

**SHAWNEE STATE  
UNIVERSITY BOARD OF  
TRUSTEES**

**Meeting Minutes  
December 1, 2023**

**Call to Order**

Chair Evans called the meeting to order at 1:28 p.m. noting the meeting was in compliance with RC § 121.22(F).

**Roll Call**

Members present: Mr. Evans, Mr. Edwards, Mr. Furbee, Dr. Haas, Mr. Daniels, Ms. Dennis, Mr. Richey, Mrs. Schisler, Ms. Blythe, Ms. Ratliff with Mr. Shah joining remotely.

Members absent: None

**Approval of the September 15, 2023 Board Meeting Minutes**

Mr. Daniels moved and Mr. Furbee seconded a motion to approve the September 15, 2023 Board meeting minutes. The motion was passed by unanimous roll call vote of all Board members present.

**Approval of the December 1, 2023 Agenda**

Mr. Edwards moved and Mrs. Schisler seconded a motion to approve the December 1, 2023 Board meeting agenda. The motion was passed by unanimous roll call vote of all Board members present.

**Consent Agenda**

1. Resolution F30-23, Approval of Efficiency Report
2. Resolution F31-23, Approval of Updates to Policy 3.20Rev, University Housing
3. Resolution F32-23, Approval of Revisions to Policy 1.05Rev, Investment Policy
4. Resolution F33-23, Approval of Update to Policy 4.52, Leaves of Absence (Paid and Unpaid)
5. Resolution F34-23, Approval of Policy 3.26, Name, Image, and Likeness for Student Athletes

Chair Evans directed the Board to review the action items on the Consent Agenda and asked if anyone wished to remove any items from the Consent Agenda. There being no objection, items 1-5 remain on the agenda. Mr. Furbee moved to accept the action items on the Consent Agenda and Mr. Edwards seconded the motion. The motion was passed by unanimous roll call vote of all Board members present.

**Executive Committee**

Mr. Edwards reported on behalf of the Executive Committee.

1. Resolution E12-23, Renewal of General Counsel Employment Contract

This resolution approved the continued appointment of Mr. Michael McPhillips as General Counsel and authorizes the President to negotiate and execute an employment agreement with Mr. McPhillips. Mr. Edwards moved that the Board adopt Resolution E12-23 and Mr. Furbee seconded the motion. The motion was passed by unanimous roll call vote of all Board members present.

2. The Committee met in executive session to discuss two issues 1) the employment of a public official, and 2) the potential sale and purchase of real estate.

### **Finance and Administration Committee Report**

Mr. Edwards reported on behalf of the Finance and Administration Committee.

1. Resolution F29-23, Acceptance of Shawnee State University's FY2023 Financial Report

This resolution accepted the audited FY2023 financial report. Mr. Edwards moved that the Board adopt Resolution F29-23 and Mr. Daniels seconded the motion. The motion was passed by unanimous roll call vote of all Board members present.

2. Plante Moran representatives, Mr. Keith Martinez and Ms. Katie Veldman, presented the results of the University's FY2023 financial audit. Plante Moran issued an unmodified opinion on the financial statements. The full report is attached to the minutes.
3. Mr. Greg Ballengee, Chief Financial Officer, reviewed the draft Senate Bill 6 ratios. The University's FY2023 composite score was 2.6. The full report is attached to the minutes.
4. Ms. Aimee Welch, Institutional Budget Director, provided a year-to-date budget status report. Current spending is in-line with expected pace. The full report is attached to the minutes.
5. Mr. Ballengee reviewed the status of the University's investment portfolio as of October 31, 2023. The market value of the portfolio at that time was \$7.96M. The full report is attached to the minutes.
6. Ms. Malonda Johnson, Chief Operating Officer, updated the committee on recent personnel activity, including nine new hires, three status changes for current employees, and eight departures which includes six retirements under the Voluntary Retirement Incentive Program. The full report is attached to the minutes.
7. Mr. John Temponeras, Interim Director of Facilities, Planning and Construction, updated the committee on the status of current capital projects, including a new campus gateway, a campus master plan update, a safety grant keyless entry project, and roofing and infrastructure projects. The full report is attached to the minutes.

### **Academic and Student Affairs Committee Report**

Dr. Haas reported on behalf of the Academic and Student Affairs Committee.

1. Dr. Sunil Ahuja, Provost and Vice President for Academic and Student Affairs, reported on recent activities in Academic and Student Affairs. He also provided highlights of faculty and staff accomplishments in the areas of teaching, scholarship, service, and community engagement. Dr. Ahuja recognized Professors Larry “Skip” Miller, Nancy Bentley, Sarah Boehle, and Isabel Graziani on their upcoming retirement. The full report is attached to the minutes.
2. Dr. Ahuja discussed the possible establishment of the College of Health and Human Services and the College of Business and Engineering at SSU. He noted that conversations are underway campus-wide regarding these changes and the opportunities they present for institutional growth.
3. Dr. Ahuja and Dr. Jennifer Pauley, Associate Provost, discussed the current status of SSU’s Online Program Manager (OPM), with further plans to be developed during the 2024 calendar year.
4. Ms. Elizabeth Blevins, Chief of Staff, reviewed the new grants organization framework. The expanded structure includes the addition of personnel, grants management software, and a university grants committee.
5. Ms. Blevins reported on college rankings.
6. Dr. Ahuja reminded the Board about the upcoming commencement on December 9, 2023.

### **Reports from Board Liaisons with other Organizations**

None

### **President’s Report**

President Braun reported that the University Faculty Senate committed to work together with administration on an academic reorganization next year, including the creation of a College of Business and Engineering and College of Health and Human Services; the University Staff Assembly was abolished by a joint agreement between the USA, CWA, and SSU; an additional \$500,000 has been raised for the Lute School of Business; state support has been broad and enthusiastic for our new bachelor’s degrees in social work and substance abuse counseling and for an SSU Behavioral Health Workforce Accelerator; SSU was selected to participate in the US Department of Education’s National Center for Education Statistics Postsecondary Student Aid Study (NPSAS:24); and the Master of Science in Nursing and Bachelor of Science in Computer Science have been approved. Dr. Braun reported on recent activities, organization building, and FY24 initiatives and projects. The full report is attached to the minutes.

### **New Business**

None

### **Comments from Constituent Groups and the Public**

None

## **Faculty Senate Report**

Ms. Mariah Woodward, UFS President, reported that the Senate has handled 42 items of business including the shared governance document which was revised and approved.

### **Executive Session**

Dr. Haas moved to enter Executive Session to discuss two issues: 1) the employment of a public official, and 2) the potential sale and purchase of real estate. Mr. Furbee seconded the motion. Following a unanimous roll call vote in accordance with Ohio Revised Code Section 121.22, the Board entered executive session at 2:03 p.m. Those in attendance for the executive session were Mr. Evans, Mr. Edwards, Mr. Furbee, Dr. Haas, Mr. Daniels, Mr. Richey, Mrs. Schisler, Ms. Dennis and Mr. Shah (remotely, via Teams) and Dr. Braun. Dr. Braun left executive session at 2:19 p.m. Mr. Edwards moved and Mr. Furbee seconded a motion to leave executive session and return to public meeting. The motion was passed by unanimous roll call vote of all Board members present and the Board exited executive session at 2:29 p.m.

### **Other Business**

None

### **Adjournment**

Mr. Edwards moved and Mr. Furbee seconded a motion to adjourn. The motion was passed by unanimous roll call vote and the Board adjourned at 2:33 p.m.

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Chairperson, Board of Trustees

Prepared by Sandra Dudit, Executive  
Assistant to the Office of the President, and  
Approved by Michael McPhillips, Secretary to the  
Board of Trustees:

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**RESOLUTION F30-23**

**APPROVAL OF  
FY2023 EFFICIENCY REPORT**

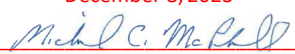
WHEREAS, Ohio higher education institutions are required to annually submit an efficiency report to the Ohio Department of Higher Education (ODHE); and

WHEREAS, in order to comply with the legislated due date of November 3, 2023, the University's FY2023 Efficiency Report was submitted to ODHE in draft form pending approval by the Board of Trustees; and

WHEREAS, the report reflects Shawnee State's continued commitment and efforts toward meeting or exceeding efficiency goals;

THEREFORE, BE IT RESOLVED that the Board of Trustees of Shawnee State University approves the FY2023 Efficiency Report.

(December 1, 2023)

Certified as True and Correct  
December 8, 2023  
  
Secretary, SSU Board of Trustees



**Affordability & Efficiency**

## **FY23 Efficiency Reporting Template**

### **Introduction:**

Ohio Revised Code section 3333.95 requires the chancellor of the Ohio Department of Higher Education (DHE) to maintain an “Efficiency Advisory Committee” that includes an “efficiency officer” from each state institution of higher education (IHE). Each IHE must then provide an “**efficiency report**” updated annually to DHE, which is compiled by the chancellor into a statewide report shared at year end with the governor and legislature. The committee itself meets at the call of the chancellor.

The first several Efficiency Reports were heavily influenced by and structured around the Ohio Task Force on Affordability and Efficiency’s October 2015 report “Action Steps to Reduce College Costs” (Task Force). The Task Force report provided many good recommendations that sharpened our focus and set a course for increasing efficiency throughout public higher education in Ohio. Since then, the Efficiency Reports have transitioned to other timely issues. This year’s report will continue that practice.

In addition, there are a number of topics that are required to be addressed per the Ohio Revised Code. Specifically, ORC Section 3333.951(C) requires IHEs to report on their annual study to determine the cost of textbooks for students enrolled in the institution. ORC 3333.951(B) requires Ohio’s co-located colleges and universities to annually review best practices and shared services and report their findings to the Efficiency Advisory Committee. ORC 3345.59(E) requires information on efficiencies gained as a result of the “regional compacts” created in 2018.

The reporting template also requests information regarding college debt and debt collection practices, among other things.

***Your Efficiency Report Contact: David Cummins***, Associate Vice Chancellor Financial Planning and Oversight, 614-752-9496, [dcummins@highered.ohio.gov](mailto:dcummins@highered.ohio.gov) Please provide your institution’s efficiency report by **Friday, November 3, 2023** via email to [OdheFiscalReports@highered.ohio.gov](mailto:OdheFiscalReports@highered.ohio.gov)

As in previous years, the Efficiency Reporting Template is structured into the following sections:

- **Section I: Efficiency and Effectiveness** – This section captures information on progress made from strategic partnerships and practices that are likely to yield significant savings and/or enhance program offerings.
- **Section II: Academic Practices** – This section covers areas more directly related to instruction, with an emphasis on actions taken to reduce the costs to students of textbooks, including the options of Inclusive Access and Open Educational Resources.
- **Section III: Policy Reforms** – This section captures state IHE responses to suggested policy reforms originating from state initiatives, including transcript withholding and Second Chance Grants as created in Sub. SB 135.
- **Section IV: Future goals** – In the spirit of continuous improvement, the DeWine-Husted administration continues to request feedback on steps the state can take to support your institution's goals.

**For purposes of this report, efficiency is defined on a value basis as a balance of quality versus cost:**

- Direct cost savings to students (reducing costs)
- Direct cost savings to the institution (reducing costs)
- Cost avoidance for students (reducing costs)
- Cost avoidance to the college/university (reducing costs)
- Enhanced advising, teaching (improving quality)
- IP commercialization (improving quality)
- Graduation/completion rates (improving quality)
- Industry-recognized credentials (improving quality)
- Experiential learning (improving quality)

These are examples only. Please consider your responses to address broader measures of efficiency, quality, cost and value. Please also note that this is only a template. Feel free to respond in any additional way you believe is helpful.

## *Shawnee State University*

### **Section I: Efficiency and Effectiveness**

#### **Benchmarking**

Each institution should regularly identify and evaluate its major cost drivers, along with priority areas that offer the best opportunities for efficiencies. Institutions should also track their progress in controlling costs and improving effectiveness.

1. Does your institution utilize Higher Education Information (HEI) system data to evaluate the efficiency of operations? If so, which data sources are most useful or informative? How can the data provided in HEI be better utilized for this purpose?

SSU does utilize the HEI system to evaluate the efficiency of operations. The data sources that are most useful are the Employees by Appointment Status by Work Category and the Campus Accountability information. These are wonderful resources for comparing our institution to the other higher education institutions in the state. The data provided in HEI could be better utilized for this purpose by making the data more timely and showing more comparative information.

2. What other data, metrics, or benchmarks does your institution utilize to evaluate operational efficiencies and the appropriate balance of instructional vs. administrative expenses? How is such data utilized by your institution? Please summarize and provide an overview of your performance based on each measure.

SSU uses the data provided by the IPEDS Data Feedback Reports that compares our university with a group of similar institutions. These data are utilized by the institution to get a general summary of how our instructional vs administrative expenses compares to other similar institutions. Based on these metrics, SSU core expenses per FTE enrollment are better than institutions similar to us. (See Figure 20)



Figure 20. Core expenses per FTE enrollment, by function: Fiscal year 2021



NOTE: Expenses per full-time equivalent (FTE) enrollment, particularly instruction, may be inflated because finance data includes all core expenses while FTE reflects credit activity only. For details on calculating FTE enrollment and a detailed definition of core expenses, see the Methodological Notes. N is the number of institutions in the comparison group.

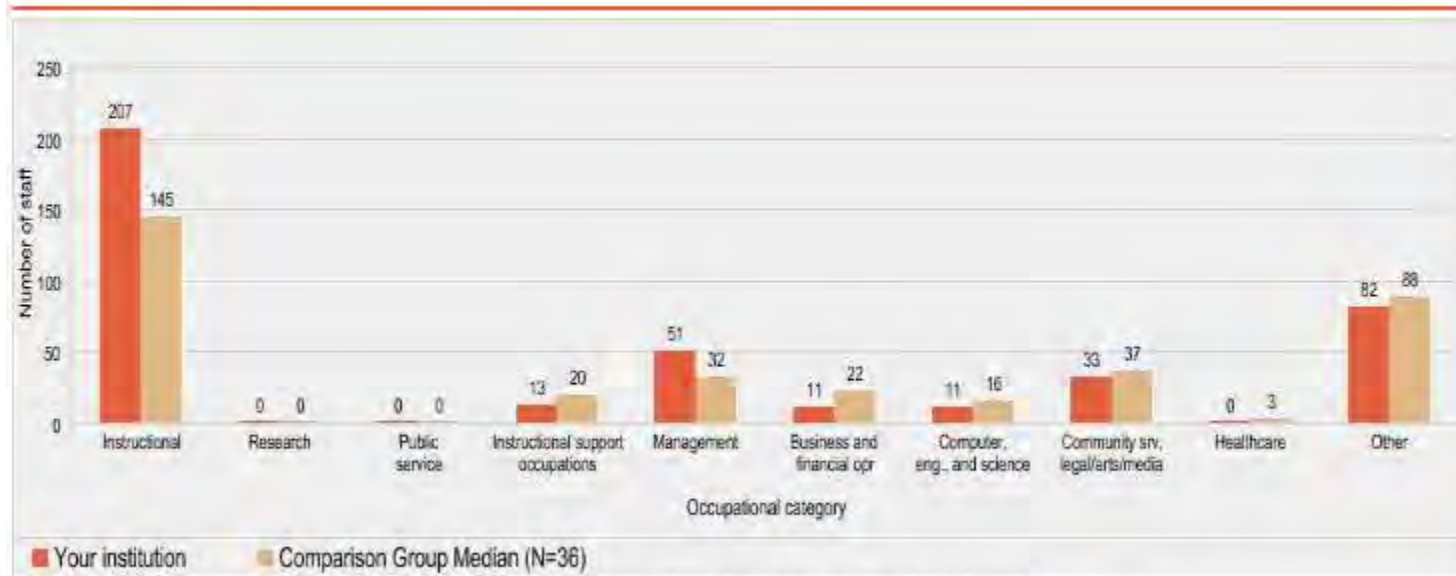
SOURCE: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS): Fall 2021, 12-month Enrollment survey component and Spring 2022, Finance survey component.

SSU has a larger number of instructional staff by FTE compared to similar institutions, but a smaller operational staff in most other occupational categories. (See Figure 21)

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December 8, 2023

*Michael C. McPhail*  
Secretary, SSU Board of Trustees

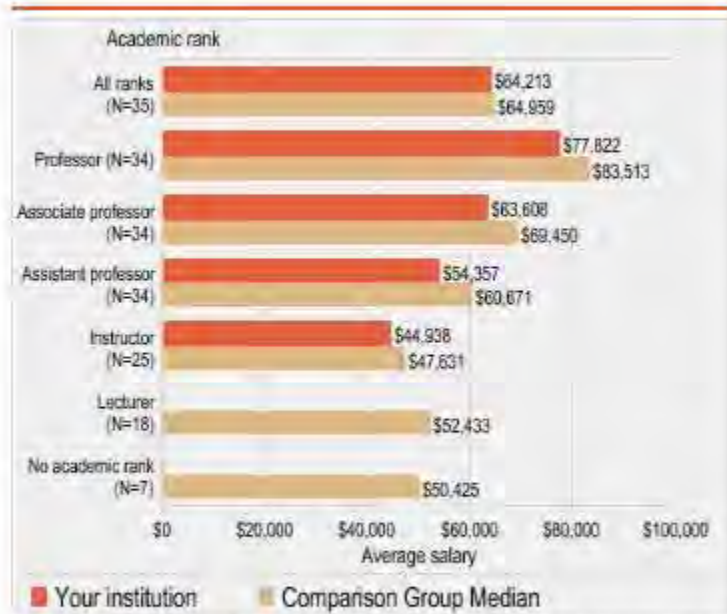
Figure 21. Full-time equivalent staff, by occupational category: Fall 2021



NOTE: Graduate assistants are not included. For calculation details, see the Methodological Notes. N is the number of institutions in the comparison group.  
 SOURCE: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS), Spring 2022, Human Resources survey component.

SSU’s average salaries of full-time non-medical instructional staff are lower than similar institutions. (See Figure 22)

**Figure 22. Average salaries of full-time non-medical instructional staff equated to 9-months worked, by academic rank: Academic year 2021-22**



NOTE: See Methodology Notes for more details on average salary. N is the number of institutions in the comparison group.

SOURCE: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS): Spring 2022, Human Resources survey component.

## Facilities Planning

In April 2022 the Auditor of State’s Office completed a Performance Audit of the facility inventory data maintained by DHE. AOS provided three recommendations within that audit:

- DHE should work to ensure that all institutions report data by a specified date and it should develop and follow internal data verification methods.
- DHE should provide the collected facilities data in a timely manner so that policy makers can make informed decisions relating to necessary changes in the state operating and capital budgets.
- DHE should develop a strategic plan for higher education, with a focus on facilities.

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December 8, 2023

*Michael C. McPhail*  
Secretary, SSU Board of Trustees

1. How has your institution employed planning and changing use of campus space to reduce costs and increase efficient use of capital resources?

Beginning in summer 2023, SSU has shifted from a long-term aspirational master planning process to an active short-term (2-year), mid-term (4-6 years), and long-term (7+ years) planning process to recognize immediate needs and savings opportunities that can be realized in current fiscal cycles as well as immediate next cycles. Stated objectives are reduction of square footage in use footprint, energy-efficient renovation of space-in-use, and expansion of cross-departmental collaboration and sharing of classrooms, labs, and other instructional space and resources.

2. How have recent enrollment trends, including changing demographics and the increased utilization of distance learning, impacted facilities planning at your institution?

Sightlines provided space analysis data prior to COVID-19 that was informing several initiatives at SSU, including the realignment of classrooms, labs, and offices for shared use by multiple departments. During COVID-19, the institution quickly pivoted to a completely remote modality. This academic year, overall course offerings have returned for the most part to pre-COVID-19 levels, with online offerings making up a larger proportion of courses. The university will be relaunching a comprehensive study following AY23-24 to assess utilization and feed the active three-tier planning process described above.

- a. Do you see continued increases in distance learning, or do you think that the percentage of courses taken by distance learning has reached a stable level?


Given nationwide trends, SSU expects to see a continued increase in distance learning, particularly in graduate and certificate programs. Shawnee State University students undergraduate and non-credit students are largely first-generation however and continue to express preferences for on-campus and in-person instruction. The university is evaluating student preferences and course offerings throughout AY23-24 to determine the optimal mix of course modality to meet student needs, remain demand competitive, and keep costs low for the institution and students.

3. What benchmarks or data sources does your institution use to assess demand for physical space?

The university Facilities & Planning department currently relies on internal data from the Office of Academic & Student Affairs and Enrollment Management to assess the demand of physical space. The university is current exploring alternative benchmarking frameworks to be incorporated into planning by FY25 that are tailored for smaller schools and most appropriate for the high concentration of 2-year applied and 4-year programs on campus.

- a. Do you see a shift in the demand for different types of physical space, e.g. lab space?

Over 40% of Shawnee State University programs are 2-year applied degree programs and a significant proportion of four-year degrees are in the sciences and engineering. This program distribution continues to demand a significant amount of

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physical laboratory space. In many cases, these labs require specialized equipment that demand dedicated physical space. Even with the shift in some cases to online classroom instruction, the demand for lab space at SSU remains very high.

4. Does your institution utilize HEI physical structure data or area utilization data to inform the six-year capital planning process?  
Yes

## Regional Compacts

ORC Section 3345.59 requires regional compacts of Ohio’s public institutions, with an executed agreement in place by June 30, 2018, for institutions to collaborate more fully on shared operations and programs. The section identifies nine areas to be addressed to improve efficiencies, better utilize resources and enhance services to students and their regions. Per paragraph E of that section:

(E) Each state institution of higher education shall include in its annual efficiency report to the chancellor the efficiencies produced as a result of each compact to which the institution belongs.

**Specific to the Regional Compact in which your institution is a member**, please describe collaborations that have occurred within the regional compacts and the efficiencies or enhanced services provided in any of the relevant categories below.

Category	Description
Reducing duplication of academic programming	SSU conducted an academic program evaluation in FY22. New review standards and processes are in development now for implementation in AY24-AY25 to streamline academic offerings and further reduce any duplicate programming.
Implementing strategies to address workforce education needs of the region	<p>The SSU Center for Lifelong Learning uses regional Ohio Means Jobs data to align development of short-term certificate pathways with immediate workforce needs and enrolls students based on an evaluation of their current level of education and experience. The SSU Center for Lifelong Learning developed several health care related programs understanding the critical staffing shortages facing regional hospitals, EMS providers, and long-term care facilities, as well as partnerships with the Grit Project and Future Plans.</p> <p>The SSU Center for Lifelong Learning partnered with the Corporation for Ohio Appalachian Development to offer two cohorts of the Child Development Associate credential program to attract and train additional staff members for childcare centers, another area with severe staffing shortages state-wide.</p> <p>The SSU Workforce Development Office has continued work with the Ohio Manufacturing Association and the Best Ohio Industry Sector Partnership to bring manufacturers</p>

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	<p>together to address needs and train the next generation of manufacturing employees. This work has provided exposure to career fields such as manufacturing and provided training and internships, targeting under-represented groups including women, individuals in recovery and re-entry. Partners include the Star Justice Center, Ohio Department of Jobs and Family Services, and Workforce Board Area 1.</p> <p>SSU is a member of the Ohio Cyber Range and partners with many institutions to enhance cybersecurity offerings. An articulation agreement was recently proposed between Southern State Community College and SSU in computer science and engineering technologies.</p>
<p>Sharing resources to align educational pathways and to increase access within the region</p>	<p>Shawnee State University academic and non-academic programs have partnerships with several K-12 school districts, regional educational service centers, community colleges, and career technical schools to provide program-specific CCP, admission, and dual-enrollment pathways to increase college access and completion.</p>
<p>Reducing operational and administrative costs to provide more learning opportunities and collaboration in the region</p>	
<p>Enhancing career counseling and experiential learning opportunities for students</p>	<p>The Center for Lifelong Learning offers a Bear Tracks workforce training camp each summer. This year, Building Bridges to Careers partnered with the program to offer paid internships to all participants. Many participants are currently employed where they interned.</p>
<p>Expand alternative education delivery models such as competency-based and project-based learning</p>	<p>SSU adopted a policy for the University to administer co-curricular Micro-credentials and badges.</p> <p>Expansion of competency-based learning assessment capacity is being developed in the College of Professional Studies to support advanced standing in a number of SSU applied 2-year and 4-year programs.</p> <p>The Center for Lifelong Learning is now offering courses in a hybrid format allowing for more students to gain skills and knowledge. For example, students can complete the Basic EMT online and then come to campus for a few weeks to complete clinicals and test off on skills.</p>
<p>Collaboration and pathways with information technology centers, adult basic and literacy education programs and school districts</p>	<p>Established partnerships with regional school districts to provide training, resources, and direct literacy instruction to promote the science of reading to build literacy skills from birth up. The SSU Center for Lifelong Learning partners with K-12 school districts in a 13-county area to deliver adult basic and literacy education.</p>

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Enhancing the sharing of resources between institutions to expand capacity and capability for research and development	Shawnee State University is a charter member of OhioLINK. OhioLINK is the academic library consortium for Ohio which has 121-member libraries. SSU stakeholders can borrow resources from any member library at no cost. OhioLINK also negotiates contracts on our behalf that help the library reduce costs for group resource purchases.
Identifying and implementing the best use of university regional campuses	N/A
Other initiatives not included above	N/A

### Co-located Campuses

ORC Section 3333.951(B) requires Ohio’s co-located colleges and universities to annually review best practices and shared services in order to improve academic and other services and reduce costs for students, and to report their findings to the Efficiency Advisory Committee.

(B) Each state institution of higher education that is co-located with another state institution of higher education annually shall review best practices and shared services in order to improve academic and other services and reduce costs for students. Each state institution shall report its findings to the efficiency advisory committee established under section [3333.95](#) of the Revised Code. The committee shall include the information reported under this section in the committee's annual report.

Co-located campus: \_\_\_\_\_ N/A \_\_\_\_\_

Type of Shared Service or Best Practice (IE: Administrative, Academic, etc.)	Please include an explanation of this shared service.	Monetary Impact from Shared Service

### Section II: Academic Practices



This section covers areas more directly related to instruction, with an emphasis on savings strategies related to the cost of textbooks, and the expanded use of alternative instructional materials.

## **Textbook Affordability**

### **Textbook Cost Study**

ORC Section 3333.951(D) requires Ohio’s public colleges and universities to do the following on an annual basis:

(D) Each state institution of higher education shall conduct a study to determine the current cost of textbooks for students enrolled in the institution, and shall submit the study to the chancellor of higher education annually by a date prescribed by the chancellor.

Your institution’s submission of Textbook Cost Study information via the annual Efficiency Report is used to satisfy this statutory requirement. Please attach the analysis of textbook costs developed by your institution labeled “[Institution Name – Academic Year – Textbook Cost Study]” and summarize the results of your institution’s study below.

<b>Category</b>	<b>Amount</b>
Average cost for textbooks that are new	85.13
Average cost for textbooks that are used	66.58
Average cost for rental textbooks	51.43
Average cost for eBook	77.26

### **Reducing Textbook Costs for Students**

ORC Section 3333.951(C) requires Ohio’s public colleges and universities to report their efforts toward reducing textbook costs for students.

(C) Each state institution of higher education annually shall report to the efficiency advisory committee on its efforts to reduce textbook costs to students.

Please discuss all initiatives implemented, including those specifically referenced below, that ensure students have access to affordable textbooks.

*Open Educational Resources (OER)*



1. Has your institution adopted practices/policies to formally encourage the use of OER materials in lieu of purchased materials? Please explain and please include links to relevant information, if applicable, that is available on your institution's website.

*The University has a policy that provides guidelines regarding the selection of textbooks, to include cost incentives encouraging faculty to save students money when possible. <https://www.shawnee.edu/sites/default/files/documents/policy-2-18-textbook-selection-2022.pdf>*

2. Has your institution provided support to faculty for the development of OER materials? If so, please explain and include links to relevant information, if applicable, that is available on your institution's website.

*We promote OER workshops and opportunities for faculty who want help creating courses with OER's. <https://shawneesu.libguides.com/c.php?g=1202568&p=8793891>*

3. What courses did your institution offer during the 2022-23 academic year that used OER? Please fill out the attached template completely. This template will be used to inform a statewide landscape analysis of OER adoption and may be publicly shared in a report. See attached.

### *Inclusive Access*

Inclusive access is defined as an arrangement between an institution, through faculty, and students to offer college textbooks and materials as "included" within tuition and/or a fee assessment, rather than purchased individually by the student. The benefit to faculty and students of inclusive access typically includes a significantly reduced cost per textbook for students, as compared to students buying a new copy of the textbook, and confidence that all students will possess the necessary textbook and/or materials on "day one." Federal law provides the statutory right for students to "opt-out" of inclusive access if they prefer, which preserves the right of the student to source materials.

1. Does your institution formally encourage faculty to offer inclusive access acquisition of college textbooks as a cost-savings for students? If yes, what mechanisms are in place help promote this strategy with faculty?

Yes, the option for inclusive access is promoted on the faculty website used to collect textbook adoptions. The bookstore staff also identifies courses that would be good candidates for the program and connects those professors with publisher experts in the field.

2. What courses did your institution offer during the 2022-23 academic year that participated in an inclusive access program? Please fill out the attached template completely. This template will be used to inform a statewide landscape analysis of the utilization of inclusive access and may be publicly shared in a report. See attached

- 3. How are students at your institution made aware of their right to opt out of utilizing inclusive access?  
The opt out is handled manually through the registrar’s office.

Please provide contact information for the person completing this section of the Efficiency Report, so that we may follow up if we have questions.

Melissa Rucker  
 Bookstore Manager  
 Shawnee State University  
 mrucker@shawnee.edu  
 740-351-3155

*Other Textbook Affordability Practices*

What other practices, if any, does your institution utilize to improve college textbook affordability?

Please provide any relevant information in the table below.

Initiative	Explanation of Initiative	Cost Savings to Students

### Section III: Policy Reforms

#### Transcript Access

ORC Section 3345.027 requires the following of public colleges and universities:

(C)(1) Not later than December 1, 2023, the board of trustees of each state institution of higher education shall formally consider and adopt a resolution determining whether to end the practice of transcript withholding. Once adopted, each state institution shall submit a copy of the resolution to the chancellor of higher education.

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 Secretary, SSU Board of Trustees

- (2) In adopting the resolution required under this division, each board of trustees shall consider and evaluate all of the following factors:
- (a) The extent to which ending the practice of transcript withholding will promote the state's post-secondary education attainment and workforce goals;
  - (b) The rate of collection on overdue balances resulting from the historical practice of transcript withholding;
  - (c) The extent to which ending the practice of transcript withholding will help students who have disenrolled from the state institution complete an education, whether at the same institution or another state institution.

If a board of trustees resolves to maintain the practice of transcript withholding, the board shall include in the resolution a summary of its evaluation of the factors contained in division (C)(2) of this section.

- (3) Not later than January 1, 2024, the chancellor shall provide a copy of each resolution submitted under this division to the governor, the speaker of the house of representatives, and the president of the senate

Although the submission of this year's Efficiency Report will occur prior to the submission date of the policy required to be adopted by the section above, please be aware of this new requirement as you plan your fall schedule for Board of Trustee meetings.

## Special Purpose Fees Policy

Limitations on increases in instructional and general fees have traditionally been set by the General Assembly within biennial operating budgets. Limitations on special purpose fee increases, alternatively, are fairly new beginning with Am. Sub. HB 49 of the 132<sup>nd</sup> General Assembly. Section 381.160 of Am. Sub. HB49 precluded increases in special purpose fees and establishing new special fees, at universities, except for certain categories of fees specifically exempted in law from the fee limitations. Am. Sub. HB 166 of the 133<sup>rd</sup> General Assembly continued the special purpose fee restriction but additionally required the Chancellor to review and approve new special purpose fees and increases in existing special purpose fees at universities and community colleges. This same level of special purpose fee restraint has been continued in every biennial budget since, including the current biennial budget Am. Sub. HB 33 (Section 381.260(A)(1)(c)).

Please describe your institution's policy for assigning special purpose fees to specific courses or academic programs. Specifically:

1. What criteria are used to determine whether a course or lab fee is appropriate?

Fee definitions as used by Shawnee State University, per Policy 4.90REV: Tuition and Other Student Fees, Fines and Charges, are:

Course Fees – Fees charged only to students enrolled in courses for which a supplemental fee has been established to defray the cost of lab supplies, technology needs, or other special requirements of the course.

Academic Program Fees – Fees charged only to students who have been accepted into an academic program that requires specialized supplies, equipment, or individualized services. Examples may include studio-based programs, programs requiring state-of-the-art equipment, and programs with clinical requirements.

When charging a fee to an existing or newly developed course or program, departments must present this request through shared governance committees. Course and program fee proposals begin at the department level and receives review / approval by all relevant governance committees, the College Dean, Provost, Registrar, and Bursar.

2. What is the internal process for approving new fees or fee increases?

Each spring term the Bursar's Office requests that College Deans contact departments for input on any new course or program fees or increases to existing fees. Departments submit their requests to the Dean's office with justification(s) for the changes to existing fees or proposed new fees. Each Dean reviews and determines which requests are forwarded to the Bursar. In coordination with the Chief Financial Officer, the Bursar's office submits these requests to Ohio Department of Higher Education and to the SSU Board of Trustees for their approvals. Both the Board of Trustees and ODHE must approve the fee changes prior to implementation of any fees. Course and program fees are communicated on Shawnee State University's "Tuition and Fees" webpage (<https://www.shawnee.edu/admission/tuition-fees>).

3. What controls are in place to assure that the fee revenue is utilized appropriately to the benefit of the students paying the fee?

SSU has procedures in place that outline the appropriate use of both course and program fees. Additionally, 10% of fees are held in an expense fund for each College to assist with equipment, unanticipated expenses, or start-up expenses for new programs/degrees to ensure students have access to all necessary instructional supports for degree progression. In conjunction with College Dean, departments/Schools develop plans to ensure projected expenses are addressed appropriately using fee revenue. All requests to spend course and program fee accounts are submitted through SSU's BearTrax Procurement System. For purchases under \$5000, the Department Chair or School Director first reviews and approves the requisition, followed by the Dean of the College. Once approved, the requisition is sent to the Procurement office for the actual purchase to be made. For all purchases over \$5000, there are additional approvals beyond the Dean at the level of the Provost and review by the General Accounting Services Office. Any purchases above \$50,000 require bids to be submitted to the Procurement Office followed by all of the approvals previously listed before purchases can be approved.

## Additional Practices

Some IHE's may implement practices that make college more affordable and efficient, but which have not been the topic of a specific question in this reporting template. This section invites your institution to share any positive practices you have implemented that benefit student affordability and/or institutional efficiency.

Please share any additional best practices your institution is implementing or has implemented.

Certified as True and Correct  
December 8, 2023

  
Secretary, SSU Board of Trustees

Shawnee State expanded its undergraduate free-tuition program this year to make college possible for more students in underrepresented Appalachian Ohio. Under the program, Pell-eligible students from Scioto, Lawrence, Adams, Pike, Jackson, Ross, Gallia, Brown, and Highland counties in Ohio; and Greenup, Boyd and Lewis counties in Kentucky qualify, as long as they enroll full-time, have a high school GPA of at least 3.0 and an ACT score of at least 18. In its second year, the program is making a college education more affordable for hundreds of students in our region who would not pursue higher education otherwise. This year, SSU plans to implement several new scholarship programs to reach students in our region who narrowly miss Pell eligibility and those who have stopped out of their college journey to make it easier for them to finish their degrees. SSU is also adopting a “metro rate” for housing and board for students in Scioto County, to make living on campus more affordable, which improves their chances of success.

## Section IV: Future Goals

The DeWine-Husted administration recognizes that each IHE faces unique challenges and opportunities with respect to the institution’s highest priority goals over the next several years. With that in mind, please provide any suggestions about possible roles the state could play in supporting your institutional goals.

1. Please provide your thoughts and suggestions regarding ways the State of Ohio can further support strength, resiliency and reputational excellence in Ohio’s post-secondary education system.

Cost, awareness, and the perceived value of higher education is a significant barrier to post-secondary credential attainment and degree completion for first-generation and low-income students in Appalachian Ohio. High school graduates and early- to mid-career adults are consequently far less likely to attend and/or complete college in south-central and south-east Ohio than in other regions of the state. A continued commitment to funding resources that reduce or eliminate the cost of college as well as consistent messaging that re-enforces the importance of higher education is crucial. Continued investment in need-based grants and scholarships for low-income and middle-income students is necessary. Direct support to institutions committed to college access for underrepresented students will not only improve student enrollment and completion numbers, but it will also allow those institutions to evolve to properly meet Ohio’s rapidly changing post-secondary-dependent workforce and provide feasible options for students with increasingly non-traditional needs.

Thank you for completing the FY23 Efficiency Reporting Template. We appreciate the important role Ohio’s colleges and universities play in supporting Ohio students, economic growth, world-class research and the overall success for our state.

PLEASE ONLY INCLUDE OER COURSES ON THIS LIST. PLEASE CHECK SHEET2 FOR A DEFINITION OF AN OER COURSE.

TERM (Fall 2021 or Spring 2022)	COURSE ID	SECTION NUMBER	CCP (YES OR NO)	NUMBER OF STUDENTS ENROLLED	AVERAGE RETURN ON INVESTMENT (DO NOT EDIT FORMULA)
fall 21	math 1200	3		34	\$ 3,944.00
summer 22	math 2110	90		15	\$ 1,740.00
summer 22	math2110	91		1	\$ 116.00
summer 22	math 1250	90		1	\$ 116.00
fall 21	univ 1101	51		16	\$ 1,856.00
fall 21	geol 1201	2	yes	21	\$ 2,436.00
fall 21	etec 3701	90		28	\$ 3,248.00
fall 21	etgg 2801	90		39	\$ 4,524.00
fall 21	etgg 4804	90		18	\$ 2,088.00
spring 22	etec 2104	1		26	\$ 3,016.00
spring 22	etec 4401	90		19	\$ 2,204.00
spring 22	etgg 2802	90		31	\$ 3,596.00
fall 21	pols 1110	94		47	\$ 5,452.00
fall 21	pols 1110	93		38	\$ 4,408.00
fall 21	pols 1110	95		14	\$ 1,624.00
spring 22	pols 1110	90		32	\$ 3,712.00
spring 22	pols 1110	92		31	\$ 3,596.00
fall 21	etco 1120	51	yes	20	\$ 2,320.00
spring 22	etco 1120	51	yes	1	\$ 116.00
spring 22	etec 1302	51		19	\$ 2,204.00
spring 22	etec 1101	1		22	\$ 2,552.00
fall 21	engl 1102	17	yes	5	\$ 580.00
spring 22	engl 1105	91 & 92		16	\$ 1,856.00
fall 21	edmc 4470	1		2	\$ 232.00
fall 21	edae 4400	1		10	\$ 1,160.00
fall 21	pols 1110	91	yes	40	\$ 4,640.00

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December 8, 2023

  
Secretary, SSU Board of Trustees

Please include all OER courses that your institution offered in academic year 2021-2022 on this spreadsheet. Please put each section separately since they will have different enrollment numbers. In order for a course to be classified as an OER course, it needs to meet the following criteria.

**In order to include a course on this spreadsheet, all course materials for the course must be OER. There must be no course materials cost to students for the course.**

**DEFINITION OF OER**

The term "open educational resource" means a teaching, learning, or research resource offered freely to users in at least one form and either resides in the public domain or has been released under an open copyright license that allows for its free use, reuse, modification, and sharing with attribution.

**What is an example of an OER course?**

An OER course is completely free because it uses openly licensed resources. To receive this designation, the course must use openly licensed materials for all required curricular resources, including textbooks and other instructional materials, such as workbooks, lab manuals, and online homework platforms.

An example of an OER course would be one where the instructor provides a link to a free, online version of an openly licensed textbooks.

The course does not use any other required curricular resources. The professor can recommend students purchase a print- on-demand version, but as long as the instructor does not require the students to use the print version, the cost of printing does not disqualify this course from receiving the OER designation.

**What is included/excluded when calculating course material costs?**

Included in the cost: textbooks and other instructional/curricular materials, such as workbooks, lab manuals, online homework platforms and codes, or publisher-provided materials for students.

Also included are any course fees for course materials, such as a textbook rental fee, inclusive access fee, Barnes & Noble College Booksellers' First Day fee, or Follett's ACCESS fee.

Excluded from the cost: supplies and equipment, including art supplies, lab tools, and calculators. Also excluded are course fees that are a lab fee, technology fee, or testing fee.

The average return on investment (\$116) is derived from the recent MHEC study on benefits and costs of OER.

[https://www.mhec.org/sites/default/files/resources/2022MHECOER-Toward-Convergence.pdf?utm\\_source=msdynmktg&utm\\_medium=email&utm\\_campaign=22towardconvergence#msdyntrid=pj-O-aa8BW0NjmTgEIXpi9nJKWFvp-J9qbFukH0u8il](https://www.mhec.org/sites/default/files/resources/2022MHECOER-Toward-Convergence.pdf?utm_source=msdynmktg&utm_medium=email&utm_campaign=22towardconvergence#msdyntrid=pj-O-aa8BW0NjmTgEIXpi9nJKWFvp-J9qbFukH0u8il)

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December 8, 2023

  
Secretary, SSU Board of Trustees

**PLEASE ONLY INCLUDE INCLUSIVE ACCESS COURSES ON THIS LIST.**

**DEFINITION OF INCLUSIVE ACCESS**

Inclusive access is an arrangement between an institution, through faculty, and students to offer college textbooks and materials as "included" within tuition and/or a fee assessment, rather than purchased individually by the student.

TERM (Fall 2022 or Spring 2023)	COURSE ID	CCP (YES OR NO)	NUMBER OF	ESTIMATED SAVINGS
			STUDENTS ENROLLED	
	ANTH 2250		59	\$3,492.51
	ARTH 1101		475	\$38,296.88
	ARTH 2211		40	\$4,115.20
	ARTH 2212		41	\$4,218.08
	BIOL 1151		74	\$19,983.70
	BIOL 1152		53	\$14,312.65
	BIOL 3560		25	\$5,892.81
	BIOL 3561		17	\$4,007.07
	BIOL 4780		23	\$3,517.74
	BUAC 2010		127	\$23,497.22
	BUAC 2030		104	\$25,384.32
	BUAC 2210		27	\$7,802.66
	BUAC 3030		46	\$14,843.28
	BUAC 3350		9	\$1,088.53
	BUMG 3000		31	\$3,452.78
	CHEM 1121		137	\$34,739.09
	CHEM 1141		96	\$8,096.64
	CHEM 1142		33	\$2,783.22
	CHEM 2200		24	\$6,085.68
	ENGL 1101		419	\$17,319.37
	ENGL 1102		32	\$1,322.72
	ENGL 1201		106	\$4,381.51
	EXSC 2150		69	\$5,470.49
	EXSC 2200		81	\$5,033.54
	MATH 1000		16	\$1,771.40
	MATH 1000A		13	\$1,439.26
	MUSI 1201		205	\$27,132.26
	POLS 1210		93	\$5,671.14
	PSYC 1101		566	\$57,587.67
	PSYC 1130		130	\$8,920.60
	PSYC 2121		18	\$3,198.96
	PSYC 2130		112	\$19,835.48
	PSYC 3140		26	\$1,448.53
	PSYC 3160		72	\$19,291.68
	STAT 1150		193	\$23,739.48
	STAT 1800		52	\$7,093.32
	STAT 1800A		51	\$6,956.91

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December 8, 2023

  
Secretary, SSU Board of Trustees



# Highlights of FY23 Efficiency Report

## Open Educational Resource (OER) Materials

The term "open educational resource" means a teaching, learning, or research resource offered freely to users in at least one form and either resides in the public domain or has been released under an open copyright license that allows for its free use, reuse, modification, and sharing with attribution.

- SSU had 26 classes utilizing OER materials
- 546 Students enrolled
- The total savings to students - \$63,000
- Avg. savings to students \$116 per course

## Inclusive Access (IA) Materials

Inclusive access is an arrangement between an institution, through faculty, and students to offer college textbooks and materials as "included" within tuition and/or a fee assessment, rather than purchased individually by the student. In order to be included in the IA program these materials are required to be offered at the lowest price available on the market.

- SSU had 37 classes utilizing IA materials
- 3695 Students enrolled
- The total estimated savings to students as compared to MSRP- \$443,000
- Avg. savings to students \$119 per course

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December 8, 2023

  
Secretary, SSU Board of Trustees

**RESOLUTION 31-23**

**REVISION OF POLICY 3.20REV, UNIVERSITY HOUSING**


WHEREAS, Policy 3.20 Rev, University Housing, addresses the requirements, restrictions and prohibitions pertaining to the University's residence halls; and

WHEREAS, a revision of the policy is recommended after analyzing post-Covid-19 student trends and behaviors; and

WHEREAS, revised Policy 3.20, University Housing, has been recommended by the Chief Financial Officer for Board of Trustees approval; and

THEREFORE, BE IT RESOLVED that the Board of Trustees of Shawnee State University hereby approves revision of Policy 3.20Rev, University Housing.

(December 1, 2023)

Certified as True and Correct  
December 8, 2023  
  
Secretary, SSU Board of Trustees

# Shawnee State University

POLICY TITLE:	UNIVERSITY HOUSING
POLICY NO.:	3.20 REV
ADMIN CODE:	3362-3-12
PAGE NO.:	1 OF 3
EFFECTIVE DATE:	<del>03/19/21</del> 12/01/2023
NEXT REVIEW DATE:	<del>03/2024</del> 12/2026
RESPONSIBLE OFFICER:	<del>VPAEM</del> <u>CHIEF FINANCIAL OFFICER</u>
APPROVED BY:	BOARD OF TRUSTEES

## 1.0 PURPOSE

Shawnee State University (SSU) has an obligation to ensure that housing policies and programs exist that will maximize the educational potential of the residential life of the University.

## 2.0 RESIDENCE LIFE AS AN EDUCATIONAL EXPERIENCE

2.1 In addition to the other forms of education it practices, Shawnee State University endorses and supports the particular value of higher education as provided by a residential campus community. Residential settings offer students unparalleled opportunities to gain from social interactions and other life experiences that characterize on-campus housing and dining.

2.2 When residential living is part of an organized program, the educational and personal gains from simple access and participation can be substantial. For these reasons, SSU develops and maintains programs that ensure the residential experience contributes in significant ways to the total education of students.

## 3.0 UNIVERSITY HOUSING REQUIREMENTS, RESTRICTIONS AND PROHIBITIONS

3.1 As a condition of admission and continued enrollment, all freshman and sophomore students in their first and second years of attendance and who have completed less than sixty (60) hours of college credit beyond high school who live more than fifty (50) ~~twenty-five (25)~~ miles from campus are required to live in University housing, to the extent that space is available, and to take their meals in dining facilities as provided in meal plans approved by the University. Under this policy a freshman is defined as a student who has ~~not~~ earned 29 or fewer college credit hours beyond high school graduation as of the start of the academic year and a sophomore is a student who has ~~earned less than at least sixty (60)~~ thirty (30) hours of college credit beyond high school graduation as of the start of the academic year. For the purposes of the preceding sentence only, credit earned through Ohio College Credit Plus or a similar program, or credits earned through high school Advanced Placement or International Baccalaureate courses shall not fall within the definition of "college credit". ~~This section shall apply to students enrolling at the university for the first time after summer of 2021.~~

Certified as True and Correct  
December 8, 2023

  
Secretary, SSU Board of Trustees

- 3.2 All varsity student athletes ~~and/or international students~~ receiving any institutional athletic scholarship assistance and all international students are required to live in University housing, to the extent that space is available, and to take their meals in dining facilities as provided in meal plans approved by the University. These student athletes are also required to maintain a meal plan of at least 12 meals per week while enrolled at the institution. This section shall apply to student athletes and international students enrolling at the university for the first time after summer of 2021.
- 3.3 Exceptions to the on-campus housing **and meal plan** requirements in sections 3.1 and 3.2 include the following: married students, single parents with full or shared custody of children, veterans, students over the age of 23, transfer students with more than sixty (60) transferred credits earned beyond high school graduation (**international students and students on athletic scholarships do not fall within this exception**), ~~students living with one or both of their parents~~, and other extraordinary circumstances as determined by the Chief Enrollment Officer Vice President for Advancement and Enrollment Management or designee. If a student wishes to petition on account of living with their parents, both the student and parents are required to submit a signed affidavit with their appeals.
- 3.4 Individuals Prohibited from Student Housing
- 3.4.1 Individuals are prohibited from living in and/or visiting University- owned or managed residential facilities if they:
- have been convicted of any felony of violence, and/or
  - are a convicted sex offender, and/or
  - have been convicted of a felony or were found responsible for an offense as a juvenile which would be a felony if committed by an adult, and have not completed their associated sentence, probation, and/or parole, whichever applicable.
- 3.4.2 The University may exclude other individuals from University housing based upon health, safety and/or conduct reasons in accordance with procedures and/or guidelines approved by the President.

#### 4.0 TERMS AND CONDITIONS FOR STUDENT RESIDENTS

As a condition to living in student housing, students will be required to agree to requirements established by the University, which may be in the form of a housing contract. Failure to fully and accurately complete the contract may be a reason to exclude a student from University housing. The housing contract form shall be approved by the Vice President for Finance and Administration Chief Enrollment Officer.

Certified as True and Correct  
December 8, 2023

  
Secretary, SSU Board of Trustees

5.0 The Board of Trustees will retain authority for establishing rates for residential housing and meal plans.

## 6.0 GUIDELINES

The University will have guidelines for student housing and residence life that may be produced in electronic form. Such guidelines will be approved by the President.

[Ref: Guide to University Housing & Residence Life](#)

### History

Effective: 05/09/94

Revised: **12/01/23**; 03/19/21; 12/14/18; 09/11/15; 05/02/14; 02/09/07

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December 8, 2023

  
Secretary, SSU Board of Trustees

# Shawnee State University

POLICY TITLE:	UNIVERSITY HOUSING
POLICY NO.:	3.20 REV
ADMIN CODE:	3362-3-12
PAGE NO.:	1 OF 3
EFFECTIVE DATE:	12/01/2023
NEXT REVIEW DATE:	12/2026
RESPONSIBLE OFFICER:	CHIEF FINANCIAL OFFICER
APPROVED BY:	BOARD OF TRUSTEES

## 1.0 PURPOSE

Shawnee State University (SSU) has an obligation to ensure that housing policies and programs exist that will maximize the educational potential of the residential life of the University.

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2.2 When residential living is part of an organized program, the educational and personal gains from simple access and participation can be substantial. For these reasons, SSU develops and maintains programs that ensure the residential experience contributes in significant ways to the total education of students.

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December 8, 2023

  
Secretary, SSU Board of Trustees

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- 3.3 Exceptions to the on-campus housing and meal plan requirements in sections 3.1 and 3.2 include the following: married students, single parents with full or shared custody of children, veterans, students over the age of 23, transfer students with more than sixty (60) transferred credits earned beyond high school graduation (international students and students on athletic scholarships do not fall within this exception), and other extraordinary circumstances as determined by the Chief Enrollment Officer.
- 3.4 Individuals Prohibited from Student Housing
- 3.4.1 Individuals are prohibited from living in and/or visiting University- owned or managed residential facilities if they:
- a) have been convicted of any felony of violence, and/or
  - b) are a convicted sex offender, and/or
  - c) have been convicted of a felony or were found responsible for an offense as a juvenile which would be a felony if committed by an adult, and have not completed their associated sentence, probation, and/or parole, whichever applicable.
- 3.4.2 The University may exclude other individuals from University housing based upon health, safety and/or conduct reasons in accordance with procedures and/or guidelines approved by the President.

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- 5.0 The Board of Trustees will retain authority for establishing rates for residential housing and meal plans.

## 6.0 GUIDELINES

The University will have guidelines for student housing and residence life that may be produced in electronic form. Such guidelines will be approved by the President.

[Ref: Guide to University Housing & Residence Life](#)

### History

Effective: 05/09/94

Revised: 12/01/23; 03/19/21; 12/14/18; 09/11/15; 05/02/14; 02/09/07



**RESOLUTION F32-23**

**APPROVAL OF REVISIONS TO POLICY 1.05REV, INVESTMENT POLICY**

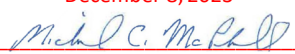
WHEREAS, Policy 1.05Rev, Investment Policy, was last updated by the Board of Trustees on April 30, 2021; and

WHEREAS, at its November 9, 2023 meeting, the University's Investment Committee and Investment Consultant (TIAA) evaluated the status of the University's diversified investment pool, current and future cash needs and additions to investment balances, the necessity to restructure the investment allocation, and the limitations of the established asset allocation targets and ranges; and

WHEREAS, the policy has been updated and revised to respond to allocate planned additional investment funding in FY2024 and to ensure the continued effective management of the University's diversified investment pool with the Investment Committee's concurrence;

THEREFORE, BE IT RESOLVED that the Shawnee State University Board of Trustees approves the proposed revisions to Policy 1.05Rev, Investment Policy.

(December 1, 2023)

Certified as True and Correct  
December 8, 2023  
  
Secretary, SSU Board of Trustees

# Shawnee State University

POLICY TITLE:	INVESTMENT POLICY
POLICY NO:	1.05REV
ADMIN CODE:	3362-1-05
PAGE NO.:	1 OF 5
EFFECTIVE DATE:	12/01/2023 <del>4/30/2021</del>
NEXT REVIEW DATE:	12/2026 <del>4/2023</del>
RESPONSIBLE OFFICERS:	INVESTMENT COMMITTEE
APPROVED BY:	BOARD OF TRUSTEES

## 1.0 PURPOSE

- 1.1 The Shawnee State University Board of Trustees has title to University investments and these funds are held in trust. The investments are to be made consistent with this investment policy as set forth below.
- 1.2 All fiduciaries implementing this investment policy are required to discharge their duties with the care, skill, prudence, and diligence under the circumstances then prevailing that a prudent person acting in like capacity and familiar with such matters would use in the conduct of an enterprise of like character and with like aims.

## 2.0 MEMBERSHIP AND DUTIES

- 2.1 The membership of the Investment Committee shall be as follows.
  - 2.1.1 The University's ~~Vice President for Finance and Administration~~ Chief Financial Officer or his/her delegate shall serve as a permanent member of the Committee.
  - 2.1.2 The University Controller or his/her delegate shall serve as a permanent member of the Committee.
  - 2.1.3 The Chair of the Board of Trustees shall appoint a chair of the Investment Committee from among the members of the Board's Finance and Administration Committee. The chair of the Investment Committee shall serve in that role for a term of one fiscal year, which is renewable at the discretion of the Chair of the Board.
  - 2.1.4 In addition to the members discussed in sections 2.1.1 through 2.1.3, there shall be three (3) additional members. Each such additional member shall be appointed in staggered three-year terms, which are renewable as set forth in section 2.1.45. Existing members at the time of this amendment shall serve out the remainder of their terms, and are eligible for renewal.
  - 2.1.5 The chair of the Investment Committee shall make recommendations on replacing a

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December 8, 2023  
  
Secretary, SSU Board of Trustees

member at the end of a term, renewing a member's term, and appointing a member to fill a vacancy during a term. All such renewal recommendations and nominees recommended by the Investment Committee chair are subject to approval by the Board of Trustees.

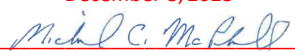
- 2.2 The Investment Committee shall meet at least quarterly.
- 2.3 The Investment Committee shall review and recommend revision to this investment policy and advise the Shawnee State University Board of Trustees through its Finance and Administration Committee on its investments.
- 2.4 The Investment Committee is authorized to retain an investment advisor that meets the credential criteria as outlined in law.
- 2.5 Upon appointment, each Investment Committee member will sign an agreement indicating that they will avoid conflicts of interest in performing their duties as committee members.

### 3.0 INVESTMENT OBJECTIVE

- 3.1 The primary objectives of the University's investment activities are:
  - 3.1.1 Safety: Assets of the University shall be handled in a manner that diversifies investments so as to mitigate the magnitude of potential capital loss inherent in investment risk.
  - 3.1.2 Return on Investment: To have, over time, return net-of-fees that at least equals common indexes in capital markets in which the University's assets are invested.

### 4.0 INVESTMENT ALLOCATION

- 4.1 A minimum of 25% of the prior fiscal year's average investment portfolio will be invested in securities of the United States Government or of its agencies or instrumentalities, the treasurer of state's pooled investment program, obligations of this state or any political subdivision of this state, certificates of deposit of any national bank located in this state, written repurchase agreements with any eligible Ohio financial institution that is a member of the Federal Reserve System or Federal Home Loan Bank, money market funds, or bankers acceptances maturing in two hundred seventy days or less which are eligible for purchase by the Federal Reserve system, as a reserve. The actual percentage may be higher than this figure dependent upon anticipated cash flow needs with some buffer for unanticipated needs as determined by Section 4.4 of this Policy.
- 4.2 Investments shall be made in a Liquid Pool and a Diversified Investment Pool.
  - 4.2.1 The administration of the Liquid Investment pool is to remain with the Shawnee State University Finance Office as an agent of the Investment Committee. Returns will be reported quarterly to the Investment Committee and the Board of Trustees.

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December 8, 2023  
  
Secretary, SSU Board of Trustees

4.2.2 The diversified investment pool will be invested in publicly traded securities with the following ranges of asset allocation within that pool:

	Target Allocation		Range
Total Equity		<del>35</del> 0%	<del>24</del> 0% to <del>46</del> 0%
Large Cap	<del>20</del> 35%		
Mid and Small Cap	10%		
International	5%		
Total Fixed Income		<del>60</del> 48%	<del>55</del> 40% to <del>75</del> 60%
Cash		<del>5</del> 2%	1% to 30%
Alternative Assets		0%	0% to 5%

4.2.3 The ~~Vice President for Finance and Administration~~ Chief Financial Officer or delegate has authority to allocate funds between these pools.

4.2.4 Asset Target Allocations will be reviewed with the Investment Committee not less than on an annual basis for critical changes that will recognize the University's long-term financial needs and be responsive to investment market conditions.

4.3 The University may transfer a portion of the Diversified Investment Pool to the Liquid Investment Pool as follows:

4.3.1 The University may transfer up to 2.5% times the Diversified Investment Pool's previous twelve quarter moving average of market value from the Diversified Investment Pool to the Liquid Investment Pool.

4.3.2 This calculation will be applied to the twelve quarters ending on December 31 of the current fiscal year so the level of additional funding will be available during the subsequent year's budgeting process.

4.3.3 The amount eligible to be transferred may be moved as a lump sum or periodically during the fiscal year but the total of the transfer(s) may not exceed the original calculated amount (other than for exceptions noted in other sections of the Investment Policy).

4.3.4 The ~~Vice President for Finance and Administration~~ Chief Financial Officer will recommend the amount (and the related investment accounts from which the funds will be

withdrawn) of eligible funds to be transferred from the Diversified Investment

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Pool to the Liquid Investment Pool based on the University's anticipated cash needs and consultation with the University's Investment Consultant. The transfer will require the approval of the University President and will subsequently be reported to the Investment Committee and the Board of Trustees at their respective meetings following the transfer.

- 4.4 The ~~Vice President for Finance and Administration~~Chief Financial Officer may request a transfer to or from the Diversified Investment Pool to either the Liquid Investment Pool or the University's Main Operating checking account outside of the formula restrictions noted in Section 4.3 based on unanticipated cash needs of the University. Based upon the amount of the request, the recommendation will require approval as follows:

4.4.1	<u>Requested Transfer Amount:</u>	<u>Requires Approval From:</u>
	\$1 to \$1,000,000	<del>Vice President for Finance &amp; Administration</del> <u>Chief Financial Officer</u>
	\$1,000,001 to \$2,500,000	University President
	\$2,500,001 to \$5,000,000	Chair, Shawnee State University Board of Trustees

- 4.4.2 The transfer will also be reported to the Investment Committee and the Board of Trustees at their respective meetings following any transfer.

## 5.0 INVESTMENT SECURITIES DIVERSIFICATION AND QUALITY

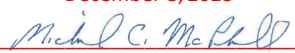
- 5.1 No more than 5% of the Diversified Investment Pool portfolio shall be invested in any single issue except U. S. government securities.
- 5.2 Investment in fixed income securities shall be limited to government and agency issues and other issues in the top four quality ratings of recognized credit services. Prohibited investments include bonds rated below investment grade and investment funds in which derivatives comprise a substantial part.

## 6.0 ALTERNATIVE INVESTMENTS

Inclusion of alternative investments is at the discretion of the Investment Committee. Alternative investment categories may include gold and other commodities.

## 7.0 MARKET BENCHMARKS

- 7.1 Given short-term market fluctuations, it is intended that investment manager(s) will

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achieve the performance objectives over a 5-year moving period, net of investment fees, set forth in section 7.2. It is understood that performance evaluation will occur in shorter intervals, the results of which may cause the Investment Committee to make an investment manager change.

7.2 Policy benchmarks will be established by the Investment Committee as needed but no less than on an annual basis and subsequently communicated to the Board of Trustees, upon adoption.

7.3 In evaluating the Investment Manager's performance, relative to the established benchmarks, any University requested revisions of the asset allocations will be taken into consideration.

## 8.0 EVALUATION OF INVESTMENT MANAGERS

8.1 Investment managers will be reviewed quarterly based upon the following criteria:

8.1.1 Ability to exceed the performance objectives stated in this policy.

8.1.2 Adherence to the philosophy and style that were articulated to the Investment Committee at or subsequent to the time an investment manager was retained.

8.1.3 Ability to exceed the investment performance (net of fees) of other investment managers who adhere to the same or similar style.

8.1.4 Continuity of personnel and practices at the firm.

### History

Effective: 10/11/02

Revised: 12/01/23; 04/30/21, 04/12/19, 10/14/16, 05/02/14, 06/14/12, 11/18/11, 04/13/07, 04/22/05

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December 8, 2023

  
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# Shawnee State University

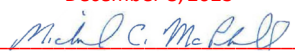
POLICY TITLE:	INVESTMENT POLICY
POLICY NO:	1.05REV
ADMIN CODE:	3362-1-05
PAGE NO.:	1 OF 5
EFFECTIVE DATE:	12/01/2023
NEXT REVIEW DATE:	12/2026
RESPONSIBLE OFFICERS:	INVESTMENT COMMITTEE
APPROVED BY:	BOARD OF TRUSTEES

## 1.0 PURPOSE

- 1.1 The Shawnee State University Board of Trustees has title to University investments and these funds are held in trust. The investments are to be made consistent with this investment policy as set forth below.
- 1.2 All fiduciaries implementing this investment policy are required to discharge their duties with the care, skill, prudence, and diligence under the circumstances then prevailing that a prudent person acting in like capacity and familiar with such matters would use in the conduct of an enterprise of like character and with like aims.

## 2.0 MEMBERSHIP AND DUTIES

- 2.1 The membership of the Investment Committee shall be as follows.
  - 2.1.1 The University's Chief Financial Officer or his/her delegate shall serve as a permanent member of the Committee.
  - 2.1.2 The University Controller or his/her delegate shall serve as a permanent member of the Committee.
  - 2.1.3 The Chair of the Board of Trustees shall appoint a chair of the Investment Committee from among the members of the Board's Finance and Administration Committee. The chair of the Investment Committee shall serve in that role for a term of one fiscal year, which is renewable at the discretion of the Chair of the Board.
  - 2.1.4 In addition to the members discussed in sections 2.1.1 through 2.1.3, there shall be three (3) additional members. Each such additional member shall be appointed in staggered three-year terms, which are renewable as set forth in section 2.1.5. Existing members at the time of this amendment shall serve out the remainder of their terms, and are eligible for renewal.
  - 2.1.5 The chair of the Investment Committee shall make recommendations on replacing a member at the end of a term, renewing a member's term, and appointing a member to fill a vacancy during a term. All such renewal recommendations and

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nominees recommended by the Investment Committee chair are subject to approval by the Board of Trustees.

- 2.2 The Investment Committee shall meet at least quarterly.
- 2.3 The Investment Committee shall review and recommend revision to this investment policy and advise the Shawnee State University Board of Trustees through its Finance and Administration Committee on its investments.
- 2.4 The Investment Committee is authorized to retain an investment advisor that meets the credential criteria as outlined in law.
- 2.5 Upon appointment, each Investment Committee member will sign an agreement indicating that they will avoid conflicts of interest in performing their duties as committee members.

### 3.0 INVESTMENT OBJECTIVE

- 3.1 The primary objectives of the University's investment activities are:
  - 3.1.1 Safety: Assets of the University shall be handled in a manner that diversifies investments so as to mitigate the magnitude of potential capital loss inherent in investment risk.
  - 3.1.2 Return on Investment: To have, over time, return net-of-fees that at least equals common indexes in capital markets in which the University's assets are invested.

### 4.0 INVESTMENT ALLOCATION

- 4.1 A minimum of 25% of the prior fiscal year's average investment portfolio will be invested in securities of the United States Government or of its agencies or instrumentalities, the treasurer of state's pooled investment program, obligations of this state or any political subdivision of this state, certificates of deposit of any national bank located in this state, written repurchase agreements with any eligible Ohio financial institution that is a member of the Federal Reserve System or Federal Home Loan Bank, money market funds, or bankers acceptances maturing in two hundred seventy days or less which are eligible for purchase by the Federal Reserve system, as a reserve. The actual percentage may be higher than this figure dependent upon anticipated cash flow needs with some buffer for unanticipated needs as determined by Section 4.4 of this Policy.
- 4.2 Investments shall be made in a Liquid Pool and a Diversified Investment Pool.
  - 4.2.1 The administration of the Liquid Investment pool is to remain with the Shawnee State University Finance Office as an agent of the Investment Committee. Returns will be reported quarterly to the Investment Committee and the Board of Trustees.
  - 4.2.2 The diversified investment pool will be invested in publicly traded securities with the following ranges of asset allocation within that pool:



	Target Allocation		Range
Total Equity		50%	40% to 60%
Large Cap	35%		
Mid and Small Cap	10%		
International	5%		
Total Fixed Income		48%	39% to 60%
Cash		2%	1% to 30%
Alternative Assets		0%	0% to 5%

- 4.2.3 The Chief Financial Officer or delegate has authority to allocate funds between these pools.
- 4.2.4 Asset Target Allocations will be reviewed with the Investment Committee not less than on an annual basis for critical changes that will recognize the University's long-term financial needs and be responsive to investment market conditions.
- 4.3 The University may transfer a portion of the Diversified Investment Pool to the Liquid Investment Pool as follows:
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- 4.3.4 The Chief Financial Officer will recommend the amount (and the related investment accounts from which the funds will be withdrawn) of eligible funds to be transferred from the Diversified Investment Pool to the Liquid Investment Pool based on the University's anticipated cash needs and consultation with the University's Investment Consultant. The transfer will require the approval of the University President and will subsequently be reported to the Investment Committee and the Board of Trustees at their respective meetings following the transfer.
- 4.4 The Chief Financial Officer may request a transfer to or from the Diversified Investment Pool to either the Liquid Investment Pool or the University's Main Operating checking account outside of the formula restrictions noted in Section 4.3

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based on unanticipated cash needs of the University. Based upon the amount of the request, the recommendation will require approval as follows:

4.4.1	<u>Requested Transfer Amount:</u>	<u>Requires Approval From:</u>
	\$1 to \$1,000,000	Chief Financial Officer
	\$1,000,001 to \$2,500,000	University President
	\$2,500,001 to \$5,000,000	Chair, Shawnee State University Board of Trustees

4.4.2 The transfer will also be reported to the Investment Committee and the Board of Trustees at their respective meetings following any transfer.

## 5.0 INVESTMENT SECURITIES DIVERSIFICATION AND QUALITY

- 5.1 No more than 5% of the Diversified Investment Pool portfolio shall be invested in any single issue except U. S. government securities.
- 5.2 Investment in fixed income securities shall be limited to government and agency issues and other issues in the top four quality ratings of recognized credit services. Prohibited investments include bonds rated below investment grade and investment funds in which derivatives comprise a substantial part.

## 6.0 ALTERNATIVE INVESTMENTS

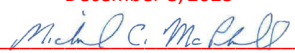
Inclusion of alternative investments is at the discretion of the Investment Committee. Alternative investment categories may include gold and other commodities.

## 7.0 MARKET BENCHMARKS

- 7.1 Given short-term market fluctuations, it is intended that investment manager(s) will achieve the performance objectives over a 5-year moving period, net of investment fees, set forth in section 7.2. It is understood that performance evaluation will occur in shorter intervals, the results of which may cause the Investment Committee to make an investment manager change.
- 7.2 Policy benchmarks will be established by the Investment Committee as needed but no less than on an annual basis and subsequently communicated to the Board of Trustees, upon adoption.
- 7.3 In evaluating the Investment Manager's performance, relative to the established benchmarks, any University requested revisions of the asset allocations will be taken into consideration.

## 8.0 EVALUATION OF INVESTMENT MANAGERS

- 8.1 Investment managers will be reviewed quarterly based upon the following criteria:

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December 8, 2023  
  
Secretary, SSU Board of Trustees

- 8.1.1 Ability to exceed the performance objectives stated in this policy.
- 8.1.2 Adherence to the philosophy and style that were articulated to the Investment Committee at or subsequent to the time an investment manager was retained.
- 8.1.3 Ability to exceed the investment performance (net of fees) of other investment managers who adhere to the same or similar style.
- 8.1.4 Continuity of personnel and practices at the firm.

History

Effective: 10/11/02

Revised: 12/01/23; 04/30/21; 04/12/19; 10/14/16; 05/02/14; 06/14/12; 11/18/11; 04/13/07;  
04/22/05

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**RESOLUTION F33-23**

**REVISION OF POLICY 4.52REV  
LEAVES OF ABSENCES (PAID AND UNPAID)**

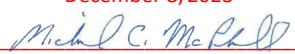
WHEREAS, a modification of the policy is recommended to reflect the closure of the University each year around the Christmas and Independence Day holidays to achieve energy efficiency savings; and

WHEREAS, the specific closure dates will be determined by the University and the viability of continuing such closure will be examined by the President each year to determine the impact upon the delivery of services and operational needs and may be modified to respond to these needs; and

WHEREAS, these revisions have been recommended by the President for Board of Trustees approval;

NOW, THEREFORE, IT IS RESOLVED that the Board of Trustees of Shawnee State University approves amended Policy 4.52Rev., Leaves of Absences, Paid and Unpaid.

(December 1, 2023)

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December 8, 2023  
  
Secretary, SSU Board of Trustees

# Shawnee State University

POLICY TITLE:	LEAVES OF ABSENCES (PAID & UNPAID)
POLICY NO.:	4.52REV
ADMIN CODE:	3362-4-23
PAGE NO.:	1 OF 11
EFFECTIVE DATE:	<del>9/15/2023</del> 12/01/2023
NEXT REVIEW DATE:	<del>9/2026</del> 12/01/2026
RESPONSIBLE OFFICER:	CHIEF OPERATING OFFICER
APPROVED BY:	BOARD OF TRUSTEES

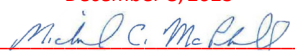
## 1.0 PURPOSE

The University is committed to providing administrators and administrative technical support staff (ATSS) with appropriate avenues to take time away from work assignments and for the University to remain fully compliant with applicable regulatory provisions for various forms of leave that are essential to the health and wellbeing of University employees. This policy identifies the holidays that are observed by the University, provides for the accrual and use of vacation, and defines the various forms of leaves of absence (LOAs) that are available or that the administration may impose. This policy does not govern Department of Public Safety employees whose leaves of absence are addressed in Policy 4.82Rev. To the extent a future collective bargaining agreement covers some public safety employees, leaves of absence addressed in the CBA shall govern.

## 2.0 HOLIDAYS

2.1 The following are designated University holidays:

<u>Holiday</u>	<u>Date</u>
New Year's Day	January 1
Martin Luther King Day	Third Monday in January
President's Day*	Third Monday in February
Memorial Day	Last Monday in May
Juneteenth	June 19
Independence Day	July 4
Labor Day	First Monday in September
Columbus Day*	Second Monday in October
Veterans Day	November 11
Thanksgiving Day	Fourth Thursday in November
Christmas Day	December 25

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- 2.2 The University will develop a schedule each year that will allow for designated holidays to be observed. The two holidays marked with an asterisk (\*) on the list will be observed on the Friday after Thanksgiving and on the day before Christmas Day.
- 2.3 If any of the holidays as provided herein falls on Saturday, the Friday immediately preceding shall be observed as the holiday. If any of the holidays as provided herein falls on Sunday, the Monday immediately succeeding shall be observed as the holiday.
- 2.4 The University reserves the right to require work on observed holidays at its discretion. Non-exempt salaried employees working on an observed holiday shall be paid for the holiday and for the actual time worked at one and one-half (1 ½) times their base salary per-hour rate of pay.

3.0 WINTER & SUMMER BREAK

The University will be closed for Winter break each year from December 26 through December 31. In the event that the observance of Christmas Eve, Christmas Day, or New Year’s Day occurs during the December 26-31 period, an additional vacation day shall not be provided to employees. The University may close additional days around the Christmas and/or Independence Day holidays as determined by the President, who shall report any such changes to and receive approval from the Chair of the Board of Trustees University.

4.0 VACATION LEAVE

- 4.1 The University regards a vacation as a period of rest and relaxation earned for past service. Since the annual vacation is important to the wellbeing of employees and their families, employees are encouraged to utilize all earned vacation.
- 4.2 For accrual purposes, the vacation year shall be based on an employee’s anniversary date.
- 4.3 Employees accrue vacation leave based upon the schedule reflected in table 4.4 below. Part time benefit eligible employees who work twelve months will receive pro-rated vacation. Benefit eligible full time employees employed for less than twelve months will receive vacation at one-half (.50) of the applicable accrual rate.

4.4 **Admin/ATSS Vacation Accrual Structure**

Years of Completed Service	# Days	Hours of Vacation	Accrual Rate	Maximum Balance
Years 0-2	17	136	5.23	272.00
Years 3-5	18	144	5.54	288.00
Years 6-8	19	152	5.85	304.00
Years 9-11	20	160	6.15	320.00

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*Michael C. McLeod*  
Secretary, SSU Board of Trustees

<b>Years 12-14</b>	<b>21</b>	<b>168</b>	<b>6.46</b>	<b>336.00</b>
<b>Year 15+</b>	<b>22</b>	<b>176</b>	<b>6.77</b>	<b>352.00</b>

- 4.5 An employee may accumulate a maximum of two (2) times the accrued hours of vacation earned in one year. This amount may be carried over from year to year. With approval of the division senior executive, an additional amount may be carried over when vacation cannot be taken due to operational needs outside the employee's control. Division senior executive shall mean the Provost/Vice President for Academic and Student Affairs; Chief Financial Officer; Chief Operating Officer; Chief Enrollment Officer; Chief Advancement Officer; Chief of Staff; and the President for employees who report directly to the President.
- 4.6 A newly hired employee's vacation accrual rate may include prior public service with the State of Ohio or any of its political subdivisions or regional councils of government, with the following conditions:
- 4.6.1 The employee must inform and provide written documentation to the Department of Human Resources within ninety (90) days of employment that s/he has service with the State of Ohio or any of its political subdivisions or regional councils of government. In such case, the employee's accrual will be adjusted to the appropriate rate from the date of employment with the University.
- 4.6.2 Notification by the employee to the Department of Human Resources received after ninety (90) days of employment with the University will be applied to the employee's accrual rate beginning the next full pay period in which the request and required documentation are received by Human Resources.
- 4.6.3 The employee's adjusted accrual balance (whether retroactive to the employment date or a later date) will be reflected on the pay records beginning with the next full pay period after receipt of required documentation.
- 4.6.4 A year of service with the State of Ohio or a political subdivision or regional council of government is considered as twenty-six (26) biweekly periods.
- 4.6.5 An employee who has retired in accordance with the provisions of any retirement plan offered by the State of Ohio and is reemployed will not have prior service with the State of Ohio, any political subdivision of the State or a regional council of government counted for purposes of computing vacation leave.
- 4.7 To assure accurate leave balances, employees requesting vacation leave must submit their request electronically through the BearTrax system.
- 4.8 Extended vacation requests (over 3 weeks in a single instance) may have a negative impact on the operation and will be considered only as an exception with accompanying extenuating circumstances. Requests of this nature will require a written rationale with supervisor approval, as well as the approval of the division senior executive.

executive (as defined in section 4.5, above).

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December 8, 2023

  
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- 4.9 When an official University observed holiday falls within an employee's vacation, that day will not be charged as vacation.
- 4.10 All accrued vacation must be exhausted before an unpaid leave of absence commences. This subsection does not apply when an employee opts to take some or all of the time off without pay during a university shutdown as permitted by section 4.13.
- 4.11 Employees who retire or resign will be paid for earned but unused vacation up to a maximum of two times the accrued hours of vacation in one year at the time of their departure. In the event of the death of an employee, vacation pay for vacation earned but not taken up to a maximum of two times the accrued hours of vacation in one year will be paid to the estate of the employee.
- 4.12 The Department of Human Resources will maintain an up-to-date record of vacation for each employee. Any questions concerning vacation record-keeping should be directed to Human Resources.
- 4.13 In order to provide for continuous payment during a Board-approved University closure, temporary changes to vacation accruals will be permitted as follows:
- 4.13.1 employees will be permitted to use accrued vacation leave hours during hours they will not be working as a result of the shutdown to offset lost pay, or
- 4.13.2 employees will be permitted to use unearned vacation leave hours that they are scheduled to earn during the remainder of that calendar year in exchange for a reduced vacation accrual rate for the remainder of the calendar year. These actions will not be considered a reduction in pay, layoff, or furlough.

## 5.0 SICK LEAVE

- 5.1 Sick leave may be used for an authorized absence from scheduled duties due to personal illness (which may include physical and/or mental health issues); personal injury; exposure to contagious disease that poses a reasonable risk of contagion to the University (the University may require documentation); medical, mental health, dental, or optical examination or treatment for self or immediate family members when the employee's attendance is required; family emergencies requiring the attendance of the employee; pregnancy and/or childbirth and related conditions; or death in the immediate family. The definition of an immediate family member includes: grandparents, brother, sister, brother-in-law, sister-in-law, daughter-in-law, son-in-law, father, father-in-law, mother, mother-in-law, spouse, child, grandchild, legal guardian, or other person who stands in the place of a parent.
- 5.2 Upon hire, a full-time Administrator or ATSS employee will receive one hundred and twenty (120) hours of sick leave credited to his/her leave account.

- 5.3 After the first year of employment and thereafter, sick leave will accrue for full-time Administrators and ATSS pro-rated each pay period for a maximum of 120 hours per year.
- 5.4 Upon hire, the part-time Administrator or ATSS employee will receive a pro-rated amount of sick leave credited to his/her leave account, based upon the employee's full-time equivalency (FTE) percentage determined at the time of hire. For example, a half-time employee (.50 FTE) will be eligible for a credit of sixty (60) hours of sick leave.
- 5.5 After the first year of employment and thereafter, sick leave shall accrue for part-time administrators and ATSS at a pro-rated amount based upon the employee's FTE.
- 5.6 An Administrator or ATSS may transfer into his/her University sick leave account any accumulated, documented, and verified sick leave balance that has been accumulated in the public service in the State of Ohio, provided that his/her re-employment takes place within ten (10) years of the date on which the employee was last terminated from public service. If the employee elects to do so and informs the Department of Human Resources, he/she may elect to transfer any unused and unpaid sick leave balance above one-hundred and twenty (120) hours to their Shawnee State University sick leave account. This amount will be in addition to the University credited amount. For example, if the employee had six hundred and twenty (620) hours of unused and unpaid sick leave from a prior state of Ohio employer, then five hundred (500) hours could be transferred to Shawnee State University.
- 5.7 There is no maximum applied to the amount of sick leave that may be accumulated during active employment.
- 5.8 The sick leave account balance will be reduced an hour for each hour of sick leave used. As an alternative to using up sick leave hours, the employee with advance approval from his/her supervisor, may use flexible scheduling (working less hours of the normal schedule and making those hours up another time or day) to account for time off for medical appointments or other reasons which would otherwise be used as sick leave hours. For ATSS, hours must be made up within the same week, or if not, the sick leave account will be reduced an hour for each hour of sick leave used.
- 5.9 Employees requesting sick leave (including leave that qualifies under the Family and Medical Leave Act – FMLA) must submit their request electronically through the BearTrax system. When the leave is foreseeable, the employee must make every effort to request the leave thirty (30) days in advance of the leave. When it is not possible for the leave request form to be submitted in advance of the leave, it must be approved by the employee's supervisor and submitted to Human Resources upon the employee's return from the absence. Time on approved sick leave will run concurrent with an approved leave under FMLA (refer to section 7.0 below).

- 5.10 If an employee is expected to be off more than five (5) consecutive work days, a signed or official doctor's statement must be submitted in advance to the supervisor or Human Resources. If an employee does not have advance warning, the doctor's statement must be provided to the supervisor or Human Resources as soon as practicable after the employee knows he/she will be off more than five (5) consecutive days and in no event any later than the date the employee returns to work (unless more time is granted by the Director of Human Resources or designee).
- 5.11 In situations of sick leave involving less than five (5) consecutive work days, where suspicious patterns of leave exist (e.g., leave taken immediately before or after weekends or days off), a doctor's statement may be required upon the request of the supervisor or Human Resources. All doctors' statements shall be in the form of a signed or official statement from the attending physician, stating the general nature of the illness, date of medical treatment, and the conditions under which the employee is released to return to work or a statement from the attending physician verifying the illness or injury of the employee's immediate family member. The failure to submit a doctor's statement or the failure to submit a proper leave form to Human Resources may result in delay of payment for the time missed.
- 5.12 Intentional misuse of the sick leave provision herein may be considered grounds for disciplinary action. Non-compliance with sick leave rules and regulations may result in the Administrator or ATSS not receiving pay for the requested sick leave.

## 6.0 SICK LEAVE RETIREMENT PAYMENT

- 6.1 The Administrator or ATSS, upon official state retirement from active service or upon separation of employment by an alternative retirement plan (ARP) participant who would meet the age and service eligibility requirements under a state pension system (OPERS or STRS), and with ten or more years of service with the State of Ohio or any of its political subdivisions, will be paid for one-fourth of the value of accumulated sick leave balance, up to a maximum payment of 240 hours. Payment will be based upon the employee's base per hour rate of pay at the time of retirement. Any unpaid leave remaining on the Shawnee State sick leave account will be available for use upon rehire (unless hired into a position that does not provide sick leave). In the event of an eligible employee's death prior to retirement, the sick leave retirement payout is not subject to payment to the employee's estate.
- 6.2 The payout of sick leave balance as provided in this policy will be made only once to any Administrator or ATSS. An employee who received such cash payout and who was rehired post retirement may accrue and use sick leave while actively employed but shall not be eligible for payment of any unused sick leave balance.
- 6.3 The payment discussed in Section 6.1 will only be available to employees who formally notify the Department of Human Resources of their retirement and meet all other eligibility requirements.

## 7.0 FAMILY AND MEDICAL LEAVE POLICY

### 7.1 Scope

Employees with at least one year of service with the University and who have worked for 1,250 hours in the previous 12 month period are eligible for up to twelve weeks of paid (existing sick leave and/or vacation) and/or unpaid leave for qualifying events, in a twelve month period (rolling year, see Title 29, Section 825.200 of Code of Federal Regulations). Qualifying events are:

7.1.1 Childbirth (due to the birth of or to care for the newborn child)

7.1.2 Adoption or foster care

7.1.3 Serious personal illness –

7.1.3.1 A serious health condition that results in a period of incapacity for more than three days during which the employee is unable to work, or

7.1.3.2 A chronic condition requiring a regimen of ongoing care by a health care provider that intermittently renders the employee unable to work for periods of less than three days while seeking treatment or while recovering from the condition.

7.1.4 The serious health condition of a member of the employee's immediate family (as defined in 5.1 above) which requires the employee to provide care.

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7.1.6 Care for a covered service member with a serious injury or illness if the employee is the spouse, child, parent or next of kin of the service member.

### 7.2 Length of leave/paid or unpaid

Family and Medical Leave provides an eligible employee to take up to twelve workweeks of leave per rolling twelve-month period except for leave under section 7.1.6 which may be taken for up to 26 workweeks. Employees will first use sick leave, where appropriate, prior to vacation and any unpaid leave. Employees will use vacation and any comp time prior to any unpaid leave after sick leave is exhausted or for events where sick leave is inappropriate. Family Medical Leave coordinates and runs concurrently with other paid and unpaid leaves.

### 7.3 Childbirth and adoption timeframe

Leave under this policy which pertains to care for a newborn, adopted, or foster child may only be taken within twelve months of the child's birth or placement.

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employee's home.

#### 7.4 Certification for health leave

If an employee requires leave for a serious health condition for himself/herself or a spouse, parent, or child, a health care provider's certification shall be required stating the commencement date and probable duration of the condition and the medical facts substantiating the condition. The University may require an independent examination at no cost to the employee.

#### 7.5 Notice of the leave

Employees must provide at least thirty days' advance notice if the leave is foreseeable. If the leave must begin within fewer than thirty days, the employee must provide notice as soon as practicable.

#### 7.6 Employment and benefits protection

Any employee who takes leave under the provisions of this policy, on return from such leave, shall be restored by the University to the position of employment held by the employee when the leave commenced or be restored to an equivalent position with equivalent employment benefits, pay, and other terms and conditions of employment.

#### 7.7 Continuation of health plan coverage

If after the exhaustion of all forms of paid leave, a period of unpaid leave is needed up to the twelve week maximum provided under this policy (or 26 week maximum, as applicable), the University shall maintain the coverage under the group health plan for this period under the conditions coverage would have been provided if the employee had continued in employment continuously for the duration of the leave. Upon return to work, the employee must make arrangements with the Department of Human Resources to make up the employee contributions missed for insurance coverage while on unpaid leave.

#### 7.8 Return from leave

If the employee fails to return from Family and Medical Leave, the University may recover the premium that the employer paid for maintaining coverage for the employee under the group health plan during any period of unpaid leave.

### 8.0 DISABILITY LEAVE

#### 8.1 Application

8.1.1 Full-time Administrators and ATSS may be granted a disability leave of absence in the event of a disabling illness or injury (except work related in which case workers' compensation rules will apply) that extends beyond leave provided under FMLA.

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- 8.1.2 Approval of such leave is contingent upon the employee submitting a satisfactory written physician's statement attesting that the essential functions of the assigned position cannot be performed.
- 8.1.3 The University may request that an examination be completed by a physician of its choosing. In such case, the University will pay for the cost of the examination.
- 8.1.4 Written application to the Department of Human Resources should be made as early as possible and must include a statement from the attending physician with a projected return date.

## 8.2 Duration and retention

- 8.2.1 The duration of disability leave will be based on the projected return date provided by the attending physician. An initial request for disability leave may be for one year or less. A disability leave may be extended one additional year with a request for such extension to be made no later than sixty (60) days prior to the originally scheduled return date. The total amount of time on such leave, paid or unpaid, for the same injury or illness, may not exceed two years. The amount of time shall be reduced by family medical leave used for the same injury or illness.
- 8.2.2 In order to be paid for disability leave, the employee will use all earned but unused sick leave, vacation leave, personal leave, and comp time. All types of paid leave must be used prior to unpaid leave.
- 8.2.3 Prior to returning to work, the employee must provide the University with the attending physician's release attesting to his/her ability to perform the essential job duties. The University may request an independent examination as identified in 8.1.3 above.
- 8.2.4 The employee will retain reinstatement rights to his/her current position if the disability leave is six (6) months or less. If such leave time exceeds six (6) months, up to a maximum of twelve (12) months, the University will place such employee in the same or similar position in which the employee possesses the required qualifications necessary to perform the essential responsibilities. The University will make reasonable efforts to reinstate an employee to the same or similar position if such leave exceeds one year.

## 8.3 Insurance coverage

- 8.3.1 The University will continue group health insurance throughout the period of an approved paid leave.
- 8.3.2 The University will continue group health insurance throughout the period of an approved unpaid leave that is not FMLA leave for a maximum of six (6) months.

8.3.3 While on an approved unpaid leave other than FMLA, the employee must timely remit the established insurance contribution payments for the duration of the leave. If the employee payment contributions are not timely remitted, the employee will forfeit University-provided health plan coverage and may elect health plan continuation under COBRA at 102% of the full cost of the University's health plan.

8.3.4 The University will continue group health insurance as provided in the Family and Medical Leave Act (FMLA) of 1993 as currently amended, and offer group health continuation and conversion benefits as provided under the Consolidated Omnibus Budget Reconciliation Act (COBRA).

#### 8.4 Disability retirement reinstatement

In the case of an employee who has been granted a disability retirement through OPERS or STRS, the period of reinstatement shall be in accordance with the prevailing rules of the state retirement system.

8.5 An Employee requesting disability leave must submit his/her request electronically through the BearTrax System.

### 9.0 WORKERS' COMPENSATION LEAVE

Workers' compensation leave will be provided as set forth in the Ohio statutes (ORC Chapter 4123) for workplace injuries and/or occupational diseases. Additional information may be found on the University website at the [Office of Human Resources](#) webpages.

### 10.0 COURT/JURY DUTY LEAVE

10.1 An employee who is required to report for jury duty or is subpoenaed to appear before any court, commission, board, or other legally constituted body, where the employee is not a party to the action, shall be entitled to leave with pay for the scheduled work hours lost as the result of such duty. For ATSS employees, the employees will be compensated by the University in an amount equal to his/her straight-time (non-overtime) rate of pay. For both Administrators and ATSS employees, their normal pay will be paid to them while on jury duty, less the amount received by the employee from the government for such appearance. An employee who reports for such duty and is excused shall immediately contact his/her immediate supervisor and report for work, if requested.

10.2 In order to be paid by the University for such leave the employee must submit to Human Resources written proof, executed by an authorized administrator of the court, showing the duration of such duty and the amount of compensation received for such duty.

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## 11.0 MILITARY LEAVE

- 11.1 An employee who is unable to report for regularly scheduled work because the employee is required to report for duty as an active-duty member of the armed forces, a reserve member of the armed forces, or as a member of the Ohio National Guard shall be compensated in accordance with Ohio law.
- 11.2 The University will adhere to any federal or state laws enacted regarding employer responsibilities toward active employees who are members of the armed forces.
- 11.3 To be eligible for this leave and in accordance with federal and state law, the employee upon request, shall provide the order or written statement from the appropriate military commander to his/her supervisor which shall be forwarded to Human Resources.

## 12.0 FURLOUGHS

A furlough is a non-permanent, unpaid leave of absence from work for a specified period of time. The President may impose furloughs in accordance with Ohio law. The President shall enact a procedure setting forth the terms and conditions under which furloughs may be imposed.

## 13.0 REQUEST FOR LEAVE FORMS

- 13.1 Except in the case of an emergency, prior notification to the employee's supervisor of anticipated leaves is required. Employees shall notify his/her immediate supervisor by telephone or electronic message prior to the scheduled start time that they are unable to report to work due to a qualifying reason. In cases where an employee is incapacitated, they may designate a family member or third-party representative to communicate with the University.
- 13.2 Requests for leave as identified in this policy must be submitted electronically via the BearTrax system. In order to assure accuracy of leave balances and to properly secure approvals for leaves, every effort should be made to make requests prior to the end of the pay period in which the leave is to occur. In rare circumstances in which this cannot be done due to emergency or oversight, the employee must submit such request at the earliest date upon return from leave.
- 13.3 Additional guidelines regarding leaves of absences may be found on the Department of Human Resources website.

### History:

Effective: 09/19/14 (Replaces 4.55Rev; 4.56Rev; 4.57Rev; 4.65 and 4.68)

Revised: 12/01/23; 09/15/23; 02/08/19; 10/13/17; 10/14/16; 08/19/16

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# Shawnee State University

POLICY TITLE:	LEAVES OF ABSENCES (PAID & UNPAID)
POLICY NO.:	4.52REV
ADMIN CODE:	3362-4-23
PAGE NO.:	1 OF 11
EFFECTIVE DATE:	12/01/2023
NEXT REVIEW DATE:	12//2026
RESPONSIBLE OFFICER:	CHIEF OPERATING OFFICER
APPROVED BY:	BOARD OF TRUSTEES

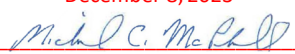
## 1.0 PURPOSE

The University is committed to providing administrators and administrative technical support staff (ATSS) with appropriate avenues to take time away from work assignments and for the University to remain fully compliant with applicable regulatory provisions for various forms of leave that are essential to the health and wellbeing of University employees. This policy identifies the holidays that are observed by the University, provides for the accrual and use of vacation, and defines the various forms of leaves of absence (LOAs) that are available or that the administration may impose. This policy does not govern Department of Public Safety employees whose leaves of absence are addressed in Policy 4.82Rev. To the extent a future collective bargaining agreement covers some public safety employees, leaves of absence addressed in the CBA shall govern.

## 2.0 HOLIDAYS

2.1 The following are designated University holidays:

<u>Holiday</u>	<u>Date</u>
New Year's Day	January 1
Martin Luther King Day	Third Monday in January
President's Day*	Third Monday in February
Memorial Day	Last Monday in May
Juneteenth	June 19
Independence Day	July 4
Labor Day	First Monday in September
Columbus Day*	Second Monday in October
Veterans Day	November 11
Thanksgiving Day	Fourth Thursday in November
Christmas Day	December 25

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- 2.2 The University will develop a schedule each year that will allow for designated holidays to be observed. The two holidays marked with an asterisk (\*) on the list will be observed on the Friday after Thanksgiving and on the day before Christmas Day.
- 2.3 If any of the holidays as provided herein falls on Saturday, the Friday immediately preceding shall be observed as the holiday. If any of the holidays as provided herein falls on Sunday, the Monday immediately succeeding shall be observed as the holiday.
- 2.4 The University reserves the right to require work on observed holidays at its discretion. Non-exempt salaried employees working on an observed holiday shall be paid for the holiday and for the actual time worked at one and one-half (1 ½) times their base salary per-hour rate of pay.

### 3.0 WINTER & SUMMER BREAK

The University will be closed for Winter break each year from December 26 through December 31. In the event that the observance of Christmas Eve, Christmas Day, or New Year's Day occurs during the December 26-31 period, an additional vacation day shall not be provided to employees. The University may close additional days around the Christmas and/or Independence Day holidays as determined by the President, who shall report any such changes to and receive approval from the Chair of the Board of Trustees.

### 4.0 VACATION LEAVE

- 4.1 The University regards a vacation as a period of rest and relaxation earned for past service. Since the annual vacation is important to the wellbeing of employees and their families, employees are encouraged to utilize all earned vacation.
- 4.2 For accrual purposes, the vacation year shall be based on an employee's anniversary date.
- 4.3 Employees accrue vacation leave based upon the schedule reflected in table 4.4 below. Part time benefit eligible employees who work twelve months will receive pro-rated vacation. Benefit eligible full time employees employed for less than twelve months will receive vacation at one-half (.50) of the applicable accrual rate.

#### 4.4 Admin/ATSS Vacation Accrual Structure

Years of Completed Service	# Days	Hours of Vacation	Accrual Rate	Maximum Balance
Years 0-2	17	136	5.23	272.00
Years 3-5	18	144	5.54	288.00
Years 6-8	19	152	5.85	304.00
Years 9-11	20	160	6.15	320.00
Years 12-14	21	168	6.46	336.00
Year 15+	22	176	6.77	352.00

- 4.5 An employee may accumulate a maximum of two (2) times the accrued hours of vacation earned in one year. This amount may be carried over from year to year. With approval of the division senior executive, an additional amount may be carried over when vacation cannot be taken due to operational needs outside the employee's control. Division senior executive shall mean the Provost/Vice President for Academic and Student Affairs; Chief Financial Officer; Chief Operating Officer; Chief Enrollment Officer; Chief Advancement Officer; Chief of Staff; and the President for employees who report directly to the President.
- 4.6 A newly hired employee's vacation accrual rate may include prior public service with the State of Ohio or any of its political subdivisions or regional councils of government, with the following conditions:
- 4.6.1 The employee must inform and provide written documentation to the Department of Human Resources within ninety (90) days of employment that s/he has service with the State of Ohio or any of its political subdivisions or regional councils of government. In such case, the employee's accrual will be adjusted to the appropriate rate from the date of employment with the University.
- 4.6.2 Notification by the employee to the Department of Human Resources received after ninety (90) days of employment with the University will be applied to the employee's accrual rate beginning the next full pay period in which the request and required documentation are received by Human Resources.
- 4.6.3 The employee's adjusted accrual balance (whether retroactive to the employment date or a later date) will be reflected on the pay records beginning with the next full pay period after receipt of required documentation.
- 4.6.4 A year of service with the State of Ohio or a political subdivision or regional council of government is considered as twenty-six (26) biweekly periods.
- 4.6.5 An employee who has retired in accordance with the provisions of any retirement plan offered by the State of Ohio and is reemployed will not have prior service with the State of Ohio, any political subdivision of the State of Ohio,

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regional council of government counted for purposes of computing vacation leave.

- 4.7 To assure accurate leave balances, employees requesting vacation leave must submit their request electronically through the BearTrax system.
- 4.8 Extended vacation requests (over 3 weeks in a single instance) may have a negative impact on the operation and will be considered only as an exception with accompanying extenuating circumstances. Requests of this nature will require a written rationale with supervisor approval, as well as the approval of the division senior executive (as defined in section 4.5, above).
- 4.9 When an official University observed holiday falls within an employee's vacation, that day will not be charged as vacation.
- 4.10 All accrued vacation must be exhausted before an unpaid leave of absence commences. This subsection does not apply when an employee opts to take some or all of the time off without pay during a university shutdown as permitted by section 4.13.
- 4.11 Employees who retire or resign will be paid for earned but unused vacation up to a maximum of two times the accrued hours of vacation in one year at the time of their departure. In the event of the death of an employee, vacation pay for vacation earned but not taken up to a maximum of two times the accrued hours of vacation in one year will be paid to the estate of the employee.
- 4.12 The Department of Human Resources will maintain an up-to-date record of vacation for each employee. Any questions concerning vacation record-keeping should be directed to Human Resources.
- 4.13 In order to provide for continuous payment during a Board-approved University closure, temporary changes to vacation accruals will be permitted as follows:
- 4.13.1 employees will be permitted to use accrued vacation leave hours during hours they will not be working as a result of the shutdown to offset lost pay, or
- 4.13.2 employees will be permitted to use unearned vacation leave hours that they are scheduled to earn during the remainder of that calendar year in exchange for a reduced vacation accrual rate for the remainder of the calendar year. These actions will not be considered a reduction in pay, layoff, or furlough.

## 5.0 SICK LEAVE

- 5.1 Sick leave may be used for an authorized absence from scheduled duties due to personal illness (which may include physical and/or mental health issues); personal injury; exposure to contagious disease that poses a reasonable risk of contagion to the University (the University may require documentation); medical, mental health, dental, or optical examination or treatment for self or immediate

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family members when the employee's attendance is required; family emergencies requiring the attendance of the employee; pregnancy and/or childbirth and related conditions; or death in the immediate family. The definition of an immediate family member includes: grandparents, brother, sister, brother-in-law, sister-in-law, daughter-in-law, son-in-law, father, father-in-law, mother, mother-in-law, spouse, child, grandchild, legal guardian, or other person who stands in the place of a parent.

- 5.2 Upon hire, a full-time Administrator or ATSS employee will receive one hundred and twenty (120) hours of sick leave credited to his/her leave account.
- 5.3 After the first year of employment and thereafter, sick leave will accrue for full-time Administrators and ATSS pro-rated each pay period for a maximum of 120 hours per year.
- 5.4 Upon hire, the part-time Administrator or ATSS employee will receive a pro-rated amount of sick leave credited to his/her leave account, based upon the employee's full-time equivalency (FTE) percentage determined at the time of hire. For example, a half-time employee (.50 FTE) will be eligible for a credit of sixty (60) hours of sick leave.
- 5.5 After the first year of employment and thereafter, sick leave shall accrue for part-time administrators and ATSS at a pro-rated amount based upon the employee's FTE.
- 5.6 An Administrator or ATSS may transfer into his/her University sick leave account any accumulated, documented, and verified sick leave balance that has been accumulated in the public service in the State of Ohio, provided that his/her re-employment takes place within ten (10) years of the date on which the employee was last terminated from public service. If the employee elects to do so and informs the Department of Human Resources, he/she may elect to transfer any unused and unpaid sick leave balance above one-hundred and twenty (120) hours to their Shawnee State University sick leave account. This amount will be in addition to the University credited amount. For example, if the employee had six hundred and twenty (620) hours of unused and unpaid sick leave from a prior state of Ohio employer, then five hundred (500) hours could be transferred to Shawnee State University.
- 5.7 There is no maximum applied to the amount of sick leave that may be accumulated during active employment.
- 5.8 The sick leave account balance will be reduced an hour for each hour of sick leave used. As an alternative to using up sick leave hours, the employee with advance approval from his/her supervisor, may use flexible scheduling (working less hours of the normal schedule and making those hours up another time or day) to account for time off for medical appointments or other reasons which would otherwise be used as sick leave hours. For ATSS, hours must be made up within the same week, or if not, the sick leave account will be reduced an hour for each hour of sick leave used.

- 5.9 Employees requesting sick leave (including leave that qualifies under the Family and Medical Leave Act – FMLA) must submit their request electronically through the BearTrax system. When the leave is foreseeable, the employee must make every effort to request the leave thirty (30) days in advance of the leave. When it is not possible for the leave request form to be submitted in advance of the leave, it must be approved by the employee’s supervisor and submitted to Human Resources upon the employee’s return from the absence. Time on approved sick leave will run concurrent with an approved leave under FMLA (refer to section 7.0 below).
- 5.10 If an employee is expected to be off more than five (5) consecutive work days, a signed or official doctor’s statement must be submitted in advance to the supervisor or Human Resources. If an employee does not have advance warning, the doctor’s statement must be provided to the supervisor or Human Resources as soon as practicable after the employee knows he/she will be off more than five (5) consecutive days and in no event any later than the date the employee returns to work (unless more time is granted by the Director of Human Resources or designee).
- 5.11 In situations of sick leave involving less than five (5) consecutive work days, where suspicious patterns of leave exist (e.g., leave taken immediately before or after weekends or days off), a doctor’s statement may be required upon the request of the supervisor or Human Resources. All doctors’ statements shall be in the form of a signed or official statement from the attending physician, stating the general nature of the illness, date of medical treatment, and the conditions under which the employee is released to return to work or a statement from the attending physician verifying the illness or injury of the employee’s immediate family member. The failure to submit a doctor’s statement or the failure to submit a proper leave form to Human Resources may result in delay of payment for the time missed.
- 5.12 Intentional misuse of the sick leave provision herein may be considered grounds for disciplinary action. Non-compliance with sick leave rules and regulations may result in the Administrator or ATSS not receiving pay for the requested sick leave.

## 6.0 SICK LEAVE RETIREMENT PAYMENT

- 6.1 The Administrator or ATSS, upon official state retirement from active service or upon separation of employment by an alternative retirement plan (ARP) participant who would meet the age and service eligibility requirements under a state pension system (OPERS or STRS), and with ten or more years of service with the State of Ohio or any of its political subdivisions, will be paid for one-fourth of the value of accumulated sick leave balance, up to a maximum payment of 240 hours. Payment will be based upon the employee’s base per hour rate of pay at the time of retirement. Any unpaid leave remaining on the Shawnee State sick leave account will be available for use upon rehire (unless hired into a position that does not provide sick leave). In the event of an eligible employee’s death prior to retirement, the sick leave retirement payout is not subject to payment to the employee’s estate.
- 6.2 The payout of sick leave balance as provided in this policy will be made only once to any Administrator or ATSS. An employee who received such cash payout and who was

rehired post retirement may accrue and use sick leave while actively employed but shall not be eligible for payment of any unused sick leave balance.

- 6.3 The payment discussed in Section 6.1 will only be available to employees who formally notify the Department of Human Resources of their retirement and meet all other eligibility requirements.

## 7.0 FAMILY AND MEDICAL LEAVE POLICY

### 7.1 Scope

Employees with at least one year of service with the University and who have worked for 1,250 hours in the previous 12 month period are eligible for up to twelve weeks of paid (existing sick leave and/or vacation) and/or unpaid leave for qualifying events, in a twelve month period (rolling year, see Title 29, Section 825.200 of Code of Federal Regulations). Qualifying events are:

7.1.1 Childbirth (due to the birth of or to care for the newborn child)

7.1.2 Adoption or foster care

7.1.3 Serious personal illness –

7.1.3.1 A serious health condition that results in a period of incapacity for more than three days during which the employee is unable to work, or

7.1.3.2 A chronic condition requiring a regimen of ongoing care by a health care provider that intermittently renders the employee unable to work for periods of less than three days while seeking treatment or while recovering from the condition.

7.1.4 The serious health condition of a member of the employee's immediate family (as defined in 5.1 above) which requires the employee to provide care.

7.1.5 Qualifying exigency arising out of the fact that the employee's spouse, child, or parent is a covered military member on active duty, or has been called to active duty, in support of a contingency operation.

7.1.6 Care for a covered service member with a serious injury or illness if the employee is the spouse, child, parent or next of kin of the service member.

### 7.2 Length of leave/paid or unpaid

Family and Medical Leave provides an eligible employee to take up to twelve workweeks of leave per rolling twelve-month period except for leave under section 7.1.6 which may be taken for up to 26 workweeks. Employees will first use sick leave, where appropriate, and Correct

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prior to vacation and any unpaid leave. Employees will use vacation and any comp time prior to any unpaid leave after sick leave is exhausted or for events where sick leave is inappropriate. Family Medical Leave coordinates and runs concurrently with other paid and unpaid leaves.

### 7.3 Childbirth and adoption timeframe

Leave under this policy which pertains to care for a newborn, adopted, or foster child may only be taken within twelve months of the child's birth or placement into the employee's home.

### 7.4 Certification for health leave

If an employee requires leave for a serious health condition for himself/herself or a spouse, parent, or child, a health care provider's certification shall be required stating the commencement date and probable duration of the condition and the medical facts substantiating the condition. The University may require an independent examination at no cost to the employee.

### 7.5 Notice of the leave

Employees must provide at least thirty days' advance notice if the leave is foreseeable. If the leave must begin within fewer than thirty days, the employee must provide notice as soon as practicable.

### 7.6 Employment and benefits protection

Any employee who takes leave under the provisions of this policy, on return from such leave, shall be restored by the University to the position of employment held by the employee when the leave commenced or be restored to an equivalent position with equivalent employment benefits, pay, and other terms and conditions of employment.

### 7.7 Continuation of health plan coverage

If after the exhaustion of all forms of paid leave, a period of unpaid leave is needed up to the twelve week maximum provided under this policy (or 26 week maximum, as applicable), the University shall maintain the coverage under the group health plan for this period under the conditions coverage would have been provided if the employee had continued in employment continuously for the duration of the leave. Upon return to work, the employee must make arrangements with the Department of Human Resources to make up the employee contributions missed for insurance coverage while on unpaid leave.

### 7.8 Return from leave

If the employee fails to return from Family and Medical Leave, the University may recover the premium that the employer paid for maintaining coverage for the employee under the group health plan during any period of unpaid leave.

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## 8.0 DISABILITY LEAVE

### 8.1 Application

- 8.1.1 Full-time Administrators and ATSS may be granted a disability leave of absence in the event of a disabling illness or injury (except work related in which case workers' compensation rules will apply) that extends beyond leave provided under FMLA.
- 8.1.2 Approval of such leave is contingent upon the employee submitting a satisfactory written physician's statement attesting that the essential functions of the assigned position cannot be performed.
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### 8.2 Duration and retention

- 8.2.1 The duration of disability leave will be based on the projected return date provided by the attending physician. An initial request for disability leave may be for one year or less. A disability leave may be extended one additional year with a request for such extension to be made no later than sixty (60) days prior to the originally scheduled return date. The total amount of time on such leave, paid or unpaid, for the same injury or illness, may not exceed two years. The amount of time shall be reduced by family medical leave used for the same injury or illness.
- 8.2.2 In order to be paid for disability leave, the employee will use all earned but unused sick leave, vacation leave, personal leave, and comp time. All types of paid leave must be used prior to unpaid leave.
- 8.2.3 Prior to returning to work, the employee must provide the University with the attending physician's release attesting to his/her ability to perform the essential job duties. The University may request an independent examination as identified in 8.1.3 above.
- 8.2.4 The employee will retain reinstatement rights to his/her current position if the disability leave is six (6) months or less. If such leave time exceeds six (6) months, up to a maximum of twelve (12) months, the University will place such employee in the same or similar position in which the employee possesses the required qualifications necessary to perform the essential responsibilities. The University will make reasonable efforts to reinstate an employee to the same or similar position if such leave exceeds one year.

### 8.3 Insurance coverage

- 8.3.1 The University will continue group health insurance throughout the period of an approved paid leave.
- 8.3.2 The University will continue group health insurance throughout the period of an approved unpaid leave that is not FMLA leave for a maximum of six (6) months.
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### 8.4 Disability retirement reinstatement

In the case of an employee who has been granted a disability retirement through OPERS or STRS, the period of reinstatement shall be in accordance with the prevailing rules of the state retirement system.

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## 10.0 COURT/JURY DUTY LEAVE

- 10.1 An employee who is required to report for jury duty or is subpoenaed to appear before any court, commission, board, or other legally constituted body, where the employee is not a party to the action, shall be entitled to leave with pay for the scheduled work hours lost as the result of such duty. For ATSS employees, the employees will be compensated by the University in an amount equal to his/her straight-time (non-overtime) rate of pay. For both Administrators and ATSS employees, their normal pay will be paid to them while on jury duty, less the amount received by the employee from the government for such appearance. An employee who reports for such duty and is excused shall immediately contact his/her immediate supervisor and report for work, if requested.

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Secretary, SSU Board of Trustees

- 10.2 In order to be paid by the University for such leave the employee must submit to Human Resources written proof, executed by an authorized administrator of the court, showing the duration of such duty and the amount of compensation received for such duty.

#### 11.0 MILITARY LEAVE

- 11.1 An employee who is unable to report for regularly scheduled work because the employee is required to report for duty as an active-duty member of the armed forces, a reserve member of the armed forces, or as a member of the Ohio National Guard shall be compensated in accordance with Ohio law.
- 11.2 The University will adhere to any federal or state laws enacted regarding employer responsibilities toward active employees who are members of the armed forces.
- 11.3 To be eligible for this leave and in accordance with federal and state law, the employee upon request, shall provide the order or written statement from the appropriate military commander to his/her supervisor which shall be forwarded to Human Resources.

#### 12.0 FURLOUGHS

A furlough is a non-permanent, unpaid leave of absence from work for a specified period of time. The President may impose furloughs in accordance with Ohio law. The President shall enact a procedure setting forth the terms and conditions under which furloughs may be imposed.

#### 13.0 REQUEST FOR LEAVE FORMS

- 13.1 Except in the case of an emergency, prior notification to the employee's supervisor of anticipated leaves is required. Employees shall notify his/her immediate supervisor by telephone or electronic message prior to the scheduled start time that they are unable to report to work due to a qualifying reason. In cases where an employee is incapacitated, they may designate a family member or third-party representative to communicate with the University.
- 13.2 Requests for leave as identified in this policy must be submitted electronically via the BearTrax system. In order to assure accuracy of leave balances and to properly secure approvals for leaves, every effort should be made to make requests prior to the end of the pay period in which the leave is to occur. In rare circumstances in which this cannot be done due to emergency or oversight, the employee must submit such request at the earliest date upon return from leave.
- 13.3 Additional guidelines regarding leaves of absences may be found on the Department of Human Resources website.

#### History:

Effective: 09/19/14 (Replaces 4.55Rev; 4.56Rev; 4.57Rev; 4.65 and 4.68)

Revised: 12/01/23; 09/15/23; 02/08/19; 10/13/17; 10/14/16; 08/19/16

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December 8, 2023

  
Secretary, SSU Board of Trustees

**RESOLUTION F34-23**

**ADOPTION OF POLICY 3.26  
NAME, IMAGE, AND LIKENESS FOR STUDENT ATHLETES**

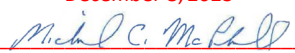
WHEREAS, Ohio Revised Code Chapter 3376 codifies the public policy of the state of Ohio concerning the ability of student-athletes to earn compensation from the use of their name, image, and likeness, and to obtain professional representation and enter agreements regarding the same; and

WHEREAS, Shawnee State University values its student-athletes and wishes for them to be able to monetize the non-institutional use of their name, image, and likeness to the extent permitted by law and consistent with institutional values; and

WHEREAS, it is in the University's interest to establish conditions for student-athletes to enter into name, image, and likeness agreements, and to prohibit such agreements when they would be inconsistent with University values;

THEREFORE, BE IT RESOLVED that the Board of Trustees formally adopts Policy 3.26, Name, Image and Likeness for student athletes.

(December 1, 2023)

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December 8, 2023  
  
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# Shawnee State University

POLICY TITLE:	NAME, IMAGE, AND LIKENESS FOR STUDENT-ATHLETES
POLICY NO. :	3.26
ADMIN CODE:	3362-3-26
PAGE NO.:	1 OF 4
EFFECTIVE DATE:	12/01/2023
NEXT REVIEW DATE:	12/2026
RESPONSIBLE OFFICER:	PRESIDENT

## 1.0 PURPOSE

To the extent permitted by law, Shawnee State University will permit student-athletes to pursue agreements for compensation for the non-institutional use of their name, image, and likeness (NIL) under the conditions set forth in this policy and any associated procedures.

## 2.0 DEFINITIONS

As used in this policy and in any related procedure:

- 2.1 *Name, Image, and Likeness (NIL)* are the three components of a person's right of publicity. These are independent or collectively identifiable aspects of a person that make them unique, including their first name, last name, or nickname of the student-athlete when used in a context that reasonably identifies the student-athlete with particularity; a picture of the student-athlete; and/or a physical, digital, or other depiction or representation of the student-athlete.
- 2.2 *Official Team Activities* means all games, practices, exhibitions, scrimmages, team appearances, team photograph sessions, sports camps sponsored by the institution or college, and other team-organized activities, regardless of whether the activity takes place on or off campus, including individual photograph sessions and news media interviews.
- 2.3 *Professional Service Provider* means an individual or entity that provides services to a student-athlete concerning their NIL.
- 2.4 *Student-athlete* means an individual enrolled at Shawnee State University who participates in official University intercollegiate athletics.

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### 3.0 REQUIRED DISCLOSURES AND APPROVAL OF AGREEMENTS

- 3.1 A student-athlete who intends to enter into a verbal or written contract providing compensation for use of the student's name, image, or likeness shall disclose the proposed contract to the Athletic Director, who will share the contract with the General Counsel's Office, for review by the University.
- 3.2 If the University identifies a conflict between the proposed verbal or written contract described above and any existing provisions of a contract to which the University is a party, the University shall communicate to the student-athlete the relevant contract provision that is in conflict. The student-athlete shall not enter into the proposed contract, but the student may negotiate a revision to the proposed contract to avoid the conflict. The revised proposed contract is subject to additional review by the University.

### 4.0 USE OF UNIVERSITY MARKS AND FACILITIES

- 4.1 Student-athletes are not permitted to use the University's name or intellectual property, including, but not limited to, its trademarks, logos, or other symbols, to implicitly or explicitly endorse a third party or product.
- 4.2 Student-athletes are not permitted to utilize any University-created content, including images and videos, in furtherance of their NIL agreements.
- 4.3 Student-athletes may not use University facilities in such a manner that creates an express or implied impression that the University directly or indirectly endorses a third party or product.

### 5.0 PROHIBITED SPONSORSHIP CATEGORIES

Student-athletes are prohibited from entering into a contract providing compensation to the student-athlete for use of the athlete's name, image, or likeness if same is associated with any of the following:

- 5.1 Alcoholic beverages;
- 5.2 Tobacco products, including electronic smoking or vapor devices that contain nicotine which can be ingested;
- 5.3 Casinos or any entity that sponsors or promotes gambling activity;

- 5.4 Any company that manufactures, markets, sells, or whose brand is associated with any controlled substances; and
- 5.5 Any business engaged in the sale, rental, or exhibition for any form of consideration of adult entertainment that is characterized by an emphasis on the exposure or display of sexual themes or activity.

## 6.0 PROHIBITED ENTITIES

Student-athletes may not enter into an NIL agreement if the agreement conflicts with a Shawnee State University agreement. As of the effective date of this policy, it is possible that a conflict will exist if a student-athletes proposed NIL agreement requires them to display a sponsor's product, or otherwise advertise for a sponsor, during official team activities or any other time if that requirement is in conflict with a provision of a contract to which Shawnee State University is a party;

## 7.0 INTERNATIONAL STUDENT-ATHLETES

- 7.1 International student-athletes are required to notify the University's Center for International Programs & Study Abroad prior to entering into any NIL agreement.
- 7.2 International student-athletes should consult an attorney prior to engaging in any NIL activity. Any off-campus compensation, including NIL-related compensation, could impact the status of a student-athlete's F-1 Visa.

## 8.0 PROFESSIONAL REPRESENTATION

- 8.1 A student-athlete may use the services of a professional service provider for advice, contract representation, and the marketing of their NIL, so long as the professional service provider is not representing the student-athlete for securing professional athletic opportunities.
- 8.2 A professional service provider agreement and payment to a professional service provider may not be arranged or come from an employee of Shawnee State University. The University reserves the right to restrict a student-athlete from utilizing a professional service provider as defined herein.
- 8.3 The University may identify a professional service provider for student-athletes. The University reserves the right to mandate the use of a specific service provider and to reject contracts with specific service providers.

8.4 The University reserves the right to review fee agreements in NIL contracts.

## 9.0 EXCEPTIONS

9.1 Student-athletes who wish to enter into NIL agreements that conflict with the parameters established by this policy may submit a written request for an exception. Requests must be in made in writing to the Athletic Director.

9.2 Requests for exceptions to this policy will be assessed by the Athletic Director, who will then forward the request to the University President. The University President shall have final decision-making power on whether to grant or deny the request.

## 10.0 ENFORCEMENT

Failure to comply with this policy may result in loss of privileges and other sanctions as appropriate, including but not limited to, verbal or written reprimand, athletic probation, loss of practice privileges, loss of competition privileges, suspension or dismissal from the program, and/or loss of athletic eligibility.

### History

Effective: 12/01/2023

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December 8, 2023

  
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**RESOLUTION E12-23**

**RENEWAL OF GENERAL COUNSEL EMPLOYMENT CONTRACT**

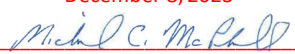
WHEREAS, Michael McPhillips has served with distinction as General Counsel for the University; and

WHEREAS, the University's employment agreement with Mr. McPhillips ended on August 31, 2023; and

WHEREAS, the University wishes to continue the employment of Mr. McPhillips as General Counsel for an additional three years;

THEREFORE, BE IT RESOLVED, that the Shawnee State University Board of Trustees hereby approves the continued appointment of Mr. McPhillips as General Counsel and authorizes the President to negotiate and execute an Employment Agreement with Mr. McPhillips.

(December 1, 2023)

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December 8, 2023  
  
Secretary, SSU Board of Trustees

**RESOLUTION F29-23**

**ACCEPTANCE OF SHAWNEE STATE UNIVERSITY'S  
FY2023 AUDIT REPORT**

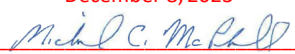
WHEREAS, pursuant to O.R.C. 117.11, the financials of Shawnee State University must be audited every year by an independent certified public accountant; and

WHEREAS, the University's designated independent firm of Plante Moran, PLLC completed an audit of the University's FY2023 financials, issued an unmodified report, and reviewed the report results with the Finance and Administration Committee; and

WHEREAS, the financial report has been accepted by the Auditor of State;

THEREFORE, BE IT RESOLVED, the Board of Trustees accepts the Shawnee State University FY2023 audit report as presented.

(December 1, 2023)

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December 8, 2023  
  
Secretary, SSU Board of Trustees



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Wealth Management.

# Shawnee State University

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December 8, 2023

*Michael C. McCall*  
Secretary of the Board of Trustees

Finance and Administration Committee

December 1, 2023



# Shawnee State University

## Agenda

- Shawnee State University Audit Team
- Required Communication
- Summary of Audit Differences
- New Pronouncements
- Appendix - Definitions

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December 8, 2023

  
Secretary, SSU Board of Trustees



# Shawnee State University

## P&M Audit Team

Keith Martinez, Engagement Partner  
Keith.Martinez@plantemoran.com

614.222.9086

Katie Veldman, Manager  
Katie.Veldman@plantemoran.com

614.222.9154

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December 8, 2023

A handwritten signature in blue ink, reading "Michael C. McRae".

Secretary, SSU Board of Trustees



# Shawnee State University

## Required Communications

### Plante Moran Reports

- Opinion on FY 2023 University financial statements
  - Foundation presented as a component unit.
  - Issued an “unmodified opinion” on the financial statements.
- Our second report addresses internal control over financial reporting and compliance and other matters as required by *Generally Accepted Governmental Auditing Standards (GAGAS)*.

### Plante Moran Responsibilities under GAAS and GAGAS

- To gain a basic understanding of the internal controls, policies and procedures in order to design an effective and efficient audit approach, not for the purpose of providing assurance on the internal control structure.
- To test compliance with certain provisions of laws, regulations, contracts, and grants that have a direct and material effect.
- To gain an understanding of internal control over financial reporting.
- To express an opinion on the University’s financial statements.
- To provide reasonable, not absolute, assurance of detecting material misstatements.

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# Shawnee State University

## Required Communications (continued)

### Significant Accounting Policies

- The significant accounting policies used by Shawnee State University are described in the notes, specifically footnote 2 to the financial statements.
- As described in Note 2, the University adopted the provisions of GASB 96, *Subscription-Based Information Technology Arrangements*, on a fully retrospective basis. As a result, the University now includes a liability for the present value of payments expected to be made and a subscription asset in the statement of net position.

### Management Judgments and Accounting Estimates

- We are required to report to you amounts in the financial statements that are subject to management's judgment in what is recorded as well as items, that by their nature, are significant accounting estimates.
- Significant estimates made by management include:
- Student accounts receivable allowance for uncollectible accounts, footnote 5
- Liability for pending litigation, Notes 11 and 15
- Accounting for service concession arrangements (PPP's), Note 2
- Net pension and OPEB liability for STRS and OPERS, Note 14

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# Shawnee State University

## Required Communications (continued)

### Sensitive Disclosures

- The disclosures in the financial statements are neutral, consistent, and clear.
- We are required to report to you certain financial statement disclosures that are particularly sensitive.

### Significant Auditing Adjustments

- There were no detected misstatements or passed adjustments as a result of audit procedures.

### Quality of Accounting Policies

- Shawnee State University's accounting policies are consistent in their application and the information presented in the financial statements and related disclosures is complete and presented clearly.

### Disagreements with Management

- There were no disagreements with Management on financial accounting and reporting matters.

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# Shawnee State University

## Required Communications (continued)

### Corrected and Uncorrected Misstatements

- Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are trivial, and communicate them to the appropriate level of management.
- We did not detect any misstatements as a result of audit procedures

### Consultations with Other Accountants


- To the best of our knowledge, Management has had no consultations with other independent accountants regarding accounting or auditing matters or alternative presentations.

### Discussion Prior to Retention

- All discussions with Management occurred in the normal course of our professional relationship and the responses were not a condition of our retention. This was our 10<sup>th</sup> and final year as Shawnee State University's auditors.

### Management Cooperation

- Management cooperated with us and provided us with complete access to the books and records of Shawnee State University.

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# Shawnee State University

## Required Communications (continued)

### Communications with Management

- There were no communications with Management other than our engagement letter, and Management's representation letter to us. In the course of our audit, the University's Internal Counsel provided us a schedule of current litigation and similar matters of a significant nature for our review.

### Significant Additions to Management's Representations

- There were no significant additions to management's representations.

### Independence

- The Plante Moran audit team was independent of Shawnee State University throughout the year in the performance of the audits.

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# Shawnee State University

## Required Communications (continued)

### Other Services

- Shawnee State University Development Foundation audit
- Shawnee State University single audit (audit of federal programs)
  - Major programs for testing were Student Financial Assistance Cluster and the IDEA Cluster
  - Deliverables
    - Report on Schedule of Expenditures of Federal Awards Required by the Uniform Guidance
    - Report on Internal Control Over Financial Reporting and Compliance and Other Matters as required by Generally Accepted Governmental Auditing Standards (GAGAS)
    - Report on Compliance for Each Major Federal Program and Report on Internal Control over Compliance Required by the Uniform Guidance
    - Schedule of Findings and Questioned Costs
      - 2023-001 – Financial Statement Significant Deficiency on Depreciation
      - 2023-002, 2023-003 and 2023-004 - Federal Program Material Weaknesses w/ Material Noncompliance with Laws and Regulations on Return of Title IV, Enrollment Reporting and Notifying Students Receiving Federal Direct Loans

### Related Party Transactions

- The Shawnee State University Development Foundation is a related party to the University.

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December 8, 2023

  
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# Shawnee State University

## Upcoming Pronouncements

### GASB 101– Compensated Absences

- Effective for the fiscal year ending June 30, 2025
- Updates the recognition and measurement guidance for compensated absences under a unified model.
- This statement requires that liabilities for compensated absences be recognized for leave that has not been used and leave that has been used but not yet paid in cash or settled through noncash means and establishes guidance for measuring a liability for leave that has not been used.

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December 8, 2023

  
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# Shawnee State University

## Appendix - Definitions

- **Control Deficiency**
  - A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect and correct misstatements on a timely basis. Control deficiencies may involve one or more of the five interrelated components of internal control.
- **Significant Deficiency**
  - A “significant deficiency” is a deficiency, or combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.
- **Material Weakness**
  - A “material weakness” is a deficiency, or combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity’s financial statements will not be prevented, or detected and correct on a timely basis.
- **FASB**
  - Financial Accounting Standards Board is the governing accounting body that issues reporting pronouncements for private sector organizations. The Foundation prepares its financial statements in accordance with these pronouncements and guidance.
- **Fraud**
  - The term “fraud” includes “misstatements” arising from fraudulent financial reporting and misstatements arising from misappropriation of assets.
  - “Misstatements” arising from “fraudulent financial reporting” are intentional misstatements, or omissions of amounts or disclosures in financial statements intended to deceive financial statement users.
  - “Misstatements” arising from “misappropriation of assets” involve the theft of assets where the effect of the theft causes the financial statements not to be presented in conformity with GAAP.
  - The University is responsible for the design and implementation of programs and controls to prevent and detect fraud.

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December 8, 2023

  
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# Shawnee State University

## Appendix - Definitions

- **GASB**
  - Governmental Accounting Standards Board is the governing accounting body that issues reporting pronouncements. SSU prepares its financial statements in accordance with these pronouncements and guidance.
- **GAAP**
  - Generally Accepted Accounting Principles. Used by almost all entities in the USA to prepare periodic financial statements.
- **GAAS**
  - Generally Accepted Auditing Standards. The standards that govern the conduct of independent audits of non-public companies, as determined by the Auditing Standards Board (ASB) of the AICPA.
- **GAGAS**
  - Generally Accepted Governmental Auditing Standards. Informally known as “Yellow Book,” these standards guide all audits of governmental units.
- **Unmodified Opinion**
  - A signed representation by an auditor as to the reliability and fairness of a set of financial statements. The opinion could be qualified, unmodified, or adverse. For the University, the opinion is unmodified, which is the best opinion to have from an auditor.
- **Auditor Opinion Date**
  - The date the audit is completed and the auditor can provide their opinion. This is defined as the date the audit fieldwork and reviews are completed and the date management has reviewed the financial statements and provided a signed representation letter to the auditors.

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December 8, 2023

  
Secretary, SSU Board of Trustees



# Shawnee State University

## Appendix - Definitions

- **Material Misstatement**
  - To present accidental or intentional untrue financial statement information that influences a company's value.
- **Significant Adjustments**
  - An error in financial reporting discovered by the auditor during performance of their audit fieldwork which was large enough that it was required to be booked to the financial statements and disclosed to the audit committee or board.
- **Passed Adjustments**
  - A summary of proposed account adjustments not recorded by management and reviewed by auditors and determined, individually or in the aggregate, not to have a significant effect on the financial reporting process and therefore they are not recorded in the financial statements.
- **Allowance**
  - An estimate determined by management, for instance, of the amount of receivables at June 30 not expected to be received.
- **990-T**
  - Corporate income tax form for exempt organization unrelated income. This primarily relates to income earned on limited partnerships that is considered taxable by the IRS (real estate and natural resources), and non-educational use of institutional property.

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December 8, 2023

  
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# Shawnee State University

## Appendix - Definitions

- **Uniform Prudent Management of Institutional Funds Act (UPMIFA)**
  - UPMIFA provides guidance and authority to charitable organizations concerning the management and investment of funds held by those organizations and imposes additional duties on those who manage and invest charitable funds. The objective is these duties will provide additional protections for charities and also protect the interests of donors who want to see their contributions used wisely.
- **Statement on Auditing Standards AU 265 – Communicating Internal Control-Related Matters Identified in an Audit**
  - Establishes requirements and provides guidance on communicating matters related to the Foundation’s internal control over financial reporting identified during the audit of the financial statements. Depending on the severity of the issue, the internal control matter can be classified as a control deficiency, a significant deficiency or a material weakness. The definitions of these items per AU 265 are included on page 13
- **Statement on Auditing Standards AU 260 – The Auditor’s Communication with Those Charged with Governance**
  - Requires two-way communications with those charged with governance (The Shawnee State University Finance and Administration Committee) before and after the audit.
  - Defines primary subjects required to be communicated.

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December 8, 2023

  
Secretary, SSU Board of Trustees





# Thank you!

We appreciate serving  
Shawnee State University for  
the last 10 years!

Certified as True and Correct  
December 8, 2023

*Michael C. McRell*

Secretary, SSU Board of Trustees

October 12, 2023

To the Finance and Administration Committee  
Shawnee State University

We have audited the financial statements of Shawnee State University (the "University") as of and for the year ended June 30, 2023 and have issued our report thereon dated October 12, 2023. Professional standards require that we provide you with the following information related to our audit.

**Our Responsibility Under U.S. Generally Accepted Auditing Standards**

As stated in our engagement letter dated April 20, 2023, our responsibility, as described by professional standards, is to express an opinion about whether the financial statements prepared by management with your oversight are fairly presented, in all material respects, in conformity with U.S. generally accepted accounting principles. Our audit of the financial statements does not relieve you or management of your responsibilities. Our responsibility is to plan and perform the audit to obtain reasonable, but not absolute, assurance that the financial statements are free of material misstatement.

As part of our audit, we considered the internal control of the University. Such considerations were solely for the purpose of determining our audit procedures and not to provide any assurance concerning such internal control.

We are responsible for communicating significant matters related to the audit that are, in our professional judgment, relevant to your responsibilities in overseeing the financial reporting process. However, we are not required to design procedures specifically to identify such matters.

Our audit of the University's financial statements has also been conducted in accordance with *Government Auditing Standards*, issued by the Comptroller General of the United States. Under *Government Auditing Standards*, we are obligated to communicate certain matters that come to our attention related to our audit to those responsible for the governance of the University, including compliance with certain provisions of laws, regulations, contracts, and grant agreements; certain instances of error or fraud; illegal acts applicable to government agencies; and significant deficiencies in internal control that we identify during our audit. Toward this end, we issued a separate letter dated October 12, 2023 regarding our consideration of the University's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements.

**Planned Scope and Timing of the Audit**

We performed the audit according to the planned scope and timing previously communicated to you in our meeting about planning matters on April 21, 2023.

**Significant Audit Findings**

***Qualitative Aspects of Accounting Practices***

Management is responsible for the selection and use of appropriate accounting policies. In accordance with the terms of our engagement letter, we will advise management about the appropriateness of accounting policies and their application. The significant accounting policies used by the University are described in Note 2 to the financial statements.

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December 8, 2023

  
Secretary, SSU Board of Trustees



As described in Note 2, the University changed accounting policies related to GASB 96, *Subscription-Based Information Technology Assets*, on a fully retrospective basis. As a result, the University now includes a liability for the present value of payments expected to be made and a right-to-use asset in the statement of net position. Accordingly, the accounting change has been retrospectively applied to prior periods presented as if the policy had always been used.

We noted no transactions entered into by the University during the year for which there is a lack of authoritative guidance or consensus. We noted no significant transactions that have been recognized in the financial statements in a different period than when the transaction occurred.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected.

The most sensitive estimates affecting the financial statements were as follows:

- **Student Accounts Receivable Allowance for Uncollectible Accounts** - Management's estimate of the allowances is based on historical collectibility of student accounts and loans receivable balances.
- **Liability for Contingent Liabilities** - This category includes accrued amounts for pending litigation in which the University has been named as a defendant. Management's estimate of this liability is based on management's judgment, advice of in-house legal counsel, and consultation with external legal counsel when appropriate. The liability recorded is determined by evaluating the amount of exposure the University has, the estimated costs related to the issue, and the likelihood the pending litigation would result in a settlement or judgment against the University. In accordance with GASB Statement No. 62, *Codification of Accounting and Financial Reporting Guidance Contained in Pre-November 30, 1989 FASB and AICPA Pronouncements*, liabilities are reported when it is probable that a loss has occurred and the amount of that loss can be reasonably estimated. It is the opinion of in-house legal counsel and University management that the disposition of all pending litigation would not have a material adverse effect on the University's financial position.
- **Accounting for Service Concession Arrangements (PPPs)** - The University has an agreement with a food service provider where the University received funds toward dining hall renovations that are contingent upon the university utilizing the provider over a 10-year period. These amounts are being amortized over the life of the contract and are included as deferred inflows of resources on the statement of net position.
- **Net Pension and OPEB Liabilities** - Management's estimate of the unfunded liabilities for the pension plans and OPEB plans was calculated by multiplying the University's portion of the contributions made to the respective plans by the total pension and OPEB liabilities of the plans provided by an independent actuary. The independent actuary used a number of assumptions to determine the overall unfunded liabilities of the plans.

We evaluated the key factors and assumptions used to develop the estimates in determining that they are reasonable in relation to the financial statements taken as a whole.

The disclosures in the financial statements are neutral, consistent, and clear.

#### ***Difficulties Encountered in Performing the Audit***

We encountered no significant difficulties in performing and completing our audit.

***Disagreements with Management***

For the purpose of this letter, professional standards define a disagreement with management as a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report.

We are pleased to report that no such disagreements arose during the course of our audit.

***Corrected and Uncorrected Misstatements***

Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are trivial, and communicate them to the appropriate level of management. We did not detect any misstatements as a result of audit procedures.

***Significant Findings or Issues***

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, business conditions affecting the University, and business plans and strategies that may affect the risks of material misstatement, with management each year prior to our retention as the University's auditors. However, these discussions occurred in the normal course of our professional relationship, and our responses were not a condition of our retention.

***Management Representations***

We have requested certain representations from management that are included in the management representation letter dated October 12, 2023.

***Management Consultations with Other Independent Accountants***

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a second opinion on certain situations. If a consultation involves application of an accounting principle to the University's financial statements or a determination of the type of auditor's opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

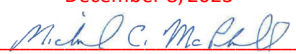
This information is intended solely for the use of the finance and administration committee and management of Shawnee State University and is not intended to be and should not be used by anyone other than these specified parties.

Very truly yours,

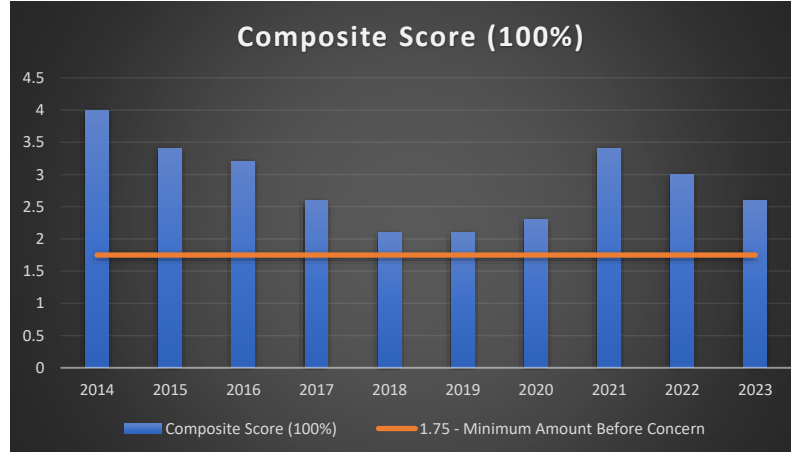
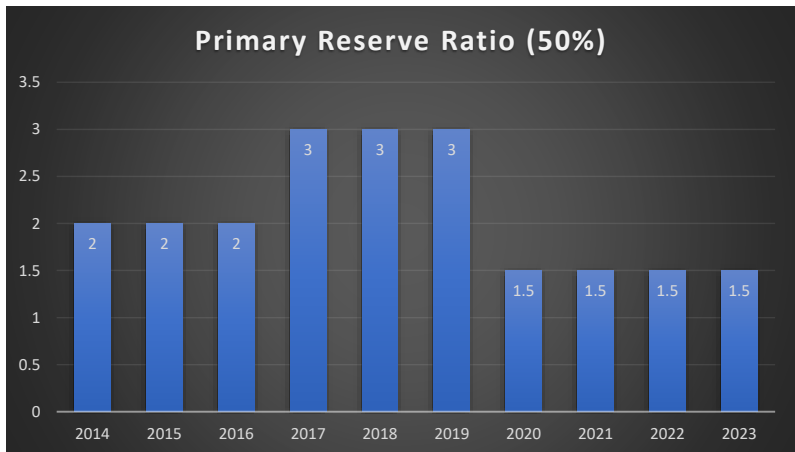
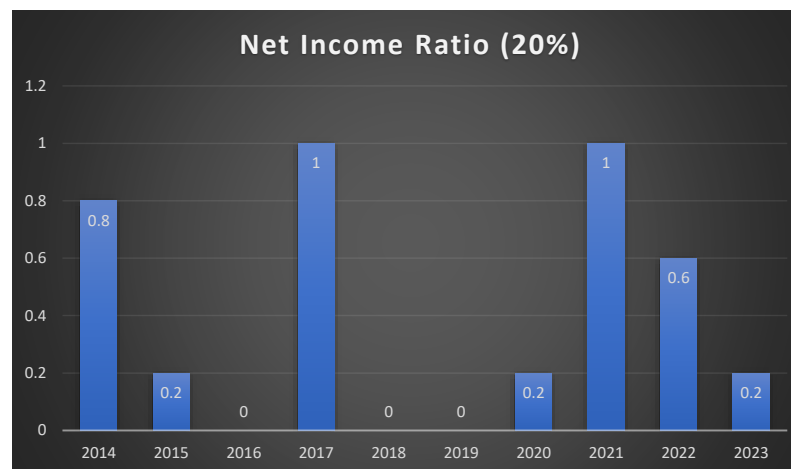
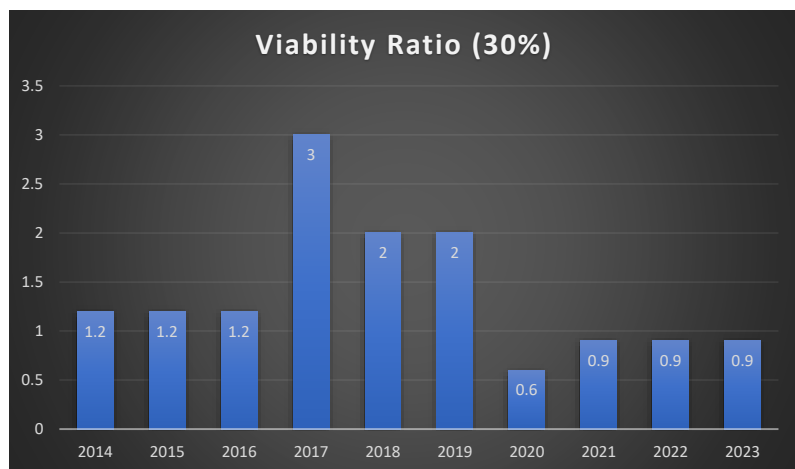
**Plante & Moran, PLLC**



Keith S. Martinez, CPA  
Partner

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December 8, 2023  
  
Secretary, SSU Board of Trustees

SB6 COMPOSITE SCORE (Without GASB 68 & 75 Adjustments):



Assignment of Scores

Each ratio is assigned a score ranging from zero to five according to the criteria listed in the table below. A score of 5 indicates the highest degree of fiscal strength in each category.

Ratio	Composite Weight	Ratio Scores					
		0	1	2	3	4	5
Viability Ratio	30%	< 0	0 to .29	.30 to .59	.6 to .99	1.0 to 2.5	> 2.5 or N/A
Primary Reserve Ratio	50%	< -.1	-.1 to .049	.05 to .099	.10 to .249	.25 to .49	.5 or greater
Net Income Ratio	20%	< -.05	-.05 to 0	0 to .009	.01 to .029	.03 to .049	.05 or greater

NOTE: A composite score of or below 1.75 for two consecutive years would result in an institution being placed watch. The highest composite score possible is 5.00.

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# FY24 Operating Budget Status

Report Date 11.15.2023

	FY24 Budget	Q1 Actuals	Q2 Actuals	Q3 Actuals	Q4 Actuals	YTD Actuals	% of Budget
<b>Revenue</b>							
Tuition & Student Fees	\$ 27,344,306.00	\$ 14,668,491	\$ (359,450)	\$ -	\$ -	\$ 14,309,041	52.3%
State Share of Instruction	\$ 13,560,724	\$ 3,390,644	\$ 1,147,085	\$ -	\$ -	\$ 4,537,729	33.5%
Shawnee Supplement	\$ 9,000,000	\$ 2,250,000	\$ 2,250,000	\$ -	\$ -	\$ 4,500,000	50.0%
Scholarship	\$ (4,813,677)	\$ (2,553,757)	\$ (51,345)	\$ -	\$ -	\$ (2,605,102)	54.1%
Other Income	\$ 3,975,986	\$ 675,254	\$ 215,507	\$ -	\$ -	\$ 890,761	22.4%
Commissions	\$ 481,728	\$ 76,101	\$ 808	\$ -	\$ -	\$ 76,910	16.0%
General Fund Operating Grants	\$ 218,585	\$ 37,996	\$ 7,138	\$ -	\$ -	\$ 45,134	20.6%
Miscellaneous Revenue	\$ 2,396,273	\$ 204,001	\$ 91,339	\$ -	\$ -	\$ 295,340	12.3%
Service Fees/Memberships	\$ 287,000	\$ 82,072	\$ 32,214	\$ -	\$ -	\$ 114,286	39.8%
Ticket Sales/Rentals	\$ 592,400	\$ 275,083	\$ 84,008	\$ -	\$ -	\$ 359,091	60.6%
Transfers In	\$ -	\$ 3,587	\$ -	\$ -	\$ -	\$ 3,587	
<b>Revenue Total</b>	<b>\$ 49,067,339</b>	<b>\$ 18,434,219</b>	<b>\$ 3,201,797</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 21,636,016</b>	<b>44.1%</b>
<b>Expense</b>							
Compensation	\$ 32,076,706	\$ 5,330,923	\$ 3,292,578	\$ -	\$ -	\$ 8,623,501	26.9%
Salaries	\$ 23,267,474	\$ 3,565,700	\$ 2,552,704	\$ -	\$ -	\$ 6,118,404	26.3%
Benefits	\$ 8,809,232	\$ 1,765,223	\$ 739,874	\$ -	\$ -	\$ 2,505,097	28.4%
Non-Compensation	\$ 13,136,065	\$ 3,731,765	\$ 1,710,316	\$ -	\$ -	\$ 5,442,081	41.4%
Equipment	\$ 215,535	\$ 118,253	\$ 44,989	\$ -	\$ -	\$ 163,242	75.7%
External Professional Services	\$ 671,418	\$ 204,859	\$ 125,808	\$ -	\$ -	\$ 330,667	49.2%
Information/Comm/Shipping	\$ 859,038	\$ 290,567	\$ 50,516	\$ -	\$ -	\$ 341,083	39.7%
Maintenance & Service Contracts	\$ 3,375,501	\$ 1,578,348	\$ 595,967	\$ -	\$ -	\$ 2,174,316	64.4%
Meal Plan Expense	\$ 2,249,844	\$ 327,018	\$ 442,811	\$ -	\$ -	\$ 769,829	34.2%
Miscellaneous Expense	\$ 1,662,562	\$ 543,993	\$ 59,419	\$ -	\$ -	\$ 603,412	36.3%
Supplies	\$ 1,750,165	\$ 210,444	\$ 123,402	\$ -	\$ -	\$ 333,846	19.1%
Travel	\$ 758,366	\$ 83,938	\$ 102,596	\$ -	\$ -	\$ 186,535	24.6%
Utilities	\$ 1,593,636	\$ 374,344	\$ 164,807	\$ -	\$ -	\$ 539,152	33.8%
Transfers Out	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Expense Total</b>	<b>\$ 45,212,771</b>	<b>\$ 9,062,688</b>	<b>\$ 5,002,894</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 14,065,582</b>	<b>31.1%</b>
Net Transfer to Capital Fund	\$ 1,564,825	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
<b>Net Operating Budget</b>	<b>\$2,289,743</b>	<b>\$9,371,531</b>	<b>(\$1,801,097)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,570,434</b>	<b>33.1%</b>

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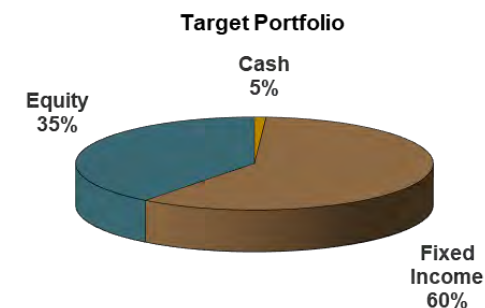
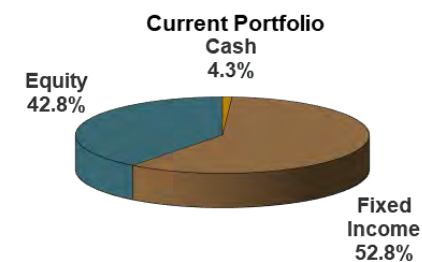
December 8, 2023

*Michael C. McPhail*  
Secretary, SSU Board of Trustees

# Shawnee State University Asset Allocation – As of October 31, 2023



Asset Class	Market Value	% of Assets	Target %
<b>Cash Equivalents</b>			
TIAA Cash Deposit Account	\$345,050	4.3%	
<b>Total Cash Equivalents</b>	<b>\$345,050</b>	<b>4.3%</b>	<b>5.0%</b>
<b>Fixed Income</b>			
Fixed Income Separately Managed Account	\$3,244,671	40.7%	
Vanguard Intermediate-Term Bond Index	\$258,639	3.2%	
Vanguard Short Term Bond Index Fund	\$53	0.0%	
TIAA-CREF Short-Term Bond Fund	\$461,122	5.8%	
DFA Inflation Protected SEC Fund	\$119,027	1.5%	
PIMCO 1-5 Year U.S. TIPS Index Exchange Traded Fund	\$123,113	1.5%	
<b>Total Fixed Income</b>	<b>\$4,206,625</b>	<b>52.8%</b>	<b>60.0%</b>
<b>Domestic Equity</b>			
TIAA-CREF Large Cap Growth Index Fund	\$1,262,731	15.9%	
TIAA-CREF Large Cap Value Index Fund	\$1,245,660	15.6%	
Vanguard Mid Cap Growth Index Fund	\$138,571	1.7%	
iShares Russell Mid Cap Value ETF	\$139,051	1.7%	
TIAA-CREF Small Cap Blend Index Fund	\$119,516	1.5%	
<b>Total Domestic Equity</b>	<b>\$2,905,529</b>	<b>36.5%</b>	<b>29.0%</b>
<b>International Equity</b>			
iShares Core MSCI EAFE ETF	\$181,530	2.3%	
iShares MSCI International Quality Factor ETF	\$200,577	2.5%	
iShares Core MSCI Emerging Markets ETF	\$124,222	1.6%	
<b>Total International Equity</b>	<b>\$506,329</b>	<b>6.4%</b>	<b>6.0%</b>
<b>Total Equity</b>	<b>\$3,411,858</b>	<b>42.8%</b>	<b>35.0%</b>
<b>Total Portfolio Market Value</b>	<b>\$7,963,533</b>	<b>100.0%</b>	<b>100.0%</b>



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TIAA INVESTMENT MARKET VALUE HISTORY

Asset Class/Security	Market Value as of Nov. 30, 2023	Market Value as of Oct 31, 2023	Market Value as of Sept 30, 2023	Market Value as of Aug 31, 2023	Market Value as of July 31, 2023	Market Value as of June 30, 2023	Market Value as of June 30, 2022
<b>OPERATING CASH:</b>							
U.S. Bank	\$ 4,202,953	\$ 3,621,300	\$ 5,559,938	\$ 4,801,484	\$ 4,223,982	\$ 5,381,923	\$ 1,724,399
<b>Total Operating Cash Balance</b>	<b>\$ 4,202,953</b>	<b>\$ 3,621,300</b>	<b>\$ 5,559,938</b>	<b>\$ 4,801,484</b>	<b>\$ 4,223,982</b>	<b>\$ 5,381,923</b>	<b>\$ 1,724,399</b>
<b>LIQUID POOL INVESTMENT PORTFOLIO:</b>							
STAROhio	\$ 208,368	\$ 207,418	\$ 206,444	\$ 205,511	\$ 204,560	\$ 203,642	\$ 195,839
<b>Total Liquid Investment Pool Balance</b>	<b>\$ 208,368</b>	<b>\$ 207,418</b>	<b>\$ 206,444</b>	<b>\$ 205,511</b>	<b>\$ 204,560</b>	<b>\$ 203,642</b>	<b>\$ 195,839</b>
<b>TIAA DIVERSIFIED INVESTMENT POOL SUMMARY:</b>							
<b>Cash Equivalents:</b>							
	\$ 1,442,919	\$ 461,540	\$ 418,402	\$ 460,827	\$ 420,943	\$ 427,436	\$ 255,492
<b>% of Total TIAA Portfolio</b>	<b>15.4%</b>	<b>5.8%</b>	<b>5.2%</b>	<b>5.6%</b>	<b>5.0%</b>	<b>5.2%</b>	<b>3.3%</b>
<b>Fixed Income Holdings:</b>							
Fixed Income Managed Acct (US and Agency Securities)	\$ 3,192,074	\$ 3,128,234	\$ 3,130,605	\$ 3,105,554	\$ 3,162,245	\$ 3,157,590	\$ 3,169,578
DFA Inflation Protected Securities Portfolio	\$ 122,693	\$ 119,027	\$ 119,944	\$ 122,922	\$ 125,099	\$ 124,641	\$ 201,332
PIMCO 1-5 Year U.S. TIPS Index ETF	\$ 124,043	\$ 123,113	\$ 122,721	\$ 123,064	\$ 123,480	\$ 123,235	\$ 201,683
TIAA-CREF Short-Term Bond Fund	\$ 252,037	\$ 461,122	\$ 435,477	\$ 435,922	\$ 437,255	\$ 436,366	\$ 540,222
Vanguard Intermediate Term Bond Fund	\$ 528,000	\$ 258,639	\$ -	\$ -	\$ -	\$ -	\$ -
Vanguard Short Term Bond Index Fund	\$ -	\$ -	\$ 342,803	\$ 343,499	\$ 344,893	\$ 344,546	\$ 347,717
<b>Total Fixed Income</b>	<b>\$ 4,218,847</b>	<b>\$ 4,090,135</b>	<b>\$ 4,151,550</b>	<b>\$ 4,130,961</b>	<b>\$ 4,192,972</b>	<b>\$ 4,186,378</b>	<b>\$ 4,460,532</b>
<b>% of Total TIAA Portfolio</b>	<b>45.0%</b>	<b>51.4%</b>	<b>51.5%</b>	<b>50.3%</b>	<b>50.1%</b>	<b>50.8%</b>	<b>57.9%</b>
<b>Domestic Equity Holdings:</b>							
iShares Russell Mid Cap Value ETF	\$ 152,212	\$ 139,051	\$ 146,389	\$ 152,268	\$ 160,896	\$ 154,106	\$ 142,503
TIAA-CREF Large Cap Growth Index Fund	\$ 1,400,573	\$ 1,262,731	\$ 1,309,984	\$ 1,373,389	\$ 1,351,066	\$ 1,307,298	\$ 971,764
TIAA-CREF Large Cap Value Index Fund	\$ 1,327,964	\$ 1,245,660	\$ 1,250,281	\$ 1,288,716	\$ 1,289,857	\$ 1,245,680	\$ 1,047,399
TIAA-CREF Small Cap Blend Index Fund	\$ 129,928	\$ 119,516	\$ 128,307	\$ 134,479	\$ 143,395	\$ 135,165	\$ 139,116
Vanguard Mid-Cap Growth Index	\$ 153,739	\$ 138,571	\$ 147,271	\$ 155,005	\$ 160,910	\$ 155,725	\$ 132,366
Vanguard REIT Index Fund	\$ -	\$ -	\$ -	\$ -	\$ 54,673	\$ 53,565	\$ 57,762
Cohen & Steers Real Estate Fund	\$ -	\$ -	\$ -	\$ -	\$ 39,275	\$ 38,543	\$ 40,210
<b>Total Domestic Equity</b>	<b>\$ 3,164,416</b>	<b>\$ 2,905,529</b>	<b>\$ 2,982,232</b>	<b>\$ 3,103,857</b>	<b>\$ 3,200,072</b>	<b>\$ 3,090,082</b>	<b>\$ 2,531,120</b>
<b>% of Total TIAA Portfolio</b>	<b>33.8%</b>	<b>36.5%</b>	<b>37.0%</b>	<b>37.8%</b>	<b>38.3%</b>	<b>37.5%</b>	<b>32.8%</b>
<b>International Equity Holdings:</b>							
iShares Core MSCI EAFE ETF	\$ 196,900	\$ 181,530	\$ 187,323	\$ 192,563	\$ 202,460	\$ 196,492	\$ 268,709
iShares Core MSCI Emerging ETF	\$ 134,254	\$ 124,222	\$ 128,683	\$ 131,117	\$ 141,230	\$ 133,280	\$ 132,658
iShares MSI EAFE Small-Cap ETF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 61,414
iShares MSCI International Quality Factor ETF	\$ 218,279	\$ 200,577	\$ 188,317	\$ 193,135	\$ 204,453	\$ 199,467	\$ -
<b>Total International Equity</b>	<b>\$ 549,433</b>	<b>\$ 506,329</b>	<b>\$ 504,323</b>	<b>\$ 516,815</b>	<b>\$ 548,143</b>	<b>\$ 529,239</b>	<b>\$ 462,781</b>
<b>% of Total TIAA Portfolio</b>	<b>5.9%</b>	<b>6.4%</b>	<b>6.3%</b>	<b>6.3%</b>	<b>6.6%</b>	<b>6.4%</b>	<b>6.0%</b>
<b>Total Equity</b>	<b>\$ 3,713,849</b>	<b>\$ 3,411,858</b>	<b>\$ 3,486,555</b>	<b>\$ 3,620,672</b>	<b>\$ 3,748,215</b>	<b>\$ 3,619,321</b>	<b>\$ 2,993,901</b>
<b>% of Total TIAA Portfolio</b>	<b>39.6%</b>	<b>42.8%</b>	<b>43.3%</b>	<b>44.1%</b>	<b>44.8%</b>	<b>44.0%</b>	<b>38.8%</b>
<b>TOTAL TIAA PORTFOLIO MARKET VALUE</b>	<b>\$ 9,375,615</b>	<b>\$ 7,963,533</b>	<b>\$ 8,056,507</b>	<b>\$ 8,212,460</b>	<b>\$ 8,362,130</b>	<b>\$ 8,233,135</b>	<b>\$ 7,709,925</b>
<b>TOTAL CASH AND INVESTMENTS BALANCE</b>	<b>\$ 13,786,936</b>	<b>\$ 11,792,252</b>	<b>\$ 13,822,890</b>	<b>\$ 13,219,456</b>	<b>\$ 12,790,672</b>	<b>\$ 13,818,701</b>	<b>\$ 9,630,163</b>

	TOTAL TIAA PORTFOLIO	TIAA CASH	FIXED INCOME	DOMESTIC EQUITY	INTERNATIONAL EQUITY
Value as of June 30, 2023	\$ 8,233,135	\$ 427,436	\$ 4,186,378	\$ 3,090,082	\$ 529,239
Value as of October 31, 2023	\$ 7,963,533	\$ 461,540	\$ 4,090,135	\$ 2,905,529	\$ 506,329
Diff \$	\$ (269,602)	\$ 34,104	\$ (96,243)	\$ (184,553)	\$ (22,910)
Diff %	-3.33%		-2.30%	-5.97%	-4.33%

	TOTAL TIAA PORTFOLIO	TIAA CASH	FIXED INCOME	DOMESTIC EQUITY	INTERNATIONAL EQUITY
Value as of June 30, 2023	\$ 8,233,135	\$ 427,436	\$ 4,186,378	\$ 3,090,082	\$ 529,239
Value as of November 30, 2023	\$ 9,375,615	\$ 1,442,919	\$ 4,218,847	\$ 3,164,416	\$ 549,433
Diff \$	\$ 1,142,480	\$ 1,015,483	\$ 32,469	\$ 74,334	\$ 20,194
Diff %	12.98%		0.78%	2.41%	3.82%

Without \$1M Cash Addition to Portfolio 1.62%

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December 8, 2023

*Michael C. McRae*  
Secretary, SSU Board of Trustees



# PERSONNEL ACTIVITY REPORT FY24

December 1, 2023

## New Hires

### ➤ Administrative Staff

- Clarissa Schauseil – Regional Ecosystem Coordinator, Kricker Innovation Hub, August 28, 2023
- Beverly Flowers – HR Coordinator, Human Resources, October 2, 2023
- Seth Pluta – Coordinator, Game Day & Athletic Events, Athletics, October 18, 2023
- Kevin Colley – Sports Information Director, Athletics, November 6, 2023
- Wendi Bennett – General Studies & Major Career Exploration Advisor, Student Success Center, December 4, 2023
- Spencer Stevens – Director, HR Operations, Human Resources, December 11, 2023

### ➤ Support Staff

- Damon Cornwell – Custodian, Facilities, Planning & Construction, September 6, 2023
- Heather Book – Custodian, Facilities, Planning & Construction, September 18, 2023
- Sabrina Cline – Academic Administrative Assistant II, School of Education, October 20, 2023

## Change of Status

### ➤ Administrative Staff

- Marlita Cadogan – Interim Director, Student Life, August 13, 2023
- Kimberly Cox – Admissions Associate, Admissions, September 15, 2023
- Orlando Currie – Senior Admissions Associate, Admissions, October 5, 2023

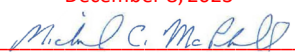
## Departures

### ➤ Administrative Staff

- Eric Floyd – EOC Coordinator, Educational Opportunity Center, October 16, 2023

### ➤ Faculty

- Larry Miller – Professor, Engineering, December 31, 2023
- Isabel Graziani – Associate Professor, Fine, Digital & Performing Arts, December 31, 2023
- Sarah Boehle – Associate Professor, School of Business, December 31, 2023
- Nancy Bentley – Associate Professor, Dental Hygiene, January 1, 2024

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# PERSONNEL ACTIVITY REPORT FY24

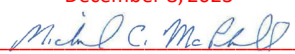
December 1, 2023

➤ **Public Safety Staff**

- Kasey Johnson – Security Officer, Public Safety, October, 13, 2023

➤ **Support Staff**

- Greg Bond – Press Operator & Finisher, Printing Services, November 30, 2023
- Lora Warner – Financial Aid Specialist, Financial Aid, December 31, 2023

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# CAPITAL PROJECTS STATUS REPORT

December 1, 2023

## Gateway and Third Street Development - \$3M (est.)

- A new campus gateway will be developed as well as a plan to reopen Third Street between Gay and Waller Streets. This will include traffic calming strategies, incorporate bicycle traffic, landscape features, and pedestrian crossings.
- On hold awaiting City/ODOT traffic design at campus/downtown transition area

## Campus Master Plan Update - \$150,000 - Capital

- Reconsidering master plan goals and strategies based on current University environment. Final plan in process.
- Wayfinding project to begin immediately upon plan completion.

## Campus Safety Grant Keyless Entry - \$75,570 - Capital

- Hardware installed. Programming and management of software in process.

## Roof and Infrastructure Project - \$1.25M - Capital

- Project will include complete/partial roof replacements and building envelope integrity updates of Kricker Hall and the Rhodes Athletic Center.
- Architect selected; design contract in process.

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**Academic and Student Affairs Report  
Board of Trustees Meeting  
December 1, 2023**

I am pleased to present the following Academic and Student Affairs Report to the Academic and Student Affairs Committee of the Board of Trustees and to the Board.

**Provost Report**

- I will highlight several items as part of my report. We are proposing to establish the College of Health and Human Services and the College of Business and Engineering, and I will discuss that further under Item 3.2.
- Associate Provost Jennifer Pauley and I will discuss SSU's OPM status and future options under Item 3.3.
- I want to recognize Professors Larry Miller, Nancy Bentley, Sarah Boehle, and Isabel Graziani who will be retiring from the university at the end of the semester.
- The highlights of recent activities in Academic and Students Affairs are noted below.

**College of Arts and Sciences**

- The College has **launched a podcast called 'Connecting Classrooms'** that seeks to strengthen connections between our campus and regional high school teachers and students. The initial episode features Dr. Andrew Feight highlighting local history related to the Underground Railroad. The podcast can be found on major podcast services such as Apple, Google, and Spotify and on the web at <https://www.shawnee.edu/connecting>. On the website, listeners can find additional resources and lesson plans suitable for high school classrooms. The second episode has been recorded and features Dr. Tim Hamilton discussing the scientific discoveries made during the first year of the James Webb Space Telescope. Four additional episodes are planned during the remainder of the academic year.
- The College is set to launch an Arts & Sciences-centered multi-platform social media marketing campaign the week of November 13<sup>th</sup>. Members of the SSU Marketing and Communications Team (**Jeremy Reed and MBA graduate assistant Shaelyn Vassar**), the CAS Recruitment Committee (**Drs. Andy Napper, Christy Zempter, Michael Barnhart, and John Whitaker**), and the Dean have collaborated on this project with an external marketing firm, Study College. To provide an updated landing page for prospective students targeted by the campaign, the project has also involved a redesign of the College of Arts and Sciences landing page. **The Dean extends praise and thanks to all those involved on the SSU side of the project for their time, thought, talents, and efforts.** The College has also revived the [Shawnee State University College of Arts & Sciences Facebook](#) page to highlight current students, faculty, alumni achievements and campus events. We invite you to follow the page to see updates from the College.

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### *Department of Fine, Digital, and Performing Arts*

- Graphic Design **Professor Matt Cram** is among a group of designers that recently launched [Footer](#), which curates some of the best-designed website footers from around the world. Their venture was recently [profiled](#) in Fast Company.
- The work of **Bastien Lecouffe Deharme, Associate Professor in Studio Arts/Illustration**, is featured in *Beautiful Bizarre* Issue 42 (September 2023). This quarterly magazine of contemporary art showcases the work of the best emerging and mid-career artists from around the world. Reproductions of seven pieces are featured as full-page images in the Look Book section of the [publication](#).
- The **SSU Musical Theater** program recently presented *Trafford Tanzi* as their first production of the 2023-2024 academic year.
- The **SSU Game Conference** was held on campus November 3-4. Student and faculty work was presented at the annual academic conference that brings high school students, college students, faculty, and leaders in the gaming industry together to learn and exchange ideas. This also serves as an opportunity for our BFA Game Simulation Development Arts majors to network with prospective employers as they prepare to enter the industry.

### *Department of Mathematics*

- **Professor Emeritus Jinlu Li** recently presented his research at the International Conference on Variational Analysis and Optimization with Application at Aligarh Muslim University in Aligarh, India. Dr. Li presented research on “Directional Differentiability of the Metric Projection Operation in Uniformly Convex and Uniformly Smooth Banach Spaces.”
- The **MS Mathematics** continues to be listed in the Premium Schools “Top 14 Best Online Master’s in Mathematics Programs.” <https://www.premiumschools.org/best-online-masters-mathematics/#shawnee-state-university>. Our listing moved from position 12 to position 10 on the list this year. The methods used to generate this list focus on factors important to Shawnee State’s mission including graduate instruction that is rigorous yet flexible accommodating work and family commitments, allows both part-time and full-time enrollment, has scholarly faculty, and offers both assistantships and payment plans to program students.

### *Department of Natural Sciences*

- On November 9<sup>th</sup>, the Department of Natural Sciences remembered their colleague **Dr. Jon Bedick** through dedication of a tree on the SSU campus. The *Liriodendrom tulipifera* (tulip tree) is located in the green space between the Clark Memorial Library and the Vern Riffe Center for the Arts. A plaque with the following inscription was placed by the tree. “This tulip tree – *Liriodendrom tulipifera* – is dedicated in memory of Dr. Jon Bedick for his 18 years of service as Professor of Biology in the Department of Natural Sciences.”

- **Dr. Tim Hamilton**, Professor of Physics and Director of the Clark Planetarium, provided expert insight on a complex galaxy cluster and the search for dark matter in an [article](#) featured in *Scientific American*.
- **Dr. Erik Larson** was honored by the Shawnee State Upward Bound Math Science students as the Upward Bound Math Science Instructor of the Year.
- **Dr. Erik Larson and Dr. Kurt Shoemaker** recently attended the Geological Society of America Annual Meeting in Pittsburgh, PA. Dr. Larson and his collaborators presented the following reports at the meeting:
  - Kelly, A., Romero, P., McLaughlin, K., Thomas, M., Larson, E.B. & Testa, M.P., 2023, Testing the accuracy of Polycam 3D scanning software on LiDAR and optical photogrammetry devices in field research. Geological Society of America *Abstracts with Programs*, vol. 55, no. 6.
  - McLaughlin, K., Romero, P., Kelly, A., Larson, E.B. & Testa, M.P., 2023, Distribution of detrital sediment captured in McKay Bay knoll reef, Upper Peninsula, Michigan. Geological Society of America *Abstracts with Programs*, vol. 55, no. 6.
  - Mero, E., Connor, L., McLaughlin, K., Larson, E.B. & Testa, M.P., 2023, Biostratigraphic analysis of Tabulate and Rugosa coral found in a McKay Bay member knoll reef Upper Peninsula, Michigan. Geological Society of America *Abstracts with Programs*, vol. 55, no. 6.
- **Dr. Larson** also recently submitted the following article that is under review for publication:
  - Assour, H, Renne, I., Larson, E.B., Diggins, T.P., Carson, W.P. *in review*, Steep slopes and cliff edges are browsing refugia for woody species within the Eastern Deciduous Forest Biome. Biological Conservation.
- The following alum and students have been accepted into professional schools:
  - **Slater Bakenhaster** (BS Chemistry '23) - Ohio University, Masters of Chemistry Program.
  - **Evelynn Phillips** (BS Biology, Biomedical Sciences) – Ohio University Heritage College of Osteopathic Medicine.
  - **Paetyn Collins** (BS Biology, Biomedical Sciences) – Marietta College Physician Assistant Program.
  - **Adam Cordle** (BS Biology, Biomedical Sciences) – Ohio University Heritage College of Osteopathic Medicine.
  - **Randy Patrick** (BS Biology, Biomedical Sciences) – Ohio University Heritage College of Osteopathic Medicine.

*Department of Social Sciences*

- On October 16<sup>th</sup>, SSU **BA Sociology major Jodie Kouns'** work with the Ohio River Way was featured on WSAZ. Portsmouth Mayor and **Professor of Sociology Sean Dunne** shared the importance of the Ohio River to our community. We are always proud to see our students putting their passion into action!  
<https://www.wsaz.com/2023/10/16/ohio-river-way-applies-national-water-trails-system-designation/?fbclid=IwAR2upoSIQJZy0EBDrwatWbZE0lwqmB0AuGernQ2wXyKZYB3XhjWjpzJzVOA>

- On October 17<sup>th</sup>, **Dr. Andrew Feight** and students from SSU were invited to the regular meeting of the Scioto County Bar Association. As the invited speaker, Dr. Feight delivered a talk entitled, “James Ashley Slept Here: Portsmouth, Ohio’s Connection to the Thirteenth Amendment.” It was here in Portsmouth where a young Ashley studied the law and began his legal career and one can argue began to formulate his understanding of the U.S. Constitution. The meeting was held at Patties & Pints, the location of the Huston’s Corner where Ashley once resided.

### *Center for Public History*

- **The Center for Public History and Dr. Andrew Feight** hosted the Appalachian Studies in the Digital Age Symposium on campus September 21-23 with the theme of Documenting Portsmouth Ohio. The session attendance was 273 participants. The symposium celebrated the city's rich and diverse past and its historic landmarks through a variety of sessions, including opening and closing keynote lectures, podcasting and writing workshops, an Emancipation Day Celebration, panel discussions, a bilingual podcast launch, a documentary screening, and a walking tour of Underground Railroad sites in downtown Portsmouth. The walking tour portion of the event brought a larger than expected crowd of ~50 people to the Center and the sites on the tour.
- On **November 16 at 5:40 p.m.**, as part of the [Ross County Historical Society Fall lecture](#) series, Dr. Feight will present “New Light on the Underground Railroad in the Appalachian Foothills of Ohio,” a presentation by Dr. Andrew Feight, will discuss the latest research discoveries of the Appalachian Freedom Initiative (AFI), an ARC POWER grant project that is marking 27 historical sites in the Tristate Region of Ohio, Kentucky, and West Virginia. The AFI project has fully launched and the work of Dr. Feight, Dr. Cicero Fain (Marshall University), and 9 regional outreach specialists hired for the project is underway. The Center has started profiling these individuals on their [Facebook page](#).
- On **Tuesday December 12, 2023** at the Statehouse Atrium in Columbus, Dr. Feight will be one of eight honorees at the 12<sup>th</sup> annual Appalachian Heritage Luncheon co-sponsored by Heritage Ohio and Ohio Hill Country Heritage Area. The luncheon recognizes the heritage contributions of the people, businesses, and organizations that are making a cultural impact on the region which benefit the entire state of Ohio. The Center’s [Scioto Historical Project](#) has won Heritage Ohio’s 2023 Appalachia Heritage Success Story Award. Dr. Feight will be introduced by either Senator Terry Johnson or Representative Justin Pizzulli and allowed 3-minutes to share the passion that drives the project and its investment in the heritage of Appalachia. The program will be broadcast live by OGTV, The Ohio Channel. Tickets to the event can be purchased [here](#).

### **College of Professional Studies**

#### *Department of Allied Health Sciences*

- AHS faculty and students hosted 180 high school students for Health Sciences day November 17, 2023.



- The Ohio Department of Higher Education (ODHE) awarded \$849,909.90 in Choose Ohio First (COF) scholarship funding. Scholarships are available to new students in SSU STEM programs. Thanks to Ms. Sheena Shifko, COF Coordinator, for her work with this program.
- The Master of Public Health graduate program proposal has been approved by the Graduate Council. Dr. Alice Stephens and Ms. Mariah Woodward are leading the efforts for this program development.

### *C. H. Lute School of Business*

- The IACBE accreditation process is nearing completion, with a required Response letter sent November 3, 2023, following the site visit and receipt of the Report of Finding letter. The Board of Commissioners meets in December to act on accreditation for five SSU business programs.
- JR Lumsden, management major from Toledo, Ohio, has been selected for the Ohio Export internship, a selective program that combines an export-focused course with a 12-week paid summer internship at a small to medium-size Ohio company.
- Twenty students are currently enrolled in the MBA program. Approval to accept international students has been received from the Student and Exchange Visitor Program, Department of Homeland Security.

### *School of Education*

- In November, 29 students in the Middle Childhood and Adolescent to Young Adult (AYA) licensure programs attended the Ohio Middle Level Association's Annual Conference in Sandusky, Ohio.
- Two new grants addressing adolescent literacy instruction and the primary intervention curriculum have been awarded to the School by the Ohio Deans Compact. Thanks to Drs. Beam, Cassidy, and Moohr for obtaining these grants.
- The Literacy LEAPS grant funded program is serving 92 K-4<sup>th</sup> grade students at Stanton Primary Elementary and Portsmouth West schools. A team of 27 SSU students provide weekly tutoring.

### *Department of Engineering Technologies*

- The highly successful Shawnee Gaming Conference (SGC) welcomed 600 industry leaders, professionals, and students for the two-day conference November 3-4, 2023, where all participated in workshops, game exhibitions, and gaming tournaments.
- On October 20, 2023, the Information Security program and the Kricker Innovation Hub hosted a successful "Capture the Flag" event, an interactive cybersecurity competition used to test and develop computer security skills.
- Associate Professor Adam Miller authored and submitted a SuperRAPIDS grant for \$502k worth of robotics and automation educational equipment.



### *School of Nursing*

- The ADN and BSN programs received the maximum accreditation of 8 years from the Accreditation Council in Nursing Education (ACEN). Assistant Professor Ruby Gray, MSN, RN is now an ACEN Site Reviewer.
- The MSN graduate program with Nursing Education and Nursing Leadership tracks was presented to Chancellor's Council on Graduate Studies (CCGS) November 17, 2023, and pending all approvals, the program will begin in Fall 2024.
- Searches are ongoing for the School of Nursing director and one faculty member.

### *Department of Rehabilitation Sciences*

- A Bachelor of Social Work (BSW) degree is being developed with funding support from an Appalachian Regional Commission (ARC) INSPIRE Grant. Pre-Social Work students will be accepted in 2025. The search for the BSW program director is underway.
- The MOT program has submitted plans to the Accreditation Council for Occupational Therapy Education for the conversion of the curriculum to a hybrid delivery model. Graduate Council approved this change.
- The post-professional occupational therapy doctoral (PP-OTD) program will graduate seven students on December 9, 2023.

### **Center for International Programs and Study Abroad**

- MBA I-17 application was recently approved. We have over 20 pending international grad applications for the MBA program.
- On September 21, 2023, Shawnee State hosted the Ohio International Consortium board meeting. Eleven state schools attended in-person.
- SSU's IIITD 2+2 MOU is now complete, pending final approval from IIITD for CET and Gaming programs.
- Faculty-Led study abroad programs for 2023-2024 include the following: December 2023 program to Peru led by Dr. Pablo Salinas and 4-week June 2024 Greece program led by Dr. Thomas Bunting.

### **Clark Memorial Library**

- Planning is underway for the next Books Build Bridges program. The 2024 Books Build Bridges program will feature children's book illustrator Richard Cowdrey. Mr. Cowdrey (<https://www.richardcowdrey.com/>) is known for his illustrations of Fiona – the internet sensation from the Cincinnati Zoo. The program will be held April 17<sup>th</sup> & 18<sup>th</sup> at the Vern Riffe Center for the Arts. All participating students will participate in a guided illustration with Mr. Cowdrey, and in addition will receive a free copy of his book, Fiona the Hippo. Organizers are expecting nearly 700 students to participate over two days. Books Build Bridges is sponsored by Fluor BWXT, Portsmouth LLC, Ohio Arts Council, Rotary Club of Portsmouth, Scioto County Public Library, Scioto Foundation, South Central Ohio ESC & Shawnee State University.

- The CML by the numbers: The library has had 25,595 visitors since move in; and an additional 2,838 students have visited the Bear Cave this semester. Librarians have done 35 instruction sessions and completed 74 research consultations. The library is planning to be open extra hours for finals week and will have free coffee.
- Applications are currently being accepted for a new part-time Library Specialist – Access Services. This position, when filled, will allow the library to extend open hours from 7:00 pm until 11:00 pm, Sunday through Thursday. We hope to have the position filled by the end of Fall semester.

Respectfully submitted,

Sunil Ahuja, Ph.D.

Provost and Vice President for Academic and Student Affairs

# College Realignment

- College of Arts and Sciences
  - Departments of English and Humanities; Fine, Digital, and Performing Arts; Mathematical Sciences; Natural Sciences; Social Sciences;  
**School of Education**
- College of Business and Engineering
  - C.H. Lute School of Business
  - Department of Engineering Technologies/**School** of Engineering
- College of Health and Human Services
  - School of Nursing, Department of Allied Health Sciences, Department of Rehabilitation Sciences and Human Services
  - **Center for Community (Rural? Appalachian?) Health**

Certified as True and Correct

December 8, 2023



Secretary, SSU Board of Trustees

# OPM Partnership Status

- Wiley's OPM branch moving to Academic Partnerships
- Contract will remain the same; current contract expires in July 2025
- Moving Forward

Certified as True and Correct  
December 8, 2023

  
Secretary, SSU Board of Trustees

# Making College Possible



## #85 Top Performers on Social Mobility


“Enrolling and graduating large proportions of students awarded with Pell Grants and moving them to higher family income brackets”

**#46**  
U.S. News Top  
Public Schools in  
Midwest

**#185**  
U.S. News Best  
Graduate Schools  
for Occupational  
Therapy

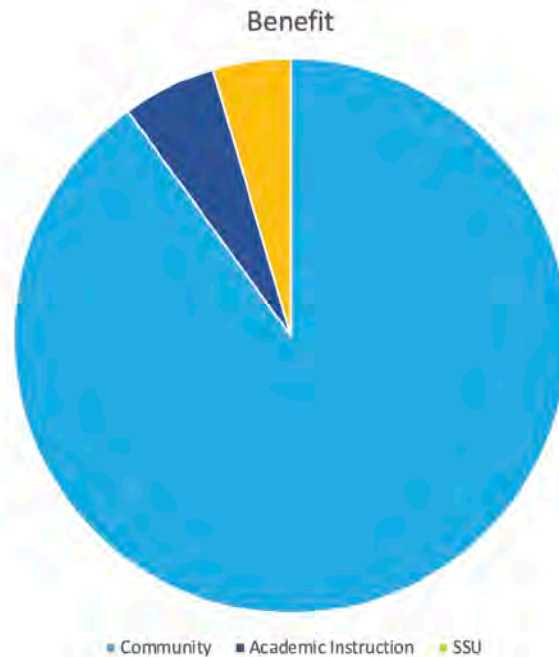
**#15**  
Best School  
Nationally for  
Game Design  
#1 in Ohio

**#1**  
Only ABET-  
Accredited Plastics  
Engineering  
Technology School

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December 8, 2023  
  
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# FY24 Budget

## \$18.6 Million in Grant Awards



### Fiscal Year 2023

#### **Community** 90%

Grants that benefit our community and its residents. These include after school programs, youth education, health & safety initiatives, etc.

#### **Shawnee State** 5%

Grants that directly benefit the institution. These may include funds for equipment, staff, faculty, etc.

#### **Students/Instruction** 5%

Funds that are directly tied to instruction and benefit students. These may include scholarship, experiential learning, curriculum development, textbooks, etc.

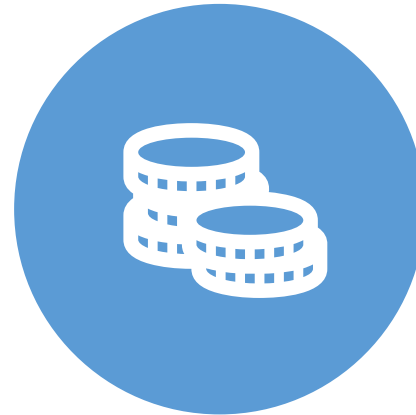
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*Michael C. McPhail*  
Secretary, SSU Board of Trustees

# New Grants Structure



GRANTS OFFICE



FINANCIAL COMPLIANCE



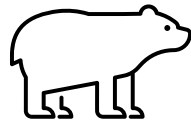
ACADEMIC GRANTS  
COMMITTEE

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December 8, 2023

  
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# YESTERDAY

- Director of Grants & Sponsored Programs
- Finance Position, Grants Compliance



# TODAY

- Director of Grants & Sponsored Programs
- Finance Position, Grants Compliance
- Grants Coordinator
- Part-time Grants Specialist
- Grants Management Software
- University Grants Committee
  - Provost, Chair
  - Deans
  - Institutional Research
  - Development Office
  - KIH / CLL
  - Government Relations
  - Corporate & Foundation Relations

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December 8, 2023

  
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**President's Report to the Board of Trustees**  
Board of Trustees Regular Meeting  
**December 1, 2023**

Good afternoon and thank you for your continued service to the Shawnee State University Board of Trustees. It is my pleasure to share with you this President's Report:

On Monday, the University Faculty Senate on Monday delivered a letter to me acknowledging my notice that the university will undergo an academic reorganization next year, including creation of a **College of Business and Engineering** and **College of Health and Human Services**. The Senate response outlined several questions and committed to work together with administration in the spirit of shared governance to inform the new design. Following today's meeting, I will appoint an ad-hoc committee comprised of members from the faculty, academic leadership, and the administration to develop a plan for the new college that will take effect July 1. This initiative represents a significant step in institutional collaboration and demonstrates our commitment to meeting the overwhelming physical and mental health and wellness crisis facing our communities in southern Ohio.

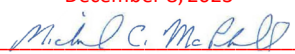
On October 15, the **University Staff Assembly** was abolished by a joint agreement between the USA, the CWA, and SSU. The USA existed at one time as a constituency group representing members of the CWA bargaining unit. In recent years, USA had become inactive and found its charge to be duplicative of the CWA organization.

Another \$500,000 has been raised for the **Lute School of Business**, thanks largely to an anonymous donor who pledged \$400,000 in October. The gift is unrestricted for the Lute School.

State support has been broad and enthusiastic for our new bachelor's degrees in social work and substance abuse counseling that are in development, as well as for an **SSU Behavioral Health Workforce Accelerator**. Informed by regional health care providers to address urgent needs, this project will employ a multi-faceted approach to rapidly increase the number of college graduates ready for behavioral health jobs and upskill employees currently working in mental and substance abuse health.

Following meetings with high school superintendents and ESC in the region, Shawnee State will soon be rolling out **several new enrollment initiatives**, including: a new Honors Program scholarship; a CCP-to-Degree scholarship, and a significantly reduced metro housing and meal plan rate for Scioto County students who are not required to live on campus.

SSU was selected to participate in the US Department of Education's National Center for Education Statistics National Postsecondary Student Aid Study (**NPSAS:24**) to gather information and data, to analyze the effectiveness of student financial aid, and to inform public policy on programs such as Pell Grants and Direct/Stafford Loans.

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December 8, 2023  
  
Secretary, SSU Board of Trustees

On Monday, November 13, Shawnee State hosted the first-ever meeting of the **Ohio Legislative Appalachian Caucus**. The Speaker of the Ohio House of Representatives, together with 10 other members of the Ohio House representing the state’s Appalachian districts convened on campus to discuss a range of policy issues on campus. The caucus requested a framework to provide research support from the newly formed **SSU Institute for Appalachian Public Policy** to inform future debate and legislation.

Two new programs have been approved at Shawnee State as we continue to review our academic offerings. The Master of Science in Nursing was approved by the state and is now pending approval from the Higher Learning Commission. The Bachelor of Science in Computer Science has been full approved and ready to begin enrolling students.

On behalf of the university, I extend my sincere appreciation and congratulations to the following staff members who will retire from the university on December 31: Greg Bond, Press Operator & Finisher in Printing Services and Lora Warner, Financial Aid Specialist. And, to the following faculty members who will likewise retire at the end of the calendar year: Nancy Bentley, Associate Professor, Dental Hygiene; Sarah Boehle, Associate Professor, Lute School of Business; Isabel Graziani, Associate Professor of Fine, Digital & Performing Arts; and Larry “Skip” Miller, Professor, Engineering. These are all tenured staff and faculty who built careers at Shawnee State University, and each have contributed substantially to their departments, to their colleagues, and to our students. We are truly grateful for their service.

And finally, Winter Commencement is next week – Saturday, December 9 at 11:00am in the Vern Riffe Center for the Arts. We look forward to celebrating this milestone with you and our new graduates.

Let’s talk about some other activities, organization building, and FY24 Initiatives and Projects.

*[Insert Slides]*

I’m grateful to the Board for its continued commitment to Shawnee State University and this region.

Respectfully submitted,



Dr. Eric Andrew Braun  
Interim President





# President's Report

Activities Update

Organization Building

FY24 Initiatives & Projects

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December 8, 2023

*Michael C. McPhail*

Secretary, SSU Board of Trustees



# President's Report: **Activities Update**

Hosted Chamber of Commerce  
**Business After Hours**

Dedicated **Dayton duMeleau  
Math Center**

Addressed joint meeting of  
**Community Action Organization  
of Scioto County, the Scioto  
County Commissioners, and  
Portsmouth City Council members**

Attended **River States Conference**

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December 8, 2023

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# President's Report: **Activities Update**



**Lunch with the President for  
Student Veterans Association  
SSU Honors Program  
Orientation Leaders**

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Choose Ohio For 

Secretary, SSU Board of Trustees



# President's Report: **Activities Update**

Hosted **Children's Learning Center** Christmas Tree lighting

Continued meetings with **regional high school** superintendents and principals

Launched **review of Advisory Boards** to enhance membership and programming and increase fundraising capacity

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December 8, 2023

*Michael C. McPhail*

Secretary, SSU Board of Trustees



# President's Report: **Organization Building**



Met with president of the **Shawnee Education Association**

Established schedule of faculty and student **demo tours** and **faculty breakfasts**

Continued Constituent Executive Committee Meetings: **University Faculty Senate, Student Government Association, Communication Workers of America**

*Certified as True and Correct*  
December 8, 2023

*Michael C. McPhail*

Secretary, SSU Board of Trustees

# President's Report: **Organization Building**

Met with **Student Government Association** to discuss issues ranging from student accessibility to Greek Life and weekend activity expansion

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December 8, 2023

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Secretary, SSU Board of Trustees



# President's Report: **Organization Building**



Held first **Faculty Drop-In** in Office of the President

Held monthly **Presidents Council** meetings, an informal assembly of all academic program chairs and directors

Addressed **UAA Full Membership Meeting**

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December 8, 2023

*Michael C. McPhail*

Secretary, SSU Board of Trustees

# President's Report: **Organization Building**

Held inaugural  
**Employee Appreciation  
Week** on campus

Launched  
**“Paws to Say ‘Thanks’”**  
program

Fed turkey dinner to a  
dozen holiday break  
students on the very first  
**ThankSSUgiving**



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December 8, 2023

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Secretary, SSU Board of Trustees



# President's Report: **FY24 Initiatives & Projects**

## **Property & Real Estate Development**

Fourth Street Properties Sale

Stadium Complex

Warsaw Natatorium

Jacobs Center Temple Building

US-23 Corridor

## **Placemaking Committee**

Small group meetings held

January campus meeting

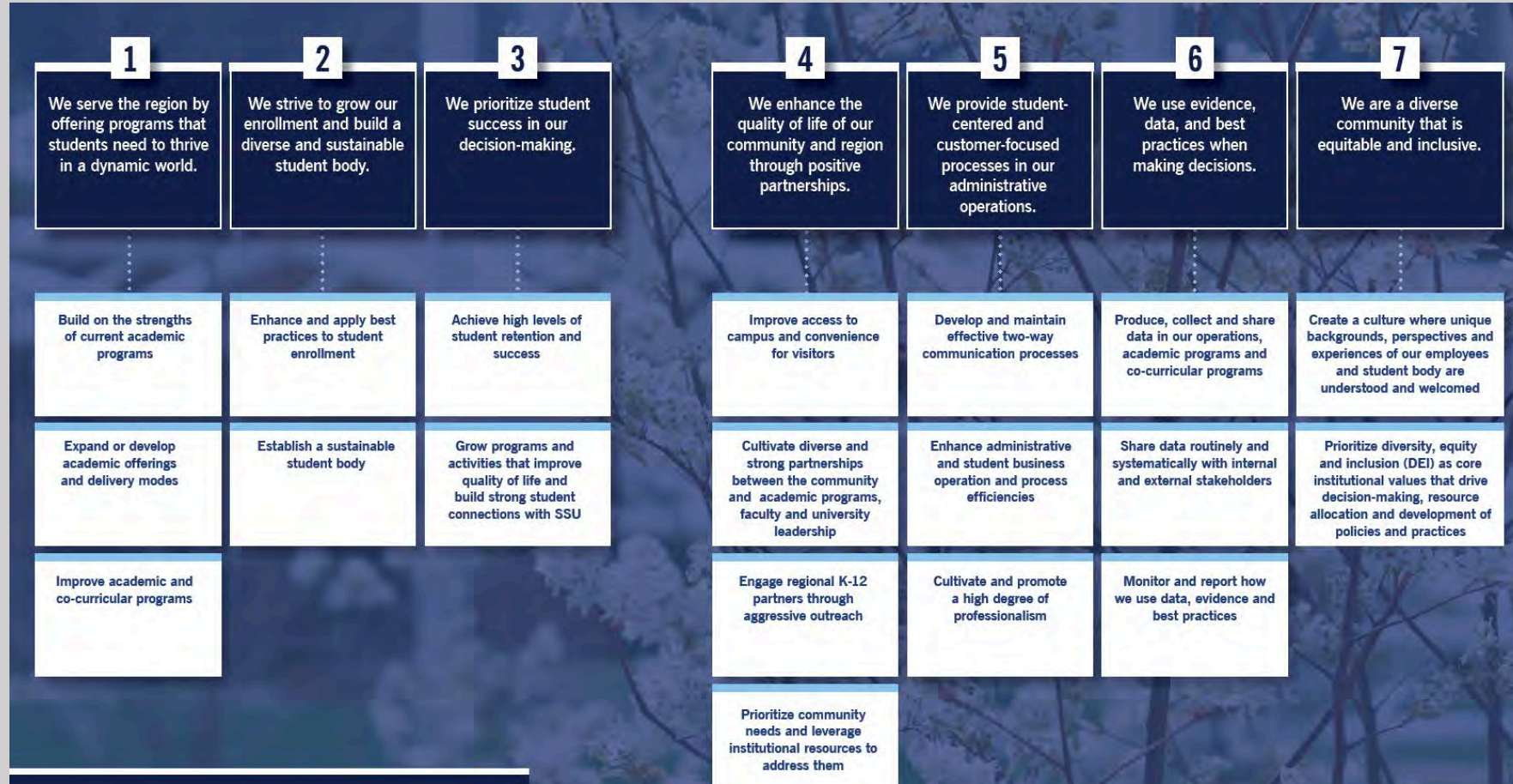
## **Appalachian Community Grant**

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December 8, 2023

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# Strategic Plan



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December 8, 2023



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