

**SHAWNEE STATE UNIVERSITY
BOARD OF TRUSTEES**

**Meeting Minutes
August 9, 2024**

Call to Order

Chair Edwards called the meeting to order at 9:18 a.m. noting the meeting was in compliance with RC § 121.22(F).

Roll Call

Members present: Mr. Edwards, Mr. Furbee, Mr. Daniels, Mr. Richey, Mrs. Dennis, Mrs. Schisler. Dr. Haas and Mr. Shah joined the meeting remotely.

Members absent: Ms. Blythe

Approval of the August 9, 2024 Agenda

Mr. Furbee moved and Mr. Daniels seconded a motion to approve the August 9, 2024 Board meeting agenda. The motion was passed by unanimous roll call vote of all Board members present.

President's Report

President Braun presented an FY24 review which included campus placemaking, athletics enhancement, enrollment initiatives, and program development. He presented a fall 2024 enrollment forecast.

New Business

1. FY25 Budget

Mr. Greg Ballengee presented on the FY25 budget including significant factors impacting budget; cash and investment summary; fiscal year cash flow summary; Senate Bill 6 ratio summary; and Moody's financial indicators.

2. Strategic Plan

Dr. Kimberly Inman and Dr. Braun presented on the strategic plan including history, goals, and strategic focus. They reviewed the strategic action plan for 2024-2025 which is "Meet them where they stand. Clear their path forward". Dashboards and action items will be developed in the following areas: enrollment, financial, success, cost, and career. A fall convocation will be held in September to share top level KPIs, give the charge to Colleges, and share an overview of program metrics; Academic Deans and Dean of Students to hold divisional kick-offs by October 2024; college level strategic plans outlined to Provost by end of Fall 2024 term; feedback given to Colleges at start of Spring 2025 term; plans finalized by Spring 2025 term; and HLC interim report will be drafted late summer/early fall 2025.

3. Kricker Innovation Hub Accelerator

Dr. Amanda Hedrick presented on the Level Up Accelerator Program: Pioneering Sustainable

Game Development including Shawnee State and Portsmouth's competitive advantages.

4. Academic and Enrollment Plan

Dr. Kimberly Inman and Ms. Elizabeth Blevins presented the Academic and Enrollment Plan including college reorganization, academic portfolio, adult education, initiatives, enrollment trends, and enrollment initiatives.

5. Facilities and Campus Master Plan

Mrs. Malonda Johnson presented the facilities and campus master plan including mid-term, long-term and undecided capital projects under development. These include Health Sciences labs renovation; Alumni Green and Plaza renovation; Spartan Stadium Athletic Complex; Natural Sciences labs renovation; and the Jacobs Center Temple.

6. FY25 Initiatives

Dr. Braun presented FY25 initiatives which included campus placemaking; College of Health and Human Services Center for Rural Health Innovation; College of Business and Engineering Technology; Shawnee Advanced Manufacturing Center; reduction of room and board cost; retention moonshot; and personal and professional development for students.

Comments from Constituent Groups and the Public

None

Executive Session

None

Other Business

None

Adjournment

Mr. Daniels moved and Mr. Furbee seconded a motion to adjourn. The motion was passed by unanimous roll call vote and the Board adjourned at 4:12 p.m.

Chairperson, Board of Trustees

Prepared based on information provided by Eric Andrew Braun, President, and Approved by Michael McPhillips, Secretary to the Board of Trustees

Secretary, Board of Trustees




**Board of Trustees
Retreat 2024**



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August 21, 2024

Michael C. McRell
Secretary, SSU Board of Trustees

Board of Trustees Retreat Agenda

9:00 AM	Call to Order
9:05 AM	Breakfast / President's Report <i>Dr. Eric Andrew Braun, President</i>
10:15 AM	FY25 Budget <i>Mr. Greg Ballengee, Chief Financial Officer</i>
10:45 AM	Break
11:00 AM	Strategic Plan <i>Dr. Eric Andrew Braun, President</i> <i>Dr. Kimberly Inman, Provost & VP for Academic & Student Affairs</i>
12:00 PM	Lunch / Kricker Innovation Hub Accelerator <i>Dr. Amanda Hedrick, Executive Director, Kricker Innovation Hub</i>
12:30 PM	Academic & Enrollment Plan <i>Dr. Kimberly Inman, Provost & VP for Academic & Student Affairs</i> <i>Mrs. Elizabeth Blevins, Chief of Staff</i>
1:45 PM	Facilities & Campus Master Plan <i>Mrs. Malonda Johnson, Chief Operating Officer</i>
2:30 PM	FY25 Initiatives <i>Eric Braun, President</i>
3:30 PM	Adjourn

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President's Report

BRIEFS

FY24 REVIEW

FALL FORECAST



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President's Report: Briefs

1. BOT Meeting Format, November Meeting 11/22/24, Committee Appointments
2. Chairman's Dinner: Sep 11, 2024, 5:30pm @ Morris Univ Center
3. Shawnee Summit (All Boards Convening): Friday, Oct. 25 @ Morris Univ Center
4. Ohio Senate Trustee Conference: October 7, 2025
5. Campus Safety & Cybersecurity
6. Operating Reserve, Capital Reserve (Plant Fund); Strategic Reserve
7. State Operating Budget

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President's Report: FY24 Review

Campus Placemaking

- ✓ Expanded Food Options (Location, Days, Hours)
- ✓ More Indoor & Outdoor Third Spaces, Communal Student Spaces
- ✓ Clark Memorial Library Renovation
- ✓ Building Signage & Branding; On- and Off-Campus Wayfinding
- ✓ Campus Gateway & Third Street Redevelopment
- ✓ ESports Arena

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President's Report: FY24 Review

Athletics Enhancement

- ⚠️ Tri-State Player Development & Sport Performance Center
- ✅ Softball Stadium
- ⚠️ Rhodes East & Hall of Fame
- ✅ Tennis Center Lighting, Soccer Seating
- ⚠️ Fieldhouse Development

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President's Report: FY24 Review

Enrollment Initiatives

- ✓ College Credit Plus Expansion
- ⚠ Honors Program
- ⚠ Scioto County Direct Admission
- ✓ Review School of Business
- ✓ <30 Mile Housing Metro Rate
- ✓ Re-engage Stop-Outs
- ✓ PALSJR Valedictorian Scholarships
- ⚠ International Engagement
- ⚠ Assess On-Campus, Night & Weekend Class Offerings

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President's Report: FY24 Review

Program Development

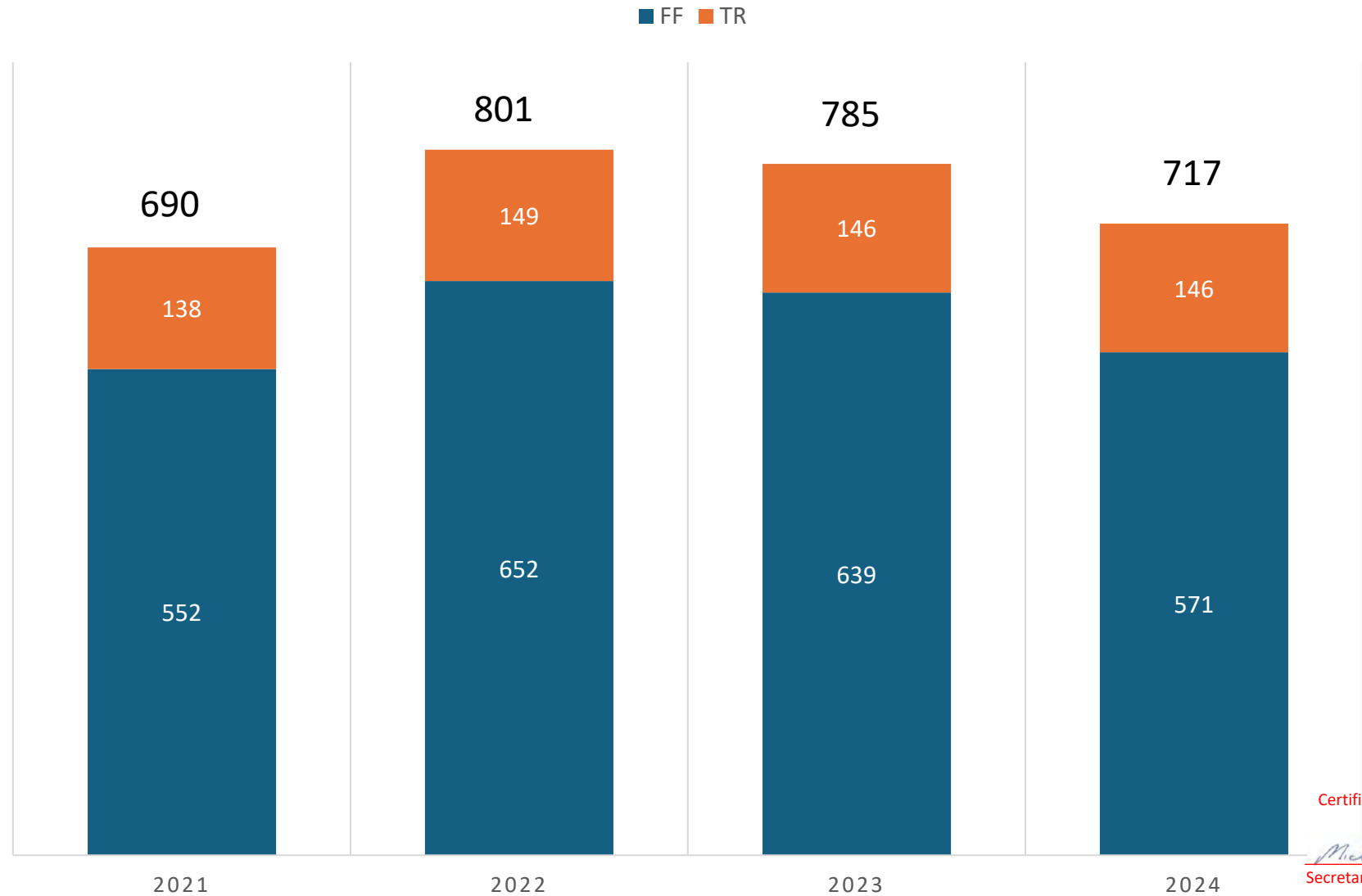
- ✓ Social Work, Mental & Behavioral Health Counseling
- ✓ Launch School of Nursing
- ✓ Institute for Appalachian Public Policy
- ⚠ Digital Simulation & Game Design Online
- ⚠ Adams, Lawrence, & Pike County Workforce Centers (& HS ESports)
- ✓ Expand Grants & Sponsored Programs Operation
- ⚠ SSCC Dual Enrollment

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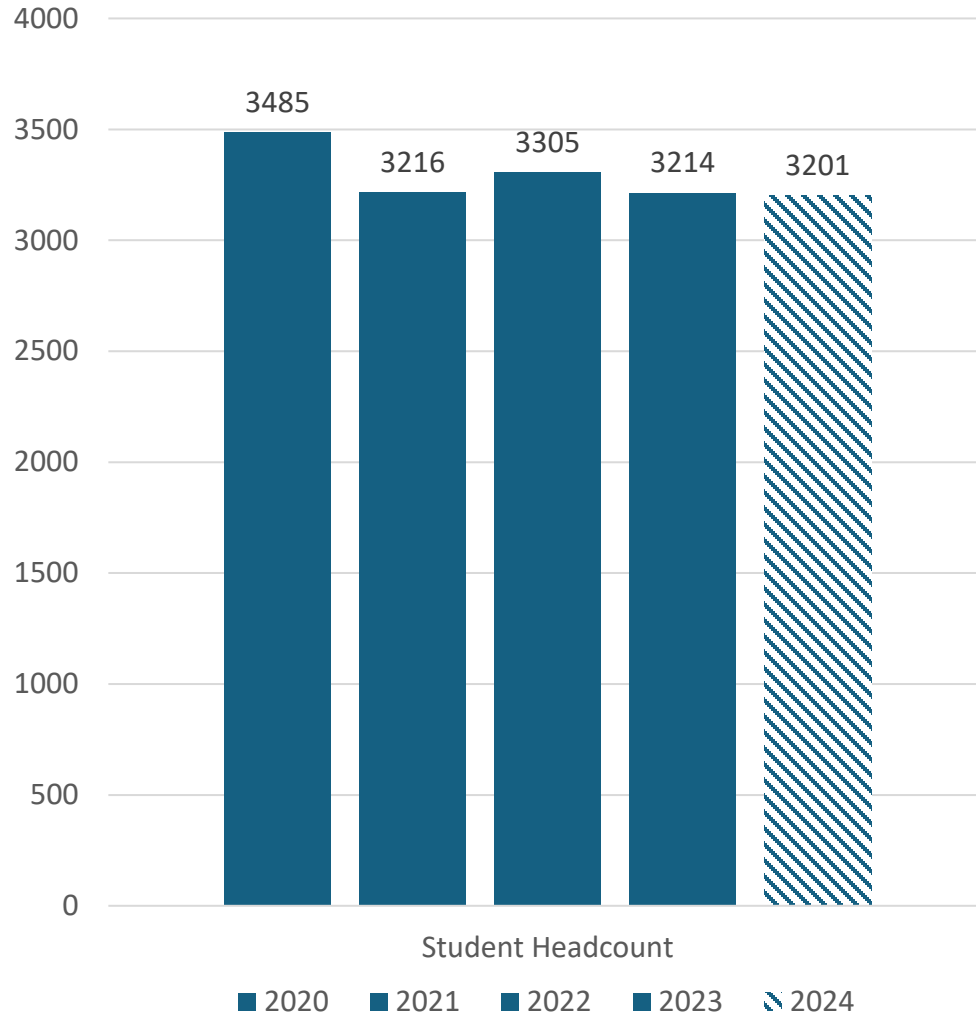
President's Report: Fall Forecast

New Students
First-Time Freshmen
Transfer Students

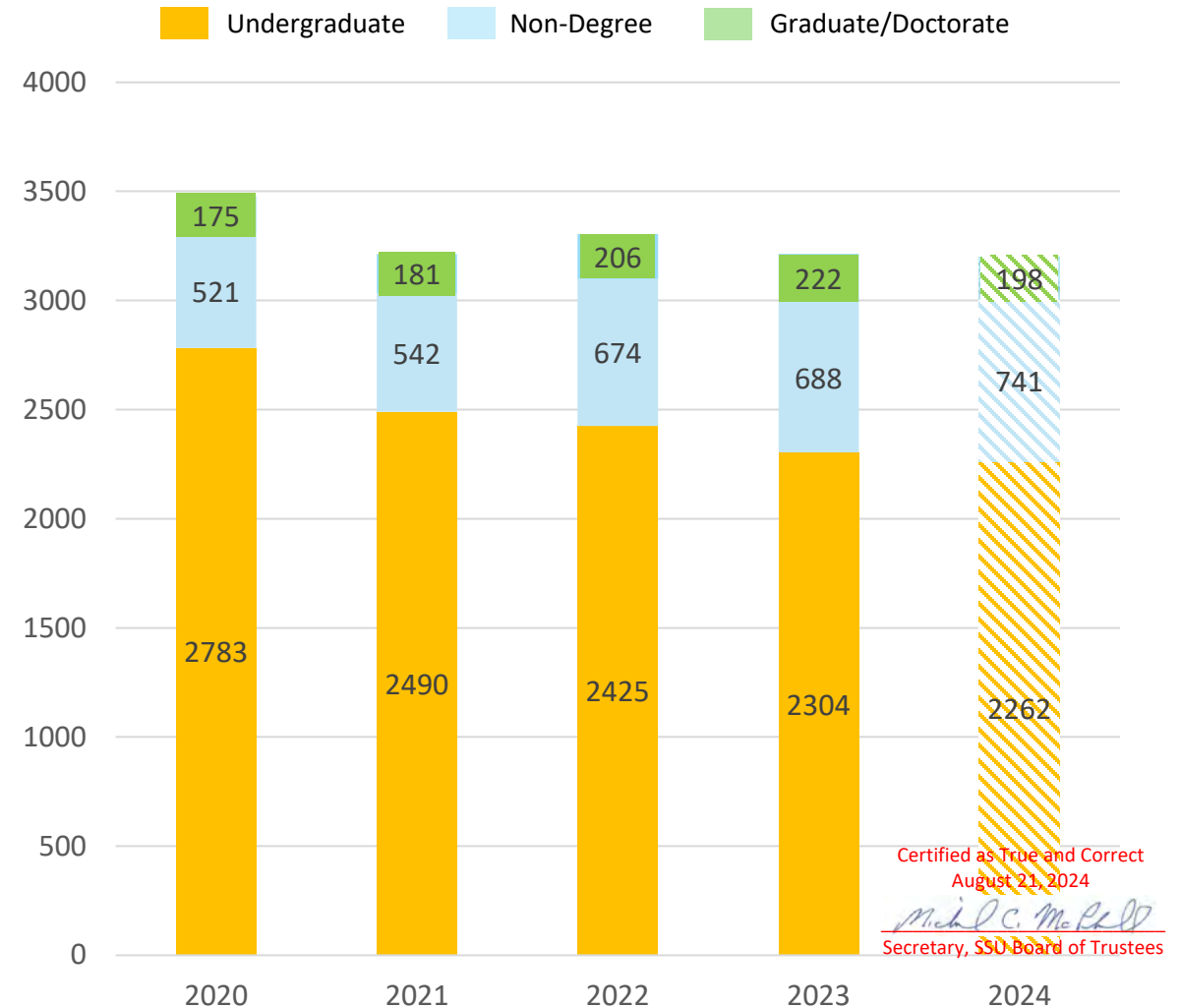


President's Report: Fall Forecast

Total Headcount



Total by Degree Type



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FY25 Budget

METRICS

BUDGET BOOK

FINANCIAL HEALTH

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FY25 Budget

SIGNIFICANT FACTORS IMPACTING BUDGET

- Net Tuition and Fee Revenue:
 - New student headcount and improved retention rate
 - Legislation restrictions on new fees and rates of increase
 - University funded scholarships (“tuition discount”)
- Compensation Expense:
 - Salary Increases
 - Contractual increases based on CBA agreements
 - New FOP agreement
 - Current negotiations with SEA
 - Salary adjustment for administrator group
 - Benefit Adjustments
 - Insurance costs increases projected to be lower than market due to participation in JHP Consortium
 - Reviewing educational benefits to align between constituency groups and other universities

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FY25 Budget

SIGNIFICANT FACTORS IMPACTING BUDGET (Continued)

- Non-Compensation Expense:

- Adjustments for contractual CPI increases
 - Review of contracts for renegotiation and need
- Increase to Utility Costs
 - Reduction of utilities to selected buildings during scheduled University closures
 - Increased use of energy efficient equipment where possible

- Capital Budgeting:

- Additional capital funding requested from State of Ohio
- Use internal funding available in Plant funds for selected projects
- Development of OTI\$ (One Time Investment Dollars) to identify construction projects for FY25 and future years so funding options will be considered for current year and future budget cycles

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FY25 Budget

SIGNIFICANT FACTORS IMPACTING BUDGET (Continued)

- Potential Adjustments to Preliminary Budget:
 - Reduction in Tuition & Student Fees due to lower incoming cohort enrollment
 - Reduction in Scholarship due to lower enrollment
 - Final adjustments to compensation based on SEA contract ratification
 - Future impact of legislative matters:
 - State of Ohio funding of projects
 - Department of Labor pending adjustment for exempt employees
 - University goal is to continue the \$2M transfer to reserves in FY25.


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FY25 Budget

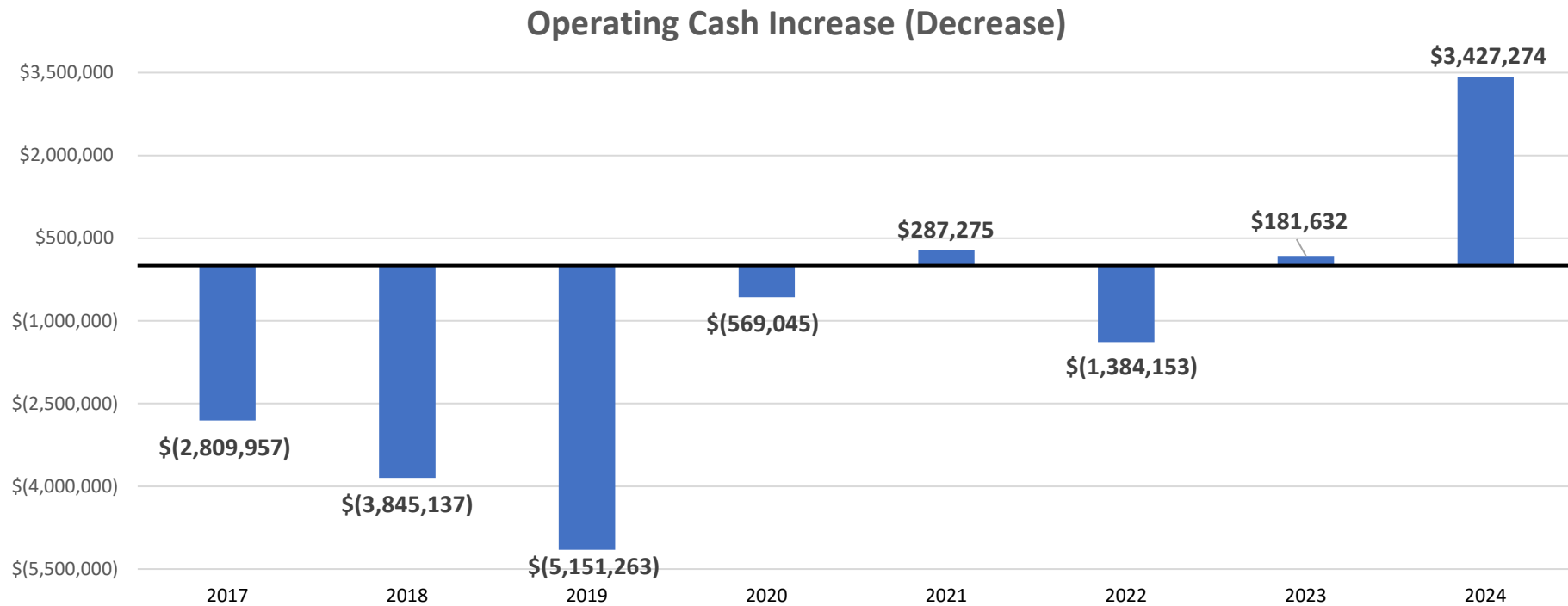
Cash and Investment Summary

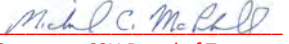
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Operating Cash (Bank Accounts)	\$ 824,327.00	\$ 1,706,290	\$ 2,898,657	\$ 1,724,399	\$ 5,062,733	\$ 7,648,535
STAR Ohio	\$ 191,776.00	\$ 194,983	\$ 195,294	\$ 195,839	\$ 203,642	\$ 1,216,621
Investment Accounts (TIAA)	\$ 9,597,797.00	\$ 8,354,799	\$ 8,595,314	\$ 7,710,011	\$ 8,233,223	\$ 11,189,149
TOTAL CASH AND INVESTMENTS	<u>\$ 10,613,900.00</u>	<u>\$ 10,256,072</u>	<u>\$ 11,689,265</u>	<u>\$ 9,630,249</u>	<u>\$ 13,499,598</u>	<u>\$ 20,054,305</u>
(Liquidations)/Additions (from)/to Investments	\$ (4,500,000.00)	\$ (1,500,000)	\$ (300,000)	\$ -	\$ -	\$ 3,000,000

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FY25 Budget

Fiscal Year Cash Flow Summary

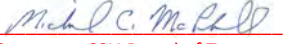


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FY25 Budget

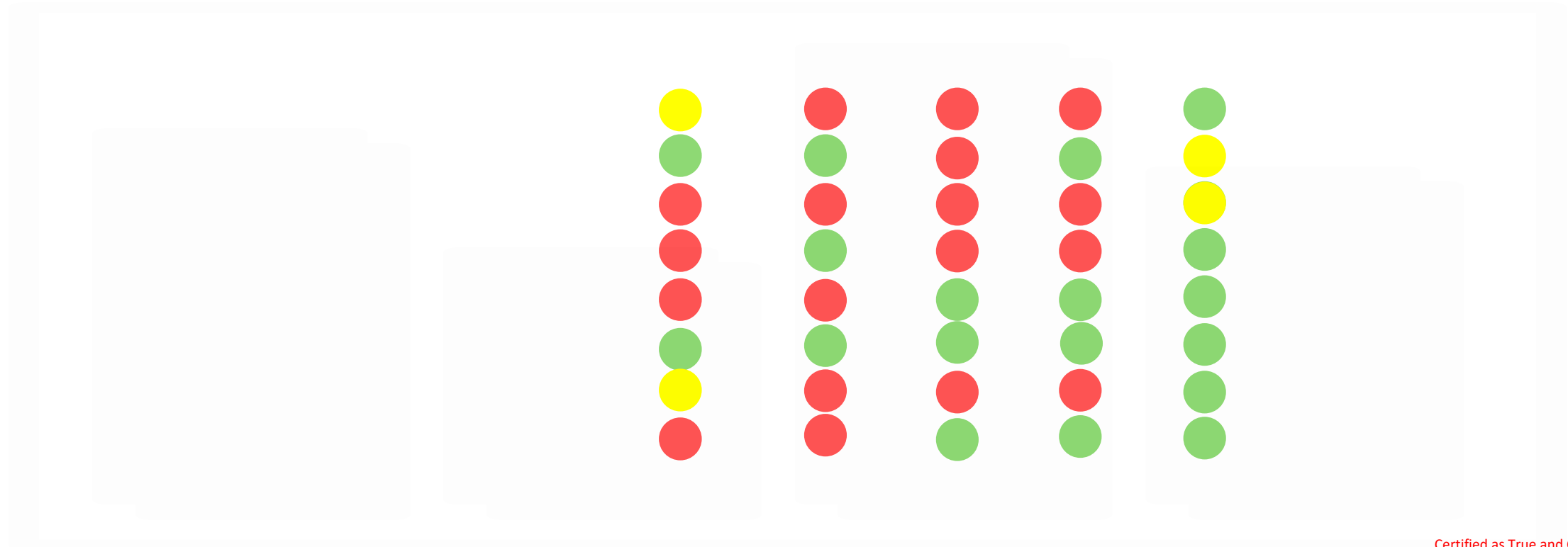
Senate Bill 6 Ratio Summary:

DESCRIPTION FISCAL YEAR END	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Actual 2023	Projected 2024	Ratio Range
VIABILITY RATIO:							
Expendable/Unrestricted Net Pos.	\$6,580,960	\$6,174,645	\$14,000,901.00	\$13,644,648	\$13,964,848	\$16,603,630	
Plant Debt	\$19,575,000	\$19,470,595	\$18,520,554	\$17,060,000	\$16,090,000	\$15,981,283	
Ratio	0.336	0.317	0.756	0.800	0.868	1.039	1.0 to 2.5
Applicable Score	2	2	3	3	3	4	
Weight	30%	30%	30%	30%	30%	30%	
Viability Weighted Score	0.6	0.6	0.9	0.9	0.9	1.2	
PRIMARY RESERVE RATIO:							
Expendable/Unrestricted Net Pos.	\$6,580,960	\$6,174,645	\$14,000,901.00	\$13,644,648	\$13,964,848	\$16,603,630	
Operating Expenses+Int. on Long Term Debt	\$57,393,656	\$58,841,640	\$60,605,221	\$67,902,476	\$59,652,755	\$59,339,646	
Ratio	0.115	0.105	0.231	0.201	0.234	0.280	.25 to .49
Applicable Score	3	3	3	3	3	4	
Weight	50%	50%	50%	50%	50%	50%	
Primary Reserve Weighted Score	1.5	1.5	1.5	1.5	1.5	2	
NET INCOME RATIO:							
Change In Total Net Position	(\$3,283,170)	(\$591,897)	\$4,649,136	\$1,162,446	(\$1,957,034)	\$3,698,975	
Total Revenues	\$54,110,845	\$58,249,743	\$65,254,357	\$69,064,922	\$57,695,721	\$63,038,621	
Ratio	(0.061)	(0.010)	0.071	0.017	(0.034)	0.059	Over .05
Applicable Score	0	1	5	3	1	5	
Weight	20%	20%	20%	20%	20%	20%	
Net Income Ratio Weighted Score	0	0.2	1	0.6	0.2	1	
COMPOSITE SB6 SCORE	2.1	2.3	3.4	3	2.6	4.2	

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FY25 Budget

Financial Indicators:



FY25 Budget

Institutional Financial Health: Essential questions board members should be asking

Q1: How financially sustainable is my institution today? 

Q2: How stable is my institution's revenue? 

Q3: Are my institution's expenditures aligned to revenues? 

Q4: How is my institution balancing its budget? 

Q5: How are mergers and closures changing the landscape?

Strategic Plan



SHAWNEE @ 40

GOALS

NEW ACTION PLAN

HLC REPORT

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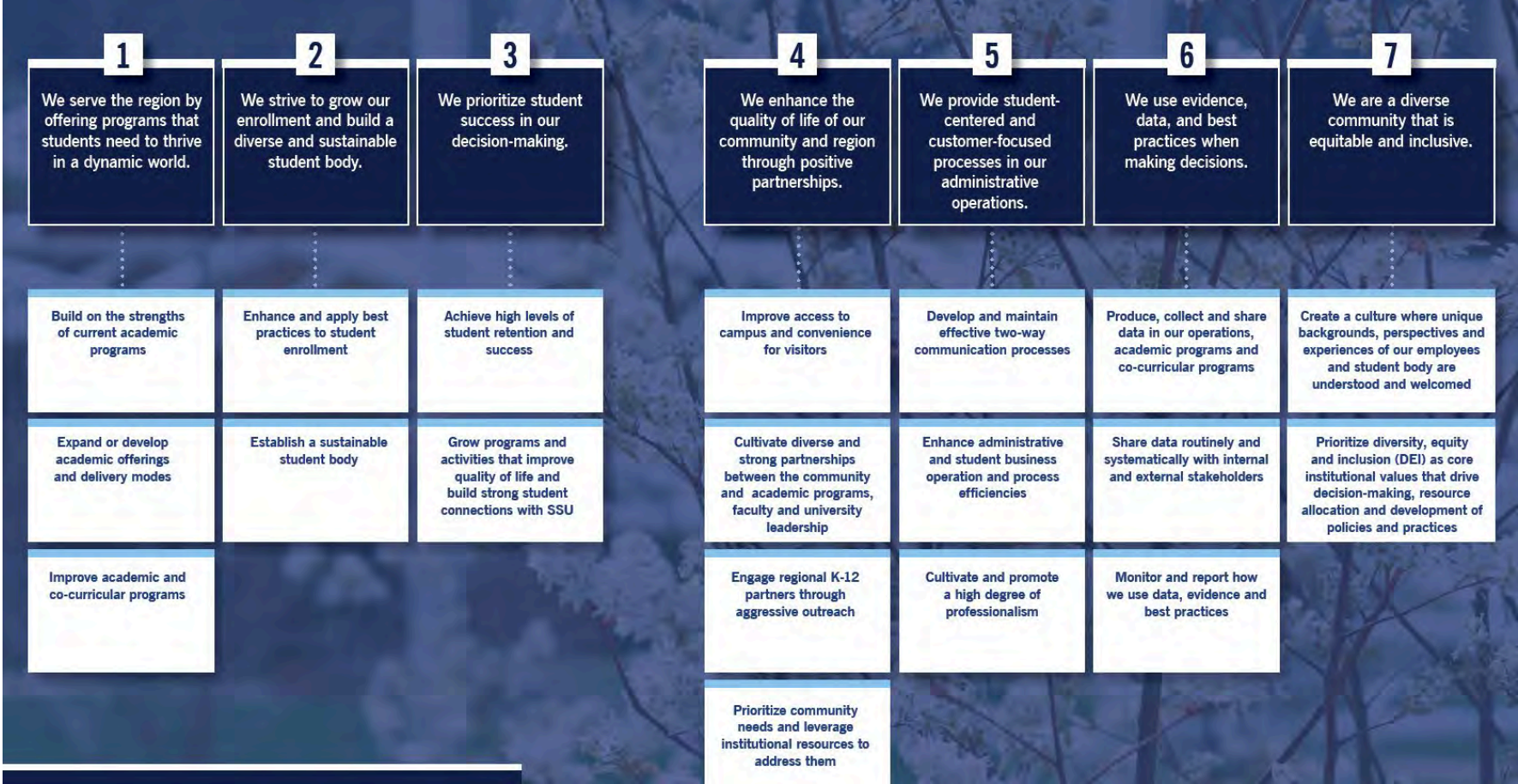
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Strategic Plan



- **2016:** Strategic Plan Developed
- **2019:** Strategic Plan Revisions Began
- **2020:** Strategic Planning Shifted to Pandemic Crisis Plan
- **2021:** Five-Year Strategic Plan: Shawnee at 40 Developed
- **2022:** Strategic Plan Reviewed and Updated

Strategic Plan



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Strategic Focus

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

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Strategic Action Plan 2024-2025

Convocation 2024 – September 13 (tentative)

- Share top level KPIs
- Give the charge to Colleges of Strategic Planning
- Share overview of program metrics; portfolio review data

College level strategic plans outlined to Provost by end of Fall 2024 term

- Expect goals linked back to KPIs with rationale, action plan, and resource needs

Plans finalized by Spring 2025 Term.

- Begin implementation.

Academic Deans and
Dean of Students hold
divisional kick-offs by
October, 2024

Feedback given to
Colleges at start of
Spring 2025 term

Late summer/Early
Fall 2025, Draft HLC
Interim Report

- September 1, 2025
Program & Course Plan
to ODHE
- October 15, 2025
report submitted to HLC


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HLC Report

- 3C: The institution has the faculty and staff needed for effective, high-quality programs and student services.
- 5B: The institution's resource base supports its educational offerings and its plans for maintaining and strengthening their quality in the future.
- 5C: The institution engages in systematic and integrated planning and improvement.

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HLC Report

- Review and evaluate the number of faculty and staff positions to ensure that each area is properly staffed and that the workload of each area is balanced.
- Review and evaluate the extent to which revenue generated from state appropriations and tuition and mandatory fees is sufficient to maintain the correct balance of faculty and staff.
- Review and evaluate the capacity of the institution to realize the strategic initiatives defined in the *Shawnee at 40* strategic plan, addressing shortcomings noted in this report, and in particular the overall campus environment in the context of the analyses listed above concerning staffing levels and workload, the review and evaluation of revenue and the 'balance' between funding and staffing. The institution should include updates to the strategic plan (highlighting updates related to changes in leadership), as well as the impact on enrollment, recruitment, and retention.

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Academic Leadership

Office of the Dean

- Organizational Planning
- Fundraising, Grants
- College & Program Enrollment
- Institutional Research & Data Analysis
- Workforce & Career Services
- Advisory Boards
 - College of Arts & Sciences
 - College of Business & Engineering Technology
- Professional Development & Leadership

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Strategic Action Plan 2024-2025

Mission, Vision, Values

Enrollment

Retention

Completion

Graduation

Alumni



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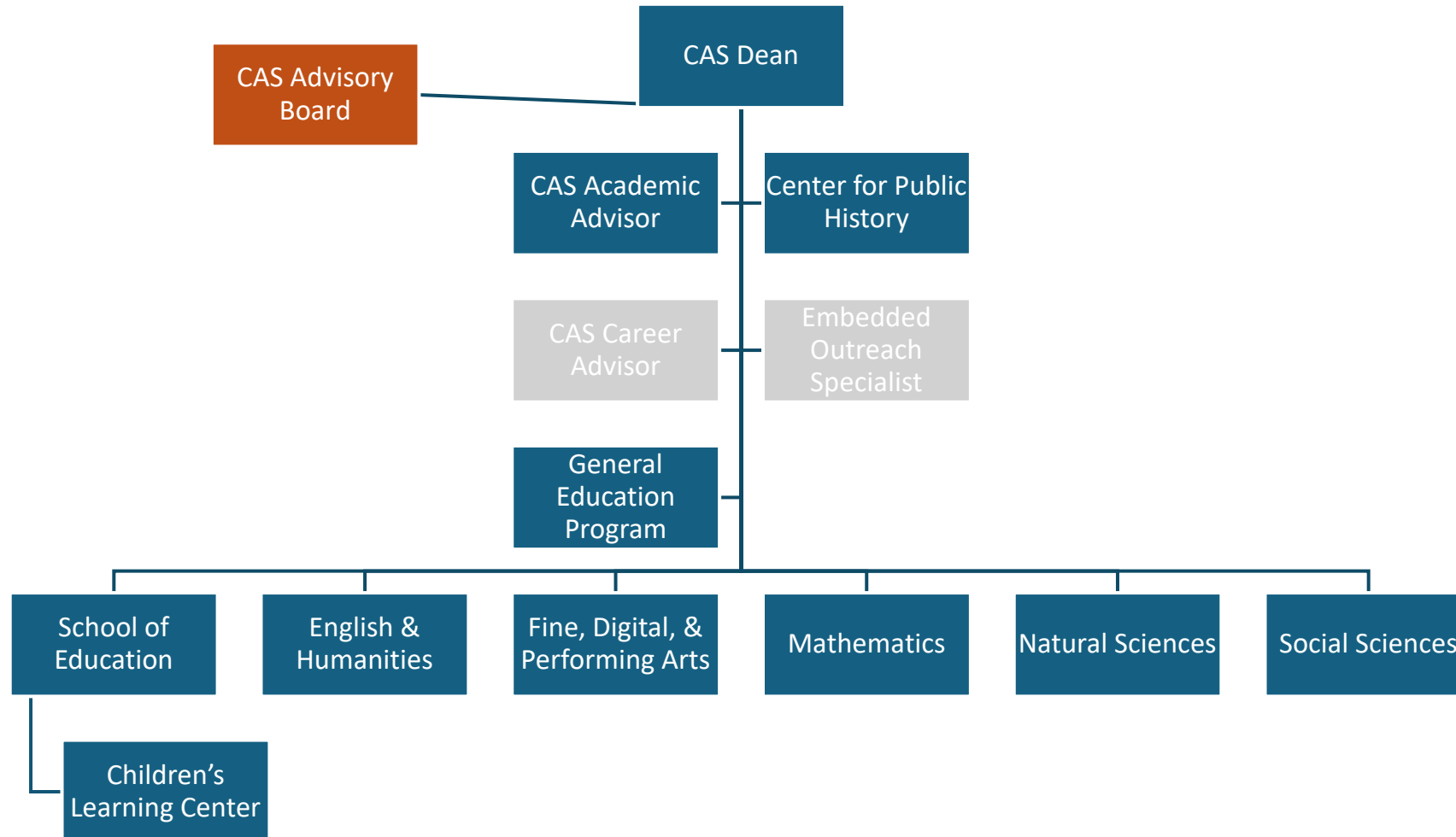
Academic & Enrollment Plan

COLLEGE
REORGANIZATION
ACADEMIC
PORTFOLIO
ADULT EDUCATION

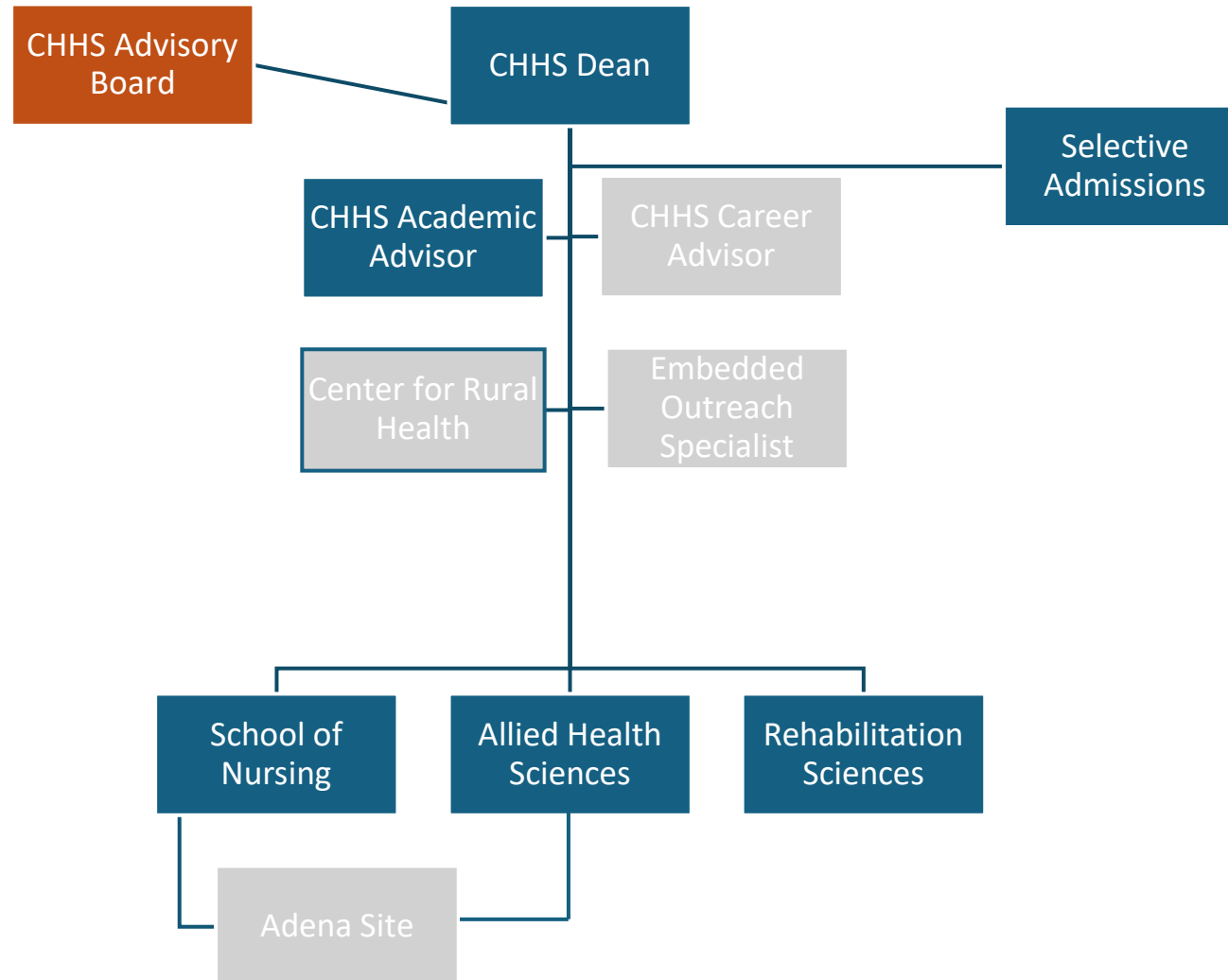
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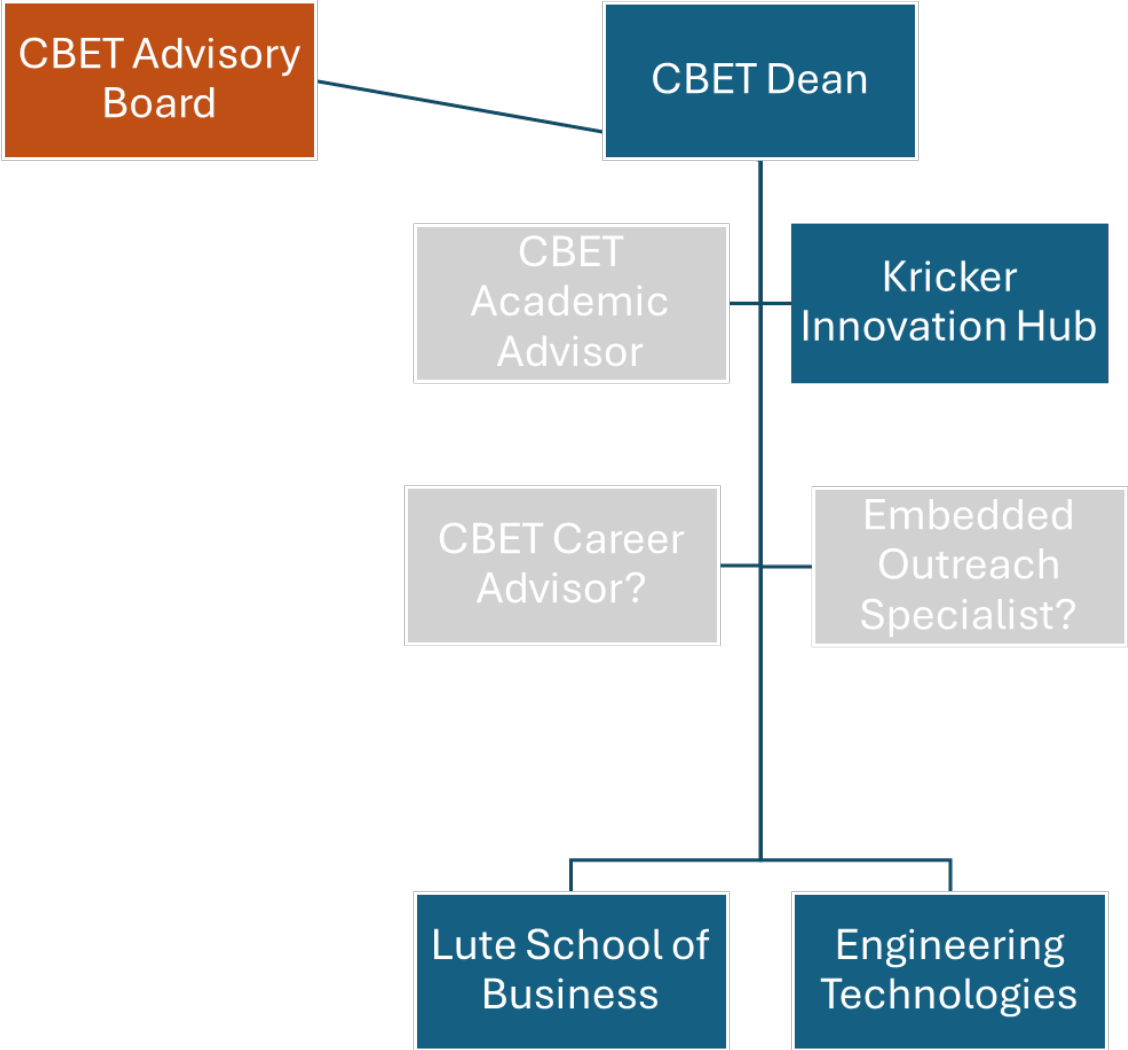
College of Arts & Sciences



College of Health & Human Services



College of Business & Engineering Technology




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Graduate School

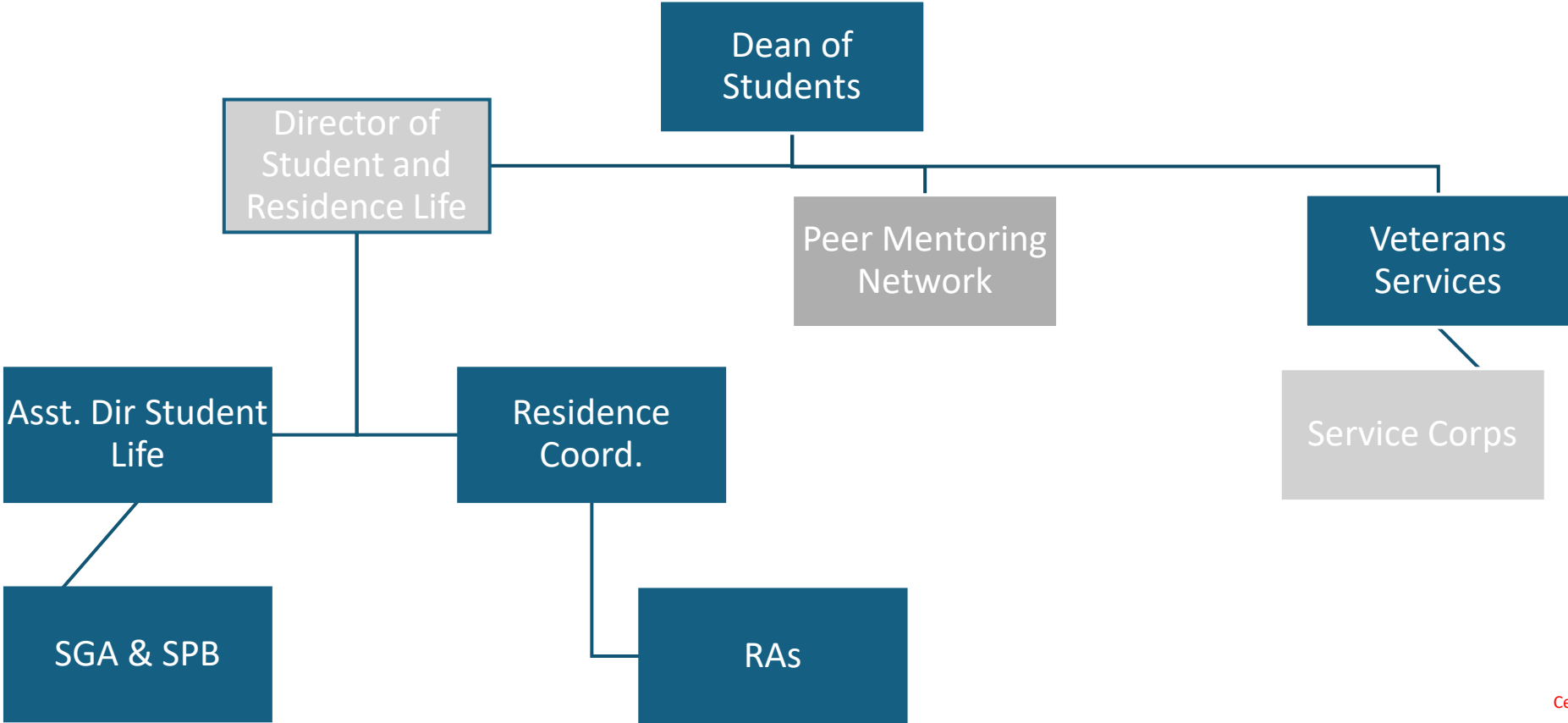
- E-campus
- MSN
- MPH
- Other areas of expansion
- More formal structure

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Student Affairs



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Academic and Student Affairs Initiatives

- Creation of Clinical Faculty role
- In certain and appropriate areas, look for Masters credentials rather than PhD
 - Some areas Bachelors and experience may be appropriate
- Expand admissions in our selective programs

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CCP Advising Pathways Needed

- Request from K-12 Leadership
- Branded materials
- Guide parents, students, counselors on best CCP courses for major / career plans for students
- Biomedical Sciences
- Nursing
- BUMG



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Academic and Student Affairs Initiatives

- PD for Deans to support success in Enrollment and Fundraising initiatives.
- Putting some onus for enrollment on programs, departments, Colleges.
- Analyze our level of overload work by full-service faculty
- Explore making our compensation for adjunct faculty competitive
 - Heavy use of adjuncts in certain areas

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Course Evaluation Based on Enrollment and Duplication with Other Institutions

OHIO REVISED CODE | SECTION 3345.35

EFFECTIVE SEPTEMBER 1, 2022

SUMMARY

- The Board of Trustee's from every state institution shall evaluate all courses and programs based on enrollment and duplication of its courses and programs with other state institutions.
- A summary and actions shall be presented for courses or programs with low enrollment.
- Summaries and actions should include collaborative opportunities for duplicative programs.
- DUE SEPTEMBER 1, 2025

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OFFER LESS OFTEN



ELIMINATE COURSE



OFFER FEWER
SECTIONS IN
FUTURE



CHANGE THE
COURSE MODALITY



MERGE CONTENT
OF ONE OR MORE
COURSES

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**Make our offerings clear,
less complex for students
to navigate**



**Must preserve access to
higher education for
Southern Ohio and our
service region**

Increase affordability
Increase degree attainment



**Student Success is at
center of process**



**What changes do we
need to make?**

Students – price stability, time to degree, engaged curriculum

Institution – increase net revenue, decrease unit costs, stewards of public funds and trust

State – decrease duplicated efforts, increase degree attainment, address workforce shortages, decrease cost/completion

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This has to be a transparent and meaningful process

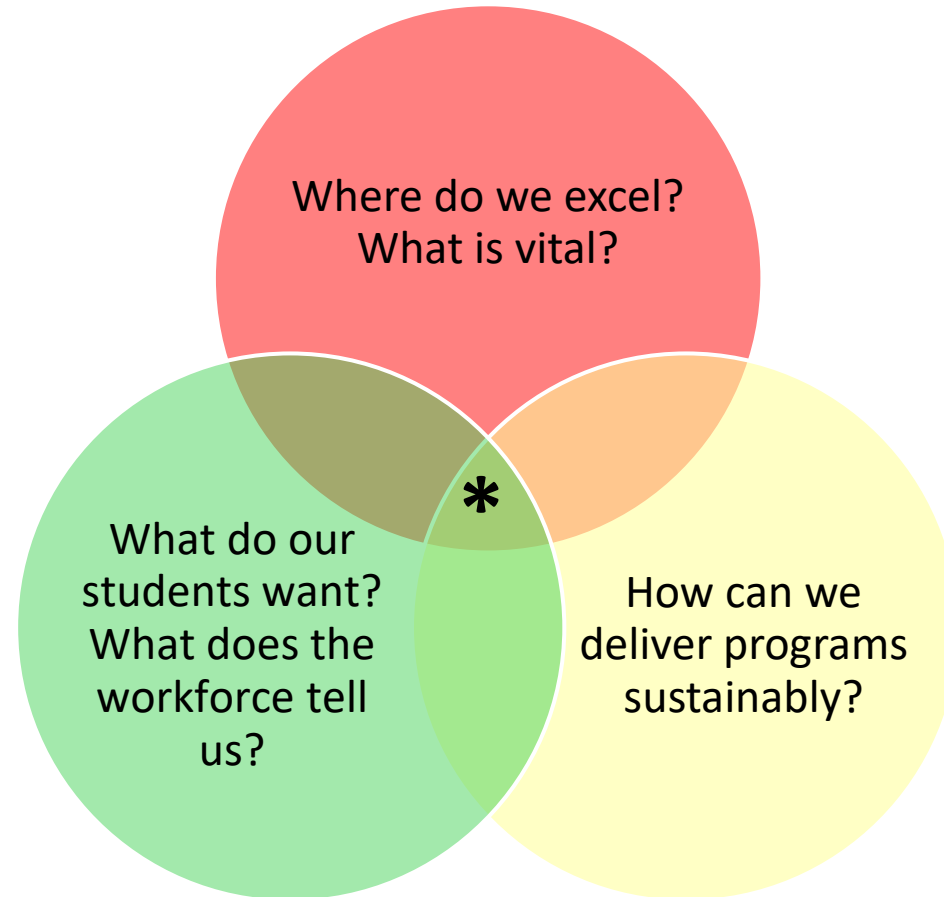
- Communicate – often!
- What is the data? What is the purpose?
 - Is current state sustainable?
- Who will be involved and give feedback?
 - What is best for students?
 - What will be better for faculty as a result?
- Who will decide?
- What is the timeline for a decision?
 - For closures, we must notify in November
 - UFS and CBA language
- Defend – without being defensive
- Follow through – Keep Promises!



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Thinking about our project goal



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Not just a quantitative process



- Rule of 1/3^{rds}
- Landscape has changed.
- We must make significant and informed decisions to meet the new landscape
 - Be thoughtful
 - Keep student success at center
- This is urgent, but we aren't creating panic.

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UFS Metrics



Program costs

Financial aid

AAA support

Chair stipends/release

Overload

ITS instructional cost

Tutoring

Advising

Accreditation Costs

Library costs

Risepoint

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Student Profile 2018-2023



Full Time = 73%
Part-Time = 27%



79% Commuter
21% Residential
58% Took an Online Course
6% Completely Online



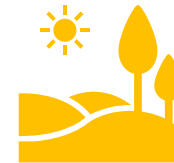
28% Associate
64% Bachelor
7% Master / OTD
1% Non-Degree



57% Female
43% Male



82% Under 24
18% Over 24



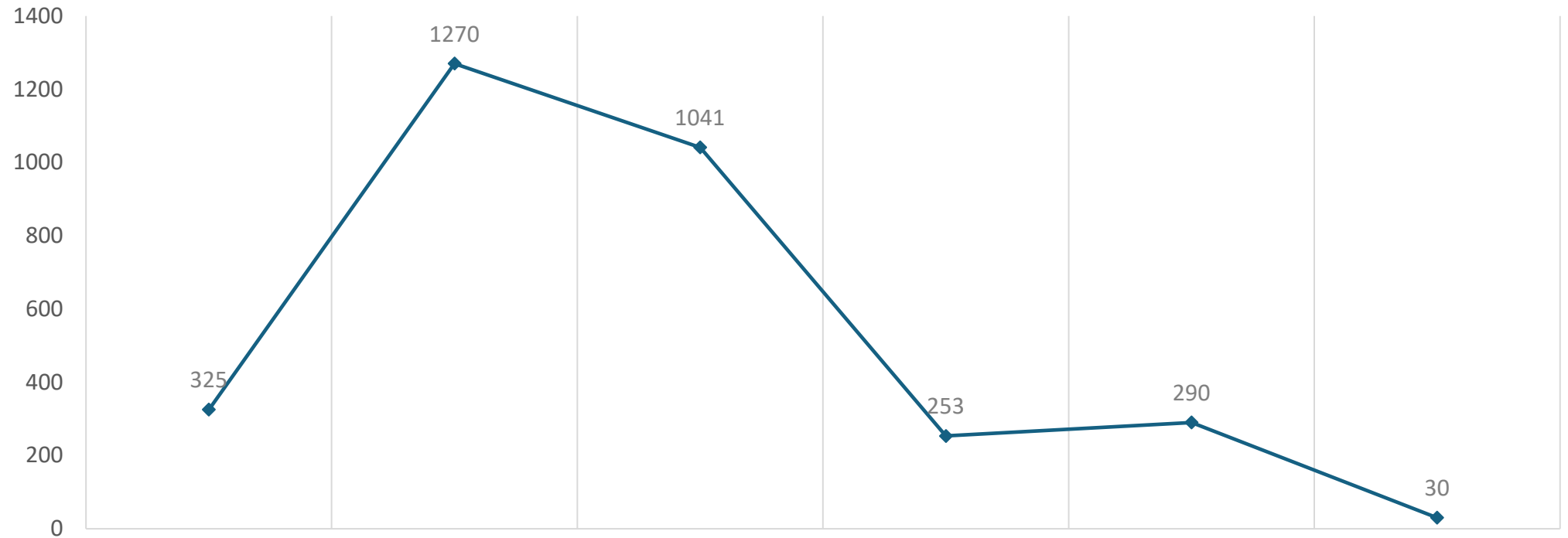
64% Authentically
Appalachian

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Age of Students (Total Fall 23 Enrollment 3,214)



AGE: 11-16



10%

AGE: 17-19



40%

AGE: 20-23



32%

AGE: 24-29



8%

AGE: 30-55



9%

AGE: 56-86



1%

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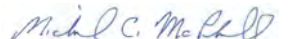
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Academic & Enrollment Plan: Enrollment Initiatives

Meet students where they are

- (1) Take an aggressive approach to identify programs ripe for adult learning enrollment growth;
- (2) Set class schedules for these programs after hours, on weekends, and in hybrid formats; and
- (3) set up advertising and recruitment mechanisms to include dedicated segments for graduate, international, and adult students.

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Facilities & Campus Master Plan

CAPITAL PROJECTS
UPDATES
TIMELINE

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Facilities & Campus Master Plan

Capital Projects Under Development: Immediate

Project	Timeline	Cost	Source
Basic Renovation Contingency		\$750K	Capital
Roof & Infrastructure	FY25	\$1.25M	Capital
Clark Memorial Library Renovation	FY25-FY27	\$4.5M	Capital
Daehler Tennis Center Lighting	FY25	\$180K	SSUDF
KIH Gaming & Community Project	FY25	\$500K	Capital & Other TBD
Building Keyless Entry Project - Phase II	FY25	\$200K	Fed
Campus Wayfinding, Signage, Building Branding	FY25-FY26	\$750K	Capital
Third Street Re-Opening	FY25-FY26	\$1.8M	Capital
Rhodes Athletic Center East Renovation	FY26	\$400K	SSUDF
Morris University Center Renovation	FY25	\$63K	SSUDF & SSU Op
Placemaking Project	FY25-FY26	TBD	TBD
Softball Field – Phase I	FY25-FY26	TBD	TBD

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Facilities & Campus Master Plan

Capital Projects Under Development: Mid-Term

Project	Timeline	Cost	Source
Health Sciences Labs Renovation	FY25-FY26	\$3.0M	Capital & Fed
Alumni Green Turf/Drainage/Plaza Renovation	FY26-FY27	\$500K	TBD

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Facilities & Campus Master Plan

Capital Projects Under Development: Long-Term / Undecided

Project	Timeline	Cost	Source
Spartan Stadium Athletic Complex <ul style="list-style-type: none"> ○ Softball Field Phase II ○ Site Master Plan ○ Softball Field Phase II ○ Branch Rickey Park Renovation ○ Master Plan Phase I Build 	FY25-FY28	TBD	TBD
3rd & Gay Street (US Route 23) Intersection	FY25-FY27	\$1.5M	Fed
Natural Sciences Labs Renovation	FY26-FY28	\$12M	Capital & Fed
Jacobs Center Temple	FY26	\$250K	TBD

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FY25 INITIATIVES

Campus Placemaking Committee Recommendations

Appleton Overlook Lounge:
Renovation and Refresh; Study
cubbies

24/7 Student Lounge in “Old
Bookstore”

Covered Pavilion in campus center
with volleyball, pickleball

Enclose Kricker Hall/Health Science
Overlook into 365 lounge

Food option on the west side of
campus in Health Science Building or
JARAC

After hours food service

Picnic tables, Patio Seating Outdoor
Lobby & congregating area furniture

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FY25 INITIATIVES

CHHS Adena Site

CHHS Center for Rural Health
Innovation

CBET Shawnee Advanced
Manufacturing Center

CBET AI Program Expansion

A&S Online Digital Simulation
& Game Design

A&S Teacher Education Project

X3 Player Development Center

Kricker Innovation Hub & Incubator

Honors Program

\$1M to Plant Fund

K-12 School-Based Care Workforce

Enrollment Management Overhaul

Reduction of Room & Board Cost

Retention Moonshot

Personal & Professional Development

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FY25 INITIATIVES

Retention Moonshot: 75%

- (1) Overhaul career services to meet substantial anticipated changes in federal and state reporting requirements tied to compliance and institutional funding;
- (2) Establish functions that increase the visibility and effectiveness of student internship, field experience, work experience, and work placement activities;
- (3) Increase accessibility and effectiveness of academic advising;
- (4) Improve the scope, effectiveness, and accessibility of career counseling;
- (5) Provide for better integration of student wrap-around support services and academic outcomes

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FY25 INITIATIVES

Personal & Professional Development

“Every student who completes a program will have an internship, co-op, clinical, or other work experience”

Earn and Learn Partnerships
MEMS, CCP+, Work+

Communication Skills, Critical Thinking, Career Awareness and Preparation

Internship, Co-Op & Work Experience Policy

Associate Provost for Personal & Professional Development

Alumni Career Services

Retention, Completion, Job Placement

Campus Employment




**Board of Trustees
Retreat 2024**



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August 21, 2024
Michael C. McRell
Secretary, SSU Board of Trustees