SHAWNEE STATE UNIVERSITY
BOARD OF TRUSTEES

Meeting Minutes
August 24, 2018

Swearing in of New Board Member

Board of Trustees re-appointed member David Furbee and newly appointed student member Leen Heresh were sworn-in by Board Chair Hartop to fill board vacancies.

Call to Order

Chairperson Williams called the meeting to order at 1:22 p.m. noting the meeting was in compliance with RC § 121.22(F).

Roll Call

Members present: Ms. Hartop, Mr. Evans, Mr. Furbee, Ms. Hash, Mr. Howarth, Mr. Watson, Dr. White, Mr. Williams, Ms. Heresh, Mr. Rappold

Members absent: Mr. Edwards

Approval of the June 8-9, 2018 Board Meeting Minutes

Dr. White moved and Mr. Watson seconded a motion to approve the June 8-9, 2018 minutes. Without discussion, the Board unanimously approved said minutes.

Approval of the August 24, 2018 Agenda

Mr. Evans moved and Dr. White seconded a motion to approve the August 24, 2018 agenda. Without discussion, the Board unanimously approved the August 24, 2018 agenda.

Appointment of 2018-19 Committees and Representatives

Chair Hartop announced the following Committee appointments:

Mr. Williams, Executive Committee appointee; Ms. Hash, Academic and Student Affairs Chair; Mr. Evans, Academic and Student Affairs Vice Chair; Mr. Watson, Finance and Administration Chair; Mr. Furbee, Finance and Administration Vice Chair; Dr. White, Representative to SSUDF; Mr. Furbee, Representative to Investment Committee. A complete roster of all Committee members and appointments is entered into the record.

Consent Agenda

Chair Hartop 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.

1. Resolution ASA08-18, Approval of Completion Plan Update
2. Resolution F07-18, Approval to rescind selected department of public safety policies and consolidate into a single policy
3. Resolution F08-18, Approval to rescind Policy 4.83 and revise and rename Policy 4.82
4. Resolution F11-18, Shawnee State University Development Foundation (SSUDF) New Member Appointment

There being no objections, items 1 – 4 were approved by acclamation.

Academic and Student Affairs Committee

Ms. Hash reported on behalf of the Academic and Student Affairs Committee. That Committee had one action item, Resolution ASA08-18, Approval of Completion Plan Update, heretofore approved by the consent agenda. Information items were tabled until the October 12, 2018 meeting.

Finance and Administration Committee

Mr. Watson reported on behalf of the Finance and Administration Committee:

1. Resolution F09-18, Approval to request ODHE waiver of AY18-19 undergraduate, in-state tuition rates for online courses/programs, authorizes the University to seek ODHE approval of in-state, undergraduate tuition for online courses and programs, effective Spring 2019. Mr. Watson moved and Mr. Williams seconded a motion to approve Resolution F09-18. Without discussion, the Board unanimously approved the resolution.

2. Resolution F10-18, Approval of online tuition rates, approves tuition rates for online courses and programs, effective Spring 2019. Mr. Watson moved and Mr. Williams seconded a motion to approve Resolution F10-18. Without discussion, the Board unanimously approved the resolution.

3. Resolution F12-18 As Amended, Approval of the FY2019 General Fund Operating Budget, approves the FY2019 General fund Budget as amended. Mr. Watson moved and Mr. Williams seconded a motion to approve Resolution F12-18. Without discussion, the Board unanimously approved the resolution.

4. Resolution F13-18 As Amended, Continuing General Fund and Auxiliary Fund Spending Authority, approves continued spending for essential operational needs from auxiliary fund operations pending the submission of the proposed FY2019 Auxiliary Fund budget and directs the Vice President of Finance and Administration to work with directors in auxiliary areas to make budgetary adjustments required in response to the reduced revenue. It further approves continued spending for essential operational needs from general fund operations pending the submission of the complete FY2019 General Fund operating budget at the October 2018 Board of Trustees meeting. Mr. Watson moved and Mr. Williams seconded a motion to approve Resolution F13-18. Without discussion, the Board unanimously approved the resolution.

Information items were tabled until the October 12, 2018 Board of Trustees meeting.

Reports from Board Liaisons with other Organizations

None

President's Report

Dr. Kurtz discussed the challenges we have as an institution, discussed what have we learned and how to apply it? Dr. Kurtz explained that the institution has been treating issues as cyclical, but according to internal and external advisors, they are structural. There are multi-generational issues to be addressed such as the traditional student population in the Northeast and Midwest is shrinking and thoughtful and necessary changes must be made to right-size the institution.

SSU must have a focus on the following issues.

1. Revenue from our Learning House partnership will grow over 3-4 years;
2. Expand partnerships with community colleges, such as the plastics program at Southern State Community College;
3. Greater opportunities with College Credit Plus (CCP) to home schooled students and private institutions, and
4. Vendor agreements, service delivery, spiraling health care costs all are disruptive and require thoughtful and timely action.

This will be a multi-year effort and a bumpy ride but necessary ride.

New Business

None

Faculty Senate Report

Dr. Marc Scott, University Faculty Senate President, presented on the long-standing stake faculty have in the health of the institution, the community, and the success of our students. He expressed concern about a reduction of faculty due to enrollment decline and offered three lessons to consider as we move forward:

1. Involve us in process, meaningfully. Faculty need to be heard and there should be transparency;
2. Develop clear enrollment planning with different scenarios and involve stakeholders in the process; and
3. Ask that the Board and administration make a concerted effort to engage in conversations that yield increases in state support.

The full report as presented by Dr. Scott is entered into the record.

Chair Hartop responded to Dr. Scott that she agrees with the points made and that the university isn't anything without faculty. We need faculty and problems need to be addressed with a shared effort. Chair Hartop appealed to faculty to help the institution find solutions.

Comments from Constituent Groups and the Public

Dr. Clifford "Chip" Poirot addressed the Board stating he feels the university's budgeting process is opaque and not exhaustive. He acknowledged budget variances as presented, but objected to the method by which assumptions get built in. Dr. Poirot pointed out that auxiliaries were subsidized with $2 million, that the $458,000 shown is the variance not deficit, and asked what number was spent on software and consultants. Dr. Poirot then claimed the expenditure for FY17 was $3 million and indicated that data was not brought to the Senate Finance Committee.

Dr. Larry "Skip" Miller stated that the Board is relying strictly on administration's numbers and should be going down to a department level.

Chair Hartop responded that the Board asks many questions regarding the budget.

Executive Session

Mr. Williams moved and Mr. Watson seconded a motion to move into Executive Session to prepare for bargaining sessions with public employees concerning terms and conditions of their employment. Chair Hartop called for a roll call vote and without discussion, the Board unanimously approved moving into Executive Session.

The Board moved into Executive Session at 1:55 p.m.

Those in attendance for the Executive Session were Francesca Hartop, Scott Evans, David Furbee, Sonie Hash, Bob Howarth, Joe Watson, George White, Scott Williams, Rick Kurtz, Jeff Bauer, Becky Thiel, Elinda Boyles, Anne Marie Gillespie, Malonda Johnson, Dave Zender, Eric Braun, Mike McPhillips, and Greg Ballengee.

Mr. Williams moved to exit Executive Session, Mr. Furbee seconded. Following a unanimous roll call vote, the Board exited Executive Session at 2:46 p.m.

Adjournment

The Board was adjourned at 2:47 p.m.

_____
Chairperson, Board of Trustees

_____
Secretary, Board of Trustees

Shawnee State
UNIVERSITY

Board of Trustees Committee Appointments
FY18-19

Board Officers	Francesca Hartop	Chair
	Joe Watson	Vice Chair
Executive Committee	Francesca Hartop	By position
	Joe Watson	By position
	Sonie Hash	By position
	Scott Williams	Board Chair appointment
Academic and Student Affairs Committee	Sonie Hash	Chair
	Scott Evans	Vice Chair
	Francesca Hartop	
	George White	
	Eddie Edwards	
Finance and Administration Committee	Joe Watson	Chair
	David Furbee	Vice Chair
	Scott Williams	
	Bob Howarth	
	Brett Rappold (student)	
Representatives to SSUDF	Francesca Hartop	By position
	George White	Board Chair appointment
Board Secretary	Eric Braun	
Board Treasurer	Elinda Boyles	
Representative to Investment Committee	David Furbee	

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RESOLUTION ASA08-18

APPROVAL OF COMPLETION PLAN UPDATE

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WHEREAS, Ohio House Bill 59 required state universities to submit a Completion Plan to the Chancellor of the Ohio Department of Higher Education that provides a description of strategies to increase the number and percentage of students earning meaningful postsecondary credentials; and

WHEREAS, Shawnee State's initial Completion Plan was submitted on June 30, 2014; and

WHEREAS, Ohio House Bill 59 requires state universities to update their Completion Plan every two years; and

WHEREAS, the University's Board of Trustees must review and approve the Completion Plan Update; and

WHEREAS, the Provost and President have recommended the 2018 Completion Plan Update for Board of Trustees approval;

THEREFORE, BE IT RESOLVED, that the Board of Trustees of Shawnee State University hereby approves the attached 2018 Completion Plan Update.

(August 24, 2018)

Shawnee State University
Completion Plan

2018 Update

Table of Contents

Overview

Shawnee State University (SSU) submits to the Ohio Department of Higher Education the following update to its Completion Plan, originally submitted in 2014 and updated in 2016 in compliance with House Bill 59.

The Shawnee State Mission

We prepare today's students to succeed in tomorrow's world.
As a university, we serve many roles in society. At the heart of it all, we believe that Shawnee State exists to prepare students to succeed today, and into the future.

The Shawnee State Vision

We will be a best-value university offering a wide range of high-quality signature programs.
Our vision is to be recognized as a "best-value" university, combining academic excellence and student success with affordability, by establishing signature programs that give us a competitive edge.

Shawnee State's Enduring Values

Student-Focused Service: We place students at the center of everything we do and every decision we make.
Community Engagement: We value the diverse perspectives of the people within our community — on and off campus — and our role in enriching the lives of those who work, live, and discover here.
Authentic Dialogue: We respect open, honest, and sincere two-way communication.
Thoughtful Risk-Taking: We value innovation and encourage those around us to dream big and explore new possibilities.
Culture of Continuous Improvement: We look for opportunities to make what we do well today even better tomorrow.

Barriers to Persistence and Completion

Shawnee State University (SSU) is located in Scioto County - the heart of Appalachian Ohio. Fifty-seven percent of SSU students are from local high schools in Scioto and four surrounding Ohio counties (Lawrence, Pike, Adams, and Jackson). Jobs in this 5-county region are scarce – unemployment was at 7%, compared with the national average of 5% (2015). The poverty rate of 23% was higher than both the national average (16%), as well as the average for other Appalachian counties (19%). As shown in Figure A, income for Scioto County and contiguous counties lags significantly behind other counties in Ohio. Health outcomes are also considerably worse in this region. For example, Figure B graphically demonstrates high levels of food insecurity and diabetes in the region.

Educational attainment in the 5-county region is much lower than the state average. As shown in Figure C, not only are these counties demonstrably below average in the number of residents with at least some college education, but young persons of these counties are more likely to be disconnected from the educational enterprise. Overall, 38.34% of SSU students are Pell eligible and 61.66% are first in their families to attend college.

Figures A – C were developed from data provided by the Robert Wood Johnson Foundation, a nationally respected, non-profit group interested in closing the health gap on a county-by-county basis. The Foundation's national dataset was sorted for Ohio counties.

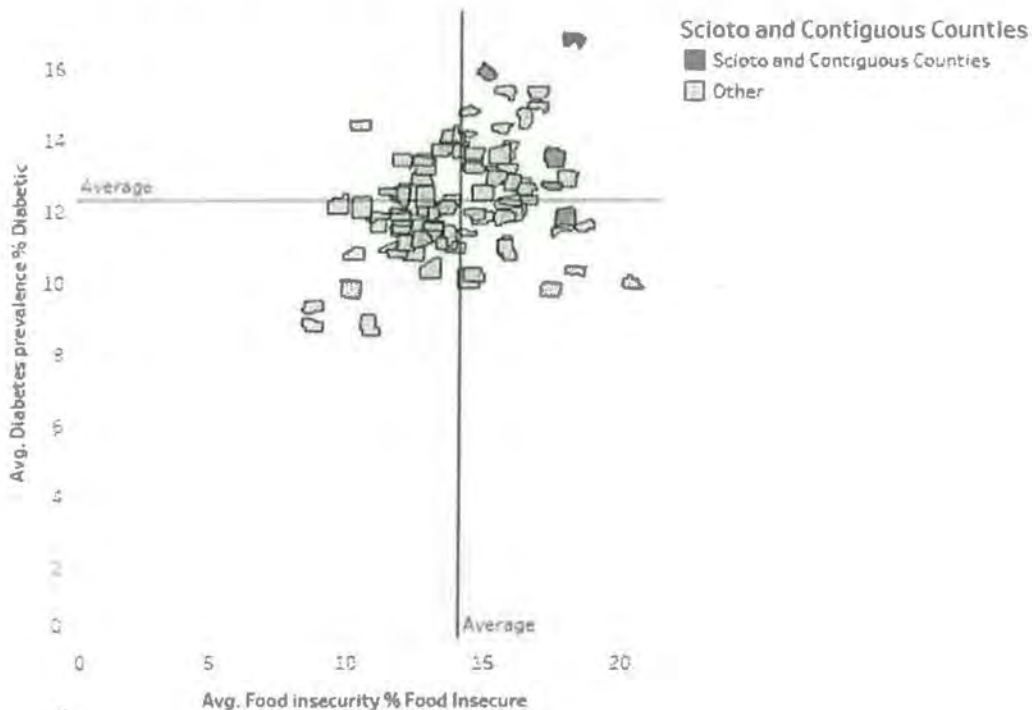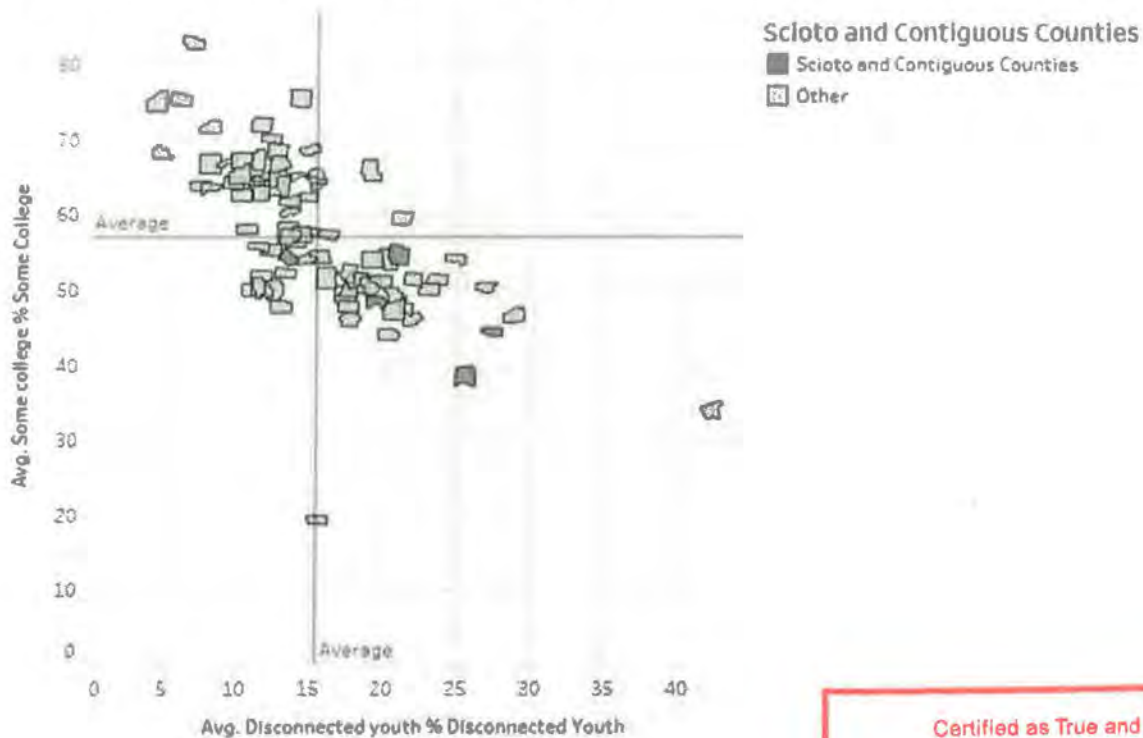**Figure A: Median Income for Ohio Counties (2018)**
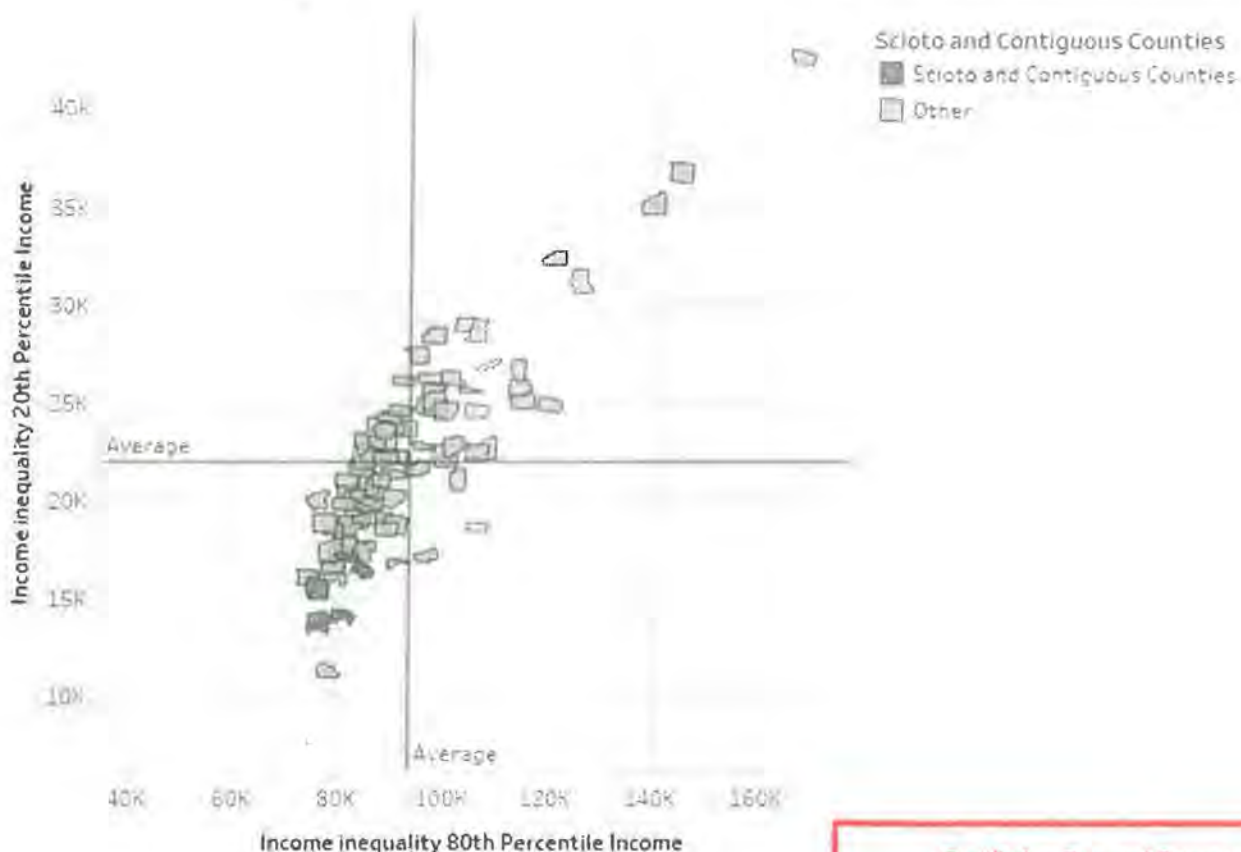
Income inequality 80th Percentile Income

Figure B: Food Insecurity and Diabetes for Ohio Counties (2018)

**Figure C: Residents (%) with Some College vs. Disaffected Youth in Ohio Counties (2018)**

Although the student body at Shawnee State has increased in diversity, a large majority of students continue to be Appalachian, first generation college, Pell eligible, with nearly half requiring a developmental education course(s) as entering freshmen. These characteristics represent significant at-risk factors to degree completion.

Lack of college preparedness is one of the most important at-risk factors for retention and degree completion. Figure D illustrates the difference in retention rates for fully college-ready SSU students compared to those who need developmental coursework upon admittance. Figure E shows the differential graduation rate (associate and baccalaureate degrees) based upon academic preparedness as measured by composite ACT score and high school class rank.

Figure D: Comparison of SSU's College-ready and Developmental Students' First-to-Second Year Retention Rates, 2012 – 2016
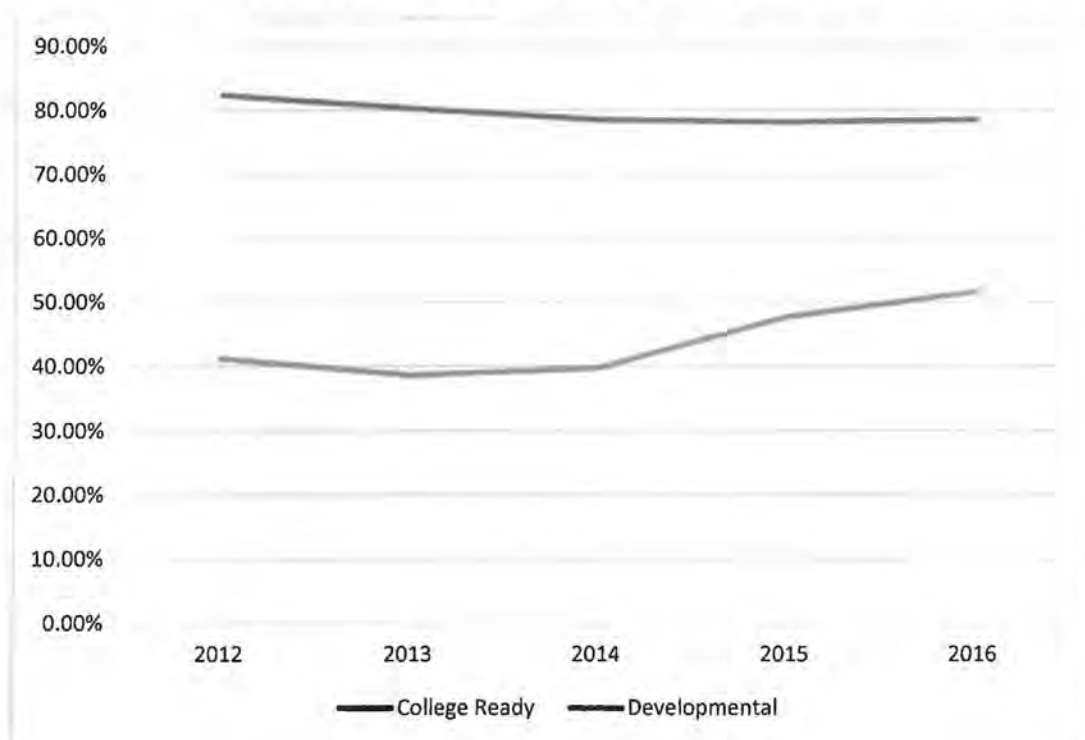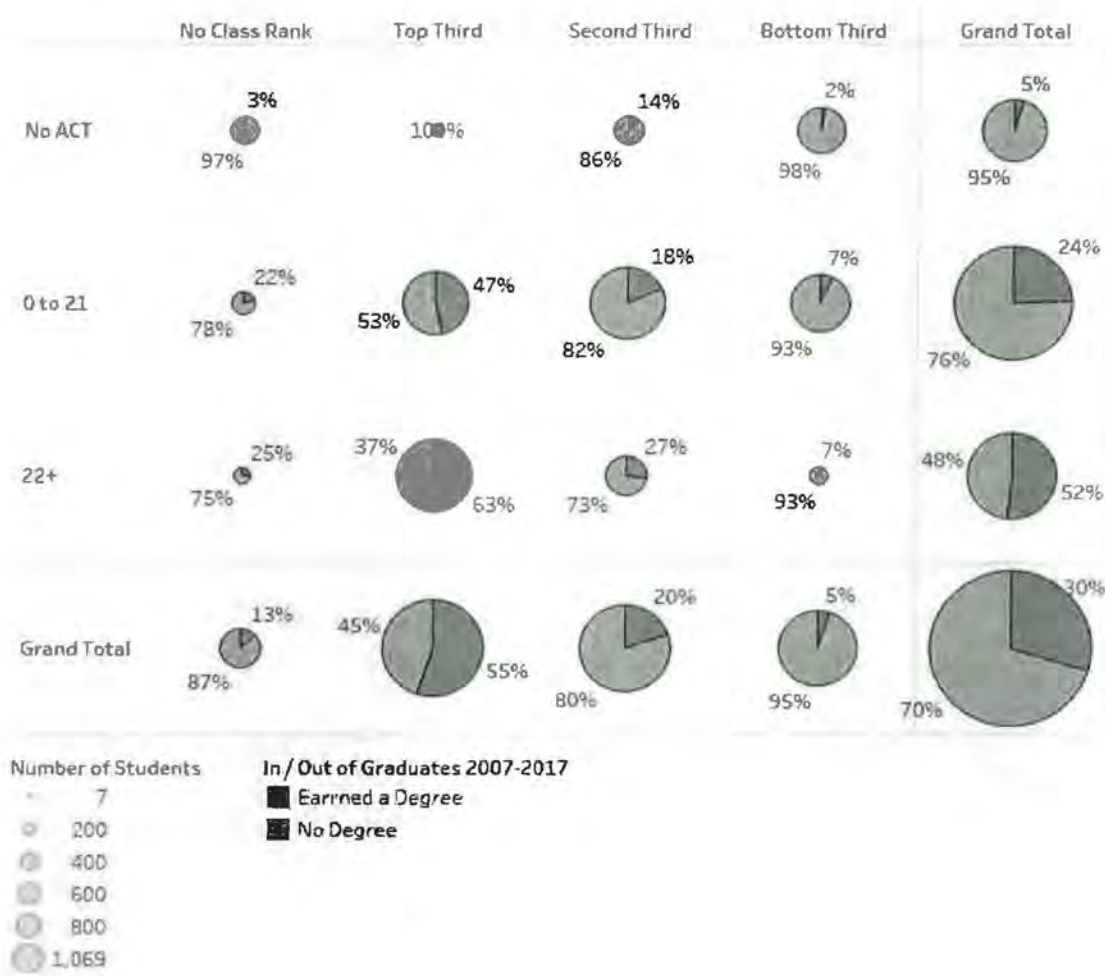
**Figure E: Students (%) Earning a Degree by ACT and High School Class Rank
Cohort Year 2011 - 2012**

SSU has experienced a significant enrollment decline over the past six years. This has led to a dramatic reduction in tuition revenue - the primary source of support for programs and services that ensure persistence and degree completion for students with multiple at-risk factors. In addition to reduced tuition revenue, SSU's percentage of state support (State Share of Instruction) has lagged behind other Ohio universities. SSU has a difficult challenge of improving completion rates with diminishing resources.

Progress Toward Goals Established in Previous Completion Plans

Shawnee State described three goals in its 2014 Completion Plan:

1. Increase persistence to completion and number of degrees conferred.
2. Further service to the Appalachian Region through enhanced relationships with regional school districts.
3. Further service to the Appalachian Region through enhanced relationships with area employers.

In 2016, the following additional goals were added:

4. Increase first- to second-year student retention by 1 - 3% per year.
5. Decrease average time-to-degree.

The following addresses progress towards each of these goals:

1. Increased Persistence to Completion and Number of Degrees Conferred

From 2012 to 2017, SSU has increased the percentage of students who earn a degree (Figure F) and total number of degrees conferred (Figure G). The latter has increased for all degree levels (associate, baccalaureate, and master's degrees). Similarly, retention and persistence rates have increased for the same time period.

The increase in degrees conferred has occurred despite declining enrollment. Figure H shows that SSU's total headcount is down nearly 25% since peak enrollment in 2011. Increasing degree output during a time of declining enrollment translates into a growing percentage of students who exit the university with a degree. The percentage of SSU's undergraduate population that either returned to school or completed their degree was at a record high of 69.4% for AY 2016-17 (Figure F).
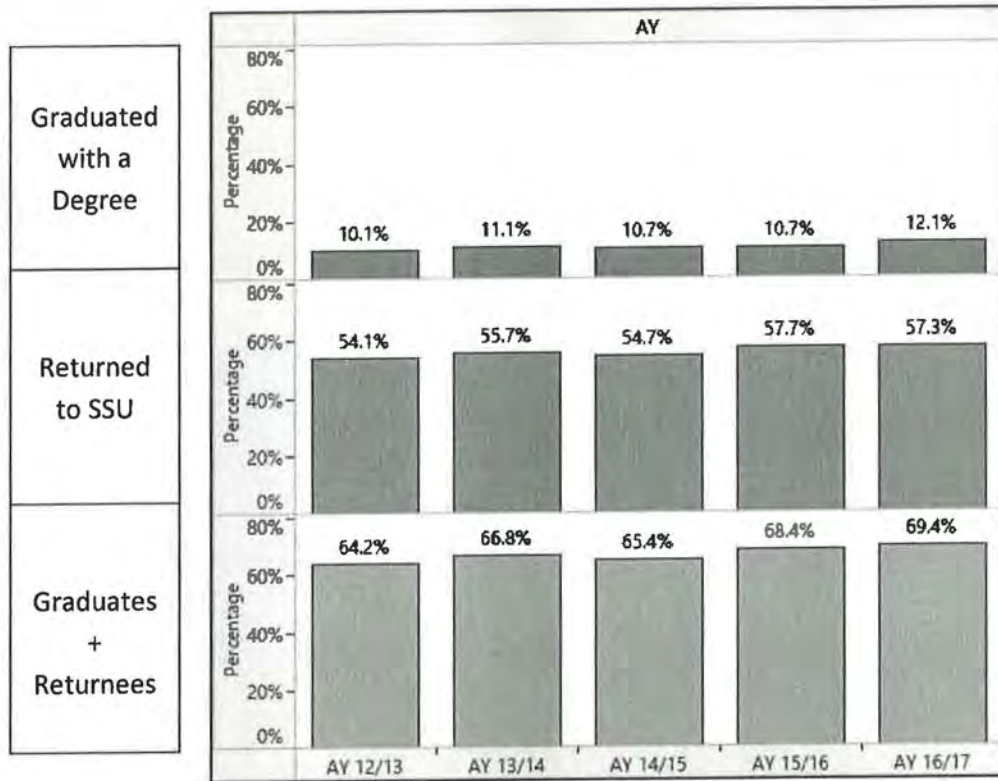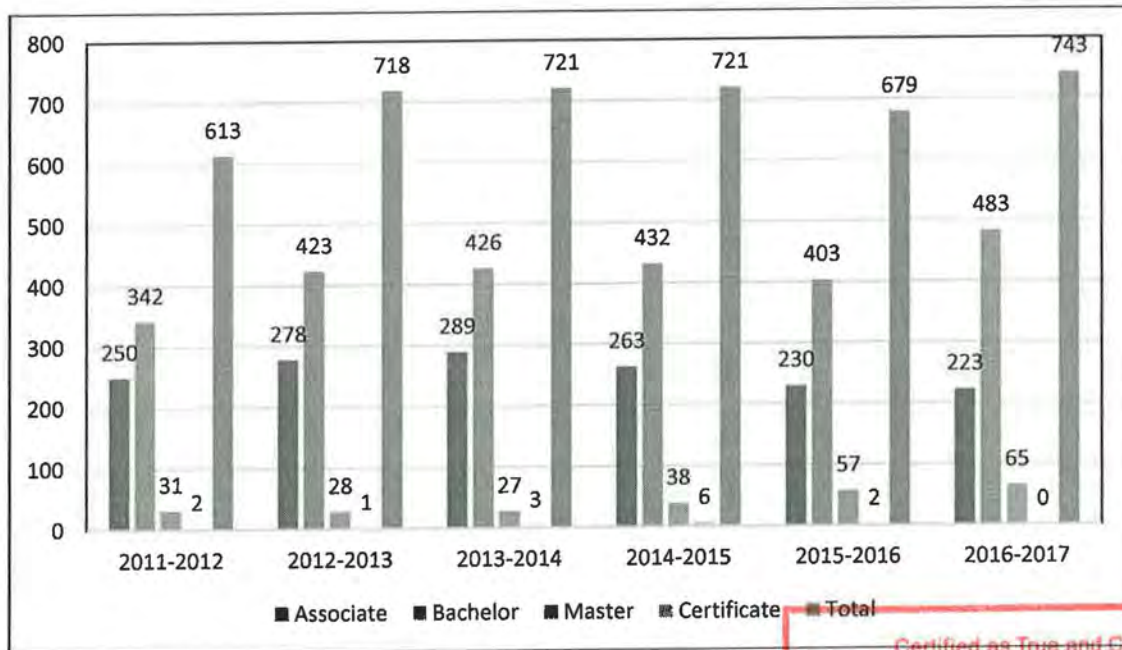
Figure F: Percentage of Returning Students and Graduates (AY12/13 – AY 16/17)

Figure G: Total Numbers of Degrees Conferred by Degree Type, 2011 – 2017
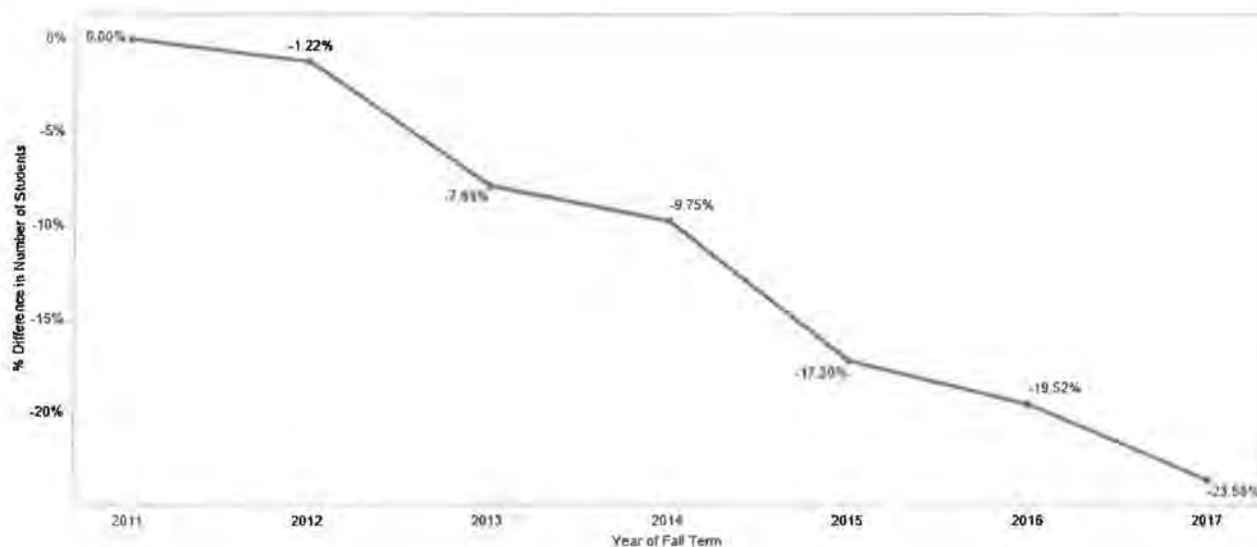
Figure H: Total Headcount at Shawnee State University Fall 2011 – Fall 2017

Completion Strategy 1.1 (2014 Completion Plan):

Require enrollment in the University's Success Curriculum for all underprepared students (based on test scores)

Current Status: Success Curriculum has been replaced by SSU's Bridge to Success Program required for all students who have placed into two or more developmental-level courses. The Bridge to Success Program allows students to complete their developmental coursework at no cost so they may enter the college curriculum debt free.

Future Plans: Continue Bridge to Success Program.

Completion Strategy 1.2 (2014 Completion Plan):

Accelerate "speed to graduation" by establishing 15 credit hours as the default full-time load for all college-ready students.

Current Status: In 2016, SSU kicked off a 15-to-Finish Campaign via freshman orientation, student communications, advising, and implementation of default 15-hour schedules. Average number of credit hours per semester is approximately 14.5 hours for full-time students. The importance of earning at least 30 credit hours in the first year is clear. SSU students who progress to sophomore status after their first year show a 57% average likelihood of earning a degree compared to only 22% for those who remain at freshman status (< 30 credit hours) in their second year.

Future Plans: Continue 15-to-Finish Campaign and default 15-hour schedules.

Completion Strategy 1.3 (2014 Completion Plan):

Complete systemic program review of all academic and appropriate non-academic programming focusing on the improvement of course and degree completion.

Current Status: SSU engaged in a complete revision of its General Education Program (GEP) effective AY 2015-2016. General Education programming has been moved to the newly formed Department of General and Transitional Education providing increased administrative support to the GEP.

All academic programs have been placed on a 5-year program review cycle. Low performing programs (based on enrollment and degree completion) are identified annually for potential discontinuation. Over the past two years, SSU has eliminated the following programs:

- BA International Relations
- BS Natural Sciences, Concentration in Physics
- BA Philosophy and Religion
- BFA Studio Arts, Concentration in Ceramics
- BFA Studio Arts, Concentration in Drawing
- BFA Studio Arts, Concentration in Painting
- AAB Legal Assisting
- BS Legal Assisting
- AAS Plastics Engineering Technology
- AS Pre-Engineering Technology
- AA Arts and Humanities
- AA Social Science
- AS Mathematics
- AIS Individualized Studies
- Peace Corps Certificate Program

Future Plans: Continue program reviews as scheduled. Partner with online program management service to move specific programs into fully-online delivery modalities in order to improve enrollment and accessibility.

Completion Strategy 1.4 (2014 Completion Plan):

Develop flexible degree options.

Current Status: SSU began offering the Associate of Arts in General Studies in 2014. SSU began offering a flexible Bachelor of Science in Health Sciences degree with multiple tracks in 2016. The Bachelor of Individualized Studies has been redesigned to provide a more streamlined and accessible route to the bachelor degree beginning Fall 2018.

Future Plans: All three of these flexible degree offerings are currently being developed as fully online degree offerings to provide greater flexibility for students, especially post-traditional students.

Completion Strategy 1.5 (2014 Completion Plan):

Participate in the Complete College America default guided pathways system model (GPS)

Current Status: In 2013, Shawnee State University (SSU) joined Central State, North Central State College, and Ohio State–Marion in a state-wide grant proposal to Complete College America. The grant, entitled Guided Pathways to Success (GPS), was approved in late 2013. Participating institutions were required to implement a set of strategic initiatives designed by Complete College America to improve retention and on-time graduation. GPS includes the following key components:

1. Academic Maps
2. Meta-Majors and Default Pathways
3. Proactive Advising

Academic maps were developed for six academic programs: Chemistry, Gaming and Simulation, Mathematics, Nursing, Occupational Therapy, and Plastics Engineering Technology. A new software application, Aviso, recently purchased by the University will provide an opportunity to more fully implement the academic map initiative.

SSU developed a set of meta-majors (Liberal Arts, Business, Health Science, Education, STEM - Engineering Technology, STEM - Math/Science, Social Science) in 2014 and continues to successfully use meta-majors and default pathways to ensure that entering freshmen register for the appropriate mathematics course and schedule courses that will eliminate unnecessary credits and reduce their time to graduation.

SSU continues to expand use of professional advising to serve student needs. Since 2013, SSU has tripled its professional advising staff and provides a full-range of advising services. The University has continued its work with Complete College America through its implementation of the 15-to-Finish Campaign. All SSU students are encouraged through University communications and advising to register for at least 15 credit hours per semester so that they finish their degree on time.

Future Plans: Continue to support the components of the CCA GPS model, including professional academic advising.

Completion Strategy 1.6 (2014 Completion Plan):

Enhance academic advising through the hiring of professional advisors for the College of Professional Studies (CPS) and the College of Arts and Sciences (CAS).

Current Status: SSU hired professional advisors in CPS and CAS in 2015. Additional advisors were hired in CPS and CAS in 2017. In addition, SSU hired one College Credit Plus advisor in 2016 and one career services advisor in 2017. All of SSU's professional advising staff have been trained in advising theory and best practices and receive periodic professional development. SSU has improved its advising case management system through the purchase and utilization of the Aviso Retention System. The Aviso Retention System includes a robust early-alert system to assist advisors in identifying at-risk students.

Future Plans: Continue to support professional academic advising. SSU is considering changes to its advising plan based on suggestions by Ruffalo-Noel Levitz during a recent enrollment
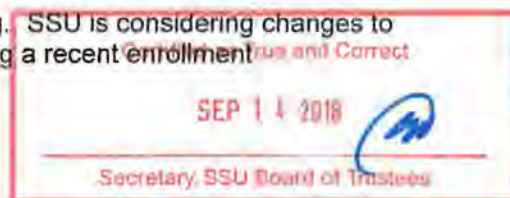
management consultation.

Completion Strategy 1.7 (2014 Completion Plan):

Research and implement resources to identify factors, practices, and programs of greatest non-graduation risk for students.

Current Status: Use of the Aviso Retention System is helping the university identify factors that place students at risk for course or program completion. SSU is utilizing the Focus 2 assessment to assist in major selection and career planning.

Future Plans: This strategy has not been fully implemented due, in no small part, to lack of financial and technical support. SSU will continue to utilize the resources we have at our disposal to identify and ameliorate barriers to persistence and completion.

2. Further Service to the Appalachian Region through enhanced relationships with regional school districts.

Shawnee State University's partnerships with local school districts are specifically focused on decreasing the percentage of students entering SSU who require developmental-level reading, mathematics, or English courses.

Additionally, SSU proactively works with the school districts on grants and other programs of mutual benefit. SSU intends to revive and enhance visits to local schools and share appropriate information about how their students perform (FERPA protected), their selection of majors, and their educational expectations.

Completion Strategy 2.1 (2014 Completion Plan):

Develop additional collaborative partnerships with key regional secondary schools to develop and strengthen strategies that will prepare students to enter the university prepared to succeed.

Current Status: SSU has met with several of its largest student-contributing high schools to provide data on the performance of their graduates at SSU and brainstorm ways to improve their success. SSU has sponsored events with local high schools designed to increase alignment of curricula in mathematics and English. Most recently, the Bridge to Success High School/Higher Education Alignment Day in spring 2018 featured workshops with SSU faculty and secondary teachers from many local high schools. SSU has continued to expand College Credit Plus (CCP) offerings for local high schools (Figure I, J, K)

Figure I: College Credit Plus Enrollment at SSU 2015 - 2018

Quarter of CCP StartDate
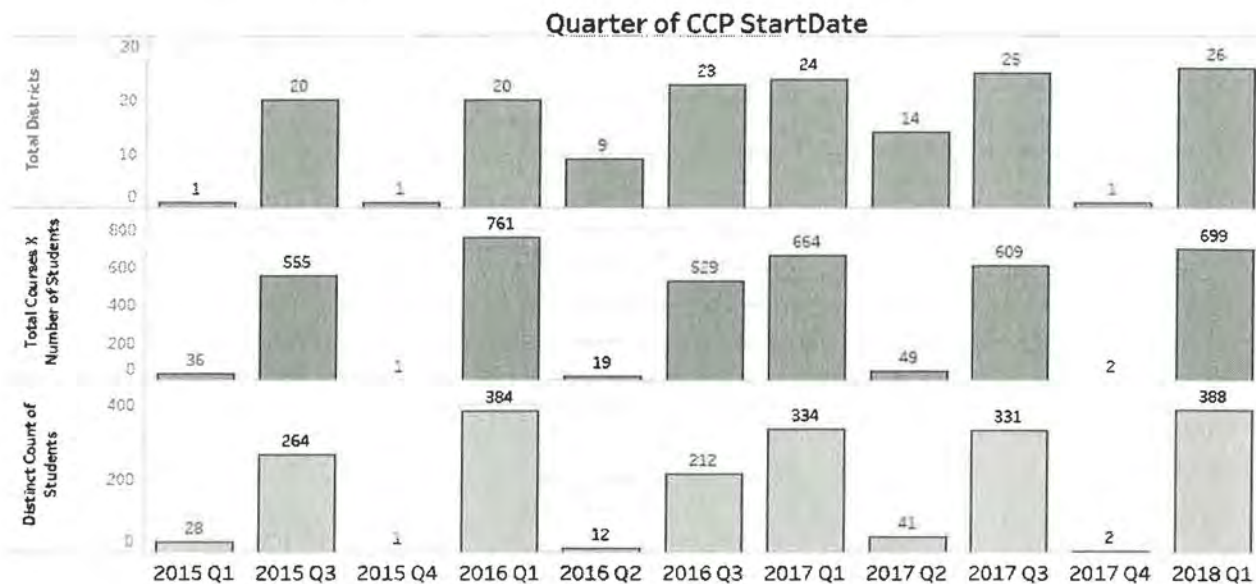
Figure J: Top 20 CCP Courses (2015-2018)
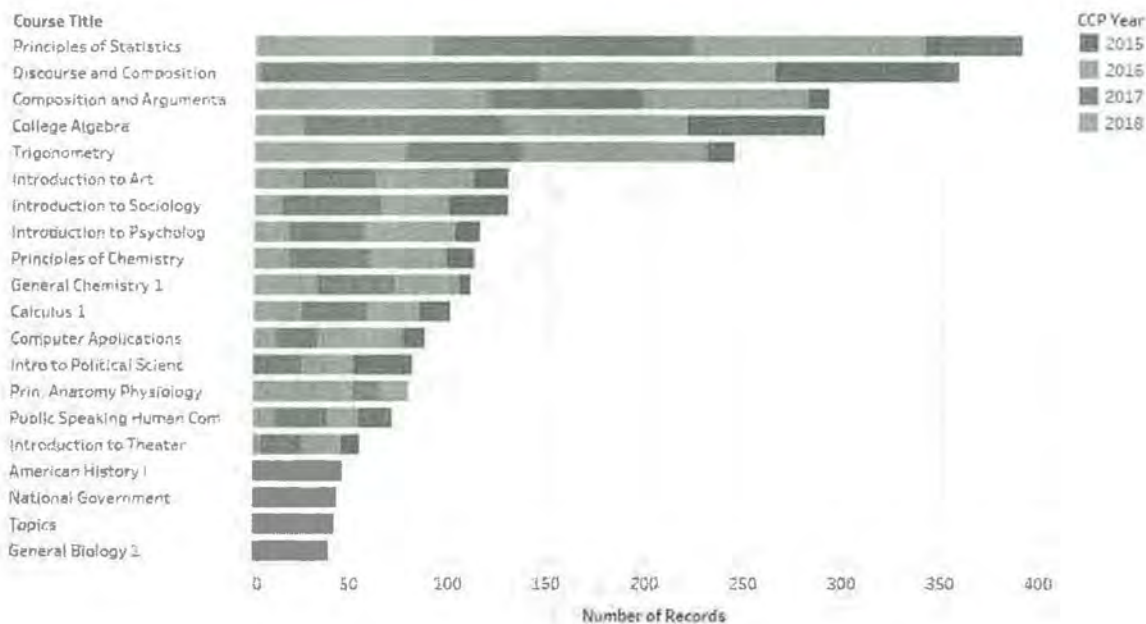
Figure K: CCP Courses by High School and Delivery Site (2015-2018)
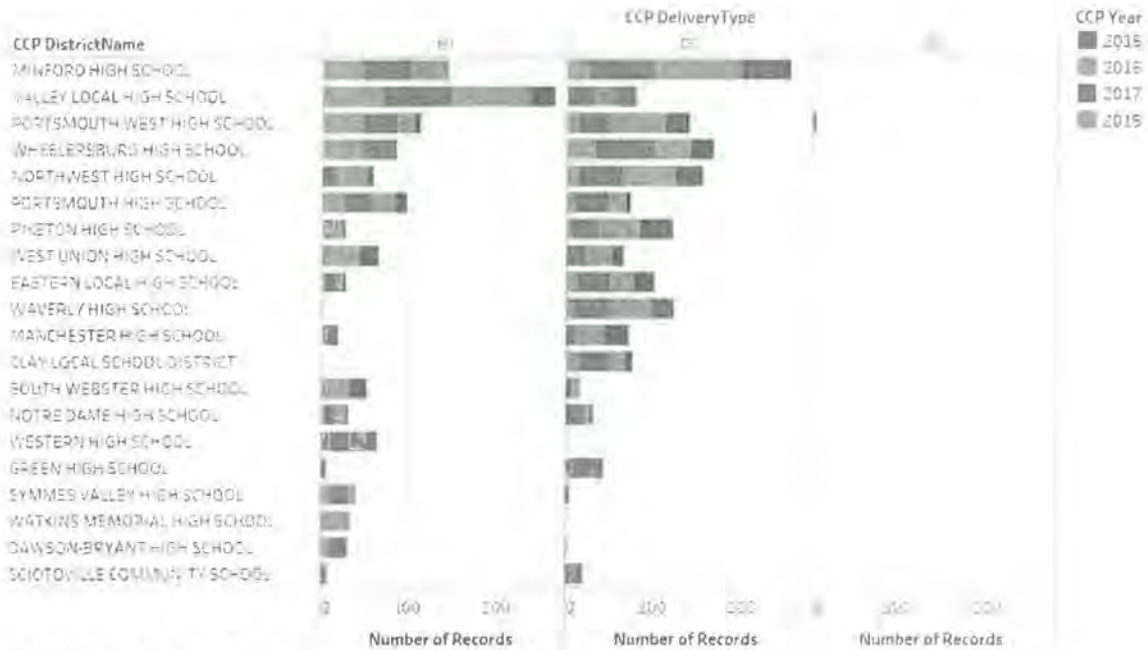
HI = offered at High School
OC = offered at SSU
OL = online delivery

Future Plans: Continue to expand CCP offerings and increase ways to assist local high schools in producing more college-prepared graduates. SSU will also share data with high schools including aggregate major interest, course performance, and net migratory patterns.

Completion Strategy 2.2 (2014 Completion Plan):

Establish a campus point of contact to coordinate all university P-16 initiatives.

Current Status: This strategy has not been implemented.

Future Plans: SSU recognizes the need to continually improve coordination with our educational partners. Several initiatives such as College Credit Plus have created an environment that encourages regular communication with our educational partners.

3. Further SSU's service to the Appalachian Region through enhanced relationships with area employers.

Shawnee State University has advanced its commitment to partnering with area employers as demonstrated by the establishment of college advisory boards (composed of representatives from area businesses) and a cabinet-level position (the Vice President of Advancement and External Affairs) with

increased authority and responsibility over alumni affairs and workforce development.

Completion Strategy 3.1 (2014 Completion Plan):

Improve data collection on alumni employment

Current Status: SSU has established Alumni Career Services for the specific purpose of collecting and evaluating data on alumni employment and providing career counseling and job placement services. SSU uses the LinkedIn alumni tool available on the Shawnee State University webpage to collect information on nearly 7,000 alumni accounts.

Future Plans: SSU plans improve the annual alumni survey in order to provide more actionable data and a better response rate. The Alumni Career Services office will partner with the Office of Institutional Research to process data from Ohio Department of Job and Family Services and record continuous updates on alumni employment status.

Completion Strategy 3.2 (2014 Completion Plan):

Designate a university point of contact for practical, applied instructional opportunities for students.

Current Status: SSU has developed a two-pronged approach to ensuring that our graduates are employable and able to experience practical, career-related activities while in school. The Office of Career Services (housed in the division of Academic Affairs) is responsible for student-focused career services including career advising, internships, and job search functions. The Office of Workforce Development (housed in the Division of Advancement and External Affairs) is tasked with promoting SSU to regional, statewide, and national employers, as well as, securing public-private partnerships and fostering local entrepreneurship.

Future Plans: Continue as described above.

Completion Strategy 3.3 (2014 Completion Plan):

Expand enrollment in programs leading to careers aligned with Ohio's Job Priorities.

Current Status: Figures L1 – L20 shows enrollment (2011 – 2018) in programs leading to high demand fields.

Most of SSU's academic programs have mirrored the institutions overall decline in enrollment with several notable exceptions:

- Accounting: significant increase in enrollment since Fall 2011
- Simulation and Gaming: > 50% increase in enrollment since Fall 2011
- Health Science: increased enrollment > 100 students since Fall 2016
- Plastics Engineering Technology: nearly tripled enrollment since Fall 2011
- Occupational Therapy (Master's Program): nearly doubled enrollment over last 5 years

Figure L1: Computer-Aided Drafting and Design (Associate)
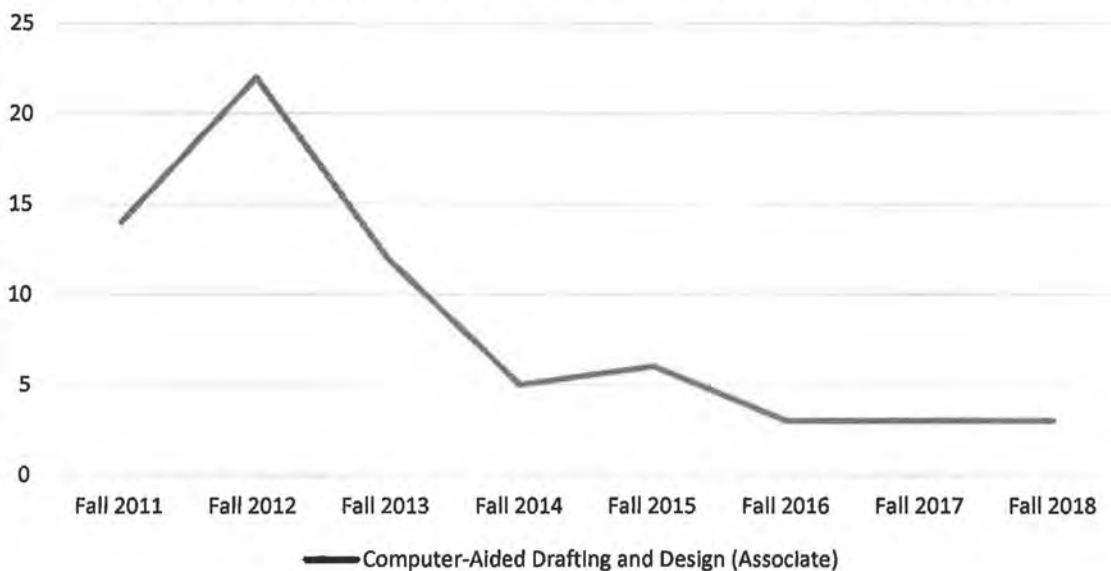

Computer-Aided Drafting and Design (Associate)

Figure L2: Dental Hygiene (Associate)
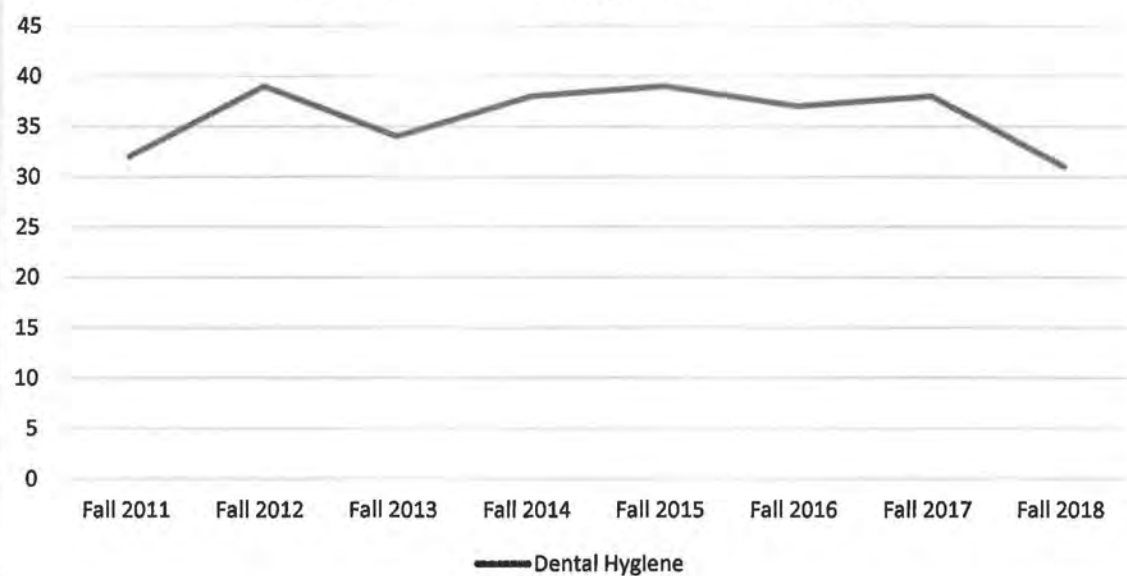
Dental Hygiene

Figure L3: Electromechanical Engineering Technology (Associate)

Electromechanical Engineering Technology
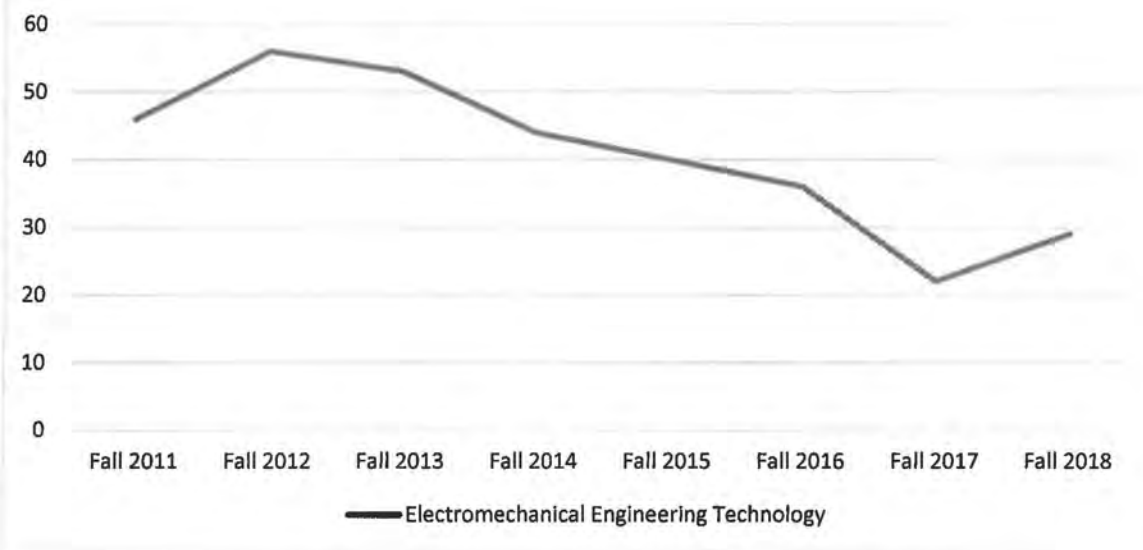
Figure L4: Medical Laboratory Tech (Associate)
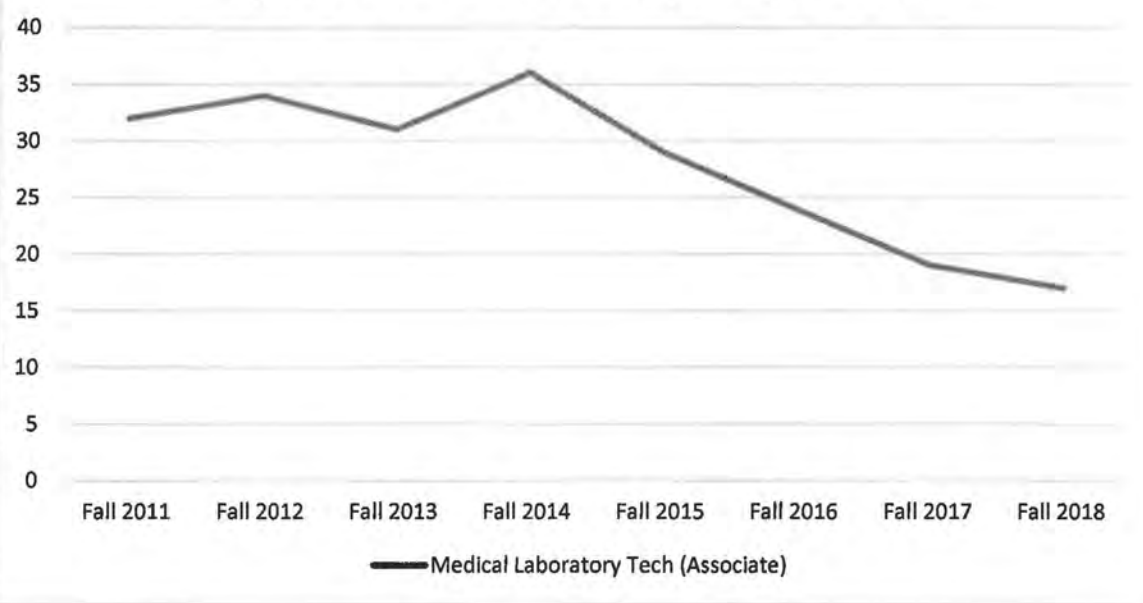
Medical Laboratory Tech (Associate)

Figure L5: Occupational Therapy Assisting (Associate)

Figure L5: Occupational Therapy Assisting (Associate)

Legend: Occupational Therapy Assisting (Associate)

Figure L6: Physical Therapy Assisting (Associate)
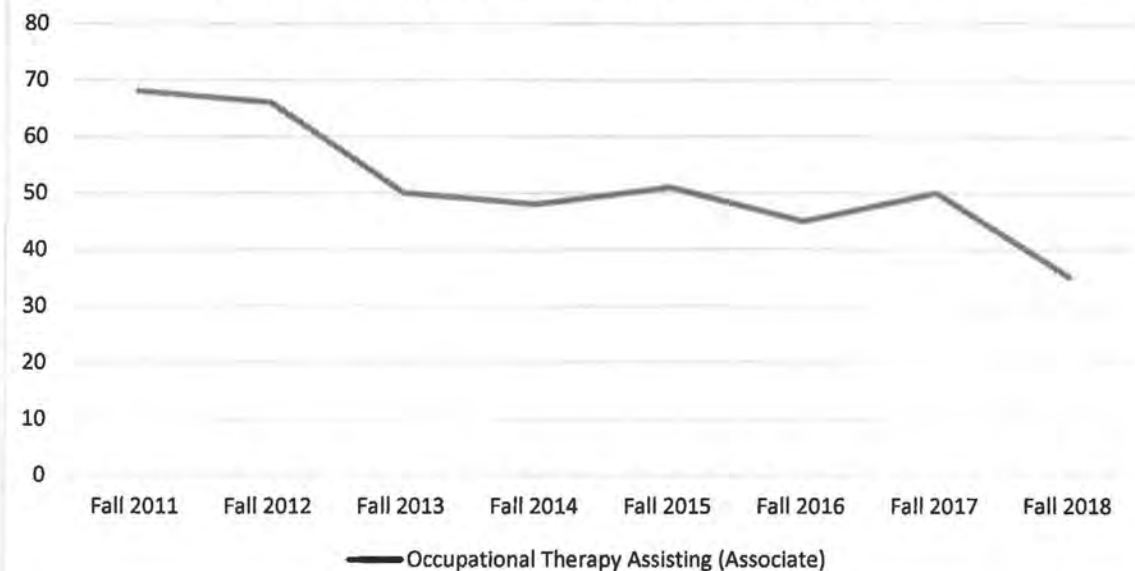
Figure L6: Physical Therapy Assisting (Associate)

Legend: Physical Therapy Assisting (Associate)
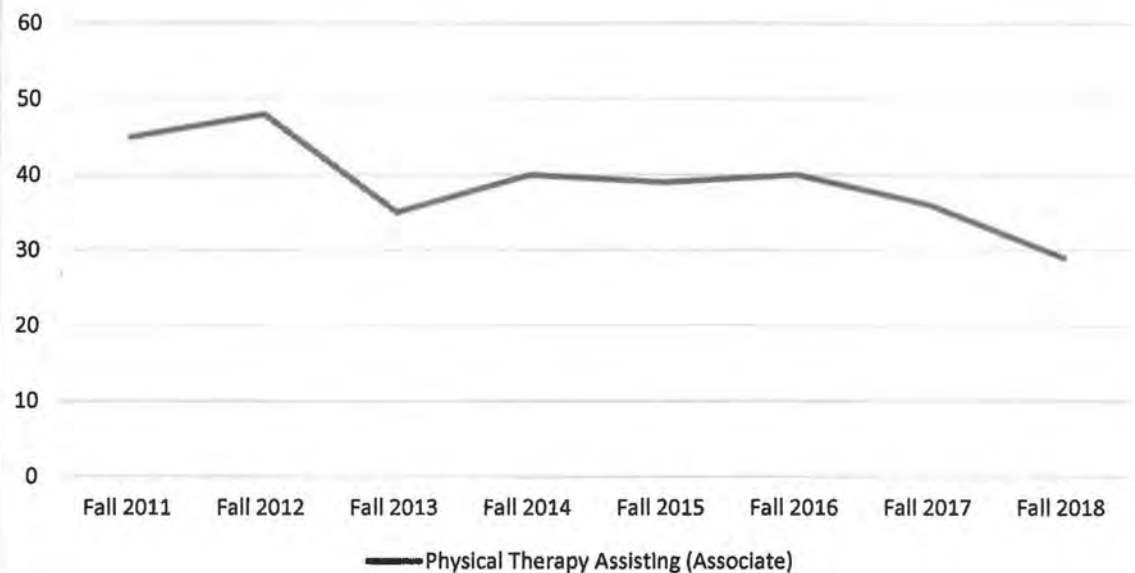
Figure L7: Radiologic Technology (Associate)

Radiologic Technology (Associate)
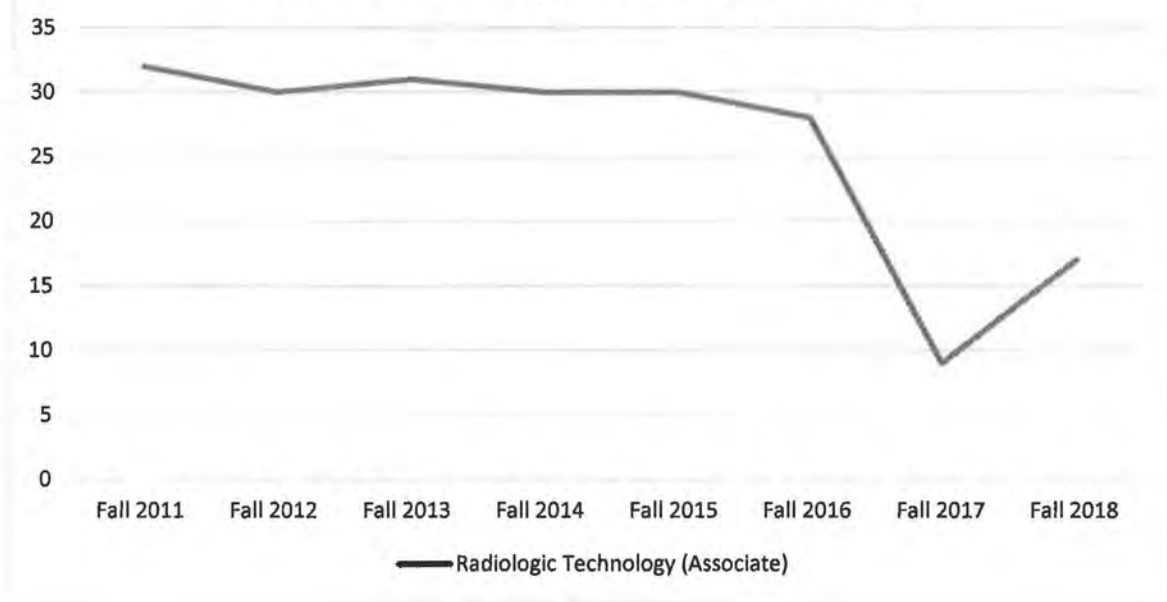
Figure L8: Respiratory Therapy (Associate)
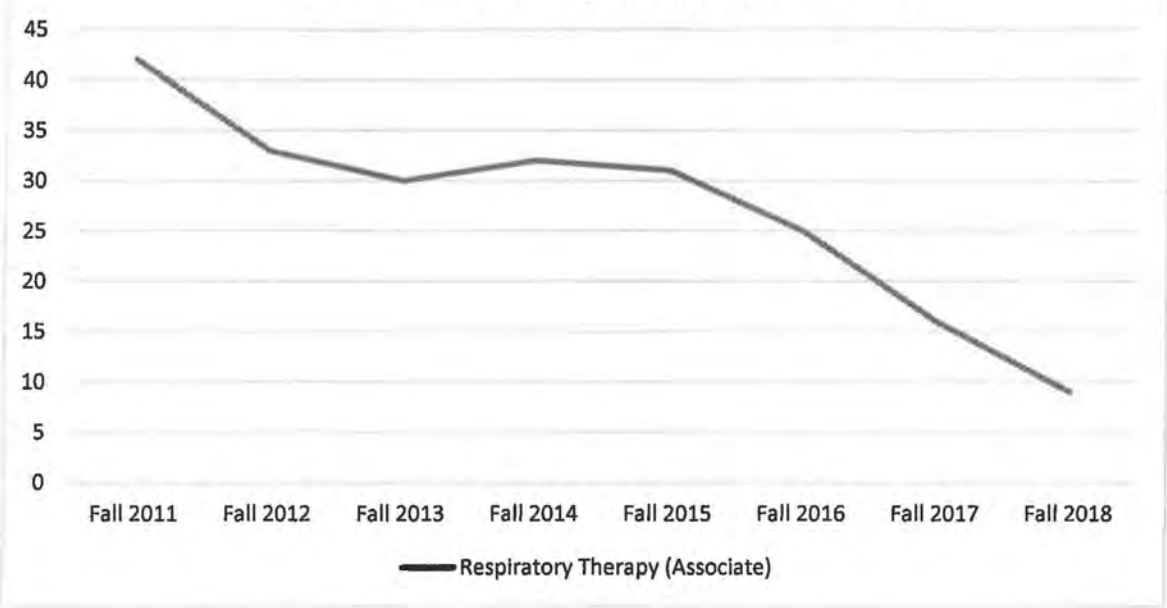
Respiratory Therapy (Associate)

Figure L9: Nursing (Associate and Bachelor)

Nursing (Associate and Bachelor)
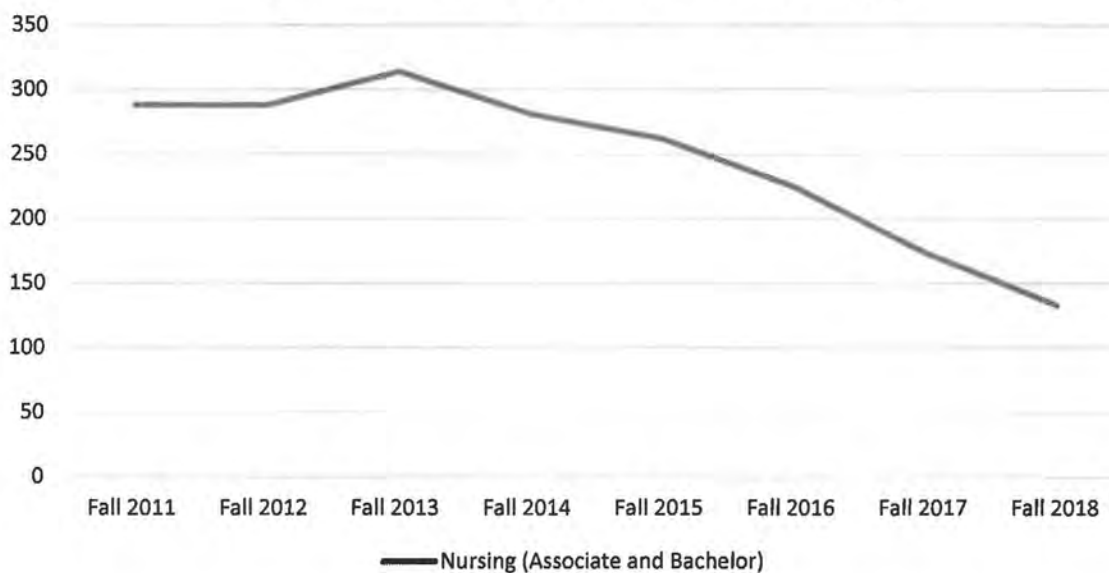
Figure L10: Accounting (Bachelor)
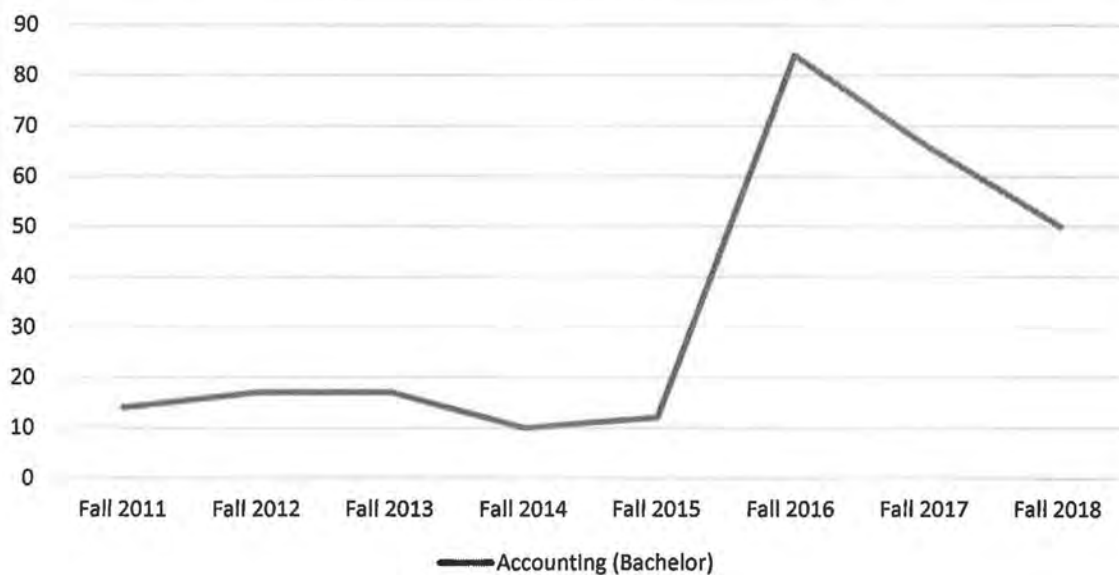
Accounting (Bachelor)

Figure L11: Biology (Bachelor)
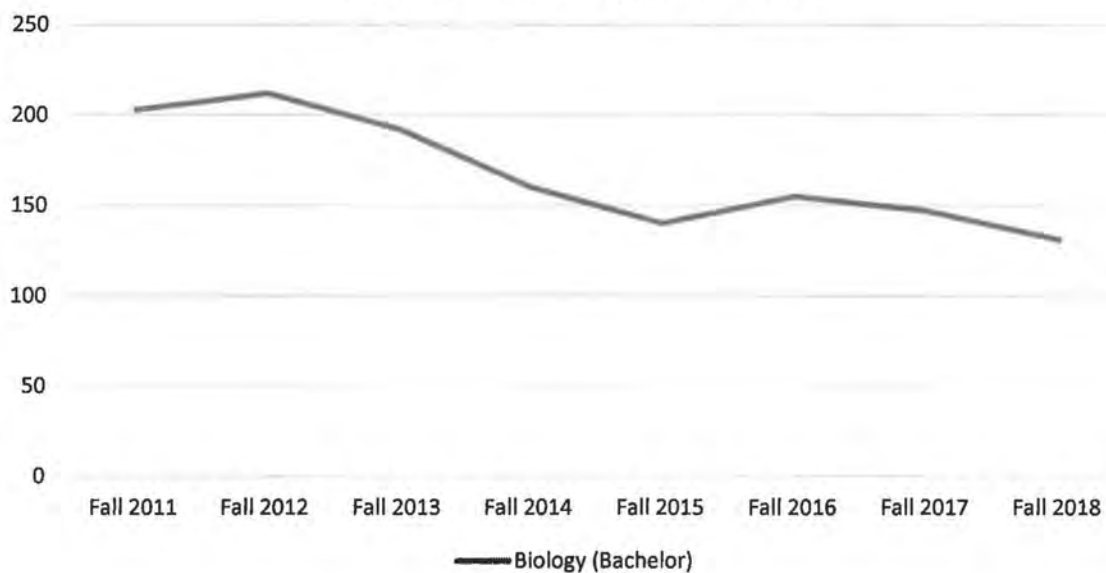
Biology (Bachelor)

Figure L12: Business Information Systems (Bachelor)
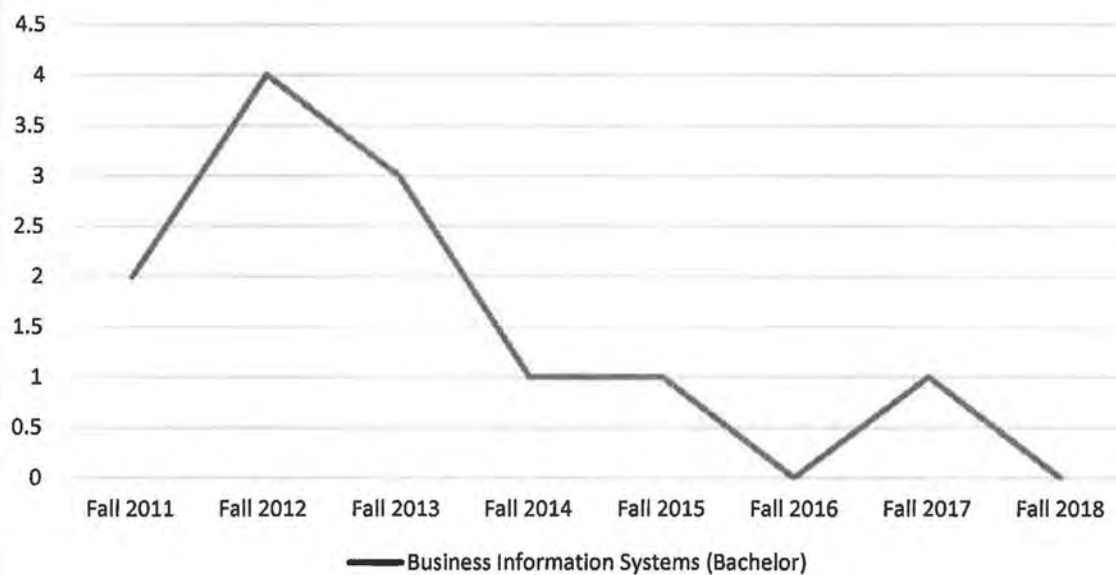
Business Information Systems (Bachelor)

Figure L12: Chemistry (Bachelor)

Figure L12: Chemistry (Bachelor)
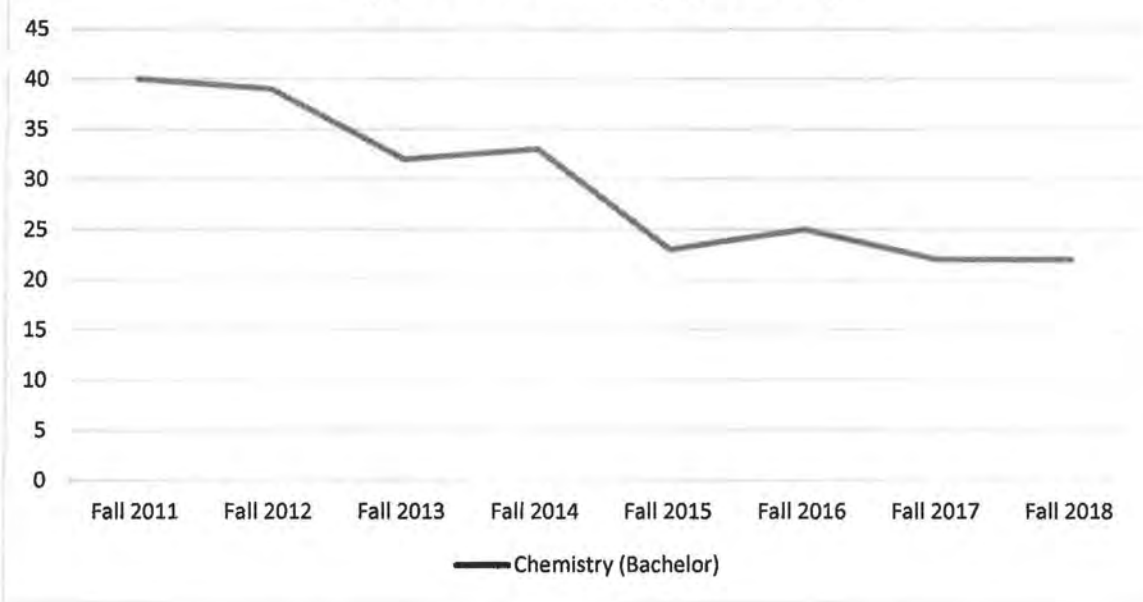
Figure L13: Computer Engineering Technology (Bachelor)
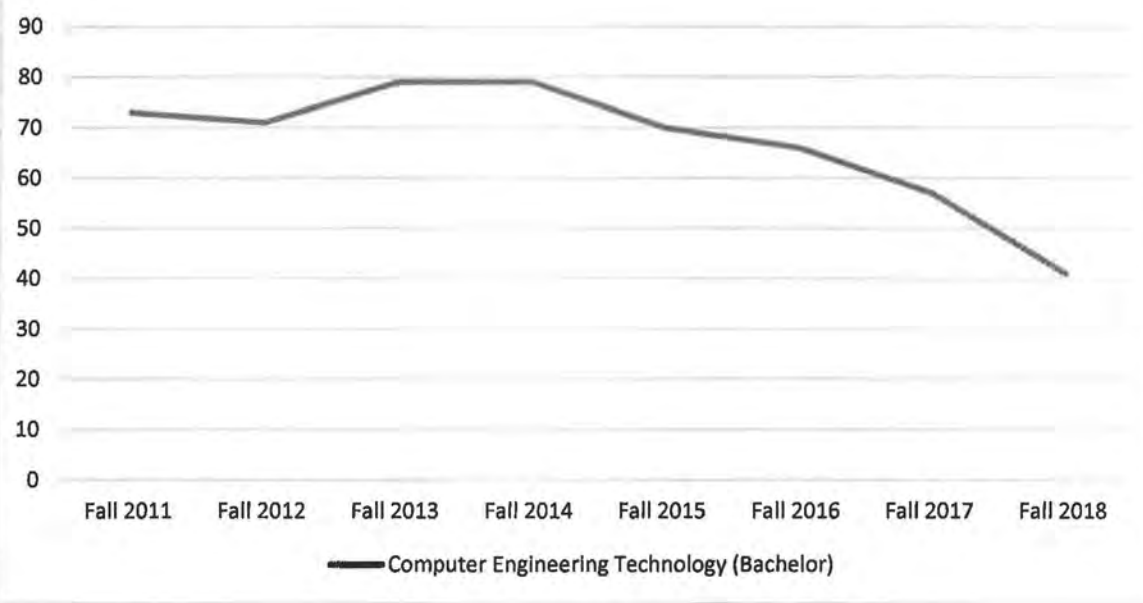
Figure L13: Computer Engineering Technology (Bachelor)

Figure L14: Digital Simulation and Gaming (Bachelor)

Digital Simulation and Gaming (Bachelor)
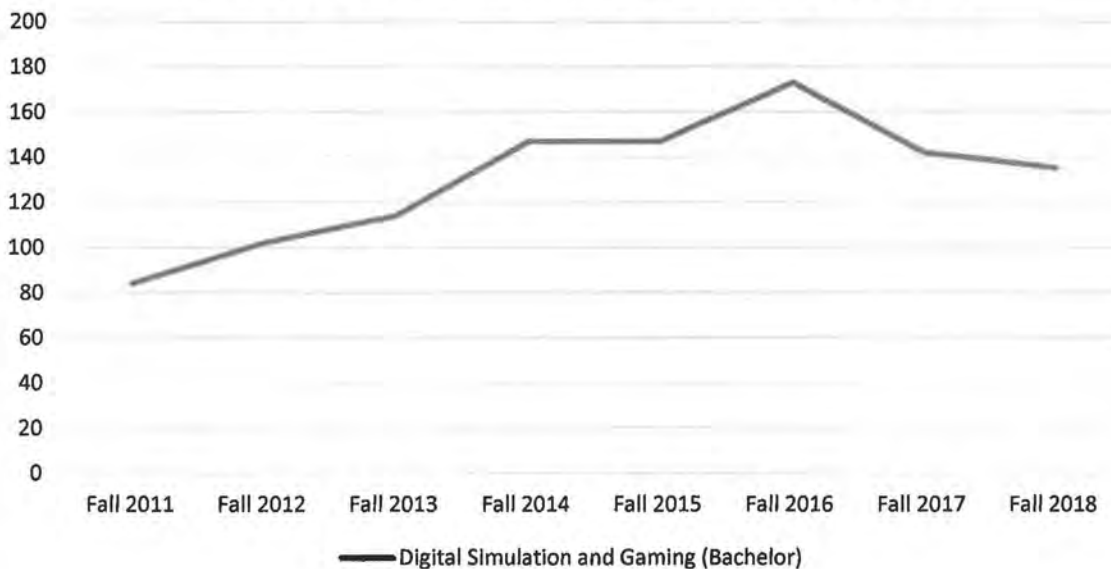
Figure L15: Environmental Engineering Technology (Bachelor)
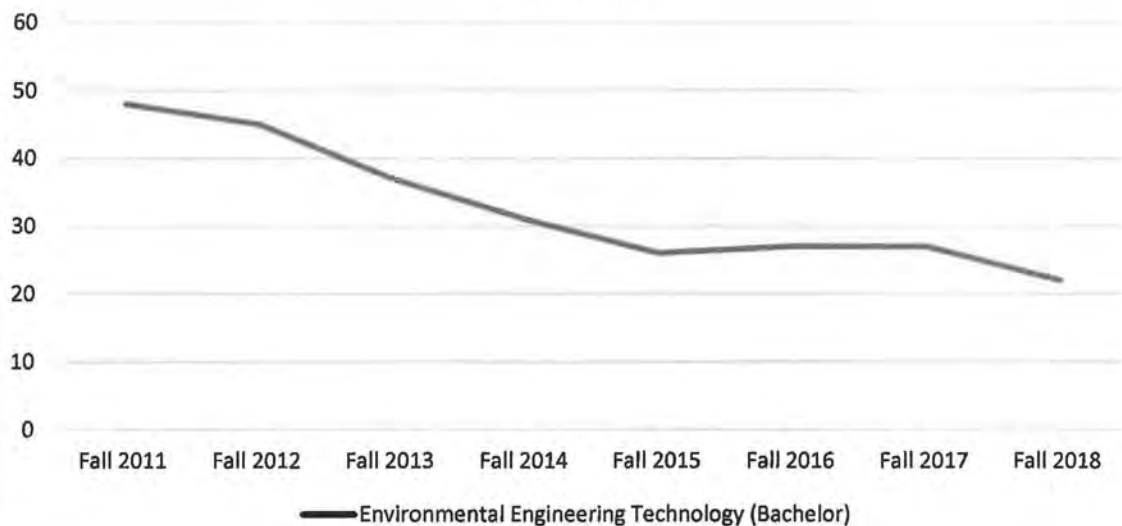
Environmental Engineering Technology (Bachelor)

Figure L16: Health Care Administration (Bachelor)

Health Care Management (Bachelor)
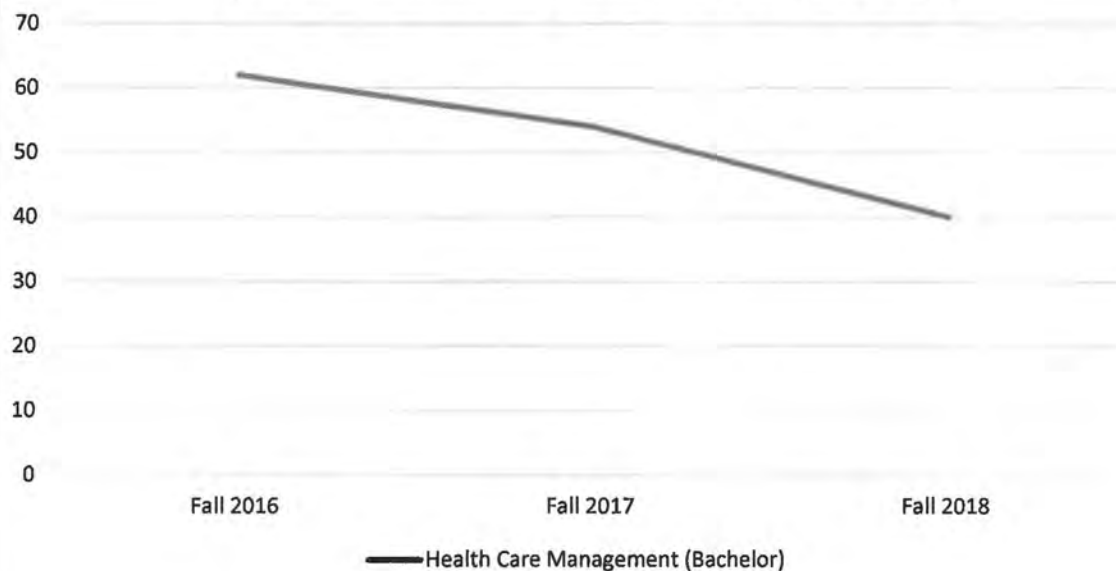
Figure L17: Health Sciences (Bachelor)
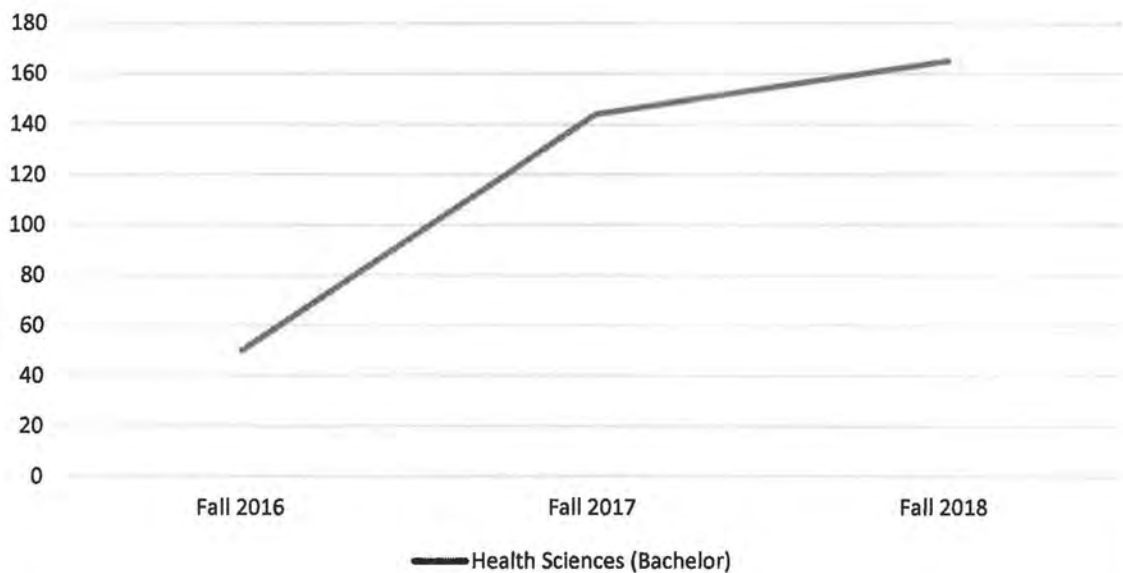
Health Sciences (Bachelor)

Figure L18: Marketing (Bachelor)

Marketing (Bachelor)
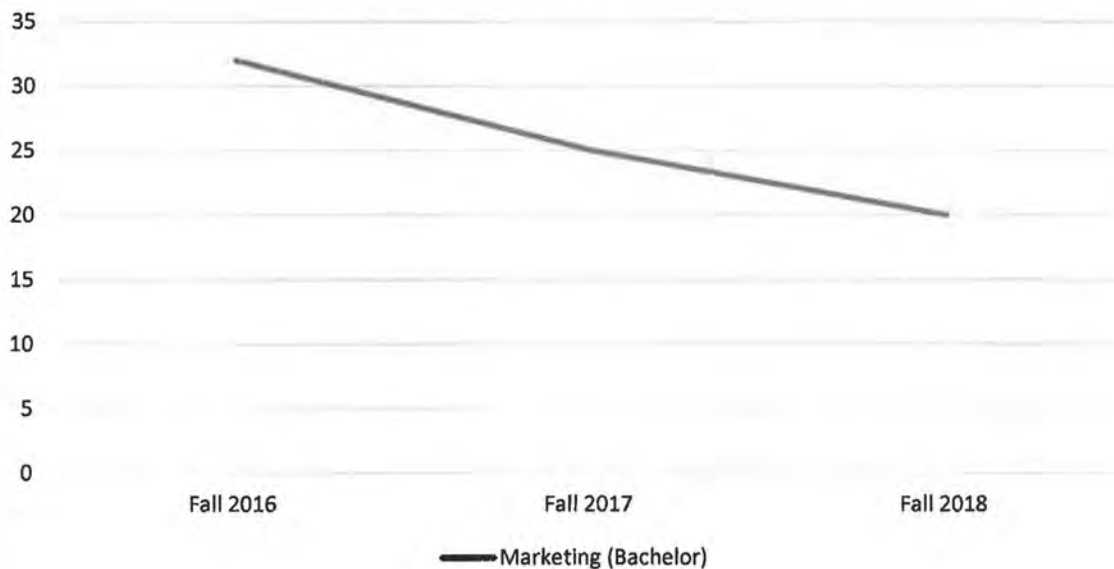
Figure L19: Plastics Engineering Technology (Bachelor)
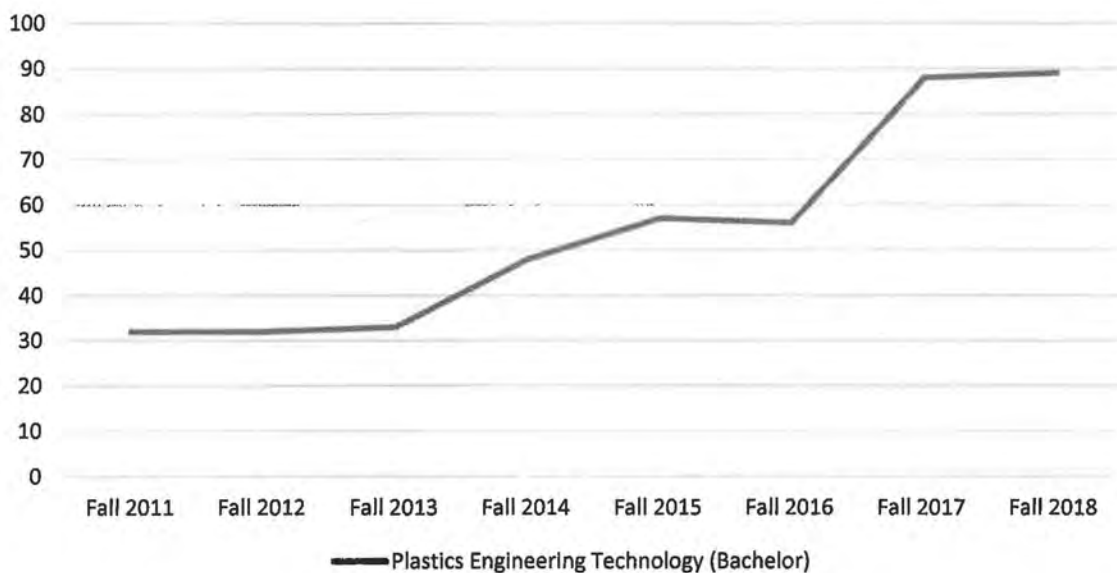
Plastics Engineering Technology (Bachelor)

Figure L20: Occupational Therapy (Master)
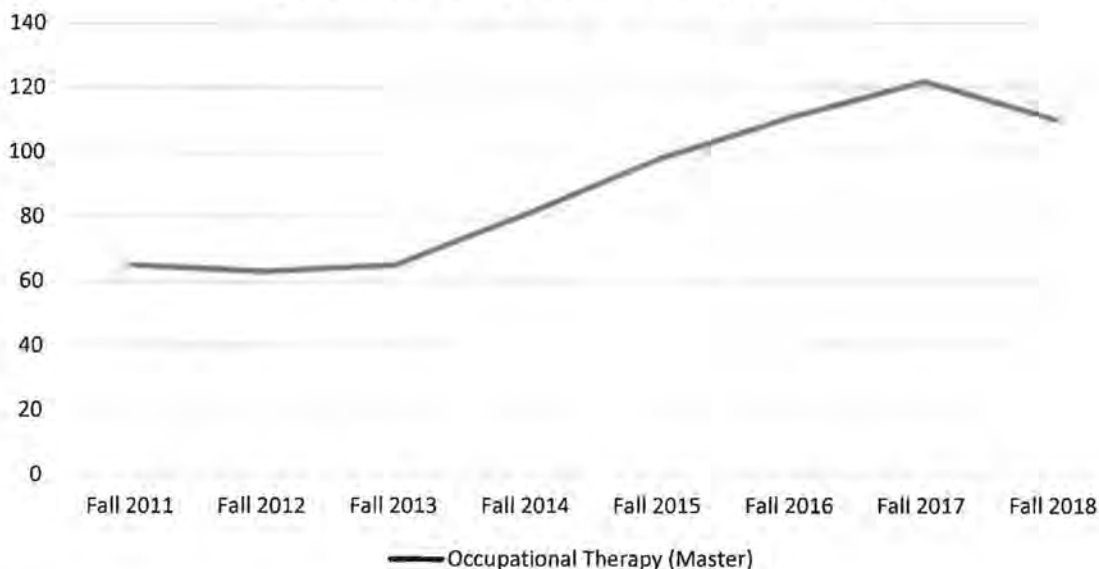
Future Plans: SSU will continue to develop and encourage enrollment in academic programs that lead to high demand careers. SSU is currently planning on offering an Occupational Therapy Doctoral Degree (post-professional) in Fall 2019. In addition, SSU will offer its Occupational Therapy Assistant program at an off-campus site (Southern State Community College in Hillsboro, Ohio). Beginning in Fall 2018, SSU will be introducing a series of certificate programs designed primarily for post-traditional students seeking entry into high demand careers. For example, the institution has developed a certificate program in actuarial science that will be available to students in the upcoming academic year.

Beginning in Fall 2018, SSU will be offering programs that lead to high demand careers in a fully online modality. The schedule includes the following for AY 2018 - 2019:

- RN to BSN Completion program
- B.S. in Health Sciences
- M.S. in Mathematics
- M.Ed. in Curriculum and Instruction

Completion Strategy 3.4 (2014 Completion Plan):

Enhance collaboration with regional employers, alumni, and community members to strengthen curricula and increase internship and mentoring opportunities for students.

Current Status: Since April 2016, the Office of Workforce Development has had contact with approximately 400 unique employers in the Tri-state region. The Office of Workforce Development regularly receives and works with the Office of Career Services to communicate new internship and career opportunities to our students and alumni.

The Office of Workforce Development also coordinates meetings with regional employers to discuss their educational needs. These meetings frequently result in educational opportunities for students

(see examples below).

- Several regional employers identified the need for an Industrial Management curriculum. The Office of Workforce Development (WD) distributed a survey to regional employers in May 2017 to gather data to justify the need for this program. An Industrial Management (ATS and Business +2) was developed by Adam Miller, Associate Professor of Engineering Technologies, has been approved, and will be available Fall Semester 2018. This curriculum will be part of a stackable program available in conjunction with Industrial Maintenance programs offered by the Scioto County Career Technical Center through the Woodworking Workforce Training Partnership. This group includes representatives from Appalachian Wood Floors and Taylor Lumber.
- In September 2017, WD surveyed regional employers in support of the redesign of the Concentration in Information Systems Management. Many employers identified a high need for cybersecurity training. WD worked with these employers to provide support letters for a 2018 RAPIDS 3 grant application for funding of equipment purchases to support a new cybersecurity programming. A cybersecurity minor has been approved and will be available in Fall 2018, and new concentrations in cybersecurity as well as data science are moving through approvals for availability as early as Spring 2019.
- WD coordinated a meeting with local law enforcement and our Social Sciences department to discuss a regional need for a criminal justice program. WD surveyed law enforcement in the Tri-State in November 2017 and provided the data results to Social Sciences which has developed a Criminal Justice certificate that is currently undergoing the University curricular review process.
- SSU administration, the College of Professional Studies, the Department of Engineering Technologies, and WD are currently in discussions with the Office of Human Resources at Braidy Industries to redesign SSU's Plastics Engineering Technology curriculum to meet the industry's educational needs for metal and lightweight alloy manufacturing. Braidy is building an aluminum rolling mill in northern Kentucky.
- The College of Professional Studies and the Office of WD worked with Southern Ohio Medical Center to develop a workforce plan to help increase available qualified nursing candidates. One aspect of this plan involves providing a seamless transition for Scioto Career Technical Center (SCTC) LPN graduates into SSU's Associate Degree of Nursing program. Once this effort is complete, SCTC LPN graduates will no longer have to retake courses completed at SCTC in order to enter SSU's ADN program.

Future Plans: The Office of Workforce Development is developing a plan for future operations, staffing, business and budget to improve collaboration with business and industry. This will include working with regional and state partners to provide workforce and skills training, licensure certifications, and adult and continuing education.

4. Increase first to second year student retention rates by 1 - 3% per year.

Shawnee State University has demonstrated significant improvements in retention over the past four years (see Figures M and N). Overall, SSU has demonstrated an average annual increase in retention of 2.69% since 2011.

Figure M shows the number of students retained in baccalaureate programs at SSU compared to its peer institutions (peer institutions approved by ODHE). Figure N shows SSU's first-to-second year retention rates for all student types.
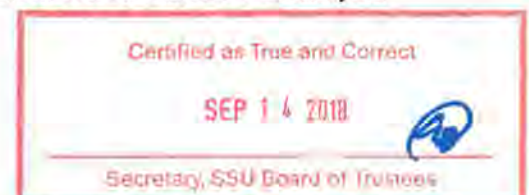
Figure M: Comparison of SSU with Peer Institutions
First-to-Second Year Retention Rates for Baccalaureate Students

Institution	2011	2012	2013	2014	2015	2016
Black Hills State University	61	61	59	63	63	63
Cameron University	56	57	60	62	65	62
Castleton State College	69	71	74	73	74	75
Colorado Mesa University	64	64	65	66	70	73
Dickinson State University	56	54	55	57	57	54
Indiana University-East	66	67	67	63	64	67
Lake Superior State University	69	70	75	75	70	72
Lewis-Clark State College	56	50	60	61	57	58
Missouri Southern State University	60	60	66	65	65	61
Purdue University-North Central Campus	51	62	61	57	62	53
Shawnee State University	53	49	52	57	64	72
University of Arkansas at Monticello	42	41	42	47	45	52
University of Maine at Augusta	48	52	53	49	56	56

Figure N: SSU's Overall First-to-Second Year Retention Rates (includes all degree intentions)
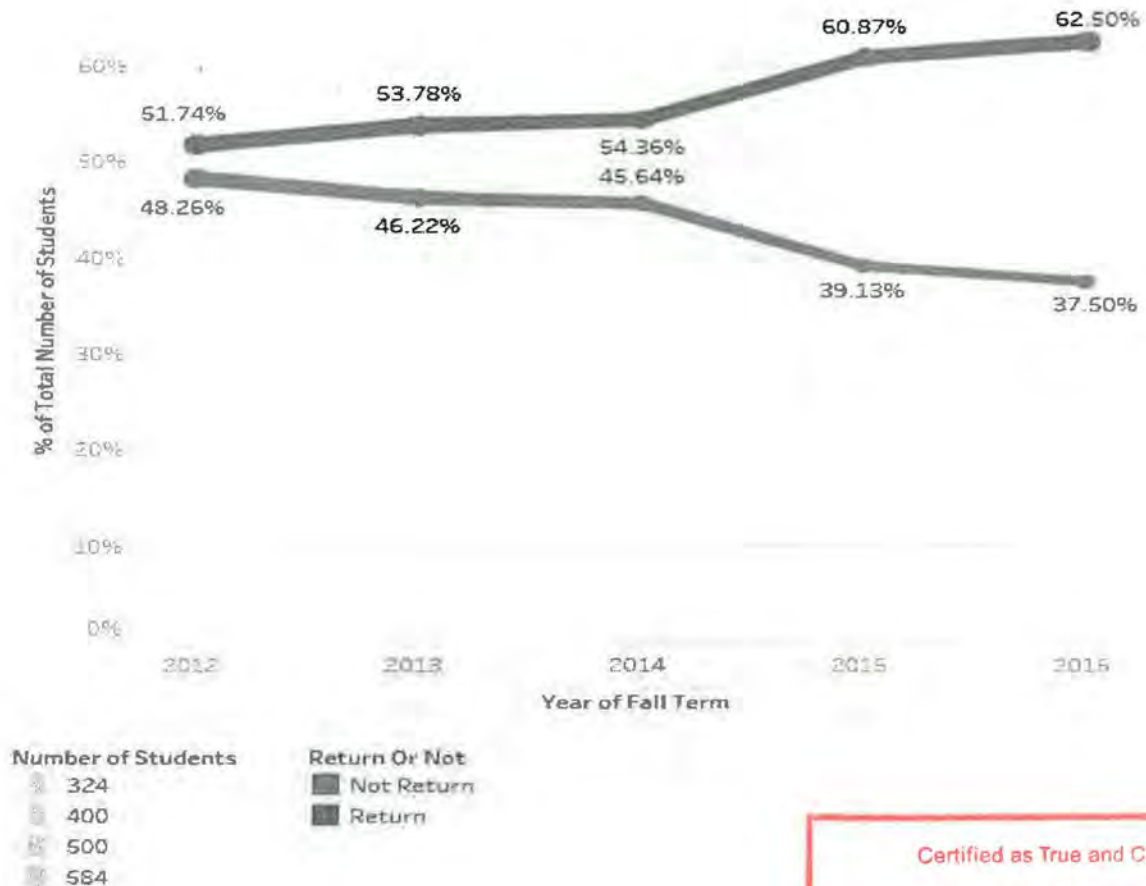
Completion Strategy 4.1 (2016 Updated Completion Plan):

Increase the number of students who have college credit prior to entering SSU

Current Status: SSU developed a transfer student working group charged with increasing the number of transfer students admitted to SSU. The number of transfer students per academic year is given in Figure O. The transfer student working group is also tasked with developing strategies for ensuring that transfer students are better prepared for academic work than in the past. As shown in Figure P, transfer students have historically been academically underprepared.

As noted in Completion Strategy 2.1 (page 13), SSU is continuing to increase its College Credit Plus (CCP) offerings. There has been an associated increase in the number of incoming first-time students entering SSU with college credit.

Figure O: Total Number of Transfer Students Admitted to SSU 2011 – 2017
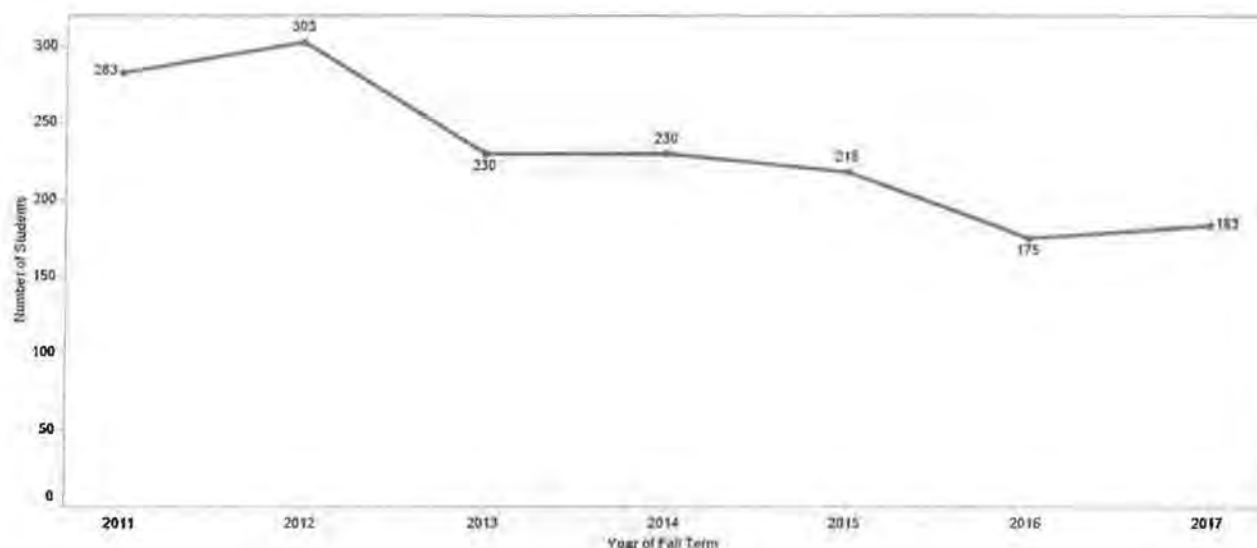
Figure P: Number of Transfer Students Admitted to SSU by ACT Score, 2011 – 2017
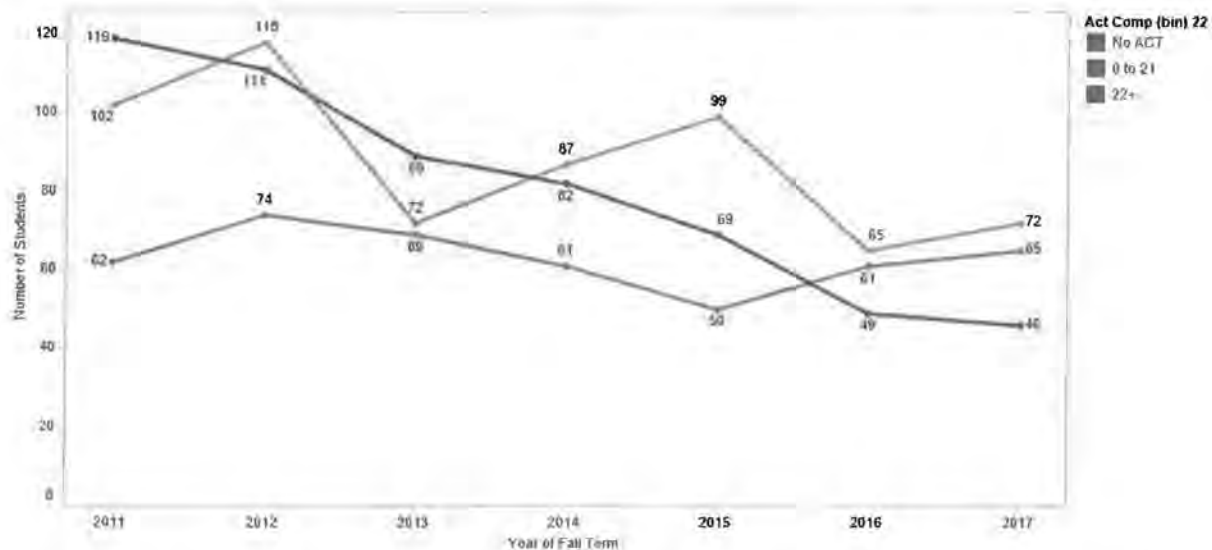
Future Plans: SSU plans to continue expansion of CCP offerings. The institution will expand recruitment efforts focused on community college graduates and pursue 2+2 and 3+1 opportunities with community college partners.

Completion Strategy 4.2 (2016 Updated Completion Plan):

Increase the percentage of college-ready students entering SSU.

Current Status: SSU has instituted the Bridge to Success Program designed to ameliorate students' academic deficiencies prior to college entry. All students placed into two or more developmental courses are required to enroll in the Bridge to Success program. Only if they successfully complete all of their developmental coursework are they granted full admission to SSU. The Bridge to Success program also focuses on establishing academic and career pathways, and providing extended adjustment to college.

SSU is also increasing its co-requisite coursework designed to allow students to complete developmental and credit-bearing coursework simultaneously while receiving just-in-time assistance and instruction. Starting Fall Semester 2018, SSU's Department of Mathematical Sciences will bring the co-requisite model to scale for the following courses: Quantitative Reasoning, Introduction to Statistics, and College Algebra. The Department of English and Humanities is currently piloting co-requisite instruction for Freshman Composition courses.

SSU's Offices of Marketing & Communications and Admissions are focusing on advertising more strategically to target students who are college-ready by SSU standards, but may not meet entrance requirements for other four-year institutions. SSU has realized a significant shift in the percentage of first-time freshmen who need developmental coursework from 2011 (50%) to 2017 (19%) (Figure Q). Further, SSU is achieving increased success with those students requiring developmental coursework. Figure R shows increases in first-to-second year retention rates among developmental students at SSU. In four years, the retention rate for developmental students has improved 13% (from a low of 38.61% to 51.61%).

Figure Q: First-Time Freshman Class Academic Preparation AY 11/12 – AY 17/18

FF Class Composition (Percent)

Legend: ■ Developmental   ■ Fully College Ready   ■ The Middle
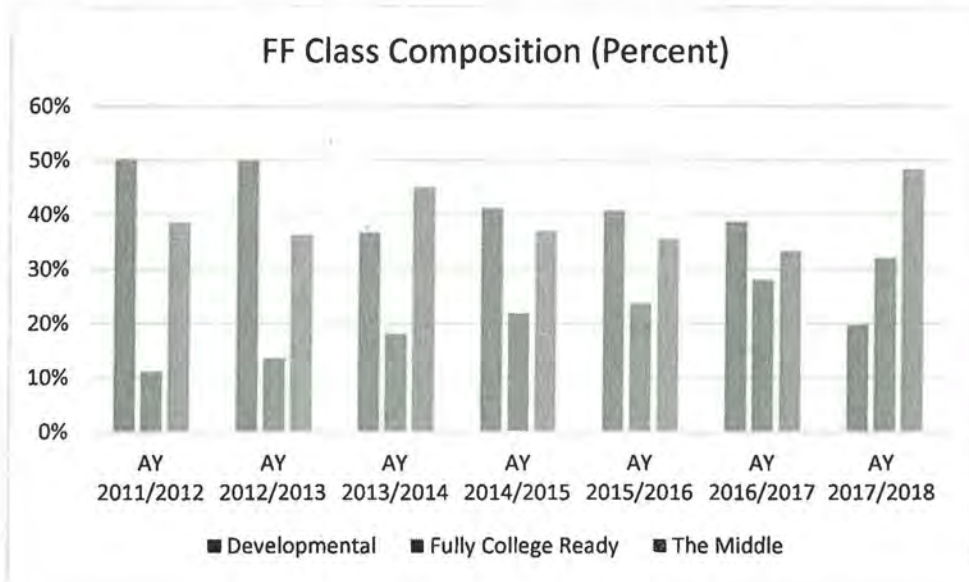
Figure R: First-to-Second Year Retention Rates for Developmental Students 2012 – 2016
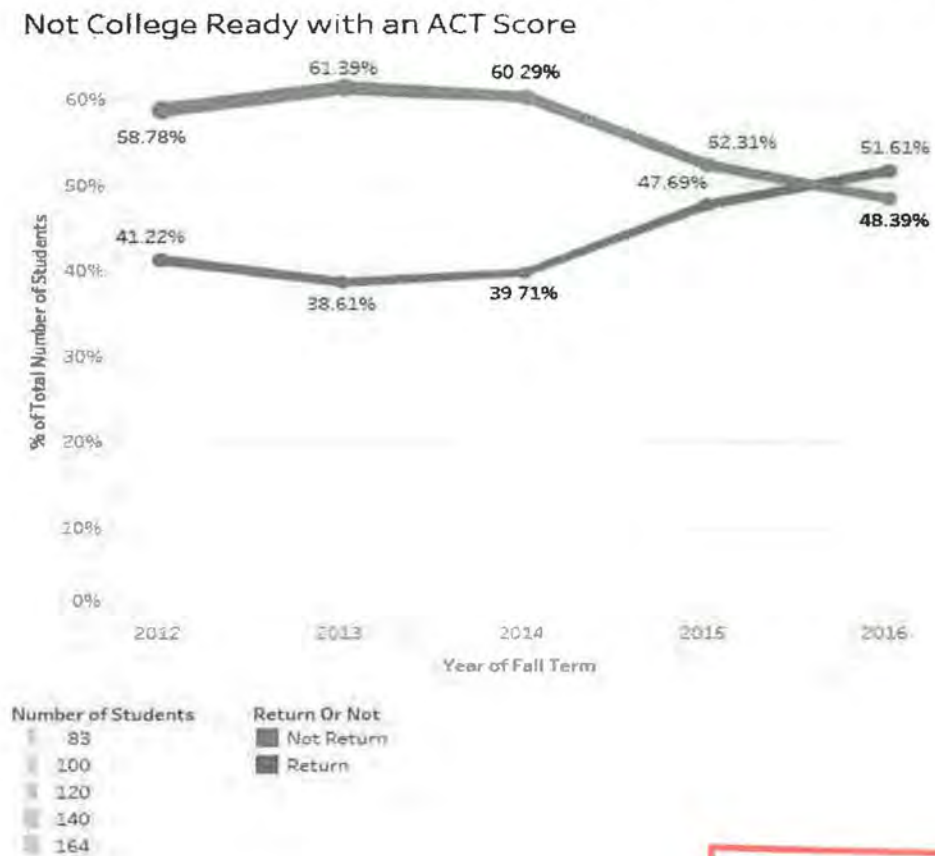
Not College Ready with an ACT Score

61.39%   60.29%

58.78%   52.31%   51.61%

47.69%   48.39%

41.22%

38.61%   39.71%

% of Total Number of Students

Year of Fall Term

Number of Students
| 83
| 100
| 120
| 140
| 164

Return Or Not
■ Not Return
■ Return

Future Plans: Continue the Bridge to Success program while seeking additional outside funding support for the program. Bring English co-requisite instruction to scale. Expand strategic marketing efforts.

5. Decrease average time-to-degree.

Over the last six years, SSU has decreased the average number of credit hours completed by its graduates who earn either an associate and bachelor degrees (Figure S).

Figure S: Average Number of Credit Hours to Degree (Associate and Bachelor) 2011-2017

Graduation Year	Avg Earned Credit Hours
AY 2011	126.479
AY 2012	125.887
AY 2013	123.793
AY 2014	122.773
AY 2015	119.179
AY 2016	119.876

Completion Strategy 5.1 (2016 Updated Completion Plan):

Ensure proper mathematics placement for entering freshmen.

Current Status: SSU has developed mathematics tracks aligned with appropriate academic programs or meta-majors:

Academic Program/Meta-major	Mathematics Track
Science, Technology, Engineering, Mathematics	College Algebra
Health Sciences, Social Sciences	Introduction to Statistics
Business	Business Statistics
Arts, Humanities	Quantitative Reasoning
Teacher Education	Mathematics Core Course

Incoming freshmen are tracked into the appropriate mathematics pathway at initial advising and registration based on major or meta-major.

Future Plans: Continue current strategy.

Updated Completion Goals for 2018-2020

Shawnee State intends to significantly modify its completion goals for 2018-2020. As SSU faces increasing challenges in terms of student recruitment, retention, and graduation, we have begun a process of developing a Strategic Enrollment Management Plan that will detail goals, strategies, and metrics designed to achieve a sustainable student body. This plan is expected to be completed by the end of AY 2018-2019, and will, at that time, serve as SSU's operating plan in terms of persistence and completion. It is expected that the following goals will be included within the plan:

1. Increase the number of degrees conferred.
2. Increase the percentage of students earning their degree within 3 years (associate) and 6 years (bachelor).
3. Increase the number of students graduating with degrees leading to employment in high demand career fields.
4. Increase first to second year retention rates.

Workforce Development Priorities

Shawnee State University has directed significant attention to providing academic and support service that address regional and state employment and career needs.

The Shawnee State University Office of Workforce Development:

- Builds strategic relationship with local and regional employers, non-profit, and government organizations to identify and develop employment opportunities for alumni and students.
- Serves as the chief employer relations contact for Shawnee State to promote alignment of academic programs with the workforce needs of the local community, the region, and the state of Ohio. This also includes continuing education and incumbent training.
- Coordinates and advocates for relationships between employers and SSU, including efforts to increase student field experiences, co-ops, internships, permanent employment, mentoring, incumbent workforce training, and custom workforce programs.
- Serves as SSU's point of contact for federal, state, and local workforce agencies, boards, and programs (e.g. Ohio Department of Job & Family Services, Ohio Workforce Transformation, Community Action, and Ohio Means Jobs).
- Works to improve our regional community's entrepreneurial mindset through a speaker series, business pitch competitions, startup weekends, and educational opportunities (including K-12).

SSU's Office of Workforce Development reports the following current goals:

- Develop a plan for future operations, staffing, business, and budget for the Kricker Innovation Hub. This will include working with our regional and state partners to provide workforce and skills training, licensure certifications, adult and continuing education to promote and foster entrepreneurship and innovation in our region.
- Continue to collaborate with local and state organizations and partners to help to expand SSU's opportunities to align our academic programs with workforce needs.
- Continue to work with regional employers to identify internship and career opportunities and work with Career Services to communicate these opportunities to our students and alumni.
- Serve as the liaison between businesses, schools, agencies, and the university to enable development of new courses, workshops, programs, and customized delivery of new or existing educational services, including identifying and addressing unmet professional development needs.
- Pilot entrepreneurial mindset training in the Portsmouth City schools with a future goal of training SSU master facilitators to make this training readily available across the region.

SSU offers academic programming in the following in-demand industries as noted by JobsOhio:

- Advanced Manufacturing
- Biohealth
- Financial Services
- Information Services and Software
- Polymers and Chemicals

These degree programs include the following degrees:

Degree Level	Major	Industry
Associate	Computer Aided Drafting and Design (C.A.D.D.)	Advanced Manufacturing
Associate	Dental Hygiene	Biohealth
Associate	Electromechanical Engineering Technology	Advanced Manufacturing
Associate	Medical Laboratory Technology	Biohealth
Associate	Nursing	Biohealth
Associate	Occupational Therapy Assistant	Biohealth
Associate	Physical Therapy Assistant	Biohealth
Associate	Radiological Technology	Biohealth
Associate	Respiratory Therapy	Biohealth
Bachelor	Accounting	Financial Services
Bachelor	Actuarial Science	Financial Services
Bachelor	Biology with a concentration in Biomedical Science	Biohealth
Bachelor	Business Information Systems	Information Services & Software
Bachelor	Chemistry	Polymers and Chemicals
Bachelor	Computer Engineering Technology	Information Services & Software
Bachelor	Digital Simulation and Gaming (Art)	Information Services & Software
Bachelor	Digital Simulation and Gaming (Engineering Tech.)	Information Services & Software
Bachelor	Environmental Engineering Technology	Advanced Manufacturing
Bachelor	Graphic Design	Information Services & Software
Bachelor	Health Care Management	Biohealth
Bachelor	Health Sciences	Biohealth
Bachelor	Marketing	Financial Services
Bachelor	Nursing	Biohealth
Bachelor	Plastics Engineering Technology	Polymers and Chemicals
Master	Occupational Therapy	Biohealth

For information on the number of students enrolled in these programs, please see Figures L1 – L20 on pages 17 – 27.

RESOLUTION F07-18

APPROVAL TO RESCIND SELECTED DEPARTMENT OF PUBLIC SAFTEY POLICIES AND CONSOLIDATE INTO A SINGLE POLICY

WHEREAS, a review of Department of Public Safety policies revealed that existing policies are closely related and their consolidation into a single policy provides for more effective administration; and

WHEREAS, the following policies are recommended to be rescinded and the content consolidated into a single policy, along with applicable procedures;

- 4.80 Security Officers – Recruitment, Selection & Appointment (1/15/2010)
- 4.81 Security – Probationary Period (1/15/2010)
- 4.84 Security – Performance Management (5/14/2010)
- 4.85 Security – Corrective Action (5/14/2010)
- 4.86 Security – Wages (1/14/2011)
- 4.89 Security – Reduction in Force (1/15/2010)

THEREFORE, BE IT RESOLVED that the Shawnee State University Board of Trustees hereby approves rescinding the above-listed policies and adopts the revised, consolidated policy retitled Policy 4.79Rev, Department of Public Safety, Employment Status and Other Employment actions, effective immediately.

(August 24, 2018)

Shawnee State University

POLICY TITLE:	DEPARTMENT OF PUBLIC SAFETY/ EMPLOYMENT STATUS AND OTHER EMPLOYMENT ACTIONS
POLICY NO. :	4.79REV
ADMIN CODE:	3362-4-59
PAGE NO.:	1 OF 4
EFFECTIVE DATE:	08/24/2018
NEXT REVIEW DATE:	08/2021
RESPONSIBLE OFFICER(S):	VPF&A, DIRECTOR, PUBLIC SAFETY
APPROVED BY:	BOARD OF TRUSTEES

1.0 Purpose

The purpose of this policy is to establish measures and expectations for a safe and secure campus environment embracing the concept of community policing, increase awareness of safety and security issues, assure the enforcement of university rules and laws for the preservation of good order, and to prevent the disruption of the educational and business functions of the university.

A secure and safe environment is a shared responsibility between the Department of Public Safety and all stakeholders within the community. The university provides programs, systems, and processes that promote the safety and security of students, faculty, staff and visitors while balancing the need to maintain a quality, convenient, and affordable higher education environment.

2.0 Establishment of the Department of Public Safety (DPS)

2.1 The Department of Public Safety is established by resolution of the Board of Trustees (Resolution F29-08) and in compliance with O.R.C. 3345.21.

2.1.1 In accordance with O.R.C. 3345.21, the Shawnee State University Board of Trustees extends its authority to the President for the purpose of directing the adoption, implementation, approval, and ongoing review and revision of policies and procedures required to administer the operation of DPS.

2.1.2 Employees in the Department of Public Safety shall include, but not be limited to, Security Sergeants, Security Officers, Police Officers and Police Sergeants. These groups of employees may be referred to collectively in this policy as "officers."

3.0   Roles of Public Safety Officers

    3.1   Police Officer

        3.1.1   Police Officers are appointed by the University as state university law enforcement officers to provide police services to the University. Officers properly appointed under section 3345.04, Ohio Revised Code, are peace officers for the University and have power to arrest and detain, investigate offenses, and provide such other services as provided by law. Such officers shall have the powers provided for in Chapter 2935, Ohio Revised Code.

    3.2   Security Officer

        3.2.1   Security officers are sworn peace officers who report violations of the laws of the state to police officers having jurisdiction. Security officers are charged with protecting the peace, reporting violations of law, and crime prevention. Security officers are to be proactive, observe, report, document, and assist when needed, focus on assuring that a safe and secure environment is established on University owned properties, and make professional observations that determine the proper course of action that is required, such as calling EMS, etc.

    3.3   Public Safety Officer Appointments

        3.3.1   No person shall be appointed, selected, or promoted as an Officer at Shawnee State University in any manner or by any means other than those prescribed in the rules herein. Intermittent or temporary appointments are unclassified positions.

        3.3.2   Procedures for the recruitment, selection, and appointment of security officer or security sergeant are found in DPS SOP 4.79.2 & DPS SOP 4.79.3. (insert link)

    3.4   Equal Employment Opportunity

    The university adheres to state and federal laws regarding the equal opportunity for employment regardless of race, color, religion, sex, sexual orientation, gender identity, age (law enforcement exception ORC 124.41), natural origin, veteran status, military status, or disability. This applies to all terms or conditions associated with the employment process, including hiring, promotions, termination, discipline, performance evaluations, and interviews.

4.0   Performance Evaluations and Probationary Period

    4.1   Security Officer and Security Sergeant appointments shall serve a 180-day probationary period. No appointment is final until the appointee has satisfactorily served the probationary period.

    4.2   Police Officer and Police Sergeant appointments shall serve a 365-day probationary period. No appointment is final until the appointee has satisfactorily served the probationary period.

    4.3   The successful completion of the new-hire probationary period requires a performance evaluation of "meets basic expectations," for continued employment.

    4.4   Annual performance evaluation – upon completion of the new-hire probationary evaluation, performance evaluations are completed at least annually or on a periodic basis as determined by the supervisor.

    4.5   Performance Improvement Plan (PIP) – a written performance improvement plan (PIP) may be initiated by the supervisor at any time in which the public safety officer is not demonstrating satisfactory performance based on the assigned responsibilities and/or established objectives. (insert link)

5.0   STANDARDS AND RULES OF CONDUCT

In addition to compliance with applicable university policies, public safety officers shall conduct themselves in accordance with departmental standard operating procedures (SOPs) including the standards and rules of conduct set forth in SOP No. 2.5.

6.0   CORRECTIVE ACTION

    6.1   The corrective action process may be initiated but is not limited to the following reasons:

        6.1.1   Incompetence, inefficiency, dishonesty, use or being under the influence of alcohol or illegal drugs at work or inappropriate use of prescription drugs, immoral conduct, insubordination, discourteous treatment of the public, students and staff, neglect of duty, unsatisfactory job performance, conviction of a felony, falsification of official documents or violations of the DPS Standards and Rules of Conduct found in SOP No. 2.5 (not an exhaustive list).

6.1.2 Violation of an official regulation or failure to obey reasonable directions given by a supervisor when such violation or failure to obey amounts to insubordination or a serious breach of University policies and/or work rules or puts the University and/or its employees or students at serious risk.

6.1.3 Conviction of an offense involving moral turpitude.

6.1.4 Demonstration of abusive or threatening behavior in the treatment of students, fellow employees or other persons.

6.2 Serious infractions may necessitate that corrective actions start at any level in the process, as outlined in DPS SOP 4.79.4.

7.0 CLASSIFICATION / COMPENSATION

7.1 Shawnee State University desires a competitive and equitable compensation system that will attract and retain qualified police and security personnel. To that end, the Director of Human Resources or delegate is responsible for managing the structure of the police and security compensation system(s) and for reviewing the applicable structure relative to the appropriate market, including:

7.1.1 Assessment of position responsibilities, placement within the University's compensation structure relying upon market benchmarking methodology, and consideration of internal equity for comparable responsibilities.

7.2 The allocation of an approved budgeting salary pool is at the discretion of the University President who may allocate all, a portion, or none of the salary pool. The salary allocation may be applied evenly to all DPS employees (across-the-board) or to individual employees based on factors such as, but not limited to, market benchmarking, internal equity analyses, and/or performance.

7.3 The evaluation and placement of officer positions within the compensation structure will follow DPS SOP 4.79.4 to ensure the effective administration of any salary adjustments, special duty pay, and/or shift differential payments.

8.0 REDUCTION IN FORCE

In the event of a reduction in force, the procedures set forth in SOP No. 4.79.6 Reduction in Force shall be followed.

History Effective: 09/10/10; Policies 4.80, 4.81, 4.84, 4.85, 4.86 and 4.89 converted to procedures

Revised: 8/24/2018
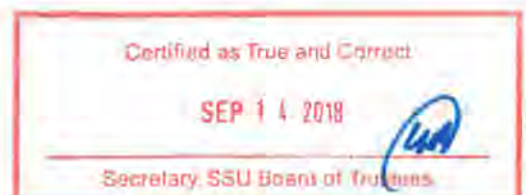
RESOLUTION F08-18

APPROVAL TO RESCIND POLICY 4.83 AND REVISE AND RENAME POLICY 4.82

WHEREAS, Policy 4.82, Security – Holiday, and Policy 4.83, Security Vacation, were adopted as separate policies by the Board of Trustees on July 9, 2010; and

WHEREAS, it has been determined that consolidating these topics into a single policy provides for better organization and improved administration of these benefits; and

WHEREAS, Policy 4.82, Security – Holiday will include the content of both policies;

THEREFORE, BE IT RESOLVED that the Shawnee State University Board of Trustees hereby rescinds Policy 4.83, Security – Vacation and approves the revision and renaming of Policy 4.82Rev, Department of Public Safety, Leaves of Absence

(August 24, 2018)

Shawnee State University

POLICY TITLE:	DEPARTMENT OF PUBLIC SAFETY LEAVES OF ABSENCE
POLICY NO.:	4.82REV
ADMIN CODE:	3362-4-57
PAGE NO.:	1 OF 10
EFFECTIVE DATE:	08/24/2018
NEXT REVIEW DATE:	08/2021
RESPONSIBLE OFFICER(S):	VPF&A, Director of Public Safety
APPROVED BY:	BOARD OF TRUSTEES

1.0 PURPOSE

The University is committed to providing Department of Public Safety officers with appropriate avenues for employees to take time away from work assignments and for the University to remain fully compliant with applicable regulatory provisions for various forms of leaves 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 absences (LOAs) that are available.

2.0 HOLIDAYS

2.1 The following are designated University holidays:

Holiday	Usually Scheduled
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
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

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 fall on Saturday, the Friday immediately preceding shall be observed as the holiday. If any of the holidays as provided herein fall on Sunday, the Monday immediately succeeding shall be observed as the holiday.
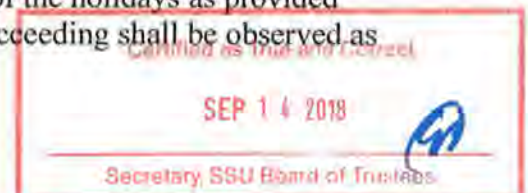
2.4   The University reserves the right to require work on observed holidays at its discretion. All Officers working on an observed holiday shall be paid for the holiday and for the actual time worked at one and one-half (1 ½) times their base salary per-hour rate of pay.

    2.4.1   Eligible Officers /Holiday Pay

        2.4.1.1   All Officers will receive pay for all holidays except as described in "i" below.

            i.   Officers who are on unpaid leave of absence, suspension, or layoff shall not receive holiday pay.

            ii.   All eligible DPS Officers that are on their regularly scheduled day off shall receive an additional day off, which is to be scheduled within 30 days of the actual holiday.

3.0   WINTER BREAK

3.1   The University will be closed for Winter break each year from December 26 through December 31.

3.2   In order to provide for the safekeeping of the University, the Department of Public Safety (DPS) will remain open and DPS Officers will continue their normal work schedules during this time. DPS Officers regularly scheduled to work shall receive their regular per hour rate of pay. Vacation accrual structures for DPS Officers continue to accrue in recognition of this duty.

4.0   VACATION

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   Full-time Police Officer employees and Security Sergeants accrue vacation leave based upon schedule "I" below. Part-time Police Officers will accrue vacation leave on a pro-rata basis. Full-time Security Officers accrue vacation leave based upon schedule "II" below. Part-time Security Officers will also accrue vacation leave on a pro-rata basis.

I.   **Police, Police Sergeant, and Security Sergeant Accrual Structure**

Years of Completed Service	# Days	Hours of Vacation	Accrual Rate	Maximum Balance
Years 0-2	20	160	6.15	320.00
Years 3-5	21	168	6.46	336.00
Years 6-8	22	176	6.77	352.00
Years 9-11	23	184	7.08	368.00
Years 12-14	24	192	7.38	384.00
Year 15+	25	200	7.69	400.00

II. **Security Officer Accrual Structure**

Years of Completed Service	# Days	Hours of Vacation	Accrual Rate	Maximum Balance
Years 0-5	10	80	3.08	160
Years 6-12	15	120	4.62	240
Year 13	21	168	6.46	336
Year 14	22	176	6.77	352
Year 15	23	184	7.08	368
Year 16	24	192	7.38	384
Year 17+	25	200	7.69	400

4.4   An employee may accumulate a maximum of two (2) times the accrued days of vacation earned in one year. This amount may be carried over from year to year.

4.5   Employees who retire or resign will be paid for earned but unused vacation up to a maximum of two times the accrued days 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.

5.0   SICK LEAVE

5.1   Sick leave may be used for an authorized absence from scheduled duties due to illness, accident, exposure to contagious disease, health examinations or treatment (medical, dental or optical) for self or immediate family members when employee's presence 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 DPS Officer 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 DPS Officers pro-rated each pay period for a maximum of 120 hours per year.

5.4   Upon hire, the part-time DPS Officers 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 DPS Officers at a pro-rated amount based upon the employee's FTE.

5.6   A DPS Officer 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 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 and supervisor may use flexible scheduling (working fewer 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.

5.9   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
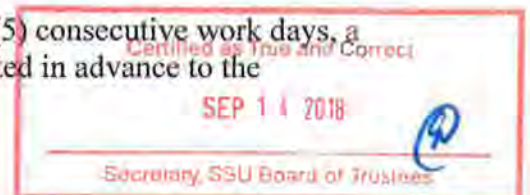
supervisor or Human Resources. If an employee does not have advance warning, the doctor's statement must be provided to the supervisor or Human Resources as soon as practicable after the employee knows he/she will be off more than five (5) consecutive days and in no event any later than the date the employee returns to work (unless more time is granted by the Director of Human Resources or designee).

5.10   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 doctors' statements, or the failure to submit proper leave forms to Human Resources, may result in delay of payment for the time missed.

6.0   SICK LEAVE RETIREMENT PAYMENT

6.1   The DPS Officer upon official state retirement from active service or upon separation of employment by an alternative retirement plan (ARP) participant who meets the eligibility requirements under the state pensions systems (PERS) and with ten or more years of service with the State of Ohio or any of its political subdivisions, will be paid as follows:

6.1.1   For DPS Officers who retire prior to January 1, 2021 payment shall be for one-fourth of the value of sick leave balance, up to a maximum payment of 320 hours.

6.1.2   DPS Officers who retire on or after January 1, 2021 will be paid for one-fourth of the value of accumulated sick leave balance, up to a maximum payment of 240 hours.

6.1.3   Payment will be based upon the DPS Officer'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).

6.1.4   In the event of an eligible DPS Officer'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 DPS Officer. A DPS Officer 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 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 DPS Officer not receiving pay for the requested sick leave.

7.0 FAMILY AND MEDICAL LEAVE (FMLA)

7.1 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 29 CFR, Part 825.200). Qualifying events are:

7.1.1 Childbirth (due to the birth 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 (less than three days) renders the employee unable to work 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 2.1(a) 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. 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 Leave 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 Section 7.0, 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, 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 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 DPS Officers 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.

8.1.3   The University can 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 "a. III" 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 throughout 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 Reconciliation Act (COBRA).

8.4   Disability Retirement Reinstatement

In the case of an employee who has been granted a disability retirement through OPERS, the period of reinstatement shall be in accordance with the prevailing rules of the state retirement 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 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. DPS Officers will receive their normal pay while on jury duty, less the amount received by the DPS Officer from the government for such appearance. A DPS Officer who reports for such duty and is excused shall immediately contact his/her immediate supervisor and report for work, as scheduled, if requested.

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

11.0   Military Leave

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.

12.0   Request for Leaves

12.1   Request for leaves as identified in this policy are provided 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. Prior notification to the employee's supervisor of anticipated leaves is expected.

12.2   Additional guidelines regarding leaves of absences may be found on the Department of Human Resources website.

History
Effective: 07/9/10; Policy 4.83 rescinded
Revised: 8/24/2018

RESOLUTION F11-18
SHAWNEE STATE UNIVERSITY DEVELOPMENT FOUNDATION
NEW MEMBER APPOINTMENT

WHEREAS, as the sole member of the Shawnee State University Development Foundation (SSUDF), the SSU Board of Trustees ratifies SSUDF policies and members; and

WHEREAS, SSUDF appointed a new board member at its Quarterly Meeting to replace a vacancy resulting from the retirement of an existing board member;

THEREFORE, BE IT RESOLVED, that the Board of Trustees of Shawnee State University hereby affirms the appointment of Ms. Donna Wrinkle to the Development Foundation Board for partial term expiring December 31, 2020.

(August 24, 2018)

RESOLUTION F09-18
APPROVAL TO REQUEST ODHE WAIVER OF AY18-19 UNDERGRADUATE, IN-STATE TUITION RATES FOR ONLINE COURSES/PROGRAMS

WHEREAS, the University has engaged the services of The Learning House, Inc. (TLH), an online management firm, to promote and manage the planned growth of the University's online course and program offerings; and

WHEREAS, the contractual share of the online tuition revenue has been thoroughly examined and determined to be a prudent investment essential for the robust marketing, programming, registration, and admissions infrastructure support critical to entering and sustaining a viable presence in regional, national, and international online course and program markets; and

WHEREAS, based upon market analyses performed by TLH, offering competitive tuition rates is a critical component, along with other strategies, to the successful growth of online programs; and

WHEREAS, 369.180 of Am. Sub. H.B. 64 of the 131th General Assembly requires any waiver of tuition for any particular student or any class of students not otherwise permitted by law at a state-assisted institution of higher education to be approved by the Chancellor of the Ohio Department of Higher Education (ODHE) following Directive 2009-011; and

WHEREAS, Shawnee State University recommends seeking a waiver of the AY18-19 undergraduate, in-state tuition per-credit hour rate of $348.14 (Shawnee State Advantage) and $294.34 (continuing students) to $278 per credit hour for all undergraduate, in-state online courses/programs, a reduction of 17.6% of the Shawnee State Advantage rate and 2.5% of the continuing undergraduate, in-state tuition rate;

THEREFORE, BE IT RESOLVED, that the Board of Trustees of Shawnee State University supports the growth initiative for expanded online course and program offerings with the assistance of the online management firm;

BE IT FURTHER RESOLVED, the vice president for finance and administration is authorized to seek approval to waive AY18-19 undergraduate, in-state tuition rates for online course and program offerings in accordance with Ohio Department of Higher Education Directive 2009-011, effective Spring 2019 and continuing through Summer 2021.

(August 24, 2018)

RESOLUTION F10-18

APPROVAL OF ONLINE TUITION RATES

WHEREAS, based upon the advice of The Learning House, Inc. (TLH), an online management firm, the establishment of competitive tuition rates is essential to the successful entry and growth of the University's online programming; and

WHEREAS, a market analysis performed by TLH indicates the proposed credit hour and course rates are competitive regionally and nationally for Shawnee State's undergraduate and graduate online courses and programs; and

WHEREAS, the revenue share of the published tuition rates for online programming has been set at 48% in accordance with the terms of the agreement between Shawnee State University and The Learning House, Inc.;

THEREFORE, BE IT RESOLVED that the Board of Trustees of Shawnee State University approves the attached online tuition schedule that reflects the published tuition rates for online programming, beginning spring 2019.

(August 24, 2018)

Shawnee State
UNIVERSITY

Online Tuition Schedule
effective Spring semester 2019

Undergraduate	Credit Hour	Course
In-State Tuition	$278.00*	$834.00*
Out-of-State Surcharge	$5.00	$15.00

Graduate	Credit Hour	Course
In-State Tuition	$402.00	$1,206.00
Out-of-State Surcharge	$10.00	$30.00

*Pending ODHE approval

RESOLUTION F12-18 AS AMENDED

APPROVAL OF FY2019 GENERAL FUND OPERATING BUDGET

WHEREAS, the University has been operating under the FY2018 continuing spending authority since July 1, 2018 as provided by Resolution F05-18 (copy attached) adopted at the June 9, 2018 meeting; and

WHEREAS, FY2019 general fund revenue projections have been constructed using the Ohio Department of Higher Education's projected FY2019 state funding and projected AY 2018-19 tuition and other fees revenue; and

WHEREAS, expenditures for the general fund have taken AY2018-19 enrollment projections into consideration; and

THEREFORE, BE IT RESOLVED that the Board of Trustees of Shawnee State University approves a FY2019 General Fund budget, effective July 1, 2018, with a deficit not to exceed Three Million Dollars ($3,000,000), with details to be determined by the Administration and presented to the Board of Trustees at its October Regular Board Meeting.

(August 24, 2018)

RESOLUTION F13-18 AS AMENDED

CONTINUING GENERAL FUND AND AUXILIARY FUND SPENDING AUTHORITY

WHEREAS, recent data indicate that the AY18-19 residential housing students are substantially down from the prior year resulting in reductions of all primary auxiliary revenue streams for FY19; and

WHEREAS, the Board of Trustees has approved an FY19 General Fund Operating Budget with details to be determined and presented at the October Board of Trustees meeting but with a deficit not to exceed $3 Million; and

WHEREAS, additional time is needed for auxiliary department managers to determine the impact of these revenue reductions upon programming and services in order to develop viable unit budgets; and

WHEREAS, it is necessary to continue to meet financial obligations applicable to auxiliary operations;

THEREFORE, BE IT RESOLVED, the Board of Trustees approves continued spending for essential operational needs from auxiliary funded operations pending the submission of the proposed FY2019 Auxiliary Fund budget at the October 2018 Board of Trustees meeting;

BE IT FURTHER RESOLVED, that the Board of Trustees directs the Vice President for Finance and Administration to work with directors in auxiliary areas to make budgetary adjustments required in response to the reduced revenue.

BE IT FURTHER RESOLVED, the Board of Trustees approves continued spending for essential operational needs from general fund operations pending the submission of the complete FY2019 General Fund Operating budget at the October 2018 Board of Trustees meeting;

(August 24, 2018)

RESOLUTION F05-18

CONTINUING UNIVERSITY SPENDING AUTHORITY

WHEREAS, strategic budgeting initiatives are underway that will impact university revenue and expenditure assumptions for the FY2019 budget year; and

WHEREAS, the FY2019 budget is anticipated to be presented to the Board of Trustees for review and approval at the Board's August 2018 meeting; and

WHEREAS, it is necessary to continue to meet financial obligations, including payment of salaries and other operating expenditures until such time that the FY2019 operating budget is approved;

THEREFORE, BE IT RESOLVED, the Board of Trustees approves University spending authority consistent with the level of resources as approved for FY2018 until such time the FY2019 operating budget is approved by the Board.

(June 8, 2018)

Shawnee State UNIVERSITY

GENERAL FUND FY18 PRELIMINARY
July 1, 2017 - June 30, 2018

REVENUE AND TRANSFERS IN	FY18 BUDGET FULL YEAR	ACTUAL as of 6/30/18	VAR from BUDGET $	VAR from budget %
State Funding				
Capital Component	$27,260	27,260	0	0.0%
State Share of Instruction (SSI)	$12,857,543	13,244,283	386,740	3.0%
State Share of Instruction (Access Challenge)	$0	0	0	0.0%
Student Support Services (Disabilities)	$2,026	2,798	772	38.1%
Supplement	$2,537,456	2,537,456	0	0.0%
Total State Funding	$15,424,285	$15,811,797	387,512	2.5%
Tuition & Student Fees				
Course Fees	$1,374,502	$1,619,332	244,830	17.8%
General Fee	$2,226,407	$2,217,056	(9,351)	-0.4%
Instructional Fee	$22,630,342	$20,909,708	(1,720,634)	-7.6%
Miscellaneous Fees	$729,978	$864,192	134,214	18.4%
Non-Resident Surcharge	$1,893,955	$1,069,043	(824,912)	-43.6%
Technology Fee	$412,987	$408,042	(4,945)	-1.2%
University Center Bond Fee	$886,863	$875,119	(11,744)	-1.3%
Total Tuition and Fees	$30,155,033	$27,962,492	(2,192,541)	-7.3%
Institutional Funded Scholarships (estimate)	($2,374,400)	($2,800,000)		
Adjusted Total Tuition & Student Fees	$27,780,633	$25,162,492	(2,618,141)	-9.4%
Other Income				
Indirect Cost Recovery	$160,000	$161,425	1,425	0.9%
Miscellaneous Income	$575,000	$634,943	59,943	10.4%
Total Other Income	$735,000	$796,368	61,368	8.3%
Transfers from Other Funds				
Auxiliary Fund				
Total Transfers	$289,550	$289,550	0	0.0%
Total Revenue	$44,229,468	$42,060,206	(2,169,261)	-4.9%

EXPENDITURES & TRANSFERS OUT

	FY18 BUDGET FULL YEAR	ACTUAL as of 6/30/18	VAR from BUDGET $	VAR from budget %
Compensation Expenditures				
Health Plan	$5,469,283	$6,328,606	859,323	15.7%
Mandatory Benefits (STRS,OPERS,OBES,BWC)	$4,062,882	$4,109,416	46,534	1.1%
Salaries	$23,899,305	$24,173,036	273,731	1.1%
Total Compensation	$33,431,470	$34,611,058	1,179,588	3.5%
Non-Compensation Expenditures				
Equipment, Buildings, Property	$775,254	$759,083	(16,171)	-2.1%
External Professional Services	$622,491	$870,072	247,581	39.8%
Information, Communication, Shipping	$1,186,797	$1,041,550	(145,247)	-12.2%
Maintenance, Rentals, Service Contracts	$2,103,114	$2,941,455	838,341	39.9%
Miscellaneous	$1,101,467	$785,354	(316,113)	-28.7%
Scholarships	$593,600	$611,217	17,617	3.0%
Supplies	$941,382	$1,187,555	246,173	26.2%
Travel, Entertainment	$435,583	$585,966	150,383	34.5%
Utilities	$1,423,400	$1,381,687	(41,713)	-2.9%
Total Non-Compensation	$9,183,088	$10,163,938	980,850	10.7%
Transfers to Other Funds				
Agency Fund	$123,107	$128,407	5,300	4.3%
Auxiliary Fund	$1,914,561	$1,927,761	13,200	0.7%
Plant Fund (Bond fees)	$1,251,022	$1,251,022	0	0.0%
Total Transfers	$3,288,690	$3,307,190	18,500	0.6%
TOTAL EXPENDITURES & TRANSFERS OUT	$45,903,248	$48,082,186	2,178,938	4.7%
PROJECTS FROM RESERVES	($312,500)			
GENERAL FUND OPERATING SURPLUS (DEFICIT)	($1,673,781)	($6,021,980)		
Estimated Investment Portfolio Gain	N/A	$832,000		
PREL. GENERAL FUND SURPLUS (DEFICIT)	($1,986,281)	($5,189,980)		

Shawnee State
UNIVERSITY
24-Aug-18

FY18 Auxiliary Fund - Preliminary

	FY18 BUDGET	ACTUAL as of EOY	VARIANCE from FY18 budget	
REVENUE	$	$	$	%
Operating Income				
Commissions	779,697	744,466	(35,231)	-4.52%
Housing Fees	1,057,111	806,399	(250,712)	-23.72%
Meal Plan Fees	2,709,768	2,368,268	(341,500)	-12.60%
Service Fees, Memberships	289,202	331,179	41,977	14.51%
Ticket Sales, Rentals	391,728	604,951	213,223	54.43%
	5,227,506	4,855,263	(372,243)	-7.12%
Other Income				
Grants	224,320	228,468	4,148	1.85%
Miscellaneous Income	37,524	151,865	114,341	304.71%
	261,844	380,332	118,488	45.25%
Transfers from Other Funds				
General Fund	1,914,561	2,057,348	142,787	7.46%
TOTAL REVENUE	**7,403,911**	**7,292,943**	(110,968)	-1.50%
EXPENDITURES & TRANSFERS				
Compensation Expenditures				
Helath care	381,401	316,710	(64,690)	-16.96%
Mandatory benefits	261,590	274,896	13,305	5.09%
Salaries	1,538,767	1,617,033	78,266	5.09%
	2,181,758	2,208,639	26,881	1.23%
Non-Compensation Expenditures				
Equipment, Buildings, Property	119,000	70,143	(48,857)	-41.06%
External Professional Services	438,142	295,066	(143,076)	-32.66%
Information, Communication, Shipping	115,773	113,416	(2,357)	-2.04%
Maintenance, Rentals, Service Contracts	642,032	469,097	(172,935)	-26.94%
Meal Plan Expense	1,848,330	1,709,188	(139,142)	-7.53%
Miscellaneous	434,975	833,151	398,176	91.54%
Scholarships	594,000	706,874	112,874	19.00%
Supplies	143,153	207,241	64,088	44.77%
Travel, Entertainment	246,611	488,813	242,202	98.21%
Utilities	94,539	94,539	0	0.00%
	4,676,555	4,987,528	310,973	6.65%
Transfers to Other Funds				
Agency Fund	3,704	0	(3,704)	-100.00%
General Fund	289,550	289,550	0	0.00%
Plant Fund	235,633	235,633	0	0.00%
	528,887	525,183	(3,704)	-0.70%
TOTAL EXPENDITURES & TRANSFERS	**7,387,200**	**7,721,350**	334,150	4.52%
OPERATING SURPLUS (DEFICIT)	**0**	**(428,407)**		

Shawnee State University
Asset Allocation – As of July 31, 2018

TIAA

Asset Class	Market Value	% of Assets	Target %
Cash Equivalents			
TIAA Cash Deposit Account	$1,759,428	14.4%	
Total Cash Equivalents	*$1,759,428*	*14.4%*	*1.0%*
Fixed Income			
U.S. Treasury Obligations	1,273,449	10.4%	
U.S. Government Agencies	420,381	3.4%	30.0%
Corporate Bonds	1,266,876	10.3%	
DFA Inflation Protected SEC Fund	$1,537,625	12.5%	15.0%
Total Fixed Income	*$4,498,331*	*36.7%*	*45.0%*
Domestic Equity			
TIAA-CREF Large Cap Value Index Fund	$1,117,512	9.1%	10.0%
TIAA-CREF Large Cap Growth Index Fund	$1,070,788	8.7%	9.0%
AMG MG Fairpointe Mid Cap Fund	$583,885	4.8%	5.0%
Nationwide Geneva Mid-Cap Growth Fund	$584,461	4.8%	5.0%
Nuveen NWQ Small Cap Value Fund	$118,096	1.0%	1.0%
Wasatch Small Cap Growth Fund	$123,572	1.0%	1.0%
TIAA-CREF Small Cap Blend Index Fund	$114,807	0.9%	1.0%
Cohen & Steers Real Estate Fund	$150,036	1.2%	2.0%
Vanguard REIT Index Fund	$150,351	1.2%	2.0%
Total Domestic Equity	*$4,013,508*	*32.7%*	*36.0%*
International Equity			
TIAA-CREF International Equity Index Fund	$1,103,876	9.0%	10.0%
DFA Emerging Markets Portfolio Fund	$237,327	1.9%	2.0%
DFA Emerging Markets Small Cap Fund	$228,621	1.9%	2.0%
MFS International New Discovery Fund	$214,107	1.7%	2.0%
DFA International Small Cap Value Fund	$200,091	1.6%	2.0%
Total International Equity	*$1,984,022*	*16.2%*	*18.0%*
Total Portfolio Market Value	**$12,255,289**	**100.0%**	**100.0%**
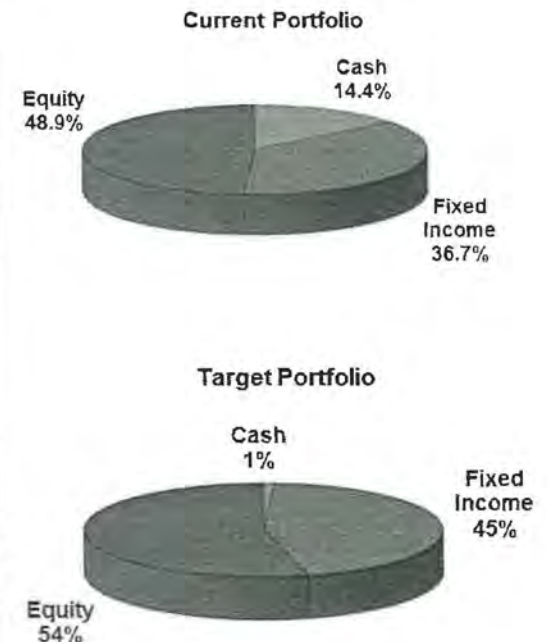
Current Portfolio

Cash 14.4%
Equity 48.9%
Fixed Income 36.7%

Target Portfolio

Cash 1%
Equity 54%
Fixed Income 45%

LIQUIDITY INVESTMENT ALLOCATIONS
FROM OCTOBER 2017 TO AUGUST 10, 2018

	October 2017		November 2017		December 2017		January 2018	
	$	%	$	%	$	%	$	%
Total Cash and Equivalents	$ 1,104,912	7.21%	$ 2,331,791	15.04%	$ 2,771,357	17.74%	$ 3,539,802	22.25%
Total Equity Securities	$ 7,985,005	52.10%	$ 7,340,936	47.33%	$ 7,047,721	45.12%	$ 6,988,220	43.93%
Total Fixed Income Securities	$ 6,235,258	40.69%	$ 5,835,903	37.63%	$ 5,801,884	37.14%	$ 5,379,711	33.82%
	$ 15,325,175	100.00%	$ 15,508,630	100.00%	$ 15,620,962	100.00%	$ 15,907,733	100.00%

	February 2018		March 2018		April 2018		May 2018	
Total Cash and Equivalents	$ 3,615,455	23.21%	$ 4,023,451	25.87%	$ 4,866,629	31.32%	$ 3,178,571	23.30%
Total Equity Securities	$ 6,509,479	41.78%	$ 6,298,167	40.50%	$ 5,931,274	38.17%	$ 5,862,258	42.97%
Total Fixed Income Securities	$ 5,454,070	35.01%	$ 5,228,298	33.62%	$ 4,740,693	30.51%	$ 4,601,335	33.73%
	$ 15,579,004	100.00%	$ 15,549,916	100.00%	$ 15,538,596	100.00%	$ 13,642,164	100.00%

	June 2018		July 2018		August 10, 2018		Total Change Since October 2017	
Total Cash and Equivalents	$ 3,201,454	23.48%	$ 1,759,428	14.33%	$ 1,755,632	14.27%	$ 650,720	58.89%
Total Equity Securities	$ 5,844,955	42.86%	$ 5,997,530	48.86%	$ 6,030,207	49.03%	$ (1,954,798)	-24.48%
Total Fixed Income Securities	$ 4,590,439	33.66%	$ 4,516,841	36.80%	$ 4,514,085	36.70%	$ (1,721,173)	-27.60%
	$ 13,636,848	100.00%	$ 12,273,799	100.00%	$ 12,299,924	100.00%	$ (3,025,251)	

‑MENT ›ANY	VALUE AS OF JUNE 30, 2018	GAIN/(LOSS) JULY**	GAIN/(LOSS) AUGUST	GAIN/(LOSS) SEPTEMBER	GAIN/(LOSS) OCTOBER	GAIN/(LOSS) NOVEMBER	GAIN/(LOSS) DECEMBER	GAIN/(LOSS) JANUARY	GAIN/(LOSS) FEBRUARY	GAIN/(LOSS) MARCH	GAIN/(LOSS) APRIL	GAIN/(LOSS) MAY	GAIN/(LOSS) JUNE
	$ 13,636,847.58	$ 136,952.13											
N/(LOSS)													
NCES:													
H BALANCE		$ 12,273,799.71											
TAL	$ 13,636,847.58	$ 12,273,799.71	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

y 2017, the University liquidated $1,500,000 from the TIAA portfolio. The proceeds from the liquidation were transferred to the University Operating Cash account to meet July and August 2018 cash needs.

‑MENT ›ANY	VALUE AS OF JUNE 30, 2017	GAIN/(LOSS) JULY**	GAIN/(LOSS) AUGUST	GAIN/(LOSS) SEPTEMBER	GAIN/(LOSS) OCTOBER	GAIN/(LOSS) NOVEMBER	GAIN/(LOSS) DECEMBER	GAIN/(LOSS) JANUARY	GAIN/(LOSS) FEBRUARY	GAIN/(LOSS) MARCH	GAIN/(LOSS) APRIL	GAIN/(LOSS) MAY++	GAIN/(LOSS) JUNE
	$ 17,484,245.47	$ 246,363.62	$ 21,257.99	$ 154,390.16	$ 118,917.76	$ 183,454.61	$ 112,332.73	$ 286,770.83	$ (328,729.36)	$ (29,087.46)	$ (11,320.80)	$ 103,568.81	$ (5,316.78
N/(LOSS)		$ 246,363.62	$ 21,257.99	$ 154,390.16	$ 118,917.76	$ 183,454.61	$ 112,332.73	$ 286,770.83	$ (328,729.36)	$ (29,087.46)	$ (11,320.80)	$ 103,568.81	$ (5,316.78
NCES:													
H BALANCE		$ 15,030,609.09	$ 15,051,867.08	$ 15,206,257.24	$ 15,325,175.00	$ 15,508,629.61	$ 15,620,962.34	$ 15,907,733.17	$ 15,579,003.81	$ 15,549,916.35	$ 15,538,595.55	$ 13,642,164.36	$ 13,636,847.58
TAL	$ 17,484,245.47	$ 15,030,609.09	$ 15,051,867.08	$ 15,206,257.24	$ 15,325,175.00	$ 15,508,629.61	$ 15,620,962.34	$ 15,907,733.17	$ 15,579,003.81	$ 15,549,916.35	$ 15,538,595.55	$ 13,642,164.36	$ 13,636,847.58

y 2017, the University liquidated $2,700,000 from the TIAA portfolio. The proceeds from the liquidation were transferred to the University Operating Cash account to meet July and August 2017 cash needs.
ıy 2018, the University liquidated $2,000,000 from the TIAA portfolio. The proceeds from the liquidation were transferred to the University Operating Cash account to meet May and June 2018 cash needs.

Status of Construction/Renovation Projects through July 31, 2018

Project	Status	Projected Budget	Funding Source
Advanced Technology Center/Technology and Industrial Buildings Rehabilitation	• Phase 1 scheduled substantial completion date 7/28/18. • The revised scope will include only the south portion (1978) of the ATC complex. This project will renovate the Plastics lab and create a new space for the Gaming program.	$ 3,881,000	State Capital
Athletic Complex (Rhodes Center)/Recreation, Student Health & Wellness	• The planned facility improvements include, but are not limited to: upgrading of the building's life safety systems, ADA access, and facility infrastructure; replacement of the original (circa 1983) pool filtration systems. • Phase 1A includes the pool filtration system and mechanical equipment as well as all new locker rooms. • Phase 1A budget is $1.2 million. Scheduled completion 9/18/18.	$ 7,150,000	Bond & Local
Library/CFA HVAC Renovation	• This will include evaluation of mechanical and building automation systems for both buildings, including air handling units, pumps, chillers, and controls. Once evaluation is complete, the systems will be replaced based on age of equipment, as well as energy consumption. • RFQ submissions being reviewed.	$ 1,100,000	State Capital
Facilities Campus Master Plan Update	• All buildings under evaluation as part of the Campus Facility Assessment. • Assessment complete. • Will be used to develop energy conservation projects and other basic renovation plans.	$ 80,000	State Capital

University Faculty Senate President Remarks
Friday, August 24th Board of Trustees Meeting

Included in the materials for the Academic and Student Affairs Committee was the updated completion plan. Although the word "faculty" is mentioned once in the document, the faculty at Shawnee State University made many of the advancements in the completion plan possible: the GEP revision, outreach to area high schools, the Bridge Program, the revised math pathways that better align math requirements to student academic goals. All of those activities required faculty involvement—and faculty delivered.

I mention these efforts at a time when there are serious conversations about significantly reducing the number of faculty at the institution. The faculty appreciate that the university is experiencing a significant decline in enrollment. However, in an environment in which everything can be itemized as a cost, it's important to keep in mind the following:

- The faculty have a long-standing stake in the health of the institution and make shared governance at Shawnee State possible. A significant reduction in faculty at our institution would irreparably harm our ability to work in the spirit of shared governance, which has implications for accreditation.
- The faculty at this institution are integral members of the community. A large number of faculty members devote their time to public service, lend their expertise at a range of non-profits, and find opportunities to integrate their research and teaching into community action.
- A significant number of students attend and persist in their studies at our institution because of the unique one-on-one engagement faculty provide. We research with our students, present and publish with our students, and work with our students as they intern and prepare for further studies and their careers. For my money, we connect with our students in a way unmatched by other universities in the state.
- A large reduction in faculty would harm the institution's ability to achieve its mission. At an institution with roughly 70% of the students being the first person in their family to attend college, preparing today's students for success in tomorrow's world requires the faculty engagement I spoke of.

The faculty I've spoken with in the last several weeks feel as if these points will be largely forgotten in the coming months and that the faculty are somehow being cast as the cause of the university's financial woes. To many faculty members, a conversation about reducing the ranks of faculty comes as a surprise. After all, we've spent significant sums of money on a number of initiatives. Through attending Board meetings in the last year, I understand the rationale for those expenditures when considered out of context. But the point faculty cannot wrap their heads around is why we made these spends absent stable enrollment figures. We've floated a bond, purchased expensive software, issued raises to some administrators, amassed an array of consultants—and done so without stable enrollment figures.

While faculty recognize that these decisions cannot be undone, we have grave fears for the direction of the institution.
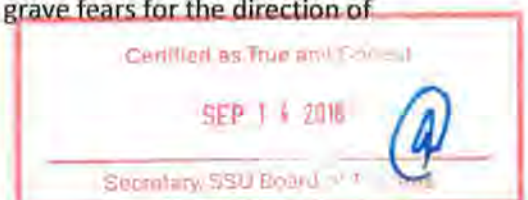
We're educators and we believe in learning. In that spirit, there are a few lessons that we hope we've learned in the last couple years that might help us as move forward:

1. Involve us in the process. Meaningfully. Faculty regularly grumble about being included on committees but not really being heard in those committees. That won't suffice. Not now. We can be cantankerous. We are ornery. But we need to be heard. The institution shouldn't wait until the invocation of an emergency clause in the collective bargaining agreement to obtain faculty feedback on the university's financial situation. The financial health of the institution should be much more transparent and shared with its stakeholders.

2. We think there's a lesson to be learned about planning. To many faculty members, it seems as if our enrollment declines have caught us off guard and that we've prepared for flat enrollments or modest increases. We should certainly do everything we can to increase enrollments. However, the faculty will have much more confidence in the institution's direction if we develop clear-eyed plans for different enrollment scenarios. What do we do, for example, if our enrollments decline by ten percent next year? What plans exist for a campus of 2700 students? Waiting until we arrive at that moment will likely result in unwise cuts and flailing actions, but a plan developed with university stakeholders, particularly the faculty, could result in less destabilization that could spiral into further enrollment declines.

3. The final lesson is about reaching out. I ask the Board and the administration to make a concerted effort to improve the financial footing of the institution through conversations that yield increases in state support. We teach students and we do a damned good job of it. We already do that job with few resources. The faculty has its criticisms of administration, but we also understand that the economic problems of the institution are also due in large part to funding policies at the state level that punishes this institution for teaching students who are just as capable and smart as students at other institutions. But they are students who are frequently the first person in their family to attend college who might need a little extra support and mentoring. We provide that support. That mentoring. And the level of state support should recognize our successes rather than punish Shawnee State for being a small, rural school in Appalachia. As a faculty member, I've contacted our state representatives and state senator, but I've yet to have them return my messages. However, as individuals with some power and influence, I ask of you to reach out and be our advocates because I think they might return your messages.

Finally, I ask that our Board and our leadership remember that the faculty are part of the solution to the university's problems and we're doing much good. The completion plan effort is one example and recent efforts to become more active in recruitment and marketing is another. We hope that we are seen not as a line item on a spreadsheet, but a resource and partner in fulfilling the university's mission.