

**SHAWNEE STATE UNIVERSITY
BOARD OF TRUSTEES**

**Meeting Minutes
June 25, 2021**

Call to Order

Chairperson Watson called the meeting to order at 1:20 p.m. noting the meeting was in compliance with RC § 121.22(F).

Roll Call

Members present: Mr. Watson, Mr. Daniels, Mr. Edwards, Mr. Evans, Dr. Haas, Mr. Williams, Dr. White, and Mr. Cole

Members absent: Mr. Furbee, Ms. Hartop, Ms. Schiesser

Approval of the April 30, 2021 Board Meeting Minutes

Mr. Evans moved and Mr. Daniels seconded a motion to approve the April 30, 2021 Board meeting minutes. Without discussion, the Board unanimously approved said minutes.

Approval of the June 25, 2021 Revised Agenda

Mr. Edwards moved and Mr. Daniels seconded a motion to approve the June 25, 2021 Board meeting revised agenda. Without discussion, the Board unanimously approved the June 25, 2021 Board meeting agenda.

Consent Agenda

1. Resolution ASA03-21, Award of Faculty Tenure
2. Resolution E08-21, Recognition of Juneteenth as a University Holiday

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 objection, items 1-2 were approved by acclamation.

Executive Committee Report

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

1. Resolution E06-21, Expression of Appreciation and Conferral of the Title of Trustee Emeritus to Dr. George F. White

President Bauer read this resolution to confer the title of Trustee Emeritus to Dr. White upon his retirement from the Board of Trustees and thanked Dr. White for his exemplar service to the university and community. Dr. Drew Feight spoke on behalf of faculty expressing thanks to Dr. White for his historic motion proposing the institution become a four-year university. Mr. Williams moved that the Board adopt Resolution E06-21. Mr. Edwards seconded the motion. The motion was passed by unanimous roll call vote of all Board members present.

2. Resolution E07-21, Approval of the University Strategic Plan

President Bauer presented this resolution for Board of Trustees approval of the new University Strategic Plan — Shawnee at 40. Mr. Williams moved that the Board adopt Resolution E07-21 and Mr. Evans seconded the motion. The motion was passed by unanimous roll call vote of all Board members present.

3. President Bauer presented the Board of Trustees meeting schedule for the upcoming fiscal year as an information item.

Finance and Administration Committee Report

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

1. Resolution F12-21, Approval of FY2022 Operating Budgets (General Fund and Auxiliary Fund)

Dr. Elinda Boyles, Interim Vice President for Finance and Administration, presented the proposed operating budget for fiscal year 2022. This budget incorporates estimates of increased state funding, projects a decline in tuition and fee revenue (offset by tuition rate increases), and other income expected with a return to nearly normal auxiliary operations. The increase in compensation expenses is due to multiple factors that include the reinstatement of furloughed and reduced salaries and additional compensation required to meet operational and growth needs as outlined in the University's Five-Year Strategic Plan. The budgeted non-compensation expenditures are flat to FY2021 budget (before grant reductions) and represent budget requests that meet departmental, academic, student, and institutional needs.

The University projects the use of reserves in the amount of \$2.1 million. However, this negative outcome does not recognize HEERF grant funds that are expected to recover AY2021-22 lost revenue due to COVID-19 related decline in enrollment, planned student debt forgiveness, reimbursable expenditures, and eligible projects during the fiscal year. With these HEERF adjustments, the University anticipates a positive net operating position for FY2022.

Mr. Edwards moved that the Board adopt Resolution F12-21 and Mr. Daniels seconded the motion. The motion was passed by unanimous roll call vote of all Board members present.

2. The FY2021 preliminary end-of-year operating budget performance was reviewed by Dr. Boyles. The positive projected performance of over \$5.2 million surplus is based on actual revenue and expenditures through May 31, 2021 and projected end-of-year adjustments through June 30, 2021. The very positive outlook is due to a number of factors that include midyear reinstatement of state funding, estimated HEERF grant funds to replenish lost revenue tied to COVID-19, substantially reduced compensation and non-compensation expenditures that also incorporate HEERF grant reimbursements for COVID-19 expenditures realized by the institution during the fiscal year. The full report is attached to the minutes.
3. Dr. Boyles also briefed the Committee on the recent Moody's Investor Services outlook revision from negative to stable. The revision to a stable outlook reflects Moody's expectation that SSU will be able to maintain positive cash flow margins and sound debt service coverage with no further declines in liquidity. The full report is attached to the minutes.
4. Mr. Ballengee, Controller, updated the Committee on the status of the multiple COVID-19 grant awards. As of May 31, the remaining balance for student financial aid awards is \$4.9 million. The remaining balance of institutional awards is shown as \$8.4 million. This balance will be reduced for FY2021 lost revenue and additional expense reimbursements. The expected remaining balance of \$5.2 million will be available for COVID-19 actions in FY2022. The full report is attached to the minutes.
5. Mr. Ballengee also updated the Committee on the University's cash reserves investment portfolio as of May 31, 2021. The full report is attached to the minutes.
6. Ms. Malonda Johnson, Director of Human Resources, briefed the Committee on the 2021 Summer Furlough Program. The program impacted 111 employees. The estimated compensation expense reduction resulting from these furloughs is approximately \$250,000. Combined with the 2020 furloughs, compensation expenses were reduced by nearly \$1.25 million (includes reduced mandatory benefit costs). The full report is attached to the minutes.
7. Mr. Butch Kotcamp, Director of Facilities, reviewed the status of capital projects, including the Library/CFA HVAC renovation, Kricker Innovation Hub, and the campus-wide paving project. The full report is attached to the minutes.
8. Mr. Chuck Warner, CIO and Director of ITS, gave the Committee an update on the implementation of a major upgrade to the University's student business systems. This major technology and process-improvement project has been undertaken by key employees impacted by furloughs, staff reductions, remote work requirements, and COVID-19 health restrictions throughout the entire pandemic period. These employees are commended for their efforts and commitment during a challenging time. The project will result in upgrading a 20+ year old system that involves the entire student-business life cycle, including

admission, advising, registration, billing, and financial aid systems. This team is currently putting extreme effort toward meeting the original July 30, 2021 “go-live” schedule. The full report is attached to the minutes.

Academic and Student Affairs Committee Report

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

1. Dr. Sunil Ahuja, Provost and Vice President for Academic and Student Affairs, reported on recent activities in Academic and Student Affairs highlighting initiatives and personnel changes. He expressed his thanks to the Academic and Student Affairs team for their support during his first year at Shawnee State. The full report is attached to the minutes.
2. Dr. Ahuja reported on retirements, promotions, and new faculty for Academic Year 2021-2022. The full report is attached to the minutes.
3. President Bauer conferred the title of Professor Emeritus to Jinlu Li, Ph.D., Becky Thiel, DNP, and Debra Scurlock, Ph.D.
4. Dr. Ahuja presented the Academic Forgiveness proposal.
5. Mr. David Kilroy, Program Director, presented updates on programming and milestones for building entrepreneurship through the Kricker Innovation Hub which include Ignite Portsmouth, Entrepreneurial Speakers Series, Glockner Dare to Dream and the new Shawnee Entrepreneurship Club. The Hub will be hiring two AmeriCorps VISTAs for Recruitment & Training and Employment Pathways. The full report is attached to the minutes.
6. Mr. Eric Braun, Vice President for Advancement & Enrollment Management, reported on recent activities in Advancement and Enrollment Management highlighting the Children’s Learning Center meeting with First Lady Fran DeWine at the Shawnee State Park as part of Project Bear, the opening up of the Vern Riffe Center for the Arts, President’s Gala, Schmidt Family Restaurant gift of \$250,000 to the Shawnee State University Development Foundation and Student Athlete Summer Champions of Character program. He presented the list of Shawnee State NAIA All-Americans. The full report is attached to the minutes.
7. Mr. Braun reported on new student recruitment and Admissions activities which indicate that first-time freshman applications are down but students registered for classes are up, transfer student applications and registrations are up, and scholarships enrolled are up. The full report is attached to the minutes.
8. Ms. Tamara Sheets, Registrar, reported on Spring Commencement activities. The full report is attached to the minutes.

9. Ms. Sheets reported on Summer Enrollment statistics. The full report is attached to the minutes.

Reports from Board Liaisons with other Organizations

None

President's Report

President Bauer informed the Board that the University is offering a very normal summer with sports camps, in-person classes, no masks, and elimination of social distancing. The University is looking to the future with the publication and implementation of an updated strategic plan. In association with the strategic plan, on July 1, SSU will officially open the Office of Diversity, Equity, and Inclusion with Malonda Johnson taking on the role of Chief Diversity Officer. He thanked Vice President Boyles for her extraordinary work over the last 6 months on development of the FY22 budget. With the procurement of significant federal funds that are being used to pay for COVID expenses, provide financial assistance for our students, and to help us replace revenue we have lost due to reductions in enrollment, we have achieved a budget surplus for FY21. As part of our plan to bring students back, we will be rolling out a campaign to students who have stopped out. On July 1, a School of Business will be established as a precursor to expansion of academic programming in business including graduate programs and more online options. He recognized the three new Professor Emeritus awardees – Dr. Deb Scurlock, Dr. Becky Thiel, and Dr. Jinlu Li. He also made mention of Dr. Chris Kacir's resignation and thanked him for his nearly 20 years of service to the University. He recognized the major contributions our two retiring Board members, Mr. Scott Williams and Dr. George White, have made to Shawnee State University. Vice President Braun expressed his thanks to Mr. Williams for his years of service and advocacy for SSU. The full report is attached to the minutes.

New Business

1. Election of Board of Trustees Chair and Vice Chair.

Chair Watson stated he had asked Scott Williams to serve as Nominating Committee to select the Board of Trustees Chair and Vice Chair for the 2021-2022 Academic Year. Mr. Williams presented nominations of David Furbee as Board Chair and Eddie Edwards as Board Vice Chair. Chair Watson called for nominations from the floor and no further nominations were proffered. Without discussion, the Board voted unanimously to approve the nominations.

2. Mr. Michael McPhillips, General Counsel, provided the annual report on the enactment, amendment, rescission, and renewal of Board policies and University procedures during the 2020-2021 fiscal year. The full report is attached to the minutes.

Comments from Constituent Groups and the Public

None

Faculty Senate Report

Mr. Tony Ward, University Faculty Senate President, commended President Bauer and Dr. Ahuja for the development of the strategic plan and the inclusion of many voices during the process. He stated the Ohio Faculty Council has developed a white paper on Faculty-Board Relations. The purpose of the white paper is to serve as a starting point for discussions about ways the Board and faculty can work together to advance the University. The white paper proposed five best practices to accomplish this: 1) Faculty-supported onboarding of new Board members. 2) Meaningful communication. 3) Board presence at faculty governance meetings. 4) Board visibility on campus. 5) Informed decision-making. The full report is attached to the minutes.

Executive Session

None

Other Business

None

Adjournment

Mr. Edwards moved and Dr. White seconded a motion to adjourn. The motion was passed unanimously and the Board was adjourned at 2:08 p.m.

Chairperson, Board of Trustees

Secretary, Board of Trustees

RESOLUTION ASA03-21
AWARD OF FACULTY TENURE

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

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


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

WHEREAS, after recent actions by the College Promotion Committees, College Deans, Provost, and President, the following faculty were nominated for tenure:

- Dr. Thomas Bunting
- Ms. Georgeann Kamer
- Dr. Karen Koehler
- Ms. Mariah Woodward
- Mr. Paul Yost

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

June 25, 2021

Certified as True and Correct
June 30, 2021

Secretary, SSU Board of Trustees

RESOLUTION E08-21

RECOGNITION OF JUNETEENTH AS A UNIVERSITY HOLIDAY

WHEREAS, Juneteenth is the oldest nationally celebrated commemoration of the end of slavery in the U.S. and is a day of reflection of the accomplishments, inventions, triumphs and contributions of African Americans in our nation's history; and

WHEREAS, June 19 is recognized as a federal and state holiday; and

WHEREAS, Shawnee State holds diversity, equity, and inclusion as core values on its campus;

THEREFORE, BE IT RESOLVED by the Board of Trustees that Shawnee State University establishes Juneteenth as a University holiday beginning in calendar year 2021 and annually thereafter; and

BE IT FURTHER RESOLVED that Juneteenth will be celebrated by providing SSU employees with a paid vacation day annually on June 19 (or the Friday or Monday before or after if Juneteenth falls on a weekend).

(June 25, 2021)

Certified as True and Correct
June 30, 2021


Secretary, SSU Board of Trustees

RESOLUTION E06-21

**EXPRESSION OF APPRECIATION AND CONFERRAL OF THE TITLE
OF TRUSTEE EMERITUS TO DR. GEORGE F. WHITE**

WHEREAS, Dr. George F. White was appointed as a member of the Board of Trustees of Shawnee State Community College in 1974; and

WHEREAS, Dr. White while serving as Board Chair in 1984 made the motion for Shawnee State Community College to become a four-year university – thus creating Shawnee State University; and

WHEREAS, Dr. White served on the Shawnee State University Board of Trustees for a nine-year term beginning in 1986 and became the University's first Board Chair; and

WHEREAS, Dr. White was re-appointed to the Shawnee State University Board of Trustees in 2016 and has served in that role for five years; and


WHEREAS, Dr. White has helped to advance education in southern Ohio through his support of academic programs and student services making college possible for students in the region through his support of scholarships, including the Dr. George and Sandy White Veterans Scholarship Endowment; and

WHEREAS, Dr. White has advanced Shawnee State's digital simulation and gaming technologies programs, digital history preservation project, and student research showcased every year during the Celebration of Scholarship; and

WHEREAS, the Trustees of Shawnee State University wish to express their sincere appreciation to Dr. White for his many contributions and invaluable service to the Board, to the entire University community, and to the people of the state of Ohio, all of whom have benefitted from his service, dedication, talents and generosity;

THEREFORE, BE IT RESOLVED that the Board of Trustees of the Shawnee State University confers upon Dr. George F. White the title of Trustee Emeritus, effective June 25, 2021.

(June 25, 2021)

Certified as True and Correct
June 30, 2021

Secretary, SSU Board of Trustees

RESOLUTION E07-21

APPROVAL OF UNIVERSITY STRATEGIC PLAN

WHEREAS, Shawnee State University has diligently and conscientiously developed a University Strategic Plan – *Shawnee at 40* - to serve the changing and growing needs of the next generation of students; and

WHEREAS, the strategic planning process sought and received the advice and contributions of faculty, staff, students, alumni, parents, business leaders, donors, and community members; and

WHEREAS, the new strategic plan is aligned with the University's mission, vision, and enduring values; and

WHEREAS, the new strategic plan is intended to lead the University to sustainable growth and success over the next five years; and

WHEREAS, the President and Provost recommend the approval of the new strategic plan – *Shawnee at 40, Resilient, Responsive, Relevant*;

THEREFORE, BE IT RESOLVED that the Board of Trustees of Shawnee State University approves the University Strategic Plan.

(June 25, 2021)

Certified as True and Correct
June 30, 2021


Secretary, SSU Board of Trustees



SHAWNEE AT 40

RESILIENT // RESPONSIVE // RELEVANT

Certified as True and Correct
June 30, 2021

Secretary, SSU Board of Trustees

The SSU Strategic Plan (2021-2026)



**LIFE REALLY DOES
BEGIN AT FORTY. UP
UNTIL THEN, YOU ARE
JUST DOING RESEARCH.**

- Carl Jung

Shawnee State is resilient, responsive and relevant.

We used to proudly state that we were the youngest university in Ohio. With youth came speed, flexibility, growth, and many lessons learned through successes and failures. We spent much of our adolescence figuring out who we wanted to become.

As we approach 40, we're more mature. We know who we are and the experiences of the past have given us better perspective in planning our future. Our priorities are more focused on what's most important — our students and our ability to prepare them to succeed in a rapidly changing world.

We are more resilient because we know that change is a vital part of life. We've faced adversity before and are now confident in ourselves and our ability to not let setbacks keep us from reaching our goals.

We are responsive because we understand our students, families, and business community — and we are able to anticipate their needs.

We are relevant. Shawnee State is vital to our regional and state economy and a Shawnee State degree changes lives for the better. We are in touch and in sync with innovation and technology impacting our world and offer value for students trying to find their place in it.

We've learned a great deal since 1986. We'll never stop learning, but we are now able to build upon our strengths to continue to grow and improve in strategic ways. That means new academic programs, expanded graduate degrees, and additional online education that attract and retain diverse student populations and prepare them for success. It also means expanding student life programming, creating a culture of diversity and inclusion throughout our institution, and relying on data at every step to make decisions that impact us, our students, and our community.



Jeff

Jeff Bauer
President

Certified as True and Correct
June 30, 2021

Secretary, SSU Board of Trustees

OUR MISSION

WE PREPARE TODAY'S STUDENTS TO SUCCEED IN TOMORROW'S WORLD.

Our Vision is to be a best-value university offering a wide range of high-quality signature programs. Best-value means combining academic excellence with affordable tuition to make college possible for more students. A growing number of Shawnee State programs are gaining national attention for both quality and low cost.

WE VALUE:

▶ STUDENT-FOCUSED SERVICE

We place students at the center of everything we do and every decision we make.

▶ COMMUNITY ENGAGEMENT

We value the diverse perspectives of the people within our community — on and off campus — and our role in enriching the lives of those who work, live and discover here.

▶ AUTHENTIC DIALOGUE

We respect open, honest and sincere two-way communication.

▶ THOUGHTFUL RISK-TAKING

We value innovation and encourage those around us to dream big and explore new possibilities.

▶ CONTINUOUS IMPROVEMENT

We look for opportunities to make what we do well today even better tomorrow.



Certified as True and Correct
June 30, 2021

Secretary, SSU Board of Trustees

GOALS

1	2	3	4	5	6	7
We serve the region by offering programs that students need to thrive in a dynamic world.	We strive to grow our enrollment and build a diverse and sustainable student body.	We prioritize student success in our decision-making.	We enhance the quality of life of our community and region through positive partnerships.	We provide student-centered and customer-focused processes in our administrative operations.	We use evidence, data, and best practices when making decisions.	We are a diverse community that is equitable and inclusive.

STRATEGIES

Build on the strengths of current academic programming	Enhance and apply best practices to student enrollment	Achieve high levels of student retention and success	Improve access to campus and convenience for visitors	Develop and maintain effective two-way communication processes	Produce, collect, and share data in our operations, academic programs, and co-curricular programs	Create a culture where unique backgrounds, perspectives and experiences of our employees and student body are understood and welcomed.
Expand academic offerings and delivery mode	Establish a sustainable student body	Grow programs and activities that improve quality of life and build strong student connections with SSU	Cultivate diverse and strong partnerships between the community and academic programs, faculty, and university leadership	Enhance administrative and student business operation and process efficiencies	Share data routinely and systematically with internal and external stakeholders	Prioritize diversity, equity and inclusion (DEI) as core institutional values that drive decision-making, resource allocation and development of policies and practices.
Improve academic and co-curricular programs			Engage regional K-12 partners through aggressive outreach	Cultivate and promote a high degree of professionalism	Monitor and report how we use data, evidence, and best practices	
			Prioritize community needs and leverage institutional resources to address them			

OUR PLAN

Certified as True and Correct
June 30, 2021
Secretary, SSB Board of Trustees



GOAL 1:

We serve the region by offering programs that students need to thrive in a dynamic world.

STRATEGIES

- Build on the strengths of current academic programming
- Expand academic offerings and delivery modes
- Improve academic and co-curricular programs

TACTICS

Identify strong existing programs and initiatives, partnerships or investments that would create opportunities for growth.

Grow new programs that serve the region based on market needs, including short-term certificates and stackable credentials for pathways to bachelor's and master's degrees.

Expand online program offerings, especially at the graduate level.

Refresh the academic portfolio through annual reviews to identify programs for possible warehousing or scrutiny for performance

Assess curricular and co-curricular programs for opportunities for improvement

Enhance faculty research and scholarship to elevate the faculty and institutional profile

PROJECTS

Expand associate's degrees in Health Professions

Annual Goals

Expand bachelor's degrees in Gaming, Biomed, Plastics, and others

Annual Goals

Expand graduate degrees in OT, Math, Applied Statistics, and others

Annual Goals

Strengthen business degrees and establish School of Business

Fall 2021

Develop an Academic Facilities Plan that includes a Science Building

December 2021

Expand and develop certificate programs in Behavioral Health Paraprofessional, Data Analytics, Criminal Justice, Strategic Communication, and others

Annual Goals

Expand and develop bachelor's degrees in Information Security, Criminal Justice, Social Work, Communication, Counseling/Chemical Dependency, and others

Annual Goals

Expand graduate degrees in Education w/ licensures, Rhetoric & Composition, Nursing, MBA and other Business, and others

Annual Goals

Expand and develop online associate's degree in Technical Studies

Annual Goals

Expand and develop online bachelor's degrees in Business/Industrial Management, Health Care Management, Accounting, Game Design, and others

Annual Goals

Expand and develop online graduate degrees in Rhetoric & Composition, Nursing, MBA and other Business, Public Health Administration, and others

Annual Goals

Develop a process for warehousing programs with timelines

Spring 2021

Create dashboards for academic programs

Fall 2021

Identify curricular and co-curricular programs for assessment

Summer 2021

Develop mechanisms (website, etc) to share assessment progress with the campus community

Fall 2021 and Ongoing

Collect assessment reports and reports for HLC

Spring 2021

Meet HLC requirements

Spring 2021 and Ongoing

Establish processes and working groups for mid-cycle reviews

Spring 2021

Develop School of Business

Summer 2021

Develop School of Nursing

Summer 2021

Create internal research grant program for faculty research

Summer 2021 and Ongoing

Establish an Office of Grants and Sponsored Programs

Fall 2021

Develop a recognition plan for faculty scholarship

Fall 2021

Invest and enhance CoS

Certified as True and Correct
June 30, 2021
[Signature]
Secretary, SSU Board of Trustees



GOAL 2:

We strive to grow our enrollment and build a diverse and sustainable student body.

STRATEGIES

- Enhance and apply best practices to student enrollment
- Establish a sustainable student body

TACTICS

Update Strategic Enrollment Plan and incorporate into University Strategic Plan.

Increase student recruitment.

Focus on sustainable enrollment.

PROJECTS

Expand community college transfer and articulation pipelines
2021-2022 and Ongoing

Increase enrollment of adult learners
2021-2022 and Ongoing

Analyze institutional aid for lowest-cost, highest-yield merit formula
Annual Goals

Expand CCP K-12 partners, academic offerings, and formal pipelines
2021-2022 and Ongoing

Implement international student recruitment plan
2021-2022 and Ongoing

Implement comprehensive communication plan for new and continuing student business: financial aid, registrar, bursar, housing, etc.
December 2021

Expand application periods for HS students applying to SSU CCP; streamline application for CCP students applying to SSU undergraduate degrees
2021-2022 and Ongoing

Launch online program marketing plan
2021-2022

Launch new program marketing plans
2021-2022

Establish \$1.5M need-based scholarship fund
July 2022

Implement diversity recruitment plan
2021-2022

Publish Athletic Strategic Plan
2021

Develop and launch global game design and Esports brand and marketing plan
2021-2022

Develop a program for parents and families
2021-2022

Certified as True and Correct
June 30, 2021

[Signature]
Secretary, SSU Board of Trustees



GOAL 3:

We prioritize student success in our decision-making.

STRATEGIES

- Achieve high levels of student retention and success
- Grow programs and activities that improve quality of life and build strong student connections with SSU

TACTICS

Monitor and enhance retention, persistence and completion rates.

Create seamless student success processes that include intentional coordination between Student Success Center, academic advising, enrollment management and the Registrar's Office.

Enhance student success post-graduation through improved coordination between Student Success Center, academic departments, and Career Services.

Expand internships for students.

Expand co-curricular program addressing engagement and retention of at-risk subpopulations

PROJECTS

Refresh KPIs and set new goals for retention, persistence and completion rates
Summer 2021 and Annually

Implement coordinated class registration and advising plan for new students, transfer students and re-enrolled students
2021-22 and Annually

Implement formal cross-training of academic and career advisors
2022-23 and Annually

Improve marketing of available internships
2021-22 and Annually

Expand the "I am First Gen" program
2022-23

Establish programming geared towards retaining second year students (combatting the "sophomore slump")
2022-23 and Ongoing

Standardize advising and registration processes across colleges
Summer 2021 and Annually

Implement and expand "Bearly Away" initiative
Fall 2021 and Annually

Establish experiential learning requirements for academic programs
2021-22 and Annually

Develop an Early Arrival Program for diversity and international students
Summer 2021 and Ongoing

Reinvigorate the "15 to Finish" program to ensure on-time completion
2021-22 and Ongoing

Develop an online Student Handbook
2021-2022

Provide regular professional development for faculty advisors and department chairs regarding major exploration and career readiness
Fall 2021 and Annually

Develop funding for students to defray costs associated with internships
2021-22 and Annually

Develop social and co-curricular program meeting needs of international students
2021-22 and Ongoing

Identify courses with high DFW rates (especially gateway courses) and develop and implement plan for achieving greater student success in those courses
2021-22 and Ongoing

Analyze career paths of SSU Alumni by leveraging available data sources
2021-22 and Annually

Establish formal on-campus internship opportunities (including paid internships)
2022-23 and Ongoing

Assess and address needs of students with food insecurity or poverty
2021-22 and Ongoing



GOAL 4:

We enhance the quality of life of our community and region through positive partnerships.

STRATEGIES

- Improve access to campus and convenience for visitors
- Cultivate diverse and strong partnerships between the community and academic programs, faculty, and university leadership
- Engage regional K-12 partners through aggressive outreach
- Prioritize community needs and leverage institutional resources to address them

TACTICS

Develop easy to navigate streets, pathways and signage.

Build specific outreach activities targeting in-demand areas.

Improve K-12 program and pipeline delivery

Open deliberate formal dialogue with regional constituents.

PROJECTS

Develop and execute 3rd Street / Main Entry Plan with pedestrian pathway from campus to downtown

July 2021 - December 2022

Establish Office of Professional & Continuing Education

July 2021

Assess and coordinate delivery of TRIO, Upward Bound, and OhioCorps programing; replace and expand PALSJR delivery

December 2021

Launch President's Community Advisory Board with Workforce Development Committee

January 2022

Implement phased improvements in near-campus and on-campus local signage and wayfinding

2022

Expand formal Health Sciences and Nursing clinical and workforce partnerships with regional hospitals, long-term care and home care facilities

2021-22 and Ongoing

Establish special relationship with Portsmouth City Schools for academic mentoring, athletics, CCP/dial enrollment on site at PHS, and diversity recruiting

2022

Re-establish Workforce Development activities in the AEM Division an align with new Office of Professional & Continuing Ed to launch non-degree certificate programs and micro-credentials

2022

Implement plan to prioritize Career Development, Job Placement, Internships and Field Experiences in College Advisory Boards

January 2022

Implement comprehensive update of CCP K-12 programs and partnerships, courses, recruiting, advising & administration

Fall 2021

Launch Center for Digital Transformation

XXXX

Expand apprenticeships with SCCTC and technical colleges

XXXX

Certified as True and Correct
June 30, 2021


Secretary, SSU Board of Trustees



TACTICS

- Enhance administrative business system to support user needs.
- Modernize student and administrative front-line business operations.
- Promote the highest level of professionalism and competency in the delivery of services to students and customers.
- Strengthen the University's long-term financial stability by aligning resources with strategic goals.
- Ensure University Facilities & Technology Plans support strategic goals.
- Encourage and promote a culture of health and wellness.
- Adopt succession plans that strengthen long-term administrative and service operations.

PROJECTS

- Survey customer utilization of BearTrax modules
Fall 2021 & annually
- Enable available functionalities and enhanced features (new-hire onboarding) that will align with survey results or other needs identified by senior leadership
Ongoing
- Establish calendar for regularly scheduled module training for new and existing users
2021-2022 & annually
- Complete J1 implementation (AR, Registrar, FA) and all technology tools/ resources that are scheduled for updating
2021-2022
- Ensure all new technology features are fully utilized considering student/ customer needs and simplified processes
Ongoing
- Execute Student Business Center improvement plan
XXXX
- Deliver compliance training on a regular schedule
Ongoing
- Deliver skills training, new technology training and professional development programs on a regular schedule
Ongoing
- Explore and implement a learning management system to track and monitor professional and skills training activity (Bb and others)
2021-2022
- Formalize the budget development calendar and standardize submission materials for dept budget manager submission of budget needs
2021-2022
- Strengthen the budgetary system by providing regular budget status reports, analyses and forecasting
Ongoing
- Update Facilities Master Plan and generate Technology Master Plan
Spring 2022
- Identify physical locations to support the optimum performance of key services.
Ongoing, as needs are identified
- Offer initiatives that strengthen the institution's collective health awareness and support the adoption of healthy habits
Ongoing
- Sustain effective health benefit programs while exploring options that contain future costs
avaavvvv
- Develop and adopt staffing plans focused on leadership succession, performance and adequate backup for crucial functional areas
2021 and ongoing

GOAL 5:

We provide student-centered and customer-focused processes in our administrative operations.

STRATEGIES

- Develop and maintain effective two-way communication processes
- Enhance administrative and student business operation and process efficiencies
- Cultivate and promote a high degree of professionalism

Certified as True and Correct
June 30, 2021

Secretary, SSU Board of Trustees



GOAL 6:

We use evidence, data and best practices when making decisions.

STRATEGIES

- Produce, collect, and share data in our operations, academic programs, and co-curricular programs
- Share data routinely and systematically with internal and external stakeholders
- Monitor and report how we use data, evidence, and best practices

TACTICS

Establish a central repository for university data and reporting.

Share academic and other data transparently and regularly.

Use data strategically in decision-making.

PROJECTS

Enable institutional data collection and housing of data in a central repository
Fall 2021

Create dashboards for chairs, deans, and others with regularly updated data
Fall 2021

Compile records and minutes of meetings and decisions that document uses of data, evidence, policies and practices
Ongoing

Present regular webinars during semesters for sharing data regarding programs, enrollment, etc.
Spring 2021 and Ongoing

Document strategic use of data
Ongoing



GOAL 7:

We are a diverse community that is equitable and inclusive.

STRATEGIES

- Create a culture where unique backgrounds, perspectives and experiences of our employees and student body are understood and welcomed.
- Prioritize diversity, equity and inclusion (DEI) as core institutional values that drive decision-making, resource allocation and development of policies and practices.

TACTICS

Establish an Office of Diversity, Equity and Inclusion responsible for planning and implementation of DEI strategies.

Increase diversity among student body, faculty and staff.

Cultivate a campus environment where all students, faculty, staff, alumni and community partners feel welcomed, included and supported.

Provide DEI education and training opportunities to enhance awareness and competency for students, faculty, staff and members of the community.

Develop awareness resources that help promote, educate and celebrate learning differences and neurodiversity of students.

PROJECTS

Hire/appoint DEI Director who will report to the President

July 2021

Establish internal and external DEI advisory boards that report to DEI Director

January 2022

Develop a diversity dashboard for campus (students, faculty, staff) including first-year admissions, retention rates, completion rates for underrepresented groups of students

January 2022

Create and implement an enhanced recruitment plan for minority faculty/staff and add DEI competency to the hiring rubric

January 2022

Create, support and promote clubs and activities designed to enhance inclusion for underrepresented groups

Fall 2021

Design and implement a mentorship program (similar to First Gen) for minority and international students

Fall 2021

Provide clear, cohesive and comprehensive communication regarding diversity, inclusion and equity to all stakeholders

Spring 2022

Implement international student recruitment plan

2021-2022 and Ongoing

Implement diversity recruitment plan

2021-2022

Formalize and implement the Equity Action Plan

Fall 2021

Implement DEI training and competency requirements for faculty and staff with advanced training for police/security in diversity, racial profiling, etc.

Fall 2022

Develop comprehensive resources for faculty to learn, use and evaluate inclusive teaching practices that foster communication, collaboration and relationship building across differences

Fall 2022

Invite students to participate in awareness videos to share their stories and aspects of campus life that contribute to their successful navigation of challenges

Spring 2022

Provide training for RA/Housing to support their programming efforts around understanding diversity through the lens of disability (particularly invisible disabilities)

Fall 2022

Provide resources for faculty to support understanding of student experience of visible and invisible disabilities (learning, autism spectrum, and mental disorders)

Certified as True and Correct
Fall 2022
June 30, 2021

Secretary, SSU Board of Trustees

OUR JOURNEY TO THE FUTURE



1986

SHAWNEE STATE UNIVERSITY WAS CREATED.

Our roots date back to 1945 and include mergers of the former OU-Portsmouth, Scioto Technical College, Shawnee State General and Technical College, and Shawnee State Community College.



1990 - 1999

SHAWNEE STATE WAS BUILT.

Facilities including the Morris University Center, James A Rhodes Athletic Center, Vern Riffe Center for the Arts, Clark Planetarium, Clark Memorial Library and the Children's Learning Center were constructed. SSU Athletics developed with women's basketball winning the NAIA National Championship. Shawnee State conferred its first baccalaureate degrees, beginning with six degrees offered in 1990.



2000 - 2010

SHAWNEE STATE GREW.

Academic programs grew significantly with SSU's first master's degrees added to the more than 70 associate's and baccalaureate degrees offered. The University rebranded itself with new logos, a new mascot, and new targets for enrollment growth. A fall commencement ceremony was added to accommodate student and workforce needs. SSU's game design programs were created and quickly gained national attention. Community support resulted in a \$16 million Poised for Tomorrow campaign. SSU hosted national speakers, including a sitting U.S. President, and even joined its students in the emerging social media world.

2011 - 2020

SHAWNEE STATE PLANNED.

Programs, short-term action projects, and initiatives were developed to respond to rapid changes in our environment, student needs, and workforce demands. A greater focus was placed on student success, retention, community partnerships, and ways to better serve first generation college students, underrepresented student populations, businesses and families. Career-specific and career-responsive degrees that provide flexibility and a strong foundation for life-long learning, were developed or expanded. Shawnee State anticipated future needs and made plans to position itself for future success.

2015

Shawnee State held community forums where hundreds of faculty, students, staff, families, partners and community members provided input

2016

SSU adopted 3-Year Strategic Plan

2019

SSU completed initiatives outlined in the Strategic Plan, including implementation of a Strategic Enrollment Management Plan, and re-engaged stakeholders

2020

Planning shifted to immediate response to COVID-19 crisis and the safe return of campus operations. Planning committees updated projects and worked on strategies to bring greater focus to issues of diversity, equity, inclusion, and crisis response.

2021 - 2026

SHAWNEE STATE MATURES.

The projects and goals in this five-year strategic plan will build upon the strong foundation of the past to further strengthen Shawnee State and its ability to prepare students for success and improve the quality of life for those who live, work and learn in our community.



2026

SHAWNEE STATE IS 40!

We are resilient, responsive, and relevant.



Certified as True and Correct
June 30, 2021

[Signature]
Secretary, SSU Board of Trustees



2021-2022 BOARD OF TRUSTEES MEETING SCHEDULE

Date	Finance and Administration Committee	Academic and Student Affairs Committee	Board of Trustees Meeting
Friday, September 17, 2021	9:00 a.m. University Center 214	10:30 a.m. University Center 215	1:15 p.m. University Center 215
Friday, November 19, 2021	9:00 a.m. University Center 214	10:30 a.m. University Center 215	1:15 p.m. University Center 215
Friday, February 11, 2022	9:00 a.m. University Center 214	10:30 a.m. University Center 215	1:15 p.m. University Center 215
Friday, April 22, 2022	9:00 a.m. University Center 214	10:30 a.m. University Center 215	1:15 p.m. University Center 215
Friday, June 24, 2022	9:00 a.m. University Center 214	10:30 a.m. University Center 215	1:15 p.m. University Center 215
Commencement Dates			
Saturday, December 11, 2021		Vern Riffe Center for the Arts	
Saturday, April 30, 2022		Alumni Green	
Board Retreat			
Saturday, June 25, 2022	Time and location to be determined		

Draft 6.10.2021 pjo

RESOLUTION F12-21

**APPROVAL OF SHAWNEE STATE UNIVERSITY'S
FY2022 OPERATING BUDGET
(GENERAL AND AUXILIARY FUNDS)**

WHEREAS, the proposed FY2022 operating budget (general and auxiliary funds) was developed with the goals of returning operations to normalcy and allocating resources to regain pre-pandemic momentum for growth and expansion; and

WHEREAS, the projected revenues include increased state funding allocations that are incorporated in the statewide budget bill, a decline in tuition and student fees due to expected continuing student decline resulting from the impact of the pandemic, and moderate growth in income from residential housing, meal plans, commissions, rental fees, events, and other auxiliary income based on the assumption that the lifting of restrictions for Covid-19 will be maintained throughout the academic year; and

WHEREAS, projected expenditures are increased due to the reinstatement of furloughed and reduced salaries realized during FY2021, increased expenses to fully return the institution to pre-pandemic operations, adjustments to absorb contractual obligations that were partially reimbursed by grant funds in FY2021, and increased investment to achieve the growth and expansion initiatives aligned with the University's Five-Year Strategic Plan; and

WHEREAS, a favorable net operating outcome is fully expected due to grant-funded adjustments for direct expense reimbursements and revenue replacement anticipated for such items as: the University's continued response to health, safety and security required to mitigate Covid-19 and possible variants, lost revenue from the projected AY2021-22 enrollment decline, and the additional support anticipated for students in the forms of financial grants and lost revenue resulting from the potential discharging of some portion of student debt, as permitted under the Cares Act and the American Rescue Act (HEERF III); and

WHEREAS, due to the auditing process needed to verify that the use of HEERF as planned is permissible, the President has determined that it is prudent and transparent to present a draft FY2022 operating budget without these adjustments along with a draft version that capture broad categories of grant funds; and

WHEREAS, the unadjusted Net Operating performance for FY2022 reflects a \$2.17 million potential use of reserves;

THEREFORE, BE IT RESOLVED, the Shawnee State University Board of Trustees approves the FY2022 operating budget as presented, effective July 1, 2021.

(June 25, 2021)

Shawnee State University

Financials Update

Finance and Administration Committee
June 25, 2021

FY2021 Projected Operating Budget

Based on 5/31/2021 actuals

Revenues

- State funding reinstated midyear
- Tuition revenue – flat AY2019-20 enrollment
- Housing & meals 24% decline due to release of housing residents (pandemic)
- Other income – significant decline due to event & other activities cancelled (pandemic)
- Miscellaneous revenue up due to sale of property
- Revenue adjustment: CRF & HEERF adjustments include
 - \$1,345,633 from FY20 eligible expenditures
 - \$2.5M for estimated lost revenue

Expenditures

- Compensation:
 - Budgeted salaries include reductions for 2020 & 2021 furloughs & RIF actions
- Non-compensation:
 - Reflects shift in work assignments as a result of pandemic; meal plan costs higher due to increased unit cost (scaled based on # of meal plans)
 - CRF & HEERF adjustments as of 5/31/21
 - Additional adjustments expected during year-end closing process

FY2021 Projected Net Operating \$5,273,064

Revenues		FY21 Consolidated Budget	FY21 EOY Projection	% from FY21 Budget
State Funding				
	SSI	\$11,843,169	\$13,567,123	14.6%
	Supplement	\$3,495,630	\$4,037,456	15.5%
	Sub Total	\$15,338,799	\$17,604,579	14.8%
Student Fees				
	Tuition & Fees	\$26,969,238	\$26,733,616	-0.9%
	Housing & Meals	\$3,162,008	\$2,399,431	-24.1%
	Sub total	\$30,131,246	\$29,133,047	-3.3%
	Less Inst & Aux scholarships	(\$5,380,353)	(\$5,490,181)	2.0%
	Sub total	\$24,750,893	\$23,642,866	-4.5%
Other Income				
	Grants & Contracts	\$707,539	\$559,209	-21.0%
	Sales & Service Fees	\$480,683	\$389,013	-19.1%
	Miscellaneous Revenue	\$464,497	\$1,040,443	124.0%
	Sub Total	\$1,652,719	\$1,988,665	20.3%
TOTAL OPERATING REVENUE		\$41,742,411	\$43,236,110	3.6%
<i>Revenue Adjustment (CRF & HEERF)</i>			\$3,845,633	
TOTAL ADJUSTED OPERATING REVENUE			\$47,081,743	
Expenditures				
Compensation				
	Salaries	\$21,383,401	\$21,647,691	1.2%
	Benefits	\$8,761,942	\$8,978,786	2.5%
	Sub total	\$30,145,343	\$30,626,477	1.6%
Non-Compensation				
	Professional Services/Communication	\$1,659,210	\$2,032,179	22.5%
	Equipment, Maint, Service Contracts	\$3,792,093	\$3,369,069	-11.2%
	Meal Plan Expense	\$1,549,803	\$1,775,768	14.6%
	Supplies, Travel, Ent., Misc.	\$3,175,548	\$2,165,274	-31.8%
	Utilities	\$1,560,000	\$1,123,425	-28.0%
	Sub Total	\$11,736,654	\$10,465,715	-10.8%
TOTAL OPERATING EXPENSE		\$41,881,997	\$41,092,192	-1.9%
<i>Expense (comp & non-comp) Adjustment (CRF & HEERF)</i>			(\$848,238)	
TOTAL ADJUSTED OPERATING EXPENSE		\$41,881,997	\$40,243,954	-3.9%
	Gross Margin	(\$139,586)	\$6,837,789	
	As % of Revenue	-0.3%	14.5%	
	Net Transfer to Capital Fund	(\$1,564,725)	(\$1,564,725)	
	Net Operating	(\$1,704,311)	\$5,273,064	

Certified as True and Correct
June 30, 2021


Secretary, SSU Board of Trustees
Shawnee State
UNIVERSITY

Revenues	FY21 Consolidated Budget	FY22		
		Consolidated Budget	\$ from FY21 Budget	% from FY21 Budget
State Funding				
SSI	\$11,843,169	\$13,812,759	\$1,969,590	16.6%
Supplement	\$3,495,630	\$4,636,500	\$1,140,870	32.6%
Sub Total	\$15,338,799	\$18,449,259	\$3,110,460	20.3%
Student Fees				
Tuition & Fees	\$26,969,238	\$26,129,661	(\$839,577)	-3.1%
Housing & Meals	\$3,162,008	\$3,149,290	(\$12,718)	-0.4%
Sub total	\$30,131,246	\$29,278,951	(\$852,295)	-2.8%
Less Inst & Aux scholarships	(\$5,380,353)	(\$5,548,908)	(\$168,555)	3.1%
Sub total	\$24,750,893	\$23,730,043	(\$1,020,850)	-4.1%
Other Income				
Grants & Contracts	\$707,539	\$762,250	\$54,711	7.7%
Sales & Service Fees	\$480,683	\$703,000	\$222,317	46.3%
Miscellaneous Revenue	\$464,497	\$525,000	\$60,503	13.0%
Sub Total	\$1,652,719	\$1,990,250	\$337,531	20.4%
TOTAL OPERATING REVENUE	\$41,742,411	\$44,169,552	\$2,427,141	5.8%
<i>Revenue Adjustment (CRF & HEERF)</i>				
TOTAL ADJUSTED OPERATING REVENUE				
Expenditures				
Compensation				
Salaries	\$21,383,401	\$23,511,957	\$2,128,556	10.0%
Benefits	\$8,761,942	\$9,528,161	\$766,219	8.7%
Sub total	\$30,145,343	\$33,040,119	\$2,894,776	9.6%
Non-Compensation				
Professional Services/Communication	\$1,659,210	\$1,871,382	\$212,172	12.8%
Equipment, Maint, Service Contracts	\$3,792,093	\$3,814,464	\$22,371	0.6%
Meal Plan Expense	\$1,549,803	\$1,475,547	(\$74,256)	-4.8%
Supplies, Travel, Ent. Misc.	\$3,175,548	\$3,140,492	(\$35,056)	-1.1%
Utilities	\$1,560,000	\$1,429,175	(\$130,825)	-8.4%
Sub Total	\$11,736,654	\$11,731,060	(\$5,594)	-0.05%
TOTAL OPERATING EXPENSE	\$41,881,997	\$44,771,179	\$2,889,182	6.9%
<i>Expense (comp & non-comp) Adjustment (CRF & HEERF)</i>				
TOTAL ADJUSTED OPERATING EXPENSE	\$41,881,997	\$44,771,179	\$2,889,182	6.9%
Gross Margin	(\$139,586)	(\$601,627)	(\$462,041)	331.0%
As % of Revenue	-0.3%	-1.4%	-19.0%	
Net Transfer to Capital Fund	(\$1,564,725)	(\$1,567,276)	\$2,551	0.2%
Net Operating	(\$1,704,311)	(\$2,168,903)	(\$459,490)	27.0%

FY2022 DRAFT Operating Budget

Revenue Assumptions:

- State funding per State Biennial Budget
- Student fees – enrollment down 6%; offset by rate increase
- Housing & meal plans – return to nearly normal (FY2020 level)
- Scholarships – athletic expansion, increase for housing scholarships, some reduction in presidential scholarships
- Other income – assumes return to nearly normal – events, conferences, etc.

Expenditure Assumptions:

Compensation:

- Restoration of reduced & furloughed salaries & related benefits of ≈ \$1.25M
- Salary adjustment pool of ≈ 2.5%
- New positions for DEI operation, adjustments for reorganization, investments aligned with strategies for expansion, succession, and to strengthen internal controls

Non-Compensation:

- Projected supplies, software, laboratory, classroom needs as requested by unit budget managers
- Replace/upgrade of equipment (one-time) for facilities operation, ongoing software licenses, marketing & other professional services
- Restore travel for recruitment, academic and other essential meetings
- Utilities savings estimate based on trend, new controls, and depends on environmental conditions

Certified as True and Correct
June 30, 2021


Secretary, SSU Board of Trustees

Projected net operating (\$2,168,903)

FY2022 DRAFT Operating Budget - Adjusted

Revenues	FY21 Consolidated Budget	FY22 Consolidated Budget	\$ from FY21 Budget	% from FY21 Budget
State Funding				
SSI	\$11,843,169	\$13,812,759	\$1,969,590	16.6%
Supplement	\$3,495,630	\$4,636,500	\$1,140,870	32.6%
Sub Total	\$15,338,799	\$18,449,259	\$3,110,460	20.3%
Student Fees				
Tuition & Fees	\$26,969,238	\$26,129,661	(\$839,577)	-3.1%
Housing & Meals	\$3,162,008	\$3,149,290	(\$12,718)	-0.4%
Sub total	\$30,131,246	\$29,278,951	(\$852,295)	-2.8%
Less Inst & Aux scholarships	(\$5,380,353)	(\$5,548,908)	(\$168,555)	3.1%
Sub total	\$24,750,893	\$23,730,043	(\$1,020,850)	-4.1%
Other Income				
Grants & Contracts	\$707,539	\$762,250	\$54,711	7.7%
Sales & Service Fees	\$480,683	\$703,000	\$222,317	46.3%
Miscellaneous Revenue	\$464,497	\$525,000	\$60,503	13.0%
Sub Total	\$1,652,719	\$1,990,250	\$337,531	20.4%
TOTAL OPERATING REVENUE	\$41,742,411	\$44,169,552	\$2,427,141	5.8%
<i>Revenue Adjustment (CRF & HEERF)</i>		<i>\$3,000,000</i>		
TOTAL ADJUSTED OPERATING REVENUE	\$41,742,411	\$47,169,552	\$5,427,141	13.0%
Expenditures				
Compensation				
Salaries	\$21,383,401	\$23,511,957	\$2,128,556	10.0%
Benefits	\$8,761,942	\$9,528,161	\$766,219	8.7%
Sub total	\$30,145,343	\$33,040,119	\$2,894,776	9.6%
Non-Compensation				
Professional Services/Communication	\$1,659,210	\$1,871,382	\$212,172	12.8%
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Meal Plan Expense	\$1,549,803	\$1,475,547	(\$74,256)	-4.8%
Supplies, Travel, Ent. Misc.	\$3,175,548	\$3,140,492	(\$35,056)	-1.1%
Utilities	\$1,560,000	\$1,429,175	(\$130,825)	-8.4%
Sub Total	\$11,736,654	\$11,731,060	(\$5,594)	-0.05%
TOTAL OPERATING EXPENSE	\$41,881,997	\$44,771,179	\$2,889,182	6.9%
<i>Expense (comp & non-comp) Adjustment (CRF & HEERF)</i>		<i>(\$1,000,000)</i>		
TOTAL ADJUSTED OPERATING EXPENSE	\$41,881,997	\$43,771,179	\$1,889,182	4.5%
Gross Margin	(\$139,586)	\$3,398,373	\$3,537,959	2534.6%
As % of Revenue	-0.3%	7.2%	145.8%	
Net Transfer to Capital Fund	(\$1,564,725)	(\$1,567,276)	\$2,551	0.2%
Net Operating	(\$1,704,311)	\$1,831,097	\$3,540,510	207.7%

ADJUSTED FY2022 OPERATING BUDGET ANTICIPATED CRF & HEERF ADJUSTMENTS*

- Lost Revenue (\$3,000,000)
 - Enrollment and Other Income declines
 - Debt Forgiveness – eligible students
- Expenditure Reimbursements (\$1,000,000)
 - Compensation for Health Team, Safety & Security, Staff support related to ongoing facility sanitization and cleaning
 - Supplies, testing and vaccination costs
 - Needs for laboratories, classrooms, offices per CDC and local health guidelines
 - Ongoing communication, signage, etc.
- Capital Projects (\$1,000,000)
 - Air quality and technology projects

*Amounts are estimates. Final adjustments dependent upon verification of eligibility for HEERF (e.g., rules established by ARP, CRF, CARES) by independent auditors.

Projected net operating \$1,831,097

“Moody's revises Shawnee State University's (OH) outlook to stable; affirms Baa3”

Rationale for Revision of Outlook

- The revision of the outlook to stable reflects Shawnee State University's (SSU) move away from operating cash flow deficits, due primarily to government operating support combined with expense reductions in fiscal 2020. The university's improved operating performance in fiscal 2020 and further improvement expected in fiscal 2021 combined with federal relief, will stem long-term liquidity declines.

Ratings Outlook

- The stable outlook reflects Moody's expectation that SSU will be able to maintain positive operating cash flow margins and sound debt service coverage aided by state operating support. The stable outlook is also predicated on no further declines in liquidity.

Factors – Upgrade or Downgrade

Upgrade

- Sustained strengthening of operating cash flow and debt service coverage
- Substantial growth in spendable cash and investments, providing a stronger cushion relative to debt and operations
- Stabilization in enrollment leading to steady tuition revenue growth

Downgrade

- Further decline in unrestricted monthly days cash on hand
- Failure to continue gains in operating performance including return to debt service coverage below 1x
- Disruption or sustained decline in state funding

CRF & HEERF Status Investment Portfolio

Greg Ballengee, Controller

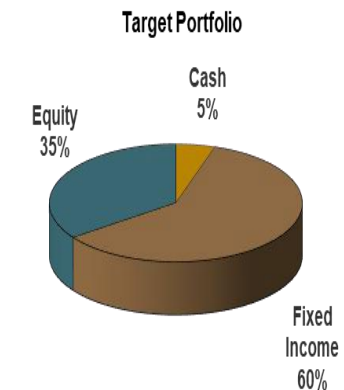
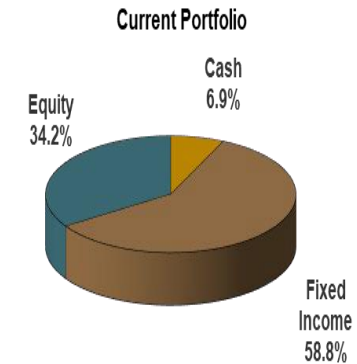
Award Description (G/L Unit #)	FY20 Expenditures	FY21 Expenditures (as of 5/31/2021)	Expenditures Charged Directly to Awards	Allocation of Expenses from University Funds (See Section Below)	Total Allocated Expenditures	Total Award Amount	Remaining Award
CARES Act HEERF I Financial Aid (#35040)	\$506,928.00	\$1,279,527.00	\$1,786,455.00		\$1,786,455.00	\$1,786,455.00	\$-
CRRSSA HEERF II Financial Aid (#35040)	\$-	\$1,706,541.00	\$1,706,541.00		\$1,706,541.00	\$1,786,455.00	\$79,914.00
ARP Act HEERF III Financial Aid (#TBD)	\$-	\$-	\$-		\$-	\$4,792,559.00	\$4,792,559.00
TOTAL HEERF FINANCIAL AID AWARDS	\$506,928.00	\$2,986,068.00	\$3,492,996.00	\$-	\$3,492,996.00	\$8,365,469.00	
						Financial Aid Remaining	\$4,872,473.00
CARES Act HEERF I Institutional (#35041)	\$506,928.00	\$1,047,275.10	\$1,554,203.10	\$232,250.90	\$1,786,454.00	\$1,786,454.00	\$-
CRRSSA HEERF II Institutional (#35041)	\$-	\$405,995.10	\$405,995.10		\$405,995.10	\$3,676,771.00	\$3,270,775.90
ARP Act HEERF III Institutional (#TBD)	\$-	\$-	\$-		\$-	\$4,778,815.00	\$4,778,815.00
TOTAL HEERF INSTITUTIONAL AWARD	\$506,928.00	\$1,453,270.20	\$1,960,198.20	\$232,250.90	\$2,192,449.10	\$10,242,040.00	\$8,049,590.90
CARES Act SIP (#35043)	\$-	\$176,226.00	\$176,226.00		\$176,226.00	\$176,226.00	\$-
CRRSSA SIP (#TBD)	\$-	\$-	\$-		\$-	\$230,959.00	\$230,959.00
TOTAL HEERF SIP AWARDS	\$-	\$176,226.00	\$176,226.00	\$-	\$176,226.00	\$407,185.00	\$230,959.00
CRF First allocation (#30100)	\$-	\$430,154.50	\$430,154.50	\$1,380,804.50	\$1,810,959.00	\$1,810,959.00	\$-
CRF Second (Oct 2020) allocation (#30105)	\$-	\$500,891.41	\$500,891.41	\$404,588.59	\$905,480.00	\$905,480.00	\$-
TOTAL CRF AWARDS (FEDERAL PASS-THRU)	\$-	\$931,045.91	\$931,045.91	\$1,785,393.09	\$2,716,439.00	\$2,716,439.00	\$-
CRF Mental Health allocation (#30106)	\$-	\$49,028.00	\$49,028.00	\$-	\$49,028.00	\$49,028.00	\$-
CRF-GEER Mental Health Support #30108)	\$-	\$4,364.75	\$4,364.75	\$-	\$4,364.75	\$83,348.00	\$78,983.25
TOTAL CRF MENTAL HEALTH AWARDS	\$-	\$53,392.75	\$53,392.75	\$-	\$53,392.75	\$132,376.00	\$78,983.25
						Institutional Remaining	\$8,359,533.15
GRAND TOTALS	\$1,013,856.00	\$5,600,002.86	\$6,613,858.86	\$2,017,643.99	\$8,631,502.85	\$21,863,509.00	\$13,232,006.15

Certified as True and Correct
June 30, 2021

Secretary, SSU Board of Trustees


Shawnee State University Asset Allocation – As of May 31, 2021

Asset Class	Market Value	% of Assets	Target %
Cash Equivalents			
TIAA Cash Deposit Account	\$591,317	6.9%	
Total Cash Equivalents	\$591,317	6.9%	5.0%
Fixed Income			
Fixed Income Separately Managed Account	\$3,301,692	38.6%	
Vanguard Short Term Bond Index Fund	\$873,276	10.2%	
DFA Inflation Protected SEC Fund	\$430,218	5.0%	
PIMCO 1-5 Year U.S. TIPS Index Fund	\$427,319	5.0%	
Domestic Equity			
TIAA-CREF Large Cap Growth Index Fund	\$866,696	10.1%	
TIAA-CREF Large Cap Value Index Fund	\$943,541	11.0%	
Vanguard Mid Cap Growth Index Fund	\$147,638	1.7%	
iShares Russell Mid Cap Value ETF	\$152,773	1.8%	
TIAA-CREF Small Cap Blend Index Fund	\$177,436	2.1%	
Wasatch Small Cap Growth Fund	\$30,570	0.4%	
Cohen & Steers Real Estate Fund	\$21,886	0.3%	
Vanguard REIT Index Fund	\$21,284	0.2%	
Total Domestic Equity	\$2,361,824	27.6%	29.0%
International Equity			
iShares Core MSCI EAFE ETF	\$325,248	3.8%	
Harding Loevner Institutional Emerging Markets Fund	\$154,574	1.8%	
MFS International New Discovery Fund	\$43,698	0.5%	
iShares MSCI EAFE Small Cap ETF	\$42,633	0.5%	
Total International Equity	\$566,153	6.6%	6.0%
Total Equity	\$2,927,977	34.2%	35.0%
Total Portfolio Market Value	\$8,551,799	100.0%	100.0%



Furloughs

Malonda Johnson, Director Human Resources



2021 Summer Furlough Program

Overview

In response to the projected decline in undergraduate enrollment for Fall 2021 and anticipated reduced summer business activity, a summer furlough program was adopted for administrative and staff employees. Furloughs are for a temporary period of unemployment during which employees do not work or receive their normal compensation but continue to receive health and welfare benefits.

Since May 2, 2021, affected employees have been furloughed one day a week and will resume normal work schedules beginning July 18, 2021. To maintain continuity of services, participants have been furloughed on Fridays. Employees not participating in the furlough program are remotely performing the majority of day-to-day tasks on Fridays as well. This enables some savings in energy costs due to the partial closure and reduced HVAC needs of some facilities.

Furloughed employees are eligible to participate in the Ohio Department of Job and Family Services (ODJFS) SharedWork Ohio program, a layoff aversion program the University received approval to implement. Employees remain employed and employers retain trained staff during times of reduced business activity. Participants of the SharedWork program are also eligible to receive benefits under the Federal Pandemic Unemployment Compensation (FPUC) program through the week ending June 26, 2021.

Employee Details

One hundred and eleven (111) employees are included in the furlough program (60 administrators and 51 support staff). To date, one hundred and three (103) have applied for unemployment benefits (54 administrators and 49 support staff). Eighty-seven (87) employees were not included in the furlough program based upon operational and service needs.

SSU's Estimated Expense Reduction

The most recent federal legislation extends full federal funding for Ohio's SharedWork program. The University anticipates approximately \$245,000 in reduced employment expenses from this program.

This savings is in addition to the approximate \$700,000 savings realized from the prior furlough period (May 2020 – August 2020)

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Capital Projects

Butch Kotcamp
Director Facilities

CAPITAL PROJECTS STATUS REPORT

May 31, 2021

Library/CFA HVAC Renovation - \$2.2M - Capital

- 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 complete; bids will be received mid-July. Software and hardware controls package to start mid-June.

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

- Contract complete. Project to start June 7.

Paving Project - \$1.286M - Capital

- Architect design complete.
- Paving, sealing, and restriping of all campus roads and parking areas. This project also includes resurfacing the tennis courts.
- Scheduled to begin the last week of June.

Jenzabar Project

Chuck Warner
CIO, Director IT

Jenzabar Implementation – Project Timeline

Phase ① Set-up

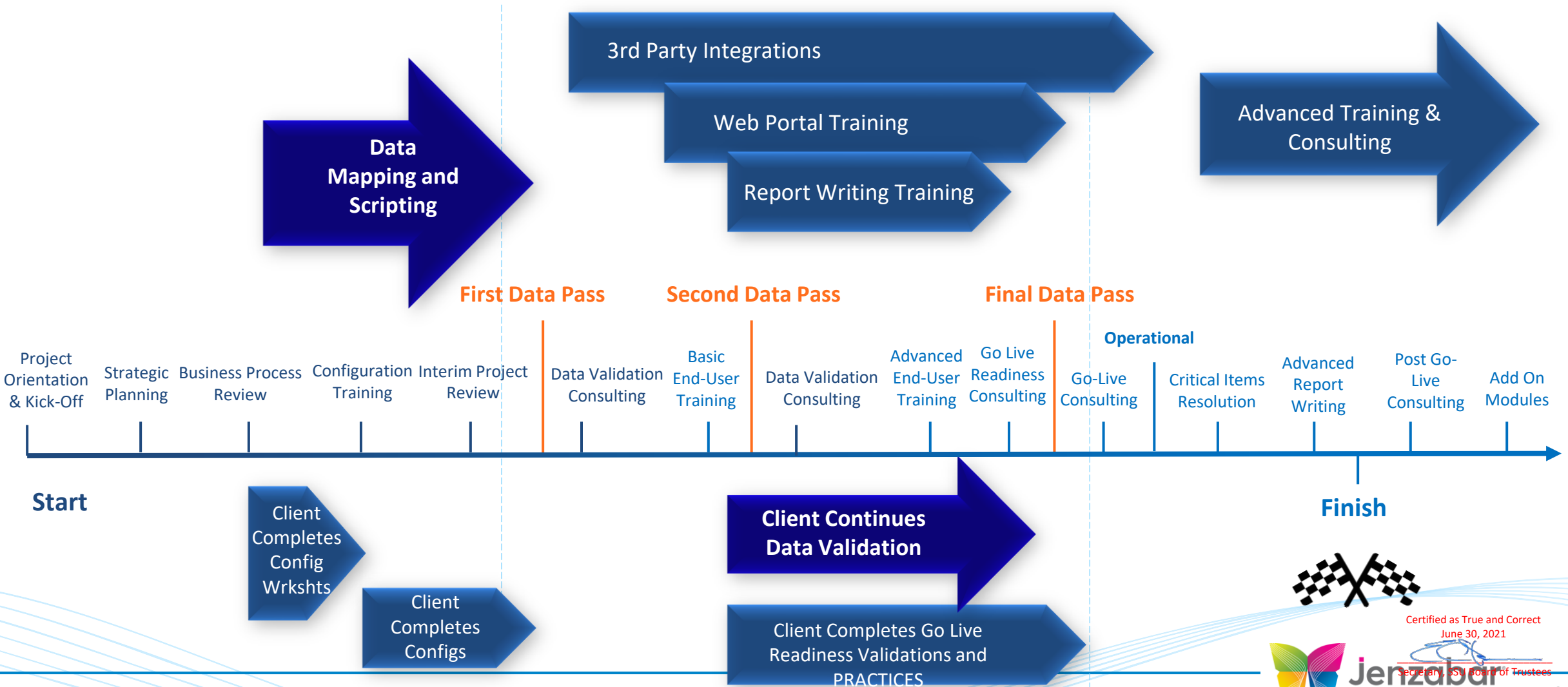
Configuration & Data Mapping

Phase ② Training

Module Training & Data Conversion

Phase ③ Operational

Post Go-Live Consulting



July 2021

August 2021

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31	1	2	3	4

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
27	28	29	30	1	2	3
4	5	6	7	8	9	10
11	Final Pass Conversion Run, 5 days, July 12-16					17
18	Go-Live Consulting, 5 days, July 19-23					24
25	Go-Live Consulting, 5 days, July 26-30					31

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**Academic and Student Affairs Report
Board of Trustees Meeting
June 25, 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

- Suzanne Johnson-Varney has assumed the role of Director of Clark Memorial Library. I thank her for assuming that leadership and I thank Marla Beebe for her service as Interim Director of the library last year.
- Chris Kacir will be leaving Shawnee State soon from his position as Associate Provost. He has accepted the position of Associate Vice Chancellor for Student Success at the Ohio Department of Higher Education. I wish him well in that position.
- At the conclusion of my first year at Shawnee State, I would like to thank the Academic and Student Affairs team for all they do for SSU and for their support: Jennifer Pauley, Interim Dean, College of Arts and Sciences; Paul Madden, Dean, College of Professional Studies; Chris Kacir, Associate Provost; Marcie Simms, Dean of Students; Tami Sheets, Registrar; Linda Koenig, Director, Counseling, Health and Accessibility Services; Marc Scott, Director, Assessment and Accreditation; Ryan Warner, Director, CIPSA; and Chris Shaffer, Director, Institutional Research and Sponsored Programs. I would also like to thank Tony Ward and the UFS leadership and all faculty for a productive year during a very challenging time.
- The highlights of recent activities in Academic and Student Affairs are noted below.

College of Arts and Sciences

- The College of Arts and Sciences is teaming up with the Office of Admissions and the Student Success Center in an attempt to increase fall enrollment. The College has a list of CAS students who stopped-out during the Fall of 2019 or the Spring of 2020, and they are asking an outside vendor, Student Connections, to call the students on the list and connect them with a member of our “hunt team” (Glenna Heckler-Todt, Ginny Young, and Heather Cantrell). The idea is that the hunt team members will get students registered “in the moment,” and that by the time students hang up they will have a fall schedule. The outside vendor will begin calling students in June. Calls will be made several hours each week for four weeks. (Students who are on financial aid suspension or who have an outstanding bill were removed from the list.)

College of Professional Studies

School of Education

- Dr. Sandra Beam, Associate Professor, School of Education, has been selected to be a national trainer for the LETRS Program. LETRS® (Language Essentials for Teachers of

Reading and Spelling) provides teachers with the skills they need to master the fundamentals of reading instruction—phonological awareness, phonics, fluency, vocabulary, comprehension, writing, and language.

Department of Allied Health Sciences

- Mr. Tony Ward was elected Department Chairperson, replacing Ms. Nancy Bentley whose 3-year term expired at the end of the 2020-2021 Academic Year.
- Mr. Paul Foit has been named Academic Program Director for the EMT/Paramedic Program, replacing Mr. Bill Turner who retired at the end of the 2020-2021 Academic Year.
- The Behavioral Health Paraprofessional Certificate Program has been approved by the Ohio Department of Higher Education. This 13-hour program will prepare individuals to begin work in the substance abuse counseling and treatment field. Ms. Mariah Woodward is coordinating that program.

Department of Rehabilitation Sciences

- Dr. Barbara Warnock was elected Department Chairperson. Dr. Warnock has been serving in an interim capacity since the retirement of Dr. Deborah Scurlock.

Department of Business Administration

- Dr. Steve Rader has been appointed Interim Department Chairperson, replacing Ms. Janice Johnson whose 3-year term expired at the end of the 2020-2021 Academic Year.

Student Affairs

Dean of Students

“I am First Gen” spring information:

- There were 140 students in the “I am First Gen” mentor program. The group had a 2.88 cumulative grade point average for the spring semester.
- 8 students graduated in Spring.
- 94 students are registered for fall.
- The Dean of Students is reaching out to all students who are not registered for fall courses to offer assistance.

Housing and Residence Life

- 25 Resident Assistants were hired for the 2021-2022 academic year.
- The HRL staff is working with the SSU Health Team to determine safety protocols for Fall move-in.
- 235 returning students selected their fall housing assignment.
- 194 new housing applications received.

Student Life:

Diversity & Inclusion Office

- The Office of Diversity and Inclusion started a virtual series focusing on black mental health and on social justice issues during the Spring semester.
- Re-established AHANA and was able to support diversity-focused events being held.
- 17 students participated in the Kente Celebration and received graduation stoles.
- This fall will be the inaugural year for the Matthew's Scholars Early Arrival Program.

Fraternity Sorority Life

- All four national organizations are bouncing back after low recruitment numbers this year.
- There is strong alumni representation for both fraternities and they are dedicated to helping the active members rebuild their chapters.

Student Programming Board

- Restructured the Executive Board to implement traditional officers. With this new structuring, the executive board should be self-running and self-sustaining in programming efforts.

Clark Memorial Library

- The library has begun preparing for the return of students in the fall and the easing of social distancing requirements. Some COVID precautions included the quarantine of library materials as they arrived and distancing furniture and computer stations. Over the next weeks, all study areas will be reopened, including the third floor, as a quiet study space for students. We continue to offer virtual research meetings, chat reference and instruction. We will be transitioning back to in-person research services in the fall.
- Instructional Technology Services has notified us that computer replacements will resume over the summer, and the library is scheduled to receive 11 new desktop computers. We were fortunate to receive 50 new laptops from grant funding this past spring. The library's 24-hour study space, the Bear Cave, will also be returning to full capacity of 12 computers.
- OhioLINK has been able to provide additional electronic resources to all member libraries through HEERF II funds (Higher Education Emergency Relief) to support faculty's and student's online instruction. Included in this list are Films on Demand, JoVE (Journal of Visualized Experiments) and Cochrane Library. We were also able to provide our Allied Health students with access to Acland's Visual Anatomy database to help with online anatomy instruction with HEERF funds awarded to the University. Anatomy models in the library were temporarily removed due to COVID restrictions and have since been made available to students once again.

Counseling, Health and Accessibility Services

SSU Health Team & Business Provider Partner Vaccine Clinics (provided or scheduled):

- Orientation 2: Saturday, May 15th

- Minford United Methodist Church: Tuesday, May 26th
- CAO Family Food Box Distribution: Friday, May 28th
- Orientation 3: Saturday, June 5th
- Orientation 4: Tuesday, June 15th
- Minford United Methodist Church: Wednesday, June 16th
- Orientation 5: Thursday, June 17th
- HIV Awareness Day: Tuesday, June 22nd
- Orientation 6: Thursday, July 22nd
- Shawnee Family Health Ctr: Tuesday, June 29th
- Shawnee Family Health Ctr: Wednesday, June 30th
- Shawnee Family Health Ctr: Thursday, July 1st
- Shawnee Family Health Ctr: Wednesday, July 21st
- Shawnee Family Health Ctr: Thursday, July 22nd
- Shawnee Family Health Ctr: Friday, July 23rd

Respectfully submitted,

Sunil Ahuja, Ph.D.

Provost and Vice President for Academic and Student Affairs

Retirements, Promotions, & New Faculty Academic Year 20-21

The following faculty retired:

Dr. Ed Kehres, Rehabilitation Services, (MOT), employed since 1996.

Dr. Jinlu Li, Mathematical Sciences, employed since 1989.

Dr. James Miller, Social Sciences, employed since 1989.

Mr. William Turner, Allied Health Sciences, (EMT), employed since 2017.

The following faculty were promoted to Professor:

Mr. Dan Chaffin, Natural Sciences

Dr. Linda Hunt, Mathematical Sciences

The following new faculty were hired:

Dr. Timothy Nelson, English & Humanities

Ms. Marie Richey, Allied Health Sciences (Dental)

Ms. Barbara Wilson-Battles, English & Humanities

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Kricker Innovation Hub

SSU Board of Trustees June 2021



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SSU KRICKER
Revised Storefront Concept
2021-04-15



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Ignite Portsmouth: Entrepreneurship Bootcamp and Pitch Competition

Program Overview

- Six week virtual program, two hours/ week
- May 20th – June 24th
 - Weeks 1-3: Intro to Entrepreneurship and Lean Startup curriculum
 - Week 4: Mentor Sprint
 - Week 5: Access to Capital
 - Week 6: Pitch Competition

Participation metrics

- Applicants accepted: 18
- Week one attendees: 15
- Expected to pitch: 10

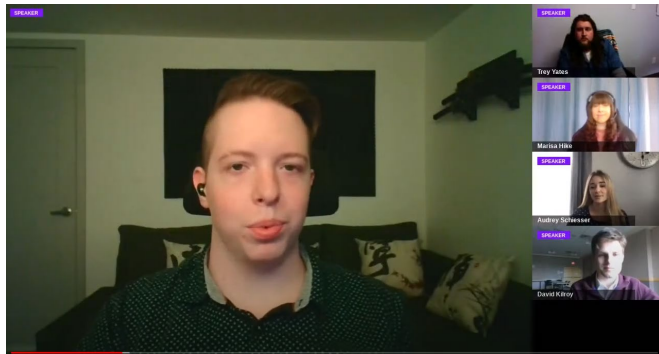
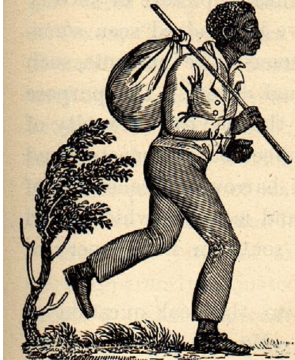
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Ignite Portsmouth: Entrepreneurship Bootcamp and Pitch Competition

Sponsorship Overview

- Tri-State Angel Investment Group is program's presenting sponsor
 - First place: \$5,000 and opportunity to pitch to Tri-State Angel Investment Group
 - Second place: \$1,500
 - Third place: \$1,000
 - Fourth place: \$500
 - Fifth place: \$500

The Underground Railroad in Scioto County, Ohio

Black History Month Webinar and Virtual Field Trip

Led by Prof. Andrew Feight, Director of the Digital History Lab at Shawnee State University

20 February 2021
3:00PM to 4:30PM

SCIOTO HISTORICAL

sciothistorical.org

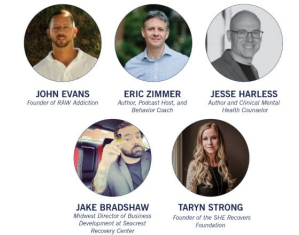
Sponsored by the Kricker Innovation Hub, the Digital History Lab, and SSU's Teaching and Learning Center's Festival of Faculty Achievement.

Shawnee State University Kricker Innovation Hub presents:

Entrepreneurial Journey Speaker Series

Entrepreneurship in Recovery

Shawnee State University Kricker Innovation Hub
To learn more, visit ssuinnovation.com



Thursday, February 18
5:30 p.m. - 7:30 p.m.

Attend this virtual event by visiting 'Shawnee State University Kricker Innovation Hub' on Facebook.

Shawnee State University Kricker Innovation Hub presents:

Entrepreneurial Journey Speaker Series

The Future of Social Audio with 

Shawnee State University Kricker Innovation Hub



JACK HUGHES
COO and Co-Founder of Synclify.

Thursday, January 28
Noon - 1:30 p.m.

Attend this virtual event by visiting 'Shawnee State University Kricker Innovation Hub' on Facebook.

To learn more, visit ssuinnovation.com

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Entrepreneurial Journey Speaker Series Metrics

Semester/Semester Entrepreneurial Journey Speaker Series Attendees:

- Spring 2019: 39 (average = 10)
- Fall 2019: 54 (average = 27)
- Fall 2020: 105 (average = 38)
- Spring 2021: 129 (average = 43)

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Social Media + Newsletter

Social Media:

- 60 new follows on Facebook (10% increase)
- 14 New Subscribers on YouTube
- 909 New Views on YouTube

Highlights from the Hub Newsletter:

- Total Audience: 253
 - 50 New Contacts since January 1st.
- Open Rate Average: 29.25%
- Click Rate Average: 3.5%
 - Average conversion rate for the education and training industry is 23.42% open and 2.9% click rate.

Marketing + Outreach expansion planned:

- Marketing student worker(s): Summer '21 – Spring '22
 - Ignite Portsmouth
 - KIH Renovation storytelling
 - Expanded Highlights from the Hub newsletter

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Shawnee E-ship Club Officers Elected

Officer Executive Committee

- President: Mark Kennedy
- Treasurer: Kevin DeLange
- Secretary: Jerrica Whitaker
- VP Membership: Kaitlyn Cooper
- VP Activities: Taylor Jo Young

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WE ARE HIRING

2 AmeriCorps VISTAs!

Recruitment & Training VISTA

- Build excitement around new digital jobs training programs

Employment Pathways VISTA

- Help new training graduates land local & remote tech jobs



Capacity Building – AmeriCorps
and CORI |

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Next Steps - Formalize timeline, processes

- Summer: Initiate first subcommittee meeting for digital skilling
 - Onboard VISTAs
 - Discuss community/employer outreach strategy
- Fall: Pilot Programs
 - Excel, Quickbooks, SEO most frequently discussed workshops
- Spring:
 - Data Analytics & Business Analytics

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LIGHTS-INC grant

ARC POWER Grant Review



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Grant Extension Overview

Extension approved to June 30, 2022

Budget revision currently in progress

Establishing new MOUs with partners, new or continuing scope of work

Formalizing Fall '21 and Spring '22 programming partnerships

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POWER Grant Metrics (LIGHTS Network total)

Performance Measure	Cumulative Measure: Amount	Approved Measure: Amount	Cumulative Measure: Percentage
Businesses Created (outcome)	44	49	89.80%
Businesses improved (outcome)	344	112	307.14%
Businesses served (output)	947	474	199.79%
Jobs Created (outcome)	321	133	241.35%
Jobs Retained (outcome)	1,387	193	718.65%
Leveraged Private Investment (outcome)	\$5,021,335	\$1,675,000	299.78%
Participants improved (outcome)	1,593	152	1,048.03%
Participants served (output)	5230	853	613.13%
Students improved (outcome)	306	186	164.52%
Students served (output)	2,008	665	301.95%
Workers/trainees improved (outcome)	144	159	90.57%
Workers/trainees served (output)	430	284	151.41%

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Fall Programming



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Fall Programming

- Entrepreneurial Journey Speaker Series continued
- Ohio Tech Day with OhioX – September 24th
 - <http://www.ohiotechday.org/>
- California Polytechnic State University: Digital Transformation Hub
- "The DxHub is interested in collaborating with Rural Innovation Network communities to provide vetted tech startup ideas to aspiring entrepreneurs, and offer ongoing technical support as a startup is built around the specific tech solution"
- Shawnee Entrepreneurship Club activities

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**Division of Advancement & Enrollment Management Report
to the Meeting of the Board of Trustees
June 25, 2021**

Alumni and Community Events

The **Shawnee State Alumni Association** has continued engagement through newsletters, social media, and email spotlights. To celebrate the university's 35th year, the Alumni Association has continued its spotlights of "35 Alumni for 35 Years" online at shawneestatealumni.com/35years.

Shawnee State is planning on holding **Homecoming 2021** on October 1 & 2, 2021. Events during the weekend will be held both virtually and on campus and include Dental Hygiene Continuing Alumni Day, Sport Management Summit, 2020 Hall of Fame Induction, 2020 & 2021 Alumni Association Award Brunch and much more. A schedule of events can be seen online at ssuhomecoming.com.

The **Golden Bear program** has continued programming online virtually and will resume on campus activities beginning July 7.

In-person campus events and community events have resumed on campus, with COVID restrictions. During the months of May and June, over 100 in person events were held.

Athletics

Twelve student-athletes were named NAIA All-Americans which is the most in school history.

Track and Field

- Three individuals earned four NAIA All-American honors: Hunter Hoover (NAIA National Runner-Up in 5,000-meter run), Jessica Price (top-five finishes in 1,500- and 10,000-meter runs), and Owen Reeher (seventh in 10,000-meter run)

ESports

- Hearthstone named NACE National Champions and team members are Nathaniel Kniess, Patrick Broughton, and Alex Estep. League of Legends earned Teemo Cup.

Baseball

- Finished season 21-25 overall; best record since 2013-14 season
- Program-record 15 players named Academic All-MSA
- Jacob Kline set the program record for single-season home runs (20) and was named to MSA Champions of Character team
- Kyle Wisniewski set the program record for single-season strikeouts (87)
- Four players named All-MSA (Kline, Wisniewski, Levi Jones, Howie Rodriguez)

Softball

- Program-record 13 players named Academic All-MSA
- Kylie Ray named Honorable Mention All-MSA
- Bailey Kemp named to MSA Champions of Character Team

Men's Soccer

- Kevin de Lange named CoSIDA Academic All-District honoree

Volleyball

- Macie Rhoads named Honorable Mention NAIA All-American, AVCA Southeast Region Honorable Mention

**Division of Advancement & Enrollment Management Report
to the Meeting of the Board of Trustees
June 25, 2021**

Women's Tennis

- Kierstin Hensley named First-Team All-MSC and named program's first-ever NAIA All-American (HM)
- Program won first-ever tournament match against Freed-Hardeman
- Claire Carruthers named to MSC Champions of Character Team
- Program tied record with eight Academic All-MSC honorees

Men's Tennis

- Jacob Freeland named to MSC Champions of Character Team
- Freeland, Zayden Rinehart, Chase Ward named Academic All-MSC

Men's/Women's Golf

- Five men's players (Steven Zimmerman, Elijah McCarty, Jordan Hughes, Patrick England, Austin Barta) named Academic All-MSC
- BJ Knox named First-Team All-MSC
- Steven Zimmerman named to Mid-South Conference Champions of Character Team
- Holley Hart named Academic All-MSC and named to MSC Champions of Character Team

Camps

Women's Soccer: Boys & Girls Soccer Camp, June 24-26; High School Shootout, July 31

Men's Soccer: High School Shootout, July 17

Swimming: Swim Camp, June 21-July 14 (Mondays and Wednesdays only)

Volleyball: Skills Camps, June 14-17 and July 12-15; Team Camps, July 19-23

Men's Basketball: Beardown Camp, July 26-29; SSU Elite Camp, Aug. 28; SSU Fall League, Aug. 29-Oct. 3

Esports: Online Camp Dates, July 5-9; In-person Camp 1, July 12-16; In-person Camp 2, July 19-23;

Open Lobbies, June 12, July 10, Aug. 14

Cub Camp: June 28-July 1

Marketing and Communications

The Office of Marketing & Communications launched a comprehensive **Nursing Campaign** in partnership with Southern Ohio Medical Center and in concert with National Nurses Month. The campaign promoted Choose Ohio First Scholarships for nurses, extended deadlines for nursing applications, and benefits of a nursing career. Videos were created with SSU alumni working at Southern Ohio Medical Center who share why they chose nursing, what students can do with a nursing degree, and how the profession was impacted by the pandemic. Content developed was used to create a website that supported the campaign and linked prospective students to applications, frequently asked questions, and important information. The campaign resulted in 35 additional applications in the month of May and continues to attract web visitors.

The team continues to focus on **Vaccination Promotion** and new guidelines for mask wearing on campus. Marketing & Communications is working with the SSU Health team to prepare Return to Campus messages, updates to the COVID-19 webpages, and changes to the SSU App.

Marketing & Communications continues to support **recruitment for Fall 2021** with targeted email marketing, paid search strategies, social media advertising, and direct mail pieces tailored for those at different stages of the enrollment funnel. Working with Admissions, the team has implemented new printing processes tied to the institution's CRM. Marketing and Admissions have been invited to share lessons learned at a national conference hosted by Slate and Technolutions.

**Division of Advancement & Enrollment Management Report
to the Meeting of the Board of Trustees
June 25, 2021**

Pre-Collegiate Programs and Initiatives

The CLC held their Superstar Celebration for all children who will be going to Kindergarten this upcoming school year. The evening consisted of a recognition of each graduate where they received a book and a trophy for a job well done for their time in the program. At the celebration, families were invited to participate in many activities with their child such as inflatable slides, decorating a graduation cap, and so much more! Sheila Bobst, one of the Literacy Specialists at the CLC, held an informative activity where parents could see the effects on the brain when children are “washed in words” while being read to v. when they have screen time such as watching television and playing on an iPad.

The following is a list of **CLC Superstars**: Luke McLaughlin, Lylah Russell, Anum Bangash, Jett Click, Zoey Brown, Owen Burke, Zander Thompson, Beau Collins, Cohen Brown, Braeden Johnson, Mykah Hickman, Elijah Kelly, Benjamin Witherell, Lydia Prosch, Breckon Osborne, Rhett Campbell, Eden Kontras, Tripp Deahler, Kynlee Howell, Kynlee Moore, Creed Stroud, Olivia Burke, Madalyn Montavon, Andres Zilli, Branson Carver, Alana Blackburn, Sebastian Kouns, Mirra Evans and Tucker Jones

Global Youth Service Week 2021 (April 19-25) The members of Project BEAR participated in days of service celebrating Global Youth Service Week. The events that they participated in were centered around Shawnee State University Children’s Learning Center’s three rules: Take care of yourself, take care of others, and take care of our school. Global Youth Service Week is an annual celebration of young volunteers around the world. Youth are encouraged to put in a helping hand around their community through community service and service-learning.

Project BEAR members participated in many different literacy events during this week. The members held a book drive which benefited the CLC and the Little Free Libraries in Vinton and Pike County. Almost 100 books were collected and distributed! There was also a food and personal care item drive that contributed to the Bear Necessities Food Pantry on Shawnee State’s campus. Over 200 items were collected for this event. At the CLC, BEAR members, teachers, teaching assistants, and students created a handprint mural of the children’s hands. The children decorated the hands with self-selected art. The mural was given to Bill Rockwell which is the Executive Director of Auxiliary & Business Services in recognition of his efforts in “lending a helping hand” by championing our school. Also, during this week, BEAR members and students at the CLC created over 160 cards that were sent to Southern Ohio Medical Center to thank the people who are continuously working so hard to take care of those in our community.

Reptile Adventures Farm Students at the CLC were introduced to variety of reptiles thanks to Mr. Ryan Nobel and his Reptile Adventures Farm! He brought a gecko, bearded dragon, frog, tortoises, and snakes! The children had so much fun learning about the different reptiles. They learned their comfort levels by holding them, touching them, and petting them! All children were so brave, and many increased their comfort level from just observation to holding the reptiles. Fun fact: Snakes do not have ears!

Vern Riffe Center for the Arts

The VRCFA has returned to 100% capacity. This is a huge step in the right direction for us. Masks will still be required by audience members because of the potential large crowds and close proximity. Otherwise, we are full steam ahead with planning large scale single events like the Oak Ridge Boys set for October 25. Overall, we are remaining conservative for the 2021-2022 season. This will be somewhat of a rebuilding year for us, as we see how eager people are to return to the theater.

**Division of Advancement & Enrollment Management Report
to the Meeting of the Board of Trustees
June 25, 2021**

Development Foundation

The **2021 President's Gala** was held April 24th benefitting The Friends of Shawnee Scholarship. This year's event was held virtually and raised more than \$30,000 for the fund. There were 10 sponsors of the event and 125 individual donors. The 2022 President's Gala will be held on Saturday April 23rd.

As of June 7th, materials for the **interim audit** have been submitted to Plante Moran.

The Schmidt Family Restaurant Group announced a gift of \$250,000 to the SSU Development Foundation to support the university's highest priorities.

Kricker Innovation Hub & Entrepreneurship

The Economic Development Administration funded Kricker Innovation Hub (KIH) **renovation is currently underway**, with Distel Construction, Inc. as the prime contractor. Construction is expected to conclude in spring of 2022.

The Hub has 16 participants in our six week **Ignite Portsmouth Entrepreneurship Bootcamp and Pitch Competition**. The Pitch competition will take place June 24th, and the winners will receive a small cash prize and an opportunity to pitch in front of the Tri-State Angel Investment Group.

In spring of 2021, average attendance of our **Entrepreneurial Journey Speaker Series** was 43 attendees, up 13% from the previous semester. This Series continues to be virtual, with blended (in-person and virtual features) events planned for fall 2021.

The Kricker Innovation Hub applied for and received **two AmeriCorps VISTAs** through the Center on Rural Innovation to work on digital skilling initiatives over the next year. The hiring process is ongoing, and the VISTAs are expected to start in July.

Shawnee State has received approval from the **Appalachian Regional Commission** for an extension to June 30, 2022. A corresponding budget revision is currently in progress. The Hub is establishing new MOUs with regional partners for a new or continuing scope of work, as well as formalizing Fall '21 and Spring '22 programming partnerships.

So far as part of this grant, the LIGHTS network has created **44** business, improved **344** business, created **321** jobs, retained **1,387** jobs, lead to over **\$5,000,000** in investment leveraged, and improved over **2,000** program participants, students, and workers.

With the help of a LIGHTS Recovery Advisory Team, the Recovery Program Coordinator distributed a regional **employer survey** via partner agencies/individuals to measure barriers to hiring individuals in recovery. Preliminary survey results have highlighted a gap in employer valuing of and access to specific training. Additional follow-up is planned to gather more qualitative data.

Auxiliary and Business Operations

Housing Operations: Summer maintenance and cleaning is well underway. We currently have 26 residents in housing taking summer classes and many more (mostly athletes and international students) staying with us for a variety of reasons.

**Division of Advancement & Enrollment Management Report
to the Meeting of the Board of Trustees
June 25, 2021**

In collaboration with Athletics and Student Life, we have implemented a new program: “Student Athlete Summer Champions of Character”. This initiative allows select student athletes to receive a summer housing scholarship in exchange for their participation in summer youth outreach camps and other substantial community volunteer service. We are piloting with men’s and women’s basketball this summer and will then evaluate for expansion next summer.

Summer residential camps have started. We currently have about 20 participants from the CollegeFIRST program in our units and by the end of June Upward Bound Math Science and SSU’s Summer Bridge (residential) participants will also be on campus

Food Service: Cafeteria operations have essentially shut down for the summer. Exceptions include CLC lunches, Orientation needs, misc. meetings etc. The Market remains open daily for coffee, snacks, and lunch type food.

Vice President’s Report

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

Shawnee State University – 2020-21 NAIA All-Americans

Men's Basketball

EJ Onu (First Team), James Jones (Second Team)

EJ Onu (NAIA-NABC All-American)

EJ Onu declared for NBA Draft

Women's Basketball

Brandie Snow (First Team)

Brandie Snow (NAIA-NABC All-American)

Men's Cross Country (no teams, top 40 are named AAs)

Jonah Phillips (38th), Hunter Hoover (39th)

Women's Swimming (no teams, named by earning provisional qualifying time)

Kenzie Pennington (first-ever swimming All-American)

Women's Bowling (12 best bowlers in NAIA)

Chloe Long (first-ever bowling All-American)

Men's Indoor Track

Hunter Hoover (fifth in 3,000-meter run)

Men's Outdoor Track and Field

Three individuals earned four NAIA All-American honors

Hunter Hoover (NAIA National Runner-Up in 5,000 meter run)

Owen Reeher (seventh in 10,000 meter run)

Women's Outdoor Track and Field

Jessica Price (third in 10,000, fourth in 1,500 meter runs)

Volleyball

Macie Rhoads (HM All-American)

Women's Tennis

Kierstin Hensley – program's first-ever NAIA All-American (HM)

****Will likely have one more for national office, Jacob Kline in baseball. Not official yet. Will know more within next week.

Enrollment Management midterm recruiting report 3

Fall 2021 Term	Mar 15, 2021	April 26, 2021	June 15, 2021
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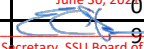
Funnel Comparisons

First-time freshmen applications	-41%	-39%	-33%
First-time freshmen admitted students	-23%	-22%	-20%
Students registered for orientation	-46%	-31%	-14%
Students registered for classes		-3%	+10%
Transfer student applications	+21%	+48%	+77%
Transfer student admitted students	+51%	+47%	+41
Students registered for classes		-18%	+60%
New residential student housing deposits	+1%	+4%	-3%*
Financial Aid Packaging	---	-4%	-9%*
Scholarships Awarded		-18%	-15%
Scholarships Enrolled			+22.3%

Certified as True and Correct
June 30, 2021

**Board of Trustees Meeting
June 25, 2021**

Spring 2021 Commencement Report									
	Spring 2019	Spring 2020	Spring 2021						
Total # of Degrees:	544	556	554		MASTERS:				
Total Doctorial Degrees:	0	0	2		Education				8
Total Masters Degrees:	5	8	22		Occupational Therapy				2
Total Bachelor Degrees:	354	372	359		Mathematics				12
Total Associate Degrees:	185	176	173		Total Masters Degrees:				22
BACHELORS:					ASSOCIATES:				
College of Professional Studies				TOTAL	College of Professional Studies				TOTAL
	Sports Studies	11				Dental Hygiene		18	
	Business Administration	43				Emergency Medical Tech		1	
	Nursing	36				Medical Laboratory Tech		14	
	Occupational Therapy	0				Nursing		18	
	Health Sciences	35				Occupational Therapy Asst.		38	
	Plastics Engin.Tech.	26				Physical Therapy Asst.		18	
	Computer Engin. Tech.	6				Radiologic Technology		13	
	Environmental Engin. Tech.	2				Respiratory Therapy		15	
	Digital & Sim.Gaming Engin.	26				Technical Studies		0	
	Information Security	5				Computer Aided Drafting/Des		9	
	Educational Studies	8				Electromechanical Engin.Tech		4	
	Early Childhood Educ PreK-3	7				Plastics Engineering Tech		0	
	Early Childhood Intervention Spec	18				Accounting		4	
	Intervention Specialist K-12	2				Business Management Tech		9	
	Middle Childhood Education	5				Business Information Systems		1	
	TOTAL		230			Information Security		2	
College of Arts & Sciences					College of Arts & Sciences				164
	Social Sciences	10							
	Sociology	11							
	International Relations	0							
	Psychology	16							
	History	7				College of Arts & Sciences			
	English Humanities	6				Arts & Humanities		0	
	Mathematical Sciences	10				Social Science		0	
	Fine Arts	31				Mathematics		0	
	Natural Science	10				Natural Science		0	
	Biology	17				TOTAL		0	
	Chemistry	1							
	Political Science	3							
	Philosophy and Religion	0							
	TOTAL		122						
University College					University College				
	Individualized Studies	7				Individualized Studies			
						General Studies			
	TOTAL	7	7			TOTAL		9	
	TOTAL BACHELOR DEGREES		359			TOTAL ASSOCIATE DEGREES		173	

Certified as True and Correct
June 30, 2021

Secretary, SSL Board of Trustees

Summer 2021 15th Day Registration Comparison Report

15th Day	Summer 2019 6/4/2019	Summer 2020 6/2/2020	Summer 2021 6/7/2021
New Undergraduate Enrollment			
First-time Freshmen	19	20	24
Transfer	13	8	7
Total New	32	28	31
Difference from prior year	32	-4	3
Continuing Undergraduate Enrollment			
Freshmen	24	36	28
Sophomore	135	137	140
Junior	167	144	142
Senior	321	331	334
Total Continuing	647	648	644
Difference from prior year	647	1	-4
Total Degree Seeking Undergraduate	679	676	675
Difference from prior year	679	-3	-1
New Graduate Enrollment			
Graduate - New	38	52	36
Total New	38	52	36
Difference from prior year	38	14	-16
Continuing Graduate Enrollment			
Graduate - 1	42	67	89
Graduate - 2	43	33	38
Graduate - 3	0	2	6
Total Continuing	85	102	133
Difference from prior year	85	17	31
Total Graduate	123	154	169
Difference from prior year	123	31	15
Non-Degree Enrollment			
NT - Visiting	11	3	1
NR - Non-degree	4	82	5
NH - Highschool not CCP	0	1	1
NP - College Credit Plus	19	31	29
ND - Returner CCP and non-CCP	33	54	44
NS - Senior Citizen	1	0	0
Total Non-Degree	68	171	80
Difference from prior year	68	103	-91
Grand Total	870	1001	924
Difference from prior year	870	131	-77

President's Report

Board of Trustees Meeting

June 25, 2021

Thank you, Chairman Watson.

The University is offering a very normal summer with sports camps, in-person classes, no masks (with some exception), and elimination of social distancing. This is a great transition into fall when we expect all operations to return to normal conditions. The timing could not be better as the University is looking to the future with the publication and implementation of our strategic plan. I send a special thanks to Provost Ahuja for helping us bring this plan to completion. The plan that the Board approved today will set the table for the next five years and contains the following:

1. A focus on development of new academic programs and delivery modes. Especially graduate and online programs. These changes to our academic portfolio are directed at what higher education will look like in the future and not the past.
2. An emphasis on enrollment growth. We intend to recruit and retain more students ... and a greater diversity of students. Enrollment growth will help us attain our financial sustainability.
3. An expansion of wrap-around services for our students to help them complete their academic programs. And extending our reach to pre-college students (e.g. CCP) as well as graduates in search of their first jobs and development of their careers.
4. Growth and enhancement of community partnerships including local business, K-12, city government, and others. Our success is firmly tied to the growth and development of Portsmouth and the surrounding region. And vice versa. And a ...
5. Very special focus on building greater diversity and ensuring equity and inclusion for our employees as well as our student body.

In association with that last goal, I would like to announce that on July 1, SSU will officially open the Office of Diversity, Equity, and Inclusion. The Office will be responsible for:

- planning and implementing strategic, innovative initiatives that will help us achieve diversity, inclusion, and equity goals;
- development of metrics, monitoring, and reporting systems to effectively benchmark progress in diversity goals; and
- identifying barriers and enhancing recruitment and retention of a diverse faculty and staff.

Ms. Malonda Johnson has agreed to take on the role of our Chief Diversity Officer and we are enthusiastically looking forward to her leadership as we make diversity a core institutional goal and a central theme in our future growth.

The Board passed our FY 22 Budget today. I just want to take a moment to thank Vice President Boyles on her extraordinary work over the last 6 months. She has jumped into a very difficult situation and completed an FY 22 budget development process which provided each operational unit with an opportunity to contribute to the development of the budget. In addition, she, along with Greg Ballengee have helped us procure significant federal funds that we are using to pay for COVID expenses, provide financial assistance for our students, and to help us replace revenue we have lost due to reductions in enrollment. This along with the sacrifices and contributions of our faculty and staff have helped us achieve a welcomed surplus for FY 21.

I would like to note that one of the biggest disappointments I have had in the recent past was our inability to accurately project revenues and expenses. Although there are plenty of excuses, it still is a problem that can manifest itself in the worst ways and produce situations like we have had in the last few years. The current fiscal year shows that we have come a long way. We were within 1% of our projected tuition/fee revenues and within 5% of our expenses (on the good side). That is quite an achievement based on the year that we just experienced. At the same time, I need to caution the Board that the budget passed today is much more challenging. The

strange circumstances of the pandemic have caused difficulty modelling our major source of revenue – tuition and fees. Enrollment of new students is becoming much clearer with our summer orientations mostly complete. The news is good on this front. The news is likely not to be so good for continuing students. The impact of the pandemic, online classes, little connection with the campus, on students this past year appears to be significant. But we continue to work hard to draw students back and improve retention numbers as we move through the summer.

As part of our plan to bring students back, we will be rolling out a campaign to bring back students who have stopped out over the last year +. The campaign will include different levels of debt and academic forgiveness that we expect will encourage students who have been thrown off track by the pandemic and online classes and bring them back to campus for a second chance – a new beginning. We are still putting together the details of the plan and will report both those details as well as the achievements of the program during the September Board meeting.

This summer you will see some major physical changes to campus. On Monday, we begin a resurfacing project for all parking areas and roadways on campus. This project is \$1 M plus and will transform the look of the campus. In addition, we interviewed architects last week for our Gateway project ... a project that will include the development of an iconic entry to the campus and reopening of third street for through traffic. We expect that the city will help us create a safe pedestrian walkway into the downtown as part of a larger project to connect the campus with the community. Real renovations have started on the Kricker Innovation Hub which will transform the old Lewis Furniture Building into a modern and functional facility, encourage entrepreneurship and economic development, and will bring together important parts of the campus and the community. The hub will serve as one of the main anchors for the Arts and Innovation District – a shared vision of the University and the City. All of these physical changes will help us spur growth on campus and create a bright future for the SSU, Portsmouth, the region.

In terms of academic developments on campus ... on July 1, we will establish a School of Business which will be a precursor to expansion of academic programming in business including graduate programs and more online options. The Provost is preparing a similar goal for our Nursing Program. And speaking of the nursing program, we are finishing a successful campaign to encourage larger numbers of nursing applications.

I would also like to recognize our three new Professor Emeritus awardees – Dr. Deb Scurlock, Dr. Becky Thiel, and Dr. Jinlu Li. They have contributed much to Shawnee and their services will be greatly missed. Let me also make special mention of the resignation of Dr. Chris Kacir, who has served us for the nearly 20 years in roles of faculty, chair, and currently as Associate Provost. Dr. Kacir is a great talent and contributor to Shawnee and will now be serving the Ohio Department of Higher Education as Associate Vice Chancellor. We will miss Chris but wish him the best of luck in Columbus.

Lastly, I would like recognize the major contributions that our two retiring Board members – Mr. Scott Williams and Dr. George White – have made to Shawnee State.

(VP Braun will say a few words about Mr. Williams)

And Chairman Watson, that concludes my report.

Jeffrey A. Bauer

To: Shawnee State University Board of Trustees
 From: Jeff Bauer, President
 Re: Report on Policies and Procedures - 2020-2021
 Date: June 25, 2021

This is my annual report, pursuant to Board of Trustees Policy No. 5.00REV, regarding the enactment, amendment, rescission, and renewal of policies and procedures during the past year. As with virtually every aspect of Academic Year 2020-2021, Covid-19 figured prominently in the policies and procedures area. Using the emergency authority that the Board delegated to me as a result of the pandemic, we enacted a face mask policy and promulgated numerous other protocols to protect the campus community. The Board also took the opportunity to revise its policy on controlling infectious and communicable diseases.

Federal and state legislation and regulations required the University to respond with new policies and procedures. Extensive new Title IX regulations from the U.S. Department of Education mandated that SSU, like all institutions that receive federal funding, formalize our investigation and hearing procedures for complaints of sexual misconduct. Federal agency guidance on service animals and emotional support animals prompted the Board to enact a new animals on campus policy. State legislation addressing free of speech on campuses required us to modify our freedom of expression policy. Also of note, the administration and Board also saw fit to revise our housing policy, expanding the categories of students who will be required to live in SSU-owned or operated housing. Below is a summary of the policies and procedures that were acted upon during the 2020-2021 year:

Newly Enacted Policies and Procedures

5.42	Facial Covering (Mask) Policy	August 12, 2020
3.22:1	Attendance and Participation While Awaiting VA Tuition and Fee Payments	August 21, 2020
5.43	Animals on Campus	September 11, 2020
5.43:1	Service Animals and Emotional Support Animals	September 11, 2020

Policies Revised by Board Action / Procedures Revised by Presidential Action

1.01	Bylaws of the Board of Trustees	April 30, 2021
1.05	Investment	April 30, 2021
3.20	University Housing	March 19, 2021
5.10	Freedom of Expression	March 19, 2021

5.01:2	Reporting & Investigating Discrimination, Sexual Harassment and Retaliation	August 27, 2020
4.93	Controlling Infectious and Communicable Diseases	September 11, 2020
4.93:1	Infectious and Communicable Disease Procedure	September 11, 2020

Policies Renewed for Three Years without Substantive Changes

2.15	University Promotion and Tenure System	June 25, 2021
2.16	Intellectual Property for Students	June 25, 2021
3.22	Student Service Members and Veterans	September 25, 2020
5.27	Signature Authority for Contracts	March 18, 2021

UFS Report

Friday, June 25, 2021

Thank you for allowing me a few moments to address the Board.

I would first like to say I commend the President Bauer and Dr. Ahuja for the development of the Strategic Plan. They included many voices during the development of the plan and I am thankful for the opportunities afforded the faculty to review and suggest edits to the plan throughout the process.

I would like to take the remainder of my time to bring to your attention an item from the Ohio Faculty Council. The OFC has developed a White Paper on Faculty-Board Relations. This was sent to the Office of the President and Chancellor Gardner on June 8, 2021. The purpose of this white paper is to serve as a starting point for discussions about ways the board and the faculty can work together to advance the university.

The White Paper is intended to foster, “healthy faculty-Board interactions and engaged communication promote informed decision making that is in the best interests of the educational mission, including innovation and successful experiences for our students.” The White Paper proposes five best practices to accomplish this:

1. Faculty-supported onboarding of new Board members.
2. Meaningful communication.
3. Board presence at faculty governance meetings.
4. Board visibility on campus.
5. Informed decision-making.


I would like to say President Bauer and Dr. Ahuja have always given me in my capacity as UFS President access and have sought my opinion on matters concerning governance issues. I cannot recall a single episode when I have felt my opinion was not considered or taken seriously and I would hope they feel the same about me.

I appreciate your time and would be more than happy to answer any questions.

Respectfully submitted.

Tony Ward

UFS President

Certified as True and Correct
June 30, 2021

Secretary, SSU Board of Trustees