

TRUMAN STATE UNIVERSITY
Kirksville 63501

OFFICIAL MINUTES
OF THE
BOARD OF GOVERNORS

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OPEN SESSION
OF MEETING ON
FEBRUARY 4, 2023

The Board of Governors for Truman State University met on Saturday, February 4, 2023, on the University campus in Kirksville, Missouri. The working session was called to order at 8:30 a.m. by the Chair of the Board of Governors, Cheryl J. Cozette, and was held in the Alumni Room of the Student Union Building. The open session of the business meeting was called to order at 1:00 p.m. and was held in the Conference Room (3000) of the Student Union Building.

Participating in the meeting were six of the seven voting members: Sarah Burkemper, Philip J. Christofferson, Cheryl J. Cozette, Jennifer Kopp Dameron, Nancy Gingrich, and Bill Lovegreen. The seventh voting member, K. Brooks Miller, Jr., was unable to participate. Governor Cozette recorded his absence as excused. On January 3, 2023, Missouri Governor Michael L. Parson reappointed Bill Lovegreen as a member of the Truman State University Board of Governors given that his previous appointment expired before the start of the next legislative session. The reappointment of Governor Lovegreen was confirmed by the Missouri Senate on January 12, 2023.

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

Call to Order and Chair Report

Governor Cozette called the meeting to order and welcomed all in attendance. In addition to thanking Governors Christofferson, Gingrich, and Lovegreen for their participation in the 2022 Fall Commencement Ceremony, she extended congratulations to Governor Lovegreen on his receipt of the Silver Beaver Award by the Boy Scouts of America Great Rivers Council.

Recognition of 2022 Board Chair – Sarah Burkemper

Governor Cozette presented Governor Burkemper with a framed gavel in recognition of her service as Board Chair for the 2022 Calendar Year.

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

Governor Burkemper moved for the adoption of the following resolution:

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

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.

President's Report

Dr. Susan L. Thomas, University President, provided a report on items of current interest. President Thomas introduced Dr. Eric Freedman, Truman's next Executive Vice President for Academic Affairs and Provost, who joined the Board for their luncheon and was in attendance at the meeting. In addition to sharing her selected engagements report, President Thomas highlighted Governor Parson's FY 2024 budget recommendation to provide a 7% increase to Truman's core appropriation and provide additional capital funding for 50% of Truman's match for the Kirk Student Success and SKILLS Center. She noted that Governor Lovegreen's appointment to the Board was confirmed by the Missouri Senate, and the Office of Boards and Commissions

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expects to have a student representative named to the Board and confirmed by the Senate by the beginning of April. Finally, Dr. Thomas mentioned the recent passing of former Truman President Russell G. Warren, the upcoming investiture ceremony of Dr. Janet Gooch as Chancellor of the University of Illinois Springfield, and the University's involvement in the upcoming Kirksville Polar Plunge in support of Special Olympics.

Legislative Consultant Report

Mike Gibbons, with GibbonsWorkman LLC, provided the firm's annual report on the 2023 Missouri Legislative Session. The firm of GibbonsWorkman serves as Truman's Governmental Relations Service Consultant.

Student Government Report

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

Academic Affairs and Student Services Committee Report

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

Finance and Auditing Committee Report

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

Financial Report

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

Review of Conflict of Interest Policy

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

Budget and Capital Projects Committee Report

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

Construction Projects Report

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

Contracts for Construction Projects and Equipment Purchases

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

Consent Agenda

Governor Christofferson moved for the adoption of the following resolution:

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

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

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 A, B, C, and D.

Agenda Items for Future Meetings

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

Dates for Future Meetings

Governor Gingrich moved for the adoption of the following resolution:

BE IT RESOLVED that the next regular meeting of the Board of Governors be scheduled for Saturday, April 1, 2023, on the University campus in Kirksville, Missouri, beginning at 1:00 p.m., with the understanding that the Chair may alter the starting time and/or place for the meeting by giving due notice of such change; and

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

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

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.

Agenda Items for Closed Session

Governor Gingrich moved for the adoption of the following resolution:

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

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

The motion was seconded by Governor Lovegreen and carried by a unanimous vote of 6 to 0, with Governors Burkemper, Christofferson, Cozette, Dameron, Gingrich, and Lovegreen 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.

There being no further business, Governor Burkemper moved that the meeting be adjourned. 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, and the meeting adjourned shortly after 3:05 p.m.



Philip J. Christofferson
Secretary of the Board of Governors

I hereby certify that the foregoing minutes were approved by the Board of Governors on the 1st day of April 2023.


Cheryl J. Cozette
2023 Chair of the Board of Governors

ITEM J.1

Academic Calendar for August Interim 2024 through Summer Session 2026



DESCRIPTION AND BACKGROUND

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

RECOMMENDED ACTION

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

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

Moved by _____
Seconded by _____

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

ATTACHMENTS

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

Academic Calendar for Summer Session 2024 through Summer Session 2025

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

Academic Calendar for Summer Session 2024 through Summer Session 2025

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

Academic Calendar for Summer Session 2025 through Summer Session 2026

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

Academic Calendar for Summer Session 2025 through Summer Session 2026

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

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

DESCRIPTION AND BACKGROUND

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

RECOMMENDED ACTION

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

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

Moved by _____
Seconded by _____

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

ATTACHMENT

Enliven Agency, LLC Proposal

**PROPOSAL FOR:
TRUMAN STATE UNIVERSITY**

BRAND AND MARKETING MANAGEMENT RETAINER AGREEMENT

JANUARY 16, 2023

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



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

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

PROJECT OVERVIEW

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

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

SERVICES

A. Executive Leadership

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

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

B. Creative Services

A Creative Services Team will lead Client in the following:

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

BRAND AND MARKETING MANAGEMENT RETAINER: PROCESS AND DELIVERABLES

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

PROJECT FEES

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

EXPENSES

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

ITEM J.3
2023 Roof Replacement Project

DESCRIPTION AND BACKGROUND

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

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

RECOMMENDED ACTION

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

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

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

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

Moved by _____
Seconded by _____

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

**ITEM J.4
Federal Governmental Relations and Policy Services**



DESCRIPTION AND BACKGROUND

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

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

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

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

RECOMMENDED ACTION

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

Moved by _____

Seconded by _____

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

ATTACHMENT

Venable LLP Proposal



Proposal to

Truman State University

For Federal Government Relations and Policy Services

January 20, 2023

James D. Reilly

Senior Policy Advisor

jdreilly@Venable.com | +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

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

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

Client Reference #2

Client Name: American Association of Colleges of Osteopathic Medicine
Client Contact: David Bergman, JD, Vice President, Government Relations
Telephone: +1 301.968.4174
Email Address: dbergman@aacom.org

Client Reference #3

Client Name: American Society of Tropical Medicine and Hygiene
Client Contact: Karen Goraleski, CEO
Telephone: +1 703.650.5833
Email Address: Kgoraleski@astmh.org

Client Reference #4

Client Name: City of Bowie, Maryland
Client Contact: Alfred D. Lott, City Manager
Telephone: +1 301.809.3030
Email Address: alott@cityofbowie.org

Client Reference #5

Client Name: New York Law School
Client Contact: Matt Gewolb, Senior Associate Dean for Academic Affairs & Institutional Strategy
Telephone: +1 212.431.2352
Email Address: mgewolb@nyls.edu

Client Reference #6

Client Name: Spina Bifida Association
Client Contact: Sara Struwe, President & CEO
Telephone: +1 703.731.8424
Email Address: sstruwe@sbaa.org

B. Qualifying Questions:

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

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

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

No.

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

No.

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

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

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

N/A.

Missouri Preference Executive Order

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

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

Services will not be provided by Missourians.

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

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

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

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

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

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

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

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

Venable Comments to Part V – Contractual Agreement

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

A. General Terms and Conditions

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

B. Applicable Laws and Regulations

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

D. Cancellation

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



E. Communications, Notices and Documentation

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

Venable Comments to Part VI – Truman State University Proposal Certification

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



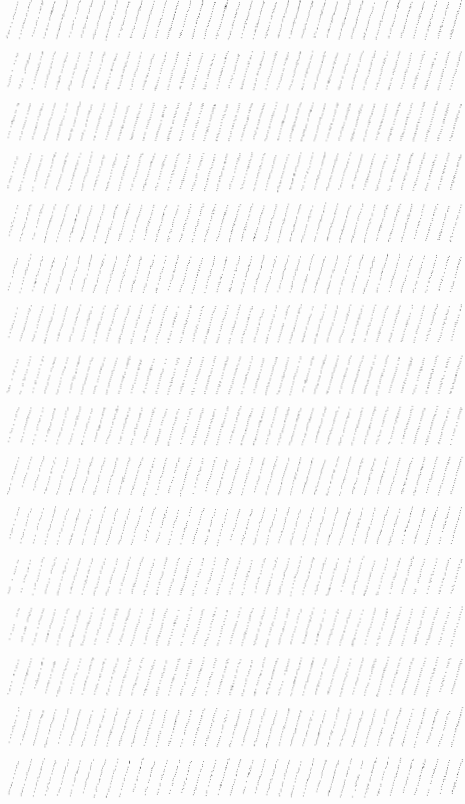
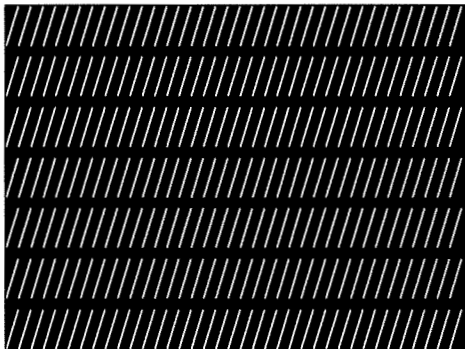
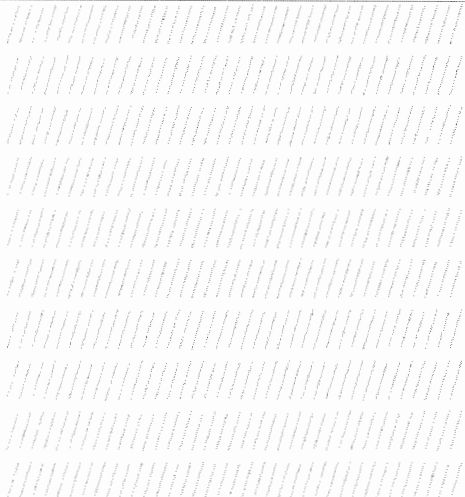
Exhibit C: Pricing

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

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

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

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



Biographies



Nicholas D. Choate

Senior Policy Advisor

ndchoate@Venable.com

Washington, DC | +1 202.344.4394

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

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

Credentials

Education

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

Related Practices

- Legislative and Government Affairs
- Infrastructure

Related Industries

- Autonomous and Connected Mobility



Sarah B. Donovan

Senior Policy Advisor

sbdonovan@Venable.com

Washington, DC | +1 202.344.4404

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

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

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

Credentials

Education

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

Professional Memberships and Activities

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

Related Practices

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

Related Industries

- Consumer Financial Services
- Education



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



Gregory M. Gill

Partner

gmgill@Venable.com

Washington, DC | +1 202.344.4615

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

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

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

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

Experience

Representative Matters

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

Credentials

Education

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

-
- B.S., Frostburg State College, 1974

Bar Admissions

- District of Columbia
- Maryland
- Pennsylvania

Professional Memberships and Activities

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

Recognition

Honors

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

Community

Personal Activities

- Enjoys tennis, jogging, and horseback riding

Volunteerism

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

Related Practices

- Legislative and Government Affairs
- Communications
- Government Contracts

Related Industries

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



Ilisa Halpern Paul

Senior Policy Advisor

IHPaul@Venable.com

Washington, DC | +1 202.344.4342

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

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

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

Experience


Government Experience

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

Credentials

Education

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

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

Professional Memberships and Activities

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

Recognition

Honors

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

Community

Volunteerism

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

Related Practices

- Legislative and Government Affairs

Related Industries

- Healthcare
- Life Sciences



Jodie A. Curtis

Senior Policy Advisor

JACurtis@Venable.com

Washington, DC | +1 202.344.4377

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

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

Experience

Government Experience

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

Credentials

Education

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

Professional Memberships and Activities

- Member, Women in Government Relations



Recognition

Honors

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

Related Practices

- Legislative and Government Affairs
- International

Related Industries

- Healthcare
- Life Sciences



Richard Y. Hegg

Senior Policy Advisor

ryhegg@Venable.com

Washington, DC | +1 202.344.4417


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

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

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

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

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



Credentials

Education

- B.A., College of Charleston, 1997

Related Practices

- Legislative and Government Affairs
- Infrastructure

Related Industries

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



James D. Reilly

Senior Policy Advisor

jdreilly@Venable.com

Washington, DC | +1 202.344.4681

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

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

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

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

Experience

Government Experience

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



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

Credentials

Education

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

Related Practices

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

Related Industries

- Transportation
- Energy Industry
- Autonomous and Connected Mobility

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VENABLE LLP

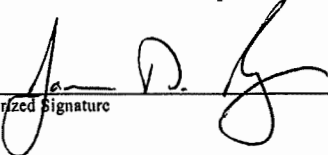
PART VI: TRUMAN STATE UNIVERSITY PROPOSAL CERTIFICATION

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

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

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

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


Authorized Signature

January 20, 2023
Date

James D. Reilly
Print Name

Senior Policy Advisor
Title

Venable LLP
Company

52-0517250
Federal Tax ID No.

600 Massachusetts Avenue, NW
Washington, DC 20001
Address

+1 202.344.4681
Telephone Number

jdreilly@venable.com
Email

https://www.venable.com/
Website

PART VII: CONSULTANT REQUIRED PROPOSAL EXHIBITS

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