

TRUMAN STATE UNIVERSITY  
Kirksville 63501

OFFICIAL MINUTES  
OF THE  
BOARD OF GOVERNORS

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OPEN SESSION  
OF MEETING ON  
AUGUST 5, 2023

The Board of Governors for Truman State University met on Saturday, August 5, 2023, on the University campus in Kirksville, Missouri. The working session was called to order at 9:00 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 at 1:00 p.m. and was held in the Conference Room (3000) of the Student Union Building.

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

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

Call to Order and Chair Report

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

Welcome to New Student Representative to the Board of Governors – Ella Schnake

Governor Cozette welcomed Ella Schnake to her first meeting of the Board of Governors. On April 27, 2023, the Missouri Senate confirmed Ella's appointment as Student Representative to the Board of Governors, filling the expired term of Abigail Smeltzer.

Minutes for Open Session of Meeting on June 17, 2023

Governor Gingrich moved for the adoption of the following resolution:

BE IT RESOLVED that the minutes for the open session of the meeting on  
June 17, 2023, be approved.

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

President's Report

Dr. Susan L. Thomas, University President, reported on several items of current interest. In addition to sharing her selected engagements report, Dr. Thomas provided an update on the university funding formula and efficiency study work being conducted at the request of the Missouri legislature and recapped her recent trip to Capitol Hill, where she met with eight of the ten Missouri delegations, including both Senate Offices. She also shared information about the honorees to be recognized at Homecoming.

Academic Affairs and Student Services Committee Report

Governor Miller, an Academic Affairs and Student Services Committee member, provided a report on the committee meeting held on the morning of August 5.

Marketing Services

Governor Miller moved for the adoption of the following resolution:

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BE IT RESOLVED that the President of the University, or her designee, is hereby authorized to execute a contract with Enliven Agency, LLC, to provide marketing services to the University for the period of August 14, 2023, through June 30, 2024, at a cost not to exceed \$450,000 and

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

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

Finance and Auditing Committee Report

Governor Burkemper, Chair of the Finance and Auditing Committee, provided a report on the committee meeting held on the morning of August 5.

Financial Report

Governor Burkemper presented the Financial Report, which included a review as of June 30, 2023, of education and general revenues and expenditures and auxiliary system revenues and expenditures, and a review as of June 30, 2023, of the Truman State University Foundation revenues and expenditures.

Budget and Capital Projects Committee Report

Governor Christofferson, Chair of the Budget and Capital Projects Committee, provided a report on the committee meeting held on the morning of August 5.

Construction Projects Report

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

Contracts for Construction Projects and Equipment Purchases

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

<u>Construction Project</u>	<u>Cost</u>
Student Union Building Operable Partition Replacement	\$77,495.00

<u>Equipment Purchase</u>	<u>Cost</u>
Skid Loader and Attachments	\$73,484.11

Kirk Building Renovation Project

Governor Christofferson moved for the adoption of the following resolution:

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

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<u>Project Name</u>	<u>Project Budget</u>
Kirk Building Renovation Project	\$19,210,000

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

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

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

Consent Agenda

Governor Christofferson moved for the adoption of the following resolution:

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

- ITEM H.1 Local Capital Budgets for Fiscal Year 2024
- ITEM H.2 State Appropriation Request for Fiscal Year 2025
- ITEM H.3 Federal Governmental Relations and Policy Services

The motion was seconded by Governor Burkemper and carried by a unanimous vote of 6 to 0. Governor Cozette declared the motion to be duly adopted, and the Secretary designated copies of the items as Exhibits C, D, and E.

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 Friday, October 20, 2023, on the University campus in Kirksville, Missouri, beginning at 1:00 p.m., with the understanding that the Chair may alter the starting time and/or place for the meeting by giving due notice of such change; and

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

- Saturday, December 2, 2023;
- Saturday, February 3, 2024;
- Saturday, April 6, 2024;
- Saturday, June 15, 2024; and
- Saturday, August 3, 2024.

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

Agenda Items for Closed Session

Governor Burkemper 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";
3. Confidential communications with the General Counsel, as defined in Subsection 1 of the statute; and
4. Records, as defined under Subsection 21 of the statute, that identify the configuration of components or the operation of a computer, computer system, computer network, or telecommunications network, and would allow unauthorized access to or unlawful disruption of a computer, computer system, computer network, or telecommunications network of a public governmental body.

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

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

The open session of the meeting resumed shortly after 3:00 p.m.

With no further business, Governor Lovegreen moved that the meeting be adjourned. The motion was seconded by Governor Christofferson and carried by a unanimous vote of 6 to 0. Governor Cozette declared the motion to be duly adopted, and the meeting adjourned shortly after 3:05 p.m.



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Philip J. Christofferson  
Secretary of the Board of Governors

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I hereby certify that the foregoing minutes were approved by the Board of Governors on the 20<sup>th</sup> day of October 2023.



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Cheryl J. Cozette  
Chair of the Board of Governors

ENLIVEN

• DCW MEDIA

TRUMAN STATE UNIVERSITY REQUEST FOR PROPOSAL  
SP23-32 MARKETING SERVICES (07.13.23)

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SUBMIT A

Lori Davenport  
Purchasing Buyer  
Truman State University  
106 McClain Hall, 100 East Normal Ave  
Kirksville, MO 63501

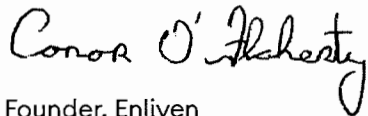
Dear Lori,

It is with great pleasure that I submit to you Enliven's Scope of Work and Fees proposal for the Truman State University Marketing Services RFP. Based on the needs outlined in your RFP, it is my strongly held belief that no other agency is better equipped than Enliven/DCW Media to partner with you for this important project to implement a comprehensive marketing plan focusing on the recruitment of undergraduate, graduate, and transfer students, as well as the promotion of Truman's brand. The following reasons justify this sentiment:

- 1. Enliven/DCW Media's Integrated Approach:** The integrated approach proposed by Enliven/DCW Media will provide Truman State University with best in class creative and media planning services to optimize every aspect of the admissions marketing process and deliver stellar results.
- 2. Unique Understanding of the Truman State University Brand:** Our team's unique experience as architects of the Truman State University brand ensure we come prepared with an understanding of how the institution is positioned today, the distinct admissions challenges it faces and where opportunity resides in the future to tap into untapped lead pools.
- 3. Unparalleled Media Buying Power:** As a combined agency we represent over \$150,000,000 in annual media buying power which will enable us to lower costs for Truman State University to make every media dollar work harder and ultimately reach more prospects than our competitors are capable of.

Lori, the Enliven/DCW Media team is excited about the prospect of partnering with your team on this important moment in Truman State University's history. We look forward to answering any questions you may have and are hopeful we will be selected to advance as part of the RFP process.

Many thanks,

  
Conor O'Shearty

Founder, Enliven

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# EXHIBIT B: QUALIFICATIONS

ENLIVEN DCW MEDIA



# ENLIVEN / DCW MEDIA CAPABILITIES

ENLIVEN DCW MEDIA

# ENLIVEN/ DCW MEDIA CAPABILITIES

## ABOUT ENLIVEN:

Enliven is a strategic brand development and marketing agency founded in New York City in 2019. As a trusted partner within higher education we strive to bring brands to life through powerful identity and campaign development, because we believe great branding has the power to shape the brands that shape our world.



# ENLIVEN/ DCW MEDIA CAPABILITIES

## ABOUT DCW MEDIA:

Founded in 1973, we are an integrated media and branding/marketing agency providing unparalleled results and unmatched service for higher education institutions.



## ENLIVEN/ DCW MEDIA CAPABILITIES

**WHY  
SCHOOLS  
CHOOSE  
TO WORK  
WITH US**

- We breakdown marketing silos
- We know the student life cycle and its distinct audience segments
- We help access untapped lead pools
- We grow enrollment
- We provide ROA for the full funnel

## ENLIVEN/ DCW MEDIA CAPABILITIES

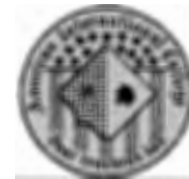
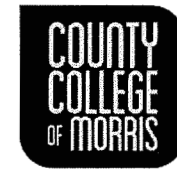
WHAT  
MAKES US  
DIFFERENT  
FROM  
THE REST

- **20+ years of experience** in Higher Education
- **\$150M+ Buying Power** Lowering Advertising Costs for Our Clients
- **Advanced Media Tactics** including People-Based, Identity Resolution, Custom Tech Stacks

# ENLIVEN/ DCW MEDIA CAPABILITIES

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OUR  
HIGHER  
EDUCATION  
CLIENTS



# ENLIVEN/ DCW MEDIA CAPABILITIES

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## OUR DIVERSE CLIENT LIST

### HEALTH CARE

- White Plains Hospital
- Long Island Community Hospital
- Visiting Nurse Services of New York
- Auburn University College of Veterinary Medicine
- Varian Medical Systems
- Procure Proton Therapy Center
- Abington Hospital
- Jefferson Health
- Havasu Regional Medical Center
- Huntsman Cancer Institute
- Sinai Hospital of Baltimore
- Zwanger-Pesiri Radiology
- NSPC
- Christ Hospital
- CityMD
- National Dental
- ENT Allergy & Associates
- Floating Hospital

### NON-PROFIT GOVERNMENT

- Maranatha
- Helping Hands
- Long Beach Aware
- Rainforest Trust
- Sayville Chamber of Commerce
- Suffolk County Police Department
- Judge Burns
- Jewish Federation of North America
- Simon Wisenthal
- BronxNet TV

### RESTAURANT / ENTERTAINMENT

- Adventure Park
- Bohlson Restaurant Group
- Jake's 58 Hotel & Casino
- Penn Museum
- National Museum of Women in the Arts
- Rocket City Trash Pandas Baseball
- Scotto Brothers Restaurant Group

# ENLIVEN/ DCW MEDIA CAPABILITIES

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## AGENCIES

- Buzz Media
- PMG Creative
- Prager Creative
- Rev Health

## CPG/RETAIL

- Alexa Persico Cosmetics
- Bambi Baby
- GAF Roofing
- Green Gobbler
- Hudson Poole Jewelers
- King Kullen Grocery
- NIC+ZOE
- PC Richard
- ShurTech
- Uncle Guisseppes Grocery
- Vegeta Broth
- Vuza
- Wieder Prime

## FINANCIAL

- Alma Bank
- American Express
- Hanover Bank
- Jovia Financial Credit Union
- Maples Financial
- Midland States Bank
- Orange Bank and Trust
- People's United Bank
- Popular Bank
- South Star Wealth Management



# ENLIVEN/ DCW MEDIA CAPABILITIES

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## OUR SERVICES

### TRADITIONAL MEDIA

- Broadcast & Cable Television
- Radio (Satellite & Terrestrial)
- Out of Home
- Print
- Direct Mail
- Brand Placement

### DIGITAL MEDIA

- SEM/SEO
- Programmatic
- Digital Audio/ Video
- Social Media
- Native Advertising
- Email Marketing
- Mobile Geo Fencing
- Lead Generation
- Artificial Intelligence and Machine Learning
- CTV/OTT
- Digital OOH
- Affiliate Marketing
- New Media

### DATA & ANALYTICS

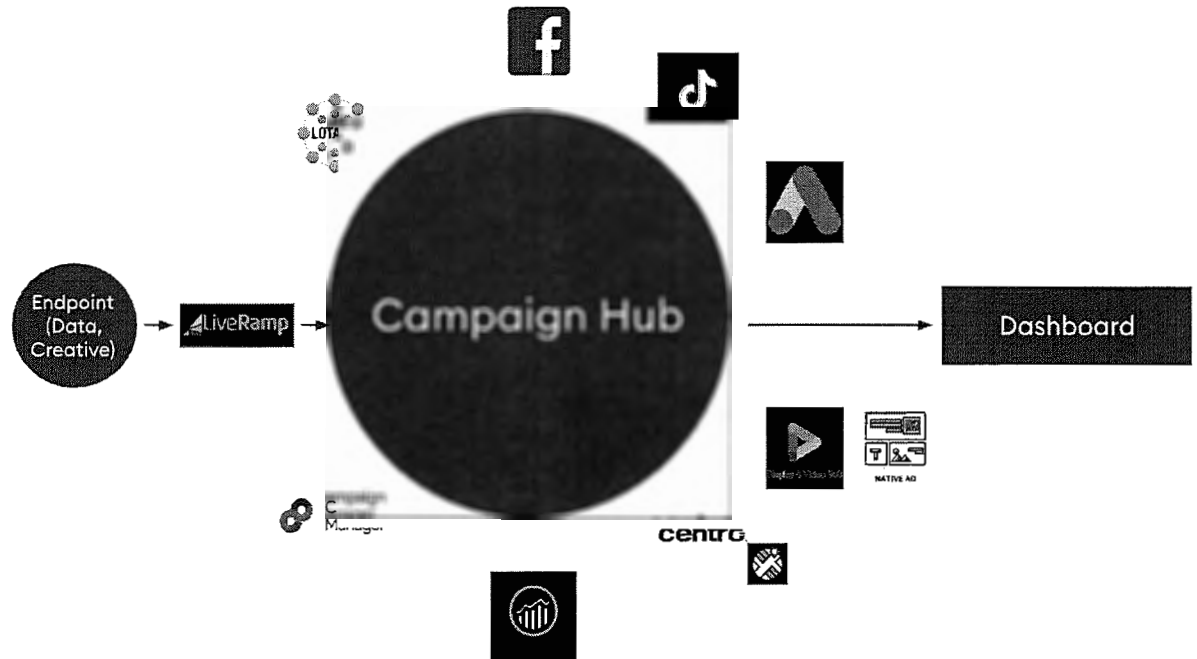
- Custom 24/7 Dashboards
- Viewability, Heat Mapping, & Brand Safety
- Intelligent, Valuable Reports
- Real Time Optimizations
- True ROI & ROA

### DIGITAL MEDIA

- Strategic Planning
- Market Research
- Competitive Analysis
- Brand Development
- Campaign Development
- Campaign Production

# ENLIVEN/ DCW MEDIA CAPABILITIES

A CUSTOM  
EDUCATION  
TECH STACK



## ENLIVEN/ DCW MEDIA CAPABILITIES



TARGETING  
PEOPLE  
OVER  
COOKIES

- DCW's proprietary People-Based Marketing approach turns data into people and people into students
- People-Based Marketing utilizes our robust database of aggregated first and third-party data overlaid with over 500 different selects from data partners
- We use to activate and run true, 1 to 1 campaigns for our clients

# ENLIVEN/ DCW MEDIA CAPABILITIES

CREATING  
DISTINCT  
AUDIENCE  
PROFILES



**Curtis Simmons**

18, Long Island, High School Student

Curtis is the first-gen in his family to attend college. He loves the law and wants to attend a public college or university. His family lives very frugally, and he doesn't want to pay for college.

**Frustrations**

Finding his college education. Finding internships and social life. Building confidence to train in his desired profession.

**Goals**

He loves the law and sees himself as a police officer or even a lawyer. His family lives very frugally, and he doesn't want to pay for college.

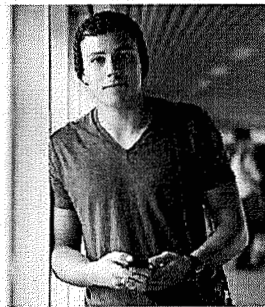
**Personality**

Outgoing, hard worker, goal-oriented.

**Media Consumption**

Curtis began searching for schools with "Criminal Justice" majors in the fall. He also saw the "Crime" Public Service Program at SUNY. He also saw the school sticker of the "Crime" program.

He then went to L.A. and saw an exhibit of a "Criminal Justice" College program. He began looking at Instagram and YouTube. He saw a video for a YouTube channel about a police academy.



**Caleb Smith**

20, White Plains, NY, High School Student

A student in Ohio State. Veterinary program. Downtime he spends playing video games. Volunteers at the local animal shelter.

**Personality**

Quite loves animals, is very studious, and is goal-oriented.

**Tech**

Internet  
Social Media  
Online Gaming  
Early Adopter



**Lynn Collins**

30, Newark, NJ, Architect

**Frustrations**

Subsequent to getting pregnant and moving and a subsequent about being with her newborn family.

**Goals**

Getting back into school to become an architectural engineer.

**Personality**

**Media Consumption**

After watching the Bachelor on Hulu, Natalie saw a commercial for SUNY Binghamton and immediately started doing research. She saw that the school had a STEM program and was interested to see if the school participated in Opportunity Grant. Natalie mentioned Binghamton to her daughter, who said, "I heard an ad about the program on my Kendrick Lamar station on Spotify station; let's check it out."

**Tech**

**Frustrations**

Researching Colleges and Universities has been her priority; she is concerned about 'inclusion' for the major her daughter has chosen, STEM. Finding the right school that will be perfect for her child's safety, acceptance, and finances has been difficult.

**Goals**

Very eager for children to get a good education. Finding a school with the right environment for a daughter to thrive.

**Personality**

Outgoing, detailed oriented, helicopter Mom. Being the decision maker in the family, she takes her responsibilities seriously.

**Bio**

While watching the Bachelor on Hulu, Natalie saw a commercial for SUNY Binghamton and immediately started doing research. She saw that the school had a STEM program and was interested to see if the school participated in Opportunity Grant. Natalie mentioned Binghamton to her daughter, who said, "I heard an ad about the program on my Kendrick Lamar station on Spotify station; let's check it out."

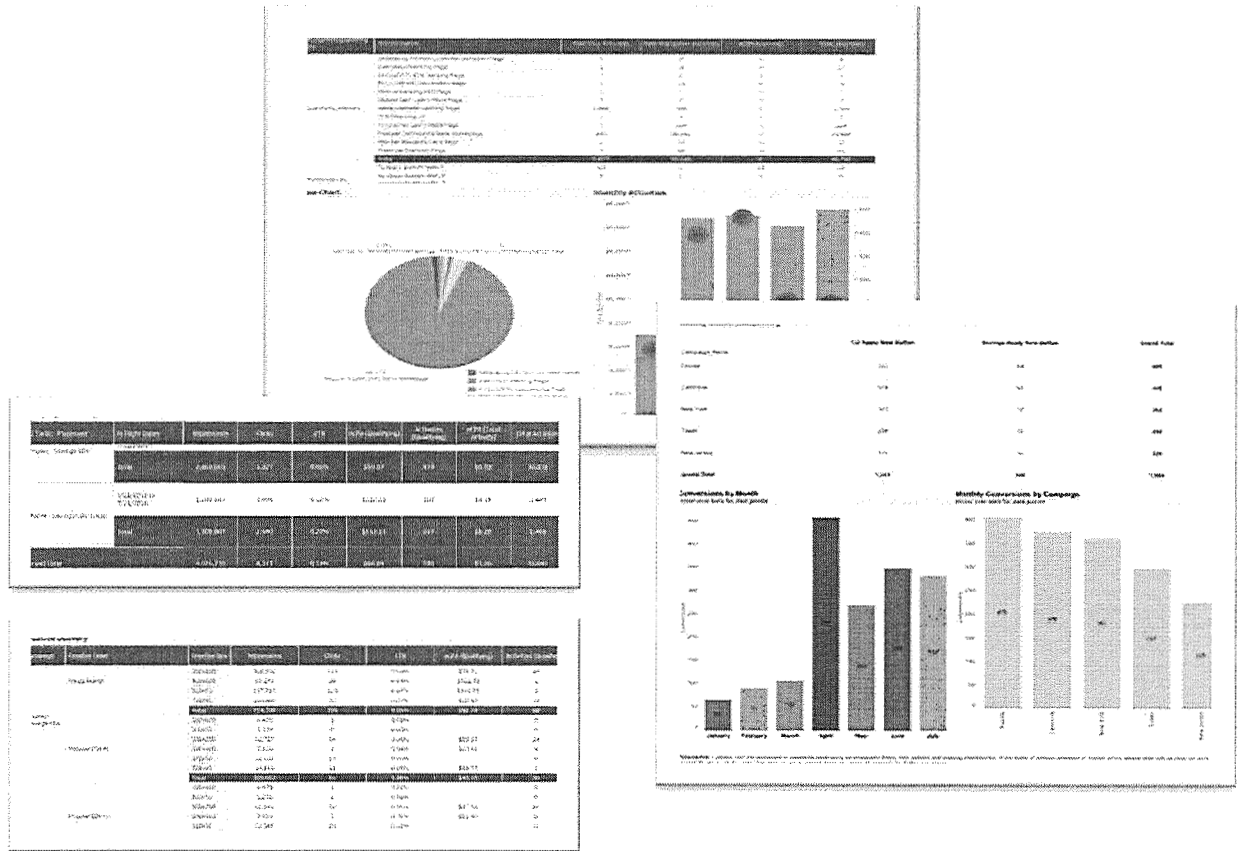
**Tech**

Internet  
Cell Phone  
Online Shopping



# ENLIVEN/ DCW MEDIA CAPABILITIES

**DATA AND DASHBOARD ACCESS IN REAL TIME**



# ENLIVEN/ DCW MEDIA CAPABILITIES

**TRUE ROAS  
WITH DIGITAL  
AD DELIVERY  
MATCH  
BACKS  
USING CRM**

Undergraduate Leads FY23	Lead Count	Match Count	Match Rate %	Graduate Leads FY23	Lead Count	Match Count	Match Rate %	UG+Graduate Leads FY23	Goal Totals	Match Count	Match Rate %
JUL	154	34	22.08%	JUL	18	8	44.44%	JUL	172	42	24.42%
AUG	228	110	48.25%	AUG	27	13	48.15%	AUG	255	123	48.24%
SEP	248	137	55.24%	SEP	21	13	61.90%	SEP	269	150	55.76%
OCT	171	82	47.95%	OCT	15	8	53.33%	OCT	186	90	48.39%
NOV	187	99	52.94%	NOV	22	11	50.00%	NOV	209	110	52.63%
DEC	162	96	59.26%	DEC	25	16	64.00%	DEC	187	112	59.89%
JAN	272	177	65.07%	JAN	12	7	58.33%	JAN	284	184	64.79%
FEB	216	127	58.80%	FEB	17	10	58.82%	FEB	233	137	58.80%
MAR	98	46	46.94%	MAR	6	5	83.33%	MAR	104	51	49.04%
APR			#DIV/0!	APR			#DIV/0!	APR	-	-	#DIV/0!
MAY			#DIV/0!	MAY			#DIV/0!	MAY	-	-	#DIV/0!
JUN			#DIV/0!	JUN			#DIV/0!	JUN	-	-	#DIV/0!
<b>Total</b>	<b>1736</b>	<b>908</b>	<b>52.30%</b>	<b>Total</b>	<b>163</b>	<b>91</b>	<b>55.83%</b>	<b>Total</b>	<b>1,899</b>	<b>999</b>	<b>52.61%</b>

### Undergraduate:

1,736 UG Leads were generated with 908 direct matches at a Match Rate of 52.30%\*\*

### Graduate:

163 Graduate Leads were generated with 91 direct matches at a Match Rate of 55.83%\*\*

**FY23 Total Leads to Date: 1,899**

**FY22 Total Leads Comparison: 1,757**

**FY23 continues to pace ahead of FY22 when comparing Total Leads to date!**

## ENLIVEN/ DCW MEDIA CAPABILITIES

**PRIMARY  
CONTACT**

**Enliven**  
Conor O'Flaherty  
Founder  
E: [coflaherty@enlivenagency.com](mailto:coflaherty@enlivenagency.com)  
P: 917-689-9631

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## ENLIVEN/ DCW MEDIA CAPABILITIES

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### REFERENCES

#### **Law School Admission Council**

Greg Stobb  
Director of Digital Marketing &  
Commerce  
E: [gstobb@lsac.org](mailto:gstobb@lsac.org)  
P: 617-504-3749

#### **Holy Family University**

Sherrie Madia  
Vice President Marketing and  
Communications  
E: [smadia@holyfamily.edu](mailto:smadia@holyfamily.edu)  
P: 267-341-3348

#### **Peirce College**

Joseph Guzzardo  
V.P., Integrated Marketing,  
Communications & Recruitment  
Strategies  
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P: 609-439-7433

#### **Manhattan College**

Lydia Gray  
Assistant Vice President for College  
Advancement Executive Director,  
Marketing & Communication  
E: [lydia.gray@manhattan.edu](mailto:lydia.gray@manhattan.edu)  
P: 718-862-7993

#### **Baker College**

Eileen Pecoraro  
Vice President of Marketing and  
Communications  
E: [epecor01@baker.edu](mailto:epecor01@baker.edu)  
P: 248-733-3639



# EXHIBIT A: PROPOSED SERVICES

ENLIVEN | DCW MEDIA

# A COMPREHENSIVE CREATIVE STRATEGY

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## CAMPAIGN PLAN:

- Expand reach and increase awareness of Truman as the number one public university in the Midwest
- Engage the audience through various social media channels and drive high-intent website traffic
- Increase visits and attendance at key on campus recruitment events
- Ultimately, drive recruitment of undergraduate and graduate students

## TARGET AUDIENCE:

- Prospective undergraduate & transfer students, their parents
- Prospective graduate students

## GEOGRAPHY:

- Prospecting – 250 mile radius around Truman
- Retargeting – state of Missouri

## FLIGHT DATES:

Undergraduate

Flight 1 - Aug, 2023 - Nov, 2023

Flight 2 - Dec, 2023 - May, 2024

Graduate

Aug, 2023 - May, 2024

## CORE BUDGET:

\$210,000

## OPPORTUNISTIC BRANDING:

\$75,000

## KPIS:

- Website traffic (Clicks, CTR)
- Lead generation and nurturing (Apply, Enroll & Visit website clicks)

## STRATEGY OVERVIEW AND RECOMMENDATIONS

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- We built out a core media strategy based on the current campaign goals and initial budgets provided.
- We suggest adding an additional "opportunistic budget" to increase brand awareness and SOV within the current activated markets being advertised to. Historical research and our experience with schools similar to Truman suggest a 30-40% branding budget. In the case of Truman, we suggest using a \$75,000 branding budget that would infuse this campaign with CTV/OTT that will serve streaming television ads and a digital radio plan that will include Spotify, Pandora, iHeart radio, and podcasts.
- We suggest deploying an online publication list to tackle the print portion of this plan. We have included a sample site list to reflect where digital ads will run across local publications.
- Upon receipt of a confirmed competitive list, we will apply additional IP targeting and geo-conquesting tactics as part of the core media plan.

# CORE STRATEGY OVERVIEW

## FLIGHTING STRATEGY:

Undergraduate

■ Focus on APPLY NOW goal. Additional activation of TikTok and Performance max.

■ Focus on ENROLL & VISIT goal. Continue only with Display, Meta and Google SEM.

Graduate

■ Two peak heavy-up periods – TBD

TACTICS/TIMING	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	Spend	% total	Units
	FLIGHT 1 – 65%					FLIGHT 2 – 35%							
Undergraduate	■	■	■	■	■	■	■	■	■	■	\$160,000	76%	11.5 mln +
Graduate	■	■	■	■	■	■	■	■	■	■	\$50,000	24%	2.9 mln +
<b>Total</b>											<b>\$210,000</b>		<b>14.5 mln+</b>

## REACH STRATEGY:

- Prioritize people-based targeting to maximize cost-efficiency by focusing on nurturing known leads.
- Additionally, leverage third-party audience segments from top providers as well as proprietary Meta and TikTok audiences to expand reach.
- Focus on targeting students with GPA 3+ as the core demo for recruitment.

## GEO STRATEGY:

- Undergraduate – 250-mi radius
- Graduate – 30-mi radius

Retarget website visitors across the state

# KEY STRATEGY POINTS

We have developed a comprehensive media and creative strategy with focus on the lower funnel.

## STRATEGIC SUGGESTIONS:

- Streamline and consolidate budgets within each channel. Prioritize automated KPI-based budget allocation between tactics, programs and creatives.
- Emphasize people-based targeting and list matching to maximize effectiveness.

## MEDIA MIX:

### Mid funnel:

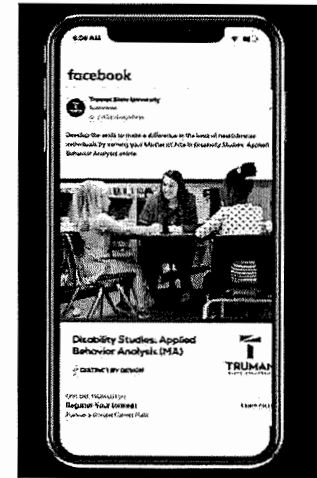
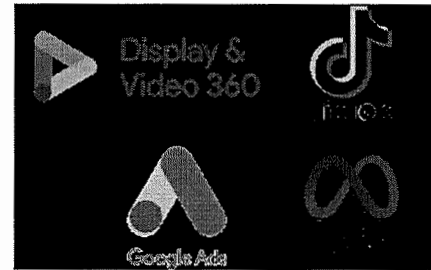
- Programmatic Display (focus on People-based and Retargeting) - 38%
- TikTok - 7%

### Bottom funnel:

- Meta Ads - 34%
- Google SEM - 14%
- Performance Max - 7%

## RESEARCH-DRIVEN INSIGHTS

- The campaign targeting, inventory and media channels align perfectly with audience and market research findings.
- We will leverage competitor research to target competitor keywords in Google SEM, in addition to other keyword groups.









## COMPLEMENTARY MEDIA STRATEGY

- Guide the audience down the funnel across multiple platforms.
- Drive interest with display and video assets.
- In turn, fuel Google SEM and drive direct conversions.

# AUDIENCE PROFILE

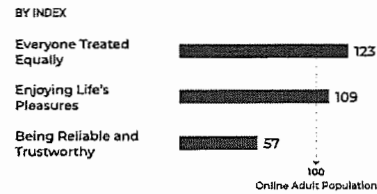
## DEMOGRAPHIC HIGHLIGHTS

% COMPOSITION for highest indexing

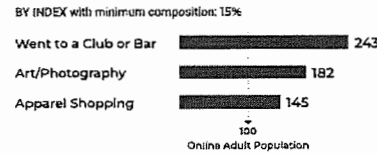
-  **49% are Male**
-  **44% are 18-24 Years of Age**  
Mean & Median unavailable
-  **20% with Household Income of <\$25k**  
Mean & Median unavailable
-  **33% with Some College**
-  This insight does not have statistically significant data.
-  **69% do not have Children Under Age 18**

## MOTIVATIONS & LIFESTYLE HIGHLIGHTS

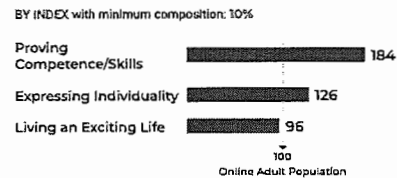
### Top Personal Values



### Top Hobbies



### Top Psychological Drivers



## AUDIENCE PROFILE PARAMETERS:

- Geography > Missouri
- Life stages > Soon to attend school to obtain Bachelor's or Master's

## RECOMMENDATION:

- Highlight how Truman can help your target audience realize their key values and drivers, such as **enjoying life's pleasures, proving competence, expressing individuality and living an exciting life.**

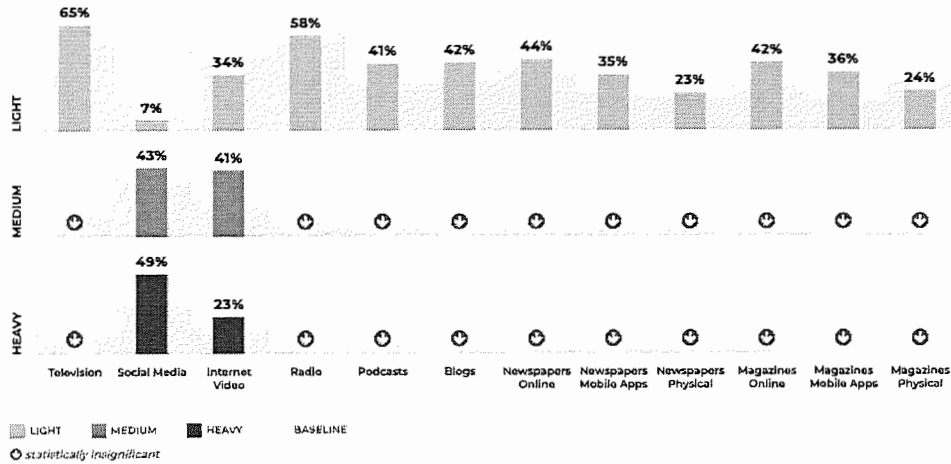
# MEDIA PREFERENCES

We will leverage heavy use of social media and deliver ads across Meta ecosystem and on TikTok.

By using Performance max strategy, we will deliver YouTube ads and capitalize on increased consumption of internet video.

## Overall Engagement

% COMPOSITION



resonate



# MEDIA CONSUMPTION

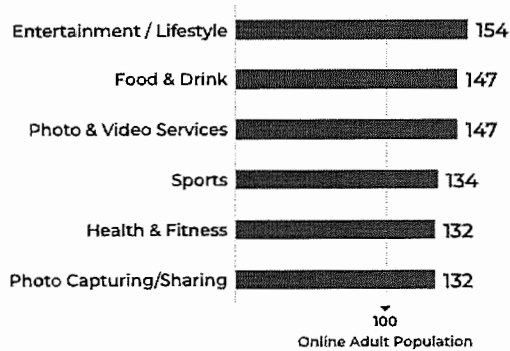
We will prioritize Display delivery on **Entertainment, Food & Drink, Photo and Sports apps** to appear on app categories most frequently used by our target audience.

## Top Apps By Category

BY INDEX with minimum composition: 10%


### ENTERTAINMENT / LIFESTYLE

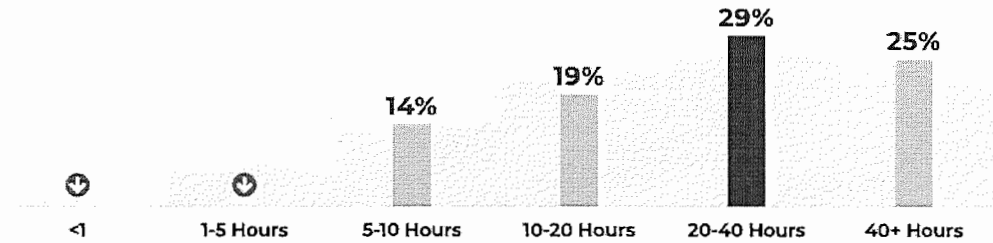
INDEX **154**  % COMPOSITION **40%**



## Hours Online Per Week





% COMPOSITION

 Online Adult Population



## Top Social Media Networks

BY INDEX with minimum composition: 10%

	Snapchat	252
	TikTok	199
	Discord	180
	Twitter	162



# ALIGNING AUDIENCES TO OFFERINGS

---

Ensuring each audience has a resonating message, **we recommend creative messaging be tailor per audience** and offer that best aligns.

We will **optimize towards best performing creative** and leverage learning to build and test look-alike and new audience profiles.

## Display

Use **visually engaging banners**.

Highlight **key college benefits** and **online degree opportunities**.

Retarget website visitors with **personalized program-oriented ads**.

## TikTok

**Short, vibrant, and engaging videos**.

Capture **campus life and events**.

Ensure ads look natural and **mimic platform organic content**.

## Meta

Showcase diverse academic **opportunities and programs with Carousel ads**.

Featuring positive reviews, **testimonials** or alumni success stories on **Story ads**.

Incorporate **storytelling approach** to build positive brand sentiment.

## Google SEM

**Align ad copies with keywords**.

Utilize **extensions**, such as sitelinks or callouts, to provide additional information and enhance visibility.

## Performance max

Experiment with multiple ad variations and formats, such as **text, video and image**.

Launch ads to appear across **YouTube, Display, Search, Discover, Gmail, and Maps**.

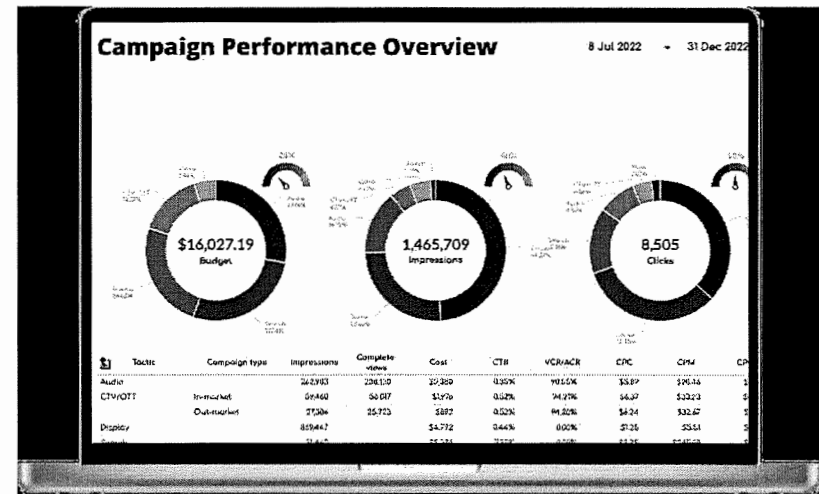
# CAMPAIGN REPORTING

DCW provides fully customizable, flexible & informative, in-campaign and post-campaign reporting.

We will deliver a robust analytics report that details a combination of metrics specific to primary KPIs as well as the secondary KPIs of website traffic, funnel performance, customer profiles, geography, vertical assessments, channel and content performance.

We tailor our reporting to each goal or campaign and have the means to include all the data you need.

**Our reporting comes in two available formats: regularly updated dashboards and post-campaign presentation reports.**



# EXHIBIT C: PRICING

ENLIVEN | DCW MEDIA

# UNDERGRADUATE DETAILED MEDIA PLAN

Undergraduate											
Flight 1 - Aug, 2023 - Nov, 2023											
August 1, 2023	November 30, 2024	250 mile radius around Truman State University; Retargeting: Missouri state	Programmatic Display	People-based; Prospecting: Prospective undergraduate & transfer students with GPA 3.25+ and Parents; Retargeting	Video: 15s or :30s	Desktop, Mobile, Tablet	CPM	5,384,615	\$6.50	\$35,000.00	
August 1, 2023	November 30, 2024	250 mile radius around Truman State University; Retargeting: Missouri state	Meta	People-based; Prospecting: Prospective undergraduate & transfer students with GPA 3.25+ and Parents; Retargeting	Image / video	Primarily Mobile	CPC	5,000	\$6.00	\$30,000.00	
August 1, 2023	November 30, 2024	250 mile radius around Truman State University; Retargeting: Missouri state	TikTok	Prospecting: Prospective undergraduate & transfer students and Parents; Retargeting	video :5s-:60s	Primarily Mobile Devices	CPM	2,500,000	\$6.00	\$15,000.00	
August 1, 2023	November 30, 2024	250 mile radius around Truman State University; Retargeting: Missouri state	Google SEM	Keyword-based	Text ads	Desktop, Mobile, Tablet	CPC	1,667	\$6.00	\$10,000.00	
August 1, 2023	November 30, 2024	250 mile radius around Truman State University; Retargeting: Missouri state	Performance max	Prospecting: Prospective undergraduate & transfer students and Parents; Retargeting	Image / video /text ads	Desktop, Mobile, Tablet	CPC	1,042	\$14.40	\$15,000.00	
								<b>Flight subtotal:</b>	<b>7,892,324</b>		<b>\$105,000.00</b>
Flight 2 - Dec, 2023 - May, 2023											
December 1, 2023	May 31, 2024	250 mile radius around Truman State University; Retargeting: Missouri state	Programmatic Display	People-based; Prospecting: Prospective undergraduate & transfer students with GPA 3.25+ and Parents; Retargeting	Video: 15s or :30s	Desktop, Mobile, Tablet	CPM	3,692,308	\$6.50	\$24,000.00	
December 1, 2023	May 31, 2024	250 mile radius around Truman State University; Retargeting: Missouri state	Meta	People-based; Prospecting: Prospective undergraduate & transfer students with GPA 3.25+ and Parents; Retargeting	Image / video	Primarily Mobile	CPC	3,667	\$6.00	\$22,000.00	
December 1, 2023	May 31, 2024	250 mile radius around Truman State University; Retargeting: Missouri state	Google SEM	Keyword-based	Text ads	Desktop, Mobile, Tablet	CPC	1,500	\$6.00	\$9,000.00	
								<b>Flight subtotal:</b>	<b>3,697,474</b>		<b>\$55,000.00</b>
								<b>Subtotal:</b>	<b>11,589,798</b>		<b>\$160,000.00</b>

# GRADUATE DETAILED MEDIA PLAN

Graduate											
August 1, 2023	May 31, 2024	30 mile radius around Truman State University; Retargeting: Missouri state	Programmatic Display	People-based; Prospecting: Prospective graduate students; Retargeting	Desktop: 300x250; 300x600; 728x90 Mobile: 300x50; 320x50	Desktop, Mobile, Tablet	CPM	2,928,258	\$6.83	\$20,000.00	
August 1, 2023	May 31, 2024	30 mile radius around Truman State University; Retargeting: Missouri state	Meta	People-based; Prospecting: Prospective graduate students; Retargeting	Image / video	Primarily Mobile	CPC	3,175	\$6.30	\$20,000.00	
August 1, 2023	May 31, 2024	30 mile radius around Truman State University; Retargeting: Missouri state	Google SEM	Keyword-based	Text ads	Desktop, Mobile, Tablet	CPC	1,587	\$6.30	\$10,000.00	
								<b>Subtotal:</b>	<b>2,933,020</b>		<b>\$50,000.00</b>

# OPPORTUNISTIC BRANDING

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## CTV/OTT AND DIGITAL RADIO AND PODCASTS

Branding											
August 1, 2023	November 30, 2023	250 Mile Radius around Truman State University	CTV/OTT	Streaming TV Ads	:15 + :30	Desktop, Mobile, Tablet	CPM	2,272,727	\$22.00	\$50,000.00	
August 1, 2023	November 30, 2023	250 Mile Radius around Truman State University	People Based Audio	Digital Radio & Podcasts	:15 + :30; 300x250 companion banner	Desktop, Mobile, Tablet	CPM	1,562,500	\$16.00	\$25,000.00	
								<b>Subtotal:</b>	<b>3,835,227</b>		<b>\$75,000.00</b>

E

**CREATIVE DEVELOPMENT AND PRODUCTION FEES**

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<b>TRUMAN STATE UNIVERSITY CREATIVE DEVELOPMENT AND PRODUCTION FEES</b>		<b>Fees</b>
Digital Display Advertising Development and Production		\$4,500
Social Media Advertising Development and Production		\$4,500
Video Advertising Development and Production		\$12,000
Radio Advertising Development and Production		\$3,300
	<b>TOTAL FEES</b>	<b>\$24,300</b>

# APENDIX A (CERTIFICATION)

ENLIVEN DCW MEDIA



# TRUMAN STATE UNIVERSITY PROPOSAL CERTIFICATION

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In compliance with this RFP document, Project No. SP23-32 Marketing 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.

*Conor O'Flaherty*

AUTHORIZED SIGNATURE

7/13/23

DATE

Conor O'Flaherty

PRINT NAME

Founder

TITLE

Enliven Agency, LLC

COMPANY

84-3445621

FEDERAL TAX ID NO.

244 Madison Avenue, Suite 1220  
New York, NY, 10016

ADDRESS

1 (917) 689-9631

TELEPHONE NUMBER

coflaherty@enlivenagency.com

EMAIL

enlivenagency.com

WEBSITE

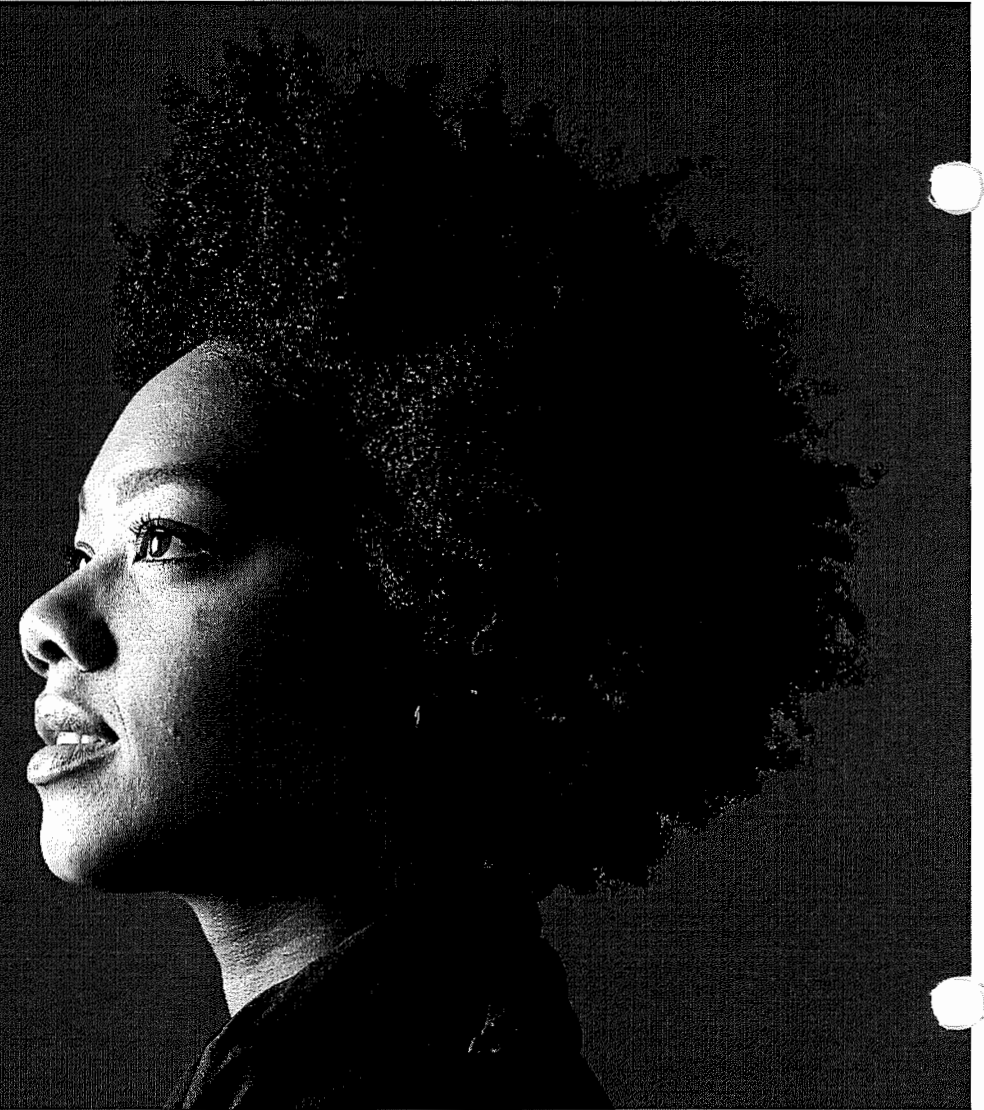
E

**APPENDIX B  
(OUR CREATIVE WORK)**

**ENLIVEN** **DCW MEDIA**



WASHINGTON  
& JEFFERSON  
COLLEGE



**Founded Here.**

## FOUNDED HERE

Washington & Jefferson College (W&J)—one of America's oldest and most distinguished liberal arts institutions—tasked Enliven with developing a new brand to communicate its vision, increase its relevance among prospective students, and modernize the way we think about the liberal arts.

Enliven approached this challenge by working closely with W&J leadership. This qualitative approach allowed us to uncover and understand the tenets of a W&J education, which is focused on providing a highly-customized and intellectually-engaging student experience to develop professionals of uncommon integrity. To bring this unique educational experience to life, Enliven created “Founded Here”—a powerful Brand Platform that plays off the Founding Fathers and positions the school as a catalyst for personal, professional, and ethical growth.

To further embolden the brand, Enliven also developed a new identity system for W&J. The new identity is rooted in the history of the college through the depiction of W&J's iconic Old Main building. The traditional imagery is retained in a shield retaining shape and offset by a smart and modern sans serif font that ensures the brand is firmly pointed towards a bright future.

E



## The Four Pillars of a Revolutionary Student Experience



W&J graduates are valued by leading employers and top graduate schools for their professional readiness, leadership potential, and uncommon integrity.

**Customized Journeys**

**Intellectual Engagement**

**Professional Readiness**

**Ethical Leadership**



# Founded Here.



**WASHINGTON  
& JEFFERSON  
COLLEGE**



WASHINGTON  
& JEFFERSON  
COLLEGE



WASHINGTON  
& JEFFERSON  
COLLEGE



WASHINGTON  
& JEFFERSON  
COLLEGE

### 3.0 > Primary Color Palette

Next to our logos, color is the most recognizable aspect of our brand and one we heavily rely on to tell our story.

Our Primary Color Palette is high-contrast and predominantly driven by W&J Red – a symbol of our passion for developing ethical leaders.

Using our colors appropriately is one of the easiest ways to make sure our materials reflect a cohesive W&J brand image and visual story.

#### W&J Red

Pantone® 1807 C

RGB 164 52 58

HEX #A4343A

CMYK 3 90 65 28

#### Black

RGB 0 0 0

HEX #000000

CMYK 0 0 0 100

#### White

RGB 255/255 255

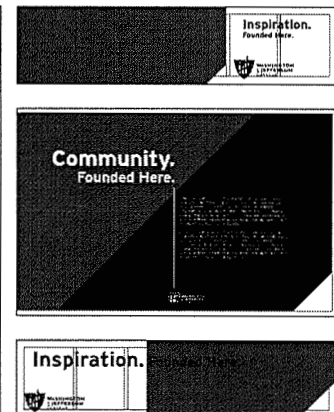
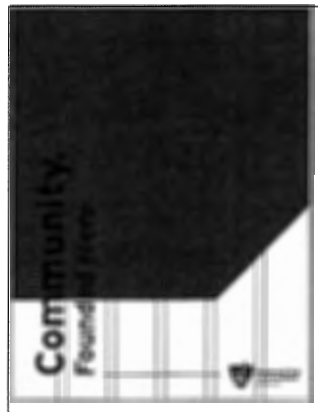
HEX #FFFFFF

CMYK 0/0/0/0

### 3.0 > Graphic Elements

Presented here are additional design grids, highlighting the expansive configurations available within W&J's look feel.

These compositions aren't predetermined/approved layouts, but are designed to showcase the multitude of paths that can be taken to structure our communications within a set look feel that doesn't fall victim to repetition.





10:27  
washjeff.edu

WASHINGTON & JEFFERSON COLLEGE

## Where Changemakers Get Their Start

From learning to hands-on experience to leadership, your future success is founded here.

**Apply**  
Apply now for 2022.  
See if you are eligible for W&J's Thrive Scholarship.

WASHINGTON & JEFFERSON COLLEGE

WASHINGTON & JEFFERSON COLLEGE

**Founded Here.**

WASHINGTON & JEFFERSON COLLEGE

WASHINGTON & JEFFERSON COLLEGE

**Founded Here.**

WASHINGTON & JEFFERSON COLLEGE

**Founded Here.**

WASHINGTON & JEFFERSON COLLEGE

**Kenny Nguyen**  
**INFINITE THREADS**

**Leadership.**

WASHINGTON & JEFFERSON COLLEGE

UNIVERSITY OF  
UND NORTH DAKOTA.

# LEADERS IN ACTION





## LEADERS IN ACTION

Facing budget constraints, increased regional competition and mounting public skepticism regarding the value of a liberal arts education, the University of North Dakota [UND] needed to regain control of its brand narrative and shift perceptions by expressing the true value of its comprehensive educational experience.

Following months of brand research, stakeholder surveys, leadership interviews and focus groups, we uncovered a significant brand truth: UND graduates are in perpetual demand because they are prepared and committed to working hard, making an impact and leading.

The resulting Leaders in Action brand platform encapsulated not only the hardworking spirit of North Dakotans, but the profound leadership skills obtained through a liberal arts education.

By pairing the leadership and critical thinking skills taught by the liberal arts with the hands-on, experiential approach to research and discovery, Leaders in Action effectively captured the impact of a UND education.



## OUR BRAND PILLARS



### NORTH DAKOTA

We take great pride in our history, community, work ethic and resiliency. These are the values we share with North Dakota. Once a part of UND, always a part of UND.



### DOERS

We meet adversity head-on, roll up our sleeves and get the job done. We lead not by telling, but by doing.



### READY

We equip our students with a skill-set to lead in life; our hands-on, professional curriculum is strengthened by the Liberal Arts to develop dynamic leaders.



### IMPACT

We believe in action and tangible outcomes. Our groundbreaking research, economic impact and the great successes of our alumni are a testament to our belief that results matter.

## OUR BRAND PLATFORM

# LEADERS IN ACTION



UNIVERSITY OF  
NORTH DAKOTA.

## SECONDARY LOGO TAGLINE LOCKUPS

### VERTICAL LOGOTYPE

Presented to the right is our vertical logotype locked with the External Brand Promise.



### FLAME LOGO, VERTICAL & HORIZONTAL (FOR INTERNAL USE ONLY)

Presented to the right is our UND flame logo locked with the External Brand Promise in vertical and horizontal orientations.



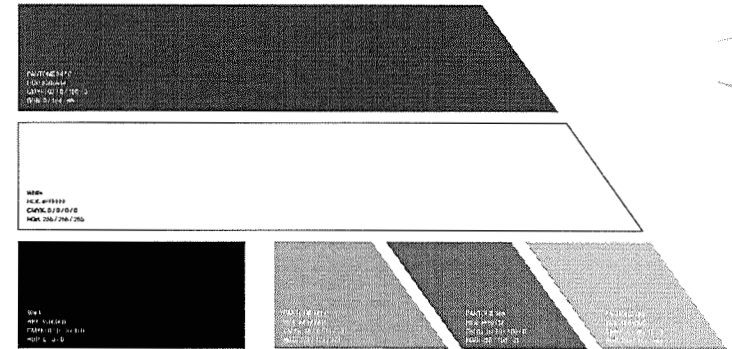
## BRAND IDENTITY SYSTEM

### COLOR PALETTE

UND's primary and secondary color palette is presented to the right in their respective Pantone, CMYK, RGB & Hex values.

As secondary colors, UND Orange and Pink are used for specific purposes only. UND Orange may only be applied to the Eternal Flame as part of the University mark, while UND Pink may only be used for ceremonial purposes.

Use only the electronic files for reproduction and only the approved color specifications shown here.



## BRAND IDENTITY SYSTEM

### FORWARD ARROW

The Forward Arrows reflect a student's journey to excellence. Always pointing forward, this graphic element is used to highlight the visual impact of background content and photography.

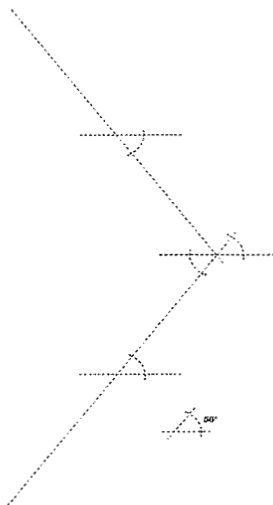
Forward Arrows are composed of 56° angles. Arrows are symmetrical and always point to the right, showing forward movement. They scale across the canvas with light opacity.

PANTONE 421 C  
HEX #A6A6A6  
CMYK: 12/12/11/26  
RGB: 166/166/174

The Grey Forward Arrow is used on colors and photos that are light.

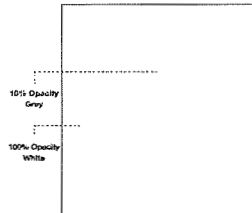


The White Forward Arrow is used on colors and photos that are dark.

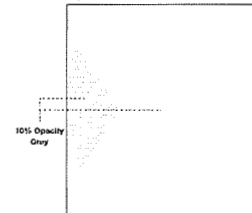


### GREY FORWARD ARROW

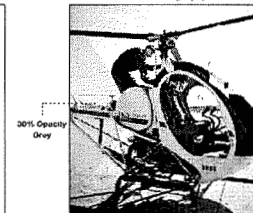
#### Flat Forward Arrow



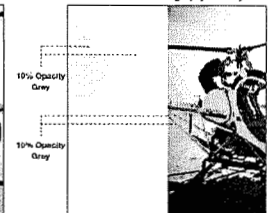
#### Layered Forward Arrow



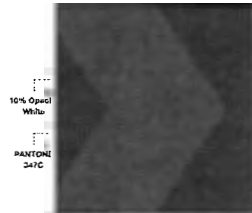
#### Forward Arrow on Photography



#### Forward Arrow on Photography with Layout

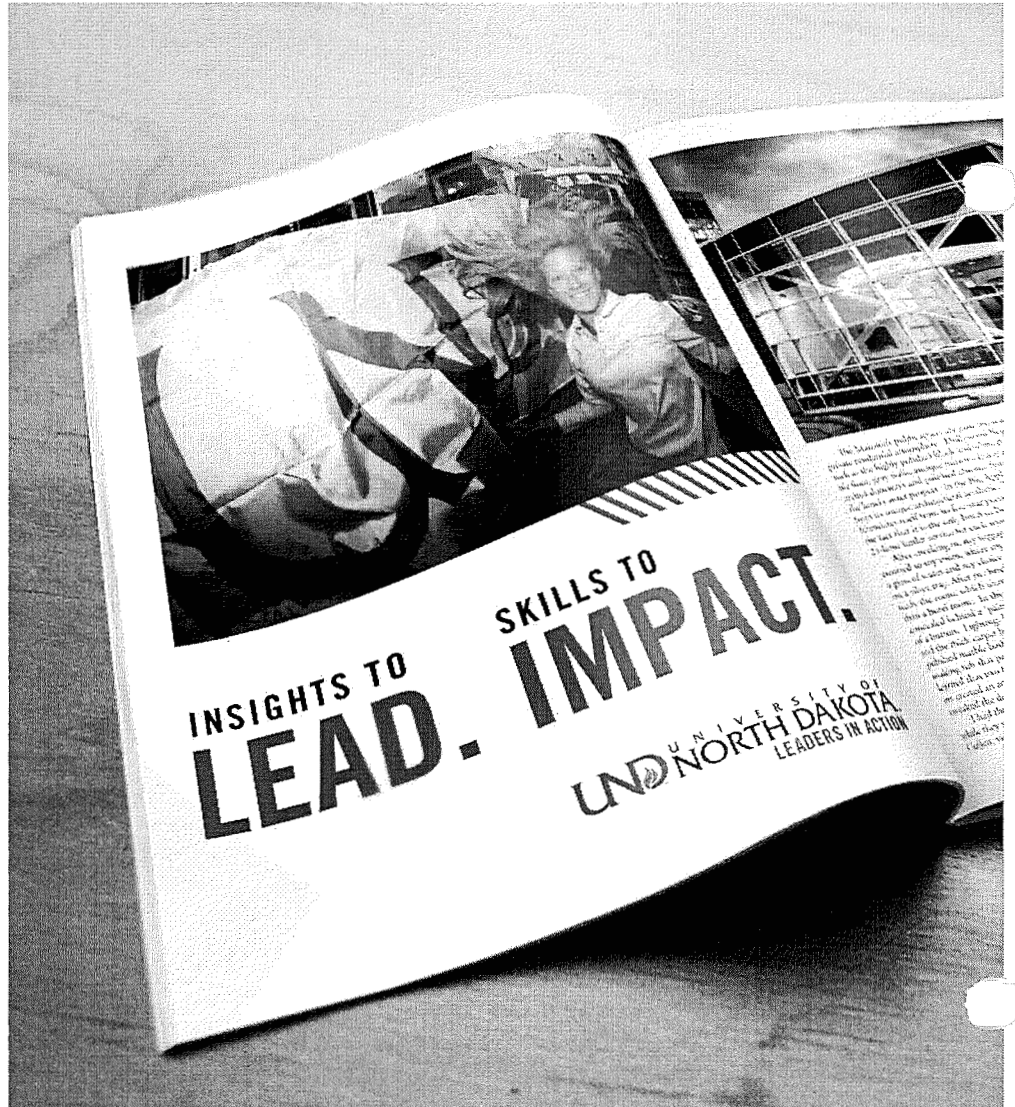
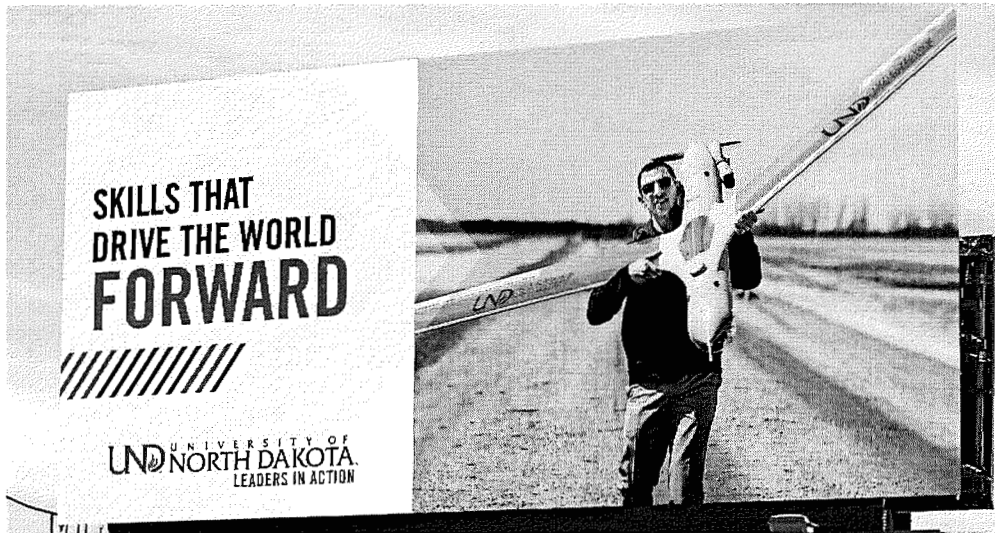


### WHITE FORWARD ARROW



#### Cascading Forward Arrow







**GENESE0**

THE STATE UNIVERSITY OF NEW YORK

**Embrace the Exceptional**

## EMBRACE THE EXCEPTIONAL

SUNY Geneseo partnered with our team to establish a differentiating university-wide brand platform and evolve its identity in a manner which raises awareness and unites stakeholders by communicating the school's academic standing and unique public liberal arts experience. Geneseo leadership undertook this rebrand to enable the school to stand out on two distinct competitive fronts: within the SUNY system and among a high-achieving group of private liberal arts colleges.

Following extensive research and collaboration with Geneseo leadership, we built the Geneseo brand around four core pillars: supportive community, global citizenship, higher expectations and exceptional outcomes. These elements served as the foundation for the "Embrace the Exceptional" brand platform, which communicates Geneseo's welcoming community, high-achieving students and its dynamic liberal arts curriculum.

To further elevate the brand, our team enhanced the Geneseo identity by developing a new icon to pair with the institution's existing wordmark. This new icon provides a visual medium for Geneseo to communicate its longstanding history of academic excellence through a classic higher education aesthetic.





SUNY GENESEO BRAND PILLARS /

A SUPPORTIVE  
COMMUNITY

GLOBAL  
CITIZENSHIP

HIGHER  
EXPECTATIONS

EXCEPTIONAL  
OUTCOMES

SUNY GENESEO BRAND PLATFORM /

Embrace  
the Exceptional



**GENESEO**

THE STATE UNIVERSITY OF NEW YORK

### STURGES CLOCK

Set at 9:13, representing September 13, opening day for the institution nearly 150 years ago.



### STURGES HALL

The tower of Geneseo's most iconic building, facing into each morning's rising sun.

### FOUNDING DATE

The year in which students first attended classes at Geneseo.

### SHIELD SHAPE

Inspired by shields in campus architecture, as well the Knights' athletic logo.

### GENESSEE VALLEY

The rolling landscape of the neighboring river valley is represented, with the embracing nature of the graphic evoking the College's strong sense of community.



**GENESEO**  
THE STATE UNIVERSITY OF NEW YORK



**GENESEO**  
THE STATE UNIVERSITY OF NEW YORK



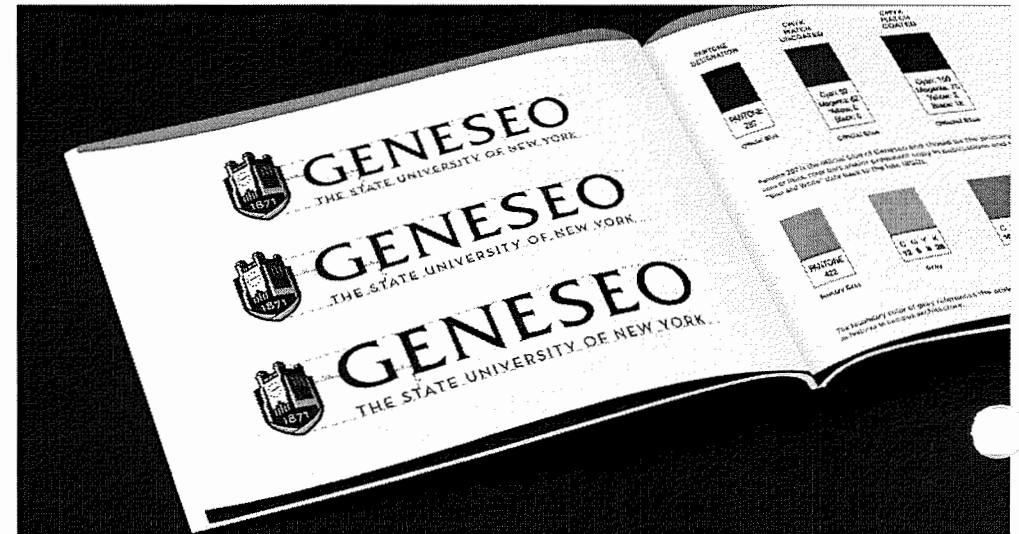
**GENESEO**  
THE STATE UNIVERSITY OF NEW YORK



**GENESEO**  
THE STATE UNIVERSITY OF NEW YORK



**GENESEO**  
THE STATE UNIVERSITY OF NEW YORK







**GENESEO**  
THE STATE UNIVERSITY OF NEW YORK

Building 229 • 1 College Circle • Geneseo, NY 14454

Phone: 585.245.5555 • Fax: 585.245.5555

Email: [office@geneseo.edu](mailto:office@geneseo.edu)

Web: [www.geneseo.edu/office\\_name](http://www.geneseo.edu/office_name)

Department or Office Name



**GENESEO**  
THE STATE UNIVERSITY OF NEW YORK

Department of Languages and Literatures  
College Hall 209 • 1 College Circle • Geneseo, NY 14454



**GENESEO**  
THE STATE UNIVERSITY OF NEW YORK

First and Last Name, Ph.D.

Title Line 1

Title Line 2

585.245.5555 (C) • 585.245.5555 (F) • 585.245.5555 (B)

Building 229 • 1 College Circle • Geneseo, NY 14454

[office@geneseo.edu](mailto:office@geneseo.edu) • [www.geneseo.edu/department](http://www.geneseo.edu/department)



**SEIZE**  
**THE SUMMER AT**  
**HUNTER COLLEGE**

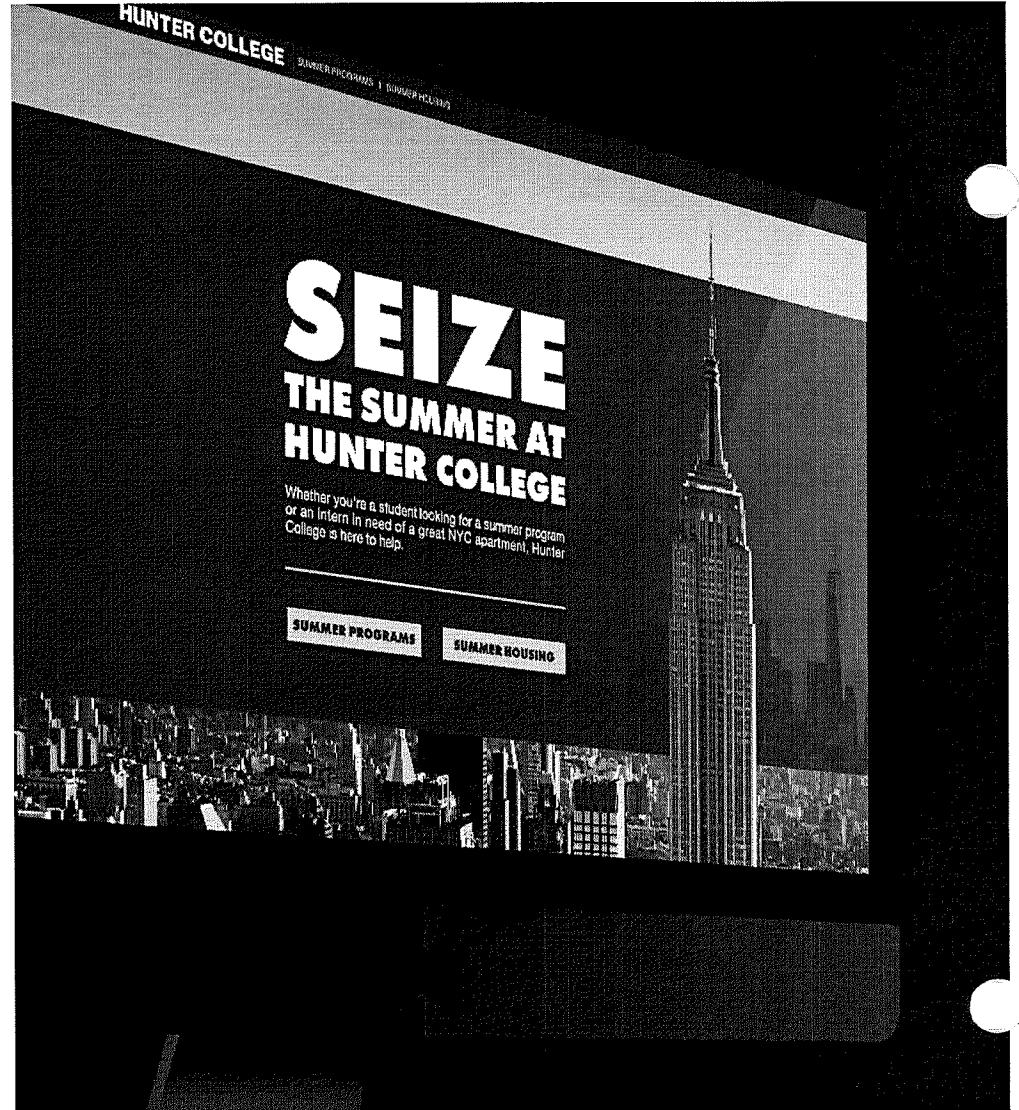
## SEIZE THE SUMMER

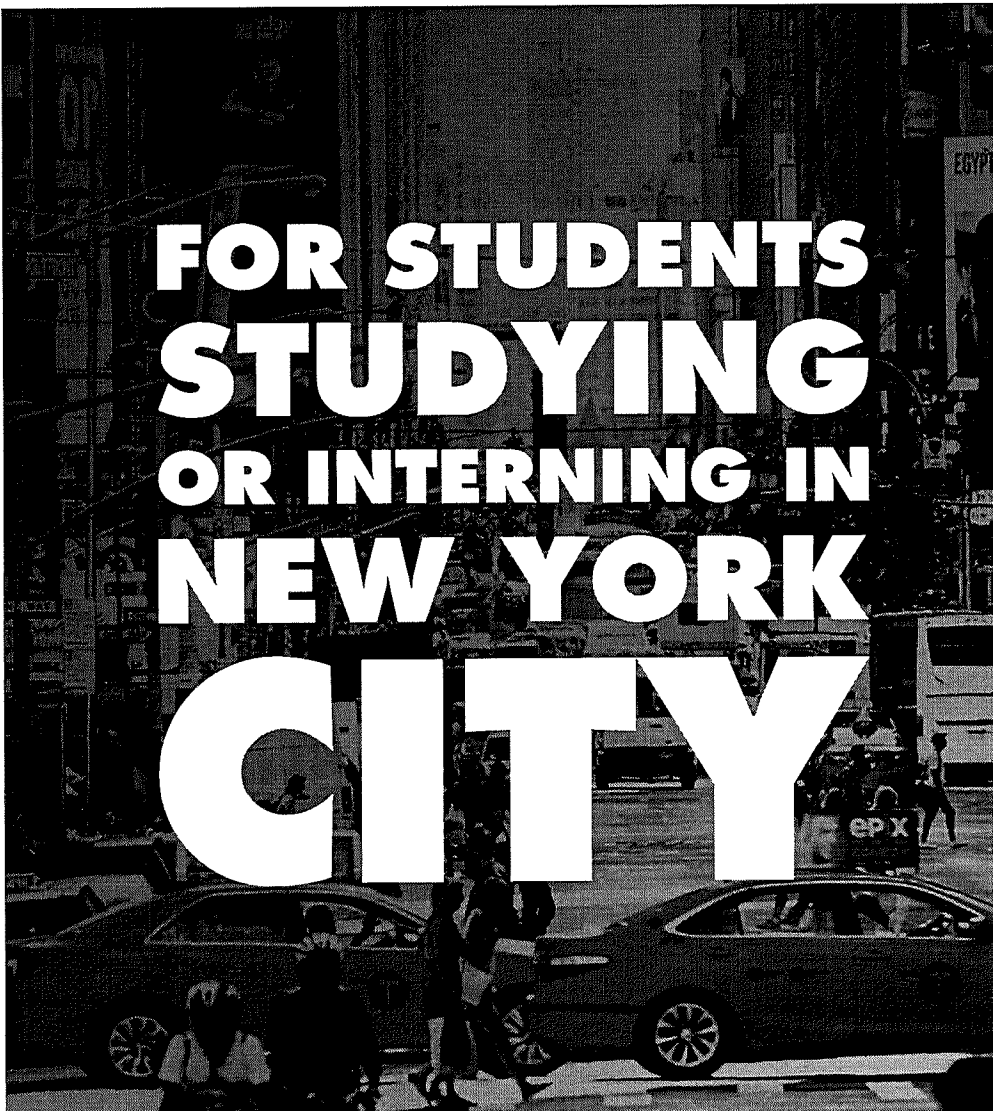
Hunter College, a public university located in the heart of Manhattan, needed a comprehensive digital advertising campaign to increase summer enrollment among visiting (non-degree) students by 10%. The campaign needed to not only engage, but educate, this demographic of Hunter's new boutique-style student apartments and the various programs provided during the summer months.

Through our Seize the Summer campaign we crafted a narrative that put prospective students in the heart of New York City. Featuring a bold look and New York tone, the campaign leveraged iconic city landmarks and settings that transform Hunter's Campus into all that New York City has to offer, including Central Park and the world's best museums, theaters and galleries. By positioning Hunter's Summer Program as an opportunity to experience all that New York has to offer, we were able to transcend the routine messaging commonly associated with summer programs to break through the clutter in a highly competitive market.

E







**FOR STUDENTS  
STUDYING  
OR INTERNING IN  
NEW YORK  
CITY**

FRAME 1



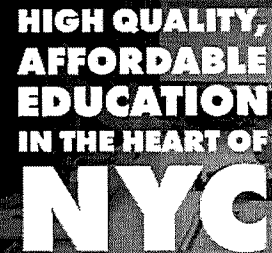
**SEIZE  
THE SUMMER AT  
HUNTER  
COLLEGE**

FRAME 2



**SO CONVENIENT  
WE HAVE  
OUR OWN  
SUBWAY STOP**

FRAME 3



**HIGH QUALITY,  
AFFORDABLE  
EDUCATION  
IN THE HEART OF  
NYC**

FRAME 4



**HUNTER**  
The City University of New York  
**SUMMER SESSIONS**  
**APPLY NOW**

# APPENDIX C (OUR MEDIA WORK)

ENLIVEN | DCW MEDIA



**OUR  
WORK**



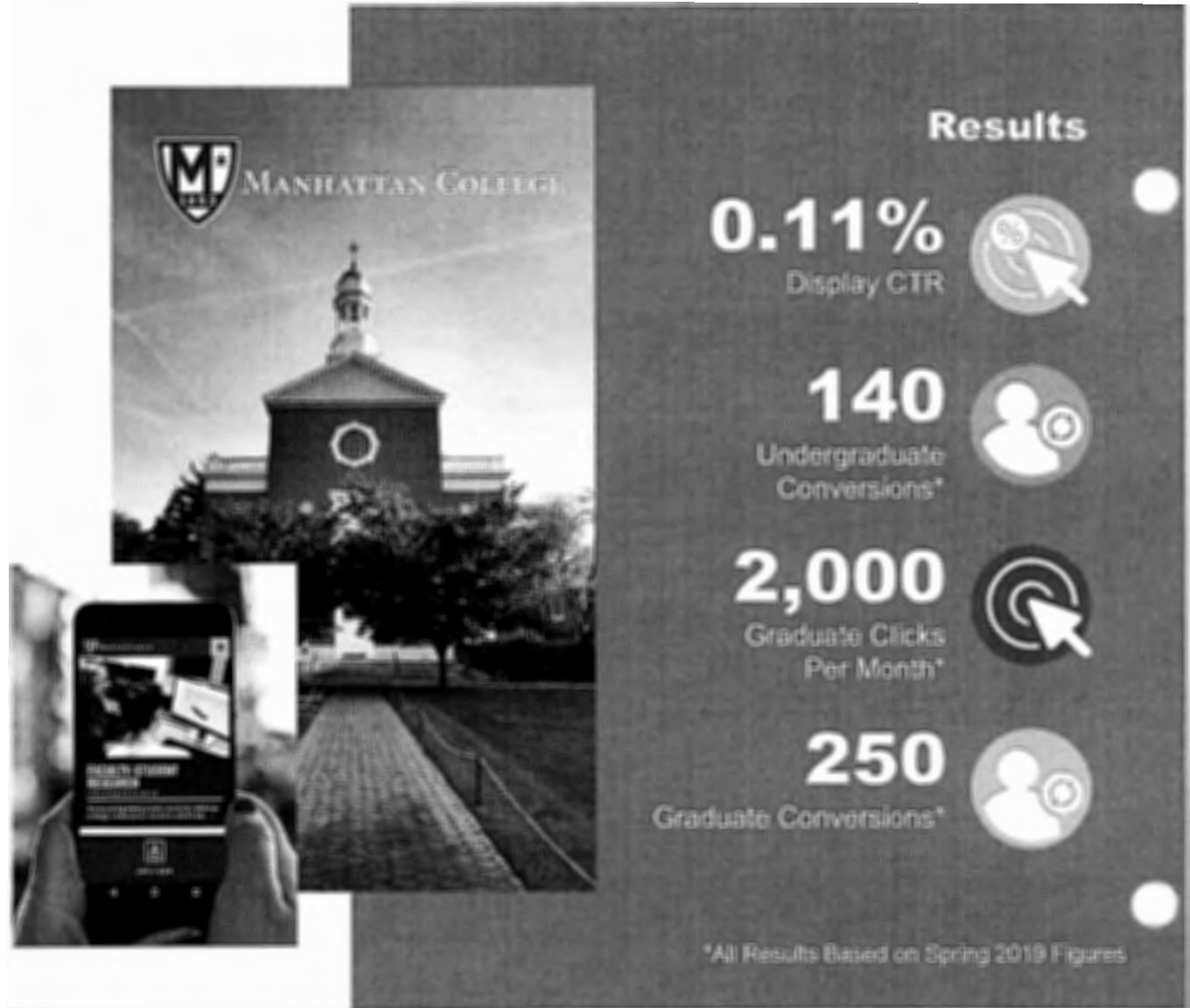
## Project Overview

A client since 2015, Manhattan College relies on us to drive brand awareness, website traffic, engagement, inquiries and applications for their graduate and undergraduate programs.

## Our Approach

We utilize a variety of tactics, including Display, Mobile In-App, Google Search, Facebook, and Pandora based on specific KPY, program, time of year and audience.

**DCW MEDIA**





## Project Overview

Grinnell College first partnered with us to drive awareness; however, due to our initial success, the ask evolved to focus on increasing enrollment.

## Our Approach

We developed a media strategy comprised of Print, Digital & Digital Radio with strategic flighting to increase awareness and ultimately enrollment. Grinnell's campaign featured High Impact Print Issues, Audio Everywhere Digital Radio Ads with companion banners, and Digital tactics including Cross-device Display, Mobile Web, Mobile In-App, Native In-Stream, Instagram Facebook, Pre-roll Video, SEM & Publisher direct buys of high impact units.





## Project Overview

The University of Scranton entrusted us to increase awareness and drive potential graduate and undergraduate students to their site in hopes of increasing enrollment.

## Our Approach

To drive website traffic and interest, we deployed a Hyper Local campaign comprised of Display Banners, Social Ads (Facebook, Instagram, and Snapchat), Google Paid Search Ads (SEM), and CTV/OTT to target college bound teens, parents of prospective students, transfers, and college seniors or recent graduates looking at graduate studies.





## Project Overview

New Jersey City University (NJCU) was looking to increase brand awareness and drive enrollment throughout New Jersey with a specific focus on 6 target counties, including Monmouth County—the future home of a new NJCU campus.

## Our Approach

NJCU's diverse student body necessitated the development of a multi-touchpoint media mix targeting all key demographics. The resulting campaign featured geotargeted and geofenced bilingual placements across strategic outdoor locations, Digital Radio (Pandora), Print, Digital and Cable TV in key counties.



### Results

<b>350%</b> Increase in Exposure YOY	
<b>47%</b> Increase in Website Traffic YOY	
<b>92%</b> Increase in RFIs YOY	

## Project Overview

Mercy College sought to drive leads and applications—specifically among adults 21-34 living and working in NYV, Westchester, and Fairfield County—for their new one-year MBA Program,

## Our Approach

We employed a highly targeted campaign, which leaned heavily on Outdoor placements (bus shelters, highway billboards, etc.), Print (Daily News, NY Times, USA Today), and Digital Radio (Pandora) to raise awareness across Mercy's key markets and among their key demos.



### Results

- 575%** Increase in Website Traffic\* 
- 5,400+** Inquiries\* 
- 3X** Enrollment\* 

\*Results Based on 5-month Campaign (July-Dec 2018)

## ENLIVEN AGENCY, LLC AND DCW MEDIA: TRUMAN STATE UNIVERSITY TEAM

**Conor O'Flaherty, Founder:** Founder of Enliven and a proven leader in strategic brand development with a 16-year track record creating/managing brands for leading clients across education and sports, including: Manhattan College, Purdue University Fort Wayne, Baker College, Peirce College, SUNY Geneseo, Lewis University, US Youth Soccer, Breeders' Cup, Fan Controlled Sports & Entertainment and Churchill Downs.

**Project Role:** Strategic lead serving as the bridge between brand strategy and creative development to ensure all Truman State University campaign creative aligns fully with the brand's positioning and unique student experience.

**Chris Chilcote, Client Services Director:** With over 14 years of marketing experience, Chris offers unparalleled leadership, strategic vision, and project management expertise for our partnerships. With a specialization in digital and higher education marketing, Chris has collaborated with institutions such as UC Davis, Ohio State University, University of Michigan, Lynn University, University of Toledo, Manhattan College, and Buena Vista University.

**Project Role:** Day-to-day project lead who will serve as primary contact for Truman State University.

**Jonathan Hans, Copywriter:** As Copywriter for Truman State University, Jon brings together the discipline of a seasoned branding professional with the creative acumen of an agency copywriter which has enabled him to lead strategic brand development initiatives on behalf of a wide variety of clients over his 13-year career including: Ticketmaster, Colgate University, University of North Dakota, and the Atlanta Braves.

**Project Role:** Copywriter tasked with crafting messaging for all Truman State University campaign creative to drive student enquiry and enrollment.

**Phil Kocher, Design Director:** Design Director with 18 years of experience in the management and execution of the complete design process, from conceptualization to delivery. Phil is a passionate director/designer with an ability to build brand awareness and recognition by translating brand strategy through sound conceptual thought into enduring brand identities and campaign materials.

**Project Role:** Creative lead for all facets of design working alongside Enliven's Founder and Copywriter.

**Mackenzie Kruse, Senior Designer:** A Senior Designer with Enliven, Mackenzie has extensive experience in the development of higher education marketing campaigns having sharpened her design skills with Lippincott, SME Branding and most recently Learfield IMG College.

**Project Role:** Working alongside Enliven's Design Director to ensure the team pushes the limits of the project's brief to reach the next generation of Truman State University and connect them to an education 'Distinct By Design'.

**Josh Kapusinski, Motion Designer and Editor:** As an Emmy winning motion designer/editor with over 20 years of industry experience, strong leadership skills, and a jack-of-all-trades skillset Josh has worked with clients including Samsung, ESPN, CBS, ABC, Chevy, Philadelphia Eagles, NASCAR, Empire State Building, Barnes & Noble, and Estee Lauder.

**Project Role:** For Truman State University, Josh will help turn the agency's design thinking into social media and video content worthy of any student recruitment campaign.

**Stephanie Biscow, Vice President of Digital Marketing and Media (DCW Media):** Stephanie has over 15 years under her belt working in digital marketing and advertising. With experience working in government, nonprofit, higher education, and the digital agency landscape, Stephanie brings a wealth of technical, creative, and marketing/advertising knowledge to clients at Enliven. Stephanie currently works on all EDU accounts including Mercy College, Sacred Heart University, Manhattan College, Baker College, Peirce College, and University of Scranton.

**Project Role:** In her day-to-day role, Stephanie will own the Truman State University relationship for all things media, manage media account team members and provides thought leadership.

**Margo Labiner, Senior Media Director (DCW Media):** Prior to joining DCW in 2008, Margo spent five years as a Media Buying Manager for Ionic Media Group, working with such clients as iRobot Roomba, First National Bank of Omaha and NexTag. Margo also spent 12 years as a Broadcast Buyer for Grey Direct in Manhattan, where her clients included Chase Manhattan Bank.

**Project Role:** Primary responsibilities for Truman State University will include research, planning, and building recommendations that recruitment goals, as well as managing the Enliven/DCW Media's media buying team.

**Danielle Parisi, Media Coordinator (DCW Media):** Danielle has been in marketing for over 10 years and graduated from Towson University. During her career at DCW, she's worked in both traditional and digital departments including TV, radio, print, OOH, and digital media. Her specialties include project management, media planning, buying, and negotiations.

**Project Role:** As Media Coordinator for Truman State University, Danielle will ensure all creative is trafficked, flighting is correctly scheduled, targeting refined and regular communications maintained with Truman leadership to update on targeting refinements/optimizations in real time.

THANK YOU



[enlivenagency.com](http://enlivenagency.com) | 244 Madison Avenue, Suite 1220 | New York, NY 10016

**ITEM G.3  
Kirk Building Renovation Project**

**DESCRIPTION AND BACKGROUND**

The Kirk Building will be renovated to house the new Student Success Center to be utilized by Truman students, and the SKILLS Center to serve the community and region. The facility will include the Career Center, Center for Academic Excellence, Communication Lab, Counseling Services, Student Access and Disability Services, Student Health Center, Rural Telehealth Counseling Center, Tutoring Services, and the Writing Center. Funds are provided by state appropriations and a federal appropriation secured by Senator Roy Blunt.

The project was advertised in general circulation newspapers as well as the American Document Solutions Online Planroom to reach interested contractors. Bids were opened on July 13, 2023, and were reviewed by the architects and engineers. Multiple general contractors and subcontractors attended the pre-bid conference, and two contractors submitted proposals. The best and lowest is from Prost Builders, of Jefferson City, Missouri. The total budget for this project including design, advertising, contractual work, equipment, technology, and a contingency is \$19,210,000.

**RECOMMENDED ACTION**

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

<u>Project Name</u>	<u>Project Budget</u>
Kirk Building Renovation Project	\$19,210,000

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

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

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

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

**ITEM H.1  
Local Capital Budgets for Fiscal Year 2024**

**DESCRIPTION AND BACKGROUND**

The local capital improvement budgets are reviewed and approved annually to provide funding for major building and renovation projects for the campus. These budgets are divided into two categories based on the primary function of the facility. The local state funds capital budget is utilized for projects related to facilities that are eligible for capital appropriations from the State of Missouri. This includes the academic buildings and the infrastructure which supports these facilities.

The auxiliary funds capital budget is utilized to address needs related to facilities that are not funded via state appropriations. This includes auxiliary enterprises such as the residence halls, the Student Union, Student Recreation Center, and related site work surrounding these buildings.

The following budgets will support institutional priorities identified in Truman’s Strategic Plan and the Campus Master Plan and provide general budget parameters. As capital projects are designed and bid, approval by the Board of Governors will be obtained for each project following established procedures.

The total recommended for fiscal year 2024 for the Local State Funds Capital Budget is \$2,300,000 and for the Auxiliary Funds Capital Budget is \$107,980.

**RECOMMENDED ACTION**

BE IT RESOLVED that the “Local State Funds Capital Budget for Fiscal Year 2024” of \$2,300,000 and the proposed “Auxiliary Funds Capital Budget for Fiscal Year 2024” of \$107,980 be approved and that a copy of the budgets be attached to the minutes as an exhibit.

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

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

**ATTACHMENT**

Local Capital Budgets for Fiscal Year 2024



## LOCAL CAPITAL BUDGETS FOR FISCAL YEAR 2024

### Local State Funds Capital Budget – Fiscal Year 2024

The estimated fiscal year 2023 carry-over funds from Education and General totaled \$2,300,000. These funds will be used for University needs and priorities that cannot be funded by normally budgeted maintenance and repair funds. Included among these are utility and infrastructure improvements such as masonry and roofing repairs, storm drainage improvements, utility and infrastructure improvements, as well as HVAC system replacements.

### Auxiliary Funds Capital Budget – Fiscal Year 2024

For fiscal year 2024, the primary funding source for the Auxiliary Funds Capital Budget is the fiscal year 2023 operating carry-over from the auxiliary enterprises. Funds from the Student Recreation Center (\$107,980) will be set aside for use in this facility. Funds received through Sodexo for reinvestment (\$139,066) will be set aside for future projects.

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

**ITEM H.2**

**State Appropriation Request for Fiscal Year 2025**

**DESCRIPTION AND BACKGROUND**

The University’s Fiscal Year 2025 State Appropriation request is submitted to the Missouri Department of Higher Education and Workforce Development (MDHEWD) as well as the State Office of Administration. This request is for funding to support the Education and General Budget.

For FY2025, the request is based upon the higher education appropriation for FY2024 that was approved by the legislature and signed by the Governor. Truman’s FY2025 request includes a funding increase linked to the rate of inflation, maintenance and repair funds, and what are known as New Decision Items which would target new academic initiatives.

Table 1 provides a summary of the request, and Table 2 provides more detailed information. This request will be prepared in a more specific format as required by state budget submission guidelines.

This is the first step in the FY2025 budget process. Truman’s request will be reviewed by the MDHEWD staff in August and September, and the Coordinating Board for Higher Education (CBHE) will make official budget recommendations for each institution in October. The next major step in the process occurs in January when the Governor presents budget recommendations to the General Assembly. Committee hearings will follow with appropriations finalized by the legislature in May 2024.

**RECOMMENDED ACTION**

BE IT RESOLVED that the State Appropriation Request for Fiscal Year 2025 totaling \$55,673,178 be approved and ratified; and

BE IT FURTHER RESOLVED that a copy of the State Appropriation Request for Fiscal Year 2025, be attached to the minutes as an exhibit and that the President of the University is 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.

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

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

**ATTACHMENT**

State Appropriation Request for Fiscal Year 2025

**TABLE 1**

Fiscal Year 2025 State Appropriation Request for Operating Funds

Appropriation Base for FY2024	\$48,722,074
New Requests for FY2025	
A. Core Inflation (+5.0%)	\$ 2,436,104
B. Additional Maintenance and Repair Funds	\$ 3,250,000
C. Greenwood Interprofessional Autism Center	\$ 540,000
D. Student Success/SKILLS Center	\$ 525,000
E. Rural Telehealth Counseling Center	\$ 200,000
Total New Requests	\$ 6,951,104
TOTAL FY2025 FUNDING REQUEST (FY2024 appropriation + new)	\$55,673,178

## TABLE 2

The state appropriations request for FY2025 includes two components: the Core Operating request based on FY2024 actual appropriations and the new requests for FY2025. Requests beyond the core are typically referred to as New Decision Items or New Investments.

1. Funding for Core Operations: State Request \$48,722,074  
The funding priority is to maintain the existing base. These funds provide 53% of the Education and General budget for FY2024, and they are crucial to meeting the institution's mission.
2. New Requests for FY2025 \$ 6,951,104
  - A. Core Inflation \$ 2,436,104  
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) plans to consider an additional increase for institutions to cover inflation. For this request, the inflationary rate is estimated at 5.0% based on the rate for the first quarter of 2023.
  - 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 is additional ongoing funding to support the highest maintenance and repair needs. This request is an estimate based on potential funding for this purpose.
  - C. Greenwood Interprofessional Autism Center \$ 540,000  
This would provide operational funds for the new center, including staff, as well as supplies, and consumables.
  - D. Student Success/SKILLS Center \$ 525,000  
This would provide operational funds for the new center in Kirk Building, which is being renovated utilizing the recently appropriated capital funds. Kirk Building will house a new Student Success Center to be utilized by Truman students and a Sustained Knowledge of Integrated Lifelong Learning Skills (SKILLS) Center for area K-12 students, non-student community members, and other adult learners. The Student Success Center will be comprised of the Career Center, Center for Academic Excellence, Communication Lab, Counseling Services, Student Access and Disability Services, Student Health Center, Tutoring Services, and Writing Center. These funds will be utilized for start-up costs not covered by the capital appropriation and first-year operating costs.
  - 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.



**Proposal to**

**Truman State University**

For Federal Government Relations and Policy Services

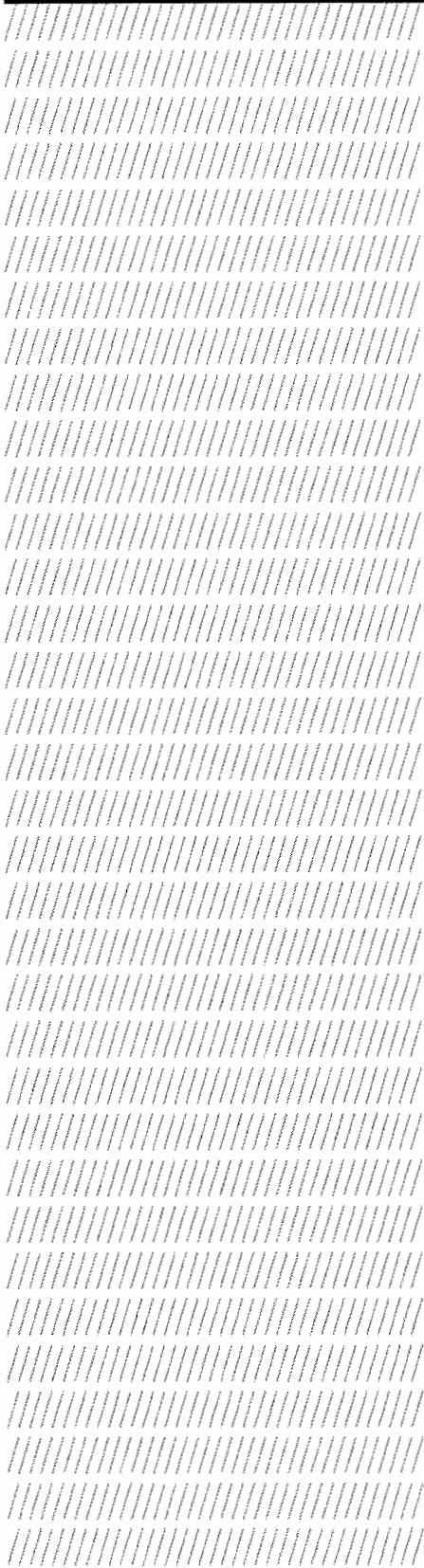
January 20, 2023

**James D. Reilly**

Senior Policy Advisor

jdreilly@Venable.com | +1 202.344.4681

**VENABLE** LLP



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# Exhibit A: Proposed Services

## Venable Response to Truman Requirements

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

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

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

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

## Overview – Phased Approach

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

## **Exhibit B: Qualifications**

### **A. General Qualifications:**

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

### **Venable Overview**

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

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

## Our Professionals

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

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

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

Our experience serving clients in higher education includes the following:

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

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

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

3. Provide the name, title, address, phone number and email address of the primary contact person. The primary contact person for Truman is James D. Reilly. His contact information is as follows:

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

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

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

#### Client Reference #1

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

#### Client Reference #2

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

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

**Telephone:** +1 301.968.4174

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

#### Client Reference #3

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

**Client Contact:** Karen Goraleski, CEO

**Telephone:** +1 703.650.5833

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

#### Client Reference #4

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

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

**Telephone:** +1 301.809.3030

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

#### Client Reference #5

**Client Name:** New York Law School

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

**Telephone:** +1 212.431.2352

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

## Client Reference #6

**Client Name:** Spina Bifida Association

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

**Telephone:** +1 703.731.8424

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

### B. Qualifying Questions:

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

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

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

No.

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

No.

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

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

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

N/A.

### Missouri Preference Executive Order

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

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

Services will not be provided by Missourians.

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

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

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

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

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

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

- e. MBE/WBE Certification. In accordance with Executive Order 98-21, consultants are encouraged to utilize certified minority and women-owned business in selecting other appropriate resources. Executive Order 98-21 directs state agencies to increase the participation of certified minority business enterprises (MBE) and women business enterprises (WBE) in state procurements. MBE/WBE certification issued by the Missouri Offices of Administration and Equal Opportunity is required to be considered an eligible MBE/WBE in meeting participation goals. If you qualify as an MBE or a WBE as defined in 37.020 RSMo, please outline your consultant's qualification in the proposal response
- Venable is not an MBE or WBE. We do not anticipate engaging any third-party providers to deliver the requested services.

## Venable Comments to Part V – Contractual Agreement

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

### A. General Terms and Conditions


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

### B. Applicable Laws and Regulations

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

### D. Cancellation

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



**E. Communications, Notices and Documentation**

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

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

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



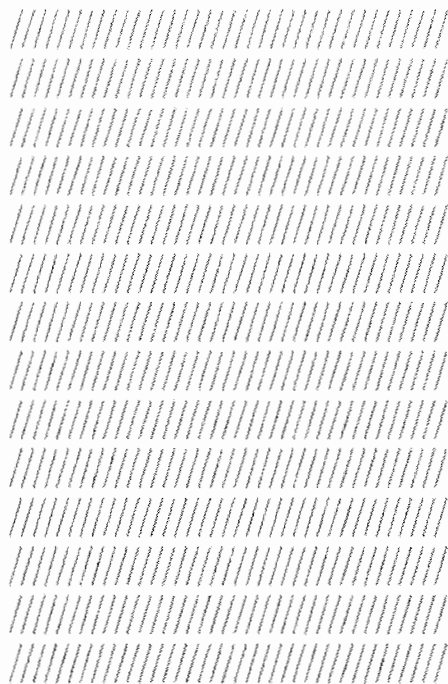
## Exhibit C: Pricing

5. Describe the fee proposal based on a retainer model. Alternative pricing strategies will also be considered. Venable proposes to provide the services requested by Truman with a three-phase approach as previously discussed:

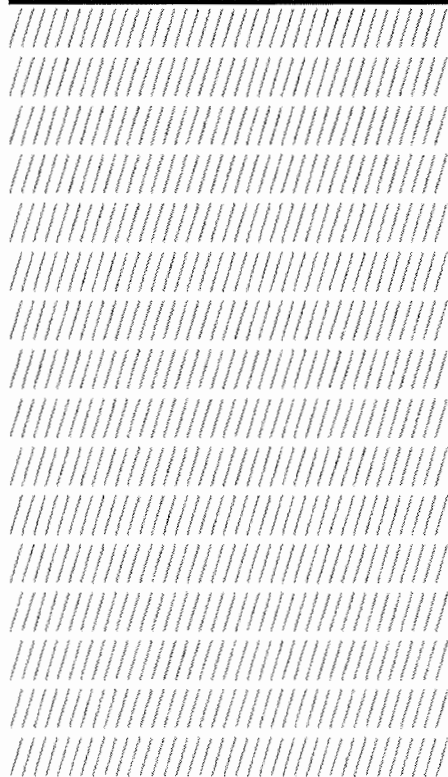
- **Phase 1:** \$20,000 – Assessment of the university’s existing and planned programs and infrastructure to help identify opportunities that may be candidates for federal support in either the near or longer term and a recommendation on proceeding to Phase 2. Anticipated duration six weeks
- **Phase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

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



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# Biographies





## Nicholas D. Choate

### Senior Policy Advisor

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

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

### Credentials

#### Education

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

#### Related Practices

- Legislative and Government Affairs
- Infrastructure

#### Related Industries

- Autonomous and Connected Mobility



## Sarah B. Donovan

### Senior Policy Advisor

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

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

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

## Credentials

### Education

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

### Professional Memberships and Activities

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

## Related Practices

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

## Related Industries

- Consumer Financial Services
- Education



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



## Gregory M. Gill

### Partner

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

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

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

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

## Experience

### Representative Matters

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

## Credentials

### Education

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

- B.S., Frostburg State College, 1974

### **Bar Admissions**

- District of Columbia
- Maryland
- Pennsylvania

### **Professional Memberships and Activities**

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

### **Recognition**

#### **Honors**

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

### **Community**

#### **Personal Activities**

- Enjoys tennis, jogging, and horseback riding

#### **Volunteerism**

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

### **Related Practices**

- Legislative and Government Affairs
- Communications
- Government Contracts

### **Related Industries**

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



## Ilisa Halpern Paul

### Senior Policy Advisor

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Washington, DC | +1 202.344.4342

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

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

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

## Experience


### Government Experience

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

## Credentials

### Education

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

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

### **Professional Memberships and Activities**

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

### **Recognition**

#### **Honors**

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

### **Community**

#### **Volunteerism**

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

### **Related Practices**

- Legislative and Government Affairs

### **Related Industries**

- Healthcare
- Life Sciences





## Jodie A. Curtis

### Senior Policy Advisor

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Washington, DC | +1 202.344.4377

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

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

## Experience

### Government Experience

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


## Credentials

### Education

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

### Professional Memberships and Activities

- Member, Women in Government Relations



## Recognition

### Honors

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

### Related Practices

- Legislative and Government Affairs
- International

### Related Industries

- Healthcare
- Life Sciences



## Richard Y. Hegg

### Senior Policy Advisor

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

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

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

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

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



## Credentials

### Education

- B.A., College of Charleston, 1997

### Related Practices

- Legislative and Government Affairs
- Infrastructure

### Related Industries

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



## James D. Reilly

### Senior Policy Advisor

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

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


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

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

## Experience

### Government Experience

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

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

## Credentials

### Education

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

### Related Practices

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

### Related Industries

- Transportation
- Energy Industry
- Autonomous and Connected Mobility

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**VENABLE** LLP