

**BOARD OF TRUSTEES
FINANCE AND ADMINISTRATION COMMITTEE**

**April 13, 2018
9:00 a.m., University Center, Room 214**

Agenda

1.0 Action Items

**1.1 Resolution F03-18
Revisions of Policy 4.51Rev, Administrators and ATSS Employment Actions**

This resolution approves revisions to Policy 4.51Rev for clarity and to include a pre-disciplinary process for administrators and administrative technical support staff. Policy is renamed Administrative Employees – Employment Status and Other Employment Actions.

**1.2 Resolution F04-18
Investment Committee Member Reappointment**

This resolution recommends the reappointment of Mr. Marc Cottle to the SSU Investment Committee for the period of July 1, 2018 through June 30, 2021.

2.0 Information and Reports

2.1 FY2018 3rd Quarter General and Auxiliary Funds Budgets

2.2 Cash Reserves Investment Report, Personnel Activity Report, Update of Capital Projects

2.3 Overview – Moody’s Credit Opinion (February 6, 2018)

2.4 Briefing - Plante Moran Pre-Audit

3.0 Discussion

The discussion will cover modifications planned to the university’s student payment plan beginning fall 2018. The changes are consistent with research of other Ohio public universities and are designed for more effective management of student accounts. New features made available by a technology upgrade of the University’s current system will be reviewed as well.

RESOLUTION F03-18

**REVISION OF POLICY 4.51REV
ADMINISTRATORS AND ATSS EMPLOYMENT ACTIONS**

WHEREAS, Policy 4.51Rev, Administrators and ATSS Employment Actions, was last reviewed and approved by the Board of Trustees on December 18, 2015; and

WHEREAS, revisions were necessary for clarity including a description of employee groups covered, incorporation of a pre-disciplinary hearing provision to ensure adequate due-process for administrative employees, and to include language defining employment contract status; and

WHEREAS, the policy has been reviewed by the affected employees; and

WHEREAS, the accompanying procedure 4.51:1, provided for the Board's information, is a consolidation of two related procedures updated to be consistent with the policy's revisions;

THEREFORE, BE IT RESOLVED that the Board of Trustees of Shawnee State University hereby approves and renames Policy 4.51Rev, Administrative Employees – Employment Status and Other Employment Actions, effective April 13, 2018.

(April 13, 2018)

Shawnee State University

POLICY TITLE:	ADMINISTRATIVE EMPLOYEES – EMPLOYMENT STATUS AND OTHER EMPLOYMENT ACTIONS
POLICY NO. :	4.51 REV
ADMIN CODE:	3362-4-24
PAGE NO.:	1 OF 5
EFFECTIVE DATE:	04/13/18
NEXT REVIEW DATE:	04/2020
RESPONSIBLE OFFICER(S):	DIRECTOR HR, VPF&A
APPROVED BY:	BOARD OF TRUSTEES

1.0 PURPOSE AND SCOPE

The purpose of this policy is to establish provisions that address various employment matters for administrative employees, as identified in Section 2.0, including but not limited to: probationary periods, performance evaluations, performance improvement plans, discipline, and reduction in force.

2.0 INCLUDED

- 2.1 The term “administrative employee” refers to an administrator as defined in this Section and administrative technical support staff (ATSS).
- 2.2 Administrators (full and part time) include employees assigned professional, managerial, and/or supervisory responsibilities as described in an approved job description. Administrators are generally paid on a salaried basis, with assigned duties that may be exempt from the Fair Labor Standards Act (FLSA) overtime payment rules, and are not “public employees” as defined by ORC Chapter 4117..
- 2.3 Administrative Technical Support Staff (ATSS) (full or part time) include employees typically paid on a per-hour basis (but can be paid on a salaried basis), assigned confidential duties, subject to FLSA overtime rules, and who are not “public employees” as defined by ORC Chapter 4117.
- 2.4 Temporary or intermittent administrative employees employed at will are subject to all provisions of this policy except that such employees may be terminated without a prior performance improvement plan (PIP).

3.0 EXCLUSIONS

- 3.1 This policy does not apply to:
 - 3.1.1 Executive administrators (vice presidents, deans, and the general counsel) who are subject to executive employment agreements.

- 3.1.2 Department of Public Safety (DPS) law enforcement officers whose terms of employment are described in applicable DPS policies and procedures.

4.0 EMPLOYMENT CONTRACT STATUS AND PROBATIONARY PERIODS

- 4.1 Employment for eligible administrative employees includes the status of:
 - 4.1.1 Defined contract period appointments that have a defined duration and end date with specific terms and conditions of employment incorporated into an agreement/contract, or
 - 4.1.2 Continuous contract appointments which do not specify an end date as employment is expected to be continuous.
- 4.2 Both appointment types require the successful completion of a probationary period, satisfactory performance on an ongoing basis, and are subject to University policies and procedures.
- 4.3 Administrative employees in positions funded by university funds (general operating, auxiliary, etc.) and that are not employed for a defined contract period, are eligible for continuous contract status upon successful completion of a six-month probationary period.
- 4.4 Administrative employees in temporary or intermittent positions, or positions funded by grants and/or “soft” or external sources will be hired for a defined contract period and are not eligible for continuous contract status. Such employees must successfully complete a six (6) month probationary period.

5.0 PERFORMANCE EVALUATIONS (PROBATIONARY AND ANNUAL)

- 5.1 New-hire probationary evaluation – successful completion of the six (6) month new-hire probationary period with a minimum overall rating of “meets basic expectations,” is required for continued employment.
- 5.2 Annual performance evaluation – upon completion of the new-hire probationary evaluation, performance evaluations are completed at least annually or on a periodic basis as determined by the supervisor.
- 5.3 Performance Improvement Plan (PIP) – a written performance improvement plan (PIP) may be initiated by the supervisor at any time in which the employee is not demonstrating satisfactory performance based on the assigned responsibilities and/or established objectives.
- 5.4 An employee whose performance rating states that he or she “does not meet basic expectations” in his/her essential job competencies and/or performance will be subject to Procedure 4.51:1.

6.0 ADMINISTRATIVE LEAVE

- 6.1 Should an investigation or assessment of an alleged incident of misconduct involving an administrative employee be required and/or in any instance in which the health or safety of an employee or any person or property entrusted to the employee's care could be adversely affected, an administrative leave with pay may be implemented upon the recommendation of the Director of Human Resources and the approval of the appropriate Vice President and/or the President. The administrative employee will receive appropriate notice in such case.
- 6.2 Access to University facilities and resources may be restricted or denied to an employee placed on an administrative leave unless otherwise authorized by the Director of Human Resources.
- 6.3 The university may place an employee on administrative leave without pay for a period not to exceed two (2) months, if the employee has been charged with a violation of law that is punishable as a felony. If the employee subsequently does not plead guilty to or is not found guilty of a felony with which the employee is charged or any other felony, the university shall pay the employee at the employee's base rate of pay, plus interest, for the period the employee was on the unpaid administrative leave.

7.0 PRE-DISCIPLINARY HEARING

- 7.1 If a demotion, suspension, or termination may be imposed based on the findings of an investigation or employee's unsatisfactory completion of a PIP, an informal pre-disciplinary hearing will be scheduled prior to any imposition of such actions. Written notice will be provided to the administrative employee prior to the hearing date. At the pre-disciplinary hearing, the employee will be provided with a summary of the evidence against him or her and given an opportunity to respond to it in person at the hearing or in writing within 48 hours of the hearing.
- 7.2 A decision to impose a demotion, suspension, or termination will be communicated in writing to the administrative employee as soon as reasonably possible but no more than fifteen (15) calendar days after the conclusion of a pre-disciplinary hearing.

8.0 CORRECTIVE ACTIONS

- 8.1 Corrective action that results from the findings of an investigation will be reasonable and commensurate with the offense, and may include, but not be limited to, a letter to the personnel file, unpaid suspension, demotion, and/or termination of employment. Except in unusual circumstances, the unsatisfactory completion of a PIP will result in termination.

- 8.2 With the authorization of the President or designee, an administrative employee may be disciplined for reasons that include but are not limited to:
- 8.2.1 Incompetence, inefficiency, dishonesty, use or being under the influence of alcohol or illegal drugs at work or inappropriate use of prescription drugs, discourteous treatment of the public, neglect of duty, failure to return from a leave of absence, or other failure of good behavior.
 - 8.2.2 Violation of an official regulation or failure to obey reasonable directions given by a supervisor when such violation or failure to obey amounts to insubordination or a serious breach of University policies and/or work rules or puts the University and/or its employees and students at serious risk.
 - 8.2.3 Misfeasance in office, malfeasance in office, nonfeasance in office, conviction of a felony or of an offense involving moral turpitude.
 - 8.2.4 Demonstration of abusive or threatening behavior in the treatment of students, fellow employees, or other persons.

9.0 REDUCTION IN FORCE

- 9.1 In case of a reduction in force, notification to affected administrative employees will be as follows:
- 9.1.1 Those with up to three (3) years of service will receive thirty (30) days written notice.
 - 9.1.2 Those with service of three (3) years or more will receive ninety (90) days written notice.
- 9.2 Administrative employees with defined-period contracts or in positions funded by “soft” grant funds or external sources will continue employment for the defined contract period or until funding is discontinued, provided they are not subject to discipline as detailed in this policy.
- 9.3 Unsatisfactory performance issues will be managed separately from the reduction in force process.
- 9.4 Attempts will be made to reassign affected employees to other open positions for which they are qualified.
- 9.5 If an administrative employee is terminated due to a reduction in force, the employee will be eligible for reappointment to the last held position should it

become available within a period of two (2) years form the date of the force reduction.

9.6 The decision to fill a position that has been eliminated through a reduction in force is at the sole discretion of the University.

9.7 If reappointed to the last held position following a reduction in force action, an administrative employee will be reinstated at his/her prior employment status as governed by existing University policies.

10.0 PROCEDURES

Procedures necessary to implement the provisions of this policy will be adopted following the university's process.

History

Effective: 08/13/93

Revised: 04/13/2018; 12/18/15; 01/20/12; 02/08/02

Applicable Procedures: [4.51:1 Performance Evaluations and Performance Improvement Plan \(PIP\)](#)

INFORMATION ONLY

PROCEDURE TITLE:	PERFORMANCE EVALUATIONS AND PERFORMANCE IMPROVEMENT PLAN (PIP), TERM NOTICE
PROCEDURE NO.	4.51:1 REV
RELATED POLICY:	4.51REV
PAGE NO.:	1 of 4
RESPONSIBLE OFFICER(S):	DIRECTOR OF HUMAN RESOURCES/VPFA
EFFECTIVE DATE:	4/13/2018
NEXT REVIEW DATE:	04/2021
APPROVED BY:	PRESIDENT

1.0 INTRODUCTION

These procedures apply to administrative employees (administrators and administrative technical support staff – ATSS) as defined by Board of Trustees’ Policy 4.51REV (4/13/18), Administrative Employees – Employment status and Other Employment Actions.

2.0 GUIDING PRINCIPLES

Shawnee State University supports the concept of continuous improvement and the principle that new-hire probationary evaluations, annual performance evaluations and performance improvement plans (PIP), when done systematically, can serve to enhance the performance of individuals resulting in the improvement of the overall performance of the institution. Supervisors are expected to manage the performance evaluation process and take steps to support individuals to improve their performance when appropriate.

3.0 NEW-HIRE PROBATIONARY STATUS AND EVALUATION

- 3.1 The new-hire probationary period for administrative employees is six (6) months from the date of hire.
- 3.2 Within 30 days of hire, the supervisor will schedule a meeting with the new employee to set objectives for the 6-month probationary period.
- 3.3 After completion of the third month of employment, employees will receive an initial performance evaluation by their immediate supervisor.
 - 3.3.1 If an employee’s performance meets expectations the probationary period will continue.
 - 3.3.2 If the employee’s performance does not meet expectations the employee will be advised in writing of the areas of deficiency and the

supervisor will either provide the employee with a plan of action to correct the deficiencies or make a recommendation to the appropriate Vice President that employment be terminated.

- 3.3.3 Termination of employment will be effective immediately if the new-hire probationary period is not extended.
 - 3.4 During the sixth month of employment, employees will receive an overall performance evaluation by their immediate supervisor. If an eligible employee's performance meets expectations the employee will be granted continuous contract status or defined period contract status (as applicable).
 - 3.5 A supervisor may recommend to the next level of management an extension of the new-hire probationary status up to an additional three (3) months if s/he believes the additional time is needed in order to fully assess the employee's performance. Such extension must be approved by the appropriate Vice President and/or the President.
 - 3.6 The six-month new-hire probationary evaluation must result in an overall "meets expectations" rating in order for the employee to continue employment with the University. Termination of employment will be effective immediately if the new-hire evaluation does not meet expectations.
 - 3.7 The step-by-step process for evaluating employees during the new-hire probationary period is outlined in the Performance Management Resource Guide.
- 4.0 ANNUAL PERFORMANCE EVALUATIONS
- 4.1 Upon satisfactory completion of the new-hire probationary period, an administrative employee will be placed on continuous contract status or defined term contract status and subject to a formal annual performance evaluation.
 - 4.2 The supervisor and employee should routinely discuss the employee's performance and progress towards goals and objectives throughout the evaluation period.
 - 4.3 Prior to the end of the evaluation period, supervisors must conduct a formal meeting with employees to review performance results, revise job descriptions (if applicable) and complete evaluation forms.
 - 4.4 Supervisors will submit completed evaluations to the next level of management for review.
 - 4.5 All performance evaluation documentation is submitted to the Department of Human Resources through the electronic performance evaluation system within 30 days of the end of the evaluation period.

- 4.6 If the employee is not satisfied with the results of their evaluation, s/he can submit a written rebuttal to the supervisor within ten (10) working days of the date of the evaluation for reconsideration. The rebuttal will be attached to the performance evaluation document.
- 4.7 The supervisor and employee will develop performance expectations and/or goals and objectives for the next evaluation period. These goals and objectives should be aligned with the University's mission and goals and retained to be referred to in the upcoming evaluation period.
- 5.0 PERFORMANCE IMPROVEMENT PLAN (PIP) – ADMINISTRATORS AND ATSS
- 5.1 If a supervisor makes a determination that an employee has continuously failed, after coaching and instruction, to demonstrate satisfactory performance, (i.e., the employee's performance does not meet expectations) the supervisor may initiate, after consultation with the next level of management (if appropriate) and the appropriate Vice President and/or the President a performance improvement plan (PIP).
- 5.2 The Director of Human Resources or designee will assist the supervisor in the development of a PIP.
- 5.3 In all cases in which a PIP is implemented, the supervisor must provide the employee with written documentation of observed deficiencies for the current appraisal period.
- 5.4 Upon the adoption of a PIP, the employee's status will change to probationary and the employee will not be eligible for any annual pay increase that may be awarded for the PIP appraisal period.
- 5.5 Supervisors must conduct a meeting with the employee to identify specific plans and goals designed to correct performance deficiencies and to develop a timeline for progress reviews.
- 5.6 The duration of the PIP is up to three (3) months with possible extension upon the recommendation of the supervisor to the next level of management (if applicable) and concurrence of the Vice President and/or the President, up to an additional three (3) months.
- 5.7 Upon successful completion of the PIP, the employee will return to his/her prior employment status. The employee will then be eligible to receive any approved pay increase that may have been awarded while he or she was under the PIP. This increase in pay would become effective on the date the employee returns to regular status and will be prorated for the remainder of the fiscal year in which the increase was awarded.

- 5.8 Employees who do not successfully complete the terms of the PIP may be subject to termination.

6.0 NOTIFICATION OF TERMINATION AND HEARING

- 6.1 If performance is deemed not to be satisfactory following the PIP process resulting in a recommendation of discipline by the supervisor and approved by the next management level, the employee will be notified of his or her right to an informal pre-disciplinary hearing.
- 6.2 At the informal pre-disciplinary hearing, the employee will be provided with a summary of the evidence that forms the basis for the proposed discipline and given an opportunity to respond to it. In lieu of an in-person pre-disciplinary hearing, an employee may choose to respond to the summary of evidence in writing within 48 hours after the scheduled hearing, or he or she may waive the hearing.
- 6.3 Within fifteen (15) working days after the hearing date, the employee will be notified by the appropriate University official of the termination or return to work decision. There are no further appeals to the final decision.

7.0 PERFORMANCE MANAGEMENT RESOURCE GUIDE

The Department of Human Resources will provide a Performance Management Resource Guide that includes a step-by-step process for evaluating employees and steps for developing and implementing a PIP.

History: Replaces 4.51:1 and 4.51:2 (*Eff. 4/13/18*)

RESOLUTION F04-18

INVESTMENT COMMITTEE MEMBER REAPPOINTMENT

WHEREAS, on June 30, 2018 Mr. Marc Cottle will have completed a three-year term as a member of the Shawnee State University Investment Committee; and

WHEREAS, Mr. Cottle is a long-standing member of the committee and continues to demonstrate exemplary service and expertise and is willing to continue as a member of the committee; and

WHEREAS, Mr. David Furbee, Investment Committee Chairperson, nominates Mr. Cottle for reappointment for a three-year term and the President concurs with this recommendation;

THEREFORE, BE IT RESOLVED that Mr. Marc Cottle is appointed to the Shawnee State University Investment Committee effective July 1, 2018 through June 30, 2021;

THEREFORE, BE IT FURTHER RESOLVED that the Board of Trustees extends its appreciation to Mr. Cottle for his service to the University.

(April 13, 2018)

INVESTMENT PORTFOLIO PERFORMANCE

FISCAL YEAR 18:

INVESTMENT COMPANY	VALUE AS OF JUNE 30, 2017	GAIN/(LOSS) JULY**	GAIN/(LOSS) AUGUST	GAIN/(LOSS) SEPTEMBER	GAIN/(LOSS) OCTOBER	GAIN/(LOSS) NOVEMBER	GAIN/(LOSS) DECEMBER	GAIN/(LOSS) JANUARY	GAIN/(LOSS) FEBRUARY	GAIN/(LOSS) MARCH	GAIN/(LOSS) APRIL	GAIN/(LOSS) MAY	GAIN/(LOSS) JUNE	TOTAL YTD GAIN/(LOSS)
TIAA FUNDS	\$ 17,484,245.47	\$ 246,363.62	\$ 21,257.99	\$ 154,390.16	\$ 118,917.76	\$ 183,454.61	\$ 112,332.73	\$ 286,770.83	\$ (328,729.36)	\$ 32,512.81	As of 4/2/2018			\$ 631,072.79
CURRENT MTD TOTAL GAIN/(LOSS)		\$ 246,363.62	\$ 21,257.99	\$ 154,390.16	\$ 118,917.76	\$ 183,454.61	\$ 112,332.73	\$ 286,770.83	\$ (328,729.36)	\$ 32,512.81	\$ (196,198.36)	\$ -	\$ -	\$ 631,072.79
INVESTMENT FUND BALANCES:														
TIAA FUNDS		\$ 15,030,609.09	\$ 15,051,867.08	\$ 15,206,257.24	\$ 15,325,175.00	\$ 15,508,629.61	\$ 15,620,962.34	\$ 15,907,733.17	\$ 15,579,003.81	\$ 15,611,516.62	\$ 15,415,318.26			
TOTAL	\$ 17,484,245.47	\$ 15,030,609.09	\$ 15,051,867.08	\$ 15,206,257.24	\$ 15,325,175.00	\$ 15,508,629.61	\$ 15,620,962.34	\$ 15,907,733.17	\$ 15,579,003.81	\$ 15,611,516.62	\$ 15,415,318.26	\$ -	\$ -	

** During the month of July 2017, the University liquidated \$2,700,000 from the TIAA portfolio. The proceeds from the liquidation were transferred to the University Operating Cash account to meet July and August cash needs.

FISCAL YEAR 17:

INVESTMENT COMPANY	VALUE AS OF JUNE 30, 2016	GAIN/(LOSS) JULY	GAIN/(LOSS) AUGUST	GAIN/(LOSS) SEPTEMBER	GAIN/(LOSS) OCTOBER	GAIN/(LOSS) NOVEMBER	GAIN/(LOSS) DECEMBER	GAIN/(LOSS) JANUARY	GAIN/(LOSS) FEBRUARY	GAIN/(LOSS) MARCH	GAIN/(LOSS) APRIL	GAIN/(LOSS) MAY	GAIN/(LOSS) JUNE	TOTAL YTD GAIN/(LOSS)
U.S. BANK FIXED INCOME MUTUAL FUNDS	\$ 2,951,039.35	\$ 60,856.28	\$ 28,604.63	\$ (13,883.25)	\$ 6,863.19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 82,440.85
U.S. BANK EQUITY MUTUAL FUNDS	\$ 5,697,585.84	\$ 223,311.89	\$ 28,808.37	\$ (82,072.03)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 170,048.23
U.S. BANK TACTICAL BALANCED MUTUAL FUNDS	\$ 1,553,039.73	\$ 36,099.33	\$ 14,522.87	\$ (20,569.99)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,052.21
AGINCOURT CAPITAL	\$ 2,893,061.15	\$ 59,107.77	\$ (28,805.75)	\$ (27,006.56)	\$ 514.65	\$ (805.95)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,004.16
TAMRO CAPITAL/VAUGHAN NELSON##	\$ 1,108,562.07	\$ 50,204.12	\$ 12,725.38	\$ (30,269.68)	\$ 254.75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 32,914.57
MANNING & NAPIER	\$ 1,596,122.59	\$ 49,995.92	\$ 676.82	\$ (3,082.02)	\$ 481.59	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 48,072.31
TIAA FUNDS	\$ -	\$ -	\$ -	\$ 183,914.82	\$ (157,209.20)	\$ 81,256.40	\$ 160,037.97	\$ 281,321.02	\$ 282,655.97	\$ 82,404.94	\$ 218,548.91	\$ 159,148.25	\$ 26,223.33	\$ 1,318,302.41
CURRENT MTD TOTAL GAIN/(LOSS)		\$ 479,575.31	\$ 56,532.32	\$ 7,031.29	\$ (149,095.02)	\$ 80,450.45	\$ 160,037.97	\$ 281,321.02	\$ 282,655.97	\$ 82,404.94	\$ 218,548.91	\$ 159,148.25	\$ 26,223.33	\$ 1,684,834.74
INVESTMENT FUND BALANCES:														
U.S. BANK FIXED INCOME MUTUAL FUNDS		\$ 3,011,895.63	\$ 3,040,500.26	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
U.S. BANK EQUITY MUTUAL FUNDS		\$ 5,920,897.73	\$ 5,949,706.10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
U.S. BANK TACTICAL BALANCED MUTUAL FUNDS		\$ 1,589,139.06	\$ 1,603,661.93	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
AGINCOURT CAPITAL		\$ 2,952,168.92	\$ 2,923,363.17	\$ 24,262.02	\$ 19,096.35	\$ 18,290.40	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
VAUGHAN NELSON		\$ 1,158,766.19	\$ 1,171,491.57	\$ 460.12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MANNING & NAPIER		\$ 1,646,118.51	\$ 1,646,795.33	\$ 514.47	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TIAA FUNDS		\$ -	\$ -	\$ 16,317,313.04	\$ 16,174,358.28	\$ 16,255,614.68	\$ 16,433,943.05	\$ 16,715,264.07	\$ 16,997,920.04	\$ 17,080,324.98	\$ 17,298,873.89	\$ 17,458,022.14	\$ 17,484,245.47	
TOTAL	\$ 15,799,410.73	\$ 16,278,986.04	\$ 16,335,518.36	\$ 16,342,549.65	\$ 16,193,454.63	\$ 16,273,905.08	\$ 16,433,943.05	\$ 16,715,264.07	\$ 16,997,920.04	\$ 17,080,324.98	\$ 17,298,873.89	\$ 17,458,022.14	\$ 17,484,245.47	

Shawnee State University		PERSONNEL ACTIVITY Jan- Mar 2018			Board of Trustees Finance and Administration Committee April, 2018
Personnel Action	Employment Status		Name	Effective	Comments
	From	To			
New Hire					
		Payroll Fellowship	Ashley Nicole Stewart	01/02/18	SSU Graduate in 2017, Bachelor of Science in Business Administration
		Admissions Officer and Onboarding Specialist	Emily Ann Nickell	01/02/18	Bachelors Degree in International Relations from SSU, Prior marketing experience
		Director of Student Career Services	Julia Lee Hawkins	02/01/18	11 Years experience with Student Career Services as a Director, Masters degree in Psychology
		Legal Assistant	Mary Ashley Hanshaw	03/19/18	3 years of prior Paralegal/Legal Assistant experience
		Business Integration Advisor	Ronald Hubbard	03/28/18	BS Robert Morris College, AS YSU, MS (wrking) U of MD; over 25 years technical and IT mgt pos; expertise in project mgt, process and systems designs
Promotions					
	Payroll Supervisor, Payroll	Manager, Payroll Systems Services	Corey Culbertson	12/02/17	Promotion
	Instructor, Rehab & Sports Professions, Occupational Therapy Assistant	Assistant Professor, Rehab & Sports Professions, Occupational Therapy Assistant	Van Lemmon	1/8/2018	Change in Academic Rank due to degree conferral
Change of Status					
	Project Director (21st Century), Provost Office	Project Director (21st Century), Provost Office	Charlotte Moore	01/01/18	Hours Reduction from Full-time to Part-time
Departures					
		Coordinator (Advancement Operations), Advancement & External Affairs	Aubrey Sherman	01/20/18	Resignation
		Manager, Brand & Graphics Designer	Amanda Eaton	02/01/18	Reduction in Force
		Director, Enterprise Resource Planning & Financial Services	Jonica Burke	02/23/18	Resignation
		Director, Development & Community Engagement	Krista Smith	03/19/18	Reduction in Force

Status of Construction/Renovation Projects through March 31, 2018

Project	Status	Projected Budget	Funding Source
Advanced Technology Center/Technology and Industrial Buildings Rehabilitation	<ul style="list-style-type: none"> • Project scope reduced. • Phase 1 to start early April • The revised scope will include only the south portion (1978) of the ATC complex. This project will renovate the Plastics lab and create a new space for the Gaming program. 	\$ 3,881,000	State Capital
Athletic Complex (Rhodes Center)/Recreation, Student Health & Wellness	<ul style="list-style-type: none"> • The planned facility improvements include, but are not limited to: upgrading of the building's life safety systems, ADA access, and facility infrastructure; replacement of the original (circa 1983) pool filtration systems. • Phase 1A includes the pool filtration system and mechanical equipment as well as all new locker rooms. The drawings are approved by the State. This phase was bid in March, 2018. Mechanical, electrical, fire suppression, and pool equipment bids were over the advertised estimates. The scope of work for all four were revised and will be rebid on April 3, 2018. • Phase 1A budget is \$1.2 million. 	\$ 7,150,000	Bond & Local
Library Rehabilitation	<ul style="list-style-type: none"> • RFQ will be issued in March, 2018. This will include evaluation of mechanical and building automation systems for entire building, as well as programming of phased modernization and repurpose of first floor. 	\$ 1,800,000	State Capital
Facilities Campus Master Plan Update	<ul style="list-style-type: none"> • All buildings under evaluation as part of the Campus Facility Assessment. • Assessment 80% complete. • Campus facility assessment to be completed by May, 2018. 	\$ 80,000	State Capital

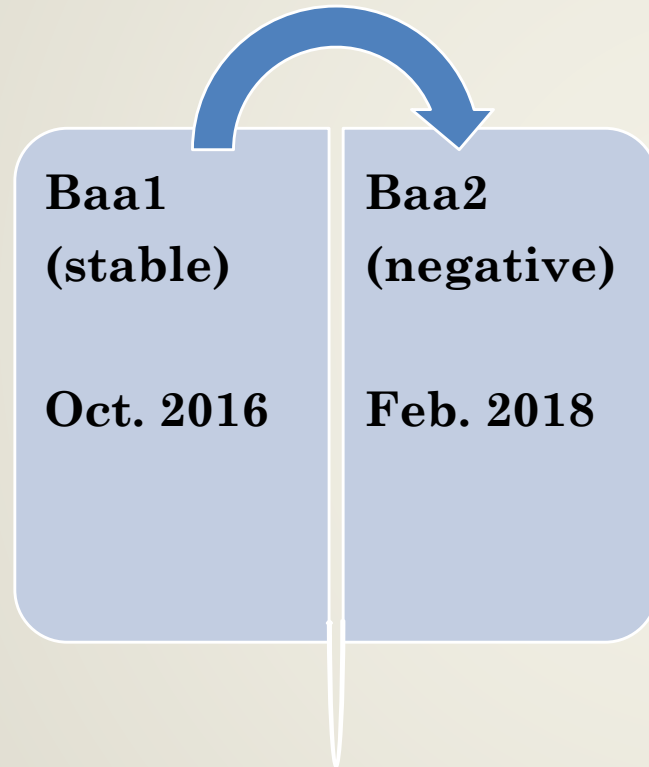
Overview

Moody's Bond Credit Rating

Finance and Administration

April 13, 2018

Bond Credit Rating Annual Review



- **2016 – first time bond rating**
 - refinanced 2007 UC bond issuance
 - \$7.2 million for new capital improvements
 - Total issuance \$21 million
- **2018 – First annual review**

Balanced Opinion

- **Challenges**

- Persistent deficit operations, eroding unrestricted liquidity
- Ongoing enrollment pressures and stagnant state funding
- Limited capital investment

- **Strengths**

- SSU serves Appalachia Ohio, enrolls high proportion of underserved students *which supports state policy priorities*
- Relatively low debt levels w/predictable fixed rate debt structure
- Proactive, stable management team with numerous measures, executing strategic plan, seeking to strengthen University's competitive and financial position

Operating (financial) Performance

- **Challenges**

- Deficit operations persist through 2018 and most likely beyond
- FY17 operating cash flow margin cannot cover debt service
- 2nd consecutive year cash flow insufficient – same trend is expected
- State funding below FY13 level
- For past 5 years revenue decline by 8%

- **Favorable considerations**

- Proactively addressing expense structure
- For past 5 years, expenses grew only 1%

Market Profile

- **Challenges**

- Continued substantial enrollment and tuition revenue pressures
- From fall 2013 – fall 2017 = 18% drop
- FY17 incoming freshmen class materially lower than previous 3 years
- 51% revenue derived from tuition
- Primary market is Ohio

- **Favorable Considerations**

- Stabilizing efforts are underway
- Strengthening incoming student preparation
- Introduction of new programs
- Broadening recruitment area
- Adding athletic programs
- Implementing new technologies
- Efforts to improve retention

Other major factors

- **Wealth, Liquidity, Debt**
 - Challenges: Cash flow weakening, reliance on reserves, capital spending not keeping pace with depreciation
 - Favorable considerations: Debt structure is low, no upcoming debt plans, capital partially funded by state, predictable fixed rate debt service
- **Pension and OPED (other post-employment retirement benefits)**
 - Challenges: Materially higher than other Baa-rated university median (state controls)
- **Governance and Management**
 - Challenges: Path to balanced operations unclear, limited resources for strategic investment
 - Favorable considerations: Proactive management with numerous measures

Factors that could lead to...

Downgrade

- Failure to generate excess cash flow
- Decline in monthly cash on hand to below 60 days (current 114)
- Inability to stabilize entering class and align expenses to smaller class sizes
- Disruption or sustained decline in state funding

Upgrade

- Tuition Stabilization
- Substantial growth in reserves

System Review Report

To the Partners of
Plante & Moran, PLLC
and the National Peer Review Committee

We have reviewed the system of quality control for the accounting and auditing practice of Plante & Moran, PLLC. (the firm) applicable to engagements not subject to PCAOB permanent inspection in effect for the year ended June 30, 2016. Our peer review was conducted in accordance with the Standards for Performing and Reporting on Peer Reviews established by the Peer Review Board of the American Institute of Certified Public Accountants. As a part of our peer review, we considered reviews by regulatory entities, if applicable, in determining the nature and extent of our procedures. The firm is responsible for designing a system of quality control and complying with it to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Our responsibility is to express an opinion on the design of the system of quality control and the firm's compliance therewith based on our review. The nature, objectives, scope, limitations of, and the procedures performed in a System Review are described in the standards at www.aicpa.org/prsummary.

As required by the standards, engagements selected for review included engagements performed under *Government Auditing Standards*; audits of employee benefit plans, audits performed under FDICIA, and examinations of service organizations [Service Organizations Control (SOC) 1 and SOC 2 engagements].

In our opinion, the system of quality control for the accounting and auditing practice of Plante & Moran, PLLC in effect for the year ended June 30, 2016, has been suitably designed and complied with to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Firms can receive a rating of *pass*, *pass with deficiency(ies)* or *fail*. Plante & Moran, PLLC has received a peer review rating of *pass*.

Postlethwaite & Netterville

Baton Rouge, Louisiana
November 18, 2016

Shawnee State University

Board of Trustees

Finance and Administration Committee

2018 Audit Planning Meeting

Shawnee State University

Audit Planning Agenda

- Shawnee State University Audit Team
- Reporting and Responsibilities
- Audit Approach
- Timing and Key Dates
- Peer Review Report and GAO Auditor Responsibilities
- Upcoming Pronouncements
- Appendix - Definitions

Shawnee State University

Audit Team

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Shawnee State University

Reporting and Responsibilities

- **Plante Moran Deliverables**
 - Opining on FY 2018 University financial statements and the University's federal programs
 - Opining on FY 2018 for the Development Foundation financial statements
 - Letter for state "Special Purpose" Report
- **Plante Moran Responsibilities**
 - To express an opinion on the University's and the Development Foundation's financial statements
 - To express an opinion on the major federal programs of the University
 - To provide reasonable, not absolute, assurance of detecting material misstatement
 - To gain an understanding of internal controls, policies, and procedures to design an effective audit
- **Plante Moran will issue the following Reports and Letters for 2018:**
 - **Planning Stage**
 - Engagement letter for the Shawnee State University audit (includes the federal programs audit)
 - Engagement letter for the Development Foundation

Shawnee State University

Reporting and Responsibilities (continued)

- **Plante Moran will issue the following Reports and Letters for 2018 (continued):**
 - **At completion of work:**
 - An opinion on the financial statements of the University and the Development Foundation
 - Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of the Financial Statements Performed in Accordance with *Government Auditing Standards* (GAGAS report) for the University and the Development Foundation
 - Report on the Conduct of the Audit (AU 260)
 - Federal programs audit reports and schedules
 - Report on Compliance For Each Major Program and on Internal Control Over Compliance in Accordance with Uniform Guidance
 - A Schedule of Findings and Questioned Costs
 - A Management Recommendation Letter, if applicable
 - A letter regarding procedures performed for the state “Special Purpose” report

Shawnee State University

Audit Approach

- **Financial Statement Audits (includes the Development Foundation)**
 - General Controls Assessment and Paperless System testing (i.e., registration, tuition, and endowments)
 - Risk-Based Approach – More time will be spent on those areas considered higher risk
 - Valuation of accounts receivable
 - Accounting for service concession arrangements
 - Any contingent liabilities
 - The net pension and OPEB liability
 - In response to the above risks, we will perform the following:
 - Review the allowance for accounts receivable and also, review the assumptions used to determine collectibility,
 - Review the revenue received from concession arrangements in accordance with applicable accounting standards,
 - Discuss pending litigation with Shawnee State University legal counsel,
 - Review the calculations surrounding the pension and OPEB liability and incorporated into the financial statements, test the census data used in the calculations, and review audited pension plan reports.

Shawnee State University

Audit Approach (continued)

- **Financial Statement Audits (includes the Development Foundation)**
 - Documentation and testing of key accounting processes and internal controls by major cycles – purchasing, expenditures and accounts payable, payroll and related year-end liabilities, revenue, receipts and accounts receivable, investments and related income, financial reporting
 - Group Audit Standards – Plante Moran will be serving as the “Group Auditor” for all components of this audit (the University and the Development Foundation)
 - Report letter
 - Emphasis-of-matter paragraph will be in the report letter due to the adoption of GASB Statement No. 75, *Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions*

Shawnee State University

Audit Approach (continued)

- **Federal Programs Audit Reports**

- Audit is performed in compliance with federal regulations and includes compliance and internal control categories as defined by Uniform Guidance
 - Programs expected to be tested in 2018
 - Student Financial Assistance Cluster
 - Other programs will also be tested if required based on Uniform Guidance

- **Plante Moran has been advised:**

- The University is in compliance with all regulatory, governmental, and grant requirements,
- There have been no material acts of fraud or embezzlement,
- There have been no significant acts of fraud related to federal programs,
- The University is not aware of any accounting entries made which are not in the normal course of business,
- The University is not aware of any material illegal or improper acts.

Shawnee State University

Audit Approach (continued)

- **Materiality**

- The concept of materiality is inherent in the audit
 - We place greater emphasis on those items that have, on a relative basis, more importance to the financial statements and greater possibilities of material error than with those items of lesser importance or those in which the possibility of material error is remote.

- **Communications with the Finance and Administration Committee:**

- Required fraud inquiries during planning process
- All services provided by Plante Moran to Shawnee State University
- Independence, in compliance with GAO requirements
- Passed adjustments schedules
- Changes in report presentation (if applicable)

Shawnee State University

Timing and Key Dates

Audit Scope Presentation to Finance and Administration Committee	May 2018
Preliminary fieldwork begins (includes single audit)	May 21
Preliminary fieldwork ends	May 25
Year-end fieldwork begins – University including single audit and Development Foundation	August 13
Draft financial statements to Plante Moran	August 20
Year-end fieldwork ends – University including single audit and Development Foundation	August 24
Closing meeting with management & final draft of financial statements	September 15
Submission of Draft Management Letter to Executive Management, if applicable	September 15
Submission of final University financial statements to State Auditor	Prior to October 15
Submission of final Development Foundation financial statements to State Auditor	Prior to October 15
Submission of final management letter to State Auditor	Prior to October 15

Shawnee State University

Peer Review Report and GAO Auditor Responsibilities

- **Under the Government Accounting Office (GAO) requirements, if an audit is completed in accordance with *Government Auditing Standards*, the Audit Committee and/or Board of Trustees are required to receive from the audit firm the following document:**
 - Peer Review Report (this is performed every three years)
- **In addition, we are required to communicate the following items (if applicable):**
 - Noncompliance with laws, regulations, contracts or grants that have material effect on the financial statements
 - Any instances of abuse identified that could be material to the financial statements

Shawnee State University

New Pronouncements

- **GASB 75 – Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions**
 - Effective for the fiscal year ending June 30, 2018
 - Addresses reporting by governments that provide postemployment benefits other than pensions (OPEB) to their employees and for governments that finance OPEB for employees of other governments
 - Will require the University to recognize on the face of the financial statements its proportionate share of the net OPEB liability related to its participation in the OPERS and STRS plans
 - Will include additional footnote disclosures and required supplementary information (RSI) within the financial statements
- **GASB 83 – Certain Asset Retirement Obligations**
 - Effective for the fiscal year ending June 30, 2019
 - Provides requirements on recognition and measurement for asset retirement obligations (ARO), other than landfills
 - Defines an ARO as a legally enforceable liability associated with the retirement of a tangible capital asset
 - Common examples include the removal of wind turbines and disposal of X-ray machines

Shawnee State University

Upcoming Pronouncements (continued)

- **GASB 84 – Fiduciary Activities**

- Effective for the fiscal year ending June 30, 2020
- Establishes criteria for identifying fiduciary activities
- For public institutions, examples that may meet these criteria include 1) endowment assets of other institutions that are managed in the reporting institution's investment pool and 2) alumni or student club accounts that are managed with the reporting institution's cash or investments

- **GASB 87 – Leases**

- Effective for the fiscal year ending June 30, 2021
- Requires recognition of certain lease assets and liabilities for leases that previously were classified as operating leases and recognized as inflows of resources or outflows of resources based on the payment provisions of the contracts
- Lessee would be required to recognize a lease liability and an intangible right-to-use lease asset
- Lessor would be required to recognize a lease receivable and a deferred inflow of resources

Shawnee State University

Appendix - Definitions

- **Deficiency**

- A “deficiency” exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect and correct misstatements on a timely basis. A deficiency in design exists when (a) a control necessary to meet the control objective is missing or (b) an existing control is not properly designed so that even if the control operates as designed, the control objective is not always met. A deficiency in operation exists when a properly designed control does not operate as designed or when the person performing the control does not possess the necessary authority or qualifications to perform the control effectively. Deficiencies may involve one or more of the five interrelated components of internal control.

- **Significant Deficiency**

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

- **Material Weakness**

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

- **Fraud**

- The term “fraud” includes “misstatements” arising from fraudulent financial reporting and misstatements arising from misappropriation of assets.
- “Misstatements” arising from “fraudulent financial reporting” are intentional misstatements, or omissions of amounts or disclosures in financial statements intended to deceive financial statement users.

Shawnee State University

Appendix - Definitions

- **Fraud (continued)**
 - “Misstatements” arising from “misappropriation of assets” involve the theft of assets where the effect of the theft causes the financial statements not to be presented in conformity with GAAP.
 - The University is responsible for the design and implementation of programs and controls to prevent and detect fraud.
- **GAAP**
 - Generally Accepted Accounting Principles. Used by almost all entities in the USA to prepare periodic financial statements.
- **Allowance**
 - An estimate determined by management based on past history of the amount of student and contribution receivables at June 30 that are not expected to be received.
- **Federal Programs Audit**
 - Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* sets forth standards for obtaining consistency and uniformity among Federal agencies for the audit of states, local governments, and non-profit organizations expending federal awards. This is also known as “Single Audit” and is focused on programs funded with federal dollars. At Shawnee State University, this primarily consists of student financial aid.
- **990-T**
 - Corporate income tax form for exempt organization unrelated income. This primarily relates to income earned on limited partnerships that is considered taxable by the IRS (real estate and natural resources), and non-educational use of institutional property.

Shawnee State University

Appendix - Definitions

- **Nonexchange Transaction**
 - Revenues received by the University that are deemed not related to the University providing a service. They consist primarily of gifts, investment income, federal Pell grant revenue and state operating appropriations. State appropriations are subject to annual approval by state legislature and are reported based on the state operating budget that funds the appropriation to the University.
- **FASB**
 - Financial Accounting Standards Board is the governing accounting body that issues reporting pronouncements for private sector organizations. The Development Foundation prepares its financial statements in accordance with these pronouncements and guidance.
- **GAAS**
 - Generally Accepted Auditing Standards. The standards that govern the conduct of independent audits of non-public companies, as determined by the Auditing Standards Board (ASB) of the AICPA.
- **GAGAS**
 - Generally Accepted Governmental Auditing Standards. Informally known as “Yellow Book,” these standards guide all audits of governmental units.
- **GASB**
 - Governmental Accounting Standards Board is the governing accounting body that issues reporting pronouncements. Shawnee State University prepares their financial statements in accordance with these pronouncements and guidance.

Shawnee State University

Appendix - Definitions

- **Unmodified Opinion**
 - A signed representation by an auditor as to the reliability and fairness of a set of financial statements. The opinion could be qualified, unmodified, or adverse.
- **Auditor Opinion Date**
 - The date the audit is completed and the auditor can provide their opinion. This is defined as the date the audit fieldwork and reviews are completed and the date management has reviewed the financial statements and provided a signed representation letter to the auditors.
- **Material Misstatement**
 - To present accidental or intentional untrue financial statement information that influences an organization's value.
- **Significant Adjustments**
 - A material error in financial reporting discovered by the auditor during performance of their audit fieldwork which was large enough that it was required to be booked to the financial statements and disclosed to the audit committee or board.
- **Passed Adjustments**
 - A summary of proposed account adjustments not recorded by management and reviewed by auditors and determined, individually or in the aggregate, not to have a significant effect on the financial reporting process and therefore they are not recorded in the financial statements.

Thank You!

*We look forward to continue serving
Shawnee State University!*

Higher Education Group

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System Review Report

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Baton Rouge, Louisiana
November 18, 2016