SHAWNEE STATE UNIVERSITY
EXECUTIVE COMMITTEE OF THE BOARD OF TRUSTEES

Meeting Minutes
June 25, 2021

Call to Order

Chairperson Watson called the meeting to order at 9:06 a.m. noting the meeting was in compliance with RC § 121.22(F).

Roll Call

Members Present: Mr. Watson, Mr. Evans and Mr. Williams

Members Absent: Mr. Furbee

Others in Attendance: Mr. Cole, Mr. Daniels, Mr. Edwards, Mr. Evans, Dr. Haas, Dr. White, Mr. Braun, Dr. Bauer, Mr. McPhillips, Dr. Boyles, Dr. Ahuja and Ms. Otworth

Approval of the April 30, 2021 Executive Committee Minutes

Mr. Williams moved and Mr. Evans seconded a motion to approve the April 30, 2021 Executive Committee meeting minutes. Without discussion, the Executive Committee unanimously approved said minutes.

Resolution E06-21, Expression of Appreciation and Conferral of the Title of Trustee Emeritus to Dr. George F. White

This resolution confers the title of Trustee Emeritus to Dr. White upon his retirement from the Board of Trustees. Mr. Evans moved and Mr. Williams seconded the motion to approve recommendation of Resolution E06-21. The motion was passed by unanimous roll call vote of all Executive Committee members present.

Resolution E07-21, Approval of the University Strategic Plan

This resolution approves the new University Strategic Plan – Shawnee at 40. Mr. Evans moved and Mr. Williams seconded the motion to approve recommendation of Resolution E07-21. The motion was passed by unanimous roll call vote of all Executive Committee members present.

Resolution E08-21, Recognition of Juneteenth as a University Holiday

This resolution approves Juneteenth as a University holiday. Mr. Williams moved and Mr. Evans seconded the motion to approve recommendation of Resolution E08-21. The motion was passed by unanimous roll call vote of all Executive Committee members present.

2021-2022 Board of Trustees Meeting Schedule

President Bauer presented the Board of Trustees meeting schedule for the upcoming fiscal year.

Adjournment

The Executive Committee was adjourned by acclamation at 9:16 a.m.

_____
Chairperson, Board of Trustees

_____
Secretary, Board of Trustees

RESOLUTION E06-21

EXPRESSION OF APPRECIATION AND CONFERRAL OF THE TITLE OF TRUSTEE EMERITUS TO DR. GEORGE F. WHITE

WHEREAS, Dr. George F. White was appointed as a member of the Board of Trustees of Shawnee State Community College in 1974; and

WHEREAS, Dr. White while serving as Board Chair in 1984 made the motion for Shawnee State Community College to become a four-year university – thus creating Shawnee State University; and

WHEREAS, Dr. White served on the Shawnee State University Board of Trustees for a nine-year term beginning in 1986 and became the University's first Board Chair; and

WHEREAS, Dr. White was re-appointed to the Shawnee State University Board of Trustees in 2016 and has served in that role for five years; and

WHEREAS, Dr. White has helped to advance education in southern Ohio through his support of academic programs and student services making college possible for students in the region through his support of scholarships, including the Dr. George and Sandy White Veterans Scholarship Endowment; and

WHEREAS, Dr. White has advanced Shawnee State's digital simulation and gaming technologies programs, digital history preservation project, and student research showcased every year during the Celebration of Scholarship; and

WHEREAS, the Trustees of Shawnee State University wish to express their sincere appreciation to Dr. White for his many contributions and invaluable service to the Board, to the entire University community, and to the people of the state of Ohio, all of whom have benefitted from his service, dedication, talents and generosity;

THEREFORE, BE IT RESOLVED that the Board of Trustees of the Shawnee State University confers upon Dr. George F. White the title of Trustee Emeritus, effective June 25, 2021.

(June 25, 2021)

Certified as True and Correct
June 30, 2021

Secretary, SSU Board of Trustees

RESOLUTION E07-21

APPROVAL OF UNIVERSITY STRATEGIC PLAN

WHEREAS, Shawnee State University has diligently and conscientiously developed a University Strategic Plan – *Shawnee at 40* - to serve the changing and growing needs of the next generation of students; and

WHEREAS, the strategic planning process sought and received the advice and contributions of faculty, staff, students, alumni, parents, business leaders, donors, and community members; and

WHEREAS, the new strategic plan is aligned with the University's mission, vision, and enduring values; and

WHEREAS, the new strategic plan is intended to lead the University to sustainable growth and success over the next five years; and

WHEREAS, the President and Provost recommend the approval of the new strategic plan – *Shawnee at 40, Resilient, Responsive, Relevant*;

THEREFORE, BE IT RESOLVED that the Board of Trustees of Shawnee State University approves the University Strategic Plan.

(June 25, 2021)

SHAWNEE AT 40

RESILIENT // RESPONSIVE // RELEVANT

The SSU Strategic Plan (2021-2026)

> # "
>
> # LIFE REALLY DOES BEGIN AT FORTY. UP UNTIL THEN, YOU ARE JUST DOING RESEARCH.
>
> *- Carl Jung*

Shawnee State is resilient, responsive and relevant.

We used to proudly state that we were the youngest university in Ohio. With youth came speed, flexibility, growth, and many lessons learned through successes and failures. We spent much of our adolescence figuring out who we wanted to become.

As we approach 40, we're more mature. We know who we are and the experiences of the past have given us better perspective in planning our future. Our priorities are more focused on what's most important — our students and our ability to prepare them to succeed in a rapidly changing world.

We are more resilient because we know that change is a vital part of life. We've faced adversity before and are now confident in ourselves and our ability to not let setbacks keep us from reaching our goals.

We are responsive because we understand our students, families and business community – and we are able to anticipate their needs.

We are relevant. Shawnee State is vital to our regional and state economy and a Shawnee State degree changes lives for the better. We are in touch and in sync with innovation and technology impacting our world and offer value for students trying to find their place in it.

We've learned a great deal since 1986. We'll never stop learning, but we are now able to build upon our strengths to continue to grow and improve in strategic ways. That means new academic programs, expanded graduate degrees and additional online education that attract and retain diverse student populations and prepare them for success. It also means expanding student life programming, creating a culture of diversity and inclusion throughout our institution, and relying on data at every step to make decisions that impact us, our students and our community.

Together, we're preparing a path toward ongoing success — for our 40th anniversary and beyond. Thank you for being a part of Shawnee State's future.

Jeff

Jeff Bauer
President

OUR MISSION

WE PREPARE TODAY'S STUDENTS TO SUCCEED IN TOMORROW'S WORLD.

Our Vision is to be a best-value university offering a wide range of high-quality signature programs. Best-value means combining academic excellence with affordable tuition to make college possible for more students. A growing number of Shawnee State programs are gaining national attention for high quality and low cost.

WE VALUE:

▶ **STUDENT-FOCUSED SERVICE**

We place students at the center of everything we do and every decision we make.

▶ **COMMUNITY ENGAGEMENT**

We value the diverse perspectives of the people within our community — on and off campus — and our role in enriching the lives of those who work, live and discover here.

▶ **AUTHENTIC DIALOGUE**

We respect open, honest and sincere two-way communication.

▶ **THOUGHTFUL RISK-TAKING**

We value innovation and encourage those around us to dream big and explore new possibilities.

▶ **CONTINUOUS IMPROVEMENT**

We look for opportunities to make what we do well today even better tomorrow.

Certified as True and Correct
June 30, 2021

Secretary, SSU Board of Trustees

GOALS

1	2	3	4	5	6	7
We serve the region by offering programs that students need to thrive in a dynamic world.	We strive to grow our enrollment and build a diverse and sustainable student body.	We prioritize student success in our decision-making.	We enhance the quality of life of our community and region through positive partnerships.	We provide student-centered and customer-focused processes in our administrative operations.	We use evidence, data, and best practices when making decisions.	We are a diverse community that is equitable and inclusive.

STRATEGIES

| 1	2	3	4	5	6	7
Build on the strengths of current academic programs	Enhance and apply best practices to student enrollment	Achieve high levels of student retention and success	Improve access to campus and convenience for visitors	Develop and maintain effective two-way communication processes	Produce, collect and share data in our operations, academic programs and co-curricular programs	Create a culture where unique backgrounds, perspectives and experiences of our employees and student body are understood and welcomed
Expand or develop academic offerings and delivery modes	Establish a sustainable student body	Grow programs and activities that improve quality of life and build strong student connections with SSU	Cultivate diverse and strong partnerships between the community and academic programs, faculty and university leadership	Enhance administrative and student business operation and process efficiencies	Share data routinely and systematically with internal and external stakeholders	Prioritize diversity, equity and inclusion (DEI) as core institutional values that drive decision-making, resource allocation and development of policies and practices
Improve academic and co-curricular programs			Engage regional K-12 partners through aggressive outreach	Cultivate and promote a high degree of professionalism	Monitor and report how we use data, evidence and best practices	
			Prioritize community needs and leverage institutional resources to address them			

OUR PLAN
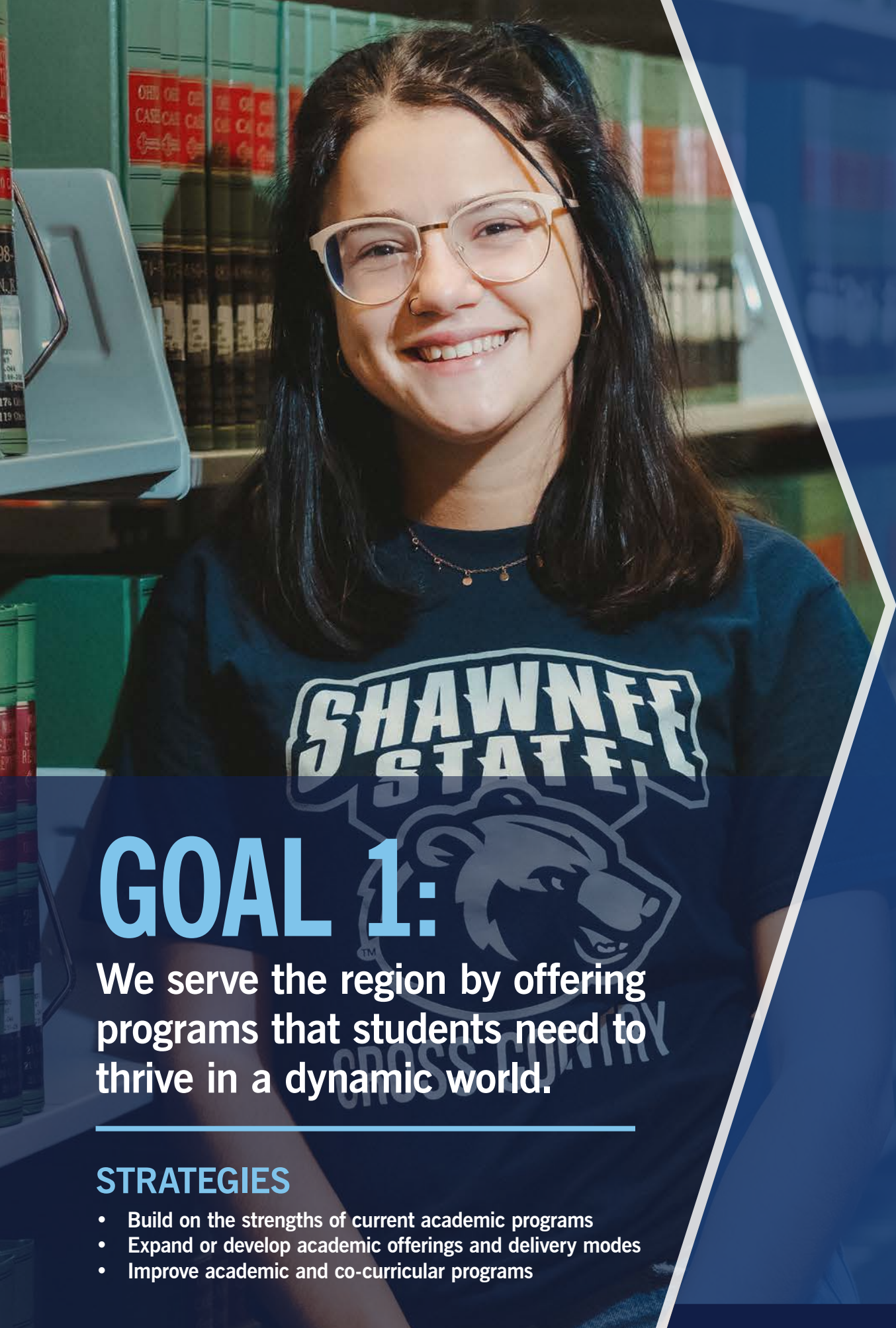
GOAL 1:

We serve the region by offering programs that students need to thrive in a dynamic world.

STRATEGIES

- Build on the strengths of current academic programs
- Expand or develop academic offerings and delivery modes
- Improve academic and co-curricular programs

TACTICS

| Identify strong existing programs and initiatives, partnerships or investments that would create opportunities for growth. | Grow new programs that serve the region based on market needs, including short-term certificates and stackable credentials for pathways to bachelor's and master's degrees. | Expand online program offerings, especially at the graduate level. | Refresh the academic portfolio through annual reviews to identify programs for possible warehousing or scrutiny for performance. | Assess curricular and co-curricular programs for continuous quality improvement. | Enhance faculty research and scholarship to elevate the faculty and institutional profile. |

PROJECTS

Expand associate's degrees in Health Professions *Annual Goals*	Expand or develop certificate programs in Behavioral Health Paraprofessional, Data Analytics, Criminal Justice, Strategic Communication and others *Annual Goals*	Expand and develop online associate's degree in Technical Studies *Annual Goals*	Create dashboards for academic programs and monitor programs' vital statistics and program health *Fall 2021*	Establish a list of curricular and co-curricular programs for assessment *Summer 2021*	Develop School of Business *Summer 2021*
Expand bachelor's degrees in Gaming, Biomed, Plastics and others *Annual Goals*		Expand and develop online bachelor's degrees in Business, Accounting, Health Care Management, Game Design and others *Annual Goals*	Implement process for warehousing programs with timelines *Fall 2021*	Develop mechanisms (website, etc) to share assessment progress with the campus community *Fall 2021 and Ongoing*	Develop School of Nursing *Summer 2021*
Strengthen business degrees and establish School of Business *Fall 2021*	Expand or develop bachelor's degrees in Information Security, Criminal Justice, Social Work, Communication, Counseling/ Chemical Dependency and others *Annual Goals*	Expand and develop online graduate degrees in Rhetoric & Composition, Nursing, MBA and other Business, Public Health Administration and others *Annual Goals*	Undertake new program review cycle with updated program review process and guidelines *Fall 2021*	Document assessment activities for internal and external stakeholders	Maintain programmatic accreditation requirements and seek new programmatic accreditations *Ongoing*
Develop an Academic Facilities Plan that includes a Science Building *December 2021*				Establish and implement processes for successful HLC mid-cycle review and subsequent reaffirmation *Spring 2021*	Create internal research grant program for faculty research *Spring 2021 and Ongoing*
	Expand or develop graduate degrees in Education with licensures, Rhetoric & Composition, Nursing, MBA, Business, OT, Math, Applied Statistics and others *Annual Goals*				Establish an Office of Grants and Sponsored Programs *Fall 2021*
					Develop a recognition plan for faculty scholarship *Fall 2021*
					Invest in and enhance Celebration of Scholarship *Fall 2021*

Certified as True and Correct
June 30, 2021

Secretary, SSU Board of Trustees

KEY: ■ Academics ■ Finance & Administration ■ Advancement & Enrollment Management ■ Student Life ■ President / Executives

GOAL 2:

We strive to grow our enrollment and build a diverse and sustainable student body.

STRATEGIES

- Enhance and apply best practices to student enrollment
- Establish a sustainable student body

TACTICS

| Update Strategic Enrollment Plan and incorporate into University Strategic Plan. | Increase student recruitment. | Focus on sustainable enrollment. |

PROJECTS

Expand community college transfer and articulation pipelines *2021-2022 and Ongoing*	Increase enrollment of adult learners *2021-2022 and Ongoing*	Analyze institutional aid for lowest-cost, highest-yield merit formula *Annual Goals*
Expand CCP K-12 partners, academic offerings, and formal pipelines *2021-2022 and Ongoing*	Implement international student recruitment plan *2021-2022 and Ongoing*	Implement comprehensive communication plan for new and continuing student business: financial aid, registrar, bursar, housing, etc. *December 2021*
Expand application periods for HS students applying to SSU CCP; streamline application for CCP students applying to SSU undergraduate degrees *2021-2022 and Ongoing*	Launch online program marketing plan *2021-2022*	
	Launch new program marketing plans *2021-2022*	Establish $1.5M need-based scholarship fund *July 2022*
	Implement diversity recruitment plan *2021-2022*	Publish and implement an Athletic Strategic Plan *2021*
	Develop a college awareness and financial literacy program for parents and families *2021-2022*	

KEY: ■ Academics ■ Finance & Administration ■ Advancement & Enrollment Management ■ Student Life ■ President / Executives

GOAL 3:

We prioritize student success in our decision-making.

STRATEGIES

- Achieve high levels of student retention and success
- Grow programs and activities that improve quality of life and build strong student connections with SSU

TACTICS

| Monitor and enhance retention, persistence and completion rates. | Create seamless student success processes that include intentional coordination between Student Success Center, academic advising, enrollment management and the Registrar's Office. | Enhance student success post-graduation through improved coordination between Student Success Center, academic departments and Career Services. | Expand internships for students. | Expand co-curricular programs addressing engagement and retention of at-risk subpopulations. |

PROJECTS

Refresh KPIs and set new goals for retention, persistence and completion rates *Summer 2021 and Annually*	Implement coordinated class registration and advising plan for new students, transfer students and re-enrolled students *2021-2022 and Annually*	Implement formal cross-training of academic and career advisors *2022-2023 and Annually*	Improve marketing of available internships *2021-2022 and Annually*	Expand the "I am First Gen" program *2022-2023*
Establish programming geared towards retaining second year students (combatting the "sophomore slump") *2022-2023*		Implement and expand "Bearly Away" initiative *Fall 2021 and Annually*	Establish experiential learning requirements for academic programs *2021-2022 and Annually*	Develop an Early Arrival Program for diversity and international students *Summer 2021 and Ongoing*
	Standardize advising and registration processes across colleges *2021-2022 and Annually*	Provide regular professional development for faculty advisors and department chairs/school directors regarding major exploration and career readiness *Fall 2021 and Annually*	Develop funding for students to defray costs associated with internships *2021-2022 and Annually*	Develop social and co-curricular program meeting needs of international students *2021-2022 and Ongoing*
Reinvigorate the "15 to Finish" program to ensure on-time completion *2021-2022*	Develop an online Student Handbook *2021-2022*		Establish formal on-campus internship opportunities (including paid internships) *2022-2023 and Ongoing*	Assess and address needs of students with food insecurity or poverty *2021-2022 and Ongoing*
Identify courses with high DFW rates (especially gateway courses) and develop and implement plan for achieving greater student success in those courses *2021-2022 and Ongoing*		Analyze career paths of SSU Alumni by leveraging available data sources *2021-2022 and Annually*		

Certified as True and Correct
June 30, 2021

Secretary, SSU Board of Trustees

KEY: ▇ Academics   ▇ Finance & Administration   ▇ Advancement & Enrollment Management   ▇ Student Life   ▇ President / Executives

GOAL 4:

We enhance the quality of life of our community and region through positive partnerships.

STRATEGIES

- Improve access to campus and convenience for visitors
- Cultivate diverse and strong partnerships between the community and academic programs, faculty, and university leadership
- Engage regional K-12 partners through aggressive outreach
- Prioritize community needs and leverage institutional resources to address them

TACTICS

Develop easy to navigate streets, pathways and signage.	Build specific outreach activities targeting in-demand areas.	Improve K-12 program and pipeline delivery.	Open deliberate formal dialogue with regional constituents.

PROJECTS

Develop and execute 3rd Street / Main Entry Plan with pedestrian pathway from campus to downtown *July 2021 - December 2022*	Establish Office of Professional & Continuing Education *July 2021*	Assess and coordinate delivery of TRIO, Upward Bound, and OhioCorps programing; replace and expand PALSJR delivery *December 2021*	Launch President's Community Advisory Board with Workforce Development Committee *January 2022*
Implement phased improvements in near-campus and on-campus local signage and wayfinding *2022*	Expand formal Health Sciences and Nursing clinical and workforce partnerships with regional hospitals, long-term care and home care facilities *2021-2022 and Ongoing*	Establish special relationship with Portsmouth City Schools for academic mentoring, athletics, CCP/dual enrollment on site at PHS and diversity recruiting *2022*	Re-establish Workforce Development activities in the Advancement & Enrollment Management Division and align with new Office of Professional & Continuing Ed to launch non-degree certificate programs and micro-credentials *2022*
	Implement plan to prioritize Career Development, Job Placement, Internships and Field Experiences in College Advisory Boards *2021-2022*	Implement comprehensive update of CCP K-12 programs and partnerships, courses, recruiting, advising and administration *2021-2022*	
	Launch Center for Digital Transformation *Fall 2022*	Expand apprenticeships with SCCTC and technical colleges *2021-2022 and Ongoing*	

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KEY: ▊ Academics ▊ Finance & Administration ▊ Advancement & Enrollment Management ▊ Student Life ▊ President / Executives

TACTICS

| Enhance administrative business system to support user needs. | Modernize student and administrative front-line business operations. | Promote the highest level of professionalism and competency in the delivery of services to internal and external stakeholders. | Strengthen the University's long-term financial stability by aligning resources with strategic goals. | Ensure University Facilities & Technology Plans support strategic goals. | Encourage and promote a culture of health and wellness. | Adopt succession plans that strengthen long-term administrative and service operations. |

PROJECTS

Survey customer utilization of BearTrax modules *Fall 2021 & annually*	Complete J1 implementation (AR, Registrar, FA) and all technology tools/ resources that are scheduled for updating *2021-2022*	Deliver compliance training on a regular schedule *Ongoing*	Formalize the budget development calendar and standardize submission materials for dept budget manager submission of budget needs *2021-2022*	Update Facilities Master Plan and generate Technology Master Plan *Spring 2022*	Offer initiatives that strengthen the institution's collective health awareness and support the adoption of healthy habits *Ongoing*	Develop and adopt staffing plans focused on leadership succession, performance and adequate backup for crucial functional areas *2021 and ongoing*
Enable available functionalities and enhanced features (new-hire onboarding) that will align with survey results or other needs identified by senior leadership *Ongoing*	Ensure all new technology features are fully utilized considering student/ customer needs and simplified processes *Ongoing*	Deliver skills training, new technology training and professional development programs on a regular schedule *Ongoing*	Strengthen the budgetary system by providing regular budget status reports, analyses and forecasting *Ongoing*	Identify physical locations to support the optimum performance of key services. *Ongoing, as needs are identified*	Sustain effective health benefit programs while exploring options that contain future costs *2022 and ongoing*	
Establish calendar for regularly scheduled module training for new and existing users *2021-2022 & annually*	Execute Student Business Center improvement plan *2021-2022 and Ongoing*	Explore and implement a learning management system to track and monitor professional and skills training activity (Bb and others) *2021-2022*				

KEY: ■ Academics ■ Finance & Administration ■ Advancement & Enrollment Management ■ Student Life ■ President / Executives
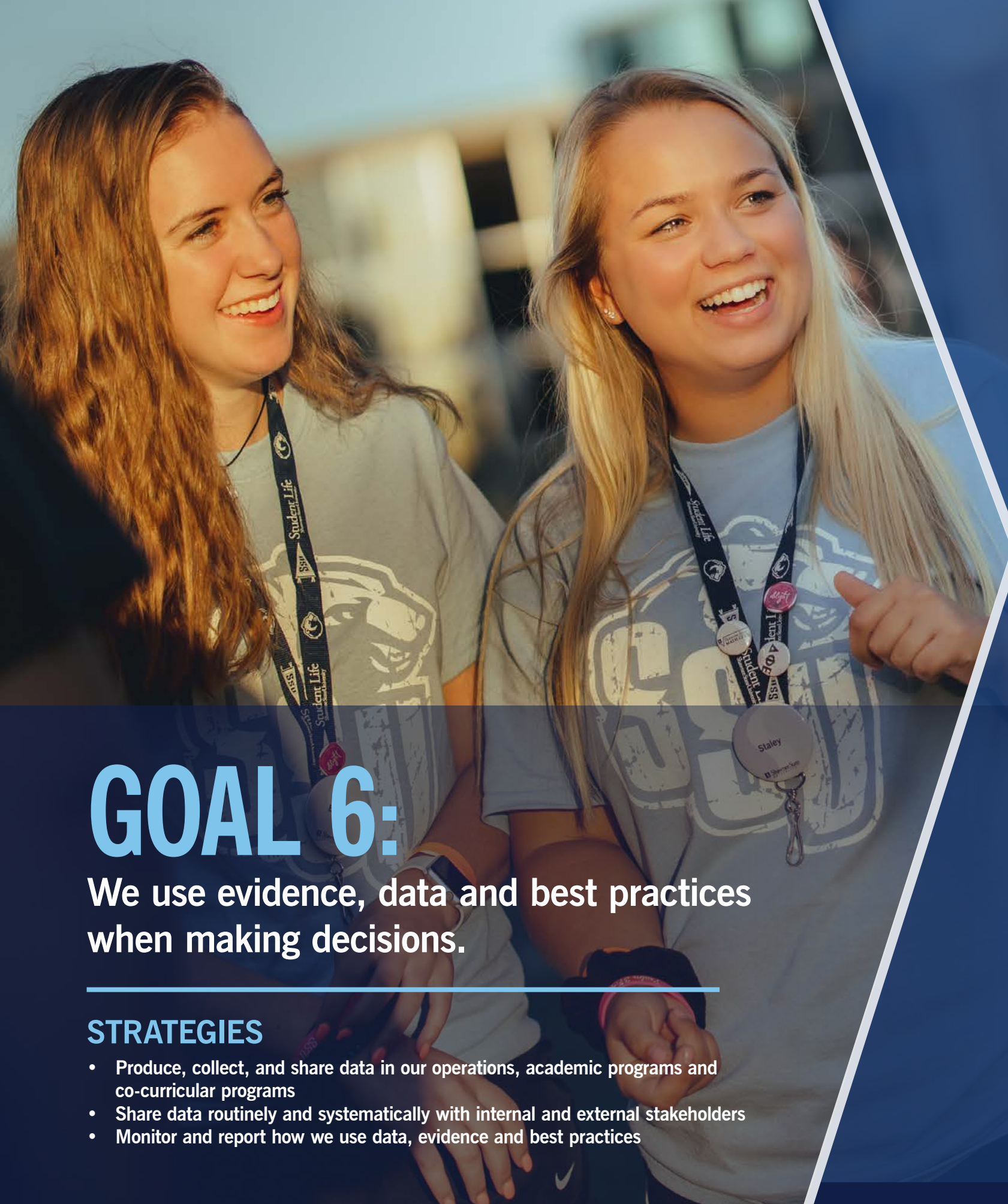
GOAL 5:

We provide student-centered and customer-focused processes in our administrative operations.

STRATEGIES

- Develop and maintain effective two-way communication processes
- Enhance administrative and student business operation and process efficiencies
- Cultivate and promote a high degree of professionalism

GOAL 6:

We use evidence, data and best practices when making decisions.

STRATEGIES

- Produce, collect, and share data in our operations, academic programs and co-curricular programs
- Share data routinely and systematically with internal and external stakeholders
- Monitor and report how we use data, evidence and best practices

TACTICS

| Establish a central repository for university data and reporting. | Share academic and other data transparently and regularly. | Use data strategically in decision-making. |

PROJECTS

| Enable institutional data collection and housing of data in a central repository
2021-2022 | Create dashboards for for department chairs/ school directors, deans and others with regularly updated data
2021-2022 | Compile records and minutes of meetings and decisions that document uses of data, evidence, policies and practices
Ongoing |
| Present regular webinars during semesters for sharing data regarding programs, enrollment, etc.
Spring 2021 and Ongoing | Document strategic uses of data
Ongoing | |

Certified as True and Correct
June 30, 2021

Secretary, SSU Board of Trustees

KEY: ▮ Academics ▮ Finance & Administration ▮ Advancement & Enrollment Management ▮ Student Life ▮ President / Executives

GOAL 7:

We are a diverse community that is equitable and inclusive.

STRATEGIES

- **Create a culture where unique backgrounds, perspectives and experiences of our employees and student body are understood and welcomed**
- **Prioritize diversity, equity and inclusion (DEI) as core institutional values that drive decision-making, resource allocation and development of policies and practices**

TACTICS

| Establish an Office of Diversity, Equity and Inclusion responsible for planning and implementation of DEI strategies. | Increase diversity among student body, faculty and staff. | Cultivate a campus environment where all students, faculty, staff, alumni and community partners feel welcomed, included and supported. | Provide DEI education and training opportunities to enhance awareness and competency for students, faculty, staff and members of the community. | Develop awareness resources that help promote, educate and celebrate learning differences and neurodiversity of students. |

PROJECTS

Hire/appoint DEI Director who will report to the President *July 2021*	Develop a diversity dashboard for campus (students, faculty, staff) including first-year admissions, retention rates, completion rates for underrepresented groups of students *January 2022*	Create, support and promote clubs and activities designed to enhance inclusion for underrepresented groups *Fall 2021*	Formalize and implement the Equity Action Plan *Fall 2021*	Invite students to participate in awareness videos to share their stories and aspects of campus life that contribute to their successful navigation of challenges *Spring 2022*
Establish internal and external DEI advisory boards that report to DEI Director *January 2022*	Create and implement an enhanced recruitment plan for minority faculty *January 2022*	Design and implement a mentorship program (similar to First Gen) for minority and international students *Fall 2021*	Implement DEI training and competency requirements for faculty and staff with advanced training for police/security in diversity, racial profiling, etc. *Fall 2022*	Provide training for RA/Housing to support their programming efforts around understanding diversity through the lens of disability (particularly invisible disabilities) *Fall 2022*
	Create and implement an enhanced recruitment plan for minority staff and add DEI competency to the hiring rubric *January 2022*	Provide clear, cohesive and comprehensive communication regarding diversity, inclusion and equity to all stakeholders *Spring 2022*	Develop comprehensive resources for faculty to learn, use and evaluate inclusive teaching practices that foster communication, collaboration and relationship building across differences *Fall 2022*	Provide resources for faculty to support understanding of student experience of visible and invisible disabilities (learning autism spectrum and mental disorders) *Fall 2022*
		Implement international student recruitment plan *2021-2022 and Ongoing*		
		Implement diversity recruitment plan *2021-2022*		

KEY: ■ Academics ■ Finance & Administration ■ Advancement & Enrollment Management ■ Student Life ■ President / Executives

OUR JOURNEY TO THE FUTURE

2015
Shawnee State held community forums where hundreds of faculty, students, staff, families, partners and community members provided input.

2016
SSU adopted a 3-Year Strategic Plan.

2019
SSU completed initiatives outlined in the Strategic Plan, including implementation of a Strategic Enrollment Management Plan, and re-engaged stakeholders.

2020
Planning shifted to immediate response to COVID-19 crisis and the safe return of campus operations. Planning committees updated projects and worked on strategies to bring greater focus to issues of diversity, equity, inclusion and crisis response.

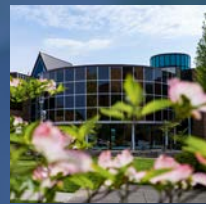## 1986

SHAWNEE STATE UNIVERSITY WAS CREATED.

Our roots date back to 1945 and include mergers of the former OU-Portsmouth, Scioto Technical College, Shawnee State General and Technical College and Shawnee State Community College.

1990 - 1999

SHAWNEE STATE WAS BUILT.

Facilities including the Morris University Center, James A. Rhodes Athletic Center, Vern Riffe Center for the Arts, Clark Planetarium, Clark Memorial Library and the Children's Learning Center were constructed. SSU Athletics developed with women's basketball winning the NAIA National Championship. Shawnee State conferred its first baccalaureate degrees, beginning with six degrees offered in 1990.

2000 - 2010

SHAWNEE STATE GREW.

Academic programs grew significantly with SSU's first master's degrees added to the more than 70 associate's and baccalaureate degrees offered. The University rebranded itself with new logos, a new mascot, and new targets for enrollment growth. A fall commencement ceremony was added to accommodate student and workforce needs. SSU's game design programs were created and quickly gained national attention. Community support resulted in a $16 million Poised for Tomorrow campaign. SSU hosted national speakers, including a sitting U.S. President, and even joined its students in the emerging social media world.

2011 - 2020

SHAWNEE STATE PLANNED.

Programs, short-term action projects and initiatives were developed to respond to rapid changes in our environment, student needs and workforce demands. A greater focus was placed on student success, retention, community partnerships and ways to better serve first generation college students, underrepresented student populations, businesses and families. Career-specific and career-responsive degrees that provide flexibility and a strong foundation for life-long learning, were developed or expanded. Shawnee State anticipated future needs and made plans to position itself for future successes.

2021 - 2026

SHAWNEE STATE MATURES.

The projects and goals in this five-year strategic plan will build upon the strong foundation of the past to further strengthen Shawnee State and its ability to prepare students for success and improve the quality of life for those who live, work and learn in our community.

2026

SHAWNEE STATE IS 40!

We are resilient, responsive and relevant.

Certified as True and Correct
June 30, 2021

Secretary, SSU Board of Trustees

ENROLLMENT TARGETS

	Fall 15	Fall 16	Fall 17	Fall 18	Fall 19	Fall 20	Fall 21	Fall 22	Fall 23	Fall 24	Fall 25	Fall 26
Total Student Enrollment	3881	3772	3582	3253	3641	3485	3415	3515	3681	3851	3971	4055
CCP Students	283	238	307	335	485	486	400	450	500	500	500	500
FTIAC	869	864	700	616	808	627	600	700	750	800	800	800
Transfer (Undergrad)	218	175	183	153	195	134	175	200	220	225	225	225
Continuing Students (Undergrad)	2359	2326	2216	1993	1978	2022	1917	1878	1933	2024	2118	2184
Residential Students (Fall Number)	855	888	807	680	688	588	600	675	750	825	825	825
Commuter Students (Fall Number)	3026	2884	2775	2573	2953	2897	2815	2840	2931	3026	3146	3230
# of Students enrolled in Online Programs	0	0	0	0	59	142	200	250	300	400	500	600
# of Traditional Students *(age 24 and under)*	3142	3147	2986	2782	3115	2961	2732	2812	2944	3081	3177	3244
# of Post-traditional Students *(age 25 and older)*	739	625	594	471	526	524	683	703	736	770	794	811
# of Hispanic/Latino (H/L)	24	28	24	26	25	13	16	20	25	32	40	50
# of Black or African-American, non-H/L	198	205	170	143	149	118	120	180	200	220	242	266
# of Students from Kentucky	310	326	313	305	339	297	275	300	324	350	378	408
# of Students from West Virginia	12	17	18	17	18	22	20	25	30	35	40	45
# of International Students	50	41	34	30	39	37	40	46	53	61	70	80
# of Student Athletes	208	255	262	339	351	374	375	400	425	425	425	425
# of Graduate Students	152	169	176	156	175	181	190	225	243	262	283	306

KPIS AND GOALS: FIVE YEAR TARGETS

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Persistence	78%[1]	80%	82%	84%	86%	88%
Retention - Overall	65%[2]	66%	67%	68%	70%	72%
Retention - Developmental	53%[2]	54%	55%	56%	58%	60%
Retention - College Ready	82%[2]	82%	82%	83%	84%	85%
Completion (6-year) - Bachelors	31.1%	32%	34%	36%	38%	40%
Completion (6-year) - All	37.7%	40%	42%	45%	47%	50%

Notes: [1]Baseline (Fall 2020 - Spring 2021) // [2]Baseline (Fall 2019 - Fall 2020)

Certified as True and Correct
June 30, 2021

Secretary, SSU Board of Trustees

RESOLUTION E08-21

RECOGNITION OF JUNETEENTH AS A UNIVERSITY HOLIDAY

WHEREAS, Juneteenth is the oldest nationally celebrated commemoration of the end of slavery in the U.S. and is a day of reflection of the accomplishments, inventions, triumphs and contributions of African Americans in our nation's history; and

WHEREAS, June 19 is recognized as a federal and state holiday; and

WHEREAS, Shawnee State holds diversity, equity, and inclusion as core values on its campus;

THEREFORE, BE IT RESOLVED by the Board of Trustees that Shawnee State University establishes Juneteenth as a University holiday beginning in calendar year 2021 and annually thereafter; and

BE IT FURTHER RESOLVED that Juneteenth will be celebrated by providing SSU employees with a paid vacation day annually on June 19 (or the Friday or Monday before or after if Juneteenth falls on a weekend).

(June 25, 2021)

Shawnee State
UNIVERSITY

2021-2022 BOARD OF TRUSTEES MEETING SCHEDULE

Date	Finance and Administration Committee	Academic and Student Affairs Committee	Board of Trustees Meeting
Friday, September 17, 2021	9:00 a.m. University Center 214	10:30 a.m. University Center 215	1:15 p.m. University Center 215
Friday, November 19, 2021	9:00 a.m. University Center 214	10:30 a.m. University Center 215	1:15 p.m. University Center 215
Friday, February 11, 2022	9:00 a.m. University Center 214	10:30 a.m. University Center 215	1:15 p.m. University Center 215
Friday, April 22, 2022	9:00 a.m. University Center 214	10:30 a.m. University Center 215	1:15 p.m. University Center 215
Friday, June 24, 2022	9:00 a.m. University Center 214	10:30 a.m. University Center 215	1:15 p.m. University Center 215
Commencement Dates			
Saturday, December 11, 2021		Vern Riffe Center for the Arts	
Saturday, April 30, 2022		Alumni Green	

Board Retreat			
Saturday, June 25, 2022	Time and location to be determined		

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