

**BOARD OF TRUSTEES
FINANCE AND ADMINISTRATION COMMITTEE**

September 11, 2015

8:30 a.m., University Center, Room 214

Agenda

1.0 Call to Order **Chairperson Bob Howarth**

2.0 Executive Session

3.0 Action Items

**3.1 Resolution F24-15
Fiscal Year 2016 Operating Budget**

This resolution adopts the University's FY16 operating budget.

**3.2 Resolution F25-15
Shawnee State University & Shawnee Education Association Collectively
Bargained Agreement**

This resolution approves the SSU/SEA successor agreement for 2015 – 2018 as ratified by the membership.

**3.3 Resolution F26-15
Approval of Policy 4.69Rev, Concern Resolution for Administrators**

This resolution approves revisions to Policy 4.69Rev that conform to the University's established policy and procedure format including technical corrections.

**3.4 Resolution F27-15
Approval of Shawnee State University *Plan for Reduction of Student Costs***

This resolution approves the proposed Shawnee State University *Plan for Reduction of Student Costs* in accordance with HB64 (Section 369.600).

4.0 Information Items

4.1 Room and Board Information

4.2 Quarterly Personnel Actions

4.3 University Investment Report

5.0 Education

Butch Kotcamp, Director, Facilities, Planning and Construction, will update the Committee regarding the status and condition of University construction projects and facilities.

6.0 Adjournment

RESOLUTION F24-15

APPROVAL OF FY2016 OPERATING BUDGET

WHEREAS, the University has been operating under FY2015 continuing spending authority as provided by Resolution F21-15 (copy attached); and

WHEREAS, the University has received a projected state share of instruction (SSI) allocation for FY16 and revenue projections have been developed based on this projection, state supplement, Board-approved tuition and other fees, and enrollment projections for the upcoming academic year; and

WHEREAS, planned expenditures have been estimated anticipating operational, personnel, and programmatic needs of the University that include known and estimated inflationary factors; and

WHEREAS, the President of the University recommends adoption of the proposed budget;

THEREFORE BE IT RESOLVED that the Board of Trustees of Shawnee State University approves the proposed operating budget for fiscal year 2016 as summarized in the accompanying exhibits.

(September 11, 2015)

RESOLUTION F21-15

CONTINUING UNIVERSITY SPENDING AUTHORITY

WHEREAS, the state of Ohio has not determined higher education funding support or established tuition and fee increase parameters for the fiscal 2016 -2017 biennium; and

WHEREAS, other external factors including ambiguity related to the State's SSI allocation are resulting in an extraordinarily uncertain budgetary planning environment; and

WHEREAS, due to these conditions and timing constraints, it is necessary to take steps to continue to meet University financial obligations, including payment of salaries and the reallocation of resources for identified needs prior to the time that the FY16 operating budget will be finalized and approved; and

THEREFORE BE IT RESOLVED, effective July 1, 2015 the SSU Board of Trustees approves continuing University Spending Authority consistent with the level of resources as approved for fiscal year 2015 until such time in FY16 that state funding levels of support have been determined and the FY16 operating budget is approved by the Board.

(May 8, 2015)

FY16 Budget Highlights

GENERAL FUND REVENUE

STATE FUNDING

Capital Component – A scheduled payout of funds remaining from previous State of Ohio capital bills, this amount remains steady for FY16, but will decline to zero by FY19.

State Share of Instruction (SSI) – The amount SSU is projected to receive through the performance-based funding formula for Ohio higher education, which rewards course and degree completion. This figure will be adjusted mid-year, once final course completion counts and degrees granted are known for all fourteen Ohio public universities. The direction and magnitude of that adjustment is unpredictable, because it redistributes the state funding pool among all fourteen schools based on their relative performance. During FY15, the mid-year adjustment increased SSU's allocation by \$276,201.

State Share of Instruction (Access Challenge) – An amount set aside for six institutions that serve an access mission in their communities. SSU's allocation has remained steady since FY09, but will be cut by one-third in FY16, decrease by the same amount in FY17, and decline to zero in FY18.

Student Support Services (Disabilities) – A pool of funds designated to assist campuses that spend more than the statewide average per student on support for students with disabilities. This allocation is calculated in the spring, and distributed once per year, with the May or June SSI payment. SSU's disability spending per student full-time equivalent (FTE) exceeded the state average in both FY14 and FY15.

Supplement – A line item in the state operating budget originally created to support SSU's transition from a community college to a university. The amount will remain steady for FY16 and FY17, but must be expended in alignment with the supplement plan submitted during the FY14-FY15 biennium. The goals of that plan were to improve course completion, increase the number of degrees conferred, and further SSU's mission of service to the Appalachian region.

TUITION & STUDENT FEES

Revenue from student tuition and fees is expected to decrease in FY16, as a result of lower undergraduate enrollment. Budgeted amounts are based on the first day of Fall 2015 enrollment, which indicates a 7.9% decrease in billable undergraduate hours, and a 14.3% increase in billable graduate hours relative to FY15. Course and Miscellaneous Fees, the University Center Bond Fee, and undergraduate General, Instructional, and Technology Fees remain unchanged for FY16. Graduate Instructional, General, and Technology Fees, as well as the undergraduate and graduate Non-Resident Surcharges, increased by 2.73% for Fall semester 2015.

OTHER INCOME

Indirect Cost Recovery will decline because some Federal grants have ended. Miscellaneous Income, which includes ticket sales, facilities rentals, vending income, and camp fees, is budgeted just under the three-year average for FY16.

SUPPORT TRANSFERS FROM OTHER FUNDS

This budget eliminates reliance on fund balances (prior year surpluses) in the Agency and Auxiliary funds to support the General Fund. Support from current-year income in the Auxiliary fund continues to defray the cost of custodial and maintenance services to auxiliary operations, as well as psychological counseling for students.

GENERAL FUND EXPENSES & TRANSFERS

COMPENSATION

The salaries budget assumes that only critical vacancies will be filled during FY16, while other vacant positions will be restructured or frozen. A 2% pool is included in this line to cover contractual increases and other adjustments. The benefits line reflects adjusted expense rates for unemployment and workers' compensation benefits, and estimated health care claims.

NON-COMPENSATION

Most categories reflect minor adjustments relative to FY15. Equipment, Buildings, and Property costs vary each year with the size and timing of particular projects. FY15 was the first full fiscal year for External Professional Services as a separate category. The accuracy of projections for this line will improve with another year of performance data.

SUPPORT TRANSFERS TO OTHER FUNDS

Support transfers remain steady to the Agency Fund, which includes student organizations such as Intramural Sports, the Silhouette literary and arts magazine, Student Government Association, Student Programming Board, and University Chronicle student newspaper. Transfers to Auxiliary are increased to replace operating funding that was drawn from Auxiliary fund balances in FY15. Transfers to the Plant Fund are reduced because less revenue is expected from the University Center Bond Fee. 100% of the proceeds from that fee are transferred to the Plant Fund for debt service on the U.C. bond.

GENERAL FUND OPERATING DEFICIT

A use of \$2,418,990 from general fund balances is proposed. While the university made progress in recent years toward reducing its operating deficit, the Fall 2015 enrollment decline exceeded expectations. SSU will work to gradually reduce this deficit over time, by focusing on revenue generation, as well as cost containment. The university's strategy is five-fold:

- 1) Marketing – evaluate and implement innovative strategies.
- 2) Enrollment Management and Student Success – improve effectiveness in student recruitment, enrollment, retention, and graduation.
- 3) Grants – pursue funding to support and enhance programming.
- 4) Advancement – cultivate new partners; build mutually beneficial relationships.
- 5) Events and Conferences – increase the use of campus facilities, particularly in the summer.

AUXILIARY FUND

While the FY16 budget eliminates the use of Auxiliary fund balances to support other funds, \$18,000 from previous years' General Fees, which are dedicated to student services, will be used within the Auxiliary accounts to continue expanded hours for psychiatry support in Counseling & Health Services.

AGENCY FUND

Annual operating support for these student organizations remains unchanged. As indicated by the surplus/deficit pattern for the last few years, several of these organizations will save funds in one year to spend more on an expensive event the following year. Student leaders must plan carefully for this alternating pattern.

PLANT FUND

While support from the Student Bond Fee will decrease in FY16, this is offset by an increased support transfer from Housing Operations in the Auxiliary Fund. As planned, payments on the capital lease will require some use of Plant Fund balances in each year of the payment schedule.

FY16 GENERAL FUND BUDGET

REVENUE	ACTUAL 13	ACTUAL 14	PROJECTED 15	BUDGET 16	Variance BUDGET 16 to PROJECTED 15	%
STATE FUNDING						
Capital Component	64,520	64,520	38,688	38,688	0	0.0%
State Share of Instruction (SSI) - Formula	12,484,972	12,433,613	12,790,884	13,044,689	253,805	2.0%
State Share of Instruction - Access Challenge	1,091,025	1,091,025	1,091,025	727,350	(363,675)	-33.3%
Student Support Services (Disabilities)	0	1,047	11,183	5,000	(6,183)	-55.3%
Supplement	2,326,097	2,326,097	2,326,097	2,326,097	0	0.0%
	<u>15,966,614</u>	<u>15,916,302</u>	<u>16,257,877</u>	<u>16,141,824</u>	<u>(116,053)</u>	<u>-0.7%</u>
TUITION & STUDENT FEES						
Course Fees	1,185,572	1,180,749	1,325,961	1,299,442	(26,519)	-2.0%
General Fee	2,904,867	2,740,658	2,572,352	2,382,856	(189,496)	-7.4%
Instructional Fee	26,188,552	25,505,939	24,277,259	23,061,320	(1,215,939)	-5.0%
Miscellaneous Fees	532,067	527,908	565,229	552,345	(12,884)	-2.3%
Non-Resident Surcharge	767,429	909,236	1,143,241	1,278,040	134,799	11.8%
Technology Fee	434,727	496,337	470,832	437,571	(33,261)	-7.1%
University Center Bond Fee	1,196,970	1,134,143	1,052,210	968,797	(83,413)	-7.9%
	<u>33,210,184</u>	<u>32,494,970</u>	<u>31,407,084</u>	<u>29,980,372</u>	<u>(1,426,713)</u>	<u>-4.5%</u>
OTHER INCOME						
Indirect Cost Recovery	193,416	197,357	192,004	130,000	(62,004)	-32.3%
Miscellaneous Income	622,342	756,379	742,876	702,908	(39,968)	-5.4%
	<u>815,758</u>	<u>953,736</u>	<u>934,880</u>	<u>832,908</u>	<u>(101,972)</u>	<u>-10.9%</u>
TRANSFERS FROM AGENCY FUND	0	0	51,547	0	(51,547)	-100.0%
TRANSFERS FROM AUXILIARY FUND	153,903	457,769	584,742	262,256	(322,486)	-55.2%
TOTAL REVENUE	50,146,460	49,822,778	49,236,130	47,217,360	(2,018,770)	-4.1%
EXPENSES & TRANSFERS						
COMPENSATION EXPENSES						
Benefits	10,839,889	9,906,765	9,985,195	11,051,397	1,066,202	9.5%
Salaries	26,580,219	24,924,865	24,257,292	23,594,100	(663,192)	-2.8%
	<u>37,420,108</u>	<u>34,831,630</u>	<u>34,242,487</u>	<u>34,645,498</u>	<u>403,011</u>	<u>1.1%</u>
NON-COMPENSATION EXPENSES						
Equipment, Buildings, Property	1,034,226	1,347,579	1,615,684	1,178,694	(436,990)	-37.0%
External Professional Services	0	138,242	923,683	589,990	(333,693)	-107.2%
Information, Communication, Shipping	949,516	898,476	982,106	982,106	0	0.0%
Maintenance, Rentals, Service Contracts	1,963,503	1,805,153	1,837,668	1,711,891	(125,777)	-7.3%
Miscellaneous	1,298,181	1,074,704	1,180,168	1,217,277	37,109	3.0%
Scholarships	2,835,046	2,822,031	2,998,218	2,968,000	(30,218)	-1.0%
Supplies	981,403	943,507	1,106,221	973,929	(132,292)	-13.6%
Travel, Entertainment	610,786	484,412	448,457	463,798	15,341	3.3%
Utilities	1,561,744	1,478,533	1,480,019	1,521,297	41,278	2.7%
	<u>11,234,404</u>	<u>10,992,636</u>	<u>12,572,224</u>	<u>11,606,982</u>	<u>(965,242)</u>	<u>-8.3%</u>
TRANSFERS TO AGENCY FUND	139,852	132,195	139,530	139,530	0	0.0%
TRANSFERS TO AUXILIARY FUND	2,678,668	2,297,752	1,902,312	2,015,791	113,694	6.0%
TRANSFERS TO PLANT FUND	1,456,721	1,393,894	1,329,964	1,228,548	(101,416)	-7.6%
TOTAL EXPENSES & TRANSFERS	52,929,753	49,648,107	50,186,516	49,636,349	(680,260)	-1.4%
OPERATING SURPLUS (DEFICIT)	(2,783,293)	174,671	(950,386)	(2,418,990)		
Change in Investment Value	1,302,222	2,112,213	317,982	0		
Change in General Fund Reserves	(1,481,071)	2,286,884	(632,404)	(2,418,990)		

FY16 AUXILIARY FUND BUDGET

REVENUE	ACTUAL 13	ACTUAL 14	PROJECTED 15	BUDGET 16	Variance BUDGET 16 to PROJECTED 15	%
OPERATING INCOME						
Athletics	60,804	78,252	16,612	15,000	(1,612)	-9.7%
Bookstore Commission	222,807	204,240	222,950	235,000	12,050	5.4%
Center for the Arts	466,922	409,539	424,984	433,620	8,636	2.0%
Children's Learning Center	247,081	260,643	289,937	336,226	46,289	16.0%
Event & Conference Services	165,729	157,012	175,156	195,000	19,844	11.3%
Housing Operations	4,074,510	4,169,824	4,067,609	4,325,196	257,587	6.3%
Natorium/Sports Center	59,857	50,760	44,745	47,200	2,455	5.5%
	<u>5,297,710</u>	<u>5,330,270</u>	<u>5,241,993</u>	<u>5,587,242</u>	<u>345,249</u>	6.6%
TRANSFERS FROM GENERAL FUND						
General Fee to Athletics	1,168,042	1,145,793	1,101,238	1,102,932	1,694	0.2%
General Fee to Athletic Scholarships	618,000	618,000	534,000	534,000	0	0.0%
General Fee to Health Clinic	67,500	67,500	67,706	70,706	0	0.0%
General Fee to Natatorium/Sports Center	90,714	96,934	101,153	101,153	0	0.0%
General Fee to Student Life	333,571	171,525	0	0	0	-
General Fee to University Center	186,965	0	0	0	0	-
General Fund to Center for the Arts	199,704	198,000	95,000	207,000	112,000	117.9%
General Fund to Residence Life	1,900	0	0	0	0	-
General Fund to Student Life	12,272	0	0	0	0	-
	<u>2,678,668</u>	<u>2,297,752</u>	<u>1,902,097</u>	<u>2,015,791</u>	<u>113,694</u>	6.0%
TOTAL REVENUE	7,976,378	7,628,022	7,144,090	7,603,033	458,943	6.4%
EXPENSES & TRANSFERS						
OPERATING EXPENSES						
Athletics	1,338,980	1,282,796	1,237,283	1,119,412	(117,871)	-9.5%
Athletic Scholarships	631,015	623,592	610,574	534,000	(76,574)	-12.5%
Bookstore Utilities	11,455	10,019	11,252	10,000	(1,252)	-11.1%
Center for the Arts	642,588	595,369	709,710	652,882	(56,828)	-8.0%
Children's Learning Center	461,379	477,316	496,183	524,990	28,807	5.8%
Event & Conference Services	279,681	395,799	600,140	535,799	(64,341)	-10.7%
Health Clinic	133,340	90,778	128,500	117,468	(11,032)	-8.6%
Housing Operations	2,404,794	2,611,462	2,379,882	2,680,084	300,202	12.6%
Natorium/Sports Center	135,004	149,475	130,031	148,353	18,322	14.1%
Residence Life	811,690	697,361	836,291	796,452	(39,839)	-4.8%
Student Engagement	318,308	178,976	0	0	0	-
	<u>7,168,234</u>	<u>7,112,943</u>	<u>7,139,846</u>	<u>7,119,441</u>	<u>(20,405)</u>	-0.3%
TRANSFERS TO AGENCY FUND						
Housing Operations to Intramural Sports	0	0	3,671	3,704	33	0.9%
	<u>0</u>	<u>0</u>	<u>3,671</u>	<u>3,704</u>	<u>33</u>	0.9%
TRANSFERS TO GENERAL FUND						
Auxiliary Fund Balance	0	301,048	410,306	0	(410,306)	-100.0%
Bookstore	0	0	0	23,413	23,413	
Event & Conference Services	13,000	13,000	13,000	80,750	67,750	521.2%
Housing Operations	140,903	143,721	143,721	158,093	14,372	10.0%
	<u>153,903</u>	<u>457,769</u>	<u>567,027</u>	<u>262,256</u>	<u>(304,771)</u>	-53.7%
TRANSFER TO PLANT FUND						
Housing Operations to Plant	176,000	176,000	110,552	235,633	125,081	113.1%
	<u>176,000</u>	<u>176,000</u>	<u>110,552</u>	<u>235,633</u>	<u>125,081</u>	113.1%
TOTAL EXPENSES & TRANSFERS	7,498,137	7,746,712	7,821,096	7,621,034	(200,062)	-2.6%
OPERATING SURPLUS (DEFICIT)	478,241	(118,690)	(677,006)	(18,000)		

FY16 AGENCY FUND BUDGET

REVENUE	ACTUAL 13	ACTUAL 14	PROJECTED 15	BUDGET 16	Variance BUDGET 16 to PROJECTED 15	%
OPERATING REVENUE						
Intramural Sports	0	20	0	0	0	-
Student Government Association	0	25	20	0	(20)	-
Student Programming Board	46,483	37,296	38,179	35,000	(3,179)	-8.3%
University Chronicle (Newspaper)	848	1,280	403	0	(403)	-100.0%
	<u>47,331</u>	<u>38,621</u>	<u>38,602</u>	<u>35,000</u>	<u>(3,602)</u>	<u>-9.3%</u>
TRANSFERS FROM AUXILIARY FUND						
Housing Operations to Intramural Sports	0	0	3,671	3,704	33	0.9%
	<u>0</u>	<u>0</u>	<u>3,671</u>	<u>3,704</u>	<u>33</u>	<u>0.9%</u>
TRANSFERS FROM GENERAL FUND						
General Fee to Intramural Sports	22,657	16,300	15,336	23,635	8,299	54.1%
General Fee to Silhouette (Literary and Arts Magazine)	6,210	6,210	6,210	6,210	0	0.0%
General Fee to Student Government Association	29,685	34,685	34,685	34,685	0	0.0%
General Fee to Student Programming Board	66,300	60,000	60,000	60,000	0	0.0%
General Fee to University Chronicle	15,000	15,000	15,000	15,000	0	0.0%
	<u>139,852</u>	<u>132,195</u>	<u>131,231</u>	<u>139,530</u>	<u>8,299</u>	<u>6.3%</u>
TOTAL REVENUE	187,183	170,816	173,504	178,234	4,730	2.7%
EXPENSES & TRANSFERS						
OPERATING EXPENSES						
Intramural Sports	23,325	17,423	18,358	27,339	8,981	48.9%
Silhouette	4,200	5,607	11,127	6,210	(4,917)	-44.2%
Student Government Association	53,239	27,791	44,331	34,685	(9,646)	-21.8%
Student Programming Board	138,456	90,522	104,974	95,000	(9,974)	-9.5%
University Chronicle	10,867	12,658	17,227	15,000	(2,227)	-12.9%
	<u>230,087</u>	<u>154,001</u>	<u>196,017</u>	<u>178,234</u>	<u>(17,783)</u>	<u>-9.1%</u>
TRANSFERS TO GENERAL FUND						
Agency Fund Balance	0	0	51,547	0	(51,547)	-100.0%
	<u>0</u>	<u>0</u>	<u>51,547</u>	<u>0</u>	<u>(51,547)</u>	<u>-100.0%</u>
TOTAL EXPENSES & TRANSFERS	230,087	154,001	247,564	178,234	(69,330)	-28.0%
OPERATING SURPLUS (DEFICIT)	(42,904)	16,815	(74,060)	0		

FY16 PLANT FUND BUDGET

REVENUE	ACTUAL 13	ACTUAL 14	PROJECTED 15	BUDGET 16	Variance BUDGET 16 to PROJECTED 15	%
TRANSFERS FROM GENERAL FUND						
General Fee to Plant	259,751	259,751	259,751	259,751	0	0.0%
Student Bond Fee to Bond Debt Repayment	1,196,970	1,134,142	1,052,560	968,797	(83,763)	-8.0%
	<u>1,456,721</u>	<u>1,393,893</u>	<u>1,312,311</u>	<u>1,228,548</u>	<u>(83,763)</u>	<u>-6.4%</u>
TRANSFER FROM AUXILIARY FUND						
Housing Operations to Plant	176,000	176,000	110,552	235,633	125,081	113.1%
	<u>176,000</u>	<u>176,000</u>	<u>110,552</u>	<u>235,633</u>	<u>125,081</u>	<u>113.1%</u>
TOTAL REVENUE	1,632,721	1,569,893	1,422,863	1,464,181	41,318	2.9%
EXPENSES						
DEBT SERVICE						
IT Infrastructure Upgrade Project Capital Lease	0	0	663,822	663,822	0	0.0%
University Center Bond Issue (2007)	1,321,800	1,314,400	1,186,400	1,187,600	1,200	0.1%
	<u>1,321,800</u>	<u>1,314,400</u>	<u>1,850,222</u>	<u>1,851,422</u>	<u>1,200</u>	<u>0.1%</u>
TOTAL EXPENSES	1,321,800	1,314,400	1,850,222	1,851,422	1,200	0.1%
OPERATING SURPLUS (DEFICIT)	310,921	255,493	(427,359)	(387,241)		

RESOLUTION F25-15

**APPROVAL OF SHAWNEE STATE UNIVERSITY
AND
SHAWNEE EDUCATION ASSOCIATION
2015-2018 COLLECTIVELY BARGAINED AGREEMENT**

WHEREAS, in accordance with O.R.C. 4117, formal negotiating sessions were held between the University (SSU) and Shawnee Education Association (SEA) resulting in the parties reaching a tentatively accepted agreement regarding wages, terms, and conditions of employment; and

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

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

THEREFORE BE IT RESOLVED that the Board of Trustees approves the 2015 – 2018 SSU/SEA collectively bargained agreement (CBA) and extends appreciation for the successful negotiations to the members of both negotiating teams.

(September 11, 2015)

RESOLUTION F26-15

APPROVAL OF POLICY 4.69REV, CONCERN RESOLUTION FOR ADMINISTRATORS

WHEREAS, a systematic review of institutional policies has been undertaken in order to remove outdated policies, and to modify and update policies; and

WHEREAS, Policy 4.69Rev, Concern Resolution for Administrators, was last reviewed and approved by the Board of Trustees on August 11, 2000, and requires technical revisions due to organizational changes and is updated to conform to the University's established policy and procedure format; and

WHEREAS, the draft revisions to the policy and procedures were reviewed with the administrative constituency group and a favorable response was received; and

WHEREAS, related procedures to implement the revised policy are provided for informational purposes;

THEREFORE BE IT RESOLVED that the Board of Trustees of Shawnee State University hereby approves Policy 4.69Rev, Concern Resolution for Administrators.

(September 11, 2015)

Shawnee State University

POLICY TITLE:	CONCERN RESOLUTION FOR ADMINISTRATORS
POLICY NO. :	4.69 REV
ADMIN CODE:	3362-4-40
PAGE NO.:	1 OF 1
EFFECTIVE DATE:	09/11/15
NEXT REVIEW DATE:	09/2018
RESPONSIBLE OFFICER(S):	VPF&A/DIRECTOR OF HUMAN RESOURCES
APPROVED BY:	BOT

- 1.0 It is important at Shawnee State University to provide all employees with an opportunity to resolve concerns they may have about their roles, working conditions, application of University policies, and other matters. The University encourages open communication between employees and supervisors.
- 2.0 This policy applies to Administrative Staff (Administrators / ATSS) only. Matters such as discrimination and harassment will be addressed through other university policies. Administrative employees may have their concerns addressed through both informal and formal processes described in the related procedure. Administrators with supervisory responsibility at all levels of the University will make reasonable efforts to resolve the concern in a timely manner.
- 3.0 Administrative employees have the right to disagree with a University process or decision, but that does not automatically mean the process or decision is unreasonable, unfair, or discriminatory; disagreement also may not change the decision or the process.
- 4.0 No employee will be retaliated against for using the University's concern resolution process in good faith.

History

Effective: 06/18/93

Revised: 09/11/15; 08/11/00

Applicable Procedures: 4.69:1 Concern Resolution for Administrators

Shawnee State University

AREA:	BUSINESS AFFAIRS	POLICY NO.:	4.69 (Rev)
		PAGE NO.:	1 OF 2
		EFFECTIVE DATE:	8/11/00
		RECOMMENDED BY:	Roger Murphy
SUBJECT:	CONCERN RESOLUTION FOR EMPLOYEES NOT INVOLVING CONTRACTUAL MATTERS	APPROVED BY:	

1.0 PROCEDURE

- 1.1 By means of the procedures that follow, Shawnee State University guarantees an opportunity for all employees to express a concern. The resolution of certain concerns (such as sexual harassment, discrimination, etc.) may be addressed through other policies, which can be identified by the Personnel Department.
- 1.2 Friendly discussion of the problem with the supervisor is encouraged. Such problems should be resolved at the earliest stage of discussion. The supervisor should notify the next level of management that a concern has been filed.

2.0 PROCESS

- 2.1 **Informal open meeting with immediate supervisor.** This should be a friendly discussion of the situation at hand. After this meeting, should the employee wish to start the formal concern resolution procedure, he/she will need to get the proper paperwork from the Personnel Department. If the staff member does not take the concern to the next step within two weeks, the matter shall be considered resolved. If a supervisor does not respond in a timely manner (typically within two weeks), the concern can be taken to the next step of the formal procedure. The supervisor at each level will send the original copy of their decision to Personnel with a copy to the next level supervisor.
- 2.2 **Formal meeting with immediate supervisor.** This meeting should typically take place within seven (7) working days from the date of filing the formal paperwork. The supervisor and the employee shall make every effort to resolve the problem. The supervisor will typically respond within seven (7) working days to inform the staff member, the Personnel Department, and the next level supervisor of the decision in writing.
- 2.3 **Meet with next level supervisor.** If the concern is not resolved in 2.2, the employee will submit in writing, after receiving the written decision from their immediate supervisor and within the time frame established in 2.2, a request for a meeting with the next level supervisor. This meeting will include the employee, the employee's immediate supervisor, and the next level supervisor. The next level supervisor will typically have seven (7) working days to inform the employee, the employee's immediate supervisor, and the Personnel Department of the decision in writing. If the supervisor at this level is the Divisional V.P., the matter automatically skips this step and proceeds to 2.4.
- 2.4 **Meet with Divisional V.P.** If the concern is not settled to the employee's satisfaction after the meeting in 2.3, the employee may submit in writing a request to meet with the Divisional V.P. The V.P. shall meet with the employee typically within seven (7) working days after receiving written notice from the employee. The employee or the V.P. may

request an open meeting with all parties involved. The V.P. will submit in writing his/her findings to all involved parties.

- 2.5 **Meet with the President.** If the decision is still not satisfactory to the employee, he/she may request in writing a meeting with the President. The President will review, request any additional information needed, and then meet with the employee and Divisional V.P. within the typical time frame. The President shall reply to all parties involved, in writing. The President's decision will be final.
- 2.6 **Filing of forms.** The original copies of all forms must be filed with the Personnel Department. If needed, copies may be requested by contacting the Personnel Department. These forms will not be placed in the employee's personnel file.

INFORMATION ONLY

PROCEDURE TITLE:	CONCERN RESOLUTION
PROCEDURE NO.:	4.69:1
RELATED POLICY:	4.69REV
PAGE NO.:	1 OF 2
RESPONSIBLE ADMINISTRATOR(S):	VPF&A/DIRECTOR OF HUMAN RESOURCES
EFFECTIVE DATE:	09/11/15
NEXT REVIEW DATE:	09/2018
APPROVED BY:	PRESIDENT

1.0 STEP 1 – INFORMAL MEETING WITH IMMEDIATE SUPERVISOR

A meeting should be scheduled for a collegial conversation about the concern between the employee and immediate supervisor. In many cases, the concern can be resolved during the meeting. If it cannot be resolved at that meeting, or if more a more complex series of actions are required, a plan to address should be developed within two weeks of the informal meeting. It is expected that this informal meeting process can be followed to resolution.

2.0 STEP 2 – FORMAL MEETING WITH THE IMMEDIATE SUPERVISOR

2.1 If no discernable action has taken place after two weeks have passed, the employee has the opportunity to move to the next step of the process – a formal meeting with the immediate supervisor. This step is initiated by the employee through a [Concern Resolution Form](#). The employee will complete the form and submit copies of the form to the immediate supervisor and the Director of HR (or Associate Director of HR if Director is unavailable)

2.2 Normally within seven days of submitting the form, there will be a formal meeting between the employee and supervisor. An HR representative may be in attendance if invited by either the employee or supervisor. Records of the discussion and outcome will be generated. Within seven working days after the formal meeting, the supervisor will inform the employee of his / her response in writing, with a copy to the HR Director or designee.

3.0 STEP 3 – FORMAL MEETING WITH THE NEXT LEVEL SUPERVISOR (IF ORGANIZATIONALLY APPROPRIATE)

If the concern cannot be resolved at Step 2, the employee can choose to request a meeting with the next level supervisor. An HR representative may be in attendance if invited by either the employee or next level supervisor. Records of the discussion and outcome will be generated. The next level supervisor should schedule a meeting within seven days of the request; the meeting may or may not occur within that seven day window. In this

meeting, the documentation from the previous steps will be reviewed, and the participants will explore the reasons why the concerns have not been resolved. Within seven working days, the next level supervisor will inform the employee, the immediate supervisor, and HR of the decision and any corresponding course of action to be taken.

4.0 STEP 4 – FORMAL MEETING WITH THE DIVISIONAL VICE PRESIDENT

If the concern cannot be resolved at Step 3, the employee can choose to request a meeting with the Divisional Vice President. An HR representative may be in attendance if invited by either the employee or Vice President. Records of the discussion and outcome will be generated. The Vice President should schedule a meeting within seven days of the request; the meeting may or may not occur within that seven day window. In this meeting, the documentation from the previous steps will be reviewed, and the participants (the employee and the last supervisor to review the concern) will explore the reasons why the concerns have not been resolved. Within seven working days, the Vice President will inform the employee, all involved supervisors, and HR of the decision and any corresponding course of action to be taken. The decision of the Vice President is final.

History

Effective: 09/11/15

RESOLUTION F27-15

APPROVAL OF PLAN FOR STUDENT COST REDUCTION

WHEREAS, in accordance with HB64, Section 369.600, the board of trustees of each state institution of higher education is directed to develop and implement a plan to provide in-state, undergraduate students the opportunity to reduce the student cost of earning a degree by five percent; and

WHEREAS, not later than October 15, 2015, the board of trustees of each state institution of higher education shall submit the Plan required under this section to the Chancellor of Higher Education; and

WHEREAS, the President initiated a collaborative effort to identify and assess cost drivers that are applicable to in-state, undergraduate students, and a Plan that identifies current and potential cost-saving strategies has been developed;

THEREFORE BE IT RESOLVED, that the Board of Trustees of Shawnee State University hereby approves the attached Plan for Student Cost Reduction.

(September 11, 2015)

Name of Institution: Shawnee State University

Legislative Requirements

House Bill 64 Section 369.600 requires the board of trustees of each state institution of higher education to develop and implement a plan to provide all in-state, undergraduate students the opportunity to reduce the student cost of earning a degree by five per cent.

Plans are due to the Chancellor by October 15, 2015.

Total Cost of Attendance at Institution

Please provide a breakdown of average tuition, fees, room, board, textbooks, etc., for a full-time student, living on campus. (Add explanation as necessary)

Type of Cost	Average Cost (Dollar Amount)
Tuition/Fees	\$7,366
Room/Board	\$9,766
Books/Supplies	\$1,440
Transportation	\$ 920
Personal	\$2,760
Loan Fees	\$ 74
Total: \$22,326 / academic year	

Outline Options for reducing costs:

(1) Reducing the credit hours required to complete an associate or baccalaureate degree offered by the institution

Option offered by the institution	Cost savings to student (Dollar Amount)	Percentage of total cost of attendance
While ensuring continued compliance with accreditation standards for SSU's health science programs, consider reducing the credit hours for specific clinical courses by changing the credit to clock hour ratio. For example, instead of receiving 4 hours of credit for 8 hours of a clinical experience (ratio of 1:2), a student would earn 2 hours of credit for 8 hours of a clinical experience (a ratio of 1:4), reducing the tuition cost for these courses by half. Ensure all clinical lab courses follow the same credit to clock hour ratio.	↓ 2hrs = \$613.68 X 6 courses = \$3,682.08	8.2% for associate degrees; 4.1% for baccalaureate degrees.
Examine all courses over 3 credit hours. Restructure and reduce hours where possible. 15.5% of SSU's courses are greater than 3 hours.	1hr = \$306.84; 2hr = \$613.68.	2.7-8.2% per term for students in affected majors.

(2) Offering a tuition discount or rebate to any student that completes a full load of coursework, as determined by the board of trustees. ("Tuition" means the instructional and general fees charged by a state institution of higher education.)

Option offered by the institution	Cost savings to student (Dollar Amount)	Percentage of total cost of attendance
SSU's undergraduate tuition is the second lowest among the 13 university main campuses, so we need to develop a tuition discount or rebate with caution. We will explore reallocating existing university scholarship dollars to incentivize retention, persistence, and the completion of full course loads.	To be determined	To be determined

(3) Offering a tuition discount or rebate or reduced tuition option to students enrolling in a summer semester or quarter ("Tuition" means the instructional and general fees charged by a state institution of higher education.)

Option offered by the institution	Cost savings to student (Dollar Amount)	Percentage of total cost of attendance
Investigate offering a 10-20% tuition discount for summer term if a student completes a full load (30 semester hours) during the regular academic year.	\$92-\$736, depending on summer course load and amount of discount.	Up to 1.6% for associate degrees; up to 2.5% for baccalaureate degrees.

(4) Offering online courses or degrees

Option offered by the institution	Cost savings to student (Dollar Amount)	Percentage of total cost of attendance
Work with the faculty to develop online offerings to satisfy the majority of SSU's General Education Program requirements. Because 34 hours of each baccalaureate degree are GEP requirements, this would avoid up to two semesters' transportation costs.	\$920	2.1% for associate degrees; 1.0% for baccalaureate degrees.
Bachelor of Science in Nursing major requirements are offered online; student can avoid transportation costs for up to 4 semesters.	\$1,840	2.1% of degree cost.

(5) Reducing the cost of textbooks using cost-saving measures identified and implemented by the board of trustees

Option offered by the institution	Cost savings to student (Dollar Amount)	Percentage of total cost of attendance
Build on the success of our existing textbook rental program by encouraging faculty to adopt course materials earlier. Rentals save students up to 80% off the new price.	\$400,000 total savings for SSU students achieved during AY14-15.	Up to 5.2%.
Encourage the adoption and purchase of digital textbook options. Currently, 31% of SSU's titles are offered digitally, but we have a penetration rate of only 1.3%.	To be determined	To be determined

Explore the adoption and delivery of open educational resources. Our bookstore partner is implementing a software solution to support the selection and delivery of these materials, beginning with the fall 2016 term.	To be determined	To be determined
Explore including the cost of course materials in the fees for certain courses, which may allow negotiation of lower purchase prices for those materials with the publishers.	To be determined	To be determined
Developmental Math has adopted one textbook with appropriate software for use in all DE math courses, allowing students to use the same materials for up to four sequential courses, including college-level statistics.	Up to \$450 for students needing multiple courses in the sequence.	Up to 1.0%.
Faculty have adopted an open source e-text for Calculus courses, which can be downloaded at no cost to students.	\$150	1.3% for the term.
A popular General Education science course for non-science majors has moved from a textbook to faculty-authored handouts.	\$100	0.9% for the term.
SSU has paid faculty members \$2,000 - \$4,000 to develop lab manuals that are used in all sections of the following courses: General Chemistry 1, General Biology 1 and 2, Physics 1, and Calculus-Based Physics 1. An additional manual for Intro to Organic Chemistry and Organic Chemistry 1 will be ready for Spring semester 2016. In most cases, the student savings from these alternative materials will exceed the university's investment within one academic year. SSU will explore other subjects in which this may be a feasible model.	\$43-191 per student, per course (some students take up to four of the affected courses).	Up to 0.5% of the cost of a Natural Sciences or pre-med baccalaureate degree.
Faculty in the Computer Aided Drafting & Design and Digital Simulation & Gaming majors have compiled and adopted open source software, notes and lab exercises, resulting in cost savings for students.	\$100-\$150 per traditional textbook not used.	Up to 3.0% for majors.

(6) Incorporation of remediation in the coursework and curriculum of credit-bearing courses

Option offered by the institution	Cost savings to student (Dollar Amount)	Percentage of total cost of attendance
The University College and Math Department are piloting a co-requisite math course during Fall 2015. Students will be enrolled simultaneously in developmental math and college level math with support from the Math lab and tutoring. Successful students will reduce the time required to complete their math sequence by one semester.	\$920.52 (and prevent the need for an additional semester of enrollment).	2.0% for associate degree; 1.0% for baccalaureate degree.

(7) Offering a fixed rate of instructional and general fees for any additional credits taken by students above a full course load, as determined by the board of trustees

Option offered by the institution	Cost savings to student (Dollar Amount)	Percentage of total cost of attendance
A flat overload rate that applies to a wide range of overload hours may discourage reasonable levels of overload for some students, and encourage unrealistic loads for others. SSU will explore discounted overload rates for enrollment in 18-21 semester hours, but a higher rate for 22+ credit hours, as many students are not prepared to handle excessive overload hours.	To be determined	To be determined

(8) Offering fast-track degree completion programs

Option offered by the institution	Cost savings to student (Dollar Amount)	Percentage of total cost of attendance
Explore 3+2 offerings to complete an undergraduate and graduate degree simultaneously.	Up to one year of undergraduate enrollment (\$22,326).	Up to 25%.
Academic program reviews are currently underway, which will address the possibilities for reducing the time-to-degree.	Up to one term of enrollment (\$11,163).	Up to 12.5%.

(9) Eliminating, reducing or freezing auxiliary fees ("Auxiliary fees" mean charges assessed by a state institution of higher education to a student for various educational expenses including, but not limited to, course-related fees, laboratory fees, books and supplies, room and board, transportation, enrollment application fees, and other miscellaneous charges. "Auxiliary fees" do not include instructional or general fees uniformly assessed to all students.)

Option offered by the institution	Cost savings to student (Dollar Amount)	Percentage of total cost of attendance
All course, application, and miscellaneous fees, except housing and meal plans were frozen for AY15-16.	\$25-\$300 per student.	Up to 1.3%.
For two years, SSU has not passed along the full contractual meal plan rate to students. This saved the average resident \$41 in AY15, and \$84 in AY16. SSU will continue this cost-sharing approach to maintain the affordability of its meal plan options.	\$84 per residential student.	0.4% for affected students.

(10) Increased participation in the college credit plus program

Option offered by the institution	Cost savings to student (Dollar Amount)	Percentage of total cost of attendance
Apply to ODHE for permission to charge the College Credit Plus default rates to students who are enrolled in high schools with which SSU has a	One year of undergraduate enrollment (\$22,326) for each 30 semester hours	Up to 50% of an associate degree; 25% of a baccalaureate.

formal agreement, but who were not funded for the academic year.	completed during high school.	
Offer various plans to complete 30 semester hours/academic year within the College Credit Plus program.	One year of undergraduate enrollment (\$22,326).	Up to 50% of an associate degree; 25% of a baccalaureate.

(11) Offering programs to reduce or eliminate the need for remediation coursework

Option offered by the institution	Cost savings to student (Dollar Amount)	Percentage of total cost of attendance
Partnering with our largest feeder high school (University College developmental Math instructor working directly with the high school Math department and students) to provide information on college ready placement and expectations for math coursework. The goal is fewer developmental math placements.	\$920.52 for each developmental course avoided.	2.1% for associate degree; 1.0% for baccalaureate degree.
SSU is piloting a program to offer students an opportunity to participate for free in the Math ALEKS Summer Bridge Program. The actual cost of the ALEKS is currently \$38 per student (subscriptions are paid by a local business partner). Students work over the summer on math skills and prepare for an assessment and new math course placement. In the pilot, students have advanced from one to four courses in their math placement sequence. Continuation of the program will hinge on the software cost, and the acceptance of ALEKS (as opposed to the ACT) as a placement instrument by the state of Ohio.	Up to \$3,682.08 and 4 terms (2 years) of time in the sequence.	8.2% for associate degree; 4.1 for baccalaureate degree.
Refer students with a Math ACT score below 13 to the Adult Basic Education program for remediation. There is no cost to the student for these services.	\$920.52 for each developmental course avoided.	2.1% for associate degree; 1.0% for baccalaureate.

(12) Other options offered by the institution

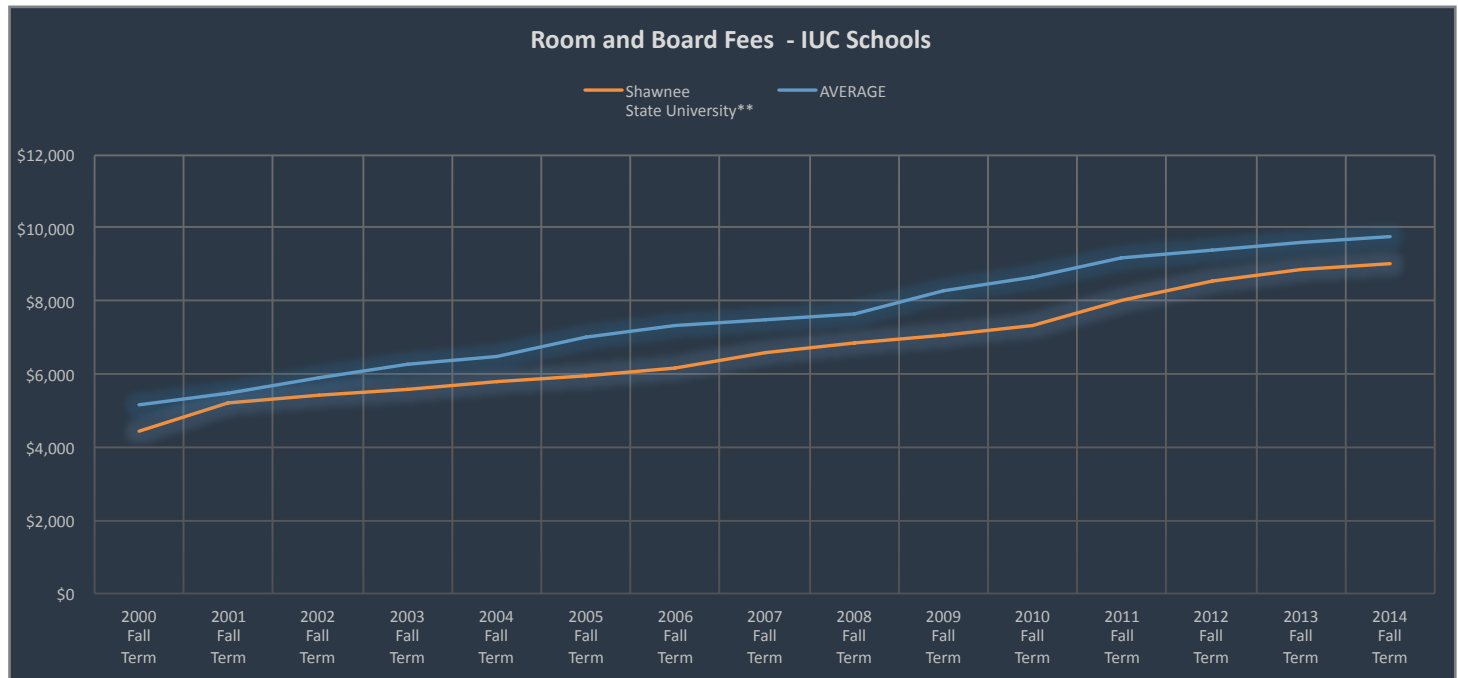
Option offered by the institution	Cost savings to student (Dollar Amount)	Percentage of total cost of attendance
Identify avenues to prevent charging course-by-arrangement fees to students, when the course is necessary for timely degree completion.	\$150 per credit hour.	Up to 4.0% per term for affected students.
Study the possibility of implementing a guaranteed cohort tuition rate, to stabilize financial planning for students and encourage timely degree completion.	To be determined	To be determined

SHAWNEE STATE UNIVERSITY HOUSING FEE COMPARISON

Shawnee State University's housing fees were lower than the state average for each of the last 15 years. SSU has been in the lowest quartile for housing costs for 14 of the last 15 years.

Source: Department of Higher Education's Annual Survey of Student Charges

<https://www.ohiohighered.org/data-reports/tuition-financial-aid> <<https://www.ohiohighered.org/data-reports/tuition-financial-aid>>



ROOM AND BOARD FEES, UNIVERSITY MAIN CAMPUSES* // ANNUAL FEE

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
BOWLING GREEN STATE UNIVERSITY**	\$4,910	\$5,190	\$5,502	\$5,892	\$6,224	\$6,434	\$6,684	\$6,878	\$7,020	\$7,310	\$7,510	\$7,964	\$8,064	\$8,244	\$8,244
CENTRAL STATE UNIVERSITY	\$5,031	\$5,208	\$5,727	\$6,069	\$4,062	\$6,982	\$7,402	\$6,170	\$3,978	\$7,920	\$8,198	\$8,484	\$8,782	\$9,046	\$9,318
CLEVELAND STATE UNIVERSITY**	\$5,038	\$5,340	\$5,660	\$6,000	\$6,476	\$6,680	\$7,010	\$7,192	\$7,724	\$7,794	\$9,987	\$10,398	\$11,848	\$10,206	\$10,398
KENT STATE UNIVERSITY	\$4,764	\$5,150	\$5,570	\$6,050	\$6,410	\$6,640	\$6,880	\$7,200	\$7,500	\$7,940	\$8,376	\$8,830	\$9,176	\$9,536	\$9,908
MIAMI UNIVERSITY**	\$5,590	\$5,970	\$6,240	\$6,680	\$7,010	\$7,610	\$8,140	\$8,600	\$8,998	\$9,458	\$9,786	\$10,640	\$10,596	\$10,900	\$11,058
OHIO STATE UNIVERSITY**	\$5,397	\$5,697	\$6,219	\$6,508	\$6,909	\$7,275	\$7,236	\$7,582	\$8,037	\$8,409	\$8,874	\$9,378	\$9,495	\$9,850	\$10,260
OHIO UNIVERSITY**	\$5,922	\$6,351	\$6,777	\$7,320	\$7,539	\$7,686	\$7,839	\$8,316	\$8,688	\$9,141	\$9,621	\$9,753	\$9,732	\$10,850	\$10,196
SHAWNEE STATE UNIVERSITY**	\$4,436	\$5,232	\$5,421	\$5,583	\$5,772	\$5,967	\$6,144	\$6,590	\$6,824	\$7,072	\$7,314	\$8,012	\$8,526	\$8,865	\$9,039
UNIVERSITY OF AKRON**	\$5,420	\$5,672	\$5,959	\$6,268	\$6,660	\$7,208	\$7,640	\$8,003	\$8,311	\$8,697	\$9,160	\$9,586	\$9,878	\$10,382	\$10,968
UNIVERSITY OF CINCINNATI**	\$6,399	\$6,498	\$6,774	\$7,113	\$7,425	\$7,890	\$8,286	\$8,799	\$9,240	\$9,702	\$9,702	\$9,780	\$10,170	\$10,290	\$10,456
UNIVERSITY OF TOLEDO**	\$4,798	\$5,062	\$6,702	\$6,838	\$7,422	\$7,472	\$8,325	\$8,088	\$8,711	\$9,478	\$8,568	\$9,922	\$9,738	\$10,076	\$10,304
WRIGHT STATE UNIVERSITY**	\$4,737	\$4,806	\$5,034	\$5,301	\$6,204	\$6,642	\$6,987	\$7,458	\$7,335	\$7,590	\$7,800	\$8,511	\$7,832	\$8,076	\$8,010
YOUNGSTOWN STATE UNIVERSITY	\$4,800	\$4,970	\$5,320	\$5,700	\$6,100	\$6,280	\$6,490	\$6,740	\$7,090	\$7,400	\$7,600	\$7,900	\$8,150	\$8,475	\$8,645
AVERAGE	\$5,157	\$5,473	\$5,916	\$6,256	\$6,478	\$6,982	\$7,313	\$7,509	\$7,650	\$8,301	\$8,654	\$9,166	\$9,384	\$9,600	\$9,754

*Rates are computed on average Fall double-occupancy room rates, the specified number of meals per week, and either 2 semesters or 3 quarters. // **Denotes institutions offering a variety of room and board plans.

PERSONNEL INFORMATION ITEMS
Board of Trustees

Personnel Action	Name	Employment Status		Effective	Salary	Comments
		From	To			
Appointments	Ryan Warner		Director, CIPA	07/01/15	\$51,524	Masters Degree, Marshall Univ.; Coordinator of Study Abroad, Marshall Univ., 4 yrs.
	Amanda Means		Admission Officer	08/03/15	\$34,500	Bachelors Degree, Marshall Univ.; Marshall Univ., Office of Recruitment, 3 yrs.
	Kenny Livingston		CLC Classroom Teacher	08/17/15	\$25,715	Bachelors Degree, SSU; Teacher, Sciotoville Elementary Academy, 3 yrs.
	Kristina Darnell		Visiting Faculty, Radiology	08/24/15	\$36,175	Masters Degree, Nebraska Methodist College, Dec. 2015
	Sean Forster		Visiting Faculty, Nursing	08/24/15	\$39,025	Masters Degree, Thomas Jefferson Univ.; Registered Nurse and Case Manager, 4 yrs.
	Mariah Woodward		Visiting Faculty, Dental Hygiene	08/24/15	\$40,925	Masters Degree, American Public Univ.; Our Lady of Bellefonte Hospital, 4 yrs.
	Laura Hakala		Asst. Professor, English	08/24/15	\$44,725	PhD, Univ. Southern Miss.; Professor, Georgia Southern Miss, 5 yrs.
	Monica Orlando		Asst. Professor, English	08/24/15	\$45,675	PhD, Case Western Univ.; Graduate Teaching Asst., Case Western, 5 yrs.
	Loretta Harvey		Visiting Faculty, Teacher Ed	08/24/15	\$45,675	Masters Degree, Marshall Univ., pursuing PhD, Ohio Univ.; Adjunct & STEM Coord at SSU
	Justin Rex		Asst. Professor, Social Science	08/24/15	\$46,625	PhD, Wayne State Univ.; Sr. Lecturer, Wayne State Univ., 2 yrs.
	Valerie Long		Asst. Professor, Mathematics	08/24/15	\$48,525	PhD, Ohio University; Marburn Academy, Math Program Coord, 9 yrs.
	Tryphina Robinson		Asst. Professor, Teacher Ed	08/24/15	\$50,425	Masters, Univ. of North Carolina; Instructional Coach, Cumberland County Schools, 10 yrs.
	Jodi Dunham		Visiting Faculty, Teacher Ed	08/24/15	\$51,375	PhD, Union Inst & Univ; Teacher, Valley Local School District, 10 yrs.
	Coby Long		Asst. Professor, Teacher Ed	08/24/15	\$54,225	PhD, Ohio Univ.; Assoc. Prof., Southern State, 7 yrs.
	Paul Yost		Visiting Faculty, DIET Computer	08/24/15	\$56,125	Masters Degree, Univ. of Cincinnati; Chief of Research & Development, YEI/Yost
	Alberto Poxes		Sr. Instructor, Sports Studies	08/24/15	\$56,125	PhD, Univ. Southern Miss.; Asst. Prof., Messiah College, 3 yrs.
Sarah Boehle		Asst. Professor, Business Admin. Healthcare Administration	08/24/15	\$58,025	PhD, Miami University; Director, Retirement Village, 6 yrs.	

PERSONNEL INFORMATION ITEMS
Board of Trustees

Changes in Status	Nicole Neal	Director, Financial Aid	Director, Financial Aid and Student Business Center	07/01/15	\$68,967	Assumed additional responsibilities of Student Business Center Director
	Mark Romesser	Visiting Faculty, FDPA	Asst. Professor, FDPA	07/01/15	\$59,925	
	Nikki Karabinis	Asst. Director, Student Career Development	Director, Student Career Development	07/01/15	\$50,436	Promotion
	Dave Todt	Administrative Sabbatical	Professor, Natural Science	08/01/15	\$83,675	Returned from administrative sabbatical to faculty position
	Glenna Heckler-Todt	Sr. Instructor, University College	Advising & Academic Resources Director	08/01/15	\$62,000	Promotion
	Pablo Salinas	Visiting Faculty, English & Humanities, Spanish	Asst. Professor, English & Humanities, Spanish	08/24/15	\$45,675	
	Daniel O'Connor	Visiting Faculty, FDPA	Asst. Professor, FDPA	08/24/15	\$45,675	
	Sarah Clausing	Secretary, Dean CPS	Visiting Faculty, Business Administration	08/24/15	\$49,475	Promotion and transfer to faculty position
Terminations	Jacqueline Camley	Sr. Instructor, Athletic Training		05/12/15		Resignation
	Kate Kerr	Interim Director, CIPA		07/01/15		End of Contract
	Shane Hatfield	Police Sergeant		07/20/15		Resignation
	Laura Eggert	Residence Coordinator		07/22/15		Resignation
	William Pete Duncan	Director, Office of Instructional Technologies		08/01/15		Retirement
	Jerry McCoy	Assoc. Professor, Bus. Admin. Healthcare Administration		08/01/15		Retirement
	Barbara Duncan	Profesor, Dental Hygiene		08/01/15		Retirement
	Brenda Renfroe	Assoc. Professor, Radiology		08/01/15		Retirement
	John Redoutey	Instructor, EMT		08/04/15		Resignation
	Ryan Gamm	Asst. Professor, Teacher Ed		08/04/15		Resignation
	Steve Cunningham	Project Director, Upward Bound Math Science Program		08/07/15		Resignation
	Sylvester James Aji	CAS Advising Coordinator		08/17/15		Resignation