

**SHAWNEE STATE UNIVERSITY  
BOARD OF TRUSTEES**

**Meeting Minutes  
June 26-27, 2020**

**Session I**

**Call to Order**

Chairperson Watson called the meeting to order at 4:34 p.m. noting the meeting was in compliance with RC § 121.22(F).

**Roll Call**

Members present: Mr. Watson, Mr. Edwards, Mr. Evans, Mr. Furbee, Ms. Hartop, Mr. Williams, Mr. Howarth, Ms. Heresh, and Ms. Stratton

Members absent: Dr. White

**Approval of the May 8, 2020 Board Meeting Minutes**

Mr. Edwards moved and Mr. Williams seconded a motion to approve the May 8, 2020 minutes. Without discussion, the Board unanimously approved said minutes.

**Approval of the June 26, 2020 Agenda**

Mr. Furbee moved and Ms. Hartop seconded a motion to approve the June 26, 2020 agenda. Without discussion, the Board unanimously approved the June 26, 2020 agenda.

**Consent Agenda**

1. Resolution ASA06-20, Award of Faculty Tenure

Chair Watson directed the Board to review the action items on the Consent Agenda and asked if anyone wished to remove any items from the Consent Agenda.

Mr. Evans requested Item 1, Resolution ASA06-20, Award of Faculty Tenure, be removed from the consent agenda. Mr. Evans moved to adopt Resolution ASA06-20 as amended to add two additional names and Mr. Edwards seconded the motion. Without discussion, the Board unanimously approved Resolution ASA06-20, Award of Faculty Tenure as amended.

**Executive Committee Report**

Mr. Furbee reported on behalf of the Executive Committee having two non-consent action items for the Board to approve.

1. Resolution E03-20, Appointment of Provost and Vice President for Academic and Student Affairs. This resolution approves the appointment of Sunil Ahuja effective July 1, 2020. Mr. Furbee moved that the Board adopt Resolution E03-20 and Mr. Howarth seconded the motion. The motion was passed by unanimous roll call vote of all Board members present.
2. Resolution E04-20, Modification of President's Employment Contract. This resolution approves modification of the President's employment contract and further approves the President to execute amended employment contracts for any other employees with written employment agreements who volunteer to reduce their gross salary through June 2021. Mr. Furbee moved that the Board adopt Resolution E04-20 and Mr. Williams seconded the motion. The motion was passed by unanimous roll call vote of all Board members present.
3. Mr. Furbee presented the 2020-2021 Board of Trustees meeting schedule as an information item. The meeting schedule is attached to the minutes.

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

Mr. Furbee reported on behalf of the Finance and Administration Committee having one non-consent action item for the Board to approve.

1. Resolution F15-20, Approval of FY2021 Operating Budgets (General Fund and Auxiliary Fund). This resolution presents the proposed general fund and auxiliary fund budgets for fiscal year 2021. Mr. Furbee moved that the Board adopt Resolution F15-20 and Mr. Edwards seconded the motion. The motion was passed by unanimous roll call vote of all Board members present. The full report is attached to the minutes.
2. Mr. Eric Braun, Vice President for Advancement and Institutional Relations, presented the Fall 2020 enrollment forecast as of June 15 which reflects significant declines versus pre-COVID-19. The forecast reflects an 11.58% decrease in first-time freshman and transfers from Fall 2019 and a 15.81% variance from the Fall 2020 Strategic Enrollment Plan Goal. Fall 2020 housing applications are down 14.5% from Fall 2019 as of May 31. The full report is attached to the minutes.
3. Mr. Mike Barhorst, Vice President for Finance and Administration, presented FY2020 preliminary end-of-year general fund and auxiliary fund budget performances which reflect revenues down slightly from original budget with expenses projected at \$1.2 million higher than original budget. When including the required transfer to the capital fund of \$1.3 million, the impact on the university's reserve balance will be a negative \$2.1 million. He stressed that the financial condition of the University warrants serious, close attention from all stakeholders, especially in light of the projected composite SB6 score result of 1.30 for 2020. The full report is attached to the minutes.
4. Mr. Barhorst reported on an inquiry from Moody's Investors Service related to the impact of the COVID-19 pandemic on the university's finances. No change in bond rating or outlook

for the university resulted from this inquiry and response. The full report is attached to the minutes.

5. Mr. Barhorst presented an update on capital projects and HB481 which approves Shawnee State University's Re-appropriations Higher Education Improvement Fund. The total amount to be re-appropriated is \$5,635,957. The full report is attached to the minutes.
6. Mr. Barhorst reviewed the cash reserves investment portfolio which shows a year-to-date gain of \$185,415, liquidations of \$1.5 million, and a current balance of \$8,306,472. The full report is attached to the minutes.
7. Mr. Barhorst reviewed quarterly personnel action and presented on the Shawnee Employee Summer Furlough Program which went into effect May 23, 2020, and includes full and partial furloughs of employees in administrative and staff positions. The university is participating in the Ohio Department of Job and Family Services (ODJFS) SharedWork Ohio program, a layoff aversion program, which allows workers to work reduced hours each week and be eligible for an unemployment benefit proportionate to their reduced hours. The full report is attached to the minutes.
8. Ms. Nikki Neal, Director, Student Business Center, reported on the Shawnee CARES Grant through which funds are available to help students with expenses related to the disruption of campus operations due to the coronavirus pandemic. The full report is attached to the minutes.
9. Mr. Braun presented the Advancement and Institutional Relations Executive Report which included athletics award nominations, virtual commencement and new student orientations, reopening of the Children's Learning Center, student emergency fund established by the Development Foundation, and highlights from the division. The full report is attached to the minutes.

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

Mr. Evans reported on behalf of the Academic and Student Affairs Committee:

1. Dr. Becky Thiel presented recent activities in Academic and Student affairs which included fully online summer Bridge Program set to begin June 29 and fully online Upward Board Math Science summer program currently underway, overview of faculty lectures, published articles and papers accepted for publishing, new graduate and certificate programs, OVRCD grant for Plastics Engineering Technology program, and preparation of the Bachelor of Science in Information Security program for submission to the Ohio Department of Higher Education. The full report is attached to the minutes.
2. Dr. Thiel presented the Spring 2020 Commencement Report which shows 556 degrees awarded. The full report is attached to the minutes.

3. Ms. Tami Sheets, Registrar, presented the Fall Weekly Registration Comparison report which shows a decrease 345 students from Fall 2019 as of June 22, 2020. The full report is attached to the minutes

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

None

### **President's Report**

Dr. Bauer presented the annual report on the enactment, amendment, rescission, and renewal of Board policies and University procedures during the 2019-2020 fiscal year pursuant to Policy No. 5.00Rev. He stated that a few months ago he was reporting on a turnaround of a seven-year period of plummeting enrollment and that our Fall 2020 freshman cohort was shaping up to be as large as the previous year. However, COVID-19 has forced us to cut in-person classes short during spring semester, move most employees to telework, and institute partial and full furloughs. Looking forward to FY21 and fall semester with the certainty that state funding and fall enrollment are going to fall well short of our expectations and our basic needs. We are developing plans to address what we believe to be a worst-case scenario with a 10% cut in state funding and a nearly 10% decline in enrollment which is clearly the greatest challenge this young university has faced. To address uncertainties, we have immediately implemented a hiring freeze and an extensive furlough program in which most of our administration and staff are now participating.

Tomorrow we will introduce you to our second phase of cost reduction, which will be accomplished through a significant reorganization designed to provide us with some efficiencies but will unfortunately include substantial reductions in workforce. The third phase of cost reductions is directed at instructional costs and we have asked a committee of faculty members and deans to review costs and provide a set of recommendations for savings. Dr. Bauer recognized outgoing trustees Leen Heresh (student) and Bob Howarth. He recognized Janet Stewart, Dean of Library Services, and Beck Thiel, Provost upon their retirements. The full report is attached to the minutes.

### **New Business**

1. Chair Watson stated he had asked Scott Williams to serve as Nominating Committee to select the Board of Trustees Chair and Vice Chair for the 2020-2021 academic year. He asked Mr. Williams for nominations from the Nominating Committee. Mr. Williams presented nominations of Joe Watson as Board Chair and David Furbee as Board Vice Chair. Chair Watson called for nominations from the floor and no further nominations were proffered. Without discussion the Board voted unanimously to approve the nominations.

### **Comments from Constituent Groups**

None

## **Faculty Senate Report**

None

## **Executive Session**

None

## **Other Business**

1. Chair Watson recognized outgoing student trustee Leen Heresh who graduated magna cum laude in May with a Bachelor's degree in political science and a minor in psychology. She was awarded a merit scholarship to attend the Rosenberg College of Law at the University of Kentucky where she will pursue a law degree in the fall.
2. Chair Watson recognized outgoing Board of Trustees member Bob Howarth who was appointed on February 28, 2012. During his tenure he worked with three different university presidents and participated in one presidential search, was instrumental in development of the university's strategic planning, and led the votes to adopt many critical programs and projects. Chair Watson thanked Mr. Howarth for his time, wisdom, and service to the Board and University. Mr. Evans commented that Bob Howarth is a great mentor and Leen is a great young person.

## **Recess**

Mr. Williams moved to recess until 9:00 a.m. on June 27, 2020, and Mr. Furbee seconded the motion. The Board recessed by unanimous vote at 5:08 p.m. with an announcement that the Board will meet the following morning, June 27, 2020 at 9:00 a.m. in the Morris University Center, East Ballroom.

## **Session II**

Chair Watson reconvened the meeting at 9:15 a.m., June 27, 2020, noting the meeting was in compliance with RC § 121.22(F).

## **Roll Call**

Members present: Mr. Watson, Mr. Edwards, Mr. Evans, Mr. Furbee, Ms. Hartop, Mr. Williams, and Ms. Stratton

Members absent: Mr. Howarth, Ms. Heresh, and Dr. White

## **Approval of the June 27, 2020 Agenda**

Mr. Furbee moved and Mr. Evans seconded a motion to approve the June 27, 2020 agenda. Without discussion, the Board unanimously approved the June 27, 2020 agenda.

## **Discussion Items**

1. Return to Campus: Elinda Boyles, Mike Barhorst, Becky Thiel and Eric Braun presented a “Safe Return to Campus” plan. The full presentation is attached to the minutes.

Chairman Watson called for a break in the meeting at 10:23 a.m. and the meeting resumed at 10:33 a.m.

2. Reorganization/Budget Planning: President Bauer and the Vice Presidents presented a “Realigning Services & Operations” plan. The full presentation is attached to the minutes.
3. Strategic Plan Reboot: President Bauer shared that progress on the strategic plan stalled during spring due to coronavirus and presented an overview of a Strategic Plan Reboot for fall. The new strategic plan is expanded to add a goal for expansion of diversity, inclusion and equity. The full presentation is attached to the minutes. Ms. Hartop expressed the importance of having more than just a stated goal of diversity and equity, but that critical resources and policies have to be committed to the effort to truly effect change. Chair Watson and President Bauer both agreed that the board policy was not the extent of the initiative, but rather the imperative that will drive future concrete actions in furtherance of diversity and inclusion on campus.

Dr. Ahuja raised the issue of whether financial sustainability should be included as a strategic goal. Mr. McPhillips expressed concern over the mechanics of a balanced budget amendment. Watson, Hartop and Furbee all expressed the critical importance of balancing the budget in the current year and beyond. A discussion followed regarding the Board’s obligation to hold the university accountable to review all aspects of operations, including staffing levels and expense, instructional costs, and scholarship expense. President Bauer acknowledged the need for an aggressive, specific plan to secure the financial stability and viability of the institution.

4. University Gateway Project: Present Bauer presented “A New Gateway to Campus” plan. The full presentation is attached to the minutes.

## **New Business**

Mr. Evans moved to rescind Resolution ASA06-20 as amended to add Dr. Daryl Rudmann and Professor Chuck Davis. The Resolution was amended yesterday in error and should not have included those two names. Mr. Furbee seconded the motion and, without discussion, the Board unanimously approved the rescission of Resolution ASA06-20.

Mr. Evans moved that the Board adopt Resolution ASA06-20, Award of Faculty Tenure, as originally presented to the Academic and Student Affairs Committee yesterday, without the addition of Dr. Daryl Rudmann and Professor Chuck Davis. Mr. Furbee seconded the motion and the motion was passed by unanimous roll call vote of all Board members present.

**Comments from Constituent Groups and the Public**

None

**Executive Session**

None

**Other Business**

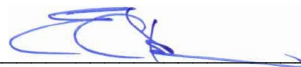
None

**Adjournment**

Mr. Evans moved and Mr. Edwards seconded a motion to adjourn. The motion was passed unanimously and the Board was adjourned at 11:51 a.m.



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Chairperson, Board of Trustees



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Secretary, Board of Trustees

**RESOLUTION ASA06-20**  
**AWARD OF FACULTY TENURE**

**WHEREAS**, Shawnee State University and Shawnee Education Association entered into an agreement in June, 2012, for the purpose of granting tenure to faculty; and

**WHEREAS**, effective fall semester, 2013, the University implemented a tenure system; and


**WHEREAS**, in accordance with Board of Trustees Policy 2.15REV, awarding of tenure at Shawnee State University coincides with promotion to the rank of Associate Professor. Application for tenure, therefore, is included as part of the application for promotion to Associate Professor; and

**WHEREAS**, after recent action by the College Promotion Committees, College Deans, Provost, and President, the following faculty were promoted to Associate Professor:

- Ms. April Barnette
- Ms. Sarah Clausing
- Dr. Jodi Dunham
- Dr. Erik Larson
- Dr. Monica Orlando

**THEREFORE, BE IT RESOLVED** that the Board of Trustees of Shawnee State University grants tenure to the above named Associate Professors.

June 26, 2020

Certified as True and Correct  
July 7, 2020  
  
Secretary, SSU Board of Trustees



**RESOLUTION E03-20**

**APPOINTMENT TO THE POSITION OF PROVOST AND VICE PRESIDENT FOR  
ACADEMIC AND STUDENT AFFAIRS**

WHEREAS, University Policy 5.16Rev requires approval by the Board of Trustees for appointments to executive positions, including Provost and Vice President for Academic and Student Affairs; and

WHEREAS, the position of Provost and Vice President for Academic and Student Affairs will become vacant on June 30, 2020 upon the retirement of Interim Provost Dr. Becky Thiel;

WHEREAS, the University conducted a national search for the position of Provost and Vice President for Academic and Student Affairs and a search committee recommended Dr. Sunil Ahuja to fill the position; and

WHEREAS, Dr. Ahuja's extensive academic and administrative background qualifies him for the position of Provost and Vice President for Academic and Student Affairs, and the President recommends Dr. Ahuja for this appointment;

THEREFORE, BE IT RESOLVED that the Board of Trustees of Shawnee State University approves the appointment of Dr. Sunil Ahuja to the position of Provost and Vice President for Academic and Student Affairs, effective July 1, 2020, and further authorizes the President to execute an executive employment agreement with Dr. Ahuja consistent with applicable university policies.

(June 26, 2020)

Certified as True and Correct  
July 7, 2020



Secretary, SSU Board of Trustees

**RESOLUTION E04-20**

**MODIFICATION OF THE PRESIDENT'S EMPLOYMENT CONTRACT**

WHEREAS, the President has an employment contract through June 30, 2021; and

WHEREAS, in light of the COVID-19 crisis, the President has volunteered to reduce his gross salary by 10 percent through June 30, 2021; and

WHEREAS, one or more other executive employees with employment contracts have volunteered or may in the future volunteer to reduce their gross salary through June 2021;

THEREFORE, BE IT RESOLVED that the Board authorizes the Chair to execute an amendment to the President's contract reflecting a 10 percent pay reduction through June 30, 2021; and

IT IS FURTHER RESOLVED that the Board authorizes the President to execute amended employment contracts for any other employees with written employment agreements who volunteer to reduce their gross salary through June 2021.

(June 26, 2020)

Certified as True and Correct  
July 7, 2020



Secretary, SSU Board of Trustees



## 2020-2021 BOARD OF TRUSTEES MEETING SCHEDULE

Date	Finance and Administration Committee	Academic and Student Affairs Committee	Board of Trustees Meeting
Friday, September 11, 2020	9:00 a.m. University Center 214	10:30 a.m. University Center 215	1:00 p.m. University Center 215
Friday, November 13, 2020	9:00 a.m. University Center 214	10:30 a.m. University Center 215	1:00 p.m. University Center 215
Friday, January 29, 2021	9:00 a.m. University Center 214	10:30 a.m. University Center 215	1:00 p.m. University Center 215
Friday, March 19, 2021	9:00 a.m. University Center 214	10:30 a.m. University Center 215	1:00 p.m. University Center 215
Friday, April 30, 2021	9:00 a.m. University Center 214	10:30 a.m. University Center 215	1:00 p.m. University Center 215
Friday, June 25, 2021	2:00 p.m. University Center 214	3:30 p.m. University Center 215	4:30 p.m. University Center 215

Commencement Dates			
Saturday, December 12, 2020	12:00 p.m.	Vern Riffe Center for the Arts	
Saturday, May 1, 2021	10:00 a.m.	Alumni Green	

Board Retreat	
Saturday, June 26, 2021	Time and location to be determined

(June 26, 2020)

Certified as True and Correct  
July 7, 2020

Secretary, SSU Board of Trustees

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**Shawnee State University****Finance and Administration Committee of the Board of Trustees**

Report Related to Presentation FY2020 1.1: Fiscal 2020 Projected Results

June 26, 2020

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**Executive Summary**

Following is a projection of expected results for the combined general and auxiliary funds for the fiscal year ending June 30, 2020 (please refer to Appendix A). Also included is a projected score for the year as calculated pursuant to Senate Bill 6 (SB6), and a comparison of that score and its components for the trailing ten (10) years (see Appendix B). It is important to note that the general and auxiliary fund results represent only a portion of the university's total activity for a given year, albeit a large one, whereas SB6 results are determined on the basis of generally accepted accounting principles (GAAP) and therefore include activity related to restricted and capital funds and non-cash entries such as depreciation. Insofar as both bases of presentation for fiscal 2020 will be affected by significant year-end accruals that can be difficult to predict, the reader should consider the results preliminary in nature.

Important note to reader: The forecast contained herein was developed using more recent actual results (mid-June) than the projection for the Moody's inquiry (mid-May), hence the difference.

**Fiscal 2020 Results – General and Auxiliary Funds**

**Revenues:** Overall, revenues were down slightly versus original budget (about \$866K or 1.9%), led by reductions in miscellaneous categories. Other items of note include:

- State funding came in roughly flat to the original budget, although the final result is about \$667K lower than the mid-year estimate due to the statewide cut in subsidy enacted in May of this year.
- Student tuition and fees net of scholarships were down about \$227K or 0.8%.
- Revenues for housing and meals include an offset of roughly \$600K from the institutional portion of the university's proceeds from the Higher Education Emergency Relief Fund (HEERF) for refunds issued as the result of the closure of campus due to the COVID-19 pandemic.

**Expenses:** Total expenses are projected at \$1.2 million higher than original budget, owing mainly to an increase versus plan in compensation costs related to serving additional students. Projected expenses are net of approximately \$140K worth of extraordinary items related to adapting to an exclusively online learning environment that will be charged to the institutional portion of the university's proceeds from the Higher Education Emergency Relief Fund (HEERF)

**Net Before Transfers:** As the result of the foregoing, the combined operating margin available to satisfy required transfers to the capital fund is projected to be negative for the year (-\$765K) versus the planned result of a positive \$1.3 million. When including the required transfer to the capital fund of \$1.3 million, the impact on the college's reserve balance will be a negative \$2.1 million.

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**Shawnee State University****Finance and Administration Committee of the Board of Trustees**

Report Related to Presentation FY2020 1.1: Fiscal 2020 Projected Results

June 26, 2020

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**Senate Bill 6 (SB6) Trends and Implications**

As illustrated in Appendix A, the financial condition of Shawnee State University warrants serious, close attention from all stakeholders, especially in light of the projected composite SB6 score result of 1.30 for 2020. Per the Ohio Department of Higher Education, *“Pursuant to administrative rule (126:3-1-01) established in response to Senate Bill 6 of the 122nd General Assembly, a composite score of or below 1.75 for two consecutive years results in an institution being placed on fiscal watch.”* It is important to note that:

- The university engaged in deficit spending for seven (7) of the ten (10) years for which actual results are presented herein.
- This pattern was masked somewhat by the fact that the net income ratio is the lightest weighted in the score at 0.20, so as long as reserves remained fairly high, especially relative to indebtedness, the overall score did not deteriorate rapidly.
- With an increase of indebtedness of 45% in 2017 and a concurrent diminution in reserves of over \$2 million, the viability and primary reserve components began a serious decline to the point where all elements of the composite score are subpar.

While the events of the last half of fiscal 2020, namely the COVID-19 pandemic, have clearly affected Shawnee in an adverse way, its ability to withstand such shocks was hampered by a weakened state prior to their onset. Nonetheless, immediate, decisive actions are integral to restoring the university’s health. They include, but are not limited to:

- the imposition of expense controls much tighter than those recently in place
- a rightsizing of the university’s workforce across all functional areas and employment classifications
- a mindset that enrollment and revenue growth *and* cost constraint are possible
- planning and budgeting practices that incorporate sufficient margin to cover capital requirements and unexpected downturns

**Shawnee State University**  
**Finance and Administration Committee of the Board of Trustees**  
 Report Related to Presentation FY2020 1.1: Fiscal 2020 Projected Results  
 June 26, 2020

**Appendix A**  
**Consolidated Projection for General and Auxiliary Funds for Fiscal 2020**

	FY20 Original Budget			FY20 Projection			FY20 Budget vs. FY20 Proj.					
	General Fund	Auxiliary	Consolidated	General Fund	Auxiliary	Consolidated	General Fund		Auxiliary		Consolidated	
	\$		\$	\$		\$	\$	%	\$	%	\$	%
<b>Revenues</b>												
SSI												
Core	\$ 12,980,313	\$ -	\$ 12,980,313	\$ 13,156,077	\$ -	\$ 13,156,077	\$ 175,764	1.4%	\$ -	NA	\$ 175,764	1.4%
Student Support Services	3,000	-	3,000	3,000	-	3,000	-	0.0%	-	NA	-	0.0%
Supplement	4,037,456	-	4,037,456	3,884,033	-	3,884,033	(153,423)	-3.8%	-	NA	(153,423)	-3.8%
Subtotal	17,020,769	-	17,020,769	17,043,110	-	17,043,110	22,341	0.1%	-	NA	22,341	0.1%
Student Fees												
Course	1,688,386	-	1,688,386	1,708,778	-	1,708,778	20,392	1.2%	-	NA	20,392	1.2%
General	2,047,500	-	2,047,500	2,072,229	16,925	2,089,154	24,729	1.2%	16,925	NA	41,654	2.0%
Instructional	20,562,097	-	20,562,097	20,810,443	-	20,810,443	248,346	1.2%	-	NA	248,346	1.2%
Miscellaneous	906,987	-	906,987	917,941	-	917,941	10,954	1.2%	-	NA	10,954	1.2%
Non-resident Surcharge	952,908	-	952,908	964,417	-	964,417	11,509	1.2%	-	NA	11,509	1.2%
Technology	387,451	-	387,451	392,131	-	392,131	4,680	1.2%	-	NA	4,680	1.2%
Commissions	-	674,496	674,496	-	550,321	550,321	-	NA	(124,175)	-18.4%	(124,175)	-18.4%
Housing	-	921,056	921,056	-	1,184,011	1,184,011	-	NA	262,955	28.5%	262,955	28.5%
Meals	-	2,276,218	2,276,218	-	2,329,331	2,329,331	-	NA	53,113	2.3%	53,113	2.3%
Service Fees / Memberships	-	415,200	415,200	-	306,404	306,404	-	NA	(108,796)	-26.2%	(108,796)	-26.2%
Ticket Sales / Rentals	-	518,560	518,560	-	443,372	443,372	-	NA	(75,188)	-14.5%	(75,188)	-14.5%
University Center Bond Fee	839,252	-	839,252	849,388	-	849,388	10,136	1.2%	-	NA	10,136	1.2%
Subtotal	27,384,581	4,805,530	32,190,111	27,715,327	4,830,364	32,545,691	330,746	1.2%	24,834	0.5%	355,580	1.1%
Less: Institutional Scholarships	(3,850,000)	(712,000)	(4,562,000)	(4,331,997)	(813,031)	(5,145,028)	(481,997)	12.5%	(101,031)	14.2%	(583,028)	12.8%
Net Tuition and Fees	23,534,581	4,093,530	27,628,111	23,383,330	4,017,333	27,400,663	(151,251)	-0.6%	(76,197)	-1.9%	(227,448)	-0.8%
Grants	-	353,965	353,965	-	234,722	234,722	-	NA	(119,243)	-33.7%	(119,243)	-33.7%
Miscellaneous	1,062,000	171,353	1,233,353	551,438	140,226	691,664	(510,562)	-48.1%	(31,127)	-18.2%	(541,689)	-43.9%
Subtotal - Other Income	1,062,000	525,318	1,587,318	551,438	374,948	926,386	(510,562)	-48.1%	(150,370)	-28.6%	(660,932)	-41.6%
<b>Total Revenue</b>	<b>41,617,350</b>	<b>4,618,848</b>	<b>46,236,198</b>	<b>40,977,878</b>	<b>4,392,281</b>	<b>45,370,159</b>	<b>(639,472)</b>	<b>-1.5%</b>	<b>(226,567)</b>	<b>-4.9%</b>	<b>(866,039)</b>	<b>-1.9%</b>

**Shawnee State University**  
**Finance and Administration Committee of the Board of Trustees**  
 Report Related to Presentation FY2020 1.1: Fiscal 2020 Projected Results  
 June 26, 2020

**Appendix A**  
**Consolidated Projection for General and Auxiliary Funds for Fiscal 2020 (cont.)**

	FY20 Original Budget			FY20 Projection			FY20 Budget vs. FY20 Proj.					
	General Fund	Auxiliary	Consolidated	General Fund	Auxiliary	Consolidated	General Fund		Auxiliary		Consolidated	
							\$	%	\$	%	\$	%
<b>Expenses</b>												
<b>Personnel</b>												
Salaries, Wages & Mandatory Benefits	25,327,120	1,755,404	27,082,524	26,596,101	1,895,785	28,491,886	1,268,981	5.0%	140,381	8.0%	1,409,362	5.2%
Health, Dental & Vision Benefits	5,186,000	283,095	5,469,095	4,904,280	290,700	5,194,980	(281,720)	-5.4%	7,605	2.7%	(274,115)	-5.0%
Subtotal	30,513,120	2,038,499	32,551,619	31,500,381	2,186,485	33,686,866	987,261	3.2%	147,986	7.3%	1,135,247	3.5%
<b>Non-personnel</b>												
Non-capitalized Equipment	375,000	41,196	416,196	400,551	405,866	806,417	25,551	6.8%	364,670	885.2%	390,221	93.8%
External Professional Services	993,041	395,073	1,388,114	1,560,713	244,076	1,804,789	567,672	57.2%	(150,997)	-38.2%	416,675	30.0%
Information, Communication, Shipping	973,001	115,496	1,088,497	919,462	91,672	1,011,134	(53,539)	-5.5%	(23,824)	-20.6%	(77,363)	-7.1%
Maintenance, Rentals, Service Contracts	2,879,914	554,000	3,433,914	2,606,763	573,639	3,180,402	(273,151)	-9.5%	19,639	3.5%	(253,512)	-7.4%
Meal Plan Expense	-	1,682,154	1,682,154	-	1,622,428	1,622,428	-	NA	(59,726)	-3.6%	(59,726)	-3.6%
Miscellaneous	618,010	720,860	1,338,870	370,582	576,397	946,979	(247,428)	-40.0%	(144,463)	-20.0%	(391,891)	-29.3%
Supplies	742,534	164,231	906,765	918,324	190,000	1,108,324	175,790	23.7%	25,769	15.7%	201,559	22.2%
Travel / Entertainment	414,564	335,505	750,069	335,000	372,298	707,298	(79,564)	-19.2%	36,793	11.0%	(42,771)	-5.7%
Utilities	1,253,929	98,796	1,352,725	1,176,352	84,122	1,260,474	(77,577)	-6.2%	(14,674)	-14.9%	(92,251)	-6.8%
Subtotal	8,249,993	4,107,311	12,357,304	8,287,747	4,160,497	12,448,244	37,754	0.5%	53,186	1.3%	90,940	0.7%
<b>Total Operating Expenses</b>	<b>38,763,113</b>	<b>6,145,810</b>	<b>44,908,923</b>	<b>39,788,128</b>	<b>6,346,982</b>	<b>46,135,110</b>	<b>1,025,015</b>	<b>2.6%</b>	<b>201,172</b>	<b>3.3%</b>	<b>1,226,187</b>	<b>2.7%</b>
<b>Gross Margin</b>	<b>2,854,237</b>	<b>(1,526,962)</b>	<b>1,327,275</b>	<b>1,189,750</b>	<b>(1,954,701)</b>	<b>(764,951)</b>	<b>(1,664,487)</b>	<b>-58.3%</b>	<b>(427,739)</b>	<b>28.0%</b>	<b>(2,092,226)</b>	<b>-157.6%</b>
<i>as % of Revenues</i>	<i>6.9%</i>	<i>-33.1%</i>	<i>2.9%</i>	<i>2.9%</i>	<i>-44.5%</i>	<i>-1.7%</i>						
<b>Transfers In / (Out)</b>												
Other	289,550	(289,550)	-	289,550	(289,550)	-	-	0.0%	-	0.0%	-	NA
Non-mandatory	(1,816,512)	1,816,512	-	(1,816,512)	1,816,512	-	-	0.0%	-	0.0%	-	NA
Mandatory	(1,327,275)	-	(1,327,275)	(1,327,275)	-	(1,327,275)	-	0.0%	-	NA	-	0.0%
Subtotal	(2,854,237)	1,526,962	(1,327,275)	(2,854,237)	1,526,962	(1,327,275)	-	0.0%	-	0.0%	-	0.0%
<b>Net</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (1,664,487)</b>	<b>\$ (427,739)</b>	<b>\$ (2,092,226)</b>	<b>\$ (1,664,487)</b>	<b>NA</b>	<b>\$ (427,739)</b>	<b>NA</b>	<b>\$ (2,092,226)</b>	<b>NA</b>

**Shawnee State University**  
**Finance and Administration Committee of the Board of Trustees**  
 Report Related to Presentation FY2020 1.1: Fiscal 2020 Projected Results  
 June 26, 2020

**Appendix B**  
**Senate Bill 6 Results by Fiscal Year\***

Data	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020 (Projected)
Expendable Net Assets	16,446,495	18,796,898	18,022,459	17,026,754	19,153,699	18,340,209	16,204,289	14,163,945	10,030,266	6,580,960	4,259,988
Plant Debt	17,015,000	16,505,000	15,970,000	17,657,225	16,120,070	15,602,553	14,810,234	21,478,259	20,541,617	19,575,000	18,920,000
Viability Ratio	96.66%	113.89%	112.85%	96.43%	118.82%	117.55%	109.41%	65.95%	48.83%	33.62%	22.52%
Net Income	2,174,122	3,057,070	(896,004)	(1,048,965)	2,705,706	(2,149,946)	(4,049,742)	(232,703)	(5,050,345)	(3,283,171)	(3,069,329)
Total Revenues	60,937,242	66,200,024	63,501,588	64,692,821	65,026,938	59,968,308	58,010,446	61,902,823	56,513,446	54,110,845	55,212,641
Net Income Ratio	3.57%	4.62%	-1.41%	-1.62%	4.16%	-3.59%	-6.98%	-0.38%	-8.94%	-6.07%	-5.56%
Operating Expenses	58,744,150	63,080,636	64,321,704	65,727,453	62,319,341	62,111,586	62,055,466	61,921,355	61,556,441	57,393,656	58,281,970
Primary Reserve Ratio	28.00%	29.80%	28.02%	25.91%	30.73%	29.53%	26.11%	22.87%	16.29%	11.47%	7.31%
Viability											
Raw Score	3.00	4.00	4.00	3.00	4.00	4.00	4.00	3.00	2.00	2.00	1.00
Weight	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30
Weighted Score	0.90	1.20	1.20	0.90	1.20	1.20	1.20	0.90	0.60	0.60	0.30
Net Income											
Raw Score	4.00	4.00	1.00	1.00	4.00	1.00	-	1.00	-	-	-
Weight	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20
Weighted Score	0.80	0.80	0.20	0.20	0.80	0.20	-	0.20	-	-	-
Primary Reserve											
Raw Score	4.00	4.00	4.00	4.00	4.00	4.00	4.00	3.00	3.00	3.00	2.00
Weight	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Weighted Score	2.00	2.00	2.00	2.00	2.00	2.00	2.00	1.50	1.50	1.50	1.00
Composite Score	3.70	4.00	3.40	3.10	4.00	3.40	3.20	2.60	2.10	2.10	1.30

\* The foregoing actual and projected results below are net of the impact of GASB 68 and 75 which related to retirement benefits and other post-employment benefit (OPEB) of public employees. The Ohio Department of Higher Education uses this basis for determining whether or not an institution should be placed on fiscal watch.



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**Shawnee State University****Finance and Administration Committee of the Board of Trustees**

Report Related to Presentation FY2020 Item 1.2: Inquiry from Moody's Investors Service

June 26, 2020

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**Executive Summary**

On May 6, 2020, Shawnee State received an email inquiry from Moody's Investors Service related to the impact of the COVID-19 pandemic on the university's finances. Using analyses that were already underway, senior staff were able to respond to their questions in a timely manner. No change in bond rating or outlook for the university resulted from this inquiry and response.

**Timeline of Events**

<b>Date</b>	<b>Event</b>
May 1, 2020	Newly hired Vice President for Finance and Administration (VPFA) begins assessment of expected results for fiscal 2020, with assistance from outgoing VPFA, Controller, and Budget Analyst.
May 6, 2020	Moody's requests via email a teleconference to discuss pandemic impact; meeting is set for May 14. Finance team continues work already started.
May 13, 2020	<p>Moody's provides via email a list of specific questions for the meeting of the following day (see below for specifics).</p> <p><i>Please see below for some discussion topics we'd like to cover tomorrow morning. Thanks again for making the time to speak with us. We are looking forward to it.</i></p> <ol style="list-style-type: none"><li>1. Any major changes in management and governance since we last spoke (Feb 2019)</li><li>2. Operating performance<ol style="list-style-type: none"><li>a. Fiscal 2020 year-end expectations<ol style="list-style-type: none"><li>i. Impact of COVID-19 on operations</li><li>ii. State funding cuts</li><li>iii. Expectations for net tuition revenue<ul style="list-style-type: none"><li>- Any tuition and fee increases?</li></ul></li></ol></li><li>b. Update on expense management efforts</li><li>c. Shawnee State Advantage update – has the program been successful?</li><li>d. Fiscal 2021 budget</li></ol></li><li>3. Enrollment<ol style="list-style-type: none"><li>a. Fall 2020 FTEs projection vs 2019 FTEs</li><li>b. Market pressures</li></ol></li><li>4. Use of reserves<ol style="list-style-type: none"><li>a. Was the \$3.5M decline in fiscal 2019 liquidity used to fund deficit operations or were there other contributing factors?</li><li>b. What is the expected use of reserves for fiscal 2020?</li></ol></li><li>5. Capital projects<ol style="list-style-type: none"><li>a. Update on state appropriations for capital</li></ol></li></ol> <p><i>Near-term expectations around capital spending</i></p>
May 14, 2020	Senior leadership, including President Jeff Bauer, host virtual meeting for Moody's team. Moody's requests follow-up information; VPFA and Controller assemble and respond on the same day. See Appendix A for response.
May 20, 2020	Moody's advises that no rating or outlook change will occur.

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**Shawnee State University**  
**Finance and Administration Committee of the Board of Trustees**  
Report Related to Presentation FY2020 Item 1.2: Inquiry from Moody's Investors Service  
June 26, 2020

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**Appendix A**  
**Response to Follow-Up Questions from May 14, 2020 Meeting with Moody's**

*May 14, 2020*

*Cassandra Golden  
Associate Lead Analyst  
Global Higher Education and Nonprofits  
Public Finance  
Moody's Investors Service  
7 World Trade Center  
New York, NY 10007  
(212) 553-7487*

*Dear Cassandra:*

*Per our telephone conference today, please find attached a comparison of results for full year fiscal 2019 vis-a-vis a pro forma for full year 2020. Given the significant impact of COVID-19 on our university, and indeed the entire higher education sector, we have focused our energies over the last several months on a full year view as opposed to one oriented toward year-to-date (YTD) results.*

*As we discussed in the call, Shawnee State University is well positioned going forward to deal with the challenges facing institutions of higher education, as evidenced by the following:*

- *our unique student experience that makes us less susceptible to the ongoing impacts of the pandemic
  - *mostly commuter population and apartment-style student housing; these lessen the risks to students and staff for disease communication*
  - *our price advantage**
- *the availability of almost \$1.8 million in Higher Education Emergency Relief Fund (HEERF) monies to bridge our return to normal operations*
- *the cost containment initiatives we have undertaken, even before COVID-19, as well as our current hiring freeze and just announced summer furlough. Beyond that we expect to announce a reorganization around July 1, 2020 ("Confidential"); longer term we look to effectuate business process re-engineering in the delivery of instruction ("Confidential").*
- *the positive momentum we had begun to realize prior to the COVID-19 outbreak*

*Please feel free to call me at (740) 351-3863 should you have any questions.*

*Regards,*

*Mike*

**Michael D. Barhorst, MBA, CMA**  
*Vice President for Finance and Administration  
Shawnee State University*

**Shawnee State University****Finance and Administration Committee of the Board of Trustees**Report Related to Presentation FY2020 Item 1.2: Inquiry from Moody's Investors Service  
June 26, 2020**Appendix A****Response to Follow-Up Questions from May 14, 2020 Meeting with Moody's (cont.)**

<b>Comparative Full-Year Income Statement for Shawnee State University 2019 Actual vs. 2020 Pro Forma</b>			
CATEGORY	2019 Actual	2020 Pro Forma	% Increase / (Decrease) from Prior Year
<b><u>Operating Revenue:</u></b>			
Tuition & Fees (net of Scholarship Allowance)	\$ 18,728,350	\$ 19,204,946	2.54%
Grant & Contracts	3,263,392	3,427,657	5.03%
Sales and Services	2,038,280	1,675,045	-17.82%
Miscellaneous Income	645,169	551,438	-14.53%
TOTAL OPERATING REVENUE	24,675,191	24,859,086	0.75%
<b><u>Non-operating Revenue:</u></b>			
State Appropriations	15,713,910	17,043,110	8.46%
Other Grants	10,694,220	11,220,448	4.92%
Investment Income	578,900	100,000	-82.73%
Capital Appropriations	2,448,624	1,989,997	-18.73%
TOTAL NON-OPERATING REVENUE	29,435,654	30,353,555	3.12%
<b>TOTAL REVENUES</b>	<b>54,110,845</b>	<b>55,212,641</b>	<b>2.04%</b>
<b><u>Operating Expenses:</u></b>			
Educational & General Expenses	42,685,833	41,334,601	-3.17%
Scholarship Expenses	4,796,425	4,918,012	2.53%
Depreciation	3,687,479	3,725,000	1.02%
Auxiliary Enterprises	5,814,556	6,198,996	6.61%
Interest on Capital Debt	409,363	669,375	63.52%
TOTAL OPERATING EXPENSES	57,393,656	56,845,984	-0.95%
<b><u>Non-operating Expenses:</u></b>			
Loss on Disposal of Capital Assets	359	-	-100.00%
TOTAL NON-OPERATING EXPENSES	359	-	-100.00%
<b>(DECREASE)/INCREASE IN NET POSITION</b>	<b>\$ (3,283,170)</b>	<b>\$ (1,633,343)</b>	<b>-50.25%</b>

Note: The 2020 pro forma was prepared based on information available as of May 14, 2020. Please see the following page(s) for further explanation of variances.

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**Shawnee State University****Finance and Administration Committee of the Board of Trustees**

Report Related to Presentation FY2020 Item 1.2: Inquiry from Moody's Investors Service

June 26, 2020

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**Appendix A****Response to Follow-Up Questions from May 14, 2020 Meeting with Moody's (cont.)**

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**Notes to Comparative Full-Year Income Statement for Shawnee State University  
2019 vs. 2020 Pro Forma**

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**Operating Revenue:**

- Tuition & fees revenue before FY20 scholarship allowance adjustment of \$12,040,648 was \$31,245,594, an increase of \$2,020,388 (6.9%) above FY19 tuition revenue of \$29,225,206.
- The tuition revenue reported for 2020 reflects the fact that although the university issued approximately \$600,000 in housing and meal plan refunds traceable to COVID-19, it plans to recoup this same amount by charging a like sum to its Higher Education Emergency Relief Fund (HEERF) allocation.
- The scholarship allowance was calculated using the same scholarship allocation percentages as FY19's allowance calculation since Summer 2020 data is not yet available. The increase in scholarship allowance is a result of the increase in overall scholarship awards in FY2020.
- Sales and Services as well as Miscellaneous Income reductions from 2019 levels are a result of the cancellation of events on campus since early March 2020 as a result of COVID 19 restrictions on attendance at events.

**Non-operating Revenue:**

- State appropriations in 2020 are expected to grow by \$1.3 million overall as the result of:
  - o An increase of \$1.5 million in the original budget allocation for the university's supplement. Shawnee State's subsidy from the State of Ohio is and has been comprised of two sources historically.
    - State Share of Instruction (SSI) represents the larger portion of subsidy and is driven by a complex formula allocation derived by the Ohio Department of Higher Education.
    - The university also receives a special supplemental appropriation through the legislative budget process to support its mission to provide an affordable option for higher education to the region.
  - o This overall increase was offset by a combination of factors that occurred over the course of the fiscal year, namely a system-wide reduction to subsidy to higher education in the State of Ohio announced on May 6, 2020.
- The University restructured our Investment allocation percentages early in FY20 to reduce exposure to market fluctuations. With only about a 10% allocation to equity investments in FY20, the University has avoided major losses of the portfolio's value and expects a modest gain in FY20.
- Capital projects funded by the State of Ohio is slightly reduced as a result of delays in construction projects authorized/initiated in FY20.

**Operating Expenses:**

- Educational & General Expenses decrease was a result of the University's continuing efforts to constrain spending practices. This decrease reflects a reduction of salary and expenses in FY20 (and will continue through some portion of FY21) as the University initiated an employee furlough program. The levels of spending are also being reduced as the University moved to work off campus.
- Scholarship Expenses increased as a result of the higher enrollment numbers during FY20 as well as new initiatives in the packaging/awarding of scholarships.
- Depreciation expense increased as a result of the bond funded renovation of the athletic center being placed into service in FY20.

## **RESOLUTION F15-20**

### **APPROVAL OF FY2021 OPERATING BUDGETS (GENERAL FUND AND AUXILIARY FUND)**

WHEREAS, the proposed FY2021 operating budgets (general fund and auxiliary fund) are based upon projections of revenues from state funding, tuition and general fees, course and program fees, and other student fees as well as revenue from residential housing, meal plans, commissions, rental fees, event, and other auxiliary income; and

WHEREAS, due to the coronavirus pandemic, the University has realized state funding cuts, costs associated with the health and safety of staff and students, realized substantial loss of housing and meal plan income, diverted resources to transition on-ground instruction to remote learning, provided modified student services and activities, and maintained business and operational services remotely during the spring and summer 2020 semesters; and

WHEREAS, because of anticipated additional and severe cuts to state funding and the uncertainty of local and/or state mandates that may affect fall 2020 enrollment, the President has invoked measures to mitigate negative impacts to financial, instructional, and environmental conditions during fiscal year 2021; and

WHEREAS, notwithstanding the significant cuts to expenses proposed herein, the prudent operation of Shawnee State as a comprehensive regional university for fiscal 2021 necessitates a draw from reserves in the amount of \$1.7 million; and

WHEREAS, the proposed FY2021 operating budgets provide flexibility to respond to this period of revenue volatility while meeting the priorities of fulfilling instructional demands, delivering positive student services and life experiences, and controlling spending throughout the fiscal year;

THEREFORE, BE IT RESOLVED, the Shawnee State University Board of Trustees approves the FY2021 general fund and auxiliary fund budgets, effective July 1, 2020.

(June 26, 2020)

Certified as True and Correct  
July 7, 2020

  
Secretary, SSU Board of Trustees

### **Executive Summary**

Following is a recommendation for the consolidated budgets for the general and auxiliary funds for the university for the fiscal year commencing July 1, 2020; the corresponding projected income statement is presented in Appendix A.

Insofar as the two funds operate in tandem to drive Shawnee State's overall financial performance, and to allow for a thoughtful examination of their results over the last several cycles, they are presented in a consolidated format in Appendix B.

### **Key Assumptions and Driving Variables**

#### Enrollment:

While the enrollment management initiatives of fiscal 2020 clearly produced some positive returns, the ongoing effects of the COVID-19 pandemic continue to make projecting fiscal 2021 levels exceedingly difficult to predict with any degree of certainty. In general, the biggest area of uncertainty derives from inbound freshmen as returning students could be expected to persist more readily than those who have yet to start their higher education journey.

Shawnee State's risk overall is mitigated somewhat by the fact that its students are predominantly commuters and its cost of attendance is lower than its competitors.

#### Revenues:

Total revenues are expected to drop by \$3.6 million (8.0%), with roughly half of the decline resulting from expected losses to subsidy and the remainder from lower operating revenues, namely tuition and fees.

- State subsidy

All categories of state subsidy are expected to decline by ten percent (10%) from their projected 2020 levels. It is important to note that this is based on very preliminary guidance from the Ohio Department of Higher Education (ODHE) and is subject to revision going forward, perhaps at multiple points throughout the year. In addition to the fluid nature of the state's budgetary environment, it is important to consider the following regarding state subsidy:

- Shawnee State relies much more heavily on direct subsidy from the State of Ohio than its peers in the university sector. As such, less of the university's destiny is under its own control as would be the case for an institution that was more tuition/fee dependent.

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**Shawnee State University**

**Finance and Administration Committee of the Board of Trustees**

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June 26, 2020

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- It should be assumed that this revenue stream is unlikely to completely recover in the very next fiscal year (2022), especially given that the State of Ohio will be entering a new biennium at that time. Any such recovery will not likely be determinable until late in fiscal year 2021.

- Student fees and related revenues

As noted above in the *Enrollment* section, the COVID-19 pandemic is expected to continue to adversely impact Shawnee State as students weigh the risks of starting or continuing a college education. As such, all categories of tuition and fee revenue are likely to realize some stress. The following items are particularly noteworthy with regard to this category:

- The forecast incorporates the relevant tuition plans for the three (3) cohorts in the tuition guarantee program as well as the latest rates for the non-guarantee population.
- Auxiliary revenues related to housing and food service are budgeted conservatively as these are expected to be most sensitive to decisions related to the pandemic. Despite this conservatism, the fact that these lines constitute a comparatively smaller share of student fees than at many residential institutions dampens the impact somewhat.

- Other revenues

Generally this category is expected to decline by roughly 10%.

- Indirect cost recovery is subsumed under *Miscellaneous* in the more recent years of the presentation.
- Ticket sales are expected to drop significantly due to the inability to schedule a full slate of offerings at the Vern Riffe Center for the Arts.

Expenses:

The spending plan for fiscal 2021 calls for a reduction of \$4.3 million (9.2%) from fiscal 2020's projected level and incorporates the following major elements:

- Salaries, Wages and Benefits

Total spending on compensation is expected to decline by \$3.5 million (10.5%) and reflects:

- the impact of employee furloughs enacted for the summer of 2020 and under consideration for the summer of 2021.

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**Shawnee State University**

**Finance and Administration Committee of the Board of Trustees**

Action Item 2.1: Resolution F15-20 – FY21 Operating Budgets

June 26, 2020

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- the result of position actions related to a pending reorganization across the university.
- an allowance for contractually required salary increases related to faculty promotions.

In addition to the foregoing, the budget as presented also incorporates roughly \$1.2 million in further compensation reductions that have yet to be determined.

- Non-personnel

Total non-compensation expenses are targeted for a reduction of \$0.7 million, and are highlighted by an outright cut of 5.0% across the board, adjusted by further, discrete increments such as:

- Set-asides for certain non-discretionary categories (e.g., utilities)
- Downward adjustments to cost of sales (COS) tied to revenue declines, namely those related to meal plan expenses and the Vern Riffe Center for the Arts

The total expense budget implicitly assumes that all extraordinary operational expenses (across all categories) driven by the COVID-19 pandemic can be sufficiently absorbed by the funds remaining from Shawnee State's distribution from the Higher Education Emergency Relief Fund (HEERF) in the spring of 2020\*. Those expenses include:

- Personal protective equipment (PPE) for faculty and staff
- Incremental cleaning expenses (labor and materials)
- Additional course section offerings required to maintain social distancing

*\* Recent guidance from the Inter-University Council suggests that more HEERF funding may flow to Ohio's institutions of higher education via an allocation of dollars to the State of Ohio, but no details as to the likelihood, amount or timing are known as of this writing. It is expected that should such funding materialize that it will be restricted in terms of its deployment in a manner similar to the direct awards already received by institutions.*

Transfers and Proposed Reserve Draw:

Overall the plan produces an operating loss of approximately \$140K. Given the required capital fund transfer of \$1.6 million, this implies a required reserve draw of \$1.7 million. This targeted draw was developed by the university administration in recognition of the extraordinary adverse circumstances faced by Shawnee State and is tied to the expected diminution in state subsidy.



### **Looking Forward**

The substantial effort over the last several months of the Shawnee State family in response to arguably the most trying times in the university's history acquit it quite admirably and suggest an organization that can tackle the challenge facing it. Realistically, the expected financial performance of Shawnee State in fiscal 2021 will likely result in a declaration of fiscal watch pursuant to Senate Bill 6 shortly thereafter. Notwithstanding repercussions from the State of Ohio, the university's solvency will be under threat absent the following:

- Immediate and aggressive cost containment efforts must be adopted to identify the \$1.2 million reductions in personnel costs that have been assumed in the recommended budget but not yet enumerated. This is especially critical given what appears to be a recent history of planning for such reductions and not executing them.
- Much stricter controls must be enacted with regard to all categories of spending, especially those of a more discretionary nature.
- All favorable variances in revenues must be recouped to improve margin; adverse revenue results will absolutely require further spending cuts.
- Budget managers from across the organization will need to be re-engaged in the planning process. Normally the budget recommendation contained herein would have been the culmination of the efforts of dozens of stakeholders across a 4-5 month period. Due to the required response to the COVID-19 pandemic, essentially none of this work took place; instead the macro-level budget was developed over the course of just a few weeks by the President and his cabinet.

Although this team was well-positioned for the task, this truncated process can only carry the university so far. Success requires a commitment on the part of the aforementioned budget managers to bring the plan to reality.

- Structural changes in the university's financial model for the longer term will need to be set in motion now even though their effects may not be realized until subsequent cycles.

A resolution for the fiscal 2021 operating budget follows on the next page.

**RESOLUTION F15-20**

**APPROVAL OF FY2021 OPERATING BUDGETS  
(GENERAL FUND AND AUXILIARY FUND)**

WHEREAS, the proposed FY2021 operating budgets (general fund and auxiliary fund) are based upon projections of revenues from state funding, tuition and general fees, course and program fees, and other student fees as well as revenue from residential housing, meal plans, commissions, rental fees, event, and other auxiliary income; and

WHEREAS, due to the coronavirus pandemic, the University has realized state funding cuts, costs associated with the health and safety of staff and students, realized substantial loss of housing and meal plan income, diverted resources to transition on-ground instruction to remote learning, provided modified student services and activities, and maintained business and operational services remotely during the spring and summer 2020 semesters; and

WHEREAS, because of anticipated additional and severe cuts to state funding and the uncertainty of local and/or state mandates that may affect fall 2020 enrollment, the President has invoked measures to mitigate negative impacts to financial, instructional, and environmental conditions during fiscal year 2021; and

WHEREAS, notwithstanding the significant cuts to expenses proposed herein, the prudent operation of Shawnee State as a comprehensive regional university for fiscal 2021 necessitates a draw from reserves in the amount of \$1.7 million; and

WHEREAS, the proposed FY2021 operating budgets provide flexibility to respond to this period of revenue volatility while meeting the priorities of fulfilling instructional demands, delivering positive student services and life experiences, and controlling spending throughout the fiscal year;

THEREFORE, BE IT RESOLVED, the Shawnee State University Board of Trustees approves the FY2021 general fund and auxiliary fund budgets, effective July 1, 2020.

**Shawnee State University**  
**Finance and Administration Committee of the Board of Trustees**  
 Action Item 2.1: Resolution F15-20 – FY21 Operating Budgets  
 June 26, 2020

**Appendix A: Operating Budget Recommendation for General and Auxiliary Funds for Fiscal Year 2021**

	<b>General Fund</b>	<b>Auxiliary</b>	<b>Combined</b>
<b>Revenues</b>			
SSI			
State Share of Instruction	\$ 11,840,469	\$ -	\$ 11,840,469
Supplement	3,495,630	-	3,495,630
Other (Capital Component, Student Support Services)	2,700	-	2,700
Subtotal	15,338,799	-	15,338,799
Student Fees			
Course	1,386,858	-	1,386,858
General	2,075,316	15,233	2,090,549
Instructional	20,526,528	-	20,526,528
Miscellaneous	607,326	-	607,326
Non-resident Surcharge	993,050	-	993,050
Technology	380,240	-	380,240
Commissions	-	495,289	495,289
Housing	-	1,065,610	1,065,610
Meals	-	2,096,398	2,096,398
Service Fees / Memberships	-	275,764	275,764
Ticket Sales / Rentals	-	202,619	202,619
University Center Bond Fee	829,987	-	829,987
Subtotal	26,799,305	4,150,913	30,950,218
Less: Institutional Scholarships	(4,571,852)	(808,501)	(5,380,353)
Net Tuition and Fees	22,227,453	3,342,412	25,569,865
Grants	-	211,250	211,250
Indirect Cost Recovery	-	-	-
Miscellaneous	496,294	126,203	622,497
Subtotal - Other Income	496,294	337,453	833,747
<b>Total Revenue</b>	<b>38,062,546</b>	<b>3,679,865</b>	<b>41,742,411</b>

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**Shawnee State University**  
**Finance and Administration Committee of the Board of Trustees**  
 Action Item 2.1: Resolution F15-20 – FY21 Operating Budgets  
 June 26, 2020

**Appendix A: Operating Budget Recommendation for General and Auxiliary Funds for Fiscal Year 2021**

	<b>General Fund</b>	<b>Auxiliary</b>	<b>Combined</b>
<b>Expenses</b>			
Personnel			
Salaries, Wages & Benefits	28,076,736	2,066,852	30,143,588
Non-personnel			
Non-capitalized Equipment			
External Professional Services			
Information, Communication, Shipping			
Maintenance, Rentals, Service Contracts			
Meal Plan Expense			
Miscellaneous			
Supplies			
Travel / Entertainment			
Utilities			
Subtotal	8,234,030	3,504,379	11,738,409
<b>Total Operating Expenses</b>	<b>36,310,766</b>	<b>5,571,231</b>	<b>41,881,997</b>
<b>Gross Margin</b>	<b>\$ 1,751,780</b>	<b>\$ (1,891,366)</b>	<b>\$ (139,586)</b>
<i>as % of Revenues</i>	4.6%	-51.4%	-0.3%
Net Transfer to Capital Fund	(1,275,175)	(289,550)	(1,564,725)
<b>Net</b>	<b>\$ 476,605</b>	<b>\$ (2,180,916)</b>	<b>\$ (1,704,311)</b>

These amounts are still being developed by object of expenditure but will remain within the control total noted below.

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 June 26, 2020

**Appendix B: Consolidated Results for General and Auxiliary Funds for Fiscal Years 2018 Actual through 2021 Budget**

	2018 Actual	2019 Actual	2020 Original Budget	2020 Projection	2021 Budget	2021 Budget vs. 2020 Proj.	
						\$	%
<b>Revenues</b>							
SSI							
State Share of Instruction	\$ 13,244,283	\$ 13,172,530	\$ 12,980,313	\$ 13,156,077	\$ 11,840,469	\$ (1,315,608)	-10.0%
Supplement	2,547,069	2,537,456	4,037,456	3,884,033	3,495,630	(388,403)	-10.0%
Other (Capital Component, Student Support Services)	20,445	3,924	3,000	3,000	2,700	(300)	-10.0%
Subtotal	15,811,797	15,713,910	17,020,769	17,043,110	15,338,799	(1,704,311)	-10.0%
Student Fees							
Course	2,803,186	1,475,908	1,688,386	1,708,778	1,386,858	(321,920)	-18.8%
General	2,155,447	2,011,976	2,047,500	2,089,154	2,090,549	1,395	0.1%
Instructional	21,557,382	19,854,383	20,562,097	20,810,443	20,526,528	(283,915)	-1.4%
Miscellaneous	(888,545)	863,144	906,987	917,941	607,326	(310,615)	-33.8%
Non-resident Surcharge	1,037,637	790,908	952,908	964,417	993,050	28,633	3.0%
Technology	415,513	388,939	387,451	392,131	380,240	(11,891)	-3.0%
Commissions	744,466	618,517	674,496	550,321	495,289	(55,032)	-10.0%
Housing	795,452	831,345	921,056	1,184,011	1,065,610	(118,401)	-10.0%
Meals	2,368,268	2,145,958	2,276,218	2,329,331	2,096,398	(232,933)	-10.0%
Service Fees / Memberships	339,270	384,601	415,200	306,404	275,764	(30,640)	-10.0%
Ticket Sales / Rentals	677,319	613,998	518,560	443,372	202,619	(240,753)	-54.3%
University Center Bond Fee	875,119	817,558	839,252	849,388	829,987	(19,401)	-2.3%
Subtotal	32,880,514	30,797,235	32,190,111	32,545,691	30,950,218	(1,595,473)	-4.9%
Less: Institutional Scholarships	(4,095,223)	(4,309,227)	(4,562,000)	(5,145,028)	(5,380,353)	(235,325)	4.6%
Net Tuition and Fees	28,785,291	26,488,008	27,628,111	27,400,663	25,569,865	(1,830,798)	-6.7%
Grants	253,452	303,085	353,965	234,722	211,250	(23,472)	-10.0%
Indirect Cost Recovery	187,428	168,176	-	-	-	-	NA
Miscellaneous	1,504,093	1,263,745	1,233,353	691,664	622,497	(69,167)	-10.0%
Subtotal - Other Income	1,944,973	1,735,006	1,587,318	926,386	833,747	(92,639)	-10.0%
<b>Total Revenue</b>	<b>46,542,061</b>	<b>43,936,924</b>	<b>46,236,198</b>	<b>45,370,159</b>	<b>41,742,411</b>	<b>(3,627,748)</b>	<b>-8.0%</b>

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 Finance and Administration Committee of the Board of Trustees  
 Action Item 2.1: Resolution F15-20 – FY21 Operating Budgets  
 June 26, 2020

**Appendix B: Consolidated Results for General and Auxiliary Funds for Fiscal Years 2018 Actual through 2021 Budget (cont.)**

	2018 Actual	2019 Actual	2020 Original Budget	2020 Projection	2021 Budget	2021 Budget vs. 2020 Proj.	
						\$	%
<b>Expenses</b>							
Personnel							
Salaries, Wages & Benefits	35,894,402	33,735,547	32,551,619	33,686,866	30,143,588	(3,543,278)	-10.5%
Non-personnel							
Non-capitalized Equipment	707,006	281,881	416,196	806,417			
External Professional Services	1,147,541	1,251,057	1,388,114	1,804,789			
Information, Communication, Shipping	1,149,690	890,557	1,088,497	1,011,134			
Maintenance, Rentals, Service Contracts	3,394,812	3,771,810	3,433,914	3,180,402			
Meal Plan Expense	1,709,188	1,542,650	1,682,154	1,622,428			
Miscellaneous	1,658,685	1,204,626	1,338,870	946,979			
Supplies	1,179,107	923,876	906,765	1,108,324			
Travel / Entertainment	989,312	819,394	750,069	707,298			
Utilities	1,465,901	1,477,669	1,352,725	1,260,474			
Subtotal	13,401,242	12,163,520	12,357,304	12,448,244	11,738,409	(709,835)	-5.7%
<b>Total Operating Expenses</b>	<b>49,295,644</b>	<b>45,899,067</b>	<b>44,908,923</b>	<b>46,135,110</b>	<b>41,881,997</b>	<b>(4,253,113)</b>	<b>-9.2%</b>
<b>Gross Margin</b>	<b>\$ (2,753,583)</b>	<b>\$ (1,962,143)</b>	<b>\$ 1,327,275</b>	<b>\$ (764,951)</b>	<b>\$ (139,586)</b>	<b>\$ 625,365</b>	
<i>as % of Revenues</i>	<i>-5.9%</i>	<i>-4.5%</i>	<i>2.9%</i>	<i>-1.7%</i>	<i>-0.3%</i>		
Net Transfer to Capital Fund	(1,382,247)	(1,562,908)	(1,327,275)	(1,327,275)	(1,564,725)	<b>\$ (237,450)</b>	
<b>Net</b>	<b>\$ (4,135,830)</b>	<b>\$ (3,525,051)</b>	<b>\$ -</b>	<b>\$ (2,092,226)</b>	<b>\$ (1,704,311)</b>	<b>\$ 387,915</b>	

These amounts are still being developed by object of expenditure but will remain within the control total noted below.

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# Enrollment Management Report

## June 26, 2020

SHAWNEE STATE UNIVERSITY BOARD OF TRUSTEES  
FINANCE & ADMINISTRATION COMMITTEE

Shawnee State  
UNIVERSITY

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# Fall '20 vs. Fall '19 New Students: Significant Declines vs. Pre-COVID-19

First Time Freshman Fall '20 vs. Fall '19:	Mar 2	May 1	Jun 15
Total Applications <b>including Common Apps</b>	<b>+17</b>	<b>+14%</b>	<b>+3</b>
Total Applications <b>not including Common Apps</b>	-11%	-13%	-23%
Total Admitted Students	+6%	+5%	+2%
Orientation Registrations	+24%	-10%	-14%
Financial Aid packages	-5%	- 1%	-3
Registered for fall classes	n/a	-52%	-51%
Transfer Students Fall '20 vs. Fall '19:	Mar 2	May 1	Jun 15
Transfer Applications	--	-34%	-57%
Transfer Admits	--	-34%	-37%
Transfer Registered for fall classes	n/a		

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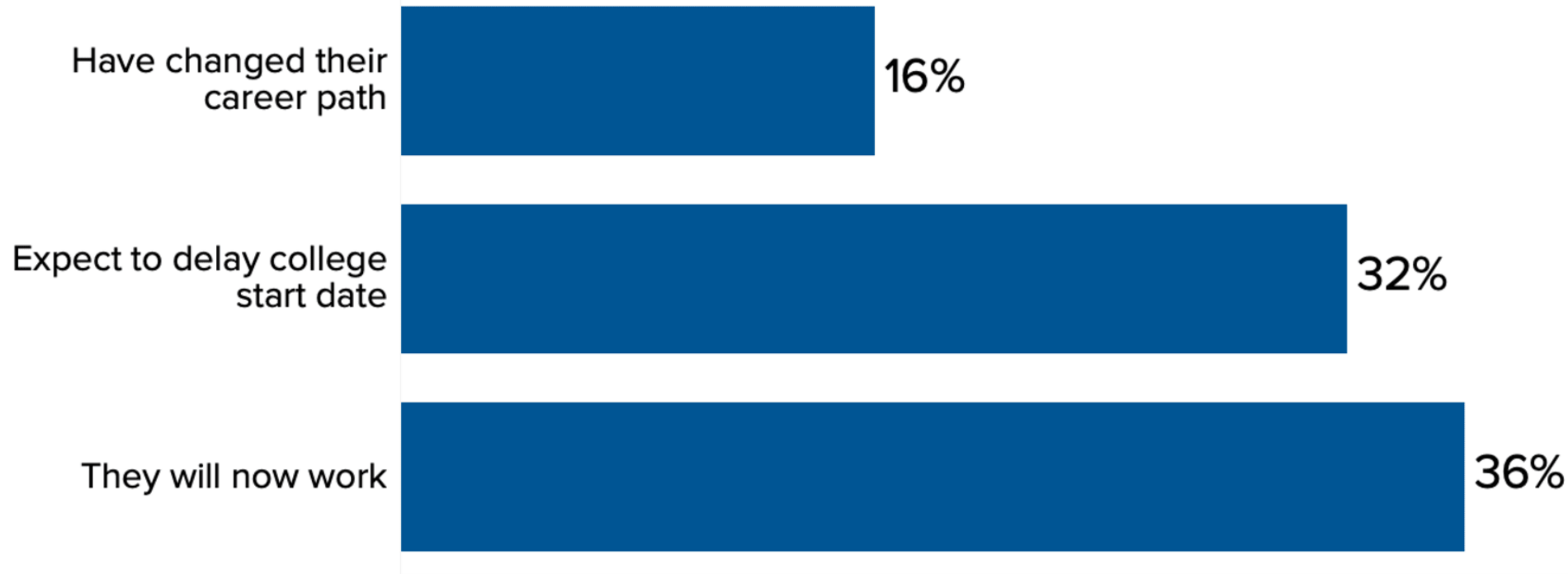
  
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# Uncertainty Trumps Declines in Fall '20 Funnel and Forecast

## Class of 2020 high school graduates who are changing plans as a result of Covid-19

Survey of 1,000 U.S. teens graduating high school in 2020



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SOURCE: Junior Achievement and PMI Educational Foundation survey, conducted by Wakefield Research

# COVID-19 is “a generation [z]-defining moment”

Fall enrollments at SSU are wedged between short term (fall 2020) concerns of COVID-19 health and safety of college as well as the first generation perception of higher education as a luxury in a crisis; and the long-term uptick in enrollment (fall 2021) likely to follow increased unemployment as citizens seek workforce retraining and an alternative to entering a weak job market.

As college students look to reduce costs, the answer isn't always clear cut and 40% have had their plans to pay for college affected by the pandemic. First generation families in the SSU primary service area are likely to be harder hit.

Of those still planning to go to college, 35% say they are less excited to go, 58% are concerned about the impact of Covid-19 on their classes and academic quality and 53% are concerned about the impact on dorm life. Additionally, 44% are worried about the effect on athletics and school-sponsored events and 40% are concerned about how it will affect dining halls.

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Wendy J. Hester

# Recruiting & Admissions Continuing Response to COVID-19

Virtual information sessions for students: Senior meetings, pre-senior meetings, transfer sessions, academic sessions, financial aid, international students, athletics.

Enhancement of Online Information & Virtual Tours. Production of Short-form Information Videos.

Online Orientation Leader trainings and Alternatives to Live On-Campus Orientation

Engaging more with Admission social media

Additional transactional messaging campaigns to guide students through the process

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# Reopening Plan Includes Curtailed On-Campus Events after July 4

SSU Campus reopening and fall classes plan released week of June 15

Many first generation students are negatively impacted by remote engagement, services, and class registration

Great demand exists for Shawnee State University prospective students and families to visit and see campus

SSU Prospects were 4x more likely to enroll in 2019 if they visited campus

Admissions and Financial Aid will resume in-person campus visits and weekly group class registration sessions on July 6

Working closely with Deans to coordinate faculty engagement – remote and in-person

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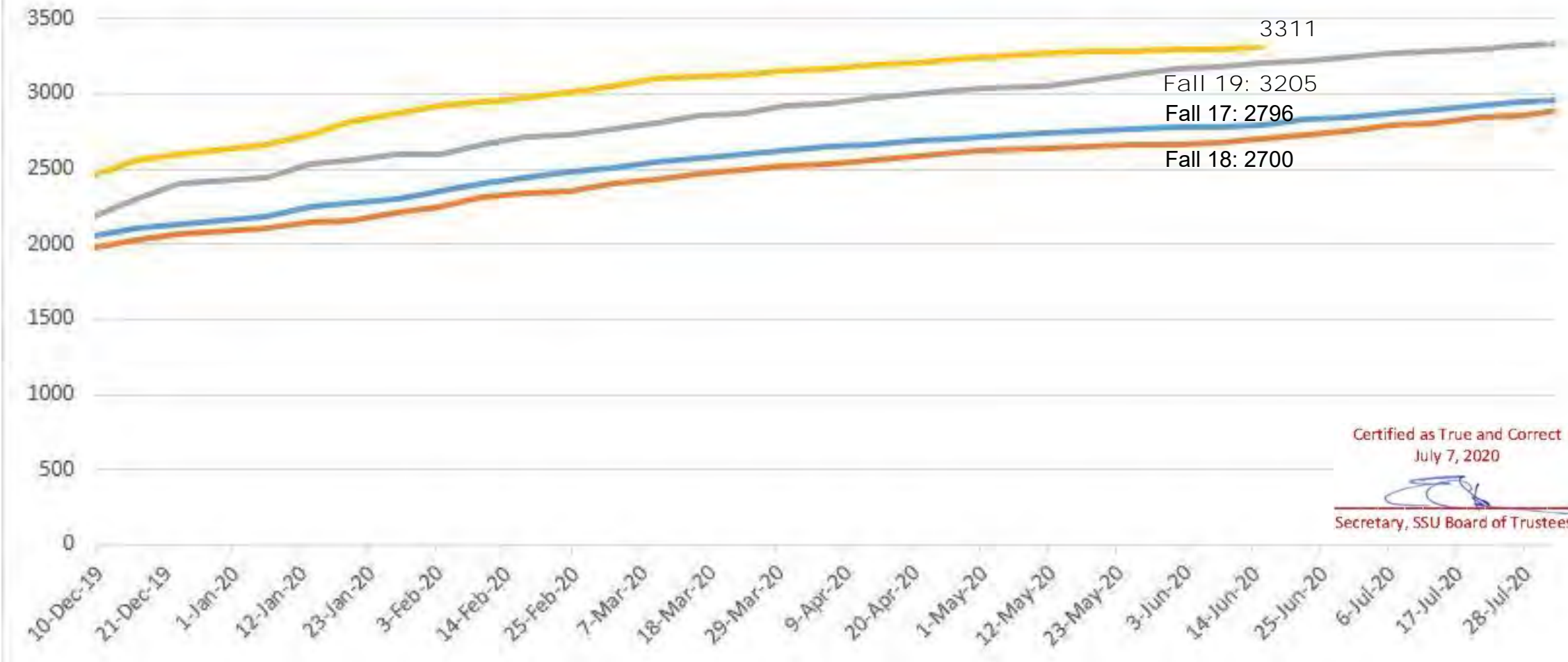
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# Fall '20 First-time Freshman (All Applications) up 3.2% Over Fall '19

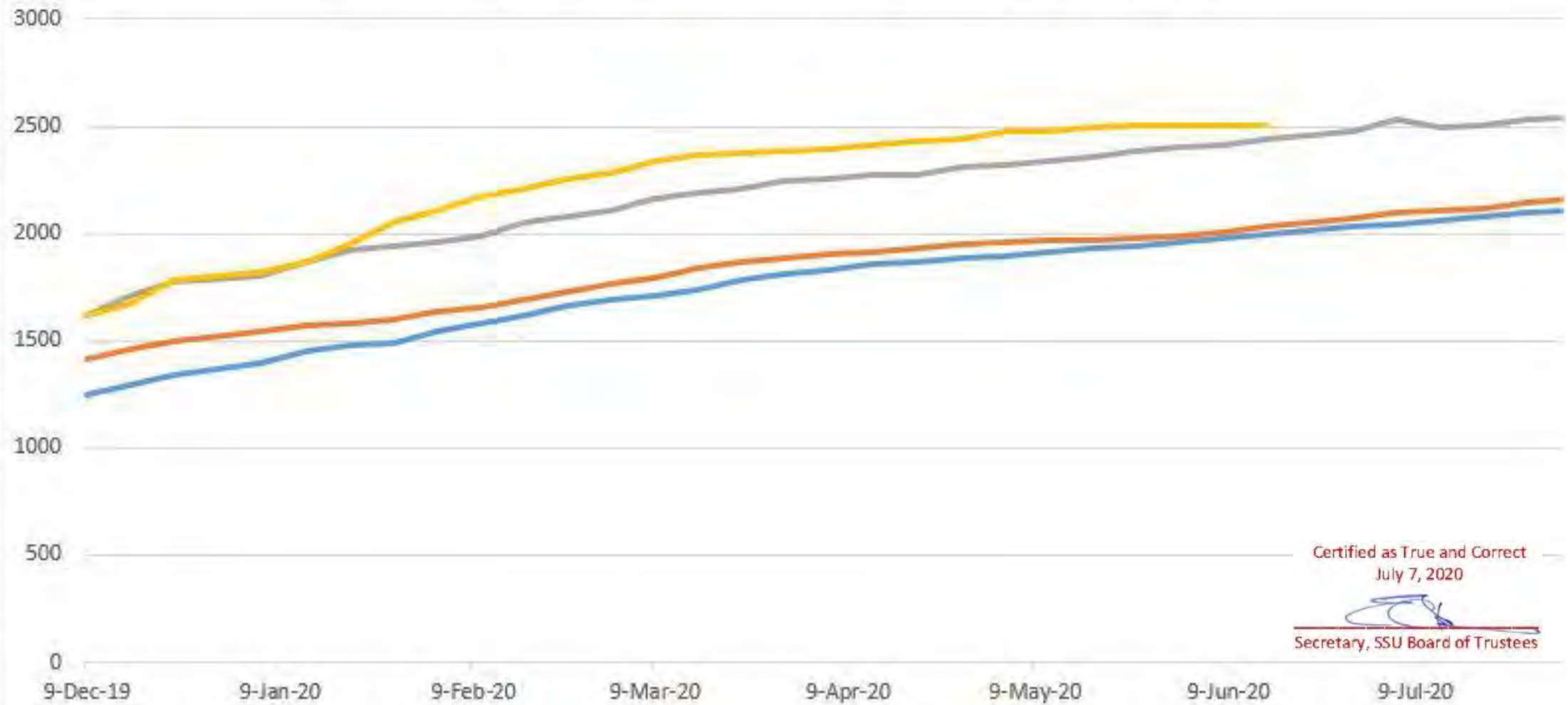
## FF Applications (All Sources) Comparison Dec 10 through Aug 1



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# Fall '20 First-time Freshman Admits up 2.59% Over Fall '19

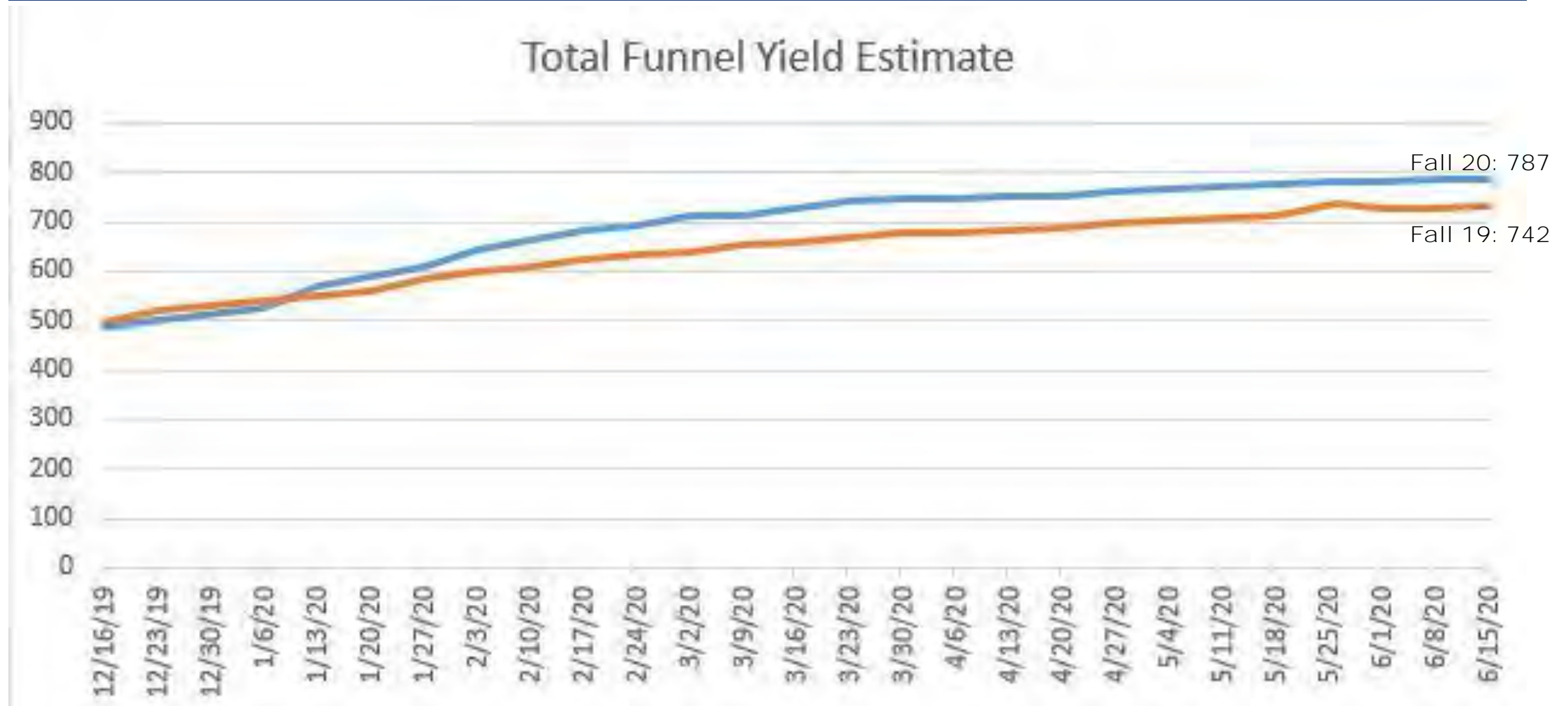
## FF Admits Comparison Dec 10 through Aug 1



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# Fall '20 First-time Freshman Yield Estimate up 5.7% Over Fall '19\*



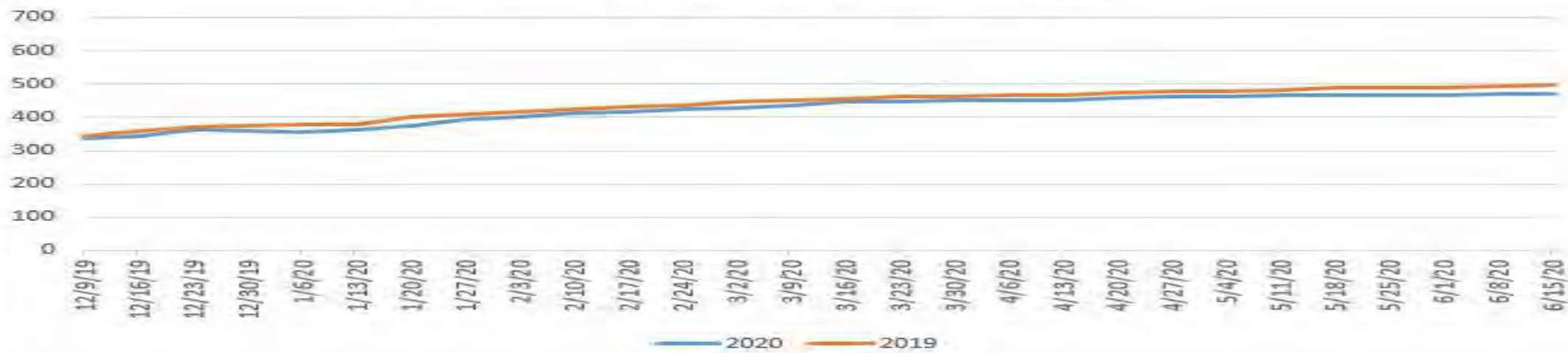
\*For Enrollment Forecast and FY21 Budget Planning, Funnel Yield Estimate is discounted significantly to -10%

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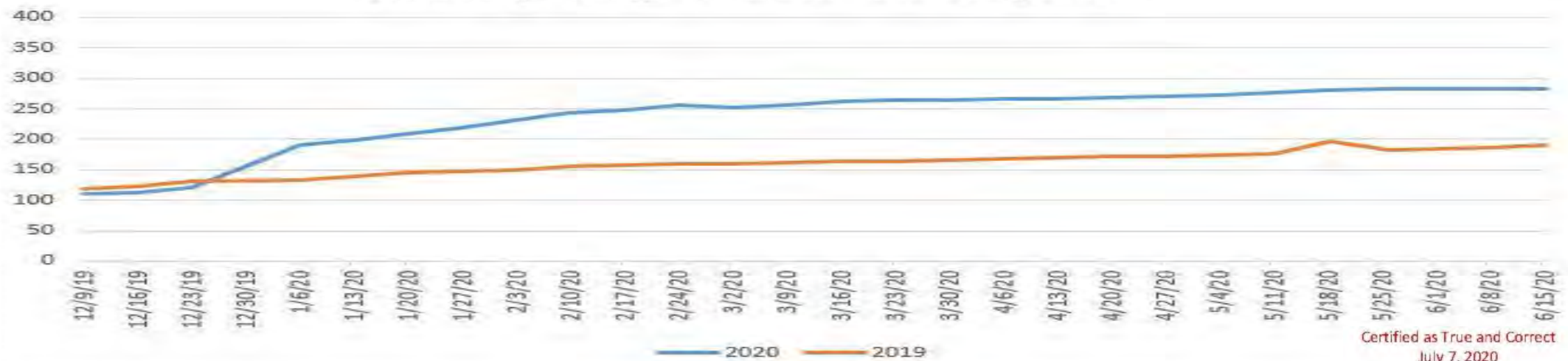
  
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# Decrease in College Ready; Increase in University College Continues

Estimated College Ready Yield Comparison



University College Yield Estimate Comparison



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# Admits Remain Up in Lawrence, Pike, Ross & Jax; Down in Scioto & Adams

6/15/2020														
<b>Scioto county</b>	Fall 2020			Fall 2019			Fall 2018			Fall 2017			<b>% to LY</b>	<b>% to 2018</b>
Apps Received	422			494			406			460			-15%	4%
Complete Applications (decision ready files)	375			447			356			354			-19%	5%
% apps complete	89%			90%			88%			77%				
Pathways	College Ready	University College	Bridge Program	College Ready	University College	Bridge Program	College Ready	University College	Bridge Program	College Ready	University College	Bridge Program		
Admits	186	118	103	205	143	99	183	58	115	202	69	83		
<b>Pike County</b>	Fall 2020			Fall 2019			Fall 2018			Fall 2017			<b>% to LY</b>	<b>% to 2018</b>
Apps Received	163			167			138			128			-2%	18%
Complete Applications (decision ready files)	149			130			101			101			15%	48%
% apps complete	91%			78%			73%			79%				
Pathways	College Ready	University College	Bridge Program	College Ready	University College	Bridge Program	College Ready	University College	Bridge Program	College Ready	University College	Bridge Program		
Admits	69	50	39	51	39	40	43	23	35	50	23	28		
<b>Lawrence County</b>	Fall 2020			Fall 2019			Fall 2018			Fall 2017			<b>% to LY</b>	<b>% to 2018</b>
Apps Received	179			159			130			113			13%	38%
Complete Applications (decision ready files)	156			141			115			86			11%	36%
% apps complete	87%			89%			89%			77%				
Pathways	College Ready	University College	Bridge Program	College Ready	University College	Bridge Program	College Ready	University College	Bridge Program	College Ready	University College	Bridge Program		
Admits	64	52	43	69	40	32	87	16	12	55	13	18		

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# Admits Remain Up in all Tier-1 Counties, except Scioto & Adams

<b>Adams County</b>	Fall 2020			Fall 2019			Fall 2018			Fall 2017			% to LY	% to 2018
Apps Received	75			103			90			108			-27%	-17%
Complete Applications (decision ready files)	72			87			76			72			-17%	-5%
% apps complete	96%			84%			84%			67%				
Pathways	College Ready	University College	Bridge Program	College Ready	University College	Bridge Program	College Ready	University College	Bridge Program	College Ready	University College	Bridge Program		
Admits	32	26	19	32	34	21	38	14	24	46	12	14		

<b>Jackson County</b>	Fall 2020			Fall 2019			Fall 2018			Fall 2017			% to LY	% to 2018
Apps Received	80			93			98			109			-14%	-18%
Complete Applications (decision ready files)	75			72			76			78			4%	-1%
% apps complete	94%			77%			78%			72%				
Pathways	College Ready	University College	Bridge Program	College Ready	University College	Bridge Program	College Ready	University College	Bridge Program	College Ready	University College	Bridge Program		
Admits	43	22	14	24	37	11	36	15	26	47	13	18		

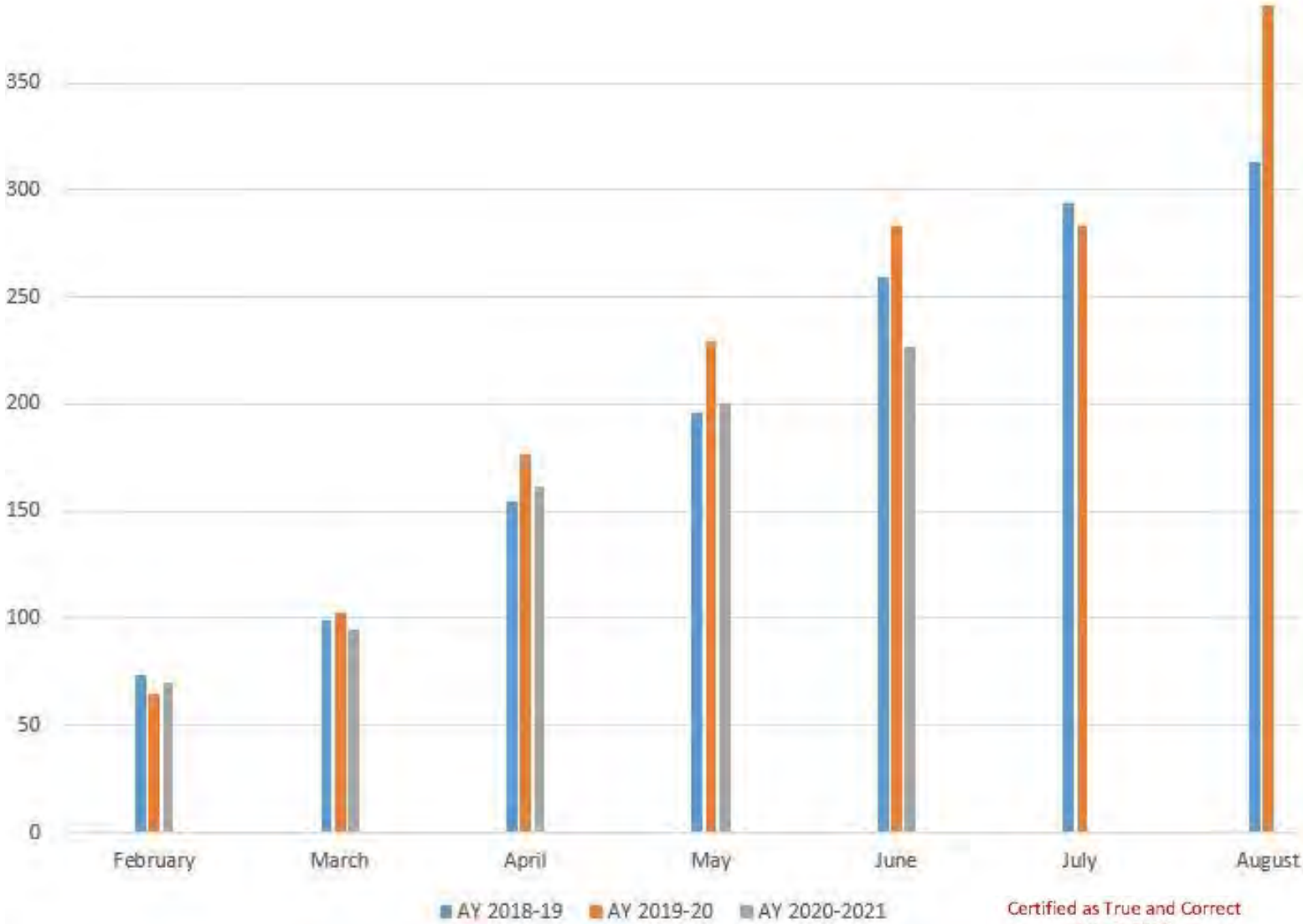
<b>Ross County</b>	Fall 2020			Fall 2019			Fall 2018			Fall 2017			% to LY	% to 2018
Apps Received	165			130			107			120			27%	54%
Complete Applications (decision ready files)	136			101			82			92			35%	66%
% apps complete	82%			78%			77%			77%				
Pathways	College Ready	University College	Bridge Program	College Ready	University College	Bridge Program	College Ready	University College	Bridge Program	College Ready	University College	Bridge Program		
Admits	64	42	39	39	37	25	41	19	22	45	23	24		

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# Fall '20 Housing Applications Down 14.5% from Fall '19 at May 31

New Housing Applications - Net			
	AY	AY	AY
Month	18-19	19-20	20-21
February	74	65	70
March	99	103	95
April	155	177	162
May	196	229	200
June	259	283	227
July	294	283	
August	313	386	



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# Fall 2020 Enrollment Forecast @ June 15

	<i>FTF</i>	<i>TR</i>	<i>Total</i>
<i>Fall 2019 Actual</i>	808	194	1,002
<i>Fall 2020 SEM Goal</i>	835	205	1,040
<b><i>Fall 2020 Forecast</i></b>	<b>784</b>	<b>114</b>	<b>898</b>

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*Fall 2020 Forecast represents an 11.58% decrease from Fall 2019 and a 15.81% variance from the Fall 2020 Strategic Enrollment Plan Goal*

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# Enrollment Management Report

## June 26, 2020

SHAWNEE STATE UNIVERSITY BOARD OF TRUSTEES  
FINANCE & ADMINISTRATION COMMITTEE

# Facilities Projects Report

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## Summary

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HB481 has passed the Ohio House and Senate approving Shawnee State University's Reappropriations Higher Education Improvement Fund, and is currently awaiting Governor DeWine's signature (June 16, 2020). The total amount to be reappropriated to Shawnee State University is \$5,635,957.

## Projects

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### **Library/CFA HVAC Renovation - \$1.1M**

Includes replacement of all pneumatic and obsolete DDC controls for multiple air handlers in both buildings; an assessment of all existing equipment is required to set priorities on replacement.

### **Kricker Innovation Hub - \$3.4M (est.) - EDA Grant/Capital/Private**

EDA grant secured. Architect selection complete; contract being developed.

### **ATC Roof Replacement - \$892,000**

All roof systems on the ATC and T&I buildings will be replaced with new 30-year EPDM single membrane system. Project 20% complete; scheduled completion date 8/18/20.

**INVESTMENT PORTFOLIO PERFORMANCE**

**FISCAL YEAR 20:**

INVESTMENT COMPANY	VALUE AS OF JUNE 30, 2019	GAIN/(LOSS) JULY**	GAIN/(LOSS) AUGUST	GAIN/(LOSS) SEPTEMBER	GAIN/(LOSS) OCTOBER	GAIN/(LOSS) NOVEMBER	GAIN/(LOSS) DECEMBER	GAIN/(LOSS) JANUARY	GAIN/(LOSS) FEBRUARY	GAIN/(LOSS) MARCH	GAIN/(LOSS) APRIL	GAIN/(LOSS) MAY	GAIN/(LOSS) JUNE	TOTAL YTD GAIN/(LOSS)
TIAA FUNDS	\$ 9,621,056.95	\$ 20,575.45	\$ 23,886.59	\$ 26,960.43	\$ 62,036.26	\$ 78,016.97	\$ 81,951.89	\$ 46,244.28	\$ (146,742.84)	\$ (274,001.11)	\$ 180,828.79	\$ 85,658.28	\$ -	\$ 185,414.99
<b>CURRENT MTD TOTAL GAIN/(LOSS)</b>														<u>\$ 185,414.99</u>
<b>INVESTMENT FUND BALANCES:</b>														
TIAA FUND END OF MONTH BALANCE		\$ 8,141,632.40	\$ 8,165,518.99	\$ 8,192,479.42	\$ 8,254,515.68	\$ 8,332,532.65	\$ 8,414,484.54	\$ 8,460,728.82	\$ 8,313,985.98	\$ 8,039,984.87	\$ 8,220,813.66	\$ 8,306,471.94		
<b>TOTAL</b>	<u>\$ 9,621,056.95</u>	<u>\$ 8,141,632.40</u>	<u>\$ 8,165,518.99</u>	<u>\$ 8,192,479.42</u>	<u>\$ 8,254,515.68</u>	<u>\$ 8,332,532.65</u>	<u>\$ 8,414,484.54</u>	<u>\$ 8,460,728.82</u>	<u>\$ 8,313,985.98</u>	<u>\$ 8,039,984.87</u>	<u>\$ 8,220,813.66</u>	<u>\$ 8,306,471.94</u>	<u>\$ -</u>	

\*\* During the month of July 2019, the University liquidated \$1,500,000 from the TIAA portfolio. The proceeds from the liquidation were transferred to the University Operating Cash account to meet July and August 2019 cash needs.

**FISCAL YEAR 19:**

INVESTMENT COMPANY	VALUE AS OF JUNE 30, 2018	GAIN/(LOSS) JULY**	GAIN/(LOSS) AUGUST	GAIN/(LOSS) SEPTEMBER	GAIN/(LOSS) OCTOBER	GAIN/(LOSS) NOVEMBER	GAIN/(LOSS) DECEMBER##	GAIN/(LOSS) JANUARY++	GAIN/(LOSS) FEBRUARY	GAIN/(LOSS) MARCH	GAIN/(LOSS) APRIL	GAIN/(LOSS) MAY @@	GAIN/(LOSS) JUNE	TOTAL YTD GAIN/(LOSS)
TIAA FUNDS	\$ 13,636,847.58	\$ 136,952.13	\$ 128,158.34	\$ (48,436.34)	\$ (513,540.88)	\$ 146,962.09	\$ (416,678.72)	\$ 497,195.59	\$ 178,356.59	\$ 113,882.44	\$ 153,132.74	\$ (128,667.60)	\$ 236,892.99	\$ 484,209.37
<b>CURRENT MTD TOTAL GAIN/(LOSS)</b>														<u>\$ 484,209.37</u>
<b>INVESTMENT FUND BALANCES:</b>														
TIAA FUND END OF MONTH BALANCE		\$ 12,273,799.71	\$ 12,401,958.05	\$ 12,353,521.71	\$ 11,839,980.83	\$ 11,986,942.92	\$ 10,570,264.20	\$ 10,567,459.79	\$ 10,745,816.38	\$ 10,859,698.82	\$ 11,012,831.56	\$ 9,384,163.96	\$ 9,621,056.95	
<b>TOTAL</b>	<u>\$ 13,636,847.58</u>	<u>\$ 12,273,799.71</u>	<u>\$ 12,401,958.05</u>	<u>\$ 12,353,521.71</u>	<u>\$ 11,839,980.83</u>	<u>\$ 11,986,942.92</u>	<u>\$ 10,570,264.20</u>	<u>\$ 10,567,459.79</u>	<u>\$ 10,745,816.38</u>	<u>\$ 10,859,698.82</u>	<u>\$ 11,012,831.56</u>	<u>\$ 9,384,163.96</u>	<u>\$ 9,621,056.95</u>	

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

## During the month of December 2018, the University liquidated \$1,000,000 from the TIAA portfolio. The proceeds from the liquidation were transferred to the University Operating Cash account to meet December 2018 cash needs.

++ During the month of January 2019, the University liquidated \$500,000 from the TIAA portfolio. The proceeds from the liquidation were transferred to the University Operating Cash account to meet January 2019 cash needs.

@@ During the month of May 2019, the University liquidated \$1,500,000 from the TIAA portfolio. The proceeds from the liquidation were transferred to the University Operating Cash account to meet May and June 2019 cash needs.

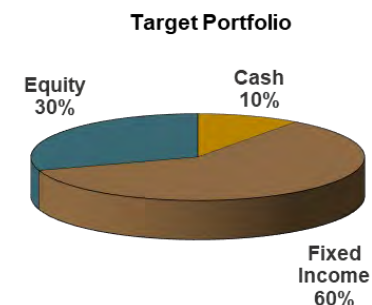
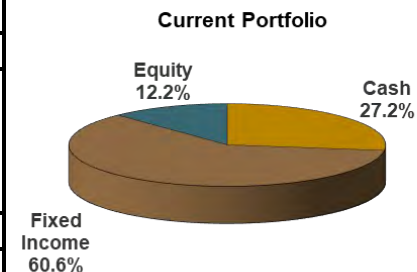
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# Shawnee State University Asset Allocation – As of May 31, 2020



Asset Class	Market Value	% of Assets	Target %
<b>Cash Equivalents</b>			
TIAA Cash Deposit Account	\$2,256,042	27.2%	
<b>Total Cash Equivalents</b>	<b>\$2,256,042</b>	<b>27.2%</b>	<b>10.0%</b>
<b>Fixed Income</b>			
Fixed Income Separately Managed Account	\$3,313,180	39.9%	40.0%
Vanguard Short Term Bond Index Fund	\$865,303	10.4%	10.0%
DFA Inflation Protected SEC Fund	\$438,942	5.3%	5.0%
PIMCO 1-5 Year U.S. TIPS Index Fund	\$420,051	5.1%	5.0%
<b>Total Fixed Income</b>	<b>\$5,037,476</b>	<b>60.6%</b>	<b>60.0%</b>
<b>Domestic Equity</b>			
TIAA-CREF Large Cap Value Index Fund	\$298,617	3.6%	10.0%
TIAA-CREF Large Cap Growth Index Fund	\$355,474	4.3%	9.0%
iShares Russell Mid Cap Value ETF	\$54,369	0.7%	1.8%
Nationwide Geneva Mid-Cap Growth Fund	\$67,562	0.8%	1.8%
Wasatch Small Cap Growth Fund	\$18,979	0.2%	0.5%
TIAA-CREF Small Cap Blend Index Fund	\$32,584	0.4%	1.0%
Cohen & Steers Real Estate Fund	\$15,812	0.2%	0.5%
Vanguard REIT Index Fund	\$15,867	0.2%	0.5%
<b>Total Domestic Equity</b>	<b>\$859,264</b>	<b>10.3%</b>	<b>25.0%</b>
<b>International Equity</b>			
iShares Core MSCI EAFE ETF	\$90,657	1.1%	3.0%
Harding Loevner Institutional Emerging Markets Fund	\$30,900	0.4%	1.0%
MFS International New Discovery Fund	\$16,627	0.2%	0.5%
DFA International Small Cap Value Fund	\$15,511	0.2%	0.5%
<b>Total International Equity</b>	<b>\$153,695</b>	<b>1.9%</b>	<b>5.0%</b>
<b>Total Equity</b>	<b>\$1,012,959</b>	<b>12.2%</b>	<b>30.0%</b>
<b>Total Portfolio Market Value</b>	<b>\$8,306,477</b>	<b>100.0%</b>	<b>100.0%</b>



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# Shawnee Personnel Activity Report

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## Summary

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This is a report of personnel activity between January 1 and March 31, 2020. During this time there were two (2) promotions and one (1) status change.

## Change of Status

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Mark Moore, Project Manager, Enterprise Resource Planning, retired effective January 1, 2020, and was rehired through August 31, 2021. Mr. Moore will transition to part-time status (25 hours/week) effective July 1, 2020 through the end of his contract. Mr. Moore currently plays a key role in the support of functional leaders and users of the Oracle Beartrax system and serves as the project manager for the major implementation that has begun to transition all student business operations to the cloud via Jenzabar One (JOne).

## Promotions

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Heather Cantrell, former Coordinator, CAS Academic Advising & Student Support, was promoted into the vacant Assistant Director of Advising & Academic Support position, effective February 17, 2020. The Assistant Director position is currently funded by the Title III grant.

Virginia Young, former Academic Advisor, College of Arts & Sciences, was promoted into the vacant Coordinator, CAS Academic Advising & Student Support position, effective March 23, 2020.

# Shawnee Employee Summer Furlough Program

## Overview

In response to the anticipated reductions in state funding and tuition income, the University implemented a summer furlough. Furloughs are for a temporary period of unemployment during which employees do not work or receive their normal compensation but continue to receive health and welfare benefits.

The furlough program went into effect May 23, 2020, and includes full and partial furloughs of employees in administrative and staff positions. The percentage and duration of each affected employee's furlough have been determined based upon assigned duties for operational and service needs.

During the furlough employees may apply for unemployment benefits. Employees fully furloughed are eligible to apply for traditional unemployment benefits; those partially furloughed are eligible to participate in the Ohio Department of Job and Family Services (ODJFS) SharedWork Ohio program. SharedWork Ohio is a layoff aversion program that the University received approval to implement. It allows workers to remain employed and employers to retain trained staff during times of reduced business activity. Under a SharedWork Ohio plan, the participating employee works the reduced hours each week, and ODJFS provides eligible individuals an unemployment benefit proportionate to their reduced hours. Participants of the SharedWork program are also eligible to receive benefits offered through the CARES Act program. To date, one hundred seventy (170) employees have applied for unemployment.

## Employee Details

There are one hundred and eighty-one (181) employees included in the furlough program – sixty-six (66) whose work schedule has been reduced by twenty percent, thirty-six (36) reduced by forty percent, seventy-two (72) reduced by fifty percent, and seven (7) reduced one hundred percent. Twenty-three (23) employees were not included in the furlough program based upon operational needs.

## SSU's Estimated Expense Reduction

The University anticipates between \$580,000 and \$730,000 in reduced employment expenses from the summer furlough program. The overall savings will depend upon reimbursements the University receives from the federal government for unemployment expenses through ODJFS.

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# Shawnee CARES Grant

## HEERF & CARES

### Application & Certification

SSU signed and submitted application for the Higher Education Emergency Relief Fund (HEERF) through the Coronavirus Aid, Relief, and Economic Security (CARES) Act on April 20, 2020

### CARES Grant Uses

Shawnee CARES funds are available to help students with expenses related to the disruption of campus operations due to the Coronavirus pandemic.

Housing – Food – Technology – Medical – Child Care – Course related

### Eligibility

Students enrolled in Spring semester 2020, eligible for Title IV Financial Aid and not enrolled as an e-campus student.

### SSU's Allocation & Distribution

Total allocation to SSU is \$3,572,909

Amount to be awarded for Emergency Financial Aid Grants to Students \$1,786,455

Allocation to be Awarded for Institutional Costs \$1,786,454

- Student applications available May 11, 2020 to May 31, 2020
- Over 900 student applications received
- Applications evaluated beginning June 1, 2020
- Disbursements to students by June 15, 2020
- As of June 15<sup>th</sup> \$361,849 has been disbursed to 513 students

**Division of Advancement & Institutional Relations Report  
To the Meeting of the Board of Trustees  
June 26, 2020**

**Alumni and Community Events**

Shawnee State **Night at the Chillicothe Paints** scheduled for Friday, June 12 was cancelled due to COVID-19 mandates in the state of Ohio. The event will be reinstated in 2021.

The **Golden Bear Program** has continued programming during COVID-19 with virtual gatherings through Zoom and at home exercise videos from instructor Melissa Davis.

**Fall 2020 Events** include: August 12, Golden Bear Orientation Breakfast; August 22, Weekend of Welcome 5K Run; September 5, Shawnee State's Night at the Races; September 20, SSU Day at Cincinnati Reds; September 23, Fall Bear Run; September 26, Jordan Williams Golf Outing; September 27, SSU Day at Cleveland Indians; October 6-8, Science Alliance; October 23-24, Homecoming; October 30-31, Shawnee Game Conference; and November 20, Golden Bear Thanksgiving.

**Athletics**

**Mid-South Conference End of Year Award Nominations:** Male Character-First Award nominee, Chris Jones, graduated Magna Cum Laude, was 2019 SSU men's soccer team captain, 2020 SSU Alumnus of Tomorrow Award winner, three-time Academic All-MSC award winner, will be two-time NAIA Scholar-Athlete, has been accepted into Masters of Science in the Biomedical Research Technologies program at Cincinnati and will be working at Cincinnati Children's Hospital. Female Character-First Award nominee, Jill Kelly, graduated Summa Cum Laude, was 2019 SSU women's soccer team captain, achieved President's List Fall 2016, Spring 2017, Fall 2017, Spring 2018, Fall 2018, Spring 2019, Spring 2020, and Dean's List Fall 2019, member of Pi Mu Epsilon Ohio Chi National Math Honors Society, four-year Mid-South Conference Academic Honors Recipient, Mid-South Conference Champions of Character Recipient Fall 2019 soccer season and 2020 tennis season, and CoSIDA Academic honoree in both women's soccer and women's tennis. Female Student-Athlete of the Year nominee, Bailey Cummins, was 2020 Mid-South Conference Player of the Year, 2020 First-Team NAIA All-American, 2019 Second-Team NAIA All-American, 2018 Third-Team NAIA All-American and 2019-20 SSU team captain alongside fellow senior Sydney King.

**Marketing and Communications**

The Office of Marketing & Communications continues to manage **COVID-19 crisis communications** for the institution. The department has maintained weekly campus e-mail updates; a web presence with resources for faculty, staff and students; and appropriate social media and SSU app posts. Communications has shifted from SSU's initial response and changes during spring semester to summer and fall plans for a safe return to campus. A site for the Bears Return plan is being developed, as well as materials for employees.

Marketing & Communications provided support to the Office of the Registrar and the Commencement Committee for the production of SSU's first **Virtual Commencement** which was successfully launched on May 16.

Working with the Office of Admission, the Marketing & Communications team continue to support and promote **Virtual Campus Visits** for prospective students. These have grown in scope to include a series of sessions focused on majors and career exploration. The team is also developing websites and content for **Virtual New Student Orientations** tailored to new undergraduates, Bridge students, and College

**Division of Advancement & Institutional Relations Report  
To the Meeting of the Board of Trustees  
June 26, 2020**

Credit Plus students. The team has also created ongoing print and email communications to keep prospective students informed about new admission processes and engaged as new SSU students. The team continues to produce **weekly news stories** highlighting positive faculty and student stories. Stories on how faculty shifted to remote instruction, a 17-year-old graduated from both her high school and Shawnee State this spring, a teacher education student used her career skills to connect with elementary students during stay at home orders, and Upward Bound Math & Science is helping high school students remotely this summer have garnered media attention. Posts with information and links to SSU's Virtual Commencement, a video with President Bauer and Dr. Logan Minter planting a tree in honor of the Class of 2020, and Shawnee State background images that students can use on their mobile phones received the highest social media engagement this month.

The team has launched advertising campaigns targeting prospective undergraduates and transfer students, spotlighting two-year degrees and promoting virtual visits and tours.

Communications in the coming weeks will center around plans for Fall 2020, the return to campus, and budget information.

**Pre-Collegiate Programs and Initiatives**

On May 15, the **ServeOhio Commission on Service and Volunteerism** notified Amanda Hedrick, Program Director for Project BEAR: Building Emerging and Achieving Readers that the university's 2020 Ohio AmeriCorps continuation grant was approved for funding for FY21. After successfully completing our first program year, Project BEAR is planning to expand into Pike, Jackson, Hocking, Gallia, Vinton, and Meigs counties through a partnership with Easter Seals of Central and Southeast Ohio. This partnership will increase our community outreach, improve family engagement activities, and increase access to high quality children's literature through registration of children birth to age five in the Governor's Imagination Library. This work will continue to fulfill our mission of serving as a leader in Appalachian Literacy Development.

On May 21, thirteen students participated in a **drive-thru preschool graduation**. The annual Children's Learning Center Superstar Celebration honoring those students completing preschool and entering kindergarten in the fall was modified to meet Ohio Department of Health regulations.

On June 1, the **Children's Learning Center reopened** following guidance from the Governor's Responsible RestartOhio Plan. The Children's Learning Center updated program policies and procedures in order to comply with the plan to protect the health and safety of employees, children, and their families. Grant funds will be made available for programs to apply on June 14 to help cover the costs of meeting the new guidelines.

On June 10, an application was submitted for the **Comprehensive Literacy State Development Subgrant** through the Ohio Department of Education. If awarded, nearly \$400,000 would be allocated to support literacy development throughout Scioto County over the next four years. Programs will be notified in July of their funding status.

Head classroom teacher, Ashley Hood, began her Master of Education in Foundations of Behavior Analysis at the University of Cincinnati this May. Project BEAR Project Coordinator, Hayley Venturino, is currently completing her Master's Degree in Reading Education with an Ohio K-12 Reading Specialist Certification at Concordia University Chicago.

**Division of Advancement & Institutional Relations Report  
To the Meeting of the Board of Trustees  
June 26, 2020**

**Vern Riffe Center for the Arts**

As the Vern Riffe Center and the University try to **re-open**, there are many factors to consider. In regards to the 2020-2021 season, it will look a little different. We are putting together a conservative set of concerts and events. As we've learned over the past couple of months, plans could change very quickly and we need to be able to respond accordingly. Once a clear set of guidelines are established for campus, we will be sending a letter to our subscribers updating them on our intentions. We continue to look to other venues for ideas on new seating practices, as well as, crew procedures just to name a few factors we're considering during our re-open. We're continuing to update grant narratives to reflect our current programming. So essentially, things are continuing on at the VRCFA with the understanding our plans need to be fluid.

**Development Foundation**

The SSU Development Foundation Board held their quarterly meeting by conference call on June 12, 2020. The board voted to approve a \$16,000 budget for the **Spring 2021 SSUDF Grants cycle**. For over twenty years, the Shawnee State University Development Foundation has awarded grants to a range of academic departments, in part funding nearly 400 projects to enhance research, academic programming, and student life at Shawnee State University.

**The Student Emergency Fund** was established by the SSU Development Foundation as an initiative to support those students who are lacking resources needed to continue their education. The fund will assist students with hardware and software they need to be successful in their classes. The SSU Development Foundation is pledged \$1 for \$1 in matching funds up to \$15,000 towards the fund. By the conclusion of the campaign, 88 donors contributed toward a total fund balance of \$26,134.

The annual **Senior Gift** campaign raised \$1,111 by 55 graduating seniors. The campaign is designed as a way for graduating seniors to give back to future generations of SSU students by making their first university gift to The Shawnee Fund. Those who make their Senior Gift receive a philanthropy cord to wear at graduation to honor their first gift.

**Kricker Innovation Hub & Entrepreneurship**

The Kricker Innovation Hub served as a client to discuss marketing strategies and research proposals for the Business Marketing 4250 class project, in its new online format for the first time. **This class culminated in a presentation to the Innovation Hub of a research proposal for measuring the impact of programs, such as Startup Weekend, on student academic experiences.** The Hub plans to incorporate a mechanism for engaging students in providing intentional feedback this upcoming year. This previous semester, the Hub had two student internship workers that transitioned to remote work; a marketing practicum student through our Business Marketing program, and a data analytics intern through our Institutional Research Office. **These two students worked together on advancing our use of HubSpot, a Client Relationship Management system at the Hub.** Each student also learned how to use the system and developed formal recommendations. As a result of this project our Marketing intern now uses HubSpot in her full-time marketing job.

The Kricker Innovation Hub is **preparing four Fall Entrepreneurial Journey Speaker Series**. Due to the restrictions resulting from COVID-19, we are planning to incorporate blended virtual and limited in-person features.

**Division of Advancement & Institutional Relations Report  
To the Meeting of the Board of Trustees  
June 26, 2020**

**Program Coordinator, Recovery interviews have been completed**, and we are currently preparing to make an offer. This position is expected to work at the intersection of workforce, entrepreneurship, and recovery as part of our ARC POWER grant. The scope of this position will be regional in nature. The Kricker Innovation Hub and selection committee **completed six interviews of short-listed architecture firms** for the lead A/E contract on our EDA grant funded renovation of the Kricker Innovation Hub.

**Housing and Residence Life**

In response to the quick conversion to remote learning in May, the HRL team facilitated the **refunding or credit for fall 2020** of pro-rated housing and meal plan funds to all eligible residents. We continued to house approximately 144 students for the remainder of spring 2020.

Since the vast majority of summer classes are online, we have a minimal number of residents on campus. Many of those remaining are international students who are either unable to travel home, or choose not to do so for fear of not being able to return.

We are now in the process of **preparing for fall 2020** and the return of residents to campus. Returning residents have chosen their rooms (and roommates/housemates where applicable) for fall and we have begun the process of assigning rooms to new students.

Working with the SSU **“re-opening task force”** and following local, state, and federal guidelines, we are developing a comprehensive strategy to ensure a safe return to campus for our residential population.

**Vice President’s Report**

As uncertainty has defined the lives of our students and prospective students, so too has it impacted the personal and professional lives of the faculty and staff with whom we work every day. I continue to be overwhelmed by the commitment our university community has to its mission and the impact Shawnee State University makes on the region. Plans have been made, scrapped, and redrawn countless times over the past several months. Time and time again, my colleagues tell me “I understand” and “we will do whatever it takes.” As we embark on a truly unique academic year, indeed with hundreds of other colleges and universities in a similarly challenging position, I thank sincerely our departments, programs, teams, workgroups, boards, and others who have and will continue to commit themselves to a successful class of new and returning students on campus in August.

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

# Academic and Student Affairs Report

June 26, 2020

## Clark Memorial Library

- The CML continues to be closed to students and faculty for the rest of the summer. However, the library staff have continued to offer remote assistance. They have provided a Chat Reference service since the University closed upon orders from the Governor. This Chat service has often provided answers not only for reference questions, but also for other university-wide questions. They have just recently collected data evaluating this assistance where over 90% of the students responded they would highly recommend continuation of this service.
- During the summer semester, the library has one day a week when students and/or faculty can pick-up or return hard copies of library resources they have requested.

## University College

- The Bridge Program for underprepared students will be fully online this summer. It begins June 29<sup>th</sup>.
- The Fully Online Upward Bound Math Science summer program is underway. Since the annual trips associated with this program were canceled, Director, Gabe Brown, used these funds to purchase some fabulous materials for the students. Things like 3-D printers, tablets, study guides for ACT exams, etc. were distributed in early June via a “drive-thru” service.
- The Fully Online Summer Program for the CollegeFirst program will also begin on June 29<sup>th</sup>.


## College of Arts and Sciences

- Dr. Lavanya Vemsani gave a virtual lecture for Jawaharlal Nehru University, a premier university in India, on June 1<sup>st</sup>. The lecture was so well received she has been asked by the Chair to be an honorary visiting Professor. This is an honorary position only, but is a very prestigious honor.
- Dr. Amr Al-Azm reports that BBC news has published an article on his efforts to combat looting and trafficking of antiquities that was published on Tuesday, June 23<sup>rd</sup>. Shawnee State is mentioned in the article. As a result of Amr’s efforts, Facebook will be announcing a change in their policy banning the sale of antiquities on their platforms.
- Dr. Dan Johnson has had three papers accepted for publication (the first of which has already come out) in journals this year. “Three Kinds of Competitive Excellence,” Journal of the Philosophy of Sport.; “Doing All Things for God’s Glory, Acting So That It is God Who Acts: Kierkegaard, Edwards, and the Problem of Total Devotions,” in Religious Studies.; “How Puzzles of Petitionary Prayer Solve Themselves: Divine, Omnirationality, Interest-Relative Explanation, and Answered Prayer,” in Faith and Philosophy.

## College of Professional Studies

- The new graduate program for preparing Teachers for the Deaf and Hard of Hearing (Graduate Licensure Only) has been approved and recruitment for the first cohort of students is underway. Currently we have 14 students enrolled in this graduate licensure program.

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- The new graduate program in Orientation and Mobility Specialist Education (Graduate Licensure Only) has been approved. A new grant funded faculty member has been hired for this program. This program is being supported by a grant from the Ohio Department of Education's Office of Exceptional Children.
- The Intervener Paraprofessional Education Certificate has been approved and will be marketed to new students soon. This program is designed to prepare teacher's aides who have specific training to work with students who have visual impairments.
- OVRDC informed us that our Plastics Engineering Technology program would receive grant funding totaling \$250,000 to support our PPE Project producing face shields for healthcare providers and others in Ohio and Kentucky.
- The University of Rio Grande/Rio Grande Community College has asked about developing collaboration with our Physical Therapy Assistant Program. Discussions concerning this collaboration will occur with the idea of starting a cohort at Rio Grande much the same as we have the cohort at Southern States Community College for the Occupational Therapy Assistant Program.
- The Bachelor of Science in Information Security program has received approval at the institutional level and is now being prepared for submission to the Ohio Department of Higher Education.

#### **Student Affairs**

- Tiffany Hartman, Director of Student Life, is currently working on the development of Weekend of Welcome programming. There will be online programming as well as face-to-face programs following CDC and Ohio Department of Health Guidelines.
- The Pantry continues to be open for our students. Open only two days a week for limited hours, we have still had 121 visits since early May.

Respectfully submitted,

Becky A. Thiel DNP, RN, CNE

Interim Provost/ Vice President for Academic and Student Affairs

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**Board of Trustees Meeting  
May 5, 2020**

Spring 2020 Preliminary Commencement Report									
	Spring 2018	Spring 2019	Spring 2020						
<b>Total # of Degrees:</b>	<b>558</b>	<b>544</b>	<b>556</b>		<b>MASTERS:</b>				
Total Masters Degrees:	10	5	8		Education				4
Total Bachelor Degrees:	361	354	372		Occupational Therapy				0
Total Associate Degrees:	187	185	176		Mathematics				4
					Total Masters Degrees:				<b>8</b>
<b>BACHELORS:</b>					<b>ASSOCIATES:</b>				
<b>College of Professional Studies</b>				<b>TOTAL</b>	<b>College of Professional Studies</b>				<b>TOTAL</b>
	Sports Studies		20			Dental Hygiene			15
	Business Administration		43			Emergency Medical Tech			0
	Nursing		29			Medical Laboratory Tech			14
	Occupational Therapy		0			Nursing			18
	Health Sciences		34			Occupational Therapy Asst.			28
	Plastics Engin.Tech.		24			Physical Therapy Asst.			23
	Computer Engin. Tech.		6			Radiologic Technology			15
	Environmental Engin. Tech.		4			Respiratory Therapy			13
	Digital & Sim.Gaming Engin.		24			Technical Studies			0
	Athletic Training		2			Computer Aided Drafting/Des			7
	Educational Studies		6			Electromechanical Engin.Tech			8
	Early Childhood Educ PreK-3		1			Plastics Engineering Tech			4
	Early Childhood Intervention Spec		26			Accounting			6
	Intervention Specialist K-12		5			Business Management Tech			11
	Middle Childhood Education		4			Legal Assisting			1
	<b>TOTAL</b>			<b>228</b>		Information Tech. Management			4
<b>College of Arts &amp; Sciences</b>					<b>College of Arts &amp; Sciences</b>				<b>TOTAL</b>
	Social Sciences		10						
	Sociology		20						
	International Relations		1						
	Psychology		17						
	History		7			Arts & Humanities			0
	English Humanities		9			Social Science			0
	Mathematical Sciences		4			Mathematics			0
	Fine Arts		32			Natural Science			3
	Natural Science		14			<b>TOTAL</b>			<b>3</b>
	Biology		19						
	Chemistry		8						
	Political Science		4						
	Philosophy and Religion		0						
	<b>TOTAL</b>			<b>145</b>					
<b>University College</b>					<b>University College</b>				
	Individualized Studies		4			Individualized Studies			0
						General Studies			6
	<b>TOTAL</b>		<b>4</b>	<b>4</b>		<b>TOTAL</b>			<b>6</b>
	<b>TOTAL BACHELOR DEGREES</b>			<b>377</b>		<b>TOTAL ASSOCIATE DEGREES</b>			<b>176</b>

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Summer Weekly Registration Comparison Report

	Summer 2018 6/5/2018	Summer 2019 6/4/2019	Summer 2020 6/2/2020	Summer 2020 with 2nd Half 6/22/2020
<b>15th Day Updated with 2nd Half</b>				
<b>New Undergraduate Enrollment</b>				
First-time Freshmen	16	19	20	19
Transfer	17	13	8	9
<b>Total New</b>	<b>33</b>	<b>32</b>	<b>28</b>	<b>28</b>
<b>Difference from prior year</b>		<b>-1</b>	<b>-4</b>	<b>0</b>
<b>Continuing Undergraduate Enrollment</b>				
Freshmen	38	24	36	36
Sophomore	154	135	137	139
Junior	202	167	144	149
Senior	389	321	331	327
<b>Total Continuing</b>	<b>783</b>	<b>647</b>	<b>648</b>	<b>651</b>
<b>Difference from prior year</b>		<b>-136</b>	<b>1</b>	<b>3</b>
<b>Total Degree Seeking Undergraduate</b>	<b>816</b>	<b>679</b>	<b>676</b>	<b>679</b>
<b>Difference from prior year</b>		<b>-137</b>	<b>-3</b>	<b>3</b>
<b>New Graduate Enrollment</b>				
Graduate - New	31	38	52	69
<b>Total New</b>	<b>31</b>	<b>38</b>	<b>52</b>	<b>69</b>
<b>Difference from prior year</b>		<b>7</b>	<b>14</b>	<b>17</b>
<b>Continuing Graduate Enrollment</b>				
Graduate - 1	33	42	67	70
Graduate - 2	43	43	33	33
Graduate - 3	0	0	2	2
<b>Total Continuing</b>	<b>76</b>	<b>85</b>	<b>102</b>	<b>105</b>
<b>Difference from prior year</b>		<b>9</b>	<b>17</b>	<b>3</b>
<b>Total Graduate</b>	<b>107</b>	<b>123</b>	<b>154</b>	<b>174</b>
<b>Difference from prior year</b>		<b>16</b>	<b>31</b>	<b>20</b>
<b>Non-Degree Enrollment</b>				
NT - Visiting	24	11	3	3
NR - Non-degree	0	4	82	78
NH - Highschool not CCP	0	0	1	1
NP - College Credit Plus	13	19	31	30
ND - Returner CCP and non-CCP	45	33	54	56
NS - Senior Citizen	0	1	0	0
<b>Total Non-Degree</b>	<b>82</b>	<b>68</b>	<b>171</b>	<b>168</b>
<b>Difference from prior year</b>		<b>-14</b>	<b>103</b>	<b>-3</b>
<b>Grand Total</b>	<b>1005</b>	<b>870</b>	<b>1001</b>	<b>1021</b>
<b>Difference from prior year</b>		<b>-135</b>	<b>131</b>	<b>20</b>

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Fall Weekly Registration Comparison Report

	Fall 2018 6/18/2018	Fall 2019 6/17/2019	Fall 2020 6/22/2020	Fall 2018 15th Day	Fall 2019 15th Day
<b>Week 10 of Registration</b>					
<b>New Undergraduate Enrollment</b>					
First-time Freshmen	329	613	378	617	808
Transfer	44	88	43	153	194
<b>Total New</b>	<b>373</b>	<b>701</b>	<b>421</b>	<b>770</b>	<b>1002</b>
<b>Difference from prior year</b>		<b>328</b>	<b>-280</b>		
<b>Continuing Undergraduate Enrollment</b>					
Freshmen	162	144	203	171	179
Sophomore	581	505	511	564	501
Junior	529	519	474	537	551
Senior	650	663	688	721	747
<b>Total Continuing</b>	<b>1922</b>	<b>1831</b>	<b>1876</b>	<b>1993</b>	<b>1978</b>
<b>Difference from prior year</b>		<b>-91</b>	<b>45</b>		
<b>Total Degree Seeking Undergraduate</b>	<b>2295</b>	<b>2532</b>	<b>2297</b>	<b>2763</b>	<b>2980</b>
<b>Difference from prior year</b>		<b>237</b>	<b>-235</b>		
<b>New Graduate Enrollment</b>					
Graduate - New	21	9	34	44	54
<b>Total New</b>	<b>21</b>	<b>9</b>	<b>34</b>	<b>44</b>	<b>54</b>
<b>Difference from prior year</b>		<b>-12</b>	<b>25</b>		
<b>Continuing Graduate Enrollment</b>					
Graduate - 1	8	12	31	42	54
Graduate - 2	63	58	35	40	35
Graduate - 3	0	0	0	30	33
<b>Total Continuing</b>	<b>71</b>	<b>70</b>	<b>66</b>	<b>112</b>	<b>122</b>
<b>Difference from prior year</b>		<b>-1</b>	<b>-4</b>		
<b>Total Graduate</b>	<b>92</b>	<b>79</b>	<b>100</b>	<b>156</b>	<b>176</b>
<b>Difference from prior year</b>		<b>-13</b>	<b>21</b>		
<b>Non-Degree Enrollment</b>					
NT - Visiting	3	0	0	2	0
NR - Non-degree	0	0	3	4	10
NH - Highschool not CCP	1	1	0	4	1
NP - College Credit Plus	98	153	40	175	291
ND - Returner CCP and non-CCP	95	127	107	146	176
NS - Senior Citizen	0	3	3	3	7
<b>Total Non-Degree</b>	<b>197</b>	<b>284</b>	<b>153</b>	<b>334</b>	<b>485</b>
<b>Difference from prior year</b>		<b>87</b>	<b>-131</b>		
<b>Grand Total</b>	<b>2584</b>	<b>2895</b>	<b>2550</b>	<b>3253</b>	<b>3641</b>
<b>Difference from prior year</b>		<b>311</b>	<b>-345</b>		

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# President's Report

Board of Trustees Meeting  
June 26, 2020

Thank you Chairman Watson.

As part of my obligation to the Board and pursuant to Policy No. 5.00REV of the Board of Trustees, I am providing this annual report on the enactment, amendment, rescission, and renewal of Board policies and University procedures during the 2019-2020 fiscal year. Highlights of the fiscal year include the enactment of major revisions to the campus smoking policy, which will create a smoke and tobacco-free campus in the Spring of 2021; the enactment of an Academic Forgiveness Policy; and the streamlining of the policy review process.

So ... What just happened here? It was just a few short months ago that I was reporting that our future was getting brighter by the minute. We had turned around a seven-year period of plummeting enrollment and, although not anywhere near being out-of-the-financial-woods, there was reason to let out a sigh of relief and look forward with great optimism to the potential of growth and expansion. Our Fall 20 freshman cohort was shaping up to be as large or larger than that of the previous year. We were beginning to look at directing resources to additional programming and services. What a difference a few months makes.

COVID-19 is now the most used new term in the lexicon. It has changed our lives. It forced us to cut in-person classes short during spring semester. It has sent most of our employees home and now they are teleworking when they're not on a furlough day. From a financial standpoint, the impact of COVID-19 has been harsh and immediate on SSU. State funding was cut by 20% in the last quarter of FY 20 leaving our budget goals devastated. Miscellaneous and summer revenues have fallen well short of our projections. Although some of the blow was offset by federal assistance, we have not been able to realize the gains that we projected. The campus has been a ghost town for the last three months.

Looking forward to FY 21 and fall semester, we can only define it with great uncertainty. The only certainty is that state funding and fall enrollment are going to fall well short of our expectations and our basic needs. From an expected banner year in enrollment and revenue to the necessity of personnel cuts and use of an already depleted reserve account ... it just doesn't seem fair. But this is the world that we and many other institutions will have to adapt to. And quickly.

As I mentioned at our last meeting, we are developing plans to address what we believe to be a worst case scenario – 10% cut in state funding and a nearly 10% decline in enrollment. This is

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clearly the greatest challenge this young university has faced. The deficit could reach close to \$5 M if we do nothing to curb expenses.

To address fiscal uncertainties, we have immediately implemented a hiring freeze and an extensive furlough program in which most of our administration and staff are now participating. This helps our FY 20 bottom line some but not nearly enough. It will also help us address the FY 21 budget but as you might guess, it's not particularly good for morale.

Tomorrow we will introduce you to our second phase of cost reduction, which will be accomplished through a significant reorganization. The reorganization plan is designed to provide us with some efficiencies but will unfortunately include substantial reductions in workforce.

The third phase of cost reductions is directed at instructional costs. This one is the most difficult to address. We have asked a committee of faculty and deans to review the costs of instruction and provide a set of recommendations for savings. This is a daunting task because savings will have to be accomplished while applying reduced classroom capacity due to COVID.

Even when we are successful with each phase of cost reduction, we are likely to fall short of the needed reduction. I am appreciative of the Board for allowing us to use a portion of the University's reserve account to offset impending state funding cuts. I am hopeful that we will need much less than we have asked for. It is likely that this year and next, we will fall short of the state's SB 6 minimum and this will likely push us into fiscal watch – a title that no institution wants to assume. Although I can tell you that the Chancellor and Governor understand our problem, we have no guarantees that they will be able to provide us with relief. It's no great solace that we will be joined by other state universities because we have a unique and unfortunate character of small size and limited endowments and reserves.

As our new CFO, Mr. Barhorst, stated in his report, part of the problem in the past was our lack of follow-through on important cost reductions connected with personnel. That was then, this is now. We will be implementing a significant RIF this summer and will probably have to follow with a second when state funding and enrollment numbers become clearer. As I note here, these reductions will most certainly lead to reductions in services and operational efficiencies. Our top priority is the education and service we provide to our students and we will try to avoid, at nearly any cost, reductions in quality to each of these.

I can assure you that this the most difficult and disheartening time in the 33 years that I've been employed at SSU. But I can also tell you the university will survive. Despite all the terrible news, the fundamentals of this institution should provide us all with confidence that Shawnee can resume its trek towards growth and financial stability as soon as we can put the coronavirus in the rear view mirror. We have a beautiful campus and a great educational facility. We continue to offer a wide array of academic programs including ones that are nationally ranked and all that prepare students for successful careers. We have a growing online presence, a strong faculty, and a talented administration and staff. The addition of Mr. Barhorst and Dr. Ahuja will

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only make our administration better and stronger. Our tuition is affordable as we get to a tipping point when the cost of higher education is becoming more and more important to prospective students and their families. We were on a growth trajectory before COVID and we will get back on that trajectory soon. No doubt.

And now, before I give up the floor, I would like to recognize a few important members of the Shawnee family for their support and contributions to the University.

Ms. Leen Heresh, our student trustee for the past two years, who is now moving on to the next stage of her education. Thank you so much for choosing SSU for the first stage. I also want to recognize Mr. Bob Howarth, whose nine-year term as Board member comes to an end today. Bob has been one of our most active and valuable Board members. We will miss his leadership.

Ms. Janet Stewart, our Dean of Library Services, retiring after 20 years of service to the institution. She has given us so much of her talents and helped to maintain our library resources. I've always been most impressed with Janet's commitment to helping faculty and students. She has also been an amazing contributor to community. Recently, Janet has adapted to changes that have not always been easy but she continued to find ways to make lemonade out of lemons.

Dr. Becky Thiel, our Provost. I am going to miss you so much. I hope you won't stay away from campus for too long. We need your stories about people and life in Scioto County. You've been here for all 33 years of my time at the institution. You have served with distinction as a faculty member, chairperson, Associate Provost, and Provost. I'm sure I've missed a few in between. You are a problem solver. And you are one of the finest people I've ever met.

And Chairman Watson, that concludes my report.

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To: Shawnee State University Board of Trustees  
 From: Jeff Bauer, President  
 Re: Report on Policies and Procedures - 2019-2020  
 Date: June 26, 2020

Pursuant to Policy No. 5.00REV of the Board of Trustees, I am providing this annual report on the enactment, amendment, rescission, and renewal of Board policies and University procedures during the 2019-2020 fiscal year. Highlights of the fiscal year include the enactment of major revisions to the campus smoking policy, which will create a smoke and tobacco-free campus in the Spring of 2021; the enactment of an Academic Forgiveness Policy; and the streamlining of the policy review process.

Newly Enacted Policies and Procedures

- 3.23 Academic Forgiveness March 13, 2020
- 3.23:1 Academic Forgiveness procedure March 13, 2020
- 4.54 Professional Development (Degree and Non-Degree), March 13, 2020  
 Replacing and rescinding three prior policies:
  - 4.58 On-Campus Education Benefits
  - 4.66 Professional Leaves of Absence for Administration- With Pay
  - 4.67 Professional Leaves of Absences for Administration- Without Pay

Policies Revised by Board Action / Procedures Revised by Presidential Action

- 3.19 Alcohol - General Rules September 13, 2019
- 3.19:1 Alcohol – On-Campus Events and Services September 13, 2019
- 5.35 Emergency Management September 13, 2019
- 4.10 Travel Authority and Driving Rules November 8, 2019
- 4.10:1 Travel Authority – Business Rules November 8, 2019
- 4.10:2 Driving Rules for University Sponsored Activities November 8, 2019
- 3.00 Admission and Degree Requirements March 13, 2020
- 5.11 Media, Social Media, Websites March 13, 2020
- 5.30 Campus, Computer and Network Use March 13, 2020
- 5.30:1 Conditions for Use of University Computing Resources March 13, 2020
- 5.39 Marketing and Branding March 13, 2020
- 2.11 Faculty Workload May 8, 2020
- 5.00 Policy on Policies and Procedures May 8, 2020
- 5.00:1 Policy and Procedure System and Review May 8, 2020
- 5.08 Smoking and Tobacco Free Campus May 8, 2020

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Office of the President

www.shawnee.edu

740.351.3200 • 740.351.3470 fax

140 Second Street • Portsmouth, Ohio 45662-0144





Policies Renewed for Three Years without Substantive Changes

1.04	Honorary Degrees	June 26, 2020
2.04	Faculty Professional Leaves	June 26, 2020
2.06	Approval of Graduates	June 26, 2020
3.04	Student Education Records, Privacy and Release	June 26, 2020
4.00	Purchasing Authority	June 26, 2020
5.18	Emeritus Faculty	June 26, 2020
5.37	Suicide Prevention Program	June 26, 2020

# SHAWNEE STATE UNIVERSITY

## *SAFE RETURN TO CAMPUS*

Report to Board of Trustees

June 27, 2020



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## TOPICS

- **Snapshot COVID-19 Actions (March – June)**
- **Safe Return to Campus Planning**
  - **Facilities Safe Return to Campus**
  - **Academic Programs Safe Return to Campus**
  - **Auxiliary and Enrollment services**
- **Maintaining a Healthy & Safe Campus**
- **Questions**



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# SNAPSHOT COVID-19 ACTIONS MARCH - JUNE

Return from Spring Break

March 16-20 – classes cancelled;  
University closure

March 23 – begin online transition of  
courses/business operations remote

Compliance with Stay at Home  
Orders

Student deadlines extended

Virtual and on-ground academic  
support available

Remotely-guided student activities


Most residential students off  
site/refund process initiated

CARES Act; SSUDF emergency funds;  
food pantry expansion

Remote recruitment; summer/fall  
registration



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# RETURN-TO-CAMPUS PLANNING



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# PRESIDENT'S MESSAGE TO CAMPUS

- SSU planning to return to in-person instruction and activities on ground fall 2020
- Return requires making necessary adjustments, protocols and guidelines to maintain a safe and healthy environment for all
- Stay flexible to adjust to evolving rules/advisories
- Established set of Guiding Principles and appointed Team Leaders responsible to develop phased plans for *Bears Return*



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Guiding Principles

Phased Return

Campus Communications

Coordination with Partners



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# FACILITIES SUPPORT SAFE RETURN

## MR. BARHORST

All plans that support the delivery of operational, business,  
student services, and academic instruction  
(on campus and remote)



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# HEALTH AND SAFETY

Responsibility  
of entire  
community

Employee  
Guidelines  
issued June 3

Guidance to  
students and  
visitors  
Safety Pledge



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# STUDENT SERVICES & PROGRAMMING

Full range of  
student services  
delivered  
(on campus and  
remote)

On campus  
programming  
restricted by  
numbers  
advisable per  
health advisories

Assessment of  
programs for  
virtual or on  
campus delivery



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# OPENING BUILDINGS AND OFFICES

Phased reopening as needed for on campus services

Indoor & outdoor areas with safety protocols and signage

Schedules of office hours for on campus and remote services

Department facilities assessments - reconfiguration, safety and sanitizing needs identified

Central procurement of PPE



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# RISK MANAGEMENT AND HEERF

Audits,  
assessments,  
record-  
keeping &  
reporting

Student grants  
Tracking and  
reporting

Institutional  
grants  
Tracking and  
reporting



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# ACADEMIC PROGRAMS SAFE RETURN DR. THIEL

All plans to deliver instruction and academic programming  
& services (on campus and online)



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# CLASSROOM AND LAB CAPACITIES

Physical audit of all classrooms & labs completed

Conformance with social distancing mandates, protocols for students in classrooms/labs

Assessing PPE and faculty protection



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# ACADEMIC PROGRAMMING

AY20-21 Calendar

Deans assessing  
specific classroom  
needs, developing  
plans for effective  
instruction

Coordination  
with other offices  
for safety  
protocols



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# STUDY ABROAD/INTERNATIONAL TRAVEL

Compliance with  
U.S. State  
Department &  
CDC  
advisories/rules

Pre-travel risk  
assessments

Safety protocols  
for in-bound and  
out-bound  
including  
quarantine &  
accommodations



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# TESTING AND CONTACT TRACING

Coordination  
with Local Health  
Department

Director of SSU  
Health Clinic  
oversight of  
testing protocols

Internal  
Coordinator  
contact tracing  
  
Training of Tracers



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# AUXILIARY AND ENROLLMENT SERVICES MR. BRAUN

Plans for recruitment & enrollment, events & conferences, special programs such as CLC, housing/dining, athletics & recreation  
(on campus and remote)



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# RECRUITMENT & ENROLLMENT SERVICES

Increased remote engagement & virtual resources

Developed plans to restore on-campus small group orientations/tours and registration opportunities

July

Operational plan for MUC - limited access for essential admissions and financial aid services



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# SPECIAL PROGRAMS, EVENTS & CONFERENCES

Children's Learning Center open with reduced capacity  
Plan approved by City Health Department

External events and conferences on hold until Labor Day

Limited schedule for VRCFA expect mid-to-late fall



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# ATHLETICS AND RECREATION

Compliance with NAIA, MSC, and local health authorities (symptom and temp check with questionnaire on initial return)

Monitoring of athletes and recreation participants.  
Plan for quarantining

Timelines and guidelines to reopen JARAC  
Equipment sanitization and special needs related to practices, travel, etc.



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# RESIDENCE HALLS & DINING

Compliance with  
CDC congregant  
advisories

Symptom and temp  
check with  
questionnaire at initial  
return

Limits on numbers of  
housing occupants,  
extended, staggered  
move-in, amended  
code of conduct for  
standard behavior  
guidelines

Food services  
available with safety  
protocols, provision of  
services reconfigured



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## MAINTAINING A HEALTHY & SAFE CAMPUS



- Ongoing review & modifying of safety policies as needed
- Continuous assessment of effectiveness of response to pandemics similar to COVID-19
- Ongoing training and accountability



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**We prepare today's students to  
succeed in tomorrow's world**

QUESTIONS



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# EXAMPLES OF SSU PLANNING DOCUMENTS



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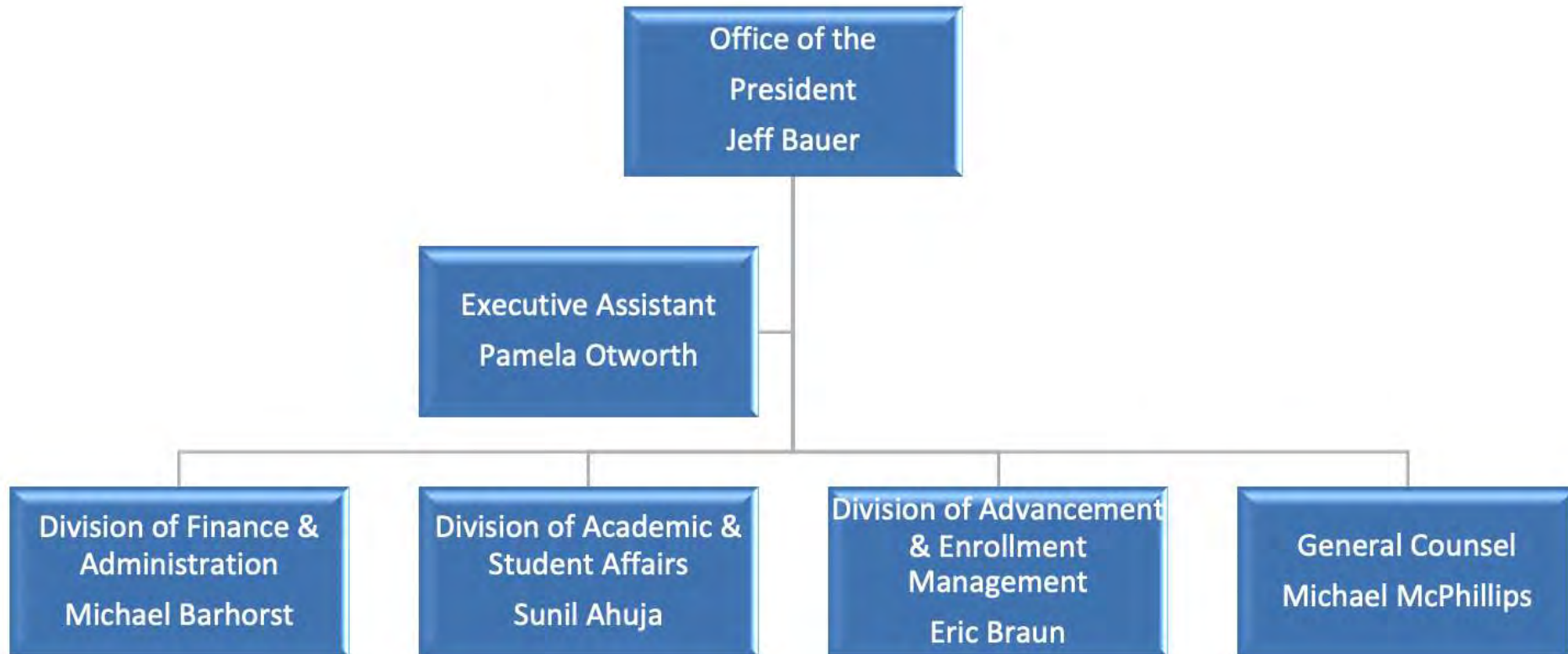
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# Realigning Services & Operations

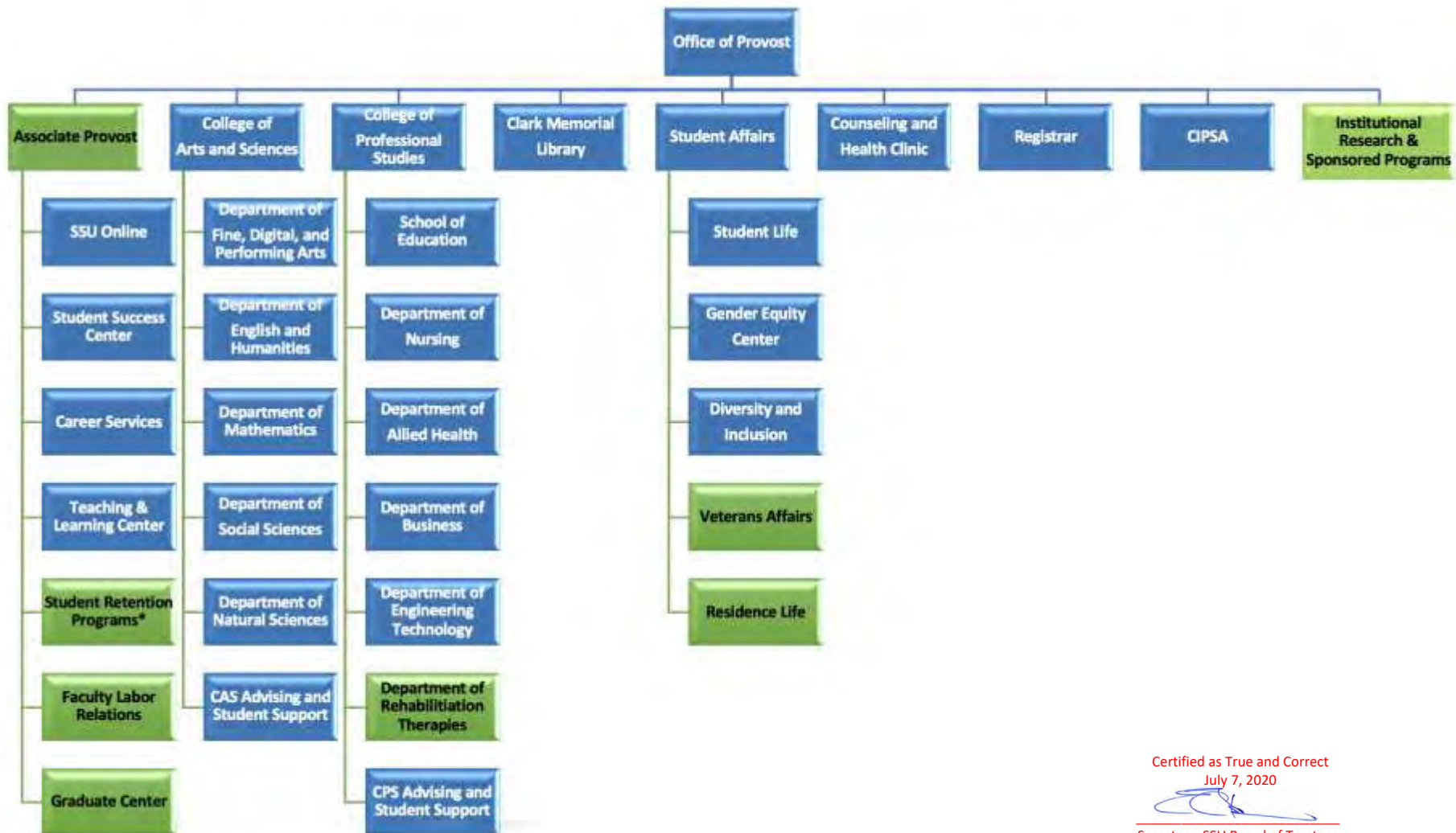
# Organizational Structure



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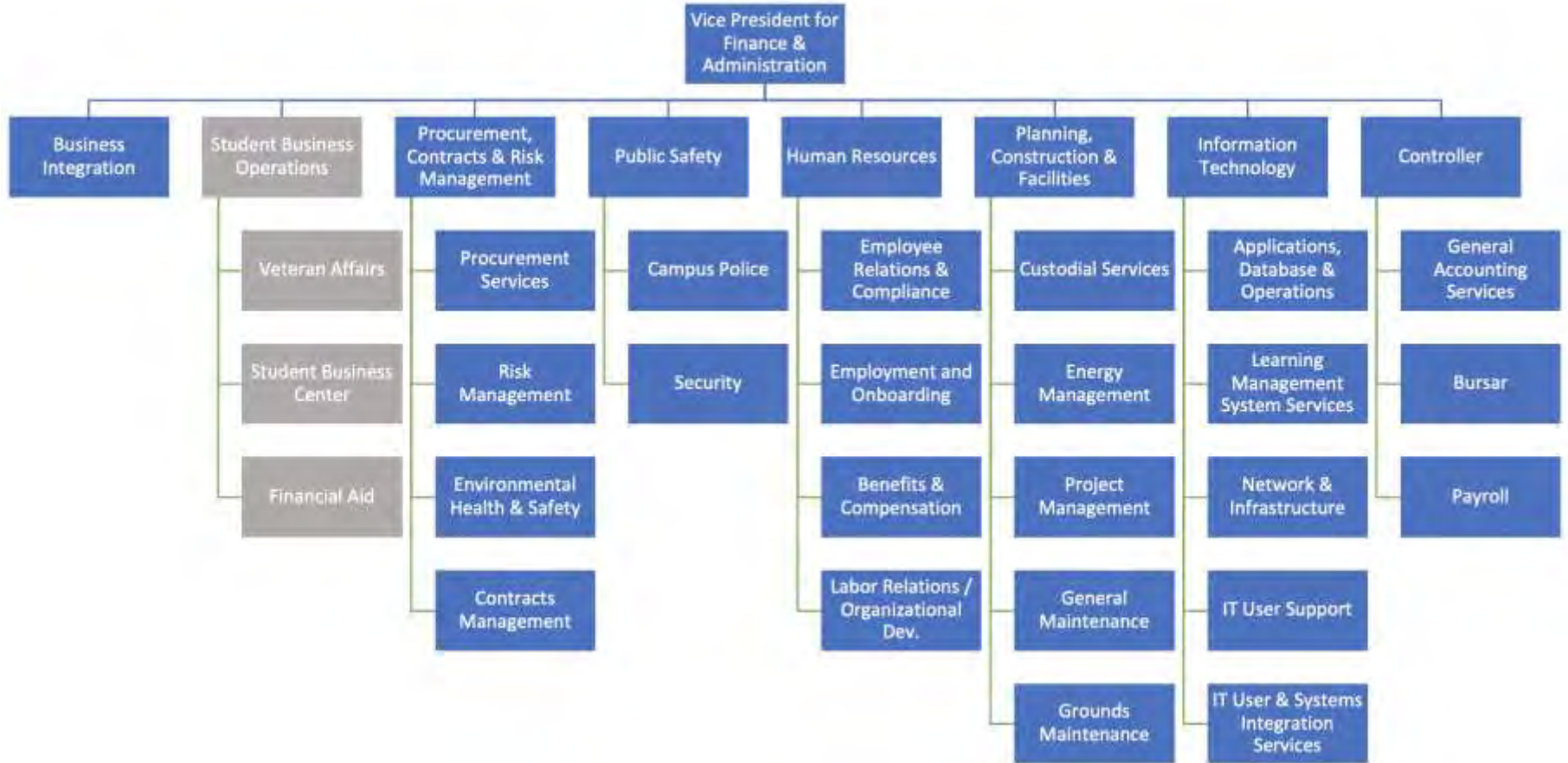
# Academic & Student Affairs



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# Finance & Administration



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# Advancement & Enrollment Management



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# Strategic Plan Update 2020

# Our Mission

We prepare today's students to  
succeed in tomorrow's world.



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# Strategic Planning Recap

- 2016                      Developed [Strategic Plan](#)
- 2019                      Developed [Strategic Enrollment Management Plan](#)
- 2019 /  
2020                      Began Strategic Plan Update  
Established [Strategic Goals](#) & Priorities  
Developed Strategic Goal Teams  
Held [Stakeholder Engagement](#) Meetings  
Began developing [Action Projects](#)  
Developed [Strategic Plan communication site](#)

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# Strategic Goals

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

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# Plans for a Strategic Plan Reboot

- Reconvene Committees Fall 2020
- Resume Action Project Development
- Adjust plans in light of COVID-19 experiences
- Add Strategic Goal for Diversity, Equity & Inclusion



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# Strategic Goal 7: Diversity, Equity & Inclusion

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

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# Strategic Goal 7: Diversity, Equity & Inclusion

Umbrella goal, providing structure & focus

Identification and Foundational Work

## Committee Charge

- Strategic Plan for Diversity, Equity & Inclusion
- Guidance to Other Committees
- Guidance for Action Projects
- Campus engagement
- Campus assessment

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# A New Gateway to Campus

# You have arrived at your destination



LOOKING EAST AT GAY & THIRD STREETS



PHASE 1 - GROUND LEVEL IMPROVEMENTS



PHASE 2 - GAY STREET INTERSECTION



PHASE 3 - GATEWAY CONSTRUCTION

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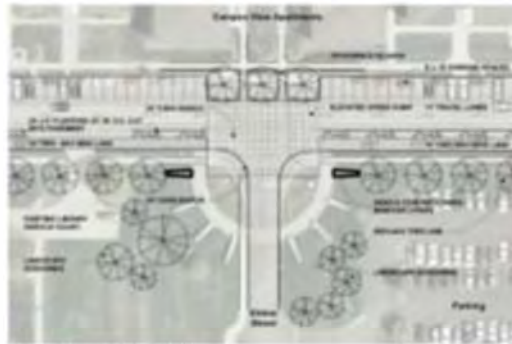
# COMMUNITY CONNECTIONS



THIRD STREET CORRIDOR PLAN



GAY & THIRD STREETS



SINTON & THIRD STREETS



WALLER & THIRD STREETS

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# Key Features

- Campus & Vern Riffe portal
- Traffic calming
- Pedestrian pathways
- Bike lane
- Phased completion

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# Why is this an important project?

- Creates a needed entrance to campus
- Connects campus to community & Kricker Innovation Hub
- Advances plans for 3<sup>rd</sup> Street and promises made to the community

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