

**SHAWNEE STATE UNIVERSITY
BOARD OF TRUSTEES**

**Meeting Minutes
June 8-9, 2018**

Swearing in of New Board Member

New Board of Trustees member appointee Wallace “Eddie” Edwards was sworn-in by Board Chair Mr. Williams to fill a board vacancy.

Call to Order

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

Roll Call

Members present: Mr. Edwards, Mr. Furbee, Ms. Hartop, Ms. Hash, Mr. Howarth, Dr. White, and Mr. Williams

Members absent: Mr. Evans, Mr. Watson, Ms. Detty, and Mr. Rappold

General Counsel, Mike McPhillips, served as acting secretary for the June 8, 2018 session of the meeting.

Approval of the April 13, 2018 Board Meeting Minutes

Mr. Howarth moved and Mr. Furbee seconded a motion to approve the April 13, 2018 minutes.

Without discussion, the Board unanimously approved said minutes.

Approval of the June 8, 2018 Agenda

Ms. Hartop moved and Ms. Hash seconded a motion to approve the June 8, 2018 agenda.

Without discussion, the Board unanimously approved the June 8, 2018 agenda.

Consent Agenda

1. Resolution ASA04-18, Award of Faculty Tenure
2. Resolution ASA05-18, Approval of Policy 2.15Rev, University Promotion & Tenure System
3. Resolution ASA06-18, Approval of Policy 5.18Rev, Emeritus Faculty
4. Resolution ASA07-18, Approval of Policy 5.25Rev, Research Involving Human Subjects

Chair Williams directed the Board to review the action items on the Consent Agenda and asked if anyone wished to remove any items from the Consent Agenda.

There being no objections, items 1 – 4 were approved by acclamation.

Academic and Student Affairs Committee

Ms. Hartop reported on behalf of the Academic and Student Affairs Committee:

1. Academic Affairs Executive Report: Dr. Jeffrey Bauer, Vice President for Academic Affairs, reported on events and activities including an Enrollment Management Workshop, Bridges to Success Workshop, and the Chancellor's visit to Shawnee State; development of an agreement between state institutions in Ohio's southeast region; progress towards accreditation through the Higher Learning Commission; preparation for the expansion of online programs and partnership with an online program management service; a new 3+1+1 partnership agreement with South China Normal University; Students Helping Students program developed through partnership between the Clark Memorial Library and the Student Government Association; and continued renovation of the Advanced Technology Center and upcoming moves of several offices.
2. Spring Commencement: Ms. Jennifer Hammonds, Registrar, reported on the spring 2018 graduation numbers.
3. Summer Enrollment Report: Ms. Jennifer Hammonds, Registrar, reported on the summer 15th day count.
4. Orientation and Bridge Registration: Ms. Amanda Means, Director of Admissions, reported on the student confirmations for the summer bridge program and orientation for incoming fall 2018 students.
5. Enrollment Management & Student Affairs Executive Report: Dr. Anne Marie Gillespie, Vice President for Enrollment Management & Student Affairs, reported on recent activities in Campus Life including attendance at soup and substance events and GPAs of student groups; the number of students utilizing the Bear Necessities Pantry; community service and philanthropy projects with Fraternity and Sorority Life; Housing and Residence Life activities and RA GPA's; the I am First Gen program retention rate; increase in Admissions outreach; the number of students utilizing Campus Counseling; Student Business Center outreach and customer satisfaction; and the number of Title IX cases.
6. Education: Mr. Doug Shoemaker presented on the SSU Financial Literacy Program designed to help students and their families understand FAFSAs, budgeting, paying for college, and debt reduction.

Finance and Administration Committee

Mr. Furbee reported on behalf of the Finance and Administration Committee:

1. Resolution F05-18, Continuing University Spending Authority

This resolution permits the continuation of the University's FY2018 spending level pending the approval of the FY2019 operating budget by the Board of Trustees.

Mr. Furbee moved and Ms. Hartop seconded a motion to approve Resolution F05-18.

Without discussion, the Board unanimously approved the resolution.

2. Resolution F06-18, Request for tuition waiver at the College Credit Plus (CCP) program rates to be extended to non-public and homeschool students

This resolution authorizes the Vice President for Finance and Administration to apply to the Chancellor of the Ohio Department of Higher Education for a tuition waiver applicable to eligible non-public and homeschool students at the College Credit Plus program default ceiling rates for academic years 2018-19 and 2019-20.

Mr. Furbee moved and Ms. Hash seconded a motion to approve Resolution F06-18.

Without discussion, the Board approved Resolution F06-18 by a vote of 6-0, with Ms. Hartop abstaining from voting.

3. Cash Reserves Investment Report: As of the end of May, the University's portfolio value gained slightly under \$835K bringing the portfolio's value to \$15.6 million. As planned, on May 29, \$2 million was withdrawn from this balance to meet summer cash needs. The amounts of additional cash withdrawals are dependent upon summer and fall tuition revenue.
4. Update of Capital Projects: Advanced Technology – First construction phase began April 5 to renovate the south portion of the building that includes the Plastics lab and creates new modernized space for the Gaming program. Scheduled completion date is July 28, 2018. Athletic Complex (Rhodes Center/Health, Wellness, Recreation) –Construction has begun on the natatorium with a scheduled completion date of September 18, 2018. Library Rehabilitation – Quotes for library mechanical and automated systems upgrades are under review.
5. Committee Discussion: Mr. McPhillips, Mrs. Johnson and Dr. Boyles briefed the committee on emerging issues regarding the Board's fiduciary responsibilities for investments offered through retirement plans. The University is participating with other state universities in a joint RFQ for investment advisory services. Future steps include the development of an IPS that will establish ongoing oversight actions.

Nominating Committee

Chair Williams requested that the Nominating Committee present the Committee's nominees for Board Officers for the coming year. Mr. Howarth reported that the Committee nominated Ms. Hartop as Chair and Mr. Watson as Vice Chair.

Chair Williams asked whether there were any nominations from the floor. No nominations were offered.

Mr. Howarth moved and Dr. White seconded a motion to approve the Board Officers as nominated.

Without discussion, the Board unanimously approved the nominations.

Reports from Board Liaisons with other Organizations

None

President's Report

President Kurtz discussed positive developments including the presence of a smaller but healthier student body, including those who enter through the Bridge to Success program, noting that the student body generally has higher prospects for attaining degrees than in the past. He noted that rates of graduation had increased by double digits in some categories.

Dr. Kurtz also discussed positive initiatives such as: The Board's seeking a waiver from ODHE to expand College Credit Plus opportunities to more private high school and home schooled students; the retention of the Ruffalo Noel Levitz firm to assist with enrollment management; and plans to partner with The Learning House to allow for the expansion of distance learning opportunities.

Dr. Kurtz expressed concern about insufficient state aid despite a national situation where there are more jobs available for students with degrees than there are graduates to fill them. In contrast, he pointed to China, where the government is expanding spending on higher education at a rapid pace.

New Business

Ms. Hash moved and Ms. Hartop seconded a motion to approve Resolution E02-18, 2018/2019 Schedule of Meetings – Shawnee State University Board of Trustees and its Committees.

Without discussion, the Board unanimously approved Resolution E02-18.

Comments from Constituent Groups and the Public

None

Faculty Senate Report

Dr. Marc Scott, University Faculty Senate President, presented a report on Senate activities which included: The Faculty Senate voted its displeasure with the way that the administration handled the warehousing of academic programs earlier this year. Dr. Scott expressed the Faculty Senate's position that the procedure for any future warehousing needs to be revised. An expression of praise for the Bridge to Success program, particularly the work of Dr. Michael

Barnhart in planning museum trips and visits to other locations in the community for students in the summer program. A discussion of the administration's plan to expand online education, with comments that many Faculty Senate members were in support of the move, but others were skeptical about it.

Executive Session

None

Other Business

Mr. Howarth thanked Mr. Williams for his service as Board Chairperson for the past year.

Recess

The meeting recessed at 1:38 p.m. with a proviso that the Board would meet the following morning, June 9, 2018, at 9:00 a.m.

Chair Williams reconvened the meeting at 9:00 a.m., June 9, 2018.

Kricker Innovation Center

Mr. Braun presented an update on the Kricker Innovation Hub including vision, programming, adjacency options, experience, cost phasing, next steps and schedule.

Executive Session

Ms. Hartop moved and Mr. Furbee seconded a motion to move into Executive Session to prepare for bargaining sessions with public employees concerning terms and conditions of their employment.

Without discussion, the Board unanimously approved moving into Executive Session.

The Board moved into Executive Session at 9:21 a.m.

Those in attendance for the Executive Session were Rick Kurtz, Jeff Bauer, Becky Thiel, Elinda Boyles, Anne Marie Gillespie, Malonda Johnson, David Furbee, George White, Bob Howarth, Scott Williams, Eddie Edwards, Francesca Hartop, Dave Zender, Eric Braun, Mike McPhillips, Sonie Hash, and Scott Evans.

Ms. Hash moved and Mr. Furbee seconded a motion to exit Executive Session and return to public session. The Board returned to public session at 11:43 a.m.

Mr. Evans joined the meeting at 9:41 a.m.

FY18-19 Budgets

Dr. Boyles presented information on the FY2018-2019 budgets including FY2018 budget challenges, FY 2018 projected EOY performance, FY2019 initial budget assumptions, FY2020 and FY2021 targets and early assumptions, and probability hypothesis.

On-line Program Delivery Partnership with Learning House

Dr. Bauer presented information regarding on-line program delivery partnership with Learning House including an overview of services provided, management and oversight of online academic programs, timetable, and terms of agreement.


Mr. Howarth asked how many programs we anticipate offering. Dr. Bauer responded with an overview of programs being considered for Spring 2019 and in the future. Mr. Edwards asked about badges and certificates and Dr. Kurtz provided an explanation.

Other Business

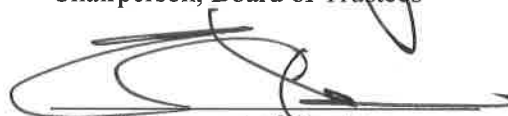
None

Adjournment

Mr. Edwards moved and Mr. Evans seconded a motion to adjourn. The Board was adjourned at 2:48 p.m.



Chairperson, Board of Trustees



Secretary, Board of Trustees

RESOLUTION ASA04-18
AWARD OF FACULTY TENURE

WHEREAS, Shawnee State University and Shawnee Education Association entered into an agreement in August, 2012, for the purpose of granting tenure to faculty; and

WHEREAS, effective fall semester, 2013, the University implemented a tenure system; and

WHEREAS, in accordance with Board of Trustees Policy 2.15, awarding of tenure at Shawnee State University coincides with promotion to the rank of Associate Professor. Application for tenure, therefore, is included as part of the application for promotion to Associate Professor; and

WHEREAS, after recent action by College Promotion Committees, the Provost, and the President, the following faculty was promoted to Associate Professor:

- Ms. Janet Snedegar, Nursing

THEREFORE, BE IT RESOLVED, that the Board of Trustees of Shawnee State University grants tenure to the above named Associate Professor.

(June 8, 2018)



RESOLUTION ASA05-18
APPROVAL OF POLICY 2.15 REVISION
UNIVERSITY PROMOTION AND TENURE SYSTEM

WHEREAS, Shawnee State University has a faculty promotion and tenure system which reflects a process articulated in the Shawnee State University and Shawnee Education Association Collective Bargaining Agreement; and

WHEREAS, the SSU Board of Trustees recognizes that tenure is universally viewed as the standard of academic excellence and that a clearly established promotion and tenure system ensures that faculty academic excellence will continuously be promoted; and

WHEREAS, Ohio Revised Code 3345.45 requires the University to include multiple pathways for faculty tenure, one of which may be a commercialization pathway, in its policy; and

WHEREAS, the Shawnee Education Association, Provost, and President have reviewed and approved this revised policy,

THEREFORE, BE IT RESOLVED, that the Board of Trustees approves revisions to Policy 2.15, University Promotion and Tenure System, effective June 8, 2018.

(June 8, 2018)



Shawnee State University

POLICY TITLE:	UNIVERSITY PROMOTION & TENURE SYSTEM
POLICY NO.:	2.15REV
ADMIN CODE:	3362-2-15
PAGE NO.:	1 of 2
EFFECTIVE DATE:	06/08/18
NEXT REVIEW DATE:	06/2021
RESPONSIBLE OFFICER(S):	PROVOST
APPROVED BY:	BOARD OF TRUSTEES

1.0 POLICY PURPOSE

Shawnee State University recognizes that a clearly articulated promotion and tenure system that is based upon a comprehensive peer review process serves as an effective means towards promoting and supporting continued excellence of its faculty.

2.0 DEFINITIONS

- 2.1 **Tenure System:** A peer based mentoring, evaluation and promotion system for faculty.
- 2.2 **Tenure:** After successful completion of a defined period of an established peer mentoring and rigorous review that adheres to the existing collectively bargained process, the continuous employment status awarded to an eligible faculty member who has been deemed to have earned tenure.

3.0 AWARDING OF TENURE

- 3.1 The awarding of tenure is the University's recognition of a faculty member's achievement and reflects the highest standard of academic excellence.
- 3.2 The awarding of tenure is the sole prerogative of the Board of Trustees.

4.0 ELIGIBILITY AND REVIEW FOR AWARDING TENURE

- 4.1 Only faculty appointed to established tenure-track positions will be eligible for tenure. SSU faculty recognized as having tenure under any previous University agreement will continue to have tenure status.
- 4.2 The awarding of tenure will be the result of an articulated promotion and tenure system that is rigorous in nature and will include a systematic and structured peer review that includes mentoring, performance review and performance evaluation of each faculty member serving in a tenure-track position over an established period of

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JUN 14 2018

Secretary, SSU Board of Trustees

time. Faculty who successfully complete the tenure review process will be awarded tenure by the BOT.

- 4.3 An award of tenure is earned by faculty members on the basis of their past performance during the tenure-track period as evaluated by tenured faculty, the academic administration, University President, and the Board of Trustees. The award of tenure shall be based on a record of demonstrated achievements in teaching, University service, scholarship, and/or commercialization as set forth in the SSU-SEA Collective Bargaining Agreement.

5.0 POST TENURE REVIEW

In order to promote continuous development of faculty awarded tenure, SSU tenure system will include an articulated peer review process of its tenured faculty.

History

Effective: 07/12/13

Reviewed: 12/16/16 with no revision

Revised: 06/08/18

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Secretary, SSU Board of Trustees

RESOLUTION ASA06-18
APPROVAL OF POLICY 5.18 REVISION
EMERITUS FACULTY

WHEREAS, recognition of Emeritus Faculty by the University honors the contributions of outstanding faculty retirees; and

WHEREAS, Emeritus Faculty designation provides a vehicle for involving outstanding faculty retirees in the life of the University following their retirement; and

WHEREAS, Shawnee State University desires to be in a position to appropriately honor outstanding retired faculty; and

WHEREAS, this revised policy was developed by the Faculty Enrichment Committee, and was reviewed and approved by the University Faculty Senate, the Provost, and the President;

THEREFORE, BE IT RESOLVED, that the Board of Trustees of Shawnee State University approves revisions to Policy 5.18, Emeritus Faculty, effective June 8, 2018.

(June 8, 2018)



Shawnee State University

POLICY TITLE:	EMERITUS FACULTY
POLICY NO.:	5.18REV
ADMIN CODE:	3362-5-19
PAGE NO.:	1 OF 3
EFFECTIVE DATE:	06/08/18
NEXT REVIEW DATE:	06/2021
REONSIBLE OFFICER(S):	VPAA
APPROVED BY:	BOARD OF TRUSTEES

1.0 PURPOSE

To recognize selected retiring Shawnee State University faculty for outstanding contributions to the teaching, scholarship, and service missions of the University.

2.0 PROCEDURE

- 2.1 Upon retirement, every full-service Professor shall be considered by the President for designation as Emeritus Professor. If the President has not conferred the title of Emeritus Professor upon an eligible retired Professor within 120 days of the individual's retirement, then eligible individuals may be considered for designation of Emeritus Professor through the process described in section 5.0.
- 2.2 Upon retirement, a full-service Associate Professor may be designated as Emeritus Associate Professor for outstanding contributions as determined through a nomination process described in section 5.0.
- 2.3 The designation of emeritus faculty status shall be conferred by the President and reported to the Board of Trustees.

3.0 CRITERIA FOR EMERITUS STATUS

Retired individuals meeting the following criteria may be recommended and considered for emeritus status:

- 3.1 At least ten years of full-time employment as a faculty member with Shawnee State University and holding the rank upon retirement of Professor or Associate Professor;
- 3.2 Evidence of outstanding contributions to the teaching, scholarship, and service missions of the University beyond normal performance expectations.

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JUN 14 2018

Secretary, SSU Board of Trustees

4.0 PRIVILEGES AND RESPONSIBILITIES OF EMERITUS STATUS

- 4.1 Individuals with emeritus status do not receive compensation; however, they are eligible for special assignments by the University for appropriate compensation and/or reimbursement for expenses at the discretion of the President and in accordance with the policies of Shawnee State University. Specifically, the President may grant individuals with emeritus status the following privileges:
- 4.1.1 Use of University facilities, equipment, and services on an "as available" basis;
 - 4.1.2 Access to University activities on a basis comparable to faculty and administrators;
 - 4.1.3 Recognition of emeritus status in appropriate University publications;
 - 4.1.4 Use of University identification with emeritus status in communications with official groups/organizations; and
 - 4.1.5 Opportunities to be designated as a University representative to specified functions and/or groups/organizations.
- 4.2 Individuals with emeritus status are responsible to Shawnee State University to:
- 4.2.1 Support the mission and purposes of Shawnee State University;
 - 4.2.2 Maintain professional standards which reflect positively on Shawnee State University; and
 - 4.2.3 Be willing to assist in the development of Shawnee State University within the scope of individual capabilities.

5.0 NOMINATION AND SELECTION PROCESS

Retired faculty holding the rank of Associate Professor and retired faculty holding the rank of Professor who have not had emeritus status conferred within 120 days of retirement per section 2.1 may be considered for emeritus status utilizing the following process.

- 5.1 Any member of the retiree's department at the time of retirement may submit a written recommendation for designation of the retiree as emeritus to the Department Chairperson. The request should clearly describe the outstanding contributions of the retiree to the University's teaching, scholarship and service mission beyond normal performance expectations.



- 5.2 The Department Chairperson shall bring the recommendation before the department for a vote. If a majority of full-service faculty support the recommendation, the Chair shall forward the recommendation to the appropriate Dean for consideration. If the Dean supports the recommendation, he/she shall forward the recommendation to the Provost for consideration. If the Provost supports the recommendation, he/she shall forward the recommendation to the President for consideration. At each stage of review, additional information may be sought to clarify the recommendation. Each reviewer who supports the recommendation may add additional comments. Any reviewer who does not support the recommendation shall return the recommendation to the originating recommender with reasons for non-support and the review process will end. New recommendations may be submitted on behalf of faculty whose recommendations have been previously rejected.
- 5.3 The designation of emeritus status shall be given by the President who may seek additional information in the process of determining whether to award emeritus faculty status. If the President does not award emeritus status, he/she shall return the recommendation to the originating recommender with reasons for non-support and the review process will end. The President shall report the designation of emeritus status to the Board of Trustees.

History

Effective: 09/09/11

Revised: 06/08/18

Certified as True and Correct



JUN 14 2018

Secretary, SSU Board of Trustees

RESOLUTION ASA07-18
APPROVAL OF POLICY 5.25 REVISION
RESEARCH INVOLVING HUMAN SUBJECTS

WHEREAS, Shawnee State University must ensure the protection of human subjects for all University research projects involving human subjects; and

WHEREAS, the current policy must be modified to ensure compliance with applicable federal, state, and local laws, including the Code of Federal Regulations, Title 45, Public Welfare, Department of Health and Human Services, Part 46, Protection of Human Subjects (45-CFR-46) as well as any subsequent changes to the Federal Policy for the Protection of Human Subjects; and

WHEREAS, this revised policy has been developed by the University's Institutional Review Board for Human Subjects (IRB), and has been reviewed and approved by the University Faculty Senate, Provost, and President;

THEREFORE, BE IT RESOLVED that the Board of Trustees of Shawnee State University approves revisions to Policy 5.25, Research Involving Human Subjects, effective June 8, 2018.

(June 8, 2018)



Shawnee State University

POLICY TITLE:	RESEARCH INVOLVING HUMAN SUBJECTS
POLICY NO. :	5.25REV
ADMIN CODE:	3362-5-26
PAGE NO.:	1 of 3
EFFECTIVE DATE:	6/08/18
NEXT REVIEW DATE:	6/2021
RESPONSIBLE OFFICER(S):	PROVOST
APPROVED BY:	BOT

1.0 PURPOSE STATEMENT

- 1.1 The purpose of this policy is to assure the protection of human subjects for all research projects involving human subjects, and to ensure compliance with applicable federal, state, and local laws, including the Code of Federal Regulations, Title 45, Public Welfare, Department of Health and Human Services, Part 46, Protection of Human Subjects (45-CFR-46) as well as any subsequent changes to the Federal Policy for the Protection of Human Subjects. The University will have an Institutional Review Board for Human Subjects (IRB), which will serve to review all research projects involving human subjects. For the purposes of this policy, the definitions and procedures of 45-CFR-46 are incorporated by reference. In cases of conflict between this policy and federal regulations, the federal regulations take precedence.
- 1.2 The applicable federal regulations will be made available on the University's website.

2.0 APPLICABILITY & ETHICAL PRINCIPLES

- 2.1 This policy applies to all activities which, in whole or in part, involve research with human subjects if:
 - 2.1.1 The research is sponsored by Shawnee State University; or
 - 2.1.2 The research is directed or conducted by University faculty or staff in connection with their institutional responsibilities, or students of Shawnee State; or
 - 2.1.3 The research is conducted by University students under the direction of University faculty or staff; or



- 2.1.4 The research is conducted at the University or involves use of University property.
- 2.2 Research projects that meet the definition of “research,” as defined in 45-CFR-46, and are designed for dissemination beyond the classroom are covered by this policy. The University may create a preliminary review process for research projects to determine whether such projects are subject to or exempt from IRB review.
- 2.3 The University IRB and researchers subject to this policy are to be guided by the ethical principles set forth in the “Belmont Report Ethical Principles and Guidelines for the Protection of Human Subjects of Research” (Belmont Report), which is created by the National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research. The Belmont Report will be made available on the University’s website.

3.0 INSTITUTIONAL REVIEW BOARD

3.1 IRB membership

- 3.1.1 The IRB will consist of seven voting members from varying and diverse backgrounds with the professional competence and training necessary to review specific research activities. Six members will be University faculty or staff from varying disciplines including scientific and nonscientific backgrounds as well as undergraduate and graduate programs. Consideration will be given to diversity of gender, race and cultural backgrounds among the IRB members. One external member will be appointed and will not have any contractual relationship or other affiliation with Shawnee State University, and will not be an immediate family member of a person affiliated with the University.
- 3.1.2 The term for each member will be three years and will commence at the beginning of a Fall Semester and end at the conclusion of the summer term of the final year of service. Appointments will be proportionately staggered. Members may serve more than one term.
- 3.1.3 A majority of the voting members of the IRB constitutes a quorum.
- 3.1.4 Outside Assistance. The IRB may invite other individuals with



competence in special areas to assist the IRB in the review of applications. Such individuals are not permitted to vote with the IRB.

3.2 Appointment Process

3.2.1 Members. The Provost/Vice President of Academic Affairs will appoint the members of the IRB, in consultation with the University Faculty Senate and the IRB Chairperson. In considering each appointment, the Provost will review the existing composition of the IRB in light of the composition requirements of this policy and 45-CFR-46.

3.2.2 Chairperson and Chairperson-Elect. The Provost is responsible for appointing a Chairperson and Chairperson-Elect from the IRB membership. The Chairperson should have at least one year of service on an IRB, which may be at another institution. The terms for the Chairperson and Chairperson-Elect will be for one year, and both may serve multiple terms.

4.0 PROCEDURES

The Provost is responsible for establishing procedures, subject to the President's approval, to ensure that the IRB and the University's research involving human subjects are in conformance with federal, state and local laws. As part of the process in developing procedures, the Provost may confer with members of the IRB and other University groups or individuals. Procedures will include, but not be limited to, the application process for students and faculty, standards and criteria for the IRB review and approval process, meetings of the IRB, an exempt or expedited review process, standards for record-keeping, requirements for informed consent, and other processes to ensure protection of human subjects and legal compliance.

Applicable Procedure: 5.25 Research Involving Human Subjects

History

Effective: 06/10/05

Revised: 01/18/13, 6/08/18



Academic Affairs Report

June 8, 2018

Events

Enrollment Management Workshop (April 16 – 18). A Shawnee State team which included representatives from Academic Affairs, Advancement, and Enrollment Management/Student Affairs attended a workshop in New Orleans given by Ruffalo Noel Levitz. The workshop focused on how the institution can develop an effective enrollment management plan.

Bridges to Success Workshop (April 20). The University hosted representatives from several institutions who are participating in the Bridges to Success (B2S) state-wide grant program. The Ohio Department of Higher Education (ODHE) awarded B2S to provide funding and technical assistance for implementation of redesigned degree pathways that incorporate new mathematics gateway courses and co-requisite strategies.

Spring Commencement (May 5). Spring commencement was, once again, held indoors with a morning and afternoon ceremony. Former Governor Ted Strickland was the commencement speaker. In total, 558 students graduated following spring semester, an increase of 4% over last spring and bringing the total number of graduates for AY 2017-18 to over 750. Graduation numbers have risen to record levels over the last three years.

Chancellor's Visit (May 14). Chancellor John Carey visited SSU on May 14. The Chancellor was given a presentation on the institution's financial state, academic program initiatives, and new marketing and recruitment strategies. Later in the day, the Chancellor was given a tour of newly renovated spaces in Kricker and Health Science Buildings.

ODHE/State of Ohio

Southeast Regional Compact. Ohio Revised Code Section 3345.59 requires regional compacts of Ohio's public colleges and universities with an executed agreement in place by June 30, 2018. Each institution within the region must participate in the region's compact. SSU is placed in the Southeast District with Belmont, Eastern Gateway, Hocking Technical, Rio Grande, Washington State, Zane State Community Colleges, and Ohio University. Representatives have met and drafted an agreement that will be signed by the presidents of each institution and sent to ODHE.



Academic Quality Improvement Program (AQIP)

Following the submission of Shawnee State's Systems Portfolio in January, the institution received its Systems Appraisal from the Higher Learning Commission (HLC). The Appraisal represents a critical review of the University's performance on six AQIP categories as well as HLC's five Criteria for Accreditation. The Appraisal states that we have met all criteria but with several subcategories for which performance can be improved. HLC's Peer Review Team will visit the University on September 23-26, 2018, as part of the Comprehensive Quality Review.

Academic Programs and Curriculum

Online Programs/The Learning House Partnership. SSU continues to prepare for expansion of online academic programs. Central to this expansion is the development of a partnership with the Learning House. The terms of the partnership agreement will be reviewed at the Board of Trustees Retreat on June 9.

New Academic Programs.

- Associate of Technical Studies - Industrial Management, Information Technology, Building and Industrial Technology, Business Technology, Health and Allied Health Technology, Services Technology Concentrations
- Certificate in Sustainable Landscape Management
- BS Industrial Management

International Articulation Agreement. Center for International Programs and Activities (CIPA) Director Ryan Warner and Dr. Dandan Huang assisted the University in developing a 3+1+1 agreement with South China Normal University.

Clark Memorial Library

The Clark Memorial Library (CML) collaborated with the Student Government Association on a project named "Students Helping Students." This project encouraged students to donate used textbooks to be placed on library reserve. The library's reserve program helps student save money as they can check out textbooks for two hours. Forty-seven textbooks were donated. In FY 2017-2018 course reserves circulated 4,228 times. The project saved students approximately \$422,800 in textbook costs.

The CML participated in a community literacy project called Books Build Bridges. Project partners included the Portsmouth Rotary Club, Southern Ohio Medical Center, The Portsmouth Public Library,



Portsmouth Area Ladies, Scioto County Area Foundation, and the South Central Educational Service Center. The literacy project donated a copy of the book "Not a Drop to Drink" to students in participating Scioto County schools. The event included a two-day visit by the author Mindy McGinnis. Ms. McGinnis met with two Shawnee State classes and 403 K-12 students at the Vern Riffe Center for the Arts.

Facilities

Renovations. Renovation of the Advanced Technology Center continues this summer. The Plastics Engineering Technology section on the first floor is undergoing a complete facelift which will be completed by fall. On the second floor, a large space is being converted into the new Digital Simulation and Gaming Suite. The renovation is essential to maintaining the quality, currency, and "curb appeal" for these two signature programs.

Summer Moves. Summer allows an opportunity to move several offices in order to promote more efficient and effective service to the University. The Graduate Center will be moving to the lower level of Massie Hall. Career Services will be moving to the vacated Provost Suite and will be co-located with the Student Success Center. In addition, CIPA will be moving to the Administrative Annex.

Personnel

It with great sadness that I report the passing of Dr. Stylianos Hadjiyannis, Professor Emeritus, who died in his homeland of Greece on May 10, 2018. Dr. Hadjiyannis retired in December 2017 and received faculty emeritus status earlier this year. For nearly 30 years, "Stylio", as we knew him, taught a variety of subjects in political science and international relations at SSU. He was an exceptional teacher, a delightful colleague, and an important contributor to the development of SSU. He will be greatly missed.

Retirements:

- Mr. Rick Conley, Marketing
- Ms. Karen Crummie, Legal Assisting
- Dr. Steve Doster, Accounting
- Mr. Steve Ison, Environmental Engineering Technology
- Ms. Maggie Selby, Nursing
- Ms. Rose Roach, Nursing
- Dr. Tony Dzik, Geography
- Ms. Marla Thoroughman, Medical Laboratory Technology



Appendix: Systems Appraisal Evidence for Criteria for Accreditation

Criteria 1: All Core-Components have been met. SSU understands its mission and the mission drives planning and decision-making. The mission is articulated publically. Diversity and the public good are reflected in the mission.

Criteria 2: All Core-Components have been met. The University presents itself accurately and operates with integrity. Policies and processes are evident for ethical behavior, freedom of expression and responsible use of information.

Criteria 3: All Core-Components were met with the exception of 3E that could be strengthened. Programs offered are appropriate to higher education and intellectual inquiry is a key component. There are sufficient faculty and staff for quality programs and services. Support is provided for student learning and teaching.

3E- SSU can further demonstrate how its enrichment programs clearly reflect the mission and are formally evaluated as contributing to the student's educational experience.

Criteria 4: Core-Component 4C was met but 4A and 4B could be strengthened. SSU tracks and utilizes retention, persistence and completion rates to make program improvements.

4A- Assuring programs evaluate the success of its graduates is reflected in a systematic program review process that has established learning outcomes with measures, targets and benchmarks. Completing the cycle of program review for every program will demonstrate commitment to quality programs.

4B- SSU acknowledges that very few co-curricular activities have formal assessment processes. Regular assessment of each academic program, beyond externally accredited programs, and full faculty participation would reflect good practice in ongoing assessment.

Criteria 5: All Core-Components have been met with the exception of 5D that could be strengthened. SSU engages in systematic planning to improve operations. Resources are adequate to support educational programs. Leadership and collaborative processes are promoted.

5D- SSU developed and implemented new initiatives that will be documenting performance results that are currently not available e.g. KPIs, results of the President's Action Teams, and academic assessment plans. Documenting performance results and planning continuous improvements based on those results are the next steps SSU has planned.



Spring Commencement Report
Academic and Student Affairs Committee
June 8, 2018

Prepared by the Office of the Registrar

	Spring 2016	Spring 2017	Spring 2018						
Total # of Degrees:	489	536	558	MASTERS:					
Total Masters Degrees:	16	20	10	Education				6	
Total Bachelor Degrees:	294	335	361	Occupational Therapy				0	
Total Associate Degrees:	179	181	187	Mathematics				4	
BACHELORS:				ASSOCIATES:					
College of Professional Studies	TOTAL			College of Professional Studies	TOTAL				
Sports Studies		25		Dental Hygiene				23	
Business Administration		48		Emergency Medical Tech				1	
Nursing		19		Medical Laboratory Tech				13	
Occupational Therapy		0		Nursing				25	
Health Sciences		20		Occupational Therapy Asst.				26	
Plastics Engin.Tech.		14		Physical Therapy Asst.				18	
Computer Engin. Tech.		4		Radiologic Technology				18	
Environmental Engin. Tech.		4		Respiratory Therapy				12	
Digital & Sim.Gaming Engin.		22		Technical Studies				0	
Athletic Training		6		Computer Aided Drafting/Des				7	
Educational Studies		2		Electromechanical Engin.Tech				2	
Early Childhood Educ PreK-3		30		Plastics Engineering Tech				0	
Early Childhood Intervention Spec		8		Accounting				6	
Intervention Specialist K-12		0		Business Management Tech				12	
Middle Childhood Education		9		Legal Assisting				3	
TOTAL			211	Information Tech. Management				3	
College of Arts & Sciences				TOTAL				169	
Social Sciences		12							
Sociology		11							
International Relations		3							
Psychology		19		College of Arts & Sciences					
History		10		Arts & Humanities				3	
English Humanities		11		Social Science				3	
Mathematical Sciences		7		Mathematics				1	
Fine Arts		33		Natural Science				6	
Natural Science		16		TOTAL				13	
Biology		7							
Chemistry		4							
Political Science		10							
Philosophy and Religion		1							
TOTAL			144	University College					
University College				Individualized Studies				0	
Individualized Studies		6		General Studies				5	
TOTAL		6	6	TOTAL				5	
TOTAL BACHELOR DEGREES			361	TOTAL ASSOCIATE DEGREES				187	

***All SP18 petitioners and SM18 petitioners who plan to walk in Spring Commencement are included in this report. Summer Petitions are continuing to be submitted as of 4/25/18.

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 JUN 14 2018
 Secretary, SSU Board of Trustees



**ENROLLMENT REPORT
SUMMER SEMESTER 2018**

Headcount	SM17	SM18	Change #	Change %
Undergraduate	719	822	+103	+14.3
Graduate	183	105	-78	-42.6
Total	902	927	+25	+2.8
Non-degree	190	218	+28	+14.7
University Total	1092	1145	+53	+4.8

*SM17 numbers include graduate workshops offered during summer.

FTE (total credit hours/15)	SM17	SM18	Change #	Change %
Undergraduate	470	549	+79	+16.8
Graduate	57	40	-17	-29.8
Total	527	589	+62	+11.8

SCH	SM17	SM18	Change #	Change %
Undergraduate	6711*	7842**	+1131	+16.8
Graduate	865	602	-263	-30.4
Non-degree	350	398	+48	+13.7
Total	7926	8842	+916	+11.6

*1066 of 6711 are non-degree bridge student credit hours

**1336 of 7842 are non-degree bridge student credit hours


<p align="center">Certified as True and Correct</p> <p align="center">JUN 14 2018</p> <p align="center">  Secretary, SSU Board of Trustees </p>

Summer Enrollment Report
Academic and Student Affairs Committee
June 8, 2018

Summer Day 1 Report

	Summer 2016 5/23/2016	Summer 2017 5/22/2017	Summer 2018 5/21/2018
New Undergraduate Enrollment			
First-time Freshmen	15	9	16
Transfer	21	14	17
Total New	36	23	33
Difference from prior year		-13	10
Continuing Undergraduate Enrollment			
Freshmen	47	25	39
Sophomore	157	147	157
Junior	209	177	206
Senior	357	327	384
Total Continuing	770	676	786
Difference from prior year		-94	110
Total Degree Seeking Undergraduate	806	699	819
Difference from prior year		-107	120
New Graduate Enrollment			
Graduate - New	25	8	18
Total New	25	8	18
Difference from prior year		-17	10
Continuing Graduate Enrollment			
Graduate - 1	47	26	33
Graduate - 2	42	45	41
Graduate - 3	0	0	0
Total Continuing	89	71	74
Difference from prior year		-18	3
Total Graduate	114	79	92
Difference from prior year		-35	13
Non-Degree Enrollment			
NT - Visiting	31	11	26
NR - Non-degree	2	6	0
NH - Highschool not CCP	0	1	0
NP - College Credit Plus	7	11	13
ND - Returner CCP and non-CCP	17	34	44
NS - Senior Citizen	0	1	0
Total Non-Degree	57	64	83
Difference from prior year		7	19
Grand Total	977	842	994
Difference from prior year		-135	152

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JUN 14 2018

Secretary, SSU Board of Trustees

Fall 2018 Orientation and Bridge Report
Academic and Student Affairs Committee
June 8, 2018

COMMITMENTS (ORIENTATION AND BRIDGE REGISTRATIONS)
REPORTING DATE: JUNE 1, 2018

<i>Commitments (Point in time)</i>	FALL 2017	FALL 2018	17-18 Up/Down	17-18 Change %
Orientation Registration (including online orientation approvals)	557	593	+36	+6%
Bridge to Success Registration	105	133	+28	+26%
Total Commitments	659	726	+67	+10%

**Please note that the Bridge Registration Deadline and Bridge to Success Program are 2 weeks earlier this year than 2017.*

<i>Registrations by Date (Point in time)</i>	FALL 2017	DATES 2017	FALL 2018	DATES 2018
Online Orientation	3	NA	10	NA
Scholarship Orientation	92	June 3	70	June 9
Bridge Orientation	105	June 27	133	June 12
2 nd Orientation	133	June 6	146	June 14
3 rd Orientation	102	June 8	147	June 16
4 th Orientation	99	June 10	107	June 19
5 th Orientation	74	June 20	53	June 21
6 th Orientation	27	June 22	33	July 25
7 th Orientation	27	July 26	27	July 27
Total Commitments	659		726	

<i>Fee Payments Comparison</i>	FALL 2017	FALL 2018
Orientation Registration Fee Paid	79%	78%
Bridge to Success Registration Fee Paid	85%	86%

% of registered students that have submitted their registration fee

*On June 1st last year we were closer to the first orientation dates

<i>Bridge Comparison</i>	FALL 2017 (Orientation Day)	FALL 2018 (5 days before Orientation)	17-18 Up/Down	% to last year on Orientation Day
Bridge to Success Registration	132	142	+10	+107%

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 JUN 1 6 2018

Secretary, SSU Board of Trustees

EMSA Infographic June 2018

CAMPUS LIFE

8 SOUP SUBSTANCE EVENTS
60 AVG ATTENDANCE

AHANA GPA 3.0
SPB 3.22
MEN'S EMPOWERMENT 2.8

100% RETENTION RATE

SPONSORED 77
STUDENT LEADER
GRAD CORDS

Bear Necessities Pantry
17/18 ACADEMIC YEAR
983 VISITS
AVG VISIT/STUDENT 14
188 REGISTERED USERS

SGA GPAS
RETURNING MEMBERS 3.92
NEW MEMBERS 3.37

NOW
THAT
EPIC

FRATERNITY & SORORITY LIFE

894 HOURS OF
COMMUNITY SERVICE

\$5,013.22 SERVICE &
PHILANTHROPY

79 HOSTED EVENTS AND PROGRAMS

HOUSING AND RES LIFE

177 HOUSING PROGRAMS
1,700 STUDENT ATTENDANCE
54 SUMMER BRIDGE RESIDENTS
RA AVG GPA 3.55



I am 1ST Gen

29 STUDENTS
AVG GPA 3.02

90% RETENTION RATE

ADMISSIONS

APRIL & MAY

1826 PHONE
CALLS

49% INCREASE

APRIL & MAY
TEXTS 1070

ORIENTATION
REGISTRATION 515

8.5% INCREASE

COUNSELING & HEALTH SERVICES

2291 ATTENDED
APPOINTMENTS
261 UNIQUE CLIENTS
1625.75 HOURS

8.78 AVG
APPOINTMENT/CLIENT

22 AVG AGE

240 CLIENTS ATTENDED
PSYCHOEDUCATIONAL OR
GROUP THERAPY

STUDENT BUSINESS CENTER

96.7% CUSTOMER SATISFACTION

129 PARTICIPANTS IN THE "GAME OF LIFE"

6,431 STUDENT WALK-INS

13,109 INCOMING PHONE CALLS

1,411 EMAILS PROCESSED

TITLE IX TEAM

18 REPORTED INCIDENTS: 6 INVESTIGATIONS



GO BEARS

Secretary, SSU Board of Trustees



JUN 14 2018

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SHAWNEE STATE UNIVERSITY FINANCIAL LITERACY PROGRAM

PRESENTED BY DOUG SHOEMAKER

COORDINATOR, STUDENT BUSINESS CENTER

JUNE 08, 2018

Verified as True and Correct



JUN 14 2018

Secretary, SSU Board of Trustees

FINANCIAL LITERACY PROGRAMMING TO HELP PREPARE TODAY'S STUDENTS TO SUCCEED IN TOMORROW'S WORLD.

- Developing peer-to-peer mentoring
- Coordinating financial literacy activities with campus stakeholders
- Utilizing grant funding to assist with ongoing financial literacy outreach activities

Certified as True and Correct



JUN 14 2018

Secretary, SSU Board of Trustees

WHY ARE WE CREATING A COMPREHENSIVE FINANCIAL LITERACY PROGRAM?

- Student debt makes it harder to obtain loans for homes and cars.
- Student debt limits discretionary spending which effects the overall economy.
- Student cohort default rate (CDR), directly impacts the reputation of the University, and the potential for a reduction or elimination of future loan funding by the Department of Education.
 - SSU's CDR increased from 19.1% FY 2013 to 20.2% FY 2014 and decreased to 17.7% (published draft) FY 2015.

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JUN 14 2018

Secretary, SSU Board of Trustees

SSU B.E.A.R. FINANCIAL LITERACY

- **Budget**
- **Educate**
- **Apply**
- **Reach \$ Goals**



HOW TO WIN AT LIFE

Wonder what your financial future will look like after college? Come and learn how to play and win at life!

Where:
- On campus

When:
- Announcements for the week of 10/10/17
- Wednesday, 10/11/17 for 12:00-1:00pm

How to play:
1. Select your career path and salary.
2. Spin the wheel and see what college you go through.
3. Land in the financial and resources table and your your cash. If you have money left over, you win!

Sponsored by:
Shawnee State University Student Career Development

Financial Literacy

Starbucks

\$20,000
\$10,000
\$5,000
\$100,000

1 2 3 4 5 6 7 8 9 10

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SSU B.E.A.R. FINANCIAL LITERACY

Budget

- Budget workshops
- Peer-to-peer individual budget counseling
- Budgeting exercise developed and utilized in UCI 100 First Year Experience course

Certified as True and Correct



JUN 14 2018

Secretary, SSU Board of Trustees

SSU B.E.A.R. FINANCIAL LITERACY

Educate

- Peer-to-peer financial entrance and exit counseling (NFEC certification grant)
- College 101: Introduction of information and resources to parents and students of how to pay for college
- Financial Literacy Month: Financial literacy messaging via SSU app and tables

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JUN 14 2018

Secretary, SSU Board of Trustees

SSU B.E.A.R. FINANCIAL LITERACY

Apply

- Cash Course online training modules
- Virtual finance simulator (grant)
- FAFSA Filing: Information and guidance to prepare for filing

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JUN 14 2018



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SSU B.E.A.R. FINANCIAL LITERACY

Reach \$ Goals

- How to Win at Life Game

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JUN 14 2018

Secretary, SSU Board of Trustees

COMMUNITY COLLABORATIONS

- Partnership with the Scioto Foundation.
 - Developing curriculum for filing FAFSA and understanding college award letters.
 - Offering education sessions at Scioto County high schools.
- Partnership with Desco Federal Credit Union.
 - Providing additional resources to enhance the budgeting game conducted at area high schools.

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JUN 14 2018

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SSU B.E.A.R. FINANCIAL LITERACY

- Questions?

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JUN 14 2018

Secretary, SSU Board of Trustees

RESOLUTION F05-18

CONTINUING UNIVERSITY SPENDING AUTHORITY

WHEREAS, strategic budgeting initiatives are underway that will impact university revenue and expenditure assumptions for the FY2019 budget year; and

WHEREAS, the FY2019 budget is anticipated to be presented to the Board of Trustees for review and approval at the Board's August 2018 meeting; and

WHEREAS, it is necessary to continue to meet financial obligations, including payment of salaries and other operating expenditures until such time that the FY2019 operating budget is approved;

THEREFORE, BE IT RESOLVED, the Board of Trustees approves University spending authority consistent with the level of resources as approved for FY2018 until such time the FY2019 operating budget is approved by the Board.

(June 8, 2018)



RESOLUTION F06-18

REQUEST FOR TUITION WAIVER AT THE STATE-APPROVED COLLEGE CREDIT PLUS (CCP) PROGRAM RATES TO BE EXTENDED TO NON-PUBLIC AND HOMESCHOOL STUDENTS

WHEREAS, the College Credit Plus (CCP) program provides low cost college educational opportunities for Ohio students (pre-high school graduation); and

WHEREAS, the State's funding for the CCP program is limited for non-public and homeschool students; and

WHEREAS, access to reduced tuition will encourage non-public and homeschool students who receive limited funding under the CCP program to enroll in college courses and will enhance the State's goal of providing low-cost education to an expanded number of eligible Ohio students; and

WHEREAS, non-public and homeschool students who are accepted by the State CCP program will be able to self-pay up to 30 credit hours per academic year (includes hours awarded by the State) at the approved CCP rates; and

WHEREAS, the tuition waiver will offset the University's AY2018 in-state undergraduate per credit hour tuition rates of \$306.84 for continuing students and \$348.14 for first-time students (Shawnee State Advantage) to match the default, State-approved CCP rates (AY2017-18 rates are \$166.28/cr. hr. taken on SSU campus and \$41.57/cr. hr. if taken at school) for the applicable academic year;

THEREFORE, BE IT RESOLVED, that the Shawnee State University Board of Trustees authorizes the Vice President for Finance and Administration to apply to the Chancellor of the Ohio Department of Higher Education for a waiver of in-state undergraduate tuition rates to match the State-approved CCP rates (on and off site) for non-public students and homeschool students for the same coursework and to ensure these students are able to enroll in the equivalent number of credit hours available to public school students under the CCP program;

THEREFORE, BE IT FURTHER RESOLVED, upon approval by the Chancellor of the Ohio Department of Higher Education, the tuition waiver will enable non-public and homeschool students to have the same opportunities as public school students by self-paying the remaining credit hours (up to 30/academic year) that are not covered by the CCP program for the academic years of 2018-19 and 2019-20 (includes summer terms).

(June 8, 2018)



INVESTMENT PORTFOLIO PERFORMANCE

FISCAL YEAR 18:

INVESTMENT COMPANY	VALUE AS OF JUNE 30, 2017	GAIN/(LOSS) JULY**	GAIN/(LOSS) AUGUST	GAIN/(LOSS) SEPTEMBER	GAIN/(LOSS) OCTOBER	GAIN/(LOSS) NOVEMBER	GAIN/(LOSS) DECEMBER	GAIN/(LOSS) JANUARY	GAIN/(LOSS) FEBRUARY	GAIN/(LOSS) MARCH	GAIN/(LOSS) APRIL	GAIN/(LOSS) MAY (as of 5/21/18)	GAIN/(LOSS) JUNE	TOTAL YTD GAIN/(LOSS)
TIAA FUNDS	\$ 17,484,245.47	\$ 246,363.62	\$ 21,257.99	\$ 154,390.16	\$ 118,917.76	\$ 183,454.61	\$ 112,332.73	\$ 286,770.83	\$ (328,729.36)	\$ (29,087.46)	\$ (11,320.80)	\$ 80,404.26		\$ 834,754.34
CURRENT MTD TOTAL GAIN/(LOSS)		\$ 246,363.62	\$ 21,257.99	\$ 154,390.16	\$ 118,917.76	\$ 183,454.61	\$ 112,332.73	\$ 286,770.83	\$ (328,729.36)	\$ (29,087.46)	\$ (11,320.80)	\$ 80,404.26		\$ 834,754.34
INVESTMENT FUND BALANCES:														
TIAA FUNDS		\$ 15,030,609.09	\$ 15,051,867.08	\$ 15,206,257.24	\$ 15,325,175.00	\$ 15,508,629.61	\$ 15,620,962.34	\$ 15,907,733.17	\$ 15,579,003.81	\$ 15,549,916.35	\$ 15,538,595.55	\$ 15,618,999.81		
TOTAL	\$ 17,484,245.47	\$ 15,030,609.09	\$ 15,051,867.08	\$ 15,206,257.24	\$ 15,325,175.00	\$ 15,508,629.61	\$ 15,620,962.34	\$ 15,907,733.17	\$ 15,579,003.81	\$ 15,549,916.35	\$ 15,538,595.55	\$ 15,618,999.81		

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

FISCAL YEAR 17:

INVESTMENT COMPANY	VALUE AS OF JUNE 30, 2016	GAIN/(LOSS) JULY	GAIN/(LOSS) AUGUST	GAIN/(LOSS) SEPTEMBER	GAIN/(LOSS) OCTOBER	GAIN/(LOSS) NOVEMBER	GAIN/(LOSS) DECEMBER	GAIN/(LOSS) JANUARY	GAIN/(LOSS) FEBRUARY	GAIN/(LOSS) MARCH	GAIN/(LOSS) APRIL	GAIN/(LOSS) MAY	GAIN/(LOSS) JUNE	TOTAL YTD GAIN/(LOSS)
U.S. BANK FIXED INCOME MUTUAL FUNDS	\$ 2,951,039.35	\$ 60,856.28	\$ 28,604.63	\$ (13,883.25)	\$ 6,863.19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 82,440.85
U.S. BANK EQUITY MUTUAL FUNDS	\$ 5,697,585.84	\$ 223,311.89	\$ 28,808.37	\$ (82,072.03)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 170,048.23
U.S. BANK TACTICAL BALANCED MUTUAL FUNDS	\$ 1,553,039.73	\$ 36,099.33	\$ 14,522.87	\$ (20,569.99)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,052.21
AGINCOURT CAPITAL	\$ 2,893,061.15	\$ 59,107.77	\$ (28,805.75)	\$ (27,006.56)	\$ 514.65	\$ (805.85)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,004.16
TAMRO CAPITAL/VAUGHAN NELSON##	\$ 1,108,562.07	\$ 50,204.12	\$ 12,725.38	\$ (30,269.68)	\$ 254.75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 32,914.57
MANNING & NAPIER	\$ 1,596,122.59	\$ 49,995.92	\$ 676.82	\$ (3,082.02)	\$ 481.59	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 48,072.31
TIAA FUNDS	\$ -	\$ -	\$ -	\$ 183,914.82	\$ (157,209.20)	\$ 81,256.40	\$ 160,037.97	\$ 281,321.02	\$ 282,655.97	\$ 82,404.94	\$ 218,548.91	\$ 159,148.25	\$ 26,223.33	\$ 1,318,302.41
CURRENT MTD TOTAL GAIN/(LOSS)		\$ 479,575.31	\$ 56,532.32	\$ 7,031.29	\$ (149,095.02)	\$ 80,450.45	\$ 160,037.97	\$ 281,321.02	\$ 282,655.97	\$ 82,404.94	\$ 218,548.91	\$ 159,148.25	\$ 26,223.33	\$ 1,684,834.74
INVESTMENT FUND BALANCES:														
U.S. BANK FIXED INCOME MUTUAL FUNDS	\$ 3,011,895.63	\$ 3,040,500.26	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
U.S. BANK EQUITY MUTUAL FUNDS	\$ 5,920,897.73	\$ 5,949,706.10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
U.S. BANK TACTICAL BALANCED MUTUAL FUNDS	\$ 1,589,139.06	\$ 1,603,661.93	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
AGINCOURT CAPITAL	\$ 2,952,168.92	\$ 2,923,363.17	\$ 24,262.02	\$ 19,096.35	\$ 18,290.40	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
VAUGHAN NELSON	\$ 1,158,766.19	\$ 1,171,491.57	\$ 460.12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MANNING & NAPIER	\$ 1,646,118.51	\$ 1,646,795.33	\$ 514.47	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TIAA FUNDS	\$ -	\$ -	\$ 16,317,313.04	\$ 16,174,358.28	\$ 16,255,614.68	\$ 16,433,943.05	\$ 16,715,264.07	\$ 16,997,520.04	\$ 17,080,324.98	\$ 17,298,875.89	\$ 17,458,022.14	\$ 17,484,245.47		
TOTAL	\$ 15,799,410.73	\$ 16,278,986.04	\$ 16,335,518.36	\$ 16,342,549.65	\$ 16,193,454.63	\$ 16,273,905.08	\$ 16,433,943.05	\$ 16,715,264.07	\$ 16,997,520.04	\$ 17,080,324.98	\$ 17,298,875.89	\$ 17,458,022.14	\$ 17,484,245.47	

Certified as True and Correct

JUN 14 2018



Secretary, SSU Board of Trustees

**LIQUIDITY INVESTMENT ALLOCATIONS
FROM OCTOBER 2017 TO MAY 30 2018**

	October 2017		November 2017		December 2017		January 2018		Total Change Since Oct 2017	
	\$	%	\$	%	\$	%	\$	%	\$	%
Total Cash and Equivalents	\$ 1,104,912	7.21%	\$ 2,331,791	15.04%	\$ 2,771,357	17.74%	\$ 3,539,802	22.25%	\$ 2,434,890	220.37%
Total Equity Securities	\$ 7,985,005	52.10%	\$ 7,340,936	47.33%	\$ 7,047,721	45.12%	\$ 6,988,220	43.93%	\$ (996,785)	-12.48%
Total Fixed Income Securities	\$ 6,235,258	40.69%	\$ 5,835,903	37.63%	\$ 5,801,884	37.14%	\$ 5,379,711	33.82%	\$ (855,547)	-13.72%
	<u>\$ 15,325,175</u>	<u>100.00%</u>	<u>\$ 15,508,630</u>	<u>100.00%</u>	<u>\$ 15,620,962</u>	<u>100.00%</u>	<u>\$ 15,907,733</u>	<u>100.00%</u>	<u>\$ 582,558</u>	

	February 2018		March 2018		April 2018		May 30, 2018		Total Change Since Feb 2018	
	\$	%	\$	%	\$	%	\$	%	\$	%
Total Cash and Equivalents	\$ 3,615,455	23.21%	\$ 4,023,451	25.87%	\$ 4,866,629	31.32%	\$ 5,226,217	33.50%	\$ 1,610,762	44.55%
Total Equity Securities	\$ 6,509,479	41.78%	\$ 6,298,167	40.50%	\$ 5,931,274	38.17%	\$ 5,830,585	37.38%	\$ (678,894)	-10.43%
Total Fixed Income Securities	\$ 5,454,070	35.01%	\$ 5,228,298	33.62%	\$ 4,740,693	30.51%	\$ 4,543,001	29.12%	\$ (911,069)	-16.70%
	<u>\$ 15,579,004</u>	<u>100.00%</u>	<u>\$ 15,549,916</u>	<u>100.00%</u>	<u>\$ 15,538,596</u>	<u>100.00%</u>	<u>\$ 15,599,803</u>	<u>100.00%</u>	<u>\$ 20,799</u>	



Shawnee State University Asset Allocation – As of April 30, 2018



Asset Class	Market Value	% of Assets	Target %
Cash Equivalents			
TIAA Cash Deposit Account	\$4,866,630	31.4%	
Total Cash Equivalents	\$4,866,630	31.4%	1.0%
Fixed Income			
U.S. Treasury Obligations	1,314,060	8.5%	
U.S. Government Agencies	390,528	2.5%	30.0%
Corporate Bonds	1,427,863	9.2%	
DFA Inflation Protected SEC Fund	\$1,581,434	10.2%	15.0%
Total Fixed Income	\$4,713,885	30.4%	45.0%
Domestic Equity			
TIAA-CREF Large Cap Value Index Fund	\$1,091,032	7.0%	10.0%
TIAA-CREF Large Cap Growth Index Fund	\$1,036,148	6.7%	9.0%
AMG MG Fairpointe Mid Cap Fund	\$563,427	3.6%	5.0%
Nationwide Geneva Mid-Cap Growth Fund	\$563,842	3.6%	5.0%
Nuveen NWQ Small Cap Value Fund	\$115,145	0.7%	1.0%
Wasatch Small Cap Growth Fund	\$113,412	0.7%	1.0%
TIAA-CREF Small Cap Blend Index Fund	\$105,604	0.7%	1.0%
Cohen & Steers Real Estate Fund	\$138,649	0.9%	2.0%
Vanguard REIT Index Fund	\$138,316	0.9%	2.0%
Total Domestic Equity	\$3,865,575	24.9%	36.0%
International Equity			
TIAA-CREF International Equity Index Fund	\$1,145,343	7.4%	10.0%
DFA Emerging Markets Portfolio Fund	\$249,100	1.6%	2.0%
DFA Emerging Markets Small Cap Fund	\$249,259	1.6%	2.0%
MFS International New Discovery Fund	\$213,814	1.4%	2.0%
DFA International Small Cap Value Fund	\$208,182	1.3%	2.0%
Total International Equity	\$2,065,698	13.3%	18.0%
Total Portfolio Market Value	\$15,511,788	100.0%	100.0%



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Status of Construction/Renovation Projects through May 31, 2018

Project	Status	Projected Budget	Funding Source
Advanced Technology Center/Technology and Industrial Buildings Rehabilitation	<ul style="list-style-type: none"> • Phase 1 scheduled completion date 7/28/18. • The revised scope will include only the south portion (1978) of the ATC complex. This project will renovate the Plastics lab and create a new space for the Gaming program. 	\$ 3,881,000	State Capital
Athletic Complex (Rhodes Center)/Recreation, Student Health & Wellness	<ul style="list-style-type: none"> • The planned facility improvements include, but are not limited to: upgrading of the building's life safety systems, ADA access, and facility infrastructure; replacement of the original (circa 1983) pool filtration systems. • Phase 1A includes the pool filtration system and mechanical equipment as well as all new locker rooms. • Phase 1A budget is \$1.2 million. Scheduled completion 9/18/18. 	\$ 7,150,000	Bond & Local
Library/CFA HVAC Renovation	<ul style="list-style-type: none"> • This will include evaluation of mechanical and building automation systems for both buildings. • RFQ submissions being reviewed. 	\$ 1,100,000	State Capital
Facilities Campus Master Plan Update	<ul style="list-style-type: none"> • All buildings under evaluation as part of the Campus Facility Assessment. • Assessment 95% complete. • Campus facility assessment to be completed by May, 2018. 	\$ 80,000	State Capital



Executive Briefing Fiduciary Responsibilities

Finance and Administration Committee
June 8, 2018

Presented by

Michael McPhillips

Malonda Johnson

Elinda Boyles

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Ohio Public Colleges & Universities Fiduciary Responsibilities - Retirement Plans

2

Background

Fee litigation started in 2006, primarily against large private sector companies sponsoring 401(k) plans.

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Applicable University Plans

3

- Alternative Retirement Plan (ARP)
- Supplemental 401(a) Plans
- 403(b) Plans
- 457(b) Plans
- 415(m) Plans

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Charges Against

4

- College/University
- Investment committees and individual members
- Individual employees
 - VP of Human Resources, VP of Investments
- Investment advisor/consultant

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Potential Risks

5

- Class certification
- Declaration of breach of fiduciary duty
- Restoration of losses and “make whole” remedy
- Removal of current fiduciaries
- Reformation of plan investments
- Attorneys fees

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Summary of Current Claims

University	Ruling	University	Ruling
Emory University	MTD Denied	Vanderbilt	MTD Denied
Duke University	MTD Denied Class Action Cert.	Yale University	MTD Denied
New York University	MTD Denied Class Action Cert. Bench Trial - 4/16	University of Pennsylvania	MTD Granted Appeal to 3 rd Cir.
MIT	MTD Denied	Washington University	Pending
Columbia	MTD Denied	Northwestern	Pending
Cornell	MTD Denied	Brown University	Pending
Princeton	MTD Denied	University of Southern California	Motion to Compel Arbitration Denied Appeal to 9 th Cir.
University of Chicago	MTD Denied	Georgetown	N/A
John Hopkins	MTD Denied		

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Litigation

7

- Still very early in the litigation
 - Defendants likely have reasonable defenses to claims
 - **BUT** likely to dramatically change the 403(b) market
 - Claims easy to replicate from university to university

The court's focus in the fee litigation lawsuits is largely on **process**, not best possible result.

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Mitigating Potential Liability

8

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Applicable Regulations

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- **Ohio Revised Code (ORC):**
 - Sets forth fiduciary duties and requirements related to plan vendors and investments for alternative retirement plans (ARPs)
- **Ohio Department of Higher Education (ODHE)**
 - Designates vendors eligible to provide investment options to participants in ARPs.
- **Boards of Trustees (BOTs)**
 - Have **fiduciary responsibility:**
 - In regard to terms and conditions for which it has discretion related to the investments and administration of the plan.
 - To monitor its vendors to ensure that delegated duties are being met.

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Fiduciary Standards

10

Duty of Loyalty

Duty to act solely in the interest of participants and beneficiaries.

Duty to act for the exclusive purpose of providing benefits or paying reasonable plan expenses.

Duty to act independently and without conflicts of interest.

Duty to act impartially among differing interests.

Duty of Prudence

Duty to act with care, skill, prudence, and diligence of prudent person familiar with like matters.

Duty to be informed.

Duty to delegate responsibilities outside of expertise.

Duty to diversify investments.

Duty to Follow Plan Document

Prohibited Transactions

No self-dealing.

Cannot pay unreasonable compensation for services performed.

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Designation of Fiduciary

11

- In the absence of BOT delegation, an institution **can act only through its Board.**
 - Board remains responsible for retirement plans unless it has properly delegated responsibility to another party.
 - Just because human resources has always handled plan administration does not mean that the Board has properly delegated that responsibility.
- Human resources officers and finance officers are typically **functional fiduciaries.**

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Recommended Steps

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Review Plan Documents to identify fiduciaries

Designate/delegate fiduciaries

Secure investment advisor services

Adopt investment policy statement

Evaluate Plans' fees and expenses

Evaluate investment options

Evaluate vendors

Communicate with participants

Engage in ongoing review

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Action Timeline - SSU

13

- Identify & document fiduciaries **July/August 2018**
- Decision on investment advisor (participating in IUC RFP) - **August/September 2018**
- Establish committee - **August/September 2018**

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Action Timeline - SSU

14

- **Create Voluntary Retirement Plan Investment Policy Statement (IPS)**
September/October 2018
- **Comprehensive review Plan documents, amendments, vendor agreements**
November/December 2018
- **Evaluate vendor services, investment options, fees, expenses and other plan terms - Ongoing**

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RESOLUTION E02-18

**2018/2019 SCHEDULE OF MEETINGS
SHAWNEE STATE UNIVERSITY BOARD OF TRUSTEES
AND ITS COMMITTEES**

WHEREAS, the Shawnee State University meets as a public body under Ohio law, with meetings publicized and open to those who wish to attend; and

WHEREAS, a 2018/2019 Shawnee State University Board of Trustees meeting schedule has been developed so that it can be released well in advance, and that schedule of meetings is now being recommended for approval;

THEREFORE BE IT RESOLVED, that the Board of Trustees of Shawnee State University adopts the 2018/2019 schedule of meetings for the Board and its committees.

(June 8, 2018)





2018/2019 BOARD OF TRUSTEES MEETING SCHEDULE

Date	Finance and Administration Committee	Academic and Student Affairs Committee	Board of Trustees Meeting
Friday, August 24, 2018	9:00 a.m. Facilities Conference Room	10:15 a.m. Facilities Conference Room	1:15 p.m. Facilities Conference Room
Friday, October 12, 2018	9:00 a.m. University Center 214	10:15 a.m. University Center 215	1:15 p.m. University Center 215
Friday, December 14, 2018	9:00 a.m. University Center 214	10:15 a.m. University Center 215	11:30 a.m. University Center 214
Friday, February 8, 2019	9:00 a.m. University Center 214	10:15 a.m. University Center 215	1:15 p.m. University Center 215
Friday, April 12, 2019	9:00 a.m. University Center 214	10:15 a.m. University Center 215	1:15 p.m. University Center 215
Friday, June 14, 2019	9:00 a.m. University Center 214	10:15 a.m. University Center 215	1:15 p.m. University Center 215

Commencement Dates

Friday, December 14, 2018	3:00 p.m.	Vern Riffe Center for the Arts
Saturday, May 4, 2019	9:00 a.m.	Alumni Green

Board Retreat

Saturday, June 15, 2019	Time and location to be determined
-------------------------	------------------------------------

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University Faculty Senate President Remarks

Friday, June 8 Board of Trustees Meeting

When faculty disagree with decisions taken by administration, the UFS Constitution provides three formal methods of voicing our dissent. The first level of response is a vote of displeasure, the second level of response is a vote of censure, and the third and most grave of responses is a vote of no confidence which must be preceded by a vote of censure.

At the April UFS meeting, the senate passed a motion of displeasure regarding the administration's decision to warehouse academic programs and do so in a way that appeared to ignore the input of faculty members. I'll include a copy of the resolution with my remarks.

Clearly, we have much to work out should there be additional program closures next year. However, what I hope is not lost during this time of disagreement and difficulty is that faculty work incredibly hard to ensure the university's success. I'd like to take a couple minutes to provide three examples.

For one, Mike Barnhart, a professor in the Fine, Digital, and Performing Arts Department, and the faculty he's working with in the Summer Bridge to Success Program have a wonderful program organized for potential students. The Bridge will not only introduce students to college-level work and Shawnee State University, but will also provide a positive introduction to our local community. Students will visit the Southern Ohio Museum and Cultural Center and a local church with a historic pipe organ. He and his faculty will also hold events like cooking schools for students staying in the dorms and other events that will prepare students academically and socially for college.

Two, the colleges of Professional Studies and Arts and Sciences have established recruitment committees that seek to improve the marketing practices at the college and department level. The UFS Executive Committee would like to have representatives from those groups serve on the President's Marketing and Admissions team to align university marketing efforts with the work of the colleges and departments. A member of the College of Professional Studies recruitment committee will be included on university-wide marketing committee next year and we're hoping a member of the College of Arts and Sciences recruitment group will also join the university-wide committee when a term expires next year.

Finally, faculty members are also working to make sure a potential partnership with The Learning House (TLH) succeeds. There was strong turnout among faculty members at a conference call with TLH representatives at the end of the Spring semester. And while some concerns and questions remain regarding a partnership with TLH, the faculty who attended the event seemed amenable to working with TLH and developing strong online programs. In addition, the chair of the faculty Distance Learning Committee will work over the summer to work through some of the shared governance issues that might be posed by a partnership with TLH.

Those are a few examples of ways faculty remain committed to working with administration in a time of declining enrollments and financial difficulty.

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With the Chair's permission, I'd be happy to hear your comments and questions.

Marc Scott, PhD

University Faculty Senate President

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University Faculty Senate of Shawnee State University

Motion of Displeasure Regarding Program Warehousing

WHEREAS, the purpose of Shawnee State University's University Faculty Senate (UFS) "is to ensure that the full diversity of faculty viewpoints and the collective experience, knowledge and judgment of the faculty of Shawnee State University are fully heard and given appropriate weight;"¹

WHEREAS, the UFS constitution affirms a "commitment to the concepts of academic freedom, academic due process, shared governance and the status and worth of faculty;"²

WHEREAS, the UFS voted to affirm the existence of seven academic programs during its February 26, 2018, meeting;

WHEREAS, the university administration chose to warehouse six of the academic programs affirmed by UFS;

WHEREAS, the university president spoke publicly about the closure of specific academic programs before said programs received due process;

WHEREAS, the provost called a meeting of the Program and Curriculum Working Group to make final deliberations on program warehousing prior to the deadline by which faculty could submit documents and arguments defending their programs;

WHEREAS, the provost neither requested that the faculty reconsider its affirmations of academic programs nor provided a written explanation for his request, pursuant to the UFS constitution;³

Therefore, be it RESOLVED that the University Faculty Senate of Shawnee State University finds that the provost and university president failed to follow due process, give appropriate weight to faculty voices and judgment, and acted contrary to the spirit of shared governance;

Be it further RESOLVED that University Faculty Senate of Shawnee State University publicly expresses its displeasure at the actions taken on behalf of the provost and the university president.

¹ UFS Constitution Article I §2

² *ibid* Article I §4

³ *ibid* Article II §1.2



BHDP +



Shawnee State
UNIVERSITY

**Kricker Innovation Hub
Decision Makers Meeting**

05.30.2018

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AGENDA

- Introduction
- Vision
- Program
- Adjacency Options
- Experience
- Cost Phasing
- Next Steps
- Schedule

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INTRODUCTION

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Introductions: BHDP Architecture

Founded in 1937
150+ staff,
Columbus, Cincinnati,
Raleigh, Pittsburgh,
Atlanta

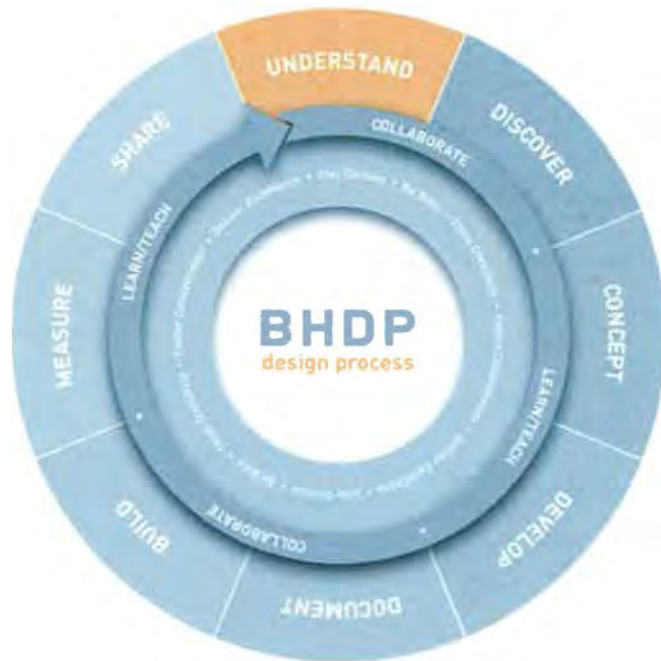
Higher Education

- Master Planning
- Student Life
- Learning Environments
- Libraries

Corporate
Retail
Science R&D
Integrated Industrial
EXP Branding
Sustainable Design



Introductions: BHDP Design Process



Understand

Stakeholder's Visioning Workshop

- Define Expectations and Goals
- Expand Design Drivers
- Identify Needs

Introduction - Existing Building



VISION

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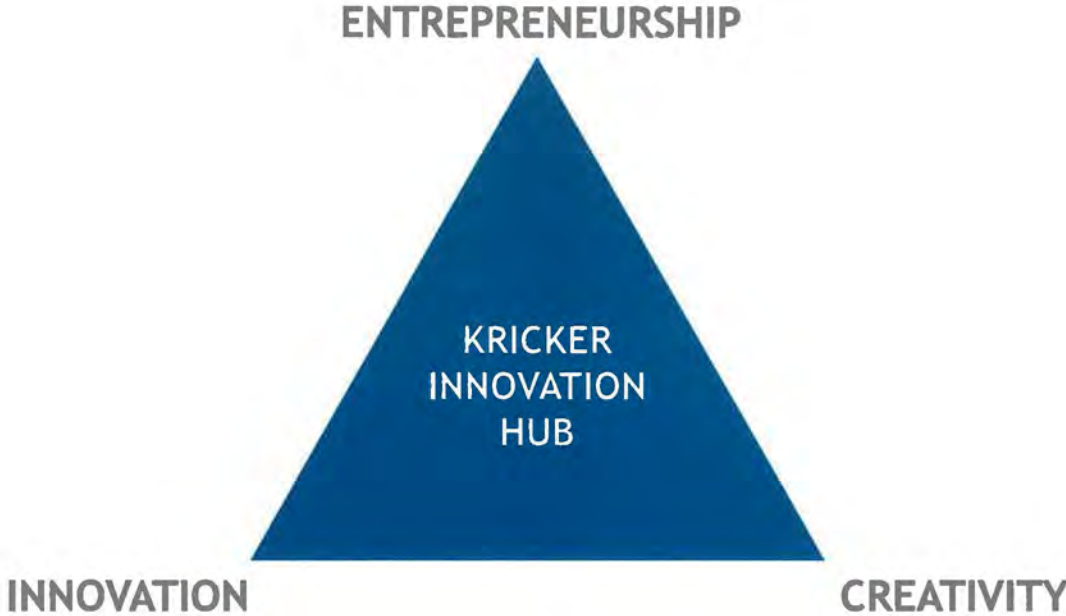
Visioning - The Project Mission

To establish the Kricker Innovation Hub as the premier creative outlet for University/Community partnerships in finding entrepreneurial solutions to local, state, and global problems.

Visioning - The Vision Statement

At the intersection of creativity, innovation, and entrepreneurship, the Kricker Innovation Hub is a high-tech environment that gives budding small business owners the resources, technology and information they need to succeed while bringing creative minds from higher education and business together to create economic opportunities.

Visioning - The Vision



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VISIONING: SUCCESS MEASURES

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Visioning - Success Measures

How will we know when we are successful

- New concepts and ideas leading to commercialization of products
- Partnership creation within the community and across the region
- People using the space - LOTS of activity
- Culture of innovation - Changing the mindset!
- Encouraging environment and a safe place to fail in the creation of new ideas and businesses

What do we not want to see?

- Bad Experiences
- An empty room
- Appearing too exclusive
- Negativity

Visioning - Goals



1. Reunite Downtown Portsmouth and Shawnee State University through the creation of an Innovation District.
2. Increase business and job creation in Portsmouth and surrounding counties through entrepreneurship.
3. Be the premier space for ideation and collaboration for problem solvers across industries
4. Provide students with world class entrepreneurial, project-based learning and job opportunities



Visioning - Design Drivers

the vision

the vision is the dream.
the vision describes.
the vision is poetry.
the vision is about possibilities.
the vision describes what.
the vision is an aspiration.
the vision appeals to imagination.
the vision is striven for.



Technogressive



Dynamic



Disruptive Collaboration



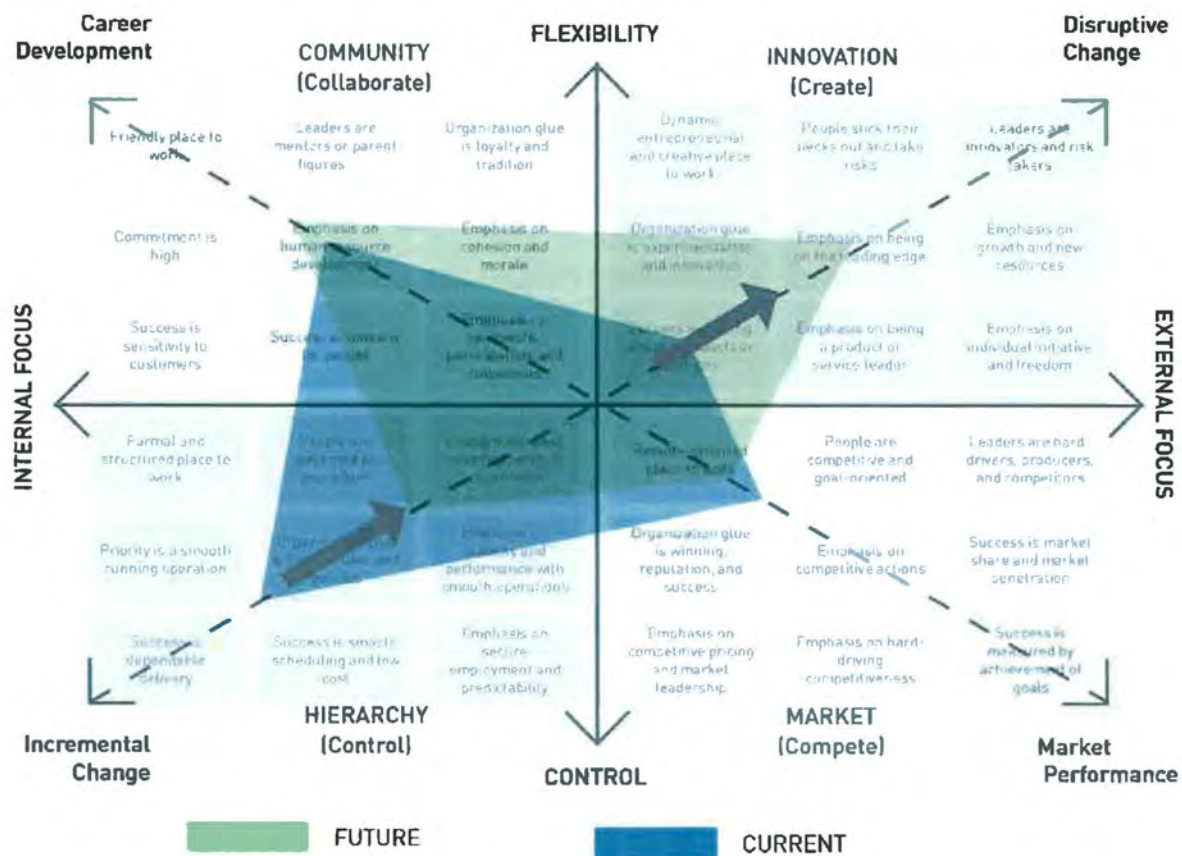
Inspiring



Inviting



Visioning - Trends



In our use of the tool, we have seen a significant preference shift towards innovative cultures. This shift tends to come at the expense of hierarchy and control.

PROGRAMMING

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Programming - Existing Area

Level	Area NASF	Area GSF
Basement	2,860	4,380
First Level	5,100	7,848
Mezzanine	1,000	4,255
Second Level	5,100	7,811
Third Level	2,860	4,399
Total	16,920	28,693

Programming - Baseline Program

SPACE TYPE	DESCRIPTION	ESTIMATED REQUIRED NASF		
		Min SF	Quan.	Total Min SF
A: Building Commons				
Vestibule	Building Entrance	80	1	80
Reception Desk	1 person with access control	60	1	60
Lobby Lounge Area	Area TBD	800	1	800
Building Commons Total			NASF	940
			GSF	1,567
B: Café				
Sitting space	Tables and seating for 10 people	300	1	300
Café Operations	Operations for Café and catering support for multipurpose room	200	1	200
Café Restrooms		50	2	100
Cafe Total			NASF	628
			GSF	1,047

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Programming - Baseline Program

SPACE TYPE	DESCRIPTION	ESTIMATED REQUIRED NASF		
		Min SF	Quan.	Total Min SF
C: Administration				
Staff Offices	2 private offices	150	2	300
Open Work Space	Open work space for 3-4 people @75 sf/person	75	4	300
Workroom	Copier, paper cutting, binding, etc.	400	1	400
Administration Total			NASF	1,000
			GSF	1,667

Programming - Baseline Program

SPACE TYPE	DESCRIPTION	ESTIMATED REQUIRED NASF		
		Min SF	Quan.	Total Min SF
D: Workspace				
Multi-Purpose Room		1,500	1	1,500
Multi-purpose Room Storage		200	1	200
Large Classroom	25-30 people	800	1	800
Large Conference Room	10-20 people	250	2	500
Huddle Rooms	4-6 people	150	4	600
Nooks	2-4 People, as many as possible	25	5	125
Co-Working Space	4-6 people @ 50 sf/person	50	6	300
Business Hoteling	4-6 people	200	6	1,200
Prototyping	~5 low end 3D printers, 2-3 workstations with software, laptops/ipads	500	1	500
Break Room	Fridge, Microwave, Sink, Seating	400	2	800
Recreation Space	Fun, Games, Video games, Video game testing screens, ping-pong	600	1	600
	Workspace Total		NASF	7,125
			GSF	11,875

Programming - Baseline Program

SPACE TYPE	DESCRIPTION	ESTIMATED REQUIRED NASF		
		Min SF	Quan.	Total Min SF
E: Building Support				
Building Storage	General Building Storage	200	1	200
	Building Support Total		NASF	200
			GSF	333
		NASF		GSF
	Concept Building Program Total	9, 893		16,488
	Existing Building Area Total	16,920		28,693
	Difference Between Existing Area and program	+7,027		+12,205

ADJACENCY OPTION

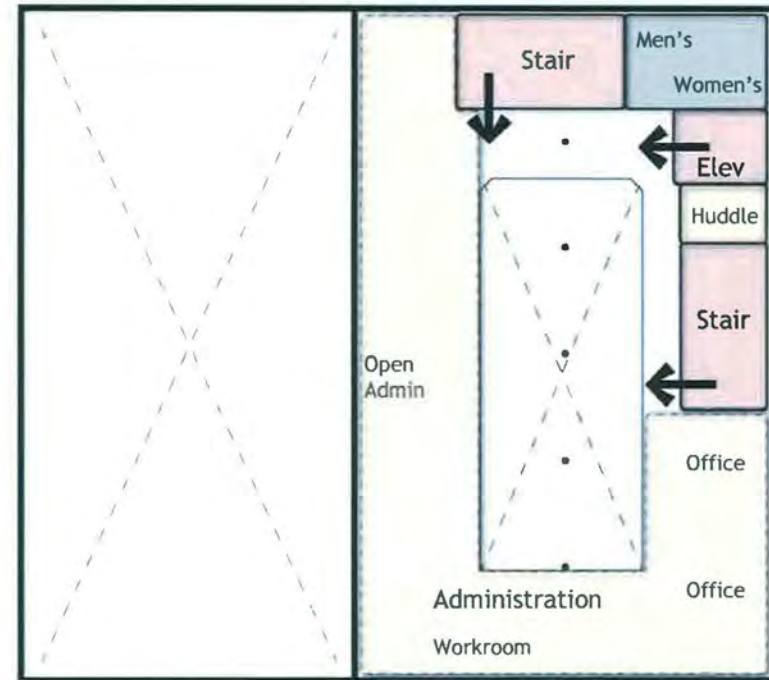
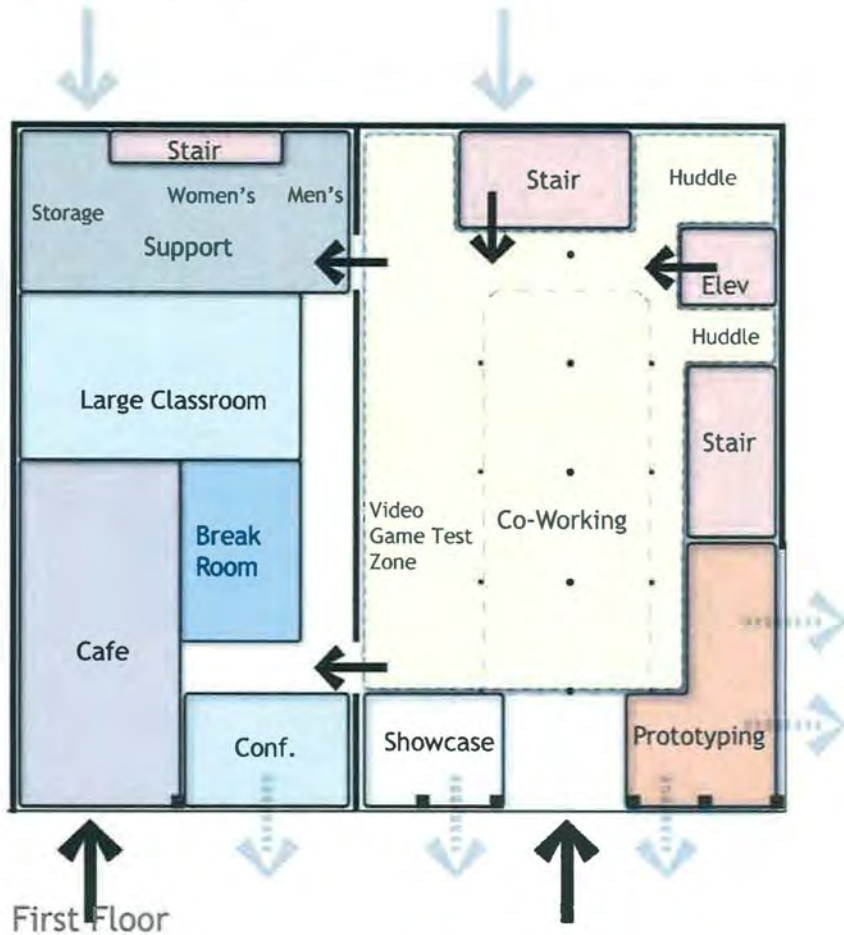


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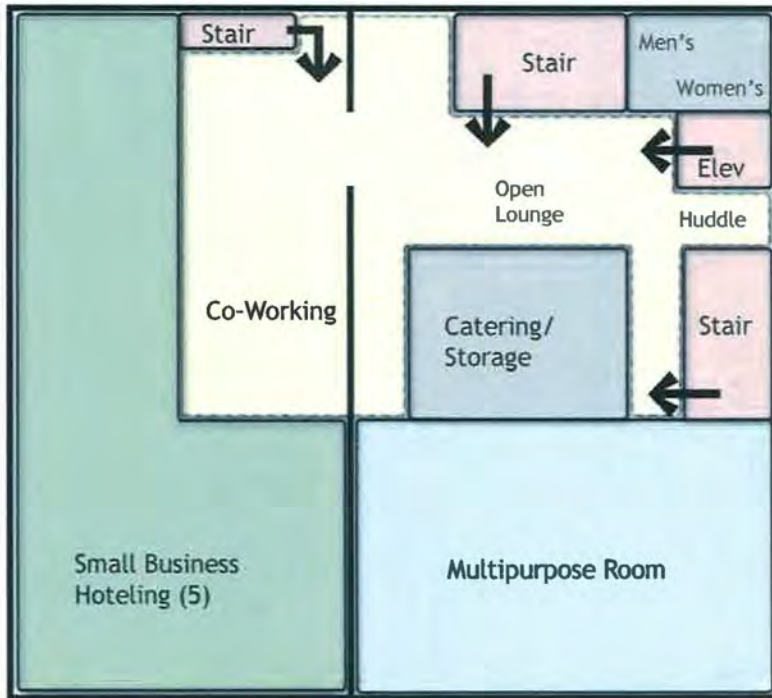
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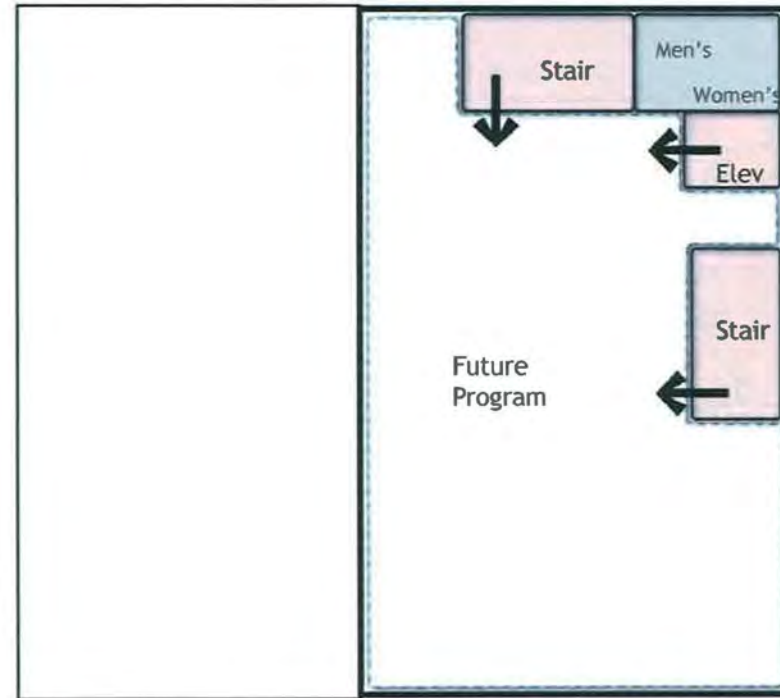
Adjacency Option 3 -First Floor and Mezzanine Plans



Adjacency Option 3 -Second and Third Floor Plans



Second Floor



Third Floor

BHDP

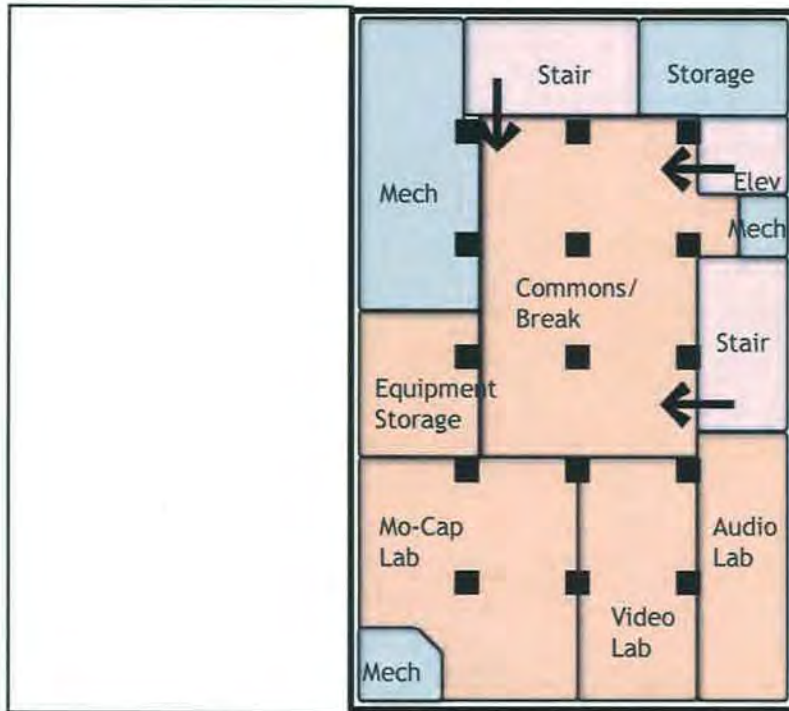
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Adjacency Option 3 - Basement Plan



Basement



BHDP

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Adjacency Option 3 -Program

SPACE TYPE	DESCRIPTION	ESTIMATED REQUIRED NASF		
		Min SF	Quan.	Total Min SF
A: Building Commons				
Vestibule	Building Entrance	86	1	86
Reception Desk	1 person with access control	79	1	79
Showcase Area	Display Work	209	1	209
Building Commons Total			NASF	374
B: Café				
Sitting space	Tables and seating for 10 people	350	1	350
Café Operations	Operations for Café and catering support for multipurpose room	200	1	200
Café Restrooms		49	1	49
Cafe Total			NASF	627

Adjacency Option 3 -Program

SPACE TYPE	DESCRIPTION	ESTIMATED REQUIRED NASF		
		Min SF	Quan.	Total Min SF
C: Administration				
Staff Offices	2 private offices	189+137	2	326
Open Work Space	Open work space for 3-4 people @75 sf/person	110	4	440
Huddle		93	1	93
Workroom	Copier, paper cutting, binding, etc.	300	1	300
Administration Total			NASF	1,159

Adjacency Option 3 -Program

SPACE TYPE	DESCRIPTION	ESTIMATED REQUIRED NASF		
		Min SF	Quan.	Total Min SF
D: Workspace				
Multi-Purpose Room		1,560	1	1,560
Multi-purpose Room Storage		198	1	198
Catering Kitchen		246	1	246
Large Classroom	25-30 people	799	1	799
Large Conference Room	10-20 people	286	1	286
Huddle Rooms	4-6 people	119 avg	5	596
Nooks	2-4 People, as many as possible	46 avg	4	185
Co-Working Space	4-6 people @ 50 sf/person	2,936	1	2,936
Small Business Hoteling	6-10 people	208	3	624
Medium Business Hoteling	4-6 people	369	3	1,107
Prototyping	-5 low end 3D printers, 2-3 workstations with software, laptops/ipads	498	1	498
Break Room	Fridge, Microwave, Sink, Seating	327+963	2	1,290
Recreation Room		713	1	713
Audio/Video/Mo-Cap Lab and Storage		1,483	1	1,483
Future Growth		3,324	1	3,324
Workspace Total			NASF	14,307

Adjacency Option 3 -Program

SPACE TYPE	DESCRIPTION	Total Min SF
E: Building Support		
Building Storage	General Building Storage	156
Circulation		4,804
Mechanical		437
Restroom		990
	Administration Total	6,387

Building Total:	NASF	16,467
Existing Building Area Total	GSF	28,693
Building Efficiency		57%

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Programming - The Experience



COST PHASING

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Cost Phasing -Total Cost

Location	Description of Work	QTY	Unit	Cost/unit	Subtotal	GC OH&P Construction Cost with 1 year escalation	Soft Costs	Project Costs
Basement		2,860	sqft	\$ 50.00	\$ 143,000.00	\$ 185,900.00	\$ 61,966.67	\$ 247,866.67
	Refresh Finishes	2,860	sqft	\$ 25.00	\$ 71,500.00	\$ 92,950.00	\$ 30,983.33	\$ 123,933.33
	Update Mechanical Systems	2,860	sqft	\$ 25.00	\$ 71,500.00	\$ 92,950.00	\$ 30,983.33	\$ 123,933.33
First Floor West		3,412	sqft	\$ 102.20	\$ 348,720.00	\$ 453,336.00	\$ 151,112.00	\$ 604,448.00
	Café Entrance	1	ea	\$ 20,000.00	\$ 20,000.00	\$ 26,000.00	\$ 8,666.67	\$ 34,666.67
	Renovate Exterior	43	lnft	\$ 900.00	\$ 38,700.00	\$ 50,310.00	\$ 16,770.00	\$ 67,080.00
	Reconfigure Plan	3,412	sqft	\$ 60.00	\$ 204,720.00	\$ 266,136.00	\$ 88,712.00	\$ 354,848.00
	Update Mechanical Systems	3,412	sqft	\$ 25.00	\$ 85,300.00	\$ 110,890.00	\$ 36,963.33	\$ 147,853.33
First Floor East		4,399	sqft	\$ 90.34	\$ 397,425.00	\$ 516,652.50	\$ 172,217.50	\$ 688,870.00
	Renovate Exterior	75	lnft	\$ 900.00	\$ 67,500.00	\$ 87,750.00	\$ 29,250.00	\$ 117,000.00
	Refresh with Light Reconfiguration	4,399	sqft	\$ 50.00	\$ 219,950.00	\$ 285,935.00	\$ 95,311.67	\$ 381,246.67
	Update Mechanical Systems	4,399	sqft	\$ 25.00	\$ 109,975.00	\$ 142,967.50	\$ 47,655.83	\$ 190,623.33
Mezzanine		3,233	sqft	\$ 79.95	\$ 258,475.00	\$ 336,017.50	\$ 112,005.83	\$ 448,023.33
	Refresh with Light Reconfiguration	3,233	sqft	\$ 50.00	\$ 161,650.00	\$ 210,145.00	\$ 70,048.33	\$ 280,193.33
	Update Mechanical Systems	3,233	sqft	\$ 25.00	\$ 80,825.00	\$ 105,072.50	\$ 35,024.17	\$ 140,096.67
	Windows	8	ea	\$ 2,000.00	\$ 16,000.00	\$ 20,800.00	\$ 6,933.33	\$ 27,733.33
Second Floor West		3,412	sqft	\$ 81.69	\$ 278,724.00	\$ 362,341.20	\$ 120,780.40	\$ 483,121.60
	Build Out	3,412	sqft	\$ 75.00	\$ 255,900.00	\$ 332,670.00	\$ 110,890.00	\$ 443,560.00
	Sprinkler Heat Trace	3,412	sqft	\$ 2.00	\$ 6,824.00	\$ 8,871.20	\$ 2,957.07	\$ 11,828.27
	Windows	8	ea	\$ 2,000.00	\$ 16,000.00	\$ 20,800.00	\$ 6,933.33	\$ 27,733.33
Second Floor East		4,399	sqft	\$ 80.64	\$ 354,723.00	\$ 461,139.90	\$ 153,713.30	\$ 614,853.20
	Build Out	4,399	sqft	\$ 75.00	\$ 329,925.00	\$ 428,902.50	\$ 142,967.50	\$ 571,870.00
	Sprinkler Heat Trace	4,399	sqft	\$ 2.00	\$ 8,798.00	\$ 11,437.40	\$ 3,812.47	\$ 15,249.87
	Windows	8	ea	\$ 2,000.00	\$ 16,000.00	\$ 20,800.00	\$ 6,933.33	\$ 27,733.33
Third Floor		4,399	sqft	\$ 80.64	\$ 354,723.00	\$ 501,572.65	\$ 709,215.70	\$ 1,002,819.65
	Build Out	4,399	sqft	\$ 75.00	\$ 329,925.00	\$ 428,902.50	\$ 142,967.50	\$ 571,870.00
	Sprinkler Heat Trace	4,399	sqft	\$ 2.00	\$ 8,798.00	\$ 11,437.40	\$ 3,812.47	\$ 15,249.87
	Windows	8	ea	\$ 2,000.00	\$ 16,000.00	\$ 20,800.00	\$ 6,933.33	\$ 27,733.33
Roof		7,811	sqft	\$ 25.00	\$ 195,275.00	\$ 253,857.50	\$ 84,619.17	\$ 338,476.67
	Re-Roof	7,811	sqft	\$ 25.00	\$ 195,275.00	\$ 253,857.50	\$ 84,619.17	\$ 338,476.67
Total		33,925		\$ 68.71	\$ 2,331,065.00	\$ 3,070,817.25	\$ 1,565,630.56	\$ 4,428,479.11

Cost Phasing -Cost Menu

Menu

Note All Entrees Served with Re-Roofing

The House Special

Features rework of the Basement, First Floor and Mezzanine without HVAC changes. Served with a side of heat trace on the Second and Third Floor.

Phase 1 \$1.33M/\$0.44M/\$1.77M

Phase 2 \$1.88M/\$0.63M/\$2.52M

Total \$3.21M/\$1.07M/\$4.28M

The Quick Start

Features rework of the First Floor and Mezzanine without HVAC changes. Served with a side of heat trace on the Second and Third Floor.

Phase 1 \$1.23M/\$0.41M/\$1.64M

Phase 2 \$1.99M/\$0.66M/\$2.65M

Total \$3.22M/\$1.07M/\$4.29M

The Rise and Shine

Features Complete rework of the First Floor and Mezzanine, with a side of heat trace on the Second and Third Floor.

Phase 1 \$1.59M/\$0.53M/\$2.12M

Phase 2 \$1.60M/\$0.53M/\$2.13M

Total \$3.19M/\$1.06M/\$4.25M

The East Sider

Features rework of the First Floor and Mezzanine East side without HVAC changes and completion of the Second floor. Served with a side of heat trace on the Third Floor.

Phase 1 \$1.67M/\$0.76M/\$2.23M

Phase 2 \$1.49M/\$0.50M/\$1.99M

Total \$3.16M/\$1.5M/\$4.22M

Cost Phasing - Priority Based Costing

Description	GC OH&P Construction Cost	Soft Costs	Project Costs	Running Total	Project Costs 2 year Escalation	Running Total	Grand Total
Repair Roof	\$ 253,857.50	\$ 84,619.17	\$ 352,015.73	\$ 352,015.73			\$ 4,516,302.76
First Floor Refresh/Reconfigure	\$ 583,817.00	\$ 194,605.67	\$ 809,559.57	\$ 1,161,575.31	\$ 875,619.63	\$ 4,164,287.02	\$ 4,450,242.70
Café Entrance	\$ 26,000.00	\$ 8,666.67	\$ 36,053.33	\$ 1,197,628.64	\$ 38,995.29	\$ 3,288,667.39	\$ 4,447,300.74
Renovate Exterior	\$ 138,060.00	\$ 46,020.00	\$ 191,443.20	\$ 1,389,071.84	\$ 207,064.97	\$ 3,249,672.10	\$ 4,431,678.98
Mezzanine Refresh	\$ 210,145.00	\$ 70,048.33	\$ 291,401.07	\$ 1,680,472.91	\$ 315,179.39	\$ 3,042,607.14	\$ 4,407,900.65
Basement Refresh	\$ 92,950.00	\$ 30,983.33	\$ 128,890.67	\$ 1,809,363.57	\$ 139,408.15	\$ 2,727,427.74	\$ 4,397,383.17
Open Windows	\$ 83,200.00	\$ 27,733.33	\$ 115,370.67	\$ 1,924,734.24	\$ 124,784.91	\$ 2,588,019.60	\$ 4,387,968.93
Buildout Second Floor	\$ 761,572.50	\$ 253,857.50	\$ 1,056,047.20	\$ 2,980,781.44	\$ 1,142,220.65	\$ 2,463,234.69	\$ 4,301,795.47
Upgrade HVAC	\$ 451,880.00	\$ 150,626.67	\$ 626,606.93	\$ 3,607,388.37	\$ 677,738.06	\$ 1,321,014.03	\$ 4,250,664.35
Buildout Third Floor	\$ 428,902.50	\$ 142,967.50	\$ 594,744.80	\$ 4,202,133.17	\$ 643,275.98	\$ 643,275.98	\$ 4,202,133.17

NEXT STEPS

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SCHEDULE

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Schedule - Overview

02. 2018	Project Kick-Off - Visioning
03. 2018	Programming Phase Complete
03. 2018	Concept Transformation Plan
04. 2018	Concept Phase 1
07. 2018	Hire Architect
11. 2018	Complete Bid Documents
01. 2019	Public Bidding
02. 2018	Start Construction
05. 2019	Occupancy - Grand Opening

BHDP

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BUDGET DISCUSSION GENERAL AND AUXILIARY FUNDS

SHAWNEE STATE UNIVERSITY

BOARD OF TRUSTEES

RETREAT

JUNE 9, 2018

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Topics

- FY2018 budget challenges
- FY2018 projected EOY performance
- FY2019 initial budget assumptions
- FY2020 and FY2021 Targets and Early Assumptions
- Probability Hypothesis
- Qs & As



FY2018 budget challenges

Challenges:

- We have experienced significant difficulties with the implementation of the new budget module
- Unit managers have been unable to regularly monitor budget activity during FY2018
- New budget module significant change from legacy system and requires different skills to effectively utilize

Actions underway:

- Projected mid-June resolution to operationalize automated features (Corporate Card, Bank Reconciliation, etc.)
- Additional user training to improve skills and increase focus upon generating budget reports



FY2018 General Fund Operating Budget Projected EOY

	FY18 Budget	Projected FY18 EOY	\$ Var from budget	% Var
Operating Revenue	\$46,603,868	\$44,914,171	(\$1,689,697)	-3.6%
Operating Expenditures & Transfers	\$48,590,148	\$50,015,399	\$1,425,251	2.9%
<hr/>				
OPERATING SURPLUS (DEFICIT)	(\$1,986,280)	(\$5,101,228)	(\$3,114,948)	

BREAKDOWN Projected EOY

State Funding	\$15,811,025
Tuition & Student Fees	\$28,078,596
Other Income	\$735,000
Transfer from Auxiliary Fund	\$289,550
TOTAL REVENUE	\$44,914,171

Compensation	\$33,487,209
Non-Compensation	\$13,096,713
Transfers to Other Funds	\$3,431,477
TOTAL EXPENDITURES & TRANSFERS	\$50,015,399

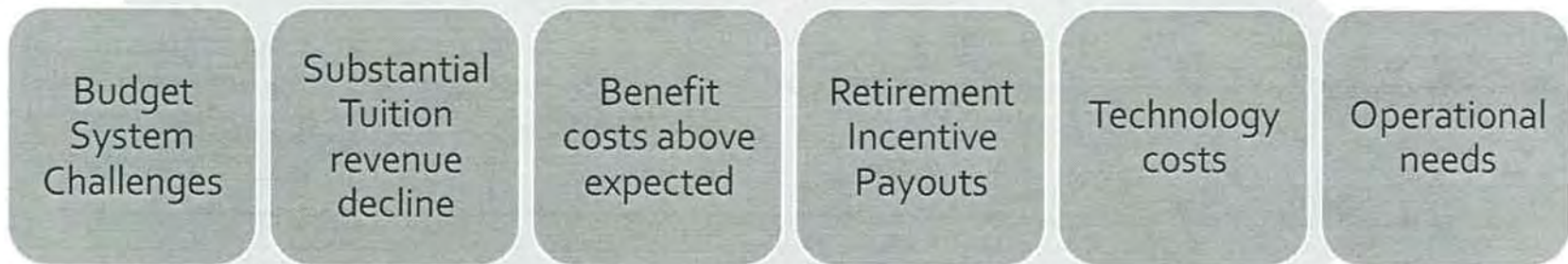
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FY2018 General Fund Impactful Performance Factors



FY2018 Auxiliary Fund Budget Projected EOY

	FY18 Budget	<u>Projected</u> FY18 EOY	\$ Var from budget	% Var
Operating Revenue	\$7,403,911	\$7,073,063	(\$330,848)	-4.5%
Operating Expenditures & Transfers	\$7,403,911	\$7,317,767	(\$86,145)	-1.16%
<hr/>				
OPERATING SURPLUS (DEFICIT)	\$0.0	(\$244,704)	(\$244,704)	

Breakdown Projected EOY

Operating Income	\$4,705,248	Compensation	\$2,195,471
Other Income	\$310,467	Non-Compensation	\$4,593,409
Transfer from General Fund	\$2,057,348	Transfers to Other Funds	\$528,887
TOTAL REVENUE	\$7,073,063	TOTAL EXPENDITURES & TRANSFERS	\$7,317,767

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FY2018 Auxiliary Fund Impactful Performance Factors

Budget System
Challenges



Reduction housing
residents



New programs
expansion

Examples of some FY2018 Priority Investments (resources and staffing)



BUILDING FY2019 BUDGETS

Assumptions



FY2019 budget development remaining steps

- Budget office validation of FY2018 expense performance with budget managers; assist with improved utilization of the new budget system
- Supplemental training for budget office team – in progress
- Initial FY2019 budgetary assumptions strengthened by Budget Steering Team
- Draft FY2019 budget delivered to Board of Trustees August 2018 meeting

FY2019 GF Revenue Assumptions

- AY2018/19 traditional enrollment flat to AY2017/18
- First year of Shawnee Advantage, increased graduate rates, program fees
- Increase in online enrollments (spring and summer 2019)
- State Funding up (first half of AY18-19)

Projected New Revenue: \$1.68m

- State Funding up \$110K
- Shawnee Advantage \$375K
- New Service Fees \$650K
- Online (undergraduate and graduate) \$546K

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FY2019 GF Expense Assumptions

- Benefit costs flat to FY2018 actual
 - Assumes plan design savings and cost containment efforts will be offset by incentives to transition to new plan and costs of preventive wellness initiatives
- Salaries – reduce FY2018 actual by 2%
 - Assumes reduction of \$500k due to: retirement positions not filled; zero pool for across-the-board increases; some one-time contractual adjustments
- Non-compensation
 - Assumes reduction of FY2018 actuals by \$250k
 - New needs will require reallocation of existing budget
- Transfers
 - Assumes no increase



FY2019 General Fund Budget Initial Assumptions

	TOTAL	Compensation	Non-Compensation	Transfers
Revenue	\$46,594,170			
Expense	\$49,122,613	\$32,987,209	\$12,846,713	\$3,288,691
Deficit	(\$2,528,443)			
Benefits		\$10,265,000		
Salaries		\$23,222,209		

Goal: Reduction of FY2018 GF deficit by at least 50%

FY2019 Auxiliary Budget Assumptions

Revenue

- Housing residents flat to AY17-18
- Reduction in meal plan income and commissions
- Student increase for first-time freshmen/transfers/new residential program fees

Revenue reduce FY2018 Actual by \$400k

Expense

- Compensation increase for athletic expansion (archery; egaming offset with new revenue)
- Hold non-compensation flat

Increase Compensation for program expansion needs

Non-compensation hold to FY2018 Actual

FY2019 Auxiliary Budget Initial Assumptions

	TOTAL	Compensation	Non-Compensation	Transfers
Revenue	\$6,917,767			
Expense	\$7,345,767	\$2,223,471	\$4,593,409	\$528,887
Deficit	(\$428,000)			
Benefits		\$642,991		
Salaries		\$1,580,480		

Goal: FY2019 Auxiliary Fund Deficit to no more than \$400k



FY2020 & FY2021

Targets and General Assumptions

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FY2020 General Fund Assumptions

- **State funding (TBD)**
- **Tuition and Fees**
 - Traditional tuition (up by 2% from AY2018/19) \$600K
 - Shawnee Advantage \$805K
 - Online students (undergraduate and graduate) \$1.05m
 - TBD – improved retention and expanded certification offerings

Anticipated additional revenue: \$2.46m

- **Compensation:**
 - Continued reduction of benefit costs from plan design changes implemented in 2019
 - Reduction of salaries to level required
- **Non-compensation:**
 - Inflationary costs of above 2019; increase in payments plans; technology infrastructure upgrade

Target: Expense reduction to achieve balanced budget

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FY2021 General Fund Assumptions

- **State funding (TBD)**
- **Tuition and Fees**
 - Traditional tuition up by 3% from AY2019/20 = \$900K
 - Shawnee Advantage third year of tuition guarantee \$1.04
 - Online students (undergraduate and graduate) \$1.6m

Anticipated additional revenue: \$3.5m

- **Compensation:**
 - Continue to reduce benefit costs
 - Right size salaries to institutional needs
- **Non-compensation:** TBD (projects and/or growth initiatives)

Target: Expense constraint as required to maintain balanced budget

FY2020 Auxiliary Fund Assumptions

- Increase housing residents (TBD)
 - Increase in housing rates per BOT
- New food services agreement (TBD)
 - Anticipate negotiated increase in commission rates and new capital investment
- Increase revenue from athletic programs expansion (archery, egaming)

Anticipate increase from new rates, growth initiatives, food services agreement

- Compensation:
 - Athletic expansion (swim teams)
- Non-compensation
 - Anticipate inflationary increase of 3% from FY2019

Target: Balanced Budget



FY2021 Auxiliary Fund Assumptions

- Achieve maximum housing occupancy (TBD)
 - Increase in housing rates per BOT
- New residential housing agreement
- Increase revenue from athletic programs expansion

Anticipate increase from new rates and growth initiatives

- Compensation:
 - Athletic expansion
- Non-compensation:
 - Anticipate inflationary increase of 3% from FY2020

Target: Balanced Budget

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Probability Hypothesis

IF WE...

- Get *must haves* on the new faculty association CBA
- Are able to adopt and implement our *preferred insurance plan*
- Begin delivering *on-line programs* in partnership with The Learning House beginning January 2019
- Successfully launch a *marketing and recruitment partnership* with Ruffalo Noel Levitz beginning summer 2018
- Have the Oracle Budget platform fully operational *for FY2019*
- *Remain within the parameters of our FY2019 budget*

...Then we can be 85% confident in our ability to realize a fully balanced budget by the end of FY2020

Caveat...failure to hit a benchmark drops the probability of our success rate approximately 10%. There is always a possibility of an unforeseen black swan event.

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Questions/Comments?

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Online Program Management The Learning House Partnership

SHAWNEE STATE UNIVERSITY
BOARD OF TRUSTEES RETREAT
JUNE 9, 2018



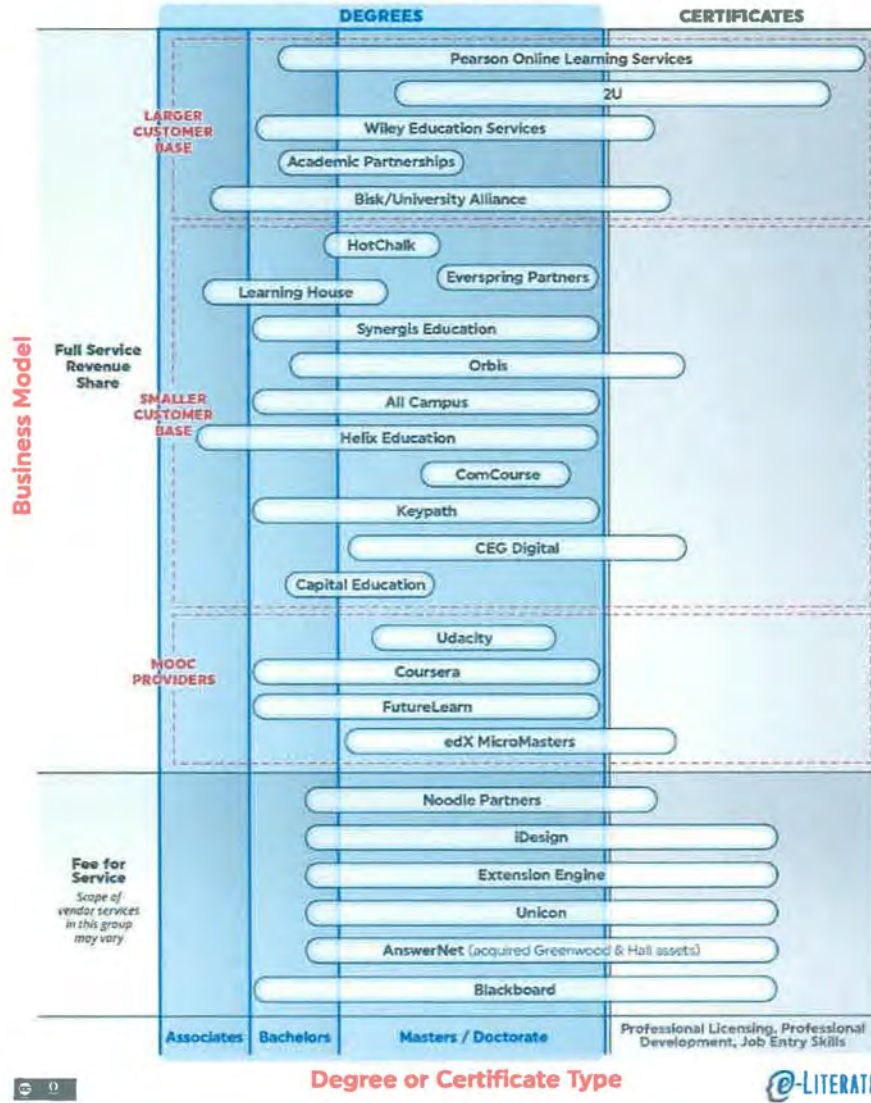
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A blue handwritten signature, likely of the Secretary of the SSU Board of Trustees.

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Online Program Management Market Landscape SPRING 2018 EDITION



<https://mfeldstein.com/online-program-management-market-landscape-s2018/>

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The Learning House

- Offices in Louisville, Kentucky
- Founded in 2001
- Provides Online Program Management (OPM) services for small- to medium-sized institutions
- Partnerships with 48 universities including West Alabama University, Campbellsville University, Concordia University, Virginia Wesleyan University



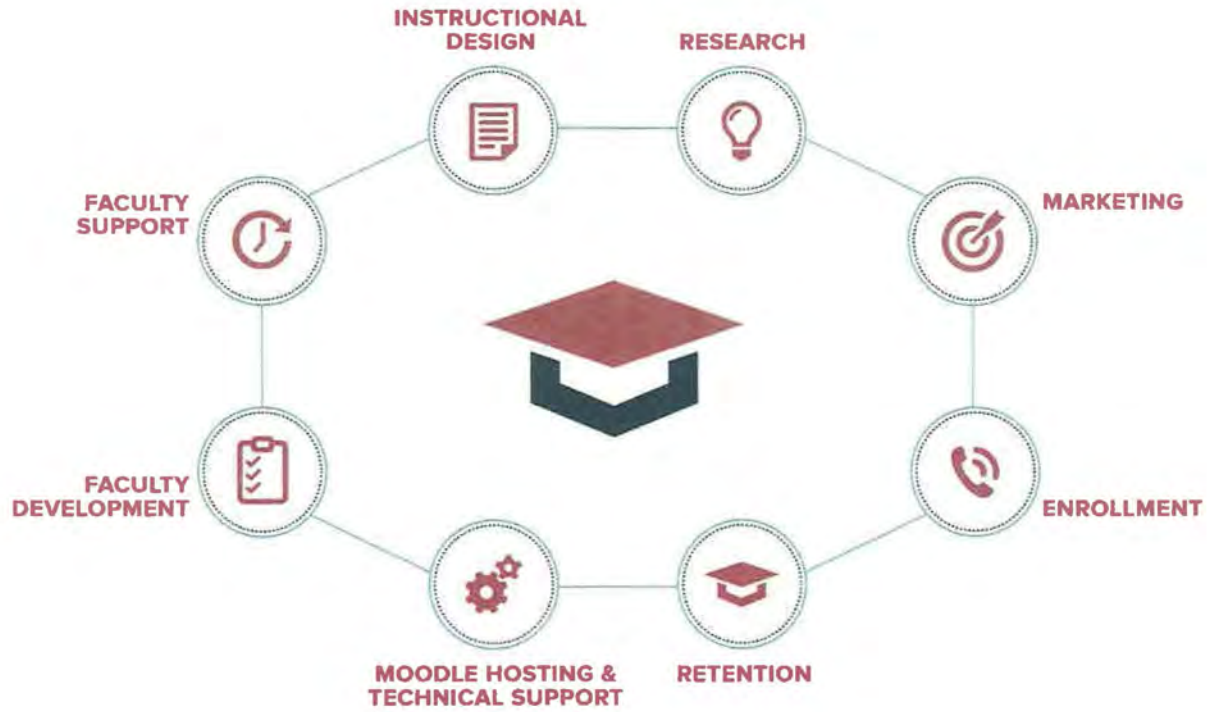
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LEARNINGHOUSE
— Online Program Management —





2017 BACHELOR'S GRADUATION RATES



	Online Bachelor's Graduation Rate*
TLH Partners	58.12%
U.S. News & World Report Top 10 Online Programs	51%
Liberty University, SNHU, WGU Average	39.3%

Sources: U.S. News and World Report, College Scorecard

*TLH graduation rate reflects a 4-year rate, vs. 6-year rate for US News Top 10 and top online providers.



www.LearningHouse.com | 502-589-9878

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RETENTION COMPARISON



	YOY Retention Rate*
Learning House partners	81.22%
Public schools in the U.S.	69.7%
Private non-profit schools in the U.S.	74.7%
For-profit schools in the U.S.	50.3%
Over 24 years old at start	49.6%

*Fall 2016 v. Fall 2017 (Learning House), and Fall 2015 v. Fall 2016 (All other)

Sources: Learning House internal data, National Student Clearinghouse Data 2015-16



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Services Provided

The Learning House:

- ▶ Marketing
- ▶ Recruitment
- ▶ Onboarding
- ▶ Coaching
- ▶ Technical Support
- ▶ Satisfaction Surveys

Shawnee State:

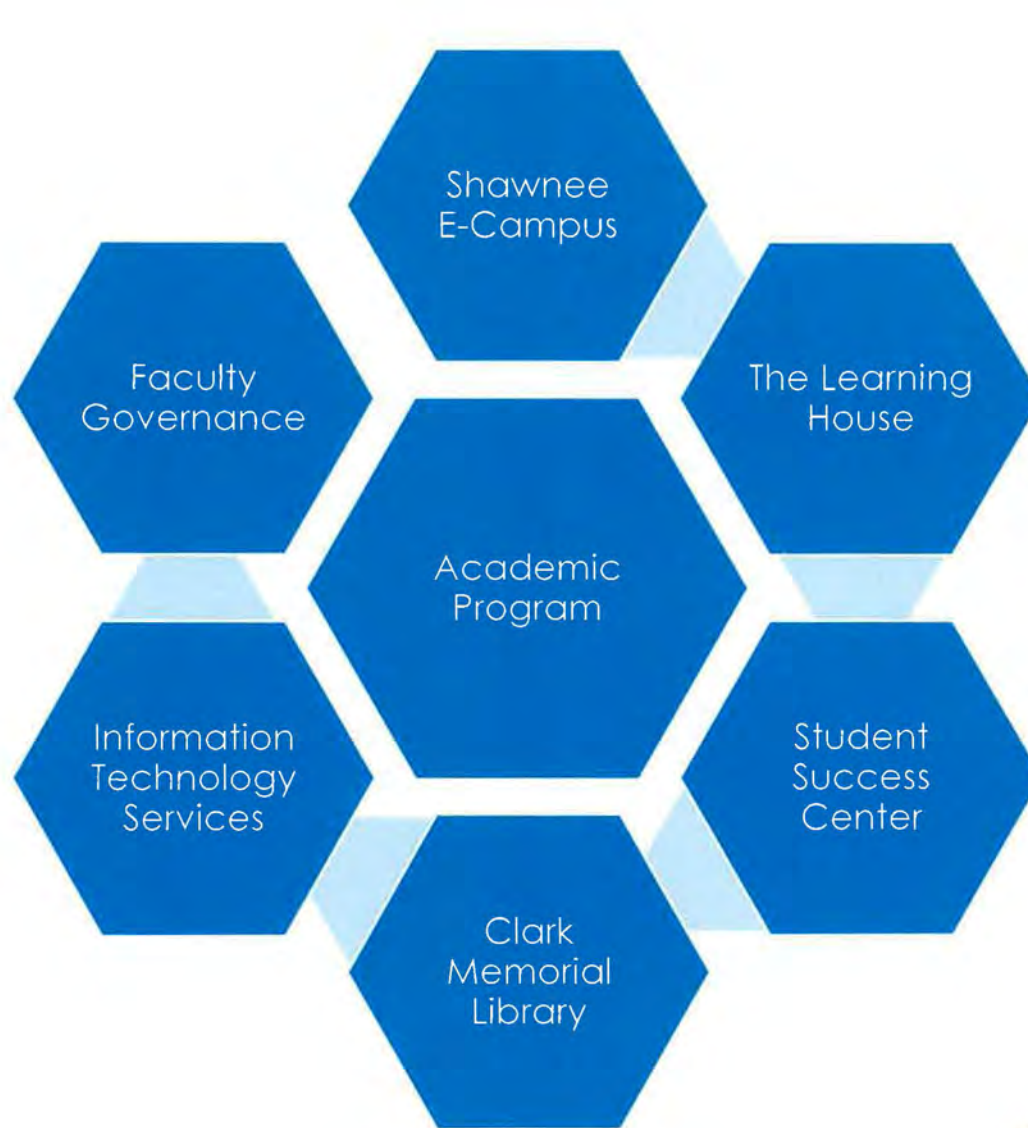
- ▶ Admissions
- ▶ Registration
- ▶ Financial Aid
- ▶ Academic Programs/Instruction
- ▶ Advising (Academic)
- ▶ Faculty Evaluation



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Shawnee E-campus Director of Online Learning

- ▶ Directs planning and operations of online programs and Shawnee State's E-Campus
- ▶ Provides faculty and staff support for online education
- ▶ Serves as Liaison to The Learning House
- ▶ Ensures compliance with licensing and copyright laws and regulations
- ▶ = Director of Distance Learning (Temporary); Hire full-time when practical
- ▶ Reports to Dean of University College



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Academic Programs Online Program Coordinators

- ▶ Chairperson, Graduate Director, Program Director, or Program Coordinator
- ▶ Communication with Director of Online Learning
- ▶ Online Program Development and Assessment
- ▶ Course Development
- ▶ Scheduling (including sequencing and entry points)
- ▶ Faculty Staffing (including hiring and evaluation of adjunct faculty)



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Timetable

- ▶ June: Contract with the Learning House (TLH)
- ▶ July – September: TLH Onboarding
Marketing & Recruitment Plan
Development of Website for Online Programs
Scheduling and Course Development
Instructional Staffing Plan
- ▶ October – December: Recruitment for Spring 19 and beyond
- ▶ January: Spring Semester - Revenue Sharing



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Terms of Agreement

- ▶ 7 years
- ▶ 48% of published tuition and technology fees received by SSU for all new students enrolled in fully online or hybrid programs where TLH provides services.
- ▶ 10% of published tuition and technology fees received by SSU for all students taking online courses that are not enrolled in fully online or hybrid programs that receive services outlined in the agreement.



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The Learning House (TLH) Agreement with **SHAWNEE STATE UNIVERSITY**

CORE CONCEPTS:

TLH:

- Founded in 2001
- Offices in Louisville, Kentucky
- Provides Online Program Management (OPM) services for small- to medium-sized institutions
- Partnerships with 48 universities including West Alabama University, Campbellsville University, Concordia University, Virginia Wesleyan University

FEE(S):

- 48% of published tuition and technology fees received by SSU for all new students enrolled in fully online or hybrid programs where TLH provides services.
- 0% of published tuition and technology fees received by SSU for all students taking online courses that are not enrolled in fully online or hybrid programs that receive services outlined in the agreement.

TERM:

- Seven (7) years

THE LEARNING HOUSE:

ONLINE COURSE CURRICULUM DEVELOPMENT SERVICES

- Strategy Review
- Content Development
- Multimedia Content Services
- Course Quality Reports

FACULTY SUPPORT

- Course Inspection for Technical Functionality
- Collaboration to Resolve Technical Issues
- Support Minor Course Revisions (while course is active)
- Support Faculty in Use of LMS



FACULTY AND STAFF TRAINING

- Tutorials, Self-paced Course, Synchronous Training Sessions
- Training for Registrar, Program Coordinators, and Administrative Staff

MARKETING

- Create Online Campus Website
- Coordinate and Manage All Online Marketing Efforts
- Develop Marketing Plan (collaboration) and Provide Market Research
- Assist in Lead Generation
- Conduct Outreach Campaigns on Non-converted Leads
- Execute and Fund Brand Search Campaigns

MARKET RESEARCH

- Environmental Scan to Identify Attractive Online Programs

ENROLLMENT MANAGEMENT

- Provide Online Enrollment Counselors
- Call Center (9:00 am – 8:00 pm EST M-R, 9:00 am – 5:30 pm F)
- Collect Transcripts and Other Documents

STUDENT RETENTION SERVICES

- Develop Student Retention Plan (collaboration)
- Online Academic Advisors (guidance, feedback, structure)
- Provide Technical Assistance
- Solicit Student Satisfaction Surveys

SHAWNEE STATE:

ADMINISTRATIVE BEST PRACTICES AND POLICIES

- Design Online Programs (100%)
- Grant TLH Rights to Act as Designated School Official
- Provide Point-of-Contact for Q&A Concerning Online Education
- Hire Faculty as Program Demand Increases
- Manage Faculty Performance
- Review Online Programs and Tuition for Competitiveness
- Provide TLH Access to Application and Admissions Materials

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- Implement Early Course Scheduling
- Develop Improvement Plan for All Online Programs
- Standardize Syllabus Templates (allow for scale)
- Encourage Open Education Resources
- Move Toward 6 Entry Points
- Establish Professional Development Schedule

MARKETING

- Contribute to Building Size and Scope of Non-converted Lead Lists
- Provide a List of Leads and Applications from Preceding 3 Years
- Allow TLH to Submit Information for Use on Client's Primary Institutional Social Media Sites
- Provide TLH with Accurate Directory of Faculty and Staff
- Provide TLH with Print Quality Logos and Photos
- Provide TLH with Current Online Program Marketing Materials
- Provide TLH with Access to Main Website Google Analytics Account
- Establish TLH Google Analytics User Account
- Provide Feedback and Approval to TLH within 72 hours

ENROLLMENT MANAGEMENT

- Allow TLH to Collect Official Transcripts
- Transfer All Online Program Inquiries and/or Applications to TLH
- Forward Electronic Applications to TLH Enrollment Counselor within 1 Business Day
- Change Admissions Contact Information on SSU Website for Fully Online Programs to TLH Staff
- Provide TLH with Account Read-only Access to Student Information System
- Upon Receipt of Applications from TLH, SSU will Provide All Final Student Acceptance/Denial Decisions Within 24-48 hours.

STUDENT SUCCESS AND RETENTION SERVICES

- Provide TLH with Access to Login Reports and Visitor Access to Online Courses in LMS
- Provide an SSU Email Address for respective Success Coaches and/or Online Advisors
- Establish SSU Point-of-Contact for Retention Matters
- Provide Documentation of University Policies Regarding Attendance, Withdrawal, and Leaves of Absence
- Provide TLH with an Online Student Enrollment Report

PROGRAMS AND STATE AUTHORIZATION

- Launch Mutually-agreed-to Online Programs or at Least 2 New, Fully Online Programs Annually

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