

**SHAWNEE STATE UNIVERSITY  
BOARD OF TRUSTEES**

**Meeting Minutes  
December 14, 2018**

**Call to Order**

Chairperson Hartop called the meeting to order at 11:42 a.m. noting the meeting was in compliance with RC § 121.22(F).

**Roll Call**

Members Present: Ms. Hartop, Mr. Edwards, Mr. Evans, Mr. Furbee, Ms. Hash, Mr. Howarth, Mr. Watson, Ms. Heresh, Mr. Rappold

Members Absent: Dr. White, Mr. Williams

**Approval of the of the October 12, 2018 Board Meeting Minutes**

Mr. Evans moved and Mr. Watson seconded the motion to approve the October 12, 2018 minutes. Without discussion, the Board voted unanimously to approve said minutes.

**Approval of the of the November 20, 2018 Board Meeting Minutes**

Mr. Watson moved and Mr. Edwards seconded the motion to approve the November 20, 2018 minutes. Without discussion, the Board voted unanimously to approve said minutes.

**Approval of the December 14, 2018 Revised Agenda**

Ms. Hash moved and Mr. Evans seconded the motion to approve the December 14, 2018 revised agenda as presented. Without discussion, the Board voted unanimously to approve the December 14, 2018 revised agenda.

**Consent Agenda**

Chair Hartop directed the Board to review the following action items on the Consent Agenda and asked if anyone wished to remove any items from the Consent Agenda:

1. Resolution F19-18, Approval of FY2018 Efficiency Report
2. Resolution ASA09-18, Approval of 2019-2020 Academic Calendar and the Amended Summer 2019 Academic Calendar
3. Resolution ASA10-18, Approval of Policy 3.20Rev University Housing as amended

There being no objections, Chair Hartop declared that items 1-3 remained on the agenda and were therefore adopted by unanimous consent.

### **Executive Committee Report**

Mr. Watson reported on behalf of the Executive Committee:

The Executive Committee met this morning at 8:30 a.m. and entered executive session to discuss the employment and compensation of the Interim President and ratifying the appointment of Interim Provost and VP.

1. Resolution E07-18, Authorizing Board Chair to Execute Employment Contract with Dr. Jeffrey A. Bauer as Interim President, authorizes the Board Chair to execute an employment contract with Dr. Jeffrey A. Bauer, who was appointed Interim President on September 14, 2018. Mr. Watson moved and Mr. Edwards seconded the motion to approve Resolution E07-18. Without discussion, the Board voted unanimously to approve the resolution.
2. Resolution E08-18, Ratifying Appointment of Interim Provost/VP for Academic Affairs and Authorizing Interim President to Execute Employment Contract with Dr. Becky Thiel, authorizes the Interim President to execute an employment contract with the Interim Provost/VP for Academic Affairs. Mr. Watson moved and Mr. Edwards seconded the motion to approve Resolution E08-18. Without discussion, the Board voted unanimously to approve the resolution.

There was no other business before the executive committee and the meeting adjourned following executive session.

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

Ms. Hash reported on behalf of the Academic and Student Affairs Committee:

The Academic and Student Affairs Committee met this morning and approved the following action items: Resolution ASA09-18, Approval of 2019-2020 Academic Calendar and the Amended Summer 2019 Academic Calendar; and Resolution ASA10-18, Approval of Policy 3.20Rev University Housing as amended. These resolutions have already been approved by consent of this Board earlier in this meeting. The Committee also heard the following information items:

1. Dr. Becky Thiel, Provost and Vice President for Academic Affairs, presented the Academic Affairs executive report and announced that the annual SSU Pre-Med Day is going on today, with 112 students registered. On November 29, the Department of Natural Sciences hosted the Evening of Science to showcase their various programs to current and prospective students and parents. This afternoon, Fall Commencement will be held with 180 graduates. Dr. Chris Kacir, Dean of University College, and Ms. Jennifer Hammonds, Registrar, are working with the University of the Air Force to provide online General Education courses for their students. The AQIP on-site review results have not yet arrived from the institutional accreditation visit in September. The attached report as presented by Dr. Thiel was entered into the record and attached to the minutes.

2. Dr. Chris Kacir, Dean of University College, provided an update on the development of online programming and the Learning House partnership for online course offerings that is slated to begin during the second half of spring semester 2019.
3. Ms. Jennifer Hammonds, Registrar, presented a Fall 15-Day enrollment report that is entered into the record and attached to the minutes.
4. Mr. Bill Rockwell, Executive Director of Auxiliaries & Business Operations, presented a report on Housing & Residence Life that is entered into the record and attached to the minutes.
5. Ms. Amanda Means, Assistant Director of Admissions, reported on Admission Activities.
6. Mr. Eric Braun, VP for Advancement & Institutional Relations, reported on activities in the division and that report is entered into the record and attached to the minutes.

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

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

The Finance & Administration Committee met this morning and approved the following action items: Resolution F19-18, Approval of FY2018 Efficiency Report, which had already been approved by consent of this Board earlier in this meeting, and

1. Resolution F18-18, Acceptance of Shawnee State University's FY2018 Financial Report. Mr. Watson moved and Ms. Hash seconded the motion to approve Resolution F18-18. Without discussion, the Board voted unanimously to approve the resolution.
2. Resolution F20-18, Authorizing Administration to move forward with the sale of the presidential residence, authorizes administration to move forward with the steps necessary for the sale of the presidential residence. Mr. Watson moved and Mr. Howarth seconded the motion to approve Resolution F20-18. Without discussion, the Board voted unanimously to approve the resolution.

The Committee also heard the following information items: a presentation and discussion with representatives from Plante Moran regarding their audit of Shawnee State University's FY2018 financials; Dr. Elinda Boyles, VP for Finance and Administration, and Malonda Johnson, Director of Human Resources, gave a briefing on FY2019 operating budget and cost-saving measures; Mr. Greg Ballengee, Controller, updated on the University's cash reserves investment portfolio and projected cash needs; and Dr. Boyles gave a capital projects status report.

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

None

#### **President's Report**

Interim President Bauer highlighted the importance of commencement in the life of a university.

Dr. Bauer provided an update regarding the ongoing reorganization to reduce expenses, while at the same time making investments in marketing, recruiting, and curriculum delivery. He also emphasized the challenge of reducing health insurance expenses.

The report as presented by Dr. Bauer is entered into the record and attached to the minutes.

### **New Business**

None

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

Mr. Aaron Carpenter, CWA President, announced that his constituency had concerns about actions being taken at the university. Chair Hartop inquired as to specific concerns or issues. Mr. Carpenter did not respond with specifics but rather that there would be ramifications for the Board if the administration continues.

### **Faculty Senate Report**

Dr. Marc Scott, University Faculty Senate President, added support for the President's statement on diversity and strength of the campus and then presented a Senate activities report including the following items: At the October Faculty Senate meeting, Eric Braun presented information about recruitment changes that have taken place and the information was well received; Faculty Senate updated their committee structure to assist with down-sizing the president's committees; The Faculty Senate Leadership is concerned about warehousing of programs. They have extended an offer to the Provost and President to work on revising the program warehousing process; The Faculty Festival of Achievement will take place on February 19-22, 2019. The report as presented by Dr. Scott is entered into the record and attached to the minutes.

### **Executive Session**

None

### **Other Business**

Mr. Scott Evans announced that he has been appointed a Scioto County Assistant Prosecutor.

### **Adjournment**

The Board was adjourned by acclamation at 12:02 p.m.

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Chairperson, Board of Trustees

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Secretary, Board of Trustees

**RESOLUTION F19-18**  
**APPROVAL OF**  
**FY2018 EFFICIENCY REPORT**

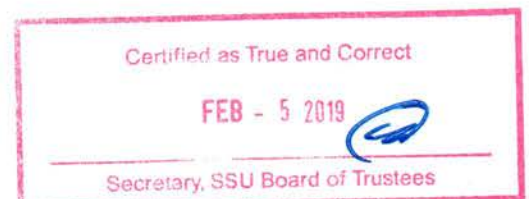
WHEREAS, Ohio higher education institutions are required to annually submit an efficiency report to the Ohio Department of Higher Education (ODHE); and

WHEREAS, in order to comply with the legislated due date, the University's FY2018 Efficiency Report (attached) was submitted to ODHE in draft form pending approval by the Board of Trustees; and

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

THEREFORE, BE IT RESOLVED the Board of Trustees of Shawnee State University approves the FY2018 Efficiency Report.

(December 14, 2018)





Department of  
Higher Education

John R. Kasich, Governor  
John Carey, Chancellor



Affordability & Efficiency

## FY18 Efficiency Reporting Template

### Introduction:

Ohio Revised Code section 3333.95 requires the Chancellor to maintain an Efficiency Advisory Committee, composed of members from each of Ohio's public colleges and universities. The purpose of this committee is to generate institutional efficiency reports for campuses, identify shared services opportunities, streamline administrative operations, and share best practices in efficiencies among institutions. Each report must be based on the recommendations of the Ohio Task Force on Affordability and Efficiency in Higher Education, as established by the Governor's executive order, and shall benchmark and document institutional progress toward implementing the recommendations of the Task Force as compared to the institution's prior fiscal year efficiency report. Additionally, House Bill 49, section 381.550 requires that the board of trustees of each public institution of higher education approve the institution's efficiency report submitted to the Chancellor. Given the due date of this report, you may submit your Board approval at a later date.

There are several additional reporting requirements this year. The FY18 reporting template now includes a section on efficiencies gained as a result of the Regional Compacts that are required under ORC Section 3345.59. In addition, Ohio Revised Code Section 3333.951(C) requires Ohio's public colleges and universities to report their efforts toward reducing textbook costs for students, and Ohio Revised Code Section 3333.951(D) requires Ohio's public colleges and universities to conduct a study to determine the current cost of textbooks for students enrolled in the institution.

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

- **Section I: Efficiencies** – The first section captures practices likely to yield significant savings that can then be passed on to students. This includes Procurement, Administrative/Operational, Energy, and Regional Compacts.
- **Section II: Academic Practices** – This section covers areas such as textbooks, time-to-degree incentives, and academic course and program reviews. While improvements to academic processes and policies may not convey immediate cost savings to the college/university, there will likely be cost savings and/or tangible benefits that improve the quality of education for students.
- **Section III: Policy Reforms** – This section captures additional policy reforms recommended by the Task Force.
- **Section IV: Students Must Benefit** – Section IV corresponds to Master Recommendation 1. This section asks you to provide cost savings and/or resource generation in actual dollars for each of the recommendations. Furthermore, colleges and universities must advise if the savings have been redeployed as a cost savings to students or if they offered a benefit to the quality of education for students.



- **Section V: Five-year goals** – Finally, Section V corresponds to Master Recommendation 2. This section is designed to allow each college/university to benchmark its respective five-year goals to its actual institutional cost savings or avoidance. Furthermore, in the spirit of continuous improvement, this section allows you to revise and/or update your five-year goals as needed.

#### **Identifying Efficiencies Gained and Results from Implementing Recommendations**

Many of Ohio's colleges and universities have implemented a majority of the Task Force recommendations to date. Furthermore, several of the recommendations were never intended to be exercised annually; however, portions may be implemented over several years or revisited as needed. **The purpose of this reporting template is twofold – 1) to capture the implementation status of these recommendations, and 2) to capture efficiencies gained due to the implementation of these recommendations.** Efficiencies gained illustrate the results or benefits of implementing the recommendations. Therefore, even if you have previously implemented a recommendation but have not done so in FY18, please include in your response how the implementation has continued to impact your operations to date.

#### **Examples of efficiencies include:**

- Direct cost savings to students
- Direct cost savings to the college/university
- Cost avoidance to the college/university
- Tangible benefits to students (i.e. increased advising, student services, academic achievements)
- Revenue generated for the college/university
- Course and program completion rates
- Graduation rates
- Number of steps reduced in a process and/or handoffs
- Fraction of graduates with experiential learning as part of their degree program
- Opportunities and training for faculty
- Improved value and quality for students

These are examples only. Feel free to provide results you deem appropriate and tailor efficiencies to address each recommendation.

ODHE recognizes one size does not fit all, and each of the colleges/universities have responded and will respond differently to the recommendations. Therefore, the questions are intended to capture all potential statuses of implementation. When responding to the recommendations, first identify your respective college/university's implementation status, and then you need only to respond to the corresponding question(s) that address your implementation status. Finally, please note that this is only a template. Feel free to respond to the Task Force recommendations in any additional ways you believe necessary.

Please contact Sara Molski at 614-728-8335 with any questions. Please submit your reporting template by email to [smolski@highered.ohio.gov](mailto:smolski@highered.ohio.gov) by **Friday, September 28, 2018.**

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# Shawnee State University

## Section I: Efficiency Practices Procurement

**Recommendation 3A | Campus contracts:** Each college/university must require that its employees use existing contracts for purchasing goods and services, starting with the areas with the largest opportunities for savings.

**Note:** *Once fully implemented, this exercise is not necessary to conduct annually.*

Please identify your institution's implementation status.
<b>Implemented recommendation in FY18</b>
Please briefly explain your implementation status.
Purchase approval processes are in place that meet this requirement.
If you have not implemented this recommendation to date, please explain.

**Recommendation 3B | Collaborative contracts:** Ohio's colleges and universities must pursue new and/or strengthened joint purchasing agreements in the following categories:

- Copier/printer services
- Computer hardware
- Travel services
- Outbound shipping
- Scientific supplies and equipment
- Office supplies and equipment

	Did the college/university participate in joint contracts in FY18? [yes, no, worked toward]	Monetary Impact
Contract Type Copier/printer services	No	Equipment and service pricing was more favorable with current vendor; savings will also be realized through the reduction of desk top printers and by managing student printing.

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Computer hardware	Yes	FY18 savings through IUC contract is \$70,000
Travel services	No	No Change from 2017
Outbound shipping	No	No Change from 2017-insufficient volume
Scientific supplies & equipment	Yes	FY18 savings through IUC contract is \$10,600
Office supplies & equipment	Yes	FY18 savings through IUC contract is \$43,000.
Otis	Yes	SSU had an existing contract with Otis. After the IUC-PG contract was awarded to Otis, SSU was able to negotiate an additional 7% off of the IUC-PG price. This resulted in a total of 10% reduction to the current contract (\$3,200 savings)
Enterprise Rental	Yes	FY18 savings through IUC contract is \$14,000
Inter-University Council-Insurance Consortium	Yes	Estimated savings - \$191,638

### Assets and Operations

**Recommendation 4 | Assets and operations**

**4A Asset review:** Each college/university must conduct an assessment of its noncore assets to determine their market value if sold, leased, or otherwise repurposed. Where opportunities exist, colleges and universities must consider coordinating these efforts with other colleges and universities to reap larger benefits of scale. Please complete the section that aligns with the implementation status of your college/university.

**Note:** *Once all assets are fully reviewed, this exercise is not necessary to conduct annually.*


Please identify your institution's implementation status.

**Implemented recommendation in FY18**

Please briefly explain your implementation status.

The assessment was conducted in 2016 and there are no substantial changes to the 2017 response.

If the college/university has not implemented this exercise to date, please explain.

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**4B Operations review:** Each college/university must conduct an assessment of non-academic operations that might be run more efficiently by a regional cooperative, private operator, or other entity. These opportunities must then be evaluated to determine whether collaboration across colleges and universities would increase efficiencies, improve service, or otherwise add value. Please complete the section that aligns with the implementation status of your college/university.

**Note:** *Once all operations are fully reviewed, this exercise is not necessary to conduct annually.*

Please identify your institution's implementation status.  
**Progress made on implementing recommendation in FY18**  
 Please briefly explain your implementation status.  
 Ongoing assessments resulted in changes to some non-academic operations, realizing some savings and/or more efficient use of university personnel include: 1) university housing summer cleaning; moving services for major moves that exceed 4 hours duration; adoption of a maintenance apprentice program for succession planning; adoption of Fellow program for succession planning in four key areas (budget, payroll, HR, accounting).  
 If the college/university has not implemented this exercise to date, please explain.

**4C Affinity partnerships and sponsorships:** Colleges and universities must, on determining assets and operations that are to be retained, evaluate opportunities for affinity relationships and sponsorships that can support students, faculty, and staff. Colleges and universities can use these types of partnerships to generate new resources by identifying "win-win" opportunities with private entities that are interested in connecting with students, faculty, staff, alumni, or other members of their communities. Please complete the section that aligns with the implementation status of your college/university.

Did the college/university initiate any new partnerships or sponsorships in FY18? If yes, please complete the below table for those new relationships.

Existing Partnerships/Sponsorships	Description
Portsmouth City Schools MOU	SSU partners with the Portsmouth City Schools (PCS) to utilize some of their athletic facilities and PCS to utilize SSU facilities. This agreement allows SSU to use their track & field complex, their gymnasium, and their baseball field. There is no charge to the University which results in an annual savings of \$20,000. This agreement also strengthens our relationship with the local community as PCS has realized significant savings by utilizing SSU facilities. Further, several local schools would not be able to offer a swim team without the use of our pool facility

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<p>City of Portsmouth Health Department</p>	<p>SSU Counseling &amp; Health Services has a partnership with the City of Portsmouth Health Department. Within this partnership the City Health Department provides free 20 minute HIV testing to students each fall and spring semesters. This testing takes place on campus to increase convenience to students and is completely funded by the City Health Department. When compared to the cost of purchasing individual HIV Home Testing Kits this results in a savings of approximately \$8,000 per academic year.</p>
<p>King's Daughters Medical Center</p>	<p>SSU partners with King's Daughter's Medical Center to provide basic medical services to students. During fall of 2017 KDMC provided approximately 305 physicals to SSU students. Of these 285 were provided at no cost to students. The remaining 20 were provided at a cost that is significantly less than usual and customary when physicals are obtained through family physicians. Additionally, this service is provided on campus further reducing expenses to students incurred by travel/transportation to and from appointments. Traditionally physicals have been funded by the SSU athletic department. However, Without SSU covering the cost of athletic physicals student athletes would have incurred a cost of \$11,000. However, cost to student athletes were avoided completely.</p>
<p>Barnes &amp; Noble</p>	<p>Barnes &amp; Noble will pay Shawnee State University a percentage of gross sales at the Bookstore. SSU realizes an annual commission of approximately \$200,000 from this agreement. Barnes &amp; Noble will also provide for a \$5,000 annual scholarship to SSUDF.</p>
<p>Lindsay Wilson College</p>	<p>The SSU Office of Counseling &amp; Health Services has an ongoing MOU with Lindsey Wilson College School of Professional Counseling through which Master's level Counseling Interns are provided each year (2011 – 2018). This program increases the number of clinical service hours available to students with a minimal investment from SSU. This results in an estimated cost savings to SSU of \$17,000 in compensation plus benefits.</p>
<p>Grace College</p>	<p>The SSU Office of Counseling &amp; Health Services is in the second year of MOU with Grace College through which Master's level Counseling Interns are provided. This program increases the number of clinical service hours available to students by approximately 1,000 hours and requires minimal investment by SSU. This results in an estimated cost savings to SSU of \$14,000 in compensation plus benefits annually.</p>
<p>Neal and Vicki Hatcher, Inc.</p>	<p>Public/private partnership for student housing with partner maintaining all operating cost and revenue sharing back to the university. The University receives a portion of the revenue in the form of management fees. SSU receives a 10% management fee on all private-owned housing receipts. This developer also provides an average of \$10,000 in annual housing scholarships to SSU students.</p>

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Sodexo	Sodexo pays Shawnee State University an annual fixed commission based upon number of meal plan participants. This agreement results in an annual commission of approximately \$140,000.
Southern Ohio Performing Arts Association (SOPAA)	An MOU with 501(c)(3) Southern Ohio Performing Arts Association (SOPAA) generates revenue from shared sponsorships and savings through shared promotional and advertising costs with the university at the Vern Riffe Center for the Arts. Approximate annual gross revenue is \$229,000
* Nationwide Insurance	Our affinity partnership with Nationwide Insurance generates in excess of \$10,000 per year in royalty payments from the recognition of premiums paid by alumni, faculty, and staff policy holders.
*Angstrom Materials	This partnership was formed between Angstrom Materials and our Plastics program whereby SSU provides contracted services to the company for a fee. This agreement generated \$7886 last year.
*GeoTech	This partnership was formed between GeoTech and our Plastics program whereby SSU provides contracted services to the company for a fee. This agreement generated \$5486 last year.
If the college/university has not implemented this exercise to date, please explain.	

**Administrative Practices**

**Recommendation 5 | Administrative cost reforms**

**5A Cost diagnostic:** Each college/university must produce a diagnostic to identify its cost drivers, along with priority areas that offer the best opportunities for efficiencies. This diagnostic must identify, over at least a 10-year period:

- Key drivers of costs and revenue by administrative function and academic program;
- Distribution of employee costs — both among types of compensation and among units;
- Revenue sources connected to cost increases — whether students are paying for these through tuition and fees, or whether they are externally funded;
- Span of control for managers across the college/university — how many employees managers typically oversee, by the manager’s function; and
- Priority steps that would reduce overhead while maintaining quality — which recommendations would have the most benefit?

**Note:** *Once a full cost diagnostic has been performed, this exercise is not necessary to conduct annually.*

SSU completed its 10-year cost diagnostic in 2016

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Please provide details on the result(s) of the assessment. What are the cost drivers, based on the categories above? Please discuss the college/university's priority areas that offer the best opportunities for the recommendation.

If the college/university has not performed this exercise to date, please explain why.

**5B Productivity measure:** While the measure should be consistent, each college/university should have latitude to develop its own standards for the proper level of productivity in its units. This will allow, for instance, for appropriate differences between productivity in high-volume environments vs. high-touch environments.

What steps has the institution taken to improve productivity in FY18? Please discuss any updates to the utilization of process/continuous improvement methodologies such as Lean Six Sigma.

Shawnee State's Productivity Measure score continues to remain among the top scores when compared to other institutions. Please see response to 5C for major productivity improvements.

**5C Organizational structure:** Each college/university should, as part or because of its cost diagnostic, review its organizational structure in line with best practices to identify opportunities to streamline and reduce costs. The college/university reviews should consider shared business services — among units or between college/university, when appropriate — for fiscal services, human resources, and information technology.

*Note: Once fully implemented, this exercise is not necessary to conduct annually.*

Did the college/university evaluate its organizational structure in FY18? If yes, please provide an overview of the process used and the key outcomes. If no change from FY17, please indicate.

The University has experienced operational efficiencies and department restructuring with the implementation of DocuSign, an electronic signature tool, and Oracle Cloud products for financials, human resources, payroll, procurement, and budgeting. The automated approval workflow and cloud based self-service functionality has generated close to \$1ML in productivity savings (through staff reductions and/or staff redirection to other needs) for year one.

Shawnee State has also developed a plan to reduce FY2019 expenses by 6ML (approximately 2ML in non-compensation and 4ML in compensation expenditures). This plan involves major reorganization of operational units, elimination or modification of vacant positions, major health plan revisions, university closure during spring break, reductions in force in all groups, voluntary retirement incentive plan, focused academic program reviews identifying program eliminations and addition of new programs, and reductions in contractual supplemental assignments. Leadership has engaged the campus community to identify other cost reduction strategies that will allow the University to achieve its goal, while protecting student programs and services.

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If the college/university previously implemented this recommendation and saw efficiencies gained in FY18, please identify and include cumulative savings.

**5D Healthcare costs:** A statewide working group should identify opportunities to collaborate on health-care costs.

What initiatives or plan changes did the college/university implement in FY18 to manage or reduce healthcare costs?

Shawnee State has continued to work extensively with its benefits consultants during FY2018 to identify and refine strategies to help contain health care costs and improve the overall health of its population. The University's health and wellness strategic plan focused on the following initiatives:

- participation in a group purchasing consortium with colleges within the southwest Ohio market
- Delivery of an on-site health clinic to implement wellness initiatives
- Implementation of stronger and targeted disease management education and outreach efforts
- Adoption of tiered networks to steer members to lower cost health care providers
- Realignment of plan design and contribution strategy (projected savings of \$400K for FY2019).

Has the college/university achieved any expected annual cost savings through healthcare efficiencies in FY18? Please explain how cost savings were estimated.

**5E Data centers:** The college/university must develop a plan to move its primary or disaster recovery data centers to the State of Ohio Computer Center (SOCC).

Please identify your institution's implementation status:

**Progress made on implementing recommendation in FY18**

SSU has its current DR co-location at Wright State University via an active Service Level Agreement with OARnet. Additionally, SSU has moved much of its mission critical systems including its ERP (Financials and HCM) and student recruiting to the Oracle Cloud services, and its learning management system (LMS) to the Blackboard cloud. Both vendors provide industry standard best practices for security, backup and redundancy.

If the college/university previously moved its data center to the SOCC, please identify efficiencies gained, including monetary savings or enhanced security.

If the college/university has not implemented this recommendation to date, how is it addressing systems security and redundancy issues?

**5F Space utilization:** Each college/university must study the utilization of its campus and employ a system that encourages optimization of physical spaces. Please complete the section that aligns with the implementation status of your college/university.

**Note:** *This exercise is not necessary to conduct annually.*

Please identify your institution's implementation status. <b>No change from prior year's report</b>
Please briefly explain your implementation status.
If the college/university implemented this recommendation in FY18, please provide an overview of the process used and the key outcomes, including efficiencies gained.
If the college/university previously implemented this recommendation and saw efficiencies gained in FY18, please identify and include cumulative savings.
If the college/university has not performed this exercise to date, please explain why.

**Energy**

**Energy Efficiencies** seek to refine sustainable methods utilized by the college/university to procure and use energy (resulting in more efficient use of energy), including but not limited to lighting systems, heating & cooling systems, electricity, natural gas, and utility monitoring.

<b>FY18 Projects/Initiatives</b>	<b>Efficiencies Gained, including Monetary Impact</b>
<b>Energoc</b>	SSU has entered into an agreement with EnerNoc to reduce electric load in the event of a brown out and other critical event defined by our utility supplier. This process includes an annual test of the load curtailment that nets SSU approximately \$30, 000 that involves a reduction of the load. If called upon to participate in an actual event, SSU could realize additional savings. SSU also uses EnerNoc to conduct reverse auctions for gas and electric pricing.
<b>AEP</b>	SSU actively participates in the AEP Gridsmart program. This program has resulted in approximately \$4,800 in savings on electrical projects this year.
<b>Consumption Reduction</b>	In an effort to continue reducing consumption, occupancy sensors are installed to control HVAC and lighting in all building renovations. These efforts are the continuation of the estimated \$600,000 in energy cost savings that have been realized in the past.

Have you gained efficiencies in FY18 from previously implemented projects/strategies? If yes, please discuss cumulative efficiencies gained.

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**Regional Compacts**

Ohio Revised Code Section 3345.59 requires regional compacts of Ohio's public colleges and universities, with an executed agreement in place by June 30, 2018 for colleges and universities to collaborate more fully on shared operations and programs. Per O.R.C. §3345.59 (E) colleges and universities shall report within their annual efficiency reports the efficiencies gained as a result of the compact.

ODHE recognizes the regional compacts were due to be in place by June 30, 2018; therefore, please discuss your projected efficiencies gained as a result of each of the categories within the compact.

Category	Description	Monetary Impact
Reducing duplication of academic programming	SSU has eliminated 16 academic programs in the past two years. Four of those programs were duplicative with programs offered by our nearest regional partner institution, Ohio University.	\$242,000 annually
Implementing strategies to address workforce education needs of the region	<p>Shawnee State University will be a leader in regional entrepreneurship when our new Kricker Innovation Hub opens at 221 Chillicothe Street in downtown Portsmouth in late September 2018. The facility will promote entrepreneurship, innovation, and creativity in the region.</p> <p>Expansion of online programs. SSU will launch four online programs in spring 2019. Will develop 15 – 20 programs in the next 5 years.</p> <p>Renovation of Health Professions facilities. The University has completed a multi-million dollar renovation of three buildings providing new, updated facilities for Occupational Therapy, Nursing, Physical Therapy, Business, Plastics Engineering Technology, and Advanced Manufacturing.</p> <p>Offering Occupational Therapy Assistant (OTA) program at Southern State Community College (proposed). The OTA program is one of the few in this region. The satellite site will open up opportunities for students interested in OTA who live north and west of SSU's campus and would have difficulty making the commute.</p>	

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	<p>SSU is finalizing a survey with Institutional Research to survey regional businesses for their workforce needs as well as preferred schedules and platforms.</p> <p>Partnerships with Hondros and Ed2Go will provide online options for career fields not currently being served by SSU in areas such as pre-real estate licensing and insurance.</p> <p>Free workshops are being provided through the Kricker Innovation Hub with our partners such as the LIGHTS Regional Innovation Network, and Workforce &amp; Business Development Program (Pike Community Action of Pike County), and the Ohio State University Endeavor Center.</p>	
<p>Sharing resources to align educational pathways and to increase access within the region</p>	<p>By extending and broadening collaborations of the Southeast Regional Compact, the institution's will strive to develop strategies to:</p> <ul style="list-style-type: none"> <li>• Increase the efficiency of academic, financial, and administrative operations to manage cost and support greater access and opportunities for students in the region, and greater collaboration between institutions</li> <li>• Strengthen and expand educational pathways to help increase the number of students from a variety of educational backgrounds in the region earning a postsecondary credential in a timely way, including clear transfer pathways, one-year pathways, 3+1 options, and alternative mathematics pathways, while eliminating unnecessary duplication of academic programming;</li> <li>• Support the workforce education needs of the region and students by enhancing career counseling and experiential learning opportunities, and by working with community partners as appropriate to the region and student population</li> <li>• Share information and explore collaborations on curricular innovations, such as competency-based, competency-principled, and team-based learning, as well as open educational resources and online delivery of courses</li> <li>• Share information and explore collaborations on innovation in research and development</li> </ul>	

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<p>Reducing operational and administrative costs to provide more learning opportunities and collaboration in the region</p>	<ul style="list-style-type: none"> <li>• Include collaboration with regional campuses in the above areas, especially between those institutions that are co-located</li> </ul>
<p>Enhancing career counseling and experiential learning opportunities for students</p>	<p>SSU is in the process of a major downsizing and restructuring effort designed to reduce operational and administrative costs. Initial cost savings will be realized in FY19.</p> <p>Co-locating Career Services and Academic Advising.</p> <p>SSU works with regional employers to identify career and internship opportunities as well as apprenticeship needs. One recent success story is Cincinnati Milacron who hired two Shawnee State graduates for their new apprenticeship program, and plan to recruit more for another round of the program which begins in January 2019.</p> <p>SSU recently became a member of the Ohio Technet which works with employers in the state to better align higher education and training with industry needs for Advanced Manufacturing in Ohio. Ohio TechNet works to better identify the most pressing needs of businesses and accelerate training programs to fill the skills gap. SSU is in support of this group's collaborative application for the federal Scaling Apprenticeship Through Sector-Based Strategies program.</p> <p>SSU works with state organizations to recruit SSU students and regional employers into their internship programs. Examples include the Ohio Development Services Agency's Diversity and Inclusion Technology Internship as well as the Ohio Export Internship Program.</p> <p>SSU makes a career platform available for employers to post internship, co-op, and apprenticeship opportunities. In addition, Career Services hosts career fairs which also provide opportunities for employers to interview students for career and internship opportunities. A new platform</p>


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<p>Expanding alternative education delivery models such as competency-based and project-based learning</p>	<p>(Handshake) will be implemented by January 2019 to improve this process.</p>
<p>Implementing strategies to increase collaboration and pathways with information technology centers, adult basic and literacy education programs and school districts in your region</p>	<p>SSU will pilot a Computer Engineering CBE Course in 2019.</p> <p>Kricker Innovation Hub (see description above)</p> <p>SSU is working with the Scioto County Career Technical Center to streamline the transition of their Licensed Practical Nurses graduates into our Associate Degree of Nursing program. When this effort is complete, the LPN transfers will no longer be required to retake Anatomy and Physiology coursework. This helps to make more students available for local hospital employment needs.</p> <p>SSU worked with the Scioto County CTC to develop the Woodworking Workforce Training Partnership, a collaborative diverse group that worked together to provide strategic education pathways to support the wood product industry. This resulted in a stackable industrial management curriculum from a secondary certificate to a bachelor's degree.</p> <p>SSU is currently participating on the Ohio Cyber Collaboration Committee to help fill the gap between the ~7,000 available Information Technology positions in the state of Ohio and the skills/students that are needed to fill these jobs. This will include potentially hosting a cyber range that could be used by K-12 and CTC students as well as regional employers. SSU also developed a cybersecurity minor to respond to regional industrial needs and is working on additional concentrations, and the university plans to host a Capture the Flag exercise, a competition between security professionals and students learning about cybersecurity.</p>

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	<p>SSU is working with local school districts to promote entrepreneurship by hosting and helping to coordinate the Glockner Dare to Dream high school regional pitch competition. The university is also working with Portsmouth Jr. High to implement the Ice House entrepreneurial mindset program.</p> <p>Moved adult basic education program to University Student Success Center</p>	
<p>Enhancing the sharing of resources between institutions to improve and expand the capacity and capability for research and development</p>	<p>As active members of the Southeast Regional Compact, we commit to the following:</p> <ul style="list-style-type: none"> <li>• Continue to host at least one regional summit each year to bring together members of the Southeast Compact to address the issues and goals above. The Transfer Summit organized and hosted at Washington State Community College in March 2018 is an exemplary model for these regional summits.</li> <li>• Identify gaps and opportunities for new collaborations, and form cross-institutional task forces with clear outcomes, institutional leads, and timelines to address gaps and opportunities as they arise.</li> <li>• Include partners from K-12 education, the community, government entities, corporate entities and industry, and others as appropriate to address the issues and goals articulated above.</li> <li>• Share best practices across institutions related to the issues and goals articulated above.</li> <li>• Continue to establish collaborations beyond the members of the Southeast Compact to better serve the students of the entire state of Ohio as well as those students from outside the state who choose to continue their education in Ohio.</li> <li>• Provide subsequent reports of the efficiencies and educational gains achieved as result of these compacts in each institution's annual efficiency report to the Chancellor of Higher Education, as required by the Ohio Revised Code (Section 3345.59).</li> </ul>	

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Identifying and implementing the best use of university regional campuses	N/A

## Section II: Academic Practices

### Recommendation 6 | Textbook Affordability

**6A Negotiate cost:** Professional negotiators must be assigned to help faculty obtain the best deals for students on textbooks and instructional materials, starting with high-volume, high-cost courses. Faculty must consider both cost and quality in the selection of course materials.

Please identify your institution's implementation status:

**Progress made on implementing recommendation in FY18**

Please briefly explain your implementation status.

The University receives assistance from its Barnes and Noble (B&N) representative to help faculty obtain the best deals for students on textbooks and instructional materials. For Fall of 2018, the University launched a trial of the Inclusive Access model in 14 classes. Approximately 658 students participated in this trial which resulted in a savings of approximately \$72,865 in textbooks. In addition, these students had access to the course materials on the first day of class. The B&N contract ends in spring 2019 and the University is now reviewing the potential move to a virtual bookstore.

The University established a Textbook Affordability Committee composed of faculty and staff to determine future initiatives to improve textbook affordability. Currently, the University offers textbook rentals, multiple formats, open-source materials, bundling, custom textbooks, common textbooks for large, multi-section courses, and library reserve to reduce costs to students. The Textbook Affordability Committee conducted a survey of faculty members to gauge interest in the issue of textbook affordability. The survey also gathered data on the many strategies faculty currently use to reduce textbook costs. The examples below highlight the courses where savings were realized by Shawnee State University students:

- o NTSC Scientific Reasoning and Methodology – Course readings, print and electronic, 300 students
- o Introduction to STEM Programming – Instructor written open text, 60 students
- o Mathematics 1200 College Algebra – Open Text, 120 students
- o Mathematics 1250, 2110, 2120 – Open Text, 180 students
- o Philosophy and Ethics courses – Course readings, 180 students
- o American History to 1965 – Open Text, 100 students
- o BSHS 4100 – Open Text, 100 students
- o English 096 – Open Text; 150+ students

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- o Understanding Cultural Diversity – Course readings, 100 students
- o Microbiology, Immunology, and Diagnostic Microbiology – Department produced lab manual, 175 students

In addition to the initiatives described above, the following are other textbook affordability activities on campus:

- The library offers a service where many textbooks and readings are available for students to check out for a 2-hour periods. The Course Reserve textbooks circulated 4,228 times last year.
- The library and the Student Government Association partnered at the end of Spring semester to launch a “Students Helping Students” campaign. The campaign encouraged students to donate used textbooks to the library for course reserves. The project resulted in the donation of 47 textbooks including one expensive accounting book.
- Faculty and librarians attended OhioLINK Affordable Learning workshops. The Textbook Affordability Committee is presenting a textbook affordability workshop this fall in cooperation with the campus Teaching Learning Center. The statewide price OhioLINK negotiated with publishers helped students save money as the bookstore readily worked with the negotiated. In some cases, they offered textbooks from these publishers at a lower price.

If you have not implemented this recommendation to date, please explain.

**6B Standardize materials:** Colleges and universities must encourage departments to choose common materials, including digital elements, for courses that serve a large enrollment of students. Please complete the section that aligns with the implementation status of your college/university.

Please identify your institution’s implementation status:

**Progress made on implementing recommendation in FY18**

Please briefly explain your implementation status.

Over 90% of Shawnee State’s large enrollment, multi-section courses use a common textbook and/or open-source digital resources. Many textbook titles are available on reserve in the library.

If you have not implemented this recommendation to date, please explain.

**6C Develop digital capabilities:** Colleges and universities must be part of a consortium to develop digital tools and materials, including open educational resources, that provide students with high-quality, low-cost materials. Please complete the section that aligns with the implementation status of your college/university.

Please identify your institution’s implementation status:

**Progress made on implementing recommendation in FY18**

Please briefly explain your implementation status.

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The University continues to participate in state-wide discussions on textbook affordability, implementing best practices, and when available, opportunities to join consortia. Most recently, the University began pursuing the transition in AY19 to a virtual bookstore and is reviewing participation in state-wide initiatives (e.g. Unizin) and those efforts spearheaded by OhioLink.

If you have not implemented this recommendation to date, please explain.

**Reducing Textbook Costs for Students**

Ohio Revised Code Section 3333.951(C) requires Ohio’s public colleges and universities to report their efforts toward reducing textbook costs for students. Please discuss all initiatives implemented, including those related to 6A, 6B, and 6C above, that ensure students have access to affordable textbooks.

Initiative	Explanation of Initiative	Cost Savings to Students
Textbook Affordability Committee	In 2017-2018 Shawnee State University formed a Textbook Affordability Committee. The committee was charged, by the Provost, with exploring best practices for helping students save money on textbooks. The committee included the campus bookstore manager, faculty, and the Dean of the Library.	
Inclusive Access Trial	Fall of 2018, the campus launched a trial of the Inclusive Access model in 14 classes. Approximately 658 students participated in this trial which resulted in a savings of approximately \$72,865.98. In addition, these students had access to the course materials on the first day of class.	\$72,865.98
Library Check-out service	The library offers a service where many textbooks and readings are available for students to check out for a 2-hour periods. Course Reserve textbooks circulated 4,228 times last year.	
OhioLINK Participation	Janet Stewart, Dean of Library Services, served as a member of OhioLINK’s Affordable Learning Ambassadors. The Affordable Learning Ambassadors presented workshops throughout the state on textbook affordability.	
Textbook Affordability Committee survey	The Textbook Affordability Committee conducted a survey of faculty members to gauge interest in the issue of textbook affordability. The survey also gathered data on the many strategies faculty currently use to reduce textbook costs. The examples below highlight the savings realized by Shawnee State University students:	\$393,206.00

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- Savings from use of Open Text and Course Readings: \$196,603.00 (1465 students X \$134.50 average cost of textbook)
- \$40,260.00 Savings - NTSC Scientific Reasoning and Methodology – Course readings, print and electronic, 300 students
- \$8,052.00 Savings - Introduction to STEM Programming – Instructor written open text, 60 students
- \$16,104.00 Savings -Mathematics 1200 College Algebra – Open Text, 120 students
- \$24,156.00 Savings - Mathematics 1250, 2110, 2120 – Open Text, 180 students
- \$24,156.00 Savings - Philosophy and Ethics courses – Course readings, 180 students
- \$13,420.00 Savings - American History to 1965 – Open Text, 100 students
- \$13,420.00 Savings - BSHS 4100 – Open Text, 100 students
- \$20,130.00 Savings - English 096 – Open Text; 150+ students
- \$13,420.00 Savings - Understanding Cultural Diversity – Course readings, 100 students
- \$23,485.00 Savings - Microbiology, Immunology, and Diagnostic Microbiology – Department produced lab manual, 175 students
- The library houses a collection of textbooks that faculty place on reserve. The library and the Student Government Association partnered at the end of Spring semester to launch a “Students Helping Students” campaign. The campaign encouraged students to donate used textbooks to the library for course reserves. The project resulted in the donation of 47 textbooks including one expensive accounting book.
- Many faculty work with the campus bookstore as early adopters or assign electronic books. Early adoption provides students with the opportunity to

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	take advantage of a better supply of used books and used rentals.	
	<ul style="list-style-type: none"> <li>Faculty and librarians attended OhioLINK Affordable Learning workshops.</li> </ul>	

**Textbook Cost Study**

Ohio Revised Code Section 3333.951(D) requires Ohio’s public colleges and universities to conduct a study to determine the current cost of textbooks for students enrolled in the institution and submit the study to the Chancellor by a date prescribed by the Chancellor. Please share the results of your study below.

Category	Amount
Average cost for textbooks that are new	\$134.20
Average cost for textbooks that are used	\$99.21
Average cost for rental textbooks	\$61.65
Average cost for eBook	\$66.46

**Textbook Selection Policy** Ohio Revised Code Section 3345.025 requires the board of trustees of each state institution of higher education to adopt a textbook selection policy for faculty to use when choosing and assigning textbooks and other instructional materials. Has your college’s/university’s board of trustees adopted a textbook selection policy? Choose an item.

**Recommendation 7 | Time to Degree**

**7A Education campaign:** Develop an education campaign on course loads needed to graduate.

*Note: This exercise is not necessary to conduct annually.*

Please identify your institution’s implementation status.

**Implemented recommendation in FY18**


Please briefly explain your implementation status.

The University provides information concerning on-time completion to students through its freshman orientation and centralized advising/professional advisors. In 2016, the University implemented a 15-to-Finish campaign that included flyers, posters, and online information through the University’s mobile app. That campaign was continued in 2017 and 2018. All freshmen and transfer students are required to complete the First Year Experience course in which students develop an academic map for degree completion. The academic map exercise stresses the importance of completing a degree in the minimum amount of time.

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In fall 2018, the first-time freshman average number of credit hours per semester jumped from 14.43 to 15.35, an increase of nearly one full credit hour. The average for all students increased from 13.7 to 14.5 hours, an increase of 0.8 credit hours. Over time, this increase in credit hours will translate into earlier degree completion and significant savings in the total cost per degree (estimate \$263,375 annual).

If you have not implemented this recommendation to date, please explain.

**7B Graduation incentive:** Establish financial and graduation incentives to encourage full-time students to take at least 15 credits per semester.

**Note:** *Once fully implemented, this exercise is not necessary to conduct annually.*

Please identify your institution's implementation status.

**Implemented recommendation in FY18**

Please briefly explain your implementation status.

The University's Board of Trustees approved the implementation of the Shawnee State Advantage tuition guarantee program beginning fall 2018 that guarantees incoming freshmen and first time transferring students' tuition and fees that will be held constant for four years. This program provides financial incentive for students to complete at least 15 credit hours per semester in order to graduate within two (associate degree) or four years (baccalaureate degree).

If you have not implemented this recommendation to date, please explain.

**7C Standardize credits for degree:** Streamline graduation requirements so that most bachelor's degree programs can be completed within 126 credit hours or less, and associate degree programs can be completed within 65 credit hours or less. Exceptions are allowed for accreditation requirements.

Credits Required/Degree have changed little from the previous year. Approximately 80% of Shawnee's baccalaureate degrees require the 120 or 121 credit hours and 98% require ≤ 126 credit hours. For associate degree programs, 50% of our programs require ≤ 65 credit hours. Accreditation requirements prevent many of the associate degree programs from meeting the threshold of ≤ 65.

Please explain the major reasons specific academic program may require more than 126 or 65 credit hours to earn the respective degree.

**7D Data-driven advising:** Enhance academic advising services so that students benefit from both high-impact, personalized consultations and data systems that proactively identify risk factors that hinder student success.

Please identify your institution's implementation status:

**Implemented recommendation in FY18**

Please briefly explain your implementation status.

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Shawnee State uses a centralized advising system for freshmen to provide enhanced advising and high impact, personalized consultations. All freshmen and transfer students complete a first year experience class in which they are required to create an academic map and meet with a professional or faculty advisor. Faculty complete an annual advisor survey in which they identify students who are not making adequate progress towards a degree or who are in need of additional assistance. Considerable resources are being redirected to support intrusive advising. The University recently purchased Aviso (\$30,000/year), an advising software system that allows professional and faculty advisors to more closely follow student progress, identify at-risk students, and provide enhanced student-advisor communications.

If you have not implemented this recommendation to date, please explain.

**7E Summer programs:** Evaluate utilization rates for summer session and consider opportunities to increase productive activity.

Please identify your institution's implementation status.

**Implemented recommendation in FY18**

Please briefly explain your implementation status.

In summer 2017, SSU required all entering freshmen who placed into two or more developmental courses to complete a summer bridge program called Bridge to Success. Over one hundred students enrolled in the six-week program that included developmental courses in math, composition, reading, and freshmen first-year-experience and skills courses. Students paid only a \$50 registration fee. All courses and housing were provided at no cost. Nearly 70% completed the Bridge program and registered as freshmen. The bridge program is supported by a state Innovation Grant.

In the current year, 68 students completed the 2018 Summer Bridge and registered for fall semester totaling a one-semester student savings of \$238,000.

In addition, the University continues to expand its summer online course offerings in order to provide greater access to high demand, bottleneck courses, particularly general education requirements.

If you have not implemented this recommendation to date, please explain.

**7F Pathway agreements:** Develop agreements that create seamless pathways for students who begin their educations at community or technical colleges and complete them at universities.

Please provide the details of the work completed related to this area in FY18 only.

At the end of FY18, how many articulation pathway agreements does your college/university have in place? How many are 2+2? How many are 3+1? Is the number of pathways available for students increasing?

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SSU has been an active participant in Guided Transfer Pathways (GTP) and has submitted 2 + 2 models for Business and Social Sciences, English, Theatre, Fine Arts, and History pathways will be submitted in October. GTP represents state-wide articulation agreements between all state community colleges and universities.

**7G Competency-based education:** Consider developing or expanding programs that measure student success based on demonstrated competencies instead of through the amount of time students spend studying a subject.

SSU is piloting a competency-based course in computer engineering technology projected to begin in spring 2019. This course is also intended to be available for College Credit Plus (CCP) students. SSU will be submitting a proposal to the state for approval to offer this course for CCP credit.

Please discuss efficiencies gained by implementing this recommendation. Please discuss how students have benefited, in terms of both cost and the quality of their education. In particular, how many students are estimated to be served by the college's/university's competency-based education programs? Has your college/university seen improvements in completion rates? Have students seen cost savings?

**Recommendation 8 | Course and Program Evaluation**

This recommendation is not applicable this year. Per O.R.C 3345.35, the colleges and universities need to address this recommendation every five years. The next applicable date is FY22.

SSU eliminated nine academic programs beginning Fall 2018. This is in addition to seven programs eliminated in the previous year. Programs eliminated in 2018 include the following:

- AAB Legal Assisting
- AAS Plastics Engineering Technology
- BA International Relations
- BS Natural Science - Physics
- BA Philosophy and Religion
- BFA – Studio Arts (Ceramics, Drawing, Painting)
- BS Legal Assisting

Ceramics (and other studio arts programs) and International Relations degree programs were identified as duplicative with those offered by our regional partner institution, Ohio University.


If you implemented course/program sharing, please discuss efficiencies gained, including cumulative efficiencies to date.

**Recommendation 9 | Co-located Campuses**

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Ohio Revised Code Section 3333.951 requires Ohio's co-located colleges/universities to annually review best practices and shared services in order to improve academic and other services and reduce costs for students. Co-located campuses are then required to report their findings to the Efficiency Advisory Committee.

Please identify efficiencies gained in FY18 only.

Co-located campus: \_\_\_\_\_

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

### Section III: Policy Reforms

#### Recommendation 10 | Policy Reforms

**10A Financial Advising:** Provide financial advising and training to students.

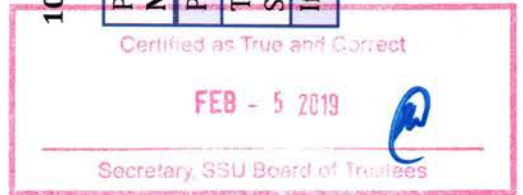
Please identify your institution's implementation status:

**No change from prior year's report**

Please briefly explain your implementation status.

The 2-hour course in financial literacy piloted in 2017 has been formalized as UNIV 1103: Financial Literacy and is offered each Fall and Spring semester.

If you have not implemented this recommendation to date, please explain.



**10B Obstacles:** The Ohio Department of Higher Education and/or state legislature should seek to remove any obstacles in policy, rule, or statute that inhibit the efficiencies envisioned in these recommendations.

What legislative obstacles or policy roadblocks, if any, inhibit efficiencies and affordability practices at the college/university?

**Construction Reform**

With the Construction Reform legislation in 2012, please describe the outcomes, efficiencies gained, and benefits to students from implementing this reform. The Multiple Prime option which is part of construction reform, is the most cost effective option for our size projects. We have a consistent pool of MEP Contractors that bid our projects and having our contract with them has proven effective by completing all projects on schedule and under budget while having a constantly changing pool of local and non-local General Contractors. We have also utilized the new General Contracting option on a few smaller projects with equal success. We will have some larger projects in the future and we will consider using the CM at Risk option.

**Additional Practices**


Are there additional efficiency practices your college/university implemented in FY18 to ensure students have access to an affordable and quality education? Please identify.

<b>Additional Efficiency Practices/Initiatives</b>	
<b>Description</b>	<b>Monetary Impact</b>
SSU renegotiated and combined all wireless phone contracts and realized a 70% savings	\$27,000 savings
Renegotiated current copier contract. It was more economical to stay with current vendor after realizing a savings of 30% on our per copy rate.	\$14,000 savings
Replaced/Repaired surveillance equipment utilizing in-house staff vs. outsourcing -	\$5,200 Savings
SSU campus implemented the use of DocuSign to eliminate paper and streamline our processes. In addition to the savings captured by HR in recommendation 5C the campus realized significant savings.	\$15,200 Savings
Information Technology Services has eliminated and/or consolidated 6 agreements reducing annual expenses.	\$71,000 Savings

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SSU has reduced computer labs on campus, thus reducing the computer hardware footprint.	\$65,000 Savings
Renegotiation of Oracle products-SSU negotiated a better discount over the IUC pricing for the Oracle products purchased over the past two years.	\$1,010,340 Savings

**Section IV: Master Recommendation #1 - Students Must Benefit**

For chart #1, please provide the cost savings/avoidance in FY18 ONLY for the three specified categories. For chart #2, of the FY18 cost savings/avoidance to your respective college/university, please provide how much of that cost avoidance/savings was redeployed or invested into initiatives that benefit students and/or promote operational excellence.

NOTES: Please do NOT include cumulative savings as this is for FY18 only. Cumulative savings may be discussed in your above response to each recommendation. Feel free to add additional lines as necessary.

**Chart #1:**

Category	Recommendation	FY18 (Actual)
Cost savings/avoidance to the college/university in FY18 ONLY	Regional Compacts	\$242,000
	Additional Practices	\$1,207,740
	3B	\$332,438
	4C	\$615,000
	5C	\$1,000,000
	Energy	\$630,000
Subtotal of Institutional Efficiency Savings		\$4,027,178

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<p><b>New resource generation for the college/university in FY18 ONLY</b></p>	<p>The implementation of the Events &amp; Conference Services department has provided the university with new potential revenue streams.</p>	<p><b>\$46,600</b></p>
<p><b>Cost savings/avoidance to students in FY18 ONLY</b></p>	<p><b>Subtotal of New Resource Generation</b></p>	<p><b>\$46,600</b></p>
<p>6C</p>	<p></p>	<p><b>\$466,071.98</b></p>
<p>4C</p>	<p></p>	<p><b>\$5,000</b></p>
<p>7E</p>	<p></p>	<p><b>\$238,000</b></p>
<p><b>Subtotal of Student Savings</b></p>	<p></p>	<p><b>\$709,071</b></p>

Chart #2:

Category	Amount Invested in FY18	Explanation
<p>Reductions to the total cost of attendance (tuition, fees, room and board, books and materials, or related costs — such as technology)</p>	<p>\$290,000</p>	<p>Implementation of Oracle student CRM (Customer Relations Management) providing a user-friendly social media portal for students while enhancing the efficiency of admissions and recruiting.</p>
<p>Student financial aid</p>	<p>\$3.4M</p>	<p>Discounted tuition to reduce costs to students</p>
<p>Student success services, particularly with regard to completion and time to degree</p>	<p>\$900,000</p>	<p>Advising technology and additional advisors; loss of tuition to support mandatory summer Bridge Program for students with 3 academic development needs</p>
<p>Investments in tools related to affordability and efficiency</p>	<p>\$883,000</p>	<p>FY18 costs for Oracle ERP implementation providing operational excellence and increased efficiency in all aspects of the business operations at SSU.</p>
<p>Improvements to high-demand/high-value student programs</p>	<p>\$500,000</p>	<p>Expansion of student athletic programs.</p>
<p><i>Add other categories as needed</i></p>	<p></p>	<p></p>

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**Section V: Master Recommendation #2 – Five-year Goals**

An updated copy of the five-year goal template is attached. Please provide the data to complete the template, including information already provided in Section IV. In addition, if you have any updates or changes that need to be made to your five-year goals submitted in 2016, please update.

See attached MasterRecommendation2. Template to complete.

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**RESOLUTION ASA09-18**

**APPROVAL OF 2019-2020 ACADEMIC CALENDAR AND ADMENDMENT TO THE  
SUMMER 2019 ACADEMIC CALENDAR**

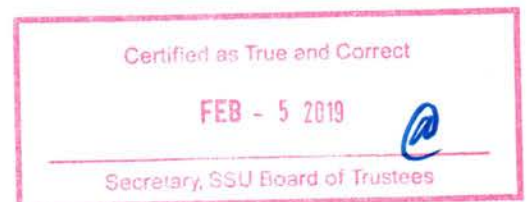
WHEREAS, members of the Calendar Advisory Committee have developed and reviewed the proposed 2019-2020 Academic Calendar; and

WHEREAS, members of Calendar Advisory Committee have revised the Summer 2019 Academic Calendar;

WHEREAS, the Provost and the President have approved the proposed 2019-2020 Academic Calendar, and the revised Summer 2019 Academic Calendar;

THEREFORE, BE IT RESOLVED, that the Board of Trustees of Shawnee State University approves the Shawnee State University 2019-2020 Academic Calendar, and the revised Summer 2019 Academic Calendar, attached hereto.

(December 14, 2018)





## 2019-2020 ACADEMIC CALENDAR

### Fall Semester 2019-2020

August 26	Fall semester classes begin (full and first half session)
September 2	Labor Day ( <i>University Closed</i> )
October 3-4	Fall Break (No Classes, University Open)
October 11	Last day of first half session (final exams during last scheduled class period)
October 14	First day of second half session (on-campus)
October 15	Grades due in Office of the Registrar by noon (first half session)
October 21	First day of second half session (online campus)
November 11	Veterans Day ( <i>University Closed</i> )
November 27	No Classes ( <i>University Offices Open</i> )
November 28	Thanksgiving Day ( <i>University Closed</i> )
November 29	Thanksgiving Holiday ( <i>University Closed</i> )
November 30	Classes resume
December 6	Last day of classes (full session and second half session for on-campus and online)
Dec 7-13	Final Exams (full session classes)
December 13	Fall Commencement – semester ends
December 17	Grades due in Office of the Registrar by noon (full and second half session for on-campus and online classes)
December 24	Christmas Holiday ( <i>University Closed</i> )
December 25	Christmas Holiday ( <i>University Closed</i> )
December 26-31	Winter Break ( <i>University Closed</i> )
January 1	New Year's Holiday ( <i>University Closed</i> )

### Spring Semester 2019-2020

January 13	Spring semester classes begin (full and first half session)
January 20	Martin Luther King, Jr. Day ( <i>University Closed</i> )
February 29	Last day of first half session (final exams during last scheduled class period)
March 2-8	Spring Break
March 3	Grades due in Office of the Registrar by noon (first half session)
March 9	First day of second half- week session Spring full session classes resume
April 24	Last day of classes (full session and second half session)
April 25-May 1	Final Exams (full session classes)
May 2	Commencement
May 5	Grades due in Office of the Registrar by noon (full and second half session)

### Summer Semester 2019-2020

May 11	First day of first seven-week sessions
May 18	First day of full session (ten week)
May 25	Memorial Day ( <i>University Closed</i> )
June 26	Last day of first seven-week session
June 29	Second seven-week session – classes begin
June 30	Grades due in Office of the Registrar by noon (first seven-week session)
July 4	Independence Day ( <i>University Closed</i> )
July 24	Last day of full session
July 28	Grades due in Office of the Registrar by noon (full session)
August 14	Last day of second seven-week session
August 18	Grades due in Office of the Registrar by noon (second seven-week session)

\*\* All half-session summer courses not included within The Learning House programs may continue to be delivered within a 5-week schedule, provided they follow the Ohio Department of Higher Education's requirements: "One semester credit hour will be awarded for a minimum of 750 minutes of formalized instruction that typically requires students to work at out-of-class assignments an average of twice the amount of time as the amount of formalized instruction (1,500 minutes)."

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Secretary, SSU Board of Trustees

**2018-2019 ACADEMIC CALENDAR**

**Fall Semester 2018-2019**

July 30	Fall intersession – classes begin
August 24	Final exams and last day (Fall intersession)
August 27	Fall semester classes begin (full and first half-sessions)
August 28	Grades due in Office of the Registrar by noon (Fall intersession)
September 3	Labor Day ( <i>University Closed</i> )
October 4-5	Fall Break (No Classes, University Open)
October 12	Last day of first half-session (final exams during last scheduled class period)
October 15	First day of second eight- week session
October 16	Grades due in Office of the Registrar by noon (first half-session)
November 12	Veterans Day observed ( <i>University Closed</i> )
November 21	No Classes ( <i>University Offices Open</i> )
November 22	Thanksgiving Day ( <i>University Closed</i> )
November 23	Thanksgiving Holiday ( <i>University Closed</i> )
November 26	Classes resume
December 7	Last day of classes (full session and second half-session)
Dec 8-14	Final Exams (full and second half-sessions)
December 14	Fall Commencement – semester ends
December 18	Grades due in Office of the Registrar by noon (full and second half-session)
December 24	Christmas Holiday ( <i>University Closed</i> )
December 25	Christmas Holiday ( <i>University Closed</i> )
December 26-31	Winter Break ( <i>University Closed</i> )
January 1	New Year's Holiday ( <i>University Closed</i> )

**Spring Semester 2018-2019**

January 11	Final exams and last day (Spring intersession)
January 14	Spring semester classes begin (full and first half-session)
January 21	Martin Luther King, Jr. Day ( <i>University Closed</i> )
March 9	Last day of first half-session (final exams during last scheduled class period)
March 11-15	Spring Break ( <i>University Closed</i> )
March 12	Grades due in Office of the Registrar by noon (first half-session)
March 18	Spring full session classes resume First day of second half-session
April 26	Last day of classes (full session and second half-session)
April 27-May 3	Final Exams (full and second half-sessions)
May 4	Commencement
May 7	Grades due in Office of the Registrar by noon (full and second half-session)

**Summer Semester 2018-2019**

May 13	Online Summer classes begin (online program courses first half-session)
May 20	Summer classes begin (full and first five week sessions)
May 27	Memorial Day ( <i>University Closed</i> )
June 21	Last day of first five-week session (final exams during last scheduled class period)
June 24	Second five-week session – classes begin
June 25	Grades due in Office of the Registrar by noon (first five-week session)
June 28	Last day of first half session (online program courses)
July 1	Online Summer classes begin (online program courses second-half session)
July 2	Grades due in Office of the Registrar by noon (first half-session online program courses)
July 4	Independence Day ( <i>University Closed</i> )
July 26	Last day of full and second five-week session (final exams during last scheduled class period)
July 30	Grades due in Office of the Registrar by noon (full session and second five-week session)
August 16	Last day of second half session (online program courses)
August 20	Grades due in Office of the Registrar by noon (second half-session online program courses)

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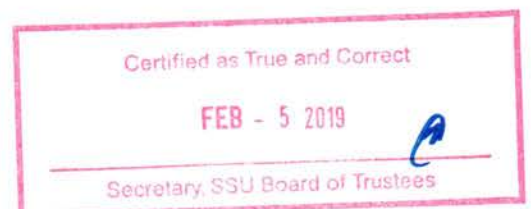
**RESOLUTION ASA10-18**  
**REVISION OF POLICY 3.20 UNIVERSITY HOUSING**

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

WHEREAS, Policy 3.20Rev, University Housing, was last reviewed and approved by the Board of Trustees on September 11, 2015 and requires technical revisions and updates to reflect current operations;

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

(December 14, 2018)



# Shawnee State University

POLICY TITLE:	UNIVERSITY HOUSING
POLICY NO.:	3.20 REV
ADMIN CODE:	3362-3-12
PAGE NO.:	1 OF 2
EFFECTIVE DATE:	12/14/18
NEXT REVIEW DATE:	09/2021
RESPONSIBLE OFFICER(S):	VPAIR
APPROVED BY:	BOARD OF TRUSTEES

## 1.0 PURPOSE

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

## 2.0 RESIDENCE LIFE AS AN EDUCATIONAL EXPERIENCE

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

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

## 3.0 UNIVERSITY HOUSING REQUIREMENTS, RESTRICTIONS AND PROHIBITIONS

3.1 As a condition of admission and continued enrollment, all freshman students in their first year of attendance who live more than twenty-five (25) miles from campus are required to live in University housing, to the extent that space is available, and to take their meals in dining facilities as provided in meal plans approved by the University. Under this policy a freshman is defined as a student who has not earned college credit beyond high school graduation. For the purposes of the preceding sentence only, credit earned through Ohio College Credit or a similar program, or credits earned through high school Advanced Placement or International Baccalaureate courses shall not fall within the definition of "college credit".

3.2 Exceptions to the on-campus housing requirement for freshman include the following: married students, single parents, veterans, and students over the age

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Secretary, SSU Board of Trustees

of 23, transfer students, students living with one or both of their parents, and other extraordinary circumstances as determined by the Vice President for Advancement and Institutional Relations or designee.

### 3.3 Individuals Prohibited from Student Housing

3.3.1 Individuals are prohibited from living in and/or visiting University-owned or managed residential facilities if they:

- a) have been convicted of any felony of violence, and/or
- b) are a convicted sex offender, and/or
- c) have been convicted of a felony or were found responsible for an offense as a juvenile which would be a felony if committed by an adult, and have not completed their associated sentence, probation, and/or parole, whichever applicable.

3.3.2 The University may exclude other individuals from University housing based upon health, safety and/or conduct reasons in accordance with procedures and/or guidelines approved by the President.

## 4.0 TERMS AND CONDITIONS FOR STUDENT RESIDENTS

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

5.0 The board of trustees will retain authority for establishing rates for residential housing and meal plans.

## 6.0 GUIDELINES

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

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

### History

Effective: 05/09/94

Revised: 12/14/18; 09/11/15; 05/02/14; 2/9/07

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FEB - 5 2019



Secretary, SSU Board of Trustees

**RESOLUTION E07-18**

**AUTHORIZING BOARD CHAIR TO EXECUTE  
EMPLOYMENT CONTRACT WITH  
DR. JEFFREY A. BAUER AS INTERIM PRESIDENT**

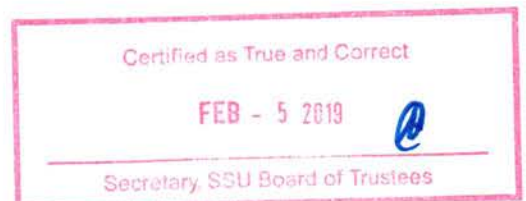
WHEREAS, the Board of Trustees on September 14, 2018 appointed Dr. Jeffrey Bauer as Interim President of Shawnee State University, and Dr. Bauer has performed the duties of Interim President since that date; and

WHEREAS, it is in the University's interest to have a written employment agreement with Dr. Bauer, setting forth the University's and Dr. Bauer's respective duties, rights, obligations, and other terms and conditions of Dr. Bauer's employment as Interim President; and

WHEREAS, Dr. Bauer and the Board Chair have negotiated a tentative agreement, attached hereto, which sets forth the University's and Dr. Bauer's respective duties, rights, obligations, and other terms and conditions of Dr. Bauer's employment as Interim President;

THEREFORE, BE IT RESOLVED, that the Board of Trustees of Shawnee State University hereby authorizes the Board Chair to execute the attached Interim President Employment Agreement with Dr. Jeffrey A. Bauer.

(December 14, 2018)





**SHAWNEE STATE UNIVERSITY**

**INTERIM PRESIDENT EMPLOYMENT AGREEMENT**

This Interim President Employment Agreement (“Agreement”) is made by and between The Board of Trustees of Shawnee State University (the “Board”) and Dr. Jeffrey A. Bauer (the “Interim President” or “Dr. Bauer”) and is effective December 14, 2018.

**RECITALS**

WHEREAS, the Board on September 14, 2018 through the passage of Resolution E05-18 appointed Dr. Bauer to the position of Interim President of Shawnee State University (“University”) and Dr. Bauer has served as Interim President since that date; and

WHEREAS, both the Board and Dr. Bauer wish to memorialize their respective rights and obligations with respect to Dr. Bauer’s employment as Interim President; and

NOW, THEREFORE, in consideration of the promises, and the mutual covenants and conditions herein contained, the adequacy and sufficiency of which are hereby acknowledged, the Board and Dr. Bauer agree as follows:

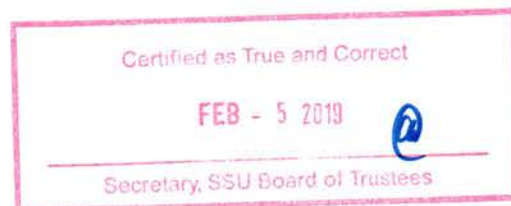
**1.0 Appointment as President.**

- 1.1 The Board hereby agrees to continue to employ Dr. Bauer as Interim President of the University to serve as the chief executive officer of the University in an interim capacity under the bylaws, policies and supervision of its Board and its primary officers (Chairperson and Vice-Chairperson). Dr. Bauer hereby accepts and agrees to such employment.
- 1.2 Dr. Bauer shall continue to perform all duties required by law and this Agreement, and in accordance with Board directives, bylaws and policies, as adopted or amended. Dr. Bauer shall also perform those duties as are customarily performed by a University president including, but not limited to, the following:

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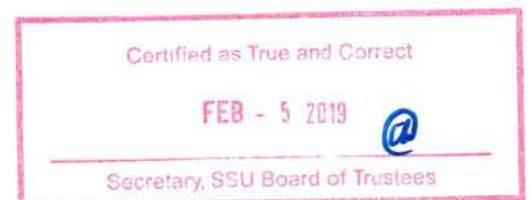
- 1.2.1 Providing institutional leadership;
- 1.2.2 Administering and developing Board policies and procedures that advance the University's goals and mission;
- 1.2.3 Providing executive leadership and guidance for the academic affairs of the University;
- 1.2.4 Providing executive leadership in long-range strategic planning; budget formulation; and supervision of the University's buildings and grounds;
- 1.2.5 Engaging in public, governmental and alumni relations;
- 1.2.6 Fundraising and development;
- 1.2.7 Recruiting, retaining and graduating students;
- 1.2.8 Recruiting and retaining the most qualified faculty and staff;
- 1.2.9 Performing such other responsibilities commensurate with the position as Interim President that may from time to time be assigned by the Board.

**2.0 Best Efforts as Interim President.**

- 2.1 Dr. Bauer agrees to faithfully, industriously and with maximum use of his experience, ability and talent, devote full-time attention and energies to the duties as Interim President of the University.
- 2.2 Such duties shall be principally rendered at the campus of the University in Portsmouth, Ohio, and at such other places as the Board or Dr. Bauer deem appropriate for the interest, needs, business or opportunity of the University.
- 2.3 Dr. Bauer shall not, without prior written permission from the Board Chairperson, render services of any professional nature to or for any person or firm for remuneration other than to the University. Nor may Dr. Bauer engage in any activity that may be competitive with or adverse to the best interest of the University or otherwise engage in any activity or conduct in violation of Ohio's ethics laws applicable to public officers and public employees. The expenditure of reasonable amounts of time for charitable activities shall not be deemed a breach of this Agreement, provided that such activities do not interfere with the duties of Interim President.

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**3.0 Term of Appointment; Extension.**

3.1 This appointment as Interim President shall be retroactive to the Board action on September 14, 2018 and will terminate on June 30, 2019, subject to earlier termination as provided in this Agreement. The Agreement may be renewed for an additional period of time as mutually agreed upon by the Board of Trustees and Dr. Bauer. Such a mutually agreed upon extension may be memorialized in a Memorandum of Understanding and may contain some or all of the terms contained herein.

**4.0 Compensation.**

4.1 For all services rendered by Dr. Bauer under the provisions of this Agreement, the University shall pay him an annual base salary of One Hundred Sixty-One Thousand One Hundred Fifty-Nine Dollars and Ninety-Six Cents (\$161,159.96) ("Base Compensation"), payable in twenty-six (26) equal payments through each fiscal year (July 1 - June 30). Such base salary shall be subject to all applicable deductions and tax withholdings. Deductions for the employee portion of the cost of the University-provided retirement, health, life insurance and similar employee benefit costs for University administrators shall be deducted from Dr. Bauer's base salary amount, and shall be subject to the plan cost adjustments applicable to all University administrators.

**5.0 Physical Examination, Insurance, Retirement and Benefits.**

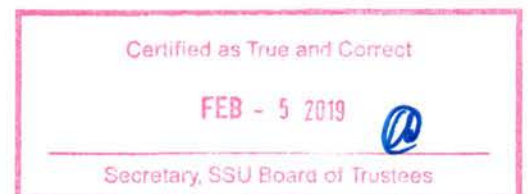
5.1 As a condition of his continued employment, Dr. Bauer shall undergo a comprehensive annual physical examination by a licensed physician, mutually agreed upon by the parties, with all costs, including tests and procedures, to be borne by the University. Following each such annual examination, a physician's certification of fitness for duty shall be submitted upon request to the Chairperson of the Board of Trustees.

5.2 The University shall make available to Dr. Bauer group medical, prescription, dental, vision, and basic life insurance, in accordance with the University's employer-provided plans applicable to full-time University administrative employees. Dr. Bauer may elect to participate in voluntary

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benefit plans on the same basis and on the same terms as are generally available to full-time University administrative employees.

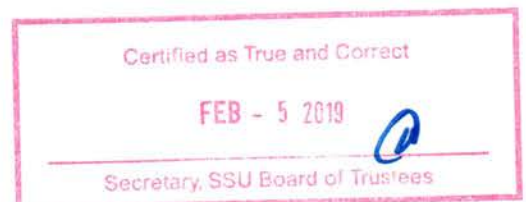
- 5.3 Dr. Bauer shall be entitled to participate in the Ohio State Teachers Retirement System (“STRS”) pension plan or the Alternative Retirement Plan (“ARP”) as Dr. Bauer may elect and for which he is eligible under the terms of STRS or ARP, on the same basis and on the same terms as are generally available to University academic administrative employees.

**6.0 Vacation.**

- 6.1 Dr. Bauer shall be entitled to retain the vacation leave hours he currently has on balance, and continue to accrue vacation leave hours at the rate of 6.77 hours per pay period with a maximum aggregate accrual of 352 hours. Accumulation and payment for unused vacation days shall be governed by the same policies and procedures as are applicable to other full-time University administrative employees. Attendance at business and professional meetings and conferences shall not be construed as vacation time.
- 6.2 Dr. Bauer shall report use of vacation leave to the University’s Human Resources Director and is subject to review by the Chairperson of the Board.
- 6.3 While vacation time is encouraged, Dr. Bauer shall not take vacation that interferes with properly discharging the duties of Interim President under the terms of this Agreement.

**7.0 Sick Leave.**

- 7.1 For each year of employment, Dr. Bauer will accrue sick leave at a pro-rated amount each pay period for a maximum of 120 hours per year. Payment for unused sick days shall be governed by the same policies and procedures as are applicable to other full-time University administrative employees.



7.2 Dr. Bauer shall report use of sick leave to the University's Human Resources Director. Such use is subject to review by the Chairperson of the Board.

**8.0 Housing and Relocation.**

8.1 The University will provide Dr. Bauer with full payment toward the actual monthly lease expenses for a suitable residence in or around Portsmouth, Ohio, including any applicable expenses associated with insurance, utilities, repairs, maintenance, replacements, housekeeping, landscaping, grounds maintenance and snow removal, at a rate of not more than Two Thousand Five Hundred Dollars (\$ 2,500.00) per month. Dr. Bauer shall promptly provide notice to the Vice President of Finance and Administration of any changes to the actual lease expenses discussed in the preceding sentence.

**9.0 Professional Dues and Meetings.**

9.1 The University will continue to provide and pay for Dr. Bauer's professional dues for appropriate national professional organizations and such other professional associations that would further the interests of the University. The University shall also pay for the reasonable expenses incurred by Dr. Bauer to attend or participate in educational conferences, conventions, courses, seminars and other similar professional growth activities.

9.2 The University shall pay Dr. Bauer's and his spouse's reasonable travel expenses, accommodations, and other necessary and proper expenses when the presence of Dr. Bauer's spouse is reasonably appropriate or necessary to further the interests of the University. This provision shall be liberally construed to encourage the participation of Dr. Bauer's spouse.

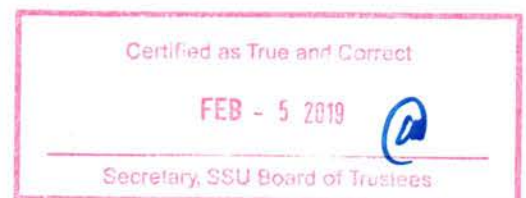
**10.0 Membership in Service Organizations.**

10.1 Dr. Bauer will be provided with membership in at least one service organization, such as Rotary, that would further the interests of the

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University. Dr. Bauer will be responsible for any expenses not related to University business.

**11.0 Faculty Appointment.**

11.1 Dr. Bauer shall hold the rank of Professor of Geology.

**12.0 Working Facilities and Resources.**

12.1 Dr. Bauer shall be furnished with a private office, secretarial assistance, an entertainment budget and other resources that are necessary and reasonable for the operation of Dr. Bauer's Office and the University's development objectives. Resources shall include a mobile phone and other appropriate technology equipment and assistance to fulfill the duties as Interim President. Such furnishings and equipment shall remain the property of the University.

**13.0 Termination and Liquidated Damages.**

13.1 Termination by the Board for Cause. The Board may terminate Dr. Bauer's employment and this Agreement at any time for "Cause" without further liability under this Agreement, except for any earned but unpaid wages or vested benefits, and housing payments under Section 8.1 covering a period for thirty (30) days following the effective date of the termination. "Cause" shall mean any of the following:

13.1.1 Any conduct of Dr. Bauer that constitutes moral turpitude, or that would tend to bring public disrespect, contempt, or ridicule upon the University;

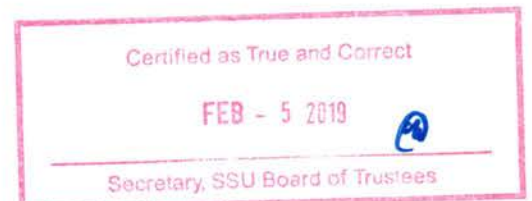
13.1.2 A material violation by Dr. Bauer of any law, policy, procedure, rule or by-law of the University, or local, state or federal law, which, in the reasonable judgment of the Board, reflects adversely upon the University;

13.1.3 Dr. Bauer's prolonged absence from work without the Board's consent, except when such absence is attributable to illness or disability;

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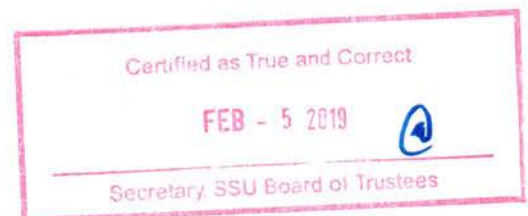
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- 13.1.4 Misappropriation of University funds or University Development Foundation funds;
  - 13.1.5 A conviction or guilty or no contest plea to a felony; and
  - 13.1.6 Any other material violation or neglect by Dr. Bauer of the duties, terms and conditions set forth in this Agreement, or refusal to perform such duties in good faith and to the best of Dr. Bauer's abilities, any of which is not remedied after thirty (30) days' written notice to Dr. Bauer.
- 13.2 Termination by Mutual Agreement of the Board Chair and Dr. Bauer. This agreement may be terminated by mutual written agreement of Dr. Bauer and the Chair of the Board of Trustees.
- 13.3. Resignation. Dr. Bauer may resign his position as Interim President with sixty (60) days' notice.
- 13.4 Termination by the Board without Cause. The parties agree that the Board, by formal vote, may terminate this Agreement prior to its normal expiration, without cause, as follows:
- 13.4.1 Regardless of any other provision of this Agreement, this Agreement shall terminate automatically, without further liability of the Board except for applicable medical, insurance and vested benefits provided in this Agreement, if Dr. Bauer dies.
  - 13.4.2 Notwithstanding any reasonable accommodation that the Board may provide Dr. Bauer, if as a result of Dr. Bauer's disability or incapacitation, the Board reasonably deems Dr. Bauer incapable of performing the essential functions of his employment as President, the Board reserves the right to terminate this Agreement.
  - 13.4.3 If Dr. Bauer dies or becomes incapable of carrying out the duties of office due to permanent disability and is terminated, the Board shall be liable to Dr. Bauer or Dr. Bauer's personal representative for any accrued but unpaid compensation together with any other compensation and benefits that would be due and payable to Dr.

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Bauer by reason of death or disability during University employment.

13.4.4 The Board may terminate Dr. Bauer without cause at any time and for any reason, subject to Section 13.5, below.

13.5 Within seven (7) days of a mutual written agreement pursuant to section 13.2, a resignation pursuant to section 13.3, or notice of termination pursuant to section 13.4.4, Dr. Bauer shall notify the Board Chair whether he opts to a) remain employed at the University and fall back to a Professor position, or b) terminate his employment with the University outright. If Dr. Bauer chooses the fallback option, Dr. Bauer will be reassigned to a Professor position, at which time the terms of employment will cease to be governed by this Agreement, and the rate of pay will be adjusted to a level commensurate with the Professor rank.

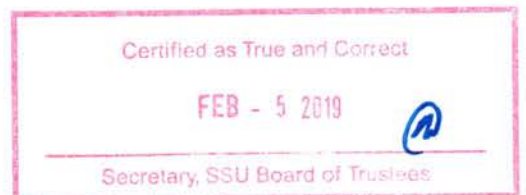
13.5.1 If Dr. Bauer opts to terminate employment with the University:

- a. The University shall pay Dr. Bauer the base salary for Interim President that was in effect at the time of termination for the lesser of (a) six (6) months following the termination date, or (b) the remaining term of this Agreement; and
- b. Dr. Bauer shall be entitled to continue to participate in the University's health insurance plan under the Consolidated Omnibus Reconciliation Act (COBRA) at 102% of the full cost of the University's health plan at Dr. Bauer's expense. Dr. Bauer will not be entitled to any other benefits except as otherwise provided or required by applicable law.
- c. In no case shall the University be liable for the loss of any collateral business opportunities or any other benefits, perquisites, or income from any sources that may ensue as a result of the Board's termination of this Agreement without cause. The parties have bargained for and agreed to the foregoing liquidated damages provision, giving consideration to the fact that termination of this Agreement by the Board without cause prior to the natural end Term date may cause loss to Dr. Bauer, which damages are extremely

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difficult to determine with certainty. The parties further agree that the payment of such liquidated damages by the Board and acceptance thereof by Dr. Bauer shall constitute adequate and reasonable compensation to Dr. Bauer for the damages and injury suffered.

If Dr. Bauer does not make a timely election to either fall back or terminate his employment outright under Section 13.5, above, his employment from the University will be terminated, and Sections (a), (b), and (c) of Section 13.5.1 will apply.

**14.0 Tax Liability and Advice.**

- 14.1 Dr. Bauer shall be responsible for any federal, state or local income tax liability incurred as a result of payments made as compensation or benefits provided to him pursuant to this Agreement.
- 14.2 Dr. Bauer acknowledges and agrees that it is his responsibility to seek advice from a personal tax, legal and financial advisor with respect to each and every term of the Agreement. Neither the University, nor any trustee, employee or agent of the University makes any guarantee of any tax consequences with respect to any provision of this Agreement.

**15.0 Entire Agreement; Modification.**

- 15.1 The parties acknowledge and agree that this document contains the entire Agreement between Dr. Bauer and the Board.
- 15.2 This Agreement may be changed or modified by the parties only in writing signed by Dr. Bauer and the Chairperson of the Board with formal Board approval.

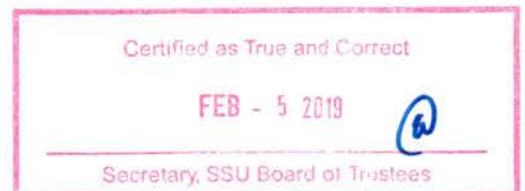
**16.0 Severability.**

- 16.1 The provisions of this Agreement are severable and independent, and if any such provision shall be determined to be unenforceable in whole or in part, the remaining provisions and any partially enforceable provision shall, to

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the extent enforceable in any jurisdiction, nevertheless be binding and enforceable.

**17.0 Governing Law and Forum.**

17.1 This Agreement shall be interpreted and construed in accordance with the laws of the State of Ohio. Claims arising under this Agreement or relating to the employment relationship between the parties shall be filed in the Ohio Court of Claims. If the Ohio Court of claims does not have jurisdiction over the subject matter of the dispute, venue shall lie in the appropriate state common pleas and/or federal district court that covers or includes Scioto County, Ohio.

**18.0 Wavier.**

18.1 No delay or failure to enforce any provision of this Agreement shall constitute a waiver or limitation of rights enforceable under this Agreement.

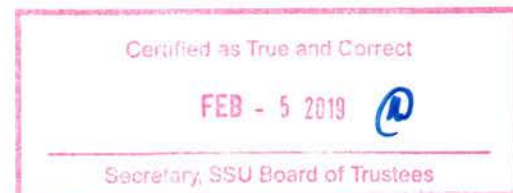
**19.0 Adequacy of Funds and O.R.C. 3345.77 Requirement.**

19.1 Payment of salary and other compensation under this Contract is subject to the appropriation of funds by the Ohio General Assembly. However, it is the understanding of the parties that funding for the University includes sources other than appropriations by the State of Ohio. It is not the intention of the Board to use any reduction in appropriations as a reason to reduce the salary of Dr. Bauer if other funds are available for such purpose. The parties further understand that this Contract is subject to Ohio Revised Code Section 3345.77.

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**20.0 Rescission of Prior Agreement.**

All terms and conditions of the “Shawnee State University Executive Employment Agreement / Vice President for Academic Affairs and Provost” between the University and Dr. Bauer, to the extent that they are inconsistent with this Agreement, are hereby rescinded.

IN WITNESS WHEREOF, this Agreement is executed to be effective as of the date first set forth above.

SHAWNEE STATE UNIVERSITY

\_\_\_\_\_  
Francesca Hartop  
Chairperson, Board of Trustees

Date: \_\_\_\_\_

\_\_\_\_\_  
Dr. Jeffrey A. Bauer  
President

Date: \_\_\_\_\_

This Agreement has been reviewed and approved for legal form and sufficiency.

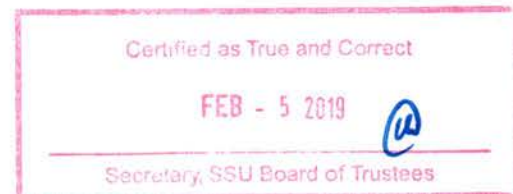
\_\_\_\_\_  
Michael C. McPhillips  
General Counsel

Date: \_\_\_\_\_

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Initials/Date:

\_\_\_\_\_  
\_\_\_\_\_



**RESOLUTION E08-18**

**RATIFYING APPOINTMENT OF INTERIM PROVOST/VICE  
PRESIDENT FOR ACADEMIC AFFAIRS AND AUTHORIZING  
INTERIM PRESIDENT TO EXECUTE EMPLOYMENT  
CONTRACT WITH DR. BECKY THIEL**

WHEREAS, upon the appointment of Dr. Jeffrey Bauer as Interim President on September 14, 2018, Dr. Bauer's position as Provost and Vice President for Academic Affairs became vacant; and

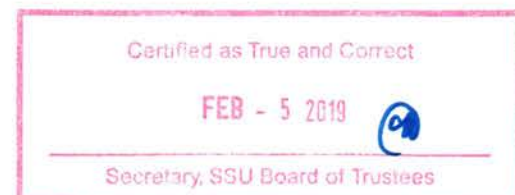
WHEREAS, following his appointment as Interim President, Dr. Bauer appointed Dr. Becky Thiel to the position of Interim Provost and Vice President for Academic Affairs; and

WHEREAS, the Board wishes to ratify the appointment of Dr. Thiel as Interim Provost and Vice President for Academic Affairs; and

WHEREAS, it is in the University's interest to have a written employment agreement setting forth the University's and Dr. Thiel's respective duties, rights, obligations, and other terms and conditions of employment as Interim Provost and Vice President for Academic Affairs;

THEREFORE, BE IT RESOLVED, that the Board of Trustees of Shawnee State University hereby ratifies the appointment of Dr. Becky Thiel as Interim Provost and Vice President for Academic Affairs, and authorizes Interim President Bauer to negotiate and execute an Employment Agreement with Dr. Becky Thiel.

(December 14, 2018)



## **Academic and Student Affairs Report**

**December 14, 2018**

### **Events**

- Pre-Med Day is going on today, 12/14/18, in Flohr Lecture Hall. 112 students have registered to attend. Students and parents particularly enjoy the panel discussion with alumni, current medical students, and area physicians participating.
- November 29 2018, the Department of Natural Sciences hosted the Evening of Science event for current students and prospective students to learn about the biological, physical, environmental, and chemical science programs at Shawnee State University. Though they were unable to track the number in attendance, it is estimated that well over 100 students from all age groups and their parents attended. They will hold another in the spring semester.
- Later today is Fall Commencement 2018 where 180 will graduate: 39 Master Degrees; 119 Bachelor Degrees; and 22 Associate Degrees.

### **Ohio Department of Higher Education/State of Ohio**

- Military Strategic Implementation Team – Dr. Kacir, Dean of University College, and Jennifer Hammonds, Registrar, are working with the University of the Air Force to provide online General Education courses for their students. In addition, Dr. Kacir and Jennifer Hammonds are working on a collaboration with Military Education & Training Campus to provide the online BSHS degree to those who are currently EMTs, Army Medics, etc.

### **Academic Quality Improvement Program (AQIP)**

At the last board meeting in October, we expected to hear from the Higher Learning Commission concerning our September onsite review sometime around Thanksgiving. To date we have not received any notification. I reached out to HLC to determine why we had not heard, and our liaison, John Marr, explained that our review team's chair had become ill and the compilation of the materials had been delayed. Shawnee State should hear results by the first of the year.

### **Academic Programs and Curriculum**

#### **Online Programs/The Learning House Partnership**

We are moving forward with our Learning House course offerings and slated to begin our first offerings second half of spring semester 2019.

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Secretary, SSU Board of Trustees

**Clark Memorial Library.** On December 2<sup>nd</sup>, the Library held a Night Against Procrastination. Food was served and writing and math services were provided. The door count was over 350 students.

#### **Center for International Programs and Activities**

Ryan Warner, Director for CIPA, returned from his visit to China and has recruited 12 new International Chinese students for our 3+1+1 program in Education for Fall 2019. In addition, he has recruited two new International students (one from France and another from Colombia) who will also be members of our women's soccer team this spring.

#### **Health and Counseling**

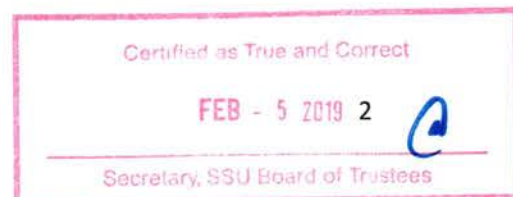
Shawnee State's health clinic immunized 455 students, faculty, staff, and family members with the flu vaccine this season. The health clinic also provided education for the prevention of winter time illnesses twice last week which included handwashing instructions. In addition, the clinic is in the process of submitting a proposal for a smoking cessation grant to provide free smoking cessation aids to our students, faculty, and staff.

#### **Student Life**

Tiffany Hartman, Director of Student Life, coordinated with area businesses to provide Christmas gifts for 10 local families. Each family has between 2 to 4 children. Yesterday was the day all gifts were brought in so that they could be distributed to the families next week. I was overwhelmed with the generosity of this university. At least 8 new bicycles had been purchased, large bags filled with multiple items, and large amounts of candies and chocolate. If you have time, I encourage each of you to go across the hall to see the mounds of gifts purchased for these local families.

Respectfully submitted,

Becky A. Thiel  
Interim Provost and Vice President for Academic Affairs



Board of Trustees Meeting  
December 14, 2018

Prepared by the Office of the Registrar

Fall 2018 Preliminary Commencement Report			
	Fall 2016	Fall 2017	Fall 2018
<b>Total # of Degrees:</b>	279	195	180
Total Masters Degrees:	42	39	39
Total Bachelor Degrees:	180	101	119
Total Associate Degrees:	57	55	22
Total Masters Degrees:			39
<b>BACHELORS:</b>			
<b>College of Professional Studies</b>			
	<b>TOTAL</b>		<b>TOTAL</b>
Sports Studies		6	0
Business Administration		27	1
Nursing		4	0
Occupational Therapy		8	0
Health Sciences		9	0
Plastics Engin. Tech.		3	0
Computer Engin. Tech.		0	0
Environmental Engin. Tech.		1	0
Digital & Sim. Gaming Engineering		1	0
Athletic Training		3	0
Educational Studies		0	1
Early Childhood Educ PreK-3		0	1
Early Childhood Intervention Spec		0	1
Intervention Specialist K-12		0	2
Middle Childhood Education		1	3
<b>TOTAL</b>		<b>63</b>	<b>2</b>
<b>College of Arts &amp; Sciences</b>			
	<b>TOTAL</b>		<b>TOTAL</b>
Social Sciences		5	11
Sociology		9	
International Relations		2	
Psychology		7	
History		2	
English Humanities		5	0
Mathematical Sciences		0	1
Fine Arts		7	0
Natural Science		6	4
Biology		3	5
Chemistry		1	
Political Science		2	
Philosophy and Religion		0	
<b>TOTAL</b>		<b>49</b>	<b>22</b>
<b>University College</b>			
	<b>TOTAL</b>		<b>TOTAL</b>
Individualized Studies		7	0
<b>TOTAL</b>		<b>7</b>	<b>6</b>
<b>TOTAL BACHELOR DEGREES</b>		<b>119</b>	<b>22</b>
<b>ASSOCIATES:</b>			
<b>College of Professional Studies</b>			
	<b>TOTAL</b>		<b>TOTAL</b>
Dental Hygiene			0
Emergency Medical Tech			1
Medical Laboratory Tech			0
Nursing			0
Occupational Therapy Asst.			0
Physical Therapy Asst.			0
Radiologic Technology			0
Respiratory Therapy			0
Technical Studies			0
Computer Aided Drafting/Des			0
Electromechanical Engin. Tech			1
Plastics Engineering Tech			1
Accounting			1
Business Management Tech			2
Legal Assisting			3
Information Tech. Management			2
<b>TOTAL</b>		<b>63</b>	<b>22</b>
<b>College of Arts &amp; Sciences</b>			
	<b>TOTAL</b>		<b>TOTAL</b>
Arts & Humanities			0
Social Science			1
Mathematics			0
Natural Science			4
<b>TOTAL</b>		<b>5</b>	<b>5</b>
<b>University College</b>			
	<b>TOTAL</b>		<b>TOTAL</b>
Individualized Studies			0
General Studies			6
<b>TOTAL</b>		<b>6</b>	<b>6</b>
<b>TOTAL ASSOCIATE DEGREES</b>		<b>6</b>	<b>22</b>

\*\*\*FA18 petitioners and SM Grads who did not walk in Spring Commencement are included in this report. Fall Petitions are continuing to be submitted as of 12/1/18.

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Fall 2019 Admissions Weekly Report


11/19/2018	Fall 2019	Fall 2018	Fall 2017
Inquiries	4237	4625	6195
Apps Received	1502	1536	1770
Complete Applications (decision ready files)	1145	1007	985
% apps complete	76%	67%	57%
Pathways			
	College Ready	College Ready	College Ready
	University College	University College	University College
	Bridge Program	Bridge Program	Bridge Program
Admits (% of all admits)	623 (54%)	563 (56%)	645 (65%)
	270 (24%)	173 (17%)	145 (14%)
	252 (22%)	271 (26%)	195 (20%)

	Fall 2018	Fall 2017
Census	3019	3021
Apps Received	2233	2179
Complete Applications (decision ready files)	74%	72%
% apps completed	617	700
Enrolled	28%	32%
Overall yield		
Pathways		
	College Ready	College Ready
	University College	University College
	Bridge Program	Bridge Program
Admits (% of total admits)	1018 (46%)	1119 (51%)
	474 (21%)	470 (22%)
Enrolled (% of total enrolled)	462 (75%)	492 (70%)
Yield	45%	44%
	19%	27%
	741 (33%)	590 (27%)
	67 (11%)	82 (12%)
	9%	14%

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5 2019

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# Housing & Residence Life

Report to the Board of Trustees  
December 14, 2018



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# 2019 Housing & Residence Life Objectives

**Back to basics reset**

**Stabilize residential student population**

**Expand housing to new markets**

**Increase housing net revenues**

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# 2019 Housing & Residence Life Objectives

## Stabilize residential student population

### Focus on recruitment and retention

- Early and continuous marketing & service communication
- Integrate with admissions recruiters
- Build robust residence life-specific programming
- Push value and benefits of campus residential life
- Expand influence of RCs and RAs to enhance res life

### Utilize technology to improve operations

- Earlier registration & room assignments
- Allow returning students to self-select rooms

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# 2019 Housing & Residence Life Objectives

## Expand housing to new markets

Housing & residential life scholarships with service component  
to expand access

Launch 12-month residential plan for non-traditional students  
and non-students with campus connection

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# 2019 Housing & Residence Life Objectives

**Increase housing net revenues**

Maintain aging but serviceable campus stock previously scheduled for demo

Actively manage university-owned stock to minimize non-revenue placements

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# Recruiting & Admissions

Report to the Board of Trustees  
December 14, 2018

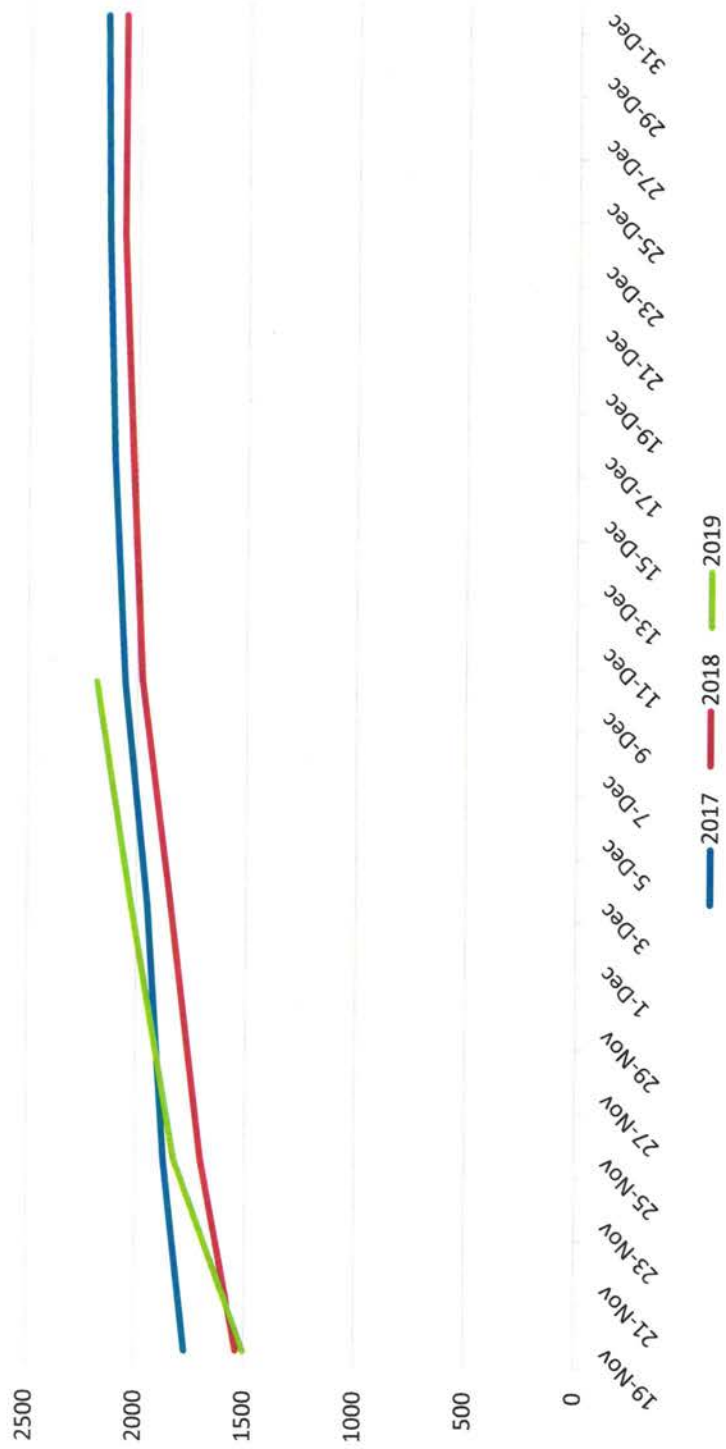


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# 10% Increase in First Time Freshman Applications for Fall 2019 over Fall 2018 at December 10

Applications- FTIAC only	19-Nov	25-Nov	3-Dec	10-Dec	17-Dec	24-Dec	31-Dec
2017	1770	1871	1949	2055	2109	2137	2147
2018	1536	1701	1843	1976	2023	2066	2066
2019	1502	1822	2024	2186			

Applicants- FF



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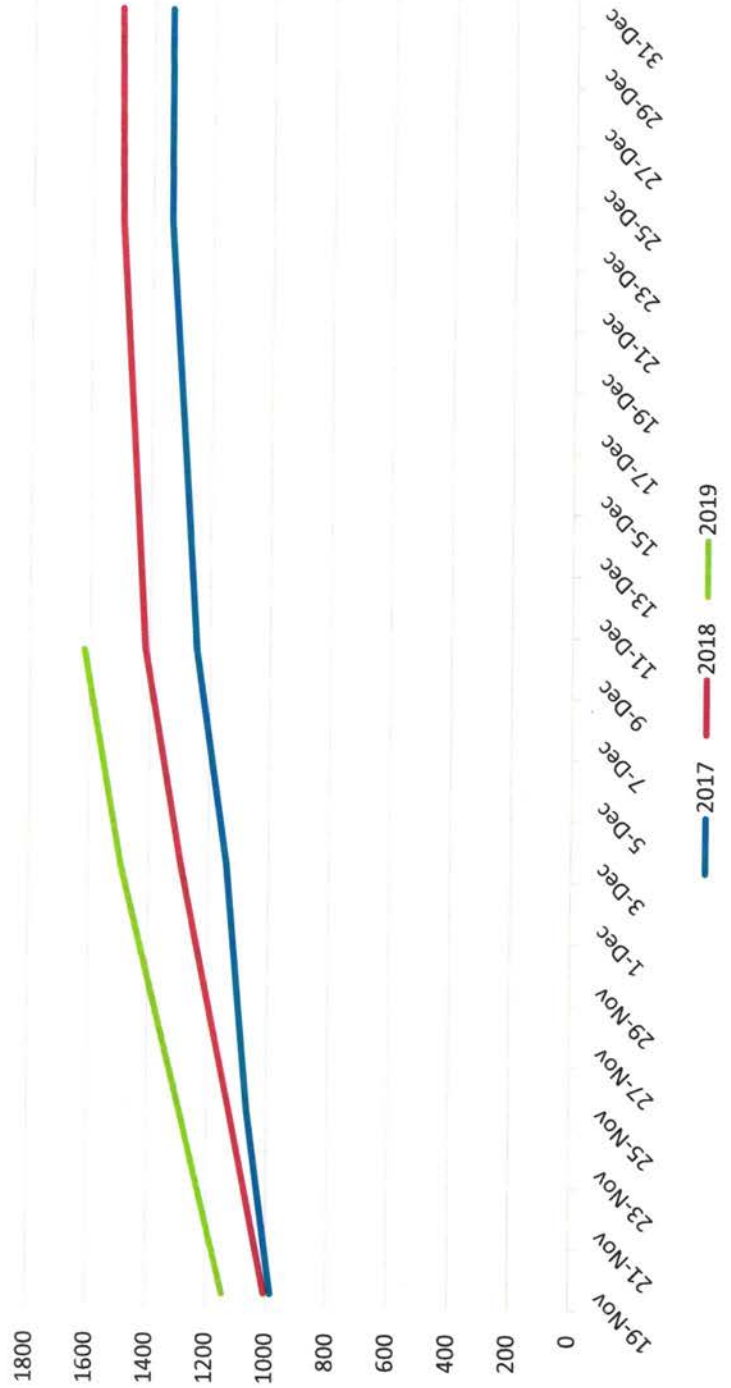
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# 14% Increase in Admitted First Time Freshman for Fall 2019 over Fall 2018 at December 10

Admits- FTIAC only	19-Nov	25-Nov	3-Dec	10-Dec	17-Dec	24-Dec	31-Dec
2017	985	1066	1140	1244	1291	1338	1341
2018	1007	1127	1293	1415	1457	1500	1507
2019	1145	1292	1492	1618			

Admitted Students- FF



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# Scholarships, Grants & Programs

Fall 20:9 Admissions Weekly Report - FTIAC

12/10/2018	Fall 2019	Fall 2018	Fall 2017	Compto 1Y	Compto 2017	
Inquiries	5339	5404*	6899+	Flat	-22%	
Apes Received	2136	1976	2053	10%	6%	
Complete Applications (decision ready files)	1618	1415	1244			
% apps complete	74%	72%	51%	14%	30%	
Pathways	College Ready	University College	Bridge Program	College Ready	University College	Bridge Program
Admits (% of all admits)	758 (43%)	472 (29%)	378 (23%)	779 (55%)	244 (17%)	352 (28%)
				778 (62%)	196 (15%)	270 (22%)

Current projected yield for 2019	Col Ready (45% Yield)	Univ. Coll (25% Yield)	Bridge (5% Yield)	Total	% to 1500	% to LY	% to 2017	% to Projection (800)
	345	118	34	497	50%	80%	71%	62%

Cars	Fall 2018	Fall 2017	
Apes Received	3015	3021	
Complete Applications (decision ready files)	2233	2173	
% apps completed	74%	72%	
Enrolled	617	700	
Overall yield	28%	52%	
Pathways	University College	University College	Bridge Program
Admits (% of total admits)	1013 (46%)	1119 (51%)	590 (27%)
Enrolled (% of total enrolled)	462 (75%)	492 (70%)	82 (12%)
Yield	45%	44%	14%

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**RNL Scoring Snapshot:  
708 Admits .60 or above  
Progress to Goal @ 54.3 Consistent with ADM Forecast of 50%**

**Shawnee State University  
Scoring Snapshot - 12/10/2018**

Model Score	Inquiries	Applicants	Admits	Deposits
0.00 to 0.09	3	3	3	0
0.10 to 0.19	110	103	84	0
0.20 to 0.29	334	214	146	0
0.30 to 0.39	553	268	203	0
0.40 to 0.49	892	323	215	0
0.50 to 0.59	1141	368	269	1
0.60 to 0.69	1369	415	315	0
0.70 to 0.79	626	302	230	0
0.80 to 0.89	299	168	143	1
0.90 to 1.00	25	22	20	0
<b>Total</b>	<b>5352</b>	<b>2186</b>	<b>1628</b>	<b>2</b>
<b>Goal</b>	<b>5000</b>	<b>4000</b>	<b>3000</b>	<b>1000</b>
<b>Progress Towards Goal</b>	<b>107.0%</b>	<b>54.7%</b>	<b>54.3%</b>	<b>0.2%</b>

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# Scholarships, Grants & Programs

Fall 2019 Admissions Weekly Report - FTIAC

	Fall 2019		Fall 2018		Fall 2017		Comp to LY		Comp to 2017	
Inquiries	5339		5404*		6899*		Flat		-2.2%	
Apps Received	2136		1976		2055		10%		6%	
Complete Applications (decision ready files)	1618		1415		1244		14%		30%	
% apps complete	74%		72%		51%					
Pathways										
	College Ready	University College	University College	Bridge Program	College Ready	University College	University College	Bridge Program		
Admits (% of all admits)	768 (48%)	472 (29%)	779 (55%)	378 (27%)	778 (62%)	352 (28%)	196 (15%)	270 (22%)		

	Col Ready (25% Yield)	Univ Coll (25% Yield)	Bridge 8% Yield	Total	% to 100	% to LY	% to 2017	% to Projection (500)
Current projected yield for 2019	345	118	34	497	50%	80%	71%	62%

	Fall 2018		Fall 2017	
Census	3015		3021	
Apps Received	2233		2175	
Complete Applications (decision ready files)	74%		72%	
% apps completed	617		700	
Enrolled	28%		52%	
Overall yield				
Pathways:				
	College Ready	University College	University College	Bridge Program
Admits (% of total admits)	1013 (46%)	474 (21%)	1119 (51%)	590 (27%)
Enrolled (% of total enrolled)	462 (75%)	85 (14%)	492 (70%)	82 (12%)
Yield	45%	19%	44%	14%

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# Marketing & Active Engagement Works: 160+ New Referral Schools Engaged in OH, KY & WV

Kentucky Funnel	Fall 2019	Fall 2018	Fall 2017	Comp to LY	Comp to 2017
12/10/2018					
Apps Received	285	264	253	8%	13%
Complete Applications (decision ready files)	240	201	208		
% apps complete	84%	76%	82%	19%	15%

West Virginia Funnel	Fall 2019	Fall 2018	Fall 2017	Comp to LY	Comp to 2017
12/10/2018					
Apps Received	67	44	20	52%	235%
Complete Applications (decision ready files)	27	24	17		
% apps complete	40%	54%	85%	13%	59%

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**Shawnee State**  
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**Division of Advancement & Institutional Relations Report  
To the Meeting of the Board of Trustees  
December 14, 2018**

**Alumni & Community Engagement**

On November 27, 2018, the SSU Development Foundation's annual **Day of Giving** campaign set out to raise 18 in '18 - \$18,000 for The Shawnee Fund. Thanks to the generosity of 88 donors, the campaign exceeded its goal, raising \$20,588 for the university's unrestricted fund which provides campus opportunities for programming, student scholarships, and the SSUDF Grants program.

The **Past President's Forum** was held on November 9, 2018.

On November 27<sup>th</sup>, 2018, a reception for **President's Club** members was held prior to the SOPAA presentation of A Christmas Carol in the Vern Riffe Center for the Arts.

The Shawnee State University **Athletics Advisory Board**, comprised of fifteen members, held its inaugural meeting on December 7, 2018.

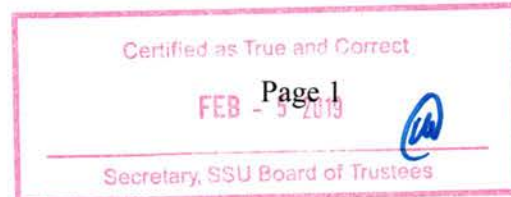
SSUDF sponsored a table for the **Portsmouth Chamber of Commerce Annual Dinner and Awards Banquet** and for Southern Ohio Medical Center's **Winter Wonderland Ball**.

**Athletics**

Shawnee State student athletes received multiple **Fall sports awards** with 11 named All-Conference and 28 named Mid-South Conference (MSC) All-Academic. The men's cross country team finished 13<sup>th</sup> at NAIA National Championships with the women's team coming in 28<sup>th</sup>. Both teams won their respective MSC conference championships. Seth Farmer finished 13<sup>th</sup> at NAIA Nationals, was named All-American, MSC Runner of the Year, and won MSC Runner of the Week four times. Marissa Smith won MSC Runner of the Year and Jessica Cook won MSC Freshman of the Year. Eric Putnam was named MSC Men's Cross Country Coach of the Year.

**Winter sports** have begun with women's basketball ranked No. 2 in the NAIA pre-season poll and currently ranked 7<sup>th</sup> in the nation after the first poll. Ashton Lovely and Shania Massie won MSC women's basketball player of the week awards. Both basketball teams have started the season well with the women's team at 8-2 and men's at 6-4. Men's bowling have two top 10 finishes so far and women's bowling has one top 10. Men's and Women's indoor track and field began competition on December 1<sup>st</sup> at Tiffin and Brook Smith (3,000M) and Seth Farmer (1 mile) have qualified for nationals.

The men's basketball team and Coach Delano Thomas were awarded an **SSUDF grant** for a summer high school shootout.



**Division of Advancement & Institutional Relations Report  
To the Meeting of the Board of Trustees  
December 14, 2018**

**University & Community Events**

The **Shawnee Gaming Conference** was held in November with over 600 participants and guest speakers from around the country representing the many areas of the gaming industry.

Assisting the Friends of Portsmouth with **Winterfest** including arranging SSU volunteers, loan of bleachers, and donation of a large Christmas tree.

Currently organizing **Fall Commencement** which recently transitioned to University and Community Events.

**Children's Learning Center**

In October, the Children's Learning Center held our **Fall Fabulous Friday Early Childhood Conference** for area early childhood professionals at which we welcomed close to 100 teachers and collaborated with presenters from OCALI, ODE Region 15 State Support Team, and the SSU School of Education; hosted our annual **Fall Family Fun Night** at Shawnee State Forest and Nature Center with over 130 people in attendance; and participated in our annual **St. Jude's Trike-a-Thon and campus walk** which raised \$955.50 for St. Jude's Children's Research Hospital and taught students they have the power to help others.

On November 9, we held our first **Mom's Meet, Greet and Eat** at the Bear's Den Cafeteria. Eight moms gathered to discuss their child's educational experience and discuss ways we can improve our practice and expand our services.

In December, the children **decorated President Bauer's Christmas tree** in the Elliott Lobby of the Administration Building; hosted a **Buy One Get One Free Scholastic Book Fair**; and raffled off a variety of baskets at our **annual holiday luncheon with Santa** with proceeds going to help support daily CLC activities and programming.

Director Amanda Hedrick provided **mentoring support to West End Child Care Center** to submit their initial Step Up to Quality registration, Ohio's quality improvement system for early childhood providers. The Children's Learning Center will receive a \$500.00 gift for this assistance.

The CLC has maintained a **full enrollment** and continues to have a waitlist for all classrooms. Currently there are 85 children enrolled of which 16 are funded by ODE Early Childhood Education Grant, 16 are funded by the Ohio Department of Jobs and Family Services, 10 are children of staff, faculty, or administration, and 17 are children of alumni.

This semester the CLC impacted the University by providing training opportunities for SSU students: 25 students enrolled in EDEC 3289 completed 15 weeks of a field experience in an

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Secretary, SSU Board of Trustees

**Division of Advancement & Institutional Relations Report  
To the Meeting of the Board of Trustees  
December 14, 2018**

early childhood setting at the Children's Learning Center, 1 student completed her student teaching experience at the CLC and will graduate with an Associate's Degree on December 14. Dr. Adair Carroll and Dr. Cathy Bailey brought BSN students to the Children's Learning Center and completed several field experiences by providing health education covering topics including hand washing, nutrition, and healthy habits.

**Housing and Residence Life**

During Fall 2018 semester, Housing and Residence life made community collaboration a priority with over 109 students volunteering at Sierra's Haven, Winterfest, Hillview Retirement Center, and other local nursing homes. In addition, we worked with veterans, local counseling groups and community groups to create outreach programs.

In Fall 2018, we had 496 housing students with satisfactory midterm grades, and they were recognized through our "**Smart Cookie**" initiative.

**Printing and Graphics**

Offset presses were removed and replaced with three commercial digital presses that provide high quality materials faster, cleaner, and more economically.

**Development Foundation**

At its fall Quarterly meeting held yesterday, the SSU Development Foundation reported **\$181,514 in contributions for the first quarter** of fiscal year 2019. Likewise, the number of donors, and specifically alumni donors, is up sharply over the past two years

The **SSU Development Foundation Grants, Scholarships, and Programs Committee** awarded \$17,560 in grants to help fund 12 programs for Spring semester: Allied Health Science Students Practicing Teamwork Today for Professional Practice Tomorrow: An Inter-Professional Education Event, Summer Coding Camp, Weekend of Welcome: Annual Library Party, The Shawnee Experience, Earn Your Claws in Clinical Laboratory Science at SSU, SUMS Math Competition, Build a 3D Printer, Public Safety Community Policing Activities, The Natural Sciences and Mathematical Sciences in Local Schools, Celebrating Dual Credits and CCP Students, STEM Outreach: Manufacturing on the Move to Region Schools & Events, and SSU High School Basketball Shootout.

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FEB - 5 2019



Secretary, SSU Board of Trustees



**Division of Advancement & Institutional Relations Report  
To the Meeting of the Board of Trustees  
December 14, 2018**

**Marketing & Communications**

Work continues on website content creation and migration with expected **launch of new site** in early 2019.

**Ruffalo Noel-Levitz (RNL) Senior Search and Junior Search** launched resulting in 522 responders and 115 responders respectively which is about a 1.5% response rate.

The **November Application Campaign** resulted in 35,619 sent with a 2.77% open rate and a 1% click through rate. The **Shawnee Showcase Day Campaign** resulted in 37,129 sent with a 2.89% open rate and a .58% click through rate. **College Night and Evening of Science Campaigns** resulted in larger than anticipated crowds for both events.

Various other **promotions** included orientation open emails to applicants, emails to guidance counselors, five postcard promotions, financial aid materials and paper application booklets.

**News coverage** included SSU being mentioned in more than 250 news outlets due to the Meriwether case, NBC Today Show covered Dr. Amr Al-Azm's work to preserve Syrian history, Rush Limbaugh covered the Meriwether case, and local coverage of the approval of the SSU-SEA collectively bargained agreement.

**Workforce Development & Entrepreneurship**

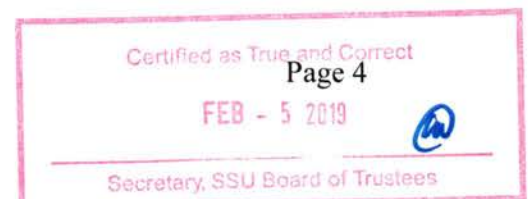
Numerous **workforce development and entrepreneurship community outreach programs** were held at and/or in collaboration with the Kricker Innovation Hub (KIH) including Maddie Burnside and Nick Rutman, local realtors, as part of the Entrepreneurial Journey speaker series, Managing Your Cash Flow and Access to Capital workshops, and an all-day business coaching session for Dr. Heim and staff.

**Boy Scout Super Saturday** will be held at the KIH on Saturday, December 8. David Kilroy will provide training for an entrepreneurship badge for local scouts as part of this event. The group will also visit the planetarium and SSU Admissions will speak during the lunch break.

Approved to launch **Startup Weekend Portsmouth** in April 2019 through Techstars. This community initiative led by the KIH will offer potential entrepreneurs the opportunity to pitch ideas, develop teams, and present their new businesses to a panel of judges.

Working with Nate Kline, instructor at Portsmouth Junior High School, to provide **Ice House training** to seventh-grade business students.

**Co-branding a portal with Hondros** to provide pre-licensing and continuing education courses for real estate, insurance, mortgage loan originator, and appraisal.



**Division of Advancement & Institutional Relations Report  
To the Meeting of the Board of Trustees  
December 14, 2018**

Assumed responsibility for **Ed2Go online training partnership** and have begun marketing of these courses.

As participants in the Ohio Cyber Collaboration Committee, working with the University of Cincinnati to provide access to the Ohio Cyber Range for appropriate faculty and to plan a Capture the Flag exercise at the KIH in March/April 2019.

Partnering with the **Scioto Foundation** on two events: Rethinking Downtown Portsmouth Summit on April 1-2 at the SOMC Friends Center and Brushy Fork Community Leadership curriculum, May 7-9 at the Kricker Innovation Hub.

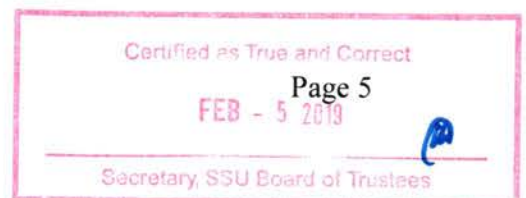
Received a **SSUDF grant** providing partial funding to support a Build a 3D Printer Program at the KIH in Spring 2019. COSI will teach local instructors how to build a 3D printer which they get to take back to their classrooms. We are preparing an application to the Scioto Foundation to secure remaining funding.

Have secured the first co-working space client in the KIH.

**Vice President's Report**

Thanks to the support of the Board of Trustees, our AIR Division and university have undertaken a number of new initiatives with a spirit of cooperation and enthusiasm not seen on campus for several months. The faculty, staff, administration and students are rallying to provide resources and effort to tackle our most challenging issues. We are united by these common causes to find cost savings and efficiencies, explore and implement philosophical and operational change, and bring and keep more students on campus. The campus community is motivated, seeing results and gaining momentum. We are grateful for the partnership with and support of the Shawnee State University Board of Trustees.

*Respectfully Submitted,  
Eric Andrew Braun, JD  
VP for Advancement & Institutional Relations*



**RESOLUTION F19-18**

**APPROVAL OF  
FY2018 EFFICIENCY REPORT**

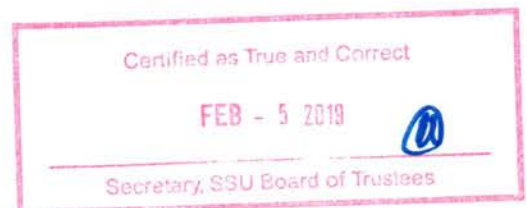
WHEREAS, Ohio higher education institutions are required to annually submit an efficiency report to the Ohio Department of Higher Education (ODHE); and

WHEREAS, in order to comply with the legislated due date, the University's FY2018 Efficiency Report (attached) was submitted to ODHE in draft form pending approval by the Board of Trustees; and

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

THEREFORE, BE IT RESOLVED the Board of Trustees of Shawnee State University approves the FY2018 Efficiency Report.

(December 14, 2018)





Department of  
Higher Education

John R. Kasich, Governor  
John Carey, Chancellor



Affordability & Efficiency

## FY18 Efficiency Reporting Template

### Introduction:

Ohio Revised Code section 3333.95 requires the Chancellor to maintain an Efficiency Advisory Committee, composed of members from each of Ohio's public colleges and universities. The purpose of this committee is to generate institutional efficiency reports for campuses, identify shared services opportunities, streamline administrative operations, and share best practices in efficiencies among institutions. Each report must be based on the recommendations of the Ohio Task Force on Affordability and Efficiency in Higher Education, as established by the Governor's executive order, and shall benchmark and document institutional progress toward implementing the recommendations of the Task Force as compared to the institution's prior fiscal year efficiency report. Additionally, House Bill 49, section 381.550 requires that the board of trustees of each public institution of higher education approve the institution's efficiency report submitted to the Chancellor. Given the due date of this report, you may submit your Board approval at a later date.

There are several additional reporting requirements this year. The FY18 reporting template now includes a section on efficiencies gained as a result of the Regional Compacts that are required under ORC Section 3345.59. In addition, Ohio Revised Code Section 3333.951(C) requires Ohio's public colleges and universities to report their efforts toward reducing textbook costs for students, and Ohio Revised Code Section 3333.951(D) requires Ohio's public colleges and universities to conduct a study to determine the current cost of textbooks for students enrolled in the institution.


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

- **Section I: Efficiencies** – The first section captures practices likely to yield significant savings that can then be passed on to students. This includes Procurement, Administrative/Operational, Energy, and Regional Compacts.
- **Section II: Academic Practices** – This section covers areas such as textbooks, time-to-degree incentives, and academic course and program reviews. While improvements to academic processes and policies may not convey immediate cost savings to the college/university, there will likely be cost savings and/or tangible benefits that improve the quality of education for students.
- **Section III: Policy Reforms** – This section captures additional policy reforms recommended by the Task Force.
- **Section IV: Students Must Benefit** – Section IV corresponds to Master Recommendation 1. This section asks you to provide cost savings and/or resource generation in actual dollars for each of the recommendations. Furthermore, colleges and universities must advise if the savings have been redeployed as a cost savings to students or if they offered a benefit to the quality of education for students.

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- **Section V: Five-year goals** – Finally, Section V corresponds to Master Recommendation 2. This section is designed to allow each college/university to benchmark its respective five-year goals to its actual institutional cost savings or avoidance. Furthermore, in the spirit of continuous improvement, this section allows you to revise and/or update your five-year goals as needed.

**Identifying Efficiencies Gained and Results from Implementing Recommendations**

Many of Ohio's colleges and universities have implemented a majority of the Task Force recommendations to date. Furthermore, several of the recommendations were never intended to be exercised annually; however, portions may be implemented over several years or revisited as needed. **The purpose of this reporting template is twofold – 1) to capture the implementation status of these recommendations, and 2) to capture efficiencies gained due to the implementation of these recommendations.** Efficiencies gained illustrate the results or benefits of implementing the recommendations. Therefore, even if you have previously implemented a recommendation but have not done so in FY18, please include in your response how the implementation has continued to impact your operations to date.

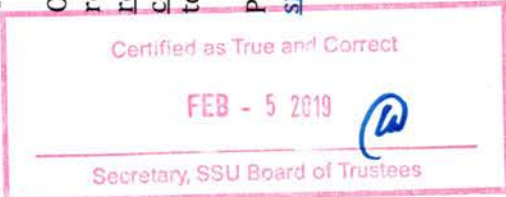
**Examples of efficiencies include:**

- Direct cost savings to students
- Direct cost savings to the college/university
- Cost avoidance to the college/university
- Tangible benefits to students (i.e. increased advising, student services, academic achievements)
- Revenue generated for the college/university
- Course and program completion rates
- Graduation rates
- Number of steps reduced in a process and/or handoffs
- Fraction of graduates with experiential learning as part of their degree program
- Opportunities and training for faculty
- Improved value and quality for students

These are examples only. Feel free to provide results you deem appropriate and tailor efficiencies to address each recommendation.

ODHE recognizes one size does not fit all, and each of the colleges/universities have responded and will respond differently to the recommendations. Therefore, the questions are intended to capture all potential statuses of implementation. When responding to the corresponding question(s) that address your respective college/university's implementation status, and then you need only to respond to the to the Task Force recommendations in any additional ways you believe necessary.

Please contact Sara Molski at 614-728-8335 with any questions. Please submit your reporting template by email to [smolski@highered.ohio.gov](mailto:smolski@highered.ohio.gov) by **Friday, September 28, 2018.**



# Shawnee State University

## Section I: Efficiency Practices Procurement

**Recommendation 3A | Campus contracts:** Each college/university must require that its employees use existing contracts for purchasing goods and services, starting with the areas with the largest opportunities for savings.

**Note:** *Once fully implemented, this exercise is not necessary to conduct annually.*

Please identify your institution's implementation status.
<b>Implemented recommendation in FY18</b>
Please briefly explain your implementation status.
Purchase approval processes are in place that meet this requirement.
If you have not implemented this recommendation to date, please explain.

**Recommendation 3B | Collaborative contracts:** Ohio's colleges and universities must pursue new and/or strengthened joint purchasing agreements in the following categories:

- Copier/printer services
- Computer hardware
- Travel services
- Outbound shipping
- Scientific supplies and equipment
- Office supplies and equipment

	Did the college/university participate in joint contracts in FY18? [yes, no, worked toward]	Monetary Impact
Contract Type Copier/printer services	No	Equipment and service pricing was more favorable with current vendor; savings will also be realized through the reduction of desk top printers and by managing student printing.

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Computer hardware	Yes	FY18 savings through IUC contract is \$70,000
Travel services	No	No Change from 2017
Outbound shipping	No	No Change from 2017 -insufficient volume
Scientific supplies & equipment	Yes	FY18 savings through IUC contract is \$10,600
Office supplies & equipment	Yes	FY18 savings through IUC contract is \$43,000.
Otis	Yes	SSU had an existing contract with Otis. After the IUC-PG contract was awarded to Otis, SSU was able to negotiate an additional 7% off of the IUC-PG price. This resulted in a total of 10% reduction to the current contract (\$3,200 savings)
Enterprise Rental	Yes	FY18 savings through IUC contract is \$14,000
Inter-University Council-Insurance Consortium	Yes	Estimated savings - \$191,638

### Assets and Operations

**Recommendation 4 | Assets and operations**

**4A Asset review:** Each college/university must conduct an assessment of its noncore assets to determine their market value if sold, leased, or otherwise repurposed. Where opportunities exist, colleges and universities must consider coordinating these efforts with other colleges and universities to reap larger benefits of scale. Please complete the section that aligns with the implementation status of your college/university.

**Note:** *Once all assets are fully reviewed, this exercise is not necessary to conduct annually.*

Please identify your institution's implementation status.

**Implemented recommendation in FY18**

Please briefly explain your implementation status.

The assessment was conducted in 2016 and there are no substantial changes to the 2017 response.

If the college/university has not implemented this exercise to date, please explain.

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**4B Operations review:** Each college/university must conduct an assessment of non-academic operations that might be run more efficiently by a regional cooperative, private operator, or other entity. These opportunities must then be evaluated to determine whether collaboration across colleges and universities would increase efficiencies, improve service, or otherwise add value. Please complete the section that aligns with the implementation status of your college/university.

**Note:** *Once all operations are fully reviewed, this exercise is not necessary to conduct annually.*

<p>Please identify your institution's implementation status.  <b>Progress made on implementing recommendation in FY18</b></p>
<p>Please briefly explain your implementation status.</p>
<p>Ongoing assessments resulted in changes to some non-academic operations, realizing some savings and/or more efficient use of university personnel include: 1) university housing summer cleaning; moving services for major moves that exceed 4 hours duration; adoption of a maintenance apprentice program for succession planning; adoption of Fellow program for succession planning in four key areas (budget, payroll, HR, accounting).</p>
<p>If the college/university has not implemented this exercise to date, please explain.</p>

**4C Affinity partnerships and sponsorships:** Colleges and universities must, on determining assets and operations that are to be retained, evaluate opportunities for affinity relationships and sponsorships that can support students, faculty, and staff. Colleges and universities can use these types of partnerships to generate new resources by identifying "win-win" opportunities with private entities that are interested in connecting with students, faculty, staff, alumni, or other members of their communities. Please complete the section that aligns with the implementation status of your college/university.

Did the college/university initiate any new partnerships or sponsorships in FY18? If yes, please complete the below table for those new relationships.

Existing Partnerships/Sponsorships	Description
Portsmouth City Schools MOU	SSU partners with the Portsmouth City Schools (PCS) to utilize some of their athletic facilities and PCS to utilize SSU facilities. This agreement allows SSU to use their track & field complex, their gymnasium, and their baseball field. There is no charge to the University which results in an annual savings of \$20,000. This agreement also strengthens our relationship with the local community as PCS has realized significant savings by utilizing SSU facilities. Further, several local schools would not be able to offer a swim team without the use of our pool facility

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<p>City of Portsmouth Health Department</p>	<p>SSU Counseling &amp; Health Services has a partnership with the City of Portsmouth Health Department. Within this partnership the City Health Department provides free 20 minute HIV testing to students each fall and spring semesters. This testing takes place on campus to increase convenience to students and is completely funded by the City Health Department. When compared to the cost of purchasing individual HIV Home Testing Kits this results in a savings of approximately \$8,000 per academic year.</p>
<p>King's Daughters Medical Center</p>	<p>SSU partners with King's Daughter's Medical Center to provide basic medical services to students. During fall of 2017 KDMC provided approximately 305 physicals to SSU students. Of these 285 were provided at no cost to students. The remaining 20 were provided at a cost that is significantly less than usual and customary when physicals are obtained through family physicians. Additionally, this service is provided on campus further reducing expenses to students incurred by travel/transportation to and from appointments. Traditionally physicals have been funded by the SSU athletic department. However, Without SSU covering the cost of athletic physicals student athletes would have incurred a cost of \$11,000. However, cost to student athletes were avoided completely.</p>
<p>Barnes &amp; Noble</p>	<p>Barnes &amp; Noble will pay Shawnee State University a percentage of gross sales at the Bookstore. SSU realizes an annual commission of approximately \$200,000 from this agreement. Barnes &amp; Noble will also provide for a \$5,000 annual scholarship to SSUDF.</p>
<p>Lindsay Wilson College</p>	<p>The SSU Office of Counseling &amp; Health Services has an ongoing MOU with Lindsey Wilson College School of Professional Counseling through which Master's level Counseling Interns are provided each year (2011 - 2018). This program increases the number of clinical service hours available to students with a minimal investment from SSU. This results in an estimated cost savings to SSU of \$17,000 in compensation plus benefits.</p>
<p>Grace College</p>	<p>The SSU Office of Counseling &amp; Health Services is in the second year of MOU with Grace College through which Master's level Counseling Interns are provided. This program increases the number of clinical service hours available to students by approximately 1,000 hours and requires minimal investment by SSU. This results in an estimated cost savings to SSU of \$14,000 in compensation plus benefits annually.</p>
<p>Neal and Vicki Hatcher, Inc.</p>	<p>Public/private partnership for student housing with partner maintaining all operating cost and revenue sharing back to the university. The University receives a portion of the revenue in the form of management fees. SSU receives a 10% management fee on all private-owned housing receipts. This developer also provides an average of \$10,000 in annual housing scholarships to SSU students.</p>

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Sodexo	Sodexo pays Shawnee State University an annual fixed commission based upon number of meal plan participants. This agreement results in an annual commission of approximately \$140,000.
Southern Ohio Performing Arts Association (SOPAA)	An MOU with 501(c)(3) Southern Ohio Performing Arts Association (SOPAA) generates revenue from shared sponsorships and savings through shared promotional and advertising costs with the university at the Vern Riffe Center for the Arts. Approximate annual gross revenue is \$229,000
* Nationwide Insurance	Our affinity partnership with Nationwide Insurance generates in excess of \$10,000 per year in royalty payments from the recognition of premiums paid by alumni, faculty, and staff policy holders.
*Angstrom Materials	This partnership was formed between Angstrom Materials and our Plastics program whereby SSU provides contracted services to the company for a fee. This agreement generated \$7886 last year.
*GeoTech	This partnership was formed between GeoTech and our Plastics program whereby SSU provides contracted services to the company for a fee. This agreement generated \$5486 last year.

If the college/university has not implemented this exercise to date, please explain.

### Administrative Practices

#### Recommendation 5 | Administrative cost reforms

**5A Cost diagnostic:** Each college/university must produce a diagnostic to identify its cost drivers, along with priority areas that offer the best opportunities for efficiencies. This diagnostic must identify, over at least a 10-year period:

- Key drivers of costs and revenue by administrative function and academic program;
- Distribution of employee costs — both among types of compensation and among units;
- Revenue sources connected to cost increases — whether students are paying for these through tuition and fees, or whether they are externally funded;
- Span of control for managers across the college/university — how many employees managers typically oversee, by the manager’s function; and
- Priority steps that would reduce overhead while maintaining quality — which recommendations would have the most benefit?

**Note:** *Once a full cost diagnostic has been performed, this exercise is not necessary to conduct annually.*

SSU completed its 10-year cost diagnostic in 2016

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Please provide details on the result(s) of the assessment. What are the cost drivers, based on the categories above? Please discuss the college/university's priority areas that offer the best opportunities for the recommendation.

If the college/university has not performed this exercise to date, please explain why.

**5B Productivity measure:** While the measure should be consistent, each college/university should have latitude to develop its own standards for the proper level of productivity in its units. This will allow, for instance, for appropriate differences between productivity in high-volume environments vs. high-touch environments.

What steps has the institution taken to improve productivity in FY18? Please discuss any updates to the utilization of process/continuous improvement methodologies such as Lean Six Sigma.

Shawnee State's Productivity Measure score continues to remain among the top scores when compared to other institutions. Please see response to 5C for major productivity improvements.

**5C Organizational structure:** Each college/university should, as part or because of its cost diagnostic, review its organizational structure in line with best practices to identify opportunities to streamline and reduce costs. The college/university reviews should consider shared business services — among units or between college/university, when appropriate — for fiscal services, human resources, and information technology.

**Note:** *Once fully implemented, this exercise is not necessary to conduct annually.*

Did the college/university evaluate its organizational structure in FY18? If yes, please provide an overview of the process used and the key outcomes. If no change from FY17, please indicate.

The University has experienced operational efficiencies and department restructuring with the implementation of DocuSign, an electronic signature tool, and Oracle Cloud products for financials, human resources, payroll, procurement, and budgeting. The automated approval workflow and cloud based self-service functionality has generated close to \$1ML in productivity savings (through staff reductions and/or staff redirection to other needs) for year one.

Shawnee State has also developed a plan to reduce FY2019 expenses by 6ML (approximately 2ML in non-compensation and 4ML in compensation expenditures). This plan involves major reorganization of operational units, elimination or modification of vacant positions, major health plan revisions, university closure during spring break, reductions in force in all groups, voluntary retirement incentive plan, focused academic program reviews identifying program eliminations and addition of new programs, and reductions in contractual supplemental assignments. Leadership has engaged the campus community to identify other cost reduction strategies that will allow the University to achieve its goal, while protecting student programs and services.

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If the college/university previously implemented this recommendation and saw efficiencies gained in FY18, please identify and include cumulative savings.

**5D Healthcare costs:** A statewide working group should identify opportunities to collaborate on health-care costs.

What initiatives or plan changes did the college/university implement in FY18 to manage or reduce healthcare costs?

Shawnee State has continued to work extensively with its benefits consultants during FY2018 to identify and refine strategies to help contain health care costs and improve the overall health of its population. The University's health and wellness strategic plan focused on the following initiatives:

- participation in a group purchasing consortium with colleges within the southwest Ohio market
- Delivery of an on-site health clinic to implement wellness initiatives
- Implementation of stronger and targeted disease management education and outreach efforts
- Adoption of tiered networks to steer members to lower cost health care providers
- Realignment of plan design and contribution strategy (projected savings of \$400K for FY2019).

Has the college/university achieved any expected annual cost savings through healthcare efficiencies in FY18? Please explain how cost savings were estimated.

**5E Data centers:** The college/university must develop a plan to move its primary or disaster recovery data centers to the State of Ohio Computer Center (SOCC).

Please identify your institution's implementation status:

**Progress made on implementing recommendation in FY18**

SSU has its current DR co-location at Wright State University via an active Service Level Agreement with OARnet. Additionally, SSU has moved much of its mission critical systems including its ERP (Financials and HCM) and student recruiting to the Oracle Cloud services, and its learning management system (LMS) to the Blackboard cloud. Both vendors provide industry standard best practices for security, backup and redundancy.

If the college/university previously moved its data center to the SOCC, please identify efficiencies gained, including monetary savings or enhanced security.

If the college/university has not implemented this recommendation to date, how is it addressing systems security and redundancy issues?

**5F Space utilization:** Each college/university must study the utilization of its campus and employ a system that encourages optimization of physical spaces. Please complete the section that aligns with the implementation status of your college/university.

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**Note:** This exercise is not necessary to conduct annually.

Please identify your institution's implementation status. <b>No change from prior year's report</b>
Please briefly explain your implementation status.
If the college/university implemented this recommendation in FY18, please provide an overview of the process used and the key outcomes, including efficiencies gained.
If the college/university previously implemented this recommendation and saw efficiencies gained in FY18, please identify and include cumulative savings.
If the college/university has not performed this exercise to date, please explain why.

**Energy**

**Energy Efficiencies** seek to refine sustainable methods utilized by the college/university to procure and use energy (resulting in more efficient use of energy), including but not limited to lighting systems, heating & cooling systems, electricity, natural gas, and utility monitoring.

<b>FY18 Projects/Initiatives</b>	<b>Efficiencies Gained, including Monetary Impact</b>
<b>Energoc</b>	SSU has entered into an agreement with EnerNoc to reduce electric load in the event of a brown out and other critical event defined by our utility supplier. This process includes an annual test of the load curtailment that nets SSU approximately \$30, 000 that involves a reduction of the load. If called upon to participate in an actual event, SSU could realize additional savings. SSU also uses EnerNoc to conduct reverse auctions for gas and electric pricing.
<b>AEP</b>	SSU actively participates in the AEP Gridsmart program. This program has resulted in approximately \$4,800 in savings on electrical projects this year.
<b>Consumption Reduction</b>	In an effort to continue reducing consumption, occupancy sensors are installed to control HVAC and lighting in all building renovations. These efforts are the continuation of the estimated \$600,000 in energy cost savings that have been realized in the past.

Have you gained efficiencies in FY18 from previously implemented projects/strategies? If yes, please discuss cumulative efficiencies gained.

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**Regional Compacts**

Ohio Revised Code Section 3345.59 requires regional compacts of Ohio's public colleges and universities, with an executed agreement in place by June 30, 2018 for colleges and universities to collaborate more fully on shared operations and programs. Per O.R.C. §3345.59 (E) colleges and universities shall report within their annual efficiency reports the efficiencies gained as a result of the compact.

ODHE recognizes the regional compacts were due to be in place by June 30, 2018; therefore, please discuss your projected efficiencies gained as a result of each of the categories within the compact.

Category	Description	Monetary Impact
Reducing duplication of academic programming	SSU has eliminated 16 academic programs in the past two years. Four of those programs were duplicative with programs offered by our nearest regional partner institution, Ohio University.	\$242,000 annually
Implementing strategies to address workforce education needs of the region	<p>Shawnee State University will be a leader in regional entrepreneurship when our new Kricker Innovation Hub opens at 221 Chillicothe Street in downtown Portsmouth in late September 2018. The facility will promote entrepreneurship, innovation, and creativity in the region.</p> <p>Expansion of online programs. SSU will launch four online programs in spring 2019. Will develop 15 – 20 programs in the next 5 years.</p> <p>Renovation of Health Professions facilities. The University has completed a multi-million dollar renovation of three buildings providing new, updated facilities for Occupational Therapy, Nursing, Physical Therapy, Business, Plastics Engineering Technology, and Advanced Manufacturing.</p> <p>Offering Occupational Therapy Assistant (OTA) program at Southern State Community College (proposed). The OTA program is one of the few in this region. The satellite site will open up opportunities for students interested in OTA who live north and west of SSU's campus and would have difficulty making the commute.</p>	

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	<p>SSU is finalizing a survey with Institutional Research to survey regional businesses for their workforce needs as well as preferred schedules and platforms.</p> <p>Partnerships with Hondros and Ed2Go will provide online options for career fields not currently being served by SSU in areas such as pre-real estate licensing and insurance.</p> <p>Free workshops are being provided through the Kricker Innovation Hub with our partners such as the LIGHTS Regional Innovation Network, and Workforce &amp; Business Development Program (Pike Community Action of Pike County), and the Ohio State University Endeavor Center.</p>	
<p>Sharing resources to align educational pathways and to increase access within the region</p>	<p>By extending and broadening collaborations of the Southeast Regional Compact, the institution's will strive to develop strategies to:</p> <ul style="list-style-type: none"> <li>• Increase the efficiency of academic, financial, and administrative operations to manage cost and support greater access and opportunities for students in the region, and greater collaboration between institutions</li> <li>• Strengthen and expand educational pathways to help increase the number of students from a variety of educational backgrounds in the region earning a postsecondary credential in a timely way, including clear transfer pathways, one-year pathways, 3+1 options, and alternative mathematics pathways, while eliminating unnecessary duplication of academic programming;</li> <li>• Support the workforce education needs of the region and students by enhancing career counseling and experiential learning opportunities, and by working with community partners as appropriate to the region and student population</li> <li>• Share information and explore collaborations on curricular innovations, such as competency-based, competency-principled, and team-based learning, as well as open educational resources and online delivery of courses</li> <li>• Share information and explore collaborations on innovation in research and development</li> </ul>	

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<p>Reducing operational and administrative costs to provide more learning opportunities and collaboration in the region</p>	<ul style="list-style-type: none"> <li>• Include collaboration with regional campuses in the above areas, especially between those institutions that are co-located</li> </ul>
<p>Enhancing career counseling and experiential learning opportunities for students</p>	<p>SSU is in the process of a major downsizing and restructuring effort designed to reduce operational and administrative costs. Initial cost savings will be realized in FY19.</p> <p>Co-locating Career Services and Academic Advising.</p> <p>SSU works with regional employers to identify career and internship opportunities as well as apprenticeship needs. One recent success story is Cincinnati Milacron who hired two Shawnee State graduates for their new apprenticeship program, and plan to recruit more for another round of the program which begins in January 2019.</p> <p>SSU recently became a member of the Ohio Technet which works with employers in the state to better align higher education and training with industry needs for Advanced Manufacturing in Ohio. Ohio TechNet works to better identify the most pressing needs of businesses and accelerate training programs to fill the skills gap. SSU is in support of this group's collaborative application for the federal Scaling Apprenticeship Through Sector-Based Strategies program.</p> <p>SSU works with state organizations to recruit SSU students and regional employers into their internship programs. Examples include the Ohio Development Services Agency's Diversity and Inclusion Technology Internship as well as the Ohio Export Internship Program.</p> <p>SSU makes a career platform available for employers to post internship, co-op, and apprenticeship opportunities. In addition, Career Services hosts career fairs which also provide opportunities for employers to interview students for career and internship opportunities. A new platform</p>

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<p>Expanding alternative education delivery models such as competency-based and project-based learning</p>	<p>(Handshake) will be implemented by January 2019 to improve this process.</p> <p>SSU will pilot a Computer Engineering CBE Course in 2019.</p>
<p>Implementing strategies to increase collaboration and pathways with information technology centers, adult basic and literacy education programs and school districts in your region</p>	<p>Kricker Innovation Hub (see description above)</p> <p>SSU is working with the Scioto County Career Technical Center to streamline the transition of their Licensed Practical Nurses graduates into our Associate Degree of Nursing program. When this effort is complete, the LPN transfers will no longer be required to retake Anatomy and Physiology coursework. This helps to make more students available for local hospital employment needs.</p> <p>SSU worked with the Scioto County CTC to develop the Woodworking Workforce Training Partnership, a collaborative diverse group that worked together to provide strategic education pathways to support the wood product industry. This resulted in a stackable industrial management curriculum from a secondary certificate to a bachelor's degree.</p> <p>SSU is currently participating on the Ohio Cyber Collaboration Committee to help fill the gap between the ~7,000 available Information Technology positions in the state of Ohio and the skills/students that are needed to fill these jobs. This will include potentially hosting a cyber range that could be used by K-12 and CTC students as well as regional employers. SSU also developed a cybersecurity minor to respond to regional industrial needs and is working on additional concentrations, and the university plans to host a Capture the Flag exercise, a competition between security professionals and students learning about cybersecurity.</p>

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<p>Enhancing the sharing of resources between institutions to improve and expand the capacity and capability for research and development</p>	<p>SSU is working with local school districts to promote entrepreneurship by hosting and helping to coordinate the Glockner Dare to Dream high school regional pitch competition. The university is also working with Portsmouth Jr. High to implement the Ice House entrepreneurial mindset program.</p> <p>Moved adult basic education program to University Student Success Center</p>	
<p>As active members of the Southeast Regional Compact, we commit to the following:</p> <ul style="list-style-type: none"> <li>• Continue to host at least one regional summit each year to bring together members of the Southeast Compact to address the issues and goals above. The Transfer Summit organized and hosted at Washington State Community College in March 2018 is an exemplary model for these regional summits.</li> <li>• Identify gaps and opportunities for new collaborations, and form cross-institutional task forces with clear outcomes, institutional leads, and timelines to address gaps and opportunities as they arise.</li> <li>• Include partners from K-12 education, the community, government entities, corporate entities and industry, and others as appropriate to address the issues and goals articulated above.</li> <li>• Share best practices across institutions related to the issues and goals articulated above.</li> <li>• Continue to establish collaborations beyond the members of the Southeast Compact to better serve the students of the entire state of Ohio as well as those students from outside the state who choose to continue their education in Ohio.</li> <li>• Provide subsequent reports of the efficiencies and educational gains achieved as result of these compacts in each institution's annual efficiency report to the Chancellor of Higher Education, as required by the Ohio Revised Code (Section 3345.59).</li> </ul>		

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Identifying and implementing the best use of university regional campuses	N/A

## Section II: Academic Practices

### Recommendation 6 | Textbook Affordability

**6A Negotiate cost:** Professional negotiators must be assigned to help faculty obtain the best deals for students on textbooks and instructional materials, starting with high-volume, high-cost courses. Faculty must consider both cost and quality in the selection of course materials.

Please identify your institution's implementation status:

**Progress made on implementing recommendation in FY18**

Please briefly explain your implementation status.

The University receives assistance from its Barnes and Noble (B&N) representative to help faculty obtain the best deals for students on textbooks and instructional materials. For Fall of 2018, the University launched a trial of the Inclusive Access model in 14 classes. Approximately 658 students participated in this trial which resulted in a savings of approximately \$72,865 in textbooks. In addition, these students had access to the course materials on the first day of class. The B&N contract ends in spring 2019 and the University is now reviewing the potential move to a virtual bookstore.

The University established a Textbook Affordability Committee composed of faculty and staff to determine future initiatives to improve textbook affordability. Currently, the University offers textbook rentals, multiple formats, open-source materials, bundling, custom textbooks, common textbooks for large, multi-section courses, and library reserve to reduce costs to students. The Textbook Affordability Committee conducted a survey of faculty members to gauge interest in the issue of textbook affordability. The survey also gathered data on the many strategies faculty currently use to reduce textbook costs. The examples below highlight the courses where savings were realized by Shawnee State University students:

- o NTSC Scientific Reasoning and Methodology – Course readings, print and electronic, 300 students
- o Introduction to STEM Programming – Instructor written open text, 60 students
- o Mathematics 1200 College Algebra – Open Text, 120 students
- o Mathematics 1250, 2110, 2120 – Open Text, 180 students
- o Philosophy and Ethics courses – Course readings, 180 students
- o American History to 1965 – Open Text, 100 students
- o BSHS 4100 – Open Text, 100 students
- o English 096 – Open Text; 150+ students

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- o Understanding Cultural Diversity – Course readings, 100 students
- o Microbiology, Immunology, and Diagnostic Microbiology – Department produced lab manual, 175 students

In addition to the initiatives described above, the following are other textbook affordability activities on campus:

- The library offers a service where many textbooks and readings are available for students to check out for a 2-hour periods. The Course Reserve textbooks circulated 4,228 times last year.
- The library and the Student Government Association partnered at the end of Spring semester to launch a “Students Helping Students” campaign. The campaign encouraged students to donate used textbooks to the library for course reserves. The project resulted in the donation of 47 textbooks including one expensive accounting book.
- Faculty and librarians attended OhioLINK Affordable Learning workshops. The Textbook Affordability Committee is presenting a textbook affordability workshop this fall in cooperation with the campus Teaching Learning Center. The statewide price OhioLINK negotiated with publishers helped students save money as the bookstore readily worked with the negotiated. In some cases, they offered textbooks from these publishers at a lower price.

If you have not implemented this recommendation to date, please explain.

**6B Standardize materials:** Colleges and universities must encourage departments to choose common materials, including digital elements, for courses that serve a large enrollment of students. Please complete the section that aligns with the implementation status of your college/university.

Please identify your institution’s implementation status:

**Progress made on implementing recommendation in FY18**

Please briefly explain your implementation status.

Over 90% of Shawnee State’s large enrollment, multi-section courses use a common textbook and/or open-source digital resources. Many textbook titles are available on reserve in the library.

If you have not implemented this recommendation to date, please explain.

**6C Develop digital capabilities:** Colleges and universities must be part of a consortium to develop digital tools and materials, including open educational resources, that provide students with high-quality, low-cost materials. Please complete the section that aligns with the implementation status of your college/university.

Please identify your institution’s implementation status:

**Progress made on implementing recommendation in FY18**

Please briefly explain your implementation status.

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The University continues to participate in state-wide discussions on textbook affordability, implementing best practices, and when available, opportunities to join consortia. Most recently, the University began pursuing the transition in AY19 to a virtual bookstore and is reviewing participation in state-wide initiatives (e.g. Unizin) and those efforts spearheaded by OhioLink.

If you have not implemented this recommendation to date, please explain.

**Reducing Textbook Costs for Students**

Ohio Revised Code Section 3333.951(C) requires Ohio's public colleges and universities to report their efforts toward reducing textbook costs for students. Please discuss all initiatives implemented, including those related to 6A, 6B, and 6C above, that ensure students have access to affordable textbooks.

Initiative	Explanation of Initiative	Cost Savings to Students
Textbook Affordability Committee	In 2017-2018 Shawnee State University formed a Textbook Affordability Committee. The committee was charged, by the Provost, with exploring best practices for helping students save money on textbooks. The committee included the campus bookstore manager, faculty, and the Dean of the Library.	
Inclusive Access Trial	Fall of 2018, the campus launched a trial of the Inclusive Access model in 14 classes. Approximately 658 students participated in this trial which resulted in a savings of approximately \$72,865.98. In addition, these students had access to the course materials on the first day of class.	\$72,865.98
Library Check-out service	The library offers a service where many textbooks and readings are available for students to check out for a 2-hour periods. Course Reserve textbooks circulated 4,228 times last year.	
OhioLINK Participation	Janet Stewart, Dean of Library Services, served as a member of OhioLINK's Affordable Learning Ambassadors. The Affordable Learning Ambassadors presented workshops throughout the state on textbook affordability.	
Textbook Affordability Committee survey	The Textbook Affordability Committee conducted a survey of faculty members to gauge interest in the issue of textbook affordability. The survey also gathered data on the many strategies faculty currently use to reduce textbook costs. The examples below highlight the savings realized by Shawnee State University students:	\$393,206.00

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- Savings from use of Open Text and Course Readings: \$196,603.00 (1465 students X \$134.50 average cost of textbook)
- \$40,260.00 Savings - NTSC Scientific Reasoning and Methodology – Course readings, print and electronic, 300 students
- \$8,052.00 Savings - Introduction to STEM Programming – Instructor written open text, 60 students
- \$16,104.00 Savings - Mathematics 1200 College Algebra – Open Text, 120 students
- \$24,156.00 Savings - Mathematics 1250, 2110, 2120 – Open Text, 180 students
- \$24,156.00 Savings - Philosophy and Ethics courses – Course readings, 180 students
- \$13,420.00 Savings - American History to 1965 – Open Text, 100 students
- \$13,420.00 Savings - BSHS 4100 – Open Text, 100 students
- \$20,130.00 Savings - English 096 – Open Text; 150+ students
- \$13,420.00 Savings - Understanding Cultural Diversity – Course readings, 100 students
- \$23,485.00 Savings - Microbiology, Immunology, and Diagnostic Microbiology – Department produced lab manual, 175 students
- The library houses a collection of textbooks that faculty place on reserve. The library and the Student Government Association partnered at the end of Spring semester to launch a “Students Helping Students” campaign. The campaign encouraged students to donate used textbooks to the library for course reserves. The project resulted in the donation of 47 textbooks including one expensive accounting book.
- Many faculty work with the campus bookstore as early adopters or assign electronic books. Early adoption provides students with the opportunity to

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	<p>take advantage of a better supply of used books and used rentals.</p> <ul style="list-style-type: none"> <li>Faculty and librarians attended OhioLINK Affordable Learning workshops.</li> </ul>	
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**Textbook Cost Study**

Ohio Revised Code Section 3333.951(D) requires Ohio’s public colleges and universities to conduct a study to determine the current cost of textbooks for students enrolled in the institution and submit the study to the Chancellor by a date prescribed by the Chancellor. Please share the results of your study below.

Category	Amount
Average cost for textbooks that are new	\$134.20
Average cost for textbooks that are used	\$99.21
Average cost for rental textbooks	\$61.65
Average cost for eBook	\$66.46

**Textbook Selection Policy** Ohio Revised Code Section 3345.025 requires the board of trustees of each state institution of higher education to adopt a textbook selection policy for faculty to use when choosing and assigning textbooks and other instructional materials. Has your college’s/university’s board of trustees adopted a textbook selection policy? Choose an item.

**Recommendation 7 | Time to Degree**

**7A Education campaign:** Develop an education campaign on course loads needed to graduate.

*Note: This exercise is not necessary to conduct annually.*

Please identify your institution’s implementation status.  
**Implemented recommendation in FY18**  
 Please briefly explain your implementation status.

The University provides information concerning on-time completion to students through its freshman orientation and centralized advising/professional advisors. In 2016, the University implemented a 15-to-Finish campaign that included flyers, posters, and online information through the University’s mobile app. That campaign was continued in 2017 and 2018. All freshmen and transfer students are required to complete the First Year Experience course in which students develop an academic map for degree completion. The academic map exercise stresses the importance of completing a degree in the minimum amount of time.

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In fall 2018, the first-time freshman average number of credit hours per semester jumped from 14.43 to 15.35, an increase of nearly one full credit hour. The average for all students increased from 13.7 to 14.5 hours, an increase of 0.8 credit hours. Over time, this increase in credit hours will translate into earlier degree completion and significant savings in the total cost per degree (estimate \$263,375 annual).

If you have not implemented this recommendation to date, please explain.

**7B Graduation incentive:** Establish financial and graduation incentives to encourage full-time students to take at least 15 credits per semester.

*Note: Once fully implemented, this exercise is not necessary to conduct annually.*

Please identify your institution's implementation status.

**Implemented recommendation in FY18**

Please briefly explain your implementation status.

The University's Board of Trustees approved the implementation of the Shawnee State Advantage tuition guarantee program beginning fall 2018 that guarantees incoming freshmen and first time transferring students' tuition and fees that will be held constant for four years. This program provides financial incentive for students to complete at least 15 credit hours per semester in order to graduate within two (associate degree) or four years (baccalaureate degree).

If you have not implemented this recommendation to date, please explain.

**7C Standardize credits for degree:** Streamline graduation requirements so that most bachelor's degree programs can be completed within 126 credit hours or less, and associate degree programs can be completed within 65 credit hours or less. Exceptions are allowed for accreditation requirements.

Credits Required/Degree have changed little from the previous year. Approximately 80% of Shawnee's baccalaureate degrees require the 120 or 121 credit hours and 98% require ≤ 126 credit hours. For associate degree programs, 50% of our programs require ≤ 65 credit hours. Accreditation requirements prevent many of the associate degree programs from meeting the threshold of ≤ 65.

Please explain the major reasons specific academic program may require more than 126 or 65 credit hours to earn the respective degree.

**7D Data-driven advising:** Enhance academic advising services so that students benefit from both high-impact, personalized consultations and data systems that proactively identify risk factors that hinder student success.

Please identify your institution's implementation status:

**Implemented recommendation in FY18**

Please briefly explain your implementation status.

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Shawnee State uses a centralized advising system for freshmen to provide enhanced advising and high impact, personalized consultations. All freshmen and transfer students complete a first year experience class in which they are required to create an academic map and meet with a professional or faculty advisor. Faculty complete an annual advisor survey in which they identify students who are not making adequate progress towards a degree or who are in need of additional assistance. Considerable resources are being redirected to support intrusive advising. The University recently purchased Aviso (\$30,000/year), an advising software system that allows professional and faculty advisors to more closely follow student progress, identify at-risk students, and provide enhanced student-advisor communications.

If you have not implemented this recommendation to date, please explain.

**7E Summer programs:** Evaluate utilization rates for summer session and consider opportunities to increase productive activity.

Please identify your institution's implementation status.

**Implemented recommendation in FY18**

Please briefly explain your implementation status.

In summer 2017, SSU required all entering freshmen who placed into two or more developmental courses to complete a summer bridge program called Bridge to Success. Over one hundred students enrolled in the six-week program that included developmental courses in math, composition, reading, and freshmen first-year-experience and skills courses. Students paid only a \$50 registration fee. All courses and housing were provided at no cost. Nearly 70% completed the Bridge program and registered as freshmen. The bridge program is supported by a state Innovation Grant.

In the current year, 68 students completed the 2018 Summer Bridge and registered for fall semester totaling a one-semester student savings of \$238,000.

In addition, the University continues to expand its summer online course offerings in order to provide greater access to high demand, bottleneck courses, particularly general education requirements.

If you have not implemented this recommendation to date, please explain.

**7F Pathway agreements:** Develop agreements that create seamless pathways for students who begin their educations at community or technical colleges and complete them at universities.

Please provide the details of the work completed related to this area in FY18 only.

At the end of FY18, how many articulation pathway agreements does your college/university have in place? How many are 2+2? How many are 3+1? Is the number of pathways available for students increasing?

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SSU has been an active participant in Guided Transfer Pathways (GTP) and has submitted 2 + 2 models for Business and Social Sciences, English, Theatre, Fine Arts, and History pathways will be submitted in October. GTP represents state-wide articulation agreements between all state community colleges and universities.

**7G Competency-based education:** Consider developing or expanding programs that measure student success based on demonstrated competencies instead of through the amount of time students spend studying a subject.

SSU is piloting a competency-based course in computer engineering technology projected to begin in spring 2019. This course is also intended to be available for College Credit Plus (CCP) students. SSU will be submitting a proposal to the state for approval to offer this course for CCP credit.

Please discuss efficiencies gained by implementing this recommendation. Please discuss how students have benefited, in terms of both cost and the quality of their education. In particular, how many students are estimated to be served by the college's/university's competency-based education programs? Has your college/university seen improvements in completion rates? Have students seen cost savings?

### **Recommendation 8 | Course and Program Evaluation**

This recommendation is not applicable this year. Per O.R.C 3345.35, the colleges and universities need to address this recommendation every five years. The next applicable date is FY22.

SSU eliminated nine academic programs beginning Fall 2018. This is in addition to seven programs eliminated in the previous year.

Programs eliminated in 2018 include the following:

- AAB Legal Assisting
- AAS Plastics Engineering Technology
- BA International Relations
- BS Natural Science - Physics
- BA Philosophy and Religion
- BFA – Studio Arts (Ceramics, Drawing, Painting)
- BS Legal Assisting

Ceramics (and other studio arts programs) and International Relations degree programs were identified as duplicative with those offered by our regional partner institution, Ohio University.

If you implemented course/program sharing, please discuss efficiencies gained, including cumulative efficiencies to date.

### **Recommendation 9 | Co-located Campuses**

Ohio Revised Code Section 3333.951 requires Ohio's co-located colleges/universities to annually review best practices and shared services in order to improve academic and other services and reduce costs for students. Co-located campuses are then required to report their findings to the Efficiency Advisory Committee.

Please identify efficiencies gained in FY18 only.

Co-located campus: \_\_\_\_\_

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

### Section III: Policy Reforms

#### Recommendation 10 | Policy Reforms

**10A Financial Advising:** Provide financial advising and training to students.

Please identify your institution's implementation status:

**No change from prior year's report**

Please briefly explain your implementation status.

The 2-hour course in financial literacy piloted in 2017 has been formalized as UNIV 1103: Financial Literacy and is offered each Fall and Spring semester.

If you have not implemented this recommendation to date, please explain.

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**10B Obstacles:** The Ohio Department of Higher Education and/or state legislature should seek to remove any obstacles in policy, rule, or statute that inhibit the efficiencies envisioned in these recommendations.

What legislative obstacles or policy roadblocks, if any, inhibit efficiencies and affordability practices at the college/university?

**Construction Reform**


With the Construction Reform legislation in 2012, please describe the outcomes, efficiencies gained, and benefits to students from implementing this reform. The Multiple Prime option which is part of construction reform, is the most cost effective option for our size projects. We have a consistent pool of MEP Contractors that bid our projects and having our contract with them has proven effective by completing all projects on schedule and under budget while having a constantly changing pool of local and non-local General Contractors. We have also utilized the new General Contracting option on a few smaller projects with equal success. We will have some larger projects in the future and we will consider using the CM at Risk option.

**Additional Practices**

Are there additional efficiency practices your college/university implemented in FY18 to ensure students have access to an affordable and quality education? Please identify.

<b>Additional Efficiency Practices/Initiatives</b>	
<b>Description</b>	<b>Monetary Impact</b>
SSU renegotiated and combined all wireless phone contracts and realized a 70% savings	\$27,000 savings
Renegotiated current copier contract. It was more economical to stay with current vendor after realizing a savings of 30% on our per copy rate.	\$14,000 savings
Replaced/Repaired surveillance equipment utilizing in-house staff vs. outsourcing -	\$5,200 Savings
SSU campus implemented the use of DocuSign to eliminate paper and streamline our processes. In addition to the savings captured by HR in recommendation 5C the campus realized significant savings.	\$15,200 Savings
Information Technology Services has eliminated and/or consolidated 6 agreements reducing annual expenses.	\$71,000 Savings

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SSU has reduced computer labs on campus, thus reducing the computer hardware footprint.	\$65,000 Savings
<b>Renegotiation of Oracle products-SSU negotiated a better discount over the IUC pricing for the Oracle products purchased over the past two years.</b>	\$1,010,340 Savings

**Section IV: Master Recommendation #1 - Students Must Benefit**

For chart #1, please provide the cost savings/avoidance in FY18 ONLY for the three specified categories. For chart #2, of the FY18 cost savings/avoidance to your respective college/university, please provide how much of that cost avoidance/savings was redeployed or invested into initiatives that benefit students and/or promote operational excellence.

NOTES: Please do NOT include cumulative savings as this is for FY18 only. Cumulative savings may be discussed in your above response to each recommendation. Feel free to add additional lines as necessary.

**Chart #1:**

Category	Recommendation	FY18 (Actual)
Cost savings/avoidance to the college/university in FY18 ONLY	Regional Compacts	\$242,000
	Additional Practices	\$1,207,740
	3B	\$332,438
	4C	\$615,000
	5C	\$1,000,000
	Energy	\$630,000
	<b>Subtotal of Institutional Efficiency Savings</b>	<b>\$4,027,178</b>

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**Section V: Master Recommendation #2 – Five-year Goals**

An updated copy of the five-year goal template is attached. Please provide the data to complete the template, including information already provided in Section IV. In addition, if you have any updates or changes that need to be made to your five-year goals submitted in 2016, please update.

See attached MasterRecommendation2. Template to complete.

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**RESOLUTION F20-18**

**AUTHORIZING ADMINISTRATION TO TAKE INITIAL  
STEPS TOWARD SALE OF THE PRESIDENTIAL  
RESIDENCE**

WHEREAS, the University's presidential residence, located at 3060 Camelot Drive, Portsmouth, Ohio, is titled to the State of Ohio for the benefit of Shawnee State University; and

WHEREAS, the presidential residence is currently vacant and the University does not have plans to use the presidential residence in the future; and

WHEREAS, the Board continues to explore options to realize new revenue to curtail the University's deficit; and

WHEREAS, the Board believes that the sale of the presidential residence can result in revenue to the University to assist with the reduction of the deficit; and

WHEREAS, the sale of real estate titled to the State of Ohio involves many steps including but not limited to obtaining one or more appraisals, title work, approvals from the Department of Administrative Services, legislative action by the Ohio General Assembly, agreeing to terms with a purchaser, and obtaining a deed of sale signed by the Governor;

THEREFORE, BE IT RESOLVED, that the Board of Trustees of Shawnee State University hereby authorizes the University administration to take those necessary initial steps with the objective that they will culminate in the sale of the presidential residence and result in revenue to the University.

(December 14, 2018)





As I address the BOT today, we are about to witness one of the most important events in the life of a university. Today we recognize the next group of SSU graduates. We know that they have received a great education and will go forth and lead successful lives contributing to their family and community. Some will become leaders in business, health, science, technologies, and the arts and humanities. All will be better prepared to seek careers and a life much richer and rewarding because they made the commitment to a Shawnee education. Commencement is an excellent time to remind the Board of Trustees members and Shawnee State faculty & staff of the important role that we have played in the lives of these graduates as well as the 15000 + alumni of our University.

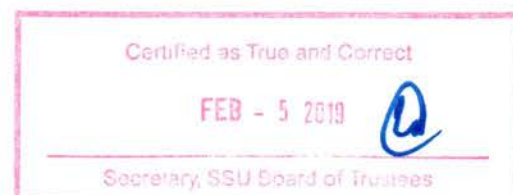
I have been serving in this role for 3 months. Over the past three months, we have moved quickly to reduce current expenses in order to meet our fiscal responsibilities. We have conducted a major reorganization that will continue into the near future. In total, we have either eliminated or left vacant over 30 positions or close to 10% of the workforce. This along with the dramatic changes initiated to kick start our recruitment engine has put a significant level of strain on the institution. We have been able to operate during these challenging times while reducing the impact on our students through the dedication and hard work of our employees – faculty, staff, and administration – who have made considerable sacrifice during this process.

At the same time that we have made significant reductions, we are also making critical investments in key areas that will help us reverse our recent and acute enrollment decline. These investments are being made in marketing, recruitment, and curriculum delivery. Cost cutting and investing ... this is a difficult needle to thread. A significant part of our annual expense comes in the form of instructional costs and those are not easily defined until we enter spring semester. Our top priority is students and ensuring that they have the appropriate classes so they can progress and graduate on time. This often runs contrary to instructional cost savings initiatives. In short, we are making progress towards meeting our budget goals but this is a steep mountain to climb and I want to be clear to the Board that we will continue to identify savings opportunities while remaining vigilant in meeting our students' needs.

One important part of the University's cost control strategies is to gain better control over health insurance expenses. I think we have made considerable progress through our new health plan. I thank the faculty, administration, and staff for understanding the challenging fiscal problems facing the University and making a series of concessions that will help us meet our financial goals. We still have a long way to go.

SSU is a great University whose mission is to prepare today's students to succeed in tomorrow's world. Not just certain types of students but ALL students. As such, we will continue to offer an education that recognizes and respects diversity and a classroom experience that allows free expression but is intolerant of discrimination in any form. We fully expect all of our employees – faculty, staff, administration – to adhere to these principles. We are a state institution of higher education and we recognize the great changes occurring in society today require that we look forward and not backwards and continue to strive toward a nurturing environment that enriches our students' experience and promotes knowledge and understanding of all.

And that concludes my report.



## University Faculty Senate President Remarks

Friday, December 14<sup>th</sup> Board of Trustees Meeting

- At the October Senate meeting, Eric Braun presented information about the important recruitment changes that took place earlier this academic year. The information was well received by faculty. On a related note, I also wanted to remind the Board that there are faculty members in the Colleges of Arts and Sciences and Profession Studies who are working hard to recruit students at events like Science Night, Plastics Day, and visits to area high schools.
- At the November Senate meeting, we approved revised shared governance committee operating procedures. These are committees called by the President and we have an agreement that stipulates some of the committee structure and the number of faculty members serving on those committees. The changes reduce the overall membership size of the president's committees to make them more agile, and the Senate approved those changes.
- Warehousing. The Faculty Senate Leadership was informed that there would be another round of program closures this academic year. It's the position of the Faculty Senate Executive Committee that program warehousing at this point would be detrimental to the university because of the added instability or perception of instability that the closures would add. We've extended an offer to the Provost and President to work on revising the program warehousing process.
- I wanted to close with an event to which you're all invited to attend and that's the Faculty Festival of Achievement. The Festival will take place on February 19-22 and it features faculty across the curriculum presenting research and assessment projects. It's one of my favorite events at Shawnee State, and once a program is prepared, I'll reach out to the President to get it distributed to you all.

That's my report. With the chair's permission I'll take any questions or comments you might like to share with faculty.

