

**SHAWNEE STATE UNIVERSITY
BOARD OF TRUSTEES**

**Meeting Minutes
January 29, 2021**

Call to Order

Chairperson Watson called the meeting to order at 11:52 a.m. noting the meeting was in compliance with RC § 121.22(F) and that pursuant to HB404 of the 133rd Ohio General Assembly the meeting would be held by teleconference.

Swearing in of New Board Member

Chair Watson administered the oath of office to newly appointed Board member, Mr. Ed Daniels, appointing him to the Academic and Student Affairs Committee for the remainder of the 2020-2021 academic year.

Roll Call

Members present: Mr. Watson, Mr. Daniels, Mr. Edwards, Mr. Evans, Mr. Furbee, Ms. Hartop, Mr. Williams, Dr. White, Mrs. Schiesser and Mr. Cole

Members absent: None

Approval of the November 13, 2020 Board Meeting Minutes

Mr. Edwards moved and Mr. Furbee seconded a motion to approve the November 13, 2020 Board meeting minutes. Without discussion, the Board unanimously approved said minutes.

Approval of the January 29, 2021 Revised Agenda

Mr. Evans moved and Mr. Daniels seconded a motion to approve the January 29, 2021 revised Board meeting agenda. Without discussion, the Board unanimously approved the January 29, 2021 revised Board meeting agenda.

Consent Agenda

1. Resolution F03-21, Shawnee State University Development Foundation Member Appointments
2. Resolution ASA01-21, Approval of 2021 Graduates

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. There being no objections, items 1-2 were approved by acclamation.

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 E01-21, Appointment to the Position of Interim Vice President for Finance and Administration

This resolution approves the appointment of Dr. Elinda Boyles to the position of Interim Vice President for Finance and Administration. Mr. Furbee moved and Mr. Edwards seconded the motion to approve Resolution E01-21. The motion was passed by a roll call vote of 7-0 with Ms. Hartop abstaining from voting.

2. Resolution E02-21, Appointment of Elinda Boyles as Board Treasurer

This resolution appoints Dr. Elinda Boyles to the position of Board Treasurer. Mr. Furbee moved and Mr. Daniels seconded the motion to approve Resolution E02-21. The motion was passed by a roll call vote of 7-0 with Ms. Hartop abstaining from voting.

Finance and Administration Committee Report

Mr. Furbee reported on behalf of the Finance and Administration Committee having had one consent agenda item that was already approved by the Board.

The Committee had two non-consent action items for the Board to approve.

1. Resolution F01-21, Approval to Extend Waivers of Undergraduate AY21-22 Standard Tuition

This resolution extends waivers that reduce the standard undergraduate instructional and general rates through AY21-22 for the following: Bridge to Success Program, College Credit Plus (non-public and homeschool students), Give Back Go Forward Program, and E-Campus (fully online) undergraduate courses pending approval by the Chancellor of the Ohio Department of Higher Education. Mr. Furbee moved that the Board adopt Resolution F01-21 and Mr. Edwards seconded the motion. The motion was passed by unanimous roll call vote of all Board members present.

2. Resolution F02-21, Approval to Extend Waiver of the Non-Resident Graduate Surcharge Under Certain Conditions

This resolution extends a prior-approved waiver that reduces the non-resident graduate surcharge for domestic students under certain conditions through the FY21-22/FY22-23 biennium pending approval by the Chancellor of the Ohio Department of Higher Education. Mr. Furbee moved that the Board adopt Resolution F02-21 and Mr. Daniels seconded the motion. The motion was passed by unanimous roll call vote of all Board members present.

3. Mr. Joey Payne, Vice President & Senior Consultant for Cammack Retirement Group, provided fiduciary training and an update on University-sponsored retirement plans. The full report is attached to the minutes.
4. Dr. Boyles presented a review and update of the FY21 operating budgets that included a summary of the CARES Act funds by Mr. Ballengee. The full report is attached to the minutes.
5. Mr. Ballengee reviewed the University's cash reserves portfolio as of December 31, 2020 and a draft preliminary Single Audit report completed by our external auditors, Plante Moran. The full report is attached to the minutes.
6. Ms. Malonda Johnson, Director of Human Resources, reviewed the quarterly personnel actions. The full report is attached to the minutes.
7. Director of Facilities, Butch Kotcamp, presented an update on major capital projects. 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 having had one consent agenda item that was already approved by the Board.

1. Eric Braun, Vice President for Advancement & Enrollment Management, reported on activities in the Division, including national rankings of Men's and Women's basketball, participation of the Office of Marketing & Communications in providing support for Scioto County COVID-19 vaccination efforts and in the Scioto County Joint Information Center (JIC), continued award of 5-Star Step Up to Quality rating for the Children's Learning Center through February 2024, grant award of \$50,000 for the continued administration of the Golden Bears program, and activities at the Kricker Innovation Hub. The full report is attached to the minutes.

Mr. Braun also presented the fall 2021 term recruiting and admissions report which indicates a significant decline in applications. The full report is attached to the minutes.

2. Dr. Sunil Ahuja, Provost and Vice President for Academic & Student Affairs, reported on recent activities in Academic and Student Affairs. He provided highlights of faculty and staff accomplishments in the areas of teaching, scholarship, service, and community engagement. He also noted that his office has been heavily engaged in new program development, accreditation and assessment, and strategic planning. The full report is attached to the minutes.
3. Ms. Tami Sheets, Registrar, provided Spring enrollment numbers in terms of where the University stands after the 15th day of the semester. The full report is attached to the minutes.

4. Dr. Ahuja reported on a proposal for a BS in Geology.
5. Mr. Ryan Schiesser, Student Government President, reported on SGA clubs and events for the 2020-2021 academic year. The full report is attached to the minutes.
6. Dr. Chris Kacir, Associate Provost for Student Success, and Mr. Chris Shaffer, Director of Institutional Research and Sponsored Programs, provided information about the 2020 Remediation Report. The full report is attached to the minutes.

Reports from Board Liaisons with other Organizations

None

President's Report

President Bauer addressed the Board on the impact of COVID-19 over the past year and how the university is dealing with that impact by adapting quickly and responding to opportunities when they arise. One of the victims of COVID has been the growth plan for the university after having a banner year for AY 2019-20. There is concern over the Fall 21 cohort and we are watching closely and taking actions to reach out to graduating seniors in the PALSJR counties. The Governor approved a restoration of most of our State Share of Instruction and our Supplement which provides some relief. Dr. Bauer welcomed Mr. Ed Daniels to the Board and thanked him for his previous service on the Development Foundation Board and his contribution in the development of the information security degree program. The full report is attached to the minutes.

New Business

None

Comments from Constituent Groups and the Public

Ms. Kim Kitko addressed the Board requesting a waiver of an outstanding student balance and issuance of a degree earned.

Faculty Senate Report

None

Executive Session

Mr. Daniels moved to enter Executive Session to discuss two issues: First, to discuss the employment and compensation of a public official, and second, to discuss pending or imminent court action. Mr. Edwards seconded and following a unanimous roll call vote in accordance with Ohio Revised Code Section 121.22, the board entered executive session at 12:21 p.m. Those in

attendance for the Executive Session were Joe Watson, Ed Daniels, Eddie Edwards, Scott Evans, David Furbee, Francesca Hartop, Scott Williams, Jeff Bauer, Eric Braun, and Mike McPhillips. Mr. Daniels moved and Mr. Edwards seconded a motion to leave Executive Session and return to public meeting. The motion passed unanimously and the Board exited Executive Session at 1:00 p.m. In open session, Chair Watson indicated that the Board was presented with and reviewed Dr. Bauer's annual evaluation. Chair Watson stated that in accordance with Board bylaws, he would be issuing a management letter to Dr. Bauer within the next 30 days."

Other Business

None

Adjournment

Mr. Daniels moved and Mr. Williams seconded a motion to adjourn. The motion was passed unanimously and the Board was adjourned at 1:03 p.m.


Chairperson, Board of Trustees


Secretary, Board of Trustees

RESOLUTION F03-21

**SHAWNEE STATE UNIVERSITY DEVELOPMENT FOUNDATION
MEMBER APPOINTMENTS**

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

WHEREAS, at its December 4, 2020 meeting, the SSUDF recommended by resolution (copy attached) the appointment of new board member Troy Gregory and the term extension of certain existing board members;

THEREFORE, BE IT RESOLVED, the Shawnee State University Board of Trustees ratifies the appointment or extension of appointment, of members to the Shawnee State University Development Foundation Board as described below:

Member:

Term Ending:

Wayne Wheeler

December 31, 2023

Donna Wrinkle

December 31, 2023

Troy Gregory

December 31, 2023

(January 29, 2021)

Certified as True and Correct
February 3, 2021


Secretary, SSU Board of Trustees


RESOLUTION 2020.1
SHAWNEE STATE UNIVERSITY DEVELOPMENT FOUNDATION
MEMBER APPOINTMENTS

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

THEREFORE, BE IT RESOLVED, that the SSU Development Foundation hereby recommends the appointment of and extension of appointment of the following members to the SSU Development Foundation Board for the following terms:

Member:	Term Beginning:	Term Ending:
Donna Wrinkle	January 1, 2021	December 31, 2023
Dr. Wayne Wheeler	January 1, 2021	December 31, 2023
Troy Gregory	January 1, 2021	December 31, 2023

(December 4, 2020)

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February 3, 2021

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RESOLUTION ASA01-21
APPROVAL OF 2021 GRADUATES


WHEREAS, it is the role of the Shawnee State University Board of Trustees to award degrees and certificates; and

WHEREAS, annual action approving the granting of degrees and certificates during the year shall be taken by the Board of Trustees (Policy 2.06); and

WHEREAS, candidates for graduation must meet all academic and University requirements in order to be certified as candidates by the Office of the Registrar;

THEREFORE, BE IT RESOLVED that the Board of Trustees of Shawnee State University empowers the President to award certificates or degrees during the year 2021 to all candidates whose eligibility for graduation is confirmed by the Office of the Registrar.

(January 29, 2021)

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February 3, 2021

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RESOLUTION E01-21

**APPOINTMENT TO THE POSITION OF INTERIM VICE PRESIDENT FOR
FINANCE AND ADMINISTRATION**

WHEREAS, University Policy 5.16Rev, President's Authority to Appoint Personnel & Manage Positions, requires approval by the Board of Trustees for appointment to the executive position of vice president; and

WHEREAS, the incumbent Vice President for Finance and Administration has tendered his resignation, effective February 1, 2021, creating a vacancy in the position; and

WHEREAS, the President recommends the appointment of Special Assistant to the President for Strategic Initiatives Elinda Boyles to the position of Interim Vice President for Finance and Administration; and

WHEREAS, Dr. Boyles has agreed to assume the position and duties of Vice President for Finance and Administration on an interim basis;

THEREFORE, BE IT RESOLVED that the Board of Trustees of Shawnee State University approves the appointment of Dr. Elinda Boyles to the position of Interim Vice President for Finance and Administration, effective February 1, 2021, and further authorizes the President to execute an executive employment agreement with Dr. Boyles consistent with applicable university policies.

(January 29, 2021)

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RESOLUTION E02-21

APPOINTMENT OF ELINDA BOYLES AS BOARD TREASURER

WHEREAS, Ohio Revised Code Section 3362.02 authorizes the Board to appoint a Treasurer; and

WHEREAS, the Code requires that before an appointed Treasurer begins discharging his or her duties as such, she must give bond to the state or be insured – in an amount established by the Board -- for the faithful performance of her duties and the proper accounting for all monies coming into the Treasurer's care; and

WHEREAS, the Board's current Treasurer will be resigning his University position as Vice President for Finance and Administration, effective February 1, 2021; and

WHEREAS, the Board wishes to appoint the newly-appointed Interim Vice President for Finance and Administration, Dr. Elinda Boyles, to the position of Board Treasurer, and to establish \$5 million as the level at which she should be insured for faithful performance of her duties and the proper accounting for monies coming into her care;

NOW, THEREFORE, IT IS RESOLVED that the Board appoints Dr. Elinda Boyles as Board Treasurer effective February 1, 2021, and sets \$5 million dollars as the level of faithful performance insurance required for the Treasurer; and

IT IS FURTHER RESOLVED, that pursuant to the Board's bylaws, the appointment of Dr. Boyles will be continuing but may be terminated by the Board at any time with or without cause.

(January 29, 2021)

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RESOLUTION F01-21
APPROVAL TO EXTEND WAIVERS OF
UNDERGRADUATE AY21-22 STANDARD TUITION


WHEREAS, per §381.170 of Am. Sub. H.B. 166 of the 133rd General Assembly reductions of the standard undergraduate instructional and general tuition rates are allowable upon approvals by the Board of Trustees and the Chancellor of the Ohio Department of Higher Education; and

WHEREAS, Shawnee State University desires to continue the prior-approved reductions of the standard tuition rates by extending the following waivers as described below:

- 1) Bridge to Success Program. This is a program offered during the summer to prospective students with two or more academic development needs in mathematics, English, and/or reading requiring supplementary support to enter and persist to college completion. The proposed action is to waive the AY20-21 standard student tuition for summer 2021 to \$50 per credit hour. This fee will partially defray program costs yet remove a significant financial barrier for students to enroll. This waiver will apply to approximately 100 students for summer 2021.
- 2) College Credit Plus (CCP) for non-public and homeschool students. Students in non-public or homeschools and who meet and are accepted as CCP participants are permitted to self-pay for up to 30 credit hours each academic year. This waiver extends the state-approved CCP rates to these students for AY21-22. The proposed waiver is estimated to apply to approximately 15 students during the academic year.
- 3) Give Back Go Forward Program. The GBGF program provides undergraduate students the opportunity to earn a waiver of the standard tuition for one course each summer (3 credit hours) by completing 100 volunteer hours that directly support local area senior citizens. The proposed 3 credit hour waiver is estimated to apply to approximately 25 students during AY21-22.
- 4) E-Campus (fully online) Undergraduate Courses. Extending the waiver of the standard tuition for e-campus undergraduate course tuition that will apply to approximately 200 students during AY21-22 as follows:
 - a. General Undergraduate Fully Online Courses
 - i. In-state \$278.00/credit hour
 - ii. Nonresident \$283.00/credit hour
 - b. RN to BSN Fully Online Courses
 - i. In-state \$240.00/credit hour
 - ii. Non-resident \$245.00/credit hour

THEREFORE, BE IT RESOLVED, the Shawnee State University Board of Trustees approves the above-identified waivers of standard undergraduate tuition pending approval by the Chancellor of the Ohio Department of Higher Education.

(January 29, 2021)

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RESOLUTION F02-21

APPROVAL TO EXTEND WAIVER OF THE NON-RESIDENT GRADUATE SURCHARGE UNDER CERTAIN CONDITIONS

WHEREAS, per §381.170 of Am. Sub. H.B. 166 of the 133rd General Assembly, reductions of the standard non-resident graduate surcharge rates are allowable upon approvals by the Board of Trustees and the Chancellor of the Ohio Department of Higher Education; and

WHEREAS, Shawnee State partnered with other Ohio universities to support the statewide effort by the governor in fiscal-year 20-21 to encourage domestic non-resident students who completed undergraduate degrees at an Ohio institution to enroll in an Ohio university graduate degree program; and

WHEREAS, the University desires to continue to support this initiative by extending the reduction of non-resident graduate surcharge to \$1.00 per credit hour for eligible graduate students who meet the above criteria through the FY21-22/FY22-23 biennium; and

WHEREAS, this waiver will apply to approximately 25 – 30 students per academic year who are expected to meet the eligibility requirements;

THEREFORE, BE IT RESOLVED, the Board of Trustees of Shawnee State University approves the extension of the conditional domestic non-resident graduate surcharge waiver for the FY21-22/FY22-23 biennium pending approval of the Chancellor of the Ohio Department of Higher Education.

(January 29, 2021)

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FIDUCIARY FOCUS

A DC Plan Training Module for Applying Fiduciary Best Practices | 2021



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A handwritten signature in blue ink, appearing to be "C. S. S.", written over a horizontal red line.

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WHY TRAIN FIDUCIARIES?

Introduction

- It is a Department of Labor (DOL) audit issue.
 - During routine audits, the DOL has requested documentation as to the level of training fiduciaries have received.
- Committee members, benefit administrators and other interested parties can benefit from regular training
 - Even those with extensive investment background and experience (e.g., working with pensions and endowments) often do not have specific expertise with retirement plans where participants direct investments
 - There are many non-investment related fiduciary responsibilities as well

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WHO IS A FIDUCIARY?

Introduction

- The Trustee (note: this term does not generally apply to 403(b) plans, where assets are not held in trust, but in annuity contracts and custodial accounts)
- The 3(21) or 3(38) Registered Investment Advisor
- All individuals exercising discretion in the administration of the Plans
- All members of a Plan's administrative committees/councils/board
- Those who select committee/council members (e.g., the Board)

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WHAT RESPONSIBILITIES MUST FIDUCIARIES SATISFY?

Introduction

- Act solely in the interest of plan participants and beneficiaries with the exclusive purposes of providing benefits to such individuals
- Carry out their duties prudently
- Follow the plan documents
- Ensure that the plan operates within Federal and state laws
- Diversify plan investments
- Pay only reasonable plan expenses

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WHAT IS THE RISK?

Fiduciary Risk Management

- It is possible for plan participants to make claims against plan fiduciaries for violating basic standards of conduct
- Successful claims would mean that fiduciaries may be **personally** liable to restore any losses to the plan, or to restore any profits made through improper use of the plan's assets resulting from their actions
- Thus, in a worst case scenario, if a participant, or a group of participants, has experienced large investment losses as a result of what they can prove in court to be a fiduciary breach, plan fiduciaries may be required to personally restore such losses
- Such lawsuits are becoming increasingly commonplace against both corporate and nonprofit retirement plan sponsors, likely due to the increasing number of plan participants with insufficient retirement savings.

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WHAT IS THE RISK (continued)?

Fiduciary Risk Management

- The IRS and DOL also regularly review plans for noncompliance. Note that only ERISA plans are subject to DOL audit, but the IRS examines all plan types.
- Most examinations reveal defects in plan form and/or operation
- Though, in theory, plans can be disqualified (resulting in immediate taxation of balance to all participants) and even criminal penalties can be assessed, penalties are typically more modest
- All defects discovered must be corrected, which often results in significant expenses, since defects generally date back several years.

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HOW IS THE RISK MANAGED?

Fiduciary Risk Management

- Purchasing fiduciary liability insurance that specifically covers the plan and its fiduciaries (not to be confused with employee bonding, which protects against fraud or dishonesty or D&O insurance, which often specifically excludes fiduciary liability), but may not protect against the entire amount of a large loss due to policy limits
- Through implementing a fiduciary due diligence process in accordance with a written Investment Policy Statement. (A fiduciary liability insurance policy will often require that such a procedure be put in place)
- By hiring service providers as “prudent experts” to handle fiduciary functions, setting up the agreement so that the person or entity then assumes liability for those functions selected. However, the fiduciary still retains the fiduciary responsibility of monitoring the service provider itself; fiduciary responsibility cannot be completely outsourced.
- By conducting initial fiduciary training for any newly appointed committee or council members, and providing an annual refresher training for existing fiduciaries on the latest developments in new regulations, legislation, court decisions and Internal Revenue Service (IRS) investigatory priorities. Fiduciary education should be viewed as another ongoing element of the overall due diligence process, and not a one-time, or even sporadic, occurrence.

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ACTIONS TO MANAGE RISK

Fiduciary Risk Management

- Avoid conflicts of interest, which by definition can cause fiduciaries not to act in the best interest of plan participants/beneficiaries
 - Ranges from the obvious (“my spouse works for XYZ recordkeeper”) to the not-so-obvious (“our bank will give us more favorable terms on the loan for our new building if they can handle our retirement plan business as well.”)
- Work together so that action items are completed in an efficient fashion. Many plan fiduciaries have suffered through litigation simply by failing to take action to resolve issues. This may sound simple, but in some organizations it is difficult to build consensus, and progress can be slow.
- Make certain that all plan fiduciaries can easily defend to any plan participant any specific actions that are taken. If the action cannot be easily defended, additional inquiry of prudent experts or other plan fiduciaries may be necessary until all fiduciaries can clearly explain decisions as well as the rationale for same.

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ACTIONS TO MANAGE RISK (continued)

Fiduciary Risk Management

- Review meeting minutes and make certain that all significant meeting actions, as well as their rationale, are thoroughly documented
- Understand the extent to which third parties, such as investment advisors and other service providers, serve as fiduciaries. There are many types of fiduciaries (see the Current Developments section of this report for details) with varying degrees of responsibility. Some service providers, such as recordkeepers, are often not fiduciaries at all.
- Do not spend too much time on investments at the expense of other fiduciary responsibilities such as compliance with plan documents. The vast majority of the most significant IRS exam issues have little to do with investment quality, and a superlative investment menu will mean little if a plan cannot survive an IRS examination.
- Do spend time benchmarking ALL plan expenses directly or indirectly paid to ALL plan service providers

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ADDITIONAL RESOURCES

Useful links for more information

- www.irs.gov
- www.dol.gov
- www.benefitslink.com
- www.nagdca.org
- www.nasra.org

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Shawnee State

09.30.2020 - Fiduciary Due Diligence Report

Due Diligence Begins with Careful Oversight

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EXECUTIVE SUMMARY

Plan Review

- As of September 30, 2020, Shawnee State University's defined contribution plans held approximately \$31.7 million in total assets held by the four active recordkeepers.
- Retirement program assets by vendor as of 09.30.2020:

Vendor	Total Assets (09.30.2020)	Quarterly Contributions (07.01.2020-9.30.2020)
AIG (VALIC)	\$5,002,841	\$51,399
Equitable (AXA)*	\$10,921	\$2,786
TIAA	\$23,021,405	\$208,313
Voya	\$3,691,559	\$40,609
Total	\$31,726,726	\$303,107

- Shawnee State University currently has four active vendors for the ARP and 403(b) plan: AIG (VALIC), Equitable (AXA), TIAA, and Voya. All other vendors are frozen to new contributions.
- Effective September 30, 2020, AIG lowered their required revenue from 85 basis points to 45 basis points
- The Revenue Credit Account funding for each recordkeeper is 0.12%

Investment Highlights

- Based on the analysis of funds offered in the Plan, using the criteria outlined in the Cammack Retirement Scorecard Methodology, there is one fund recommended for watch:
 - CREF Stock R1 – Place on watch – Q3 2020
- The following Fixed accounts are available in their respective plans:

	AXA	TIAA	VALIC	Voya
Fixed Account	AXA Fixed Account	TIAA Traditional Annuity	VALIC Fixed Account	Voya Fixed Plus III
Interest Rate	1.75%	2.50%	2.25%	2.75%
Guaranteed Minimum	1.00%	1.00%	1.00%	1.00%

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February 3, 2021



*A complete data file from Equitable was not available while constructing this report. These values will be updated upon receipt of all data.

2020 BUSINESS PLANNING STRATEGY

Review Period	Q3 2020	Q1 2021
Meeting Dates	November 17, 2020	TBD
Standard Due Diligence Topics	Industry Trends Regulatory Updates Plan Assets/Allocation Investment Analysis	Industry Trends Regulatory Updates Plan Assets/Allocation Investment Analysis
Additional Fiduciary/ Educational Due Diligence Topics	Business Planning Annual Fee Benchmarking Participant Outcomes Review (Implementation Updates)*	Annual Fiduciary Training Annual Review of Revenue Credit Accounts / Process* Annual Committee Charter Review Annual IPS Review Annual Target Date Suite Review* Annual Fixed Account / Stable Value Review* Participant Outcomes Review (Implementation Updates)*

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*Proposed dates; pending Committee approval

2020 BUSINESS PLANNING STRATEGY (CONTINUED)

Compliance

- Processing of Required Minimum Distributions (RMDs)
 - *The CARES Act has waived RMDs for 2020. If a 2020 RMD that is no longer required was already distributed in 2020, it may be repaid to the plan/IRA, or rolled over to another plan/IRA if it was distributed on February 1st or later. Terminated participants who want to repay distributions should contact their selected vendor for additional instructions.*
- The Internal Revenue Service (IRS) announced cost of living adjustments for retirement plans (tax year 2020):

Contribution/Benefit Limits	2020	2021
402(g) Limit – Contribution Limit	\$19,500	\$19,500
Age 50 Catch-up	\$6,500	\$6,500
Social Security Taxable Wage Base	\$137,700	\$142,800
401(a)(17) – Compensation Limit	\$285,000	\$290,000
415(c)(1)(A) – Total Annual Additions Defined Contribution plans	\$57,000	\$58,000
415(b)(1)(A) – Total Annual Additions Defined Benefit plans	\$230,000	\$230,000

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FEE BENCHMARKING

RECORDKEEPING AND INVESTMENT FEES

PROGRAM SUMMARY AS OF 09.30.2020

Total Program Assets ¹ :	\$31,726,726
Active Recordkeepers:	AIG, Equitable, TIAA, Voya

RECORDKEEPER FEE DETAILS

09.30.2020 Recordkeeper Required Revenue:

– AIG	0.45% (45 bps)
– Equitable (formerly AXA)	0.15% (15 bps)
– TIAA	0.20% (20 bps)
– Voya	0.50% (50 bps)

INVESTMENT FEES - WEIGHTED EXPENSE RATIO

Active Program's mutual funds (inclusive of 0.12% revenue account credit):

– AIG	0.74%
– Equitable (formerly AXA)	N/A*
– TIAA	0.42%
– Voya	0.54%

PLANSPONSOR Survey (Higher Education)²: 0.49% - 1.06%

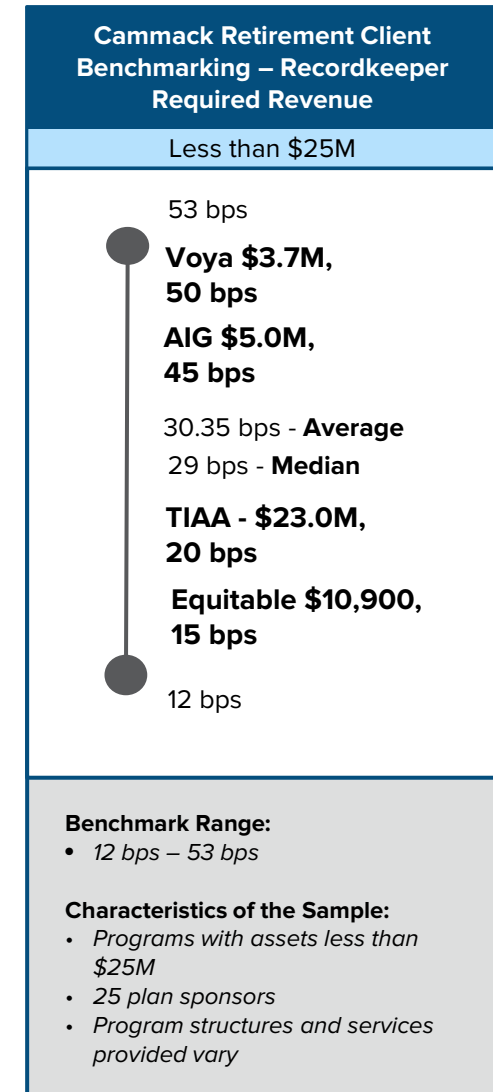
¹ Total assets do not include frozen recordkeepers. This includes active and inactive funds at AIG, Equitable, TIAA, and Voya
² 2020 PLANSPONSOR Defined Contribution Survey of Higher Ed Plans: Respondents have an average asset-weighted expense ratio of 0.49%-1.06% (for plans \$10M-\$50M).

*Due to the limited data we received from Equitable, an accurate weighted average expense ratio was not available.

Data Sources: AIG, Equitable, TIAA, Voya, and Morningstar as of 09.30.2020

Recordkeeper fee benchmark data from Cammack Retirement Group client base 12.31.2019

For illustration purposes only; program structures and services provided vary (e.g., sole recordkeeper vs. multiple recordkeeper).



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Appendices

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February 3, 2021

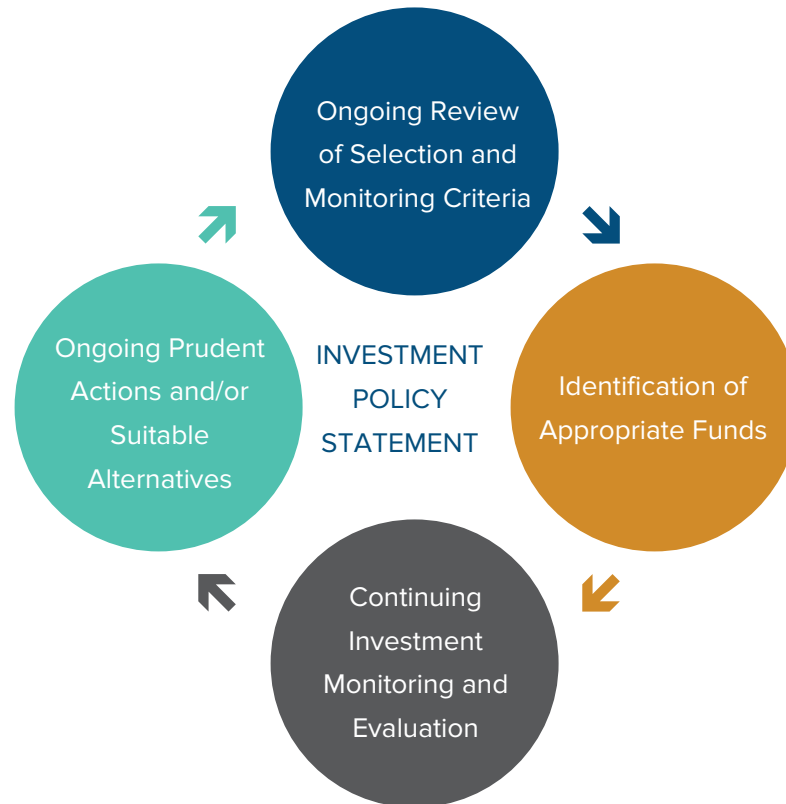


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INVESTMENT ANALYSIS: MONITORING CRITERIA

In evaluating investments, the process is driven by your Investment Policy Statement. We review:

- Performance vs. Peers (Category)
- Performance vs. Indexes
- Risk Characteristics
- Expenses vs. Peers
- Style Purity
- Investment Objectives
- Manager Tenure
- Management Team



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INVESTMENT ANALYSIS: SCORECARD METHODOLOGY

SCORECARD

Tests	Requirement to Pass Screen
Manager Tenure	Lead Manager with greater than two years of experience with fund or similar asset class.
Performance vs.Benchmark Index:3-,5- and 10-Year	Returns no worse than 100 bps below the respective index over 3-,5- and 10- year periods
Category Ranking:3-,5- and 10-Year	Ranking of less than or equal to 60th percentile over 3-,5- and 10- year periods(the lower the category rank percentile, the better)
Risk(3-Year Standard Deviation)	Standard Deviation less than or equal to 1.1x the respective benchmark
Risk-Adjusted Return(3-Year Sharpe)	Returns greater than or equal to 0.9x the respective benchmark
R-Squared	Greater than or equal to R-Squared value of 70 when compared to respective index
Expense Ratio(Prospectus Net)	Expense ratio below the Morningstar peer group average
Morningstar Rating(Overall)	Rating greater than or equal to 3 Stars.

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GLOSSARY AND STANDARD DISCLOSURES

CREATING CAMMACK LARHETTE ADVISORS' PROPRIETARY TARGET DATE ANALYSIS

- STEP 1:** Break down each TDF suite using Morningstar asset classes, based on equity exposure.
-
- STEP 2:** Take the average equity exposure for each Morningstar category & calculate the deviation from that average for each fund.
-
- STEP 3:** Weight the deviations based on the position within the glide path (e.g., weighting the age 45–65 age period more heavily than deviations at younger ages).
-
- STEP 4:** Calculate a score for each target date series based on the individual asset weighting scores (standard deviation x weighting) for each fund within the target date series. The Cammack Target Date Universe is the average of 47 Target Date fund families.
-

Assign each TDF to one of the six categories, based on their relative scores.

Preservation – Most Conservative: Invesco Balanced Risk Retirement, Great-West Lifetime Conservative, JHancock Multi-Index Preservation, Harbor Target Retirement, Manning & Napier Target,

Preservation – Conservative: T. Rowe Price Target, American Century One Choice, JP Morgan SmartRetirement® Blend, JPMorgan Smart Retirement®, MassMutual RetireSMART, PIMCO RealPath Blend, Putnam RetirementReady, USAA Target Retirement, Dimensional Target Date Retirement

Preservation – Moderately Conservative: Voya Target Retirement Funds, AllianzGI Retirement, American Funds Target Date Retirement, Wells Fargo Target Date, Goldman Sachs Target Date, Prudential DayOne, Natixis Sustainable Future Funds

STEP 5: Extension – Moderately Aggressive:, Schwab Target Index Series, Schwab Target, Principal LifeTime, Principal Lifetime Hybrid, Mutual of America Retirement, MFS Lifetime, Great-West Lifetime, Transamerica ClearTrack,

Extension – Aggressive: Vanguard Target Retirement, BlackRock® LifePath Smartbeta, BlackRock® Lifepath Index, BlackRock® LifePath Dynamic, Great-West SecureFoundation®, TIAA-CREF Lifecycle Retirement, TIAA-CREF Lifecycle Index Retirement, GuideStone Funds MyDestination, Nationwide Destination

Extension – Most Aggressive: JHancock Multi-Index Lifetime, JHancock Multimanager Lifetime, Wells Fargo Dynamic Target Date, Franklin LifeSmart Retirement Target, T. Rowe Price Retirement, Fidelity Freedom®, Fidelity Freedom® Index, Fidelity Freedom® Blend

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GLOSSARY AND STANDARD DISCLOSURES

TARGET DATE ANALYSIS DEFINITIONS

Terms	Definition & Application
-------	--------------------------

Target Date Index

Dow Jones S&P Target Date Indices are designed to measure the performance of multi-asset-class portfolios. The indices were designed as benchmarks for the growing category of "lifecycle" funds, which are typically used to plan for retirement or other long-term savings goals. The indices automatically adjust their asset allocations over time to reflect reductions in potential risk as an investor's target date approaches.

Target Date Index Asset Allocation

	Equity	Fixed Income
Dow Jones Target Today Index	20.00%	80.00%
Dow Jones Target 2005	20.00%	80.00%
Dow Jones Target 2010	22.11%	77.89%
Dow Jones Target 2015	28.19%	71.81%
Dow Jones Target 2020	37.50%	62.50%
Dow Jones Target 2025	48.92%	51.08%
Dow Jones Target 2030	61.08%	38.92%
Dow Jones Target 2035	72.50%	27.50%
Dow Jones Target 2040	81.81%	18.19%
Dow Jones Target 2045	87.89%	12.11%
Dow Jones Target 2050	90.00%	10.00%
Dow Jones Target 2055	90.00%	10.00%
Dow Jones Target 2060	90.00%	10.00%

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DEFINITIONS

Terms	Definition and Application
Alpha	Alpha is a measure of a manager's effectiveness. It is the difference between a fund's actual returns and its expected performance, given its level of risk as measured by beta. Positive alpha indicates that the fund has performed better than its beta would predict. Negative alpha indicates the fund underperformed given the expectations established by the fund's beta.
Beta	Beta is a measure of the volatility of a security compared to the market as a whole. The market holds a beta of 1. When beta is greater than 1, the fund will move ahead of its indexed market when the market is moving up, ultimately performing better than the market; however, when the market moves down, the fund will underperform the market. When beta is less than 1 the opposite is true. The higher the beta, the greater the volatility. The lower the beta, the lower the volatility.
Down Capture	Calculated by taking the fund's monthly return during the periods of negative benchmark performance and dividing it by the benchmark return. A ratio of less than 100 indicates that a fund has lost less than its benchmark in periods when the benchmark has been in the red.
Up Capture	Calculated by taking the fund's monthly return during the periods of positive benchmark performance and dividing it by the benchmark return. A ratio higher than 100 indicates the fund has outperformed the benchmark during periods of positive returns for the benchmark.
Effective Duration	Duration adjusted for embedded options. A measure of a bond's price sensitivity to interest rate movement.
Effective Maturity	Maturity adjusted for embedded options.
Information ratio	Information Ratio is a benchmark related statistic and measures a fund's outperformance and consistency. The information ratio should be positive. A range between 0.40 and 0.60 equates to a good value while a value of 1.00 is exceptional and rare. This metric is a measure of relative risk and not absolute risk.
Net Expense Ratio	Represents the percentage of a fund's assets that are used to pay for operating expenses and management fees, including 12b-1 fees, administrative fees, and all other asset-based costs incurred by the fund. Brokerage costs and sales charges are not included. Value should be lower than the fund's respective Morningstar peer group.
Overall Morningstar Rating	Proprietary Morningstar data point. Values are from 1 (lowest) to 5 (highest) and are based on how well the fund has performed, after adjusting for risk and accounting sales charges, in comparison to similar funds.

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GLOSSARY AND STANDARD DISCLOSURES

DEFINITIONS(cont.)

Terms	Definition and Application
Risk/Return	Graph that charts risk (as defined by standard deviation) on the X-axis and return on the Y-axis. It shows the fund's return per unit of risk taken. The higher and to left on the graph depicts higher returns for less risk.
R-Squared	Reflects the percentage of a fund's movements that can be explained by movements in its benchmark index. A value near 100 indicates all movements can be explained by movements in the benchmark index. An index fund will be close to 100. A low value indicates that very few of the fund's movements can be explained by movements in the benchmark index.
Sharpe Ratio	Also known as risk-adjusted return. This is a risk-adjusted measure that is calculated by using standard deviation and excess return to determine reward per unit of risk. Calculated for a past 36-month period by dividing a fund's annualized excess returns (excess returns are defined by the fund's actual returns minus a risk-free rate) by the standard deviation of a fund's annualized excess returns. The higher the value, the better the fund's historical risk-adjusted performance. The lower the value, the worse the fund's historical risk-adjusted performance.
Standard Deviation	Statistical measurement of dispersion about an average, which, for a mutual fund, depicts how widely the returns varied over a certain period of time. This metric is used to try and predict the range of returns for a given fund. A high value signifies greater volatility, as the predicted range of performance is wide. A low value signifies lower volatility, as the predicted range of performance is more focused.
Style Drift	The movement of a mutual fund from one asset category into another. This graph charts inconsistency with style, as defined by a fund's stated category. The smaller dots on the graph represent the starting point for the time period shown and the larger dots represent the most recent time periods.
Turnover Ratio	A measure of a fund's trading activity, calculated by taking the lesser of purchases or sales (excluding all securities with maturities of less than one year) and dividing by the average monthly net assets. A ratio of 100% or higher represents considerable buying and selling of securities. A low ratio indicates a buy-and-hold strategy.

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GLOSSARY AND STANDARD DISCLOSURES

Morningstar information was obtained from "Morningstar, Inc."

Morningstar, Inc.

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Chicago, IL 60602
(312) 696-6000

Investnet Retirement Solutions

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Chicago, IL 60601

TIAA

8500 Andrew Carnegie Blvd
Charlotte, NC 28262

AIG

205 E. 10th Avenue
Amarillo, TX 79101

Voya

ONE Orange Way Windsor
CT 06095

Equitable

1290 Avenue of the Americas
New York, NY 10104

The asset information included in this report is provided by the plan vendor(s) based on raw data. It has not been subjected to a validation process or any manual controls. There may be variances between the raw data reports and the comparative financials that are subjected to the processes detailed in an SSAE 16 (formerly SAS 70 report). The information should be used for the purposes of this report alone, and cannot be relied upon for other usages.

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Investment Products are available through Cammack LaRhette Brokerage, Inc. | Member FINRA
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Status Report

General Fund and Auxiliary Fund Budgets
CARES Act Summary
Awards January

SHAWNEE STATE UNIVERSITY

BOARD OF TRUSTEES

JANUARY 29, 2021

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February 3, 2021



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Actuals GF

BY REVENUE / EXPENSE, TYPE 2, TYPE 3, QUARTER

Revenue / Expense	Q1	Q2	Q3	Total
Revenue				
Tuition & Fees	\$13,865,493	\$10,921,578	\$490,172	\$25,277,243
Transfers In	\$0	\$0	\$0	\$0
State Funding	\$4,176,799	\$4,176,799		\$8,353,598
Scholarship	(\$2,376,771)	(\$40,211)	(\$2,085,136)	(\$4,502,117)
Other Income				
Miscellaneous Income	\$259,430	\$462,719	\$5,133	\$727,282
Indirect Cost Recovery	\$26,610			\$26,610
Total	\$286,040	\$462,719	\$5,133	\$753,892
Total	\$15,951,561	\$15,520,885	(\$1,589,830)	\$29,882,616
Expense				
Non-Compensation				
Utilities	(\$174,164)	(\$299,363)	(\$68,118)	(\$541,645)
Travel	(\$20,180)	(\$33,907)	(\$10,252)	(\$64,339)
Supplies	(\$110,178)	(\$143,579)	(\$34,173)	(\$287,930)
Miscellaneous Expense	(\$167,738)	(\$22,801)	(\$9,685)	(\$200,224)
Maintenance & Service Contracts	(\$792,083)	(\$790,295)	(\$94,501)	(\$1,676,879)
Information/Comm/Shipping	(\$252,184)	(\$123,864)	(\$73,768)	(\$449,817)
External Pro Services	(\$102,588)	(\$190,730)	(\$29,123)	(\$322,442)
Equipment	(\$88,251)	(\$23,087)	(\$20,421)	(\$131,759)
Total	(\$1,707,365)	(\$1,627,627)	(\$340,042)	(\$3,675,034)
Compensation				
Salaries	(\$2,802,205)	(\$5,455,445)	(\$712,461)	(\$8,970,112)
Benefits	(\$3,080,109)	(\$2,178,575)	(\$286,617)	(\$5,545,301)
Total	(\$5,882,314)	(\$7,634,020)	(\$999,079)	(\$14,515,413)
Total	(\$7,589,680)	(\$9,261,647)	(\$1,339,121)	(\$18,190,447)
Total	\$8,361,882	\$6,259,238	(\$2,928,951)	\$11,692,168

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General Fund Actuals by Quarter

As of January 27, 2021

General Fund

Revenue / Expense	Budget	Actuals YTD GF	Variance %	Variance \$
Revenue				
Tuition & Fees	\$26,855,306	\$25,277,243	-5.9%	\$1,578,063
Transfers In		\$0		\$0
State Funding	\$15,338,799	\$8,353,598	-45.5%	\$6,985,201
Scholarship	(\$4,571,852)	(\$4,502,117)	1.5%	(\$69,735)
Other Income				
Miscellaneous Income	\$278,294	\$727,282	161.3%	(\$448,988)
Indirect Cost Recovery	\$162,000	\$26,610	-83.6%	\$135,390
Total	\$440,294	\$753,892	71.2%	(\$313,598)
Total	\$38,062,547	\$29,882,616	-21.5%	\$8,179,931
Expense				
Non-Compensation				
Utilities	(\$1,455,000)	(\$541,645)	62.8%	(\$913,355)
Travel	(\$257,575)	(\$64,339)	75.0%	(\$193,236)
Supplies	(\$667,829)	(\$287,930)	56.9%	(\$379,899)
Miscellaneous Expense	(\$1,188,167)	(\$200,224)	83.1%	(\$987,943)
Maintenance & Service Contracts	(\$2,983,972)	(\$1,676,879)	43.8%	(\$1,307,093)
Information/Comm/Shipping	(\$778,097)	(\$449,817)	42.2%	(\$328,280)
External Pro Services	(\$626,275)	(\$322,442)	48.5%	(\$303,833)
Equipment	(\$275,360)	(\$131,759)	52.2%	(\$143,601)
Total	(\$8,232,275)	(\$3,675,034)	55.4%	(\$4,557,241)
Compensation				
Salaries	(\$19,834,520)	(\$8,970,112)	54.8%	(\$10,864,408)
Benefits	(\$8,243,971)	(\$5,545,301)	32.7%	(\$2,698,670)
Total	(\$28,078,491)	(\$14,515,413)	48.3%	(\$13,563,078)
Total	(\$36,310,766)	(\$18,190,447)	49.9%	(\$18,120,319)
Total	\$1,751,781	\$11,692,168	567.4%	(\$9,940,387)

General Fund Variance Report

Actuals to Budget

As of January 27, 2021

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Note: Transfers not yet reflected

Actuals AuxF

BY QUARTER, REVENUE / EPENSE, TYPE 2, TYPE 3

Revenue / Epense	Q1	Q2	Q3	Total
Revenue				
Student Fees				
Meal Plan Fee	\$1,070,206	\$945,712	(\$179,494)	\$1,836,424
Housing Fees	\$404,040	\$106,368	(\$34,139)	\$476,269
Total	\$1,474,246	\$1,052,080	(\$213,633)	\$2,312,693
Other Income				
Ticket Sales/Rentals	\$31,115	\$2,614	\$1,800	\$35,529
Service Fees/Memberships	\$97,788	\$34,401	\$17,595	\$149,784
Miscellaneous Revenue	\$71,086	\$42,764	\$1,395	\$115,245
Grants	\$43,450	\$39,666	\$10,791	\$93,907
Commissions		\$54,898	\$22,414	\$77,313
Athletic Fee	\$52,500	\$48,000	\$1,200	\$101,700
Total	\$295,939	\$222,343	\$55,196	\$573,478
Non-Compensation				
Scholarship Expense	(\$455,454)	(\$2,624)	(\$417,700)	(\$875,778)
Total	(\$455,454)	(\$2,624)	(\$417,700)	(\$875,778)
Total	\$1,314,731	\$1,271,800	(\$576,137)	\$2,010,393
Expense				
Non-Compensation				
Utilities	(\$24,922)	(\$45,706)	(\$15,515)	(\$86,142)
Travel	(\$11,301)	(\$31,181)	(\$3,964)	(\$46,447)
Supplies	(\$16,412)	(\$34,550)	(\$10,034)	(\$60,997)
Miscellaneous Expense	(\$162,028)	\$114,286	(\$132,487)	(\$180,229)
Meal Plan Expense	(\$248,155)	(\$646,075)	(\$85,918)	(\$980,148)
Maintenance & Service Contracts	(\$112,571)	(\$128,815)	(\$60,853)	(\$302,238)
Information/Comm/Shipping	(\$16,340)	(\$14,700)	(\$21,803)	(\$52,844)
Equipment		(\$3,228)	(\$2,314)	(\$5,542)
Total	(\$591,730)	(\$789,969)	(\$332,888)	(\$1,714,586)
Compensation				
Salaries	(\$228,312)	(\$351,038)	(\$48,599)	(\$627,948)
Benefits	(\$116,883)	(\$116,228)	(\$7,480)	(\$240,590)
Total	(\$345,194)	(\$467,265)	(\$56,079)	(\$868,538)
Total	(\$936,924)	(\$1,257,234)	(\$388,966)	(\$2,583,125)
Total	\$377,807	\$14,565	(\$965,104)	(\$572,731)

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Auxiliary Fund Report Actuals By Quarter

As of January 27, 2021

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Auxiliary Fund

Revenue / Expense	Budget	Actuals YTD	Variance %	Variance \$
Revenue				
Student Fees				
Meal Plan Fee	\$2,096,398	\$1,836,424	-12.4%	\$259,974
Housing Fees	\$1,065,610	\$476,269	-55.3%	\$589,341
Total	\$3,162,008	\$2,312,693	-26.9%	\$849,315
Other Income				
Ticket Sales/Rentals	\$202,619	\$35,529	-82.5%	\$167,090
Service Fees/Memberships	\$177,064	\$149,784	-15.4%	\$27,280
Miscellaneous Revenue	\$126,203	\$115,245	-8.7%	\$10,958
Grants	\$211,250	\$93,907	-55.5%	\$117,343
Commissions	\$495,289	\$77,313	-84.4%	\$417,976
Athletic Fee	\$98,700	\$101,700	3.0%	(\$3,000)
Total	\$1,311,125	\$573,478	-56.3%	\$737,647
Non-Compensation				
Scholarship Expense	(\$808,501)	(\$875,778)	-8.3%	\$67,277
Total	(\$808,501)	(\$875,778)	-8.3%	\$67,277
Total	\$3,664,632	\$2,010,393	-45.1%	\$1,654,239
Expense				
Non-Compensation				
Utilities	(\$274,716)	(\$86,142)	68.6%	(\$188,574)
Travel	(\$287,930)	(\$46,447)	83.9%	(\$241,483)
Supplies	(\$136,520)	(\$60,997)	55.3%	(\$75,523)
Miscellaneous Expense	(\$638,065)	(\$180,229)	71.8%	(\$457,836)
Meal Plan Expense	(\$1,549,265)	(\$980,148)	36.7%	(\$569,117)
Maintenance & Service Contracts	(\$526,711)	(\$302,238)	42.6%	(\$224,473)
Information/Comm/Shipping	(\$85,122)	(\$52,844)	37.9%	(\$32,278)
Equipment	(\$6,050)	(\$5,542)	8.4%	(\$508)
Total	(\$3,504,379)	(\$1,714,586)	51.1%	(\$1,789,793)
Compensation				
Salaries	(\$1,548,103)	(\$627,948)	59.4%	(\$920,155)
Benefits	(\$518,749)	(\$240,590)	53.6%	(\$278,159)
Total	(\$2,066,852)	(\$868,538)	58.0%	(\$1,198,314)
Total	(\$5,571,231)	(\$2,583,125)	53.6%	(\$2,988,106)
Total	(\$1,906,599)	(\$572,731)	70.0%	(\$1,333,868)

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Auxiliary Fund Variance Report Actuals to Budget As of January 27, 2021

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Note: Transfers not yet reflected

Actions That Will Impact FY2021

6

- ▶ **Positive adjustments in state funding (SSI & Supplement)**
- ▶ **CARES/HEERF I funds impact (reduction of expenses & increased revenue)**
- ▶ **Summer enrollment**
 - ▶ Revenue and expenses
- ▶ **2021 Awards (HEERF II & GEER)**
- ▶ **Final EOY expenditures and transfers**

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CARES Act Summary HEERF II & GEER 2021 Awards

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		FY21	Estimated Remaining	Total Expenditures		Sub-Total of	Allocation of Expenses	
	FY20 Expenditures	Expenditures (as of 1/12/2021)	FY21 Expenditures (as of 1/12/2021)	Charged Directly to Awards	Award Amount	Remaining Awards	from University Funds (See Section Below)	Remaining Award
CARES Act HEERF (#35041)	\$ 506,928.00	\$ 886,572.19	\$ 227,337.15	\$ 1,620,837.34	\$ 1,786,454.00	\$ 165,616.66	\$ 220,099.55	\$ (54,482.89)
CRF First allocation (#30100)	\$ -	\$ 434,327.81		\$ 434,327.81	\$ 1,810,959.00	\$ 1,376,631.19	\$ 1,376,631.19	\$ -
CRF Second allocation (#30105)	\$ -	\$ 718,198.22	\$ 10,080.00	\$ 728,278.22	\$ 905,480.00	\$ 177,201.78	\$ 187,281.78	\$ (10,080.00)
TOTALS: HEERF & CRF ALLOCATIONS				\$ 2,783,443.37	\$ 4,502,893.00	\$ 1,719,449.63	\$ 1,784,012.52	\$ (64,562.89)
CRF Mental Health allocation (#30106)	\$ -	\$ 36,612.80	\$ 12,415.20	\$ 49,028.00	\$ 49,028.00	\$ -	\$ -	\$ -
CARES Act SIP (#35043)	\$ -	\$ 176,226.00	\$ -	\$ 176,226.00	\$ 176,226.00	\$ -	\$ -	\$ -
GRAND TOTALS	\$ 506,928.00	\$ 2,251,937.02	\$ 249,832.35	\$ 3,008,697.37	\$ 4,728,147.00	\$ 1,719,449.63	\$ 1,784,012.52	\$ (64,562.89)

Expenditures from University Funds (To be allocated to appropriate CARES Act of CRF Awards):

	FY20 Expenditures	FY21 Expenditures (as of 1/12/2021)	Estimated Remaining FY21 Expenditures (as of 1/12/2021)	Total Expenditures			
	\$ 367,629.91	\$ 3,120.60		\$ 370,750.51			
Applicable Salaries:							
Faculty On-line Conversion	\$ 373,000.00	\$ -		\$ 373,000.00			
Health Services	\$ 132,528.43	\$ 186,537.08		\$ 319,065.51			
Public Safety	\$ 295,658.41	\$ 425,538.09		\$ 721,196.50			
Total General Fund	\$ 1,168,816.75	\$ 615,195.77	\$ -	\$ 1,784,012.52			

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Award Notifications Received In January 2021

Award Description	Award Amount
CARES Act HEERF II	\$ 3,676,771
GEER Mental Health Support	\$ 83,348

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**MARKET VALUE CHANGE FROM
JANUARY 2020 DUE TO IMPACT OF CORONAVIRUS**

Asset Class/Security	Market Value as of Dec. 31, 2020	Market Value as of June 30, 2020
<u>CASH EQUIVALENTS:</u>	10.0%	\$ 2,254,214
<u>FIXED INCOME:</u>		
Fixed Income Managed Acct (US and Agency Securities)	Various \$ 3,402,159	\$ 3,331,121
Vanguard Short Term Bond Index Fund	VBIRX \$ 873,220	\$ 867,694
DFA Inflation Protected Securities Portfolio	DIPSX \$ 466,411	\$ 444,155
PIMCO 1-5 Year U.S. TIPS Index ETF	STPZ \$ 431,164	\$ 423,286
Total Fixed Income	72.0%	\$ 5,066,255
<u>DOMESTIC EQUITY:</u>		
TIAA-CREF Large Cap Value Index Fund	TILVX \$ 363,967	\$ 296,525
TIAA-CREF Large Cap Growth Index Fund	TILIX \$ 467,647	\$ 370,901
iShares Russell Mid Cap Value ETF	IWS \$ 69,326	\$ 54,719
Nationwide Geneva Mid-Cap Growth Fund	NWKAX \$ -	\$ 67,562
Wasatch Small Cap Growth Fund	WIAEX \$ 28,771	\$ 19,990
TIAA-CREF Small Cap Blend Index Fund	TISBX \$ 46,525	\$ 33,737
Cohen & Steers Real Estate Fund	CREFX \$ 18,563	\$ 16,296
Vanguard Mid-Cap Growth Index	VMGMX \$ 81,463	\$ -
Vanguard REIT Index Fund	VGSLX \$ 17,995	\$ 16,254
Total Domestic Equity	15.2%	\$ 875,985
<u>INTERNATIONAL EQUITY:</u>		
iShares Core MSCI EAFE ETF	IEFA \$ 111,788	\$ 92,485
Harding Loevner Institutional Emerging Markets Fund	HLMEX \$ 44,315	\$ 33,089
MFS International New Discovery Fund	MIDLX \$ 20,793	\$ 16,911
DFA International Small Cap Value Fund	DISVX \$ 20,199	\$ 15,860
Total International Equity	2.7%	\$ 158,345
Total Equity	18.0%	\$ 1,034,330
TOTAL PORTFOLIO MARKET VALUE	100.0%	\$ 8,354,799

	TOTAL PORTFOLIO	SECURITIES PORTFOLIO
Value as of June 30, 2020	\$ 8,354,799	\$ 6,100,585
Value as of December 31, 2020	\$ 7,184,572	\$ 6,464,305
Diff \$	\$ (1,170,227)	\$ 363,721
Diff %	-14.01%	7.91%

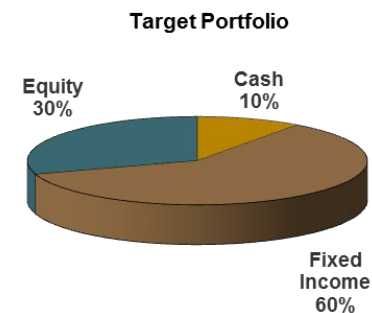
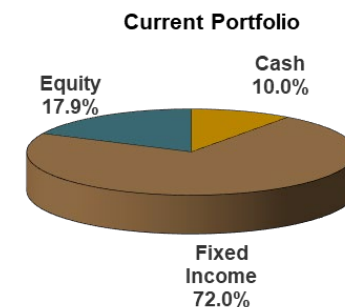
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Shawnee State University Asset Allocation – As of December 31, 2020



Asset Class	Market Value	% of Assets	Target %
Cash Equivalents			
TIAA Cash Deposit Account	\$720,270	10.0%	
Total Cash Equivalents	\$720,270	10.0%	10.0%
Fixed Income			
Fixed Income Separately Managed Account	\$3,413,140	47.4%	40.0%
Vanguard Short Term Bond Index Fund	\$874,289	12.1%	10.0%
DFA Inflation Protected SEC Fund	\$466,410	6.5%	5.0%
PIMCO 1-5 Year U.S. TIPS Index Fund	\$431,164	6.0%	5.0%
Total Fixed Income	\$5,185,003	72.0%	60.0%
Domestic Equity			
TIAA-CREF Large Cap Growth Index Fund	\$467,647	6.5%	9.0%
TIAA-CREF Large Cap Value Index Fund	\$363,967	5.1%	10.0%
Vanguard Mid Cap Growth Index Fund	\$81,463	1.1%	1.8%
iShares Russell Mid Cap Value ETF	\$69,326	1.0%	1.8%
TIAA-CREF Small Cap Blend Index Fund	\$46,525	0.6%	1.0%
Wasatch Small Cap Growth Fund	\$28,771	0.4%	0.5%
Cohen & Steers Real Estate Fund	\$18,563	0.3%	0.5%
Vanguard REIT Index Fund	\$17,995	0.3%	0.5%
Total Domestic Equity	\$1,094,257	15.2%	25.0%
International Equity			
iShares Core MSCI EAFE ETF	\$111,788	1.6%	3.0%
Harding Loevner Institutional Emerging Markets Fund	\$44,315	0.6%	1.0%
MFS International New Discovery Fund	\$20,793	0.3%	0.5%
DFA International Small Cap Value Fund	\$20,199	0.3%	0.5%
Total International Equity	\$197,095	2.7%	5.0%
Total Equity	\$1,291,352	17.9%	30.0%
Total Portfolio Market Value	\$7,196,625	100.0%	100.0%



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PERSONNEL ACTIVITY REPORT – 2nd QUARTER FY21

January 29, 2020

New Hires

➤ Administrative

- Mikhail Smith, Advisor (Academic) & Testing, Student Success Center, effective October 5, 2020
- Joshua Lawson, Program Coordinator (Recovery), Government, Economic & Workforce Development, effective October 26, 2020
- Astra Ng, Communications Coordinator, Marketing & Communications, effective December 7, 2020

Change of Status

➤ Administrative

- Daniel White, Software Engineer, effective October 6, 2020
- Jon Peters, Director of Public Safety, effective October 19, 2020
- Kelli Smith, Coordinator, Teacher of DHH Project, effective November 9, 2020

Departures

➤ Faculty – Retirement


- James Miller, Associate Professor, Social Sciences, effective December 31, 2020

➤ Administrative – Resignations

- Megan Ketter, Coordinator (HR Systems), effective October 2, 2020
- Jasmine Currie, Residence Coordinator, effective December 31, 2020
- Roberta Milliken, Dean (College of Arts & Sciences), effective December 31, 2020


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- 
- Administrative – Reduction in Force
 - Leigh Gerlach, Assistant Director of Institutional Research & Sponsored Programs, effective October 5, 2020
 - Shawn Ratcliff, Admissions Associate, effective October 5, 2020
 - Jennifer Schackart, Director of Alumni & Community Events, effective October 5, 2020

 - Administrative - Retirement
 - Dave Zender, Director, Labor & Organizational Development, effective December 31, 2020
 - David Thoroughman, Director of Public safety, effective December 31, 2020

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CAPITAL PROJECTS STATUS REPORT

JANUARY 29, 2021

Library/CFA HVAC Renovation - \$2.2M

- Includes replacement of all pneumatic and obsolete DDC controls in both buildings. A new generator will be installed in the CFA and will be sized to provide emergency power for both the CFA and Library.
- All new VAV boxes will be installed in the CFA.
- Multiple air handlers will be replaced in the Library. Construction documents 80% complete; software and hardware controls package started June, 2021.

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

- Programming complete.
- Construction documents 95% complete. Project scheduled to start April, 2021.
- Abatement and selective demolition contractor selected; scheduled to start March, 2021.

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**Division of Advancement & Enrollment Management Report
to the Meeting of the Board of Trustees
January 29, 2021**

Alumni and Community Events

The Shawnee State **Alumni Association** distributed their annual Shawnee Magazine to over 7,500 alumni, donors, and friends of SSU in December. The Association has continued their engagement through newsletters, social media and spotlights. This year, 2021, marks the university's 35th year and the Alumni Association will spotlight "35 Alumni for 35 Years".

The **Golden Bear Program** was awarded \$50,000 from the Scioto County Commissioners. This will allow the program to continue virtually and then with full programming when allowed to resume on campus. During COVID, the Golden Bear program has continued programming virtually and will do so through the semester. The Golden Bear stretching class occurs two days a week and virtual bingo occurs every Wednesday.

Community events have been postponed on campus until April 2021 and all campus events are limited with COVID-19 restrictions.

Athletics

All SSU varsity teams will be competing this spring: check out the home schedule at <http://www.ssubears.com/SIDHelp/homeSchedule.php>.

We continue working to keep our athletes safe and healthy with daily screening and health checks, not admitting fans to our home games, and staying within our mini-bubbles as much as possible.

Men's Basketball is nationally ranked 7th with the following accomplishments:

- 16-2 start as of 1/22 (best in school history)
- 11-1 Mid-South Conference record (best conference start in school history, leading conference race by 2.5 games)
- Current 12-game winning as of 1/22 (best in school history), no other team has won more than seven games in a row
- Scored more than 100 points against a Mid-South Conference opponent for first time in school history (W 106-86 over Campbellsville)
- Delano Thomas won NAIA National Coach of the Week honors (1/11). He is automatically in the running for NAIA National Coach of the Year honors as a result of winning the award
- EJ Onu (25 points, 13 blocks, 11 rebounds against Martin Methodist, 12/10) broke his own school record for blocks in a game. He posted the school's first triple-double going back to when Dakstats records were kept (2003-04), and posted the first triple-double of any Mid-South Conference Player since the 2019-20 season.
- James Jones and EJ Onu have combined for four Mid-South Conference Player of the Week Awards. Jones has the most Player of the Weeks in school history; Onu won the program's second-ever NAIA National Player of the Week honor and the first for the program in nearly nine years

Women's Basketball is nationally ranked 9th (new poll coming out 1/27) with the following accomplishments:

- 14-3 start as of 1/22
- 8-3 Mid-South Conference record
- Have defeated Cumberlands (Ky.), No. 17 Lindsey Wilson at home

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- Brandie Snow has won Mid-South Conference Player of the Week honors three times and NAIA National Player of the Week honors once

Swimming

- Kenzie Pennington won Mid-South Conference Swimmer of the Week honors, her second of the year, on 1/18
- Men's and women's swimming competed in first-ever virtual meet against Campbellsville

Track and Field

- Began season with meets at Kentucky Christian, Youngstown State
- Jozi Brown and Owen Reeher each won first career Mid-South Conference Track Athlete of Week honors on 1/18

Bowling

- Began season at Bowling Green Invitational; women finished seventh and men 10th
- Bears shot a conference-high 226 in Game 19 on men's side, also shot a conference-high 191 in Game 17 on women's side

Esports

- Hearthstone qualified for TESPAs Varsity National Championship, lost to Utah in finals but defeated UCLA, Wyoming and Akron en route to title match
- Call of Duty has defeated Oklahoma, Long Beach State, Sam Houston State
- EFuse named SSU Esports program a top-15 educational program in North America

Jess Brohard (Esports host) teaching Introduction to Esports at SSU and will assist with Esports program development; has 66,560 followers across Instagram, Twitch, Twitter and YouTube.

Marketing and Communications

The Office of Marketing & Communications is providing support for **Scioto County COVID-19 vaccination efforts** and is participating in the Scioto County Joint Information Center (JIC). The team is assisting with developing ongoing communication to keep key audiences in the community informed about vaccine availability and roll-out. Key to the effort is providing education about the safety of the vaccine.

The team is also coordinating **COVID-19 messaging** with Ohio's public universities through the IUC and continues to support the SSU Health Team with communication regarding safety, rapid testing and vaccination efforts. As part of this support, the team is working with the SSU Health Clinic to implement a new text messaging tool that will be used to improve direct communications to segmented members of the campus community, including those who have received testing and those in quarantine.

Marketing & Communications focused on **Back to School messaging** and campaigns for the start of spring semester, working with the SSU Health Team, Housing & Residence Life, and Admissions.

The team continues to support **recruitment of new students** with targeted emails about selective health majors, the Bridge to Success program, visit days and new student orientation plans. Digital marketing has focused on scholarship opportunities, benefits of moving forward with college plans, and changes in admission practices to make it easier for those who put their plans on hold last semester to get back on track.

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The team will launch **new messaging targeted to parents** in the coming weeks about the value of a college education and in demand, high-paying careers in the immediate region, furthering the Stay Home and Go Far campaign. Content focused on the newly developed **Bachelor's Degree in Information Security** is being developed and will include a new web presence, student profiles, direct mail, digital and traditional advertising. The team is working with Student Affairs to showcase how SSU is continuing an active, yet safe life on campus during the pandemic. These images will be used in **upcoming television spots** aimed at increasing applications for Fall 2021.

Marketing & Communications assisted Development with a successful **Day of Giving campaign** and development of an upcoming 35-year anniversary social media campaign.

Pre-Collegiate Programs and Initiatives

On Friday, January 22, the **Children's Learning Center** received their official notice that they will maintain their 5-Star Step Up to Quality (SUTQ) rating through February 2024. The SUTQ specialist completed a comprehensive desk review analyzing the entire program before conducting the onsite inspection. During the onsite visit, which occurred on January 6, the specialist completed interviews with each teacher, reviewed classroom assessment data, examined annual surveys and professional development plans, and observed each classroom examining the environment and interactions between teachers and children. It is an intense process made even more challenging by Covid-19. The CLC earned their initial 5 Star rating in 2017 and even though the rating is valid for three years, the program must complete an annual report providing evidence of that commitment to maintain quality practices that are observed during on-site visits.

Striving Readers and **Comprehensive Literacy State Development** subgrantees began participation in a Literacy Academy Live series through the Ohio Department of Education. As a subgrantee, the CLC has first access to keynote addresses and exclusive live access to national literacy experts. Classroom teachers and the CLC literacy team attended the Literacy Academy Live Kick-Off on Monday, November 16 and continued the learning on January 25. Two additional trainings will be held in the spring.

Staff members Sheila Bobst and Nikki Montavon have undergone training in a new assessment system that the CLC is now implementing called the PELI (Preschool Early Literacy Indicators). This assessment tracks the progress of each child in the development of literacy knowledge. This tool will be used to ensure that each child is ready to enter Kindergarten highlighting each child's strengths and identifying growth areas. Implementation of this assessment began this month, January 2021.

AmeriCorps Program, Project BEAR: Building Emerging and Achieving Readers is currently recruiting 7 members for their summer cohort. These members will serve 10 weeks this summer, 30 hours a week hosting a school readiness camp with curriculum from The Ohio State University and piloting a new onboarding and training program.

Project BEAR LeaderCorps member Heather Payne attended the LeaderCorps kick-off training where she created a plan to host a supply drive at the CLC to benefit the Bear Necessities Pantry on campus. This drive will take place in April during Global Youth Service Week.

In December, all Project BEAR Members completed their mid-year performance evaluations. These evaluations are completed by the members and the teachers and are used to set goals for themselves for their service.

Project BEAR Coordinator, Hayley Venturino, attended the virtual AmeriCorps presentation

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“AmeriCorps and Higher Education: Partnering for the Public Good” and learned information on how to promote Shawnee State University and earn designation as a “School of National Service”. When you are designated as a School of National Service your institution is listed on the AmeriCorps website, which is a great recruitment tool.

Summer programming is taking shape with several dates on the calendar. **Cub Camp** is scheduled for June 28-July 1, 2021. Over 40 class offerings for students PreK-8th grade have been submitted by local teachers. Student registration will open in February. **Verizon Innovative Learning** program for middle school girls entering 6th, 7th or 8th grade is set to begin on July 26. Instructors for this program are currently being recruited. A robust offering of athletics camps is also planned for this summer.

Vern Riffe Center for the Arts

It’s been 11 months since we’ve had a full audience in our theater. Although it’s been quiet in there, we’ve been working diligently to reschedule events, plan future seasons, and tend the needs of a dormant theater. We’re making minor repairs to theater equipment in priority order. Grants are being written and submitted in a hopeful but cautious spirit for the 2021-2022 season. We have a few rental events penciled in beginning in May 2021 but those groups understand the fluidity of scheduling right now.

The state mandate still stands at 15%, (170 audience members). As you can imagine, it is difficult to plan events when constrained by such a small number. Taking that, along with many other factors into consideration, we canceled any event we’d planned to present in the spring of 2021. For example, the Clyde McCoy Tribute concert is cancelled. Season subscribers are being contacted and accounts settled accordingly.

We are planning for possible new protocols once we return and taking into account many logistics. For example, disposable gloves for our ushers, plexiglass at the box office, and portable dressing rooms & dividers (due to social distancing). Overall, the VRCFA team continues to work toward events but remains flexible.

Development Foundation

The **2020 Day of Giving** event was held on December 1st and raised \$27,030 from 102 donors for the Shawnee Fund. This represents the most money raised during the Day of Giving event at Shawnee State.

The Foundation received **two grants** recently. The first was \$50,000 from Scioto County for the continued administration of the Golden Bears program. The second grant was \$5,000 from Kroger for the Bear Necessities Food Pantry on campus.

The **Shawnee State University Development Foundation Board** announced new leadership for 2021:

- President – Tom Covert
- Vice President – Lisa Johnson
- Secretary – Lloyd Martin

In addition, Troy Gregory (SSU ’96) joined the SSUDF Board after unanimous approval by board members.

Kricker Innovation Hub & Entrepreneurship

On November 12th, the Hub hosted a virtual **Entrepreneurial Journey Speaker Series** titled,

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“Entrepreneurship and Diversity in Esports.” This event had 45 attendees and featured 7 panelists that spoke on the state of the industry and their experience relating to issues of diversity and representation. Our next Speaker Series event is January 28th and will feature Syncify, one of London’s fastest growing startups. This event will be hosted virtually through the Airmeet platform

The Hub and LIGHTS-INC partner organizations continue to surpass impact metrics for our **POWER grant**. KIH program coordinators are fully settled into their respective roles. The Recovery Program Coordinator continues partner outreach and has convened a bi-weekly regional call to bring together regional entrepreneurship and recovery ecosystems. Our first recovery event will be an Entrepreneurship in Recovery speaker series on February 18th.

Economic Development Agency (EDA) funded **KIH Renovation**: All elements of design, engineering, and abatement work moving forward as planned with construction slated to begin March. The University has received and signed an extension for the Construction Notice to Proceed from the EDA for March 28th, 2021.

The Kricker Innovation Hub is working with students on campus to develop a **Shawnee Entrepreneurship Club**. The club will focus on incentivizing students to engage with cross-disciplinary extracurricular entrepreneurship programs, and serve as a baseline for student engagement at the Hub.

Auxiliary and Business Operations

Due to early release of most residential students (Thanksgiving Break) we processed approximately \$270K (CARES funding) in room, board, and associated fees, credit to the FA20 bills of around 540 residents. Credits were not given to those who remained in campus housing for the full term.

The new Chilaca’s and the Market Place opened (“soft opening”) late Fall semester. This represents the first time SSU has offered a retail branded food concept of this nature. Plans are being made for a “grand opening” in the coming weeks.

During Fall semester and throughout the holiday break, Shawnee State University dining has prepared and delivered hundreds of meals to quarantined students, both on and off campus.

Vice President’s Report

The impact of COVID-19 continues to take a significant toll on the enrollment and auxiliary operations at Shawnee State. Many of the curbs to activity that were imposed in spring and summer of 2020 are still in place and much of the enrollment behavior that we anticipated in the fall term has begun to present even more sharply at the start of the spring term. Departmental leadership and staff are continuing to make every effort to reduce expenses as revenues lag and promote activities and successes wherever possible. Despite the challenges, we have maintained superior ratings in our programs, achieved record-setting wins in Athletics, and continued to make progress on project like the Kricker Innovation Hub, that are the future of our campus.

Perhaps the most concerning impact of the coronavirus is being realized in our partner K-12 schools, where parents and students are struggling to balance disruptions to schedules and workplaces, teachers are trying to keep students present and engaged, and administrative leaders are facing dramatic barriers to class completion, test performance, and graduation. First generation students from rural and low socio-economic backgrounds across the country are at great risk of not completing high school and huge numbers are not moving forward with their plans to attend college. Our team of admissions professionals,

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**Division of Advancement & Enrollment Management Report
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recruiters, financial aid officers and advancement team members are pushing every day to identify new ways to reach students, communicate with parents, provide tools to K-12 schools and close the gap so that students in our region do not miss out on the vital opportunity to pursue an accessible higher education.

*Respectfully Submitted,
Eric Andrew Braun, JD
VP for Advancement & Enrollment Management*

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Enrollment Management Fall 21 Mid-Term Report

January 29, 2021 Board of Trustees Meeting

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First-time freshmen fall '21 term applications down 46% from fall '20

First-time freshmen fall '21 term admitted students down 31% from fall '20

Fall 2021 Admissions Weekly Report - FTIAC

1/25/21	Fall 2021			Comp to LY	Fall 2020			Comp to 19	Fall 2019		
Inquiries	7095			4%	6825			22%	5804		
Total Apps Received	1699			-46%	3139			-35%	2602		
Common Apps	619				784						
Honors Applicants					0						
SSU Apps (No CA)	1080			-54%	2355			-58%	2602		
Complete Applications (decision ready files)	1418			-31%	2048			-28%	1958		
% apps complete	CA: 85% (528) No CA: 82% (890) Total: 83% (1418)				65%				75%		
Cancellations	6				0				0		
Active applications	1663				3139				2602		
Registered for Classes	0				0				0		
Pathways	College Ready	University College	Bridge Program	College Ready	University College	Bridge Program	College Ready	University College	Bridge Program		
Admits (% of all admits)	724 (51%)	598 (42%)	96 (7%)	919 (45%)	564 (28%)	565 (28%)	911 (47%)	589 (30%)	458 (23%)		

Based on LY Yield:	Coll Ready (44% Yield)	Univ Coll (21% Yield)	Bridge (5% Yield)	Total	% to 1000	% to LY	% to 2019	% to 2018
Estimated Funnel Yield for 2021	319	126	5	450	45%	70%	56%	73%

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First-Time Freshmen Funnel Detail: Fall '21

Fall 2021 Admissions Weekly Report - FTIAC

1/25/21	Fall 2021								
Inquiries	7095								
Application Source	Slate App			SSU Paper App			Common App		
SSU Web Apps Received (% of all apps)	986								
SSU Paper Apps Received (% of all apps)				94					
Common Apps Received (% of all apps)							619		
Total Apps Received	1699								
% Total Apps Complete	83%								
Total Complete Apps (Decision Ready)	1418								
% Apps Complete by Source	81%			96%			85%		
Complete Apps by Source	800			90			528		
Pathways	College Ready	University College	Bridge Program	College Ready	University College	Bridge Program	College Ready	University College	Bridge Program
Admits (% of all admits for this source)	369 (47%)	354 (45%)	62 (8%)	37 (41%)	46 (51%)	7 (8%)	315 (60%)	189(36%)	23 (4%)

	College Ready	Univ College	Bridge	Total Fall 20	% to LY (646)	% to 19 (808)
Fall 21 Estimated Funnel Yield	319	122	5	446	69%	55%
Total						

	Slate App (30%)	Paper App (25%)	Common App (14%)	Total
Yield By Source	240	23	74	337
Total				

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Enrollment Management Fall 21 Mid-Term Report

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**Academic and Student Affairs Report
Board of Trustees Meeting
January 29, 2021**

I am pleased to present the following Academic and Student Affairs Report to the Academic and Student Affairs Committee of the Board of Trustees and to the Board.

Provost Report

- The Spring 2021 semester has begun smoothly, in spite of all the added stresses of the pandemic environment. Our plans at the moment are to maintain the Spring semester schedule as previously approved by the Board. The Registrar will give the Spring enrollment report after my report.
- My office continues to be heavily engaged in new program development, accreditation and assessment activities, as well as strategic planning. For the record, the Higher Learning Commission's mid-cycle review is scheduled for March 13-14, 2023.
- I'd like to officially welcome Dr. Jennifer Pauley as the Interim Dean of the College of Arts and Sciences. Dr. Pauley replaces Dr. Roberta Milliken, who left us at the end of last semester to assume a new position at Ohio University Chillicothe.

College of Professional Studies

Business Administration

- The Department of Business Administration is working on the next phase of accreditation through IACBE and will participate in the IACBE Accreditation Institute (virtual) January 27 & 28, 2021.
- The Department of Business Administration is working with ODHE Business Pathways to continue the close connections of our Accounting, Management, and Marketing degrees with community colleges and other universities for articulation agreements. Virtual meeting schedules February 19.

Information Security Program

- Approval and launch of the new Bachelor of Science in Information Security. The webpages are built and the Office of Admissions staff have been briefed on the new program. BS Information Security already has 9 majors.

Accounting Program

- The Accounting Major is working toward officially launching an online version of the program. Courses are being developed and marketing of this program is being initiated in partnership with Wiley.

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Management Program

- The Management Major is working toward officially launching an online version of the program. Courses are being developed and marketing is being launched in partnership with Wiley.
- Management has minor changes to the degree to allow more flexibility. Two new minors designed and going through the approval process: HR Management and Quantitative Business.

Information Systems Program

- The Information Systems degree has been reviewed and minor upgrade made. Other potential changes are being reviewed as part of program review.

Sports Administration Program

- A new minor in Digital Marketing Design is in the approval process. This new minor will be cross-disciplinary involving Fine Arts, Marketing, and Sport Management.
- New minor in Fitness Management is in the approval process. This program will also be cross-disciplinary and will involve Exercise Science, Sport Management/Business Administration.
- Sport Management has changes to degree and courses going through the approval process as it integrates into its new home in Business Administration.

Healthcare Administration Program

- Healthcare Administration is preparing for upcoming NAB re-accreditation. New courses are being designed and the degree will be expanded to align curriculum with NAB requirements for the Health Service Executive credential, as required by end of 2021.

Marketing Program

- Marketing program has two agency projects for Spring 2021.
- The program will host guest speakers from area businesses for BUMK 3200 Sales Management.
- Students in the Marketing program will be presenting their research and marketing plans at the upcoming Celebration of Scholarship. Presentations will include students' work with area businesses Setters & Co. CPA and Goodwill Industries of Southern Ohio, Inc., both of Portsmouth, OH.

Allied Health Sciences

- The annual Interprofessional Event will once again be held this coming March with students from all programs within the department participating in a day of presentations,

case studies, and learning about the integrated nature of the healthcare system and their roles in it.

Respiratory Therapy Program

- The Respiratory Therapy Program will host a review seminar for Respiratory Therapy Board exams in March.
- Students will be presenting their research in the annual Celebration of Scholarship this spring.
- The Respiratory Therapy program students will present their annual Clinical Case Study Event on April 22.
- To help meet the need of Respiratory Therapists to address the COVID pandemic, 2nd year Respiratory Therapy students (graduating May 2021) have received their limited permits so they can begin working as RTs with restrictions. Currently, 10 out of 15 students are working in facilities including Adena Medical Center, Meadowview Regional Medical Center, UK Medical Center, Nationwide Children’s Hospital, Holzer Medical Center, and Mercy Health.
- Respiratory Therapy Academic Program Director, Amy France, will represent the University on the Respiratory Therapy Faculty Panel as part of the Ohio Guaranteed Transfer Pathways.

Medical Laboratory Technology Program

- With support of the SSU Foundation and the use of Program Fees, the Medical Laboratory Technology Program has purchased a miniPCR system (<https://www.minipcr.com/>). This system will assist with the preparation of our students to perform the kinds of tests used to test for COVID-19.
- Several SSU graduates from the Medical Laboratory Technology program are managing and leading their laboratories during the pandemic. In fact, five of our current students are employed in local laboratories as processors to help expedite testing.

Radiology Program

- Graduates of the Radiology program have achieved a 94% first-time pass rate on the certifying exam.
- Graduates continue to be successful in the field. The program has a 100% job placement rate for the past 5 years.
- The first Radiology student will be participating in the Celebration of Scholarship this spring. The student will be presenting his research paper, “Radiation Protection.”

Health Sciences Program

- The Behavioral Health Course series is in the approval process to be recognized as Behavioral Health Certificate. Twelve students have completed the courses leading to certification, while additional 3 students have completed one course, and another 3

students are enrolled this semester. Once the certificate is approved, a full-scale recruitment plan can be launched.

Department of Nursing

- The Department of Nursing has received NCLEX scores for the RN licenses. The BSN graduates exceeded national averages with an 88.5% pass rate. The ADN graduates pass rate fell below the national average at 72%.
- As a remediation and enhanced preparation strategy, the Department is instituting the HESI Compass exam preparation program for the ADN Level 4 students. This system will help to identify areas needing remediation prior to sitting for the board exams.
- Ms. Ashley Woodrum, BSN, RN was hired as new Skills Lab Coordinator. Ashley has been an RN for 10 years and brings extensive clinical background in Medical-Surgical and Pediatric Nursing.

School of Education

- The School of Education faculty and Director are currently preparing for their accreditation site visit. Each program accreditation self-study has been submitted to its professional association for review prior to submitting the School's main report to CAEP.
- The School, like many educator preparation programs across the state, is being required to identify new approaches to field and clinical experiences with more and more P-12 schools going online or restricting access to their facilities. The faculty have initiated the use of Sibme online supervision software to allow virtual access to the classroom so they can observe their student teachers and do the necessary evaluation documentation prior to their online follow-up meetings with the cooperating teachers and the student teachers.
- The School has also implemented the use of SimSchool which uses avatars and virtual reality to simulate classroom experiences that allow teacher candidates to complete their field experiences in a controlled environment.
- Last year, the School ended a 10-year agreement with TK20 as its student information and data management system and started a new relationship with Chalk and Wire. This new system will better enable the School to track standards-based student performance for accreditation and student and program assessment purposes.

Department of Rehabilitation Sciences

Physical Therapy Assistant Program

- Physical Therapy Assistant graduates from the 2020 class rose above the challenges of the pandemic and achieved 100% board exam pass rates.
- The Physical Therapy Assistant program faculty are preparing their updated self-study report for their onsite accreditation visit. This visit was delayed due to the pandemic and will be held in November 2021.

Master of Occupational Therapy (MOT) Program

- Twenty-seven MOT students graduated in December and two additional students are finishing up their last clinical rotation this spring.
- The MOT program at SSU is following a national trend in program application decline. To address this, the faculty have extended applications until July in an effort to recruit a full cohort of 30.
- Community collaborations continue this spring with the Counseling Center, Area Agency on Aging, and many pediatric and adult clinical/school sites.
- Teaching continues with both on-line and hybrid courses, with students still coming to campus to practice skills while using PPE.

Occupational Therapy Doctorate (OTD) Program

- SSU is planning to have two doctoral graduates hooded at the Spring Commencement Ceremony. Two students are nearing completion of their capstone research projects and will graduate this spring.
- Five students are currently in their first year of the program.
- Dr. Mikel Stone, OTD Program Director, is networking strategies to advertise the degree, both nationally and internationally, to increase enrollment for next fall.

Department of Engineering Technologies

- As a whole the department is continuing to adapt to our uncertain environment with a commitment to providing our students with a world class education in Engineering Technology.

Plastics Engineering Technology Program

- Students in the Plastics Program are continuing to make faceshields for the community as funded by the OVDRC and ARC. Over the break, we have installed new grant-funded equipment related to the project, including: a laser cutter, thermoformer, 3D printing filament extruder and a Filabot Recycling bundle, which allows for the production of faceshields, production of our own 3D printing filament, as well as many other products.
- Plastics Engineering Technology is on schedule for ABET Accreditation with a site-visit planned for Fall 2021. The site visit was delayed from Fall 2020 as a result of ABET's COVID response actions.
- Three Plastics Major students from Shawnee State have received the 2020 Plastics pioneers scholarship. <https://plasticspioneers.org/scholarships/recipients/>.

Digital Simulation and Gaming Program

- The Gaming programs and Esports program have been mentioned in various publications including this article, "Why Esports in School is a Good Thing," published a little over a year ago: <https://www.viewsonic.com/library/education/esports-schools-good/>.

- The article states this about the SSU Gaming programs: "Shawnee State University in Portsmouth, Ohio, for example, is a pioneering leader in game design and esports competition. The university offers a BS in gaming programming through the Engineering Department as well as a BA in Game Art through the fine arts department. The school also offers a minor in game design."

Student Affairs

Dean of Students

The "I am First Gen" mentor program added 73 new students to the program. The program expanded to include alumni and community member mentors. This program is supported by a Development Foundation grant.

Mentor Program Fall Report:

- 116 students/mentees (new and returning)
- 97 students registered for the Spring semester
- 70 mentors

Mentor Program Fall Grades

- Fall GPA: 2.77
- Cumulative GPA: 2.95
- 4.0 GPA=10 students
- 3.5-3.99 GPA=28 students

Student Life

- Student Life started a new initiative this spring to reach the campus community with advertising. Students and staff can opt-in to receive text reminders about student programs and meetings, athletic events, and other student support services. **Text SSUEVENTS to 484848.**
- Student Life is hosting a new virtual event called "Look Who's Cooking in the Kitchen." Every Wednesday on the Student Life social media accounts and the SSU app, a video is released of an employee showing how to make a low-cost dish.
- The Bear Necessities Pantry is providing support to students through the pandemic. Providing safety to the student workers and the students needing pantry services is a priority, so visitors are allowed access once a week. They are required to use hand sanitizer before entering, and space is limited to one visitor at a time. Quarantined students can request pantry supplies and designate someone to pick up their items.
- Plans are underway for "Weekend of Welcome 2021," with alternate plans pending Covid-19 guidelines. Applications are open for Team Leader and Welcome Ambassador positions.
- The Student Programming Board is offering both virtual and drop-in programs for students. Upcoming events include "Cocoa and Mugs," "How to Be a Millionaire," "Baking with Bears," "Masked Singer," "Mardi Gras," "Black History Month Trivia," and a viewing of the movie "Harriet."
- Fraternity and Sorority Life Recruitment is underway for the spring semester, with most recruiting efforts planned for February.

Diversity & Inclusion

- The Office of Diversity and Inclusion has launched two new initiatives this spring: “Black Minds” and “Let’s Get Into It.” Black Minds focuses on breaking the stigma associated with mental health within the black community. “Let’s Get Into It” will tackle social justice issues such as Black Lives Matter and Blue Lives Matter.
- Diversity & Inclusion and the Women’s & Gender Equity Center are partnering to provide “Raise Your Voice” in February, a compilation of performances of spoken word poetry and dramatic readings of creative pieces highlighting human rights and social justice.

Women’s & Gender Equity Center

- The Women’s & Gender Equity Center provides reoccurring events this semester that include “Family Connect,” which provides a family support system for students without one.
- Partnering with Career Services, the Women’s & Gender Equity Center hosts “Know Your Type,” a Meyers Briggs Personality Assessment about knowing your personality type for personal, professional, and leadership reasons.
- The WGEC and Career Services are collaborating to provide a gender-inclusive “Dress for Success,” preparing students for job and graduate school interviews.

Veteran Services

Students Receiving VA Benefits	Fall 2020	Spring 2021
Veterans	20	23
Reserves/Ohio National Guard	12	14
Military Dependents	26	30
Total:	58	67

The Veteran Services office is partnering with the Office of Communications to develop marketing strategies to recruit new students. Recent projects:

- Updated the website landing page
- The Veteran Services office is partnering with Easy Geo-Fencing (veteran-owned business) to produce digital cell phone ads targeting VA hospitals and service organization areas in 6 different regions in the tri-state area.

Residence Life: Move-In Updates

- Housing Spring move-in occurred Jan. 3-10, 2021.
- All RAs and residents received a Rapid COVID-19 test before moving into their designated apartment. Students who tested positive for COVID were encouraged to return home or placed into a campus quarantine space.

- Students were released from their housing contract if they requested a contract release due to their courses transitioning to an online format.

Clark Memorial Library

- Clark Memorial Library continues to provide resources and services to students during the COVID-19 pandemic. Last fall, the two librarians provided both online and limited in-person instruction sessions. They have already taught classes this semester, with more scheduled. In addition, the librarians assisted numerous students through online research consultations last semester and have already provided several consultations this semester. Our chat service – monitored by all library staff – continues to be available during library hours.
- One recent highlight is the addition of new digital resources. Thanks to OhioLINK, access to three new databases has been provided with funding from the Governor’s Emergency Education Relief (GEER) funds. They include: JoVE Core Science Videos and Lab Manuals, SAGE Business Cases, and MIT Press Direct. The JoVE and SAGE products are especially conducive to online instruction.
- Clark Memorial Library staff members are working diligently to provide the resources students need during this challenging time.

Respectfully submitted,

Sunil Ahuja, Ph.D.

Provost and Vice President for Academic and Student Affairs

Spring Enrollment Report						
			Spring 2019	Spring 2020	Spring 2021	
			15th Day	15th Day	15th Day	
New Undergraduate Enrollment						
	First-time in Any College		25	46	33	
	Transfer		50	61	35	
Total New			75	107	68	
Difference from prior year				32	-39	
Continuing Undergraduate Enrollment						
	Freshmen		500	562	418	
	Sophomore		558	561	540	
	Junior		590	523	522	
	Senior		859	903	894	
Total Continuing			2507	2549	2374	
Difference from prior year				42	-175	
Total Undergraduate			2582	2656	2442	
Difference from prior year				74	-214	
New Graduate Enrollment						
	Graduate - New		9	17	24	
Total New			9	17	24	
Difference from prior year				8	7	
Continuing Graduate Enrollment						
	Graduate - 1		72	94	112	
	Graduate - 2		39	33	32	
	Graduate - 3		0	2	4	
Total Continuing			111	129	148	
Difference from prior year				18	19	
Total Graduate			120	146	172	
Difference from prior year				26	26	
Non-Degree Enrollment						
	NT - Visiting		1	3	0	
	NR - Regular		6	5	6	
	NH - Highschool		0	0	0	
	NP - College Credit Plus		187	190	181	
	NS - Senior Citizen		6	10	1	
	ND - Returner		336	469	437	
Total Non-Degree			536	677	625	
Difference from prior year				141	-52	
Grand Total			3238	3479	3239	
Difference from prior year				241	-240	

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Student Government Association

Fall semester, SGA voted to increase the financial support of each organization to \$250. The following organizations were funded and are expected to return for Spring Semester.

Student Organizations

Chemistry Club	Student Nurses Association	3-D Printing Club
Delight Ministries	TriBeta	College Republicans
FGC Club	ZED (Zombie Education	Illuminate Campus Ministry
Freestyle Comedy Club	Defense)	Model Arab League
Pre-Med Club	Intermission	Student Biological Survey
Psychology Club	Dungeon Crawlers	Shawnee GG
Shawnee Game Developers	Math Club	Student Veterans Association
SAGA	MOTA	
Skaggs House	Political Science	

Fraternity & Sorority Life

Tau Kappa Epsilon Theta Phi Alpha Delta Phi Epsilon Phi Mu Delta

Fraternity and Sorority Life report directly to Student Life and funded through SGA.

Evening of Honors

Last spring, Student Government Association took our annual celebration of students and went virtual. An Evening of Honors is a night to recognize the academic achievements and leadership accomplishments of our students. This semester we will again offer our event virtually so students, families, and friends can celebrate the significant achievements. This virtual event will run through April in a social media campaign.

Elections

Elections for Student Government will occur in March through a virtual format.

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2020 University Remediation Report

Name of University:

Shawnee State University

Ohio Revised Code Section 3345.062 requires the president of each state university to issue a report by December 31, 2017, and each thirty-first day of December thereafter, regarding the remediation of students. The report must include the following areas:

1. The number of enrolled students that require remedial education (FY19 actual).

Number of Students	Description (if needed)
541	

2. The cost of remedial coursework that the state university provides (FY19 actual).

Please select the type of cost in the following areas and describe.

- **Costs to the university:** Please include a description of all university resources allocated in support of and/or on behalf of remedial education, including but not limited to costs associated with the following: faculty & staff, buildings/classrooms, administration, and additional student advising, among others.
- **Costs to the student:** Please include a description of tuition paid by students in pursuit of remedial education.
- **Costs to the state:** Please include a description of state resources provided to your institution in support of remedial education. (See Appendix A containing this information for all state universities.)

Cost Type	Amount	Description
Costs to the university	\$75,650	Dean of the University College (This figure reflects 1/2 of salary and benefits as approximately half of the UC's functions are related to developmental education)
Costs to the university	\$30,471	Administrative Assistant to the Dean of the University College (This figure reflects 1/2 of salary and benefits as approximately half of the UC's functions are related to developmental education)
Costs to the university	\$142,654	Developmental Mathematics Faculty (Full-Time) Salary + Benefits
Costs to the university	\$6,215	Developmental Mathematics Adjunct Faculty Salary
Costs to the university	\$96,275	Developmental English Faculty (Full-Time) Salary + Benefits
Costs to the university	\$12,995	Developmental English Adjunct Faculty Salary
Costs to the university	\$345,678	University College Advisors Salary + Benefits
Costs to the university	\$54,898	University College Advisor Support Staff Salary + Benefits
Costs to the university	\$188,593	Classroom Space for Developmental Coursework
Costs to the university	\$583,617	Office Space for Developmental Faculty and Administrators
Costs to the university	\$14,189	Instructional Resources for Developmental Coursework
Costs to the university	\$1,551,235	Costs to the University Subtotal
Costs to the student	\$315,104	Tuition for Developmental Coursework
Costs to the student	\$4,087	Course Fees for Developmental Coursework
Costs to the student	\$43,816	Textbook and Instructional Materials for Developmental Coursework
Costs to the student	\$363,007	Costs to the Student Subtotal
Costs to the state	\$61,279	SSI for Developmental Coursework
Costs to the state	\$53,722	Innovation Grant - Shawnee State University Bridge to Success
Costs to the state	\$115,001	Costs to the State Subtotal
	\$2,029,243	Grand Total

3. The specific areas of remediation provided by the university.

Subject Area	Description
ENGL 0100 - Introduction to Academic Literacies	An introduction to critical thinking, reading, and writing skills with a focus on preparing students for success in college-level courses. A total of 175 students were enrolled in ENGL 0100 in FY 20.
ENGL 1201 - Discourse and Composition (Co-Requisite)	An introduction to college composition, particularly for students whose ACT English subscores are 15, 16, or 17. Students practice responding appropriately to different types of rhetorical situations, writing in various genres, and critiquing discourse. Student will learn to research and document their work in appropriate forms. A total of 121 students were enrolled in ENGL 1999 in FY 20.

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MATH 0101 - Basic Algebra with Geometry and Application	This is a course for students with a good background in arithmetic, but little or no background in algebra and geometry. Topics include linear expressions and equations in numeric, graphic, and symbolic form; solving linear equations and inequalities; linear models; operations with exponents; scientific notation; roots, radicals, and fractional exponents; radical equations; polynomial expressions. A total of 210 students were enrolled in MATH 0101 in FY 20.
MATH 0102 - Intermediate Algebra with Application	Topics include system of linear equations, application of linear systems, factoring polynomials, solving quadratic equations, application of quadratic equations, functions, and rational expressions. A total of 90 students were enrolled in MATH 0102 in FY 20.
MATH 0120A - Intermediate Algebra Plus	This course is an intermediate algebra course designed for students who are in need of some intermediate algebra remediation. This course is to be taken in conjunction (co-requisite) with MATH1200A. Topics include, system of linear equations, application of linear systems, factoring polynomials, solving quadratic equations, application of quadratic equations, functions, and rational expressions. A total of 152 students were enrolled in MATH 0120A in FY 20.
MATH 0115A - Beginning Algebra for Statistics Plus	This course is a partial beginning algebra course designed for students concurrently (co-requisite) taking the principles of statistics course, but are in need of some beginning algebra remediation. This course concentrates on linear equations and radicals. A total of 71 students were enrolled in MATH 0115A in FY 20.
MATH 0100A - Algebra for Reasoning w/Math	This course is a pilot of beginning algebra material to assist students whose placement levels are close to, but not sufficient for, MATH 1000. This course is designed to be taken at the same time as MATH1000. The course includes percentages, radicals, interpreting graphs, exponents, linear equations, and logarithms. A total of 20 students were enrolled in MATH 0100A in FY 20.

4. Causes for remediation.

Please select all that are relevant from the following categories and provide detail.

Cause	Description
Lack of student preparation	In FY 20, 349 traditionally-aged, first time freshmen required at least one developmental course upon admission to Shawnee State University. Of these students, 31 (8.9%) needed one developmental course, 132 (37.8%) needed two developmental courses, and 186 (53.3%) needed three or more developmental courses.
Lack of student preparation	In FY 20, 34 transfer students required at least one developmental course upon admission to Shawnee State University. Of these students, 0 (0%) needed one developmental course, 3 (8.8%) needed two developmental courses, and 31 (91.2%) needed three or more developmental courses.
Deferred entry	In FY 20, 29 nontraditionally-aged, first time freshmen required at least one developmental course upon admission to Shawnee State University. Of these students, 2 (6.9%) needed one developmental course, 6 (20.7%) needed two developmental courses, and 21 (72.4%) needed three or more developmental courses.

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Christopher Kacir
Dean
University College

Chris Shaffer
Director
Institutional Research
and Sponsored Programs

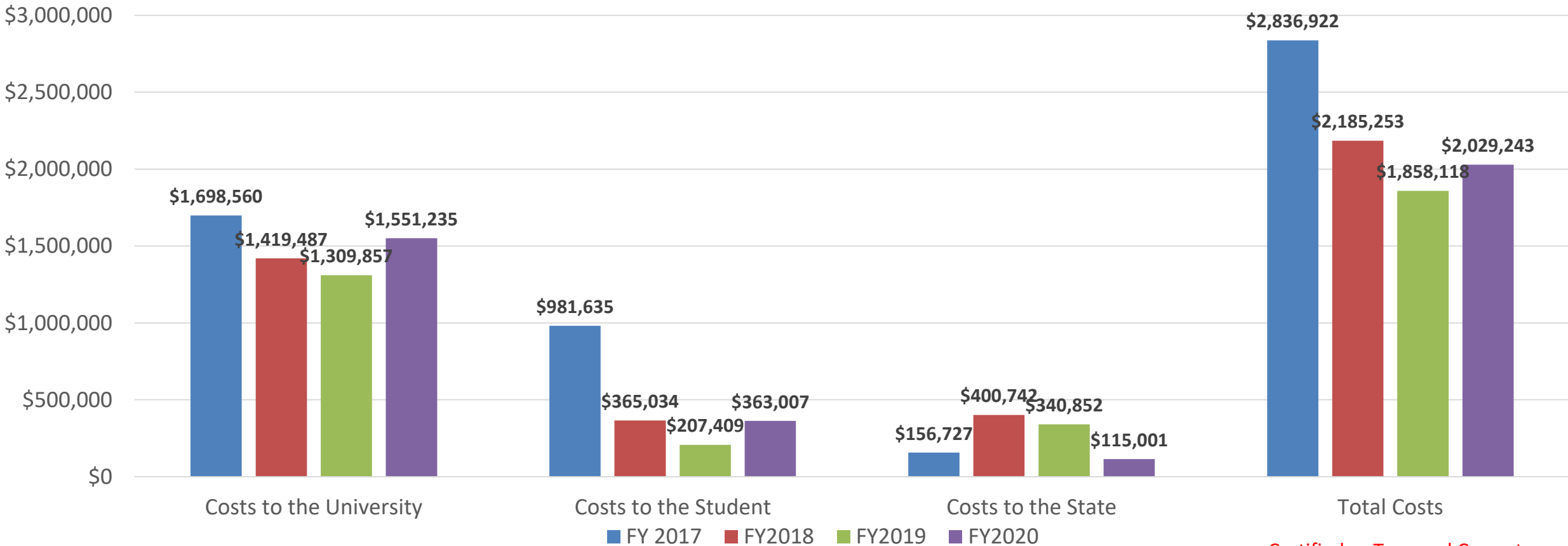
A Presentation to:
Shawnee State University
Board of Trustees
January 29th, 2021

Remediation Report

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Costs of Remediation: FY 2017- FY 2020



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Main Sources of Costs

For the University:

- Salaries and Benefits (Instructors, Administrators, Advisors)
- Space (Classroom and Office)
- Instructional Resources (Supplies, Computers, Software, etc.)

For the Student:

- Tuition
- Fees
- Textbooks and Instructional Materials

For the State:

- SSI
- Innovation Grant (Bridge to Success)

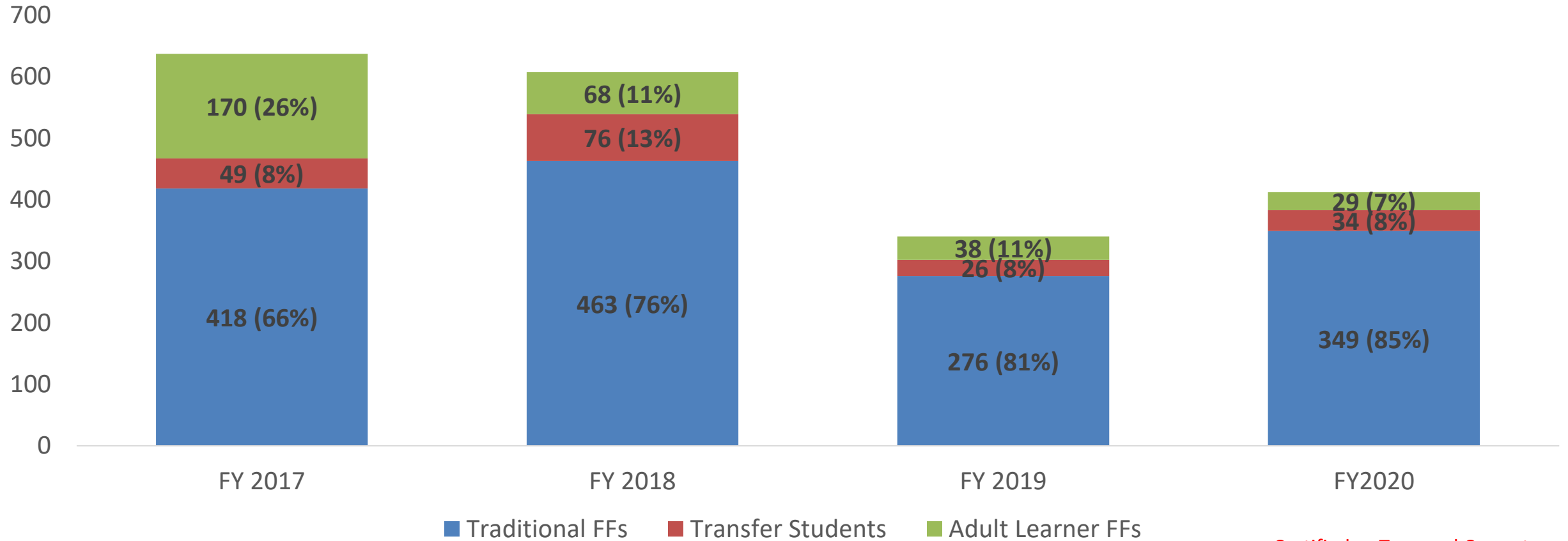


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New Student Remediation: FY 2017- FY 2019

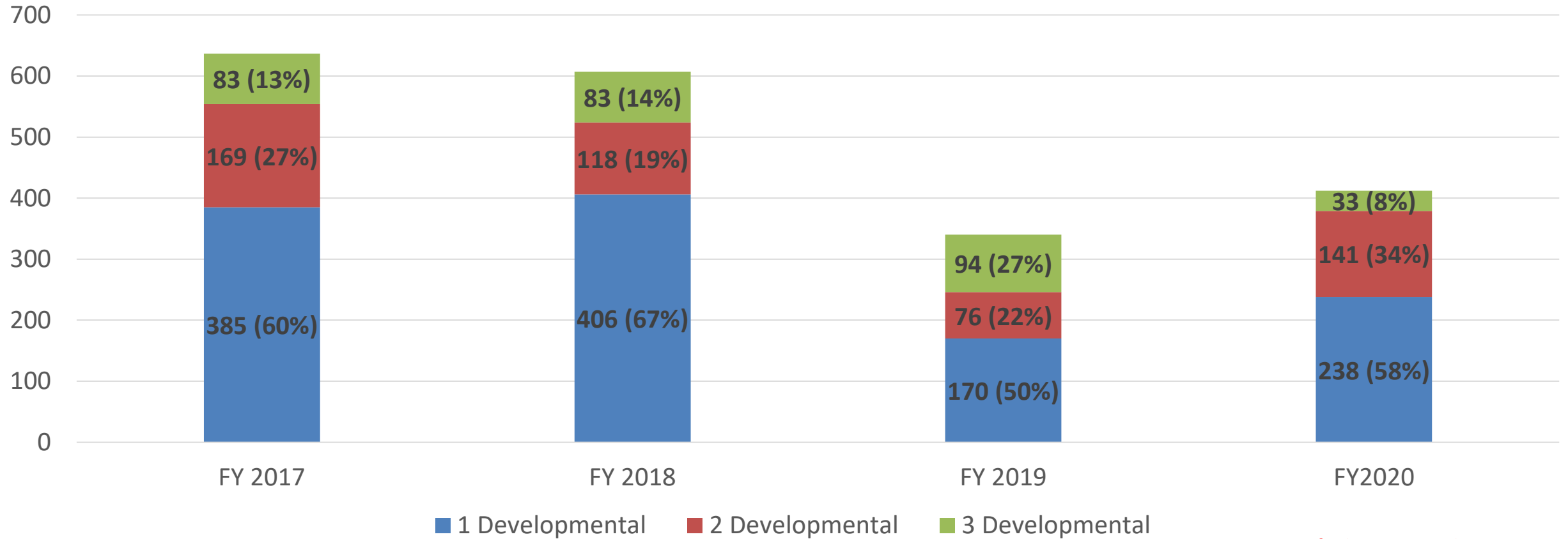


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Number of Developmental Courses Required: FY 2017- FY 2019



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Future Challenges and Opportunities

- Expiration of Innovation Grant
- Meeting student demand for co-requisite developmental coursework
- COVID-19 Pandemic response
 - Developmental coursework for fully online students (Online Bridge to Success)
 - Reorganization resulting in elimination of University College
 - “Test Recommended” procedures
- Need to increase adult learner population



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A handwritten signature in blue ink, appearing to be 'C. J. ...', written over a white rectangular background.

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Thank You

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President's Report

Board of Trustees Meeting
January 29, 2021

Thank you Chairman Watson.

On January 19, 2020, a 35-year-old Washington man went ill after visiting Wuhan, China. And the saga begins. His illness was long and hard but he survived. Since then, the US has recorded over 25 M cases and over 400,000 deaths due to coronavirus. Most of the country shutdown operations in March and we finished our spring semester online. Since then, the pandemic has continued to disrupt our operations – recruitment, admissions, classes, graduations, and the list goes on and on. We are dealing with the impact of COVID by adapting quickly and responding to opportunities when they arise.

During this past fall semester, we offered about half of our classes in-person ... a larger percentage than most institutions. We started fall semester with few positive cases of COVID but that number grew as we reached Thanksgiving. By then, we were logging around 20 – 30 cases per week with a much larger number of students and employees in quarantine. Only a handful of courses were offered in-person after Thanksgiving and we held our second virtual commencement on December 11.

The University began the current semester on time but facing many more COVID cases. During move-in week, we registered 80 cases followed by 18 and 17 cases, respectively, during the first two weeks of class. Over 100 students/employees quarantined during this first part of spring semester. But, as we look forward to the rest of the semester, I think we will see a reverse of last semester with cases dropping during February. With the expected availability of a vaccine for the general public mid- to late-semester, I expect to see movement toward a more normal environment by summer or, at least, by the beginning of fall semester. That's great news and we have been busy developing our modified strategic plans for the post-COVID world. I anticipate that there will continue to be some restrictions this coming fall but we should be on the leading edge of a truly back-to-normal condition by then.

One of the victims of COVID has been the growth plan for our University. If you recall, we developed a strategic enrollment plan in 2019 and set a course for increasing enrollment through 2021-22 academic year which would bring our overall enrollment to approximately 4000 students. We had a banner year for AY 2019-20 and far exceeded our goals. We were well on our way to another significant increase this year until last spring when the realities of COVID set in. Although we've held our own this year with relatively small declines in enrollment, we are concerned with our Fall 21 cohort. Applications have lagged significantly, especially students in our primary service area. We expect that this is just another delay caused by the disruption of high school classes and services but we are watching closely and taking actions to reach out to the graduating seniors in the PALSJR counties.

Despite overall declines in enrollment, there have been some bright spots. Our graduate programs are growing and our online programs are also up. There should be no surprise that online education is expanding during these times. I fully expect that our graduate and online programs will make up a significant portion of our student body in the very near future. For that reason, we will be focusing our attention and investment in the development of these programs. I am especially excited about the

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opportunities that graduate programming provides not just for the institution but for an underserved adult population in southern Ohio.


We received some good financial news this week from the state. The Governor has approved a restoration of most of our State Share of Instruction and our Supplement. This is great news for all of the state universities. In addition, we will have access to more federal dollars through the second round of CARES funding which was passed in late December. This will provide us with money to offset growing costs of testing, PPE, and other expenses associated with the pandemic. There is also money set aside strictly for students and their extraordinary expenses related to attending college during the pandemic.

I want to take this opportunity give a special welcome to our newest Board member, Mr. Ed Daniels. Mr. Daniels is no stranger to Shawnee State - a graduate of this institution – he has served on our Development Foundation Board and, most recently, has helped us in the development our newest degree program in information security. Mr. Daniels has a wealth of knowledge gained through a successful career with Cardinal Health. He has made himself available when the University needed his help and expertise. I know he will continue to serve the University well in this new role on our Board of Trustees.

Lastly, I just want to inform the Board, once again, of the extraordinary dedication and effort displayed by our faculty and staff as a few days, became a few months and now almost a full year of dealing with coronavirus, a starkly different work environment, and so many foreign and difficult problems that have to be addressed on a daily basis. Special recognition to the following:

- Dr. Jim Miller, who retired in December after 30 years of service as a sociology faculty
- Dave Thoroughman, who moved on from our Director of Public Safety to the County Sheriff's Office.
- Dr. Roberta Milliken, who resigned her position of Dean of Arts and Sciences to become the Dean and CEO at OU Chillicothe. Dr. Milliken served as a faculty member at SSU for nearly 25 years.
- And Dave Zender, who has served us so well in labor relations

And Chairman Watson, that concludes my report.

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February 3, 2021

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