SHAWNEE STATE UNIVERSITY
BOARD OF TRUSTEES

Meeting Minutes
November 19, 2021

Call to Order

Chairperson Furbee called the meeting to order at 1:15 p.m. noting the meeting was in compliance with RC § 121.22(F).

Roll Call

Members present: Mr. Furbee, Mr. Daniels, Mr. Evans, Dr. Haas, Mr. Watson, Ms. Starnes, and Mr. Cole. Ms. Hartop joined via phone.

Members absent: Mr. Edwards

Approval of the September 17, 2021 Board Meeting Minutes

Mr. Daniels moved and Mr. Evans seconded a motion to approve the September 17, 2021 Board meeting minutes. Without discussion, the Board unanimously approved said minutes.

Approval of the November 19, 2021 Revised Agenda

Mr. Evans moved and Mr. Watson seconded a motion to approve the November 19, 2021 Board meeting revised agenda. Without discussion, the Board unanimously approved the November 19, 2021 Board meeting revised agenda.

Consent Agenda

1. Resolution E10-21, Approval of Policy 1.06, Participation by Electronic Communication, and Amendment to Bylaws of the Board of Trustees, Policy 1.01Rev
2. Resolution F14-21, Approval of the FY2021 Efficiency Report
3. Resolution F15-21, Shawnee State University Development Foundation Member Appointments
4. Resolution ASA05-21, Approval of Policy 2.08Rev, Academic Program Review
5. Resolution ASA06-21, Approval of the Amended 2021-2022 Academic Calendar
6. Resolution ASA07-21, Award of Faculty Tenure

Chair Furbee 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 1-6 were approved by acclamation.

Executive Committee Report

Mr. Watson reported on behalf of the Executive Committee.

1. Minutes of the September 17, 2021 Executive Committee meeting were approved.

2. There was one additional action item for approval which was presented on the consent agenda.

Finance and Administration Committee Report

Mr. Watson reported on behalf of the Finance and Administration Committee.

1. Resolution F13-21, Acceptance of Shawnee State University's FY2021 Financial Report

   This resolution accepts Shawnee State University's FY2021 Financial Report that is pending acceptance by the Auditor of State. The University ended this fiscal year with a more than $13 million increase in net position. This performance was primarily due to substantially reduced operating expenditures, recovery of lost revenue and expense reimbursements from the Higher Education Emergency Relief Fund (HEERF) and significant reductions in pension liability. Mr. Watson moved that the Board adopt Resolution F13-21 and Mr. Daniels seconded the motion. The motion was passed by unanimous roll call vote of all Board members present.

2. The TIAA Cash Reserves investment status was presented by Greg Ballengee, Controller. The cash reserves portfolio value as of October 31, 2021 is $8,758,956. Upon finalization of spring revenue, the University anticipates adding up to $2 million as part of its continuing strategy to replenish the portfolio. The full report is attached to the minutes.

3. The preliminary Senate Bill 6 score of 3.4 was presented. This increase from the prior year is due to the positive FY2021 net position performance. The full report is attached to the minutes.

4. Dr. Elinda Boyles, Interim Vice President for Finance and Administration, reviewed the FY2022 operating budget status. A report on the status of the University's HEERF allocation reveals $2.5M remaining balance for financial aid awards and $4.94M remaining for institutional awards. These awards are anticipated to be expended within the allotted duration of the grants. Due to the lower-than-expected fall 21 enrollment, projected FY22 revenue is expected to come in about 3% below budget. If necessary, mid-year actions will be deployed to mitigate this shortfall. Actions taken will depend upon spring enrollment and verification of eligible lost revenue and expenditure reimbursements from the remaining HEERF allocations. Expenditure controls remain in effect as well. The full report is attached to the minutes.

5. The Committee met the new Director of Institutional Budgeting, Ms. Aimee Welch. Ms. Welch presented the FY2023 budget development strategies and calendar with key actions and dates identified. Greater emphasis is being placed on budget manager training and enhanced budget reporting throughout the year. The full report is attached to the minutes.

6. Dr. Boyles reported on personnel actions for the period of July 1 through September 2021 which reflect a high number of actions to normalize the operation, fulfill strategic plan initiatives, replace a number of departures, and internal appointments resulting from the assignment of new duties. A summary of the actions includes: 11 departures (7 administrator resignations; 1 faculty retirement; 3 faculty resignations); 16 hires (13 administrative and 3 faculty) – one hire was newly funded; all others were funded as they were replacements of existing vacancies; 20 administrative appointments; and 7 faculty promotions/appointments. The full report is attached to the minutes.

7. The Committee was updated on safety measures for the return from Thanksgiving holiday in which home test kits are being provided to those who are unvaccinated, symptomatic, or want to be cautious. The University will assess the environment to determine safety and health guidelines for spring term.

8. Mr. Butch Kotcamp, Director of Facilities, presented an update on capital projects and FY2023-2024 biennial capital requests which reflects:
   - Library/CFA HVAC construction work scheduled to begin in December 2021
   - Kricker Innovation Hub is on schedule with 50% complete
   - Gateway and Third Street Development planning is underway
   - A project to update the Campus Master Plan will begin in 2022
   - The FY23-24 biennial capital allocation is anticipated to be approximately $3.6 million

Academic and Student Affairs Committee Report

Dr. Haas 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. He provided highlights of faculty and staff accomplishments in the areas of teaching, scholarship, service, and community engagement. The full report is attached to the minutes.

2. Mr. Braun reported on recent activities in Advancement & Enrollment Management including major events held, grant awards and donations, and marketing and recruiting campaigns to increase enrollment in targeted programs. He also reported that Men's Basketball open the season as the #1 ranked team in the country. The full report is attached to the minutes.

3. Mr. Braun reported on new student recruitment and Admissions activities reflecting an increase in new student applications for first time freshmen up 18% over fall 2021, admits up 16% over fall 2021 and new transfer admits up 11% over fall 2021. The full report is attached to the minutes.

4. Mr. Jeff Hamilton, Director of Athletics, presented the Athletics 2025 Plan including its five core components, key performance indicators, expansion of student athlete recruiting and an introduction to the Athletics Leadership Team.

Reports from Board Liaisons with other Organizations

None

President's Report

President Bauer provided an update on campus COVID cases and protocols stating he is optimistic looking ahead to spring semester. He reported that enrollment was down more than expected this semester but recruitment efforts for Fall 22 are less constrained and early tracking of applicants looks positive. The university is keeping a wary eye on operating revenues and expenses as we are unlikely to have any continued federal assistance available next year. He recognized Dr. Elinda Boyles, Vice President for Finance and Administration, for her 33+ years of service upon her retirement in December. The full report is attached to the minutes.

New Business

None

Comments from Constituent Groups and the Public

None

Faculty Senate Report

None

Executive Session

Mr. Daniels moved to enter Executive Session to discuss two issues: first, to confer with our attorney concerning disputes that are the subject of pending court action; and second, to discuss the employment of a public official. Mr. Evans seconded the motion and following a unanimous roll call vote in accordance with Ohio Revised Code Section 121.22, the Board entered executive session at 1:31 p.m. Those in attendance for the executive session were Mike McPhillips, Sunil Ahuja, Eric Braun, Jeff Bauer, Joe Watson, David Furbee, Scott Evans, Ed Daniels, and Brenda Haas with Francesca Hartop joining via phone. Eddie Edwards joined by phone at 1:32 p.m. and exited at 1:51 p.m. Mr. Watson moved and Mr. Evans seconded a motion to leave executive session and return to public meeting. The motion passed unanimously and the Board exited executive session at 1:53 p.m.

Other Business

None

Adjournment

Mr. Evans moved and Mr. Watson seconded a motion to adjourn. The motion was passed unanimously and the Board was adjourned at 1:54 p.m.

_____
Chairperson, Board of Trustees

_____
Secretary, Board of Trustees

RESOLUTION E10-21

ADOPTION OF POLICY 1.06, PARTICIPATION BY ELECTRONIC COMMUNICATION, AND AMENDMENT TO BYLAWS, POLICY 1.01

WHEREAS, the state of Ohio's 2021-2023 biennial budget bill created a new statute, Ohio Revised Code Section 3345.82, which permits a board of trustees at a state institution of higher education to establish a policy that allows trustees to attend meetings by means of electronic communication, subject to certain limitations; and

WHEREAS, it is in the University's interest to permit trustees to attend meetings by means of electronic communication, subject to the limitations of ORC 3345.82; and

WHEREAS, the enactment of Policy 1.06 necessitates amendments to the Board's bylaws, Policy 1.01, to reflect the option of participation by electronic communication; and

WHEREAS, the enactment of Policy 1.06, Participation by Electronic Communication, and the amendments to Policy 1.01 have been recommended by the President for Board of Trustees approval;

THEREFORE, BE IT RESOLVED that the Board of Trustees of Shawnee State University hereby approves Policy 1.06, Participation by Electronic Communication, and approves amendments to Policy 1.01, Bylaws of the Board of Trustees.

November 19, 2021

Shawnee State University

POLICY TITLE:	BYLAWS OF THE BOARD OF TRUSTEES
POLICY NO.:	1.01REV
ADMIN. CODE:	3362-1-01
PAGE NO.:	1 OF 7
EFFECTIVE DATE:	~~04/30/2021~~11/19/2021
NEXT REVIEW DATE:	~~04/2024~~11/2024
RESPONSIBLE OFFICER(S):	BOARD OF TRUSTEES
APPROVED BY:	BOARD OF TRUSTEES

1.0   MEMBERS OF THE BOARD OF TRUSTEES

Shawnee State University is governed by its Board of Trustees and the members of the Board are appointed by the Governor, in accordance with Section 3362.01 of the Ohio Revised Code. In accordance with Ohio law, student trustees do not have voting authority, although their opinions and advice during deliberations are encouraged.

2.0   OFFICERS OF THE BOARD OF TRUSTEES AND THEIR DUTIES

2.1   At its last regular meeting of each fiscal year, the Board shall elect a Chairperson and Vice Chairperson for the next fiscal year. The terms of those elected will commence at the start of next fiscal year. At the Board's discretion, the Board may elect a Chair and/or Vice Chair to serve a term of one fiscal year or two fiscal years. Regardless of the length of appointment, a Chair's or Vice Chair's term will extend beyond the designated expiration date in instances where a successor has not yet been elected. However, under no circumstances may a Chair's or Vice Chair's term extend beyond the individual's term as Trustee.

2.2   The Chairperson shall preside at all meetings of the Board and shall decide all questions of order. It shall be the Chairperson's duty to see that the Board's bylaws are properly followed and its orders properly executed. The Chairperson shall, on behalf of and in the name of the University and the Board, sign all instruments authorized by the Board, except as such duties may be delegated to administrative officers.

2.3   In the absence of the Chairperson, the Vice Chairperson shall be invested with the powers and discharge the duties of the Chairperson. In the absence of the Chairperson and the Vice Chairperson, the duties of Chairperson will be discharged by the Trustee in the following order: Chairperson of the Finance and Administration Committee; Chairperson of the Academic and Student Affairs Committee; Vice Chairperson of the Finance and Administration Committee; and Vice Chairperson of the Academic and Student Affairs Committee.

3.0   PRESIDENT'S ROLE AT BOARD OF TRUSTEE MEETINGS

The President is expected to attend all Board and committee meetings, including executive session, unless directed otherwise by the Board. At such meetings, the

President will, in an advisory role, have a voice in Board deliberations and have the authority to initiate any subject.

4.0   SECRETARY OF THE BOARD

    4.1   The Board may appoint a Secretary of the Board. The Secretary may, if not a member of the Board, hold an administrative position with the University. The Secretary shall be responsible for ensuring that meeting notices are provided in accordance with Ohio law. The Secretary shall also be custodian of all Board records and shall attest as required, by his or her signature, all instruments executed by the Chairperson or other authorized person on behalf and in the name of the University and the Board.

    4.2   The Secretary shall be responsible for preparing accurate minutes of all Board meetings and of committee meetings as needed.

    4.3   The Secretary may, if called upon by the Board Chairperson, serve as Board parliamentarian.

    4.4   The Secretary serves at the pleasure of the Board.

5.0   TREASURER OF THE BOARD

The Board may appoint a treasurer of the Board to take custody and control of all monies due and owing to the University and to properly account for all monies coming into his or her care and the expenditures of said monies on behalf of the University. The Treasurer may, if not a member of the Board, hold an administrative position with the University. The Treasurer's appointment is continuing but may be terminated at any time, with or without cause, by the Board. The Treasurer will be bonded or insured for faithful performance of his or her duties in conformance with Ohio Revised Code Section 3362.02.

6.0   BOARD OF TRUSTEES COMMITTEES

    6.1   Standing committees of the Board consisting of no fewer than three members each shall be appointed yearly by the Chairperson of the Board. The Chairperson shall also appoint new members to committees any time a vacancy occurs. Committee chairpersons and vice chairpersons shall be appointed by the Chairperson of the Board. Matters considered and recommended by any standing committee for Board approval, including any Board or University policy, shall be brought to the Board in the form of a resolution.

    6.2   A majority of a committee's voting members constitute a quorum. In the event a majority of the voting members are not present in person or through electronic communication (See Policy No. 1.06) to take committee action, a quorum may be established with at least one voting member of the committee plus any two additional voting members of the Board. The Board Chairperson, Vice Chairperson or any committee chairperson or vice chairperson has authority to make such temporary appointments and may self-appoint.

6.3   The Academic and Student Affairs Committee shall consider and make recommendations to the Board on matters pertaining to academic and student affairs programs and resources. Specific matters that may be presented to the Academic and Student Affairs Committee include, but are not limited to, the following: proposed and existing degree programs; awarding of degrees; commencement and other major University events; research and community development; faculty and staff matters including faculty promotions, organizational structures for academics and student affairs; and other matters as assigned to the committee by the Board or Chairperson of the Board.

6.4   The Finance and Administration Committee shall consider and make recommendations to the Board on matters pertaining to financial, business, facilities and administration of the University. Specific matters that may be presented to the Finance and Administration Committee include, but are not limited to, the following: University capital and operating budgets; submission of appropriation and capital requests; tuition and student fees; annual audits; business organization and practices; borrowing and investment of funds; facilities and grounds, including naming, planning, construction, and maintenance; real property matters; purchasing policies; organization and staffing of Finance and Administration; personnel policies and matters; safety and security; information technology; auxiliary operations and services; and other matters as assigned to the committee by the Board or Chairperson of the Board.

6.5   The Executive Committee shall be comprised of the Board Chairperson (serving as chairperson), Board Vice Chairperson, and the chairpersons of the committees on Academic and Student Affairs, and Finance and Administration. In the event either or both the Chairperson and Vice Chairperson of the Board also chairs a committee, the Board Chairperson may appoint an additional Board member(s) to the Executive Committee. The Executive Committee shall consider and make recommendations to the Board on the following matters: proposed University policies on matters not assigned to another committee; bargaining unit agreements; and personnel actions that pertain to any of the Vice Presidents or other personnel requested by the President or Chairperson of the Board. The Executive Committee shall also have responsibility for: orienting and mentoring new Board members; evaluating the performance of the President and making a recommendation to the Board on the President's compensation and benefits package. The Executive Committee shall also act/recommend on behalf of the Board on issues needing immediate attention and report such actions to the Board. To act on behalf of the Board, a quorum of the Executive Committee (three members), which may include temporary appointments pursuant to section 6.2, above, must be present in person or by electronic communication. Executive Committee actions taken on behalf of the Board shall be reported to the Board and made a part of the official record by including such action in the record of the next regularly scheduled Board meeting. Any meeting of the Executive Committee at which binding action is taken shall adhere to all applicable provisions of Ohio Revised Code Section 121.22, the Open Meetings law and Section 3345.82, Electronic Attendance of Board of Trustees' Meetings.

6.6   The Chairperson of the Board shall be a voting member of the Board, the Executive Committee, and one other standing committee and an ex-officio (non-voting) member of all other committees.

6.7   The President will appoint at least one Vice President or other appropriate administrative personnel to staff the Academic and Student Affairs Committee and the Finance and Administration Committee.

7.0   MEETINGS OF THE BOARD OF TRUSTEES

7.1   The Board of Trustees shall comply with all provisions of the Ohio Open Meetings Law set forth in section 121.22 of the Revised Code and Policy No. 1.06. The Secretary shall be responsible for ensuring that all required notifications are issued. Any person desiring specific notification of Board meetings may request copies of Board agendas upon providing a self- addressed stamped envelope to the Secretary, or by providing an email address to which agendas may be sent electronically.

7.2   Meetings

7.2.1   The annual organizational meeting of the Board is its last regularly scheduled meeting of the fiscal year. Other regular meetings will be scheduled and posted for public notice at least five days in advance.

7.2.2   Special meetings may be held upon the call of the Chairperson or upon written request to the Secretary by three Board members.

7.2.3   A majority of the then-current membership of the Board, when duly convened, shall constitute a quorum to do business, and a majority vote of those present in person or by electronic communication shall be sufficient to adopt any motion or resolution, provided that the vote of no fewer than five members shall be necessary to make or confirm the making of any contract involving the expenditure of money not provided for in the annual budget; to adopt and revise the annual budget; and to amend or repeal previously adopted policies or bylaws of the Board.

7.2.4   A roll call vote shall be taken whenever any member is present through electronic communication. When all members in attendance are present in person, a roll call vote shall not be taken whenever directed by the Chairperson or requested by two members of the Board and shall be necessary when electing or removing a President.

7.3   Order of business
        The usual order of business at Board meetings shall be as follows:
        Call to order
        Roll call
        Approval of Minutes
        Approval of Agenda
        Consent agenda

Committee reports
Non-consent action items
Reports, if any, from Board liaisons with other organizations
President's report
New business
Comments from constituent groups (if any) and the public
Executive session, if necessary
Other business
Adjournment

7.3.1   Business to be considered.

The President is responsible for development of the agenda for the
Chairperson's final approval. Any proposed action or business item by a
Board member should be presented to other Board members and the
President at least five days prior to the Board meeting.

7.3.2   Consent agenda.

Items requiring a decision that are expected to require no discussion or
debate by the Board may be presented as a "Consent Agenda" as part of
the agenda described in Section 7.3.1. Items may be removed from the
Consent Agenda on the request of any Board member and without a
motion or vote. Removed items may be taken up by the Board either
immediately after the Consent Agenda or placed later on the agenda at the
discretion of the Chairperson. Items not removed may be adopted by
general consent and in accordance with Section 7.2.3. Consent Agenda
items may include items recommended to the Board by any of the standing
committees of the Board, except for any items that involve the expenditure
of money not provided for in the annual budget, or adoption or revision of
the annual budget.

7.4   Public and constituent participation

It is the policy of the Board to require persons who wish to address the Board in
the Comment portion of the Board meeting to limit their remarks to no more than
five minutes, and to speak at the appropriate time during the agenda. The
Chairperson may institute a sign-in process for persons who wish to speak and
also limit the number of speakers commenting on any one subject. The Board may
or may not respond to speakers' comments.

7.5   Parliamentary rules

The proceedings of the Board, when not otherwise provided for by its rules, shall
be governed by the most current edition of "Robert's Rules of Order." Any
motion shall be reduced to writing upon the request of a member.

7.6   Recording Meetings

Members of the public and the news media may record public sessions of Board and committee meetings. Use of recording devices may not interfere with the meeting or other attendees' view or hearing of the proceedings. Any recording devices must be fixed to one location in the room throughout the meeting. No flashes or other light enhancing devices may be used. The location of recording devices will be determined by the Chairperson prior to the meeting. Where multiple parties desire to record the meeting, the Chairperson may limit the number of recording devices in the meeting to no more than two.

8.0   THE PRESIDENT OF THE UNIVERSITY

   8.1   Serving at the pleasure of the Board of Trustees, the President is the Chief Executive Officer of the University.

   8.2   The President is responsible for recommending policies to the Board and for implementing those policies approved by the Board. The President must provide leadership in establishing a vision and goals to guide the University in fulfilling its mission. While the Board has the ultimate responsibility for the governance of the institution to ensure its proper maintenance and successful and continuous operation, it is the President's responsibility to execute Board policies and administer the University to fulfill its mission. Specific responsibilities of the President include, but are not limited to, the following:

      8.2.1   Administer Board policies to achieve the institutional mission.

      8.2.2   Direct strategic and short-range planning.

      8.2.3   Develop, maintain and evaluate academic programs in furtherance of the University's mission.

      8.2.4   Develop and maintain an administrative organization and governance structure to facilitate both input into policy development and effective utilization of the resources required to achieve the University's goals and mission.

      8.2.5   Develop and maintain a system that will receive, screen and recommend for employment the most qualified personnel required to carry out the mission of the University. In addition, this system must assign, supervise, evaluate and promote all personnel employed by the University.

      8.2.6   Plan and develop a process to secure and maintain the resources necessary to achieve the University's mission at the highest level of quality. This responsibility shall include the presentation of these needs before the Ohio Department of Higher Education, the Governor's Office, and the legislature.

      8.2.7   Prepare and present for Board of Trustees approval the annual operating and capital budgets; in addition, make budgetary allocations and supervise the expenditure of all funds.

8.2.8   Present for Board of Trustees approval matters that are required by law or University policy to be presented to the Board.

8.2.9   Develop and maintain facilities and equipment required to support the mission of the University.

8.2.10 Communicate to the Board the current condition and potential problems facing the University.

8.2.11 Represent the University before external public and private sector constituencies.

8.3   The President will be evaluated by the Board according to Policy No. 1.03.

9.0   ADOPTION, AMENDMENT, AND REPEAL OF BYLAWS AND OF UNIVERSITY POLICY AND PROCEDURES

9.1   The foregoing bylaws are intended to provide a general framework for the administration, and operation of the University. Detailed policies and procedures for the organization, administration, and operation of the University may be adopted, amended, and repealed by the Board of Trustees or President as specified in Board of Trustees Policy No. 5.00Rev.

9.2   New bylaws may be adopted and existing bylaws amended or repealed by a majority vote of the Board of Trustees at any regular meeting of the Board, providing that notice of the meeting specifies that adoption, amendment, or repeal of the bylaws is to be considered.

10.0 TRUSTEE EMERITUS

The Board may grant emeritus status to a Board member whose term has ended, is about to end, or who departed from the Board in good standing and had, during the member's Board term, made an exemplary contribution to the Board. Nominations may be made by any current Board member in writing to the Chairperson of the Board or to the President and should fully describe the reasons for the nomination. A grant of trustee emeritus status requires approval of a resolution by a majority of Board members at a meeting in which a quorum is present in person or by electronic communication. A trustee emeritus is an honorary title, without compensation, and, unless compelling circumstances arise that affect the integrity of the institution, the title is a life time honor. A majority of two-thirds of the Board is necessary to remove an emeritus status.

<u>History</u>
Effective: 10/16/89
Revised: 11/19/21; 04/30/21; 05/06/16; 05/02/14; 11/18/11; 01/14/11; 03/13/09; 06/10/05; 12/10/98; 02/18/95; 10/15/93; 05/04/92

RESOLUTION F14-21

APPROVAL OF
FY2021 EFFICIENCY REPORT

WHEREAS, Ohio higher education institutions are required to annually submit an efficiency report to the Ohio Department of Higher Education (ODHE); and

WHEREAS, in order to comply with the legislated due date of October 29, 2021, the University's FY2021 Efficiency Report (attached) was submitted to ODHE in draft form pending approval by the Board of Trustees; and

WHEREAS, the report reflects Shawnee State's continued commitment and efforts toward meeting or exceeding efficiency goals;

THEREFORE, BE IT RESOLVED, the Board of Trustees of Shawnee State University approves the FY2021 Efficiency Report.

(November 19, 2021)

FY2021 Affordability & Efficiency Report (Action)

"Efficiency" defined for report is *a balance of quality versus cost*

- Direct cost savings to students and to the institution

- Cost avoidance for students and to the university

- Enhanced advising, teaching, commercialization

- Graduation/completion rates

- Industry-recognized credentials

- Experiential learning

Estimated Cost Savings/Avoidance FY2021

Institutional	Summer furlough program administrative and staff employees (savings).	**$595,000**	
	Discontinuing (warehousing) academic programs (savings)	**$37,630**	
	Building closures during the pandemic reduced utility costs (portion energy savings in FY21)	**$80,800**	**$2,528,816**
	Inflationary compensation increases for FY21 (avoided)	**$309,938**	
	HEALTH consortium – medical market increase (avoided)	**$533,412**	
	Renegotiated Oracle contract (savings)	**$437,970**	
	IUC-PG negotiated contract (savings); IUC-RMIC insurance costs vs market (avoided)	**$534,066**	
Student	Inclusive Access student books/materials (savings)	**$434,483**	
	Student orientation fees waived (savings)	**$12,250**	**$1,342,420**
	Student Debt Forgiveness Spring 20, Summer 20, Fall 20, and Spring 21 (479 students – savings)	**$895,687**	

Certified as True and Correct
November 30, 2021

Secretary, SSU Board of Trustees

Chance to Highlight Accomplishments/Rankings

One of the best colleges in the nation by U.S. News & World Report for the *third year in a row*.

Overall Best Schools in Regional Universities Midwest

Top Performers on Social Mobility

Top Public Schools in Regional Universities Midwest

Best Graduate Schools for Occupational Therapy

11th consecutive year The Princeton Review's Top Undergraduate Schools for Game Design (top 10 for the second year in a row).

FY2021 Efficiency Report Submission

Required draft	Submitted to ODHE October 29, 2021
Board of Trustees' review and approval	Formal submission November 19, 2021
Data from multiple areas	**Thank You**

Ohio | **Department of Higher Education**

Mike DeWine, Governor
Randy Gardner, Chancellor

Affordability & Efficiency

FY21 Efficiency Reporting Template

Introduction:

Ohio Revised Code section 3333.95 requires the chancellor of the Ohio Department of Higher Education (DHE) to maintain an "Efficiency Advisory Committee" that includes an "efficiency officer" from each state institution of higher education (IHE). Each IHE must then provide an "**efficiency report**" updated annually to DHE, which is compiled by the chancellor into a statewide report shared at year end with the governor and legislature. The committee itself meets at the call of the chancellor.

Prior Efficiency Reports were heavily influenced by and structured around the Ohio Task Force on Affordability and Efficiency's October 2015 report "Action Steps to Reduce College Costs" (Task Force). The Task Force report provided many good recommendations that sharpened our focus and set a course for increasing efficiency throughout public higher education in Ohio. However, due to the unprecedented level of institutional disruption caused by the COVID-19 pandemic, this year's template has been revised significantly and will provide IHEs with the opportunity to highlight post-pandemic strategies and initiatives, including the expansion of online delivery models.

The FY21 reporting template also requires IHEs to report on their annual study to determine the cost of textbooks for students enrolled in the institution pursuant to Ohio Revised Code section 3333.951(C), as well as information on efficiencies gained as a result of the "regional compacts" as outlined in ORC section 3345.59. The reporting template also requests information regarding college debt and debt collection practices, among other things.

Your Efficiency Report Contact: *Jennifer Carson*, Senior Director, Audit & Compliance, 614-752-7538, jcarson@highered.ohio.gov
Please provide your institution's efficiency report by **Friday, October 29, 2021** via email to OdheFiscalReports@highered.ohio.gov

As in previous years, the Efficiency Reporting Template is structured into sections:

- **Section I: Operational Efficiency –** This section captures practices likely to yield significant savings that may be shared with students or benefit the institution generally. This section also captures information on the impacts of COVID-19 on each institution.

- **Section II: Academic Practices –** This section covers areas more directly related to instruction, including actions taken to embrace remote learning post-pandemic, including noting any permanent strategic posture toward online learning, as well as core savings strategies such as reducing the cost of textbooks, time-to-degree and program reviews.

- **Section III: Policy Reforms/Continued Progress** – This section captures state IHE responses to suggested policy reforms originating in gubernatorial task force efforts, legislative joint committee reports, student loan debt advisory group reports, etc. Emphasis should be placed on major initiatives such as a debt relief program consistent with DHE's *College Comeback* guidance, if one exists, or other steps taken by the institution that may be considered best practices.

- **Section IV: Student Benefit –**This section asks institutions to provide cost savings and/or resource generation benefiting students in actual dollars for any major initiatives within the past fiscal year. It is not necessary to respond to specific recommendations from the 2015 Task Force on Affordability and Efficiency. IHE's should provide clear direction whether savings have been redeployed to students or reinvested in the institution.

- **Section V: Future goals –** This section corresponds to Master Recommendation 2 of the Ohio Task Force on Affordability. It is designed to allow each institution to benchmark its respective five-year goals to its actual institutional cost savings or avoidance. In the spirit of continuous improvement, this section allows you to revise and/or update your five-year goals as needed. In addition, the DeWine-Husted administration continues to request feedback on steps the state can take to support your institution's goals.

For purposes of this report, efficiency is defined on a value basis as a balance of quality versus cost:

- Direct cost savings to students (reducing costs)
- Direct cost savings to the institution (reducing costs)
- Cost avoidance for students (reducing costs)
- Cost avoidance to the college/university (reducing costs)

- Enhanced advising, teaching (improving quality)
- IP commercialization (improving quality)
- Graduation/completion rates (improving quality)
- Industry-recognized credentials (improving quality)
- Experiential learning (improving quality)

These are examples only. Please consider your responses to address broader measures of efficiency, quality, cost and value. Please also note that this is only a template. Feel free to respond in any additional way you believe is helpful.

2

Shawnee State University

Section I: Operational Efficiency

Each institution should regularly identify and evaluate its major cost drivers, along with priority areas that offer the best opportunities for efficiencies. Institutions should also track their progress in controlling costs and improving effectiveness.

What ratios, metrics, or benchmarks does your institution utilize to evaluate operational efficiencies and the appropriate balance of instructional vs. administrative expenses? Please summarize and provide an overview of your performance based on each measure.

SSU has continued to monitor the Administrative Productivity Measure circulated by ODHE to benchmark our Administrative efficiencies. SSU has improved in productivity over the base year FY15 and efficiency levels were flat. When compared to other institutions in FY15 SSU faired very well in this metric and it can be assumed that if we had this data from the other schools it would reflect similar results.

The ratios are shown below:

	Administrative Salary Expenditure	Administrative Employee Headcount	All Employee Headcount	Educational and General Expenditure	Student Course Completed FTE	Student Degree Completions	Productivity		Efficiency	
							F/C	G/C	C/D	B/E
Shawnee State (FY21)	$ 8,525,484.00	144	323	$ 46,251,617.00	2959	744	20.55	5.17	44.6%	18.4%
Shawnee State (FY15)	$ 8,527,957.00	156	359	$ 47,195,744.00	3131	742	20.11	4.77	43.4%	18.1%

For definitional purposes, what IPEDS (or other uniformly accepted) expense categories, or subset(s) therein, would you include in instructional expenses and administrative expenses? Please explain.

IPEDS: The breakdown for IPEDS Natural Categories of expenditures are: Salaries and Wages, Benefits, Operation and Maintenance of Plant, Depreciation, Interest, Other Natural Expenses and Deductions. FY2021 IPEDS data are not yet determined.

GAAP/GASB: The University's expenditure allocations are in accordance with Generally accepted accounting principles (GAAP) and Governmental Accounting Standards Board's (GASB) Statements. The breakdown of FY2021 total expenditures allocations were: 31.7% for instruction & research and an additional 2.6% for academic support. Administrative expenditures (institutional support) made up

16.3%. The remaining expenditure allocations were to student services (12.4%), public service (6.3%), plant operation & maintenance (4.63%), interest on capital debt (1.1%), depreciation (6.7%), auxiliary enterprises (8.5%), and scholarships (9.7%).

Are you aware of national models used to benchmark institutional efficiencies? If so, please provide.

Several years ago SSU had an efficiency assessment completed by Sightlines (attached) the results of this assessment showed SSU to have above average tech rating and density when compared to peers.

SSU also contracted an architectural/engineering firm to perform a Facility Condition Assessment (attached) of our campus. By utilizing the data in the assessment the University can prioritize all future energy conservation and basic renovation projects to ensure life cycle issues are addressed in all projects.

In the last 2-3 years, has your institution received positive media coverage about operational efficiencies? If so, please provide.

In 2021, Shawnee State was ranked among the best colleges in the nation by U.S. News & World Report for the third year in a row. We have been ranked in Top Public Schools in Regional Universities Midwest, Overall Best Schools in Regional Universities Midwest, Best Graduate Schools for Occupational Therapy, and Top Performers on Social Mobility. This last ranking is the most important to us as it demonstrates how our open access mission is changing lives. Rankings in this category encompass economically disadvantaged students who are less likely than others to finish college, yet earn their degrees and launch successful careers.

Shawnee State University has been named for the 11th consecutive year to The Princeton Review's Top Undergraduate Schools for Game Design. SSU placed in the top 10 for the second year in a row.

Shawnee State has a long history of excellence in game design. Our Game Arts degree was developed 18 years ago through the Department of Fine Arts, with the Digital Simulation and Game Engineering Technology degree added a few short years later. Shawnee State has been ranked by Princeton Review as a Top Game Design School since it began ranking programs 11 years ago.

Additionally, Shawnee State graduates credit the small class sizes, the personalized attention from faculty, and the institution's focus on services for first-generation college students as reasons for their success. Some example articles can be found at the links below.

US News & World report on social mobility, etc. **https://www.shawnee.edu/news/shawnee-state-ranked-among-us-news-world-reports-2021-best-colleges**

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https://www.shawnee.edu/news/alumna-connects-her-degree-her-passion

https://www.shawnee.edu/news/alumnus-finds-his-career-library-science

https://www.shawnee.edu/news/alumnus-john-ross-campbell-built-his-own-college-experience-shawnee-state

Slate presentations

https://www.shawnee.edu/news/shawnee-state-university-ranks-among-top-10-gaming-schools

CARES Act and other Federal Support impact

How much has your institution received in federal funds from the various programs initiated in response to the COVID-19 pandemic (e.g., HEERF, CRF, ARP)? Please list amount per award type.

Following are awards received as of June 30, 2021

CARES Act (HEERF I, II, III) Financial Aid	$ 8,365,469
CARES Act (HEERF I, II, III) Institutional	$10,242,040
CARES Act SIP	$176,226
CRRSSA SIP	$ 230,959
CRF (First allocation)	$ 1,810,959
CRF (Second allocation)	$905,480
CRF Mental Health allocation	$49,028
CRF-GEER Mental Health Support	$83,348

How has your institution utilized these various federal funds?

- Institutional Funds
  - Reimbursement of costs directly associated with health and safety efforts (PPE, sanitization, spacing and facility modifications, security measures, etc.) required to mitigate Covid-19 on campus grounds, classrooms, labs, offices and residential housing
  - Reimbursement of costs directly associated with transitioning from on-ground instruction to fully online during University shut-down of campus facilities
  - Reimbursement of costs directly associated with testing, quarantining, providing meals to students quarantined, and other related costs
  - Recovery of tuition & student fees and other income lost directly due to Covid-19
  - Allocation of institutional funds for student refunds from release of housing contracts due to Covid-19
  - Offset of loss of University-owned and University-managed housing revenue due to Covid-19
  - Release of student debt from currently enrolled students who were registered as of March 2020

- o   Mental health and wellness support for students and staff
- Student Financial Aid
  - o   Direct awards to students for costs incurred related to Covid-19

How much was provided by your institution directly to students as emergency aid?

Financial Aid awards provided to students from March 2020 through June 30, 2021: $3,492,996

FY 22 Budget Development

Please provide a summary of projected enrollment for FY 22 relative to FY 21.

Category	Fall 2020	Fall 2021	Percent Change
First year students	784	690	-11.9%
Total undergraduate students	2806	2490	-11.26%
Total graduate students	181	184	1.66%

What other planning assumptions were used related to the fiscal impact of COVID-19 in developing the institution's FY 22 budget?

Major Assumptions	Description	Projected Fiscal Impact	Actual Fiscal Impact – as of fall 21
Fall Enrollment/ Fee Revenue Relative to Fall 20	Expected decline in enrollment of 6% with some offset by FY21 tuition rate increase	Projected loss of $839K gross tuition revenue	Preliminary forecast suggests loss of tuition revenue will be greater than projected due to lag in Covid-19 recovery in the region.
Auxiliary Services	Budgeted housing & meal plan revenue to approximate FY21	Estimate basically flat to FY21	Preliminary forecast suggests loss of revenue greater than projected due to hesitancy of students to return to on-site environment.
State Support	Based on proposed statewide budget bill, budgeted increase above FY21	Projected 15% increase above FY21 allocation	The University is realizing the projected increase.
Unique Cost Drivers – in response to COVID-19	Loss of tuition revenue expected due to Delta variant in community that has high rate of unvaccinated; costs associated with testing on weekly basis; providing incentives to encourage vaccinations; ongoing operational interruptions due to staff absences from infections.	Lost revenue anticipated along with continued reimbursements of Covid-19 mitigation efforts.	Based on fall enrollment and housing occupancy decline, the impact of Covid-19 on FY22 will result in eligible HEERF allocations for lost revenue and expenditure reimbursements.

| Other | Substantial costs required for upgrading & replacing technology equipment (switches) to be able to meet WiFi demands for online course delivery; major HVAC projects for enhanced air filtration in classrooms and offices | Estimate range of $1.4 -$5million to for capital projects | The available HEERF resources for FY22 capital projects cannot yet be determined. |

Regional Compacts

ORC Section 3345.59 requires regional compacts of Ohio's public institutions, with an executed agreement in place by June 30, 2018, for institutions to collaborate more fully on shared operations and programs. Per O.R.C. §3345.59 {E} colleges and universities shall report within their annual efficiency reports the efficiencies gained as a result of the compact.

Please discuss efficiencies gained or opportunities for future partnerships as a result of each of the categories within the compact.

Category	Description	Monetary Impact
1. **Reducing duplication of academic programming**		
2. **Implementing strategies to address workforce education needs of the region**	- The university has recently established a Center for Lifelong Learning to address workforce needs for continuing education, certifications, etc. - SSU is working through the Ohio Manufacturing Workforce Partnership to increase earn and learn opportunities in south central Ohio and to determine the training needs of our regional businesses. - SSU is working with local chambers to establish a sector partnership focused on manufacturing under the Ohio Manufacturers' Association's model. This partnership will work with employers, educational institutions, and workforce partners to identify hiring and training needs and assist with finding and implementing resources. - SSU is a member of Ohio Technet, a consortium of state educational institutions that works with the Ohio Manufacturers' Association and other state	

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and national partners to solve Ohio's manufacturing workforce shortage.

- SSU participates on the Ohio Cyber Collaboration Committee, which has brought together public, private, military and educational organizations to develop a stronger cybersecurity infrastructure and workforce. SSU also has a seat on the Ohio Cyber Range Advisory Board.
- SSU is a Cisco Networking Academy, which helps to prepare our Information Security students for industry certifications and provides free training opportunities for the local community.
- SSU provides additional online learning opportunities through Ed2Go and Hondros College.
- SSU is a member of the Insurance Industry Resource Council as part of the Insuring Ohio Futures Initiative to help ensure there will be talent to fill the growing demand for workers in the insurance industry.
- Career Services and Workforce Development are working with the Scioto County Career Technical Center to plan a career awareness event for local high school students.
- SSU Career Services routinely participates in monthly meetings with high school guidance counselors to find out about their needs and work to address them.
- Administration of Appalachian Regional Commission POWER grant among four Ohio institutions. Approximately $550,000 administered in FY21.

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<td>Sharing resources to align educational pathways and to increase access within the region</td>
<td>SSU manages several programs that impact the regional educational environment, including Upward Bound Math Science, the Educational Opportunity Center, and a variety of high school enrichment programs and STEM camps benefitting students in this region.</td>
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	SSU serves as site for the annual US Department of Energy Regional Science Bowl for high school students in southern Ohio each year.	
Reducing operational and administrative costs to provide more learning opportunities and collaboration in the region	• SSU offers student internships in various disciplines and offers student employment to reduce operational and administrative costs and provide real world experiences for students.	
Enhancing career counseling and experiential learning opportunities for students	• SSU works with employers and organizations to recruit students for multiple internship opportunities such as the Ohio Export Internship Program and the Diversity & Inclusion Internship program. • SSU offers UNIV 2185 through the Career Services office. This course is available for students whose internship does not match up with other existing internship for-credit academic courses. This program is coordinated through our Handshake experiences module. • As part of the Major Exploration and Career Planning class (UNIV 1105) as well as appointments, Career Services connects students to contacts for informational interviews to assist them with their career decisions. In non-COVID times, we also utilize job shadowing. • The Assistant Director of Career Services and Workforce Development completed a Facilitating Career Development course through the National Career Development Association (NCDA) that allows him to become credentialed as a Certified Master of Career Services provider, and he also began a doctoral program. • Career Services hosted a number of virtual career fairs during the 2020-21 academic year as well as several virtual employer recruitment sessions and virtual appointments. These were all hosted through our Handshake career fair platform and Zoom. • Career Services hosted a virtual and in-person etiquette dinner for 2020-21 academic year. They hosted one for the 2021-22 academic year in	

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Collaboration and pathways with information technology centers, adult basic and literacy education programs and school districts	collaboration with the Diversity and Inclusion and Women's and Gender Equity Center Coordinators. Another dinner is planned for spring semester. • The Assistant Director of Career Services and Workforce Development provides career counseling to Aspire (adult basic and literacy education program) students at South Central Ohio ESC utilizing OhioMeansJobs, Focus 2 Apply, and O*NET. Assists students in creating plans and materials to transition from ESC to workforce and/or post-secondary education. • Assistant Director of Career Services is certified as a GRIT Coach and assists local school districts with meeting with students and analyzing futureplans.com assessment results as needed. • SSU Career Services provides support to career events at local high schools and middle schools in the region. • Ohio Tech Prep works with SSU to establish agreements to articulate secondary coursework from Career Technical Centers into academic credit at Shawnee. • Partnered with the Center on Rural Innovation and Udacity to bring free foundational digital skilling self-paced course scholarships to the Kricker Innovation Hub, SSU, and Southern Ohio community.
Enhancing the sharing of resources between institutions to expand capacity and capability for research and development	SSU engages in collaborative planning with other higher education institutions In the Appalachian region on the ODHE RAPIDS program. RAPIDS allowed SSU to work with higher education partners in the region to purchase a mobile manufacturing trailer, and associated equipment to assist with workforce development training in the region. Through partnership with Southern State Community College, Ohio University Southern, and Rico Grande Community College, RAPIDS III facilitated a new highly in-demand cybersecurity degree program, RAPIDS IV

	supported expansion of engineering programs, and RAPIDS V provided for health and science program technology expansion.	
Identifying and implementing the best use of university regional campuses	-----	
Other initiatives not included above	SSU partners with Southern State Community College and Rio Grande on ODHE Innovation grants that help create opportunities for students to start at one institution and finish at another. Students from this part of the state often attend several institutions in pursuit of their education.	

Section II: Academic Practices

This section covers areas more directly related to instruction, such as actions taken to embrace remote learning post-pandemic, including noting any permanent strategic posture toward online learning, as well as core savings strategies such as reducing the cost of textbooks, time-to-degree and program reviews.

Textbook Affordability

Textbook Cost Study

ORC Section 3333.951(D) requires Ohio's public colleges and universities to annually conduct a study to determine the current cost of textbooks for students enrolled in the institution and submit the study to the Chancellor. Please attach the analysis of textbook costs developed by your institution labeled "[Institution Name – Academic Year – Textbook Cost Study]"

Please summarize the results of your institution's study below.

Category	Amount	
Average cost for textbooks that are new	$83.98	Campus Bookstore
Average cost for textbooks that are used	$52.14	Campus Bookstore
Average cost for rental textbooks	$50.14	Campus Bookstore
Average cost for eBook	$61.92	Campus Bookstore

Reducing Textbook Costs for Students

ORC Section 3333.951(C) requires Ohio's public colleges and universities to report their efforts toward reducing textbook costs for students. Please discuss all initiatives implemented, including those referenced below that ensure students have access to affordable textbooks.

Additionally, Ohio Revised Code Section 3345.025 requires the board of trustees of each state IHE to adopt a textbook selection policy for faculty to use when choosing and assigning textbooks and other instructional materials. The policy shall include faculty responsibilities and actions faculty may take in selecting and assigning textbooks and other instructional materials. Examples of topics addressed within such a policy include textbook adoption deadlines, faculty ethics rules on personal use/resale of publisher-provided free textbooks, disclosure of personal interest/royalties and textbook ownership of faculty-use books.

1. Has your institution's board of trustees adopted a textbook selection policy consistent with Ohio Revised Code 3345.025? If so, please attach the policy in full length and label the file as "[Institution Name – Academic Year – Textbook Selection Policy]."

   Yes, Shawnee State University policy number 2.18 Textbook Selection (see attached) has been adopted by our Board of Trustees.

Textbook Auto-Adoption Policy

2. Does your institution have a textbook auto-adoption policy in place in order to ensure compliance with federal law that requires faculty to select textbooks for courses no later than the first day of class registration? If so, please attach the policy and label the file as "[Institution Name – Academic Year – Text Auto-adoption Policy]." Please also describe the mechanisms for tracking compliance.

   We do not have an Auto Adoption policy in place at this time. However, a policy is currently being drafted.

Open Educational Resources

3. Has your institution adopted practices/policies to formally encourage the use of OER materials in lieu of purchased materials? Please explain.

   Textbook Selection Policy (Admin # 2.18) section 3.0 speaks to reducing student cost with the use of OER's

   3a. Has your institution provided support to faculty for the development of OER materials. Please explain.

   The library assists faculty in locating the full text of articles they wish to provide their students for course readings. We facilitate copyright permissions for courses through The Copyright Clearance service, when we are able. We have been able to identify previously purchased content that are currently being used for textbooks in courses as well.

   3b. What courses (name, number of students) participate in OER? Please provide summary data if possible.

Certified as True and Correct
November 30, 2021

Secretary, SSU Board of Trustees

BIOL 1151, 1152, 2200, 2201, 2253, 3750, 4270
BUAC 2030
CHEM 1141, 1142, 3323, 3325
COMM 1105
DTHY 1110, 2214
EDIS 3314, 3254
ENGL 2200, 2252
GEOL 1201, 1350, 1401, 2202, 4212, 4310, 4311, 4420
HIST 1330, 1340
MATH 2110, 2120, 4999
MOT 6601, 6604
MUSC 1201
NTSC 1110, 4490
OTAT 1102, 1103, 1110, 1112, 2108, 2109, 2190, 2226, 2210, 2290, 2999
PSYC 3111
SOSC 2100
Total number of courses: 50
Estimated number of students impacted: 2,273
Estimated Savings to students: $101,745.00

Inclusive Access

Inclusive access is defined as an arrangement between an institution, through faculty, and students to offer college textbooks and materials as "included" within tuition and/or a fee assessment, rather than purchased individually by the student. The benefit to faculty and students of inclusive access typically includes a significantly reduced cost per textbook for students, as compared to students buying a new copy of the textbook, and confidence that all students will possess the necessary textbook and/or materials on "day one." Federal law provides the statutory right for students to "opt-out" of inclusive access if they prefer, which preserves the right of the student to source materials.

4. Does your institution formally encourage faculty to offer inclusive access acquisition of college textbooks as a cost-savings for students? If yes, what mechanisms are in place help promote this strategy with faculty?

    The campus bookstore reaches out to courses that would be a good fit for the inclusive access program. We also promote the program on the Adoptions & Insights Portal, which is the website faculty use to order their books.

    4a. What courses (name, number of students) participate in inclusive access? Please provide summary data if possible.

    Below is a table summarizing inclusive access utilization.

Course	Inclusive access price	New Market Price SU21	Total enrollment including F20, SP21,	Total Savings
Anth 2250	$34.38	$84.00	58	$2,877.96
Arth 1101	$69.99	$227.66	326	$51,400.42
Biol 1151	$62.55	$278.79	140	$30,273.60
Biol 3560	$108.56	$224.39	42	$4,864.86
Buac 2010	$92.86	$238.67	116	$16,913.96
Buac 2030	$28.57	$238.67	109	$22,900.90
Buac 2210	$92.86	$374.30	16	$4,503.04
Buac 3030	$92.86	$403.93	57	$17,730.99
Chem 1121	$81.25	$312.78	193	$44,685.29
Chem 1141	$92.86	$237.99	116	$16,835.08
Chem 1142	$92.86	$237.99	49	$7,111.37
Chem 2200	$81.25	$312.78	29	$6,714.37
Engl 1101/1102/1201	$44.38	$100.00	619	$34,428.78
Pols 1210	$39.13	$89.33	67	$3,363.40
Psyc 1101	$69.38	$185.14	541	$62,626.16
Psyc 1130	$56.99	$225.19	171	$28,762.20
Psyc 2121	$74.99	$201.56	11	$1,392.27
Psyc 3160	$74.99	$286.36	97	$20,502.89
Sspe 2100	$69.99	$142.79	62	$4,513.60
Sspe 2200	$89.99	$190.38	57	$5,722.23
Stat 1150	$79.99	$244.79	236	$38,892.80
Stat 1800	$112.49	$256.09	52	$7,467.20
Total Savings for 2020 Academic year				**$434,483.37**

4b. How are students at your institution made aware of their right to opt out of utilizing inclusive access?

Students are able to opt out of the Inclusive Access materials through the registrar's office. They complete a form to have the fee removed and the bookstore removes their access to the course materials.

Other Textbook Affordability Practices

5. What other practices, if any, does your institution utilize to improve college textbook affordability?

- Customized textbooks or textbooks/lab manuals produced inhouse.

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- Utilize Reserves at the library

- Course readings instead of textbooks

- Open source textbooks

- Utilization of electronic resources through the library

- Students can use older editions of textbooks

- Utilize worksheets/notes or PowerPoint presentations in place of a textbook

- I do not assign a textbook

- OhioLINK negotiated pricing with six major publishers

- Textbook buyback program

Please provide any relevant information in the table below.

Initiative	Explanation of Initiative	Cost Savings to Students
Flexibility in terms of older editions	Faculty approve some previous editions for use in their classes. Approval depends upon quality of materials.	$30,000

Online Education and Alternative Delivery Methods

Online and competency-based education are growing in popularity with students nationally as flexible pathways to complete education.
While COVID-19 greatly accelerated adoption of online learning, including many online-only courses, demand among students for online education as an option is expected to continue. As we look to the future, we are gathering information on which institutions plan to continue to offer or expand online education.

Please quantify the impact of moving to remote learning in spring term, 2020.

Percent of Courses offered online prior to March 2020	Percent of students enrolled in online courses prior to March 2020
12%	26%
Percent of Courses offered online as of fall term 2021	**Percent of students enrolled in online courses fall term 2021**
36%	70% of students enrolled in at least one online course; 23% of students enrolled in only online courses

What is your institution's current approach to online education moving forward?

During spring semester 2021 courses were offered adhering to COVID protocols, with faculty delivering courses using hybrid, online, or modified in-person delivery methods as determined appropriate within each department. Fall 2021 course delivery returned to pre-pandemic modes of delivery, with departments evaluating need to transition any courses to online delivery modes. The Distance Learning Committee (DLC) has established guidelines for approval of new blended/hybrid and 100% online courses. During fall 2021 at least ten courses have been submitted to DLC for approval to change to online delivery.

1. Does your institution provide centralized support to faculty teaching online, including video conferencing resources and course management software?

   Shawnee State University provides centralized support to faculty teaching online via e-campus, Shawnee State Online. Examples of centralized resource for faculty include:
   - Blackboard (LMS) technical assistance, including dedicated staff member to address Blackboard need
   - Instructional design services
   - Online course troubleshooting
   - Coordination of online test proctoring services, including ProctorU
   - Professional development offered through the Teaching and Learning Center (TLC) and Wiley Educational Services (WES)
   - Video conferencing resources are available to faculty via Teams platform, within Office 365

2. Does your institution have courses that were offered online in response to COVID-19 restrictions that will only be offered in-person going forward? If so, please describe examples and rationale.

   The majority of courses that shifted to online will return to in-person modality. As noted in the comparison between fall 2020 and fall 2021, nearly 100 courses returned to face-to-face modality, and online modality reduced by approximately same amount. Per DLC guidelines, and SEA CBA 2021-2024, Article 20, any courses moving to online delivery mode require approval prior to offering beginning spring 2022. Approximately ten courses are submitted to DLC at this time, indicating face to face delivery remains primary course modality. While a segment of students prefer and request online course offerings, most students prefer face to face instruction, according to student feedback received in Student Success Center as well as on course evaluations.

Fall 2020		Fall 2021	
Modality of Instruction	**Number of Course Sections**	Modality of Instruction	**Number of Course Sections**
Face-to-Face	492	Face-to-Face	582
Hybrid	201	Hybrid	4
Online	413	Online	328

a. Please describe the required technology upgrades and associated expenses incurred by the institution to respond to the increased utilization of online instruction and remote learning

Full version of Blackboard LMS was already operating pre-pandemic, and no further LMS investments were required. However, online courses significantly increased use of online test proctoring service via ProctorU. During calendar year 2019 ProctorU expense was $7327.00, and in 2020 calendar year, the expense for this online test proctoring service was $25,120.00.
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Course and Program Evaluation

Recommendation 8 of the 2015 Task Force was for institutions to evaluate courses and programs for enrollment and consideration of continuation. Per ORC Section 3345.35, colleges and universities need to address this recommendation every five years. By September 1, 2022, each IHE must evaluate all courses and programs the institution offers based on enrollment and duplication of its courses and programs with those of other state institutions of higher education within their geographic region, as determined by the chancellor. For courses and programs with low enrollment, as defined by the chancellor, the board of trustees shall provide a summary of recommended actions, including consideration of collaboration with other state institutions of higher education. For duplicative programs, as defined by the chancellor, the board of trustees shall evaluate the benefits of collaboration with other institutions of higher education to deliver the program. DHE plans to issue supplemental guidance to institutions to assist with the completion of this statutorily-required five year review.

1. Does your institution have programs and/or courses that have been discontinued since the last review was conducted in 2017? If so, please list them here, along with a summary of estimated cost savings produced.

Program Evaluation

Since AY 2016-17, Shawnee State has warehoused or discontinued the following programs and estimates a savings of $158,410 through these closures.

Program Name*	Estimated Savings Per Year	Estimated Savings Since Closure
AA in English and Humanities (SP 2017)	None	None
AA in Fine Arts (SP 2017)	None	None
AAB in Legal Assisting (SP 2018)	None	None
AS in Mathematics Program (SP 2017)	None	None
AAS in Pre-engineering Technology (SP 2017)	None	None
AAS in Plastics Engineering Technology (SP 2018)	None	None
AA in Social Sciences (SP 2017)	None	None
BA in International Relations (SP 2018)	$3390 per year	$13560
BA in Philosophy and Religion (SP 2018)	$3390 per year	$13560
BFA in Ceramics (SP 2018)	$5390 per year	$21560
BFA in Drawing (SP 2018)	None	None
BFA in Painting (SP 2018)	$5390 per year	$21560
BS in Athletic Training Program (SP 2017)	$7890 per year	$39450
BS in Legal Assisting (SP 2018)	$3390 per year	$13560
BSNS in Physics (SP 2018)	$3390 per year	$13560
Peace Corps Preparatory Program (SP 2017)	$5400 per year	$21600
Total Estimated Cost Savings:		**$158410**

* Term indicated in parentheses notes when the program was warehoused or discontinued.

Co-located Campuses

ORC Section 3333.951 requires Ohio's co-located colleges and universities to annually review best practices and shared services in order to improve academic and other services and reduce costs for students. Co-located campuses are then required to report their findings to the Efficiency Advisory Committee.

Co-located campus: _____N/A_____

Type of Shared Service or Best Practice (IE: Administrative, Academic, etc.)	Please include an explanation of this shared service.	Monetary Impact from Shared Service

Section III: Policy Reforms

Transcript Access

It is common for IHEs nationally to withhold transcripts from students who owe any amount of debt to the institution. Transcript withholding blocks students from re-enrolling both at the debt-holding institution and at other institutions. Transcripts are sometimes withheld in their entirety even when students have fully paid all or most tuition charges, earned their credits through successful completion of coursework and only incurred a nominal debt such as a parking ticket, library fine or other relatively minor assessment.

Ithaka S+R wrote a report on transcript withholding in October 2020 that is available here: https://sr.ithaka.org/publications/solving-stranded-credits/ The Hechinger Report wrote an in-depth piece on transcript withholding in March 22, 2021 that is available here: https://hechingerreport.org/colleges-are-withholding-transcripts-and-degrees-from-millions-over-unpaid-bills/

1. What is your institution's policy on transcript withholding? Under what circumstances and debt amount does your institution withhold the release of transcripts to students, employers and other colleges and universities?

    Bursar Holds are addressed in Procedure 4.92:1, Student Business Functions, Section 3.2. It reads:

    "The Bursar may place past-due student account son the status of "Bursar hold." Until this status is cleared or satisfactorily addressed with the Office of the Bursar, this status may preclude further registration by the student for courses at the University or the release of student transcripts." The Bursar does not place a hold on student accounts of $100 or less and releases holds in response to employer requests. The university is updating this procedure for clarity and to ensure consistent application.

Certification Practices

ORC 131.02 requires state IHE's to certify their outstanding debt to the Ohio Attorney General's office (AGO) for collection either 45 days after the amount is due or within 10 days after the start of the next academic session, whichever is later. However, Ohio's institutions certify their outstanding debt pursuant to varying policies and practices.

To ensure that all Ohio students are treated fairly and uniformly, Recommendation #7 of the Student Loan Debt Advisory Group report is that state institutions adopt uniform certification practices that emphasize transparency for both debtors and the AGO. The advisory group recommended that the Ohio Bursars Association, in partnership with the Ohio Association of Community Colleges and the Inter-University Council, facilitate this effort.

Specifically, institutions were asked to develop uniform practices for collecting debt with attention to the type, content, and frequency of notices issued to students; and the fees and other collection costs applied to student debts.

1. Does your institution set minimum balances for sending an account to collections? If so, how much?

    Yes, $100

2. How many accounts did your institution send to the AG for collections in FY 21? What was the total balance sent?

    No accounts were sent to the AG in FY21. Shawnee State used HEERF (institutional) to pay outstanding student balances.

3. Please provide the average and median outstanding balances sent to the AG in FY 21? What was the average and median number of earned credits of the students sent to collections over that time period?

    $0, $0

4. Per Recommendation 7 in the Attorney General's report, best practices may include the National Association of College and University Business Officers Best Practices of Financial Responsibility Agreements with Students (Appendix D in the report). What, if any, efforts have your institution made to adopt uniform certification practices with peer institutions in the State of Ohio?

    Shawnee State has complied with Recommendation 7 to provide the appropriate content and frequency of notices to students prior to submission to the Attorney General for collection. The University has recently (August 2021) converted to a new Student Business System that requires these types of notification-setups to be reconfigured. This effort will be completed by December 2021.

College Comeback

DHE issued formal guidance to IHEs in May 2021 titled "College Comeback" that clarifies that Ohio law allows IHEs to offer debt relief for re-enrollment programs. Already, several IHEs have adopted such programs.

1. Has your institution considered a "College Comeback" type program? If so, what is the status of your effort?

    Shawnee State University adopted a "college comeback" program titled "Finish Line" in August 2021. Students will be eligible for up to $5,000 of debt forgiveness.

2. Specifically, what criteria are being used to identify eligible students? How large is the target population that can benefit from the program?

Criteria for Finish Line eligibility:
- Have a 2.0 GPA or higher
- Are within 3 semesters of completing their degree
- Have completed (or will soon complete) a current FAFSA
- Have been separated from SSU for at least one semester

Interested students then must agree to:
- Attend a Financial Aid & Literacy Session
- Complete all the required courses with the academic program
- Meet regularly with an Academic Advisor
- Be enrolled 6 credit hours minimum each semester
- Be in good standing (payment plan) by the end of each semester
- Reimburse previous and newly acquired balance if course completion is not met

Size of the target population:
We have separated these students into two groups
- Group one: students whose debt has been forgiven with funding from HEERF (institutional)
  - Population of 461 students
- Group two: students with a balance pending being sent to the Attorney General's office for collections
  - Population of 300 students

Section IV: Students Benefit

When institutions save money, they ideally invest a portion of those savings into student benefits, such as reduced fees, increased institutional aid, quality improvements, etc.

For fiscal year 2021 only, please explain what, if anything, your institution is doing that is a new benefit for your students that is not already addressed above. Answers may be financial benefits or intangibles such as efforts to improve career counseling, undergraduate teaching, research, etc. If you have targeted financial aid for tuition, fees, room and board, books, technology or other expenses, please explain the focus of cost reduction.

If you have seen a significant savings from an initiative in the past fiscal year, please describe that here.

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Category	Initiative	FY21 (*Actual*)
Cost savings/avoidance to the institution in FY21 ONLY	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. This savings is in addition to the approximate $700,000 savings realized from the prior furlough period (May 2020 – August 2020)	**$595,000**
	SSU's participation in the IUC Insurance Consortium resulted in an annual savings of $295,506 vs. going out to market on our own.	**$295,506**
	Utilization of IUC-PG negotiated contracts produced an annual savings to SSU of $238,560.	**$238,560**
	Discontinuing (warehousing) programs	**$37,630**
	Shutting down unused buildings during the pandemic reduced utility costs by $80,800 in FY21	**$80,800**
	SSU was able to negotiate a flat rate of salary (deferring inflationary increases) for faculty and administration for FY21	**$309,938**
	SSU entered into a consortium for health care in FY21 which resulted in a reduction in health care costs. When compared to market the projected savings of this initiative were $533,412	**$533,412**
	SSU was able to renegotiate our Oracle contract, which resulted in a savings of $437,970 for FY21.	$437,970
Cost savings/avoidance to students in FY21 ONLY	Inclusive Access for student materials	**$434,483**
	Due to COVID, student orientation fees as well as college credit plus fees were waived in FY21.	**$12,250**
	SSU used institutional HEERF funds to forgive debt from Spring 20, Summer 20, Fall 20, and Spring 21 for 479 students.	**$895,686.68**

Additional Practices

Some IHE's may implement practices that make college more affordable and efficient, but which have not been the topic of a specific question in this reporting template. This section invites your institution to share any positive practices you have implemented that benefit student affordability and/or institutional efficiency.

Please share any additional best practices your institution is implementing or has implemented.

Improved Efficiency

1. Slate Applications Portal: Students can upload documents directly without requesting from counselor or physically mailing them
2. Test-Recommended Admissions: Students that are unable to take or re-take ACT or SAT can be admitted without the test
    a. Free virtual placement testing for those applying without ACT or SAT
3. Express New Student Orientation
    a. Students can choose online or express orientation events on campus
4. Summer Gaming Bridge Program: Saves transfer students and first-time students with college credit from having to wait a full year to get to Year 2 of Gaming Engineering program. Offered online for with synchronous class meetings and offered in person supplemental instruction.
5. CCP application converted to online application
6. Continued expansion of College Credit Plus program, allowing local students the opportunity to complete more college coursework at very little cost to the student. Fully online Masters programs in Mathematics and English have been established to provide access for more high school teachers in the region to quickly and affordably gain credentials to teach CCP college-level mathematics and English within the high school walls.

Student Affordability

1. Free application for admission even for Common Application Students (SSU absorbs the cost for partnership and does not pass to student)
2. Permanently waived Health Science Application Fee: Students no longer need to submit a $30.00 application fee
3. Waived orientation fee for veteran, reserve, and active military students
4. Transfer Scholarships
5. Additional Need Based Aid: Go Far Scholarship, Friends of SSU Scholarship
6. Secondary Scholarship Matrix for students without ACT or SAT scores
7. $150.00 Housing Deposit reduced to one time $50.00 deposit applied to housing
8. Removal of $30 Health Science program application fee
9. Reduced cost of housing for Summer students
10. Adoption of "15-to-Finish" advising model to promote faster time to graduation

Section V: Future Goals

Prior efficiency reports have identified five-year goals for each institution. An updated copy of the five-year goal template is attached. Please provide the data to complete the template, including information already provided in Section IV. In addition, if you have any updates or changes that need to be made to your five-year goals, as originally submitted in 2016, please include that information.

See attached *MasterRecommendation2* Template to complete.

The DeWine-Husted administration recognizes that each IHE faces unique challenges and opportunities with respect to the institution's highest priority goals over the next several years. With that in mind, please provide any suggestions about possible roles the state could play in supporting your institutional goals.

1. Please provide your thoughts and suggestions regarding ways the State of Ohio can further support strength, resiliency and reputational excellence in Ohio's post-secondary education system.

- We recognize the need for data and reports to gain thorough understanding of an institution's operational and financial matters, we support the administration's continued efforts to find ways to reduce or streamline these reporting demands.

Thank you for completing the FY21 Efficiency Reporting Template. We appreciate the important role Ohio's colleges and universities play in supporting Ohio students, economic growth, world-class research and the overall success for our state.

RESOLUTION F15-21

**SHAWNEE STATE UNIVERSITY DEVELOPMENT FOUNDATION
MEMBER APPOINTMENTS**

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

WHEREAS, at its September 10, 2021 meeting, the SSU Development Foundation recommended by resolution (copy attached) the appointment of new board members Tarrah Bouts and Jennifer Aikman and the term extension of certain existing board members;

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

Member:	Term Ending:
Tarrah Bouts	December 31, 2024
Jennifer Aikman	December 31, 2024
Debra Esham	December 31, 2024
Frank Waller	December 31, 2024
Ken Applegate	December 31, 2024
Dr. John Whitaker	December 31, 2024
Thomas Covert	December 31, 2024

(November 19, 2021)

RESOLUTION 2021-02
SHAWNEE STATE UNIVERSITY DEVELOPMENT FOUNDATION
MEMBER APPOINTMENTS

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

WHEREAS, the SSU Development Foundation hereby recommends to the SSU Board of Trustees the appointment of new SSU Development Foundation board members Tarrah Bouts and Jennifer Aikman;

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

Member:	Term Beginning:	Term Ending:
Tarrah Bouts	January 1, 2021	December 31, 2024
Jennifer Aikman	January 1, 2021	December 31, 2024
Debra Esham	January 1, 2021	December 31, 2024
Frank Waller	January 1, 2021	December 31, 2024
Ken Applegate	January 1, 2021	December 31, 2024
Dr. John Whitaker	January 1, 2021	December 31, 2024
Thomas Covert	January 1, 2021	December 31, 2024

(September 10, 2021)

RESOLUTION ASA05-21

APPROVAL OF POLICY 2.08REV, ACADEMIC PROGRAM REVIEW

WHEREAS, Policy 2.08Rev., Academic Program Review, was last reviewed and approved by the Board of Trustees effective December 18, 2015 and requires updating; and

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

WHEREAS, a modification of the policy is recommended in order to provide a more accurate evaluation of academic programs, and

WHEREAS, Revised Policy 2.08Rev., Academic Program Review, has been recommended by the President for Board of Trustees approval; and

WHEREAS, revised procedures are provided for information;

THEREFORE, BE IT RESOLVED that the Board of Trustees of Shawnee State University hereby approves revision of Policy 2.08 Rev., Academic Program Review.

(November 19, 2021)

Shawnee State University

POLICY TITLE:	ACADEMIC PROGRAM REVIEW
POLICY NO. :	2.08 REV
ADMIN CODE:	3362-2-09
PAGE NO.:	1 OF 4
EFFECTIVE DATE:	11/19/2021 ~~12/18/15~~
NEXT REVIEW DATE:	11/2024 ~~12/2018~~ <mark>(change to 06/2024?)</mark>
RESPONSIBLE OFFICER(S):	PROVOST

1.0 INTRODUCTION

1.1 An effective academic program review process is essential for the health of Shawnee State University's academic programs. The academic program review process strives to ensure the quality and academic integrity of all programs through continuous program improvement. At its most basic, the program review process is simply a review of the good works, processes, procedures, and measured learning outcome results that programs develop as they strive for continuous improvement.

1.2 Program review is a best practice in American higher education that involves stakeholders in the continuous improvement process. Such a review includes an assessment of past and current performance that is used to inform future directions and decision-making. Those charged with overseeing and coordinating program review activities should be engaged in some aspect of assessment and program review year-round.

1.3 The academic program review process provides an opportunity for program faculty and administration to evaluate the goals and effectiveness of a program and make appropriate changes that will lead to improvement in the quality of instruction and curricular requirements, improved career and life preparation for students, and effective and efficient use of University resources.

2.0 PURPOSE

2.1 Assist programs in the identification, evaluation, and assessment of their mission and goals and the development of short and long-term strategic plans.

2.2 Assist programs in the determination of their relationship to the Mission of the University, College, ~~and D~~department, or School.

2.3 Assist programs in assessing the quality of instruction, instructional methodology, student learning, and the strengths and challenges in their curriculum.

2.4   Provide programs the opportunity to compare their curriculum, resources, and facilities with those at peer institutions.

2.5   Assist programs in the identification of existing resources and determination of the resources needed to carry out identified mission and goals.

2.6   Assist the University in the evaluation of the value, quality, effectiveness, and efficient use of resources for the academic programs at Shawnee State University.

2.7   Provide direction and priorities for the University that can be used for needs assessment, resource allocation, and planning.

2.8   Provide structure, a plan of action, and information for continuous program improvement.

2.82.9 Academic Program Review is not intended to place a program under discontinuation or warehousing (or a "watch list") as a result of the review. Rather, program review is intended to provide a constructive and formative review to the program. In the event discontinuation or warehousing of a program is needed, it is to occur via a separate Program Closure process.

3.0   DEFINITIONS

3.1   Academic Program – refers to any and all coherent instructional activities of Shawnee State University and includes degree and certificate programs, concentrations (?), and other non-degree curricular entities, such as the Honors and General Education programs.

3.2   Degree Program – refers to any prescribed course of study which constitutes an area of specialization leading to a recognized degree. This is the same as the term "discipline specialty" used in reporting to the U.S. Department of Education's Integrated Postsecondary Education Data System (IPEDS).Higher Education General Information Survey (HEGIS) (change to IPEDS). In baccalaureate degrees or higher, the term "degree program" is the same as "major."

   3.2.1   Degree Programs must be significantly distinct from one another. Where two proposed degree programs have sixty percent or more of their program course requirements in common, they may be classified as concentrations within a single degree program, rather than as separate degree programs. When deemed appropriate by their College Dean, programs with curricular links (for example, associate and baccalaureate programs in the same area or programs with concentrations, minors, or associated certificates) will be combined into a single review.

3.3 <u>Preliminary Self-Study</u> – refers to a structured reflection of a program's faculty, staff, students, and alumni concerning the educational effectiveness of its academic program. It is not a description of the unit, but a data- and constituent-informed analysis that leads to the identification of key issues and recommendations of potential steps to address them.

3.4 <u>On-Site Visits & External Reviewer Reports</u> – On-site visits by external reviewers are not mandatory, but generally recommended, and ought to be considered a justifiable expense in conducting a proper program review.

3.5 <u>Final Program Review Report</u> – The end product of a program review shall take the form of a final report, which includes recommendations and a timeline for their implementation.

3.6 <u>Interim Progress Report</u> – The Provost, upon consideration of the final Program Review Report, can mandate a special review and Interim Progress Report. Such Interim Progress Report shall be conducted under the procedures approved for a regular program review.

4.0 ACADEMIC PROGRAM REVIEW

4.1 Organization

4.1.1 The cornerstone of a program review is the development of the academic program's Preliminary Self-Study. Following its submission, a review to clarify, verify, and amplify the Self-Study will be conducted by external reviewer(s) appointed by the respective Dean or ~~the appropriate administrator within the Office of~~ the Provost in consultation with the unit under review.

4.1.2 The Preliminary Self-Study becomes the core component of the final Program Review Report, which will be submitted to the respective College Dean. In the case of non-degree curricular entities, such as the Honors or General Education programs and similar non-departmental academic programs, final reports will be submitted to ~~the appropriate administrator within~~ the Office of the Provost.

4.2 Timeline

4.2.1 Programs will be scheduled to undergo review on a recurring five-year cycle. Program Reviews shall be scheduled so that no department shall have to conduct more than one program review per academic year, except in cases when departments are home to more than five programs or when a previous review requires a more frequent program review. Reviews, when possible, should be spread out along the five-year cycle to evenly distribute a department's program review efforts.

4.2.2   Whenever possible, programs with outside accreditation will be put on a program review schedule that will allow those programs to complete review and analysis for the accreditation self-study with a timeline for submission that corresponds with the University's program review cycle.

4.2.3   Programs that are accredited by an outside body may submit their most recent self-study produced to satisfy accreditation in place of the Final Program Review Report. The Dean of the program's college may require a supplemental report, providing data or material required in the standard review (as outlined in this guide the Academic Program Review Guide) if such information is not sufficiently up-to-date or not found in their program's accreditation study.

4.3   Annual Data

In addition to a periodic program review, this policy also stipulates each academic program submit quantitative data on degree programs to the Office of the Provost on an annual basis. These annual data will serve to track the development of academic programs over time and provide quantitative data for the program's next five-year review or interim progress report. The Office of the Provost shall issue guidelines that specify any supplemental data required in the annual report from each academic program. (?)

5.0   PROCEDURES

The President or their his/her designee will ensure the establishment of procedures necessary to effectively implement this policy. These procedures will be revised and developed based upon the recommendations of the University Faculty Senate.

History
Effective: 07/30/90
Revised: 11/19/21; 12/18/15, 03/13/95

Applicable Procedures: 2.08:1 Academic Program Review

Shawnee State University

1.0   INTRODUCTION

1.1   An effective academic program review process is essential for the health of Shawnee State University's academic programs. The academic program review process strives to ensure the quality and academic integrity of all programs through continuous program improvement. At its most basic, the program review process is simply a review of the good works, processes, procedures, and measured learning outcome results that programs develop as they strive for continuous improvement.

1.2   Program review is a best practice in American higher education that involves stakeholders in the continuous improvement process. Such a review includes an assessment of past and current performance that is used to inform future directions and decision-making. Those charged with overseeing and coordinating program review activities should be engaged in some aspect of assessment and program review year-round.

1.3   The academic program review process provides an opportunity for program faculty and administration to evaluate the goals and effectiveness of a program and make appropriate changes that will lead to improvement in the quality of instruction and curricular requirements, improved career and life preparation for students, and effective and efficient use of University resources.

2.0   PURPOSE

2.1   Assist programs in the identification, evaluation, and assessment of their mission and goals and the development of short and long-term strategic plans.

2.2   Assist programs in the determination of their relationship to the Mission of the University, College, Department, or School.

2.3   Assist programs in assessing the quality of instruction, instructional methodology, student learning, and the strengths and challenges in their curriculum.

2.4 Provide programs the opportunity to compare their curriculum, resources, and facilities with those at peer institutions.

2.5 Assist programs in the identification of existing resources and determination of the resources needed to carry out identified mission and goals.

2.6 Assist the University in the evaluation of the value, quality, effectiveness, and efficient use of resources for the academic programs.

2.7 Provide direction and priorities for the University that can be used for needs assessment, resource allocation, and planning.

2.8 Provide structure, a plan of action, and information for continuous program improvement.

2.9 Academic Program Review is not intended to place a program under discontinuation or warehousing (or a "watch list") as a result of the review. Rather, program review is intended to provide a constructive and formative review to the program. In the event discontinuation or warehousing of a program is needed, it is to occur via a separate Program Closure process.

3.0 DEFINITIONS

3.1 <u>Academic Program</u> – refers to any and all coherent instructional activities of Shawnee State University and includes degree and certificate programs and other non-degree curricular entities, such as the Honors and General Education programs.

3.2 <u>Degree Program</u> – refers to any prescribed course of study which constitutes an area of specialization leading to a recognized degree. This is the same as the term "discipline specialty" used in reporting to the U.S. Department of Education's Integrated Postsecondary Education Data System (IPEDS). In baccalaureate degrees or higher, the term "degree program" is the same as "major."

    3.2.1 Degree Programs must be significantly distinct from one another. Where two proposed degree programs have sixty percent or more of their program course requirements in common, they may be classified as concentrations within a single degree program, rather than as separate degree programs. When deemed appropriate by their College Dean, programs with curricular links (for example, associate and baccalaureate programs in the same area or programs with concentrations, minors, or associated certificates) will be combined into a single review.

3.3 <u>Preliminary Self-Study</u> – refers to a structured reflection of a program's faculty, staff, students, and alumni concerning the educational effectiveness of its academic program. It is not a description of the unit, but a data- and constituent-

informed analysis that leads to the identification of key issues and recommendations of potential steps to address them.

3.4   <u>On-Site Visits & External Reviewer Reports</u> – On-site visits by external reviewers are not mandatory, but generally recommended, and ought to be considered a justifiable expense in conducting a proper program review.

3.5   <u>Final Program Review Report</u> – The end product of a program review shall take the form of a final report, which includes recommendations and a timeline for their implementation.

3.6   <u>Interim Progress Report</u> – The Provost, upon consideration of the final Program Review Report, can mandate a special review and Interim Progress Report. Such Interim Progress Report shall be conducted under the procedures approved for a regular program review.

4.0   ACADEMIC PROGRAM REVIEW

4.1   Organization

4.1.1   The cornerstone of a program review is the development of the academic program's Preliminary Self-Study. Following its submission, a review to clarify, verify, and amplify the Self-Study will be conducted by external reviewer(s) appointed by the respective Dean or the Provost in consultation with the unit under review.

4.1.2   The Preliminary Self-Study becomes the core component of the final Program Review Report, which will be submitted to the respective College Dean. In the case of non-degree curricular entities, such as the Honors or General Education programs and similar non-departmental academic programs, final reports will be submitted to the Office of the Provost.

4.2   Timeline

4.2.1   Programs will be scheduled to undergo review on a recurring five-year cycle. Program Reviews shall be scheduled so that no department shall have to conduct more than one program review per academic year, except in cases when departments are home to more than five programs or when a previous review requires a more frequent program review. Reviews, when possible, should be spread out along the five-year cycle to evenly distribute a department's program review efforts.

4.2.2   Whenever possible, programs with outside accreditation will be put on a program review schedule that will allow those programs to complete review and analysis for the accreditation self-study with a timeline for submission that corresponds with the University's program review cycle.

4.2.3   Programs that are accredited by an outside body may submit their most recent self-study produced to satisfy accreditation in place of the Final Program Review Report. The Dean of the program's college may require a supplemental report, providing data or material required in the standard review (as outlined in the Academic Program Review Guide) if such information is not sufficiently up-to-date or not found in the program's accreditation study.

5.0   PROCEDURES

The President or their designee will ensure the establishment of procedures necessary to effectively implement this policy. These procedures will be revised and developed based upon the recommendations of the University Faculty Senate.

History
Effective: 07/30/90
Revised: 11/19/21; 12/18/15; 03/13/95

Applicable Procedures: 2.08:1 Academic Program Review

PROCEDURE TITLE:	ACADEMIC PROGRAM REVIEW
PROCEDURE NO.:	2.08:1
RELATED POLICY:	2.08REV
PAGE NO.:	1 OF 5
RESPONSIBLE ADMINISTRATOR(S):	PROVOST
EFECTIVE DATE:	~~12/18/15~~11/19/21
NEXT REVIEW DATE:	12/2018 (change to ~~06~~11/2024?)
APPROVED BY:	PRESIDENT

1.0   INTRODUCTION

   1.1   An effective academic program review process is essential for the health of Shawnee State University's academic programs. The academic program review process strives to ensure the quality and academic integrity of all programs through continuous program improvement. At its most basic, the program review process is simply a review of the good works, processes, procedures, and measured learning outcome results that programs develop as they strive for continuous improvement.

   1.2   Regular academic program review fulfills one of the criteria that the University must meet for regional accreditation by the Higher Learning Commission (HLC). Core Component 4~~Aa~~. and Subcomponent 4.A.1 of Criterion Four (Teaching and Learning: Evaluation and Improvement) ~~in the Handbook of Accreditation~~ states: "The institution ensures ~~demonstrates responsibility for~~ the quality of its educational offerings~~programs~~. (And) The institution maintains a practice of regular program reviews and acts upon the findings."

   1.3   The academic program review process provides an opportunity for program faculty and administrators to evaluate the goals and effectiveness of a program and make appropriate changes that will lead to improvement in the quality of instruction and curricular requirements, improved career and life preparation for students, and effective and efficient use of University resources.

2.0   GOALS OF ACADEMIC PROGRAM REVIEW

   2.1   Assist programs in the identification, evaluation, and assessment of their mission and goals and the development of short and long-term strategic plans.

   2.2   Assist programs in the determination of their relationship to the mission of the University, College, ~~and~~ Department, or School.

2.3   Assist programs in assessing the quality of instruction, instructional methodology, student learning, and the strengths, and challenges in their curriculum.

2.4   Provide programs the opportunity to compare their curriculum, resources, and facilities with those at peer institutions.

2.5   Assist programs in the identification of existing resources and determination of the resources needed to carry out identified mission and goals.

2.6   Assist the University in the evaluation of the value, quality, effectiveness, and efficient use of resources for the academic programs at Shawnee State University.

2.7   Provide direction and priorities for the University that can be used for needs assessment, resource allocation, and planning.

2.8   Provide structure, a plan of action, and information for continuous program improvement.

2.82.9 Academic Program Review is not intended to place a program under discontinuation or warehousing (or a "watch list") as a result of the review. Rather, program review is intended to provide a constructive and formative review to the program. In the event discontinuation or warehousing of a program is needed, it is to occur via a separate Program Closure process.

3.0   OVERVIEW OF PROGRAM REVIEW PROCESS

3.1   The program review process requires the followingseven steps:

        3.1.1   Appointment of a Program Review Committee (PRC) and Chair

        3.1.2   Creation of a Program Review Plan and Budget

        3.1.3   Completion of a Preliminary Self-Study

        3.1.4   Completion of a Preliminary Administrative Review

        3.1.5   Completion of External Reviewer Reports

        3.1.6   Completion of a final Program Review Report (PRP), including a response to the administrative and external reviews, and a list of recommendations for program improvements

        3.1.7   Planning for implementation of recommendations

3.2   Overseeing the review is the Program Review Committee, which is charged with aggregating and analyzing data concerning the program, evaluation of thoseat

data, and making recommendations with regard to future direction of the program based on its findings. Once the Program Review Committee and Chair have been chosen, and a Program Review ~~Plan and~~ Budget shall be established.~~have been approved by the respective College Dean or associated administrator in the Office of the Provost,~~ ~~T~~the Program Review Committee begins work on the Preliminary Self-Study.

3.3   The Preliminary Self-Study becomes the core component of the final Program Review Report, which will be submitted to the respective College Dean. In the case of non--degree curricular entities, such as the Honors or General Education programs and similar non-departmental academic programs, final reports will be submitted to ~~the appropriate administrator within~~ the Office of the Provost.

3.4   Final Program Review Reports shall consist of:

    3.4.1   Preliminary Self-Study

    ~~3.4.2   Preliminary Administrative Review~~

    3.4.3   External Reviewer Reports

    ~~3.4.4   Program Review Committee's Response to the Preliminary~~

    3.4.5   Program Review Committee's Response to External Reviewer Reports

    3.4.6   Program Review Committee's Recommendations for Continuous Improvement

3.5   The Dean~~s~~ and ~~the Office of~~ the Provost will then complete the review process by making their own final recommendations for program improvements, based upon the Final Program Review Report. The administration's final recommendations will be discussed with the Program Review Committee. Progress towards meeting the recommendations will then be subject to evaluation during the program's next review.

3.6   During the process of preparing the Preliminary Self-Study, the Chair of the Program Review Committee and its members will solicit input from interested parties, such as current students, alumni, employers of graduates, applicable advisory committee members, full and part-time faculty who teach in the program, the Department Chair/School Director, the Program Director~~Leader~~/Coordinator, and the respective College Dean. Data on the program, its faculty, and students shall be aggregated and evaluated in consultation with the Office of Institutional Research, Reporting, and Analytics ~~Decision Support~~.

4.0   REQUIREMENTS AND REVIEW SCHEDULE

4.1   Identified degree programs and other non-degree curricular entities (hereafter referred to as "programs") must submit a Program Review Report on a regularly scheduled basis.

4.2   When deemed appropriate by their College Dean, programs with curricular links (for example, associate and baccalaureate programs in the same area or programs with concentrations, minors, or associated certificates) will be combined into a single review.

4.3   Programs will be scheduled to undergo review on a recurring five-year cycle. Program Reviews shall be scheduled so that no department shall have to conduct more than one program review per academic year, except in cases when departments are home to more than five programs or when a previous review requires a more frequent program review. Reviews, when possible, should be spread out along the five-year cycle to evenly distribute a department's program review efforts.

4.4   When possible, programs with outside accreditation will be put on a program review schedule that will allow those programs to complete review and analysis for the accreditation self-study with a timeline for submission that corresponds with the University's program review cycle.

4.5   Programs that are accredited by an outside body may submit their most recent self-study produced to satisfy accreditation in place of the Final Program Review Report. The Dean of the program's college may require a supplemental report, providing data or material required in the standard review (as outlined in the Academic Program Review Guide~~is guide~~) if such information is not sufficiently up-to-date or not found in their accreditation study.

5.0   ACADEMIC PROGRAM REVIEW GUIDE

5.1   To assist departments in organizing and preparing the Academic Program Review, a guide to Academic Program Review has been prepared. The Academic Program Review Guide outlines specific information and timelines for:

   5.1.1   Creating the Program Review Committee

   5.1.2   Establishing a Program Review ~~Plan &~~ Budget

   5.1.3   Selecting External Reviewers

   5.1.4   Preparing the Preliminary Self-Study

      5.1.4.1   Program Profile: Five-Year Statistical Analysis of Program

5.1.4.2   Contents of the Preliminary Self-Study

5.1.5   Preparing the Final Program Review Report

5.1.5.1   ~~Preliminary Administrative Review~~

5.1.5.2   On-Site Visits & External Reviewer Reports

5.1.5.3   ~~Committee Response to the Preliminary Administrative Review~~

5.1.5.4   Committee Response to External Reviewer Reports

5.1.5.5   Committee Recommendations for Continuous Improvement

5.1.6   Writing the Reports

5.1.7   Submitting the Final Program Review Report

5.1.8   Implementing Recommendations – Special Review & Interim Progress Report

~~5.1.9~~ Program Review Timeline

5.1.9

Ref: Academic Program Review Guide

History
Effective: 12/18/15
Revised: 11/19/21

RESOLUTION ASA06-21

APPROVAL OF THE AMENDED 2021-2022 ACADEMIC CALENDAR

WHEREAS, members of the Calendar Advisory Committee have amended the 2021-2022 Academic Calendar to accommodate changes occurring because of holidays falling on Saturdays; and

WHEREAS, the Provost and the President have approved the amended 2021-2022 Academic Calendar;

THEREFORE, BE IT RESOLVED that the Board of Trustees of Shawnee State University approves the Shawnee State University amended 2021-2022 Academic Calendar, attached hereto.

(November 8, 2019)

Shawnee State
U N I V E R S I T Y

2021-2022 ACADEMIC CALENDAR

Fall Semester 2021-2022

August 23	Fall semester classes begin (full and first half session)
September 6	Labor Day (*University Closed*)
October 7-8	Fall Break *(No Classes)*
October 15	Last day of first half session (final exams during last scheduled class period)
October 18	First day of second half session
October 19	Grades due in Office of the Registrar by noon (first half session)
November 11	Veteran's Day (*University Closed*)
November 24	No Classes *(University Offices Open)*
November 25	Thanksgiving Day *(University Closed)*
November 26	Thanksgiving Holiday *(University Closed)*
November 27	Classes resume
December 3	Last day of classes (full session and second half session)
Dec 4-10	Final Exams (full session classes)
December 11	Fall Commencement – semester ends
December 14	Grades due in Office of the Registrar by noon (full and second half session for on-campus and online classes)
December 23	Christmas Holiday Observed *(University Closed)*
December 24	Christmas Holiday Observed *(University Closed)*
December 26-31	Winter Break *(University Closed)*
January 3	New Year's Holiday Observed (*University Closed*)

Spring Semester 2021-2022

January 10	Spring semester classes begin (full and first half session)
January 17	Martin Luther King, Jr. Day *(University Closed)*
February 25	Last day of first half session (final exams during last scheduled class period)
Feb 28-Mar 6	Spring Break
March 7	First day of second half- week session
	Spring full session classes resume
March 8	Grades due in Office of the Registrar by noon (first half session)
April 22	Last day of classes (full session and second half session)
April 23-29	Final Exams (full session classes)
April 30	Commencement
May 3	Grades due in Office of the Registrar by noon (full and second half session)

Summer Semester 2021-2022

May 9	First day of first seven-week sessions
May 23	First day of full session (ten week) and first 5-week session
May 30	Memorial Day (*University Closed*)
June 17	Juneteenth Observed *(University Closed)*
June 24	Last day of first-seven- and five-week sessions
June 27	Second seven-week session and second five-week – classes begin
June 28	Grades due in Office of the Registrar by noon (first seven-week session)
July 4	Independence Day (*University Closed*)
July 29	Last day of full session and second five-week session
August 2	Grades due in Office of the Registrar by noon (full session)
August 12	Last day of second seven-week session
August 16	Grades due in Office of the Registrar by noon (second seven-week session)

** All half-session summer courses not included within the E-campus programs may continue to be delivered within a 5-week schedule, provided they follow the Ohio Department of Higher Education's requirements: "One semester credit hour will be awarded for a minimum of 750 minutes of formalized instruction that typically requires students to work at out-of-class assignments an average of twice the amount of time as the amount of formalized instruction (1,500 minutes)."

RESOLUTION ASA07-21

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, after a Memorandum of Understanding with the Shawnee Education Association regarding granting of tenure to Dr. Doug Sturgeon based on his previous tenured service at Shawnee State University;

THEREFORE, BE IT RESOLVED that the Board of Trustees of Shawnee State University grants tenure to Dr. Sturgeon with the effective date of the approval of this resolution.

November 19, 2021

RESOLUTION F13-21

ACCEPTANCE OF SHAWNEE STATE UNIVERSITY'S
FY2021 FINANCIAL REPORT

UPDATED

WHEREAS, pursuant to O.R.C. 117.11, the financials of Shawnee State University must be audited every year by an independent certified public accountant; and

WHEREAS, the University's designated independent firm of Plante Moran, PLLC completed an audit of the University's FY2021 financials, issued an unmodified report, and reviewed the report results with the Finance and Administration Committee; and

WHEREAS, the financial report has been accepted by the Auditor of State;

THEREFORE, BE IT RESOLVED, the Board of Trustees accepts the Shawnee State University FY2021 financial report as presented.

(November 19, 2021)

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Shawnee State University

Board of Trustees

Finance and Administration Committee

November 19, 2021

Shawnee State University
Agenda

- Shawnee State University Audit Team

- Required Communication

- Summary of Audit Differences

- New Pronouncements

- Appendix - Definitions

Shawnee State University
P&M Audit Team

Keith Martinez, Engagement Partner   614.222.9086
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Katie Veldman, Senior   614.222.9154
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Shawnee State University
Required Communications

Plante Moran Reports

- Opinion on FY 2021 University financial statements

  - Foundation presented as a component unit.

  - Issued an "unmodified opinion" on the financial statements.

  - Emphasis of matter paragraph was included related to COVID-19 impact

- Our second report addresses internal control over financial reporting and compliance and other matters as required by *Generally Accepted Governmental Auditing Standards* (GAGAS).

Plante Moran Responsibilities under GAAS and GAGAS

- To gain a basic understanding of the internal controls, policies and procedures in order to design an effective and efficient audit approach, not for the purpose of providing assurance on the internal control structure.

- To test compliance with certain provisions of laws, regulations, contracts, and grants that have a direct and material effect.

- To gain an understanding of internal control over financial reporting.

- To express an opinion on the University's financial statements.

- To provide reasonable, not absolute, assurance of detecting material misstatements.

Certified as True and Correct
November 30, 2021

Secretary, SSU Board of Trustees

Shawnee State University
Required Communications (continued)

Significant Accounting Policies

- The significant accounting policies used by Shawnee State University are described in the notes, specifically footnote 2 to the financial statements.

Management Judgments and Accounting Estimates

- We are required to report to you amounts in the financial statements that are subject to management's judgment in what is recorded as well as items, that by their nature, are significant accounting estimates.

- Significant estimates made by management include:

- Student accounts receivable allowance for uncollectible accounts, footnote 5

- Liability for pending litigation, Notes 10 and 14

- Accounting for service concession arrangements, Note 2

- Net pension and OPEB liability for STRS and OPERS, Note 13

Shawnee State University
Required Communications (continued)

Sensitive Disclosures

- The disclosures in the financial statements are neutral, consistent, and clear.

- We are required to report to you certain financial statement disclosures that are particularly sensitive.

- The most sensitive disclosure was the disclosure in Note 2 to the financial statements related to the impact of the COVID-19 pandemic on the University's operations.

Significant Auditing Adjustments

- There were no detected misstatements or passed adjustments as a result of audit procedures.

Quality of Accounting Policies

- Shawnee State University's accounting policies are consistent in their application and the information presented in the financial statements and related disclosures is complete and presented clearly.

Disagreements with Management

- There were no disagreements with Management on financial accounting and reporting matters.

Shawnee State University
Required Communications (continued)

Corrected and Uncorrected Misstatements

- Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are trivial, and communicate them to the appropriate level of management.
- Management has corrected all such misstatements.

Consultations with Other Accountants

- To the best of our knowledge, Management has had no consultations with other independent accountants regarding accounting or auditing matters or alternative presentations.

Discussion Prior to Retention

- All discussions with Management occurred in the normal course of our professional relationship and the responses were not a condition of our retention. This is our 8th year as Shawnee State University's auditors.

Management Cooperation

- Management cooperated with us and provided us with complete access to the books and records of Shawnee State University.

Shawnee State University
Required Communications (continued)

Communications with Management

- There were no communications with Management other than our engagement letter, and Management's representation letter to us. In the course of our audit, the University's Internal Counsel provided us a schedule of current litigation and similar matters of a significant nature for our review.

Significant Additions to Management's Representations

- There were no significant additions to management's representations.

Independence

- The Plante Moran audit team was independent of Shawnee State University throughout the year in the performance of the audits.

Certified as True and Correct
November 30, 2021

Secretary, SSU Board of Trustees

Shawnee State University
Required Communications (continued)

Other Services

- Shawnee State University Development Foundation audit
- Shawnee State University single audit (audit of federal programs)
  - Major programs for testing were student financial assistance cluster, higher education emergency relief fund, and coronavirus relief fund
  - Deliverables
    - Report on Schedule of Expenditures of Federal Awards Required by the Uniform Guidance
    - Report on Internal Control Over Financial Reporting and Compliance and Other Matters as required by Generally Accepted Governmental Auditing Standards (GAGAS)
    - Report on Compliance for Each Major Federal Program and Report on Internal Control over Compliance Required by the Uniform Guidance
    - Schedule of Findings and Questioned Costs

Related Party Transactions

- The Shawnee State University Development Foundation is a related party to the University.

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Shawnee State University
Upcoming Pronouncements

GASB 87 – Leases

- Effective for the fiscal year ending June 30, 2022
  - Originally effective for the University's financial statements for the year ending June 30, 2021 and were extended to June 30, 2022 with the issuance of GASB Statement No. 95, Postponement of the Effective Dates of Certain Authoritative Guidance.
- Requires recognition of certain lease assets and liabilities for leases that previously were classified as operating leases and recognized as inflows of resources or outflows of resources based on the payment provisions of the contracts
- Lessee would be required to recognize a lease liability and an intangible right-to-use lease asset
- Lessor would be required to recognize a lease receivable and a deferred inflow of resources

GASB 89 – Accounting for Interest Cost Incurred Before the End of a Construction Period

- Effective for the fiscal year ending June 30, 2022
  - Originally effective for the University's financial statements for the year ending June 30, 2021 and were extended to June 30, 2022 with the issuance of GASB Statement No. 95, Postponement of the Effective Dates of Certain Authoritative Guidance.
- Requires interest cost incurred during the period of construction be recognized as an expense (no longer capitalized)

Shawnee State University
Upcoming Pronouncements

GASB 94 – Public-Private and Public-Public Partnerships and Availability Payment Arrangements

- Effective for the fiscal year ending June 30, 2023

- Provides uniform guidance on how to report public-private and public-public partnership arrangements.

- Requires transferors in public-private or public-public arrangements to recognize receivables for installment payments, deferred inflows of resources, and, when applicable, capital assets.

GASB 96 – Subscription-Based Information Technology Arrangements

- Effective for the fiscal year ending June 30, 2023

- defines SBITAs and provides accounting and financial reporting for SBITAs by governments.

- This statement requires a government to recognize a subscription liability and an intangible right-to-use subscription asset for SBITAs.

Shawnee State University
Appendix - Definitions

- **Control Deficiency**
  - A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect and correct misstatements on a timely basis. Control deficiencies may involve one or more of the five interrelated components of internal control.

- **Significant Deficiency**
  - A "significant deficiency" is a deficiency, or combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

- **Material Weakness**
  - A "material weakness" is a deficiency, or combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and correct on a timely basis.

- **FASB**
  - Financial Accounting Standards Board is the governing accounting body that issues reporting pronouncements for private sector organizations. The Foundation prepares its financial statements in accordance with these pronouncements and guidance.

- **Fraud**
  - The term "fraud" includes "misstatements" arising from fraudulent financial reporting and misstatements arising from misappropriation of assets.
  - "Misstatements" arising from "fraudulent financial reporting" are intentional misstatements, or omissions of amounts or disclosures in financial statements intended to deceive financial statement users.
  - "Misstatements" arising from "misappropriation of assets" involve the theft of assets where the effect of the theft causes the financial statements not to be presented in conformity with GAAP.
  - The University is responsible for the design and implementation of programs and controls to prevent and detect fraud.

Shawnee State University
Appendix - Definitions

- **GASB**
  - Governmental Accounting Standards Board is the governing accounting body that issues reporting pronouncements. SSU prepares its financial statements in accordance with these pronouncements and guidance.

- **GAAP**
  - Generally Accepted Accounting Principles. Used by almost all entities in the USA to prepare periodic financial statements.

- **GAAS**
  - Generally Accepted Auditing Standards. The standards that govern the conduct of independent audits of non-public companies, as determined by the Auditing Standards Board (ASB) of the AICPA.

- **GAGAS**
  - Generally Accepted Governmental Auditing Standards. Informally known as "Yellow Book," these standards guide all audits of governmental units.

- **Unmodified Opinion**
  - A signed representation by an auditor as to the reliability and fairness of a set of financial statements. The opinion could be qualified, unmodified, or adverse. For the University, the opinion is unmodified, which is the best opinion to have from an auditor.

- **Auditor Opinion Date**
  - The date the audit is completed and the auditor can provide their opinion. This is defined as the date the audit fieldwork and reviews are completed and the date management has reviewed the financial statements and provided a signed representation letter to the auditors.

Certified as True and Correct
November 30, 2021

Secretary, SSU Board of Trustees

Shawnee State University
Appendix - Definitions

- **Material Misstatement**
  - To present accidental or intentional untrue financial statement information that influences a company's value.

- **Significant Adjustments**
  - An error in financial reporting discovered by the auditor during performance of their audit fieldwork which was large enough that it was required to be booked to the financial statements and disclosed to the audit committee or board.

- **Passed Adjustments**
  - A summary of proposed account adjustments not recorded by management and reviewed by auditors and determined, individually or in the aggregate, not to have a significant effect on the financial reporting process and therefore they are not recorded in the financial statements.

- **Allowance**
  - An estimate determined by management, for instance, of the amount of receivables at June 30 not expected to be received.

- **990-T**
  - Corporate income tax form for exempt organization unrelated income. This primarily relates to income earned on limited partnerships that is considered taxable by the IRS (real estate and natural resources), and non-educational use of institutional property.

Shawnee State University
Appendix - Definitions

- **Uniform Prudent Management of Institutional Funds Act (UPMIFA)**

  - UPMIFA provides guidance and authority to charitable organizations concerning the management and investment of funds held by those organizations and imposes additional duties on those who manage and invest charitable funds. The objective is these duties will provide additional protections for charities and also protect the interests of donors who want to see their contributions used wisely.

- **Statement on Auditing Standards AU 265 – Communicating Internal Control-Related Matters Identified in an Audit**

  - Establishes requirements and provides guidance on communicating matters related to the Foundation's internal control over financial reporting identified during the audit of the financial statements. Depending on the severity of the issue, the internal control matter can be classified as a control deficiency, a significant deficiency or a material weakness. The definitions of these items per AU 265 are included on page 13

- **Statement on Auditing Standards AU 260 – The Auditor's Communication with Those Charged with Governance**

  - Requires two-way communications with those charged with governance (The Shawnee State University Finance and Administration Committee) before and after the audit.

  - Defines primary subjects required to be communicated.

Certified as True and Correct
November 30, 2021

Secretary, SSU Board of Trustees

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15

Thank you!

We look forward to continuing to serve Shawnee State University!

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16

FY2021 Financial Audit (Action)

Shawnee State
UNIVERSITY

FY2021 Change in Net Position (all funds)

	2021	2020	2019
Total Revenue	$65,254,357	$58,249,743	$54,110,845
Total Expenses	$52,141,004	$59,236,644	$56,554,546
(Decrease) increase in net position	$13,113,353	$ (986,901)	$ (2,443,701)

Primary Factors for 2021 Outcome:
* Substantial Expenditure Reductions (compensation and operating expenditures)
* Reductions in OPERS/STRS institutional pension liability
* HEERF/CRF FY2020 and 2021 expense reimbursements (for Covid-19 mitigation efforts) and lost revenue (replacing negative revenue impact from Covid-19 on enrollment and business operations)

Actions Completed or In Progress

Required reports

FY2021 missing reports submitted as of November 9, 2021

FY2022 1st qtr. report submitted Oct. 8, 2021

Questioned costs

Drawdown of $141,477 was based on HEERF FAQs interpretation, University seeking DOE ruling

Return of Funds

Systematic process for the return of Title IV aid has been reinforced

Corrected errors

Lost revenue calculations underwent numerous reviews
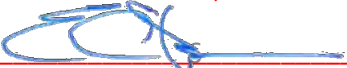
IBNR Reserve

Estimate *not fully covered* by JHP reserves will be recorded

Service concession

Revenue (using existing 10-year amortization schedule) will be timely recorded

Shawnee State University Investment Portfolio
Asset Allocation – As of October 31, 2021

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

TIAA

Asset Class	Market Value	% of Assets	Target %
Cash Equivalents			
TIAA Cash Deposit Account	$83,992	1.0%	
Total Cash Equivalents	$83,992	1.0%	5.0%
Fixed Income			
Fixed Income Separately Managed Account	$3,516,105	40.1%	
Vanguard Short Term Bond Index Fund	$840,511	9.6%	
DFA Inflation Protected SEC Fund	$444,423	5.1%	
PIMCO 1-5 Year U.S. TIPS Index Fund	$425,195	4.9%	
Total Fixed Income	$5,226,234	59.7%	60.0%
Domestic Equity			
TIAA-CREF Large Cap Growth Index Fund	$1,046,458	11.9%	
TIAA-CREF Large Cap Value Index Fund	$1,041,952	11.9%	
Vanguard Mid Cap Growth Index Fund	$205,609	2.3%	
iShares Russell Mid Cap Value ETF	$199,555	2.3%	
TIAA-CREF Small Cap Blend Index Fund	$269,255	3.1%	
Cohen & Steers Real Estate Fund	$46,483	0.5%	
Vanguard REIT Index Fund	$67,706	0.8%	
Total Domestic Equity	$2,877,018	32.8%	29.0%
International Equity			
iShares Core MSCI EAFE ETF	$331,518	3.8%	
Harding Loevner Institutional Emerging Markets Fund	$154,413	1.8%	
iShares MSCI EAFE Small Cap ETF	$85,781	1.0%	
Total International Equity	$571,712	6.5%	6.0%
Total Equity	$3,448,730	39.4%	35.0%
Total Portfolio Market Value	**$8,758,956**	**100.0%**	**100.0%**

Current Portfolio
Cash 1.0%
Equity 39.4%
Fixed Income 59.7%

Target Portfolio
Cash 5%
Equity 35%
Fixed Income 60%

FY2021 Composite SB6 Scores
(preliminary)

With GASB Adjustments

			SSU	MAX
Viability Ratio Score	0 (x) 30%	=	0.0	1.5
Primary Reserve Ratio Score	0 (x) 50%	=	0.0	2.5
Net Income Ratio Score	5 (x) 20%	=	1.0	1.0
Composite SB6 Score			1.0	5.0

Without GASB Adjustments

			SSU	MAX
Viability Ratio Score	3 (x) 30%	=	0.9	1.5
Primary Reserve Ratio Score	3 (x) 50%	=	1.5	2.5
Net Income Ratio Score	1 (x) 20%	=	1.0	1.0
Composite SB6 Score			3.4	5.0

SB6 composite score of or below 1.75 for two consecutive years result in institution placed on fiscal watch.

HEERF STATUS
As of November 10, 2021

Award Description (G/L Unit #)	FY2020 / FY2021 Total Expenditures	Total Awards	Remaining Balance
TOTAL HEERF FINANCIAL AID AWARDS	**$5,858,746.00**	**$8,365,469.00**	**$2,506,723.00**
INSTITUTIONAL AWARDS			
TOTAL HEERF INSTITUTIONAL AWARD	$5,775,534.28	$10,242,040.00	$4,466,505.72
TOTAL HEERF SIP AWARDS	$407,185.00	$827,742.00	$420,557.00
TOTAL CRF AWARDS (FEDERAL PASS-THRU)	$2,716,439.00	$2,716,439.00	-0-
TOTAL CRF MENTAL HEALTH AWARDS	$75,989.35	$132,376.00	$56,386.65
TOTAL INSTITUTIONAL AWARDS	**$8,975,147.63**	**$13,918,597.00**	**$4,943,449.37**
GRAND TOTALS INSTITUTIONAL AND STUDENT	**$14,833,893.63**	**$22,284,066.00**	**$7,450,172.37**

Revised FY2022 Revenue Projection

Revenue adjusted based on Fall 21 enrollment
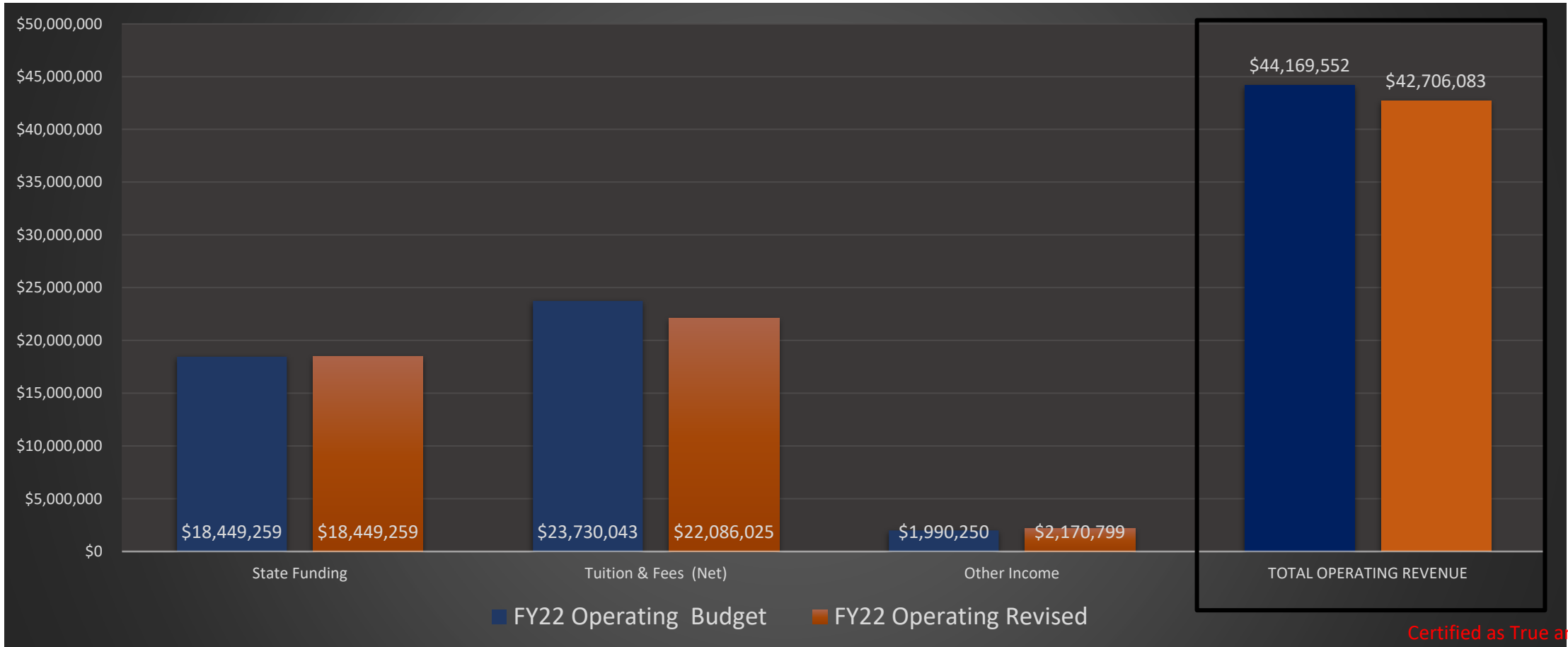
Revised FY2022 Budget Projection
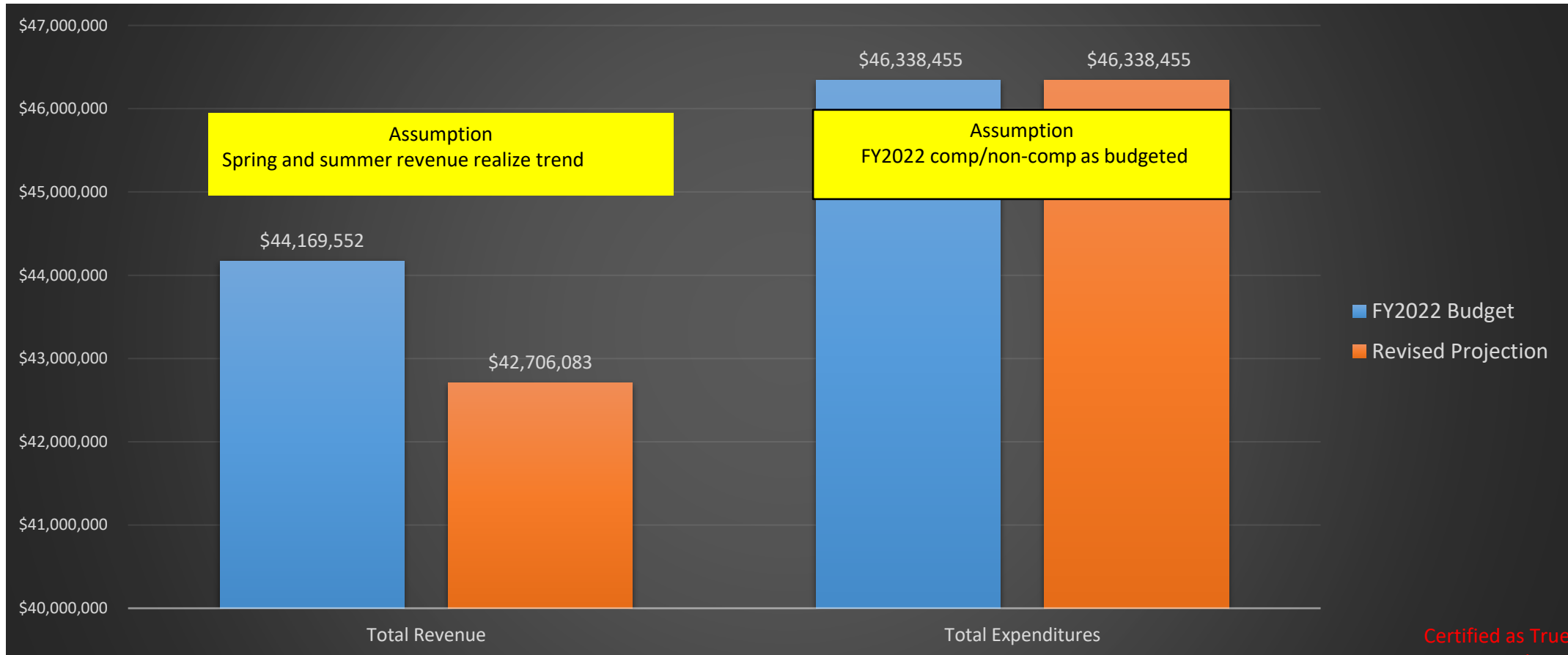
Total Revenue — FY2022 Budget: $44,169,552; Revised Projection: $42,706,083

Total Expenditures — FY2022 Budget: $46,338,455; Revised Projection: $46,338,455

Assumption
Spring and summer revenue realize trend

Assumption
FY2022 comp/non-comp as budgeted

Legend: FY2022 Budget; Revised Projection

Estimated Impact (based on assumptions)

FY2022 Budgeted Deficit   **FY2022 Revised Deficit**   **ADJUSTED (FY2021 HEERF)**   **FY2022 EXPECTED (Amt Unknown)**

$0

($500,000)

($1,000,000)

($1,500,000)

($2,000,000)

($2,500,000)

($3,000,000)

($3,500,000)

($4,000,000)

($2,168,903)

($3,632,372)

($2,532,372)

FY2022 Lost Revenue

FY2022 HEERF Reimbursements

FY2022 Capital Projects
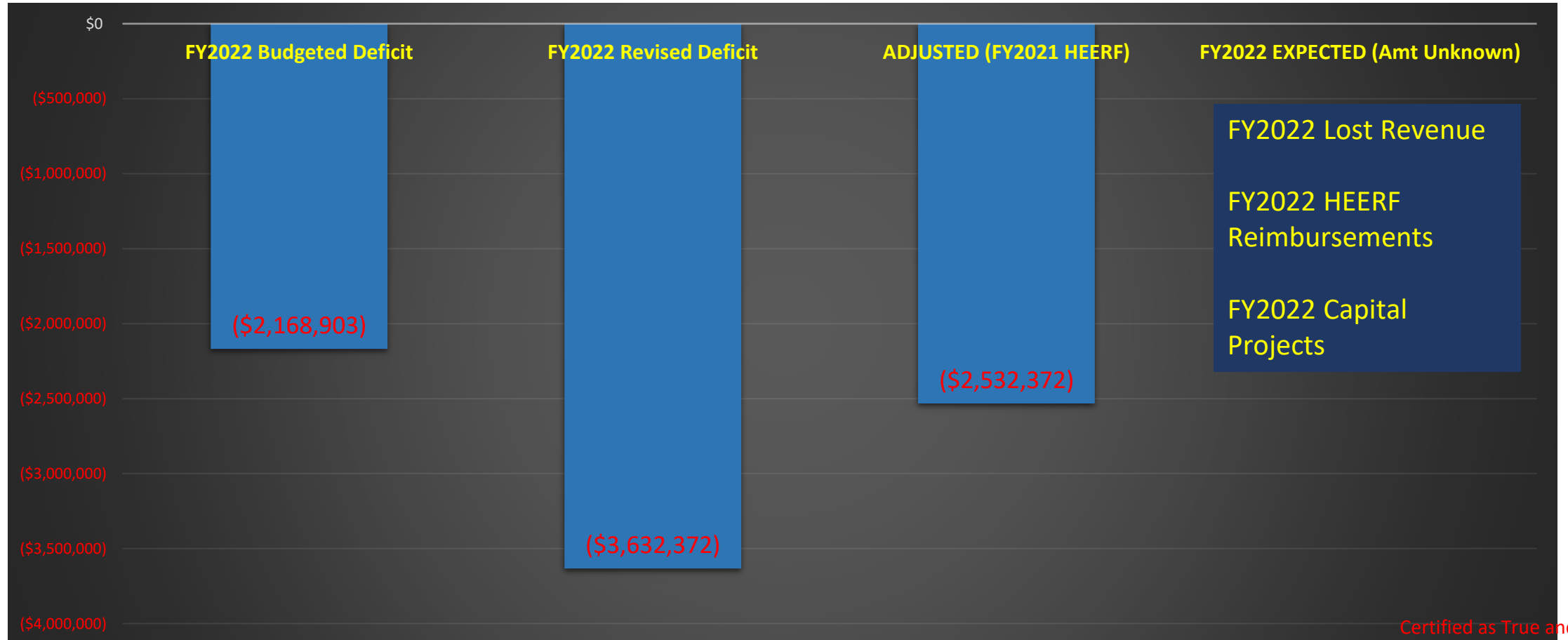
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Variables Under Surveillance
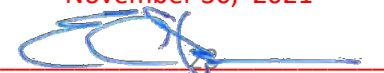
Spring enrollment

Validation of expected (additional) HEERF allocations

Expenditures stay on course

Corresponding and timely responses based on variables
Ultimate Goal – Balanced FY2022 Operating Budget Performance

AY2021-22
A "BRIDGE" YEAR

FY2023 Budget Development

Shawnee State
U N I V E R S I T Y

FY2023 Institutional Budgeting Department - Goals

Promote good stewardship of university resources to achieve financial health for the institution

→

Align resource investments / budgeting with strategic initiatives

→

Continuous assessment of current and new operational needs

→

Monitor and recognize inflationary costs in decision making

Institutional Budgeting Department – Strategic Plan
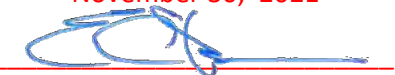
- ➤ Enable functionalities and enhanced features in existing system to improve campus budgeting process
  - FY22 release of enhanced Budget Manager Dashboard using Microsoft PowerBI
  - FY23 implementation of Planning and Budgeting Cloud Services System (PBCS)

- ➤ Conduct module training for new and existing users
  - Scheduling regular meetings with budget managers and constituency groups

- ➤ Formalize budget development calendar and standardize budget worksheet process for budget managers
  - Budget and HR Governance Committee approved the FY23 Operating Budget Development Schedule at the Nov. meeting

- ➤ Strengthen the budgetary system with budget status reports, analysis, and forecasting
  - Consulting with campus constituents on data needed for evidence based decision-making

Shawnee State
UNIVERSITY
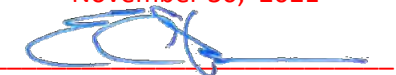
FY2023 Operating Budget Development Schedule

➤ FY23 Operating Budget Development Schedule Key Activities / Dates

- Budget and HR Governance Sub-Committee to conduct review of budget guidance, including fee policies and procedures

- Generation of Revenue Assumptions

- Non-compensation worksheets distributed

- Draft operating budget to President & Cabinet May, 2022

- FY23 Operating Budget presented to BOT on June 24, 2023

Shawnee State
UNIVERSITY

Human Resources

Shawnee State
UNIVERSITY

Summary Personnel Activity (July 1 – Sep 30)

Sixteen (16) Hires

Administrators - Thirteen (13)

- 1 VRCFA Production Manager
- 2 Admissions Associates*(one new)
- 2 EOC Coordinators
- 2 Residence Coordinators
- 2 Police Officers
- 4 CLC Classroom Teachers

Faculty - Three (3)

- 1 Assistant Professor & Fieldwork Coordinator - MOT
- 1 Assistant Professor & Fieldwork Coordinator - OTA
- 1 Assistant Professor – Nursing

*1 newly-funded hire. All others are replacing existing vacancies.

Eleven (11) Departures

Administrators - Seven (7) Resignations

- Associate Provost; Information Technology; Counseling; Children's Learning Center; Academic Advising; Communications
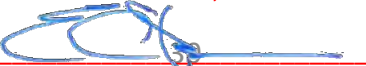
Faculty – One (1) Retirement

- Nursing

Faculty - Three (3) Resignations

- Fine, Digital & Performing Arts; School of Education

Summary Personnel Activity (July 1 – Sep 30)

Twenty (20) Administrative Appointments

Academic Affairs - Seven (7)

- Associate Provost; Institutional Research; Nursing; Registrar; School of Education; Teaching & Learning Center

Advancement & Enrollment Management - Eight (8)

- Admissions; Athletics; Children's Learning Center; Communications; Enrollment Management; Grants

Finance & Administration - Five (5)

- Human Resources; Information Technology

Note: Administrative appointments tied to new duties due to vacancies and reorganization from departures and for strategic initiatives, including succession for key functions.

Seven (7) Faculty Promotions/Appointments
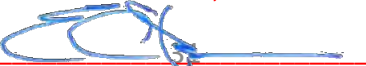
Professor – Two (2)

- Mathematics; Natural Sciences

Associate Professor – Five (5)

- Allied Health Sciences; School of Education; Social Sciences

Safety Measures

Return from Thanksgiving Holiday

- **Current Vaccination Rates**
  - 64% - Residential Students
  - 71% - Employees Working on Campus

- **Home test kits distributed between Nov 10 & Nov 23**
  - Available for those who are unvaccinated, symptomatic, or want to be cautious

- **Those unvaccinated must test before returning to campus (between Nov 27 & Nov 28)**
  - Telehealth proctor will observe and record test results through NAVICA app
  - SSU Health Team also available to address issues

Updated Procedures and Spring Term Considerations

- **Consolidated existing protocols for masking, testing & reporting vaccination status – Procedure 4.93:2**

- **Considerations for Spring Term (Guidance TBD)**
  - Assess environment and new or modified regulations
  - Possible reduction of testing requirements for unvaccinated employees (shift from weekly testing to random selection)
  - Continue masking in some form (likely last protocol to loosen)

Capital Projects

CAPITAL PROJECTS STATUS REPORT

October 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.
➤ Contractor selected; material ordered; work to begin December, 2021.

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

➤ Project on schedule; approximately 50% complete.

Gateway and Third Street Development – $3M (est.)

➤ A new campus gateway will be developed as well as a plan to reopen Third Street between Gay and Waller Streets. This will include traffic calming strategies, incorporate bicycle traffic, landscape features, and pedestrian crossings.
➤ Kick-off meeting scheduled early November, 2021.

Campus Master Plan Update – $150,000 – Capital

➤ This project will update and revise previous master planning efforts. The 2017 campus assessment will be used to prioritize projects for infrastructure updates. The plan will include all initiatives in the Shawnee at 40 Strategic Plan.

FY23-FY24 CAPITAL APPROPRIATIONS REQUESTS

CALCULATION BY UNIVERSITY

	Historical		Enrollment						FY23-FY24 Control #
	FY20-FY22 capital appropriation	x .667	AY19	AY20	AY21	Average AY19-AY21	% of total	x .333	
BGU / BOWLING GREEN STATE UNIV	$16,320,000	10,880,000	17,382	17,373	17,153	17,302	6.20%	6,197,451	17,077,451
CLS / CLEVELAND STATE UNIV	17,820,000	11,880,000	13,504	13,138	12,829	13,157	4.71%	4,712,597	16,592,597
CSU / CENTRAL STATE UNIVERSITY	4,320,000	2,880,000	2,029	2,056	3,570	2,551	0.91%	913,872	3,793,872
KSU / KENT STATE UNIVERSITY	23,250,000	15,500,000	32,916	31,930	30,540	31,795	11.39%	11,388,475	26,888,475
MUN / MIAMI UNIVERSITY	21,210,000	14,140,000	23,391	23,102	21,952	22,815	8.17%	8,171,930	22,311,930
NEM / NE OHIO UNIV COLLEGE OF MED	2,010,000	1,340,000	1,237	1,083	1,144	1,155	0.41%	413,631	1,753,631
OHU / OHIO UNIVERSITY	25,380,000	16,920,000	31,854	29,942	26,443	29,413	10.54%	10,535,148	27,455,148
OSU / OHIO STATE UNIVERSITY	85,320,000	56,880,000	64,068	63,663	63,389	63,707	22.82%	22,818,701	79,698,701
SSC / SHAWNEE STATE UNIVERSITY	**3,810,000**	**2,540,000**	**3,091**	**3,159**	**2,997**	**3,082**	**1.10%**	**1,103,948**	**3,643,948**
UAK / UNIVERSITY OF AKRON	18,060,000	12,040,000	16,728	15,413	14,315	15,485	5.55%	5,546,558	17,586,558
UCN / UNIVERSITY OF CINCINNATI	38,460,000	25,640,000	39,036	39,547	40,033	39,539	14.16%	14,162,243	39,802,243
UTO / UNIVERSITY OF TOLEDO	19,920,000	13,280,000	18,177	17,742	16,386	17,435	6.24%	6,244,898	19,524,898
WSU / WRIGHT STATE UNIVERSITY	13,860,000	9,240,000	12,754	11,266	10,105	11,375	4.07%	4,074,300	13,314,300
YSU / YOUNGSTOWN STATE UNIVERSITY	10,260,000	6,840,000	10,752	10,365	10,009	10,375	3.72%	3,716,247	10,556,247
	$300,000,000	$200,000,000	286,916	279,779	270,863	279,186	100.00%	$100,000,000	$300,000,000

Academic and Student Affairs Report
Board of Trustees Meeting
November 19, 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

- There are two resolutions as Action Items: Resolution ASA05-21 on Academic Program Review and Resolution ASA06-21 regarding approval of amended 2021-2022 academic calendar.
- The highlights of recent activities in Academic and Student Affairs are noted below.

College of Arts and Sciences

Department of Natural Sciences

- Dr. Sarah Ivers traveled to the edge of the Hudson Bay in Canada to observe polar bears and other arctic wildlife in the wild. She was able to spend approximately 30 hours of observation time focusing on polar bears and was fortunate enough to experience 19 separate sightings. Behaviors observed including mother and cub interactions, cub curiosity, adult-subadult interactions (including a bear standing on her hind legs in reaction to the presence of a male) and many single bears moving through the landscape as they continue to fast until the sea ice brings access to seals.

- She also witnessed red foxes chasing lemmings and several species of arctic birds. She visited one of two polar bear conservation centers in the world. As part of her trip, she listened to three scientific presentations and learned much about the climate change concerns in this region.

- The specific population of bears that she was able to observe are likely to be extirpated/extinct by the 2040s due to climate change if action is not taken immediately.

Department of Fine, Digital, and Performing Arts

- Professor Matt Cram was invited to be a founding member of Figma's Education Advisory Board, a small, trusted cohort made up of 10 innovative educators that act as advisors to the Figma for Education team. The Figma EAB will provide guidance on growth strategies, offer input on Figma products and services, and surface key education trends.

- The Shawnee Game Conference was held on October 29th and 30th and was a great success. The event was featured in *The Columbus Dispatch*.

Department of English and Humanities

- Dr. Pablo Salinas hosted Distinguished Lecture Series speaker Dr. Cynthia Vich, an Associate Professor of Spanish at Fordham University. The title of her presentation was "Framing the National into the Global: Claudia Llosa's The Milk of Sorrow and Peru's Cinematic 'Boom' of the Early 21st Century."

- Dr. Leila Lomashvili hosted Distinguished Lecture Series speaker Dr. Jeffrey Reaser. He is an author and professor of Linguistics at North Carolina State University. His talk was titled, "Appalachian Dialects at School: Deficit? Difference? Asset?"

College of Professional Studies

School of Business

Dr. Sarah Boehle has received notification from NAB, the national accreditor for Healthcare Administration, that SSU has received approval as a Health Service Executive (HSE) program. This new credential acknowledges that in addition to preparing students for leadership in nursing homes, our students will now be prepared to work across the continuum of care and in home and community-based services. This new credential will allow our students additional license portability across states, which will be helpful as we begin to build the online program.

The Healthcare Administration program's five-year reaccreditation cycle application is to be submitted in January, and a site visit (or virtual) in early spring of 2022.

The School of Business accreditation through the IACBE Candidacy Status application is currently in development and will be submitted at the end of Fall Semester.

Department of Nursing

We have admitted 21 students to the ADN cohort for Spring 22. Orientation is November 3rd.

The Ohio Board of Nursing ADN site visit took place on October 21-22, 2021, and went very well. We await our official findings.

The ADN students who go to area nursing homes for clinical experiences were fit-tested for N95 masks to remain in compliance and continue the placements. While the incidence of COVID-19 is decreasing in our area, our local long-term facilities still require all employees and students to use N95 masks to protect the vulnerable residents. It was a challenge to obtain N95 masks, but Stacey McWharter, Administrative Assistant, worked diligently to secure a supply of masks for all Nursing and Health Science students.

Dr. Cathy Bailey was trained to perform mask fit-testing and was able to fit all the ADN Level I students. The other Health Science departments are going to receive fit-test training and fit their students for masks.

At the Ohio Board of Nursing's September meeting, they awarded the BSN program a 3-year approval.

Department of Rehabilitation Sciences

Physical Therapy Assistant

Program on-site evaluation is scheduled for November 14-17, 2021. Self-study report has been submitted along with all on-site materials. Final preparation for the visit will be the week of November 1 with a trial run on November 4.

The program has been able to resume all inter-professional learning activities.

Occupational Therapy Assistant

The program has submitted the required final reports to ACOTE for the Southern State Community College site.

Department of Engineering Technology

The Plastics Engineering Technology program had a very successful ABET accreditation on-site visit. Only two areas require follow-up information. Final report on accreditation will be received in early fall semester.

Career Services and Workforce Development hosted a successful Engineering and Technology career fair. It was the first in-person career fair for our students in two years (since Fall 2019). Students from all levels participated and had a chance to interact with representatives from several companies looking for employees from our program areas. Many alumni from the Engineering Department represented their companies and shared opportunities for internships and permanent positions.

Plastics Engineering Technology students also had special presentations from iMFLUX on our campus, and students and faculty also received a presentation and visited Krauss Maffei's facility.

Shawnee Game Conference was held October 29th-30th, 2021, with special industry speakers and student and alumni game presentations. This was first in-person gaming conference since 2019.

Plastics Day will be held on December 3rd for the first time since 2019.

School of Education

The School of Education will be having its onsite CAEP visit in Fall of 2022. Janet Stewart has joined our team to help us implement our Chalk and Wire Assessment system.

Dr. Kemp has been working with Notre Dame Schools concerning Response to Intervention and Differentiated Instruction. He spent a morning with all teachers, paraprofessionals, and administrators laying a foundation for Response to Intervention. He has met with the elementary team and has developed a plan to provide additional professional development. Moving forward, he will be working with the high school team to help them understand their needs and provide support to them so all students' needs can be better met in the classroom.

Dr. Beam and Dr. Cassidy submitted the Primary and Primary Special Education Programs for review and approval at the state level on October 15, 2021.

Dr. Cassidy and colleagues have received an SSU Foundation Grant for research: Creating Diverse Experiences for Rural Appalachian Pre-Service Teachers, which created a partnership with 14th Street Community Center. Her EDUC3289 class completed more than 250 field hours there assisting homework and tutoring as well as teaching diversity and other integrated lesson plans using diversity curriculum. The program will support collecting data to determine if this experience and the diversity and inclusion education materials were effective in changing perceived bias, etc.

Dr. Cassidy has a contract on a book with IGI Global with the same name as this research project to discuss the project, results, future goals, program changes, etc. She will be partnering with Leah Washburn-Moses of Miami University and 14th Street Community Center to implement Dr. Moses' Campus Mentors Program, which will include collaborating with multiple classes at SSU to integrate authentic diverse academic experiences for our pre-service teachers as well as focus on social/emotional development. This partnership is funded by Ohio Dean's Compact Grant. The planning phase has already begun and it will be implemented in August 2022.

Dr. Kemp and Dr. Cassidy have published a book along with other colleagues entitled Advising Pre-Service Teachers Through Narratives from Students with Disabilities.

The School of Education will be starting 5 Future Teachers of America programs at area schools beginning January 22. Dr. Roush will be managing this project. The purpose of this is to create a pipeline of potential recruits by building a relationship with high school juniors and seniors prior to them choosing a college or university and supporting their interest in teacher education.

Faculty and School of Education Ambassadors are also currently visiting local high schools for recruitment.

Dr. JR Roush's EDMC/EDAE 2285 Foundations students are all placed in the Adams County Ohio Valley School District for their 51-hour field experience. They are teaching lessons and being observed twice during the experience.

Dr. Shipley and Dr. Dunham took 20 students from the Middle Childhood, Adolescent to Young Adult, Visual Arts Program to the Ohio Middle Level Association in Columbus on October 28 & 29. Students networked with other educators across Ohio and learned many new strategies to implement in the classroom.

4

Dr. Dunham's Math methods students also participated in the virtual Ohio Council for Teachers of Mathematics conference this year.

Dr. Shipley will be presenting 2 sessions at the Ohio School Boards Conference November 8 & 9. One presentation is on University and K-12 partnerships. Three SSU students and 2 school district teachers from Adams County will be presenting with Dr. Shipley. The school district is covering the costs for our SSU students. The other presentation is about the GRIT Project: Growing Rural Independence Together.

The project implementation person (Kristy Amy) for GRIT came to meet with the CPS Dean, Dr. Paul Madden and Ms. Amanda Hedrick to talk about projects at SSU that might fit within the framework of GRIT.

The TVI Program is currently heavily recruiting for the sixth cohort. Packet mailings of information are being prepared and mailed to individual county school principals, located in high needs areas of the state. Blast emailing are being sent to all area Educational Service Centers and State Support Teams in Ohio, as well as other recruitment opportunities with Boards of Developmental Disabilities. In addition, we are registering a cohort of 5 students this week for Spring classes at SSU and BGSU.

The School of Education will have its second cohort of interveners starting and the first cohort finishing this year. SSU has one of the only 4 intervener programs in the U.S. (Utah, Michigan, and California) have the others.

Dr. Sturgeon and Dr. Koehler were awarded the Transitions Connections Grant from the Ohio Deans Compact on Exceptional Children. This grant funding will allow us to build a career education and transition strand into our existing summer programming for students with low incidence sensory disabilities.

Dr. Sturgeon and Dr. Koehler will be presenting a paper on their work to meet the needs of children with low incidence sensory impairments in rural Ohio at the National Rural Education Summit in Indianapolis from November 10-12, 2021.

In October, Dr. Beam finished a second Ohio Dean's compact grant focused on re-designing our 12-hour literacy core. With that, the reading program is fully aligned with current research in the science of reading.

Dr. Dunham has been named the District Director At-Large for Ohio Council for Teachers of Mathematics.

Department of Allied Health Sciences

Respiratory Therapy: Annual Report from the Commission on Accreditation for Respiratory Care reported our RT program meets or exceeds all thresholds for required outcome measures.

Clark Memorial Library

The library has restored some evening and weekend hours with arrival of our new Library Specialist, Veronica Baldwin. Library is now open Sundays 11:00 am until 7:00 pm, and until 7:00 pm weekdays. There will be extended hours and free coffee during finals, December 5 – 10th. At this point in the semester, the librarians have done 26 instruction sessions and 76 research consultations, impacting over 500 students. Overall, library use is trending up since COVID. The service desk has seen a 300% increase in questions asked.
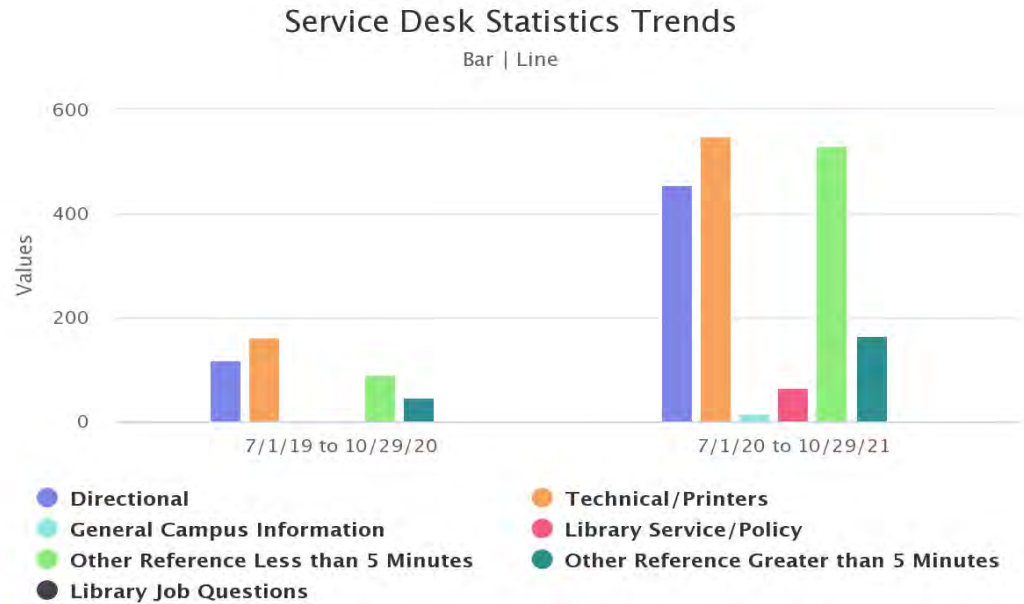
The library is participating in the Books Build Bridges initiative this year, after a hiatus due to COVID. Books Build Bridges is sponsored by SSU, Portsmouth Rotary Club, Portsmouth Public Library, Fluor-BWXT Portsmouth, Ohio Arts Council, and the South Central Ohio Educational Service Center. This year's title is Scythe by Neal Shusterman and the books were delivered to participating schools recently. Approximately 800 tenth graders from 13 Scioto County schools are participating.

Respectfully submitted,

Sunil Ahuja, Ph.D.
Provost and Vice President for Academic and Student Affairs

Division of Advancement & Enrollment Management Report
to the Meeting of the Board of Trustees
November 19, 2021

Alumni and Community Events

The **Shawnee State Alumni Association** hosted **Virtual Bear Run** September 25 through October 8 and **Homecoming Weekend** on October 1 & 2. Homecoming events included the induction of the 2021 Hall of Fame Class, Dental Hygiene Alumni Day, Sport Leadership Summit, tailgate, men's and women's soccer games, and an Alumni Social. 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.

The **Golden Bear** program is again hosting in person events including stretching classes, water aerobics, bingo, planetarium shows and orientations. The program has over 430 members. This month, Zumba classes began, a Thanksgiving dinner was held, and a Christmas dinner is scheduled for December 15.

Athletics

Men's Basketball opens the season as the #1 ranked team in the country. Alumnus EJ Onu is on the Dallas Mavericks G League team, the Texas Legends.

Twenty-two student athletes received **MSC Player of the Week** awards from August 23 through October 18 with twenty-six awards overall.

Men's Cross Country ranked 16th heading into the November 5th MSC meet, Developmental Baseball (JV) finished second in the MSC Pumpkin Classic, Men's and Women's Soccer start MSC Tournament the first week of November with championship on November 12th, Volleyball plays in the MSC Tournament November 11-13, and winter sports Men's and Women's Basketball, Men's and Women's Swimming, Men's and Women's Bowling are competing as well.

Development Foundation

The audit of the Shawnee State University Development Foundation (SSUDF) for FY 21 is complete with no management letters and submitted to the Auditor of State. Work on the 990 is nearly complete.

The Southern Ohio Performing Arts Association donated **$78,000 to establish an endowed scholarship for students studying Fine Arts**. Two other scholarship gifts totaling over $20,000 were received.

Welcome to seven new **President's Club** members, as PC events are scheduled to resume in 2022.

Grants & Sponsored Programs

The **Ohio Department of Higher Education** awarded Shawnee State a grant of $57,693 as part of its FAFSA 22 initiative to increase the number of students in the southern Ohio region who complete and submit a FAFSA form to qualify for federal and state financial aid.

The **Rise and Thrive Consortium** awarded a grant of $50,000 for mental health-related initiatives that will be used to develop activities at the Shawnee State Forest in cooperation with other partners.

Shawnee State University will collaborate with the **Ohio Manufacturers' Association** on an EDA funding application for the Good Jobs Challenge grant. There is a total of $500 million available for 25 to 50 awards. Shawnee State University will participate in this grant's workforce development component, acting as a training partner capable of producing graduates in high-demand industries.

Kricker Innovation Hub & Entrepreneurship

The **Shawnee Game Conference** took place October 31. The Kricker Innovation Hub partnered with the conference to host four live-only virtual conference speakers, and broadcast the in-person speaker events to a wider audience. Additionally, the Hub hosted a virtual entrepreneurial Journey Speaker Series event to kick off the conference the day before. The panel had three panelists discussing the topic *Entrepreneurship in Gaming: Funding your First Game*. Finally, the Hub had a booth at the conference engaging students to learn more about barriers and opportunities for students launching games.

The Kricker Innovation Hub partnered with **the Appalachian Investors Alliance** to submit a proposal to the Appalachian Regional Commission (ARC) to host an Appalachian Entrepreneurship Academy for high school students.

The Economic Development Administration funded renovation of the Kricker Innovation Hub is ongoing, with construction currently slated to conclude in **March of 2022**. Furniture and other interior design aspects have been ordered to keep the pace of the project moving forward.

ARC-funded Recovery Program Coordinator Joshua Lawson completed **five workshop series with regional treatment centers** to bring the Entrepreneurship Learning Initiative's IceHouse curriculum to those in recovery. The curriculum focuses on developing entrepreneurial attitudes, behaviors, and skills and Lawson adapted the program to meet the needs of individuals in recovery and received positive feedback on program impact.

Marketing and Communications

The Office of Marketing & Communications launched campaigns to increase enrollment in three identified programs – **nursing, computer engineering technology and information security** – promoting scholarships available for spring.

The team continues to support the **SSU Health Team** with ongoing communications about vaccinations, safety protocols and availability of booster shots. Marketing works with the Health Team to ensure that accurate reports are available on the web, including a COVID-19 campus case dashboard.

Marketing & Communications continues to develop **recruitment campaigns for Fall 2022** with targeted email marketing, paid search strategies, social media advertising, and direct mail pieces with a focus on visit days and the application process.

The team is supporting Academics in providing **J1 Web** user guides, training materials, and weekly communications for faculty and advisors, and students in preparation for registration.

The team also developed communications, including websites, in compliance with State initiatives on **anti-hazing** and **free speech**.

Center for Lifelong Learning & Campus Partnerships

The Center for Lifelong Learning's **Fall Fabulous Friday Conference** was held on October 8 with over 110 attendees. This year, in addition to CEU's for educators, we were able to provide CEU's for nurses, chemical dependence counselors, and social workers.

Shawnee State University is now a certified training site and driving range for **Motorcycle Ohio** through

the Ohio Bureau of Motor Vehicles and the Ohio Department of Public Safety. Courses will include Basic Rider Skills (BRS) and Returning Riders (BRB-RR) with classes beginning on October 30.

The **Verizon Innovative Learning Program** continues meeting monthly throughout the school year to provide STEM and entrepreneurial skills to underserved middle school students. On October 30, the VIL students will be attending a field trip to King's Island to learn more about STEM related careers. They will also have an opportunity to enjoy haunted houses, rides, mazes, trick-or-treating and more. Eighty-nine students participated in the summer program with the option to continue this fall.

Through **Tech Prep** which is administered by the Ohio Department of Education and the Ohio Department of Higher Education, we are currently working with FuturePlans to administer the GRIT program into rural schools as a 2-hour assessment with career coaching for each 9th and 10th grade student. In November, we will be hosting CTE-26 parties for career centers as a way to get together and submit pathways through safe accounts for career tech funding. This spring we will be introducing Flex2Future into our colleges as a work-based learning program designed to allow colleges to easily integrate on-the-job training into advanced manufacturing career pathways.

We are beginning our second, full, academic year of **College FIRST** which is an OhioCorps, grant funded, pilot project. The focus is to provide college preparation, access, and transition information to high school students impacted by the opioid crisis through weekly mentoring sessions, monthly workshops, and cultural/educational field trips.

The **Ohio Appalachia Educational Opportunity Center** announced that in August 2021 a Grant Award Notification was received. This competitive grant award from the US Department of Education, TRiO Programs, Office of Postsecondary Education, provides for the continued operation of the regional EOC through Shawnee State University. The grant allots $447,000 per year for the funding period of 5 years. This grant has been in continual operation through Shawnee State University since 1994. EOC activities are directed off campus by Mr. Ken Cornwell, EOC Program Director, and involves outreach work by 10 EOC Coordinators located throughout the region. The EOC has completed the 2020-2021 program year and is proud to announce that the program objectives have been achieved.

The Nita M. Lowey **21st Century Community Learning Center Grant (21st CCLC)** is a five-year grant program that provides opportunities for children who come from economically disadvantaged families and attend low-performing schools to receive academic supports. This federally funded grant program supports high quality, out-of-school time learning opportunities and related enrichment activities for students who attend eligible schools. The focus of the program must be on the components of reading, math, positive youth development, and family engagement. Currently, Shawnee State University partners with three local school districts to deliver 21st CCLC grant opportunities. All schools have started their out of school programs for the FY22. Programing will run through the middle of May 2022 for the year. It is the goal of the department to increase the number of local schools participating in these 21st CCLC grant opportunities with communication beginning with school officials to encourage each school to apply for one of the grants. The grant bidding cycle begins in the spring.

Project BEAR's September cohort began their training the week of September 6 with fifteen members. The members completed two weeks of in-person, hands-on, and virtual trainings and then were sent in to our nine host sites to begin their service. As of October 8, the members have logged a combined 1,453 hours with Project BEAR!

Project BEAR's **Final Friday Training Series** kicks off on October 29. This month's keynote will be Beth Rice from the Ohio Department of Education State Support Team for Region 15 presenting Sit

Together and Read (STAR). Additional trainings throughout the in-service day will be The Privilege Walk with Christina Baker, print awareness in the classroom setting by Ellen Lemon, and professionalism in service with Hayley Venturino. The training is open to our BEAR partner schools and community members.

Shawnee State University, Project BEAR, Kiwanis Club of Portsmouth, and the Portsmouth Public Library hosted the **Cool Kids Read Campaign** for Make A Difference Day. Over 50 high school and college students, including Key Club members, Circle K members, and SSU athletes, attended the reading boot camp at Gatti's Pizza on October 12 to learn effective read-aloud strategies. These volunteers visited classrooms the week of October 21 to read to 468 children in 27 classrooms from 6 local schools.

The brand-new **Leader Scholars Program** is set to host its first session on November 5. This program is funded by the Development Foundation and will bring two members of the top 10% of the Junior class from each local high school to campus. Participants will study Sean Covey's 7 Habits of Highly Effective Teens, network with local leaders, and plan a service activity that will be carried out during the last meeting. The topic for November 5 will be integrity, how you carry yourself when no one is looking, and will feature alumna guest speaker and local business owner Tarrah Evans-Bouts. Meetings will take place on the first Friday of each month from November through May.

The **Children's Learning Center** visited the Portsmouth Fire Department on October 12. All classrooms, infants, toddlers, and preschoolers attended. The children loved every minute! The children were able to see the bay where the fire trucks park, watched the firefighters dress in their firefighting gear, and watched the firefighters come down the chute during an actual emergency. The preschool programs toured where the firefighters reside during non-emergencies.

Family engagement strategies has been a major focus of the CLC's work with ODE's Comprehensive Literacy Development Subgrant. For our October family engagement strategy to build oral language skills, each family of the CLC received a munchkin pumpkin to take on a pumpkin adventure. This literacy activity is asking families to take their children and pumpkin on a "Great Pumpkin Adventure" and write a narrative about the adventure to turn in to the school. Each narrative compiled together will create a school-wide book and each family will receive a copy.

The CLC hosted our annual **Fall Family Fun Night** on Friday, October 22. We provided several games, face painting, a hot chocolate bar, s'mores, read-alouds, and balloon animals. We were able to give away three literacy kits and two door prizes during this event to thank our families for their participation. The CLC is collecting donations for St. Jude's Children's Hospital this month. The children are participating in the St. Jude Trike-a-Thon on October 27, as well as a campus parade/walk on October 28 to collect donations to send to St. Jude. This is a great opportunity for our school to teach our students how to take care of others and themselves. The CLC collects over $1,000 annually to send to St. Jude's Children's Cancer Research Hospital.

The **Performing Arts Academy** (PAA) provides programming for children ages 12 months to 18 years of age. The PAA began offering classes to the community June of 2019. Sessions were offered June – August 2019, August – December 2019, January – March 2020, July of 2020, February 2021 – Present. Classes offered by certified and qualified instructors (ABT NTC) include Ballet, Acrobatic Arts Acrodance, Jazz, Contemporary, Creative Movement, Pop/Funk, Guitar, Piano, and Choir. Eighty students are currently enrolled. The PAA provides multiple performance and community engagement opportunities for students including the First Annual Winter Soldier: A Re-Imagined Nutcracker.

<u>Vern Riffe Center for the Arts</u>

The **Covert-Smith Theater** has been filled with activity in the last month. We've seen our beloved Oak Ridge Boys, The Portsmouth Wind Symphony, the SSU Athletic Hall of Fame Award Ceremony, numerous Portsmouth Area Arts Council rehearsals, the SSU Dance Minor recital: Spektrem, Admissions Open House, and finally the Shawnee Game Conference. In fact, there were only 3 days in the month of October that the theater was not in use. We continue to strive for accessibility to the theater for not only on campus groups but also the community.

We'd officially like to introduce the VRCFA Production Manager Jason Chaney. He's a veteran of the theater world with many years of technical production experience as well as acting on stage in local and touring productions. Jason is excited to be part of the VRCFA/SSU team.

We've begun to scout events for the 2022-2023 season. We're excited and optimistic we'll deliver a strong lineup next year. Also, stay tuned for details on the reintroduction of subscriptions/memberships. We're eager to get back to normal.

<u>Workforce Development</u>

We continue to work through the **Ohio Manufacturing Workforce Partnership** (Scaling Apprenticeships Grant) to engage regional employers to identify their training needs and work with them to increase earn and learn opportunities. As part of this partnership, we are working with the Women's Business Center of Central Appalachia to launch a pilot of a WISE Pathways program. This is a career exploration course designed for women to explore non-traditional, in-demand jobs in the energy, utilities, public safety, construction and manufacturing, advanced industries, and other skilled careers. These educational pathways directly align to careers in the industries served: Energy and Utilities, Public Safety, Construction and Manufacturing. Developed by HHW Ohio, and enhanced through industry partnerships including the Center for Energy Workforce Development (www.cewd.org), the comprehensive 40-hour career exploration and workplace skills development program is comprised of workshops, leadership development training, and a suite of ongoing supportive services tailored to meet the specific needs of women, including those in recovery and re-entry. Curriculum also includes assessments that direct participants to further portable, stackable credentials and training in targeted fields.

We are working with regional stakeholders to create a **sector partnership through the Ohio Manufacturers' Association** that would focus on both short and long-term workforce issues, COVID impacts, incumbent and onboarding training, skills gaps, and curriculum innovation. Industry Sector Partnerships are a proven workforce development strategy that put employers in the driver's seat and have demonstrated effectiveness across the country. Manufacturers within a regional labor market work together to influence alignment around common solutions with education and training, economic and workforce development, and community organizations.

SSU is in the process of applying to become a **Regional Programming Center for the Ohio Cyber Range Institute**. OCRI Regional Programming Centers (OCRI-RPCs) partner in the facilitation, support, and delivery of programming activities directly related to the education, workforce, and economic development missions of the Ohio Cyber Range. Sponsored by the Ohio Department of Higher Education, the Ohio Adjutant General's Department office of the Ohio National Guard, and headquartered at the University of Cincinnati, the Ohio Cyber Range Institute supports collaborative cybersecurity programs across Ohio. The goal of the OCRI is to advance an integrated approach to cybersecurity education, workforce, and economic development in cyber-related fields throughout the state. We also have a seat on the Ohio Cyber Range Institute's Advisory Board and met with them on October 13.

Shawnee State's **Handshake career platform** is connected to almost 5,000 employers with new ones joining every day. Handshake allows employers to communicate their job and internship postings, stay updated on all SSU career events, and network with our students and alumni.

On October 26, Shawnee State hosted a **Manufacturing and Technology career fair** with 28 employers on site, with an employer list including Boral North America, GE Aviation, Honda, Huhtamaki, iMFLUX, Krauss Maffei, Milacron, Ohio Steel Industries, Kenworth, PureCycle, The Plastek Group, Valeo, Suncast, Whirlpool, and Vertiv. The Ohio Department of Development was also onsite to network with businesses and employers and to publicize their Diversity & Inclusion Technology Internship.

Fifty-six graduate schools attended the SSU virtual Graduate and Professional School Fair on October 28. A Gamecon virtual career fair is planned for October 29, and a virtual Internship fair is set for November 9. During the spring 2022 semester, we will host an Education career fair on February 17, Spring Manufacturing and Technology career fair on March 15, and a Business, Professional, and Healthcare career fair on March 22. All spring events will have both in-person and virtual opportunities.

The **State of Ohio Auditor** has extended its recruiting partnership with SSU and was onsite in October to interview candidates.

Workforce Development is working with Financial Aid to roll out information and an application process for the **Federal Work Study Experiment program** for the Spring 2022 semester. SSU was one of 190 institutions approved for this experiment, which involves paying low-income students for work experiences required by their academic programs, such as student teaching and clinical rotations. The initiative aims to gather more data to see if students are better served by being able to get work-study experience off-campus related to their field of study. The initiative also provides additional funds and expands the allowable use of the money to let institutions work with third-party intermediaries to help build partnerships with businesses. Our allocation for the 2021-22 Award Year is $44,793.

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

RECRUITMENT AND ADMISSIONS REPORT

November 19, 2021 Board of Trustees Meeting

2021-2022 Field Recruiting at Full Capacity

All PALSJR high schools have been visited during fall 2021, including Vinton, Gallia, and Meigs counties.

Over 300 students participated in our **first on-campus college fair** in over a decade.

Admissions Associates have attended **246 college fairs this fall**: 160 college fairs in Ohio, 68 college fairs in Kentucky, and 18 college fairs in West Virginia.

Admissions Associates have **visited 450+ individual high schools** this fall throughout Ohio, Kentucky, and West Virginia.

2021 On-campus Recruiting Activity Back to Pre-Pandemic, Plus

Tuesday, September 14th
Piketon High School
36 students

Saturday, October 2nd
Shawnee Preview Day
25 students

Thursday, October 14th
SSU College & Career Fair
300 students

Friday, October 15th
Pike CTC
30 students

Thursday, October 21st
College of A&S Discovery Night
12 students

Tuesday, October 26th
Portsmouth West High School
55 students

Thursday, November 4th
Symmes Valley High School
40 students

Friday, November 5th
Manchester High School
50 students

Saturday, November 6th
Shawnee Showcase Day
57 students

Tuesday, November 9th
Pike CTC
Pickaway High School

Wednesday, November 10th
Georgetown High School
16 students

Friday, November 12th
Robertson Co HS – 20 students
Adams County CTC – 20 students

Tuesday, November 16th
Paint Valley High School
20 students

Thursday, November 18th
Nelsonville York High School
15 students

Friday, November 19th
River Valley High School
44 students

Tuesday, November 23rd
Hillsboro High School
42 students

Monday, November 29th
McClain High School
40 students

Tuesday, November 30th
Dawson-Bryant High School
30 students

Wednesday, December 1st
Westerville High School
42 students

Thursday, December 2nd
Columbus City Schools
53 students

Friday, December 3rd
Plastics Day

Tuesday, December 7th
Flemming County High School
44 students

Wednesday, December 8th
Western High School
30 students

Friday, December 10th
Pre-Med Day

Thursday, December 16th
Pickaway Ross CTC
62 students

Regional High School Programming Partnerships

FASFA Information Sessions *Doug Shoemaker*, (740) 351-3363, Population Served – High School Students

Campus Visits *Brittany Bazl*er, (740) 351-3601, Population Served – High School Students

College First *Kimberly Ellison, 740-351-3477,* Population Served – High School Students

21st Century Community Learning Center Grants *Kathy Goins, 740-351-3316,* Population Served – PreK – Grade 12

Upward Bound Math Science *Gabe Brown, 740-351-3402,* Population Served – High School Students

ACT Testing *Holly Scott, 740-351-3168,* Population Served – High School Students

Leader Scholars Program *Hayley Venturino, 740-351-3059,* Population Served – High School Juniors

Champions of Character *Dwayne Burrows, 740-351-3393,* Population Served – K-12 Student Athletes

Verizon Innovative Learning *Amanda Hedrick, 740-351-3188,* Population Served – Grade 6-8 students

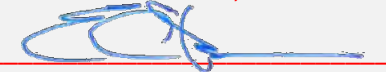**SSU Varsity Tram Athletics Camps** *Amanda Hedrick, 740-351-3188,* Population Served – K-12 Student Athletes

Summer Honors Institute *Amanda Hedrick, 740-351-3188,* Population Served – Grade 6-8 students

Planetarium *Tim Hamilton, 740-351-3145,* Population Served – K-12 Students

Performing Arts Academy *Amanda Hedrick, 740-351-3188,* Population Served – K-12 Students

College Credit Plus Population Served – Eligible Students Grades 7-12

Several Expanded Recruiting & Advertising Initiatives Underway

Newly embedded recruiters in previously dormant Northwest and Northeast Ohio recruitment territories

Move **College Credit Plus** program to Admissions streamlining recruiting and transition from CCP to degree-seeking

Automated communications and outreach to pipeline high schools

Embedded recruiter at Portsmouth High School to expand partnership with adjacent SSU feeder school

Increase number of school bus visits and group on-campus visits during the FY22 year

Teacher Education faculty outreach and recruitment efforts at nearby high schools

Program specific digital media campaigns with scholarship incentives

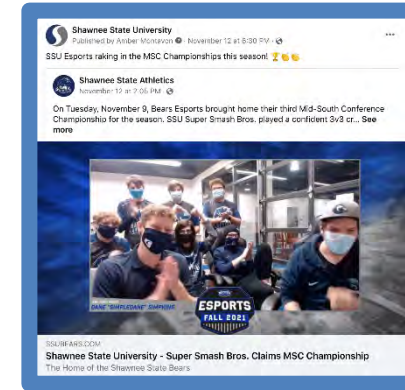**Traditional Advertising**

Television

Newspaper

Radio

Billboards

Digital Advertising

Social Media

Email

Web Ads

Paid Search

Streaming Services

Outreach

Direct Mail

College Fairs

School Visits

Events

Referral

Niche

Athletics

PR / Comm

Guidance Counselors

Social Campaigns

FACEBOOK AD PERFORMANCE
Top Ad Unit by **POST ENGAGEMENTS**

SOCIAL ADVERTISING | ENGAGEMENT

	Reach	Post Engagements	Link Clicks	Engagement Rate
Student 1 Schedule a Campus Visit	52,206	1,519	1,303	2.9%
Parent Schedule a Campus Visit	35,794	949	915	2.7%
Student Schedule a Campus Visit	27,696	431	325	1.6%

Academic Campaigns

Extended Nursing Scholarships

261,205 Impressions

0.94% CTR

1,621 Link Clicks

$0.89 Cost Per Click
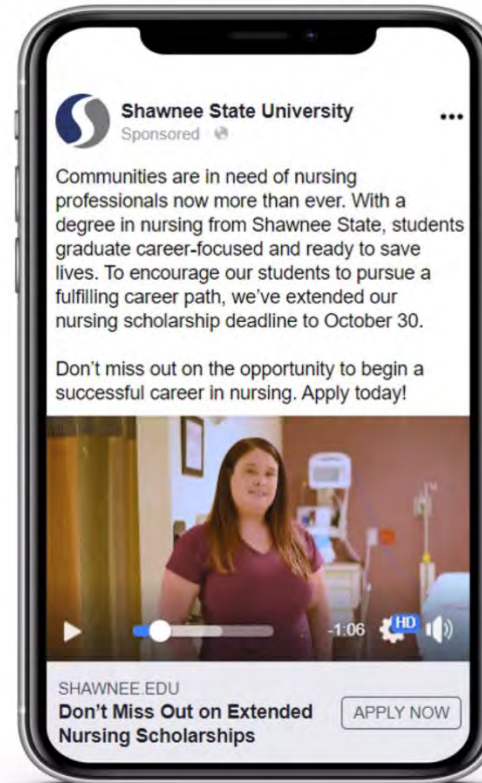
Student

Parent

Academic Campaigns
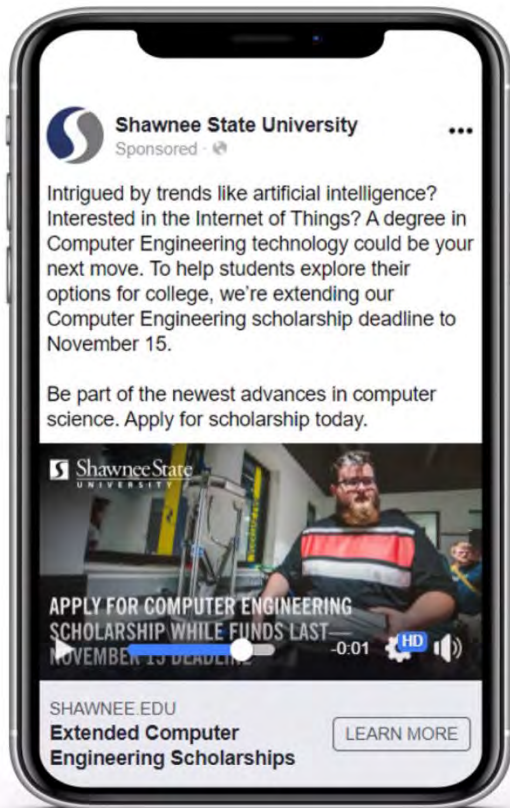
Computer Engineering

Computer Engineering + IS Scholarships

145,297 Impressions

1.22% CTR

1,227 Link Clicks

2.33% Engagement Rate

$1.16 Cost Per Click

Cybersecurity

Academic Campaigns

Top performing ads

Cybersecurity — Parent

- 28,305 Impressions
- 1.59% CTR
- 322 Link Clicks
- $1.07 Cost Per Click

Nursing Scholarship — Parent

- 146,587 Impressions
- 1.33% CTR
- 540 Link Clicks
- $0.75 Cost Per Click

Campaign Results
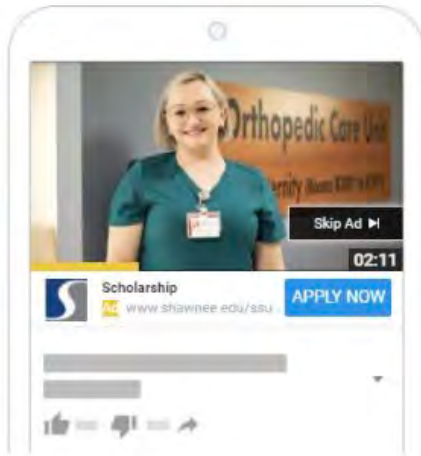
Before Campaign	After Campaign	+
14 ADN Applications	30 ADN Applications	16
9 ADN Admits	18 ADN Admits	9
23 Computer Engineering Technology Applications	63 Applications	40
13 Information Security Applications	20 Applications	7

In Production

Top 10
In Game Design

Level-Up Campaign
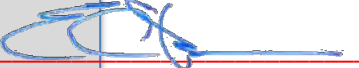
Twitch Commercials   Landing Page   Request More Info   Social Media

In Production

Look at degrees and careers in a new way.

Find Your **Motivation Style**

Artistic
Artistic Bears are creators.
They love to imagine possibilities!

Explore Artistic Degrees

Social
Social Bears are helpers.
They love people!

Explore Social Degrees

Conventional
Conventional Bears are organizers. They bring order to the world!

Explore Conventional Degrees
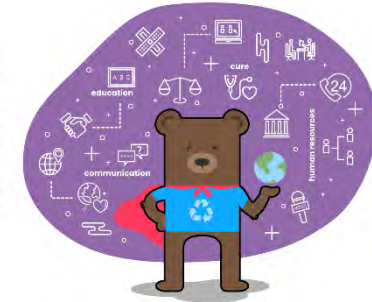
Realistic
Realistic Bears are doers.
They make things happen!

Explore Realistic Degrees

Investigative
Investigative Bears are thinkers.
They love to discover new ideas!

Explore Investigative Degrees

Enterprising
Enterprising Bears are leaders.
They love to be influencers!

Explore Enterprising Degrees

What Kind of Bear Are You?

Landing Page   Get a Sticker form   Social Media with Quiz   TV   Email Drip

Billboards   College Fairs   Brochures

Trending Programs

JULY

Page	Views
Game Arts	272
Game Programming	244
Dental Hygiene	240
Nursing – 2 Year	240
Nursing	231
Occupational Therapy - Masters	202
* Computer Engineering	189
Radiology Technology	178
Physical Therapist - Assistant	159
Occupational Therapy – Assistant	156

SEPTEMBER

Page	Views
Dental Hygiene – AD	401
Nursing	364
Occupational Therapy	360
Game Programming	301
Game Design Program	272
Physical Therapist Assistant	214
* English	191
Education	141
Radiologic Technology	114
Plastics	106
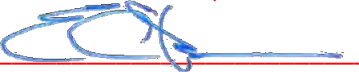
AUGUST

Page	Views
* Graduate Programs	487
Occupational-Therapy	400
Game Design Programs	300
* Exercise Science	217
Occupational Therapy Assistant*	189
Pre-Med	188
Early Childhood Education	175
Sports Management	174
* Management	168
Plastics	167

OCTOBER

Page	Views
Game Programming	570
Dental Hygiene – AD	472
Nursing – AD	471
* IT Services	456
Occupational Therapy	438
Nursing	417
Game Design Program	411
Radiology Technology	356
Occupational Therapy – Masters	300
Physical Therapist Assistant	283

Up Next

Candie Quach
Game Design graduate. Hard worker. Super funny.

Character. Artist.

Character artist at Wave.
Makes virtual concerts.
Crazy, right?

- Actuarial Science
- Criminal Justice
- BS Geology
- Dental Hygiene
- Nursing
- OTD (Wiley)
- OT 3+2, MOT, OTA
- Rhetoric & Composition (Wiley)
- International Game Design
- Cybersecurity
- Plastics
- Radiologic Technology
- Fine Arts

Scioto county	Fall 2022			Fall 2021			Fall 2020 (1/27/20)			Fall 2019 (5/1/18)				% to LY	% to 2020
Apps Received	284			230			364			466				23%	-22%
Complete Applications (decision ready files)	245			219			316			424				12%	-22%
% apps complete	86%			95%			87%			91%					
Pathways	College Ready	University College	Bridge Program	College Ready	University College	Bridge Program	College Ready	University College	Bridge Program	College Ready	University College	Bridge Program			
Admits	77	168	0	122	86	11	165	80	71	182	51	105			

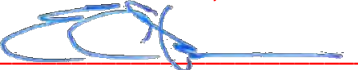| Pike County	Fall 2022			Fall 2021			Fall 2020 (1/27/20)			Fall 2019 (5/1/18)				% to LY	% to 2020
Apps Received	134			118			142			160				14%	-6%
Complete Applications (decision ready files)	114			112			129			122				2%	-12%
% apps complete	85%			95%			91%			76%					
Pathways	College Ready	University College	Bridge Program	College Ready	University College	Bridge Program	College Ready	University College	Bridge Program	College Ready	University College	Bridge Program			
Admits	43	71	0	44	55	13	60	29	41	51	31	40			

Lawrence County	Fall 2022			Fall 2021			Fall 2020 (1/27/20)			Fall 2019 (5/1/18)				% to LY	% to 2020
Apps Received	95			53			136			156				79%	-30%
Complete Applications (decision ready files)	70			42			113			139				67%	-38%
% apps complete	74%			79%			83%			89%					
Pathways	College Ready	University College	Bridge Program	College Ready	University College	Bridge Program	College Ready	University College	Bridge Program	College Ready	University College	Bridge Program			
Admits	34	36	0	30	10	2	49	36	28	69	39	32			

Adams County

Adams County	Fall 2022			Fall 2021			Fall 2020 (1/27/20)			Fall 2019 (5/1/18)			% to LY	% to 2020
Apps Received	44			33			65			65			33%	-32%
Complete Applications (decision ready files)	39			29			55			58			34%	-29%
% apps complete	89%			88%			85%			89%				
Pathways	College Ready	University College	Bridge Program	College Ready	University College	Bridge Program	College Ready	University College	Bridge Program	College Ready	University College	Bridge Program		
Admits	9	30	0	12	14	3	27	18	13	26	16	12		

Jackson County

Jackson County	Fall 2022			Fall 2021			Fall 2020 (1/27/20)			Fall 2019 (5/1/18)			% to LY	% to 2020
Apps Received	72			48			69			92			50%	4%
Complete Applications (decision ready files)	52			43			64			72			21%	-19%
% apps complete	72%			90%			93%			78%				
Pathways	College Ready	University College	Bridge Program	College Ready	University College	Bridge Program	College Ready	University College	Bridge Program	College Ready	University College	Bridge Program		
Admits	27	25	0	25	17	1	37	17	11	24	37	11		

Ross County

Ross County	Fall 2022			Fall 2021			Fall 2020 (1/27/20)			Fall 2019 (5/1/18)			% to LY	% to 2020
Apps Received	93			64			136			124			45%	-32%
Complete Applications (decision ready files)	82			55			113			96			49%	-27%
% apps complete	88%			86%			83%			77%				
Pathways	College Ready	University College	Bridge Program	College Ready	University College	Bridge Program	College Ready	University College	Bridge Program	College Ready	University College	Bridge Program		
Admits	93	82	0	25	26	4	52	30	31	38	35	23		

Began and then completed admission application +9% for Fall '22 over all-time average

Applicants who become admitted students +15% for Fall '22 over All-Time Avg

Metric	Applications	Submitted	Submitted Rate	Admits	Admit Rate
Total	12311	9605	78%	5981	48.6%
Application Entry Term					
Autumn 2022	1778	1550	87.2%	1131	63.6%
Sex					
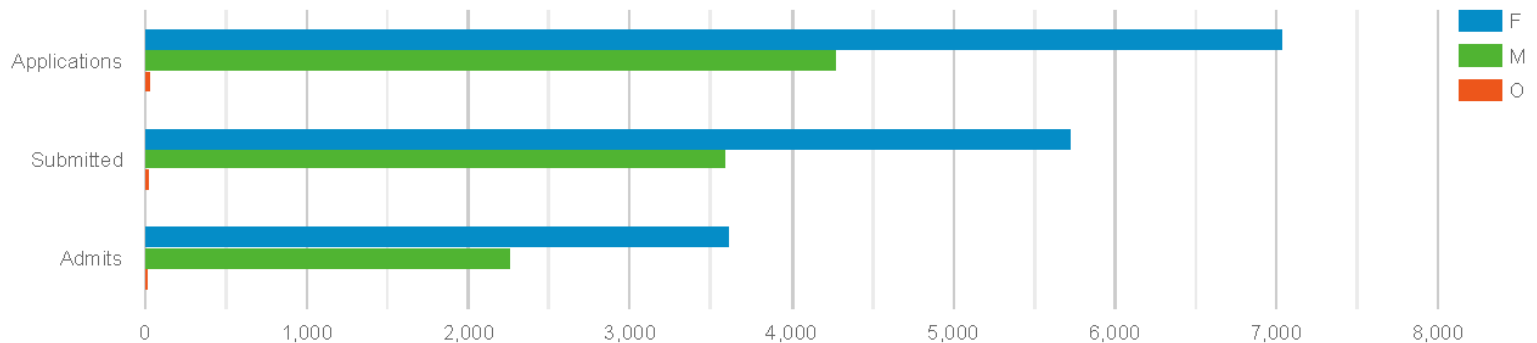
Metric	Applications	Submitted	Submitted Rate	Admits	Admit Rate
Average GPA	3.19	3.2		3.35	
Average ACT Composite	20	20		21	

Fall '22 Strategic Enrollment Plan goals:

New First-Time Freshmen – 700
New Transfer Students – 200

Comparative First-Time Freshman Data:

New Student Applications: +18% comp to FA21 (-20% to FA20)
Admitted New Students: +16% to FA21 (-4% to FA20)

Comparative New Transfer Student Data:

New Transfer Student Applications: +7% compared to FA21
(No data for FA20)
New Transfer Admits: +11%

EARLY Fall '22 New Student Projection:

First-Time Freshmen – 700
New Transfer Students – 150

Shawnee State
UNIVERSITY

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

We offer competitive experiences by recruiting student athletes with the potential to succeed in championship-level programs.

Athletics Leadership Team

Natasha Ademakinwa, Soccer & AAD for DEI

DeWayne Burroughs, Basketball & AAD for Comm Engagement

Phil Butler, Baseball & AAD for Facilities

Jeff Hamilton, Athletic Director

Eric Putnam, Running Programs

Delano Thomas, Basketball & AAD for Campus Relations

Sam White, Softball & AAD for Academic Performance

Student Athlete Advisory Board

Athletics Alumni Advisory Board

SSU Athletics Coaches & Staff

Jeff Hamilton	Athletic Director
Chris Brown	Sports Center & Warsaw Aquatic Center
Vacant	Sports Information Director (SID)
Doran Martin	Strength and Conditioning Coach
Delano Thomas	Head Coach, M Basketball
Lindal Yarbrough	Assoc Head Coach & Intramurals
Jack Trainer	Asst Coach
Mark Brown	Asst Coach
DAndre Price	Asst Coach
Justin Patrick	Video Coord
DeWayne Burroughs	Head Coach, W Basketball
Kiana Johnson	Asst Coach
Gerald Cadogan	Head Coach, M&W Swimming
Eric Putnam	Running Dir, Head Coach, M&W XC/TF
Jessica Price	Assistant Coach Cross Country
Devan Scarberry	Head Coach Volleyball
Sydney Seth	Assistant Coach
Ron Goodson	Head Coach Men's Soccer
Ryan Warner	Assistant Coach
Dylan Whitehead	Assistant Coach

Natasha Ademakinwa	Soccer Dir, Head Coach W Soccer
Michaela Garner	Senior Assistant Coach
Sara Reguera	Student Assistant
Justin Evans	Video Coordinator
Sam White	Head Coach, Softball
Michella Davis	Assistant Coach
Mike Trice	Recruiting Assistant Coach
Dave Hopkins	Head Coach M&W Golf
Holley Hart	Assistant Coach
Steve Boone	Head Coach M&W Tennis
Bryan Sturgell	Head Coach M&W Bowling
Jani Sturgill	Assistant Coach
Travis Lynn	Head Coach Esports
Mark Perozo	Assistant Coach Call of Duty
Dane Simpkins	Assistant Coach Smash Bros
Micheal Shilling	Assitant Coach Hearthstone
Rhy Williams	Assistant Coach League of Legends
Wirty Penix	Assistant Coach LoL/Hearthstone
Nicholas Ludowese	Assistant Coach
Lane Knauff	Assistant Coach Overwatch
Levi Roberts	Athletic Trainer: KDMC
Kristian Rigsby	Athletic Trainer: KDMC
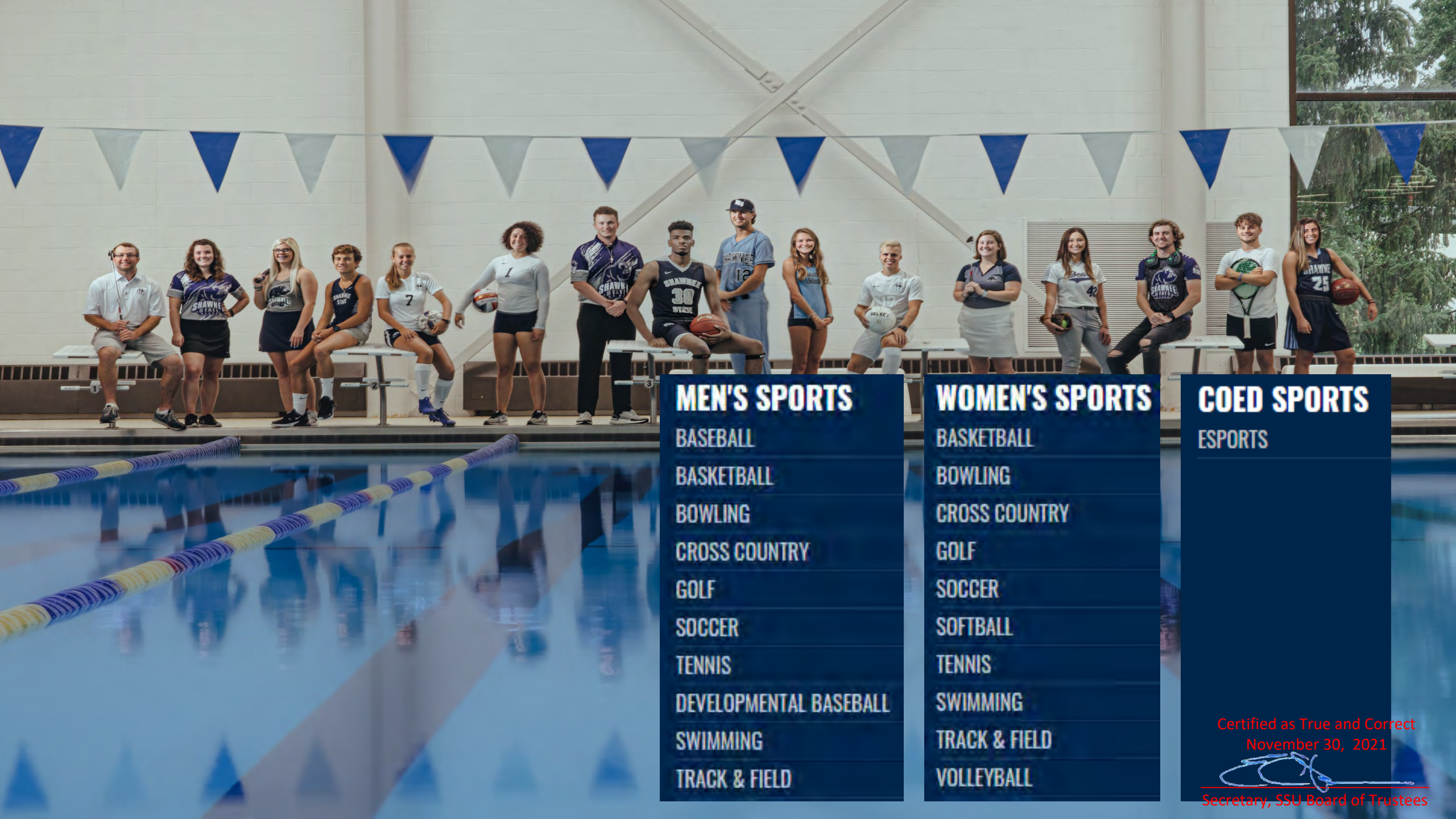
MEN'S SPORTS
BASEBALL
BASKETBALL
BOWLING
CROSS COUNTRY
GOLF
SOCCER
TENNIS
DEVELOPMENTAL BASEBALL
SWIMMING
TRACK & FIELD

WOMEN'S SPORTS
BASKETBALL
BOWLING
CROSS COUNTRY
GOLF
SOCCER
SOFTBALL
TENNIS
SWIMMING
TRACK & FIELD
VOLLEYBALL

COED SPORTS
ESPORTS

2021 Shawnee State University Athletics Highlights

NAIA National Champions: Men's Basketball

NAIA National Champions: ESports Hearthstone team

NAIA National Coach of the Year: Delano Thomas, Men's Basketball

COSIDA Academic All-American of the Year: Kevin de Lange ('24)

12 NAIA All-Americans (most in School History for a single year)

2021 Shawnee State University Athletics Highlights

Mid-South Conference Athletic Director of the Year: Jeff Hamilton

Mid-South Conference Coach of the Year: Eric Putnam, Cross-Country

Mid-South Conference Coach of the Year: Delano Thomas, Men's Basketball

Mid-South Conference Player of the Year: EJ Onu, Men's Basketball ('21)

Mid-South Conference Runner of the Year ('20 & '21): Hunter Hoover ('22)

Shawnee State Athletics 2025 Plan Core Components

1: Talent Development & Human Resources
2: Budget, Scholarships & Fundraising
3: Recruitment, Enrollment & Diversity
4: Academics & Student Experience
5: Facilities

University Strategic Plan alignment: Publish & Implement Athletics Strategic Plan

Increase Athlete Enrollment

Student Athlete Growth under Athletic Plan 2022:
    '16-'17 255
    '17-'18 278
    '18-'19 390

Fill Varsity Rosters to Capacity & Add Junior Varsity Rosters

Increase Student Athletes in Housing

Key Performance Indicators	19-20	20-21	21-22	22-23	23-24	24-25
Athletic Teams						
Varsity Teams	18	20	20			
Junior Varsity Teams	x	x	1			
Coaches (Full-Time)	3	3	6			
Coaches (Part-Time)	20	22	24			
Staff (Full-Time)	4	4	4			
Staff (Part-Time)	5	5	6			
Student-Athletes						
Varsity Student-Athletes	352	331	356			
Junior Varsity Student-Athletes	0	0	30			
Intramural Participants	n/a	covid	n/a			
Recreational Center Uses	construction	93/day	80/day			

University Strategic Plan alignment: Publish & Implement Athletics Strategic Plan

Increase Athlete GPA, Retention, & Completion

Increase Scholarship Support

Align Development Foundation to Increase Annual and Major Giving Capacity

Raise $100K in FY22 Bear Club

Develop Rec Center Programs

Key Performance Indicators	19-20	20-21	21-22	22-23	23-24	24-25
Total Athletics Budgeted						
Administration, Coaching, Staff	$664,580	$653,619	$1,150,171			
Scholarships	$719,637	$774,847	$926,872			
Non-Scholarship Team Support	$418,887	$633,669	$723,232			
Bear Club $ Raised Restricted	$37,829	$6,466				
Bear Club $ Raised Unrestricted	$3,349	$2,144				
Website Ads	$15,900	$12,900				
Academics						
Student-Athlete GPA	3.05	3.2				
Student-Athlete vs Overall Student Body GPA	+.15	+.2				
Student-Athlete Retention Rate	83%	85%				
Student-Athlete vs Overall Student Body Retention Rate	+18%	+21%				
Student-Athlete Graduation Rate	54%	55%				
Student-Athlete vs Overall Student Body Graduation Rate	+19%	+19%				

Expanding the Breadth and Depth of Student Athlete Recruiting

2016 Student Athlete Home States

2021 Student Athlete Home States
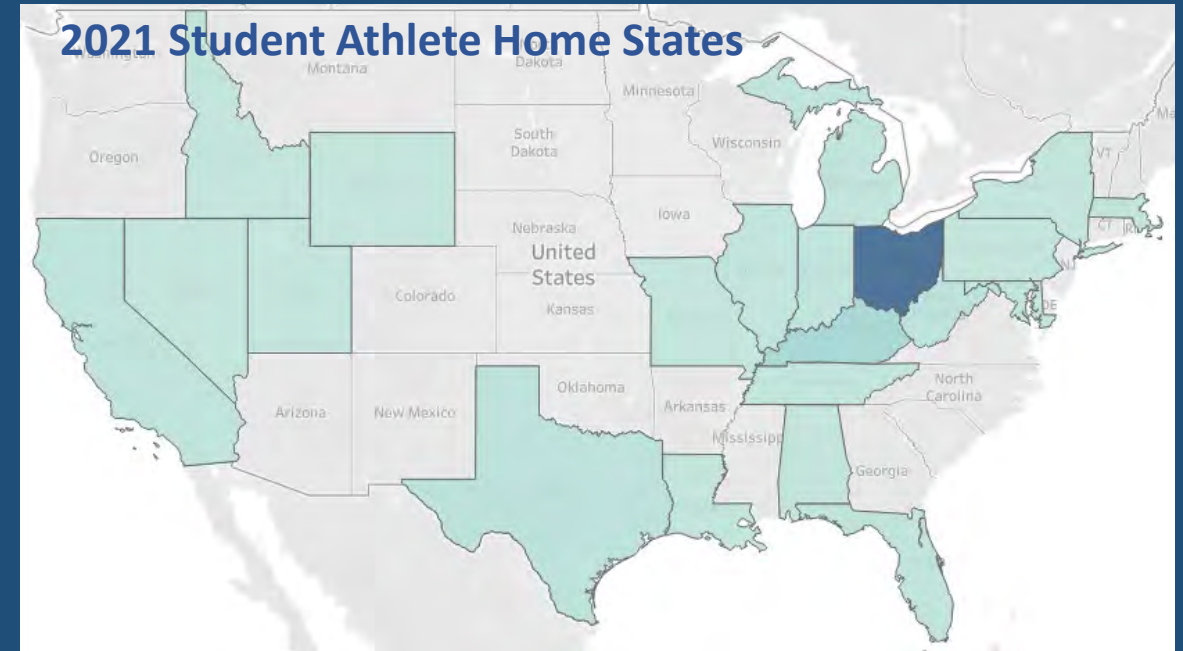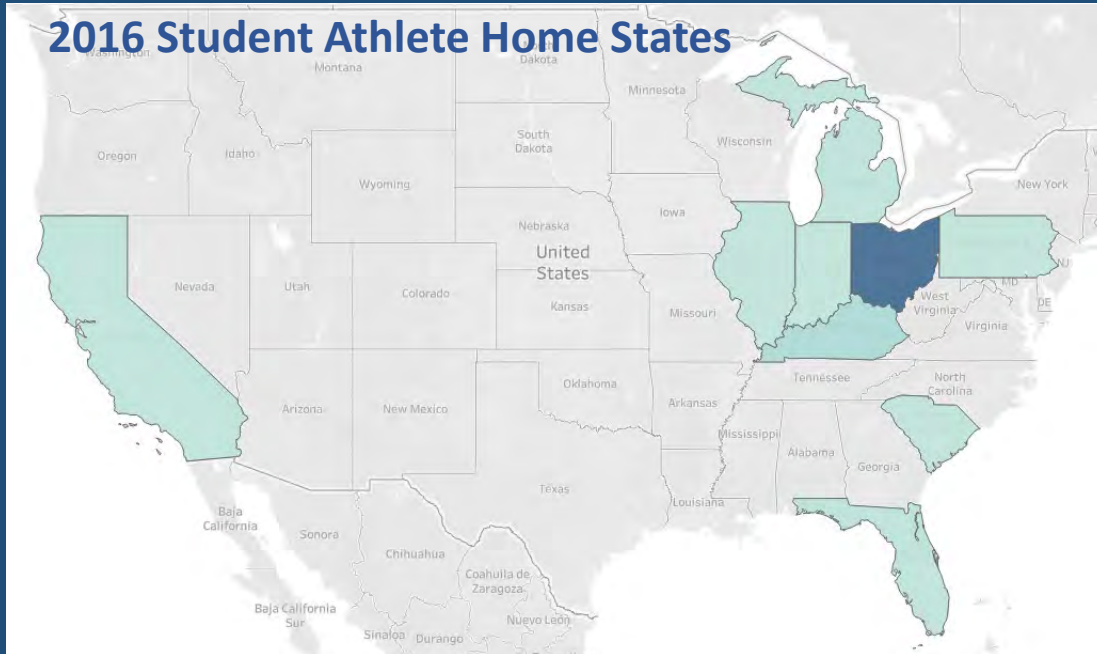
1M+ Web Hits in 2021
Expanded Media Coverage
ALT Recruiting Committee

SAAB Recruiting Committee
Dedicated Admissions Associates
Team Recruiting Budgets

Spring 2023 Update

SHAWNEE 2025

Shawnee State Athletics 2025 Plan

THANK YOU

GO BEARS!

Shawnee State Athletics saw another stand-out year

made up of two National Championships, a National Championship Runner-Up, a record-number All-Americans recognitions, and multiple all-conference awards. Every team saw improvement over a season that was unlike any other – through testing, quarantines, positives tests, rescheduled games, and much more.

BEARS TOP FINISHERS

KIERSTIN HENSLEY ('22)
Women's Tennis
NAIA All-American

HUNTER HOOVER ('22)
Men's Cross Country
NAIA All-American
MSC Runner of the Year
Men's Indoor Track & Field
1-mile, NAIA All-American
Men's Outdoor Track & Field
5,000 meter, NAIA All-American

JAMES JONES ('21)
Men's Basketball
Second Team, NAIA All-American
NAIA Tournament MVP
NAIA All-Tournament Team

CHLOE LONG ('23)
Women's Bowling
NAIA All-American

EJ ONU ('21)
Men's Basketball
First Team, NAIA All-American
NAIA All-Tournament Team
MSC Player of the Year
MSC Defensive Player of the Year

KENZIE PENNINGTON ('22)
Women's Swimming
NAIA All-American

JONAH PHILLIPS ('23)
Men's Cross Country
NAIA All-American

JESSICA PRICE ('22)
Women's Outdoor Track & Field
1,500 meter, NAIA All-American
10,000 meter, NAIA All-American

OWEN REEHER ('21)
Men's Outdoor Track & Field
10,000 meter, NAIA All-American

MACIE RHOADS ('22)
Volleyball
NAIA All-American Honorable Mention

BRANDIE SNOW ('21)
Women's Basketball
First Team, NAIA All-American

DELANO THOMAS ('16)
Men's Basketball
NAIA Coach of the Year
MSC Coach of the Year

ERIC PUTNAM
Men's Cross Country
MSC Coach of the Year

JEFF HAMILTON
Athletic Director of the Year

LEVI ROBERTS
Athletic Trainer of the Year

For SSU Athletics stories, schedules, and scores visit ssubears.com

14 ALL-AMERICANS

45 PLAYERS OF THE WEEK

133 ACADEMIC ALL-MSC + ALL-NACE

81 NAIA SCHOLAR-ATHLETES

34 MID-SOUTH CONFERENCE RECOGNITIONS

Esports captures its first National Championship

Shawnee State Athletics' Hearthstone team captured its first National Athletic of Collegiate Esports (NACE) National Championship in April 2021.

The Shawnee State University Esports program won its first National Championship in its fourth season as a varsity team at the university; its Hearthstone team – made up of Patrick Broughton ('22), Alex Estep ('24), and Nathaniel Kniess ('22) defeated Bay State University (Mass.) 3-1 on April 25 to claim the NACE title.

Made up of over 50 student-athletes, the Esports program has collected a number of titles throughout their varsity campaign, including the Teems Cup by their League of Legends team in early April.
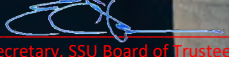
Hunter Hoover claims NAIA National Runner-Up

Three-time All-American Hunter Hoover ('22) finished in the NAIA National Championship Meet for Outdoor Track & Field as the National Runner-Up in the 5,000 meter run. Hoover, who had already competed at the national meets for both Cross Country and Indoor Track & Field earlier in the season, finished his run with a time of 14:43.38.

Shawnee State Athletics **2025 Plan**

The 2025 Plan is a roadmap for reorganization designed to provide for the basic operating and budget needs of the athletic department, varsity teams, student-athletes and the university's primary athletic facilities.

Athletes, as a student body at Shawnee State University, has grown significantly from 183 varsity athletes in 2016 to 356 varsity and junior varsity athletes in 2021. During this same period, the Bears have earned multiple national championships, conference championships, All-American designations, Player of the Year, Coach of the Year, and other team, student, coach and academic awards and recognition. Winning championships drives enrollment, alumni and community engagement, and student participation.

By realigning people and resources, Shawnee State University Athletics will be better positioned to respond positively to its recent growth, perform at a higher level of quality, and ultimately increase the number of students who participate in varsity and junior varsity team sports, intramurals, and health and wellness activities on campus.

Priorities under the plan include right-sizing the budget to properly address established needs, increased investments in scholarships and creation of a leadership framework for unified vision and more coordinated planning.

New financial realities in higher education generally and at Shawnee State University specifically have created the imperative that SSU Athletics operate in a balanced budget environment while addressing new priorities to increase competitiveness and drive high-quality student enrollment. Over the next three years, the Athletics Leadership Team will develop resources to increase capacity for participation and competitive success and enhance the student experience by investing in academic success, team and individual performance, and facilities.

Targeted investments and reorganization will reduce barriers within the athletics department between teams, increase campus integration of athletic programs and student- athletes, and allow the athletic department to expand its programming to include ancillary activities such as alumni outreach and fundraising.

The 2025 Plan is comprised of FIVE CORE COMPONENTS

1. Talent Development & Human Resources
2. Budget, Scholarships & Fundraising
3. Recruiting, Enrollment & Diversity
4. Academics & Student Experience
5. Facilities

Core Component 1: Talent Development & Human Resources	FY22	FY23	FY24
a. Implement market salary adjustment for full-time administrators & coaches	X		
b. Expand number of full-time Head Coach positions (Soccer, Softball, Running)	X		
c. Standardize coaching support positions: Assistant I, Assistant II, Assistant III	X		
d. Develop term employment contracts for coaches with academic and athletic performance bonuses	X		
e. Establish at-will contracts for coaching support positions and volunteers	X		
f. Establish Graduate Assistant (GA) equivalent: Stipend, Housing, Meal Plan			
g. Expand Athletics Leadership Team membership & programming	X		
h. Establish ancillary Assistant Athletic Director duties for full-time coaches supporting plan priorities	X		
i. Establish AAD position as Senior Woman Leader in charge of gender equity & diversity	X		
j. Assess further department coaching, programmatic & operational needs			
k. Develop robust intramurals for non-student-athletes; engage Student Life, Res Life, and SGA			
l. Establish management and support staff for Rhodes facility operations			

Core Component 2: Budget, Scholarships & Fundraising	FY22	FY23	FY24
a. Provide sufficient funding for existing team operations, including recent unfunded expansions	/		
b. Expand Athletic Scholarship budgets for each team (institutional & housing)	/		
c. Establish JV budgets for appropriate team programs			
d. Establish pooled Post-Season Expense fund for travel and performance excellence bonus			
e. Develop capital improvement and deferred maintenance plan			
f. Review team travel and recruiting budgets	/		
g. Hire Athletics Development Director to lead annual and major giving for teams and department	/		
h. Reorganize Bear Club with parent, alumni, campus membership to raise $100K in annual giving	/		
i. Establish annual review of equipment, uniforms, and cost-saving opportunities			
j. Launch FY22 limited event ticketing operation and select season ticket program			
k. Launch JARAC retail business operation: cardio, strength, rec center, swimming, juice			
l. License apparel with third party vendors to generate $50K in annual brand revenue			

X - Complete   / - In Progress

Core Component 3: Recruiting, Enrollment & Diversity

	FY22	FY23	FY24
a. Set roster minimums and targets for all teams			
b. Set on campus housing roster % minimums and targets for teams and department			
c. Set roster discount rate targets & funding bonus			
d. Set retention targets and graduation rate goals for teams and department			
e. Establish Junior Varsity programs for M/W basketball, baseball, softball and soccer	/		
f. Launch champions culture, showcase & branding: offices, public spaces and exterior; trophy room			
g. Publish scholarship budgets for subsequent year in FY22 (Oct. 21 for '22-23 Academic Year)			
h. Establish recruiting team: coaches (Putnam, Thomas, Cadogan) and students: develop standard processes for outreach, tours, branding, events, and more accommodating prospect options	/		
i. Review RecruitMe funnel and explore other referral sources			
j. Embed recruiting assets in Cincinnati, Columbus, Cleveland & Lexington			
k. Create video tour: competition, facilities, campus, academics, housing, student life, alumni			
l. Launch promotional regional Billboard campaign			
m. Develop PALSJR+ K-12 Outreach program & Plan			
n. Develop Athletics Diversity & Inclusion Plan in concert with university Strategic Plan			
o. Evaluate and invest in athletics summer camps programming and promotion			
p. Investigate 5th year completion scholarships			
q. NCAA Division II or III inquiry			

Core Component 4: Academics & Student Experience

	FY22	FY23	FY24
a. Establish embedded and dedicated athletics academic advisor			
b. Review university transfer policy			
c. Integrate alumni mentoring program and career services framework into Athletics			
d. Review & Plan Athletics Alumni Advisory Board	/		
e. Review & Plan Student Athlete Advisory Board			
f. Create Athletic Meal Plan: Specialized nutrition and swipe flexibility			

X - Complete   / - In Progress

Core Component 4: Academics & Student Experience

Core Component 4: Academics & Student Experience	FY22	FY23	FY24
g. Work with Aladdin to extend Bears Den hours, gameday and travel meals			
h. Evaluate travel planning and transportation/drivers			
i. Residential student laundry credits			
j. Develop off-campus restaurant program for pre- and post-game meals			
k. Expand Champions of Character community service, including summer experience housing pilot	/		
l. Evaluate athletic training needs	/		
m. Evaluate strength and conditioning framework			
n. Establish academic advisors day and university leadership day for new students			
o. Schedule fall kickoff event & Photo			
p. Dedicate Counseling Services to student-athletes	/		
q. Work with Student Life to increase attendance at games and expand Blue Crew booster program			
r. Review Cheerleading framework; Explore competitive varsity team			
s. Embed representation on Development Foundation & Alumni Association Boards			

Core Component 5: Facilities

Core Component 5: Facilities	FY22	FY23	FY24
a. Acquire WAC competition timing system	X		
b. Resurface tennis courts & Install court lighting	/		
c. Install operational electronic scoreboard at BRP	/		
d. Hardwire data to Waller Gym, Shawnee Turf, and BRP for gameday broadcast and film support	/		
e. Construct on-campus softball field	/		
f. Establish east campus fieldhouse			
g. Create permanent esports game arena			
h. Hardwire data in select housing units for Esports			
i. Establish congregate team space for running programs			
j. Rhodes Center East expansion: Renovated east entrance w collegiate entrance and gate, function and in-game hospitality area, enhanced concessions, Hall of Fame, patio with permanent furniture			
k. Waller Gym Renovation: Floor resurfacing, lower-level seatbacks, reserve ticketing, stage, replacement of game day benches and floor chairs.	/		
l. Develop stadium for Shawnee Turf			

X - Complete   / - In Progress

Key Performance Indicators	19-20	20-21	21-22	22-23	23-24	24-25
Athletic Teams						
Varsity Teams	18	20	20			
Junior Varsity Teams	x	x	1			
Coaches (Full-Time)	3	3	6			
Coaches (Part-Time)	20	22	24			
Staff (Full-Time)	4	4	4			
Staff (Part-Time)	5	5	6			
Student-Athletes						
Varsity Student-Athletes	352	331	356			
Junior Varsity Student-Athletes	0	0	30			
Intramural Participants	N/A	COVID	N/A			
Recreational Center Uses	CONSTRUCTION	93/day	80/day			
Total Athletics Budgeted						
Administration, Coaching, Staff	$664,580	$653,619	$1,150,171			
Scholarships	$719,637	$774,847	$926,872			
Non-Scholarship Team Support	$418,887	$633,669	$723,232			
Bear Club $ Raised Restricted	$37,829	$6,466				
Bear Club $ Raised Unrestricted	$3,349	$2,144				
Website Ads	$15,900	$12,900				
Academics						
Student-Athlete GPA	3.05	3.2				
Student-Athlete vs Overall Student Body GPA	+.15	+.2				
Student-Athlete Retention Rate	83%	85%				
Student-Athlete vs Overall Student Body Retention Rate	+18%	+21%				
Student-Athlete Graduation Rate	54%	55%				
Student-Athlete vs Overall Student Body Graduation Rate	+19%	+19%				

SSU Athletics 2025 Plan
Organizational Chart

Jeff Hamilton
Dir. of Athletics

Athletics Alumni Advisory Board

Student-Athlete Advisory Board

Faculty Athletic Representative

Athletics Operations

Budget Management
Billing & PCard
Travel Planning
Staffing & HR
Insurance
Ticketing & Promotions

- **Manager, Athletic Operations**
- **Director, Sports Information**
- **Administrative Assistant I**
- **Account Clerk (0.5)**
- **Coordinator, Game Management, Tickets & Promotions**

Athletics Leadership Team

Full-Time Head Coaches
Functional Speciality AADs

- **Head Coach, Baseball & AAD for Facilities**
- **Head Coach, M. Basketball & AAD for Campus Relations**
- **Head Coach, W. Basketball & AAD for Comm. Eng.**
- **Head Coach, W. Soccer & SWL for Gender Equity & Diversity**
- **Head Coach Softball & AAD for Academic Performance**

Coaching & Student Support

Student-Athlete Development
Part-Time Coaches

- **Varsity Head Coaches**
- **Varsity Assistant Coaches (I-III)**
- **Athletic Trainers**
- **Coordinator, Academic Performance (0.5)**
- **Coordinator, Strength & Conditioning (0.5)**

Athletics Business Auxiliaries

Rhodes Athletic Center
Warsaw Aquatic Center
Student Rec Center

- **Manager, JARAC**
- **Inc. Student Rec & Warsaw Aquatic Ctrs**
- **JARAC Custodian & CPO**
- **Coordinator, Student Recreation Ctr (0.5)**
- **Coordinator, Intramurals (0.5)**

President's Report

Board of Trustees Meeting
November 19, 2021

Thank you, Chairman Furbee.

It's November and the fall semester will be coming to a close soon. Shawnee State will have commencement on December 11. This has been one of the most challenging times for the institution. Following the summer drop in COVID cases, it seemed that we would be easing or eliminating health restrictions before the end of the semester. Unfortunately, cases have grown, especially in Ohio and southern Ohio and we're going to have to close the calendar year with the same health restrictions that have been in place for most of the last 20 months. It's getting old. On the bright side, we are getting better at dealing with challenges and in the most important part of the institution, classrooms, we have been able to hold a much higher, almost normal level of in-person classes while our COVID cases have dropped on campus from the 20+ per week early in the semester to single digits in last seven weeks. It's not over but I am optimistic looking ahead to spring semester.

Enrollment was down more than expected this semester and we are still sorting out spring registration numbers. As for our recruitment efforts for Fall 22, we are not as constrained as we were last year and our early tracking of applicants is positive. Looking good. However, we are closely tracking our budget through the remainder of this year and, as I indicated at the last meeting, we may have to make adjustments prior to the end of this fiscal year. We are fortunate to have additional federal dollars available for this fiscal year but we have a wary eye on operating revenues and expenses because we are unlikely to have any federal assistance available for next fiscal year.

The last part of my report is one that I find most difficult. I came to Shawnee State in the fall of 1987. Very soon after, a new employee joined us in HR. Elinda C. Boyles. Bachelor of Science from Eastern Kentucky, Master's from the University of Nevada Las Vegas. Later earned a doctorate from Ohio University. This will likely be Dr. Boyles last Board meeting as CFO. Dr. Boyles and I met early on opposite sides of the table during negotiations in 1990. I remember thinking to myself that this lady is all about the company and will carry out the company line without regard for me or anyone in the faculty. Stern. By the book. Over the last 33+ years, I learned that I was right and wrong in my first impressions. Dr. Boyles has been the most dedicated employee to Shawnee and its mission, more dedicated that anyone this institution has ever known, no exceptions. She is a "company person" but I've also learned over the years that she cares deeply about the well-being of everyone at this university.

Dr. Boyles rose through the ranks and became our Vice President of Finance and Academic Affairs and CFO back in 2007? She has served in that position for almost 15 years with a brief pause for several months in 2019-20 while we test drove another CFO. That, of course, did not end well. It was so extraordinarily fortunate for us to have Dr. Boyles available to move back into her position and also lead our efforts to address the COVID crisis. I think that most of you know that Elinda was/is our coordinator for the campus response to the pandemic.   And she has done a remarkable job for this institution in every role she has been assigned. Dr. Boyles, beyond her dedication to the University, is an exceptionally smart and extremely talented manager of the most diverse array of departments from IT, to Safety & Security, to Finance, to Facilities, to yes - HR … She knows them all well and has been a superior leader in all of those areas. I'm most impressed with her attention to detail. Even in her incessant edits and re-edits of documents. We're going to try to give her a real send-off this time but I will have to admit, I am keeping hope that in a few months or so, she might return to us in some capacity. She's way too valuable to us. The University will be having a reception for Dr. Boyles in December and I hope some or most of you will be able to attend.

Dr. Boyles, thank you for your service to Shawnee State and as your parting gift, what has become a Shawnee tradition… a chair. Pam and I talked about giving you a participation trophy as a gag gift but that seems really inappropriate for someone who is given so much to this institution.

And Chairman Furbee, that concludes my report.

Jeffrey A. Bauer
President