

TRUMAN STATE UNIVERSITY  
Kirksville 63501

OFFICIAL MINUTES  
OF THE  
BOARD OF GOVERNORS

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OPEN SESSION  
OF MEETING ON  
AUGUST 7, 2021

The Board of Governors for Truman State University met on Saturday, August 7, 2021, on the University campus in Kirksville, Missouri. The meeting was held in the Conference Room of the Student Union Building. The open session of the meeting was called to order shortly after 1:00 p.m. by the Chair of the Board of Governors, K. Brooks Miller, Jr.

Participating in the meeting were five of the seven voting members: Sarah Burkemper, Philip J. Christofferson, Nancy Gingrich, K. Brooks Miller, Jr., and Jim O'Donnell. Governor O'Donnell participated by conference call. Cheryl J. Cozette and Jennifer Kopp Dameron were unable to participate. Governor Miller recorded their absences as excused.

Also participating were two of the three non-voting members: Mike McClaskey, an out-of-state member, and Abigail Smeltzer, student representative. Governor McClaskey participated by conference call. David Bonner, the other out-of-state member, was unable to participate. Governor Miller recorded his absences as excused.

Call to Order and Chair Report

Governor Miller, Chair of the Board, called the meeting to order and welcomed all in attendance.

Minutes for Open Session of Meetings on June 12 and June 30, 2021

Governor Christofferson moved the adoption of the following resolution:

BE IT RESOLVED that the minutes for the open session of the meetings on June 12 and June 30, 2021, be approved.

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

President's Report

University President Susan L. Thomas shared a selected engagements report and items of interest since the last meeting of the Board. Within her report, she highlighted, among other topics, Truman's Fall 2021 COVID-19 Campus Plan and the Fiscal Year 2023 budget process. Dr. Thomas also introduced Dr. Saint I. Rice. Dr. Rice assumed the position of Director of Diversity and Inclusion on May 24.

Annual Athletics Report

Jerry Wollmering, Director of Athletics, provided the annual report on athletics.

Annual Staff Council Report

Winston Vanderhoof, Chair of Staff Council and Senior Graphic Designer in Publications, provided the annual report from Staff Council.

Academic Affairs and Student Services Committee Report

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

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Enrollment Management Report

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

Gender Inclusive Housing Proposal

President Thomas and Dr. Lange shared a proposed Gender Inclusive Housing option for students living on campus. This housing option is intended to provide a welcoming environment and safe space for students of all gender identities and expressions to live and thrive on campus.

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 June 30, 2021, of education and general revenues and expenditures and auxiliary system revenues and expenditures and a review as of June 30, 2021, of the Truman State University Foundation revenues and expenditures.

Budget and Capital Projects Committee Report

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

Construction Projects Report

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

Contracts for Construction Projects and Equipment Purchases

Governor Gingrich noted that two construction projects totaling \$25,000 to \$100,000 had been approved since the last meeting of the Board.

<u>Project Name</u>	<u>Cost</u>
South Student Union Building Parking Lot Asphalt Paving	\$55,000
Demolition of Randolph Apartments	\$32,611

Local Capital Budgets for Fiscal Year 2022

Governor Gingrich moved the adoption of the following resolution:

BE IT RESOLVED that the "Local State Funds Capital Budget – Fiscal Year 2022" of \$865,000 and the proposed "Auxiliary Funds Capital Budget – Fiscal Year 2022" of \$382,254 be approved and that a copy of the budgets be attached to the minutes as an exhibit.

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

Operating Budgets for Fiscal Year 2022 – Revised

Governor Gingrich moved the adoption of the following resolution:

BE IT RESOLVED that the “Operating Budgets for Fiscal Year 2022 - Revised” be approved and adopted for the 2022 Fiscal Year; and

BE IT FURTHER RESOLVED that the President of the University is authorized to adjust the operating budget should state appropriations levels change; and

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

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

State Appropriation Request for Fiscal Year 2023

Governor Gingrich moved the adoption of the following resolution:

BE IT RESOLVED that the State Appropriation Request for Fiscal Year 2023 totaling \$50,189,824 be approved and ratified; and

BE IT FURTHER RESOLVED that a copy of the State Appropriation Request for Fiscal Year 2023, be attached to the minutes as an exhibit and that the President of the University be authorized to modify this request based upon input from the staff of the Coordinating Board for Higher Education, Office of Administration, and the Legislature as appropriate.

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

Agenda Items for Future Meetings

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

Dates for Future Meetings

Governor Burkemper moved the adoption of the following resolution:

BE IT RESOLVED that the next regular meeting of the Board of Governors be scheduled for Friday, October 22, 2021, on the University campus in Kirksville, Missouri, beginning at 1:00 p.m., with the understanding that the Chair may alter

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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, December 4, 2021;  
Saturday, February 5, 2022;  
Saturday, April 9, 2022;  
Saturday, June 18, 2022; and  
Saturday, August 6, 2022.

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

Agenda Items for Closed Session

Governor Christofferson moved the adoption of the following resolution:

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

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

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

The closed session of the meeting began shortly after 3:00 p.m.

\* \* \* \* \*

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

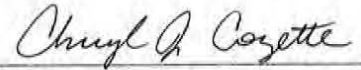
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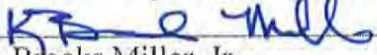
There being no further business, Governor Gingrich moved that the meeting be adjourned. The motion was seconded by Governor Burkemper and carried by a unanimous vote of 5 to 0. Governor Miller declared the motion to be duly adopted, and the meeting adjourned shortly after 3:50 p.m.



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Cheryl J. Cozette  
Secretary of the Board of Governors

I hereby certify that the foregoing minutes  
were approved by the Board of Governors  
on the 22<sup>nd</sup> day of October, 2021.



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K. Brooks Miller, Jr.  
Chair of the Board of Governors

**LOCAL CAPITAL BUDGETS FOR FISCAL YEAR 2022**

Local State Funds Capital Budget

The estimated FY 2021 carry-over funds from Education and General totaled \$865,000. These funds will be used for University needs and priorities that cannot be funded by Maintenance and Repair Funds. Included among these are utility and infrastructure improvements such as masonry and roofing repairs, storm drainage improvements, utility and infrastructure improvement, as well as HVAC system replacements.

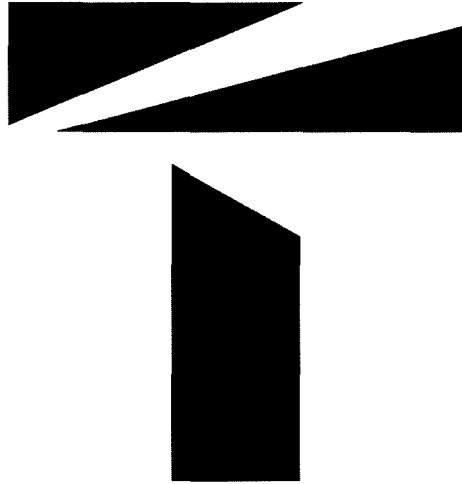
Auxiliary Funds Capital Budget

For FY 2022 the primary funding source for the Auxiliary Funds Capital Budget is the FY 2021 operating carry-over from the auxiliary enterprises. The operating carry-over and auxiliary interest income total was \$382,254.

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Funds from the Student Recreation Center (\$382,254) will be set aside for use in these facilities. Funds received through Sodexo for reinvestment (\$434,438) will be set aside for future capital projects.

All proposed project expenditures will come before the Board of Governors following the usual procedures and will be subject to individual Board approval.



**TRUMAN**  
**STATE UNIVERSITY**

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**OPERATING BUDGETS  
FOR  
FISCAL YEAR 2022**

**Revised August 2021**

## FY2022 BUDGET DOCUMENTS

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# FISCAL YEAR 2022 EDUCATION AND GENERAL BUDGET NARRATIVE

## **Executive Summary**

The Education and General (E&G) Budget is the operating budget which supports the primary functions of the University including instruction, research, public service, and the various support areas. It is funded by state appropriations, student fees, and other miscellaneous sources. The FY2022 state appropriation for higher education approved by the Governor added 3.7% in core funding. Because the Governor did not sign the FY2022 appropriation bill until June 30, 2021, the budget is revised to reflect this additional funding. Tuition and fee income for FY2022 is projected based on lower enrollment and an average increase of 4.9 percent in tuition rates. The proposed E&G budget for FY2022 is approximately \$600,000 higher than FY2021 due to increased state support.

## **General Budget Priorities**

The FY2022 budget was developed using the following guiding principles:

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

## **Revenue Assumptions**

### **General Revenue**

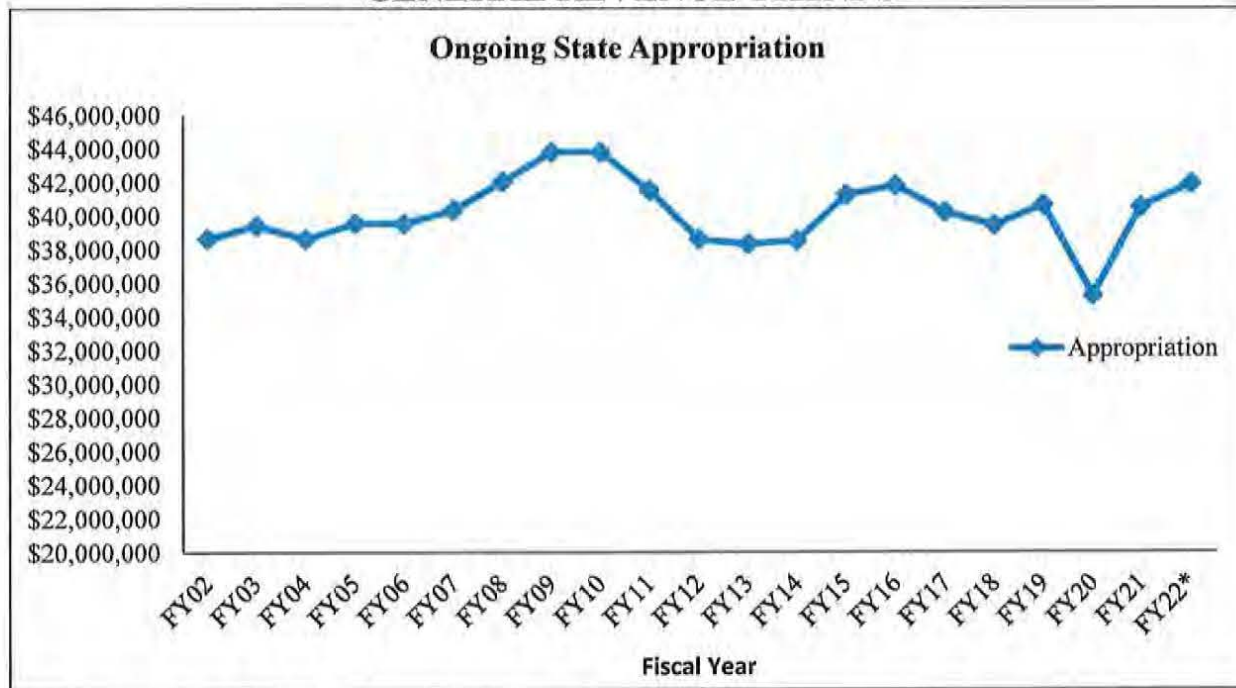
The base general revenue appropriation for Truman from the State of Missouri and approved by the General Assembly included a 3.7% increase from the original core funding in FY2021 and the Governor signed this appropriation bill. Historically, the Governor withholds at least three percent of these funds as a contingency. For Fiscal Year 2022 this requires a reserve of \$1,296,053 for the standard withholding. Table 1 provides a snapshot of total state revenue trends for FY2002 through FY2022 and reflects the actual funds received after all state

withholding actions, including those beyond the 3% level. A comparison of initial appropriations and state funds received after withholding for FY07-FY22 is found on Table 2.

Enrollment Fees and Other Income

The Fall 2021 enrollment is projected for budget purposes with an overall 8.8% decline in full-time equivalent students. This projected decline is based upon larger graduating classes being replaced with smaller entering classes over the past three years. Spring 2021 enrollment is projected at the historical average of 93 percent of the fall semester total. Tuition and required fees for 2021-2022 increased for Missouri residents as well as for non-resident undergraduate students, and graduate students. The operating budget is based on this tuition increase which averages 4.9%. Sources of income in addition to enrollment fees include special fees, fines, charges for services, and interest income. Due to low interest rates on invested funds, the interest income available in FY2022 is projected to be slightly lower than FY2021.

**Table 1  
GENERAL REVENUE TRENDS**



Ongoing State Appropriations Actually Received

Fiscal Year	Appropriation	% Change
FY02	\$38,640,023	-12.2%
FY03	\$39,427,733	2.0%
FY04	\$38,619,423	-2.1%
FY05	\$39,545,109	2.4%
FY06	\$39,545,109	0.0%
FY07	\$40,346,396	2.0%
FY08	\$42,040,945	4.2%
FY09	\$43,806,665	4.2%
FY10	\$43,806,665	0.0%
FY11	\$41,526,613	-5.2%
FY12	\$38,619,750	-7.0%
FY13	\$38,325,596	-0.8%
FY14	\$38,542,604	0.6%
FY15	\$41,262,248	7.1%
FY16	\$41,816,820	1.3%
FY17	\$40,226,391	-3.8%
FY18	\$39,450,989	-1.9%
FY19	\$39,440,512	0.0%
FY20	\$35,262,199	-10.6%
FY21	\$40,521,765	15.0%
FY22*	\$41,905,701	+3.4%

\*Projected

Note: This table excludes funds appropriated but withheld and one-time funds.

For FY10, one-time federal funds of \$756,339 are excluded.

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

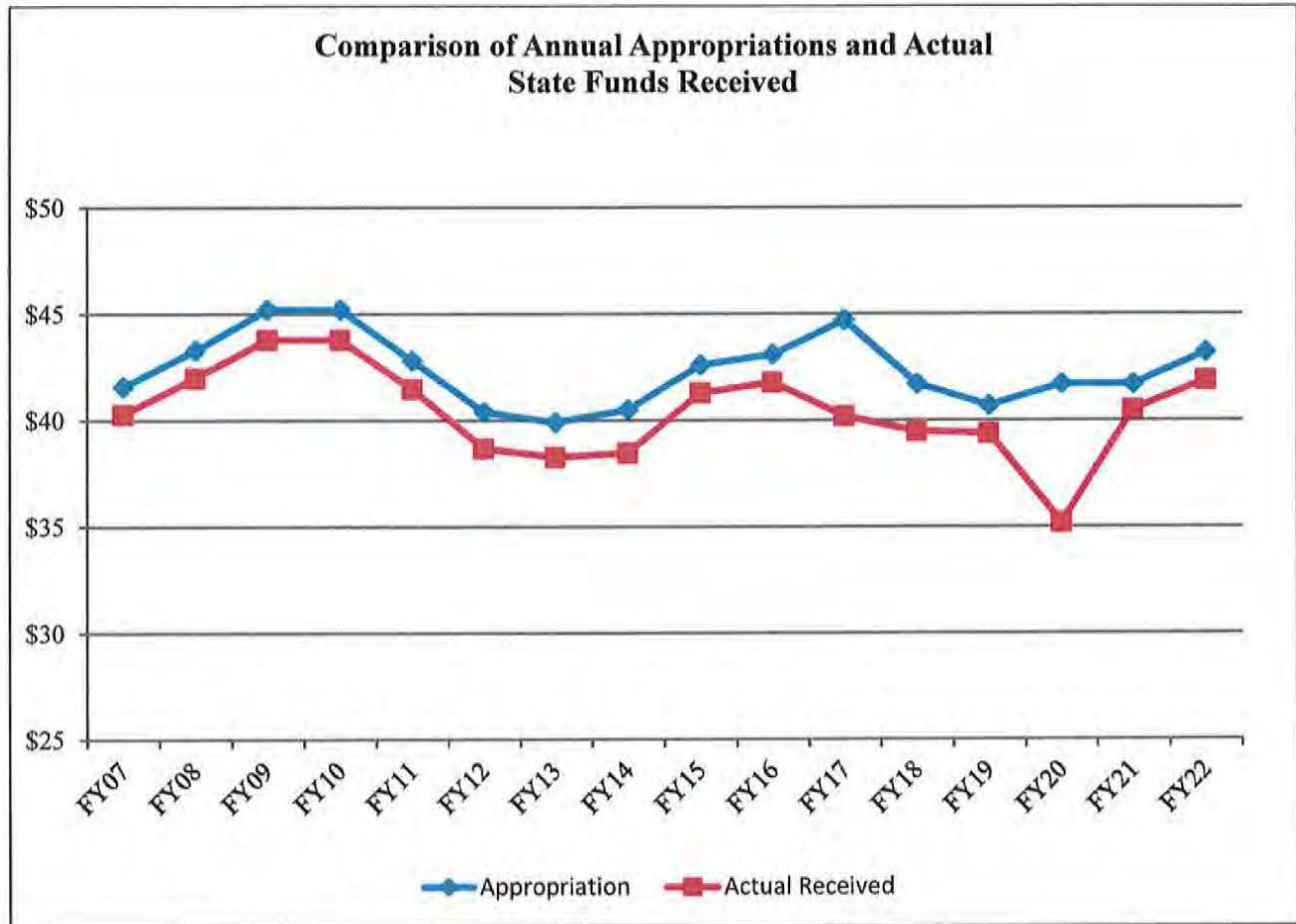
For FY18, an additional withholding was imposed by the Governor.

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

For FY21, restrictions were removed mid-year, except the standard 3% for state funds.

For FY22, the traditional 3% withholding is projected.

**Table 2**



	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Appropriation	41.6	43.3	45.2	45.2	42.8	40.4	39.9	40.5	42.6	43.1	44.7	41.7	40.7	41.7	41.7	43.2
Actual Received	40.3	42.0	43.8	43.8	41.5	38.7	38.3	38.5	41.3	41.8	40.2	39.5	39.4	35.2	40.5	41.9

FY10 excludes one-time federal fund designated for Caring for Missourians.  
 FY17 excludes one-time Autism Clinic funds and reflects extra withholding.  
 FY20 projected based on the appropriation minus standard withholding as of June 1.  
 FY21 projected based on actual FY20 appropriation minus standard 3% withholding.  
 FY22 projected based on Governor's approved appropriation minus standard 3% withholding.

Note: FY2021 budget was based on a net of \$35.2 million as projected in June 2020. Funds were released during the fiscal year but most was designated for maintenance and repair projects. In addition, there was no 3% restriction from the portion of funding provided via federal funds. Thus, the overall withhold was 2.73%.

**Planned Expenditures**

**General**

In order to balance the FY2022 Education and General budget, planned expenditures were originally reduced by approximately \$900,000, from \$85.5 million to \$84.6 million. However, with added state support, the revised FY2022 budget is \$86.1 million. Included in the budget are funds to cover the increase in the required MOSERS retirement system contribution which impacted fringe benefit costs. The contribution rate for FY2022 increased by 2.8% to 23.51%. Approximately 82% of full-time employees are covered by MOSERS. Table 3 outlines expenditure trends by Personal Service (salaries and benefits), Equipment/Operations, and Total for the last 10 years.

**Personal Services**

A major portion of the operating budget is utilized for salaries and fringe benefits. For FY2022, Truman is budgeting \$53.5 million in this category, or 62.5% of the total Education and General budget. This includes funds for faculty and staff salaries, student employment, and fringe benefits such as retirement, medical insurance, and social security. The breakdown for Personal Services is as follows.

Salaries	\$35,816,832
Fringe Benefits	\$14,141,222
Student Employment	\$ 3,586,549
Total	\$53,544,603

The FY2022 budget eliminates several positions through attrition or retirements and others were reconfigured to meet current needs. Positions eliminated include faculty, academic support, management, office staff, and physical plant staff. The funds available following the Governor’s approval of House Bill 3 as passed by the General Assembly are included in the revised personal service category.

**Operations and Equipment**

The following provides a brief summary of operations and equipment trends by major segments of the campus.

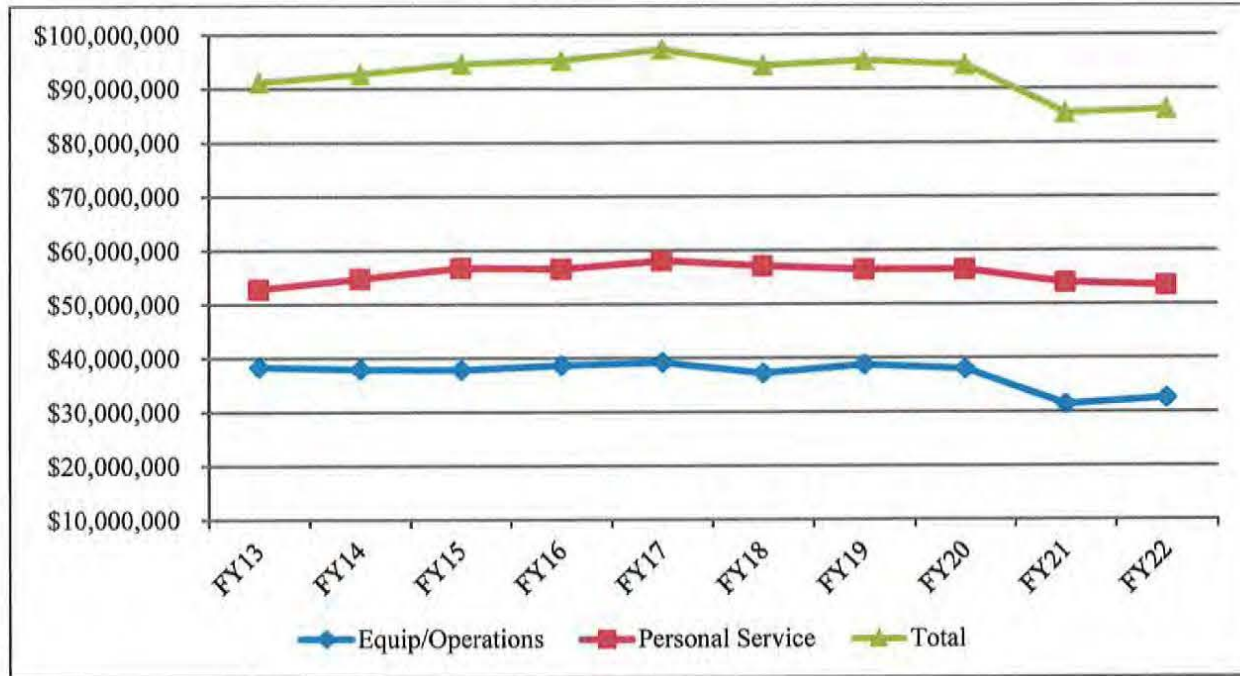
1. Academic Affairs. Operations funds have been allocated to meet needs in instruction, research and public service areas. A total of over \$4.6 million dollars in operations and equipment is budgeted in core areas including the academic departments. Table 4 outlines academic and research equipment budgets for FY2009-FY2022 and shows the asset renewal rate for these areas. Research funding totals \$434,230 for FY2022, with most of the funds in the operations and equipment categories.
2. Student Services. Operating and equipment budgets in the Student Services category have been allocated to meet priorities in various areas. The offices and functions in this category within the Education and General budget include Admission, Athletics, Counseling, Financial Aid, Health Clinic, International Students, Testing Services, and Registrar. Just over \$4.1 million is budgeted for equipment and operations in the student services category. This includes the funds generated by the student athletic fee. Additional Student Services areas including Residential Living, the Student Union, and Recreation Center are funded in the Auxiliary Budget and are not included here.
3. Computing and Technology. The FY2022 operating budget includes significant allocations for computing and technology. A total of \$3.35 million is budgeted for technology services which include staff, operations, equipment and maintenance of existing systems and networks with over 2,000 laptop and desktop workstations on campus, and a network with 8,800 ports. Continued technology investment is necessary to remain competitive. For 2021-2022, technology areas are budgeted at 4.0 percent of the institutional total.
4. Maintenance and Repair Fund. In the mid 1990's the General Assembly provided designated appropriations from General Revenue to handle campus maintenance and repair. These funds were added to the base appropriation for each campus with the intention to meet needs such as renovations, roof replacements and upgrades to heating and air conditioning systems. Truman consistently maintained this fund through various funding cycles in order to meet renovation needs on campus. For

FY2021 it was necessary to significantly reduce this budget. In FY2022, a modest increase is budgeted in this category to begin to rebuild the budget. Table 5 outlines trends in the Maintenance & Repair budget for FY2012-FY2022.

5. Utilities. Due to increases in utility costs and increased demand, utility budgets have historically increased each year. However, as a result of continued energy efficiency efforts and space management, utility costs are projected to be stable. Total funds budgeted for utilities, including operation of the central steam plant, are \$2.5 million. The Auxiliary Budget includes additional funds to cover utilities in those facilities.
6. Institutional Support. This area includes many administrative functions such as Alumni/Advancement, Business Office, President's Office, Public Relations, and other support areas. The combined operations and equipment total for this category is nearly \$1.2 million, which includes funds transferred from the Foundation to support advancement and fundraising efforts.
7. Scholarships. For FY2022, funds for scholarships have been reduced to cover projected expenditures for institutionally funded academic and athletic grants.
8. Student Employment. Student employment budgets are targeted to assist students and supplement staff in multiple areas. Funds allocated for student employment in the Education and General budget total over \$3.5 million.



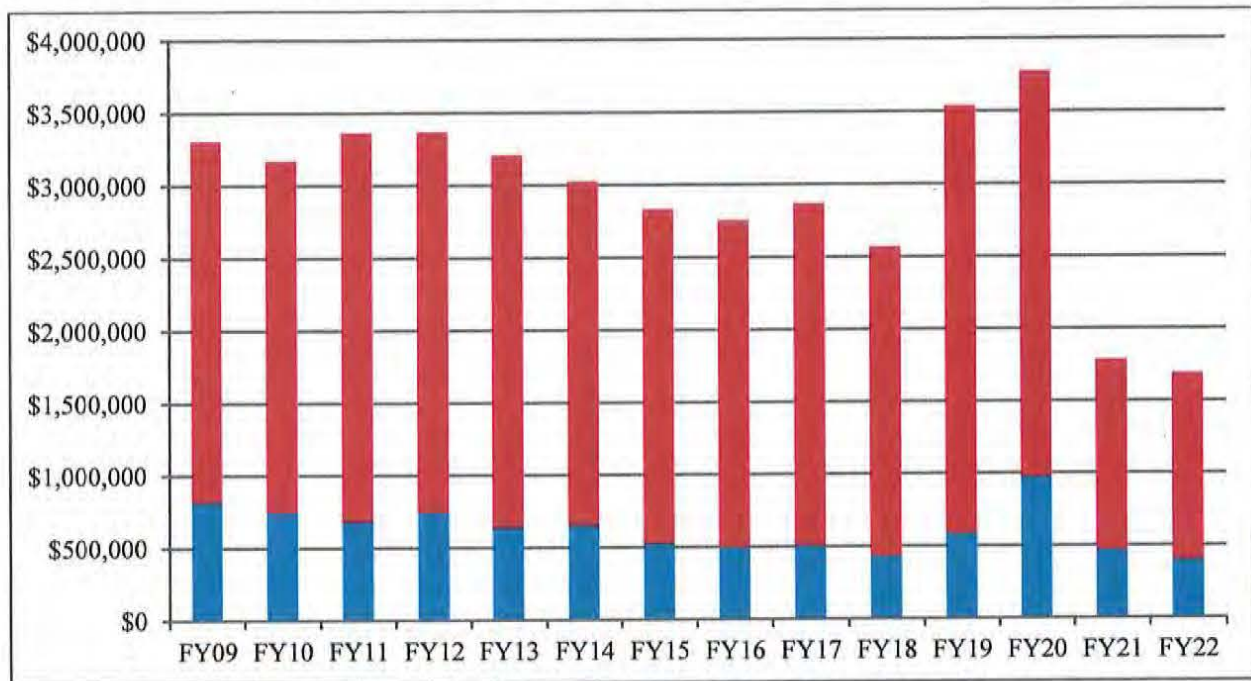
**Table 3**  
**Education and General Budget by Category**  
**FY2013 – FY2022**



	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
TOTAL	91,213,610	92,770,780	94,658,000	95,302,000	97,317,725	94,368,295	95,243,322	94,468,218	85,486,917	86,130,813
Personal Service	52,886,984	54,834,643	56,866,257	56,643,753	58,132,124	57,129,494	56,461,886	56,480,702	54,076,690	53,544,603
Equipment/ Operations	38,326,626	37,936,137	37,791,743	38,658,247	39,185,601	37,238,801	38,781,436	37,987,516	31,410,227	32,586,210



**Table 4  
Academic & Research Equipment Budgets**

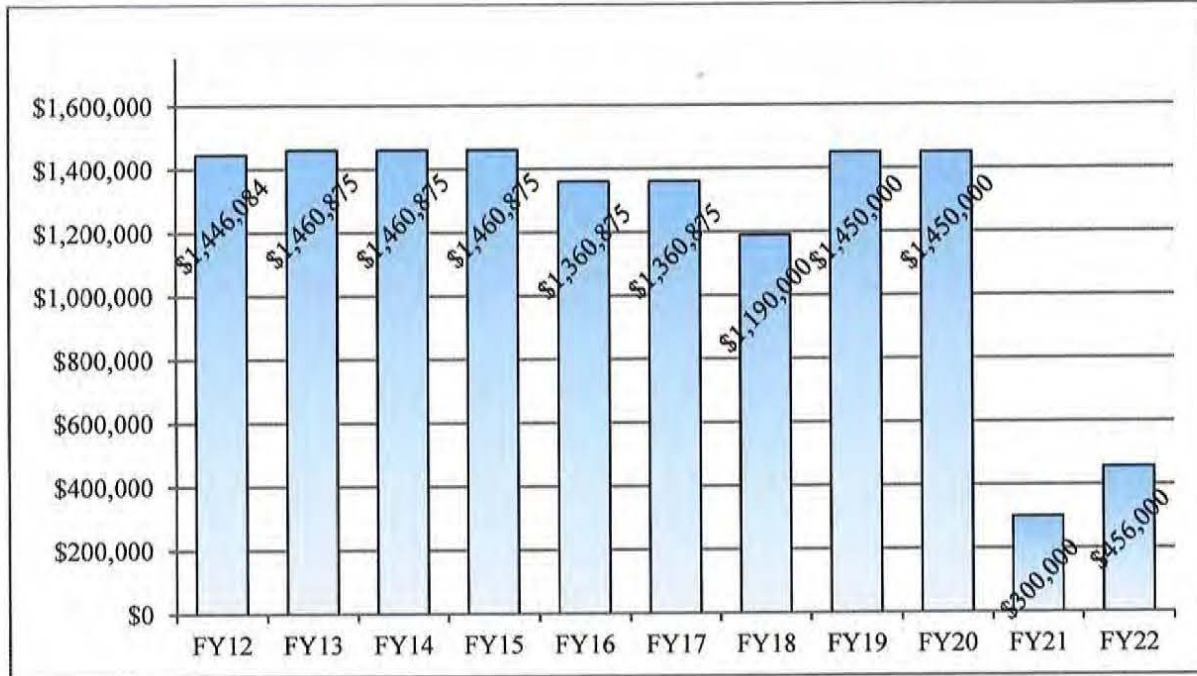


(000's omitted)

	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Equipment Budget	2,491	2,423	2,682	2,622	2,568	2,378	2,305	2,255	2,360	2,138	2,949	2,798	1,315	1,289
Actual \$ Available	814	744	679	744	640	649	525	498	504	429	585	973	468	399

Note: Equipment budgets include significant amounts designated to cover the 3% withholding in state funds and contingency funds. The plan is to focus these funds on academic purchases should they be released during the fiscal year. This chart shows the portion of annual equipment budgets actually available for academic and research purchases. It should be noted that changes in definitions or the threshold price for equipment have also reduced this budget significantly in recent years.

**Table 5  
Maintenance & Repair Budget**



	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>
Operating M&R	1,446,084	1,460,875	1,460,875	1,460,875	1,360,875	1,360,875	1,190,000	1,450,000	1,450,000	300,000	456,000

## **FY2022 EDUCATION AND GENERAL REVENUE BY CATEGORY**

The page that follows provides a summary of projected revenue for FY2022 in several major categories. General Revenue, or state funds, provides 50.2% of the proposed budget.

Board policy calls for net tuition income not to exceed a target of 35 percent of the total budget. This policy has specific guidelines regarding the calculation which allow for the omission of designated or restricted fees. The policy also compensates for budgeted student aid. Page 13 of this section provides the detail for the calculation to determine adherence to the policy for FY2022. The portion of the adjusted budget supported by student tuition is 27.2% and, therefore, is within the policy.

Table 6 illustrates budgeted sources of funds for FY2022. Trends in recent years include reductions in state funding, increases in student fees, and more revenues from other miscellaneous sources. As a result, state support now accounts for approximately 50% of budgeted Education and General revenues.

**EDUCATION AND GENERAL  
FY2022 REVENUE BY CATEGORY**

General Revenue \$43,201,754

This represents the entire appropriation. A contingency budget of \$1,296,053 has been established for the traditional 3% standard withholding by the Governor. In recent years only a small portion of the 3% withholding has been released, and no funds are expected to be released in FY2022.

Student Tuition and Enrollment Fees \$40,648,000

FY2022 enrollment income for budget purposes is based upon an 8.8% decrease in FTE enrollment. Missouri students are assumed to make up 69% of the total enrollment; graduate enrollment is expected to be stable; and summer enrollment is projected at the 2021 summer level. This category also includes fees for off-campus courses, the athletic fee, the student activity fee, study abroad programs, and other special course fees.

Other Local Income and Transfers \$ 2,281,059

This includes various revenue sources: investments, athletic gate receipts, sales and services of educational activities (such as summer camps), rollover from FY2021, indirect costs from grants and other miscellaneous sources. Transfers from Auxiliary sources and the Foundation are also included here.

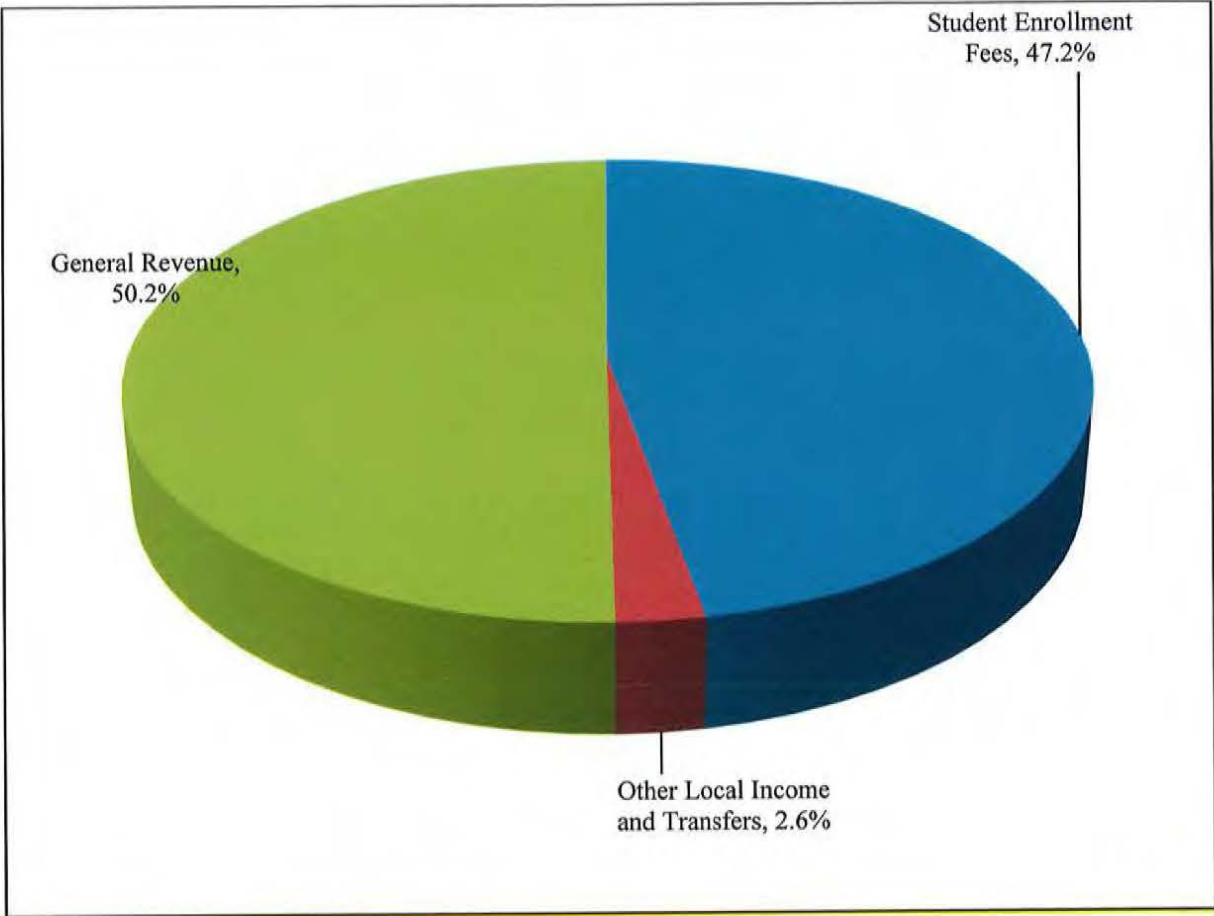
GRAND TOTAL ALL SOURCES \$86,130,813

SEGREGATION OF ON-CAMPUS FEE INCOME FOR FY2022 IS AS FOLLOWS:

	Total Fee Income	Undesignated & Unrestricted
Enrollment Fees		40,478,000
Less Restricted/Designated		
Student Union	-893,000	
Recreation Center	-833,000	
Orientation Week Fee	-275,000	
Joseph Baldwin Academy	-170,000	
Student Health Center Fee	-276,000	
Student Activity Fee	-322,000	
Athletic Fee	-432,000	
Technology Fee	-132,000	
Student Sustainability Fee	-37,000	
Classroom Technology Fee	-775,000	
Total designated/restricted funds	-4,145,000	
		<hr/>
Total unrestricted funds		36,333,000
The percentage calculation is shown as follows:		
1. Undesignated and unrestricted fees (above)		36,333,000
2. Less Academic Scholarships, Experienceships and Athletic Grants in Aid		-17,693,000
NET UNRESTRICTED TUITION & FEES		18,640,000
		<hr/>
1. Total Education and General Budget		86,130,813
2. Less Academic Scholarships, Experienceships and Athletic Grants in Aid		-17,693,000
ADJUSTED E&G TOTAL		68,437,813
		<hr/>
NET UNRESTRICTED TUITION AS A PERCENTAGE OF ADJUSTED E&G		27.2%

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

**Table 6**  
**FY2022 BUDGETED E&G REVENUE**



## FY2022 PLANNED E&G EXPENDITURES BY CATEGORY

The Missouri Coordinating Board for Higher Education and Office of Administration have developed a budget reporting structure which follows federal financial reporting standards for higher education. The broad budget categories and totals for FY2022 are as follows:

Instruction \$ 37,354,234

This includes all expenditures such as faculty salaries, operating funds and equipment which support instructional activities.

Research \$ 434,230

Activity organized to produce research outcomes is included in this category. Internal research grants, research equipment, and undergraduate research stipends are in this budget.

Public Service \$ 52,159

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

Academic Support \$ 4,727,034

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

Student Services \$ 9,670,647

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

Institutional Support \$ 7,169,569

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

Physical Plant \$ 8,482,283

General physical plant operations, including maintenance, grounds and custodial, and public safety are in this category. Funds for fuel and utilities are also included here.

Maintenance and Repairs \$ 456,000

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

Student Aid \$ 17,754,657

Student scholarships, experienceships and athletic aid are included here.

Transfers \$ 30,000

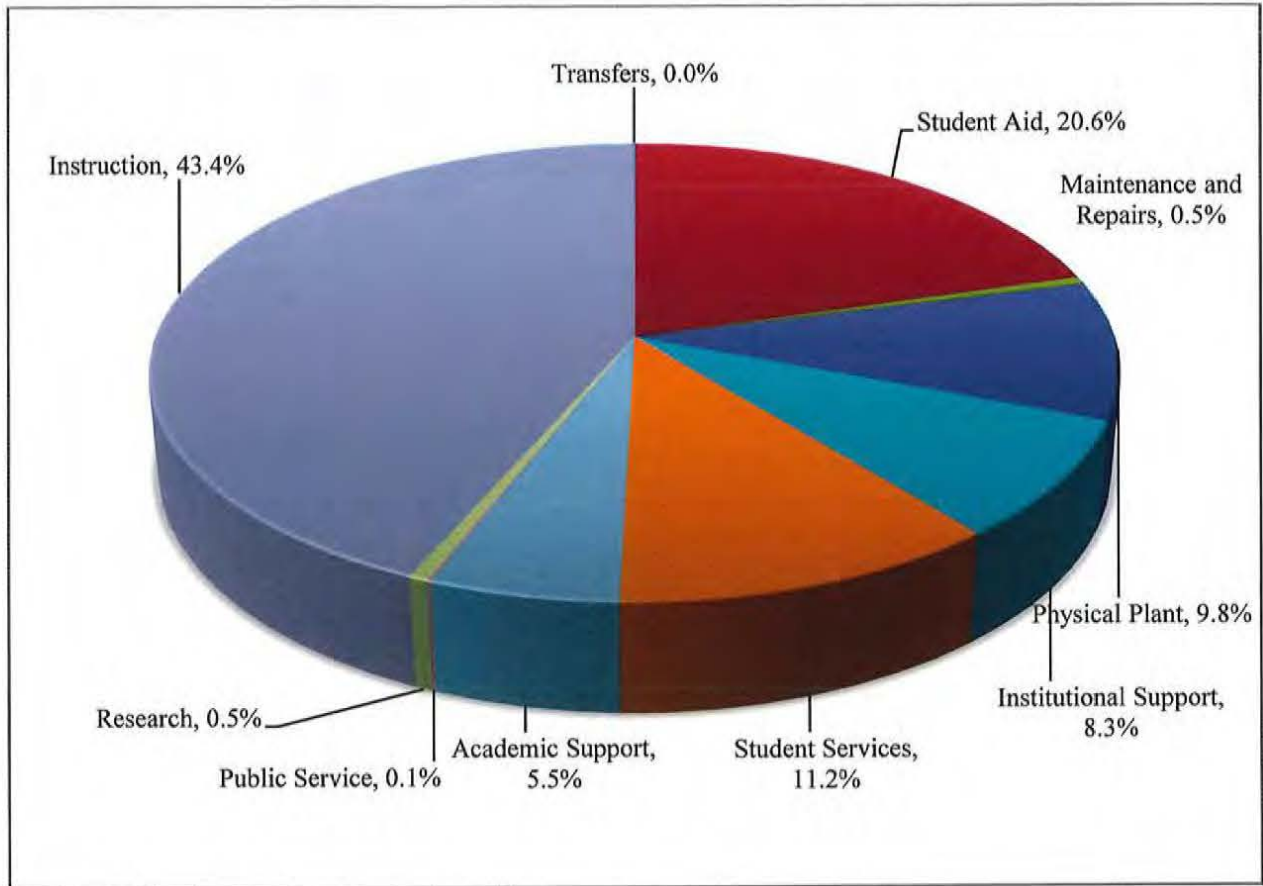
Mandatory transfers for federal aid programs (Perkins and SEOG) comprise this budget.

TOTAL \$ 86,130,813

*Note: Several significant changes in categories have been made to match the Uniform Financial Reporting Manual developed by the Missouri Department of Higher Education as well as the most recent National Association of College and University Business Officers guidance regarding classification of various functional areas.*



**Table 7**  
**FY2022 PLANNED E&G EXPENDITURES**



**FY2022 EDUCATION AND GENERAL EXPENDITURES BY CATEGORY**

	<b>Personal Service</b>	<b>Equipment</b>	<b>Operations</b>	<b>Total</b>
Instruction	32,704,142	1,036,254	3,613,838	37,354,234
Research	84,000	100,000	250,230	434,230
Public Service	24,972	0	27,187	52,159
<b>SUBTOTAL</b>	<b>32,813,114</b>	<b>1,136,254</b>	<b>3,891,255</b>	<b>37,840,623</b>
Academic Support	3,157,698	0	1,569,336	4,727,034
Student Services	5,542,459	0	4,128,188	9,670,647
Institutional Support	5,946,567	7,500	1,215,502	7,169,569
Physical Plant	3,973,108	145,000	4,364,175	8,482,283
Maintenance & Repairs	0	0	456,000	456,000
Student Aid	2,111,657	0	15,643,000	17,754,657
Transfers	0	0	30,000	30,000
<b>TOTALS</b>	<b>53,544,603</b>	<b>1,288,754</b>	<b>31,297,456</b>	<b>86,130,813</b>

*Note: Categories match the Uniform Financial Reporting Manual developed by the Missouri Department of Higher Education as well as the most recent National Association of College and University Business Officers guidance regarding classification of various functional areas.*

**COMPARISON OF EDUCATION AND GENERAL BUDGET BY CATEGORY  
FY2015 – FY2022**

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personal Services	56,866,257	56,643,753	58,132,124	57,129,494	56,461,882	56,480,702	54,076,690	53,544,603
Equipment	2,635,965	2,570,303	2,659,869	2,282,569	2,949,354	3,153,736	1,315,217	1,288,754
Operations	35,155,788	36,087,944	36,525,732	34,956,232	35,832,086	34,833,780	30,095,010	31,297,456
<b>TOTAL</b>	<b>94,658,000</b>	<b>95,302,000</b>	<b>97,317,725</b>	<b>94,368,295</b>	<b>95,243,322</b>	<b>94,468,218</b>	<b>85,486,917</b>	<b>86,130,813</b>

Notes: Equipment category includes funds to cover 3% state withholding and other major contingency accounts. Due to reclassification of equipment under GASB year-to-year comparisons may not be valid.

## **FISCAL YEAR 2022 AUXILIARY BUDGET NARRATIVE**

### **Executive Summary**

Revenue from combined auxiliary operations is projected to decrease in FY2022. This estimate is based on the number housed in the residence halls as well as budgets which are tied to student enrollment such as the Student Union and Recreation Center. Occupancy levels in the residence halls are budgeted based on a decrease from the actual number this past academic year. The rates charged to students for residence halls including room and board were increased by an average of 2.5% for the 2021-22 academic year, and the Student Union fee was increased by \$10 per FTE student per semester.

Several changes in operating and equipment budgets have been recommended for 2021-2022. Buy-outs have been made available to a larger number of students who desired a single room. The major changes in the Auxiliary Budget for FY2022 include allocating funds to cover projected food costs, building insurance, as well as MOSERS contributions. Savings realized with the refinancing of bonds in May 2020 were reflected in the operating budgets for FY2021, and for FY2022 annual debt service increased to previous levels. Overall the Auxiliary Budget for FY22 is \$2.1 million below last year.

### **General Budget Priorities**

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

### **Revenue Assumptions**

1. Residence Halls. Room and board rates were raised by an average of 2.5% for FY2022. A student living in a typical two-person room will pay \$9,313 for the 2021-2022 academic year. Based upon the projected occupancy rate for the fall semester and 93 percent returning for the spring semester and a return to typical summer income, revenue from residence halls and apartments is projected at \$15,205,000.

Other income includes off-campus student meal plans, rentals, and interest income.

2. Student Union. The Student Union is primarily funded by a transfer from enrollment income to this budget at a rate of \$110 per full-time equivalent student per semester. This fee was established to build, maintain, and cover debt service for the Student Union. The Student Activity Fee helps fund the Center for Student Involvement, which is housed in the Student Union. Additional income sources include room rentals, bookstore, and food service commission. Total revenue for the Student Union Building for FY2022 is projected at \$944,000.
3. Recreation Center. Major expenses for the Recreation Center include personnel, operations and debt service. A designated fee of \$111 per semester per full-time equivalent student is included in enrollment fees. Debt on the Recreation Center has been retired so funds are being budgeted to help finance future renovations. Total revenue for FY2022 is projected at \$845,000 for the Recreation Center.
4. Service Departments. Due to reduced volume, revenue from the auxiliary service department (Printing Services) is projected at \$250,000 for FY2022.

### **Planned Expenditures**

A significant portion of the Auxiliary Budget is utilized to operate the residence halls. Staff includes the Residential Living Office, hall directors, housekeepers, and physical plant employees assigned to these non-academic areas. Table 8 outlines Auxiliary Budget equipment trends for FY2002-FY2022 and illustrates the emphasis on asset renewal in these areas.

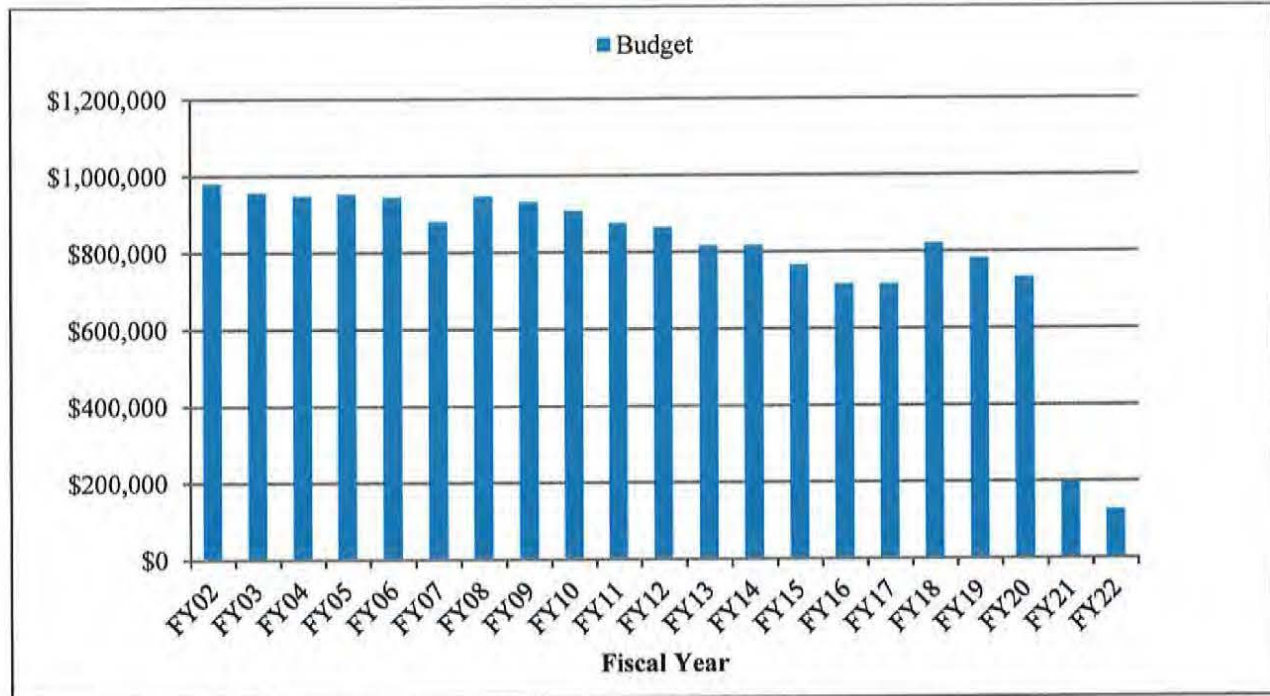
Operating funds for Residential Living include utilities, repairs and renovations, and food service contracts. Funds are included for furniture replacements, food service equipment, and general repairs to the facilities. Food service costs are budgeted to cover projected costs as agreed to in the food service contract, which is the largest single component of this budget. Utility costs are projected to remain stable in 2021-2022 from the current year actual expenditures and the budget reflects this. A major portion of the Residential Living operating budget is set aside for bond repayments.

On a smaller scale, the Student Union Building budget also covers personnel, operating costs such as utilities, and funds for replacement and repair of the equipment. Funds are also included to cover general maintenance of this building.

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

Due to fewer students housed on campus and the decline in enrollment, each unit in the Auxiliary System has reduced planned expenditures for FY2022. The total FY2022 Auxiliary budget is down \$2.1 million from FY2021. A carry forward of funds from FY2021 is still necessary to balance the budget for FY2022.

**Table 8**  
**Auxiliary Equipment Budget Trends**  
**FY02-FY22**



<u>Fiscal Year</u>	<u>Equipment Budget</u>	<u>% change</u>
FY02	\$ 978,464	-14.7%
FY03	\$ 954,166	-2.5%
FY04	\$ 945,906	-0.9%
FY05	\$ 950,796	0.5%
FY06	\$ 942,796	-0.8%
FY07	\$ 878,780	-6.8%
FY08	\$ 944,488	7.4%
FY09	\$ 930,488	-1.5%
FY10	\$ 906,247	-2.6%
FY11	\$ 874,233	-3.5%
FY12	\$ 862,633	-1.3%
FY13	\$ 815,883	-5.4%
FY14	\$ 815,883	0.0%
FY15	\$ 763,883	-6.4%
FY16	\$ 714,583	-6.5%
FY17	\$ 714,583	0.0%
FY18	\$ 820,060	+14.7%
FY19	\$ 781,203	-4.7%
FY20	\$ 730,793	-6.4%
FY21	\$ 194,543	-73.4%
FY22	\$ 124,500	-36.0%

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

## **FY2022 AUXILIARY REVENUE BY CATEGORY**

### **RESIDENCE HALLS**

Room and Board \$14,945,000

This projection is based on the expected occupancy rate for residence halls and apartments. Spring occupancy is historically 93 percent of the fall semester and summer income is projected to return to typical levels. This category also includes income from purchase of meal plans by off-campus students.

Other Income \$ 260,000

Revenue from deposits, processing fees, rentals, parking registrations, commissions, and similar sources is projected to be down from FY2021.

TOTAL RESIDENCE HALL INCOME \$15,205,000

**STUDENT UNION** \$ 944,000

This revenue source includes the transfer of enrollment fees based on full-time equivalent (FTE) students. Total revenues are projected based on FY22 enrollment and additional income sources include rentals, bookstore, and food service commission.

**RECREATION CENTER** \$ 845,000

Funds for operation of the Recreation Center and repayment of construction bonds come primarily from the transfer of enrollment fees based on FTE students. Other sources of income include rental of the facility to outside groups and faculty/staff membership fees.

**SERVICE DEPARTMENT** \$ 250,000

Certain service departments are operated as auxiliary enterprises. Currently the only operation in this category is Campus Printing Services. Revenue is projected to be down slightly for FY22.



**PROJECTED DEFICIT**

\$ 874,986

Based on lower projected residence hall income and student designated fees due in part to the COVID-19 pandemic, the FY22 budget deficit may be offset by anticipated Higher Education Emergency Relief Funds provided by the U.S. Department of Education.

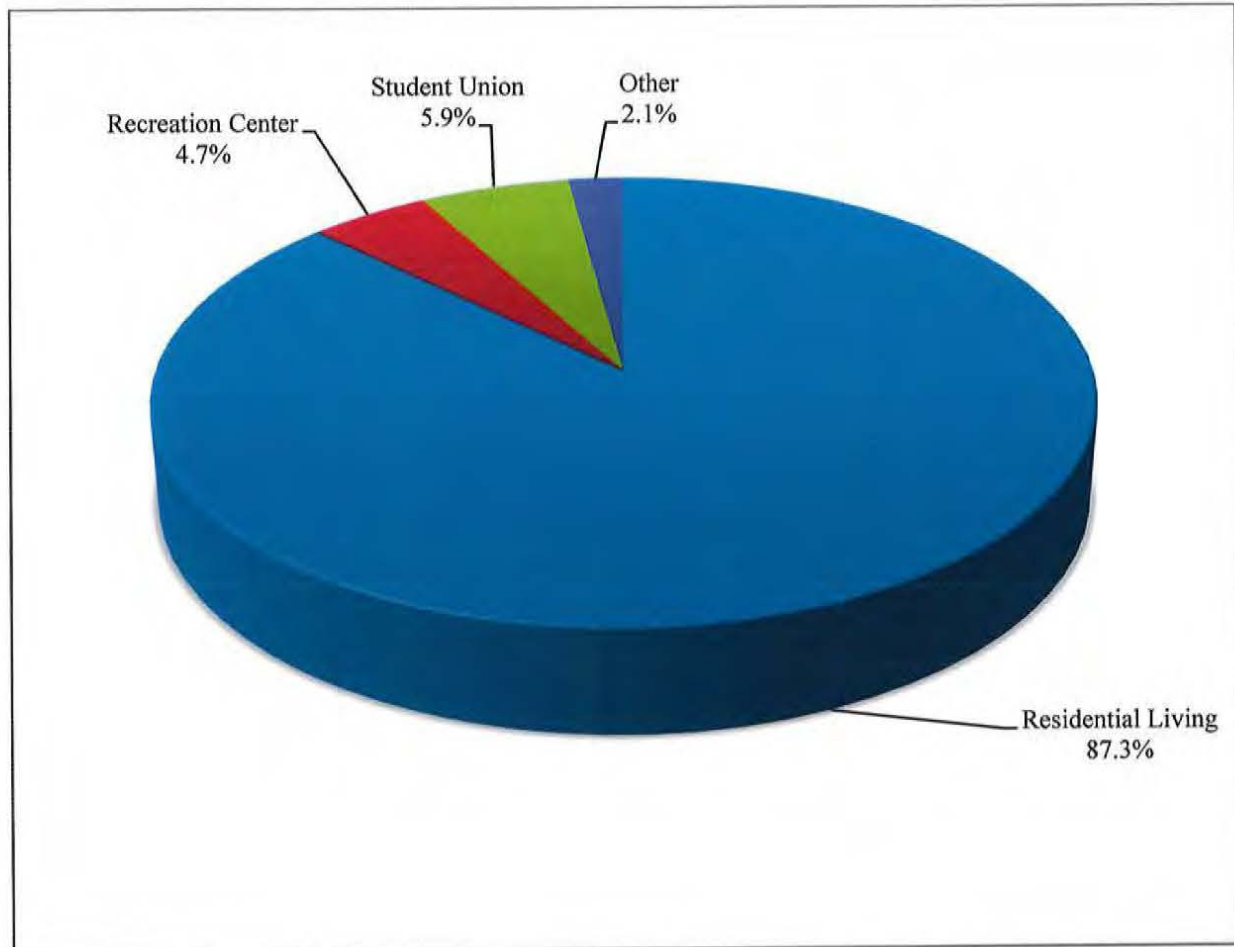
**GRAND TOTAL AUXILIARY REVENUE**

\$18,118,986

**FY2022 AUXILIARY EXPENDITURES BY AREA**

	<b>Personal Services</b>	<b>Equipment</b>	<b>Operations</b>	<b>Total</b>
Residential Living	2,639,098	80,500	9,756,690	12,476,288
Residential Living Bond Payments	0	0	3,341,366	3,341,366
Student Union	353,370	26,500	381,006	760,876
Student Union Bond Payment	0	0	313,905	313,905
Printing Services	202,784	0	100,870	303,654
Auxiliary Administration	55,374	0	10,000	65,374
Other Auxiliary	0	0	14,000	14,000
Recreation Center	508,748	17,500	167,275	693,523
Recreation Center Reserve	0	0	150,000	150,000
<b>TOTAL</b>	<b>3,759,374</b>	<b>124,500</b>	<b>14,235,112</b>	<b>18,118,986</b>

**Table 9**  
**FY2022 AUXILIARY EXPENSES**  
**BY MAJOR AREA**



## FISCAL YEAR 2022 RESTRICTED FUND BUDGET

### Executive Summary

This budget includes funds from outside grants and other sources (state and federal) which are restricted in nature. Examples include federal programs such as McNair and Upward Bound and state-funded activities such as the Regional Professional Development Center. Due to the nature of these programs and the fact that the federal fiscal year does not match Truman's fiscal year, all revenues in this budget are estimated.

### Projected Restricted Revenues and Expenditures

Major activities supported through restricted funds include the following:

Upward Bound \$ 465,810

This program is part of the federal TRIO program funded by the Department of Education. It is designed to assist high school students in building the skills and motivation necessary for college success.

McNair \$ 303,553

Truman has received McNair funding since 1992. The program is designed to provide disadvantaged college students with preparation for graduate programs.

Regional Professional Development Center \$ 1,984,050

The Regional Professional Development Center is operated in conjunction with Truman's School of Health Sciences and Education. The center is funded by the Missouri Department of Elementary and Secondary Education and provides training and support to public schools in the northeast region. Any fee income generated by Regional Professional Development Center activities is restricted and must be returned to the state if not used for the program.

Emergency Financial Aid Grants to Students Portion of the Higher Education Emergency Relief

Fund

\$ 4,542,657

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

Institutional Portion of the Higher Education Emergency Relief Fund

\$ 4,430,816

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

GEER Excels

\$ 549,543

An award from the Department of Education to provide funds for the expansion of the University's Nursing program.

NSF-(S-STEM) A Scaffolded Learning Community to Increase Self-Efficacy and Persistence in

STEM

\$ 211,590

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

NSF-Missouri Louis Stokes Alliance for Minority Participation (MoLSAMP)

\$ 73,000

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

Pell

\$ 3,750,000

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

SEOG

\$ 101,284

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

Work Study

\$ 310,818

The College Work-Study Program includes federal funds to support part-time student workers.

Federal TEACH Grant

\$ 47,000

This grant provides up to \$4,000 to eligible undergraduate and graduate students who agree to teach specified high-need subjects at schools serving primarily disadvantaged populations for four years within eight years of graduation. This amount is a projection as awards are contingent on the number of qualifying students enrolled.

Other

\$ 140,550

There are numerous smaller grants and contracts from foundations and governmental sources designed for instruction, research, and public service activities. This includes programs supported by NSF, U.S. Small Business Administration, and NASA.

TOTAL ESTIMATED FY2022 RESTRICTED

\$ 16,910,671

**FISCAL YEAR 2022**  
**ESTIMATED RESTRICTED REVENUE AND EXPENDITURES**

<u>Area or Program</u>	<u>FY2022 Estimate</u>
Upward Bound	\$ 465,810
McNair	\$ 303,553
Regional Professional Development Center	\$ 1,984,050
HEERF – Student	\$ 4,542,657
HEERF – Institution	\$ 4,430,816
GEER Excels	\$ 549,543
NSF S-STEM	\$ 211,590
NSF MoLSAMP	\$ 73,000
Pell	\$ 3,750,000
SEOG	\$ 101,284
Work-Study	\$ 310,818
Federal TEACH Grant	\$ 47,000
Other	\$ 140,550
<b>TOTAL</b>	<b>\$ 16,910,671</b>

## COMBINED OPERATING BUDGET SUMMARY

The combined operating budget for Fiscal Year 2022 totals \$121,160,470.

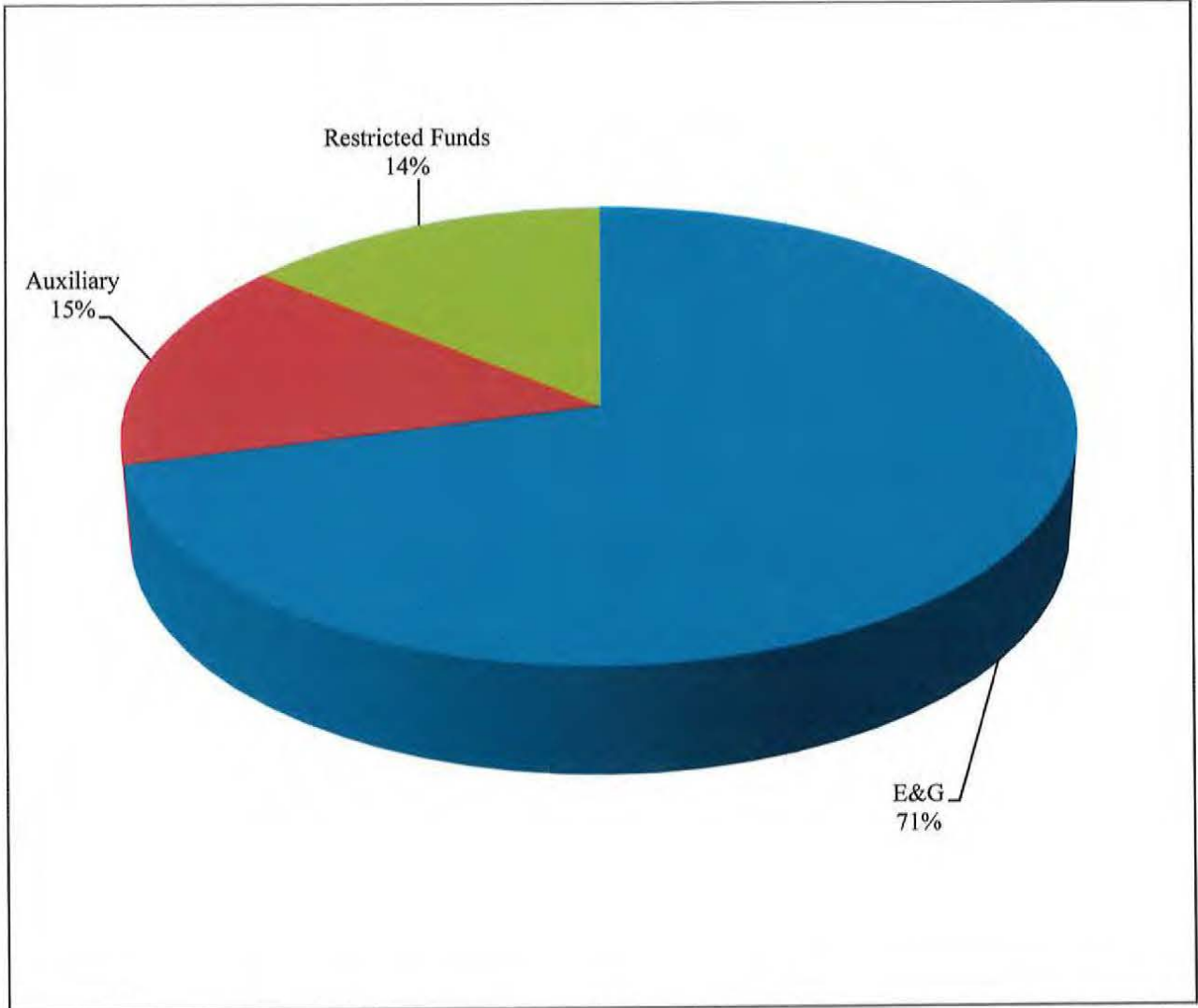
Education and General	\$ 86,130,813
Auxiliary	\$ 18,118,986
Restricted Funds	<u>\$ 16,910,671</u>
Total	\$121,160,470

Table 10 illustrates the combined operating budget distributed by type, and the Education and General budget represent 71% of the total.

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

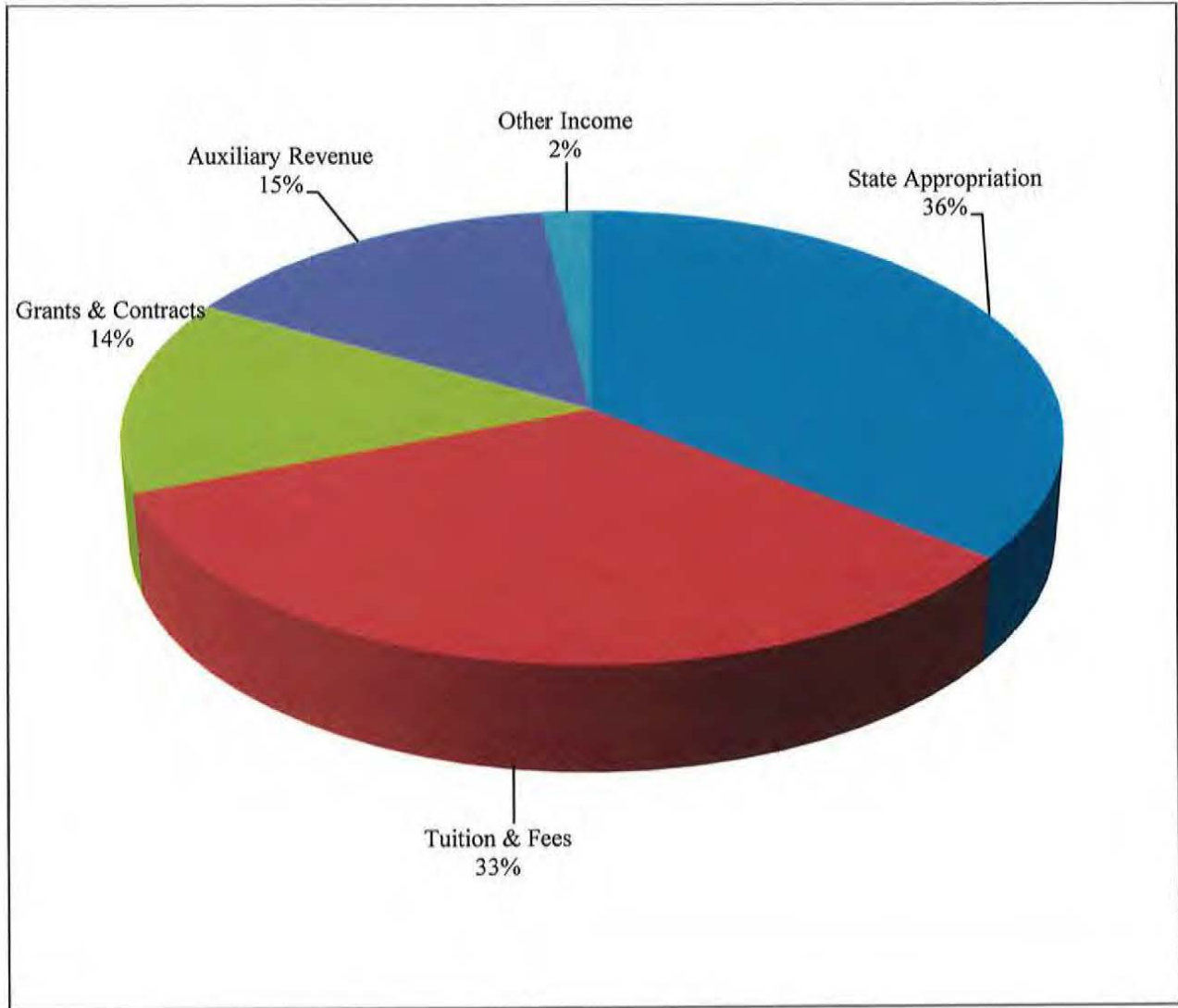


**Table 10**  
**FY2022 OPERATING BUDGETS**



<b>Operating Budget</b>	<b>\$ Amount</b>
E&G	\$86,130,813
Auxiliary	\$18,118,986
Restricted Funds	\$16,910,671

**Table 11  
FY2022 Revenue Sources**



<b>Revenue Sources</b>	<b>\$ Amount</b>
State Appropriation	\$43,201,754
Tuition & Fees	\$40,648,000
Grants & Contracts	\$16,910,671
Auxiliary Revenue	\$18,118,986
Other Income	\$ 2,281,059

**TABLE 1**

Fiscal Year 2023 State Appropriation Request for Operating Funds

Appropriation Base for FY2022	\$43,201,754
New Requests for FY2023	
A. Core Inflation	\$ 1,728,070
B. Additional Maintenance and Repair Funds	\$ 3,250,000
C. Online Accounting Program	\$ 435,000
D. Anatomy Lab	\$ 875,000
E. Rural Telehealth Counseling Center	\$ 200,000
F. Music Therapy Master's Degree	\$ 145,000
G. Enhanced Pre-Physical Therapy and Pre-Occupational Therapy Programs	\$ 355,000
Total New Requests	\$ 6,988,070
<b>TOTAL FY2023 FUNDING REQUEST (FY2022 appropriation + new)</b>	<b>\$50,189,824</b>

*CA*

## TABLE 2

The state appropriations request for FY2023 includes two components: the Core Operating request based on FY2022 actual appropriations and the new requests for FY2023. Requests beyond the core are typically referred to as New Decision Items or New Investments.

1. Funding for Core Operations: State Request \$43,201,754  
The funding priority is to maintain the existing base. These funds provide 50% of the Education and General budget for FY2022, and they are crucial to meeting the institution's mission.
2. New Requests for FY2023 \$ 6,988,070
  - A. Core Inflation \$ 1,728,070  
Based on the July budget instructions from the Missouri Department of Higher Education and Workforce Development (MDHEWD) and updated state revenue forecasts, the Coordinating Board for Higher Education (CBHE) may consider an additional increase for institutions to cover inflation. For this request, the inflationary rate is estimated at four percent.
  - B. Additional Maintenance and Repair Funds \$ 3,250,000  
Truman has over 1 million square feet of state-funded buildings, and additional funds are needed to maintain campus facilities. The second priority recommended by MDHEWD is additional ongoing funding to support the highest maintenance and repair needs at each institution. Funds will be distributed on a pro rata model using current appropriation levels. This request is an estimate based on potential funding for this purpose.
  - C. Online Accounting Program \$ 435,000  
This would provide start-up funds to hire additional faculty and support staff to develop courses for an online masters in accounting program. This program would prepare students to become CPA's.
  - D. Anatomy Lab \$ 875,000  
This would create a state of the art anatomy lab designed to serve multiple academic programs in the sciences and health sciences. It would allow expansion of key programs including pre-med, athletic training, and pre-physical therapy. The lab would include a virtual reality dissection system and serve multiple health sciences programs which require anatomy and physiology.
  - E. Rural Telehealth Counseling Center \$ 200,000  
This project would provide much needed counseling services in northeast Missouri and other rural areas of the state. Funds would be utilized for staff, equipment, and related overhead for the center.
  - F. Music Therapy Master's Degree \$ 145,000  
This program would complement other healthcare related programs at Truman by providing an emerging therapeutic approach for elderly as well as other patients. Funds would support staff as well as instructional equipment.
  - G. Enhanced Pre-Physical Therapy and Pre-Occupational Therapy Programs \$ 355,000  
This would expand coursework and support for students preparing to enter these important healthcare fields. Funds would support staff and additional simulation and training equipment.