

**SHAWNEE STATE UNIVERSITY  
BOARD OF TRUSTEES**

**Meeting Minutes  
August 11, 2023**

**Call to Order**

Chairperson Evans called the meeting to order at 9:37 a.m. noting the meeting was in compliance with RC § 121.22(F).

**Roll Call**

Members present: Mr. Evans, Mr. Edwards, Mr. Furbee, Mr. Daniels, Dr. Haas, Mr. Richey, Mr. Shah

Members absent: Ms. Schisler\*, Ms. Osborne, Ms. Ratliff, Ms. Blythe

\*Ms. Schisler was absent for roll call, but arrived at 10:37 a.m.

**Approval of the August 11, 2023 Agenda**

Mr. Furbee moved and Mr. Edwards seconded a motion to approve the August 11, 2023 Board meeting agenda. The motion was passed by unanimous roll call vote of all Board members present.

**President's Report**

President Braun told the Board that the University will welcome 800 new students in the coming weeks and the annual Weekend of Welcome was scheduled to begin August 17, 2023. He discussed the challenges of increasing enrollment, and retaining continuing students, and increasing housing numbers back to pre-COVID levels. Mr. Braun stressed the need to tout SSU as a good investment, due to its efficiency, low tuition, and low student debt compared with other Ohio institutions of higher education.

Mr. Braun explained how the state's increase in its budget supplement to SSU helped the University stabilize the budget. He informed the Board that a Voluntary Retirement Incentive Program would be launched on August 14, 2023 as another effort to reduce expenses.

Mr. Braun said he sought to expand services that the University offers on evenings and weekends, modernize the library, bolster Athletics, and maintain the national rankings of SSU's signature programs such as Gaming.

## **Swearing in of New Board Member**

Chairperson Evans administered the oath of office to Ms. Sallie Schisler, welcomed her as a new Trustee, and presented her with a Shawnee State University pin.

## **New Business**

1. Resolution E11-23, Approval of Shawnee State University and Communications Workers of America, Local 4372, Collectively Bargained Agreement

Mr. Edwards moved that the Board adopt Resolution E11-23 and Mr. Furbee seconded the motion. The motion was passed by unanimous roll call vote of all Board members present. Mr. Braun commended the hard work of the administration and union negotiating teams.

2. Budget

Chief Financial Officer Greg Ballengee explained that a balanced budget would be presented at the September 2023 Board meeting, and noted that the increased supplement for SSU in the state budget was not used to balance the budget. Mr. Furbee inquired about any impact of the other increase of state funding on the institution's finances. Mr. Braun replied that SSU's credit rating agency, Moody's, has indicated in the past that increases in state support are recognized as positive indicators of institutional viability and are likely to have a positive impact on SSU's credit rating.

Mr. Ballengee stated that the just-approved CWA contract will help with forecasting future spending, and added that a proposed Voluntary Retirement Incentive Plan that will come before the Board in September might bring additional costs in fiscal year 2024 but could free up spending in the following fiscal years. He said that increasing grant funding will be among the University's initiatives.

Mr. Ballengee explained how SB6 and HLC benchmark are used to measure the financial strength of the University, and said that he expects those scores to improve.

3. Academic and Enrollment Plan

Provost Ahuja said he would like to move to a programs-based approach to driving enrollment and to focus on investing wisely in programs. He noted that these changes cannot happen immediately but would need to be reviewed in the coming year. Dr. Ahuja noted that he will be exploring options with online program management in light of internal changes with Wiley, our OPM partner.

Dr. Ahuja discussed possibilities of some academic restructuring including moving the School of Education from the College of Professional Studies to the College of Arts & Sciences and establishment of a new College of Health and Human Services and a College of Business and Engineering. He said the administration would be exploring new master's and bachelor's programs.

Mr. Edwards said opportunities should be explored with local hospitals due to a nursing shortage. Mr. Daniels said SSU should look at ways it can stand out among competitors. Dr. Ahuja said that within student affairs, efforts were underway to promote student engagement and belonging, with a focus on best practices in retention, inclusion, belonging, and support for various student populations.

#### 4. Higher Learning Commission (HLC) Report

Provost Ahuja discussed the Higher Learning Commission's mid-cycle review of Shawnee State, which resulted from a visit to campus by an HLC team in March 2023. Dr. Ahuja explained the mid-cycle review process and thanked the Trustees who came to campus to meet with the HLC team.

Dr. Ahuja noted that the mid-cycle review found that SSU met the HLC's review criteria, but concerns were noted in three areas. He said the concern areas related to resources – including the university budget and sufficiency of faculty and staff. The HLC gave the university directions on follow up. Dr. Ahuja noted the proposed balanced budget was a step in the right direction.

Dr. Haas said the HLC's suggestions will be helpful to the university. Mr. Edwards asked for a copy of the final report, and Dr. Ahuja said he would provide copies to Board members.

#### 5. Facilities and Campus Master Plan

Chief Operating Officer Malonda Johnson explained instead of looking ahead to the distant future, the Master Plan would change its approach by focusing on the next six years ahead. She explained that the University had \$7.48 million in unencumbered capital funds, and President Braun commented that these funds give the University flexibility. Ms. Johnson present a list of capital projects under development, noting that the largest project involved renovations to Clark Memorial Library. Ms. Johnson also presented lists of mid-term and long-term capital projects.

#### 6. Strategic Plan

Chief of Staff Liz Blevins reviewed the seven goals of the Shawnee at 40 Strategic Plan. After some discussion about the plan's contents, Chairperson Evans commented that the new administration should build on the existing plan and not start from square one. Mr. Edwards recommended that the University branch out its recruitment of students to other counties.

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

None

### **Executive Session**

None

### **Other Business**

Mr. Furbee reminded the trustees that the Chairman's Dinner fundraiser would be held on campus on September 13, 2023, and would feature former Congressman and current President of the Ohio State Chamber of Commerce Steve Stivers as keynote speaker.

### **Adjournment**

Mr. Edwards moved and Mr. Furbee seconded a motion to adjourn. The motion was passed unanimously and the Board adjourned at 3:30 p.m.

  
Chairperson, Board of Trustees

  
Secretary, Board of Trustees

**RESOLUTION E11-23**

**APPROVAL OF SHAWNEE STATE UNIVERSITY AND  
COMMUNICATIONS WORKERS OF AMERICA, LOCAL 4372,  
COLLECTIVELY BARGAINED AGREEMENT**

WHEREAS, in accordance with O.R.C. Chapter 4117, formal negotiating sessions were held with the University (SSU) and Communications Workers of America (CWA) resulting in the parties reaching a tentatively accepted agreement regarding wages, hours, terms, and other conditions of employment; and

WHEREAS, the tentative agreement was ratified in its entirety by the CWA membership;  
and

WHEREAS, the President recommends that the Board of Trustees approve the tentative agreement;

THEREFORE, BE IT RESOLVED that the Board of Trustees of Shawnee State University approves the SSU/CWA collectively bargained agreement, effective November 13, 2023 through November 12, 2026, and extends its appreciation to the members of both negotiating teams.

(August 11, 2023)

Certified as True and Correct  
August 17, 2023

  
Secretary, SSU Board of Trustees

# President's Report



**3 in 5**  
FIRST IN FAMILY  
TO GO TO COLLEGE



**39% PELL-ELIGIBLE**



**7% NARROWLY MISS AID**



**\$10,608 AVG. EFC**  
Compared to \$14,000 US AVG



**89% STUDENTS FROM OHIO**



**82% GRADUATES WORK IN OHIO**



**MOST EFFICIENT CAMPUS IN OHIO**



**LOWEST TUITION**



**LOWEST STUDENT DEBT**



**46% APPLICANTS SEEKING  
TWO-YEAR IN-DEMAND DEGREES**



Practical Degrees Used in Ohio



College Access to Underserved Region



Service to the Appalachian Region



**SSU HAS SECOND HIGHEST MOBILITY RATE IN THE STATE, MOVING STUDENTS FROM THE LOWEST INCOME BRACKETS TO THE TOP 40%.**

SSU Has been ranked in [Top Performers on Social Mobility](#) in 2021 US News & World Report.

**SHAWNEE STATE  
IS A GOOD  
INVESTMENT**

Certified as True and Correct  
August 17, 2023

  
Secretary, SSU Board of Trustees

# President's Report

Status Update

Fall Forecast

FY 24 Initiatives & Projects

Campus Placemaking

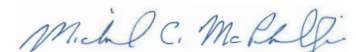
Athletics Enhancement

Enrollment Initiatives

Program Development

Certified as True and Correct

August 17, 2023



Secretary, SSU Board of Trustees

# President's Report: FY24 Initiatives & Projects

## Campus Placemaking

Expanded Food Options  
(Location, Days, Hours)

Addition of Indoor &  
Outdoor Third Spaces

Development of More  
Communal Student  
Spaces

Clark Memorial Library  
Renovation

Building Signage &  
Branding

On- and Off-Campus  
Wayfinding & Signage

Campus Gateway & Third  
Street Redevelopment

ESports Arena

Certified as True and Correct  
August 17, 2023



Secretary, SSU Board of Trustees



# President's Report: FY24 Initiatives & Projects

## Athletics Enhancement

Tri-State Player  
Development & Sport  
Performance Center

Softball Stadium

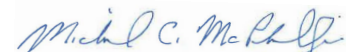
Rhodes East & Hall of  
Fame

Tennis Center Lighting,  
Soccer Seating

Fieldhouse Development

Certified as True and Correct

August 17, 2023



Secretary, SSU Board of Trustees

# President's Report: FY24 Initiatives & Projects

## Enrollment Initiatives

College Credit Plus  
Expansion

Scioto County Direct  
Admission

<30 Mile Housing Metro  
Rate

Assess On-  
Campus, Night &  
Weekend Class Offerings

PALSJR  
Valedictorian Scholarships

Honors Program

Review School of  
Business

Re-engage Stop-Outs

International Engagement

Certified as True and Correct  
August 17, 2023

  
Secretary, SSU Board of Trustees

# President's Report: FY24 Initiatives & Projects

## Program Development

Social Work, Mental &  
Behavioral Health  
Counseling

Launch School of Nursing

Institute for  
Appalachian Public Policy

Digital Simulation & Game  
Design Online

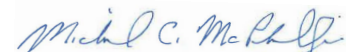
Adams County, Lawrence  
County, & Pike County  
Cooperative Workforce  
Centers (& HS ESports)

Expand Grants &  
Sponsored Programs  
Operation

SSCC Dual Enrollment

Certified as True and Correct

August 17, 2023



Secretary, SSU Board of Trustees

# FY24 Budget

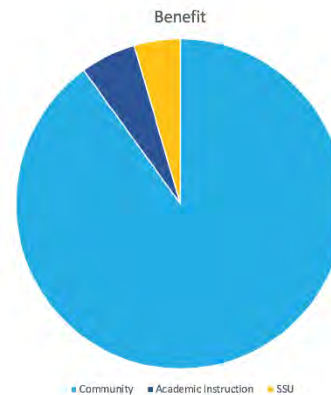
## Budget Book Update

## Anticipated Updates to Preliminary Budget (June)

### \$7.4 Million Capital Appropriations

Project	Prior	Appropriation	Released	Encumbrance	Remaining
Workforce Training & Equipment Tax	\$85.98	\$279,148.23	\$269,154.16	\$207,946.64	\$9,994.07
Basic Renovations	\$392,167.54	\$6,696,088.84	\$353,248.33	\$46,000.00	\$6,352,840.51
Workforce Training & Equipment	\$20,232.56	0	0	0	0
Clark Library Rehabilitation	0	\$800,000.00	0	0	\$800,000.00
Advanced Technology Center Phase2	\$7,556.82	0	0	0	0
Campus Safety Grant Program	0	\$76,013.12	0	0	\$76,013.12
SSU Gateway & Innovation District	0	\$200,000.00	0	0	\$200,000.00
<b>TOTAL</b>	<b>\$420,042.90</b>	<b>\$8,051,250.19</b>	<b>\$622,402.49</b>	<b>\$253,946.64</b>	<b>\$7,428,847.70</b>

### \$18.6 Million 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.

Certified as True and Correct

August 17, 2023

Secretary, SSU Board of Trustees

# FY24 Budget

## Institutional Financial Health: Essential questions board members should be asking

Q1: How financially sustainable is my institution today?

Q2: How stable is my institution's revenue?

Q3: Are my institution's expenditures aligned to revenues?

Q4: How is my institution balancing its budget?

Q5: How are mergers and closures changing the landscape?

Certified as True and Correct

August 17, 2023

Ernst & Young, Parthenon (Oct 30, 2019) Chief Accountant of  
Higher Education: 2019 Board of Trustees

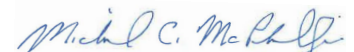
  
Secretary, SSU Board of Trustees

# Academic & Enrollment Plan

- Program portfolio and enrollment plan
- Program review and prioritization
  - Resource reallocation
- Online courses and programs
  - OPM status

Certified as True and Correct

August 17, 2023



Secretary, SSU Board of Trustees

# Programs for Growth

- **Masters**
  - MBA, MSN, MOT (hybrid), MPH, MBA in Healthcare, Plastics
  - Bachelors
- **Bachelors**
  - Information Security, Computer Science, Criminal Justice,
  - Social Work
- **Online**
  - Graduate (selectively)
- **International**
  - Business (MBA), Plastics, Game Design, Information Security, Computer Science, Pre-Med

Certified as True and Correct  
August 17, 2023



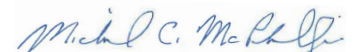
Secretary, SSU Board of Trustees

# Student Affairs

- **Student Conduct**
  - Complaints, behavior, management of Maxient
- **Student Life**
  - Student organizations, events, management/support of organizations
- **Residence Life**
  - Campus housing, residence life management
- **Student Engagement and Belonging**
  - Focus on: retention, belonging and student support services, curricular and co-curricular/faculty and staff connections, DEIB

Certified as True and Correct

August 17, 2023



Secretary, SSU Board of Trustees



# HLC Report

- 3C: The institution has the faculty and staff needed for effective, high-quality programs and student services.
- 5B: The institution's resource base supports its educational offerings and its plans for maintaining and strengthening their quality in the future.
- 5C: The institution engages in systematic and integrated planning and improvement.

# HLC Report

- Review and evaluate the number of faculty and staff positions to ensure that each area is properly staffed and that the workload of each area is balanced.
- Review and evaluate the extent to which revenue generated from state appropriations and tuition and mandatory fees is sufficient to maintain the correct balance of faculty and staff.
- Review and evaluate the capacity of the institution to realize the strategic initiatives defined in the *Shawnee at 40* strategic plan, addressing shortcomings noted in this report, and in particular the overall campus environment in the context of the analyses listed above concerning staffing levels and workload, the review and evaluation of revenue and the ‘balance’ between funding and staffing. The institution should include updates to the strategic plan (highlighting updates related to changes in leadership), as well as the impact on enrollment, recruitment, and retention.

Certified as True and Correct  
August 17, 2023



Secretary, SSU Board of Trustees

# Facilities & Campus Master Plan

## Redefine Campus Master Plan:

Less Long-Term & Aspirational

Immediate (FY24), Short-Term (FY25-FY26), and Mid-Term (FY27-FY29)

6-Year Outlook aligns with state capital funding cycle

SSU historically receives roughly \$2.4M per year in state capital funds

Capital dollars should be spent to raise new state funds

Capital dollars should be leveraged to raise new federal & private funds

\$7,428,847 currently appropriated & unencumbered

Certified as True and Correct  
August 17, 2023



Secretary, SSU Board of Trustees

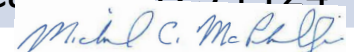
# Facilities & Campus Master Plan

## Capital Projects Under Development: Immediate

Project	Timeline	Cost	Source
Basic Renovation Contingency		\$1.0M	Capital FY23-FY24
Basic Renovation Planned Projects	FY24	\$1.0M	Capital FY23-FY24
Clark Memorial Library Renovation	FY24-FY25	\$4.5M	Capital FY23-FY24
Rhodes Athletic Center East Renovation	FY24	\$400K	SSUDF
Softball Field & Stadium	FY24-FY25	\$1.4M	SSUDF & SSU Op
Daehler Tennis Center Lighting	FY24	\$250K	SSUDF
Allied Health Labs	FY25	\$1.0M	Capital, Fed, SSUDF
Kricker Hub Security & Signage	FY24	\$200K	Capital Comm Proj
Esports Arena & CyberRange	FY24	\$400K	SSUDF & SSU Op
Building KeyCards	FY24	\$350K	Capital FY23-FY24
Wayfinding, Signage, Building Branding	FY24	\$500K	Capital FY23-FY24

Certified as True and Correct

August 17, 2023



Secretary, SSU Board of Trustees

# Strategic Plan

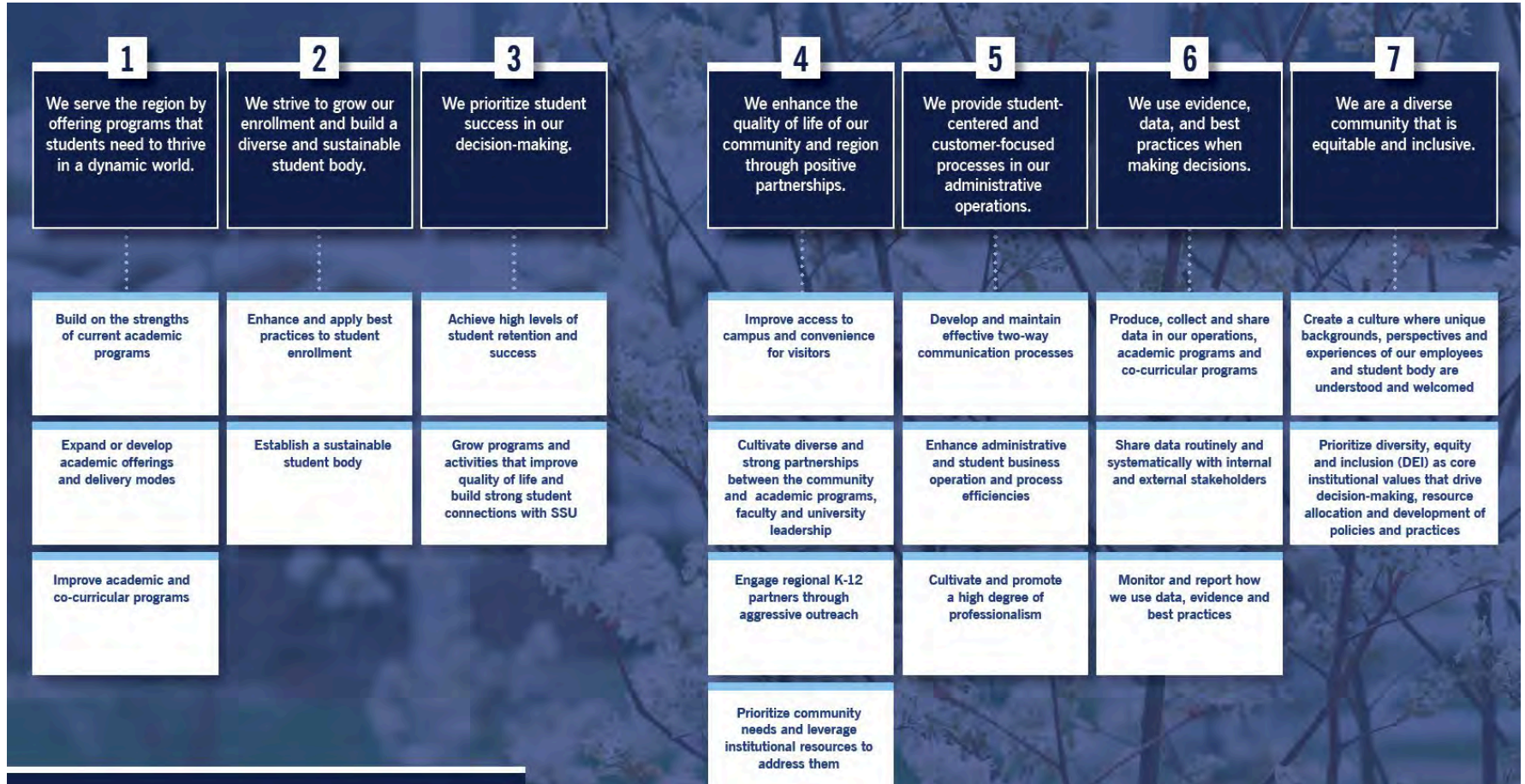


- **2016**: Strategic Plan Developed
- **2019**: Strategic Plan Revisions Began
- **2020**: Strategic Planning Shifted to Pandemic Crisis Plan
- **2021**: Five-Year Strategic Plan: Shawnee at 40 Developed
- **2022**: Strategic Plan Reviewed and Updated

Certified as True and Correct  
August 17, 2023

  
Secretary, SSU Board of Trustees

# Strategic Plan



Certified as True and Correct

August 17, 2023

*Michael C. McRae*

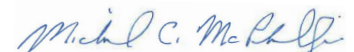
Secretary, SSU Board of Trustees

# Strategic Focus

<b>GOAL 1</b>	<b>ACADEMICS</b> We serve the region by offering programs that students need to thrive in a dynamic world.
<b>GOAL 2</b>	<b>ENROLLMENT</b> We strive to grow our enrollment and build a diverse and sustainable student body.
<b>GOAL 3</b>	<b>STUDENT SUCCESS</b> We prioritize student success in our decision-making.
<b>GOAL 4</b>	<b>COMMUNITY</b> We enhance the quality of life of our community and region through positive partnerships.
<b>GOAL 5</b>	<b>STUDENT &amp; CUSTOMER SERVICE</b> We provide student-centered and customer-focused processes in our administrative operations.
<b>GOAL 6</b>	<b>CONTINUOUS IMPROVEMENT</b> We use evidence, data, and best practices when making decisions.
<b>GOAL 7</b>	<b>CAMPUS CULTURE</b> We are a diverse community that is equitable and inclusive.

Certified as True and Correct

August 17, 2023



Secretary, SSU Board of Trustees



Certified as True and Correct  
August 17, 2023

  
Secretary, SSU Board of Trustees