

**BOARD OF TRUSTEES
FINANCE AND ADMINISTRATION COMMITTEE**

**February 10, 2023 @ 9:00 a.m.
Morris University Center 214**

Agenda

1.0 Education

Mr. Jim Butz, President of SPGB Architects, will provide an update on the Campus Master Plan.

2.0 Action Items

**2.1 Resolution F01-23
Administration of Capital Facilities Projects**

Dr. Jonica Burke, Vice President for Finance and Administration, will present the resolution authorizing the University to notify the Chancellor of the Ohio Department of Higher Education of its intent to locally administer capital facilities projects under the \$4 million threshold.

**2.2 Resolution F02-23
Approval of Policy 4.95, Flexible Work Arrangements**

Dr. Burke will present the resolution to approve a flexible work arrangement policy for University employees.

**2.3 Resolution F03-23
Approval of Revision of Policy 5.16Rev, President's Authority to Appoint
Personnel & Manage Positions**

Mr. Mike McPhillips, General Counsel, will present the resolution to approve revisions to Policy 5.16Rev.

**2.4 Resolution F04-23
Approval of Renaming and Revision of Policy 5.39Rev, Marketing, Branding, &
Use of University Logo**

Mr. Braun will present this resolution for approving updates to Policy 5.39Rev, to incorporate new language regarding permission for use of logos for matters other than official University business.

**2.5 Resolution F05-23
Shawnee State University Development Foundation Member Appointments**

Mr. Braun will present SSUDF Resolution 2022.3, extension of appointment of members to the Shawnee State University Development Foundation Board, for ratification by the Board of Trustees.

**2.6 Resolution F06-23
Shawnee State University Development Foundation Adoption of Policies and Code of Regulations**

Mr. Braun will present SSUDF Resolution 2022.4, proposed amendment of SSUDF Policies and Code of Regulations, for ratification by the Board of Trustees.

3.0 Information and Reports

3.1 Dr. Burke will discuss updated FY2023 revenue projections, the implementation of non-compensation spending constraints, and the annual Moody's surveillance call.

3.2 Ms. Aimee Welch, Director of Institutional Budgeting, will provide a year-to-date budget status report.

3.3 Mr. Greg Ballengee, Controller, will report on the cash reserves investment portfolio.

3.4 Ms. Malonda Johnson, Executive Director of Human Resources and Chief Diversity Officer, will provide a report on recent personnel activity.

3.5 Mr. John Temponeras, Interim Director of Facilities, Planning and Construction, will update the Committee on capital projects.

Status Report

Campus Master Plan

Shawnee State University

The University is updating its physical campus master plan. The over-reaching goal is to maximize existing resources for achieving the University's core mission while fostering accountability and transparency. The plan is being developed as an achievable 10-year set of objectives, and is being documented to facilitate its implementation.

The planning is being guided by a core planning committee comprised of administrators and facilities staff. The plan is being developed in two basic phases. Phase One has been completed. It establishes the guiding vision and prioritizes campus improvements. Phase Two has commenced, and will develop detailed recommendations for the improvements, and will translate them into the physical master plan. Phase Two recommendations will be presented to the Board in June, so the report can be finalized over the summer. The status of individual tasks is summarized below:

1. Information Collection: Existing University and community documentation has been collected for existing facilities, University data, and strategic plans and studies. These have been organized for easy access while the plan is implemented.
2. Stakeholder Interviews: Our consultants have interviewed campus and community stakeholders to collect information and insights into the University and its role as the public university of Southern Ohio. The following University stakeholders have been interviewed:
 - President
 - Provost and Associate Provost
 - Vice President Advancement & Institutional Relations
 - Vice President for Finance & Administration
 - Director and Associate Director for Facilities, Planning and Construction
 - Dean of Students and Student Life
 - Interim Dean of Students
 - Interim Dean of the College of Arts & Sciences
 - Dean of the College of Professional Studies
 - Director of Admissions
 - Director of Marketing & Communications
 - Director of Library Services
 - Director of Government, Economic & Workforce Development
 - Director of Grants & Sponsored Programs
 - Assistant Director of Residence Life and Student Housing Operations
 - Fine, Digital, & Performing Arts faculty
 - Engineering faculty
 - Director of Athletics and Intramurals, and varsity coaches and staff

The following community stakeholders have been interviewed:

- Portsmouth City Mayor
 - Portsmouth City Manager
 - Portsmouth City Engineer
 - Scioto County Commissioners
3. **Vision Document:** The consultants have translated their interviews and campus insights into a written basis-of-design. It articulates the guiding vision and describes eight priority initiatives for the next ten years: academic right-sizing; laboratory renovations; campus third spaces; library repurposing; student housing right-sizing; campus wayfinding; Third Street redevelopment; and campus greenscaping. The basis-of-design also describes long-range vision projects to guide campus development and community partnerships.
 4. **Space Planning and Optimization:** Record campus drawings have been collected and organized, and existing room use has been verified. The existing inventory is being tabulated for each building, floor and occupant – for floor area assignments and utilization. Next, the consultants will calculate recommended space allocations for operations, staffing, and realigned academics. Detailed recommendations will then be developed for the high-priority development projects.
 5. **Facility Condition Assessments:** The consultants have collected existing facility condition reports. The next step will confirm current conditions, update the reports, and input deferred maintenance information into the capital model.
 6. **Capital Modeling:** Our consultants are developing a capital model to manage allocations for master plan initiatives and deferred maintenance, and to align it with funding sources.

END OF REPORT

Core Vision

Campus Master Plan

Shawnee State University

Shawnee State is the regional public university of southern Ohio. Shawnee State was created to serve Appalachia Ohio and has grown over the past 36 years in partnership with the City of Portsmouth, adjacent counties, and neighboring regions in southern Ohio and northern Kentucky.

The University is a critical economic driver, both serving the needs and goals of students pursuing their chosen careers and providing the educated workforce needed to support business and industry in the region. Because of its size, focus on academics and student success, and roots in the community, Shawnee State is unique among other institutions of higher education. It offers the resources and affordability of a public university, the faculty and student relationships of a private liberal arts college, and the nimbleness and adaptability of a community college. Shawnee State prioritizes people and their relationships as the foundation for success —preparing today’s students to succeed in tomorrow’s world through applied research, hands-on practical learning experiences, and public service projects.

One of Shawnee State’s core attributes is that it is a regional talent attractor. Shawnee State is an anchor institution, an innovation cluster, an economic driver and creative place-maker for Portsmouth, Scioto County and the region. It is well-positioned to lead a “brain gain” strategy for economic revitalization. This is true for faculty, students and administrative leadership. High-performance relationships have developed with community leaders, which have resulted in off-campus study, internships and public service initiatives. These opportunities make student learning more contextual, enhance mentoring and expand student networking.

Shawnee State is uniquely positioned to respond to 21st century challenges – particularly those requiring critical thinking, trans-disciplinary collaboration, and innovation. Southern Ohio will benefit by a workforce of knowledgeable graduates who possess the interpersonal skills to work in high-performance teams. Development of these skills is already happening at the undergraduate level, but can accelerate by creating more community opportunities.

Master Plan Initiatives

Campus Master Plan

Shawnee State University

Master Planning Perspective

Shawnee State's master plan is being developed as an achievable 10-year set of objectives, and is being documented to facilitate its implementation and measurements. The over-reaching goal is to maximize existing resources for achieving the University's core mission while fostering accountability and public transparency.

This approach differs from other planning perspectives that articulate far-reaching visions that can take decades to achieve. While Shawnee State's planning process develops a long-range framework for campus development, those individual initiatives are described as appendices to the 10-year plan.

10-Year Initiatives

The University has identified eight high-priority initiatives to implement over the next ten years. Many are low-cost investments that can either be implemented as a series of operational projects or with in-house resources. The details of these initiatives will be developed with campus stakeholders over spring semester.

Academic Right-Sizing

The master plan is tabulating existing building inventories and calculating space utilization for building floors and occupants. The plan is also calculating projected space requirements for 4,000-FTE students and realigned academic offerings resulting from the strategic plan. These include new academic programs and an expansion of a core group of existing programs:

- Increased capacity/enrollment in selected associate's degree programs in health professions (Dental Hygiene, Physical Therapy, etc.)
- Development of new undergraduate degrees in Social Work, Counseling, and Computer Science
- Increased international enrollment in Business, Game Design, Computer Science, Information Security, Plastics, and Pre-med
- Development of new graduate degrees in Business, Nursing, and Engineering (Plastics)
- Expansion of existing graduate degrees for enrollment growth in MOT (hybrid format) and Education with licensure
- Strengthening of science degrees with new facilities
- Increase in faculty research

Recommendations for classroom assignments will be made to optimize room and seat utilization. Recommendations will also be made for developing state-of-the-art classrooms and laboratories, as well as meeting the unique programmatic requirements for various curricula. Recommendations will be made to maintain existing academic buildings without expanding them. Short term priorities include:

- Renovating or replacing science laboratories.
- Renovating allied health laboratories not addressed by the 2017 Health Sciences Building project.

Laboratory Renovations

Shawnee State’s laboratories are old and outdated. They should be renovated or replaced without expanding any buildings.

Science labs are currently located in Massie Hall and were last renovated 30 years ago. Their floor area totals 16,715-sf:

- Ground Floor:
 - Botany: 4,100-sf
 - Geology: 2,230
 - NMR: 315
- Third Floor:
 - Biology: 1,280-sf
 - General Biology: 1,285
 - Advanced Biology: 925
 - Biology Research: 600
 - General Chemistry 1: 1,480
 - General Chemistry 2: 980
 - Advanced Chemistry: 1,600
 - Chemistry Research: 620
 - Anatomy: 1,300

Space planning will recommend floor allocations for the University’s academic plan. Considerations include: numbers and sizes of student workstations; lab support space; room utilization; research requirements; and total assignable areas. Physical planning will recommend building and floor locations for the various labs. Considerations include: logistical phasing while maintaining occupancy; mechanical/electrical infrastructure capacity; access to roof ventilation; spills and floor leaks; code constraints for hazardous material control zones; fireman access; and security. Recommendations will also include backfilling of any vacated labs.

The 2017 renovation of the Health Sciences Building excluded the central 8,000-sf laboratory block on the second floor for respiratory therapy, radiology technology and medical technology. These labs should be renovated in their current locations and basic room configurations.

Campus Third Spaces:

The University should develop third spaces to add value for engaging on campus. They should be located across campus and designed to strengthen relationships between commuter and residential students, and faculty and administrative leadership. Third space development should be prioritized for Massie Hall, Administration Building and Clark Memorial Library.

Third spaces should foster impromptu activities and mentoring in small spaces carved out of under-utilized building areas. They can include niches that connect outside windows with windowless corridors. Third spaces should also foster student services access. Consideration should be given to placement and consolidation of service centers at campus crossroads. Third spaces should also include social programming, particularly those desired by current students such as gaming.

Library Repurposing

The Clark Memorial Library is a high-value building. It's large, well-constructed, flexible, and occupies an important campus crossroads location. Its mechanical systems have also been recently renovated. The building is under-utilized for its current services and collections.

Space planning shall make recommendations to enhance student learning and campus life, and increase space utilization. Additional activities and occupants should be assigned to the building, and a new entry developed along Third Street to make it a pass-through building. Alternatives include:

- Replacement of the multi-purpose lecture hall with a high-capacity active-learning environment
- Repurposing the lecture hall into a student gaming center with capacity for regional tournaments
- Consolidating student services for learning center, student advising, career services, workforce development and computer services
- Developing third spaces for student life programming

Student Housing Right-Sizing

The University should maintain its current housing inventory at University Townhouses, Carriage House and Cedar House. The University should confirm inventory requirements for 1,000 residential students with its partner at Campus View, Tanner Place and Bridge View Court apartments. It should also confirm expectations for which buildings can be released for private rentals.

Campus Wayfinding

The University should make the campus more accessible and inviting to the public with enhanced wayfinding and convenient parking. Wayfinding to and through buildings should be articulated and made more inviting by enhancing their entries, extending interior circulation, and improving signage.

Visitors should be guided to three primary campus entry portals at Third and Gay Streets, Third and Waller Streets, and Mill Street at the U.S. Grant Bridge. Directional highway signage should be improved at city limits to guide motorists to the campus portals. The University should set sculpted icons at all

three portals to confirm campus arrival. An icon should also be placed at Second and Chillicothe Streets to identify the University to travelers arriving from the south, west and north. These four icons should reflect the University’s branding and the campus’s modern architecture. They should be of monumental scales for vehicular visibility without being oppressive to pedestrians. They should be illuminated to maximize nighttime visibility without intruding into adjacent properties.

Campus wayfinding signage should have a consistent design that reflects the University’s branding. Signage should identify the destinations for campus neighborhoods, buildings, major indoor venues, student service centers, athletic fields, and parking. Signage should commence at portal icons and extend across the entire campus. Signage should recognize primary building entries on both sides of dual-facing buildings. Signage should recognize four primary campus neighborhoods: the existing academic core; University Townhouses; Campus View Apartments; and outdoor athletics. Directional signage should guide visitors from parking to the neighborhoods. Outdoor campus maps should be added where primary walks connect visitor parking to the academic core.

Campus wayfinding should guide visitors to the central greenspace and Alumni Green for primary pedestrian circulation. Building identification should be located at every primary building entry. These building icons should be designed to reflect the campus portals, but on a smaller scale. They should be sized for visibility from a block away to create a series of wayfinding nodes along primary walkways. The icons should state building names and primary destination points within. It is important to locate these icons at the building entries that are most receptive to visitors, some of which have changed over the years. Several buildings also have entries that have visually equal importance, which is confusing to visitors. This is applicable to Kricker Hall, Health Sciences, and the Rhodes Athletic Complex.

Most building entries need to be made more inviting. Landscaping should be developed to enhance the scale of smaller entries, and to guide visitors to entries located away from front facades. Reflective and darkly tinted glass should be replaced with clear glass, and lobbies should be back-lit to expose the interior activities to visitors.

Wayfinding signage should extend throughout building interiors. Their design should be consistent from building-to-building and should incorporate branding elements from exterior signage. Building maps should be located at intersections of inter-connected buildings, such as Massie Hall and the Administration Building. This is particularly important where connecting corridors don’t daylight or orient people to building changes. Building directories should be located at primary building entries. Floor directories should be located at elevator lobbies of multi-occupant floors. Landmark plaques should be located along corridors at major destination points such as service centers and office suites. Door plaques should be located at every door of every building, using a consistent design and number/naming protocol.

Interior corridors should also be extended over time to connect both sides of the building. Prime examples include a library entry along Third Street and better connections of the ground floor of the Administration Building to Alumni Green. Long and dark corridors should also be enhanced architecturally with new wall and ceiling finishes and new lighting. Prime examples are the corridors connecting Massie Hall and the Administration Building. Finally, circular interior corridors, like those in Massie Hall, are disorienting. Extending one side to daylight will help relate the building to campus. The interior designs should also vary from one side of the building to another.

Third Street Redevelopment:

Redeveloping Third Street has been a 15-year initiative because it's important in establishing a northern campus boundary, clarifying campus wayfinding, and fostering pedestrian safety between the academic core and Campus View Apartments. The University took ownership so it can invest in its aesthetics and connection to downtown. The latter having become more important with the City's renewed commitment to downtown and its desire to integrate downtown and campus. To that end, several alignments have been studied in conjunction with the possible rerouting of US-23. The City has home rule on its alignment, and its community plan has identified a long-range goal of eliminating the US-23 ramp from Second to Gay Streets. With the campus master plan nearing completion, it is time to redevelop and reopen Third Street.

The 10-year plan prioritizes big-impact and low-cost modifications. To that end, redevelopment should maintain the existing curbs and gutters, storm inlets, underground utilities, street lighting, and street pavement.

- Travel lanes should be restriped for single-lane two-way travel.
- Dedicated bike lanes aren't required since the City has designated Gallia and Mill Streets as the east-west bikeways around campus.
- The remaining pavement should be restriped for head-in parking. 90-degree parking should be located along the southern (campus) curb, along the Clark Memorial Library and Riffe Center. These spaces should be designated as visitor spaces. Angled parking should be located along both curbs between Waller Street and Clark Memorial Library.
- Wayfinding signage should guide east-bound visitors to Sinton Street and to visitor parking in the central lot. Wayfinding signage should guide south and west-bound visitors to Waller Street and to the same central lot.
- 12-foot-wide landscape islands should be cut into the street pavement for every six parking spaces. Rolled concrete curbs should be cast along all four sides of the islands to maintain existing gutter flow. Islands should be planted with sycamore or similar trees to shade the pavement and visually buffer the library and theater facades.
- The curbs at Gay, Sinton and Waller Streets should be realigned with landscape islands to redirect travel lanes around parking spaces, and to calm inbound traffic. These should integrate campus entry portals at Gay and Waller Streets.
- Pedestrian crosswalks should be developed across Third Street, at intersections of major pedestrian walks that connect campus with Campus View Apartments. Crosswalks should be striped and signed. If possible, the pavement should be raised and textured.
- These street improvements will likely create 100 additional parking spaces, which will enable the University to reduce the central parking lots accordingly for landscape island development.

Campus Greenscaping

The campus has four different outdoor environments: the academic core; the service corridor along the levee; central parking lots; and east-end property. They should be visually unified and made into a more

pedestrian friendly campus with landscaping. This should be done to visually reinforce the campus boundaries as being the Ohio River, US Highway 23, and Third and Offnere Streets. Development should focus on five initiatives:

- A tree planting campaign that is integrated with the University’s Tree Campus USA initiatives. Trees should be primarily large deciduous trees planted in groves and organic patterns as much as possible, with a heavy focus on the eastern half of campus.
- Construction of landscape islands in the central parking lots using the same criteria as the Third Street redevelopment.
- Development of a bikeway along the levee to connect the City’s Mill Street and levee-top bikeways. Stripe bike lanes along the existing drive, and plant trees in the lawns at the far west-end and along the Public Safety Building and athletic fields.
- Make improvements to Alumni Green to foster more use: perimeter drains to dry the lawn; enhanced building entries at the Administration Building and Rhodes Gymnasium to increase daytime and event circulation; permanent cover over the amphitheater stage for increased use and student programming; outdoor movie screen; and turf enhancements to support athletic training and yoga classes.
- Upper-level-plaza enhancements between Kricker Hall and Health Sciences to block wind, visually soften the hard material surfaces, and provide more comfortable furnishings.

Long-Range Development Visions

Long-range visions are being developed as separate appendices to provide a guiding framework for implementing near-term projects, taking advantage of existing assets and opportunities, and engaging the community with partnerships and development coordination.

Downtown Community Connections

The University should support the resurgence of downtown redevelopment as a way of improving the quality of campus life. The guiding framework has been laid out by the community’s plan, *Elevate Portsmouth*. The University should also support development of the downtown Arts and Innovation District development, and encourage student patronage of downtown businesses.

US-23 Realignment

The University supports the City’s initiative to reroute US Highway 23 from Chillicothe Street to Third and Gay Streets by eliminating the curved ramp around the northwest corner of campus. Concurrent streetscape improvements should be made to improve pedestrian crosswalks between campus and downtown, and improve streetside circulation to Chillicothe Street.

Once vacated, the University should pursue the vacated ramp property to connect the campus with University property along Chillicothe Street. This property then becomes an ideal building site for the University or a public-private development.

Downtown Building

The University should explore long-term expansion to downtown, and developing a mid-rise building on its property at Chillicothe and Third Streets. Such a building could be funded by the University or developed as a public private partnership. Either way, the building should be designed as a campus/community crossroads. The ground floor would be ideal for retail, and the upper floors for housing. The University could use the mid-levels for research and to support new businesses as part of the Arts and Innovation District.

Indoor Recreation Center

State funding of the Riffe Center for the Performing Arts benefitted the community as much as the University. Another opportunity exists for indoor recreation as a way to improve the quality of life, promote healthy living, engage the regional community and public schools, and facilitate sporting tournaments and tourism.

An indoor recreation center can be developed either north or west of the Riffe Center, with both sites encouraging student patronage of downtown. If located west, its upper-level could bridge the US-23 ramp until its vacated, at which time it could be back-filled with additional event space.

Developing a facility for student recreation relieves pressure on the Rhodes Athletic Center. Rhodes could be refocused on varsity sports, while recreation and intramurals expand at the new facility. Likely amenities at the new facility would include:

- First floor retail for associated businesses like sports apparel and healthy eating
- Multi-purpose gymnasiums for basketball, volleyball and community event programming
- Multi-purpose mezzanine for seasonal activities and tournament camping
- Dance and aerobics studio
- Cardio studio
- Jogging track
- Locker rooms and other support activities

Outdoor Recreation

Outdoor athletics should be expanded on the east-end of campus for varsity sports and student recreation. Priorities should include softball, multi-purpose field, soccer bleachers, and concessions and toilet rooms.

END OF DOCUMENT

RESOLUTION F01-23

ADMINISTRATION OF CAPITAL FACILITIES PROJECTS

WHEREAS, Shawnee State University received appropriations for capital facilities projects from the General Assembly pursuant to HB 687 of the 134th General Assembly; and

WHEREAS, for state capital appropriations under \$4 million, Ohio Revised Code Section 3345.50 requires the Board of Trustees to notify the Chancellor of the Ohio Department of Higher Education in writing of its intent to locally administer the capital facilities projects; and

WHEREAS, the University's capital facilities projects are also subject to procedures developed in accordance with Ohio Revised Code Section 153.16 for the selection of consultants, preparation and approval of contract documents, receipt of bids, and award of contracts with respect to such projects;

THEREFORE, BE IT RESOLVED, the Shawnee State University Board of Trustees will ensure compliance with O.R.C. Section 153.16 and directs the Vice President for Finance and Administration to submit the written notification of the University's intent to locally administer the capital facilities projects, as required.

(February 10, 2023)

RESOLUTION F02-23

APPROVAL OF POLICY 4.95 FLEXIBLE WORK ARRANGEMENTS

WHEREAS, Policy 4.95, Flexible Work Arrangements, addresses the need to offer flexible work options to employees to support recruitment and retention of top talent; and

WHEREAS, the University conducted a six-month pilot program to test the viability of flexible arrangements, including remote and hybrid work and flexible scheduling; and

WHEREAS, a survey of University managers and employees provided comprehensive feedback on the efficacy of such arrangements; and

WHEREAS, the policy establishes formal parameters for flexible work arrangements, with the operational needs of the university being the primary consideration for all arrangements; and

WHEREAS, Policy 4.95, Flexible Work Arrangements, has been recommended by the President for Board of Trustees approval; and

WHEREAS, detailed procedures are under development;

THEREFORE, BE IT RESOLVED that the Board of Trustees of Shawnee State University hereby approves Policy 4.95, Flexible Work Arrangements.

(February 10, 2023)

Shawnee State University

POLICY TITLE:	FLEXIBLE WORK ARRANGEMENTS
POLICY NO. :	4.95
ADMIN CODE:	3362-4-65
PAGE NO.:	1 OF 2
EFFECTIVE DATE:	02/10/2023
NEXT REVIEW DATE:	02/2026
RESPONSIBLE OFFICER:	VPFA
APPROVED BY:	BOARD OF TRUSTEES

1.0 INTRODUCTION

Shawnee State recognizes the value of flexible work options, and understands that offering flexible work arrangements can result in improved productivity, recruitment and retention of top talent, and improved employee satisfaction. Offering workplace flexibility is a strategy for using resources most efficiently and providing the best environment for supporting staff while meeting the University's needs.

2.0 PURPOSE

The purpose of this policy is to provide a structure and guidelines to support flexible work arrangements at the University, enabling managers to balance the operational and educational demands of the University with the preferred work arrangements of eligible employees. The goal of flexible work arrangements is to improve employee wellness by creating better work-life balance and improving employee recruitment and retention while maintaining a productive, efficient work environment.

3.0 POLICY SCOPE

This policy applies to all University personnel, unless specifically excluded based on job duties or the scheduling demands of the University. This Policy does not apply to faculty, students, or other temporary employees.

4.0 POLICY STATEMENT

- 4.1 Flexible work arrangements should be implemented in a fair and equitable manner throughout the University, but eligibility depends on job responsibilities, service obligations, and departmental needs.
- 4.2 Flexible work arrangements are a discretionary benefit to eligible employees based on the needs of the University; such arrangements should not be viewed as automatic or permanent in light of the varying roles and responsibilities of employees and changing needs of the University over time.

- 4.3 The primary criterion for determining approval of a flexible work arrangement for any employee shall be whether the arrangement meets the business needs of the department and University. Flexible work arrangements may be appropriate for staff in some positions and departments but may not be possible for all. While acknowledging that not every position is appropriate for a flexible work arrangement, supervisors, department heads, and vice presidents should strive to ensure reasonable and equitable access to these options. Vice presidents should ensure that flexible work arrangements are offered in a manner that does not violate the University's policies against discrimination. Careful consideration should be given to create a flexible work arrangement that will set the employee and the unit or department up for success.
- 4.4 Flexible work arrangements need to ensure the delivery of quality service to our students, employees and external constituents, and that the University maintains a vibrant and connected campus community.
- 4.5 Flexible work arrangements are to be documented and regularly evaluated, and are subject to termination in accordance with the accompanying procedure. The University reserves the right to require, deny, alter or cease flexible arrangements based on the unit's business needs, the individual's work performance, and other relevant factors.
- 4.6 The approval of a remote work plan and other flexible work arrangements is not a right of an employee and it also does not change the terms and conditions of employment with the University. Employees with flexible work arrangements remain subject to applicable University policies and procedures, collective bargaining agreements, and federal and state laws.
- 4.7 Flexible work arrangements are not appropriate nor required for occasional, non-routine flexibility in work hours or location.
- 4.8 The University may permit variations of flexible work arrangements that modify the provisions set forth in this policy or accompanying procedure in response to a short- or long-term University declared emergency or other operational or educational needs. Any such declaration or need will be communicated to the affected employees, as well as any permitted variations, depending on the nature of the emergency or University need.

History

Effective: 02/10/2023

RESOLUTION F03-23

APPROVAL OF REVISION OF POLICY 5.16REV, PRESIDENT'S AUTHORITY TO APPOINT PERSONNEL & MANAGE POSITIONS

WHEREAS, the Ohio Revised Code designated the Board of Trustees as the appointing authority for all officers and employees of Shawnee State University; and

WHEREAS, Ohio law permits the Board to delegate appointing authority, including the authority to hire, promote, demote, and discipline employees, to other University officials; and

WHEREAS, in existing Policy 5.16REV, the Board delegated to the President the authority to manage employees within the approved budget, and to appoint and approve compensation for all employees other than executive positions; and

WHEREAS, it is in the University's interest to clarify and modify the authority delegated to the President under Policy 5.16REV, and to further define the President's authority to sub-delegate parts of such authority;

NOW, THEREFORE, IT IS RESOLVED that the Shawnee State University Board of Trustees approves revising Policy 5.16REV, President's Authority to Appoint Personnel & Manage Positions.

(February 10, 2023)

Shawnee State University

POLICY TITLE:	PRESIDENT'S AUTHORITY TO APPOINT PERSONNEL & MANAGE POSITIONS
POLICY NO. :	5.16REV
ADMIN CODE:	3362-5-17
PAGE NO.:	1 OF 2
EFFECTIVE DATE:	2/10/2023 <u>12/16/16</u>
NEXT REVIEW DATE:	12/2019 — <u>2/2026</u>
RESPONSIBLE OFFICER(S):	PRESIDENT
APPROVED BY:	BOARD OF TRUSTEES

1.0 PURPOSE

The Board of Trustees delegates to the President of the University authority to manage positions within the approved budget, and as set forth by this policy, appoint and terminate University personnel and establish compensation in conformance with other Board of Trustee policies and directives and the laws of the State of Ohio.

2.0 POSITION AUTHORIZATION

- 2.1 The Board of Trustees authorizes the President to determine the appropriate numbers of executives (vice president, general counsel, associate provost, and dean positions), senior level administrators (director positions), other administrators, faculty, and support staff that are necessary to effectively manage the University.
- 2.2 The President will provide the Board of Trustees with proposed numbers of needed positions for each above employment category for budgetary approval on an annual basis.
- 2.3 The President or designee has the authority to determine faculty positions as tenure-track or non-tenure track.
- 2.4 The President is authorized to create all other categories of positions in accordance with established procedures.

3.0 PERSONNEL ACTIONS

- 3.1 Board of Trustees² approval is required for executive appointments (vice president, associate provost, general counsel, and dean) and for the award of tenure for faculty.

- 3.2 The President, with advance notice to and written approval from the Chair of the Board of Trustees^[MM1], has the authority to demote or terminate an executive and appoint an interim replacement pending a search for a successor to the position.
- 3.3 The President is given authority to employ, appoint, promote, and discipline (up to and including termination) ~~effect status changes, and terminate~~ all other categories of employees, including faculty.
- 3.4 The President or designee is the appointing authority for classified employees.
- 3.5 The President may delegate the authority to extend offers of employment for approved positions. The President also may delegate authority and to perform any of the functions discussed in section 3.3, above, terminate employment in accordance with Board of Trustees policies or applicable collective bargaining agreements.

4.0 PROCEDURES

The President may establish procedures to effectively administer this policy, including the delegation of personnel-related functions.

History

Effective: 10/13/06

Revised: 12/16/16; 11/18/11

Shawnee State University

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- 2.4 The President is authorized to create all other categories of positions in accordance with established procedures.

3.0 PERSONNEL ACTIONS

- 3.1 Board of Trustees approval is required for executive appointments (vice president, associate provost, general counsel, and dean) and for the award of tenure for faculty.
- 3.2 The President, with advance notice to and written approval from the Chair of the Board of Trustees, has the authority to demote or terminate an executive and appoint an interim replacement pending a search for a successor to the position.

- 3.3 The President is given authority to employ, appoint, promote, and discipline (up to and including termination) all other categories of employees, including faculty.
- 3.4 The President or designee is the appointing authority for classified employees.
- 3.5 The President may delegate the authority to extend offers of employment for approved positions. The President also may delegate authority to perform any of the functions discussed in section 3.3, above, in accordance with Board of Trustees policies or applicable collective bargaining agreements.

4.0 PROCEDURES

The President may establish procedures to effectively administer this policy, including the delegation of personnel-related functions.

History

Effective: 10/13/2006

Revised: 02/10/2023; 12/16/2016; 11/18/2011

RESOLUTION F04-23

APPROVAL OF RENAMING AND REVISION OF POLICY 5.39REV MARKETING, BRANDING, & USE OF UNIVERSITY LOGO

WHEREAS, Shawnee State University owns valuable rights to trademarks, trade names, and other intellectual property associated with the University; and

WHEREAS, University officials wish to continue promoting the University through the use of items associated with its brand, in recruiting, development, alumni and community relations, athletics, and other functions; and

WHEREAS, the University also wishes to continue to protect its trademarks, logos, and other branding items from improper uses; and

WHEREAS, it is in the University's interest to bolster the existing Marketing and Branding policy by specifically addressing permissions needed before Shawnee State logos are used for matters other than official University business; and

WHEREAS, revisions to Policy 5.39Rev, Marketing, Branding, and Use of University Logo have been recommended by the President;

NOW, THEREFORE, IT IS RESOLVED that the Shawnee State University Board of Trustees approves renaming Policy 5.39Rev, Marketing & Branding to Marketing, Branding, and Use of University Logo, and revising the policy with new language regarding permission for use of logos for matters other than official University business.

(February 10, 2023)

Shawnee State University

POLICY TITLE:	MARKETING, BRANDING & <u>USE OF UNIVERSITY LOGO</u>
POLICY NO. :	5.39
ADMIN CODE:	3362-5-39
PAGE NO.:	1 OF 2
EFFECTIVE DATE:	03/13/2002 /10/2023
NEXT REVIEW DATE:	02/2026 03/2023
RESPONSIBLE OFFICER(S):	VPA&EA VPAEM
APPROVED BY:	BOARD OF TRUSTEES

1.0 OVERVIEW

- 1.1 Shawnee State University is the owner of all right, title and interest in its trademarks, trade names, graphic images, logos, seals, symbols, mascot, taglines, and any other marks associated with the University and its brand.
- 1.2 Shawnee State's brand is a valuable asset and should be promoted and protected. Consistent use of Shawnee State University's brand (colors, images, style, fonts, logos, marks) reinforce the University's image, reputation, and relationship with key stakeholders, including students and families, prospective students, donors, alumni and community partners.
- 1.3 The Office of Marketing & Communications is the official manager of the SSU brand and is charged with establishing and enforcing branding guidelines that are available on the Office of Marketing & Communications website and overseeing appropriate use of Shawnee State University's logos, the University Seal, identity marks including names like "Shawnee State" and brand elements.
- 1.4 The Office of Marketing & Communications will function to support institution-level priorities, including the university website; recruiting for enrollment management and admissions; development, alumni & community relations; and executive communications. Students, colleges, departments and programs will receive direct brand design support from the Office of Marketing & Communications only where sponsored by the corresponding Vice President. Design services for publications and materials not supported by the Office of Marketing & Communications are accessible through University Printing Services.

2.0 BRAND COMPLIANCE

2.1 Admissions Recruitment, Development, Alumni Relations and Athletics Promotion:

~~2.1.1~~ All materials used in official marketing campaigns, to recruit new students, build relationships with alumni and donors, fundraise, or promote athletics must be coordinated through the Office of Marketing & Communications to adhere to established marketing strategies.

2.2 Internal Divisions, Departments & Units:

~~2.2.1~~ Units, staff, students, departments, and divisions carrying out activities that would enhance the University's reputation and that carry the University's logo must follow established branding guidelines available on the Office of Marketing & Communications website. Design services may be accessed through University Printing Services.

3.0 USE OF SHAWNEE STATE LOGOS

3.1 The University has registered its marks to ensure protection of the integrity and identity of the University.

3.2 Permission is needed by the Office of Marketing & Communications for use of the University name or marks for anything other than Official University business. This applies to student groups and organizations that would like to use the University name in conjunction with their group or activities, or those groups desiring use of the University's identifying marks.

3.2.1 A registered student organization or sport club may make use of the University name in its title, publications or letterhead, but may not use the name in a manner that would constitute an endorsement, approval or underwriting of any organization, product, activity, service or contract by Shawnee State University. Ex: "The Chemistry Club at Shawnee State" is permissible. "The Shawnee State Chemistry Club" is **not** permissible.

3.2.2 A registered student organization or sport club may make use of the University logo only if granted written permission by the Office of Marketing & Communications.

3.0 LICENSING

3.1 Use of Shawnee State University trademarked name, logos and brand are prohibited by external vendors without a license agreement or other contractual agreement.

~~43.2~~ License agreements may be obtained through the Office of Marketing & Communications who will coordinate with Procurement Services.

54.0 EXCEPTIONS

Promotional materials, including posters, flyers, and t-shirts, that are event-specific, are not a part of a marketing campaign, and do not carry the University logo are not subject to the branding guidelines

56.0 GUIDELINES

Official branding guidelines will be established and posted on the Office of Marketing and Communications web site at www.shawnee.edu.

History

Effective: 02/10/17

Revised: 02/10/23; 03/13/20

Shawnee State University

POLICY TITLE:	MARKETING, BRANDING, & USE OF UNIVERSITY LOGO
POLICY NO. :	5.39REV
ADMIN CODE:	3362-5-39
PAGE NO.:	1 OF 2
EFFECTIVE DATE:	02/10/2023
NEXT REVIEW DATE:	02/2026
RESPONSIBLE OFFICER:	VPAEM
APPROVED BY:	BOARD OF TRUSTEES

1.0 OVERVIEW

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- 1.2 Shawnee State’s brand is a valuable asset and should be promoted and protected. Consistent use of Shawnee State University’s brand (colors, images, style, fonts, logos, marks) reinforce the University’s image, reputation, and relationship with key stakeholders, including students and families, prospective students, donors, alumni and community partners.
- 1.3 The Office of Marketing & Communications is the official manager of the SSU brand and is charged with establishing and enforcing branding guidelines that are available on the Office of Marketing & Communications website and overseeing appropriate use of Shawnee State University’s logos, the University Seal, identity marks including names like “Shawnee State” and brand elements.
- 1.4 The Office of Marketing & Communications will function to support institution-level priorities, including the university website; recruiting for enrollment management and admissions; development, alumni & community relations; and executive communications. Students, colleges, departments and programs will receive direct brand design support from the Office of Marketing & Communications only where sponsored by the corresponding Vice President. Design services for publications and materials not supported by the Office of Marketing & Communications are accessible through University Printing Services.

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- 2.2 Internal Divisions, Departments & Units: Units, staff, students, departments, and divisions carrying out activities that would enhance the University’s reputation and

that carry the University's logo must follow established branding guidelines available on the Office of Marketing & Communications website. Design services may be accessed through University Printing Services.

3.0 USE OF SHAWNEE STATE LOGOS

- 3.1 The University has registered its marks to ensure protection of the integrity and identity of the University.
- 3.2 Permission is needed by the Office of Marketing & Communications for use of the University name or marks for anything other than Official University business. This applies to student groups and organizations that would like to use the University name in conjunction with their group or activities, or those groups desiring use of the University's identifying marks.
 - 3.2.1 A registered student organization or sport club may make use of the University name in its title, publications or letterhead, but may not use the name in a manner that would constitute an endorsement, approval or underwriting of any organization, product, activity, service or contract by Shawnee State University. Ex: "The Chemistry Club at Shawnee State" is permissible. "The Shawnee State Chemistry Club" is **not** permissible.
 - 3.2.2 A registered student organization or sport club may make use of the University logo only if granted written permission by the Office of Marketing & Communications.

4.0 LICENSING

- 4.1 Use of Shawnee State University trademarked name, logos and brand are prohibited by external vendors without a license agreement or other contractual agreement.
- 4.2 License agreements may be obtained through the Office of Marketing & Communications who will coordinate with Procurement Services.

5.0 EXCEPTIONS

Promotional materials, including posters, flyers, and t-shirts, that are event-specific, are not a part of a marketing campaign, and do not carry the University logo are not subject to the branding guidelines.

6.0 GUIDELINES

Official branding guidelines will be established and posted on the Office of Marketing and Communications web site at www.shawnee.edu.

History

Effective: 02/10/17

Revised: 02/10/23; 03/13/20

RESOLUTION F05-23

**SHAWNEE STATE UNIVERSITY DEVELOPMENT
FOUNDATION MEMBER APPOINTMENTS**

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

WHEREAS, at its December 9, 2022 meeting, the SSUDF recommended by Resolution 2022.3 (copy attached) the term extension of certain existing board members;

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

Member:	Term Ending:
Chris Brown	December 31, 2025
Lisa Johnson	December 31, 2025
Lloyd Martin	December 31, 2025
Matthew Wisecup	December 31, 2025
Aaron Adams	December 31, 2025

(February 10, 2023)

RESOLUTION 2022.3
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 term extension of certain existing board members;

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

Member:	Term Beginning:	Term Ending:
Chris Brown	January 1, 2023	December 31, 2025
Lisa Johnson	January 1, 2023	December 31, 2025
Lloyd Martin	January 1, 2023	December 31, 2025
Matthew Wisecup	January 1, 2023	December 31, 2025
Aaron Adams	January 1, 2023	December 31, 2025

(December 9, 2022)

RESOLUTION F06-23

**SHAWNEE STATE UNIVERSITY DEVELOPMENT FOUNDATION
ADOPTION OF POLICIES AND CODE OF REGULATIONS**

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

WHEREAS, the Shawnee State University Development Foundation has acted and approved Resolution 2022.4 at their December 22, 2022 special meeting;

THEREFORE, BE IT RESOLVED that the Board of Trustees of Shawnee State University hereby approves the attached Development Foundation Resolution 2022.4.

(February 10, 2023)

RESOLUTION 2022.4

Shawnee State University Development Foundation Policies & Code of Regulations

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, a comprehensive review of SSU Development Foundation policies and Code of Regulations has been undertaken and comprehensive updates are required;

THEREFORE, BE IT RESOLVED, the SSU Development Foundation hereby recommends to the SSU Board of Trustees, revisions to SSU Development Foundation policies and code of regulations as presented.

(December 22, 2022)

SHAWNEE STATE UNIVERSITY DEVELOPMENT FOUNDATION POLICIES

- 1.0 Fundraising & Development Activities
 - 2.0 Gift Types
 - 3.0 Accounting & Reporting
 - 4.0 Governance, Management and Disclosure Policies
 - 5.0 Use of Gifts & Endowment
 - 6.0 Investment Policies
-
- 1.0 Fundraising & Development Activities
 - 1.1 Shawnee State University (“University”), seeks to obtain gift and grant support from alumni, friends, corporations, foundations, government and quasi-governmental entities. Gift and grant support is a necessary financial supplement for the University, its schools and colleges, and its students.
 - 1.2 The Shawnee State University Development Foundation (“Development Foundation”) has the mission of making friends and raising funds in support of Shawnee State University. The Development Foundation is responsible for implementing fundraising plans to meet university needs, for cultivating, soliciting and stewarding gifts and grants in support of those needs, and for recommending and approving activities in support of the solicitation and acquisition funds for that purpose.
 - 1.3 The Development Foundation is responsible for custody, management, and stewardship of funds and property received in support of Shawnee State University. The Development Foundation is the conduit for all donated funds and other contributions to the University and gifts made to Shawnee State University will be received by the Development Foundation.
 - 1.4 Staff and volunteers of the Development Foundation shall promote the overall academic and cultural goals of the University, and steward funds to ensure high quality investment, careful spending, and thoughtful gift acknowledgment.
 - 2.0 Gift Types
 - 2.1 The Development Foundation welcomes gifts of all types, but reserves the right to refuse any gift for any reason, including but not limited to acceptance causing unacceptable expenses, creating a conflict of interest or perception thereof, or is otherwise not in the best interest of the Development Foundation or University. The Development Foundation Board Executive Committee will make determinations regarding gift acceptance in cases where the gift is not explicitly permitted herein or the Executive Director of Development otherwise deems a review is warranted.
 - 2.2 Where the acceptance of a gift or pledge entails an expressed or implied financial obligation on the part of University, the Development Foundation shall seek review and approval from the University prior to receiving the gift.

2.3 Cash. The following are gifts are presumed acceptable: cash, checks, money orders, electronic transfers, pledges, or promises to give, both conditional and unconditional. The Development Foundation may refuse conditional pledges if it deems any condition impossible to satisfy. A pledge without a signed pledge form is an intent to give, will not be recorded as an asset of the Development Foundation, and will not receive commemorative status.

2.4 Pledges. Written and signed pledges are presumed contributions receivable and, if deemed to be unconditional, are recognized as revenues in the period they are received. They are recorded at net realizable value if expected to be collected in one year and fair value if expected to be collected in more than one year.

2.5 Gifts-In-Kind. Gifts-in-kind, both asset and non-asset, are presumed acceptable:

(1) Asset gifts-in-kind: The Development Foundation will accept donations of materials and facilities, to the extent that the fair market value of said donations can be readily determined, the donated item's useful life is defined, and receipt of the donated item(s) creates or enhances a Development Foundation asset. Gifts with claimed values of \$5,000 or more must be accompanied by a qualified appraisal, the cost of which is the donor's responsibility.

(2) Non-asset gifts-in-kind: The Development Foundation will accept gifts whose value may be indeterminate, but which nonetheless have educational, artistic, historic, scientific, or other importance. The Development Foundation has the right to sell donated property unless an agreement otherwise is made with the donor. If there is a cost associated with the acceptance of such a gift, the donor may be asked to be responsible for all or part of the cost.

(3) Donated services: The Development Foundation will accept donations of service for commemorative value, to the extent that the fair market value of said donations can be readily determined, and the service either creates or enhances a Development Foundation asset or precludes the purchase of similar service.

(4) Clark Memorial Library: Gifts-in-kind to the Clark Memorial Library ("CML") are encouraged, with the understanding that the CML decide on acceptance and disposition of any such items, including whether an item will at the time of gift or anytime thereafter be added to the CML collection, temporarily or permanently displayed, sold, exchanging, donated, or otherwise discarded. All other rules under Section 2.5 above apply as applicable.

(5) Intellectual Property: The Development Foundation may accept gifts of intellectual property in the form of patents, copyrights, trademarks, trade secrets, artworks, musical compositions, and other similar or related property rights. The Development Foundation has the right to sell donated property unless an agreement otherwise is made with the donor.

- 2.6 Perpetual Trusts. The Development Foundation may accept perpetual trust agreements and charitable remainder trusts, both charitable remainder annuity trusts (CRATS) and charitable remainder unitrusts (CRUTS), but will not act as trustee.
- 2.7 Life Insurance. The Development Foundation may accept gifts of life insurance policies which build cash value (whole-life, universal life and variable life policies) and will accept both existing life insurance policies and life insurance policies purchased specifically for the Development Foundation. The Development Foundation must be the irrevocable owner, beneficiary, and holder of any insurance gift. A term life insurance policy that names the Development Foundation as a beneficiary will be construed as an intent to give and will only be recorded as a gift if accompanied by a written and signed pledge agreement in accordance with the terms hereinabove.
- 2.8 Charitable Gift Annuity. The Development Foundation may accept charitable gift annuities and deferred gift annuities for a minimum of \$5,000 for the initial contribution and \$2,000 for each additional contribution. Further, the Development Foundation will accept annuity contributions for one life, two lives in succession, or joint and survivor agreements and will also accept Deferred Gift Annuities. Contributions will be limited to cash, securities, and real estate for which there is a ready market. Charitable gift annuity payment rates vary by the donor's age. The Development Foundation will use, as a maximum, the annuity table suggested by the American Council of Gift Annuities.
- 2.9 Bequest. A bequest of estate documented by a copy of the donor's will or a letter from the donor confirming the commitment will be encouraged.
- 2.10 Gifts of Real Property. Real estate donations and charitable bargain sales may be accepted, but are presumed to be subject to review by the Executive Committee. Acceptance is contingent upon several issues, including but not limited to location, marketability, improvements, accessibility, and parcel size. Gifts of real property with donor-retained life estate may be accepted.
- 3.0 Accounting & Reporting
- 3.1 Gift Processing. It is the policy of the Development Foundation to process gifts in the most timely manner possible.
- 3.2 Accounting Procedures. The Development Foundation shall establish and maintain procedures and processes related to operational accounting and gift reporting, including but not limited to cash handling and disbursement, gift receipting, month-end closing, and year-end closing.
- 3.3 Fund Deposits. All gifts shall be deposited into the Development Foundation account by specific designation, e.g., scholarship, library, unrestricted, temporarily restricted, or permanently restricted, etc., as designated by the donor or by the

donor's representative and agreed to by the Executive Director of Development. If there is no designation, the gift will be deposited in unrestricted funds.

3.4 Gift Valuation.

A cash gift shall be entered and assigned to a specific fund. The amount of the gift shall determine the donor's gift club status (as later defined in Section 3.12) and such status will be recorded when the gift is entered. A pledge of a gift shall be entered as a pledge to a specific account and a pledge reminder shall be sent to the prospective donor at the time the donor requests and/or in November of the year the pledge is made. Matching gift accounting will be included in a donor's giving record where applicable.

A gift-in-kind shall be entered for the estimated fair market value of the gift as determined by the donor and accepted by the Development Foundation. The donor will receive non-cash credit for the value and may apply it to gift club membership. A gift of stock (securities) shall be entered for the market value of the stock on (1) the day the stock is transferred to the Development Foundation; or (2) the date of the newly-issued stock certificate in the Development Foundation's name; or (3) the date the stock power and/or the stock certificate is mailed or brought to the University as agreed upon by the donor and the Executive Director of Development. The gross (market) value shall be credited to the donor and applies for gift club membership. The proceeds realized from the sale of the stock will be entered and assigned to a specific account.

A gift of a bond shall be entered at the market value of the bond. The donor shall receive credit for this value and such credit applies to gift club membership. The donor does not receive gift credit for the dividends realized from the bond; the dividends may be assigned to a specific account designated by the donor.

Real property shall be entered for the fair market value as determined by the Development Foundation Board and in accordance with generally accepted accounting principles.

3.5 Receipting and/or Acknowledging. All gifts shall be receipted and acknowledged for the tax year the gift is made.

3.6 Gifts in Kind. The Executive Director of Development will establish procedures for the review, acceptance and processing of gifts in kind to ensure full compliance with IRS rules and to ensure that the burden and costs of tax deductibility for such gifts rests with the donor. Gifts in kind placed in use or held by the Development Foundation, will be valued at appraised value or, where no formal appraisal is required, at a reasonable value placed on it by the donor. Gifts in kind not placed in use or held by the Development Foundation will be valued at zero dollars.

3.7 Doubtful Pledge Allowance. The Development Foundation will use the allowance for doubtful pledges receivable, a contra-asset account, to reduce the reported

amount of the pledge receivables to the estimated amount that is expected to be collected. To calculate the estimated amount to be collected, pledge receivables will be individually reviewed at the end of each fiscal year. At that time, the Development Foundation will evaluate the collectability of the pledges based on historical collections and other knowledge obtained on the individual pledge. The Development Foundation shall provide a report to the Accountant at year end which individually lists all pledges, sorted by restriction and expected receipt of the pledge, indicating the amount estimated to be uncollectible. The total of all estimated amounts determined to be uncollectible will be recorded to the allowance for doubtful pledge receivables account and netted against pledge receivables for reporting purposes. The Development Foundation is required to report unconditional pledge receivables due greater than one year at fair value. Therefore, these pledges must be appropriately discounted to reflect the correct fair value. To calculate the discounted pledges, the pledge receivables outstanding are evaluated individually for their expected receipt of the pledge. All pledges that are due greater than one year will be discounted using a rate equal to the Moody AAA corporate bond rate at the date of the gift. The daily AAA Corporate bond rates will be downloaded from the Federal Reserve Bank website and used to determine the pledge discount rate. The total calculated discounted amount (gross pledge less present value of pledge) will be recorded to the contra-asset account labeled Discounts – long term pledges and then netted against the gross receivables for reporting purposes.

3.8 Write-Offs. Contributions receivable (pledges) should be written off when there is relative certainty that no further payments will be received. At least once per year, the Development Foundation shall mail to all donors with outstanding pledge commitments, whether delinquent or not, a Pledge Statement, or Pledge Reminder, or both, that shall notify the donor of her respective pledge account status. Pledges will be written-off if a donor delivers written documentation to the Development Foundation that no further payments will be made by the donor to the Development Foundation in fulfillment of the outstanding pledge. In the absence of such written documentation from a donor, pledges will be written off at such time as: (a) no payment has been made toward the pledge for at least two years following either the most recent payment due date (In the event of a multi-year pledge or other pledge requiring scheduled periodic installment payments, each scheduled periodic installment payment shall be deemed a payment due date) or the most recent communication from the donor otherwise indicating an intent to make a payment; and (b) for pledges with an outstanding unpaid balance under \$10, the pledge may be written off at the discretion of the Executive Director without further action; or for pledges with an outstanding unpaid balance of \$10 or more, where the Development Foundation has sent a letter to the donor's last known address requesting information on the status of the pledge and the donor has not responded for at least thirty (30) days. Prior to the close of each fiscal year, the Development Foundation shall prepare a report of all accounts that meet the foregoing criteria and the University President shall review and approve all such pledge write-offs.

3.9 Capitalization Policy. The Development Foundation and its employees have a fiduciary responsibility to the local community and to the University it serves to

properly capitalize and depreciate all capital assets. A Capital Asset is defined as a unit of property that meets both of the following conditions: (1) has an economic useful life that is greater than 12 months; and (2) the combined acquisition cost plus placed in service cost are more than \$10,000. Repairs, maintenance, renewals, and betterments that materially prolong the useful lives of assets are capitalized at cost. All acquisitions of property and equipment and all expenditures for repairs, maintenance, renewals and betterments that materially prolong the useful lives of assets, meeting the definition of a capital asset above, will be capitalized at cost on the date acquired. Any items costing less than the aforementioned amount will be expensed on the Development Foundation's books during the appropriate fiscal period. Any items with an economic useful life less than 12 months are required to be expensed for financial statement purposes, regardless of acquisition cost. Depreciation will be computed using the straight-line method over the useful life of the asset as follows: office equipment and furniture 5 years; land improvements 15 years; buildings 40 years. Donations of land, buildings and equipment are recorded as support and capitalized at their estimated fair value at the date of the gift. Such donations are reported as unrestricted support unless the donor has restricted the donated asset for a specific purpose. Donations of long-lived assets received by the Development Foundation without donor-imposed stipulations about how long the property must be used will be recorded with no implied time restriction. Therefore, by not implying a time restriction the unrestricted net assets are increased by the full amount of the contribution in the year of the donation, and then decreased each year until the building or property is fully depreciated.

3.10 Gift Credit for Commemorative/Naming Opportunities. Gifts to the Development Foundation may be credited by the Development Foundation for commemorative value in a different manner than that accepted by the Internal Revenue Service. Naming opportunities may be reserved under certain circumstances with approval by the Development Foundation Board. Gift credit for all gifts will count toward commemorative opportunities such as published listings, club memberships, and naming rights for buildings, rooms, and programs, according to the following guidelines:

3.10.1 Cash is counted at face value.

3.10.2 Pledges are counted at face value when properly documented. The named gift opportunity will be activated when 50% of the total pledge is made.

3.10.3 Gifts of stock and securities shall be valued at the (gross) market value of the stock on (1) the day the stock is transferred to the Development Foundation; or (2) the date of the newly-issued stock certificate in the Development Foundation's name; or (3) the date the stock power and/or the stock certificate is mailed or brought to the University as agreed upon by the donor and the Executive Director of Development. The gross (market) value shall be credited to the donor and applies for gift club membership. The proceeds realized from the sale of the stock will be entered and assigned to a specific account.

- 3.10.4 Real property, personal property, equipment and other in-kind gifts. A gift-in-kind shall be entered for the estimated fair market value of the gift as determined by the donor or by the donor's representative, based on valuation of an expert individual appraiser, and accepted by the Development Foundation. The donor will receive non-cash credit for the value and may apply the value to gift club membership. Where the donor does not accompany this gift with an appraisal, the university may value the gift based on a "best estimate". Further, if the value of the gift to the University exceeds its fair market value, the University may consider its greater value for internal and/or commemorative purposes.
- 3.10.5 Charitable lead trusts shall be counted at the cumulative value of the annual gifts received. The named gift opportunity will be activated when 50% of the total pledge is made.
- 3.10.6 Charitable Remainder Trusts (for which the University is the irrevocable beneficiary) will be counted at fair market value of the assets given, if the donor is 65 years of age or older. If the donor is less than 65 years of age, the value of the charitable remainder trust for commemorative opportunity purposes will be reduced by 1 % for each year between the donor's age and age 65.
- 3.10.7 Insurance gifts which are fully paid up will count at full value of the death benefit if the insured is 65 years of age or older. If the donor is less than 65 years of age, gifts of fully paid up insurance will be reduced by 3% for each year between the donor's age and age 65. The donor will receive credit of a minimum of two times the cash value of the policy. Insurance gifts, by donors of 65 years of age or older, which are not yet paid up will count for full death benefits if the policy is paid within five years. If the insured is less than 65 years of age, insurance gifts for which the donor is paying premiums will be reduced by 5% for each year between the donor's age and age 65. The donor will receive credit of a minimum of two times the value of five years of premium payments. For gifts of insurance, the Development Foundation must be the irrevocable owner, beneficiary and holder of a life policy. Universal life and variable insurance policies will be evaluated on a case by case basis.
- 3.10.8 A charitable gift annuity by donors of 65 years of age or older will be counted at the full amount of the annuity. A charitable gift annuity by donors under the age of 65 will be reduced by 1% for each year between the donor's age and age 65. Credit for Deferred Gift Annuities will be based on the age that payments begin.
- 3.10.9 An irrevocable bequest, documented by a pledge to make a will, documented copy of the donor's will or a letter from the donor or the donor's attorney confirming the commitment, will be counted at full value for individuals 65

years of age or older. For individuals under age 65, the gift will be reduced 5% for each year between the donor's age and age 65. The University will also require a signed statement attesting to the present value of the gift.

- 3.11 **Publicity Procedures.** The Development Foundation shall establish and maintain procedures and processes related the receipt, acknowledgement, recognition, and publicity of gifts and gift commemoration.
 - 3.12 **Gift Clubs and Benefits.** The Development Foundation shall establish and maintain procedures and processes for recognition of donors who make pledges and gifts of certain amounts, cumulative amounts, for consecutive periods of time, or for other milestones as may be determined. Any benefits provided in connection with such clubs shall be disclosed to the donor in accordance with IRS regulations.
 - 3.13 **Stewardship.** Financial and informational reporting is a high priority of the Development Foundation and as such the Development Foundation will prepare and distribute: (1) an annual report for the organization describing Development Foundation fundraising, revenue, expenses, supported programs, and other financial and non-financial activity for donors, alumni, supporters, and other Development Foundation and University constituents; (2) an annual report for all donors with whom endowment agreements have been made about the state of their funds, interest earned, etc.; and (3) a quarterly report of all gifts made to the Development Foundation from the beginning of the year (July 1) to the current date with corresponding information from the previous three years for the Development Foundation Board and University President.
 - 3.14 **Anonymous Donors.** The Development Foundation will take reasonable steps to honor and protect the anonymity of donors who express a desire to remain anonymous to the extent permitted by law.
- 4.0 **Governance, Management and Disclosure Policies.**
- 4.1 **Scope.** The following statement of policy applies to each member of the Development Foundation Board and to all officers of the Development Foundation. It is intended to serve as guidance for all persons employed by the Development Foundation in positions of significant responsibility for the activities of the Development Foundation.
 - 4.2 **Fiduciary Responsibilities.** Members of the Development Foundation Board, officers, and employees of the Development Foundation serve the public trust and have a clear obligation to fulfill their responsibilities in a manner consistent with that service. All decisions of the Board and officers are to be made solely on the basis of a desire to promote the best interest of the Development Foundation and Shawnee State University. The integrity of the Development Foundation and Shawnee State University must be protected and advanced at all times.
 - 4.3 **Development Foundation members and employees inevitably are involved in the**

affairs of other institutions and organizations. Each director, officer, and employee is responsible for ensuring that the Board is made aware of situations that involve personal, familial, or business relationships that may be a conflict of interest or create an appearance of a conflict for the Development Foundation or Shawnee State University. Thus, the Board requires each Development Foundation Board member and officer annually (1) to review this policy; (2) to disclose personal, familial, or business relationships that reasonably could give rise to a conflict of interest involving the Development Foundation or Shawnee State University; and (3) to acknowledge by signature that he or she is in accordance with the letter and spirit of this policy.

- 4.4 All Development Foundation Board members and officers should disclose only those substantive relationships that they maintain (or members of their family maintain) with organizations that do business with the University, Development Foundation, or any related or affiliated organization, or which otherwise could be construed to affect potentially their independent, unbiased judgment in light of their decision-making authority or responsibility. Any uncertainties as to the appropriateness of listing a particular relationship may be resolved by consultation with the Chair of the Development Foundation, who in turn may consult with Shawnee State University General Counsel, or the University Board of Trustees.
- 4.5 **Monitoring and Enforcement.** The Executive Director of Development shall annually review all conflict of interest forms submitted by members of the Development Foundation Board. Any conflicts which may exist shall be brought to the attention of the member of the Development Foundation Board.
- 4.6 The following definitions are provided to assist Development Foundation Board members and officers in determining whether to disclose a particular relationship:

Substantive Relationship. One in which a Development Foundation Board member, officer or family member, or an organization with which the Development Foundation Board member, officer, or family member has a business relationship, (1) does ongoing business with the University, the Development Foundation, or any related or affiliated organization or (2) has other direct or indirect dealings with the University, Development Foundation, or any related or affiliated organization from which the Development Foundation Board member, officer or family member benefits directly, indirectly or potentially from cash or property receipts totaling \$1,000 or more annually.

Business Relationship. One in which a Development Foundation Board member, officer, family member, or employee is an officer, director, employee, partner, trustee, controlling stockholder, or the actual or beneficial owner of more than 5% of the voting interest of an organization.

Family Member. A spouse, parent, sibling, child or any other relative of a trust or officer if the latter resides in the same household as the Development Foundation Board member or officer.

- 4.7 Restraint on Participation. Development Foundation Board members or officers who have declared or have been found to have a conflict of interest shall refrain from consideration of proposed transactions, unless for special reasons the board or administration requests information or interpretation. Persons with conflicts shall not vote, participate in discussion, nor be present at the time of the vote. Any proposed transaction in which a conflict of interest has been declared or found to exist must be approved by a majority of the disinterested members of the Board or the appropriate committee of the Board after disclosure of the conflict of interest.
- 4.8 Whistleblower Policy. The State of Ohio whistleblower laws shall apply to all employees of the Development Foundation or University employees providing services to the Development Foundation.
- 4.9 Document Retention and Destruction. The Development Foundation shall follow the University Document Retention Schedule and Policy.
- 4.9 Records Request. The Development Foundation shall follow the University Records Request Policy.
- 4.10 Compensation Plan. The Development Foundation may contract with University for its personnel needs with compensation established in accordance with University compensation policy and through the Development Foundation budget.
- 4.11 Joint Ventures. All joint ventures or similar arrangements with taxable entities shall be examined and reviewed to ensure the tax-exempt status of the Development Foundation shall not be compromised nor put in jeopardy. The Director of the Development Foundation shall submit an annual report to the Development Foundation Board and the University Board of Trustees on all joint ventures with taxable entities, including, but not limited to, a review of applicable federal tax laws as well as those steps taken by the Development Foundation to ensure and protect the continuing tax-exempt status of the Development Foundation.
- 4.12 Review of IRS Form 990. The Executive Director of Development shall submit the completed IRS Form 990, along with all appropriate schedules and attachments, to the Development Foundation Board for review and, subsequently, to the University Board of Trustees as sole member for review prior to the filing of the form with the IRS. The Executive Director of Development shall be available to both the Development Foundation Board and the University Board of Trustees at the time each Board is reviewing the 990 form to respond to any questions and/or comments regarding the 990 form and accompanying documents. The form shall be signed by the Treasurer of the Development Foundation.
- 4.13 Transparency. The most current filed IRS Form 990 shall be made available on the Development Foundation web site as well as upon request. The Development Foundation governing documents, conflicts of interest policy and financial statements are open for review by the public. The Development Foundation will

retain copies of the invoice and/or supporting documentation that provides substantiation of the acquisition cost for audit purposes. These copies will be maintained for a minimum of 5 years.

- 4.14 Audit Review and Oversight. The Finance, Investment & Audit Committee shall assume responsibility for oversight of the yearly Development Foundation audit, and review or compilation of its financial statements on an annual basis.

5.0 Use of Gifts & Endowment.

- 5.1 The Development Foundation encourages donations of non-restricted funds so that money will be available when and where it is most needed. However, there are many opportunities for donors to earmark their funds for special purposes. Donors may direct that their funds be endowed with a gift of \$25,000 or more.

- 5.2 Scholarships. Contributions in any amount will be accepted for inclusion in the Friends of Shawnee State Scholarship Endowment. The fund is designed to award academic or artistic excellence by providing scholarships to students selected. The University encourages contributions to the Fund since it provides the staff with a means to encourage attendance and to award excellence. Contributions to the Friends of Shawnee State can be made in memory of or in honor of a friend or loved one, and an appropriate announcement will be sent as an acknowledgment.

Contributions of a specified minimum amount will be accepted as a separate named scholarship. A minimum of \$1,000 will create a one-time scholarship named for the giver or a person of his/her choice. The University will encourage a gift large enough to award a full tuition scholarship. Depending on the date of the gift, the award may not be given until the following academic year.

For a contribution of \$25,000 or more, the University will name an endowed scholarship, named for the donor or a person of his/her choice. The principal will remain in place and only annual yield may be used toward the awards. The investment policy of the Development Foundation has been formulated to encourage growth as well as earnings so that the scholarship can remain viable over time. The University encourages donations large enough to produce sufficient interest to award a full-tuition scholarship annually. Donors may accumulate gifts toward minimum funding of an endowed scholarship with a gift of \$5,000 or more and a signed agreement. Accumulations of the minimum (\$25,000) must be completed within five years from the date of the agreement. If \$25,000 is not reached within the required time, the agreement will be considered terminated and the funds will be placed in the Friends of Shawnee State Scholarship. Flexible endowments as described in Section 5.18.4 are also welcome to establish a scholarship.

- 5.3 Chairs. Shawnee State University will encourage the creation, through the Development Foundation, of endowed chairs which serve to bring prestige to the professor holding the chair, the person who named it, and to the University. A contribution of \$1,000,000 will be accepted to endow a named faculty chair and the

interest will be used to cover or help defray the cost of salary and other related costs. A contribution of \$100,000 will be accepted to fund a one-year named professorship or visiting professorship. This will cover salary and other related costs such as secretarial assistance, etc. A contribution of \$350,000 will be accepted to create an endowed visiting chair. In this instance the corpus will be invested until such time that sufficient earnings have been realized to fund the position. It is expected that a visiting chair could be appointed every three years. Individual arrangements can be made in regard to lecture series, performing arts series, film series, art purchases, equipment purchases, etc. Individuals wishing to underwrite those activities are encouraged to meet with the Executive Director of Development or heads of the departments involved in the proposed activity.

- 5.4 Buildings & Spaces. Where state funds are allocated for buildings, a minimum of 40% of the construction cost of the building is necessary for a naming opportunity. The base cost may be adjusted periodically (not less than every 5 years) to take into account inflation, replacement cost, building changes and additions, age of building, etc. The University Board of Trustees retains the authority to name a building in honor or memory of an individual, family, or corporation regardless of a monetary donation. Unlike a permanent endowment, University facilities depreciate over time. Accordingly, the naming of a building, facility or space is specific to the named facility. The naming will normally terminate when the building, facility, or space is demolished, substantially altered, or no longer in use by the University. However, when appropriate the naming may be fixed for a term of years. Where feasible, a donor recognized through the naming of a University building, facility, or space that is being replaced will be provided first right of refusal to provide a naming gift for the replacement facility.
- 5.5 Donor advised funds. The Development Foundation welcomes the input of the donors who wish to remain active in the decision making involving the use of their funds. To that end, donors who establish undesignated endowments are invited to meet with the Executive Director of Development to help make that determination annually based on the University's needs.
- 5.6 Earnings from endowment funds will be used to the fullest possible extent for the purpose stated at the fund's creation. The investment policy included elsewhere in this document allows for future distributions of endowment funds to remain as closely aligned as possible to the original intent of the donor.
- 5.7 Academic, research, or administrative programs (e.g. Colleges, Schools, and Centers) are available as recognition to individuals, corporations, foundations, organizations, et al., as a naming opportunity. The naming of a program is expected to continue for as long as the program, or a substantially similar program, is in existence. If and when the program, project, or activity for which the funds were donated ceases to exist, the Development Foundation reserves the right to reallocate the funds where they are most needed.
- 5.8 The Development Foundation reserves the right to remove any commemorative

name for any reason deemed necessary by the Development Foundation Board or the University Board of Trustees.

- 5.9 Maintenance of Gift Records. The Development Foundation keeps records of all gifts made to the Development Foundation. Such records are used to research particular gifts by donor and by designation and are used by the auditors in their annual review of the Development Foundation. All Development Foundation records are confidential to the extent permitted by law.
- 5.10 Salaries, benefits, office equipment, and general fundraising expenses will be shared by the University and the Development Foundation. Funding from the Development Foundation will come from unrestricted funds, short-term earnings on restricted funds, and an administrative fee as described in Section 5.17.4 from the earnings of endowments. Funds will never be allocated from the corpus of restricted funds, endowed or short-term.

Unrestricted funds will be used to support the Development Foundation budget, including overhead, operations, salaries, and campaign expenses. They may also be used for special projects. Earnings from non-endowed fund balances shall be posted to the Operating Reserve Fund and used to fund the Development Foundation budget. The spending policy adopted annually by the Development Foundation will be applied to the endowed unrestricted fund account to be used as unrestricted funds, to include operations.

- 5.11 Restricted endowed gifts will have a portion of their earnings allocated to the Operating Reserve Fund to help defray operating costs. A percentage of the three-year moving average value of the restricted endowment gift, will be allocated to the unrestricted category for the above purpose. That percentage is subject to a review not less than biannually or annually, by the Board. The value of the restricted endowment gift is measured as of December 31 of each year. Until the three years of value can be determined, the allocation will be determined on the value of the restricted endowment gift as of December 31 of the current year.
- 5.12 Gift Fee Procedure. All gifts in excess of \$5,000 will automatically be assessed a 5% fee on gift principal at the time of receipt for the purpose of funding Development Foundation operations unless one of the following conditions are met: (1) The department or division benefiting from the gift may elect to pay the fee (rather than the fee being deducted from the gift principal) when the terms of the gift specifically disallow a fee or cost recovery; or (2) The Executive Director may waive gift fee in extraordinary circumstances.
- 5.13 Restricted Gifts. (Funds given by donor with no spending amount limitation but with restrictions on use.) Restricted gifts shall be distributed according to the intent of the donor.
- 5.14 Unrestricted Gifts. (Funds given by donor with no spending amount limitation and no restrictions on use.) Unrestricted gifts shall be distributed according to the

annual budget adopted by the Development Foundation Board. Where unrestricted gifts exceed expenses in a current year the balance will either be carried forward into the next budget year as an unrestricted reserve or shall be distributed for specific purposes as part of the annual budget adopted by the Development Foundation Board. In an effort to assure availability of unrestricted, un-endowed gifts for use where necessary, the Development Foundation will treat this account conservatively.

- 5.15 Restricted Endowment Income. (Funds given by donor where corpus is to remain intact and use is restricted by choice of donor.) The restrictions of the donor shall be the sole basis for the distribution of the income. The distribution shall be based on the spending policy adopted by the Development Foundation (Policy 5.17) and shall normally be determined and distributed once a year. Calculations will be made on funds donated in one fiscal year for availability in the next fiscal year. Unspent funds from an endowment are subject to the terms of the donor's endowment agreement and the Development Foundation's spending policy for endowments.

Where the acceptance of a restricted endowment entails an expressed or implied financial obligation on the part of Shawnee State University beyond the funds received, the Development Foundation Board shall have the authority to decline the endowment.

- 5.16 Unrestricted Endowment Income. (Funds given by donor where corpus is to remain intact but use is unrestricted.) At the end of the University fiscal year, actual interest, dividend, or net appreciation (to the extent authorized by law) from unrestricted endowment will be determined by the Development Foundation Board.

This distribution shall be based on the spending policy adopted by the Development Foundation and shall normally be determined and distributed once a year, unless a University emergency exists, in which case the President may request an emergency distribution. Calculations will be made in one fiscal year for availability in the next fiscal year. Unspent funds from an endowment are subject to the terms of the donor's endowment agreement and the Endowment Spending Policy.

The recommendations for the distribution of unrestricted endowment income shall be guided by the following principles: Anticipated deficits in current budget of the Development Foundation operations shall be covered out of this income. Unrestricted income shall be used to provide project or special funding rather than ongoing support for continuing University programs.

- 5.17 Spending Policy for Endowments.

5.17.1 Donor Intent. Endowment agreements shall be followed to ensure that funds are retained or disbursed in accordance with donor intent. Specific donor intent described in an endowment agreement will take precedence over UPMIFA standards or the Endowment Spending Policy that follows. To limit the authority of the Development Foundation to expend or accumulate,

an endowment agreement must specifically state limitations.

5.17.2 Ohio UPMIFA. Subject to donor intent, the Development Foundation Board shall determine the amount of endowment funds to accumulate and/or expend based on what it determines is prudent for the uses, benefits, purposes, and duration for which the endowment fund is established. The Development Foundation shall act in good faith, with the care that an ordinary prudent person in a like position would exercise under similar circumstances, and shall consider, if relevant, the following factors: duration and preservation of the endowment fund, purpose of the institution and the endowment fund; general economic conditions; possible effect of inflation or deflation; expected total return from income and the appreciation of investments; other resources of the institution; and the investment policy of the institution.

5.17.3 Spending Rate. Endowed accounts not underwater will be subject to a 4.0% spending rate based on the three-year average book value of each fund, computed as of December 31 each year. In the year in which the gift is received, and until such time as a three-year average book value can be established, the amount available for expenditure shall be determined at the discretion of the Development Foundation Board. The Development Foundation Board may approve exceptions to this policy at any time, particularly to adjust the spending rate accordingly in cases where short- or long-term market performance impact portfolio value or result in an unsustainable change in available spending.

Spending from specific identified funds may be approved with a different spending rate by the Development Foundation Board based on market conditions, perceived needs of the University, and standards of prudence.

If the funds allocated for spending in any given year cannot be spent, then the Development Foundation can determine to return the monies to the fund or retain them in a spending account for the next or future year(s).

5.17.4 Underwater accounts. Endowed accounts that are underwater will be restricted to a 2.0% spending rate based on the three-year average book value of each fund, computed as of December 31 each year. The Development Foundation Board may approve exceptions to this policy at any time.

5.17.5 Administrative Fee. To support Development Foundation administrative and operating costs, (1) Endowed accounts not underwater will be subject to an administrative fee of 1.5% based on the three-year average book value of each fund, computed as of December 31 each year; and (2) Endowed accounts underwater will be subject to a 1.0% spending rate based on the three-year average book value of each fund, computed as of December 31 each year. The Development Foundation Board may approve exceptions to

this policy at any time.

5.18 Dynamic Funds and Static Funds. Funds are described as the total amount in an account (original gifts, any added gifts and investment experience). A fund corpus is the total of all gifts to the fund.

5.18.1 Dynamic Fund. In order to insure the endowment in perpetuity and to allow for its growth, a portion of income is to be returned to each fund. It is the policy of the Development Foundation not to spend the reinvested gains unless it is necessary to do so to follow the intent of the donor. At no time will the corpus of the fund be invaded except as in paragraph 20.2.3 or as authorized by the donor through the written waiver of endowment restrictions. The spending amount will typically be 5% of a three-year average book value of the fund. However, this amount may be adjusted by the Development Foundation Board based on the perceived needs of the University, the performance of the fund and the intent of the donor. An annual fee will be charged to the endowment fund to help defray Development Foundation administration and operating costs. The three-year average book value will be computed as of December 31 each year. In the year in which the gift is received, and until such time as a three-year average book value can be established, the amount available for expenditure shall be determined at the discretion of the Board. The amount available to spend will be determined by the Development Foundation Board. If the funds allocated for spending in any given year cannot be spent, then the Development Foundation can determine to return the monies to the fund or retain them in a spending account for the next or future year(s).

5.18.2 Static Fund. This type of endowment does not allow for the growth of principal over time. The amount available annually to satisfy the purpose of the donor will be reduced the administrative fee as described in Section 5.17.4 .

5.18.3 Dynamic and Static Fund Shortfalls. In the event the investment experience of the endowment produces a loss of funds or if the Development Foundation allocates funds for some point in the future based on a financial position at a point in time and the Endowment (through its investment) does not have the funds in excess of the Corpus to meet its obligation when it comes due, the Development Foundation has the following options: To leave the fund intact, spending nothing; Use unrestricted funds to subsidize the Endowment; Use a portion of the Corpus with the understanding that the corpus must be replenished to its correct base amount as soon as possible. In any event, the base amount (Corpus) of the Endowment must always remain in the Endowment or be replenished as soon as possible unless otherwise specified in the Endowment Agreement or as authorized by the Board.

5.18.4 Flexible or Quasi-Endowment Gifts. These are funds that the Development Foundation Board has determined should be allowed to grow over time.

Since there is no requirement by a donor that they be endowed, the entire principal and any income may, at any time, be used at the sole discretion of the Board. For individuals who are unable to fund an endowment with one lump sum, but wish to see the benefits of their gift immediately, the Development Foundation accepts flexible endowments. Donors must pledge the minimum required to create an endowment. Until the minimum is reached, the donor will give an annual gift equal to the spending amount that would be covered by its income were the endowment fully funded or will give an amount to add to the income to reach the spending amount.

6.0 Investment Policies

- 6.1 The Development Foundation was created to provide perpetual financial support to Shawnee State University. The purpose of these investment policies is to establish guidelines for the Development Foundation's investment portfolio ("Portfolio"). These policies also incorporate accountability standards that will be used for monitoring the progress of the Portfolio's investment program and for evaluating the contributions of the investment consultant(s) and manager(s) hired on behalf of the Development Foundation.
- 6.2 Role of the Committee. The Development Foundation Board Finance, Investment, & Audit Committee ("Committee") is a standing committee established in part to act in a fiduciary capacity and oversee the investment of all assets owned or held in trust by the Development Foundation, including the Portfolio.
- 6.3 The Development Foundation's investment policies set forth the investment objectives and investment guidelines that govern the activities of the Committee and any other parties to whom the Committee may delegate investment management responsibility for Portfolio assets.
- 6.4 The investment policies for the Development Foundation contained herein have been formulated consistent with the Development Foundation's anticipated financial needs and in consideration of the Development Foundation's tolerance for assuming investment and financial risk, as reflected in the majority opinion of the Committee.
- 6.5 These policies are intended to provide guidelines, where necessary, for ensuring that the Portfolio's investments are managed consistent with the short-term and long-term financial goals of the Development Foundation. At the same time, they are intended to provide for sufficient investment flexibility in the face of changes in capital market conditions.
- 6.6 Role of the Investment Manager(s). Each investment manager of separate accounts, mutual funds or commingled trusts will have full discretion to make all investment decisions for the assets placed under its jurisdiction, while observing and operating within all policies, guidelines, constraints, and philosophies as outlined in these investment policies unless governed by prospectus or separate trust document. Specific responsibilities of the investment manager(s) of separate accounts, mutual

funds or commingled trusts include: (1) Discretionary investment management including decisions to buy, sell, or hold individual securities, and to alter asset allocation within the guidelines established in the Development Foundation's investment policies. (2) Reporting, on a timely basis, quarterly investment performance results. (3) Voting proxies.

- 6.7 Role of the Investment Consultant. An investment consultant may be employed to act as a non-discretionary advisor to the Committee. Investment advice concerning the investment management of Development Foundation assets will be offered by the investment consultant, and will be consistent with the investment objectives, guidelines and constraints established in these investment policies. Specific responsibilities of the investment consultant may include: (1) Advising the Committee regarding the selection of and allocation to asset and style categories within the constraints of the Development Foundation's investment policies and guidelines. (2) Conducting investment manager searches when requested by the Committee. (3) Monitoring the performance of the investment manager(s) to provide the Committee with the ability to determine the progress toward the investment objectives. (4) Communicating matters of policy, manager research, and manager performance to the Committee. (5) Reviewing the Development Foundation's investment history, historical capital markets performance and the contents of these investment policies to any newly appointed members of the Committee.
- 6.8 Investment objective. The Development Foundation is to be invested with the objective of preserving the long-term, real purchasing power of assets while providing distributions in support of the Development Foundation's spending needs.
- 6.9 Investment Policy Statement.

6.9.1 Asset allocation policy. The Committee shall recommend and the Development Foundation Board shall approve long-term strategic asset allocation guidelines, including the Target Asset Allocation, given the Development Foundation's long-term objectives and short-term constraints. Portfolio assets will, under normal circumstances, be allocated across broad asset and sub-asset classes in accordance with generally accepted industry guidelines, but may be amended by the Committee from time-to-time to reflect market conditions or special circumstances, including needs of the University.

The Committee recognizes that the strategic allocation of Portfolio assets across broadly defined financial asset and sub-asset categories with varying degrees of risk, return, and return correlation will be the most significant determinant of long-term investment returns and Portfolio asset value stability. The Committee expects that actual returns and return volatility may vary from expectations and return objectives across short periods of time. While the Committee wishes to retain flexibility with respect to making periodic changes to the Portfolio's asset allocation, it expects to do

so only in the event of material changes to the Development Foundation and/or to the capital markets and asset classes in which the Portfolio invests.

Development Foundation assets will be managed as a balanced portfolio composed of two major components: an equity portion and a fixed income portion. The expected role of Development Foundation equity investments will be to maximize the long-term real growth of Portfolio assets, while the role of fixed income investments will be to generate current income, provide for more stable periodic returns, and provide some protection against a prolonged decline in the market value of the Portfolio's equity investments.

Cash investments will, under normal circumstances, only be considered as temporary Portfolio holdings, and will be used for Fund liquidity needs or to facilitate a planned program of dollar-cost averaging into investments in either or both of the equity and fixed income asset classes.

To the extent that the Portfolio holds investments in nontraditional, illiquid, and/or nonmarketable securities including (but not limited to) venture capital, hedge funds, and real estate investments, these assets will be treated collectively as alternative investments for purposes of measuring the Portfolio's asset allocation. While not specifically considered within these investment policies, alternative investments may comprise up to 15% of total Portfolio assets and, to the extent they are owned, will proportionately reduce target allocations to the three primary asset classes itemized above. In any event, no part of the Portfolio shall hold alternative investments without express prior consent of the Development Foundation Board.

It is expected that the Portfolio's actual asset allocation will vary from its target asset allocation as a result of the varying periodic returns earned on its investments in different asset and sub-asset classes as well as periodic cash flows, either into or out of the Portfolio.

Whenever the Portfolio's actual asset allocation to the various asset and sub-asset classes falls outside of the ranges set in the target asset allocation, the investment consultant shall within a reasonable period of time, evaluate such deviations and provide the Committee with a recommendation to bring the Portfolio into compliance with the asset allocation guidelines.

- 6.9.2 Diversification policy. Diversification across and within asset classes is the primary means by which the Committee expects the Portfolio to avoid undue risk of large losses over long time periods. To protect the Portfolio against unfavorable outcomes within an asset class due to the assumption of large risks, the Committee will take reasonable precautions to avoid excessive investment concentrations. Specifically, the following guidelines will be in place:

With the exception of fixed income investments explicitly guaranteed by the

U.S. government, no single investment security shall represent more than 5% of total Portfolio assets.

With the exception of passively managed investment vehicles seeking to match the returns on a broadly diversified market index, no single investment manager, investment pool or investment company (mutual fund) shall comprise more than 25% of total Portfolio assets.

With respect to investment grade fixed income investments, for individual bonds, the minimum average credit quality of these investments shall be investment grade (Standard & Poor's A- or Moody's A- or higher).

Prohibited transactions and strategies:

Unless expressly authorized by the Committee, the Portfolio and its investment managers are prohibited from:

Purchasing securities on margin or executing short sales.

Pledging or hypothecating securities, except for loans of securities that are fully collateralized.

Purchasing or selling derivative securities for speculation or leverage.

Engaging in investment strategies that have the potential to amplify or distort the risk of loss beyond a level that is reasonably expected, given the objectives of their Portfolio.

6.10 Monitoring portfolio investments and performance. The Committee will monitor the Portfolio's investment performance against the Portfolio's stated investment objectives. At the discretion of the Development Foundation Board, the Committee will formally assess the Portfolio and the performance of its underlying investments as follows:

6.10.1 The Portfolio's composite investment performance (net of all investment management fees) will be judged against the following standards:

The Portfolio's absolute long-term annualized real return objective of CPI +5%

A composite benchmark consisting of the following unmanaged market indexes weighted according to the expected target asset allocations stipulated in the asset allocation guidelines in Section 18.6.1.5: U.S. Equity: Russell 3000 Index; Investment Grade Fixed Income: Barclays Capital U.S. Aggregate Bond Index

Exceed the median return of a peer group of investors with a similar strategic asset allocation.

Maintain volatility of returns, as measured both by beta and standard deviation, of no more than 1.20 times that of the passively managed balanced index identified above.

Maintain positive risk-adjusted returns, as measured by alpha and Sharpe ratio.

6.10.2 The performance of professional investment managers hired on behalf of the Portfolio will be judged against the following standards:

A market-based index appropriately selected or tailored to the manager's agreed-upon investment objective and the normal investment characteristics of the manager's portfolio.

The performance of other investment managers having similar investment objectives

In keeping with the Portfolio's overall long-term financial objective, the Committee will evaluate Portfolio and manager performance over a suitably long-term investment horizon, generally across full market cycles or, at a minimum, on a rolling five-year basis.

Investment reports shall be provided by the investment consultant on a (calendar) quarterly basis or as more frequently requested by the Committee.

**SHAWNEE STATE UNIVERSITY DEVELOPMENT FOUNDATION
CODE OF REGULATIONS**

Article I Name

Section 1

The name of this organization shall be the Shawnee State University Development Foundation and shall at all times herein be referred to as the "Development Foundation."

Article II Member

Section 1

The sole member of the Development Foundation shall be the Board of Trustees of Shawnee State University ("University Board of Trustees").

Article III Trustees

Section 1 Purpose

The Development Foundation Board of Trustees ("Development Foundation Board") shall act in an advisory capacity to the member and shall have as its major purpose the raising of funds and friends in support of Shawnee State University, and stewardship of those funds raised.

Section 2 Representation

The number of Development Foundation Board members shall be twenty (20).

The President of Shawnee State University and the Chairman of the University Board of Trustees shall be members of the Development Foundation Board so long as they occupy their offices. Additionally, the University Board of Trustees shall appoint one of its members to the Foundation Board.

Seventeen (17) additional members shall be from the community-at-large, with preference given to alumni, donors and friends who have a strong affinity to the University. Members shall be recommended by the Development Foundation Board and confirmed by the University Board of Trustees. The University Board of Trustees may also directly appoint members to the Development Foundation Board. The University Board of Trustees can, in its sole discretion, remove any member from the Development Foundation Board at any time. Community-at-large members shall serve three year terms, and such terms may be renewed. At-large in-term vacancies shall be filled by this same process as soon as possible following the occurrence of the vacancy and such members shall serve for the balance of the unexpired term.

Article IV Officers

Section 1 Elected Officers

At its last meeting of the calendar year, the Development Foundation Board shall elect a Chair and Vice Chair from among the Development Foundation Board members. The Chair and Vice Chair shall take office on January 1 of the year immediately following and shall serve one-year terms, but may be re-elected to two one-year terms making a maximum of three years elected officers may serve in succession in any one officer role.

Section 2 Ex-Officio Officers

The Development Foundation Treasurer shall be the University Vice President for Finance & Administration. The Secretary shall be appointed by the Development Foundation Board Chair. The Executive Director shall be hired by the university upon recommendation by the Development Foundation Board.

Section 3 Chair

The Development Foundation Chair shall chair all meetings and perform generally all duties usually incident to such office and such other and further duties as may be required from time to time by the Development Foundation Board. If the Chair or Vice Chair are unavailable to chair meetings or perform other duties, the Chair may appoint any Development Foundation Board member to serve temporarily in that capacity.

Section 4 Vice Chair

The Vice-Chair shall serve in the absence of the Chair, chairing meetings and carrying out duties otherwise executed by the Chair.

Section 5 Secretary

The Secretary shall keep an accurate record of all transactions of the Development Foundation Board, give all notices required by law or by this Code of Regulations, properly record and maintain records of Development Foundation business and the minutes of Development Foundation Board actions, and perform other duties as required.

Section 6 Treasurer

The Treasurer shall receive and safely keep all monies, rights, and chooses in action belonging to the corporation, and the same. It shall be the Treasurer's duty to keep an accurate account of the finances of the corporation, and all books shall be open for inspection and examination by the Development Foundation Board or any committee appointed for that purpose.

Section 7 Executive Director

The Executive Director shall serve as the chief operating officer of the Development Foundation, responsible for day-to-day operations of the Development Foundation and coordination with the University.

Section 8 Committees

Section 8.1 Standing Committees

The Development Foundation Board shall have the following Standing Committees:

- A. Executive Committee: To review and recommend policies, gift acceptance and valuation as required by policy, and other matters at the discretion of the Chair that are not otherwise addressed by other committees;
- B. Finance, Investment & Audit Committee: To provide review and oversight of the investment portfolio, the annual audit, the financial statements and related financial activity and operations, budgets, spending policies, endowment policies, investment policies and statements, and other matters related to finance and investment activity of the Development Foundation.
- C. Scholarships, Grants & Programs Committee: To review and recommend discretionary awards, scholarships, grants, and awards under the SSUDF Grants program; assist in fundraising through organization and administration of campaigns; and providing support for annual giving programs and fundraising events.
- D. Nominating Committee: To refer names to the Development Foundation Board for board membership consideration.

Section 8.2 Project and Ad-Hoc Committees

Project and Ad hoc Committees may be appointed by the Development Foundation Chair for specific purposes.

Section 8.3 Committee Membership

The Development Foundation Board Chair shall, after elected at the last Development Foundation Board meeting of the calendar year and prior to the first Development Foundation Board meeting of the year the Chair takes office, appoint committee members including a chair and vice-chair for each committee.

Article V Amendments

Section 1

This Code of Regulations may be amended by a 2/3 vote of the Development Foundation Board and approved by the sole member.

Article VI Meetings

Section 1 Schedule

The Development Foundation Board shall meet regularly at least four times per year. Written notice of meetings shall be sent to Development Foundation Board members at least ten days prior to the meeting date. The first meeting of each calendar year shall be the annual meeting of the corporation.

Section 2 Special Meetings

Special Meetings may be called by the Development Foundation Chair on its motion or upon the request of three Development Foundation Board members. Five days written notice shall be given before all special meetings specifying the purpose of the meeting.

Section 3 Quorum

At all meetings a majority of the appointed and acting members of the Development Foundation shall constitute a quorum for the transaction of business.

Section 4 Remote and Electronic Meetings and Vote

Any or all Development Foundation Board Members may participate and vote in all meetings via telephone, video phone, or internet as if they are present in-person.

Article VII Indemnification

Section 1

Subject to the conditions set out below, each person now or heretofore or hereafter a Development Foundation Trustee (also known as “Board Member”), whether or not such person continues to serve in any capacity at the time of incurring the costs or expenses hereinafter indicated, shall be indemnified by the corporation against all financial loss, damage, costs, and expenses (including counsel fees) reasonably incurred by or imposed upon that Trustee or Board Member in connection with or resulting from any civil or criminal action, suit, proceeding, claim, or investigation in which that Trustee or Board Member may be involved by reason of any action taken or omitted to be taken by him in good faith as such Trustee, Board Member, or officer of the Development Foundation. Such indemnification is subject to the condition that a majority of a quorum of the Development Foundation Board comprised of those Trustees or Board Members who are not parties to such action, suit, proceeding, claim or investigation, or if there be no such quorum, independent counsel selected by a quorum of the entire Development Foundation Board, shall be of the opinion that the person involved exercised and used the same degree of care and judgment as a prudent person would have exercised or used under the circumstances, or that such person took or omitted to take such action in

reliance upon advice of counsel for the Development Foundation or upon information furnished by an officer of the Development Foundation and accepted in good faith by such person. The indemnification provided herein shall inure to the benefit of the heirs, executors, or administrators of any Trustee, Board Member, or officer and shall not be exclusive of any other rights to which such party may be entitled by law or under any resolutions adopted by the Development Foundation Board.

Article VIII Operating Policies & Procedures

Section 1

Operating policies of the Shawnee State University Development Foundation are contained in the Shawnee State University Development Foundation Policies as adopted by the Development Foundation Board and approved or amended by the University Board of Trustees. Shawnee State University Development Foundation Procedures shall be developed and approved by the Development Foundation Board.

FY23 Consolidated Operating Budget Status

Report Date 01.31.2023

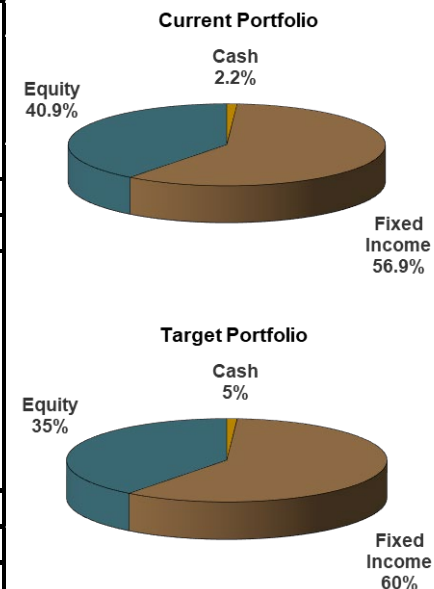
	Consolidated Budget	Q1 Actuals	Q2 Actuals	Q3 Actuals	Q4 Actuals	YTD Actuals	% of Budget
Revenue							
State Funding	\$19,221,054	\$4,805,263	\$4,805,263	\$1,150,983	\$0	\$10,761,509	56.0%
Tuition & Student Fees	\$29,809,710	\$14,427,829	(\$206,717)	\$12,037,497	\$0	\$26,258,608	88.1%
Scholarship	(\$6,170,569)	(\$2,378,015)	(\$264,605)	(\$2,335,943)	\$0	(\$4,978,563)	80.7%
Transfers In	\$0	\$0	\$0	\$0	\$0	\$0	
Other Income							
Commissions	\$490,950	\$54,407	\$48,096	\$0	\$0	\$102,504	20.9%
Grants	\$129,000	\$168,235	\$49,902	(\$99,356)	\$0	\$118,782	92.1%
Miscellaneous Revenue	\$604,000	\$272,956	\$183,137	\$133,331	\$0	\$589,423	97.6%
Service Fees/Memberships	\$285,000	\$70,827	\$69,183	\$22,330	\$0	\$162,339	57.0%
Ticket Sales/Rentals	\$549,900	\$196,766	\$129,879	\$20,874	\$0	\$347,519	63.2%
Other Income Total	\$2,058,850	\$763,191	\$480,197	\$77,179	\$0	\$1,320,566	64.1%
Revenue Total	\$44,919,045	\$17,618,267	\$4,814,137	\$10,929,716	\$0	\$33,362,121	74.3%
Expense							
Compensation							
Benefits	\$9,542,134	\$1,866,345	\$2,090,961	\$914,484	\$0	\$4,871,789	51.1%
Salaries	\$22,944,326	\$3,872,326	\$6,130,562	\$2,112,055	\$0	\$12,114,943	52.8%
Compensation Total	\$32,486,460	\$5,738,670	\$8,221,523	\$3,026,539	\$0	\$16,986,732	52.3%
Non-Compensation							
Equipment	\$192,827	\$128,063	\$15,031	\$4,821	\$0	\$147,915	76.7%
External Professional Services	\$955,150	\$132,662	\$386,462	\$98,195	\$0	\$617,318	64.6%
Information/Comm/Shipping	\$861,361	\$308,042	\$163,943	\$60,348	\$0	\$532,332	61.8%
Maintenance & Service Contracts	\$3,026,025	\$1,640,160	\$766,123	\$118,296	\$0	\$2,524,579	83.4%
Meal Plan Expense	\$1,641,448	\$310,340	\$679,030	\$46,842	\$0	\$1,036,212	63.1%
Miscellaneous Expense	\$1,546,327	\$544,189	\$60,423	\$195,675	\$0	\$800,288	51.8%
Supplies	\$1,566,754	\$239,412	\$260,872	\$74,574	\$0	\$574,858	36.7%
Travel	\$631,679	\$172,661	\$289,752	\$29,127	\$0	\$491,540	77.8%
Utilities	\$1,434,000	\$340,670	\$291,591	\$181,714	\$0	\$813,975	56.8%
Non-Compensation Total	\$11,855,571	\$3,816,198	\$2,913,227	\$809,592	\$0	\$7,539,017	63.6%
Expense Total	\$44,342,031	\$9,554,869	\$11,134,749	\$3,836,131	\$0	\$24,525,749	55.3%
Net Transfer to Capital Fund	\$1,563,925	\$0	\$0	\$0	\$0	\$0	0.0%
Operating Budget Surplus (Deficit)	(\$986,911)	\$8,063,398	(\$6,320,612)	\$7,093,585	\$0	\$8,836,372	

Shawnee State University

Asset Allocation – As of December 31, 2022



Asset Class	Market Value	% of Assets	Target %
Cash Equivalents			
TIAA Cash Deposit Account	\$173,982	2.2%	
Total Cash Equivalents	\$173,982	2.2%	5.0%
Fixed Income			
Fixed Income Separately Managed Account	\$3,237,415	41.9%	
Vanguard Short Term Bond Index Fund	\$344,392	4.5%	
TIAA-CREF Short-Term Bond Fund	\$572,158	7.4%	
DFA Inflation Protected SEC Fund	\$123,953	1.6%	
PIMCO 1-5 Year U.S. TIPS Index Exchange Traded Fund	\$122,427	1.6%	
Total Fixed Income	\$4,400,345	56.9%	60.0%
Domestic Equity			
TIAA-CREF Large Cap Growth Index Fund	\$1,023,923	13.2%	
TIAA-CREF Large Cap Value Index Fund	\$1,126,682	14.6%	
Vanguard Mid Cap Growth Index Fund	\$135,987	1.8%	
iShares Russell Mid Cap Value ETF	\$147,792	1.9%	
TIAA-CREF Small Cap Blend Index Fund	\$144,766	1.9%	
Vanguard REIT Index Fund	\$52,877	0.7%	
Cohen & Steers Real Estate Fund	\$36,982	0.5%	
Total Domestic Equity	\$2,669,009	34.5%	29.0%
International Equity			
iShares Core MSCI EAFE ETF	\$300,372	3.9%	
iShares Core MSCI Emerging Markets ETF	\$126,277	1.6%	
iShares MSCI EAFE Small Cap ETF	\$63,540	0.8%	
Total International Equity	\$490,189	6.3%	6.0%
Total Equity	\$3,159,198	40.9%	35.0%
Total Portfolio Market Value	\$7,733,525	100.0%	100.0%



TIAA INVESTMENT MARKET VALUE CHANGE FOR FY23

Asset Class/Security	Ticker	Market Value	Market Value
		as of Jan. 31, 2023	as of June 30, 2022
<u>CASH EQUIVALENTS:</u>		\$ 438,500	\$ 255,492
% of Total Portfolio		5.5%	3.3%
<u>FIXED INCOME:</u>			
Fixed Income Managed Acct (US and Agency Securities)	Various	\$ 2,988,433	\$ 3,169,578
DFA Inflation Protected Securities Portfolio	DIPSX	\$ 126,817	\$ 201,332
PIMCO 1-5 Year U.S. TIPS Index ETF	STPZ	\$ 123,113	\$ 201,683
TIAA-CREF Short-Term Bond Fund	TISIX	\$ 575,913	\$ 540,222
Vanguard Short Term Bond Index Fund	VBIRX	\$ 347,680	\$ 347,717
Total Fixed Income		\$ 4,161,956	\$ 4,460,532
% of Total Portfolio		51.9%	57.9%
<u>DOMESTIC EQUITY:</u>			
Cohen & Steers Real Estate Fund	CREFX	\$ 40,909	\$ 40,210
iShares Russell Mid Cap Value ETF	IWS	\$ 159,732	\$ 142,503
TIAA-CREF Large Cap Growth Index Fund	TILIX	\$ 1,119,819	\$ 971,764
TIAA-CREF Large Cap Value Index Fund	TILVX	\$ 1,195,532	\$ 1,047,399
TIAA-CREF Small Cap Blend Index Fund	TISBX	\$ 158,846	\$ 139,116
Vanguard Mid-Cap Growth Index	VMGMX	\$ 148,133	\$ 132,366
Vanguard REIT Index Fund	VGSLX	\$ 58,388	\$ 57,762
Total Domestic Equity		\$ 2,881,359	\$ 2,531,120
% of Total Portfolio		36.0%	32.8%
<u>INTERNATIONAL EQUITY:</u>			
iShares Core MSCI EAFE ETF	IEFA	\$ 326,832	\$ 268,709
iShares Core MSCI Emerging ETF	IEMG	\$ 137,552	\$ 132,658
iShares MSI EAFE Small-Cap ETF	SCZ	\$ -	\$ 61,414
iShares MSCI International Quality Factor ETF	IQLT	\$ 68,004	\$ -
Total International Equity		\$ 532,388	\$ 462,781
% of Total Portfolio		6.6%	6.0%
Total Equity		\$ 3,413,747	\$ 2,993,901
% of Total Portfolio		42.6%	38.8%
TOTAL PORTFOLIO MARKET VALUE		\$ 8,014,203	\$ 7,709,925
		100.0%	100.0%

	TOTAL PORTFOLIO	CASH	FIXED INCOME	DOMESTIC EQUITY	INTERNATIONAL EQUITY
Value as of June 30, 2022	\$ 7,709,925	\$ 255,492	\$ 4,460,532	\$ 2,531,120	\$ 462,781
Value as of January 31, 2023	\$ 8,014,203	\$ 438,500	\$ 4,161,956	\$ 2,881,359	\$ 532,388
Diff \$	\$ 304,278	\$ 183,008	\$ (298,576)	\$ 350,239	\$ 69,607
Diff %	3.95%	71.63%	-6.69%	13.84%	15.04%

PERSONNEL ACTIVITY REPORT FY23

February 10, 2023

New Hires

- Administrative
 - Dana Buckler, Executive Assistant, Provost, December 15, 2022
 - Maria Renteria, Science Lab Technician, Natural Sciences, January 9, 2023
- Faculty
 - Lincoln Pettaway, Assistant Professor, Management, C.H. Lute School of Business, January 9, 2023
- Support Staff
 - Preston Skaggs, Maintenance Mechanic II, Facilities, December 5, 2022
 - Kimberly Cox, Student Business Center & Health Science Associate, Student Business Center, December 12, 2022

Status Changes

- Administrative
 - Hayley Venturino, Program Director, Project Bear, Center for Lifelong Learning, November 28, 2022
 - Kimberly Ellison, Program Director, Verizon Innovative Learning, Center for Lifelong Learning, November 28, 2022
 - Polly Brown, Dean's Assistant, College of Arts & Science, January 9, 2023

Departures

- Resignations – Administrative
 - Sonya McCain, Lab and Clinical Site Coordinator, Nursing, January 26, 2023
- Resignations – Support Staff
 - Damon Cornwell, Custodian, Facilities, December 31, 2022
 - Stanley Pennington, Maintenance Mechanic II, Facilities, January 2, 2023
 - Tracy Walters, Academic Administrative Assistant, Social Sciences, January 3, 2023
 - Wesley Baldwin, Registrar Specialist, Registrar's Office, January 20, 2023

CAPITAL PROJECTS STATUS REPORT

January 31, 2022

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

- Generator is installed and operational for the Library; awaiting components to complete the CFA.
- HVAC and controls complete for both buildings. Building automation system nearing completion; training to be scheduled. Project 98% complete.

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

- Project approximately 98% complete.
- Exterior facade and hardscape work continues.
- Final inspections for occupancy are underway.
- Furniture install nearing completion.

Gateway and Third Street Development - TBD

- Phase I construction documents complete. Project scope and estimate in review as part of Campus Master Plan process.

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.
- Information gathering stage complete; stakeholder interviews complete. Assessment of information ongoing.