

**SHAWNEE STATE UNIVERSITY
BOARD OF TRUSTEES**

**Special Meeting Minutes
Deer Creek Resort and Conference Center
Mt. Sterling, Ohio
November 12, 2004**

Chairman Teichman called the meeting to order at 9:00 a.m. noting the meeting was in compliance with RC §121.22(F).

Roll Call

Members Present: Mr. Warren, Mr. Mooney, , Mr. McKinley, Dr. Payne, Mr. Harcha, Ms. Reynolds, Dr. Ball, Mr. McCoy, Mr. Teichman

Members Absent: Mr. Marit and Ms. Fennell

Approval of the November 12, 2004 Agenda

Mr. Warren moved and Mr. Harcha seconded the motion to approve the agenda. Without discussion, the Board unanimously approved the November 12, 2004 agenda.

Executive Session

Mr. McKinley moved and Dr. Payne seconded a motion to go into executive session for the purpose of reviewing negotiations with the CWA bargaining unit under RC § 121.22(G)(4).

Ayes: Mr. Warren, Mr. Mooney, Mr. McKinley, Dr. Payne, Mr. Harcha, Ms. Reynolds, Dr. Ball, Mr. McCoy, Mr. Teichman

Nays: None

The Board entered executive session at 9:02 a.m.

The Board returned to public session at 9:16 a.m.

Ratification of Collective Bargaining Agreement (SSU-CWA)

Mr. Harcha moved and Ms. Reynolds seconded a motion to approve Resolution E5-04, Ratification of Collective Bargaining Agreement between Shawnee State University and Communications Workers of America, Local 4372.

Ayes: Mr. Warren, Mr. Mooney, Mr. McKinley, Dr. Payne, Mr. Harcha, Ms. Reynolds, Dr. Ball, Mr. McCoy, Mr. Teichman

Nays: None

Board Retreat Facilitated by Dr. Aims McGuiness (AGB)

Dr. Morris introduced Dr. Aims McGuiness to the Board and Mr. Teichman welcomed him on behalf of the Board.

Dr. McGuiness, Consultant with the Association of Governing Boards, has chaired the Community Colleges Board in Colorado and served two terms on the Littleton, Colorado school board.

Dr. McGuiness recommended they try to cover the following Agenda:

- Summary of the pre-retreat survey
- Role of the Board
- Strategic Direction
- How the Board organizes itself
- Major directions; changes for next year

Dr. McGuiness requested each Board member introduce themselves, their occupation, their interest in being on the Board, and what they felt was their most important job as Board members.

Board members felt their most important duties included bringing the University and the community together; choosing a new president; getting the Shawnee story out to the community; help secure funding but avoid micro-management; change the mentality of the citizenry about the importance of higher education; recognize Shawnee is one of the leaders in the community and should assist in economic development.

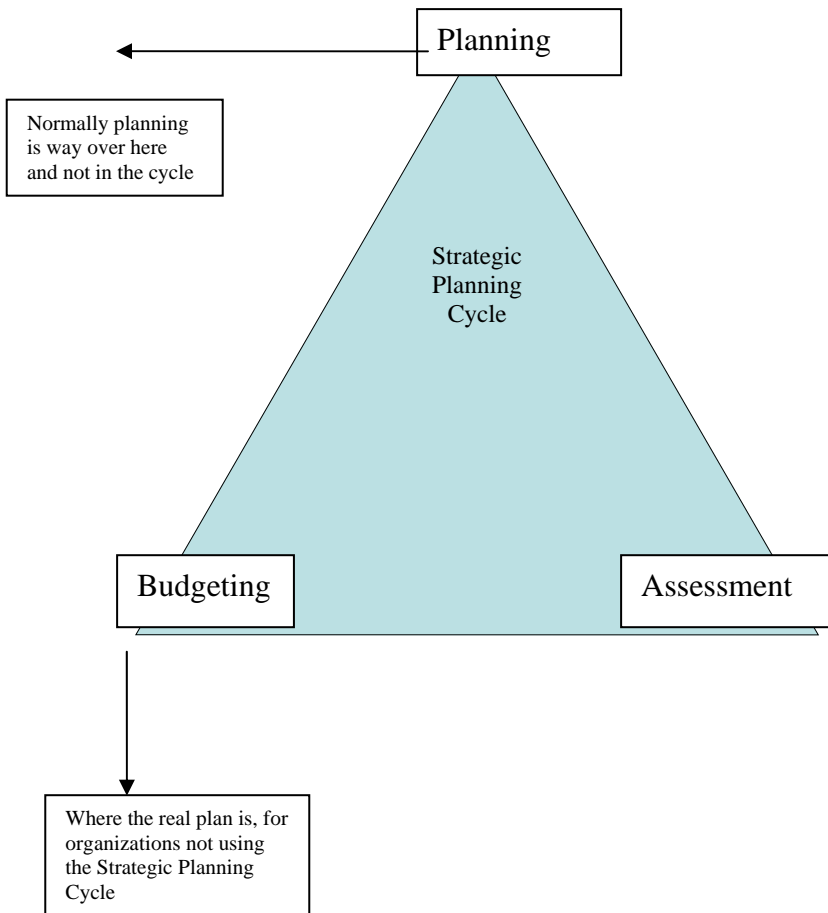
Survey Results

1. Mission – Board is unified in its enthusiasm and support for the stated mission.
2. Academic Governance – Good marks, although some concerns about whether unsuccessful or underperforming programs are being considered for elimination.
3. Institutional Planning – A diversity of opinion on Board involvement.
4. Board – Chief Executive relationship – excellent.
5. Physical Plant – some question among board members if a plan was in place for addressing deferred maintenance on buildings.
6. Financial Management/Support – rated very good; many board members did not think they met privately with the auditors. Many Board members did not think the board received periodic fund-raising reports with comparative data from the previous years.
7. Board Organization and Performance – there was a division on the board as to whether it had effective committees.
8. Board Relations with Key Constituencies – the Board was very positive about its relations with the political community. They felt a need to build more bridges with the faculty and alumni.
9. Accountability to the Public – the Board has not experienced unwarranted attempts at external control.

Strategic Plan

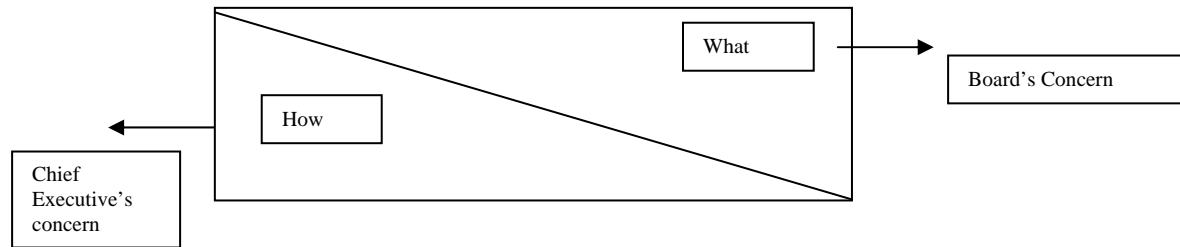
Dr. Morris briefed the board on the history of the plan at SSU, how the current strategic plan was drafted and approved, and her plans to use the strategic plan as a tool. Strategic plans have a habit of collecting dust on a shelf, we need to have a process in place to monitor progress and make changes to the plan when the circumstances change. With the adoption of AQIP (Academic Quality Improvement Project) as part of our NCA accreditation we will use our plan to set priorities. Dr. Todt was hired as associate provost to help with strategic planning and to carry through the AQIP process. He reports to the president as Director of Institutional Planning. We need to involve the campus in meeting goals. Ultimately we should develop a budget to reflect the goals of the strategic plan.

Dr. McGuiness noted that the cycle should be as follows:



Boards tend to do operational budgeting and lose sight of long range planning.

Board responsibility can be represented as follows:



Dr. McGuiness asked the board to lay out the important issues for next year:

1. Health Science programs are important to the local area
2. Maintain growth within the constraints of the physical plant
3. Expand capacity by full use of the plant five days a week
4. Student housing
5. Strategic choices about enrollment versus budget priorities
6. Alumni
7. Retention of students and quality of life
8. Focus on Southern Ohio
9. Service to the region
10. Marketing of the University

Dr. McGuiness thought the Board should have systematic review of indicators of success.

Quality

Dr. McGuiness recommended the use of survey data to correct the plan and the budget. Too many boards focus on the operational budget instead of on the capital budget. The Board should have 3 or 4 strategic goals and focus on attaining those.

Assets: include not just the plant, but faculty and students. Know what kind of students the university has.

Board Operations Survey

1. Decrease the number of meetings – may be possible, board could be more involved with university forums.
Some discussion about splitting plant/facilities from Finance and Facilities and put with Quality of Life. Some Board members felt the workload should be realigned with the existing three committees.
2. Board meetings run in cycles. Regularize 80 percent of the meetings. Develop a standard annual Board calendar establishing when the routine business of budgets, tuition, etc. are considered.
3. Terms of office – there are two models, rotate the positions every year; or keep chairs for multiple years to gain continuity.
4. Board should review their progress and effectiveness at least once each year.
5. Board should challenge the president as to where to take the university and hold president responsible for constituency relationships.
6. Board should have conversation with president on her plans for the coming year. President writes letter to the Board on what she intends to accomplish in the coming year. It is a common practice for presidents to operate under a management letter.

7. Every three years the Board should consider using an outside consultant in a retreat format to review their effectiveness.
8. Board should focus on strategic issues not minutia.
9. Board should self-assess every year using the AGB instrument.
10. Board will consider meeting with constituents and the public in open forums with agendas.

The President agreed to develop a draft annual calendar to incorporate the items raised in discussion. The Board will review the draft with her and return to the questions of the appropriate number of committees and meetings once the calendar is finalized.

The Board meeting was adjourned by acclamation at 2:10 p.m.

Chairman, Board of Trustees

Secretary, Board of Trustees