teaching, recreational, service, or other similar facilities.
- e. "Organizations" shall mean foundations, trusts, not-for-profit entities, corporations, or other legal entities.

2. Approvals. The naming of Exterior Spaces, University Landmarks, University Programs, and Interior Spaces shall require the approval of the Board of Governors.

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3. Guidelines. Names for Exterior Areas, University Landmarks, University Programs, and Interior Spaces should enhance the public reputation of the University. In keeping with this principle, names should be proposed and approved with the following guidelines in mind:
 - a. Faculty, staff members, or Organizations who have rendered distinctive service to the University;
 - b. Graduates, former students, individuals such as members of the Board of Governors, or Organizations who have rendered distinctive service to the University;
 - c. Persons or Organizations dedicated to the purpose, nature, and mission of the University who have achieved outstanding distinction through civic, intellectual, or artistic contributions to the development of the area, state, and nation or Missouri history; and
 - d. *Elected officials who have made significant contributions to advance the University's purpose and mission through the exercise of their official duties; and*
 - ~~d]e.~~ Persons or Organizations who make or have made a substantial financial contribution toward the cost of the construction or renovation of the Exterior Area, University Landmark, University Program, or Interior Area. If named for a donor or a donor's designee, the name should be based on the ~~eminence of the donor or designee and the~~ donor or designee's relationship to the University as well as the significance of the gift.
4. Duration of Name. The naming of Exterior Areas, University Landmarks, University Programs, and Interior Spaces in honor of individuals or Organizations is generally expected to last the lifetime of the Exterior Area, University Landmark, University Program, or Interior Area or so long as it remains in use and serves its original function. When the use or program has changed, such as it must be discontinued, demolished, substantially renovated, or rebuilt, the University may discontinue the use of the name.
5. Reservations. The Board of Governors reserves the right to change or remove the name of an Exterior Area, University Landmark, University Program, or Interior Area if it determines that the name is no longer in the best interests of the University.

The motion was seconded by Governor Burkemper and carried by a vote of 4 to 1, with Governors Burkemper, Cozette, Gingrich, and Lovegreen voting Aye and Governor Christofferson voting Nay. Governor Cozette declared the motion to be duly adopted.

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Request for Naming Opportunities

Governor Christofferson moved for the adoption of the following resolution:

BE IT RESOLVED that the lobby within the Greenwood Interprofessional Autism Center be named the Dr. R. Keith and Lu Ann Beeman Lobby in recognition of the Beemans' generous financial contribution of \$100,000 to the Greenwood Interprofessional Autism Center construction project, a gift which meets the guidelines for naming opportunities per Foundation Board policy; and

BE IT FURTHER RESOLVED that the activity room within the Greenwood Interprofessional Autism Center be named the Cindy O'Laughlin Activity Room in recognition of her tireless work to establish an autism center in northeast Missouri and for spearheading an appropriation of \$4.6 million from the Missouri Legislature for the construction of the Greenwood Interprofessional Autism Center; and

BE IT RESOLVED that the Sustained Knowledge of Integrated Lifelong Learning (SKILLS) Center located in the Student Success Center of the soon-to-be-renovated Kirk Building be named the Senator Roy and Abby Blunt SKILLS Center in recognition of their enormous support of the key services to be made available to the local community and for the Senator's work in spearheading a federal appropriation of \$6 million for the renovation of the Kirk Building; and

BE IT FURTHER RESOLVED that the newly renovated space in the northeast corner on the first floor of Pickler Memorial Library be named the Doug and Diane Villhard Innovation Lab, retroactively to August 30, 2023, in recognition of Doug and Diane Villhard's generous financial contribution of \$100,000 to fund the campus-wide resource, a gift which meets the guidelines for naming opportunities per Foundation Board policy; and

BE IT FURTHER RESOLVED that the Board of Governors reserves the right to change or remove the name of these facilities if it is determined that the names are no longer in the best interest of the University.

The motion was seconded by Governor Gingrich and carried by a unanimous vote of 5 to 0. Governor Cozette declared the motion to be duly adopted.

Agenda Items for Future Meetings

Governor Cozette reviewed a list of projected agenda items for the regular meetings during the following year.

Dates for Future Meetings

Governor Burkemper moved for the adoption of the following resolution:

BE IT RESOLVED that the next regular meeting of the Board of Governors be scheduled for Saturday, February 3, 2024, on the University campus in Kirksville, Missouri, beginning at 1:00 p.m., with the understanding that the Chair may alter

the starting time and/or place for the meeting by giving due notice of such change;
and

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

Saturday, April 6, 2024;
Saturday, June 15, 2024;
Saturday, August 3, 2024;
Friday, October 25, 2024; and
Saturday, December 7, 2024.

The motion was seconded by Governor Christofferson and carried by a unanimous vote of 5 to 0. Governor Cozette declared the motion to be duly adopted.

Agenda Items for Closed Session

Governor Gingrich moved for the adoption of the following resolution:

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

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

The motion was seconded by Governor Christofferson and carried by a unanimous vote of 5 to 0, with Governors Burkemper, Christofferson, Cozette, Gingrich, and Lovegreen voting Aye. Governor Cozette declared the motion to be duly adopted.

The closed session of the meeting began shortly after 1:45 p.m.

The open session of the meeting resumed shortly after 3:45 p.m.

With no further business, Governor Christofferson moved that the meeting be adjourned. The motion was seconded by Governor Gingrich and carried by a unanimous vote of 5 to 0. Governor Cozette declared the motion to be duly adopted, and the meeting adjourned shortly after 3:50 p.m.

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Philip J. Christofferson
Secretary of the Board of Governors

I hereby certify that the foregoing minutes were approved by the Board of Governors on the 3rd day of February 2024.

Nancy Gingrich
Chair of the Board of Governors

ITEM E**Missouri Legislative Consultant Report****DESCRIPTION AND BACKGROUND**

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

RECOMMENDED ACTION

This is a discussion item only.

ITEM F
President's Report

DESCRIPTION AND BACKGROUND

Dr. Sue Thomas, University President, will report on items of current interest.

RECOMMENDED ACTION

This is a discussion item only.

ITEM G
Academic Affairs Report

DESCRIPTION AND BACKGROUND

Dr. Eric Freedman, Executive Vice President for Academic Affairs and Provost, will report on items of current interest.

RECOMMENDED ACTION

This is a discussion item only.

ITEM H

Student Government Report

DESCRIPTION AND BACKGROUND

Colleen O'Reilly and Mairin Warner, President and Vice President of Student Government, will provide the annual Student Government Report.

RECOMMENDED ACTION

This is a discussion item only.

ITEM I**Foundation Board Meeting Report****DESCRIPTION AND BACKGROUND**

Governors Christofferson, Cozette, and Gingrich attended the Foundation Board Meeting/Retreat on January 20. Governor Cozette will provide a brief report of the meeting.

RECOMMENDED ACTION

This is a discussion item only.

ITEM J**Academic Affairs and Student Services Committee Report****DESCRIPTION AND BACKGROUND**

Governor Philip Christofferson, Chair of the Academic Affairs and Student Services Committee, will report on the meeting held earlier.

RECOMMENDED ACTION

This is a discussion item only.

ITEM K**Finance and Auditing Committee Report****DESCRIPTION AND BACKGROUND**

Governor Sarah Burkemper, Chair of the Finance and Auditing Committee, will report on the meeting held earlier.

RECOMMENDED ACTION

This is a discussion item only.

ITEM K.1
Financial Report

DESCRIPTION AND BACKGROUND

The Financial Report includes a review as of December 31, 2023, 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

The Truman State University Financial Report (December 31, 2023, compared to December 31, 2022)

Truman State University Financial Report

December 31, 2023 compared to December 31, 2022

Education & General (Pages A1-A3)

Revenue increased by \$1.4M (3.2%) to \$44.5M. The distribution by source over the last three fiscal years is outlined in Figure 1. Overall revenues were 50% of the annual budget.

Despite a 7% rate increase, tuition revenue decreased by \$603,880 (3.4%) as a result of 324 fewer students enrolled for the fall term.

State of Missouri revenue of \$23.6M was \$1.2M (5.3%) ahead of prior year. While the normal appropriation increased 7%, last year's Missouri State Employees' Retirement System (MOSERS) appropriation was not repeated.

Other revenue grew \$1M to \$2.1M due to improved investment performance associated with the University's fixed income portfolio. Course and other fees fell by \$242,179 (12.2%) to \$1.7M. Fee variances, other than tuition, are outlined in Figure 2.

Figure 1: Education & General Revenues

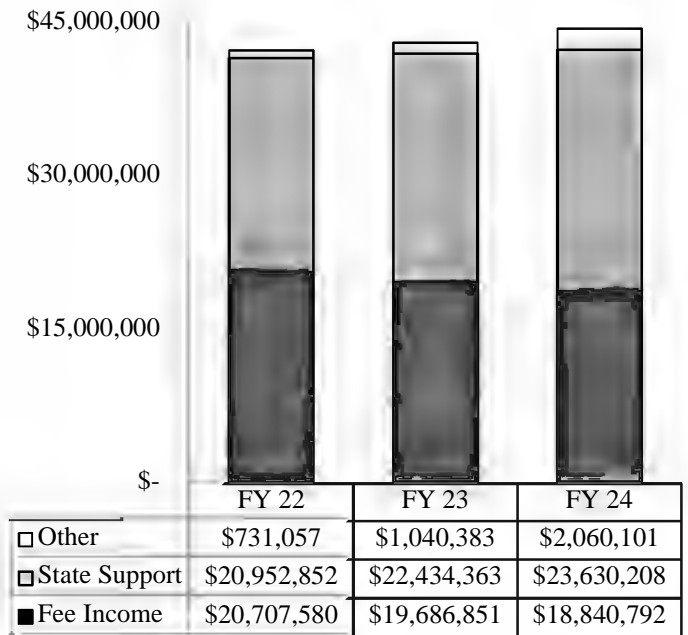
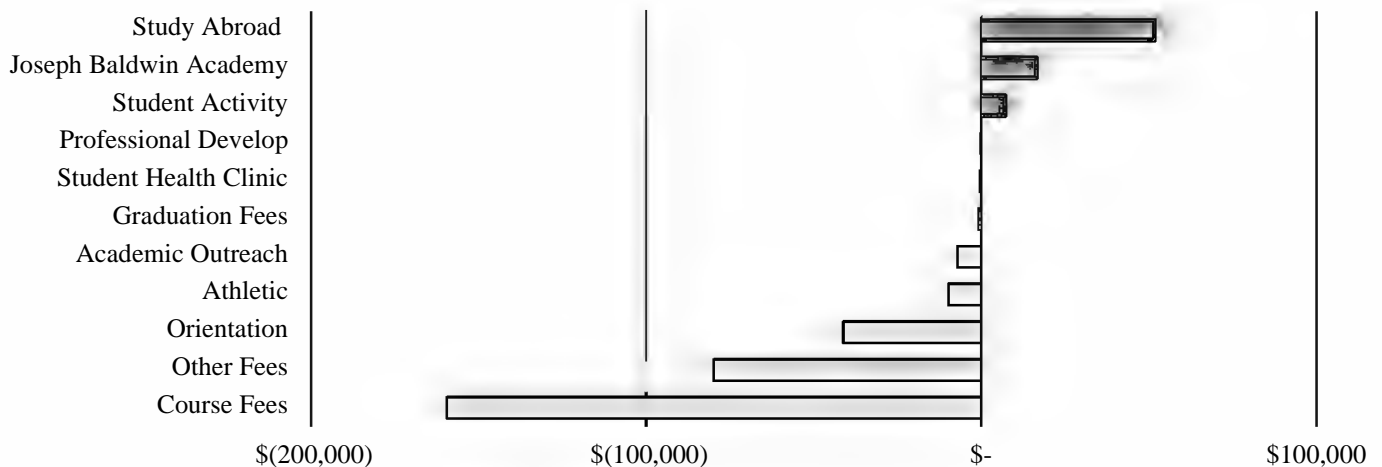


Figure 2: Local Fee Revenue Variances (FY 23 to FY 24)

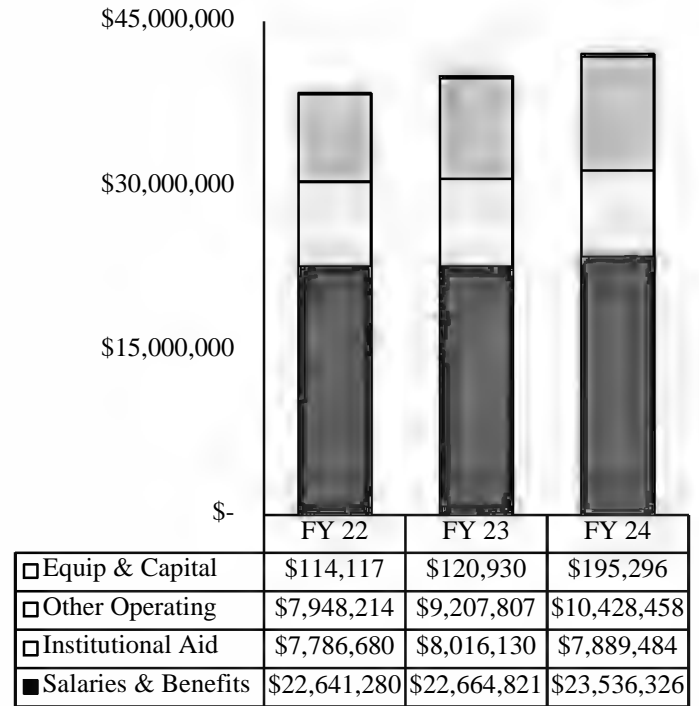


Education and general expenses grew by \$2M (5.1%) to \$42.1M. Expenses were 45% of the annual budget. Spending over the last three fiscal years is outlined in Figure 3, and notable variances included:

- Compensation increased by \$871,505 (3.9%). A December retention incentive (\$200,500) paid to 401 employees coupled with last January's 3% average salary increase resulted in higher salaries and wages. Associated benefits grew as a result of higher wages, a 1% MOSERS pension rate increase and higher health insurance premiums. These variances were partially offset by fewer student employees.
- Other expenses grew \$585,932 (39.7%) due to higher insurance premiums (\$390,881) and lower auxiliary reimbursements (\$120,431).
- Utilities increased \$307,884 (23.5%) due to higher rates for natural gas (\$227,668) and electricity (\$113,452).

- Office contracts grew \$196,879 (12.3%) based on the purchase of a new faculty management system, various investments in improved network security, and higher overall software renewal costs.
- Institutional aid fell \$126,646 (1.6%) due to fewer enrolled students.
- Maintenance costs grew \$108,420 (88.6%) due to a Barnett Hall water line replacement and Stokes Stadium repairs following isolated flooding.
- Professional services fell \$86,122 (5.2%) due to the absence of the prior year service contract associated with the interim Provost.
- Equipment and capital expense increased by \$74,366 (61.5%) based on the purchase of a patrol vehicle (\$44,767), a compact tractor for the Physical Plant grounds crew (\$28,287), and new clinical equipment for the Communication Disorders department (\$26,057).

Figure 3: Education & General Expenses



Auxiliary Systems (Pages B1-B3)

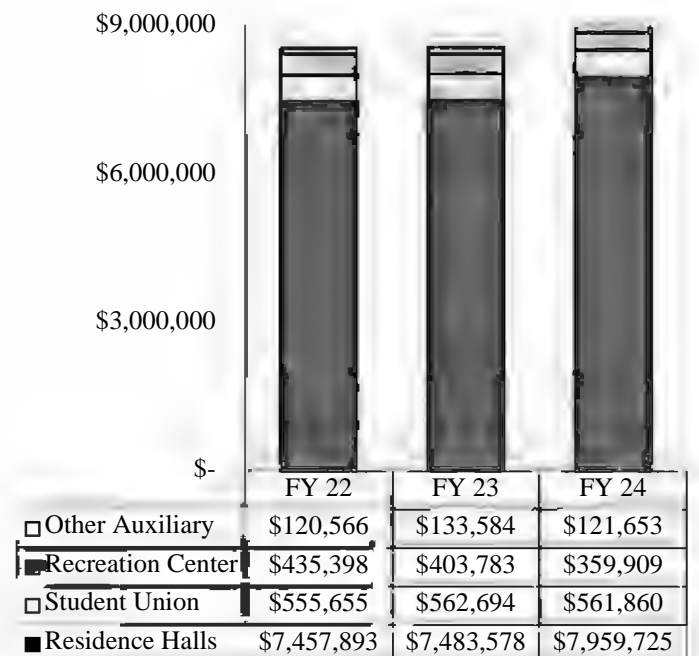
Revenue grew by \$419,508 (4.9%) to \$9M due to a \$476,147 (6.4%) increase in residence life income. Despite a year-over-year reduction of 44 student residents for the fall term, several factors including a 5.7% increase in room and board prices, improved investment returns, and a larger Joseph Baldwin Academy generated the increase in overall housing-related revenue.

Student Union and Recreation Center revenues fell by \$834 (0.1%) and \$43,874 (10.9%), respectively, as a result of lower enrollment. Other auxiliary revenue also decreased slightly by \$11,931 (8.9%) due to a reduction in printing income. The revenue distribution for the last three fiscal years is outlined in Figure 4, and revenues were 55% of the annual budget.

Auxiliary expenses fell \$57,074 (0.8%) to \$7.4M. Expenses were 44% of the annual budget. Expenses were allocated across auxiliary units as illustrated in Figure 5 and included in the following variances:

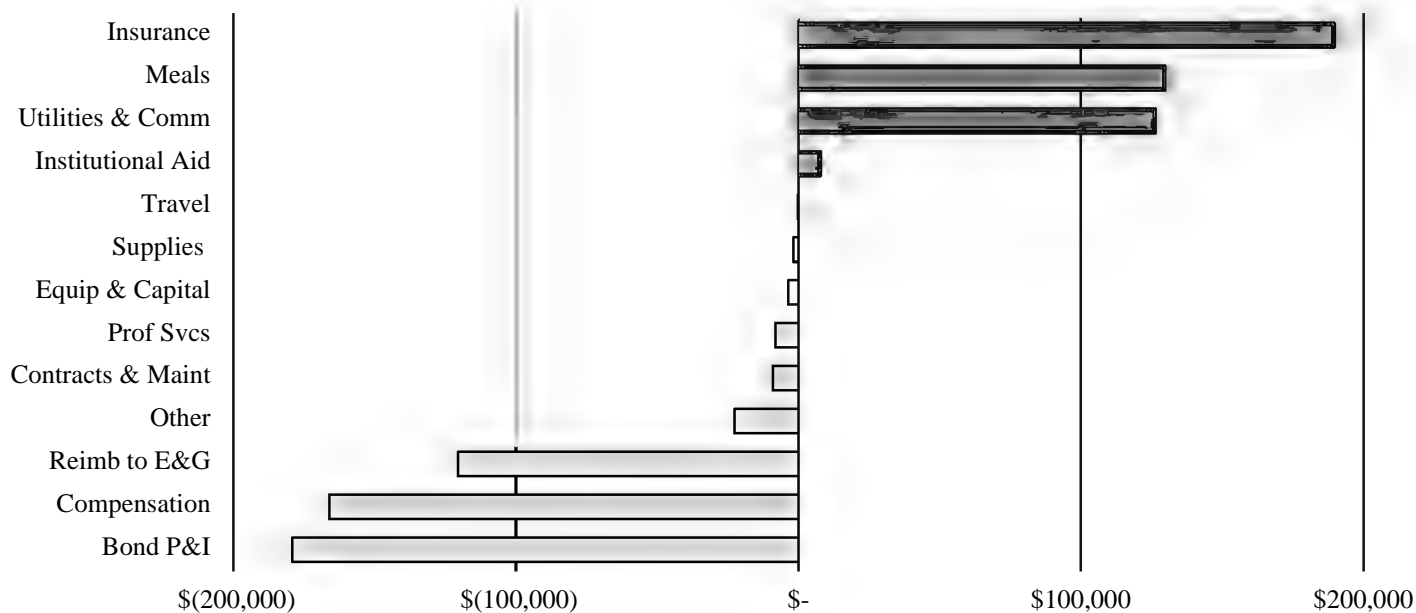
- Financing costs decreased by \$179,099 (34.4%) due to the retirement of the 2015 revenue bond series at the conclusion of last fiscal year.
- Compensation fell by \$166,122 (9.9%) due to a Residence Life management vacancy and as a result of certain facilities' positions being reallocated to other University areas to reflect a smaller auxiliary operation.
- Other expenses grew \$161,950 (40.3%) due to higher insurance premiums.
- Overall meal costs increased \$129,839 (4.6%) due to increased food costs resulting in a higher contracted food service rate and a larger summer camp population.

Figure 4: Auxiliary Revenues



- Utilities grew \$125,215 (16.1%) due to higher rates for natural gas (\$122,317) and electricity (\$21,899).
- Reimbursements to the educational and general fund were decreased by \$120,431 (59.4%) to reflect a smaller auxiliary operation.

Figure 5: Auxiliary Expense Variances (FY 23 to FY 24)



Truman State University Foundation (Pages C1-C3)

Statement of Net Position (Page C-1)

Net position increased by \$6.1M (9.1%) to \$73.5M. Current assets fell by \$876,852 (11.9%) to \$6.5M. Corresponding cash and short-term investments balances decreased by \$787,349 following a \$932,092 capital transfer for the Greenwood Center. Real estate assets held for sale and the current portion of loans receivable also fell by \$47,000 and \$47,820, respectively. Non-current assets increased by \$6.9M (11.4%) to \$67.5M as a result of an increase in overall investment value. The long-term portion of loans receivable decreased \$97,648 due to fewer outstanding student loans. Current liabilities decreased by \$41,300 to \$184,617 based on a corresponding reduction in deferred investment revenue and the current portion of annuities payable. Long-term annuities payable also decreased by \$35,837 (9.3%) to \$350,084.

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

Overall giving decreased \$314,015 (21.7%) to \$1.1M as two prior year donations totaling \$394,000 were not repeated in the current fiscal year. Overall investment revenue increased \$3.1M as a result of strong equity performance and stable fixed income returns. Net expenses and transfers to the University increased \$907,924 (45.7%) to \$2.9M. The variance was caused by the aforementioned \$932,092 capital transfer for the Greenwood Center. Other noteworthy expense variances included an \$89,168 reduction in student scholarships, a \$96,535 increase in supplies and other expenses associated with the purchase of equipment for the Health and Exercise Science department, and an increase in government relations consulting fees.

Investments Schedule (Page C-3)

Investments (including endowed, short-term, long-term, and annuities) increased by \$6.3M (9.5%) to \$73.1M. Year-over-year changes, predominantly unrealized, were concentrated in equity funds and private limited partnership investments. The Foundation also holds beneficial interests in three trusts, and their combined value increased by \$464,681 (12.2%) to \$4.3M.

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

Education & General	FY24 Budget	FY24 To Date	Percent of Budget This Year	Percent of Budget Last Year
Revenues				
State Sourced Income	\$ 48,722,074	\$ 23,630,208	48.5%	
Local Income	39,713,850	20,900,893	52.6%	
Total Budgeted Revenues	88,435,924	44,531,101	50.4%	50.3%
Rollover from prior year	5,511,680			
Total Resources to Spend	\$ 93,947,604			
Expenses				
Faculty/Staff Salaries	35,421,202	15,912,882	44.9%	
Student Employment	3,509,682	1,012,148	28.8%	
Fringe Benefits	15,208,028	6,611,296	43.5%	
Total Salaries & Fringe Benefits	54,138,912	23,536,326	43.5%	42.4%
Equipment & Capitalized Expense	1,181,841	195,296	16.5%	10.9%
Operations				
Other Expense	18,226,851	8,811,203	48.3%	
Institutional Aid	17,300,000	7,889,484	45.6%	
Utilities	3,100,000	1,617,255	52.2%	
Total Operations	38,626,851	18,317,942	47.4%	45.6%
Total Education & General Expense	\$ 93,947,604	\$ 42,049,564	44.8%	43.3%

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

Education & General	FY22 Receipts	FY23 Receipts	FY24 Receipts	Change FY23 to FY24	% Change FY23 to FY24
State Appropriation					
State Appropriation	\$ 20,952,852	\$ 22,084,308	\$ 23,630,208	\$ 1,545,900	7.0%
MOSERS Appropriation	-	350,055	-	(350,055)	-100.0%
Total State Sourced Income	20,952,852	22,434,363	23,630,208	1,195,845	5.3%
Enrollment Fees					
Enrollment Fees	18,662,473	17,702,716	17,098,836	(603,880)	-3.4%
Course Fees	962,417	949,979	790,571	(159,408)	-16.8%
Other Fees	604,456	615,400	535,412	(79,988)	-13.0%
Student Activity Fees	140,009	122,522	129,900	7,378	6.0%
Athletic Fees	206,495	180,859	171,054	(9,805)	-5.4%
Health Clinic Fees	131,730	115,375	115,019	(356)	-0.3%
Total Student Fees	20,707,580	19,686,851	18,840,792	(846,059)	-4.3%
Other Operating & Non-Operating	731,057	1,040,383	2,060,101	1,019,718	98.0%
Total Education & General	\$ 42,391,489	\$ 43,161,597	\$ 44,531,101	\$ 1,369,504	3.2%

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

	<u>FY22</u> <u>Expense</u>	<u>FY23</u> <u>Expense</u>	<u>FY24</u> <u>Expense</u>	<u>Change</u> <u>FY23 to FY24</u>	<u>% Change</u> <u>FY23 to FY24</u>
Education & General					
Salaries & Fringe Benefits					
Faculty & Staff Salaries	\$ 15,426,888	\$ 15,490,941	\$ 15,912,882	\$ 421,941	2.72%
Student Employment	1,064,735	1,057,722	1,012,148	(45,574)	-4.31%
Fringe Benefits	6,149,657	6,116,158	6,611,296	495,138	8.10%
Total Salary & Fringe Benefits	<u>22,641,280</u>	<u>22,664,821</u>	<u>23,536,326</u>	<u>871,505</u>	<u>3.85%</u>
Equipment & Capital Expenses	<u>114,117</u>	<u>120,930</u>	<u>195,296</u>	<u>74,366</u>	<u>61.50%</u>
Operations					
Institutional Aid	7,786,680	8,016,130	7,889,484	(126,646)	-1.58%
Travel	339,878	635,099	714,953	79,854	12.57%
Utilities	1,139,237	1,309,371	1,617,255	307,884	23.51%
Professional Services	1,616,876	1,656,056	1,569,934	(86,122)	-5.20%
Supplies	750,050	848,020	817,881	(30,139)	-3.55%
Office Contracts	1,194,882	1,597,865	1,794,744	196,879	12.32%
Library Acquisitions	803,844	752,738	819,719	66,981	8.90%
Communications	354,506	391,295	382,257	(9,038)	-2.31%
Energy Lease Principal & Interes	420,000	420,000	420,000	-	0.00%
Maintenance & Repair	181,592	122,337	230,757	108,420	88.62%
Other Expense	1,147,349	1,475,026	2,060,958	585,932	39.72%
Total Operations	<u>15,734,894</u>	<u>17,223,937</u>	<u>18,317,942</u>	<u>1,094,005</u>	<u>6.35%</u>
Total Education & General	<u>\$ 38,490,291</u>	<u>\$ 40,009,688</u>	<u>\$ 42,049,564</u>	<u>\$ 2,039,876</u>	<u>5.10%</u>

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

Auxiliary Systems	FY24 Budget	FY24 To Date	Percent of Budget This Year	Percent of Budget Last Year
Revenues				
Residence Halls	\$ 14,251,000	\$ 7,959,725		
Student Union	1,076,000	561,860		
Recreation Center	729,000	359,909		
Other Auxiliary	264,000	121,653		
Projected Draw on Reserves	-	-		
Total Budgeted Revenues	16,320,000	9,003,147	55.2%	49.9%
Rollover from prior year	489,705			
Total Resources to Spend	\$ 16,809,705			
Expenses				
Salaries	1,641,575	619,778		
Student Salaries	444,321	272,948		
Fringe Benefits	1,016,407	611,058		
Total Salaries & Fringe Benefits	3,102,303	1,503,784	48.5%	52.9%
Equipment /Capitalized Expense	-	37,690	0.0%	235.6%
Operations				
Bond Principal & Interest	2,752,832	341,416	12.4%	
Meals-Contract Food Service	5,490,000	2,698,545	49.2%	
Other Expense	2,567,220	1,356,788	52.9%	
Institutional Aid	820,350	513,621	62.6%	
Utilities	2,077,000	902,244	43.4%	
Total Operations	13,707,402	5,812,614	42.4%	37.8%
Total Auxiliary Expense	\$ 16,809,705	\$ 7,354,088	43.7%	40.6%

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

	<u>FY22 Receipts</u>	<u>FY23 Receipts</u>	<u>FY24 Receipts</u>	<u>Change FY23 to FY24</u>	<u>% Change FY23 to FY24</u>
Auxiliary					
Residence Halls	\$ 7,457,893	\$ 7,483,578	\$ 7,959,725	\$ 476,147	6.4%
Student Union	555,655	562,694	561,860	(834)	-0.1%
Recreation Center	435,398	403,783	359,909	(43,874)	-10.9%
Other Auxiliary	120,566	133,584	121,653	(11,931)	-8.9%
Total Auxiliary	<u>\$ 8,569,512</u>	<u>\$ 8,583,639</u>	<u>\$ 9,003,147</u>	<u>\$ 419,508</u>	<u>4.9%</u>

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

	FY22 Expense	FY23 Expense	FY24 Expense	Change FY23 to FY24	% Change FY23 to FY24
Auxiliary					
Salaries & Fringe Benefits					
Administrative & Staff Salaries	\$ 735,701	\$ 732,089	\$ 619,778	\$ (112,311)	-15.3%
Student Wages	292,378	299,016	272,948	(26,068)	-8.7%
Fringe Benefits	656,058	638,801	611,058	(27,743)	-4.3%
Total Salary & Fringe Benefits	1,684,137	1,669,906	1,503,784	(166,122)	-9.9%
Equipment & Capital Expenses	69,103	41,226	37,690	(3,536)	-8.6%
Operations					
Institutional Aid	489,321	505,820	513,621	7,801	1.5%
Supplies	132,668	158,765	156,985	(1,780)	-1.1%
Office Contracts	123,935	170,860	158,870	(11,990)	-7.0%
Communications	24,331	22,871	24,158	1,287	5.6%
Meals-Contract Food Service	2,591,928	2,565,408	2,698,545	133,137	5.2%
Meals-Other	201,210	256,340	253,042	(3,298)	-1.3%
Utilities	834,724	777,029	902,244	125,215	16.1%
Professional Services	99,756	32,888	24,680	(8,208)	-25.0%
Reimbursement to E & G	372,000	202,580	82,149	(120,431)	-59.4%
Bond Principal & Interest	552,636	520,515	341,416	(179,099)	-34.4%
Maintenance & Repair	24,933	85,565	93,566	8,001	9.4%
Other Expense	328,620	401,388	563,338	161,950	40.3%
Total Operations	5,776,062	5,700,029	5,812,614	112,585	2.0%
Total Auxiliary	\$ 7,529,302	\$ 7,411,162	\$ 7,354,088	\$ (57,074)	-0.8%

Truman State University Foundation
Statement of Net Position
December 31, 2022 Compared to December 31, 2023

	31-Dec-22	31-Dec-23	Change
	FY23	FY24	FY23 to FY24
Cash	\$ 517,313	\$ 366,698	\$ (150,615)
Short Term Investments	6,578,925	5,942,191	(636,734)
Interest Receivable	73,104	78,421	5,317
Assets Held for Sale	47,000	-	(47,000)
Loans Receivable, net of allow	150,450	102,630	(47,820)
Current Assets	<u>7,366,792</u>	<u>6,489,940</u>	<u>(876,852)</u>
Investments	60,212,189	67,196,279	6,984,091
Loans Receivable, net of allow	292,050	194,402	(97,648)
Cash Value of Life Insurance	143,039	156,783	13,744
Non-Current Assets	<u>60,647,278</u>	<u>67,547,465</u>	<u>6,900,186</u>
Total Assets	<u>68,014,070</u>	<u>74,037,405</u>	<u>6,023,334</u>
Accounts Payable	95,018	95,428	410
Deferred Revenue	34,592	-	(34,592)
Refundable Advance	16,848	17,200	352
Annuities & Trusts Payable	79,459	71,989	(7,470)
Current Liabilities	<u>225,917</u>	<u>184,617</u>	<u>(41,300)</u>
Annuities & Trusts Payable	385,921	350,084	(35,837)
Non-Current Liabilities	<u>385,921</u>	<u>350,084</u>	<u>(35,837)</u>
Total Liabilities	<u>611,839</u>	<u>534,701</u>	<u>(77,137)</u>
Net Position	<u>\$ 67,402,231</u>	<u>\$ 73,502,704</u>	<u>\$ 6,100,472</u>

Truman State University Foundation
Statement of Revenues, Expenses & Changes in Net Position
December 31, 2022 Compared to December 31, 2023

	31-Dec-22	31-Dec-23	Change
	FY23	FY24	FY23 to FY24
Interest on Student Loan Receivable	\$ 8,128	\$ 6,463	\$ (1,665)
Total Operating Revenues	<u>8,128</u>	<u>6,463</u>	<u>(1,665)</u>
Scholarships	670,097	580,929	(89,168)
Supplies & Other Services	451,913	548,448	96,535
Travel Expense	92,764	63,969	(28,794)
Other Expense	87,413	112,687	25,274
Total Operating Expenses	<u>1,302,187</u>	<u>1,306,034</u>	<u>3,847</u>
Operating Gain (Loss)	<u>(1,294,059)</u>	<u>(1,299,571)</u>	<u>(5,512)</u>
Contributions	787,623	535,485	(252,138)
Interest & Other Distributions	408,970	473,400	64,430
Realized Gain (Loss)	(1,307,863)	827,910	2,135,774
Unrealized Gain (Loss)	1,468,832	2,444,737	975,905
Other Non-Operating Income	39,250	25,953	(13,297)
Other Non-Operating Expense	(141,333)	(138,840)	2,493
Other Income-Foundation Grant Income	-	75,000	75,000
Net Non-Operating Revenues (Expenses)	<u>1,255,478</u>	<u>4,243,646</u>	<u>2,988,168</u>
Income before Other Revenue, Expense Gains, Losses & Transfers	(38,581)	2,944,074	2,982,656
Additions to Permanent Endowments	657,126	595,249	(61,877)
Transfers to Education & General for Admin	(59,500)	(59,500)	-
Transfers to Education & General	(409,980)	(439,288)	(29,308)
Transfer to Auxiliary - Other	(15,271)	(17,379)	(2,108)
Transfer to Capital Fund - Plant	(56,939)	(932,092)	(875,154)
Increase (Decrease) in Net Assets	<u>76,855</u>	<u>2,091,064</u>	<u>2,014,209</u>
Net Position, Beginning of Year	67,325,376	71,411,640	4,086,263
Net Position, Ending Balance	<u>\$ 67,402,231</u>	<u>\$ 73,502,704</u>	<u>\$ 6,100,473</u>

Truman State University Foundation
Investments Schedule
December 31, 2022 Compared to December 31, 2023

	31-Dec-22	31-Dec-23	Change
	FY23	FY24	
Endowment Pool	\$ 58,375,650	\$ 65,253,534	\$ 6,877,884
Short-Term Pool	6,578,925	5,942,191	(636,734)
Charitable Gift Annuities	897,746	904,768	7,022
Long Trust	692,962	761,863	68,902
Student Investment Fund	158,335	184,200	25,865
Charitable Gift Annuities (CA)	60,455	62,932	2,477
Charitable Gift Annuities (FL)	26,949	28,971	2,022
Gift Pool	91	10	(81)
Invested with Outside Manager(s)	\$ 66,791,114	\$ 73,138,471	\$ 6,347,357
Lyle Ingraham Trust	\$ 3,253,942	\$ 3,673,215	\$ 419,273
Cozean Trust	331,906	358,640	26,734
Ludlow Trust	226,522	245,196	18,674
Beneficial Interest in Trusts	\$ 3,812,370	\$ 4,277,051	\$ 464,681

ITEM K.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 L
Budget and Capital Projects Committee Report

DESCRIPTION AND BACKGROUND

A Budget and Capital Projects Committee member will report on the meeting held earlier.

RECOMMENDED ACTION

This is a discussion item only.

ITEM L.1**Construction Projects Report****DESCRIPTION AND BACKGROUND**

The Construction Projects Report provides an update on previously approved construction projects.

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>Final Project Cost</u>
Greenwood Interprofessional Autism Center Project	\$5,610,000	4-9-22	\$5,088,875	91%	
Greenwood Interprofessional Autism Center Phase 2 Project	\$3,420,000	12-3-22	\$1,668,565	84%	
Kirk Selective Demolition and Abatement Project	\$350,000	1-10-23	\$313,840	90%	
2023 Roof Replacement Project	\$1,020,000	2-4-23	\$982,649	98%	
2023 Masonry and Exterior Repairs Project	\$750,000	4-1-23	\$512,720	69%	
Kirk Building Renovation Project	\$19,210,000	8-5-23	\$2,221,025	13%	

ITEM L.2**Contracts for Construction Projects and Equipment Purchases Report****DESCRIPTION AND BACKGROUND**

The Contracts for Construction Projects and Equipment Purchases Report details 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 L.3

Food Service Contractor

DESCRIPTION AND BACKGROUND

The University's current food service contract with Sodexo expires on May 15, 2024. The University published a comprehensive request for proposal (RFP) on September 12. The RFP was advertised on the University's website and MissouriBUYs, the statewide eProcurement system. Finally, the University sent specific invitations to twelve nationally recognized food service vendors. Initially, the University received five preliminary intents to respond, and four firms attended the University's campus tour (Aladdin Food Management Services, American Dining Creations, Chartwell's Fresh Ideas Food Services, and Sodexo). Ultimately, Sodexo submitted a proposal on November 28.

The Sodexo proposal laid out a comprehensive strategy for updating the University's food service operation to include more retail dining choices while maintaining a single conventional "all you care to eat" cafeteria in Ryle Hall. Sodexo proposed converting the current Missouri Hall cafeteria into an additional retail dining facility, including national brands such as Qdoba. The renovated Missouri Hall dining location would be organized as a Sodexo "ghost kitchen," where a full menu of branded products would be available to the campus community for pick-up. This type of food service facility is designed to reduce the expense associated with conventional restaurants and provides the online ordering convenience that most students prefer. Finally, the Sodexo proposal also included an update of the Student Union Building's Main Street Market, including a mandatory upgrade of the Chik-fil-A location to a full-service franchise. The Sodexo proposal was based on a ten-year agreement and offered two distinct pricing options:

Option one includes a financial return to the University comprised on a 15% commission on all non-board revenue and a profit-sharing arrangement whereby the University would receive Sodexo food service-related revenue less expenses in excess of 3.5%.

Option two is similar, but the profit-sharing threshold would begin at 4% of applicable food service revenue less expenses. In exchange for a higher profit cap, the University would receive a \$3,250,000 upfront payment to be used to renovate campus food service facilities. This capital investment would be amortized over the length of the contractual agreement, and a proportionate share of the funding would be returned to Sodexo if the agreement was terminated prior to the conclusion of the ten-year contract or if the funding was not expended on facility renovations.

Through ongoing negotiations, Sodexo submitted a subsequent best and final offer guaranteeing a minimum of \$100,000 in annual variable commissions subject to no significant reductions in board participants or serving days.

Historically, Sodexo has successfully met the University's requirements as a food service vendor, and most other institutional references were positive. University administration is recommending the following:

RECOMMENDED ACTION

WHEREAS, the University sought food service proposals via a competitive procurement process; and

WHEREAS, the current contract with Sodexo ends on May 15, 2024;

NOW, THEREFORE, BE IT RESOLVED that the President of the University is hereby authorized to negotiate a new Sodexo Food Services contract; and

BE IT FURTHER RESOLVED that the President of the University, or her designee, be authorized to sign a contract with Sodexo Food Services for an initial term commencing on May 16, 2024, and extending through May 15, 2029. Such contractual agreement will have renewal options for five (5) additional one (1) year periods, with the last available renewal period commencing on May 16, 2033, and ending on May 15, 2034.

Moved by _____
Seconded by _____

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

ATTACHMENTS

Sodexo Proposal



RFP Response for
Truman State University



Distinct by Design

The Evolution of Dining at Truman State University

NOVEMBER
2 0 2 3







Dear TrumanRFP Committee:

Over the course of our partnership, we have strived create an exemplary student dining experience. The Truman community benefits from our critical understanding of your campus dynamic, student needs and leadership relationships that have been forged in trust and transparency. The training and nurturing of our staff has resulted in passionate and caring employees who are equipped to provide quality dining services and a responsiveness to economic pressures that generate returns to Truman State. These are all key elements to our continued success.

As Truman State continues to face the tremendous pressure brought on by a global pandemic and demographic changes to the demand for higher education, we are committed to evolving our partnership to overcome challenges and work through barriers to success, just as we have done in the past. In his book *Demographics and the Demand for Higher Education*, Nathan Grawe predicts a greater than 15% decline in college-aged students who will be interested in attending a college or university by 2029. That reality has affected Truman State, along with many of our partners across the country. We have worked together to nimbly and successfully survive and evolve.

As we look to the future, student enrollment competition is fierce and getting more intense each year. As we progress in this partnership journey, we are committed to continually seeking out creative solutions. Students will benefit from an enhanced experience and your financial interests will be protected as we collaborate with you to drive efficiencies through innovation. The campus lifestyle is getting more extensive and the needs of students are progressing at an unprecedented rate. To remain competitive, neither of us can afford to become complacent. More and more, students are making choices to attend college at universities based on quality-of-life components that go beyond excellence in education. Students demand high-quality food, expecting ambiance and modern technology to enhance the campus experience. Perceived value of dining services is a product of cost as well as quality, service, accessibility and atmosphere. For your students, the Truman campus is their home for nine months of the year, and creating a welcoming environment with great food, a flexible variety of dining locations and great customer service are all hallmarks of the compassion and care we put forth every day to ensure we are a valuable part of the Truman community.

We embrace our partnership and care deeply about student success and the success of your institution. The following pages represent a proposal designed to evolve your campus to drive student engagement and while also finding efficiencies that will ensure success in partnership as we progress together to create a dining experience specific to your needs and expectations: *Distinct by Design*.

Sincerely,

A handwritten signature in black ink, appearing to read "John Stewart".

John Stewart
General Manager

A handwritten signature in black ink, appearing to read "Haitham Shtaieh".

Haitham Shtaieh
District Manager

A handwritten signature in black ink, appearing to read "Dannie Crozier".

Dannie Crozier
Senior Vice President

Exhibit B: Contractor Prepared Proposal	7
Exhibit C: Contractor Prepared Qualifications	71
Exhibit D: Contractor Prepared Pricing Schedule	85

This proposal contains proprietary and confidential information of Sodexo. It may not be disclosed to third parties without Sodexo's prior written consent. As the recipient of this proposal, you agree to use due care to prevent its unauthorized use.

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Exhibit B: Contractor Prepared Proposal



i. provide an overview of the contractor's organization, including parent and/or subsidiary companies;

A CONTINUED PARTNERSHIP

The benefit of a Sodexo partnership for Truman State University is that we are a global (but local) company. We are big enough to make a difference, but our humble beginnings remind us how important a leader like your general manager, John Stewart, is to creating great food and an engaging dining experience that will lead to our mutual success at Truman State.

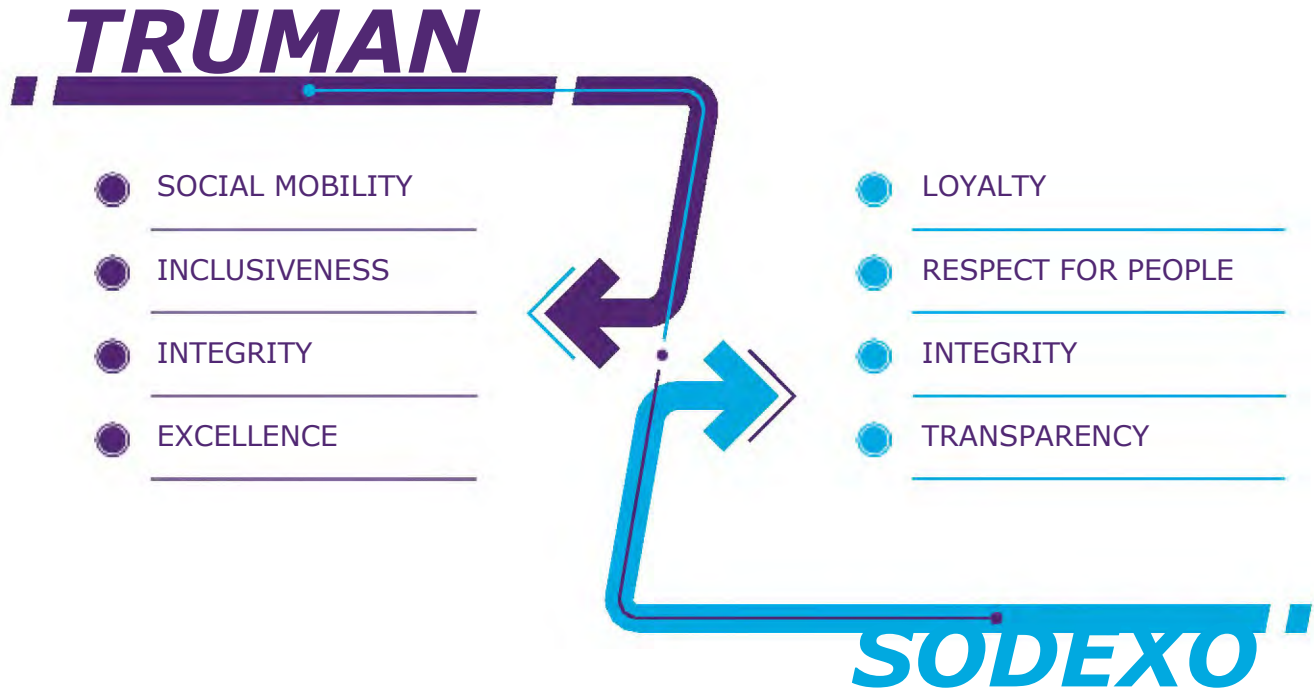
Our organization is here to support John and that success. Sodexo is a family-owned company with more than 50 years of experience providing dining and other quality of life services worldwide, with 422,000 employees serving 100 million consumers daily in 53 countries around the globe. Founded in 1966 as a small food operation in Marseille, France, Sodexo has grown to become the world's leading food and facilities management services organization while staying true to our foodie Parisian roots. Today, we provide our partners with fresh, authentic, best-in-class global flavors, while working alongside of some of the world's most visionary companies as we combat hunger, raise the bar on sustainable practices and advocate for equity and inclusivity for our employees and partners.

Truman State University is an institution with over 150 years of excellence – one where fostering excellence and recognizing merit allows students to make themselves productive, free and equal. As your strategic partner, Sodexo understands your mission and shares your vision. Our team is proud to continue our partnership with the Truman community, and we look forward to improving the quality of life of those we serve here in Kirksville.

As we evolve together, we understand your commitment to service – not just on an operational level, but at the cultural core of your organization. Your vision that Truman State University will prepare students for life after graduation “through transformative experiences that foster critical thought, daring imagination and empathetic understanding of human experiences at home and around the world” aligns well with our mission to “Improve the quality of life of all those we serve and contribute to the economic, social and environmental development of the communities where we operate.” At Sodexo, seeking to improve human quality of life experiences starts with empathy for our employees and customers, which then drives imaginative innovations that represent continuous improvement efforts critical to our partnership with Truman State.



Our unmatched industry experience provides the resources you need to continue to evolve and elevate the dining program at Truman.



As well as sharing organizational goals, our approaches to business are bolstered by intersecting values. loyalty, respect for people, integrity and transparency are at the heart of what we do and provide us with a built-in understanding of the values that drive your campus.

ii. outline a scope of services to meet the minimum service requirements included in this RFP;

The Team That Supports Bulldog Success Each Day

We hear it often...it is the quality of the on-site team that drives success in the partnership. We are very fortunate to have John Stewart leading that charge. District Manager Haitham Shtaieh and Senior Vice President Dannie Crozier will continue to support John and his team to pioneer a dining program that meets Truman's needs today and in the future.

Missouri-Dedicated Support Team

We have recently restructured our approach to local support dedicated solely to Missouri to support John and the on-site team. Under Haitham's leadership we have created resource personnel for marketing, culinary, student wellness and finance.

The following pages detail our subject matter experts ready to support Truman.



HAITHAM SHTAIEH – DISTRICTMANAGER

With more than 25 years of experience across service areas, Haitham is a veteran of the higher education hospitality industry. He currently oversees operational and culinary excellence at nine Missouri universities, sourcing a customer first philosophy to inspire exceptional dining experiences across all campuses. As a multi lingual halal expert, Haitham highly values diversity, equity and inclusion and understands the importance of providing menus, services and experiences that make everyone feel right at home. He looks forward to continuing his support for John and the on site team as they collaborate with Truman State to elevate and evolve the dining program.



KATELYN RYDER – DISTRICT DIETITIAN AND WELLNESSMANAGER

Katelyn is the registered dietitian for Sodexo’s Missouri Universities district. Katelyn received her degree in nutrition and dietetics from the University of New Mexico. Following graduation, she relocated to the St. Louis area to be near family, where she continued her education to obtain her Master of Public Health degree at the University of Missouri and completed her dietetic internship at Iowa State University. During her career, she has worked with children, adults, students and families in a variety of nutrition-related areas, most recently as a clinical dietitian in the medical field. She is committed to assisting Truman State University in navigating campus dining and empowering lifelong health through nutrition. In her free time, Katelyn enjoys hiking, boating and other outdoor activities.



DAWN SCOTT – DISTRICT FINANCE MANAGER

Dawn Scott is the controller for the Missouri district. Dawn has held multiple roles in contracted food service for 17 years working in multiple facets, including higher education, K-12 education, and the business and industry sector. Dawn loves her position because it combines two of her favorite interests: finance and food. In her spare time, she enjoys cooking and reading.



JON KLIPP – DISTRICT EXECUTIVE CHEF

Chef Jon Klipp is the district executive chef for the Missouri district. Chef Jon graduated from Johnson and Wales University and has spent more than 20 years working as a certified executive chef. His experience includes foodservice in multimillion-dollar upscale establishments, country clubs, hotels, higher education facilities, and sports and leisure facilities. Chef Jon is a certified training and development specialist who excels at establishing and meeting food and labor cost objectives. His hobbies include boating and water sports. He is involved in several professional organizations, including St. Louis Chefs De Cuisine, National Restaurant Association, and Club Managers Association of America. His volunteer charities include Youth In Need and back Stoppers.



MINDY PERALES – DISTRICT MARKETING MANAGER

Mindy Perales is the marketing and communications manager for Sodexo's Missouri Universities district. She was born and raised in St. Louis and is familiar with all things local. Mindy accepted the position with Sodexo in December 2021. She has been in marketing for over 10 years, building strong creative and problem-solving skills, along with an acute attention to detail and the ability to lead multiple initiatives. She is passionate about building interpersonal relationships between the dining team, students, faculty and staff, and believes that food is what brings all these points together. She enjoys spending her free time outdoors, whether watching sporting events (professional, college or little league), traveling to the beach, or floating down the rivers of Missouri.

TEAM MEMBERSPOTLIGHT



JOHN STEWART – DIRECTOR OF DINING SERVICES

I started my foodservice career at Truman State University in 1987 at the age of 16, as an hourly employee. When I saw Dennis Markeson, our GM at the time, walk through my work area I thought to myself, "That's the job I want some day!" I have been blessed through hard work, dedication and opportunity to be able to advance my career over the years. I began my career path as a dishwasher, dining room orderly and cook before becoming a kitchen supervisor. I became a service manager in 1999, production manager in 2001, building director in 2004, operations manager in 2015, and general manager since 2019. Working my way up through multiple positions has given me a greater understanding and respect for not only the business but also for our hourly staff and what it takes to provide great customer service.

Sodexo has been a wonderful, supportive employer to me over the years, preparing me for future roles through extensive training and mentoring and giving me the opportunity to advance.

Throughout my career, I have always felt like a part of Truman State University, and I truly enjoy interacting with students, faculty and staff. It is such a great feeling to meet and create such connections with everyone on campus and to be included in years of service recognitions at Truman events. I enjoy creating menus and providing service to Truman as well as the Kirksville community, as it brings me true pleasure and satisfaction when people are wowed by our food, presentation, and services.





"Clearly defined expectations and governance to deliver results can only be achieved with the right dedicated team that is committed to listening and responding in the spirit of continuous improvement. You have my commitment to lead the team to support successful outcomes for our partnership journey. The following pages highlight our local team. All of our team members are passionate about supporting the success of our partnership."

– Dannie Crozier, Senior Vice President

Governance Structure for a Comprehensive Partnership

Great leaders develop community. Your Sodexo team works tirelessly every day to develop a team that is passionate about serving Truman and the greater Kirksville community. Truman State University and Sodexo will continue to build our partnership under John's leadership with a comprehensive governance process. This process is designed to ensure proper oversight, accountability and continuous improvement with a robust support network that:

- Aligns partnership goals and expectations
- Enhances quality of food at all dining locations
- Enhances customer service
- Increases visibility and transparency
- Facilitates informed decision-making and compliance
- Enables efficiencies by eliminating redundancies

To ensure we are consistently aligned with Truman State University's strategic initiatives, our communication protocol will continue to regularly examine and update our strategies and tactics, through annual expectation meetings with Truman State stakeholders to confirm full understanding of your objectives and expectations. We then follow up throughout the year with business reviews that keep stakeholders informed of progress, successes and challenges to progress. This approach allows for open and transparent communication and continuous improvement initiatives that drive satisfaction and engagement. A dependable governance structure provides clear direction and supports a collaborative relationship.

This comprehensive governance and communication process ensures that the key stakeholders in operations are actively involved in the overall success of the partnership. We will continue to utilize this approach to balance both forward-thinking planning and retrospective reviews of operational performance at each level.

Governance and Quality Assurance

We have listened. We know the importance of innovations in retail and a resident dining program that not only engages students but is also transforming to meet the challenges brought on by the realities of recent declines in enrollment across the industry. Our ability to understand your needs and deliver on solutions that work for the University, your community and our partnership is rooted in our communication and governance strategy.

National/Regional Support Visitation Schedule

The following chart outlines the Sodexo personnel who support Truman with all manner of expertise to ensure we are delivering on your expectations.

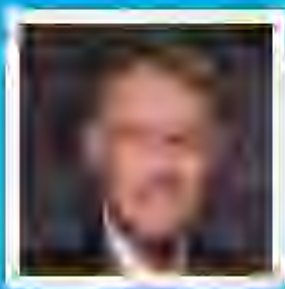
NAME/POSITION	FREQUENCY	SUPPORT FOR TRUMAN
Missouri Dedicated Support Team		
Haitham Shtaieh, District Manager	Monthly	Supports the on-site general manager and management team in optimizing the program and making sure operations meet/exceed client expectations. Performs audits and celebrates/rewards success of the on-site team.
Jon Klipp, District Executive Chef	Monthly	Supervises all aspects of food production, including menu planning and food preparation, to ensure satisfaction. Provides guidance/training for the executive chef and culinary team on program innovations and changes.
Mindy Perales, District Marketing Manager	Monthly	Supports all marketing needs, including event planning, marketing strategy, creation of marketing materials and content, and management of social media sites. Works with the on-site team.
Katelyn Ryder, District Dietitian	Monthly	Serves as the Sodexo Nutrition department's representative, developing appropriate menus or special nutritional requirements and consulting with other nutrition professionals as appropriate. Leads wellness programming and consults with students who have special dietary needs. Works closely with and provides support to the on-site team.
Dawn Scott, District Finance Manager	Monthly	Supports general managers and unit clerical workers in the district by providing training, budgeting assistance, on-site assistance for new openings and financial analysis. Manages financial data, cash operations, training and troubleshooting.
Regional Support Team		
Dannie Crozier, Senior Vice President	As needed, minimum once per year	Spearheads the on-site team's progress and growth, ensuring that the dining team evolves with students on campus. Spends time with key executives to discuss program progress and key success measures, as well as meets with the on-site team to provide coaching and feedback.
Glenn Kvidahl, Director Strategic Account Development	Semiannually and by request	Works closely with key stakeholders to ensure Sodexo's strategies align with the University's goals. Conducts demand studies to determine future brands, technology, meal plans and other program enhancements.
Kathy Lambui, Senior Catering Manager	Virtually and by request	Provides support to the on-site catering team to help them reach their targets in revenues, customer service and other key metrics.
Greg Woulf, Senior Director of Strategic Partnerships and Solutions	Annually and by request	Proactively communicates strategies to partners of the University and tracks and measures the success of specific plans.
Daniel Garcia, Director of Human Resources	Virtually and by request	Manages all human resource functions and serves as strategic consultant for guiding programs and procedures in accordance with Sodexo's policies. Supports the on-site team with training and development of employees, retention and succession planning.
David Clark, Finance Director	Virtually and by request	Monitors and ensures accountability for financial performance and oversees the overall health of the University's finances.
Kate Shearer, Senior Manager, Sustainability	Virtually and by request	Collaborates with key University stakeholders to identify and implement sustainability initiatives.
Sean Minahan, Regional Executive Chef	Virtually and by request	Coordinates culinary training for new brands and menus on campus. Supports the placement of qualified chefs and culinary talent. Oversees Culinary Foundations training for all culinary staff. Promotes sustainability, innovation and positive community relationships by continuously working with student organizations on campus.
Rebecca Fitzpatrick, Marketing Growth Manager	Virtually and by request	Manages campus marketing efforts to ensure growth and development. Works together with the campus community and dining team to deliver key communications, promote student engagement and gather campus insights.
Amanda Krabbenhoft, Marketing Engagement Manager	Virtually and by request	Collaborates with the University to ensure that marketing standards are met, marketing initiatives are implemented, and the programs offered are relevant and engaging to the community. Drives sales around voluntary meal plans and trains teams on the Customer Experience program.
Nidhi Sunderam, Digital Solutions Manager	Virtually and by request	Provides support for the on-site team in implementing and managing opportunities to improve technology and digital innovations that drive student engagement, facilitate ease and efficiency and optimizes communication.

Quality Assurance

	TOOL	METRIC	FREQUENCY	RESPONSIBILITY
FOOD QUALITY	Retail Excellence	Program standards, food quality, daily HACCP logs, etc.	Daily	General Manager or Chef
	Food Safety Audit	Effectiveness of HACCP, compliance with required company standards and public health regulations	Monthly	General Manager or Chef
	Market Connection Report	Inventory, food order confirmation, pricing accuracy, updates of trends and the impact of new products	Monthly	General Manager or Chef General Manager
	Corporate Quality Assurance	Standards are upheld in all areas of procurement, including monitoring product quality and inspecting vendors' facilities	Ongoing	Supply Management Team
SERVICE QUALITY	Client Survey	Account performance, satisfaction and improvement opportunities, etc.	Annually	District Manager
	Customer Surveys	Customer satisfaction and expectations	Each Semester	On-site Team
	Customer Feedback	Customer satisfaction and expectations measured using focus groups, comment cards, electronic feedback, etc.	Ongoing	General Manager
PROGRAM QUALITY/ ACCOUNTABILITY	Business Plan	All aspects of client account management and satisfaction	Annually	General Manager
	Quarterly Review	Performance outcomes of key results indicators (KRIs)	Quarterly	District Manager
	Financial Audits	Compliance and accuracy of accounting systems	Semiannually	On-site Team
	Budgeting Process	Current spending and forecasting fiscal accountabilities	Annually	Finance Team

With the right team in place providing governance and quality assurance, let's next talk about progress. The following pages highlight our proposed innovation to retail and res dining to ensure we are transforming our partnership to meet the demands of the future at Truman State. Throughout this proposal, we will also highlight a few of our exceptional team members who are essential to delivering the quality and service of which you have become accustomed.

TEAM MEMBERSPOTLIGHT



JOHN DAHLMAN – OPERATIONS MANAGER

Thirty-seven years ago, I was brought to campus by a foodservice director who emphasized the managerial style of the six P's of marketing: product, price, place, promotion, people and presentation. I learned that being successful with solid teamwork means pennies turn into nickels, nickels turn into dimes, dimes into quarters, and so on. To this day, I still follow that basic and demanding foundation. Every day, I constantly think about and plan ways in which my team and I can give our guests the best possible dining experience across campus. With the help of Sodexo's procurement, recruitment and menu specialists, my staff and I provide a wide variety of options that meet or exceed students' expectations daily.

Many years ago, I greeted a newly appointed residential hall director with a happy and sincere "Welcome home" as he entered Missouri Dining Hall. He smiled and replied, "That's a very interesting way to look at our jobs." Over 32 weeks of the year, our students come into the dining halls, just like their kitchens at home, to be nourished and to sit around a table to have actual in-person conversations with their friends. With that in mind, my goal is to assemble a team of individuals who will get to know the students who dine in Missouri Hall. I emphasize that when we get to know them on a first-name basis, it becomes more than a job – it becomes a friendship, and with friendship comes trust. When our students trust us, we work even harder at providing the best possible service, because you simply don't want to let your friends down! I have made a lot of friendships on campus, and I look forward to Homecomings and Showcase Weekends when the bulldogs come back to campus. On these days, I have been lucky enough to run into former students who have wonderful memories of their time on campus. When they remember me or my past employees, it makes the many hours spent at work worthwhile.

DISTINCT BY DESIGN – REVITALIZING THE STUDENT UNION BUILDING (SUB) – COMING FALL 2024

The Student Union retail plays a critical role in driving satisfaction and engagement for the entire campus community. To further drive engagement, we are proposing innovations and renovations that will enhance the consumer experience, including the experience for all students, regardless of whether or not they are on a meal plan; faculty and staff; and campus visitors. We will introduce the following two new dining offers for fall 2024.




Introducing Bowlful: A Variety of Tossed-to-Order Salads and Grain Bowls

Spuds has had relative success, particularly among faculty and staff, but it is time for a refresh. Salad and grain bowls continue to increase in popularity. A recent study by a leading restaurant researcher revealed that 31% of restaurant menus now feature bowl meals. We will introduce a new platform that focuses on healthy alternatives to balance out the portfolio of offers at the SUB.



BOWLFUL

Build Your Own Bowlful	\$5.79
Enhance your Bowlful	
* Add a Protein	\$2.19
* An extra Flavor Scoop	\$0.50
Add a Any Size Fountain Beverage	\$0.99

Start with a Grain – 1 cup  **cal**

Beluga Lentils	140
Kamut Blend	280
Garbanzo Beans	350
Black-Eyed Peas	185
Barley	200

Add a Scoop of Flavor **cal**


Baba Ghanoush	30
Creamy Feta Spread	75
Avocado Yogurt Lime Spread	45
Hummus	65

Top with 3 Veggies  **cal**
1/4 cup each

Sautéed Broccoli Rabe	15
Sautéed Rainbow Swiss Chard	30
Radish	5
Roasted Beets	30
Roasted Parsnips	30
Charred Carrots	30
Roasted Turnips	30
Roasted Butternut Squash	30
Sautéed Mushrooms	25
Roasted Sweet Potatoes	45
Roasted Rutabagas	20
Roasted Cauliflower	25

Top with...\$2.19 **cal**


Grilled Chicken Breast	3oz	110
BBQ Pulled Pork	3oz	225
Hard Boiled Egg	1	80

A Pickle for Tang  **cal**

Habanero Pickled Red Onions	1 Tbsp	5
Pickled Vegetables	1 Tbsp	5
Pickled Cucumber Slices	1 Tbsp	12
Cabbage Kimchi	1 Tbsp	5
Pickled Turnips	3 slices	5

Pick 2 for Flavor & Crunch  **cal**
1 Tbsp

Kalamata Olives	10
Pita Croutons	10
Craisins(sweetened)	30
Toasted Almonds	45
Sunflower Seeds	45

Finish with a Dressing – 2 oz  **cal**

White Balsamic Shallot Vinaigrette	260
Champagne Vinaigrette	335
Honey Mustard Dressing	280

Create your own salad \$7.99

Make your selections. we will toss it to order.

Pick your greens **cal**

Romaine	3 cups	20
Spring Mix with Kale	3 cups	15
Baby Spinach	3 cups	20

toppings

Pick 4 **cal**

Black Olives	1/8 cup	35
Carrots	1 oz	10
Grape Tomatoes	1 oz	0
Red Onions	1 oz	10
Avocado	1/4 cup	80
Cucumber	1 oz	00
Topping		
Topping		

protein

Pick 1 **cal**

Asian Flank Steak	2 oz	110
Grilled Chicken	2 oz	70
Honey Glazed Tofu	2 oz	50
Steamed Shrimp	2 oz	70
Tri-Color Quinoa	1/4 cup	40
Wild Rice Blend	1/4 cup	50

Cheese

Pick 1 **cal**

Blue Cheese	1 Tbsp	30
Feta Cheese	2 Tbsp	35
Shredded Parmesan	1 Tbsp	20

crunch

Pick x **cal**

Craisins	1/8 cup	60
Pumpkin Seeds	1 oz	160
Toasted Pecans	1 oz	200
Seasoned Croutons	1 oz	120

dressing

Pick 1 **cal**

Blueberry Pomegranate Vinaigrette	1 oz	70
Madras Curry Apricot Vinaigrette	1 oz	160
Maple Applewood Bacon BBQ Ranch	1 oz	140
Balsamic Vinaigrette	1 oz	110

Today's Featured Salads

Grilled Chicken Caesar	\$6.99	000	Greek & Grain	\$6.99	370
Crisp romaine topped with grilled chicken, baked wheat croutons & parmesan cheese, tossed with Caesar dressing			Mixed greens, grilled chicken, tri-color quinoa, caramelized red onions, feta, olives, pita chips & Greek vinaigrette		
Strawberry Fields Forever	\$7.99	000	Turkey Super Food	\$6.99	300
Spring mix, sliced strawberries, red onion, gorgonzola, toasted walnuts & honey poppy seed balsamic dressing			Mixed greens, garbanzo beans, African seasoned cauliflower, pickled red onions, pita chips & harissa dressing		
Spinach, Roasted Squash and Grapes	\$6.99	000	Korean Caesar	\$6.99	380
Baby spinach, roasted butternut squash, grapes, toasted pepitas (pumpkin seeds) & maple Dijon vinaigrette			Romaine, Asian flank steak, caramelized onions, Fresno chilies, wasabi peas, crispy onions & Gochujang Caesar dressing		
Southwestern Grilled Chicken	\$6.99	000	Hippie Chick Salad	\$7.49	400
Romaine, grilled chicken, black bean salsa, cheddar jack cheese, baked tortilla chips & avocado chipotle dressing			Mixed greens, honey glazed tofu, quinoa, pickled red onions, cranberries, walnuts & Madras curry apricot vinaigrette		

2000 calories a day is used for a general nutrition advice but calorie needs vary. Additional nutrition information available upon request.



created love

A Rotation of Global Menus Driven by Student Feedback

Though Tres Habaneros has been well-received, we have found that students are looking for more variety. Therefore, we will rebrand Tres Habaneros with a flex platform called Created With love. This Sodexo concept will utilize menus from over 50 different mini restaurant concepts. Student input will drive the offer, which will change based on results of polling performed several times per academic year. We recommend kicking off Created With love with one of the following three options.

Melts

Melts stars a childhood favorite and transforms it into a fresh, hot, cheesy, crispy, crunchy, buttery, decadent gourmet sandwich that's just about the best thing ever! From basic flavors (Grilled Cheese and Tomato) to rich and savory (Mac and Ribs Melt) to sweetly scrumptious (S'More Melt), the profiled combinations (and guest customization) will surely make Melts a delicious destination – like the food trucks that inspired the concept. A choice of craveable sides (from tater tots to tomato soup) and combo possibilities make this gourmet grilled cheese concept a sure-fire success.

<i>Melts</i>			
		cal	cal
<i>Grilled Cheese & Tomato</i>	\$3.99	510	
American, swiss & provolone with griddled tomatoes			
<i>Goat Cheese Melt</i>	\$6.49		480
Sun dried tomato goat cheese, caramelized shiitake mushrooms, arugula & balsamic glaze on multigrain bread			
<i>Grilled Cheese, Tomato & Bacon</i>	\$5.99	560	
American, swiss & provolone, griddled tomatoes and bacon			
<i>Pepperbelly Melt</i>	\$6.49		620
Sun dried tomato goat cheese, caramelized shiitake mushrooms, arugula & balsamic glaze on multigrain bread			
On the Side			cal
Tater Tots	4 oz.	\$1.49	340
Tomato Soup	8 oz	\$2.39	180
Housemade Pickle	each	\$1.99	25
Combos...			cal
Sandwich + 1 side			\$7.99
Sandwich, Side + Fountain Drink			8.99

2000 calories a day is used for general nutrition advice, but calorie needs vary. Additional nutrition information is available upon request.

NEAPOLITAN

Start with hand-formed dough in a size just right for one. Finish with premium sauces and adventurous toppings like sundried tomato and feta or Sicilian grilled fennel and sausage. The result is single-serving pizza perfection, sure to be a delight for every individual. Neapolitan offers the best flavors of Italy, one pizza at a time.

NEAPOLITAN

8 "Personal Pizzas

				cal
Cheese	tomato sauce • mozzarella • cheddar • parmesan		\$5.29	600
Pepperoni	tomato sauce • mozzarella • pepperoni		\$5.29	660
Spinach & Mushroom	tomato sauce • mozzarella • fresh spinach • mushroom		\$5.79	700
Sausage & Cheese	tomato sauce • mozzarella • crumbled sausage		\$5.79	725

Calzone

				cal
Cheese	mozzarella • parmesan		\$5.29	575
Broccoli	mozzarella • cheddar • fresh broccoli • ranch dipping sauce		\$5.79	865
Supreme	mozzarella • pepperoni • sausage • tomatoes • bell peppers • onions mushrooms		\$5.99	875

Pizzarito

				cal
Formaggio	mozzarella • parmesan • cheddar • garlic • pizza sauce		\$5.29	690
Antipasto	mozzarella • smoked ham • roasted red peppers • artichoke hearts • red onions		\$5.79	515
Sausage & Pepperonio	Italian sausage • sautéed onions • green & red peppers • provolone		\$5.79	590

2000 calories a day is used for general nutrition advice, but calorie needs vary. Additional nutrition information is available upon request.

Salads

				cal
Caesar	Romaine Lettuce with house-baked croutons, parmesan & Caesar dressing		\$1.29	10
Mixed Green	Mixed greens, tomato and cucumber with your choice of dressing		\$1.59	220

Toppings

				cal
Parmesan	1 Tbsp	25	Dried Oregano	
Signature Pizza Sauce	2 oz	15	Granulated Garlic	
Original Ranch Dressing	1 tsp	190	Red Pepper Flakes	

Add a salad & any size fountain drink

2000 calories a day is used for general nutrition advice, but calorie needs vary. Additional nutrition information is available upon request.

QUESERA!

Quésera starts with fresh, latin-inspired ingredients and assembles them into made-to-order quesadillas. It's Tex-Mex at its best, bursting with authentic flavor. It all starts with the tortilla, then the deliciousness is piled on with seasoned meats, shrimp, vegetables, cheese, salsa, toppings and complimentary sides.

QUESERA!

<p>Build Your Own Quesadilla \$6.99 Includes Tri-color Tortilla Chips</p> <p>Build Your Own Quesadilla Combo Plate \$7.99 Includes Beans, Rice and Chips</p>	<p>Some Cheese</p> <p>Cheddar ½ cup 230 cal</p> <p>Pepper Jack ½ cup 220 cal</p> <p>Top it Off</p> <p>Sour Cream scoop 60 cal</p> <p>Shredded Lettuce scoop 5 cal</p> <p>Cheddar Jack Cheese scoop 110 cal</p> <p>Pico de Gallo ¼ cup 15 cal</p> <p>Fire Roasted Salsa ¼ cup 45 cal</p> <p>Mango & Black Bean Salsa ¼ cup 45 cal</p> <p>Roasted Corn Salsa ¼ cup 35 cal</p> <p>Guacamole + \$1.29 ¼ cup 85 cal</p>	<p>On the Side</p> <p>Tortilla Chips & Picode Gallo Basket \$1.99 50 cal</p> <p>Tortilla Chips & Guacamole Basket \$2.49 35 cal</p> <p>Shrimp Service Snack Cup \$3.29 110 cal</p> <p>Jicama Snack Cup \$3.29 60 cal</p> <p>Watermelon & Jicama Snack Cup \$1.59 85 cal</p>
<p>Start with a Tortilla</p> <p>Traditional Flour Tortilla 1 310 cal</p> <p>Healthy Grain Tortilla 1 290 cal</p>	<p>Pick a Filling (Select 1)</p> <p>Authentic Chicken Enchilada ¼ cup 60 cal</p> <p>Pork Carnitas ¼ cup 160 cal</p> <p>Chili Corn Mashed Potatoes ¼ cup 70 cal</p>	<p>And Some Veggies...</p> <p>Simply Roasted Butternut Squash ¼ cup 20 cal</p> <p>Grilled Spanish Onions ¼ cup 60 cal</p> <p>Ranch Style Black Beans ¼ cup 65 cal</p> <p>Mushrooms ¼ cup 5 cal</p> <p>Fresh Jalapeno Peppers ¼ cup 10 cal</p> <p>Fresh Tomatoes ¼ cup 10 cal</p>
	<p>Add Some Sides</p> <p>Bandito Beans scoop 60 cal</p> <p>Vegetarian Black Beans scoop 5 cal</p> <p>Mexican Rice scoop 110 cal</p> <p>Vegetarian Cilantro Lime Rice ¼ cup 15 cal</p>	<div style="border: 2px solid #f00; border-radius: 50%; padding: 10px; background-color: #fff; color: #f00; font-weight: bold;"> Tortilla Chips are House-made </div> <p style="font-size: 8px; margin-top: 5px;">2000 calories a day is used for a general nutrition advice but calorie needs vary.</p> <p style="font-size: 8px;">Additional nutrition information available upon request.</p>



Additional Enhancements

Truman State University will benefit not only from the welcome refresh to the dining choices, but also from an enhancement of the convenience impulse offers and a refresh of the seating area. Our vision for SUB is “Distinct by Design.” With this vision as our guide, we will create a welcoming and inviting space for students, faculty and guests to both eat a meal and to meet friends or colleagues to relax, engage, collaborate or just have fun.







Finally, we propose a refresh and menu expansion for Chick-fil-A, bringing the location up to brand standards while introducing new and exciting menu items. This upgraded Chick-fil-A will open in fall of 2025.

TEAM MEMBERSPOTLIGHT

Great Sodexo people make great experiences for the Truman Community. We are so fortunate to have George on our team, greeting students every day at Ryle Hall. We are so proud of George that we recently featured him in our national storytelling series!

Employee Milestone at Truman State University

October 19 | 2023



Campus favorite George Walker celebrates 40 years with Sodexo!

Sodexo at Truman State University celebrated a milestone work anniversary last week. George Walker, a current cashier at Ryle Dining Hall, has worked at the university for 40 years.

George was born in Missouri and lived in Indiana briefly before moving to Brooklyn, where he attended the High School of Performing Arts in Manhattan. While he was there, he enjoyed drawing, which was his favorite subject. Life took him back to Missouri, where he attended Truman State briefly before working in a restaurant. After some time, he applied for a job with Sodexo at Truman State, and the rest is history!

In addition to working for Sodexo, George has been highly involved in campus initiatives, including judging residence hall decorating contests. Captivated by his friendly demeanor and contagious smile, students have grown to love George so much that he was nominated for and won the Faculty/Staff Homecoming King title on campus in 2011. One of his sweetest memories was being a part of the Homecoming parade.

Distinct by Design – Revitalizing Ryle Hall – Coming Fall 2025

Providing great food in modern and inviting spaces is the foundation of creating a great student experience. To drive engagement, facilitate a modernized dining experience and create efficiencies in conjunction with the long-term strategy of optimizing the overall portfolio, we propose investing in a full renovation for Ryle Hall. This distinctly new dining hall will open in the fall of 2025. The following renderings provide a visual representation of the proposed renovations.



BOOTH / BANQUET /
STYLE SEATING



DINING TABLE BASE STYLE
3 TOP



BAR STOOL



HALL HEIGHT COMMUNITY TABLE



DINING CHAIR 1



DINING TABLE BASE STYLE
4 TOP



DINING CHAIR 2





At the new Ryle Hall, students will enjoy all the stations they have grown to love, along with the addition of Simple Servings.



Food allergies affect an unprecedented number of college students. Access to a variety of safe and delicious food options is becoming an increasingly important factor in decisions about where to attend college and whether to be on a meal plan. As part of our enhancements to Ryle Hall, we propose introducing Simple Servings.

Simple Servings is an award-winning, open-to-all dining platform that offers fresh, flavorful meals prepared without the most common allergens, such as milk, eggs, wheat, soy, shellfish, peanuts, tree nuts and gluten, which account for 90% of all food allergy reactions.

Simple Servings acts as a bridge to help students transition from the safety of home, where all allergens are strictly excluded, to dining on their own in an environment that requires them to pay careful attention to the choices they make. In addition, knowledgeable and attentive staff members are available to discuss ingredients and answer questions. Menus are labeled accurately and made available online and through mobile applications. By providing these enhanced resources, we ultimately hope to help students learn to advocate for themselves and obtain the information they need.

While the Simple Servings platform was built to cater first to those with allergies, we also recognize that this station has attracted a new wave of health-conscious eaters. Because Simple Servings focuses on providing real, wholesome ingredients and vegan sides, this station has become appealing to all student groups.

Why Is Simple Servings Important?

One in 13 children are currently living with food allergies, and that number is only continuing to rise. With an increasing number of cases in the United States, it is more important than ever that dining programs implement robust initiatives for attracting and retaining students who may be living with food allergies. Simple Servings is a safe resident-dining option that appeals to students who want to enjoy meals with their friends and have peace of mind while dining.

How Is Simple Servings Different Than Other Solutions?

Simple Servings is supported by a robust network of registered dietitians, executive chefs, operators and global leadership professionals who are dedicated to ensuring the safety of students on campus. In addition, all staff who work at a Simple Servings location must go through AllerTrain U certification. Accounts that implement a Simple Servings platform are also partnered with our approved third-party auditor, FARE (Food Allergy Research & Education). FARE is responsible for conducting unit audits and ensuring the platform keeps up with Simple Servings' award-winning standards.



SIMPLE SERVINGSTESTIMONIAL

Keeping Students with Allergies Safe

TOP 100 FOOD ALLERGY-FRIENDLY COLLEGES 2023 (SPOKIN.COM)

George Mason University – (GMU) – Sodexo

Location: Fairfax County, Virginia



I've had an amazing experience with GMU's dining staff! As a freshman, there were no options for me that were made safely in separate areas free of my allergens, so every week the dietitian would create a menu based off my preferences and email me the menu. Each day and each meal, I would go into the dining hall, talk to the designated person and they would hand me my meal safely wrapped in plastic wrap. My meals were always prepared in a separate area without my allergens. They went as far as providing me with their cell phone numbers to text them the times I was coming to eat so my food wouldn't be cold. I was able to safely dine in the dining hall with all the other students for the first two years of college. During my junior year, they created a station called Simple Servings that serves food without the top-eight allergens daily in a dedicated allergy-free section/station. I was able to help with the development of that safe section! They have their own Simple Servings-specific pans, pots, utensils and ingredients. They also have allergen-free baked goods, Sunbutter, rice milks, etc. They also don't allow students to get food at that station themselves; it is not self-serve. All the staff are AllerTrained, and food is given to students on a new plate every single time to eliminate cross contamination. I am so grateful for their attention and help with my allergies. I've never had a better experience at any other college."

From @ashleybga, who manages peanut, tree nut, milk, soy, halibut, sesame and lima bean allergies.

TEAM MEMBERSPOTLIGHT



DAVID NILSON – OPERATIONS MANAGER

I started my journey in foodservice cooking breakfast at a summer camp, and my jobs after that seemed to involve food. Whether as a waiter, grill cook or student catering worker, each role helped lead me to a catering cook position here at Truman State University. When the role for production manager became available, I joined the management team. I have had the privilege of serving the Truman community in several roles for over 28 years, before choosing to step down to an hourly position.

Sodexo has helped grow my career in numerous ways, starting with the expertise and support of the management team members I have worked with over the years. The breadth and number of training programs I have taken have also helped me learn and grow into not just a better member of the management team but also to become a better person. Sodexo has been supportive of my family commitments along the way and has always been flexible with my work arrangement. While the jobs have been tough and the hours long, that all goes away when you see the satisfaction and hear the compliments from Truman students and staff. Knowing that we, as a team, along with the Truman community, are striving to give students the best experience away from home is what motivates me the most.



Our Simple Serving Tactics

Our frontline employees are trained to work with students who approach them with questions about the allergen content in anything we serve. Chefs and managers are also always available to provide guests with complete and accurate nutritional information. We take food allergies and gluten intolerance very seriously and perform the following steps to prevent or reduce the possibility of allergen-sensitive guests consuming allergenic foods:

- **Train and inform** – Every unit manager ensures that food handlers have completed the required training on the risks associated with food allergies. In our dining spaces, we display food allergy signage and list allergens on our online menu, the Everyday app and the SodexoMyWay website.
- **Avoid cross-contact between foods** – Equipment is cleaned and sanitized to avoid cross-contact, and dedicated equipment and utensils are used to prepare and serve food containing allergens where possible.
- **Advertise and label products accurately** – We clearly label options available and are precise and accurate when advertising.
- **Answer questions completely and accurately** – Our teams are prepared with manufacturer’s ingredient statements upon request for purchased products and ready to share recipes for the menu items we cook.
- **Make sure employees always know what they are serving** – Chefs or designated team members brief service teams on the products that contain major food allergens so that servers are familiar with the recipe ingredients for each day’s menu selections.
- **Be prepared if a guest experiences an allergic reaction** – Our team leaders are trained to contact emergency services immediately if a severe reaction is noticed.
- **Provide accommodations** – Whether guests want to preview menus, view ingredient statements or review recipes, we fulfill our guests’ requests to stay informed and provide reasonable accommodations to make sure they dine happy.
- **AllerTrain U Certification** – This specialized certification is required for all managers and culinary teams, including the general manager, executive chef, resident dining manager, registered dietitian, marketing manager and designated Simple Servings staff.

Sample Simple Servings Menu



Breakfast

JA&pte 8.\COncinnamon Ap-pteOatme.L 80'NI	EA	●●	V..	No	No	No	No	No	No	No	No	No	No	No	No
PorkSaw • Links	2EA	1>0	No	No	No	No	No	No	No	No	No	No	No	No	No
Rou tedMex it1ln Potatoes	1/1 CUP	■/	V..	No	V..	V..	No	No	No	No	No	No	No	No	No

Lunch

BfflBurgff P,uty	PATTY	●●	No	No	No	No	No	No	No	No	No	No	No	No	No
81.'ttemutSquash Qai.1011 C.11keswithMorn1ly	2EA	223	Y.,	Y.,	Y.,	V..	No	No	No	No	No	No	No	No	No
Tusti.nChopped Sa.lad	302	●●	No	V..	V..	Y.,	No	No	No	No	No	No	No	No	No
Chili GuileMushrooms, p-pcttS &Oiiions	.tFLOZ SPOOLE	2l	V.,	V..	V..	V..	No	No	No	No	No	No	No	No	No
ChaiSpic:cdRitePl.Iddiria	1/2CUP	●●	V..	No	V..	V..	No	No	No	No	No	No	No	No	No

Other

Adobo R st edl urttq,	,OZ	122	V..	No	No	No	No	No	No	No	No	No	No	No	No
u.b.u,eseMousuk.a	1/ 4 CUP	●	V..	No	Y.,	V..	No	No	No	No	No	No	No	No	No
SouthwestAnozVerde	202	■/	V..	V..	V..	V..	No	No	No	No	No	No	No	No	No
P.00de Gallo	IIIOSCOOP	●	No	V..	V..	V..	No	No	No	No	No	No	No	No	No
Ste.amed AzucCorn	1/2CUP	●	V..	Y.,	V..	V..	No	No	No	No	No	No	No	No	No
CNi Spic,cdRicePl.Idding	1/2CUP	■/	V..	No	Vo,	V..	No	No	No	No	No	No	No	No	No





DISTINCT BY DESIGN – A NEW LOOK FOR MISSOURI DINING HALL – COMING FALL 2026

Decreased demand for higher education, combined with the impact of the pandemic, has resulted in significant declines in enrollment across the country and at Truman State, making the past few years incredibly challenging.

To ensure the continued success of our partnership, we propose renovating Missouri Dining Hall to provide “right size” dining at Truman State. The renovation will open in the fall of 2026 and provide an exciting new engagement experience for resident students. Additionally, it will create efficiencies that support the financial well-being of the University.

UCookKitchen

before we talk about the full renovation to Missouri in 2026, let us introduce a very exciting new concept that we will launch in Fall of 2024. UCook Kitchen is a DIY station where students can cook their own meal and experience educational opportunities by engaging with our chefs to learn more about cooking, cuisines and nutrition. Truman students crave independence and customization in nearly every aspect of their life, especially food. Your students are also curators of their images – they create their own “brands” and desire endless choice, variety and self-expression. UCook Kitchen will deliver all this through the convenience of the dining hall, along with built-in space for students to engage with friends while cooking.

UCook Kitchen is a multidimensional, fully customizable experience that will be built into the traditional dining hall, turning students into food influencers. The station stocks an assortment of ready-to-cook proteins, vegetables, grains and starches paired with a pantry of sauces, aromatics and seasonings. These ingredients are supplied alongside induction stoves, pans, cutlery and other tools to empower students to create their own meals.

Each experience is a chance to learn new skills, explore new ingredients and connect with other students all within the convenience of a meal plan. From simple recipes to culinary events and cooking classes, students can find balance, be themselves and take charge of the choices they make.

When asked how they plan to eat in their first year of college, 42% of high school students say they want to cook for themselves.

(2022-2023 Sodexo Student lifestyle Survey)

Convenience is the #1 value students find in a meal plan.

(2022-2023 Sodexo Student lifestyle Survey)



Stef and Dally are using the UCook at Framingham State University. They are helping one another prepare a meal.



A student at Providence College customizes his next meal while expanding his cooking abilities.



BUILD YOUR OWN BREAKFAST

Oil / Pan Spray	Crumbled Sausage	Greenbell Peppers
Eggs(pre-scrambled)	VeganSausage	Onions
Egg Whites	Just Egg (vegan egg substitute)	SlicedMushrooms
Eggs Fresh	Steamed Rice	Tomatoes
Sliced bacon	Steamed brown Rice	Fresh Spinach
Diced Ham	Hashbrown Potatoes	Shredded Cheddar
SausagePatty	Homestyle breakfast Potatoes	Shredded Mozzarella

BUILD YOUR OWN SMOOTHIE

- Ice
- Frozen Strawberries
- Frozen blueberries
- Frozen Mango
- Frozen Pineapple
- Creamy Peanut butter
- Vanilla Yogurt
- GreekYogurt
- bananas
- OrangeJuice
- Peach Slices
- Almond Vanilla Milk
- Apple Juice

BUILD YOUR OWN ENTRÉE

- Grilled Chicken breast
- balsamic GrilledChicken
- Chicken Fajita Meat
- Italian beef Meatballs
- Roasted Italian Sausage
- Simply Grilled Fresh Cod
- Simply Grilled Fresh Tuna
- Greens / Salad Mix
- baby Spinach
- Diced Red & Green Peppers
- Diced Onions
- Chopped Garlic
- broccoli Florettes
- Diced Tomatoes
- SlicedMushrooms
- Sliced Zucchini



UCook has added a dynamic component to the University dining options, providing a new level of student involvement and participation in the dining program. Our students say it best by demonstrating consistent and continued interest in this offering. Thank you Sodexo for bringing UCook to our university!"

– Director of University Services, Framingham State University

eat>Food Market

For fall of 2026, will introduce a **game-changing new hybrid residential/retail location** to excite resident students and engage the entire campus community.

Today's hybrid café is all about the experience. eat> Food Market delivers on enhanced customer experience expectations. The “groceraunt” layout and menu offerings provide consumers with a unique destination blended with today's prepared menu offers and takeaway items for convenience.

The eat> Food Market layout is built based on our proprietary consumer research. Food offers are dedicated to our identified consumer need states – from traditional, adventure, comfort and convenience to destinations that support Truman's diverse food and beverage goals and value-conscious objectives. The healthy options at eat> Food Market can be found beyond wellness destinations.

These values are the key ingredient to the development of eat> Food Market. A creative menu, variety of options and a warm, inviting atmosphere, blended with our service culture, will drive engagement and satisfaction.



On the Menu at eat> Food Market

Eat> Food Market's wide-ranging selections provide all the convenience, comfort, adventure and wellness choices students are craving. The highlight of eat> Market is the From the Kitchen hot and cold self-serve bar, offering students a hearty and delicious all-you-care-to-eat experience.



From the Kitchen Food Bar

From the Kitchen offers classic foods, prepared "in the moment," representing traditional foods that are international, regional or local in composition.

Students can enjoy themed menus each day of the week from the hot bar, including everything from Roast Pork loin with Mustard Herb or Classic Meatloaf and Mashed Potatoes to Thai Curry Noodles or Arroz con Pollo.

Cold bar offerings include fresh salad bar items plus a variety of fresh fruits, grain and other composed salads, and freshly made hummus or other dips.



Home Meal Replacements

These delicious, complete meals will be created by our chefs and made with only the highest-quality, fresh ingredients – packaged up and ready to take home or back to the office.



Cold Beverages

We will provide cool and refreshing beverages any time of day, including thirst-quenching carbonated soft drinks, spring water, juices, ready-to-drink tea, enhanced waters and flavored dairy.



Frozen Meals

We will feature a mix of mainstream and niche premium products, including various items from Amy's, such as Amy's Spinach lasagna, Amy's Mushroom and Olive Pizza, Amy's Pot Pie, Amy's Samosa Wrap and Amy's Pad Thai.



Hot Beverages

We will offer ethical and sustainable hot beverages. Our premium coffee choices are our answer to the market's call for a sustainable, "green" product. They will be fair-trade purchased and certified.



Prepackaged Food and Drinks

This is a convenient grab-and-go solution for consumers who need convenience. eat> Food Market gives consumers handcrafted takeaway products. All items are made fresh daily using locally sourced ingredients.



Grocery and Retail Items

We love our products, and we believe they deserve to be elevated and presented beautifully. Your eat> Food Market will use space and merchandising techniques to make the market look and feel like a world-class retail destination, providing a fantastic consumer experience, day in and day out. A mix of mainstream and niche premium products alongside fresh produce, healthy snacks and retail teas will make for a truly unique shopping experience.



EAT>FOOD MARKET HOT FOOD BAR

SAMPLE MENU

MONDAY

BBQ Turkey Breast	Vegetarian Baked Beans	Creamy Cole Slaw
Four Cheese Cream Mac n Cheese	Southern Green Beans	

TUESDAY

Southern Fried Chicken	Crispy Tofu	Sauteed Spinach with Red Onion and Garlic
Crispy Chicken Tenders	Smashed Red Skin Potatoes with Gravy	Corn Muffins

WEDNESDAY

General Tso Chicken	Beef Stir Fry	White Rice
Tofu Stir Fry	Vegetarian Fried Rice	Fortune Cookies

THURSDAY

Baked Potato Bar	All Natural Turkey Chili	Sauteed Button Mushrooms
Baked Potato	BBQ Pulled Smoked Pork	Steamed Broccoli Crowns
Baked Sweet Potatoes	Cheese Sauce	

FRIDAY

Malaysian Chicken Curry	Fresh Vegetable Curry	Biryani Basmati Rice
Thai Beef Curry	Curry Tofu Stew	Jasmine Rice

As detailed in the following renderings, eat> Food Market will provide the ultimate in a hybrid dining experience that optimizes student engagement through a self-served, hot-and cold food bar, the convenience of ready-to-eat, grab-and-go offerings and virtual national brands driven by mobile ordering. This “Distinct by Design” offer will be unique to Truman State, creating public relations-worthy buzz to attract, engage and retain students.







Leveraging Technology and the Power of National Brands

The successful evolution of Truman State's dining program hinges on technology. As part of the eat> Food Market experience, we will bring the power of national brands to Missouri Dining Hall with Qdoba and Ebert & Gerbert's, which will be delivered through the latest virtual dining concepts. Gen Z students want great food but are driven by the convenience of mobile ordering. Utilizing recognizable national brands will help accommodate this need.



Our unique partnerships with Qdoba and Ebert & Gerbert's are designed to deliver the quality and consistency of successful brands without the exorbitant and limiting expense of brick-and mortar storefronts. Students will be able to access these offers through a mobile-first strategy for preorder and pickup at eat> Food Market. We will operate these national brands through what is commonly referred to as a ghost kitchen. A ghost kitchen provides access to the full menu brands have to offer but operates out of an unseen kitchen and notifies customers through text so they can pick up their food from "food cubbies" when ready. This style of service offers key benefits, such as:

- Avoids expenses that would come with building brick-and-mortar restaurants
- Allows for flexibility and nimbleness – when KPIs show a brand is no longer viable, we can simply change the virtual menu
- Provides convenience – most students prefer mobile-ordering from their cell phones over more-traditional service styles

Sample Menus



EGG & QUESO BURRITO (10.25oz)	\$12.49
CHICKEN & QUESO BURRITO (10.25oz)	\$13.09
FRESHYAIN DRINK (16oz)	\$3.99 (or \$2.99)
ORANGE JUICE (10oz)	\$2.49
BOTTLED WATER (16oz)	\$1.79



CREATE YOUR OWN

**STEP 1
CHOOSE YOUR ENTRÉE**

Burrito cal 720 - 1080

Bowl cal 450 - 800

Grilled Quesadilla cal 820 - 1190

3-Cheese Nachos cal 930 - 1220

Salad cal 360 - 1270

**STEP 2
CHOOSE YOUR PROTEIN**

Veggie \$7.95

Grilled Adobo Chicken cal 150 \$7.95

Ground Beef cal 180

Cholula Hot & Sweet Chicken cal 270 \$8.95

ADD EXTRA PROTEIN \$2.00

Calories listed are estimates and may vary. All items are prepared with real ingredients. © 2018 Qdoba Mexican Eats. All rights reserved.

ROUND OUT YOUR MEAL

CHIPS & DIPS

Signature Queso & Chips cal 700 - 900 \$4.95

Queso made with 2 cheeses, served with fresh salsa

Hand-Crafted Guac & Chips cal 170 \$3.95

Salsa & Chips cal 170 \$2.95

DESSERTS

Chocolate Brownie cal 110 \$1.95

QDOBA
MEXICAN EATS



CHOOSE YOUR BREAD.

- FRENCH BREAD** 30¢ (+tax)
- HOARDED WHEAT BREAD** 40¢ (+tax)
- GLUTEN-FREE BREAD** 70¢ (+tax)
- WHEAT WRAFF** 30¢ (+tax)

FAVORITES!

GIVE
Turkey Breast, Swiss, Provolone Cheese, Tomato, Lettuce & Dressing (12¢ Add'l)

TITAN
Chickadee, Provolone Cheese, Lettuce, Pickles, Fresh Tomatoes & Dressing (12¢ Add'l)

HAWAIIAN
Double Cheese, Provolone Cheese, Ham, Swiss, Lettuce, Pickles & Dressing (12¢ Add'l)

SPARTAN
Turkey Breast, Swiss, Provolone Cheese, Lettuce, Pickles, Tomato, Dressing & Dressing (12¢ Add'l)

FLASH 12¢ (+tax) Add'l
Chickadee, Swiss, Provolone Cheese, Tomatoes, Lettuce, Pickles & Dressing (12¢ Add'l)

APOLLO
Double Cheese & Provolone Cheese, Ham, Swiss, Lettuce, Pickles, Tomato, Dressing & Dressing (12¢ Add'l)

BOLD FLAVORS

ORIGINALS

- HONEY BILLY**
Double Cheese, Provolone Cheese, Ham, Swiss, Lettuce, Pickles & Dressing (12¢ Add'l)
SANDWICH \$6.99 | 11 AM - 4 PM
- COMET MOREHOUSE**
Double Cheese, Provolone Cheese, Ham, Swiss, Lettuce, Pickles & Dressing (12¢ Add'l)
SANDWICH \$6.99 | 11 AM - 4 PM
- TAPPY** 12¢ (+tax) Add'l
Double Cheese, Provolone Cheese, Ham, Swiss, Lettuce, Pickles & Dressing (12¢ Add'l)
SANDWICH \$6.99 | 11 AM - 4 PM
- JACO B BLUEFINNEN**
Double Cheese, Provolone Cheese, Ham, Swiss, Lettuce, Pickles & Dressing (12¢ Add'l)
SANDWICH \$6.99 | 11 AM - 4 PM

SOUP

SOUP	\$1.99	1/2 GAL	\$4.99
CHILI	\$1.99	1/2 GAL	\$4.99

PICK TWO
ANY TWO SANDWICHES
ANY TWO SOUPS
ANY TWO SIDES

EXTRAS

ANY SANDWICH	\$0.50
ANY SOUP	\$0.50
ANY SIDE	\$0.50
ANY SANDWICH	\$0.50
ANY SOUP	\$0.50
ANY SIDE	\$0.50

SIDES

ANY SANDWICH	\$0.50
ANY SOUP	\$0.50
ANY SIDE	\$0.50

WE'VE GOT

GUTS

SCOPED OUT OF THE BREAD TO CREATE A SUPERBLY BALANCED SANDWICH.

FRESH MEAT TO YOU TO DEVOUR.
DRINK YOUR SOUP OR SHARE
BUT THAT YOU HAVE TO SHARE (12¢)

11/7/18 @ 11:00 AM

OUT OF THIS WORLD SANDWICHES



Part of the strategy for reinventing Missouri Hall is to respond to the recent challenge of declining enrollment. Eat> Food Market will significantly reduce the labor burden of running two full-service, all-you-care-to-eat dining facilities. To further drive the student experience at eat> Food Market, we propose incorporating the Dobson C-store into the shopping experience at Missouri Hall. This will create a true one-stop-shop experience for engagement, collaboration and community-building.

There will be no changes to the convenience store at West Hall.

The following image summarizes the proposed renovations and recommended timeline for completion.

TRUMAN STATE UNIVERSITY PROPOSED INNOVATION TIMELINE

Academic Year '24/' 25

- Food Fleet food trucks come to campus
- New voluntary meal plans to drive growth through non-resident engagement
- Renovations to student union food hall:
 - » New student-driven flex platform added to Student Union
 - » Chick-fil-A expansion from express to full service
 - » Mobile order pickup added to Student Union to drive convenience and growth opportunity
 - » Expanded grab'n go convenience

Academic Year '25/' 26

- Ryle Hall renovation
- Simple Servings added to Ryle
- New seating and ambiance
- Updated technology to drive student engagements

Academic Year ' 26/' 27

- Missouri Hall conversion to Eat>Market
- New national brands – Qdoba and Erbert and Gerbert's added to Missouri Hall
- UCook will be added in the fall of 2024 using the existing infrastructure, with a full renovation in 2026.





Showcase: The Truman State Bakery

Our bakery Manager Shelly Schmidt has been providing a beautiful variety of sweet and savory mouth-watering goodies at the onsite bakery, which is one truly distinct feature of our partnership over the years. The Truman community is so fortunate to have a full-service bakery and a passionate team that provides fresh-baked goods for resident dining, retail and catering on a daily basis. From fresh donuts and sweet pastries to homemade desserts, savory biscuits and breads, we offer a rare treat indeed, unintended.

TEAM MEMBERSPOTLIGHT



SHELLY SCHMIDT – BAKERY MANAGER

My life as a baker began on a dairy farm in Vermont, where my mother and grandmother taught how to garden and bake. They sparked my interest in baking by teaching me how to make homemade pies, donuts, cookies and bread. I started my career in a vocational food-trade program in high school, where we were taught how to cater to the public through preparing desserts and breads, properly cutting meats and making cheese. Learning how to meet the needs of the local community was a fulfilling experience. When

I moved on to the State University of New York (SUNY) at Cobleskill, I enrolled in their professional chef program and graduated with a foodservice management degree. While working toward my degree, I interviewed with the Marriott Corporation and accepted an assistant pastry chef position at the Tan-Tar-A Resort in Lake of the Ozarks. There, I met my husband, moved to Iowa, and worked for the Hy-Vee grocery store chain until I moved to Kirksville, Missouri 14 years ago to start my journey with Sodexo.

My passion will always be to create and inspire new employees to do the best they can in everything they do. My passions for baking, creating and respecting traditions make work a pleasure each day.

DRIVING FURTHER RETAIL VARIETY AND ENGAGEMENT

Food Fleet

The U.S. food truck industry has grown at an average annual rate of 9.9% since 2018. To drive community engagement and inject excitement into the overall dining services solution on campus, we are thrilled to introduce our partnership with Food Fleet to Truman. Food Fleet, the nation's foremost food truck aggregator, has pivoted perfectly during this post-COVID time to create "mobile kitchen" options for campuses that want a creative and contactless experience. The food truck purveyor offers unique tastes your students won't find anywhere else, whether they maintain an "on the street" presence or bring their "food trucks inside" to your pop-up station. Leveraging food trucks in your pop-up program is a way to both "eat well" and "do well," because 75% to 80% of food trucks are minority-owned.

Food Fleet/Food Truck Management

To continue building enriching connections through food and honoring diversity, Food Fleet will provide vibrant programming that will enhance the existing dining portfolio and create a customized, gourmet mobile-truck solution. The Food Fleet program, with menus featuring cultural street food from around the globe, presents a firm solution for engaging your guests. We will deploy a variety of food trucks, giving local vendors access to your guests and creating a fun, on-trend experience. Our team will create a mobile food program and provide functional expertise on program development, food safety, transaction times, customer service and on-site management. As part of the process, we will ensure food truck vendors meet local health and safety guidelines. To provide beneficial versatility, the food truck program can be tailored to run once or twice a week. The food truck schedule can be built strategically around the calendar to help mitigate surges at cafes. These opportunities to identify and provide food trucks will enhance speed of service and value.

We can use websites to promote the program and create "buzz." We can also utilize polls to understand which food trucks students prefer, which will help ensure students engage with the program.



People remember experiences, and we know that special occasions, and the broader Kirksville events, bring the bulldog community together and build the Truman State University brand. Students, faculty and staff will value the quality and attentiveness of the Truman catering team. Providing an excellent guest experience doesn't happen by chance. It takes the well-coordinated effort of a purposefully trained staff – all focused on consistently delivering quality food and service.



CATERING

Same Confident Team – New Level of Excellence

We've loved serving up special moments for the Truman community over the years, and we anticipate big opportunities to show up for you in new and exciting ways. We look forward to taking your catering experience to a new level of excellence with custom-curated events, unique décor and table appointments, handcrafted cuisine and menus that reflect the bulldog community.

A special event should be magical from the moment guests enter until they say their final goodbyes. That's why you can continue to depend on Truman Catering to show up for all your events, no matter the size. We understand the importance of ensuring meaningful and memorable experiences for all types of Truman State events, such as the need specific event. Whether serving wedding or fundraising gala guests or providing a ready-to-go catered lunch for staff or students, our customizable portfolio of offerings can support events of any size and price level. Truman State Catering benefits from our local, district and regional culinary support, as well as the experience we have gained catering events worldwide. Our talented chefs and world-class catering teams have been entrusted to work at high-class events, like presidential debates, and serve numerous prestigious guests, such as the Dalai lama.



BUILDING A SUSTAINABLE PROGRAM

BetterTomorrow 2025

We developed our approach to corporate responsibility by looking at the different roles we play as a large global organization and the different impacts our actions have in the world. As an employer, a service provider and a corporate citizen, we have established nine commitments to positively impact individuals, communities and the environment. We monitor our progress through our corporate responsibility roadmap, better known as better Tomorrow 2025. It gives us and all those we work with a shared focus on our long-term future.

Our better Tomorrow 2025 commitments are fully aligned with the United Nations' Sustainable Development Goals. Each commitment is underpinned by a hard, measurable objective that allows us to constantly monitor our progress.

better Tomorrow 2025 includes nine commitments with measurable targets focused on four key goals:

- » Protect the environment
- » Contribute to local communities
- » Promote nutrition, health and wellness
- » Develop our employees and promote diversity

BETTER TOMORROW 2025

OUR CORPORATE RESPONSIBILITY ROADMAP

AT THE CORE OF EVERYTHING WE DO

3 ROLES x IMPACT = 9 COMMITMENTS & 9 MEASURABLE OBJECTIVES

AS AN EMPLOYER		aw.....-a1.. a1	80% employee engagement rate
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		...m..ItiJI-ñrCDt .. 'Widu:w.Illid	1001'cl'onc.to'."Or. rtt t InwsUMNblo pr.,cticos
AS A SERVICE PROVIDER		--- Nlltaglfall' w..charc:a --- -	1001'c/our a,nsur,-\$ are of1crodhNltv tcnt)",o OS)tl', 'O'fCS:IV
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		Scua,upc and JlfiMde-1118..- - , 700	34% reduction LEAD & SVL
AS A CORPORATE CITIZEN			100 rwlhon StopHunger beneficiIIIIII
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		CbaJ- P I CP	so,i.roc:luction In our food w.ito

INDIVIDUALS



ENVIRONMENT

Since the fall of 2018, Truman State University has been searching for a way to reach the goals of better Tomorrow 2025. We initiated a green box program where students can use take-out boxes to take a meal to go at any one of the dining halls or retail locations. Truman's Sustainability department then began making further plans with Sodexo's marketing coordinator. What started out as a simple green box campaign in early spring amounted to the collaboration of multiple Truman departments at the president's Sustainable Action Committee in April and May. We partnered to create "sustainability kits," which included a reusable bag, mug and green take-out box. Truman Sustainability and Residence life worked together to showcase how to cut down on the use of disposable cups, bags and food containers. We look forward to continuing to work with Truman State to achieve our shared sustainability goals.





YOUR TRUMAN MARKETING PLAN

Our comprehensive approach to marketing for Truman State University is filled with exciting campaigns, programs, promotions, and innovations to enhance the dining experience for your students. built on a foundation of excellent food, our tactics are designed to stimulate students' senses, while offering them daily opportunities to truly engage with dining in a way that enhances their academic journey and Truman State University experience.

Your local team and Mindy Perales will continue to get full support from our **Growth & Consumer Experience Marketing Team**. led by Senior Director of Marketing Julie Pfeifer, the team consists of over 20 senior-level marketing professionals, based all around the country and is optimized to align resources in critical areas of support that include:

GROWTH	ENGAGEMENT	COMMUNICATION	GRAPHIC DESIGN
 <p>Lead: Rich Blanchard Director of Marketing</p> <p>Supporting organic revenue growth including voluntary meal plan sales, new product and program activations and new account openings</p>	 <p>Lead: Dave Trombetta Senior Marketing Manager</p> <p>Supporting student engagement, experiential learning, training and development for unit-based marketing personnel, and customer service training</p>	 <p>Lead: Nikki Partee Senior Marketing Manager</p> <p>Supporting digital communication tools, client and consumer communication plans and best practice sharing</p>	 <p>Lead: Kelly Caruso Senior Design Manager</p> <p>Supporting all accounts with creation of digital and print branding, communication, and advertising assets</p>

These teams will set strategies in alignment with your campus vision to promote student success and create pathways to engagement and connection. As your partner we will continue to make the Truman State University dining experience a highlight of the student life cycle.

Building Marketing Plans Aligned with Truman

Our strategic marketing plans are built on the foundation of industry and generational trend research and campus insights that are unique to Truman State University. This requires a two-tiered approach that includes ongoing community insight tactics that are evaluated daily, monthly, and yearly, and our much more comprehensive IDology process for longer term strategic planning.

built on a foundation of guest insights and research, our marketing plan for Truman State University is built on the SMART principle where goals are Specific, Measurable, Achievable, Relevant, and Timebound. Our plan includes clearly defined goals supported by tactics that will help drive program value, engagement, community, wellness, sustainability, and FUN!

Our ongoing student insight tactics will be summarized by our marketing and insight teams and shared with onsite managers so continuous improvements can be made. Following is a summary of tactics that we have currently deployed and some new ones to continue to advance our connection with the pulse on campus.

Technology

- **MYDTEXT** Feedback and comments collected via text, allowing guests to provide real time feedback about their dining experience.
- **Social Media** Ongoing analysis of comments and direct messages across all social media platforms, using Sprout for trends analysis and monitoring.
- **Everyday Dining App** Provides an easy way for guests to give feedback on recent orders and our dining program.

Surveys

- **InMoment** Our formal biannual customer loyalty survey process provides a deep dive into our dining program and benchmarking against ourselves and other campuses.
- **Pulse** Solicit real-time feedback on food offers and program elements.
- **Food Preference** Designed to assist with decision making around significant program changes (eg. changing a coffee brand).
- **You Vote For Specials** Gives Truman students a voice in selecting special event and menu themes.

Other

- **Comment Cards** Tried and true handwritten comment cards. Collected, discussed and responded to by Truman Dining Services.
- **Focus Groups** When further clarification is needed, additional resources will be brought to campus to conduct, analyze, and recommend program changes.
- **Mystery Shopper** Incentives for Truman students to visit dining locations and offer genuine feedback from a real student viewpoint.
- **Culinary Council** Monthly meetings with a diverse group of students and staff with our Executive Chef and managers to make decisions on how to steer future programming.

We are confident that you will find that the programs and promotions outlined in our proposal will closely align and resonate with the students at the Truman State University. As your partner, it is up to us to not only understand student expectations of today, but to continuously innovate and evolve.



Growth Tactics and Programs

Our ability to drive sales for Truman State University dining is rooted in our ability to integrate retail and resident dining locations into seamless and intuitive dining journey that drives value in meal plan participation. Whether we are promoting meal plans or using tactics to drive traffic to dining locations our approach is strategic and results are measured through a variety of means that include meal plan participants and capture rate, overall retail revenue and check average, transaction counts, and loyalty reward Everyday app users.

Meal Plans

Promoting the value and flexibility of meal plans is an important step to achieving growth and satisfaction at Truman State University, and plays an important role in student recruitment, retention success and helps create a sense of community on campus. Our strategic year-round approach to selling meal plans incorporates many tactics targeting all relevant campus demographics. The following pages provide a snapshot of our meal plan selling tactics integrated into a social media story.



Dining on campus is the #1 driver for student connection. The meal plan sales process is a year-long cycle, designed to meet students where they are and create future touch points of connectivity.

FOOD IN FIVE
five minutes to your next meal



Retail Tactics

Crafting a retail strategy for sustainable growth means striking the right balance between product and brand mix, consumer experience and trends. As part of our annual marketing planning process, retail offerings, pricing, and promotional campaigns are all considered. This ensures average transaction values, customer counts, and customer experience and loyalty continue to grow year to year. Following are programs and tactics that are included in our marketing plan at Truman State University.

Foodin Five

Navigating a campus can be a challenge for new students, faculty, staff, and visitors. Our Food in Five program will help new Truman State University community members navigate dining offers by highlighting dining destinations located within a 5-minute walk of where they are on campus. This campaign is heavily promoted during orientation, move-in-days and throughout the first 2 weeks of each semester.

Everyday Dining App Loyalty Incentives

Everyday's loyalty program rewards guests for their purchases and incentivizes them to try new and featured products. Research shows that guests who participate in a restaurant's loyalty program visit more often, spending twice as much as those who do not. 44% say a

loyalty app adds value to the guest experience. Source: PYMNTS and Paytronix, The Digital Divide: Minding the loyalty Gap, January 2022/ Paytronix, Delivering on Restaurant Rewards, January 2021

Everyday's loyalty program creates a sense of belonging for guests, as they receive exclusive rewards, discounts, and custom messages. For every dollar spent, they accrue rewards that can be applied to future purchases, showing them how much we value their loyalty. Engagement is further created with personalized offers for their birthday or just as a nice surprise.

Sip Society

Sip Society at Truman State University Starbucks is not just about coffee, it's about crafting an exclusive coffee experience tailored to our guest's lifestyle. With a Sip Society membership, students, faculty and staff gain the power to order ahead and ensure their perfectly prepared drink is ready when they are, hassle-free. Guests can choose from a wide range of membership and payment options that fit seamlessly into their daily routine utilizing the Everyday App. This NEW value driven program rewards regular customers but will also entice and draw new customers into our dining locations.



LOVE FOOD



B.Y.O.P (Build Your Own Pack)

Gen Z loves customization and b.Y.O.P (build Your Own Pack) gives students the ability to choose an assortment of their favorite beverages at a discounted price. With the ability to carry out in a convenient 6-pack, students will be coming back again and again to take advantage of this deal whether it is for themselves or to share with friends. b.Y.O.P. will be available where bottle and canned beverages are sold.

Buy Now Snack Later

buy Now Snack later is as simple as it sounds. Through this fun campaign we encourage Truman State University guests to stock up on snacks as they check out. We feature student favorites and new on-trend snacks at point of service locations for easy add-on purchases. We also train our cashiers in suggestive selling techniques through our Customer Experience program to help encourage guests to buy Now and Snack later.

Limited-time Offers

limited-time offers help keep our menus fresh and drive traffic so our guests can try the latest and greatest specials. below are some of the offers Truman State University students can expect to see on campus.

Love of Food

love of Food is a celebration of food and culinary talent that will bring the best recipes from recognized and up and coming celebrity chefs to Truman State University. Each chef has shared one recipe and the inspiration for the dish. Featured chefs include Trisha Yearwood, Mai Pham, Art Smith, and more. Read more about our featured chefs, recipes, and cooking techniques on our love of Food website at <https://loveoffood.sodexo.com/about/>.

Mindful

Our Mindful limited-time offers are all about bringing health and wellness to the forefront. These healthy and nourishing offers not only offer delicious meals but bring awareness to the fresh ingredients and nutritional information. Our graphic-friendly point-of-sale signage will guide Truman State University guests to make a Mindful dining choice.

Simply to Go

Our Simply to Go offers plenty of variety for Truman State University students on the go. Our limited-time offers include trendy and healthy offers that include sandwiches, wraps, salads, and snacking options such as our bento-style Adventure boxes that encourage healthy and energizing snacking. And the packaging is 100% compostable!

On Trend Featured Snacking and Beverage Offers

If TikTok has taught us anything it's that GenZ loves food trends and new and exciting flavors. Our featured snacking and beverage campaigns bring special attention to new product offers from Coke, Pepsi, Frito-lay, and new upcoming brands with great stories to tell around sustainability and the company founders. Samples of our featured products include Kate's Real Food® Peanut butter Dark Chocolate, Righteous Fellow® beef Jerky O.G. Hickory, Cando Keto Krisp® Almond butter Chocolate Chip Protein bar, Cheetos® Flamin' Hot Tangy Chili Fusion, Origin Sparkling lime, and

Holidays to Go

Our immensely popular Holidays to Go program offers take-home meals and desserts for student or family celebrations and parties during the holiday season. We offer a full range take-and-bake or ready-to-eat desserts.

Engagement Tactics and Programs

We are confident that you will find that the programs and promotions outlined in our proposal will closely align and resonate with Truman State University students. As your

partner, it is up to us to not only understand student expectations of today, but to continuously innovate and evolve. Our academic year promotions are rooted in our culinary expertise, aligned with your campus values, and support recruiting and retaining students of the future. These programs create excitement and buzz and bring the community together for countless opportunities to engage.

Big CityBites

big City bites takes Truman State University students on a journey to cities throughout the United States and the world to experience cultural food favorites unique to those cities. Featured destinations include Paris, Florence, Tokyo, Buenos Aires, Chicago, Seattle, New Orleans, Boston and NeighborFOOD with food unique to Kirksville!

Trending Tastes

Weekly pop-up bars capitalizing on trendy new food trends take over station platforms in Missouri Hall. Marketing and decor will draw student attention to these stations where they will experience fun food themes like Spud bowls, Maximum Mac & Cheese, boom Chicka bao bar, Global Tacos and Nachos, Flip Pancakes, Oodles Noodle bowls and more!



World's Fare

Our World's Fare event is designed to add excitement by uniquely blending a variety of fun and engaging fair and carnival games with popular international cuisine. With an overall theme of the Fun is in the Food, Truman students will have a great time trying new dishes or participating in games with friends.

Celebrating the 90's: Get jiggy with the nuances of the 90's

Crazy fashion, reality TV, "dial-up" internet, alternative music and fabulous food made this decade unforgettable. During this promotion, students can travel back in time to experience the food fun and follies of the decade that brought us all together with the dynamic debut of the World Wide Web. This end-of-the-millennium promotion will give students, faculty and staff a unique and reminiscent opportunity to "browse" all the at the 90's had to offer.

All Checks Out: Certifiably Delicious

Give your resident dining program a "verified" seal of approval with this promotion! Stack up the blue check marks as you take your campus community on a sensational and satisfying flavor journey full of face-to-face fun, linked-in cuisine and verified bussin' chow. Showcase

your program by having students scroll through all the delicious platforms and offers that make being on a meal plan a great value. You will be a key performer as you offer superfoods sure to gain a plateful of likes through this memorable "social feed-ia" promotion. Encourage students to tweet, chat and snap their favorite tried and true dishes. Great food, great fun and great friends; it all checks out!

Celebrating a Magical Month of Birthdays

birthdays are not just another day, they're a moment in time where family and friends gather to celebrate the wonderful qualities of each one of us. Celebrating a Magical Month of birthdays is a promotion that shines a spotlight on campus birthdays—month by month. We will make it a special day for our guests of honor with great food, fun activities, and lots of warm wishes.

Social Events

Social Event "pop-up" restaurants provide Truman State University students the opportunity to experience premium dining experiences. These events will transform stations into theme destinations with a premium menu with a small upcharge in addition to a meal swipe. Themes include billionaire burgers, The Steakhouse, Seafood Shack, The Creperie, backyard bbQ, Sweet Things Gourmet Desserts and more!





CramJam

Students love a late-night study break, particularly when breakfast is on the menu. Music and prizes don't hurt either! Cram Jam's breakfast for late-night dinner event kicks off several days of finals programming, designed to nourish some joy during a tiring time and creates a space to take a break and socialize with friends.

Holidays and Celebrations

From traditional holidays like Halloween, Thanksgiving and Valentine's Day to celebrations that are unique to Truman State University, these events offer opportunities to build community and allow a natural gateway for our onsite dining team to team up with student life, student government and other student organizations to co-program activities that celebrate, educate, entertain, and nourish the Truman State University community.

Moments That Matter: Celebrating Diversity and Awareness

One of our goals is to build partnerships and foster an inclusive culture throughout the year by celebrating Moments that Matter. These

celebrations include Hispanic/Latino Heritage, Disabilities Employment Awareness, Native American/Alaskan Native Heritage, Honoring Military Veterans, Asian Pacific American Heritage, IGbTQ+ Pride, black/African American Heritage, and Women's HERstory Month, and Celebrating Generations.

Dueling Dishes

Our Dueling Dishes will put student cooking skills to the test! In the new UCook kitchen, this fun event will pair up students with Sodexo chefs and let them go head-to-head in an elimination-style tournament that will include judging by Sodexo and Truman State University guest judges. Winning dishes might be integrated into future menus for all to enjoy.

Mindful Mondays and Wellness Wednesdays

We bring special attention to healthy items and offer engaging events with Sodexo registered Dietitian Katelyn Ryder. Kate will engage students and encourage them to learn about healthy eating on campus. This Fall Kate has presented to Health Science students for their capstone project, conducting pre and post tests and provided nutrition counseling. She also



presented on healthy eating for college students and is working with SGA to bring more locally sourced fruits and vegetables to campus. She looks forward to future events within Missouri and RyleHall.

Sustainable and Local Food Events

We highlight Missouri and regionally sourced foods and products every day with increased emphasis at special localvore meals throughout the year by purchasing food from the Truman State Farm whenever possible. In addition, we will work with students and student groups to highlight additional sustainability efforts that go beyond local foods, like Weigh the Waste to demonstrate how Truman State University students can reduce waste and their carbon footprint. Our robust composting program goes to the campus farm and local partners as well.

Campus Marketing Internships

Professional development opportunities for Truman State University students include internships in marketing and communication. An integral part of our team, our current interns Ibrahim Sakibu and Jacob Liebmann assist us in providing valuable insights to drive our program

and align with students' needs and preferences. Their input at every stage of promotional planning helps inform and inspire creative engagements with the campus community. Our interns are tasked with communicating dining events, supporting digital initiatives, and soliciting consumer feedback. Additionally, our Growth & Consumer Experience Marketing team arranges collaboration opportunities with our vendors like Coke, Pepsi, and Frito-lay and runs our marketing interns through a series of development trainings that include:

- **August:** building Marketing Plans
- **September:** building brand Reputation
- **October:** Social Media strategy
- **November:** Generating Consumer Insights
- **December:** Virtual Holiday Event
- **January:** Tactical Marketing
- **February:** Advertising
- **March:** Event Logistics
- **April:** Client Communication
- **May:** Summer Sales and Engagement



Community Communication Tactics

With support of our national marketing team and interns, we utilize our extensive consumer insights to develop tactics tailored to target specific demographics, from resident and commuter students to faculty and staff and even parents and the local community. From traditional communication tactics to interactive two-way social media dialogue, information will always be available to help Truman State University guests make informed decisions and stay up to date with everything related to dining on campus. Here is a summary of our core tactics:

Traditional

Print Marketing

Producing custom marketing materials for indoor and outdoor promotion

Email Marketing

Utilizing an email data base to keep current and prospective customers in the know with everything Trumandining.

InfoTabling

Operating in high-traffic areas around campus to educate students about events, health and wellness, sustainability, and Truman Dining initiatives.

Digital Marketing/Technology

Social Media

Ongoing analysis of post-performance using platform specific and Sprout analytics. Heavy focus on virtual engagement (e.g., polls, Q&A, student choice events) functions.

myDtxt

Opt-in texting service allowing Truman Dining to reach their guests with exclusive offers, news, in-the-moment updates and more.

SodexoMyWay Website

Custom branded SodexoMyWay website to serve as information hub for all things dining for both current and prospective campus community members.



Everyday

Push notifications about special deals and promotions for app users creates in-the-moment engagement opportunities.

QR Codes

Used on many standard forms of marketing as well as finding innovative ways to cross market within campus culture.

Marketing Calendars

After we finalize our Marketing Plan, we produce promotional calendars each month to highlight events and promotions. We work with our interns and onsite team, student government, and campus planning groups to build our calendars and post in high traffic areas across campus in addition to being pushed out on our website and social media.



Partnership Communication Tactics

Sodexo believes in open communication channels and throughout the year will keep you informed of what our teams are doing onsite and what Sodexo Campus is working on across the country. Below are examples of some of the marketing communications available to you.

Marketing Plan Summary

At the start of each semester, we are committed to presenting our campus partners with an overview of our marketing plan that will include goals, strategies and tactics that will help drive the dining program forward. The summary will not only show our commitment to serving the campus community but help drive conversations around partnership.

Program Reviews

The Program Review is delivered at the end of each semester. The Program Review will bring the semester full circle from the Marketing Plan Summary and highlight our accomplishments and semester stats. We take great pride in putting together our Program Review and we hope you will take great pride in reviewing it.

Program Peek Boxes

At the start of each semester, our Program Peek box will give you a “peek” at some of the programs, promotions, and featured snacking and beverage items that students can look forward to. We provide samples of marketing and communication materials and the chance to sample trendy snacks and beverages that we will feature throughout the semester in our retail locations.

Customer Loyalty Survey Result Summary

We take our commitment to student insights very seriously. At the conclusion of our fall and spring customer loyalty survey process we work closely with Sodexo’s Consumer Insights team to interpret results and build action plans for continued improvement. Our summary will provide an overview of our findings, semester-over-semester performance, our action plan based on results, and benchmarking related to other Sodexo accounts in the region and country.

Engage Magazine

Before the start of each semester, we will share our *Engage Magazine* with our campus partners. *Engage* will feature an overview of our core promotions and programs, the latest trends information on Gen Z, and timely articles from Sodexo subject matter experts.

Craft Magazine

Craft is a showcase of our commitment to culinary excellence and the talented chefs and culinarians that serve our campus accounts. *Craft* features articles and recipes from our campus chefs that will inspire you and showcase our talented culinary professionals.



PARENT TESTIMONIAL

Received February 21st 2023

Missouri Hall

I want to take a moment to say "Thank You" for taking such good care of Jess and her friends at Truman State. I do not know many college students who call home to talk about the manager of the dining hall. Jess on more than one occasion has mentioned how you would see her coming and have her meal ready or start preparing food for her friends.

You made her feel very welcome right off the bat in August of 2019. You a/so made her parents feel comfortable that her special dietary needs would be met.

Thank you for being a key player in her college experience. We appreciate your service to her and many students at Truman State University.

Sincerely,

Lori and Michael Coleman





iii. provide the name, title, address, phone number and email address of the contractor's primary contact person.

The primary contact for this proposal is:



Dannie Crozier
Senior Vice President
915 Meeting Street
North Bethesda, MD 20852
515-314-7322
Dannie.Crozier@sodexo.com





Exhibit C: Contractor Prepared Qualifications





i. describe the contractor's experience in providing the requested services to clients similar to Truman;

START NEW. NOT OVER.

The Sodexo advantage is simple: We are a family-owned company with local focus and worldwide reach.

It's the common denominator of all our services – it is our differentiator. We push the boundaries of service solutions to enhance the well-being of millions of students across the country every day. Drawing on more than 50 years of careful exploration, we have gained a global reach without losing our local touch.

As bulldogs, we walk boldly. We lead with excellence. We never shy away from stepping up or standing out. If we hit some obstacles along the way, we get up, dust ourselves off and keep moving forward.

We're building on all we have learned at Truman to elevate programs the bulldogs love and introduce new ones that will support student satisfaction, retention and engagement through dining.

Partnering with you as your dining provider over the past thirty years has enabled our team to truly understand Truman's culture. We know what is important to you and your students – be it a freshly tossed salad at lunch or a late-night meal. We love showing up for you in every way, from celebrating campuswide traditions to putting the special touch on annual catering events to serving students every day and truly making Truman a home away from home for all students.



ii. include at least five (5) current institutional or commercial customer references with contact name, position, phone number and email address;

DRAKE UNIVERSITY

Venessa Marco
Chief Administration Officer
515271-3962
venessa.marco@drake.edu

UNIVERSITY OF MISSOURI KANSAS CITY

Jody Jeffries
Director, UMKC Student Union
816 235-1086
jjeffriesjd@umkc.edu

UNIVERSITY OF MISSOURI ST. LOUIS

Jessica long Pease
Vice Provost of Student Affairs
314516-5291
longjessi@umsl.edu

MINNESOTA STATE UNIVERSITY, MANKATO

Cynthia Janney
Dean of Students and Residential life
507 389-1011
cynthia.janney@mnsu.edu

SAINT LOUIS UNIVERSITY

David Young
Director of Event Services and busch Student Center
314977-6338
david.young@slu.edu



iii. provide copies of current and applicable food services licenses



4418003

FOOD SERVICE PERMIT

Permit Number 2023 98

This Permit Authorizes: John Dahlman
To Operate: Central State University Cafeteria Hall
Located at: 901 S. Franklin St., Kirkville, MO 63501

Under the provisions of the State Food Inspection Act as amended by the State Food Inspection Commission, the permit is issued for the purpose of operating a food service establishment in accordance with the provisions of the Food and Drug Administration Regulations covering the sale of food for human consumption. This permit is valid only for the purpose and use indicated on the permit and is not to be used for any other purpose. It shall be null and void if the permittee fails to comply with the provisions of the Food and Drug Administration Regulations. (RSMo, Sections 207.010-207.030)

Valid January 1, 2023

Through December 31, 2023



[Signature]

Missouri State Food Inspection Commission
Not Transferable
Post in a Conspicuous Place

4418002

FOOD SERVICE PERMIT

Permit Number 2023 97

This Permit Authorizes: Edward Dunlap
To Operate: Central State University Cafeteria Hall
Located at: 901 S. Franklin St., Kirkville, MO 63501

Under the provisions of the State Food Inspection Act as amended by the State Food Inspection Commission, the permit is issued for the purpose of operating a food service establishment in accordance with the provisions of the Food and Drug Administration Regulations covering the sale of food for human consumption. This permit is valid only for the purpose and use indicated on the permit and is not to be used for any other purpose. It shall be null and void if the permittee fails to comply with the provisions of the Food and Drug Administration Regulations. (RSMo, Sections 207.010-207.030)

Valid January 1, 2023

Through December 31, 2023



[Signature]

Missouri State Food Inspection Commission
Not Transferable
Post in a Conspicuous Place

94118009

FOOD SERVICE PERMIT

Permit Number 2023 206

This Permit Authorizes: Cassie Woods
To Operate: **Yemeni State University Cafeteria**
Located at: **900 S. High St., Knoxville, TN 37901**

Under the provisions of the Adult Care Facility Act and the rules promulgated thereunder by the Adult Care Facility Commission, the permit is issued as an initial issue. In accepting this permit the holder hereby agrees to observe the provisions of the Ordinance and such Rules and Regulations covering the same as may be issued from time to time during the term of this permit and any violation of the same may result in the suspension or revocation of the permit. If there is any change in management or ownership, please notify the Adult Care Facility Commission immediately and notify the Department of Health (615) 255-9471.

Valid January 1, 2023

Through December 31, 2023



Heather Baird
Environmental Public Health Specialist
Not Transferable
Post in a Conspicuous Place

44118005

FOOD SERVICE PERMIT

Permit Number 2023 126

This Permit Authorizes: Jackie Stewart
To Operate: **Tennessee State University Cafeteria**
Located at: **1111 S. Ninth St., Nashville, TN 37203**

Under the provisions of the Adult Care Facility Act and the rules promulgated thereunder by the Adult Care Facility Commission, the permit is issued as an initial issue. In accepting this permit the holder hereby agrees to observe the provisions of the Ordinance and such Rules and Regulations covering the same as may be issued from time to time during the term of this permit and any violation of the same may result in the suspension or revocation of the permit. If there is any change in management or ownership, please notify the Adult Care Facility Commission immediately and notify the Department of Health (615) 255-9471.

Valid January 1, 2023

Through December 31, 2023



Heather Baird
Environmental Public Health Specialist
Not Transferable
Post in a Conspicuous Place

94118001

FOOD SERVICE PERMIT

Permit Number 2023 99

This Permit Authorizes: Crest Foods
To Operate: Franklin State University Student Union Building
Located at: 901 S. Franklin St., Kirksville, MO 63501

Under the provisions of the State Sanitary Code (Chapter 201 of the State Sanitary Code), the permit is issued on an annual basis. In accepting this permit, the holder hereby agrees to adhere to the provisions of the Code and to meet their own legal responsibilities. The permit shall be issued from 10:00 a.m. to 10:00 p.m. on the day of issuance and any violation of the code may result in the revocation of this permit. If there is any change in management or ownership, please notify the Adair County Health Department immediately at (660) 368-2444.

Valid through 12/31/2023

through December 31, 2023



Heather Bell
Environmental Health Specialist
Not Transferable
Post in a Conspicuous Place

94118006

FOOD SERVICE PERMIT

Permit Number 2023 054

This Permit Authorizes: Jani-Care
To Operate: Truman State University Campus Center
Located at: 215 West Normal St., Kirksville, MO 63501

Under the provisions of the State Sanitary Code (Chapter 201 of the State Sanitary Code), the permit is issued on an annual basis. In accepting this permit, the holder hereby agrees to adhere to the provisions of the Code and to meet their own legal responsibilities. The permit shall be issued from 10:00 a.m. to 10:00 p.m. on the day of issuance and any violation of the code may result in the revocation of this permit. If there is any change in management or ownership, please notify the Adair County Health Department immediately at (660) 368-2444.

Valid through 12/31/2023

through December 31, 2023



Heather Bell
Environmental Health Specialist
Not Transferable
Post in a Conspicuous Place

city of KIRKSVILLE

Finance
201 S. Franklin St.
Kirkville, MO 63501
Phone: 663-627-1251
Fax: 663-661-2740
www.kirkvillemo.gov

Business License

ID: 10691

Expiration Date: February 28, 2024

Sedax Management Inc
Attn: Licensing
PO Box 352
Buffalo NY 14240

Licensee Physical Address:
801 S Franklin St, Kirkville, MO 63501

State of Missouri
County of Adair
Chapter 12 Code of The City of Kirkville

To whom it may concern:

Know ye that the hereinafter named licensee, having on this date, paid to the Finance Director of the City of Kirkville, the amount of license tax levied upon their license to do business in said City of Kirkville, Missouri) and having otherwise complied with the provision of Chapter 12, Code of said City in this behalf, therefore the above named is hereby authorized and empowered to conduct and carry on business within the City of Kirkville from the date hereof until and including the twenty eighth day of February, provided however that the licensee herein shall file such reports and shall pay such license tax as is provided by said Ordinance and at the time therein prescribed.

In witness whereof, I have hereunto set my hand and affixed the official seal of the City of Kirkville, at my office this 28th day of February, 2023.

Deacy H. King

Finance Director

Mark E. Mosbacher

City Manager

(Seal) Attest: City Clerk, Wanda J. Cagle

This document is not valid unless it is signed by the City Manager and the Finance Director. (Seal of the City of Kirkville is complete.)



Finance
 201 S. Franklin St.
 Kirksville, MO 63501
 Phone: 660.627.1251
 Fax: 660.665.0940
www.kirksville.com

Business License

ID: 3411

Expiration Date: February 28, 2023

Starbucks (Sodexo Management, Inc.)
 Attn: Licensing
 PO Box 352
 Buffalo NY 14240

Licensee Physical Address
 301 S Franklin St, Kirksville, MO 63501

State of Missouri
 County of Adair
 Chapter 12 Code of The City of Kirksville

To whom it may concern:

Know ye that the hereinafter named licensee, having on this date paid to the Finance Director of the City of Kirksville, the amount of license tax levied upon their license to do business in said City of Kirksville, Missouri, and having otherwise complied with the provision of Chapter 12, Code of said City in this behalf, therefore the above named is hereby authorized and empowered to conduct and carry on business within the City of Kirksville from the date hereof until and including the twenty eighth day of February, provided however that the licensee herein shall file such reports and shall pay all license tax as it provided by said Ordinance and at the time therein prescribed.

In witness whereof, I have hereunto set my hand and affixed the official seal of the City of Kirksville, at my office this 28th day of February, 2023.

Lucy A. King
 Finance Director

Wanda J. Gagle
 City Manager

(Seal) Attest: City Clerk, Wanda J. Gagle

The City of Kirksville Office Department of Public Works 201 S. Franklin St. Kirksville, Missouri 63501
 (Seal) (Official Department)



Finance
201 E. Front St.
Kirksville, MO 63501
Phone: 660.527.1259
Fax: 660.526.0241
www.kirksvillecity.com

Business License

ID: 10041

Expiration Date: February 29, 2024

Jobson C-Store (Success Management, Inc)
Attn: Licensing
PO Box 352
Buffalo NY 14240

Licensee Physical Address:
1111 S Mulanik St, Kirksville, MO 63501

State of Missouri
County of Adair
Chapter 12 Code of The City of Kirksville

To whom it may concern:
Know ye that the hereinafter named licensee, having on the date paid to the Finance Director of the City of Kirksville, the amount of license tax levied upon their license to do business in said City of Kirksville, Missouri, and having otherwise complied with the provision of Chapter 12, Code of said City in this behalf, therefore the above named is hereby authorized and empowered to conduct and carry on business within the City of Kirksville from the date hereof until and including the twenty eighth day of February, provided however that the licensee herein shall file such reports and shall pay such license tax as it provided by said Ordinance and at the time therein prescribed.

In witness whereof, I have hereunto set my hand and affixed the corporate seal of the City of Kirksville, at my office this 28th day of February, 2023.

Gary A. King Finance Director
Mark E. Macomber
City Manager

(Bear) Attest: City Clerk Wanda J. Bagle

understand that the licensee is responsible for the accuracy of the information provided and that the licensee is responsible for the payment of the license tax.

94118001

city of KIRKSVILLE

Finance
201 S. Franklin St.
Kirkville, MO 63204
Phone: 663.627.1251
Fax: 663.665.0440
www.kirkville.org

Business License

ID: 10092

Expiration Date: February 28, 2024

West Campus C Store (Sodexo Management Inc)
Alm Licensing
PO Box 352
Buffalo NY 14240

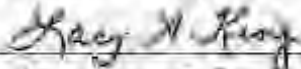
Licensee Physical Address
215 W Normal St, Kirkville, MO 63201

State of Missouri
County of Adair
Chapter 12 Code of the City of Kirkville

To whom it may concern:

Know ye that the hereinafter named licensee, having on this date paid to the Finance Director of the City of Kirkville, the amount of license tax levied upon their license to do business in said City of Kirkville, Missouri, and having otherwise complied with the provision of Chapter 12, Code of said City in this behalf, therefore the above named is hereby authorized and empowered to conduct and carry on business within the City of Kirkville from the date hereof until and including the twenty eighth day of February, provided however that the licensee herein shall file such reports and shall pay such license tax as is provided by said Ordinance and at the time therein prescribed.

In witness whereof, I have hereunto set my hand and affixed the corporate seal of the City of Kirkville at my office this 28th day of February, 2023.



Finance Director



City Manager

(Seal) Attest: City Clerk: Wanda J. Gagle

The City of Kirkville is an Equal Opportunity Employer. Minorities and women are encouraged to apply. All persons are equally qualified for employment.

iv. provide at least two (2) years of current audited financial statements (or other applicable financial documents acceptable to Truman) as evidence that the contractor possesses the financial resources to complete the terms outlined in this RFP.

Current audited financial statements can be found at the following box link

<https://sodexo.box.com/s/4buqnmdrapq5vz13irxjtmcmzz5x5pf>







Exhibit D: Contractor Prepared Pricing Schedule

FINANCIAL STEWARDSHIP

Our financial partnership is unique, and is one that has, through a commitment to collaboration, optimized returns for Truman State. Through our aligned goals, our proposal is focused on the following outcomes:

- Providing exceptional dining experiences that promote student engagement and success.
- Offering flexible meal plans with diverse dining experiences.
- Executing catering that satisfies a broad range of client needs.
- Ensuring high levels of satisfaction for Truman's students, faculty, staff and guests.
- Driving student participation in dining to increase student retention, and encourage on-campus residency.

The proposed agreement for the next step in our collaborative journey is a continuation of our current agreement, in which Sodexo will provide the following:

- A Profit and loss (P&I) agreement with a profit cap of 3.5%. All profit over 3.5% is transferred to Truman State
- 15% commissions on all non-board revenue

Sodexo is also offering **\$3,250,000 in capital**, if the University so desires, to support the innovations and renovations set forth on the previous pages. This capital is extended to you as an interest free loan to assist in our mutual goals detailed above with payments spread over the 10-year agreement as an operating expense in our P&I. We understand that the university may not prefer a capital investment, so we are presenting 2 scenarios below to detail the returns to Truman over the 10-year term, with and without capital.

NOTE: If Sodexo capital is accepted, our profit cap will increase to 4%, as detailed in the following charts.

Scenario 1 – Return with Capital Investment

OPT 1	CAPITAL	VARIABLE COMMISSION AT 15%	PROFIT SHARE ABOVE 4% MARGIN	TOTAL VALUE TO TRUMAN
YEAR 1	\$3,250,000	\$211,191	\$158,047	\$3,619,238
YEAR 2		\$234,940	\$199,959	\$434,899
YEAR 3		\$273,309	\$598,502	\$871,811
YEAR 4		\$285,608	\$692,273	\$977,881
YEAR 5		\$298,461	\$791,057	\$1,089,518
YEAR 6		\$311,891	\$895,039	\$1,206,930
YEAR 7		\$325,927	\$1,005,336	\$1,331,263
YEAR 8		\$340,593	\$1,122,255	\$1,462,848
YEAR 9		\$355,920	\$1,246,116	\$1,602,036
YEAR 10		\$371,936	\$1,376,204	\$1,748,140
TOTAL	\$3,250,000	\$3,009,776	\$8,084,789	\$14,344,565

Scenario 2 – Return without Capital Investment

	CAPITAL	VARIABLE COMMISSION AT 15%	PROFIT SHARE ABOVE 3.5% MARGIN	TOTAL VALUE TO TRUMAN
YEAR 1		\$211,191	\$517,922	\$729,113
YEAR 2		\$234,940	\$561,508	\$796,448
YEAR 3		\$273,309	\$963,288	\$1,236,597
YEAR 4		\$285,608	\$1,058,142	\$1,343,750
YEAR 5		\$298,461	\$1,158,334	\$1,456,795
YEAR 6		\$311,891	\$1,265,001	\$1,576,892
YEAR 7		\$325,927	\$1,376,652	\$1,702,579
YEAR 8		\$340,593	\$1,495,374	\$1,835,967
YEAR 9		\$355,920	\$1,621,561	\$1,977,481
YEAR 10		\$371,936	\$1,753,533	\$2,125,469
TOTAL		\$3,009,776	\$11,771,315	\$14,781,091

TEAM MEMBERSPOTLIGHT



CESAR AYALA – EXECUTIVE CHEF

Originally from Los Angeles, California, Chef Cesar discovered his joy of cooking while working as a sous chef at Lucques catering for Chef Suzanne Going. Her natural and unique style of cooking and combining different flavors inspired him to dive head-first into the culinary world. In 2020, he moved from Los Angeles to Missouri, where he continued to grow his culinary skills. He is honored to bring all he has learned to Truman. For the Truman community, he aspires to guarantee the best quality, share his love of food and serve up as many exciting flavors as possible to give students something new to discover each day.

Our management structure is designed to ensure you continue to get a very high level of customer service. We would like to highlight the following changes to the organizational chart:

- A new executive chef was hired this year to drive excellence in residential dining and catering. This role also supports John by taking over the additional duties he took on during the pandemic. We are already seeing the benefits of this addition, and are fortunate to have Chef Cesar Ayala on our team to support our proposed future innovations.
- We have also added a marketing manager to the organizational chart. As we look to the future of our partnership, we see growth opportunities in three key areas:
 - » Outside caterings
 - » Engaging non-resident students throughout campus retail
 - » Voluntary meal plan sales

With the support of our district and regional marketing champions, Mindy and Rebecca, our new onsite marketing manager will be trained to drive growth and engagement to benefit the campus community as well as the University through increased revenues that are passed on to you directly. In our financial model, we have accelerated revenue growth targets above inflationary costs based on the confidence that our proposed innovations, additions to the team and focused growth initiatives will drive student satisfaction and returns for Truman.

The price of our proposed agreement is based on the daily billable rate on meal plans over the term. Our proposed revenue growth, assumes a pass through to meal plan cost to protect the financial returns to Truman.

MEAL PLANS- YEAR 1	DAILY RATE	PER SEMESTER
21 meals per week plus \$75 in Dining Dollars	\$20.29	\$2,187
18 meals per week plus \$125 in Dining Dollars	\$19.58	\$2,111
15 meals per week plus \$225 in Dining Dollars	\$18.45	\$1,988
12 meals per week plus \$125 in Dining Dollars	\$16.08	\$1,734
150 meals per semester plus \$275 in Dining Dollars	\$16.90	\$1,822
Three meals per week plus \$120 in Dining Dollars	\$4.64	\$500
Five meals per week plus \$150 in Dining Dollars	\$7.42	\$800

Final notes on our proposal:

- Meal plan rates for the term assume a 4% annual increase in the cost of meal plans.
- Proposed changes to Missouri Hall are intended to create efficiencies necessary due to the recent declines in enrollment. Our innovation is distinct by design to not only improve the student experience but also reduce the labor burden of running two traditional resident dining locations.
- Cost savings in year three are significant. Those saving directly benefit Truman through our profit cap agreement. The effect is apparent in the above Projected Returnables.
- The RFP stated that all maintenance and repairs under \$1000 would be the responsibility of the provider. Response to a question on annual outlay stated the total last year was \$3000. Sodexo agrees to taking on the expense, but proposed cap that responsibility at \$5000 annually.

We have faced the challenges of the past few years by being nimble and flexible in our approach to servicing the campus community and finding the efficiencies to remain viable. The opportunity to continue our journey fills us with gratitude and we see a bright future in a partnership that continues to invest in dining with a strategic focus on enhancing the student experience and driving returns for the University, back to and then beyond pre-pandemic levels. We hope to have further conversation with you to settle on an agreement that benefits both parties, is Distinct by Design, and supports the success of Truman University in the next chapter of our partnership.









Appendix



EXCEPTIONS



EXCEPTIONS AND CLARIFICATIONS LIST

Sodexo Management, Inc. ("Contractor") has reviewed the Request for Proposal covering the operation of Campus Dining Services for Truman State University ("University") and is submitting its proposal with the intent to negotiate incorporation of the below modifications and terms and conditions substantially similar to those incorporated into the current Contract for Food Services between Truman State University and Sodexo Management, Inc. dated May 15, 2011 ("Current Agreement"):

1. Contractor requests modification of Part II – Specifications and Contractor Requirements, second paragraph on page 4, and Subpart A.19.a on page 5 of the RFP, to reflect that there shall be an annual adjustment to financial terms to reflect, at a minimum, increases in the U.S. Department of Labor Consumer Price Index for Finished Consumer Foods ("CPI").
2. Contractor requests clarification of Part II – Specifications and Contractor Requirements, Subpart A.2 on page 4 of the RFP, in that Contractor shall conduct pre-employment background checks on its employees prior to assigning them to provide providing Services at University's Premises, as permitted by applicable federal and state law and in accordance with Contractor's personnel policies. Any expenses incurred by Contractor in performing such background checks shall be an operating expense of the Campus Dining Services operation.
3. Contractor requests clarification of Part II – Specifications and Contractor Requirements, Subpart A.4 and 5 on page 4 of the RFP, in that any approval and/or request for removal of Contractor's employees by University shall be made in writing, shall be performed in accordance with Contractor's personnel policies and shall not violate any applicable state or federal laws. In addition, University understands that Contractor cannot prevent any employee from applying for a position which will take him/her away from University's Food Service operations.
4. With respect to Part II – Specifications and Contractor Requirements, Subpart A.27 on page 7 of the RFP and at Part IV – Contractual Agreement, Subpart A.8 on page 14, Contractor requests clarification to reflect that the following language, consistent with the Current Agreement, shall apply:

"With respect to claims for damage to the property of the Parties, for which the Parties maintain a system of coverage on their respective property each Party hereto waives its rights, and the rights of its subsidiaries and affiliates, to recover from the other Party hereto and its subsidiaries and affiliates for loss or damage to such Party's building, equipment, improvements and other property of every kind and description resulting from fire, explosion or other cause normally covered in special causes of loss form and builders risk property insurance policies. In no event shall either Party be liable for consequential, indirect or incidental damages (including punitive damages and lost profits), even if such Party has been advised of the possibility of such damages in advance."
5. With respect to Part II – Specifications and Contractor Requirements, Subpart 31 on page 8 of the RFP, Contractor requests clarification to reflect that the following shall apply:

"University understands that Contractor has entered into agreements with many vendors and suppliers of products which (i) give Contractor the right to inspect such vendors' and suppliers'



plants and/or storage facilities and (ii) require such vendors and suppliers to adhere to standards to ensure the quality of the products purchased by Contractor for or on behalf of University. University shall not require Contractor to use products from non-Contractor approved vendors.”

6. With respect to Part II – Specifications and Contractor Requirements, Subpart A.33 on page 8 and Subpart D.2.a, Pricing and Financial Returns, Contractor requests clarification in that, Contractor shall submit operating statements to University for each Accounting Period and shall maintain books and records in accordance with generally accepted accounting principles. The operating statements submitted by Contractor may reflect certain internal Charges and allocations which are applied on a consistent basis to Contractor’s campus services accounts including, but not limited to, a Charge for health benefits equal to a percent of Gross Salaries and Wages, Charges for workers’ compensation and general liability insurance based on the average manual rates for such insurance in the geographic area of the Premises, a General Support Services Allowance and food and supplies at Contractor’s invoiced amount with Contractor retaining allowances negotiated in its national and regional procurement contracts.
7. Contractor requests modification of Part II – Specifications and Contractor Requirements, Subpart E.4 on page 10 of the RFP to reflect that University shall be named as an additional insured under Contractor’s policies of insurance defined in this Section to the extent University is indemnified pursuant to the Agreement. Such additional insured status may be granted by blanket additional insured provision.
8. With respect to Part II – Specifications and Contractor Requirements, Subpart E.7 on page 10 of the RFP, Contractor’s insurance policies are proprietary and confidential. University will not be provided a copy of any such policies. Contractor will provide a Certificate of Insurance evidencing the types of insurance and amounts of coverage, required under the Agreement.
9. Contractor requests modification at Part III – Proposal Information, Evaluation & Award, Subpart B.4 on page 11 and Part IV – Contractual Agreement, Subpart A.1 on page 13 of the RFP, in that Contractor agrees to provide services in accordance with the requirements and specifications contained in the RFP, as modified herein and mutually agreed upon by the parties In the final, negotiated Agreement.
10. Contractor requests modification with respect to Part IV – Contractual Agreement, Subpart A.2 on page 13 of the RFP in that, in the event of any conflict or inconsistency in the provisions of the RFP, Contractor’s Proposal, and the resulting Agreement, the following order of precedence shall apply:
 1. Final negotiated Agreement between the parties
 2. Contractor’s Proposal
 3. RFP



11. Contractor requests modification of Part IV – Contractual Agreement, Subpart A.5 on page 14 and Subpart E.1, E.5 and E.6 on page 15 of the RFP to reflect mutual termination provisions, as follows:

Termination for Cause.

A. If either Party breaches a material provision hereof (“Cause”), the non-breaching Party shall give the other Party written notice of such Cause. If the Cause is remedied within ten (10) days in the case of failure to make payment when due, or thirty (30) days in the case of any other Cause, the notice shall be null and void. If such Cause is not remedied within the specified period, the Party giving notice shall have the right to terminate this Agreement upon expiration of such remedy period. The rights of termination referred to in this Agreement are not intended to be exclusive and are in addition to any other rights or remedies available to either Party at law or in equity.

B. In addition to all other rights set forth herein, either Party may terminate this Agreement, without prior notice, should any of the following events occur:

1. The filing of a petition pursuant to which an adjudication of bankruptcy is entered by either Party or the parent corporation of either Party; or the entry of an order, judgment or decree by a court of competent jurisdiction, on the application of a creditor, adjudicating either Party or the parent corporation of either Party as insolvent or approving a petition seeking reorganization or appointing a receiver or an assignee for benefit of creditors, trustee or liquidator; or

2. The consent to an involuntary petition in bankruptcy or the failure to vacate, within sixty (60) days from the date of entry thereof, any order approving an involuntary petition by either Party or the parent corporation of either Party.

Termination without Cause. Either Party may terminate this Agreement, in whole or in part, at any time, ~~without Cause, upon~~ no less than sixty (60) days' prior written notice to the other Party.

12. Contractor requests modification of Part IV – Contractual Agreement, Subpart A.6 on page 14 of the RFP to reflect the below language, consistent with the Current Agreement as follows:

“This Agreement may not be assigned by either Party without the written consent of the other Party, except that either Party may, without prior approval and without being released from any of its responsibilities hereunder, assign this Agreement to any affiliate or wholly-owned subsidiary of such Party.”

13. Contractor requests clarification of Part IV – Contractual Agreement, Subpart G.2 on page 15 of the RFP, consistent with the Current Agreement, to reflect that only materials developed or acquired **solely and exclusively for University**, as a requirement of the contractual agreement shall become ~~University property.~~



14. With respect to Part IV – Contractual Agreement, Subpart G.3 on page 15 of the RFP, Contractor requests clarification consistent with the Current Agreement, in that Contractor shall submit operating statements to University for each Accounting Period and shall maintain books and records in accordance with generally accepted accounting principles. University will be afforded the opportunity to review such books and records prepared by Contractor specifically for University's Campus Dining Services at the Premises, at mutually agreed upon times.
15. Contractor requests modification of Part V – Truman State University Proposal Certification, on page 16 of the RFP to reflect that the Contractor agrees with all terms, conditions, and requirements of University's RFP, **as modified by Contractor's Proposal.**
16. Contractor requests the following provisions, consistent with or substantially similar to the Current Agreement, be included in the resulting Agreement:

~~Trade Secrets and Proprietary Information.~~ During the term of the Agreement, Contractor may grant to University a nonexclusive right to access certain proprietary materials of Contractor, including menus, signage, Food Service survey forms, software (both owned by and licensed to Contractor), and similar items regularly used in Contractor's business operations ("Proprietary Materials"). In addition, University may have access to certain non-public information of Contractor, including, but not limited to, recipes, management guidelines and procedures, operating manuals, personnel information, purchasing and distribution practices, pricing and bidding information, financial information, surveys and studies, and similar compilations regularly used in Contractor's business operations ("Trade Secrets"). Trade Secrets shall not include (i) any information which at the time of disclosure or discovery or thereafter is generally available to and known by the public or the relevant industry (other than as a result of a disclosure directly or indirectly by University), or (ii) any information which was available to University on a non- confidential basis from a source other than Contractor, provided that such source was not bound by an agreement prohibiting the transmission of such information, or (iii) any information independently developed or previously known without reference to any information provided by Contractor.

University shall not disseminate any Proprietary Materials or disclose any of Contractor's Trade Secrets, directly or indirectly, during or after the term of the Agreement. University shall not photocopy or otherwise duplicate any such material without the prior written consent of Contractor. All Proprietary Materials and Trade Secrets shall remain the exclusive property of Contractor and shall be returned to Contractor immediately upon termination of the Agreement. Without limiting the foregoing, University specifically agrees that all software associated with the operation of the Food Service, including without limitation, menu systems, food production systems, accounting systems, and other software, are owned by or licensed to Contractor and not University. Furthermore, University's access or use of such software shall not create any right, title interest, or copyright in such software, and University shall not retain such software beyond the termination of the Agreement. Any signage, servicemark or trademark proprietary to Contractor shall remain the exclusive property of Contractor and shall be returned to Contractor immediately upon termination of this Agreement. In the event of any breach of this provision, Contractor shall be entitled to equitable relief, including an injunction or specific performance, in addition to all other remedies otherwise available. This provision shall survive termination of the Agreement.



Agreement Not to Hire. University shall not, without Contractor's written consent, hire, make any agreement with, or permit the employment, in any operation providing food service, any person who has been a Contractor management employee at the Food Service within the earlier of one (1) year after said employee terminates employment with Contractor or within one (1) year after termination of this Agreement. University agrees that Contractor employees have acquired special knowledge, information, skills and contacts as a result of being employed with and trained by Contractor. If University hires, makes any agreement with or permits employment of any such employee, in any operation providing food service within the restricted period, it is agreed by University that Contractor shall suffer damages and University shall pay Contractor as liquidated damages an amount equal to two (2) times the annual salary of each employee hired by the University. This sum has been determined to be reasonable by both parties after due consideration of all relevant circumstances. This provision shall survive termination of this Agreement.

Adjustments. The Financial Arrangement will be adjusted to reflect additional costs incurred by Contractor (i) in connection with the implementation of legislation or other legal requirements, including, but not limited to, the implementation of the Patient Protection and Affordable Care Act and Health Care and Education Reconciliation Act of 2010, which comprise the health care reform of 2010, or other health care rules and regulations, or any modifications thereto or (ii) increases in benefit costs paid by Contractor on behalf of covered employees. The adjustment to the Financial Arrangement will be effective from the date the events of (i) and/or (ii) occur.

Condition of Premises and Equipment. The Premises and equipment provided by University for use in the Food Service operation shall be in good condition and maintained by University to ensure compliance with applicable laws concerning building conditions, sanitation, safety and health (including, without limitation, OSHA regulations). University agrees to indemnify Contractor against any liability or assessment, including related interest and penalties, arising from University's breach of the aforementioned obligations, and University shall pay reasonable collection expenses, attorneys' fees and court costs incurred in connection with the enforcement of such indemnity. University further agrees that any modifications or alterations to the workplace or the Premises (whether structural or non-structural) necessary to comply with any statute or governmental regulation shall be the responsibility of University and shall be at the University's expense. This provision shall survive the termination of this Agreement.

Non-Contractor Approved Vendor. University understands that Contractor has entered into agreements with many vendors and suppliers of products which (i) give Contractor the right to inspect such vendors' and suppliers' plants and/or storage facilities and (ii) require such vendors and suppliers to adhere to standards to ensure the quality of the products purchased by Contractor for or on behalf of University. University shall not require Contractor to use products from non-Contractor approved vendors.

Property Insurance. University shall maintain, or cause to be maintained, a system of coverage (either through purchased insurance, self-insurance, or a combination thereof) to keep the buildings, including the Premises, all property contained therein and University's other property insured against loss or damage by fire, explosion or other cause normally covered by special causes of loss form and builders risk property insurance policies.



Cyber Liability Insurance. Each Party shall maintain Cyber Liability Insurance in the amount of One Million Dollars (\$1,000,000.00) per each occurrence.

Catastrophe. Neither Contractor nor University shall be liable for failure to perform its respective obligations under this Agreement when such failure is caused by fire, explosion, water, act of God, civil disorder or disturbance, strike, vandalism, war, riot, sabotage, pandemic, weather and energy related closing, governmental rules or regulations, failure of third parties to perform their obligations with respect to the Services, or like causes beyond the reasonable control of either Party, or for real or personal property destroyed or damaged due to such causes.

Notwithstanding the foregoing, Contractor shall continue to provide the Services during a catastrophe as described above, as such Services may be modified by mutual agreement of the Parties based on existing conditions or the nature of the catastrophe, and to the extent that the safety and welfare of Contractor's employees are not jeopardized. University shall reimburse Contractor for any University-approved additional costs, Charges, and expenses incurred by Contractor in providing the Services, or modified Services, for the duration of the catastrophe, in accordance with the terms of this Agreement.

Change in Conditions and/or Service Requirements.

A. Conditions. The financial terms set forth in this Agreement and other obligations assumed by Contractor hereunder are based on conditions in existence on the date Contractor commences operations, including by way of example, utilization of Contractor's procurement program; University's student population; labor; food and supply costs and Charges; applicable taxes; applicable laws; the scope of Services; University's policies and practices; and terms of University's or Contractor's collective bargaining agreement(s), if any. In addition, Contractor has relied on representations regarding existing and future conditions made by University in connection with the negotiation of this Agreement. In the event of a change in the conditions or the inaccuracy of any representation made by University, the financial terms and other obligations assumed by Contractor hereunder shall be renegotiated on a mutually agreeable basis to reflect such change or inaccuracy.

B. Service Requirements. If University (i) requires expansion of or reduction in the scope of Services, (ii) changes the use of Contractor's procurement program and/or (iii) requests (a) any change in the use of disposables (i.e., from non-biodegradable products to biodegradable products); (b) use of specialty products (e.g., use of locally produced products or supplies, organic products, etc.); or (c) additional management/resource personnel to conduct a specific function unrelated to the Services, and such change or request results in an increase or decrease in costs, Charges or expenses to Contractor, Contractor's compensation shall be adjusted by an amount equal to the projected change in costs, Charges or expenses plus five percent (5%) of such costs Charges or expenses for contribution to supporting overhead and profit from the date at which the change or request took effect.



A. CONTRACTOR OBLIGATIONS

- 1. The contractor will maintain an adequate staff of employees for the timely preparation and prompt service of food. The contractor will provide adequate administrative, dietetic, hygienic and personal supervision. All food service workers will be the employees and responsibility of the contractor. Student workers may be utilized when possible.*
- 2. Due to the food service operation's proximity to students, the contractor's staff will complete a state and federal criminal records check and drug testing. The parameters of such testing will be acceptable to Truman. The contractor will also ensure all of its employees assigned to work at Truman's campus meet all applicable medical requirements of all governmental entities.*
- 3. The contractor will employ an onsite Director to enforce regulations, address problems, and generally establish rapport with patrons.*
- 4. Any Director assigned by the contractor to Truman's food service operation must be interviewed and accepted by Truman prior to assuming the responsibilities for the Truman account. The Director will not have responsibilities for any other dining services operations. The Director will continue to serve at Truman only so long as his or her work is acceptable to Truman and will not be transferred from Truman's account to another contractor-owned facility unless Truman approves. Truman reserves the right to make recommendations to the Director concerning the hiring, transfer, and discharge of contacted personnel including management.*
- 5. Any problems related to the Director will be directed to the contractor for correction. If after due notice of problems to the contractor about the Director corrective action is not successfully undertaken, the contractor will provide an acceptable replacement. In the event of an absence of a Director, the contractor will provide a well-qualified interim Director, subject to Truman's approval.*
- 6. In addition to the Director, the contractor will employ a training manager at Truman's campus or at the contractor's corporate headquarters, who will develop and implement a written training program for food service employees. The intent of such a training program is to provide instruction in such areas as basic microbiological hazards and what their consequences can be for food service operations; fire safety, fire prevention, handling potentially hazardous conditions, and responses to fire and other emergencies; ways and means available to develop and improve positive customer relations; methods available to create better merchandising techniques; and, generally to develop programs designed to improve overall operational effectiveness.*
- 7. The contractor will employ a dietitian at Truman's campus or at the contractor's corporate headquarters. At least once per calendar quarter, the dietitian will be available to meet with Truman's representatives to discuss dietetic concerns and programs that might benefit Truman's campus community.*
- 8. The contractor will ensure that a member of its management team is present in each facility during normal meal serving hours. In addition, a member of the contractor's management team must be present during food service operations and when food service employees are present on campus.*
- 9. The contractor will be an equal opportunity employer. The contractor will not engage in discrimination or harassment on the basis of race, color, national origin, gender, age, religion, ancestry, disability, veteran status or sexual orientation in accordance with all applicable federal, state and local laws.*
- 10. The contractor will establish and maintain a written sexual harassment policy and will inform employees of the policy. The policy must contain a notice that harassment will not be tolerated and will result in disciplinary action.*
- 11. All personnel employed by the contractor will be expected to abide by Truman's requirements that apply to all vendors performing services at any facility owned or operated by Truman. These requirements are as follows:*

a. General Conduct and Harassment Policy: As an educational institution and as an employer, Truman is committed to an environment where all individuals are treated with respect and dignity. Truman requires relationships including vendor relationships, to be free of bias, prejudice, and harassment.

b. Drug and Alcohol Policy: Truman prohibits the unlawful manufacture, distribution, dispensation, possession or use of a controlled substance. Violators may be subject to disciplinary action up to and including contract termination. Alcohol may not be consumed in public areas, and no employee or contractor personnel will report to work while under the influence of alcohol, marijuana, or illicit drugs. Smoking, including tobacco, marijuana, and e-cigarettes, is not allowed on Truman's campus.

c. Safety and Security Policies: Truman maintains a zero tolerance for any type of workplace violence. The contractor is prohibited from making threats, threatening conduct or any acts of aggression or violence. The use or possession of firearms or any other weapon is prohibited. The contractor will not enter private areas such as offices or dormitory floors without the presence of an authorized Truman employee.

12. Nondiscrimination and Equal Employment Opportunity: The contractor shall comply with all federal and state statutes, regulations, and executive orders relating to nondiscrimination and equal employment opportunity to the extent applicable to the contract. These include but are not limited to the following:

a. Title VI of the Civil Rights Act of 1964 (P.L. 88-352) that prohibits discrimination on the basis of race, color, or national origin (this includes individuals with limited English proficiency) in programs and activities receiving federal financial assistance and Title VII of the Act that prohibits discrimination on the basis of race, color, national origin, sex, or religion in all employment activities;

b. Equal Pay Act of 1963 (P.L. 88-38, as amended, 29 U.S.C. Section 206(d));

c. Title IX of the Education Amendments of 1972, as amended (20 U.S.C. 1681-1683 and 1685-1686) that prohibits discrimination on the basis of sex;

d. Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 794), the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.), and Americans with Disabilities Act Amendments Act of 2008 (Public Law 110-325, "ADAAA") which prohibit discrimination on the basis of disabilities;

e. The Age Discrimination Act of 1975, as amended (42 U.S.C. 6101-6107) that prohibits discrimination on the basis of age;

f. Genetic Information Non-Discrimination Act (GINA); and

g. The requirements of any other nondiscrimination federal and state statutes, regulations, and executive orders that may apply to the services provided via the contract.

13. Anti-Discrimination Against Israel Act Contractor Requirements: If the contractor meets the definition of a company as defined in section 34.600, RSMo, and has ten or more employees, the contractor shall not engage in a boycott of goods or services from the State of Israel; from companies doing business in or with Israel or authorized by, licensed by, or organized under the laws of the State of Israel; or from persons or entities doing business in the State of Israel as defined in section 34.600, RSMo.

14. The contractor, at its own expense, will outfit all of its employees in food service uniforms, acceptable to Truman.

15. The contractor will be responsible for all direct and indirect operating expenses of the food service operations, such as labor, goods, maintenance, repair and operations (MRO) supplies, and advertising and promotions (including menu board and accessories in support of retail operations).

16. A mutually agreed upon dining services calendar will be developed at the beginning of each fiscal year (the first day of July) by both the contractor and Truman. The contractor will adhere to this dining services calendar and to any subsequent modifications to this calendar.

17. The contractor will prepare menus for the residence hall cafeterias. These menus will be presented to Truman for approval sixty (60) days prior to the beginning of each academic term. Truman reserves the right to require alterations to any proposed menu when such alterations are in the best interest of Truman's campus community.

18. The contractor will prepare menus with an emphasis on individualized dietary restrictions, allergen safe or allergen free options, and variety of offerings to successfully support Truman's diverse campus community. The contractor will provide an allergen free production and service platform that, at a minimum, avoids gluten, lactose, nuts, soybeans, dairy, fish, and shellfish. Each meal will include a sufficient variety of low calorie, low fat, and low cholesterol foods so an individual can maintain a low fat/cholesterol diet without requesting special accommodations.

19. Purchase and transport of food:

a. The contractor will be responsible for all food and beverage costs associated with Truman's food services. Rates and increases must be approved by Truman on a regularly scheduled annual basis.

b. Truman is engaged in a separate exclusive pouring rights contract for athletic events that requires specific products be sold to customers in all of Truman's athletic related venues. The contractor is required to honor this agreement and any future pouring rights obligations in the provision of all beverage services at Truman's athletic events.

c. The contractor will maintain any necessary liquor licenses and permits in the exclusive right to sell and serve alcoholic beverages, and to provide licensed bartenders for Truman's events that include alcoholic beverages.

d. The contractor will procure and prepare raw ingredients that are of high quality and nutrient value. This requirement is demonstrated in the following examples of minimum specifications, which may be reviewed by a qualified expert of Truman's choice:

i. Beef and Veal – USDA Choice, except for meat used in extended dishes that may be USDA Standard

ii. Pork and Lamb – USDA Grade A (#1) Poultry – USDA Grade A

iii. Seafood – USDA Grade A

iv. Eggs – USDA Grade A (Large or Medium) Dairy Products – USDA Grade A

v. Frozen Foods – USDA Grade A Fancy Fresh Produce – USDA #1 Quality

vi. Canned Foods – USDA Grade "A," except Choice may be used for cooking; fruits packed in light syrups.

vii. Cheeses such as Cheddar, Swiss and Monterey Jack will be all natural, non-processed, when served as a prime ingredient in an entree, a sandwich ingredient, and sandwich spreads. American Process Cheese may also be served as a sandwich ingredient. In addition, processed cheese may be used in some cooking or as a less expensive alternative for some non-entree foods.

viii. USDA Standard or better, ground beef and patties will be 100% beef, and fat content will not exceed 20%.

ix. Veal and Pork steaks will be solid portions, un-breaded and not pre-formed from chopped or ground meat.

x. Must use zero transfer oils with no partially hydrogenated vegetable oils.

xi. Produce – USDA Grade #1 or higher

xii. Whole meat, vegetarian, and vegan proteins and primary entrée choices will be provided at every meal, without over-reliance on processed foods, frozen foods, or carbohydrate-based entrees.

e. The contractor is responsible for providing, maintaining and using sufficiently maintained and insured motor vehicle(s) suitable for transporting food and beverage items as required by this RFP.

20. The contractor will be responsible for the payment of all taxes, license and permit fees now in existence which may be incurred due to contractual relationship with Truman.

21. The contractor will be responsible for reimbursing Truman for the use of certain communication costs, as defined by the agreement which could include telephone system, including all local, long-distance, and any additional communication line charges, use of the campus mailroom postage, etc.

22. The contractor will establish its own network connectivity, security protocols, and internet access on Truman's campus. Truman will not provide internet access to contractor. Reasonable access to Truman's telecommunications system will be provided so the contractor may install its own dedicated high speed connectivity.

23. The contractor will provide all the point-of-sale (POS) hardware, software and support to process its own credit card payments and receipts. When necessary, the contractor's POS system will successfully interact with Truman's enterprise resource planning (ERP) system(s) to provide a seamless interface for Truman's customers. The contractor's POS system will be approved by Truman's Information Technology Services prior to use.

24. Housekeeping: The contractor will provide housekeeping in all food service areas during the hours of food service operations such that all food service areas are thoroughly clean and presentable each day.

a. Housekeeping will be conducted in a manner satisfactory to regulatory agencies and Truman which may be above and beyond health department criteria.

b. The contractor will be responsible for all routine cleaning and sanitization of the food service facilities.

c. Floors of kitchens, dish rooms, serving, and dining areas should be cleaned daily and should be kept free from debris and spills throughout the day.

d. All trash cans used in food service areas will be lined with plastic liners and should be emptied at least daily or as needed to prevent overflows.

e. The contractor will transport garbage at least daily to the designated campus trash collection sites.

f. Serving and seating areas in the cafeteria are to be cleaned after each meal and are to be monitored regularly throughout each meal served. Monitoring includes clearing and wiping all tables and seats; vacuuming/sweeping of carpet areas; emptying trash; wiping equipment and serving stations and refilling dispensers.

g. No cooking grease, oils or fats are to be disposed into the sewer system or refuse disposal. Disposition must be handled by a qualified rendering company or other approved method at the contractor's expense. The contractor will bear the expense for the cleaning and repair of sewer lines and traps if grease is improperly disposed of.

h. The contractor will leave areas under its control in a clean and ready condition when kitchens and dining facilities are closed in accordance with Truman's schedules, and those areas will be openly accessible to Truman personnel.

i. The contractor will be responsible for cleaning areas frequented by the food service staff such as hallways, loading docks, storage areas, elevators, and changing areas. This cleaning will include equipment, floors, walls, and ceilings. The contractor will be responsible for keeping loading docks clean and free of debris.

j. The contractor will be responsible for daily spot cleaning of interior windows, food service metal and glass doors.

k. The contractor is responsible for complying with any applicable federal, state and local laws, codes or regulations applicable to food service operations, including those relating to customer health, sanitation, etc.

l. A copy of all Health Department inspection reports will be provided to Truman on a timely basis.

m. Truman will have the right at all times to determine by inspection that facility maintenance is satisfactory and in accordance with health standards.

n. The contractor will develop, implement and update the cleaning schedule for all equipment and food service facilities in each unit under its control. The schedule will be posted and implemented within thirty (30) days after the effective date of the agreement. The schedule will be submitted to Truman for review and approval.

25. Health Department Requirements:

a. The contractor must comply with all applicable health codes.

b. The contractor is responsible for establishing policies to guarantee sanitary working and eating areas.

c. The contractor will require all food handlers to follow established personal hygiene practices including daily bathing, wearing clean uniforms, keeping fingernails short and clean, restraining hair in an appropriate manner, and washing hands after using the restroom, handling raw meat, etc.

d. Dishwashing techniques will adhere to public sanitation codes. Dishes, glassware, utensils, etc., will be stored to prevent contamination.

e. The contractor shall be responsible for supplying and maintaining first aid equipment and supplies in all production and service areas

26. Food Safety and Quality Control:

a. The contractor will follow stringent food safety standards, including the deployment of a food safety program and process that incorporates HACCP (Hazard Analysis, Critical Control Point) monitoring, testing and recording of storage, production and serving temperatures. The HACCP plan is subject to Truman's review and approval.

b. All foods must be stored, prepared and served at industry standards and government regulation temperatures to ensure safe food handling.

c. Stored food products, including leftovers, must be properly wrapped, clearly labeled and dated.

d. In the event of an outbreak of foodborne illness and/or foreign objects found in food, the contractor will immediately notify Truman and apply all its corporate and on-site resources to the immediate identification and remediation of the event.

27. Maintenance and Repair of Food Service Equipment: The contractor will be required to keep food service facilities and equipment in proper working condition and to replace all loss and breakage due to negligence of the contractor's employees. At the expiration of the agreement, the contractor must surrender same to Truman in as good condition as said facilities and equipment were at the commencement of the agreement, ordinary wear and tear expected.

a. Throughout the term of the contractual food service agreement, the contractor is responsible for implementing and paying for annual maintenance of all of Truman's nonexpendable equipment.

b. The procedure for performing repairs of Truman owned equipment is as follows: Truman obtains an estimate to have the equipment repaired and provides the information to the contractor's on-campus Director. Additional estimates may be sought at Truman's discretion. Truman will pay for repairs in excess of \$1,000 and the equipment will be repaired if deemed to be in Truman's best interests. Contractor will pay for repairs of all Truman owned nonexpendable equipment where the estimated cost of repair services is less than \$1,000.

c. Notwithstanding the above, if it is determined that required repairs are the result of contractor's negligence, the cost of said repair or necessary replacement will become the contractor's sole responsibility. For the purposes of the food service agreement, negligence includes failure to initiate and execute routine equipment maintenance; failure to follow manufacturers' operating guidelines; and blatant misuse of equipment.

28. The contractor assumes the risk of loss or damage to owned inventory or other property while in transit to or from Truman's campus or while at campus.

29. The contractor will immediately report fires, unsafe conditions and security hazards to Truman. The contractor will immediately correct any issues within its control and report any citations for unsafe conditions to Truman.

30. The contractor will regularly employ advertising and promotional efforts to further the visibility and image of food service operations. All advertising and promotional efforts will be approved by Truman. Meal plan information

will be available for Truman to distribute to potential and incoming students at least four (4) months prior to the academic semester to which the information will apply.

31. Sustainability Plan: The contractor will follow governmental standards and fully cooperate with Truman's Sustainability Committee to facilitate a comprehensive sustainability program.

a. The contractor will work with the Sustainability Committee to minimize the environmental impact of the food service operation through the effective use of ecologically sustainable growing techniques, integration of seasonally available local foods, and the efficient use of energy. When required by Truman, the contractor will:

- i. use organic foods when economically reasonable and available;*
- ii. use locally grown foods (grown within 250 miles of Kirksville) when economically reasonable and available;*
- iii. participate in Truman's Farm-to-Table Program utilizing fresh produce items grown at the University Farm;*
- iv. deploy resource saving practices to ensure energy efficiency.*

b. The contractor will minimize food waste. Truman currently composts approximately three hundred (300) pounds of food waste per day. The standard for all disposable service ware will be compostable or recyclable, and service ware is subject to Truman's approval. Styrofoam and other non-recyclable containers are not permitted except with Truman's prior approval. The contractor will minimize food waste by:

- i. using ecologically sensitive packaging;*
- ii. weighing pre-consumer and post-consumer waste;*
- iii. using recycling, composting and other efficient waste disposal mechanisms;*
- iv. donating perishable food items to local food banks during extended periods of non-operation.*

32. The contractor will submit to Truman monthly client operating statements for each business segment (residential cafeterias, retail dining locations, and catering) and must include budgeted and actual revenue and expense figures for the monthly period as well as year-to-date period, within agreed upon categories, labeling, and terminology.

33. The contractor will prepare and submit to Truman monthly and year to date operating metrics for the residential, retail and catering programs, including at a minimum: customer counts, dining hall meals served, participation rates, average check (retail), labor costs, average sales per labor hour, and food cost metrics.

The contractor will develop an annual summary and initiate a meeting between the contractor's district/ regional management and Truman to review all financial, program indicators. This will automatically include a review of: sales, expenditures, participation rates, counts and check averages as well as any repair or development issues.

34. All responding contractors will attend a mandatory tour of Truman's current campus food service operation(s) on Tuesday, October 24, 2023 at Truman's campus located in Kirksville, Missouri. Contractors are required to notify Truman's Purchasing Buyers by email at lthrasher@truman.edu or sjones@truman.edu of the contractor's intention to participate in the tour. The purpose of the tour is to allow potential contractors the opportunity to inspect the area where the contractors will be expected to perform. Contractors are solely responsible for a complete inspection, examination and assessment of the work site condition, facilities and/or any other existing condition(s), factor or item that may impact performance. Contractors will not be relieved of performance responsibilities under the contract for any reason, including but not limited to the contractor's failure to observe existing conditions.

Sodexo understands and will comply unless noted in legal exceptions.





B. DINING PLANS

1. Dining plans will be available for a minimum of 260 days of operation, encompassing the full academic year in as many food service outlets as Truman deems necessary.
2. Dining plans will offer an all-you-care-to-eat format for meals served in residence hall cafeterias.
3. Each residence hall cafeteria will include allergen-free areas.
4. Resident student meal plans will be based on the number of weekly meals for a single, specific academic term. Dining plans will include the following options for students residing in Truman's resident halls:
 - a. 21 weekly meal plan with additional vouchers for discretionary purchases in retail food service locations
 - b. 18 weekly meal plan with additional vouchers for discretionary purchases in retail food service locations
 - c. 15 weekly meal plan with additional vouchers for discretionary purchases in retail food service locations
 - d. 12 weekly meal plan with additional vouchers for discretionary purchases in retail food service locations
5. Non-resident and commuter plans will be based on meal quantities for a single, specific academic term and will represent taxable sales in the State of Missouri. Dining plans will also include the following meal options for students not residing in Truman's residence halls:
 - a. 0 meals per academic term with additional vouchers for discretionary purchases in retail food service locations
 - b. 5 meals per academic term with additional vouchers for discretionary purchases in retail food service locations
 - c. 50 meals per academic term with additional vouchers for discretionary purchases in retail food service locations
 - d. other voucher option(s) for discretionary purchases in retail food service locations
6. Dining plans will include option(s) for faculty and staff. All employee plans will be based on an account balance for a single, specific academic term and will represent taxable sales in the State of Missouri.
7. Dining plan balances will be transferable between residence hall cafeterias and campus retail food service outlets (including convenience stores). The contractor will offer a daily exchange rate to students in lieu of cafeteria based meals. The exchange rate between cafeteria based meals and other retail food service locations will be established at the end of each academic year for the following academic year, and the exchange rate will be mutually agreed to by the contractor and Truman.

Sodexo understands and will comply unless noted in legal exceptions.

C. CATERING

- 1. Catering is a significant function of Truman's food services operation. Catering requests will be scheduled on an as-needed basis by Truman in a format and time frame acceptable to both Truman and the contractor.*
- 2. Truman will permit the food services contractor to cater other community events outside of campus to the extent other offsite events do not conflict with Truman food service operations.*
- 3. Exceptional customer service is mandated for all catering functions. Catering events will likely require additional expertise for a successful completion of such events.*
- 4. The contractor will provide and supervise sufficient staff for all catering engagements. Servers and waiters will wear appropriate attire.*
- 5. Truman hosts student orientations, campus showcases and other recruiting events. Truman may provide meals at these events. There are some events where the attendees pay for meals on their own. For these events, the contractor will be requested to charge either Truman or its guests a rate equivalent to prices offered to Truman's employees.*
- 6. The contractor will be required to provide catering services daily from 8am to 7pm central time. For events outside normal operating hours, and during periods when Truman classes are in recess, the contractor will work with Truman on an approval process prior to commitments being made.*
- 7. The contractor will perform its own billing for catered food service. All billing and collection procedures will be subject to Truman's approval. The contractor will be solely responsible for its uncollected accounts receivable, other than those receivables owed by Truman.*
- 8. Truman reserves the right to review and approve rates charged to Truman for catered events. Any stipulations regarding annual rate increases will be applicable to catering charges.*

Sodexo understands and will comply unless noted in legal exceptions.

D. PRICING AND FINANCIAL RETURN(S)

- 1. The contractor will provide competitive and affordable pricing for meeting the requirements of this RFP.*
- 2. The contractor will also pay Truman a commission on gross retail and catering sales less applicable sales taxes. The commission will be based on sales revenue generated from campus retail locations and any catering events. Student dining plan board receipts and any transferable meal plan balances (as defined in Part II – Specifications and Contractor Requirements, section B. Dining Plans, subsection 7) will not be considered commissionable gross retail sales:*
 - a. The contractor will maintain records of retail and catering sales. The contractor will provide reports at the end of each calendar month in a manner satisfactory to Truman.*
 - b. Commissions will be paid to Truman for the period they are billed by the fifteenth (15th) calendar day of the following month. The contractor will not be reimbursed for commissions paid on uncollected accounts.*
 - c. The sum of the contractor's annual commission payments to Truman for gross retail and catering sales will be subject to an annual minimum of \$150,000 for each year of the contractual agreement.*
 - d. If a contractual agreement is terminated prior to the end of a contractual period for any reason, then the contractor will provide a year-to-date commission calculation to Truman, and the contractor will pay Truman any commission owed no later than thirty (30) days following the termination of the contractual agreement.*
- 3. The contractor may propose other financial returns to Truman, but Truman will prefer contractor proposals which include superior prices for the services being required in this RFP. Other financial returns may include, but are not limited to: capital contributions, profit sharing, commissions, or other incentives.*

Sodexo understands and will comply unless noted in legal exceptions.

E. INSURANCE AND INDEMNITY

1. *The contractor will maintain, at its sole expense, at all times during the life of any resulting contractual agreement insurance coverages, including the limits and endorsements as described herein. The requirements contained herein, as well as Truman's review or acceptance of insurance maintained by the contractor is not intended to and will not in any manner limit or qualify the liabilities or obligations assumed by the contractor under any resulting contract. Insurance coverage will be underwritten by a carrier with an A.M. Best minimum rating of B++.*
2. *The contractor agrees to maintain commercial general liability at a limit of not less than \$1,000,000 per each occurrence, and \$5,000,000 per annual aggregate. Coverage shall not contain any endorsement(s) excluding nor limiting product/completed operations, contractual liability or cross liability.*
3. *The contractor may satisfy the minimum liability limits required for commercial general liability or business auto liability under an umbrella or excess liability policy. The annual aggregate limit will not be less than the highest "each occurrence" limit for either commercial general liability or business auto liability. The contractor agrees to endorse Truman State University, its Board of Governors, employees and agents as additional insured parties on the umbrella or excess liability policy(s).*
4. *Contractors who serve alcoholic beverages on Truman's campus when contracted for service at Truman sponsored events must also provide liquor liability coverage. This coverage should be written on an "occurrence basis" and have limits not less than \$1,000,000 each claim or each common cause and at least a \$5,000,000 aggregate. The insurance carrier, policy number, effective date and limits should be shown on an insurance certificate provided to Truman State University, its Board of Governors, officers, employees and agents endorsed as additional insured on such policy and a copy of the endorsement should be provided along with the certificate of insurance.*
5. *The contractor will maintain workers' compensation insurance coverage in accordance with State of Missouri statutes or provide evidence of monopolistic state coverage. Employers' liability will include the minimum coverage limit of \$500,000 for each accident or disease per each employee.*
6. *Truman State University, its Board of Governors, its officers, employees and agents will be listed as additional insured parties with respect to the contractual agreement to which these insurance requirements pertain. A certificate of insurance evidencing all coverage will be required at least fifteen (15) days prior to the inception date of any contractual agreement between the contractor and Truman.*
7. *The contractor will be required to maintain coverages as stated and be required to provide written notice of cancellation according to the policy provisions. Truman reserves the right to request a copy of the policy.*
8. *The contractor will agree to indemnify and save harmless Truman State University, its Board of Governors, officers, employees and agents against all loss or expense from any cause of action arising from the contractor's operations. The contractor agrees to investigate, address, respond to and provide defense for and defend against any such liability, claims, and demands at the contractor's sole expense, or at Truman's option, agrees to pay to or reimburse Truman for defense costs incurred by Truman in connection with any such liability claims, or demands.*
9. *The contractor understands and agrees that Truman is relying on, and does not waive or intend to waive by any provision of a contractual agreement any monetary limitations or any other rights, immunities, and protections provided by the State of Missouri, as from time to time amended, or otherwise available to Truman.*
10. *Failure to maintain the required insurance in force will be cause for contract termination. In the event the contractor fails to maintain and keep in force the required insurance or to obtain coverage from its subcontractors, Truman will have the right to cancel and terminate any contractual agreement without notice.*
11. *The insurance required by the provisions of this article is required in the public interest, and Truman does not assume any liability for acts of the contractor and/or its employees and/or its subcontractors.*

Sodexo understands and will comply unless noted in legal exceptions.

PROPOSAL CERTIFICATION

PART V: TRUMAN STATE UNIVERSITY PROPOSAL CERTIFICATION

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

In submitting a response to Truman's RFP, the contractor 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 contractor hereby affirms:

- (1) That I am the contractor (if the contractor is an individual), a partner in the contractor (if the contractor is a partnership), or an officer or employee of the contractor having authority to sign on its behalf (if the contractor is a corporation);
- (2) That the proposal has been arrived at by the contractor independently, and has been submitted without collusion with, and without any agreement, understanding, or planned common course of action with, any other contractor 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 contractor or its employees or agents to any person not an employee or agent of the contractor 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 contractor has fully informed itself regarding the accuracy of the statements made in their/its response.
- (5) If required by regulation, the contractor is registered with and maintains good standing with the Secretary of State of Missouri.
- (6) The undersigned certifies that the contractor (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. SP24-02 Campus Food 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.

[Signature]
Authorized Signature

November 2, 2023
Date

Dannië Crozier
Print Name

Senior Vice President, Campus Sodexo, North America
Title

Sodexo Management Inc.
Company

16-0812661
Federal Tax ID No.

915 Meeting Street, North Bethesda, MD 20852
Address

5153147322
Telephone Number

danniëcrozier@sodexocom
Email

https://www.sodexocom
Website

WEB CONTENT ACCESSIBILITY

TRUMAN HAS ADOPTED THE WEBCONTENT ACCESSIBILITY GUIDELINES (WCAG). CONTRACTORS WILL: (1) DELIVER ALL APPLICABLE SERVICES AND PRODUCTS IN REASONABLE COMPLIANCE WITH UNIVERSITY STANDARDS (WEB CONTENT ACCESSIBILITY GUIDELINES 2.0, LEVEL AA OR ABOVE); (2) PROVIDE TRUMAN WITH AN ACCESSIBILITY CONFORMANCE REPORT DETAILING THE PRODUCTS CURRENT ACCESSIBILITY ACCORDING TO WCAG STANDARDS USING THE LATEST VERSION OF THE VOLUNTARY PRODUCT ACCESSIBILITY TEMPLATE (VPAT); (3) IF ACCESSIBILITY ISSUES EXIST, PROVIDE A "ROADMAP" PLAN FOR REMEDYING THOSE DEFICIENCIES ON A REASONABLE TIMELINE TO BE APPROVED BY THE UNIVERSITY; (4) PROMPTLY RESPOND TO ASSIST TRUMAN WITH RESOLVING ANY ACCESSIBILITY COMPLAINTS AND REQUESTS FOR ACCOMMODATION FROM USERS WITH DISABILITIES RESULTING FROM CONTRACTOR'S FAILURE TO MEET WCAG GUIDELINES AT NO COST TO THE UNIVERSITY; AND (5) INDEMNIFY AND HOLD THE UNIVERSITY HARMLESS IN THE EVENT OF ANY CLAIMS ARISING FROM INACCESSIBILITY.

Sodexo understands and will comply unless noted in legal exceptions.

RECEIPT OF ADDENDUMS

Sodexo acknowledges the receipt of the following addendums:

- Addendum No. 1
- Addendum No. 2
- Addendum No. 3
- Addendum No. 4
- Addendum No. 5
- Addendum No. 6-1
- Addendum No. 6-2
- Addendum No. 6-3





915 Meeting Street
North Bethesda, MD20852
301 987 4000
us.sodexo.com

ITEM M
Consent Agenda

DESCRIPTION AND BACKGROUND

Three items that require Board approval 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 M.1 Architectural Services – 2024 Roofing Projects
- ITEM M.2 Board Charges 2024-2025

Moved by _____
Seconded by _____

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

ATTACHMENTS

- ITEM M.1 Architectural Services – 2024 Roofing Projects
- ITEM M.2 Board Charges 2024-2025

ITEM M.1

Architectural Services – 2024 Roofing Projects

DESCRIPTION AND BACKGROUND

Several major buildings, including Magruder Hall, Pickler Memorial Library, and Ophelia Parrish, need roofing replacements. The roofs are 20 years old and have deteriorated. Each of these buildings has sections of roofing, which vary in age due to renovations and additions. This project would address these issues and be bid with a schedule designed to allow work to be completed during the summer of 2024.

The procedure for state agencies seeking architectural engineering or land surveying services is outlined in statute. It involves a review of the qualifications of firms on file or those that have submitted qualifications for a proposed project. In evaluating the qualifications, the following criteria are used:

1. The specialized experience and technical competence of the firm with respect to the type of services required;
2. The capacity and capability of the firm to perform the work in question, including specialized services, within the time limitations fixed for the completion of the project;
3. The past record of performance of the firm with respect to such factors as control of costs, quality of work, and ability to meet schedules; and
4. The firm's proximity to and familiarity with the area in which the project is located.

Qualifications of four firms were reviewed for this project, focusing on previous relevant experience. A selection committee, including representatives from Physical Plant, Administration, Finance and Planning, and Campus Planning, reviewed the credentials submitted by these firms. Based upon this review, it is recommended that Building Resource Studio, LLP, of Saint Louis, Missouri, be selected for this project. This firm includes staff who were with several previous renovation projects at Truman, including similar roof replacements and the roof replacements done in Summer 2023.

Funding for this project will come from the Plant Fund. Approval for design services is needed to meet projected bidding and construction schedules. After the Board approves construction bids, work will occur starting in June 2024.

RECOMMENDED ACTION

BE IT RESOLVED that the proposal from Building Resource Studio, LLP to provide architectural services for the 2024 Roofing Projects, with the fees and work for such services to be within the guidelines of the proposal, be approved; and

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

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

Moved by _____
Seconded by _____

Vote:

Burkemper
Cozette
Christofferson
Dameron
Gingrich
Lovegreen

Aye

Nay

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

ATTACHMENT

Proposal Summary



QUALIFICATIONS DOCUMENT

ARCHITECTURAL AND ENGINEERING SERVICES

TRUMAN STATE UNIVERSITY

JANUARY 10, 2024

BUILDING RESOURCE STUDIO

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



January 10, 2024

Mrs. Lori Shook, AUID
Truman State University
100 E. Normal Avenue
Kirksville, Missouri 63501

RE: Qualifications Document for Architectural/Engineering Services

Dear Mrs. Shook,

Thank you very much for the invitation to update our qualifications for Truman State University for your architectural projects. We have enjoyed working with you over the last two years.

Arthur Floyd and I formed Building Resource Studio (BRS Architects) in the fall of 2012, after each of us had provided professional services in the Missouri and Illinois regions for over 22 years, designing and managing the construction of over \$525 million of primarily K-12 public school facilities. We have since assembled a highly experienced team that is uniquely qualified to execute the work for your educational facilities on the campus of Truman State. Our entire team has worked together for many years, and we can provide a level of service that is outstanding and superior to any firm in the area. Our projects recently include work for Kirksville R-III School District, Ladue Schools, Fox School District, Iberia R-V School District, Osage County R-II School District, Marceline School District, Schuyler School District, Holden School District, the Bayless School District as well as Truman State University.

We are happy to have Harald Boerstler, as a project manager/construction administrator, as part of our staff, as we know he has a thorough history of working with Truman. We as a team would enjoy the opportunity to continue working with you. We understand the flexibility that will be needed in this current market and construction environment, and we are immediately available and prepared to provide our services to you. Thank you again for this opportunity to demonstrate our unique capabilities and show how the BRS team can be an excellent fit for your projects.

Sincerely,

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



Qualifications

Truman State University

TABLE OF CONTENTS

QUALIFICATIONS DOCUMENT:

Cover Letter 2

Part One – Firm Description 5

- Firm contact information
- Name, title, email, and signature
- Structure of the firm
- Size of the firm, in-house disciplines, professional licenses held, and years of experience
- Resumes of firm principals and other design members who will be associated with the project
- Client references including contact information

Part Two – Firm Qualifications 15

- Identify why firm is qualified and a good fit
- Illustrate recent projects
- Describe how firm interacts with agencies, staff, contractors

STRATEGIES DOCUMENT:

Project analysis and strategies 21-28

FEE STRUCTURE

Proposed Fee Structure 32

PART ONE – FIRM DESCRIPTION

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

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

Website: www.BuildingResourceStl.com

Proposal Submitted by:

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

Harald Boerstler



New Field House Commons – Valley Park School District

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

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

Principal – Arthur D. Floyd II	31 years experience
Principal – Carolyn K. Green, AIA	34 years experience
Project Manager – Harald H. Boerstler	38 years experience
Architect - Charles C. Mayhew, ALA	49 years experience
Designer – Gary Hartmann	47 years experience
Architectural Designer – Susan Halla	31 years experience

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

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

Introducing the BRS PRINCIPALS: Arthur Floyd and Carolyn Green

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

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

5) Resumes – on the following pages:

<u>NAME</u>	<u>PROJECT ASSIGNMENT</u>
Arthur D. Floyd, II	Firm Principal. Project Manager, Client Contact
Carolyn K. Green, AIA	Firm Principal. Architect & Lead Planner/Design
Harald H. Boerstler	Project Manager. Construction Administrator
Charles Mayhew, ALA	Architect. Drawing Production, Quality Control
Gary Hartmann	Architectural Designer
Susan Halla	Architectural Designer and STEM Consultant



New Early Childhood Education Building, Holden R-III School District

Project Manager & Constructability Advisor

Years of Educational Building and Project Management Experience: 31 years

Education:

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

Firm Experience:

Building Resource Studio, LLP, Principal. 2012 to Current

Glenn Construction Co., Inc., Managed over \$400,000,000 of construction management in the St. Louis market. 1994 to 2012.

Taylor, Kempes, Hall Architects, Draftsman. 1990.

Selected Project Experience –

Owner's Representative / Project Management Services for: *Bayless School District, The Magic House, Valley Park School District, and Fayette School District – Total volume: 21 Mil.*

Ladue School District, Ladue, MO - Construction Advisory, Architect Serving as Design-Build Criteria Consultant - Two New Elementary Storm Shelter Gymnasiums – *10.9 Mil.*

Fox School District, Jefferson County, Missouri

Additions/Renovations – 19 Mil.

Kirkville School District, Kirkville, Missouri – *New Athletic Complex, Building HVAC and Roofing*

Osage County R-II School District, Linn, Missouri

New Elementary School, High School Additions/Renovations – 7 Mil.

Marceline School District, Marceline, Missouri

New Gymnasium Addition, Elementary School Renovations – 3 Mil.

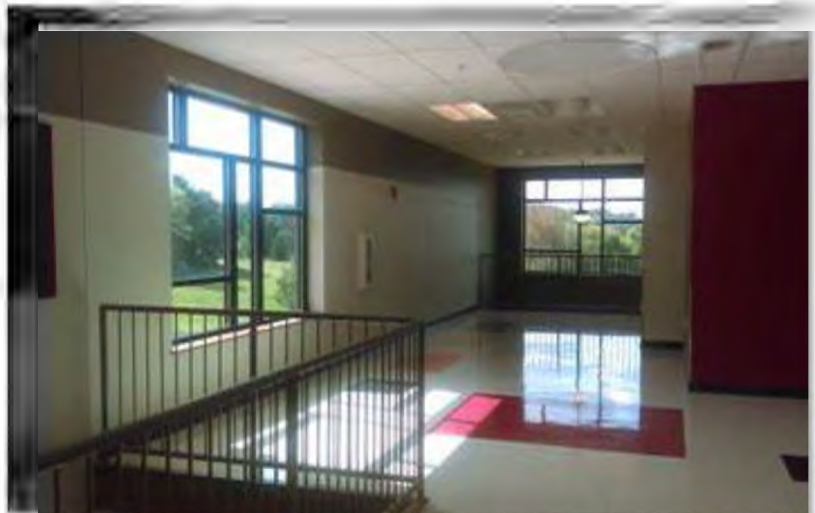
Holden School District, Holden, Missouri

New Early Childhood Center, Athletic Facilities Building, Security Renovations – 3 Mil.

Union R-XI School District, Union, Missouri, District Master Planning

Rockwood School District, St. Louis County, District Building Assessment and Archiving

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



New Elementary School, Linn Missouri



Lead Architect and Educational Facility Planner/Designer

Years of Experience: 12 years as Principal with BRS Architects
14 years as Principal with Green Design (10 yrs. operating concurrently)
15 years with Wm. B. Ittner, Inc.
5 years with Sverdrup Corporation
34 years TOTAL Experience

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

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

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



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

Selected Project Experience – As Building Resource Studio

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

Selected Project Experience – As Green Design

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

Selected Project Experience – With Wm. B. Ittner, Inc.

Rockwood School District – Project Manager, ongoing projects from 1998 to 2010
East St. Louis School District #189 – Project Manager, District Master Planning
O’Fallon Central School District #104 – Project Manager, District Master Planning
Kirkville School District – District Master Planning, Concept Design
O’Fallon Township High School – District Master Planning
School of the Osage – Project Manager, District Master Planning



Years of Experience: 7 years with Building Resource Studio
15 years with William B. Ittner, Inc.
16 years with other area architectural firms
38 years TOTAL Experience (29 years in Education)

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

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

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

Truman State University, Kirksville, Missouri

Barnet Hall Exterior Restoration, Ophelia Parrish Reroofing 2023, Magruder Hall Reroofing 2023, Exterior Restorations, Bridge Repair and Pool Revisions 2023

Kirksville R-III School District, Kirksville, Missouri

Campus Re-Roofting, Campus HVAC Replacement, Capital Improvement Renovations and Master Planning and New Ballfield Complex

Fox School District, Arnold, Missouri

Renovations to Four Middle Schools and Fox High School – Summer 2017 Modifications

New Classroom Additions to Ridgewood Middle School, Antonia Elem and Meramec Heights Elem, Roofing Projects for District Buildings

Valley Park School District, Valley Park, Missouri

Bond Issue Building Improvement Projects

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

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

Truman State University, Kirksville, Missouri

Pickler Library Window Replacement & Exterior Restoration, Baldwin Hall Exterior Restoration, Kirk Memorial Exterior and Copula Restoration, Student Union Exterior Restoration, BNB Window Replacement, Re-Roofting at Pershing Hall, Student Union, Student Rec Center, McCain Hall, Baldwin Hall, Violet Hall and Red Barn

Kirksville School District, Kirksville, Missouri

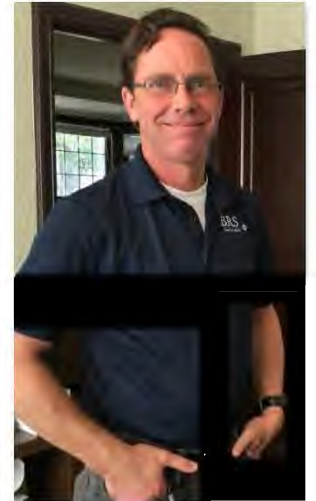
Middle School Renovations, Reroofing, Early Childhood Center Expansion, Technical Center Renovations, Classroom Additions, Interior Renovations, High School Additions

Lindbergh School District, St. Louis, Missouri

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

Rockwood School District, St. Louis, Missouri

Renovations to four Elementary School Libraries, Fine Arts Addition to Eureka High School, Lobby Addition to Eureka High School, Administration Renovation to Eureka High School, Lafayette High School Renovations including Auditorium, Lafayette High School Library Addition, Lafayette High School Locker Room Renovations, Eureka High School Master Plan Update, Eureka High School Band Room and Classroom Addition, Eureka High School Library Addition



Architect, Drawing Production, Quality Control

Years of Experience: 10 years contracted with Building Resource Studio
29 years as Principal with Charles C. Mayhew, Architect
20 years as with other area architectural firms
49 years TOTAL Experience (25 years in education)

Education:
1977 University of Illinois, Champaign/Urbana, IL, B. S. in Architectural Studies

Registration:
Registered Architect: State of Illinois, State of Missouri

Professional Affiliations:
Association of Licensed Architects (ALA)
Landmarks Preservation Council of Illinois
Belleville Historic Preservation Commission, Optimist Club of Belleville

Firm Experience:
Charles C. Mayhew, Architect, Belleville, Illinois Principal 4/98 – Present
William B. Ittner, Inc. (Contracted as Charles C. Mayhew) St. Louis, Missouri 8/98 – 6/08
David Evans and Associates, Inc. St. Louis, Missouri Project Manager 2/97 - 4/98
Harold L. Le Pere & Associates, Inc. St. Louis, Missouri Associate 7/88 - 2/97
EWR Associates, Inc. Fairview Heights, Illinois Project Manager 3/86 - 7/88
Christner Partnership, Inc. St. Louis, Missouri Project Architect 2/84 - 3/86
Booker & Associates, Inc. St. Louis, Missouri Project Architect 12/77 - 2/84

Selected Project Experience: (Contracted with Green Design and BRS Architects)
Fox School District, Arnold, Missouri – New Entrance and Classroom Addition at Ridgewood Middle School, Middle School Modifications – 3 Mil.
Osage County R-II School District, Linn, Missouri
New Elementary School – 8 Mil
Marceline R-V School District, Marceline, Missouri
New Gymnasium – 1.4 Mil., Elem. Renovations - 1.1 Mil.
Marquette High School, Rockwood School District
New Weight Room Addition – 1 Mil.
Valley Park School District, Valley Park, Missouri
New Commons and Gymnasium Modifications – 1.25 Mil.
Rockwood South Middle School, Rockwood School District
New Fitness Center Addition – 1 Mil.

Selected Project Experience: (Contracted Wm. B. Ittner, Inc.)
Missouri Baptist Chapel of Fine Arts, Creve Coeur, Missouri
975 Seat Chapel/Auditorium – 8.2 Mil.
Vivian Adams Early Childhood Center, East St. Louis School District
56,000 SF - Early Education Center – 6.4 Mil.
Emerson Park Elementary School, East St. Louis School District
58,000 SF - New Elementary School – 6.2 Mil.
Summit High School Auditorium, Rockwood School District
32,000 SF - Auditorium/Classrooms/Atrium Gallery – 4 Mil.
Eureka Senior High School, Rockwood School District. 14 Classroom Addition and Renovation, New Gymnasium and Locker Rooms



Linn Elementary School

Architectural Designer, Master Planning

Years of Experience: 10 years contracted with Green Design and Building Resource Studio
19 years with Wm. B. Ittner, Inc.
18 years with other firms in the area
47 years TOTAL Experience (27 years in Education)

Education:

1984 Washington University, Master of Architecture
1981 Washington University, Bachelor of Technology in Architecture

Professional Affiliations:

City of Herculaneum - Planning and Zoning, Master Planning Committee
The Boy Scouts of America – District Leadership Positions

Firm Experience:

Building Resource Studio & Green Design, St. Louis, MO Designer 10/13 - Present
William B. Ittner, Inc. St. Louis, Missouri Designer & Technician 7/93 -9/12
The Wischmeyer Architects St. Louis, Missouri Designer & Technician 3/91 - 6/93
Kuhlmann Design Group St. Louis, Missouri Designer 3/89 - 12/91
Hellmuth, Obata and Kassabaum, Inc. St. Louis, Missouri Designer 3/75 - 8/82

Selected Project Experience: *(While Contracted with BRS and Green Design)*

Kirkville School District, Kirkville, MO New Athletic Complex, Building Renovations 5 Mil.
Fox School District, Arnold, Missouri, Middle School Modifications – 3 Mil. School Additions and Renovations, Antonia Elementary School Addition, Meramec Heights Elementary School Addition. 19 Mil.
Union R-XI School District, Union, Missouri, District-Wide Master Planning
Osage County R-II School District, Linn, Missouri
New Elementary School, High School Additions/Renovations – 7 Mil.
Marceline School District, Marceline, Missouri
New Gymnasium Addition, Elementary School Renovations – 3 Mil.

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

Eureka Senior High School, Rockwood School District
Auditorium Addition, New Commons & Cafeteria, New Gymnasium and Locker Room, 14 Classroom Addition and Renovation
Union R-XI School District, Union, Missouri
New Varsity Gymnasium Complex, New Auditorium, Master Planned Additions
Columbia Unit 4 School District, Columbia, Illinois
New Columbia Middle School, Master Planned High School Renovations
O'Fallon Township High School District #203 – O'Fallon, Illinois
Master Planning and Design for New High School Campus and High School Auditorium
Missouri Baptist Chapel of Fine Arts, Creve Coeur, Missouri
975 Seat Chapel/Auditorium – 8.2 Mil., Campus Housing, Campus Master Plan
St. Clair School District, St. Clair, Missouri
New Elementary School, New Vo-Ag Building, Additions & Modifications
City of St. Charles School District, St. Charles, Missouri
Hardin Middle School Renovations, Monroe Elementary School Renovations



Commons at Eureka High School



Architectural Designer, STEM Consultant

EDUCATION

Master of Science, Historic Preservation,
1995, University of Vermont

Bachelor of Science, Building Science,
1993, Rensselaer Polytechnic Institute



YEARS OF EXPERIENCE

29 yrs, 13 of which have been exclusive to the design & construction of science/technology facilities.

EXPERIENCE AND QUALIFICATIONS

Susan brings a wealth of knowledge in design and construction of science facilities and laboratories to the team. Her experience includes all phases of project development from schematic design through construction documents and construction administration. Susan's experience with academic laboratories as well as forensic facilities allows her to work hands on with a diverse group of users, while understanding and meeting each one of their different needs.

Susan's attention to detail is exceptional. She is constantly balancing the added value of good lab design against both the desires of the client and industry trends. She strives to create harmony between the technical and scientific methodology of teaching laboratories while creating an environment that enhances the quality of life for both the students and teachers.

Ms. Halla's experience includes the following select projects:

Science and Healthcare Building Renovation, Triton College, River Grove, Illinois

The lead laboratory designer for both the science laboratories as well as the healthcare laboratories including the cadaver and dissection laboratories.

Science Building Addition Study, Webster University, Webster Groves, Missouri

Several designs for multiple locations around the University campus to include the departments of Biology, Chemistry, Physics, prep and instrumentation space as well as research suites.

Vennum-Binkley Hall Renovation and Addition, Eureka College, Eureka, Illinois

Addition to an existing historic structure on campus. This hands-on teaching wing contained Biology, Chemistry and Physics including a growing area for Botany.

New Science and Academic Building, State Fair Community College, Sedalia, Missouri

Development of laboratories and teaching spaces for the faculty including interactivity and information stations about the sciences to engage other students on campus.

Johnson County Criminalistics Laboratory, Olathe, Kansas

The lead laboratory designer from programming through construction document, this became the first LEED Platinum forensic facility in the country under LEED 2.0 and only the second in LEED history to achieve Platinum.

San Diego Medical Examiner and Forensics Center, San Diego, California

The lead laboratory designer as well as the lead equipment planner and procurement expert.

WORK HISTORY

Susan Halla Consulting	Principal	2016
HERA Laboratory Planning	Principal	2006-2015
Wm. B. Ittner, Inc.	Project Architect	1998-2006



6) CLIENT REFERENCES:

Mr. Robert Webb, Superintendent, Kirksville R-III School District, 660-665-7774,
rwebb@kirksville.k12.mo.us

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

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

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

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

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

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

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

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

Mr. Mike Hawkins, Assistant Superintendent, Bayless School District, 314-373-0506,
mhawkins@bayless.k12.mo.us.

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



Wonder Works Exhibit, The Magic House

PART TWO – FIRM QUALIFICATIONS

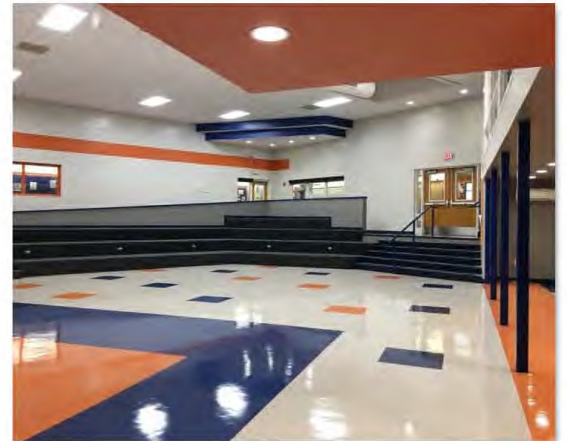
I) Why is BRS well qualified for this commission? What unique qualities can we bring?

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

- **Educational Project Experience** – 20+ years in Education for each team member
- **Familiar Personnel:**
 - Harald Boerstler, Project Manager, has approximately Nine years of experience with projects at Truman State University.
- **We listen** to your needs. We work hard to find solutions.
- Our strong point is **communication**, particularly in helping people understand a situation that might be unfamiliar or specific to the field of construction.

- **Our recent experience:**

- Security Hardware, Access Controls, Secured Entrance Vestibules
- New Entrance Additions
- Exterior Wall Reconstruction/ Repairs
- HVAC upgrades
- Fire Alarm, Intercom, Emergency Systems
- Roofing work
- Renovations and Building Additions
- Sitework, Turf Fields, Parking, Playgrounds



Valley Park SD – New Commons

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

- Truman State University – Kirksville, MO – Barnet Hall Exterior Restoration, Ophelia Parrish and Magruder Hall Reroofing 2023, Exterior Restorations, Bridge Repair and Pool Revisions 2023
- Kirksville R-III School District – Kirksville, MO - New Baseball and Softball Sports Complex - \$4,500,000, High School Restroom Renovations - \$200,000, Primary School Solar Installation - \$230,000,
- Ladue Schools – Saint Louis, Missouri – New Gymnasium/Storm Shelter additions at Conway and Reed Elementary Schools Design and Construction Administration \$10.9 million.
- Iberia School District – Iberia, Missouri: New Kitchen Addition and Kitchen Modifications – 2,060 SF - \$550,000.
- Valley Park School District – Valley Park, Missouri: \$8.5 mil Bond Issue work District Wide. New Entrance Vestibule and High School Offices. New Commons. HVAC



Upgrades District-Wide. New Administrative Offices. Exterior Door Replacements with Access Control System, Roofing and Wall Restoration, New Playground.

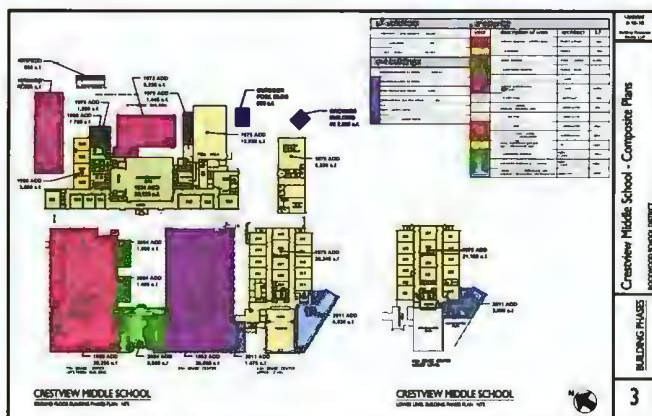
- Fox School District – Arnold, Missouri: Elementary School Additions to Antonia and Meramec Heights Elementary Schools, Two new High School Security Vestibule Entrances with Access Control. HVAC Upgrades. Roofing Replacements. New Entrance and Classroom Addition at Ridgewood Middle School. Interior Modifications at three other Middle School campuses. Master Planning.
- Osage R-II School District – Linn, Missouri: New Elementary School - 60,000 s.f. \$7.25 mil. Renovations to Ag/Art Building.
- Marceline R-V School District - Marceline, Missouri: High School / Middle School Multipurpose Gymnasium with Kitchen Serving Facility - 10,000 SF - \$2.0 mil. High School Science Lab Renovations - \$200,000. Walt Disney Elementary School Renovations - Classrooms, Flooring, HVAC, Lighting, Restrooms, Asbestos Abatement - 24,000 SF - \$1.6 million
- Holden R-III School District – Holden, Missouri: New Early Childhood Facility and New Multi-Purpose High School Athletic Facility - 8,000 SF - \$1.5 million
- Bayless School District – St. Louis, Missouri: Recently completed varsity baseball field and facilities, roofing/window replacements, site/paving improvements, HVAC/Electrical/Plumbing upgrades.



New Multi-purpose Gymnasium, Marceline School District



New Kitchen – Iberia School District



Sample Composite Plan - Rockwood School District

2) Recent Projects, illustrating design challenges and how the solution served the Owner's needs:

Kirksville School District

New Athletic Complex, Baseball and Softball
Construction completed: March 2023.

Kirksville School District requested the design of a new softball and baseball complex that would include turf field surfaces and accessory buildings to support the new complex and accommodate multiple games and spectators. BRS (with civil engineer CMPS) addressed the current bid market and delivery delay issues by including flexibility in bid packages as part of the overall solution to this new athletic complex. The project was bid and contracted in multiple packages, and is now underway. The new facility includes a concession building, restrooms, press boxes, bleacher seating, lighting, new parking, as well as the new turf fields for softball and baseball.



Kirksville School District – New Athletic Complex, 2023

Fox School District

District Projects
Construction completed:
August 2017 and Spring 2018.

Fox School District asked the BRS team to facilitate the transition of all sixth grade classrooms from their elementary schools into the existing four middle school buildings that had housed only 7th and 8th grade students. These renovation projects involved **reconfigurations of interior classroom spaces** to make more academic classrooms and other common spaces for the sixth graders. Among other adaptive measures, BRS created a typical science lab layout that was incorporated into regular size classrooms to provide for the additional sixth grade science teachers. At three schools, this work was completed over a short summer break.



New Entrance & Classroom Wing – Ridgewood Middle School

At the fourth middle school, Ridgewood Middle School, BRS designed a new classroom wing and a new front entrance to the building. This entrance included a security vestibule with access controls, giving the district a current prototype for future vestibule retrofit projects.



Project included: Four Middle School campus renovations, \$3 mil. HVAC and roofing upgrades at various campus locations, \$5 mil. Current work includes security vestibules at the two existing High Schools with access controls and protected glazing and wall construction.



Linn Elementary School

New Elementary School for Linn, Missouri.
Osage R-II School District
Construction completed: June 2016

This district was in need of a new elementary school facility to serve grades PreK-5. The budget was limited, but we were able to accommodate the entire program on the new campus site within the given budget using **cost effective construction techniques** and **phased programming**.

Construction methods included pre-cast concrete panels and portions of the project made of pre-engineered metal building construction. The layout is arranged so that future wings can be added and specialty rooms can be accommodated in an expanded manner. The new building is equipped with high-efficiency heating and cooling, 20-year roofing systems, and access control/surveillance systems.

Project included: New Elementary School Pre-K through 5th Grade, housing 400 students, with High School Practice Gym and District Central Office – 60,000 SF (also includes a 4,500SF addition to the Ag/Art facility for metal fabrications - \$7.250 million.



New Linn Elementary School – Classroom Wing



Rendering of New Linn Elementary School Entrance, Osage Co R-II School



Interior Corridor



New Linn Elementary School – Completed in 2016 by BRS w/ FSG



Valley Park School District

District Projects

Construction completed:

Dates throughout 2010 to 2018.

Valley Park School District has looked to BRS for leadership during their last two bond issues. Major design challenges included **transformations** of the existing campus competition gym into a District Field House, Relocation of the Main Entrance of the High School and associated offices for **building security purposes**, and converting the old legacy gymnasium into a new student commons at the High School. Also, major system upgrades were included in these two bond issue programs.



Valley Park SD – New High School Commons

Projects Included:

2017 Bond Issue Work

- New High School Office and Security Vestibule at Main Entrance of Building
- Convert Old Gymnasium into New High School Commons
- HVAC Replacement, District-Wide
- Roofing Replacement, District-Wide
- New Intercom and Fire Alarm Systems, District Wide
- Create New District Central Office
- New Elementary and ECC Playground



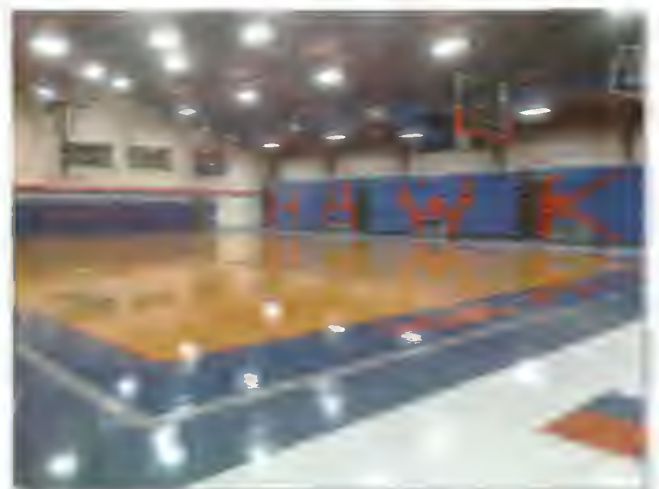
New Administrative Office Meeting Room

2010 Bond Issue Work

- Created New Field House Commons with Cafeteria Expansion and Locker Rooms at Competition Gymnasium. Reconfigured Bleacher Layout and Added New Weight Room
- Middle School Roofing Replacement, HVAC, Lighting Replacements, Sprinkler Installation, and Fire Alarm Replacement



New Playground – Valley Park Elementary School
Completed by BRS in 2018



2010 Field House Gymnasium



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

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

- **PERMITTING AGENCIES:** BRS will personally meet with local officials early in the design phase to confirm code related decisions with agencies. We are familiar with this process from previous occasions working in at Truman State University.
- **UNIVERSITY STAFF:** BRS will provide a **Consistent Project Manager Representative**. Also, the BRS team will conduct regular meetings with University staff and administration during design and construction phases to ensure proper decision making and maintain updated information on construction.
- **CONTRACTORS:** BRS will maintain regular contact with contractors, including regular visits during full construction phases. To promote timely delivery of a given project, BRS will quickly address and monitor issues in the field and advise the owner of the status so reasonable actions may be taken promptly and not cause undue delay.



Kirkville School District – New Athletic Complex, 2023



Strategies

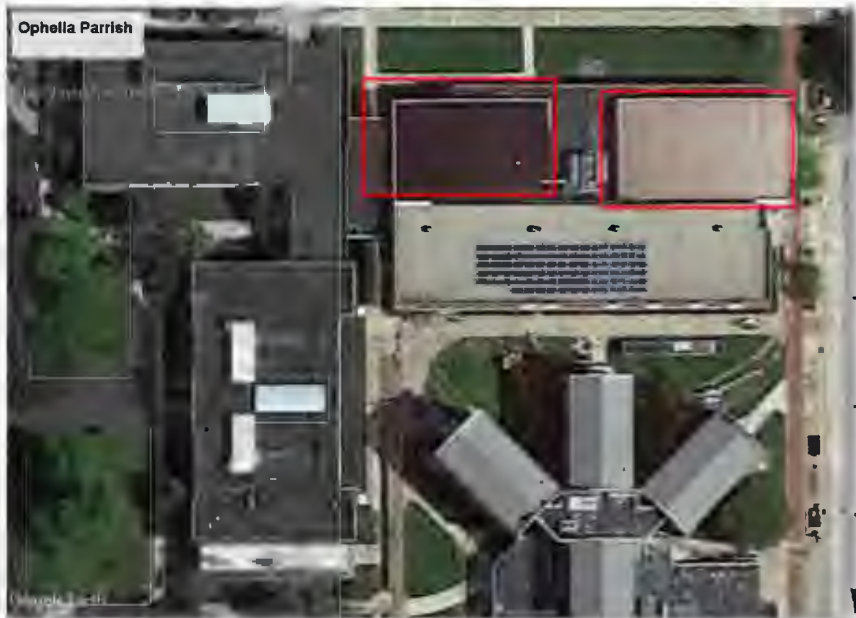
Truman State University



Ophelia Parrish Hall

Issue: Roofing Replacement

The roofs on Ophelia Parrish Theatre and Concert Hall were installed in 2002. These roofs are aging out and are due for replacement. These roof membranes are covered by rubber and concrete roofing pavers for sound attenuation purposes. The rubber roofing pavers on the Theatre have slid on the barrel roof and are bunched up at the bottom of the slope.



Strategy:

Re-Roof with a 20 year warranty, 60mil TPO roof with hail protection board. The existing concrete and rubber roofing pavers which cover the theatre and concert hall barrel roofs will be removed and then reinstalled once the new roofing membrane has been installed. The existing insulation will be reused, saving cost.

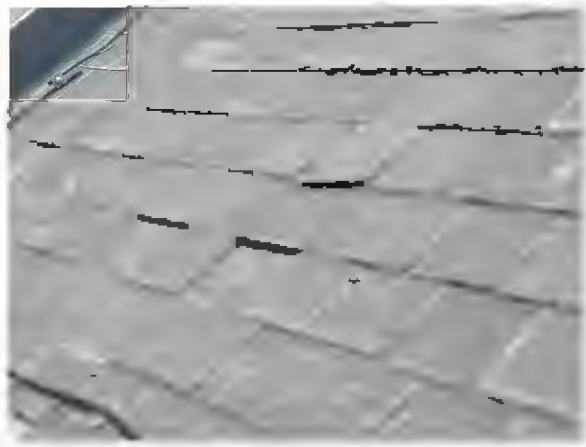
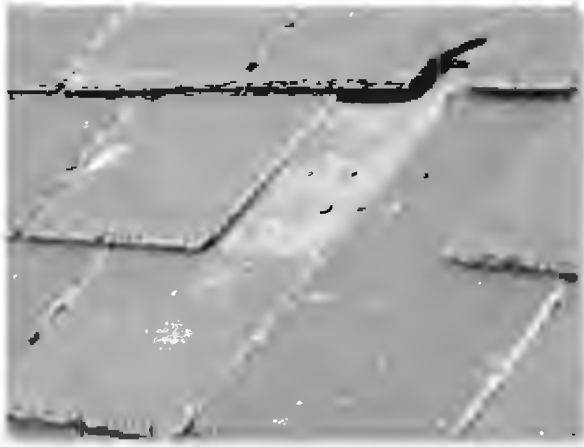
\$258,720 is the estimated cost for this roof replacement, including an extra allowance of \$25,000 as contingency for any pavers that are not reusable.

Magruder Hall

Issue: Roofing Replacement

The roofs on Magruder Hall were installed in 2004. These roofs are aging out and are due for replacement. They have also experienced severe delamination from the insulation board in the past few years. In 2023 temporary repairs were made. A portion of the roof has slate roofing tiles. This roof is severely damaged with numerous tiles loose or missing.





Strategy:

Re-Roof with a 20 year warranty, 60mil TPO roof with hail protection board and insulation. A sub-membrane would be included to allow for more efficient tear-off and less likelihood of water infiltration during the re-roofing process. The stone coping will be re-caulked. The slate tiles will be completely removed and salvaged. They will be replaced by a total ice and water shield covered by 20 year+ warrantied slate-look asphalt shingles.

\$612,920 is the estimated cost for this combined roof replacement.

Pickler Memorial Library

Issue: Roofing Replacement

The EPDM roofs on Pickler Memorial Library were installed in 2004. These roofs are aging out and are due for replacement.



Strategy:

Re-Roof with a 20 year warranty, 60mil TPO roof with hail protection board and insulation. A sub-membrane would be included to allow for more efficient tear-off and less likelihood of water infiltration during the re-roofing process. The stone coping will be re-caulked.

\$162,500 is the estimated cost for this combined roof replacement.





Fee Structure

Truman State University



FEE STRUCTURE:

As the projects proposed vary greatly in size, BRS offers the following proposed fee structure:

For Projects \$20,000 and lower in construction costs, BRS would bill hourly at the rate of \$125 per hour. Printing, courier, and travel expenses would be reimbursable.

For Projects over \$20,000 in construction costs, BRS would charge 6.95% fee with reimbursables of printing, courier, and travel expenses.

We, at BRS Architects LLP, would like to thank
you for considering us for additional work at
Truman State University.

We look forward to working with you on
preserving and improving your beautiful campus.

ITEM M.2
Board Charges 2024-2025

DESCRIPTION AND BACKGROUND

Recommendations for 2024-2025 board charges were deferred from the December 2023 meeting to February 2024 as a competitive bid process was underway for campus food service.

Currently, Truman offers the following meal plans:

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

Based on the competitive bid process and recommendations from Sodexo, the selected vendor, a four percent increase in meal plan rates for 2024-2025 is recommended. This increase will keep Truman’s meal plan prices competitive with other colleges and universities in the region.

RECOMMENDED ACTION

BE IT RESOLVED that the following food service charges per semester be approved, effective with the 2024 Fall Semester:

<u>Meal Plans</u>	<u>Per Semester</u>
21 Meals per week, plus \$75 Dining Dollars	\$2,187
18 Meals per week, plus \$125 Dining Dollars	\$2,111
15 Meals per week, plus \$225 Dining Dollars	\$1,988
12 Meals per week, plus \$125 Dining Dollars	\$1,734
150 Meal plan, plus \$275 Dining Dollars	\$1,822
Three meals per week plus \$120 in Dining Dollars	\$ 500
Five meals per week plus \$150 in Dining Dollars	\$ 800

BE IT FURTHER RESOLVED that food service charges be established by the President of the University, based on the above fees and charges, in accordance with Sections 11.010 and 11.020 of the Code of Policies.

Moved by _____
 Seconded by _____

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

ATTACHMENT
 Average 2023-2024 Meal Plan Charges at Regional Universities

Average 2023-2024 Meal Plan Charges at Regional Universities

Below is a list of the average meal plan prices from the 2023-2024 academic year from least to most expensive based on rates available via the university websites.

Missouri Southern State University	\$2,772
Missouri State University	\$3,028
Southeast Missouri State University	\$3,670
University of Missouri – Columbia	\$3,850
University of Missouri – Kansas City	\$4,062
University of Iowa	\$4,075
Missouri University of Science & Technology	\$4,100
Truman State University	\$4,206
Northwest Missouri State University	\$4,352
University of Central Missouri	\$4,454
Missouri Western State University	\$4,516
Iowa State University	\$4,864
University of Missouri – St. Louis	\$5,200
Bradley University	\$5,500
Creighton University	\$5,560

ITEM N

Agenda Items for Future Meetings

DESCRIPTION AND BACKGROUND

This item provides a list of projected agenda items for the regular meetings during the following year.

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 2024 Meeting

Participation in campus events
Annual photograph of board and president
Minutes for the open session of the last meeting
President's report
Annual advancement, foundation board, and alumni board report
Annual faculty senate report
Academic affairs report
Student affairs report
Financial report
Construction projects report
Depository bank (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 2024 Meeting

Participation in campus events
Minutes for the open session of the last meeting
President's report
Academic affairs report
Student affairs report
Financial report
Construction projects report
State capital funds request for the next legislative session
Operating budgets for the next fiscal year
Academic promotion salary policy for next academic year
Dates and agenda items for future meetings
Minutes for the closed session of the last meeting
Personnel actions report
Faculty promotion
Faculty tenure

August 2024 Meeting

Participation in campus events
Minutes for the open session of the last meeting
President's report
Annual enrollment management report
Annual athletics report
Annual staff council report
Academic affairs report
Student services report

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

Financial report
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 2024 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
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 2024 Meeting

Participation in campus events
Minutes for the open session of the last meeting
President's report
Academic affairs report
Student services report
Financial report
Construction projects report
Housing charges for the next fiscal year
Union agreement renewal (in even-numbered years)
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 at the end of the fall semester
Annual presidential review

February 2025 Meeting

Participation in campus events
Annual photograph of board and president

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

Recognition of past board chair
Minutes for the open session of the last meeting
President's report
Annual legislative consultant report
Annual student government report
Academic affairs report
Student services report
Financial report
Construction projects report
External audit firm (as contract expires)
Food service contractor (as contracts expire)
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 subject to change.)

ITEM O
Dates for Future Meetings

DESCRIPTION AND BACKGROUND

It is helpful to schedule, at least tentatively, the dates for board meetings during the following year. The tentatively scheduled dates are subject to change by the Board. Still, the preliminary action permits both Board members and staff to avoid planning 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. 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 6, 2024, on the University campus in Kirksville, Missouri, beginning at 1:00 p.m., with the understanding that the Chair may alter the starting time and place for the meeting by giving due notice of such change; and

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

- Saturday, June 15, 2024;
- Saturday, August 3, 2024;
- Friday, October 25, 2024;
- Saturday, December 7, 2024; and
- Saturday, February 8, 2024.

Moved by _____
Seconded by _____

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

ATTACHMENT

Calendar of Events – February 2024 – February 2025

CALENDAR OF EVENTS

February 2024 - February 2025

2024

February	1	Kohlenberg Lyceum Series Event: Lecture by Rock and Roll Hall of Fame Recording Artist Professor Griff
	3	BOARD OF GOVERNORS MEETING
	3	Men's Basketball vs University of Missouri - St. Louis (Recognizing 25th Anniversary of 1998-99 Final Four Team)
	19	Admitted Student Event
March	5	Kohlenberg Lyceum Series Event: Kansas City Chorale
	11-15	Spring Break (students)
	22-23	Truman Experience Weekend
April	1	Term Break (students); Spring Holiday
	6	BOARD OF GOVERNORS MEETING (TENTATIVE DATE)
	6	Foundation Board of Directors Meeting and Foundation Banquet (tentative)
	18	Student Research Conference
May	4	Kohlenberg Lyceum Series Event: Films and Finger Foods
	11	Spring Commencement
	27	Memorial Day Holiday
	28	Summer Session Begins
June	15	BOARD OF GOVERNORS MEETING (TENTATIVE DATE)
	19	Juneteenth Holiday
July	4	Independence Day Holiday
August	3	BOARD OF GOVERNORS MEETING (TENTATIVE DATE)
	14	Fall Semester Begins with Truman Days
	19	Classes Begin
September	2	Labor Day Holiday
	7	Home Football vs. University of Findlay
	28	Family Day
	28	Home Football vs. Wayne State University
October	10-11	Mid-Term Break (students)
	12	Home Football vs. Missouri University of Science and Technology
	21-26	Homecoming Week
	25	BOARD OF GOVERNORS MEETING (TENTATIVE DATE)
	26	Home Football vs. McKendree University
November	2	Home Football vs. Lincoln University
	16	Home Football vs. Southwest Baptist University
	25-29	Thanksgiving Break (students)
	27-29	Thanksgiving Holiday

Calendar of Events - Page 2

February 2024 - February 2025

December	7	BOARD OF GOVERNORS MEETING (TENTATIVE DATE)
	9	Finals Week
	14	Fall Commencement
	23	Energy Conservation Day (campus closed)
	24-26	Winter Holiday
	27	Energy Conservation Day (campus closed)

2025

January	1	New Year's Day Holiday
	13	Spring Semester begins
	20	Martin Luther King, Jr. Day Holiday

February	8	BOARD OF GOVERNORS MEETING (TENTATIVE DATE)
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ITEM P
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. Confidential communications with the General Counsel, as defined in Subsection 1 of the statute; and
3. 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.”

Moved by _____
Seconded by _____

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