

**SHAWNEE STATE UNIVERSITY
BOARD OF TRUSTEES**

**Meeting Minutes
February 10, 2023**

Call to Order

Vice Chair Edwards called the meeting to order at 1:16 p.m. noting the meeting was in compliance with RC § 121.22(F).

Roll Call

Members present: Mr. Daniels, Mr. Edwards, Mr. Evans, Dr. Haas, Mr. Richey, Ms. Ratliff, Mr. Bakenhaster with Mr. Furbee and Mr. Watson joining via phone

Members absent: Mr. Shah

Approval of the November 18, 2022 Executive Committee Minutes

Mr. Richey moved and Dr. Haas seconded a motion to approve the November 18, 2022 Executive Committee meeting minutes. The motion was passed by unanimous roll call vote of all Board members present.

Approval of the November 18, 2022 Board Meeting Minutes

Mr. Daniels moved and Mr. Richey seconded a motion to approve the November 18, 2022 Board meeting minutes. The motion was passed by unanimous roll call vote of all Board members present.

Approval of the February 10, 2023 Agenda

Mr. Evans moved and Mr. Richey seconded a motion to approve the February 10, 2023 Board meeting agenda. The motion was passed by unanimous roll call vote of all Board members present.

Finance and Administration Committee Report

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

1. Resolution F01-23, Administration of Capital Facilities Projects

This resolution authorizes 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. Mr. Daniels moved that the Board adopt Resolution F01-23 and Mr.

Evans seconded the motion. The motion was passed by unanimous roll call vote of all Board members present.

2. Resolution F02-23, Approval of Policy 4.95, Flexible Work Arrangements

This resolution approves a flexible work arrangement policy for University employees. Mr. Daniels moved that the Board adopt Resolution F02-23 and Mr. Evans seconded the motion. The motion was passed by unanimous roll call vote of all Board members present.

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

This resolution approves revisions to Policy 5.16Rev. Mr. Daniels moved that the Board adopt Resolution F03-23 and Dr. Haas seconded the motion. The motion was passed by unanimous roll call vote of all Board members present.

4. Resolution F04-23, Approval of Renaming and Revision of Policy 5.39Rev, Marketing, Branding, and Use of University Logo

This resolution approves updates to Policy 5.39Rev to incorporate new language regarding permission for use of logos for matters other than official University business. Mr. Daniels moved that the Board adopt Resolution F04-23 and Mr. Evans seconded the motion. The motion was passed by unanimous roll call vote of all Board members present.

5. Resolution F05-23, Shawnee State University Development Foundation Member Appointments

This resolution ratifies Shawnee State University Development Foundation (SSUDF) Resolution 2022.3, extension of appointment of members to the Shawnee State University Development Foundation Board. Mr. Daniels moved that the Board adopt Resolution F05-23 and Mr. Evans seconded the motion. The motion was passed by unanimous roll call vote of all Board members present.

6. Resolution F06-23, Shawnee State University Development Foundation Adoption of Policies and Code of Regulations

This resolution ratifies SSUDF Resolution 2022.4, proposed amendment of SSUDF Policies and Code of Regulations. Mr. Daniels moved that the Board adopt Resolution F06-23 and Dr. Haas seconded the motion. The motion was passed by unanimous roll call vote of all Board members present.

7. Mr. Jim Butz of SPGB Architects presented an update on the Campus Master Plan. He discussed the status of the project, the core vision for the plan, and the priority initiatives. The full report is attached to the minutes.

8. Dr. Jonica Burke, Vice President for Finance and Administration, discussed updated FY2023 revenue projections and current estimates for year-end performance. Spending constraints were implemented in January, including restrictions on university credit cards, auto-rejection of spending requests in excess of budget authority, and Vice-Presidential approval of most spending. Dr. Burke also reported on the annual surveillance call with Moody's. The outcome of that process should be known before the end of February. The full report is attached to the minutes.
9. Ms. Aimee Welch, Director of Institutional Budgeting, presented the current operating budget status for FY2023. The full report is attached to the minutes.
10. Mr. Greg Ballengee, Controller, reviewed the status of the University's investment portfolio as of January 31, 2023. The market value of the portfolio at that time was \$8.0 million. The full report is attached to the minutes.
11. Dr. Burke reported on recent employment activity, including five new hires, three status changes for current employees, and five departures. The full report is attached to the minutes.
12. Mr. John Temponeras, Interim Director of Facilities, Planning and Construction, briefed the committee on the status of current capital projects. The HVAC renovation and Kricker Innovation Hub projects are each 98% complete. The full report is attached to the minutes.

Academic and Student Affairs Committee Report

Mr. Evans reported on behalf of the Academic and Student Affairs Committee.

1. Resolution ASA01-23, Approval of 2023 Graduates

This resolution empowers the President to award certificates or degrees during the year 2023 to all candidates whose eligibility for graduation is confirmed by the Office of the Registrar. Mr. Evans moved that the Board adopt Resolution ASA01-23 and Mr. Daniels seconded the motion. The motion was passed by unanimous roll call vote of all Board members present.

2. Resolution ASA02-23, Approval of the Revision of Policy 2.19, Transfer Credit

This resolution updates Policy 2.19 to include graduate transfer and other clarifications. Mr. Evans moved that the Board adopt Resolution ASA02-23 and Mr. Richey seconded the motion. The motion was passed by unanimous roll call vote of all Board members present.

3. Resolution ASA03-23, Approval of the Adoption of Policy 2.20, Institutional Animal Care and Use

This resolution establishes a new policy regarding Animal Research. Mr. Evans moved that the Board adopt Resolution ASA03-23 and Dr. Haas seconded the motion. The motion was passed by unanimous roll call vote of all Board members present.

4. Dr. Sunil Ahuja, Provost and Vice President for Academic and Student Affairs, reported on recent activities in Academic & Student Affairs. He updated the committee on the upcoming Higher Learning Commission mid-cycle visit in March and a forthcoming visit by the International Accreditation Council for Business Education for accreditation of business programs in September 2023. Finally, he provided highlights of recent faculty and staff accomplishments in the areas of teaching, scholarship, service, and community engagement. The full report is attached to the minutes.
5. Ms. Tami Sheets, Registrar, provided Spring 2023 15th Day Enrollment numbers. Overall spring enrollment is up one percent from last spring with a total head count of 3006 students. The first-time freshman and transfer headcount are up 19% compared to last spring. The continuing undergraduate enrollment is down 4%, new graduate enrollment is up 55%, continuing graduate is down 7%. The overall graduate enrollment is up 10%. The non-degree seeking enrollment is up 16% with the majority of the increase coming from our College Credit Plus enrollment, which is up 12%. Our eCampus population makes up 9% of our overall enrollment, compared to 10% in the fall. The full report is attached to the minutes.
6. Mr. Eric Braun, Vice President for Advancement and Enrollment Management, reported on activities in the division which included Fall 2022 Academic All-Conference awards going to 31 SSU athletes with Kevin De Lange named CSC NAIA Academic Player of the Year; the Development Foundation received gifts totaling \$125,000 to establish two new scholarship funds; the Financial Aid office visited 18 area high schools to assist families with filing the FAFSA; SSU received a Choose Ohio First award of \$550,000 over the next five years to recruit students into Actuary/Math, Chemistry, Plastics and Electromechanical Engineering Technologies which brings the total of eligible SSU programs to 6; the Kricker Innovation Hub grand opening is scheduled for March 9th and coincides with the Shawnee Game Conference. The full report is attached to the minutes.
7. Mr. Jim Farmer, Director of Admissions, presented a recruitment and admissions report and fall enrollment indicators show fall 2023 undergraduate admission applications are up 10%, admitted students up 16%, and application conversions up 4% over fall 2022. PALSJR+ counties are outperforming fall 2019 numbers with the exception of Pike and Scioto counties. The full report is attached to the minutes.
8. Mr. Brandon Reed, Student Government Association President, reported on SGA clubs and events for the 2022-2023 academic year. The full report is attached to the minutes.
9. Dr. Jennifer Pauley, Associate Provost, and Mr. Matthew Crawford, Director of

Institutional Research, Reporting and Analytics, presented the findings of the FY 22 Cost of Remediation Report as required by the Ohio Revised Code Section 3345.062. The full report is attached to the minutes.

10. Drs. Marc Scott and Christine Raber updated the group about preparations for the Higher Learning Commission (HLC) site visit scheduled for March 13-14, 2023. They also presented information about relevant HLC accreditation criteria and shared potential questions members of the Board might be asked by the HLC peer review team.

Reports from Board Liaisons with other Organizations

None

President's Report

President Bauer, by pronouncement, rescinded Policy 5.42 and Procedure 4.93:2, which were related to health initiatives and restrictions connected with the pandemic. The Strategic Plan Scorecard was distributed prior to the meeting and he encouraged members to review the progress made toward goals and offer feedback. Spring enrollment and tuition, like that of autumn, have fallen short of projections and will require additional action in order to achieve our FY23 budget goals. Dr. Bauer attended the Governor's State of the State address and the Governor has prioritized education in his budget including an increase in our supplement. The budget now goes to the legislature. The final draft of the University's campus master plan will be presented at the June Board meeting. Several Board members will be selected to meet with representatives of the Higher Learning Commission (HLC), our regional accreditation agency, during their March campus visit. President Bauer read and submitted his notice for retirement effective June 30, 2023 and thanked the Board for allowing him to lead the institution. The full report and President Bauer's retirement letter to the Board of Trustees are attached to the minutes.

New Business

None

Comments from Constituent Groups and the Public

None

Faculty Senate Report

None

Executive Session

Mr. Evans moved to enter Executive Session to discuss two issues: First, to discuss collective bargaining with public employees concerning terms and conditions of their employment and second, to discuss the employment of a public official. Mr. Daniels seconded the motion and

following a unanimous roll call vote in accordance with Ohio Revised Code Section 121.22, the Board entered executive session at 1:50 p.m. Those in attendance for the executive session were Dr. Bauer, Mr. Furbee, Mr. Daniels, Mr. Edwards, Mr. Evans, Dr. Haas, Mr. Richey, Mr. Watson Dr. Burke, Mr. McPhillips, and Mr. Braun. Dr. Burke and Mr. Braun left executive session at 2:16 p.m. Mr. Richey moved and Mr. Evans seconded a motion to leave executive session and return to public meeting. The motion passed unanimously and the Board exited executive session at 2:43 p.m.

Other Business

1. Resolution E01-23, Resolution Appointing Eric A. Braun as Interim President, Effective July 1, 2023

Mr. Evans moved that the Board adopt Resolution E01-23 and Mr. Furbee seconded the motion. The motion was passed by unanimous roll call vote of all Board members present.

Adjournment

Dr. Haas moved and Mr. Evans seconded a motion to adjourn. The motion was passed unanimously and the Board adjourned at 2:47 p.m.

Chairperson, Board of Trustees

Secretary, Board of Trustees

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)

Certified as True and Correct
February 13, 2023


Secretary, SSU Board of Trustees

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)

Certified as True and Correct
February 13, 2023


Secretary, SSU Board of Trustees

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.

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February 13, 2023


Secretary, SSU Board of Trustees

- 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)

Certified as True and Correct
February 13, 2023


Secretary, SSU Board of Trustees

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.

Certified as True and Correct
February 13, 2023


Secretary, SSU Board of Trustees

- 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

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
NEXT REVIEW DATE:	2/2026
RESPONSIBLE OFFICER:	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.

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- 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 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.

Certified as True and Correct
February 13, 2023


Secretary, SSU Board of Trustees

- 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)

Certified as True and Correct
February 13, 2023


Secretary, SSU Board of Trustees

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:	<u>03/13/2002/10/2023</u>
NEXT REVIEW DATE:	<u>02/2026 03/2023</u>
RESPONSIBLE OFFICER(S):	<u>VPA&EA</u> <u>VPAEM</u>
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

- 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: 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: Units, staff, students, departments, and divisions carrying out activities that would enhance the University's reputation and

Certified as True and Correct
February 13, 2023


Secretary, SSU Board of Trustees

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

Certified as True and Correct
February 13, 2023



Secretary, SSU Board of Trustees

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)

Certified as True and Correct
February 13, 2023


Secretary, SSU Board of Trustees

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)

Certified as True and Correct
February 13, 2023


Secretary, SSU Board of Trustees

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)

Certified as True and Correct
February 13, 2023


Secretary, SSU Board of Trustees

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)

Certified as True and Correct
February 13, 2023


Secretary, SSU Board of Trustees

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.

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.

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CAMPUS MASTER PLAN

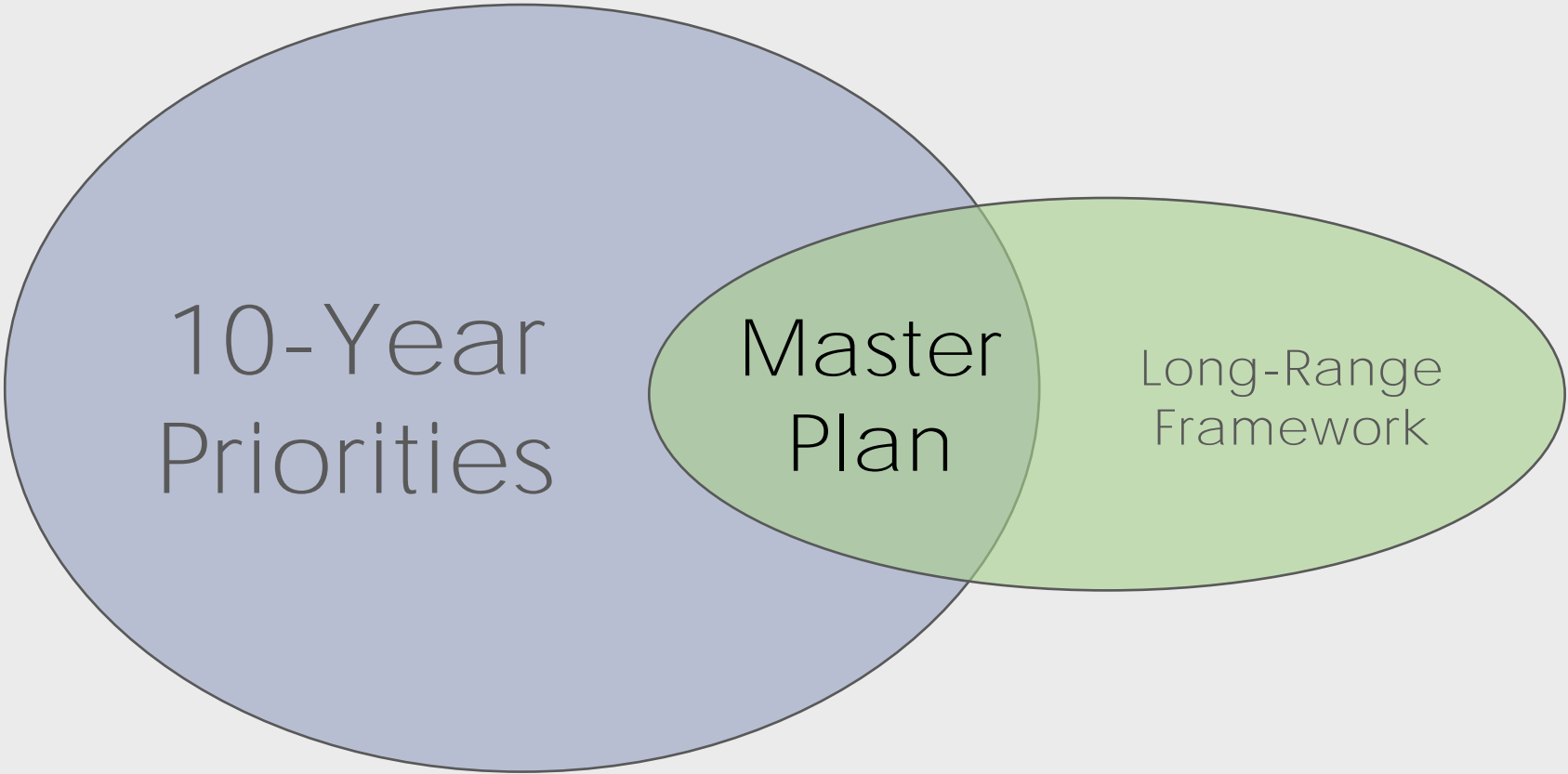
Shawnee State University

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Planning Priorities



Core Planning

Appendices – Guiding
Vision & Stretch Goals

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Core Vision

Regional Public University of Southern Ohio

Appalachia Serving

Student Futures & Economic Driver

- Public University – Resources & Affordability
- Private Liberal Arts College – Faculty & Student Relationships
- Community College – Nimbleness & Adaptability

High-Performance Relationships

- Contextual Learning
- Off-Campus Study & Public Service Projects
- Applied Research & Innovation
- Mentoring, Networking & Internships
- High-Performance Teaming Skills

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Underlying Goals

- 10-Years:
 - Maximize Existing Resources Towards the Core Mission
 - Provide Accountability & Transparency
 - Increase Enrollment & Align Academics
- Long-Term:
 - Strengthen Community Connections
 - Enhance Campus Life

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10-Year Initiatives

1. Academic Right-Sizing
2. Laboratory Renovations
3. Campus Third Spaces
4. Library Renewal
5. Housing Right-Sizing
6. Campus Wayfinding
7. Third Street Redevelopment
8. Campus Greenscaping

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Initiative 1: Academic Right-Sizing

Increased Enrollment

- **Associate Degrees** – Selected Health Professions
- **International Enrollment** – Business, Game Design, Computer Science, Information Security, Plastics & PreMed
- **Graduate Degrees** – Occupational Therapy & Education with licensure

New Degrees

- **Undergraduate** – Social Work, Counseling & Computer Science
- **Graduate** – Business, Nursing & Plastics Engineering

Increased Faculty Research

Existing Space Utilization

▪ New Allocations

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▪ ~~4000~~-FTE
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Initiative 2: Laboratory Renovations


Science Labs – Massie Hall

- 30-Years Old | 16,715-Square Feet
- Number & Size of Labs
- Pedagogy
- New or Renovations
- Building Locations
- High or Low Locations
- Phasing Requirements

Allied Health Labs – H.S. Building

- Excluded from 2017 Renovation
- Central 2nd Floor Suite | 8,000-SF
- Respiratory Therapy
- Radiology Technology
- Medical Technology

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Initiative 3: Campus Third Spaces

Objectives

- Value of Engaging On-Campus
- High-Performance Relationships
- Mentoring, Networking & Teaming Skills – Residential & Commuter Students, Faculty & Administration
- Impromptu Activities, Service Centers & Social Programming
- Community Building

Priorities

- Locate Across Campus
- Focus on Massie Hall, Library & Administration Building
- Create Campus Crossroads
- Enhance Corridors

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Initiative 4: Library Renewal

High-Value Building

- Large, Flexible & Well-Constructed
- Important Campus Crossroad
- Under-Utilized

Objectives

- Enhance Student Learning
- Enhance Campus Life

Development Considerations

- Third Street Entry – Pass Thru Building
- Consolidate Student Services?
Learning Center, Advising, Career Services, Workforce Development & Computing Services
- Classrooms?
- Lecture Hall Improvements?
- Student Life Programming?
- Gaming Arena?

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Initiative 5: Housing Right-Sizing

- 1,000 Residential Students
- Maintain University Owned Housing – Townhouses, Carriage House & Cedar House
- Evaluate Inventory with Housing Partner – Campus View, Tanner Place & Bridge View Apartments

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Initiative 6: Campus Wayfinding


Campus

- Directional Highway Signage
- 3 Campus Portals & Visitor Parking
- Campus Organization & Maps
- Exterior Destinations
- Building Entries & Interior Destinations
- Inviting Entry Development

Building Interiors

- Directories & Mapping
- Corridor | Campus Orientation
- Corridor Extensions & Interior Design
- Directional Signage
- Destination Plaques
- Door Signage

Consistency ▪ Branding ▪ Modern ▪

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Initiative 7: Third Street Redevelopment

15-Year Initiative

- Pedestrian Safety & Campus Boundary
- Downtown Connections, Wayfinding & Entry Portal
- Alternative US-23 Alignments
- *Elevate Portsmouth:*
 - Long-Range City Initiative – Eliminate US-23 Ramp From 2nd to Gay Streets
 - University Long-Range Support – Short-Term Action at Third Street

Big-Impact & Low-Cost Modifications

- Maintain Curbs, Gutters, Storm Inlets, Lighting & Pavement
- Rely on City Bike Lanes on Gallia Street
- Single Two-Way Travel Lanes
- South Side Head-In Parking on West End – Visitors
- South & North Side Head-In Parking on East End
- Landscape Islands, Trees & Crosswalks

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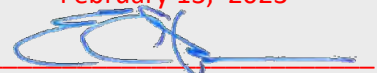

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Initiative 8: Campus Greenscaping

Visually Unify Campus Districts:

- Tree Planting Program – Large Deciduous Trees
- Landscaping Islands & Large Trees – Central Parking Lots
- South Side Bikeway – Along Levee
- Alumni Green Enhancements – Drainage, Program Turf, Stage Cover & Building Entry Activation
- Plaza Enhancements – Kricker Hall & Health Sciences Building

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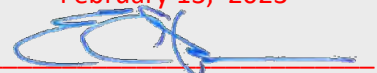


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Long-Range Visions

1. Downtown Community Connections
2. US-23 Realignment
3. Downtown Building
4. Indoor Recreation Center
5. Outdoor Recreation

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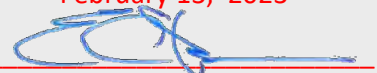


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Next Steps

- Detailed Space Calculations
- Conceptual Building Solutions
- Physical Campus Planning
- Deferred Maintenance Confirmation
- Capital Assessments
- Draft Report
- June Trustee Review

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CAMPUS MASTER PLAN

Shawnee State University

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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	

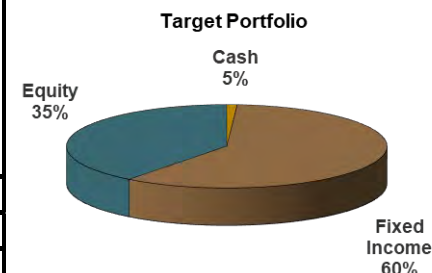
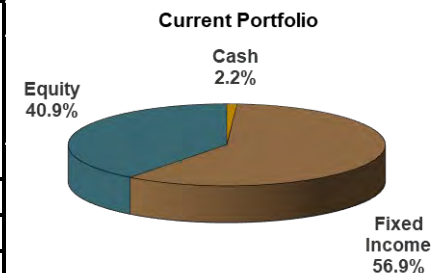
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Shawnee State University Asset Allocation – As of December 31, 2022



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%



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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
CASH EQUIVALENTS:		\$ 438,500	\$ 255,492
% of Total Portfolio		5.5%	3.3%
FIXED INCOME:			
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%
DOMESTIC EQUITY:			
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%
INTERNATIONAL EQUITY:			
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%

Certified as True and Correct
February 13, 2023



Secretary, SSU Board of Trustees

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

Certified as True and Correct
February 13, 2023


Secretary, SSU Board of Trustees

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.

Certified as True and Correct
February 13, 2023


Secretary, SSU Board of Trustees

RESOLUTION ASA01-23
APPROVAL OF 2023 GRADUATES

WHEREAS, it is the role of the Shawnee State University Board of Trustees to award degrees and certificates; and

WHEREAS, annual action approving the granting of degrees and certificates during the year shall be taken by the Board of Trustees (Policy 2.06); and

WHEREAS, candidates for graduation must meet all academic and University requirements in order to be certified as candidates by the Office of the Registrar;

THEREFORE, BE IT RESOLVED that the Board of Trustees of Shawnee State University empowers the President to award certificates or degrees during the year 2023 to all candidates whose eligibility for graduation is confirmed by the Office of the Registrar.

(February 10, 2023)

Certified as True and Correct
February 13, 2023


Secretary, SSU Board of Trustees

RESOLUTION ASA02-23

**APPROVAL OF THE REVISION OF POLICY 2.19
TRANSFER CREDIT**

WHEREAS, Shawnee State University recognizes the significance and value of transfer students to the institution; and

WHEREAS, it is imperative to ensure that students are awarded transfer credit consistently and equitably and in compliance with all internal and external standards and expectations; and

WHEREAS, Policy 2.19 addresses the requirements pertaining to facilitation of fair and consistent transfer credit evaluations for undergraduate and international coursework; and

WHEREAS, Policy 2.19Rev updates Policy 2.19 to include graduate transfer and other clarifications;

THEREFORE, BE IT RESOLVED that the Board of Trustees of Shawnee State University hereby approves Policy 2.19Rev pertaining to Transfer Credit.

(February 10, 2023)

Certified as True and Correct
February 13, 2023


Secretary, SSU Board of Trustees

Shawnee State University

POLICY TITLE:	TRANSFER CREDIT
POLICY NO.:	2.19 REV
ADMIN CODE:	3362-2-19
PAGE NO.:	1 OF 3
EFFECTIVE DATE:	02/10/18 /20 23 22
NEXT REVIEW DATE:	02/11/2025 6
RESPONSIBLE OFFICER:	PROVOST
APPROVED BY:	BOARD OF TRUSTEES

1.0 POLICY STATEMENT AND PURPOSE

- 1.1 Understanding the variables involved in the transfer credit evaluation process for undergraduate, international, and graduate students is imperative to ensuring that students are awarded credit consistently and equitably. This policy is designed to facilitate the transfer of students and credits from other institutions and/or foreign institutions of higher education to Shawnee State University, assure maximum utilization of prior learning, and encourage students to advance as far through the educational system as they can in pursuit of their goals.
- 1.2 ~~This policy aims to fFacilitate~~~~ing~~ fair and consistent transfer credit evaluations for undergraduate, international, and graduate course work.

As used in this policy and related procedures, the following definitions shall apply:

DEFINITIONS

Term	Definition
Acceptability	In reference to course work, the quality of having met standards for evaluation and award of transfer credit.
Accreditation	The educational status of an institution assessed by specific governing bodies and associations indicating that an institution has met certain minimum standards.
Applicability	Course work that the degree-granting department/school deems appropriate for use within a degree program to fulfill specific requirements.
College-level Course Work	Course work that is non-remedial, post-secondary, curriculum that offers an advanced level of content and rigor.
International Course Work	Course work that is performed within the curriculum of a course of study in an institution located outside of the United States.
Level of Course Work	The rank of a course as determined by the type of student for whom the course is designed, the content, and the expectations of completion (e.g., 1000 level, freshman; 2000 level, sophomore; 5000 and 6000 level, master's, etc.).
Official Transcript	A document issued by an institution showing enrollment dates, courses, grades, grading scale, and earned academic credentials. Transcripts must arrive directly from the originating institution to the appropriate office and be signed and certified by the registrar or similar institutional authority.

Certified as True and Correct
February 13, 2023



Secretary, SSU Board of Trustees

Originating Institution	An institution (i.e., college, university, agency, organization) at which course work has been taken and/or academic credit earned by a student seeking transfer credit.
Semester Hour Equivalent Value	The number of semester hours of credit assigned to a course on the basis of content and amount of time required for completion.

2.0 IMPLEMENTATION-UNDERGRADUATE

- 2.1 This policy is consistent with the [Ohio Articulation and Transfer Policy](#), first adopted by the Ohio Department of Higher Education in November of 1990; and, the [Joint Statement on the Transfer and Award of Credit. The Ohio Articulation and Transfer Policy](#) complies with state statutory and policy requirements, including, but not limited to, Ohio Revised Code (ORC) 3333.16, 3333.161, 3333.162, and 3333.164.
- 2.2 When evaluating whether to award transfer credit, the University Registrar office uses a multifactorial process initially driven by an assessment of the educational quality of the course work as evidenced by the accreditation held by the originating institution. Transfer credit will be awarded provided the course is similar in level and content to Shawnee State course offerings. The appropriate instructional department has the authority to determine equivalent Shawnee State credit for transfer courses, which have not been established through ODHE transfer initiatives and/or established articulation agreements.
- 2.3 Shawnee State University will award transfer credit for courses that have been approved through the following transfer programs: OT36, TAG, CTAG, ITAG, and MTAG. In addition, the university will honor transfer equivalencies that are established as part of articulation agreements with other institutions.
- 2.4 Shawnee State employs, updates in accordance with, and recognizes the research and recommendations of professional associations to establish best practices in transfer credit evaluation. Associations commonly used include, but are not limited to, the American Association of Collegiate Registrars and Admissions Officers (AACRAO), American Council on Education (ACE), and Council for Higher Education Accreditation (CHEA).
- 2.5 [Shawnee State requires that students complete a minimum of 20 hours of credit for the associate degree or 30 hours of credit for the baccalaureate in residence at Shawnee State University.](#)

3.0 IMPLEMENTATION-INTERNATIONAL

3.1 Evaluation Methodology

- 3.1.1 International course work will be evaluated based on a course-by-course evaluation completed by InCred (International Credential Evaluations) based on the originating institution's official transcript.

- 3.1.2 If Shawnee State determines that the credit from the foreign institution is eligible for evaluation and meets standards for satisfactory academic performance as defined in this policy's procedures, Shawnee State will apply criteria relative to the level and content of the course to determine acceptability for transfer credit.
- 3.1.3 The University Registrar oversees the awarding of undergraduate transfer credit, and the appropriate degree-granting department/school will determine its applicability to specific degree requirements.

3.2 Professionally Recognized Resources and Recommendations

Shawnee State employs, updates in accordance with, and recognizes the research and recommendations of professional associations to establish best practices in international transfer credit evaluation. Associations commonly used include, but are not limited to, the American Association of Collegiate Registrars and Admissions Officer (AACRAO), American Council on Education (ACE), Council for Higher Education Accreditation (CHEA), and NAFSA: Association for International Educators.

4.0 IMPLEMENTATION-GRADUATE

- 4.1 Shawnee State's policy on graduate transfer is consistent with best practices recommended by the Council of Graduate Schools and guidelines provided by the Ohio Department of Higher Education.
- 4.2 When deciding whether to award transfer credit, the Graduate Program Director will determine equivalencies based on level of coursework, acceptability, and applicability.
- 4.3 Transfer credit is awarded based on program area requirements. Official transcripts must be forwarded from the transferring institution and must be mailed directly to Graduate Admissions. The grades of transferred courses are not posted to the Shawnee State transcript and are not used to calculate grade point averages.

5.0 POLICY SCOPE

- 5.1 International [MM1] course work completed at non-U.S. institutions that hold regional accreditation is covered by this policy; however, course work completed at all other non-U.S. institutions is subject to the International Transfer Credit policy.
- 5.2 The acceptance of transfer courses for university transfer credit is distinct from the application of credit toward university degree requirements. While this policy governs the acceptability of undergraduate and graduate courses for university transfer credit, the applicability of credit is determined by the student's department/school.

Certified as True and Correct
February 13, 2023


Secretary, SSU Board of Trustees

Link to the Ohio Department of Higher Education Ohio Articulation and Transfer Policy:
<https://transfercredit.ohio.gov/educational-partners/educational-partner-initiatives/articulation-transfer-policy-policy>

History

Effective: 11/18/2022

Revised: 02/10/2023

Applicable Procedures: ~~2.19:1 Transfer Credit~~
~~2.19:2 International Transfer Credit~~

Certified as True and Correct
February 13, 2023


Secretary, SSU Board of Trustees

Shawnee State University

POLICY TITLE:	TRANSFER CREDIT
POLICY NO.:	2.19REV
ADMIN CODE:	3362-2-19
PAGE NO.:	1 OF 4
EFFECTIVE DATE:	02/10/2023
NEXT REVIEW DATE:	02/2026
RESPONSIBLE OFFICER:	PROVOST
APPROVED BY:	BOARD OF TRUSTEES

1.0 POLICY STATEMENT AND PURPOSE

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February 13, 2023


Secretary, SSU Board of Trustees

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Certified as True and Correct
February 13, 2023


Secretary, SSU Board of Trustees

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5.0 POLICY SCOPE

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<https://transfercredit.ohio.gov/educational-partners/educational-partner-initiatives/articulation-transfer-policy-policy>

History

Effective: 11/18/2022

Revised: 02/10/2023

Certified as True and Correct
February 13, 2023



Secretary, SSU Board of Trustees

RESOLUTION ASA03-23

**APPROVAL OF THE ADOPTION OF POLICY 2.20
INSTITUTIONAL ANIMAL CARE AND USE**

WHEREAS, Shawnee State University acknowledges and accepts responsibility for the care and use of animals involved in research, teaching, training, and biological testing activities; and

WHEREAS, Shawnee State University is required to comply with federal regulations regarding the care and use of animals in teaching and research; and

WHEREAS, Policy 2.20 establishes a committee to oversee animal care and use; a plan to develop official procedures; and clear administrative oversight;

THEREFORE, BE IT RESOLVED that the Board of Trustees of Shawnee State University approves Policy 2.20, Institutional Animal Care and Use.

(February 10, 2023)

Certified as True and Correct
February 13, 2023


Secretary, SSU Board of Trustees

Shawnee State University

POLICY TITLE:	INSTITUTIONAL ANIMAL CARE AND USE
POLICY NO. :	2.20
ADMIN CODE:	3362-2-20
PAGE NO.:	1 OF 2
EFFECTIVE DATE:	02/10/2023
NEXT REVIEW DATE:	02/2026
RESPONSIBLE OFFICER:	PROVOST
APPROVED BY:	BOARD OF TRUSTEES

1.0 PURPOSE STATEMENT

The purpose of this policy is to ensure the humane care and use of live, vertebrate animals in research, teaching, training, and biological testing activities; to ensure a safe climate for conducting scientific inquiry; and to ensure that Shawnee State University complies with all applicable regulations. In cases of conflict between this policy and federal regulations, the federal regulations take precedence.

2.0 APPLICABILITY AND ETHICAL PRINCIPLES

- 2.1 This policy applies to all activities which, in whole or in part, involve research, teaching, training, and biological testing of live, vertebrate animals if:
- 2.1.1 such activities are sponsored by Shawnee State University; or
 - 2.1.2 such activities are directed or conducted by University faculty or staff in connection with their institutional responsibilities; or
 - 2.1.3 such activities are conducted by University students under the direction of University faculty or staff; or
 - 2.1.4 such activities are conducted at the University or involve use of University property; or
 - 2.1.5 such activities are conducted at another institution as a consequence of sub-granting activities or the establishment of other cooperative agreements.
- 2.2 Shawnee State University will make a reasonable effort to ensure that all individuals involved in the care and use of animals understand their individual and collective responsibilities for compliance with this policy as well as all other applicable laws and regulations pertaining to animal care and use.
- 2.3 Shawnee State University will comply with all applicable provisions of the Animal Welfare Act and other federal statutes and regulations relating to use of animals in teaching and research.

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February 13, 2023


Secretary, SSU Board of Trustees

3.0 INSTITUTIONAL ANIMAL CARE AND USE COMMITTEE (IACUC)

- 3.1 The Provost will appoint three faculty members to the IACUC as well as one outside committee member who is not affiliated with the institution and is not an immediate family member of a person affiliated with the University. The committee will be responsible for electing a chairperson.
- 3.2 The term for each member will be three years and will commence at the beginning of autumn semester and end at the conclusion of spring semester of the final year of service.
- 3.3 The IACUC will report to the Provost or Provost's designee.
- 3.4 The IACUC will be responsible for receiving, vetting, and approving Institutional Animal Care and Use proposals. All work with vertebrate animals must be approved by the IACUC prior to work commencing.
- 3.5 The IACUC will conduct a six-month review of the University's program and facilities where applicable teaching and research take place.

4.0 PROCEDURES

The Provost or Provost's designee is responsible for establishing procedures to ensure that the IACUC and the University's research involving live, vertebrate animals are in conformance with federal, state, and local laws. Procedures will include information regarding meetings of the IACUC, the application approval process for students and faculty, standards and criteria for program and facility review, and standards for record keeping.

History

Effective: 02/10/2023

**Academic and Student Affairs Report
Board of Trustees Meeting
February 10, 2023**

I am pleased to present the following Academic and Student Affairs Report to the Academic and Student Affairs Committee of the Board of Trustees and to the Board.

Provost Report

- The assurance argument for the Higher Learning Commission (HLC) mid-cycle review will be submitted shortly. My sincere thanks again to Dr. Marc Scott and Dr. Christine Raber and many others on campus for their work on the assurance argument and for preparation for the visit.
- The site visit by International Accreditation Council for Business Education (IACBE) is scheduled for September 11-12, 2023. Since this is our initial accreditation, it will be an in-person visit.
- The highlights of recent activities in Academic and Student Affairs are noted below.

College of Arts and Sciences

English and Humanities

- On Friday, November 4, Dr. Nick Meriwether presented at the English and Humanities Department Colloquium on the topic of reparations.
- On November 10, Drs. Nick Meriwether and Chip Poirot invited the campus and community to a campus presentation on critical race theory. The event was attended by 70 students, faculty, and community members.
- In December, the following article by Dr. Meriwether was published on the reformation21.org website.
- "Apologia regarding the Lawsuit" at Reformation 21:
<https://www.reformation21.org/blog/an-apologia-regarding-the-lawsuit-against-ssu-officials>
- Dr. Meriwether began a series on natural law in The Worldview Bulletin: <https://worldviewbulletin.substack.com/p/natural-law-an-introduction>
- Dr. Debra Knutson will present at the Conference on College Composition and Communication in Chicago, Illinois (February 15-18). Dr. Knutson will be on the panel of presenters at the workshop, "Even Job Seekers (Re)Invent the University: Understanding Teaching-Intensive Positions and Institutions as Hopeful Career Pathways."
- Dr. Knutson will also present a paper titled "Signs of the Times: Letterboard Rhetoric in an Age of Change" at the College English Association Conference in San Antonio, Texas (March 30-April 1). She will also moderate a session, "Spotlight on Teaching Rhetoric and Critical Analysis."
- BA English Fall graduate Anastasia Sopchak has been accepted into a master's program in Library and Information Sciences.

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February 13, 2023


Secretary, SSU Board of Trustees

- Erin Rice, an alumna in English/Culture and Media Studies and current graduate student in MA Composition and Rhetoric, has been hired as a video game guide writer for DualShockers' website. DualShockers is a major name in video game journalism and media.

Natural Sciences

- BS Biology – Biomedical Sciences major Gavin Meadows was accepted into the Kentucky College of Osteopathic Medicine at the University of Pikeville.
- BS Biology – Biomedical Sciences graduate (2022) Jacob Kielmar has been accepted into Mississippi College Masters program in Medical Science.
- BS Biology – General Biology graduate (2022) Angel Haller has been accepted into The Ohio State University College of Food, Agricultural, and Environmental Sciences Entomology program.

Center for Public History

- The Center for Public History working with students has begun a pilot project to digitize some of the oldest local newspapers in the Center's collection. These will be loaded into the Digital Commons to determine if this is a suitable repository.
- Progress is being made on entering Speaker Vern Riffe papers into the Digital Commons. https://digitalcommons.shawnee.edu/vern_riffe_collection/?_ga=2.169953696.1449651401.1675089567-1576882443.1674512787
- On February 13, 2023, at 5:30 PM, the Center for Public History in partnership with Southern Ohio Folklife will host a public program entitled: Latine in Southern Ohio: Presentation of Research (Latine en el Sur de Ohio: Presentación sobre la Investigación) Presenters will discuss historical and cultural research about Latine community members in the southern Ohio area drawn from census records, archives, scholarship, and oral histories of local residents. After the presentation, Dr. Andrew Feight will provide a tour of the Center for Public History.
- The Center hosted its first patrons in the new archive and research room, marking the first time the Historic Portsmouth, Ohio Newspaper Collection has been opened and explored by the public and SSU students. Research sessions are by appointment only, Monday through Friday. Appointments may be scheduled here: <https://shawnee.libwizard.com/f/SSUCenterforPublicHistory>

College of Professional Studies

School of Nursing

- Work continues on MSN Program Development. Syllabi are being submitted to Graduate Council by Jan 25 in preparation for the February meeting.
- The Student Nurse Association is up and running again. Activities ceased during peak COVID, but the students are meeting again and planning events (internal events and external community events).

- Faculty from the School of Nursing and two student representatives from the Student Nurse Association participated in Health Science & Nursing Day on Friday, January 20th.
- The Lab/Clinical Coordinator resigned from her part-time position, and the posting is up for interested applicants. The search committee will meet to review candidates.
- ACEN (national accreditation) site visit is scheduled for February 7-9 for the ADN and BSN programs.

Lute School of Business

- Accreditation: Currently in self-study process; draft to be submitted to IACBE (International Accreditation Council for Business Education) by May 10; final document by July 10. Site visit has been scheduled for September 11-12.
- MBA: Proposal was submitted to CCGS/ODHE December 15, and was distributed to other 12 state universities for comment. Several comments were received by January 16 deadline; response document is being prepared and must be submitted a minimum of 10 days before next CCGS meeting (March 24).
- New faculty member began January 9. Dr. Lincoln Pettaway added to Management, having extensive industry and higher education experience.
- India students expected fall '23: Through articulation agreement with Chandigarh University (Punjab, India), we expect several 2+2 or 1+3 students on campus this fall (majoring in Management).
- Lute School Advisory Board: 12-member board composed of local and regional business/industry leaders, some who are SSU alums met for the first meeting on January 26.

Rehabilitation Sciences

- MOT: Community service with the first year MOT students running groups at the Counseling Center. Second year MOT students are scheduled for two weeks, full-time lab experiences in various hospital settings in the tristate area.
- Working with Chris Shaffer on submitting a grant to further OTD graduate research for a summer training program addressing Trauma Informed Care for area OTs.
- Twenty-nine MOT students graduated during the fall commencement. They are starting to take their board exams.
- OTA: Second year OTA cohort are completing 16 weeks of clinical work in the tristate area.
- OTD: The change to offering various points of entry to the OTD program appears to be appealing to students with enrollment at different times.

Allied Health Sciences

- Healthcare Professionals Day on January 20 was a success. Approximately 86 students and family members came. A mock Emergency Department visit was presented with

demonstrations from Respiratory Therapy, Radiology Tech, Medical Laboratory, Dental Hygiene, and Exercise Science.

- Radiological Technology program was reaffirmed by the Joint Review Committee on Education in Radiologic Technology (JRCERT) for the maximum allowable accreditation extension (8 years).
- EMS State Accreditation Site Visit is scheduled on Thursday, February 2.
- Health Science program virtual Academic Program Review site visit is scheduled on Tuesday, February 7.
- Exercise Science Site Visit for the Academic Program Review by Friday, February 17.

Engineering

- Plastics Day was hosted on Friday December 2nd with nearly 80 guests, 20 current students, and 12 alumni participating in the event. The Plastics Day recruiting event included interactive sessions in the plastics labs and an alumni panel. The alumni panel included 12 alumni from companies such as Honda, Milacron, Krauss Maffei, Stanley Electric and Kenworth/PACCAR.
- CAD Manufacturing Academic Program Review on-site visit will take place February 16, 2023.

School of Education

- The School of Education completed its CAEP Accreditation onsite visit December 5-7, 2022. The participation and support from our current students, faculty, graduates from our program, College of Arts and Sciences Faculty Chairs, local superintendents and administrators from our advisory council, cooperating teachers from our partner districts, and community partnership organizations was overwhelmingly positive and sent a clear message of the collaboration that happens in the School of Education to prepare our future educators. Preliminary results show that all stipulations have been removed from our previous visit and Areas for Improvement were shared to improve our programs. Our data person and director of the School of Education are addressing these areas in our current assessment system so that we are on the right track for future accreditation visits and our annual reports. A rejoinder report will be completed by March 1st to address any discrepancies in the final report from the CAEP Board.
- The School of Education will be working regionally to identify ideas/barriers for an apprenticeship program to address the educator shortage situation. We are also looking at a program to advance educational aides in the classroom to a teaching license. Dr. Shipley is attending the Scioto County Superintendent meeting of February 10th to have this conversation with our partner districts.
- The Ohio Department of Education (ODE) awarded Shawnee State University a two-year grant titled “Literacy LEAPS” as part of the state’s concentrated efforts to improve literacy outcomes among kindergarten through 12th grade children. Literacy LEAPS started in fall semester 2022 and continues in spring semester with 17 education majors

serving as tutors to children K-4 at Stanton Primary Elementary School (New Boston Local School District).

- In fall semester, SSU students tutored 80 children for a combined total of 309 hours. The improved outcomes of these literacy interventions are encouraging, as indicated by the STAR reader assessment. First-quarter scores from STAR indicated that the number of students classified as “Urgent Intervention” was reduced by 11%. Additionally, the percentage of children grades kindergarten through fourth grade categorized as “On Watch” or “At/Above Benchmark” increased from 36.4% to 49.3% after one month of tutoring.
- The success of the program has garnered the attention of several organizations. An article about the program was published by the Portsmouth Daily Times in January. In the coming months, ODE’s Future Forward Ohio newsletter will spotlight the program, and a representative of the Ohio Leadership Advisory Council is interviewing tutors, SSU staff, and school partners for their Cornerstone Connections webpage. The success of Literacy LEAPS benefits students and the community by not only reinforcing literacy techniques based on the science of reading but also creating supportive partnerships with our local community.
- Building on the grant-funded program that started in Summer 2022, the School continues to enroll students in the Masters of Curriculum and Instruction - Alternative Licensure Program. Funded by the Addressing Educator Shortage grant, the program helps enrolled students transition from their current professional pathway to a career in education. Currently, 8 students are enrolled in the program, with 3 additional students set to begin courses in Summer 2023. Most of the students in the program are currently employed as educators with an Alternative License and will use the courses taken at Shawnee to transition to a Professional License once their requirements have been completed. Educators in this program are employed by the following districts:

Adena High School
Meigs Local School District
Peebles Elementary School
Portsmouth West High School
Waverly High School

Clark Memorial Library

- On January 26th the library was visited by two English 1105, College Credit Plus, classes from Wheelersburg. In addition to library instruction and research help, the students received an impromptu demonstration on the Anatomage table. Students also took advantage of their time on campus to have Bear Cards made and familiarize themselves with the area.
- We have been adding content to the Digital Commons in the recent weeks:

- More of the student newspaper collections have been added, along with faculty publications and faculty awards.
- The Masters of Occupational Therapy program has posted their most recent research. The Center for Public History has new collections planned for the near future. New content can be seen here: <https://digitalcommons.shawnee.edu/>.
- A snapshot of the readership of the Digital Commons for the previous 90 days can be seen here:
<https://dashboard.bepress.com/?dashboardToken=63d93dc2b94f8c074c476fda7mkBgMk7ndLuJIMF8mSwlX89x0BBRdrVJ8q4Raax>.
- The library will also be participating in the Sophomore Slump program, organized by Student Services. We will be passing out treats and encouraging words on Valentine's Day from 8:00 and until noon. We will be partnering with ITS who will be giving away thumb drives and t-shirts.

Respectfully submitted,

Sunil Ahuja, Ph.D.

Provost and Vice President for Academic and Student Affairs

Spring 15th Day Enrollment Comparison Report						
			Spring 2021	Spring 2022	Spring 2023	
			15th Day	15th Day	15th Day	
New Undergraduate Enrollment						
	First-time in Any College		33	37	41	
	Transfer		35	51	64	
Total New			68	88	105	
Difference from prior year				20	17	
Continuing Undergraduate Enrollment						
	Freshmen		418	513	618	
	Sophomore		540	484	390	
	Junior		522	456	428	
	Senior		894	657	572	
Total Continuing			2374	2110	2008	
Difference from prior year				-264	-102	
Total Undergraduate			2442	2198	2113	
Difference from prior year				-244	-85	
New Graduate Enrollment						
	Graduate - New		24	42	65	
Total New			24	42	65	
Difference from prior year				18	23	
Continuing Graduate Enrollment						
	Graduate - 1		112	81	83	
	Graduate - 2		32	26	12	
	Graduate - 3		4	5	0	
	Doctorate				9	
Total Continuing			148	112	104	
Difference from prior year				-36	-8	
Total Graduate			172	154	169	
Difference from prior year				-18	15	
Non-Degree Enrollment						
	NC - Certificate		0	5	35	
	ND - Returner		437	11	0	
	NH - Highschool		0	0	0	
	NO - Non-Degree		6	4	11	
	NP - College Credit Plus		181	598	669	
	NS - Senior Citizen		1	4	9	
	NT - Visiting		0	1	0	
Total Non-Degree			625	623	724	
Difference from prior year				-2	101	
Grand Total			3239	2975	3006	
Difference from prior year				-264	31	

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February 13, 2023


Secretary, SSU Board of Trustees

Spring 2023 Weekly Registration Main and eCampus Comparison Report

	Main Campus	eCampus	Spring 2023 1/23/2023
15th Day			
New Undergraduate Enrollment			
First-time Freshmen	35	6	41
Transfer	48	16	64
Total New	83	22	105
Continuing Undergraduate Enrollment			
Freshmen	578	40	618
Sophomore	372	18	390
Junior	403	25	428
Senior	527	45	572
Total Continuing	1880	128	2008
Total Degree Seeking Undergraduate	1963	150	2113
New Graduate Enrollment			
Graduate - New	24	41	65
Total New	24	41	65
Continuing Graduate Enrollment			
Graduate - 1	24	59	83
Graduate - 2	9	3	12
Graduate - 3	0	0	0
Doctorial	0	9	9
Total Continuing	33	71	104
Total Graduate	57	112	169
Non-Degree Enrollment			
NC - Non-Degree Certificate	34	1	35
ND - Returner	0	0	0
NH - Highschool not CCP	0	0	0
NO - Non-degree	11	0	11
NP - College Credit Plus	669	0	669
NS - Senior Citizen	9	0	9
NT - Visiting	0	0	0
Total Non-Degree	723	1	724
Grand Total	2743	263	3006
	91%	9%	

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February 13, 2023


Secretary, SSU Board of Trustees

**Division of Advancement & Enrollment Management Report
to the Meeting of the Board of Trustees
February 10, 2023**

Alumni and Community Events

The Office of Alumni and Community Events has hosted around **450 in person events** on campus including meetings, campus visits, holiday parties, programming events, and community events. Nominations are now open for the 2023 Alumni Association Awards.

The **Golden Bear Program** was established in 1985 and SSU has provided programming for senior citizens for 38 years. The grant funding was renewed for the 2023-2024 year. The annual Golden Bear Christmas Dinner was held in December and regular programming continues.

Athletics

Fall 2022 **Academic All-Conference awards** went to 5 Men's Cross-Country runners, 3 Women's Cross-Country runners, 5 Men's Soccer players, 9 Women's Soccer players, and 9 Volleyball players. There are 31 athletes with a 4.0 GPA, 108 with a GPA greater than 3.75, and 136 with a GPA greater than 3.25. Kevin De Lange was named CSC NAIA Academic Player of the Year.

There were 19 student-athletes who graduated Fall 2022.

Development Foundation

A gift of \$100,000 was received to establish the Jerry Mann and Sue Johnson Mann Nursing Scholarship. The scholarship fund is endowed. Additional funds were donated to assure the scholarship will support students immediately.

A gift of \$25,000 was received to establish the Kevin Paul Moore Baseball Scholarship. The scholarship fund is endowed.

The 2023 President's Gala will be held April 22nd and will support the Friends of Shawnee Scholarship.

Financial Aid

The Financial Aid Office visited 18 area high schools to present financial aid information and assisted 92 families with filing the Free Application for Federal Student Aid (FAFSA) to seniors and their parents.

In December 2022, financial aid award offers were mailed to 507 incoming freshmen for Fall 2023. In comparison, 240 award offers were mailed to students in December 2021 for the Fall 2022 incoming class.

Merit-based scholarship awarding begin in October 2022 for the Fall 2023 freshman class. 430 scholarships have been awarded from October 1, 2022 – December 31, 2022. In comparison, 403 scholarships were awarded from October 1, 2021 – December 31, 2021 for the Fall 2022 class.

Grants and Sponsored Programs

The Grants and Sponsored Research office is researching and preparing various grant applications including the Appalachian Community Development Program that will fund approximately 450 million dollars of projects in the second round of funding due at the end of calendar year 2023. SSU will also apply for funding to bolster programs that allow it to better serve the community with a focus on physical and mental rehabilitation. Several upcoming grants connect STEM (broadly), undergraduate education, cybersecurity, health, and improving the economic outcomes of this region.

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February 13, 2023


Secretary, SSU Board of Trustees

**Division of Advancement & Enrollment Management Report
to the Meeting of the Board of Trustees
February 10, 2023**

SSU will present to the Ohio Controlling Board on the purchase of several high-profile pieces of equipment for the nursing and dental programs acquired during the RAPIDS Six program.

Campus Partnerships & Center for Lifelong Learning

Four school sites house the **21st Century Community Learning Centers** grant afterschool programs and each school has submitted their Annual Performance Review (APR) data to the Ohio Department of Education. All programs are running smoothly and delivering services to approximately 325 students. Applications for additional schools will be submitted by the end of May 2023.

Tech Prep is working with 6 surrounding career technical centers to help guide, submit, and approve their CTE renewal of programs as well as help generate new programming and apply for state funding for such programs. Planning is underway for the upcoming OCTA Region 5 winter meeting on February 16th hosted at Morgan High School.

Six schools participated in **Upward Bound Math Science** new student recruiting presentations; new student orientation was held on January 12th; and the Winter Retreat trip will be held on February 25th. UBMS Summer Bridge applications and UBMS Scholarship applications have been posted.

In November, **Project BEAR** welcomed 16 new members serving 17 classrooms in 8 schools. Monthly professional development sessions were held in November and December with up to 83 teachers, paraprofessionals, and volunteers participating in each session.

The **Educational Opportunity Center** database indicates that the EOC met all Performance Outcomes for the year.

A spring open house for the **Verizon Innovative Learning STEM Achievers** program will be held on Friday, April 7th with a goal of reaching 150 new students. Summer camp planning is in the beginning stages.

Marketing & Communications

The Office of Marketing & Communications launched multi-channel marketing campaigns for **Free Tuition, Choose Ohio First Scholarships**, and **Health Professions** this past quarter. The health professions campaign focused on two-year degrees in Allied Health Sciences, Nursing, and Occupational Therapy.

The team also developed **email marketing campaigns** to promote academic majors, upcoming recruitment events, and scholarship opportunities. Working with the **HLC Accreditation Committee**, Marketing & Communications identified areas of focus on the SSU website and developed enhanced content for academic areas.

A new **3D tour of SSU housing units** has been completed and will launch this month, in addition to content to support **international recruitment**. The Marketing & Communications team has also been working with the **Retention & Completion Team** to analyze the impact of the SSU App and ways to increase its use.

Workforce Development

BESTOhio **sector partnership** held its membership and board meetings on SSU's campus on January 24 to continue work on its strategic plan.

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February 13, 2023


Secretary, SSU Board of Trustees

**Division of Advancement & Enrollment Management Report
to the Meeting of the Board of Trustees
February 10, 2023**

The first **WISE Pathways** cohort concluded on campus on November 10, and 100% of students passed the certification test for the safety module of Certified Production Technician (CPT) 4.0. A Ross County cohort will be held in Chillicothe on February 21 through April 13, and a Bear Tracks session will take place on SSU's campus in June 2023.

We are working to communicate and assist our students in applying for a number of available **summer internships** to provide them with hands-on experience for their resumes.

In December 2022, Shawnee State received a **Choose Ohio First** award of \$550,011 to recruit Ohio students into our Actuary/Math, Chemistry, Plastics and Electromechanical Engineering Technologies over the next five years, beginning in Autumn 2023. SSU is recruiting Ohio students for this and three other Choose Ohio First scholarships previously awarded.

Applications will be available in the spring for students to apply for **SSU Works grant funding** to support spring/summer field experiences. This funding is made possible through the SSU Development Foundation. In addition, a limited amount of Federal Work Study Experiment funding remains available for students who are eligible for federal work study.

Kricker Innovation Hub & Entrepreneurship

The **Kricker Innovation Hub Grand Opening** is set for March 9 at 2pm, with the Shawnee Game Conference kicking off March 10/11. The grand opening will feature a ribbon cutting, open house, public tours, and reception.

The Hub launched a new **student focused Entrepreneurship Fellows program** to streamline student engagement and support each semester and provide wrap around support to students interested in launching their own business. This program will feature in-kind services for students including business plan development, logo and website development, other professional services, mentorship, and regional professional development excursions.

We are planning to **scale the Ignite Portsmouth program** to other communities in Southern Ohio thanks to a partnership with the ECDI Women's Business Center of Central Appalachia at Shawnee State University and support from the Appalachian Regional Commission's POWER funding. The KIH hosted a **Hub Holiday Happy Hour** at The Landing, a soon-to-be business downtown from one of our Ignite Portsmouth Alumni, to recognize their accomplishments and build support for our next bootcamp cohort.

Respectfully Submitted,

*Eric Andrew Braun, JD
VP for Advancement & Enrollment Management*

RECRUITMENT AND ADMISSIONS REPORT

February 10 Board of Trustees Meeting

Certified as True and Correct
February 13, 2023

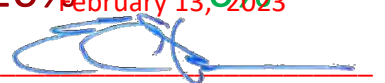

Secretary, SSU Board of Trustees

2022 Fall Enrollment Indicators Point in Time (January 2023)

		<u>FA19*</u>	<u>FA22</u>	<u>FA23</u>	<u>Δ19-23</u>	<u>Δ22-23</u>
First Time Freshman	Applications	3179	2071	2281	-28%	10%
	Admitted Students	2104	1693	1956	-7%	16%
	Application Conversion	66%	82%	86%		
	FAFSA Submissions	476	907	854	79%	-6%
	Financial Aid Packages	424	244	508	20%	108%
	Scholarships Awarded	693	510	494	-29%	-3%
	New Housing Applications	41	72	23	-44%	-68%
	Orientation Registrations	89	65	118	33%	82%
PALSJR Counties	Adams	65	72	72	11%	0%
	Jackson	92	78	108	17%	38%
	Lawrence	156	124	197	26%	59%
	Pike	160	165	158	-1%	-4%
	Ross	124	136	206	66%	51%
	Scioto	466	351	372	-20%	6%

*FA19 PALSJR as of 5/1/2019

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February 13, 2023

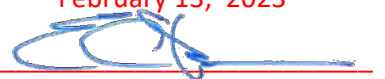


Secretary, SSU Board of Trustees

2023 Fall Enrollment Indicators (January 2023)

		<u>FA22</u>	<u>FA23</u>	<u>FA23 Progress to FA22 15th Day</u>
PALSJR+ Counties	Brown	51	51	100%
FTF Applications	Gallia	30	35	117%
	Highland	89	102	115%
	Hocking	17	24	141%
	Pickaway	52	41	79%
	Vinton	15	14	93%
	Boyd, KY	47	105	223%
	Greenup, KY	109	129	118%
	Lewis, KY	31	54	174%

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February 13, 2023



Secretary, SSU Board of Trustees

2022 Fall Enrollment Indicators Point in Time (January 2023)

		<u>FA19*</u>	<u>FA22</u>	<u>FA23</u>	<u>Δ19-23</u>	<u>Δ22-23</u>
Transfer Students	Applications	344	105	101	-71%	-4%
	Admitted Students	168	47	51	-70%	9%

*FA19 Transfer Students as of 5/6/19

		<u>FA22</u>	<u>FA23</u>	<u>Δ22-23</u>
Graduate Students	Applications	36	38	6%
	Admitted Students	33	13	-61%

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February 13, 2023


 Secretary, SSU Board of Trustees


2022 Fall Enrollment Indicators (January 2023)

		<u>FA22*</u>	<u>FA23**</u>	<u>FA23 Progress to Year End</u>
Free Tuition	Eligible	157	91	58%
	Awarded	86	66	77%

* Entire Year

**December 21, 2022

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February 13, 2023


Secretary, SSU Board of Trustees

2022 University Remediation Report

Name of University:

Ohio Revised Code Section 3345.062 requires the president of each state university to issue a report by December 31, 2017, and each thirty-first day of December thereafter, regarding the remediation of students. The report must include the following areas:

1. The number of enrolled students that require remedial education (FY22 actual).

Number of Students	Description (if needed)
463	

2. The cost of remedial coursework that the state university provides (FY22 actual).

Please select the type of cost in the following areas and describe.

- Costs to the university: Please include a description of all university resources allocated in support of and/or on behalf of remedial education, including but not limited to costs associated with the following: faculty & staff, buildings/classrooms, administration, and additional student advising, among others.
- Costs to the student: Please include a description of tuition paid by students in pursuit of remedial education.
- Costs to the state: Please include a description of state resources provided to your institution in support of remedial education. (See Appendix A containing this information for all state universities.)

Cost Type	Amount	Description
Costs to the university	\$62,594	Chairpersons of the Math and English Departments (This figure reflects 1/3 of salary and benefits as approximately a third of the Math and English courses are related to developmental education)
Costs to the university	\$38,334	Administrative Assistants to the Math and English Departments (This figure reflects 1/3 of salary and benefits as approximately a third of the Math and English courses are related to developmental education)
Costs to the university	\$134,636	Developmental Mathematics Faculty (Full-Time) Salary + Benefits
Costs to the university	\$6,215	Developmental Mathematics Adjunct Faculty Salary
Costs to the university	\$55,786	Developmental English Faculty (Full-Time) Salary + Benefits
Costs to the university	\$20,905	Developmental English Adjunct Faculty Salary
Costs to the university	\$280,237	Student Success Center Advisors Salary + Benefits
Costs to the university	\$54,928	Student Success Center Advisor Support Staff Salary + Benefits
Costs to the university	\$188,593	Classroom Space for Developmental Coursework
Costs to the university	\$583,617	Office Space for Developmental Faculty and Administrators
Costs to the university	\$23,123	Instructional Resources for Developmental Coursework
Costs to the university	\$6,300	Tuition costs for Bridge students
Costs to the university	\$1,455,268	Costs to the University Subtotal
Costs to the student	\$351,130	Tuition for Developmental Coursework
Costs to the student	\$4,983	Course Fees for Developmental Coursework
Costs to the student	\$11,711	Textbook and Instructional Materials for Developmental Coursework
Costs to the student	\$367,824	Costs to the Student Subtotal
Costs to the state	\$53,638	SSI for Developmental Coursework
Costs to the state	\$53,638	Costs to the State Subtotal
	\$1,876,730	Grand Total

3. The specific areas of remediation provided by the university.

Subject Area	Description
ENGL 0100 - Introduction to Academic Literacies	An introduction to critical thinking, reading, and writing skills with a focus on preparing students for success in college-level courses. A total of 108 students were enrolled in ENGL 0100 in FY 22.

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February 13, 2023


 Secretary, SSU Board of Trustees

ENGL 1201 - Discourse and Composition (Co-Requisite)	An introduction to college composition, particularly for students whose ACT English subscores are 15, 16, or 17. Students practice responding appropriately to different types of rhetorical situations, writing in various genres, and critiquing discourse. Student will learn to research and document their work in appropriate forms. A total of 101 students were enrolled in ENGL 1201 in FY 22.
MATH 0101 - Basic Algebra with Geometry and Application	This is a course for students with a good background in arithmetic, but little or no background in algebra and geometry. Topics include linear expressions and equations in numeric, graphic, and symbolic form; solving linear equations and inequalities; linear models; operations with exponents; scientific notation; roots, radicals, and fractional exponents; radical equations; polynomial expressions. A total of 78 students were enrolled in MATH 0101 in FY 22.
MATH 0102 - Intermediate Algebra with Application	Topics include system of linear equations, application of linear systems, factoring polynomials, solving quadratic equations, application of quadratic equations, functions, and rational expressions. A total of 11 students were enrolled in MATH 0102 in FY 22.
MATH 1200A - Intermediate Algebra Plus (Co-Requisite)	This course is an intermediate algebra course designed for students who are in need of some intermediate algebra remediation. This course is to be taken in conjunction (co-requisite) with MATH1200A. Topics include, system of linear equations, application of linear systems, factoring polynomials, solving quadratic equations, application of quadratic equations, functions, and rational expressions. A total of 88 students were enrolled in MATH 1200A in FY 22.
STAT 1150A - Beginning Algebra for Statistics Plus (Co-Requisite)	This course is a partial beginning algebra course designed for students concurrently (co-requisite) taking the principles of statistics course, but are in need of some beginning algebra remediation. This course concentrates on linear equations and radicals. A total of 47 students were enrolled in STAT 1150A in FY 22.
MATH 1000A - Algebra for Reasoning w/Math (Co-Requisite)	This course is a beginning of algebra material to assist students whose placement levels are close to, but not sufficient for, MATH 1000. This course is designed to be taken at the same time as MATH1000. The course includes percentages, radicals, interpreting graphs, exponents, linear equations, and logarithms. A total of 0 students were enrolled in MATH 0100A in FY 22.

4. Causes for remediation.

Please select all that are relevant from the following categories and provide detail.

- Lack of student preparation at the K-12 level
- Prescriptive placement policies (over reliance on a single assessment measure)
- Deferred entry into higher education (adult students returning to higher education)
- Other (any other cause identified by the university)

Cause	Description
Lack of student preparation	In FY 22, 270 traditionally-aged, first time freshmen required at least one developmental course upon admission to Shawnee State University. Of these students, 139 (51.5%) needed one developmental course, 109 (40.4%) needed two developmental courses, and 22 (8.1%) needed three or more developmental courses.
Deferred entry	In FY 22, 25 nontraditionally-aged, first time freshmen required at least one developmental course upon admission to Shawnee State University. Of these students, 16 (64%) needed one developmental course, 7 (28%) needed two developmental courses, and 2 (8%) needed three or more developmental courses.

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February 13, 2023



Secretary, SSU Board of Trustees

Student Government Association

Active Groups on Campus

AHANA

Bears Mean Business Club

Chemistry Club

Circle K International

Creative Writing Club (NEW)

Cru

Delight Ministries

Dungeon Crawlers at Shawnee State

Harry Potter Club (NEW)

Hiking Club

Illuminate

Math Club

MOTA

Pre-Med Club

Rotaract

Sexuality and Gender Acceptance

Shawnee Panhellenic Council

Sigma Tau Delta

Sociology Club

SSU Club of Artistry

Student Nurses' Association

Student Programming Board

Student Veterans of America

Tau Kappa Epsilon

Theta Phi Alpha

TriBeta

WISE

In the Works

- Multi-Age Visual Arts Club
- PAVE (Title IX Student Organization)
- Student Spirit Band/Club

New Initiatives and Highlights

Presence

Through our student organization management software Presence, student organizations can now track their spending with all details of past purchases and deposits.

An Evening of Honors

The Student Government Association's annual Evening of Honors will be held Thursday, April 13. An Evening of Honors recognizes our students' academic achievements and leadership accomplishments by faculty and administrators. Family and friends are welcome to attend.

Elections

Elections for Student Government will occur in March through an online voting format.

Winter Bearfest

Winter Bearfest will be held Friday, February 17, at 12:30 pm.

The outdoor event encourages students to get outdoors, enjoy warm snacks, and compete in a friendly competition after a long winter.

Because SSU Bears Don't Need to Hibernate All Winter!



Certified as True and Correct
February 13, 2023


Secretary, SSU Board of Trustees

President's Report

Board of Trustees Meeting

February 10, 2023

Thank you Chairman Edwards. The pandemic and the emergency efforts that the University took to keep the faculty, staff, and students safe and healthy are now officially behind us. It gives me pleasure to formally rescind procedure 4.93:2 and policy 5.42. Both of these are related to health initiatives and restrictions connected with COVID and require my announcement to rescind.

Earlier this week, I sent our Strategic Plan Scorecard to each of you. We have been working under the direction of the Shawnee at 40 since you approved the plan in June 2021. Since then, we have made good progress and the plan has changed as some priorities have been addressed and others have been added. The plan is truly a dynamic one and will continue to serve the institution into the future. I hope you will take the opportunity, if you haven't already done so, to read through our notes on progress and provide us with your questions or feedback as we move toward the second anniversary of the plan.

At the Board's September meeting, I provided you with information that our enrollment and tuition revenue had fallen short of our budget target and the institution would need take steps to avoid a budget shortfall. We immediately put a freeze on vacant positions and placed constraints on non-comp spending. The latter constraints have been strengthened since then; however, spring enrollment and tuition, like that of autumn, have fallen short of our projections. This will require additional action in order to achieve our FY 23 budget goals. I will elaborate further on those actions during the April Board meeting. The actions implemented will not be temporary but rather will be designed to "right size" the institution as we develop the FY 24 budget and beyond.

I attended the Governor's State of the State address in Columbus last month. The Governor has prioritized education in his budget. Increases in OCOG, revival of Access Challenge funding, merit scholarships, and increase in our supplement are all part of his budget submission. Now the budget goes to the legislature. I am hopeful that most if not all of the Governor's higher ed funding initiatives become part of the State's approved budget.

You heard a presentation from Mr. Jim Butz this morning on progress we've made in the development of the University's master plan. This plan will guide the physical development of the campus for the next decade. I ask each Board member to review the draft that was presented to you in the meeting materials and Mr. Butz's presentation and provide feedback if you have concerns over the direction that plan is taking. The final draft will be presented to the Board at the June meeting.

In March, we will receive a visit by representatives of the Higher Learning Commission (HLC), our regional accreditation agency. Provost Ahuja, Dr. Marc Scott, and Dr. Chris Raber developed a report, called an assurance argument, (based on feedback from the campus and our stakeholders) that will be submitted to the HLC today. This report details how the institution is meeting the Criteria for Accreditation and why Shawnee should be reaccredited. Accreditation is important because it is a requirement in order to receive Title IV dollars from the Federal Government. The HLC visit also allows us an objective, third party evaluation of our progress as an institution of higher learning. During the visit in March, several of you will be asked to meet with representatives of HLC. In putting together our assurance argument, Drs. Scott and Raber did an excellent job of soliciting feedback from the campus and its stakeholders and condensing a lot of information into a report that meets the necessary guidelines. Let me commend them publicly for their work. We look forward to the HLC visit in March.

(Read Retirement Letter)

And Chairman Edwards, that concludes my report.
Jeffrey A. Bauer

Certified as True and Correct
February 13, 2023



Secretary, SSU Board of Trustees



Mr. David Furbee, Chair
Shawnee State Board of Trustees

Dear Chairman Furbee,

It comes with great sadness that I submit my notice for retirement from Shawnee State University. I intend to sever employment from the University on June 30, 2023, at the end of my current contract.

When I first arrived at Shawnee State to teach geology in the fall of 1987, I saw SSU as a first job and a stepping stone to a career elsewhere. Over the first five years, I looked and interviewed at other institutions but something became apparent to my wife Jeril and me. Shawnee is where we wanted to be - to be part of the University's mission in southern Ohio, to be part of the community, and to live and work and raise a family in Portsmouth.

I spent the first 26 years teaching in the classroom and in the field. Geology provided me with a great opportunity to learn about the local culture, the physical environment, the natural beauty of southern Ohio, and to learn about the people of southern Ohio - their hopes, dreams, and talents.

Over the past ten years, I've moved through different responsibilities – Dean of Arts and Sciences, Provost, President – and watched the University grow then shrink, struggle and succeed, and face a number of existential crises. The future of SSU is not guaranteed ... and that's true for most institutions of higher education. But I can tell you that the University is resilient and what we do at Shawnee has more of a positive impact on our community and region than any other college or university in the country. I know we are closing in on 20,000 graduates/alumni. Each time I hand a diploma to a graduate at commencement, I am reminded how important SSU is to southern Ohio. I am also reminded when I visit the local schools, hospitals, and businesses and see our graduates filling critical roles and driving economic development in the communities of our region.

It has been my sincere pleasure to be part of the Shawnee State story for the last 36 years and I will deeply miss the people, the challenges, the friendships, and being part of this grand experiment in southern Ohio. Over the last few years, I kept telling myself that if we can just get this problem solved, get this project funded, take care of this crisis, build on this success, that I can retire and not look back; however, for every problem solved, crisis averted, for every project completed, new ones appear - all of them crucially important.

I think the time is right for me to move on and allow others to take on new leadership roles. I have the utmost confidence that the team of young leaders at SSU and the support of the Board will drive the institution to a bigger and better future and guide the institution as it continues to transform the region.

I thank the Board for your dedication to the University and allowing me to lead this institution for what will be 4 years, 9 months, and 16 days when my contract expires. It's been a privilege working with you, the faculty, staff, and students of Shawnee State. I look forward to watching the University grow and thrive under new leadership and with the careful, thoughtful oversight of the Board of Trustees.

Sincerely,

A handwritten signature in blue ink that reads 'Jeffrey A. Bauer'.

Jeffrey A. Bauer, President
Shawnee State University

Certified as True and Correct
February 13, 2023

A handwritten signature in blue ink, likely belonging to the Secretary of the Board of Trustees.

Secretary, SSU Board of Trustees

RESOLUTION E01-23

**RESOLUTION APPOINTING ERIC A. BRAUN AS INTERIM PRESIDENT,
EFFECTIVE JULY 1, 2023**

WHEREAS, Dr. Jeffrey A. Bauer has informed the Board of Trustees that he plans to retire as University President on or about July 1, 2023, and therefore does not plan to seek an extension of his Executive Employment Agreement when it expires on June 30, 2023; and

WHEREAS, the Board seeks to have a smooth transition upon Dr. Bauer's departure so that the critical work of the University, including implementation of its Strategic Plan, can be continued; and

WHEREAS, the Board of Trustees has determined that, under the current circumstances, the most effective and efficient strategy to achieve the University's goals is to appoint an Interim President to fill the role, effective July 1, 2023; and

WHEREAS, the Board finds that Mr. Eric A. Braun possesses the academic credentials, the administrative leadership experience, and the qualities and characteristics needed to advance Shawnee State University's mission, its commitment to students, and its role in the community, region, and state;

THEREFORE, BE IT RESOLVED that the Board of Trustees of Shawnee State University hereby appoints Mr. Eric A. Braun to serve at the pleasure of the Board as Interim President of Shawnee State University, and to fulfill the duties of University President as set forth in Ohio law and University Policies and Procedures, effective July 1, 2023.

(February 10, 2023)

Certified as True and Correct
February 13, 2023


Secretary, SSU Board of Trustees