

**SHAWNEE STATE UNIVERSITY
BOARD OF TRUSTEES**

**Meeting Minutes
June 26, 2026**

Call to Order

Chair Edwards called the meeting to order at 1:24 p.m. noting the meeting was in compliance with RC § 121.22(F).

Roll Call

Members present: Mr. Edwards, Dr. Adams, Mr. Daniels, Mrs. Dennis, Mr. Furbee, Dr. Haas, Mr. Richey, Mrs. Schisler, Mr. Shah, Ms. Kuhn, and Ms. Wilbur

Members absent: None

Approval of the April 17, 2026 Board Meeting Minutes

Mr. Furbee moved and Dr. Adams seconded a motion to approve the April 17, 2026 Board meeting minutes. The motion was passed by unanimous roll call vote of all Board members present.

Approval of the June 26, 2026 Agenda

Mr. Daniels moved to approve an amended agenda and take up Resolution E06-26, Adopting Executive Committee's Performance Evaluation and Setting Compensation of President as Other Business. Mr. Shah seconded the motion and the motion was passed by unanimous roll call vote of all Board members present.

Consent Agenda

1. Resolution E01-26, Appointment to the Position of Dean of the College of Business and Engineering Technologies
2. Resolution E02-26, Appointment to the Position of General Counsel
3. Resolution E03-26, Appointment of Board Treasurer
4. Resolution E04-26, Appointment of Board Secretary
5. Resolution F12-26, Revision of Policy 4.51Rev., Administrative Employees – Employment Status and Other Employment Actions
6. Resolution F13-26, Revision of Policy 4.53Rev., Compensation for Administrative Employees
7. Resolution F14-26, Revision of Policy 4.95, Flexible Work Arrangements
8. Resolution F15-26, Revision of Policy 4.44Rev., Use of University Facilities & Reservation of Space
9. Resolution F16-26, Shawnee State University Foundation Member Appointments
10. Resolution F17-16, Approval of Investment Committee Member Reappointment
11. Resolution F19-26, Approval of Policy 4.21Rev., Cash Management

12. Resolution F20-26, Granting Easement to Ohio Power Company (AEP) for Construction and Operation of Underground Electrical Distribution Line
13. Resolution ASA07-26, Award of Faculty Tenure
14. Resolution ASA08-26, Approval of Completion Plan Update
15. Resolution ASA09-26, Approval of Curricular Changes
16. Resolution ASA10-26, Approval of Accelerated Bachelor of Design and Art for Games and Entertainment
17. Resolution ASA11-26, Approval of Graduate Certificate in Computer Science

Chair Edwards 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 objection, items 1-17 remained on the agenda and are adopted.

Executive Committee Report

Mr. Daniels reported on behalf of the Executive Committee.

1. Resolution E05-26, Expression of Appreciation and Conferral of the Title of Emeritus Administrator to Mr. Greg Ballengee

Mr. Daniels moved that the Board adopt Resolution E05-26 and Dr. Haas seconded the motion. The motion was passed by unanimous roll call vote of all Board members present.

Finance and Administration Committee Report

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

1. Resolution F10-26, A Resolution Authorizing the Issuance of General Receipts Bonds of Shawnee State University and Other Actions in Connection Therewith

Mr. Daniels moved that the Board adopt Resolution F10-26 and Mr. Furbee seconded the motion. The motion was passed by unanimous roll call vote of all Board members present.

2. Resolution F11-26, Continuing University Spending Authority

Mr. Daniels moved that the Board adopt Resolution F11-16 and Mrs. Schisler seconded the motion. The motion was passed by unanimous roll call vote of all Board members present.

3. Resolution F18-26, 2026-2027 Adjusted Student Tuition and Fees

Mr. Daniels moved that the Board adopt Resolution F18-26 and Mr. Shah seconded the motion. The motion was passed by unanimous roll call vote of all Board members present.

4. Ms. Aimee Welch, Director of Institutional Budgeting, provided a year-to-date budget status report and Dr. Braun presented the FY27 Budget Plan. Ms. Welch reported that strong year-end revenue, coupled with adherence to expense budgets, is expected to result in FY26 closing at or above the projected net operating level. The FY27 budget draft was presented

as a balanced net operating plan, with anticipated revenue increases in Tuition & Student Fees and Other Revenue categories, and expense growth driven primarily by increases in compensation and anticipated bond payment liabilities. The full report is attached to the minutes.

5. Mr. Greg Ballengee, Chief Financial Officer, provided an update on cash reserve balances and the investment portfolio performance as of May 31, 2026. Mr. Ballengee reported \$19.2 million in investment reserves as of May 31, 2026, earning approximately 13% for the fiscal year. Mr. Gilliland, Special Assistant to the President for Finance, informed the committee that TIAA was selected as the University and Foundation's Investment Advisor based on a review of Request for Proposal responses from seven firms. The full report is attached to the minutes.
6. Ms. Malonda Johnson, Chief Operating Officer, reported on recent personnel activity that includes 8 new hires, 2 changes of status, and 9 departures. The full report is attached to the minutes.
7. Mr. Gilliland reported on eight (8) major construction projects currently underway. The full report is attached to the minutes.
8. Mr. Mark Yarnell, Chief Information Security Officer, provided an update on the University's Information Security Program and reported that the University enters FY 2026-2027 with a materially stronger cybersecurity posture than it held at the beginning of the reporting period. He also shared that the University's Information Security Program demonstrates strong alignment with the cybersecurity governance expectations reflected in Ohio Revised Code 9.64, and is building toward an integrated AI-enabled Zero Trust security architecture during the upcoming fiscal year.

Academic and Student Affairs Committee Report

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

1. Dr. Kimberly Inman, Provost and Vice President for Academic and Student Affairs, reported the Division of Academic and Student Affairs recognized and celebrated faculty who earned promotion or promotion with tenure, as well as those who reached key milestones on the tenure track or received contract renewals, in recognition of their commitment to teaching, service, and scholarship. Additionally, the Higher Learning Commission conducted its site visit to Shawnee State's Chillicothe location on June 9, and we now await their report and feedback. The full report is attached to the minutes.
2. Mr. Ralph Shelton, Shawnee State University Math Scholarship (SUMS) Competition Coordinator, reported the 2026 SUMS Competition was successfully held, with 191 students representing 35 schools from Ohio, West Virginia, and Kentucky, and 52 Quiz Bowl teams participating. Top-performing students in the individual competition were awarded full-tuition scholarships, while members of the championship team each received a \$1,750 scholarship, and Wolfram Research co-sponsored the event by providing 12 Mathematica

licenses. The event also supported recruitment and outreach efforts through Slate registration, which enabled effective tracking and ongoing engagement with participants.

3. Ms. Kristina Darnell, Program Director, provided an update on the Radiologic Technology Program which has expanded significantly, with the Class of 2028 becoming the largest cohort in program history at 40 students, including 26 at SSU and 14 at Adena. The program added new full-time and adjunct faculty, enhanced instructional delivery through HyFlex technology, and continued to utilize classes at the PACCAR Medical Education Center and labs at the Adena Orthopedic and Spine Institute. Clinical partnerships were also broadened across the region, including sites in Columbus, Lancaster, London, Logan, Cincinnati, and New Albany, to support continued enrollment growth. The full report is attached to the minutes.
4. Dr. Christine Raber, Dean of the College of Health and Human Services, reported the HealthSource and Kadel Dental Clinic addressed significant regional oral health needs, particularly among underserved and unserved populations in counties designated as Dental Health Professional Shortage Areas. Planning discussions were completed and a memorandum of understanding was developed, with HealthSource providing equipment, staffing, and shared personnel to support restorative dental services and referrals through Federally Qualified Health Centers (FQHC) and King's Daughters Medical Center Ohio (KDMCO). This collaboration expanded clinical capacity and supported the continued growth of the dental hygiene education program while helping to address the region's persistent "dental desert". The full report is attached to the minutes.
5. Dr. Jason Yeager, Interim Chief Enrollment Officer, and Mrs. Elizabeth Blevins, Chief of Staff, briefed the Board of Trustees on the institution's Five-Year Strategic Enrollment Plan, including detail on online program development and an enrollment forecast for fall 2026. The full report is attached to the minutes.

Election of Board of Trustees Chair and Vice Chair

Chair Edwards stated he had asked David Richey and David Furbee to serve as the Nominating Committee to accept nominations for Board of Trustees Chair and Vice Chair for the 2026-2027 academic year. Mr. Furbee presented nominations of Ed Daniels as Board Chair and Brenda Haas as Board Vice Chair. Chair Edwards called for nominations from the floor and no further nominations were proffered. Without discussion, the Board voted unanimously to approve the nominations.

Reports from Board Liaisons with other Organizations

None

President's Report

Dr. Braun reported on the following: On target to finish FY26 with a surplus that allows continuance of planned transfers to university reserves; Moody's reaffirmed our Baa2 credit

rating upgrade with a stable outlook; secured affiliation agreements with the two largest health care organizations in our region; on track to meet goal of \$30 million in reserves by FY30 year-end; expansions to improve the student experience; \$65 million investment in campus infrastructure; and \$25 million pending in bond financing to support athletics renovation plan. The president congratulated Greg Ballengee, Chief Financial Officer, and Michael McPhillips, General Counsel, on their upcoming retirements; thanked outgoing student member Faith Kuhn and Chairman Eddie Edwards for their service to the Board of Trustees; and acknowledged Lloyd Martin and Lear McCoy as members of the newly formed SSU Board of Visitors. The full report is attached to the minutes.

New Business

1. Mr. Michael McPhillips, General Counsel, provided the annual report on the enactment, amendment, rescission, and renewal of Board policies and University procedures during the 2025-2026 fiscal year.
2. According to the Bylaws of the Board of Trustees, Mr. Daniels, as Chair Elect for 2026-2027, appointed committees for the 2026-2027 academic year as follows:

To the Executive Committee:

Member – David Furbee

Member – Dilip Shah

To the Academic and Student Affairs Committee:

Chair – David Richey

Vice Chair – Sallie Schisler

Member – Aaron Adams

Student Member – Chloe Wilbur

To the Finance and Administration Committee:

Chair – Brenda Haas

Vice Chair – Dilip Shah

Member – David Furbee

Member – Markee Dennis

SSU Foundation Representative: Sallie Schisler

SSU Investment Committee Representative: David Furbee

3. Chair Edwards recognized outgoing student Board member Faith Kuhn and thanked her for her service.

Comments from Constituent Groups and the Public

None

Faculty Senate Report

President Braun introduced Dr. Erik Larson as the newly elected University Faculty Senate President. Dr. Larson reviewed his experience with shared governance and stated he looks forward to working with everyone in his new role. He said there is excitement on campus and with faculty with all the new things happening.

Executive Session

Mr. Richey moved to enter Executive Session to discuss the employment of a public official and Mr. Furbee seconded the motion. Following a unanimous roll call vote in accordance with Ohio Revised Code Section 121.22, the Board entered executive session at 2:09 p.m. Those in attendance for the executive session were Mr. Edwards, Dr. Adams, Mr. Daniels, Mrs. Dennis, Mr. Furbee, Mr. Richey, Mr. Shah, Dr. Haas, Mrs. Schisler, Mrs. Worley and Mr. McPhillips. Mr. Furbee moved and Mr. Shah seconded a motion to leave executive session and return to public meeting. The motion was passed by unanimous roll call vote of all Board members present and the Board exited executive session at 2:26 p.m.

Other Business

Resolution E06-26, Adopting Executive Committee's Performance Evaluation and Setting Compensation of President

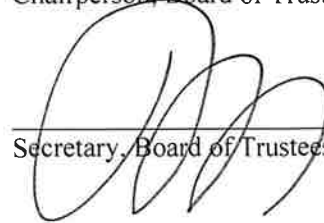
Mr. Richey moved that the Board adopt Resolution E06-26 and Mr. Daniels seconded the motion. The motion was passed by unanimous roll call vote of all Board members present.

Adjournment

Mr. Furbee moved to adjourn and Mr. Shah seconded the motion. The motion was passed by unanimous roll call vote and the Board adjourned at 2:28 p.m.



Chairperson, Board of Trustees



Secretary, Board of Trustees

RESOLUTION E01-26

APPOINTMENT TO THE POSITION OF DEAN OF THE COLLEGE OF BUSINESS AND ENGINEERING TECHNOLOGIES

WHEREAS, University Policy 5.16Rev requires approval by the Board of Trustees for appointments to designated executive positions, including the position of Dean of the College of Business and Engineering Technologies; and

WHEREAS, Mr. Adam Miller has served with distinction as the Interim Dean of the College of Business and Engineering Technologies beginning on July 1, 2024 upon creation of the college; and

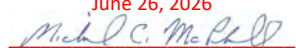
WHEREAS, the President recommends the appointment of Adam Miller to the position of Dean of the College of Business and Engineering Technologies;

THEREFORE, BE IT RESOLVED that the Board of Trustees of Shawnee State University approves the appointment of Mr. Adam Miller to the position of Dean of the College of Business and Engineering Technologies, effective July 1, 2026.

(June 26, 2026)

Certified as True and Correct

June 26, 2026


Secretary, SSU Board of Trustees

RESOLUTION E02-26

APPOINTMENT OF GENERAL COUNSEL

WHEREAS, University Policy 5.16Rev requires approval by the Board of Trustees for appointments to designated executive positions, including the position of General Counsel; and

WHEREAS, Mrs. Randalyn Worley served with distinction as the Assistant General Counsel beginning on September 8, 2025; and

WHEREAS, the Ohio Attorney General has approved the appointment of Mrs. Worley; and

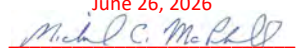
WHEREAS, the President recommends the appointment of Mrs. Worley to the position of General Counsel;

THEREFORE, BE IT RESOLVED, that the Board of Trustees of Shawnee State University approves the appointment of Mrs. Randalyn Worley to the position of General Counsel, effective July 4, 2026.

(June 26, 2026)

Certified as True and Correct

June 26, 2026


Secretary, SSU Board of Trustees

RESOLUTION E03-26
APPOINTMENT OF BOARD TREASURER

WHEREAS, Ohio Revised Code Section 3362.02 authorizes the Board to appoint a Treasurer; and

WHEREAS, the Code requires that before an appointed Treasurer begins discharging his or her duties as such, he must give bond to the state or be insured – in an amount established by the Board -- for the faithful performance of his duties and the proper accounting for all monies coming into the Treasurer's care; and

WHEREAS, Mr. Craig Gilliland has been appointed Chief Financial Officer effective July 1, 2026; and

WHEREAS, the Board wishes to appoint Mr. Gilliland to the position of Treasurer, and to establish \$5 million as the level at which he should be insured for faithful performance of his duties and the proper accounting for monies coming into his care;

NOW, THEREFORE, IT IS RESOLVED that the Board appoints Mr. Craig Gilliland as Board Treasurer to replace Mr. Greg Ballengee, effective July 1, 2026, and sets \$5 million dollars as the level of faithful performance insurance required for the Treasurer; and

IT IS FURTHER RESOLVED, that pursuant to the Board's bylaws, the appointment of Mr. Gilliland will be continuing but may be terminated by the Board at any time with or without cause.

(June 26, 2026)

Certified as True and Correct
June 26, 2026

Secretary, SSU Board of Trustees

RESOLUTION E04-26

APPOINTMENT OF BOARD SECRETARY

WHEREAS, Policy 1.01, Bylaws of the Board of Trustees, authorizes the Board to appoint a Secretary; and

WHEREAS, the Board's current Secretary will be retiring, effective July 31, 2026; and

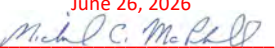
WHEREAS, the Board wishes to appoint Randalyn Worley, General Counsel, to the position of Board Secretary;

NOW, THEREFORE, IT IS RESOLVED that the Board appoints Randalyn Worley as Board Secretary effective August 1, 2026.

(June 26, 2026)

Certified as True and Correct

June 26, 2026


Secretary, SSU Board of Trustees

RESOLUTION F12-26

REVISION OF POLICY 4.51REV, ADMINISTRATIVE EMPLOYEES – EMPLOYMENT STATUS AND OTHER EMPLOYMENT ACTIONS

WHEREAS, Policy 4.51Rev. addresses various terms and conditions of employment for administrative employees, including but not limited to probationary periods, performance evaluations, performance improvement plans, discipline, and reductions in force; and

WHEREAS, the existing language of Policy 4.51Rev. applies to executive administrators when the provisions do not conflict with the administrators' executive employment contract or executive appointment letter, whichever is applicable; and

WHEREAS, it is in the University's interest to apply consistent treatment to athletic coaches, recognizing the distinct nature of their roles and the necessity for contract provisions that are both standard and unique to the athletics context; and

WHEREAS, it is also in the University's interest to provide management with discretion to modify an employee's duties and/or work location in situations in which an employee is given advance notice of an involuntary termination; and

WHEREAS, amendments to Policy 4.51Rev. have been recommended by the President;

NOW, THEREFORE, IT IS RESOLVED that the Board of Trustees amends Policy 4.51Rev. to clarify its applicability to athletic coaches and involuntary separations.

(June 26, 2026)

Certified as True and Correct
June 26, 2026

Secretary, SSU Board of Trustees

Shawnee State University

POLICY TITLE:	ADMINISTRATIVE EMPLOYEES – EMPLOYMENT STATUS AND OTHER EMPLOYMENT ACTIONS
POLICY NO. :	4.51REV
ADMIN CODE:	3362-4-24
PAGE NO.:	1 OF 5
EFFECTIVE DATE:	06/26/2026
NEXT REVIEW DATE:	06/2031
RESPONSIBLE OFFICER:	CHIEF OPERATING OFFICER
APPROVED BY:	BOARD OF TRUSTEES

1.0 PURPOSE AND SCOPE

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

2.0 INCLUDED

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

3.0 EXCLUSIONS

This policy does not apply to executive administrators who are subject to executive employment agreements, to the extent that such agreements are inconsistent with this policy. Executive administrators who do not have executive employment agreements and athletic coaches shall be subject to this policy to the extent that the provisions herein are not inconsistent with their appointment letter. Specific provisions in an athletic

coach's or executive administrator's appointment letter shall govern over terms contained in this policy. To the extent that executive employment agreements or appointment letters are silent as to the matters contained in this policy, the terms of this policy shall apply.

4.0 EMPLOYMENT CONTRACT STATUS AND PROBATIONARY PERIODS

4.1 Employment for eligible administrative employees includes the status of:

4.1.1 Defined contract period appointments that have a defined duration and end date with specific terms and conditions of employment incorporated into an agreement/contract, or

4.1.2 Continuous contract appointments which do not specify an end date as employment is expected to be continuous.

4.2 Both appointment types require the successful completion of a probationary period, satisfactory performance on an ongoing basis, and are subject to University policies and procedures.

4.3 Administrative employees in positions funded by university funds (general operating, auxiliary, etc.) and that are not employed for a defined contract period, are eligible for continuous contract status upon successful completion of a six- month probationary period.

4.4 Administrative employees in temporary or intermittent positions, or positions funded by grants and/or "soft" or external sources will be hired for a defined contract period and are not eligible for continuous contract status. Such employees must successfully complete a six (6) month probationary period.

5.0 PERFORMANCE EVALUATIONS (PROBATIONARY AND ANNUAL)

5.1 New-hire probationary evaluation – successful completion of the six (6) month new-hire probationary period with a minimum overall rating of "meets basic expectations," is required for continued employment.

5.2 Annual performance evaluation – upon completion of the new-hire probationary evaluation, performance evaluations are completed at least annually or on a periodic basis as determined by the supervisor.

5.3 Performance Improvement Plan (PIP) – a written performance improvement plan (PIP) may be initiated by the supervisor at any time in which the employee is not demonstrating satisfactory performance based on the assigned responsibilities and/or established objectives.

- 5.4 An employee whose performance rating states that he or she “does not meet basic expectations” in his/her essential job competencies and/or performance will be subject to Procedure 4.51:1.

6.0 ADMINISTRATIVE LEAVE

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

7.0 PRE-DISCIPLINARY HEARING

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

8.0 CORRECTIVE ACTIONS

- 8.1 Corrective action that results from the findings of an investigation or an assessment of misconduct will be reasonable and commensurate with the offense, and may include, but not be limited to, a letter to the personnel file, unpaid suspension, demotion, and/or termination of employment. Except in unusual circumstances, the unsatisfactory completion of a PIP will result in termination.
- 8.2 With the authorization of the President or designee, an administrative employee may be disciplined for reasons that include but are not limited to:
- 8.2.1 Incompetence, inefficiency, dishonesty, use or being under the influence of alcohol or illegal drugs at work or inappropriate use of prescription drugs, discourteous treatment of the public, neglect of duty, failure to return from a leave of absence, or other failure of good behavior.
 - 8.2.2 Violation of an official regulation or failure to obey reasonable directions given by a supervisor when such violation or failure to obey amounts to insubordination or a serious breach of University policies, procedures, and/or work rules or puts the University and/or its employees and students at serious risk.
 - 8.2.3 Misfeasance in office, malfeasance in office, nonfeasance in office, conviction of a felony or of an offense involving moral turpitude.
 - 8.2.4 Demonstration of abusive or threatening behavior in the treatment of students, fellow employees, or other persons.

9.0 REDUCTION IN FORCE

- 9.1 In case of a reduction in force, notification to affected administrative employees will be as follows:
- 9.1.1 Those with up to three (3) years of service will receive thirty (30) days' written notice.
 - 9.1.2 Those with service of three (3) years or more will receive ninety (90) days' written notice.
- 9.2 Administrative employees with defined-period contracts or in positions funded by "soft" grant funds or external sources will continue

employment for the defined contract period or until funding is discontinued, provided they are not subject to discipline as detailed in this policy.

- 9.3 Unsatisfactory performance issues will be managed separately from the reduction in force process.
- 9.4 Attempts will be made to reassign affected employees to other open positions for which they are qualified.
- 9.5 If an administrative employee is terminated due to a reduction in force, the employee will be eligible for reappointment to the last held position should it become available within a period of two (2) years from the date of the force reduction.
- 9.6 The decision to reinstate a position that has been eliminated through a reduction in force is at the sole discretion of the University.
- 9.7 If reappointed to the last held position following a reduction in force action, an administrative employee will be reinstated at his/her prior employment status as governed by existing University policies.

10.0 MANAGEMENT DISCRETION FOR INVOLUNTARY SEPARATIONS

For sections 9.1.1, 9.1.2, or similar situations in which an employee is given advance notice of a future involuntary termination, the appropriate Senior Executive has the discretion to modify the employee's duties and/or work location—including remote work—through the end of the employment period.

11.0 PROCEDURES

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

History

Effective: 08/13/93

Revised: 06/26/2026; 09/20/2024; 06/23/2023; 04/13/2018; 12/18/15; 01/20/12; 02/08/02

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

PROCEDURE TITLE:	PERFORMANCE EVALUATIONS AND PERFORMANCE IMPROVEMENT PLAN (PIP), TERM NOTICE
PROCEDURE NO.:	4.51:1 REV
RELATED POLICY:	4.51REV
PAGE NO.:	1 of 4
RESPONSIBLE OFFICERS:	DIRECTOR OF HUMAN RESOURCES/CHIEF OPERATING OFFICER
EFFECTIVE DATE:	06/26/2026
NEXT REVIEW DATE:	06/2031
APPROVED BY:	PRESIDENT

1.0 INTRODUCTION

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

2.0 GUIDING PRINCIPLES

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

3.0 NEW-HIRE PROBATIONARY STATUS AND EVALUATION

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

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

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

- 4.5 All performance evaluation documentation is submitted to the Department of Human Resources through the electronic performance evaluation system within 30 days of the end of the evaluation period.
 - 4.6 If the employee is not satisfied with the results of their evaluation, s/he can submit a written rebuttal to the supervisor seeking reconsideration within ten (10) working days of the date of the evaluation. The decision on whether to grant reconsideration and to change the results of the evaluation is at the complete discretion of the supervisor. The rebuttal and corresponding response will be attached to the performance evaluation.
 - 4.7 The supervisor and employee will develop performance expectations and/or goals and objectives for the next evaluation period. These goals and objectives should be aligned with the University's mission and goals and retained to be referred to in the upcoming evaluation period.
- 5.0 PERFORMANCE IMPROVEMENT PLAN (PIP) – ADMINISTRATORS AND ATSS
- 5.1 If a supervisor makes a determination that an employee has continuously failed, after coaching and instruction, to demonstrate satisfactory performance, (i.e., the employee's performance does not meet expectations) the supervisor may initiate, after consultation with the next level of management (if appropriate) and the appropriate Senior Executive and/or the President a performance improvement plan (PIP).
 - 5.2 The Director of Human Resources or designee will assist the supervisor in the development of a PIP.
 - 5.3 In all cases in which a PIP is implemented, the supervisor must provide the employee with written documentation of observed deficiencies for the current appraisal period.
 - 5.4 Upon the adoption of a PIP, the employee's status will change to probationary and the employee will not be eligible for any annual pay increase that may be awarded during the PIP appraisal period.
 - 5.5 Supervisors must conduct a meeting with the employee to identify specific plans and goals designed to correct performance deficiencies and to develop a timeline for progress reviews.
 - 5.6 The duration of the PIP is up to three (3) months with possible extension upon the recommendation of the supervisor to the next level of management (if applicable) and concurrence of the Senior Executive and/or the President, up to an additional three (3) months.

5.7 Upon successful completion of the PIP, the employee will return to his/her prior employment status. The employee will then be eligible to receive any approved pay increase that may have been awarded while he or she was under the PIP. This increase in pay would become effective on the date the employee returns to regular status and will be prorated for the remainder of the fiscal year in which the increase was awarded.

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

6.0 NOTIFICATION OF TERMINATION AND HEARING

6.1 If performance is deemed not to be satisfactory following the PIP process resulting in a recommendation of discipline by the supervisor and approved by the next management level, the employee will be notified of his or her right to an informal pre-disciplinary hearing.

6.2 At the informal pre-disciplinary hearing, the employee will be provided with a summary of the evidence that forms the basis for the proposed discipline and given an opportunity to respond to it. In lieu of an in-person pre-disciplinary hearing, an employee may choose to respond to the summary of evidence in writing within 48 hours after the scheduled hearing, or he or she may waive the hearing.

6.3 Within fifteen (15) working days after the hearing date, the employee will be notified by the appropriate University official of the termination or return to work decision. There are no further appeals to the final decision.

7.0 PERFORMANCE MANAGEMENT RESOURCE GUIDE

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

History:

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

Revised: 06/26/2026

RESOLUTION F13-26

REVISION OF POLICY 4.53REV, COMPENSATION FOR ADMINISTRATIVE EMPLOYEES

WHEREAS, Policy 4.53Rev., which addresses compensation for administrative employees, has been updated to reflect current operations and ensure processes align with federal and state laws; and

WHEREAS, updates authorize the President to approve signing bonuses to incentivize acceptance of employment at the University and one-time non-base compensation payments, including merit-based bonuses, to support institutional recruitment, retention, and performance objectives; and

WHEREAS, the policy further permits the establishment of an athletics performance bonus schedule approved by the President for varsity coaches who meet certain individual or team performance milestones, or receive certain recognitions from their conference, league, or governing association; and

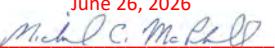
WHEREAS, amendments to Policy 4.53Rev. have been recommended by the President;

THEREFORE, BE IT RESOLVED, the SSU Board of Trustees amends Policy 4.53Rev., Compensation for Administrative Employees, effective upon approval.

(June 26, 2026)

Certified as True and Correct

June 26, 2026


Secretary, SSU Board of Trustees

Shawnee State University

POLICY TITLE:	COMPENSATION FOR ADMINISTRATIVE EMPLOYEES
POLICY NO. :	4.53REV
ADMIN CODE:	3362-4-25
PAGE NO.:	1 OF 3
EFFECTIVE DATE:	6/26/2026
NEXT REVIEW DATE:	6/2031
RESPONSIBLE OFFICER:	CHIEF OPERATING OFFICER
APPROVED BY:	BOARD OF TRUSTEES

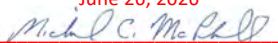
1.0 PURPOSE AND SCOPE

- 1.1 Shawnee State University desires a competitive and equitable compensation system that will attract and retain qualified administrative personnel. The purpose of this policy is to establish and maintain an administrative compensation system that considers comparable positions in similar markets, internal equity, the performance of employees, and the availability and allocation of funds as determined by the President. The University administers compensation practices in compliance with applicable federal and state laws, including but not limited to the Equal Pay Act, Title VII of the Civil Rights Act, the Age Discrimination in Employment Act, the Americans with Disabilities Act, and applicable provisions of Ohio law. Nothing in this policy creates a contract of employment or guarantees a specific salary increase, adjustment, or continued employment.
- 1.2 This policy applies to administrative employees in approved administrative positions for either “regular” or “term” appointments, regardless of the funding source, and who are not in positions that are under a collective bargaining unit.
 - 1.2.1 Regular appointments are expected to be ongoing, subject to the needs of the university, with no designated end date.
 - 1.2.2 Term appointments are for a designated period of time, normally between one and three years. The duration may be determined by the funding source (e.g., externally funded grants) or by authorization of the President. Continuation of term appointments is contingent upon operational need, funding availability and institutional authorization.
- 1.3 This policy does not apply to executive staff; faculty and staff covered by a collective bargaining agreement; student employees; or temporary or intermittent staff with at will employment agreements.

2.0 CATEGORIES OF ADMINISTRATIVE POSITIONS

- 2.1 Administrator – an administrative position with professional, managerial, supervisory, or fiduciary responsibilities that is exempt from collective bargaining under Ohio

Certified as True and Correct
June 26, 2026


Secretary, SSU Board of Trustees

Revised Code Section 4117.01, and may meet the exemption criteria under the Fair Labor Standards Act (FLSA).

- 2.1.1 Employees in administrator positions that meet FLSA exemption criteria for duties and salary tests will be classified as “exempt.”
- 2.1.2 Employees in administrator positions that meet the FLSA exemption criteria for the duties test, but not the salary test, will be classified as “non-exempt.”
- 2.2 Administrative Technical Support Staff (ATSS) – an administrative position that is confidential in nature and is exempt from collective bargaining under Ohio Revised Code Section 4117.01. ATSS employees do not meet the exemption criteria under the Fair Labor Standards Act (FLSA) based on the duties test. ATSS employees will be classified as “non-exempt.”

3.0 FAIR LABOR STANDARDS ACT (FLSA) STATUS

Administrative employees classified by the department of human resources as “non-exempt” due to not meeting the FLSA exemption criteria (based on salary and/or duties test) will be compensated for their work in accordance with the FLSA and its associated administrative regulations.

4.0 CLASSIFICATION/COMPENSATION STRUCTURE

- 4.1 The Director of Human Resources is responsible for managing the structure of the administrative compensation system(s) and for reviewing the applicable structure relative to the appropriate market. Market benchmarking data is utilized as a guide for compensation administration and does not create an entitlement to a specific salary placement.
- 4.2 The Director of Human Resources or designee will assess all administrative positions’ responsibilities and determine the placement of each within the University’s compensation structure, relying upon market benchmarking methodology, with consideration of internal equity for comparable responsibilities. Internal equity considerations may include comparable scope of responsibility, supervisory authority, organizational impact, required qualifications, degree of complexity, and relevant experience.
- 4.3 Salary Offers or adjustments exceeding established compensation guidelines or market placement thresholds shall require additional justification and approval by the President in accordance with university procedures.
- 4.4 In exceptional cases, the President is authorized to approve a signing bonus as an incentive for a candidate to accept employment at the University. The President may also approve one-time non-base compensation payments, including merit-based bonuses to support institutional recruitment, retention, and performance objectives.

- 4.4.1 An Athletics Performance Bonus Schedule may be established by the Athletic Director to define bonuses for varsity coaches who meet certain individual or team performance milestones, or receive certain recognitions from their conference, league, or governing association. Any such schedule shall be approved by the President.
- 4.5 The Department of Human Resources retains authority for evaluating position classifications and determining whether changes in assigned duties warrant reclassification review in accordance with university procedures.
- 5.0 SALARY BUDGET AND ALLOCATION
- The allocation of an approved salary pool in the annual operating budget is at the discretion of the President, who may allocate all, a portion, or none of the salary pool. The salary allocation may be applied evenly to all administrative employees (across-the-board) or to individual employees based on factors such as, but not limited to, market benchmarking, internal equity analyses, and/or performance.
- 6.0 PROCEDURES
- The Board of Trustees authorizes the President to establish procedures to effectively implement this policy. Such procedures may include eligibility requirements, conditions, and other provisions regarding signing bonuses and other bonuses discussed in section 4.4, above.

History

Effective: 06/15/90

Revised: 06/26/2026; 06/23/2023; 02/27/2023; 12/16/16; 03/15/08; 09/01/99

Reviewed with minor changes: 09/2024

Applicable Procedure: [4.53:1 Administration of Compensation for Administrative Employees](#)

PROCEDURE TITLE:	ADMINISTRATION OF COMPENSATION FOR ADMINISTRATIVE EMPLOYEES
PROCEDURE NO.:	4.53:1
RELATED POLICY:	4.53
PAGE NO.:	1 OF 7
RESPONSIBLE ADMINISTRATOR:	VPFA
EFFECTIVE DATE:	6/2026
NEXT REVIEW DATE:	6/2031
APPROVED BY:	PRESIDENT

1.0 PURPOSE

These procedures amplify provisions of Policy 4.53Rev, Compensation for Administrative Employees. Compensation practices shall be administered in compliance with applicable federal and state employment laws governing equal pay, non-discrimination, wage and hour requirements, and related employment protections. Nothing in this procedure creates a contractual entitlement to a salary increase, specific grade or salary placement, continued employment, or compensation adjustment. All compensation actions are subject to available funding; approval within the University's operating budget; and other provisions of Policy 4.53Rev. and this procedure.

2.0 PLACEMENT OF ADMINISTRATIVE POSITIONS WITHIN THE COMPENSATION STRUCTURE

- 2.1 The Director of Human Resources or designee is responsible for evaluating new and existing administrative positions' responsibilities and requirements to determine the commensurate grade placement within the compensation structure by utilizing a market benchmarking and internal comparisons methodology. This methodology provides alignment with the market while continuing to recognize the importance of internal equity. Internal equity considerations may include scope of responsibility, supervisory authority, organizational impact, required qualifications, degree of complexity, budget responsibility, and relevant experience.
- 2.2 Positions with responsibilities not conducive to market analysis will be slotted into the appropriate pay grade among internal positions within the same job family possessing reasonably comparable credentials and position requirements.
- 2.3 Positions will be placed into the appropriate pay grade based on the positions' responsibilities and requirements, not the incumbent's specific experience and skills.

3.0 RE-EVALUATION OF POSITIONS

- 3.1 A re-evaluation of a position may be initiated by the Director of Human Resources or designee, department heads, or an employee when there is a significant change (at least 50% change) in position responsibilities. An employee may initiate one such review in a twelve-month period.

- 3.1.1 The Department of Human Resources via the Chief Operating Officer retains final authority regarding compensation analysis methodology, grade placement recommendations, and interpretation of compensation procedures, subject to the approval authority outlined herein.
- 3.2 The Department of Human Resources may initiate an evaluation of position responsibilities as part of a comprehensive market study. Salary adjustments associated with a comprehensive market study will be established within the market study, which may supersede the provisions of this procedure.
- 3.3 Market benchmarking and re-evaluation of a position's grade placement may be required for certain positions at more frequent intervals in situations when the University is experiencing issues with recruitment and retention.

4.0 RECONSIDERATION OF POSITIONS

- 4.1 Within 10 working days after being notified by the Department of Human Resources of the outcome of a re-evaluation, an employee may submit a written request for reconsideration of their grade placement.
- 4.2 Such written request must be submitted to the immediate supervisor and the next higher level of management for review and comment. The supervisor/manager will forward the request for reconsideration within 30 working days to the Department of Human Resources with a copy to the appropriate Senior Executive.
- 4.3 To be accepted for reconsideration, the request must specifically address the basis for why the grade placement does not accurately reflect the following items:
 - 4.3.1 The employee's current primary job functions,
 - 4.3.2 The level of responsibility,
 - 4.3.3 The scope of work, and
 - 4.3.4 The degree of complexity, level of knowledge, skill and experience required for the position
- 4.4 Within 15 working days from receipt, the Director of Human Resources will conduct the reconsideration including the supporting documentation and submit the recommended outcome of the reconsideration to the appropriate Senior Executive or the President who will render a final decision.
- 4.5 A request for reconsideration will be rejected if the basis for the request is due to:
 - 4.5.1 Dissatisfaction with the outcome that does not present justifiable reasons based upon factors described in par. 4.3 above,
 - 4.5.2 Displeasure with the pay grade to which the position is assigned,

4.5.3 Discontent with how the results are being implemented and how salary adjustments are determined; or

4.5.4 Inadequate supporting documentation.

5.0 STARTING SALARIES

5.1 The Department of Human Resources will establish a salary market rate for each administrative grade based on market data gleaned from higher-education related compensation reports. The primary source for market data is the College and University Professional Association for Human Resources (CUPA), which provides comprehensive and up-to-date salary data specific to Midwest institutions with the same Carnegie Classification and similar operating budgets and enrollment. Market rates for each position will be utilized to establish a composite salary rate (i.e., market point) for each administrative position grade. Market data and market point calculations are tools utilized to assist compensation administration and do not create an entitlement to a specific salary placement or adjustment.

5.2 The starting rate for a newly employed administrative employee will be set at 80% of the market point as long as the prospective employee's qualifications fully satisfy the minimum requirements of the position and the projected salary is sufficient to attract the desired talent.

5.3 Some latitude (up to 90% of the market point) may be considered in order to employ essential University talent within the existing market, and/or to acquire the credentials possessed by the prospective employee.

5.4 In rare instances, and only with evidence that the prospective employee possesses credentials that greatly exceed the minimum required and are essential for the operating unit, will a request for a starting salary above 90% of the market point be considered justifiable.

5.5 The approval process to establish a starting salary offer is as follows:

5.5.1 Starting salaries of 85% - 90% of the market point, require recommendation by the Director of Human Resources and approval of the respective Senior Executive.

5.5.2 Starting salaries above 90% up to the market point require a review by the Director of Human Resources to assess consistency with equivalent positions across the institution and approval by the respective Senior Executive. Documentation should include specific justification related to recruitment difficulty, specialized credentials, institutional need, market competition, retention concerns, or demonstrated exceptional experiences, as applicable.

5.5.3 Starting salaries above the market point require a review by the Director of Human Resources to assess consistency with equivalent positions across the

institution, written evidence of credentials and the essential need for the credentials, approval of the respective Senior Executive, and approval of the President.

5.5.4 Documentation must be provided to the Director of Human Resources prior to any offer being made to a prospective employee that supports a starting salary above 90% of the market point. Starting salaries above 90% of market point require documented justification demonstrating exceptional institutional need.

5.6 Starting salaries for employees transferring from an Administrative Technical Support Staff (ATSS) or non-administrative position to an administrative position will be in accordance with the provisions of this section.

6.0 PROMOTIONS/RECLASSIFICATIONS/TRANSFERS

6.1 When an administrative employee is promoted or reclassified to a higher grade within the administrative group, the resulting salary will be established between 85%-90% of the market point for the new grade, unless otherwise approved pursuant to these procedures.

6.2 If a position is reclassified to a lower grade due to a re-evaluation of the position duties and the employee's current salary is higher than the lower grade market point, the university may adjust the employee's salary following review of market alignment, internal equity, operational needs, and budgetary consideration. This re-evaluation may result in lower pay.

6.3 If an employee is appointed or transferred to a different position within the same grade as their current position, the salary will normally remain unchanged. If there are extenuating circumstances in which the Senior Executive wishes to recognize performance, credentials, or experience, etc., a salary adjustment of 5% - 8% may be extended. Such action requires documentation that describes the basis for the salary increase.

6.4 If an employee is demoted to a lower graded administrative position due to performance problems or disciplinary reasons, their salary will be reduced to no more than 90% of the market point for the lower assigned position's grade.

7.0 GENERAL (ACROSS THE BOARD) SALARY INCREASES

7.1 General or across the board salary increases that are approved by the President are typically awarded in the following manner:

7.1.1 Employees with 6 or more months of service will be eligible for 100 percent of the general salary increase.

7.1.2 Employees between 3 and 6 months of service will be eligible for 50 percent of the general salary increase.

7.1.3 Employees hired less than 3 months prior to the effective date of the increase will not be eligible for a salary increase.

7.1.4 The above schedule also applies to employees who received an increase in accordance with Section 6.1.

8.0 SUPPLEMENTAL JOB ASSIGNMENTS

8.1 Employees who perform duties unrelated to their primary job assignment for a continuous period may be eligible for a separate payment that is distributed over the duration of the assignment. The amount of the additional payment will be determined based on the nature and extent of duties.

8.2 The amount of payment for supplemental assignments and other additional payments requires the recommendation of the Director of Human Resources, or designee, and approval of the respective Senior Executive or President (for direct reports) prior to the employee performing the additional duties.

8.3 Supplemental pay for non-exempt employees must be in accordance with the Fair Labor Standards Act.

9.0 ACTING APPOINTMENTS

9.1 An existing administrative employee who is assigned to an acting appointment for a higher graded position, or who is assigned to a higher graded position to cover a vacancy due to an extended leave of absence or reassignment, may be eligible for a salary increase while serving in that role.

9.2 Salary increases associated with acting appointments will be eligible for a 5% - 10% salary increase, or 80% of the market point for the acting position's applicable grade, whichever is higher.

10.0 SPECIAL SALARY ADJUSTMENTS

10.1 A special salary adjustment may be required to address an internal or external pay matter not addressed elsewhere in this procedure. All special salary adjustments require review and explicit documentation supporting the adjustment by the Director of Human Resources or designee and approval by the appropriate Senior Executive and President.

10.2 In rare instances, the President may authorize a special salary adjustment for retention purposes if requested by the respective Senior Executive. The involved parties will be expected to provide written documentation as required by the Director of Human Resources.

11.0 INCENTIVE & BONUS COMPENSATION

- 11.1 The University may provide one-time, non-base compensation payments, including sign-on bonuses, retention incentives, and merit-based bonuses, to support institutional recruitment, retention, and performance objectives.

11.1.1 Eligibility Requirements

- 11.1.1.1 The individual must be in active pay status on the date the bonus is paid, unless otherwise specified in an approved written agreement; and
- 11.1.1.2 The individual must have satisfied all employment eligibility and onboarding requirements; and
- 11.1.1.3 The bonus must not be promised or paid prior to required approvals.

11.1.2 Compliance Requirements

- 11.1.2.1 All bonus payments will be administered in accordance with applicable federal and state laws, including the Fair Labor Standards Act (FLSA), particularly with respect to inclusion in the regular rate of pay for non-exempt employees when applicable; and
- 11.1.2.2 Bonus payments are considered supplemental wages and will be taxed in accordance with IRS and State of Ohio requirements.

11.1.3 Approval and Documentation

- 11.1.3.1 All bonus payments must include a written justification outlining the business need and approval by the appropriate Senior Executive and President.

11.1.4 Other Conditions

- 11.1.4.1 Sign-on and retention bonuses may include repayment agreements if the employee separates within a defined time frame.
- 11.1.4.2 Bonus payments do not increase base salary and are not considered in future salary calculations unless specifically authorized.
- 11.1.4.3 Bonuses are not guaranteed and remain subject to available funding and institutional priorities.

12.0 EXTERNAL (GRANT) FUNDED SALARIES

- 12.1 Department heads and/or grant managers must consult with the Director of Human Resources or designee prior to establishing a salary for a position funded by external sources.

- 12.1.1 Grant Managers must be in conformance with any approved budget(s) for salary administration as documented in the Office of the Controller.
- 12.2 Starting salaries for externally funded positions and any salary adjustments will be established in accordance with applicable provisions of this procedure.
- 12.3 Salary adjustments must be initiated by the University to ensure alignment with Policy 4.53 and related procedures. These adjustments will be discussed with the appropriate grant manager in advance of any adjustment to address funding issues.
- 12.4 In cases in which an employee's salary may be impacted by changes in funding sources, the grant manager will consult with the Director of Human Resources or designee to determine what action, if any, should be taken.

History

Effective: 02/27/2023

Revised: 06/26/2026

RESOLUTION F14-26

REVISION OF POLICY 4.95, FLEXIBLE WORK ARRANGEMENTS

WHEREAS, Policy 4.95, Flexible Work Arrangements, addresses the need to offer flexible work options to employees and establishes formal parameters for flexible work arrangements, with the operational needs of the university being the primary consideration for all arrangements; and

WHEREAS, updates have been made to define senior executive roles responsible for ensuring flexible work arrangements are offered fairly and equitably; and

WHEREAS, it is in the University's interest to include language requiring employees to arrange appropriate child or dependent care when working remotely, consistent with expectations when working on campus; and

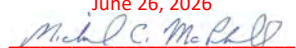
WHEREAS, amendments to Policy 4.95 have been recommended by the President;

NOW, THEREFORE, IT IS RESOLVED that the Board of Trustees amends Policy 4.95 to define roles and strengthen expectations for remote work arrangements.

(June 26, 2026)

Certified as True and Correct

June 26, 2026


Secretary, SSU Board of Trustees

Shawnee State University

POLICY TITLE:	FLEXIBLE WORK ARRANGEMENTS
POLICY NO. :	4.95
ADMIN CODE:	3362-4-65
PAGE NO.:	1 OF 2
EFFECTIVE DATE:	6/26/2026
NEXT REVIEW DATE:	6/2031
RESPONSIBLE OFFICER:	CHIEF OPERATING OFFICER
APPROVED BY:	BOARD OF TRUSTEES

1.0 INTRODUCTION

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

2.0 PURPOSE

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

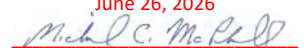
3.0 POLICY SCOPE

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

4.0 POLICY STATEMENT

- 4.1 Flexible work arrangements should be implemented in a fair and equitable manner throughout the University, but eligibility depends on job responsibilities, service obligations, and departmental needs.
- 4.2 Flexible work arrangements are a discretionary benefit to eligible employees based on the needs of the University; such arrangements should not be viewed as automatic or permanent in light of the varying roles and responsibilities of employees and changing needs of the University over time.
- 4.3 The primary criterion for determining approval of a flexible work arrangement for any employee shall be whether the arrangement meets the business needs of the

Certified as True and Correct
June 26, 2026


Secretary, SSU Board of Trustees

department and the University. Flexible work arrangements may be appropriate for staff in some positions and departments, but may not be possible for all. While acknowledging that not every position is appropriate for a flexible work arrangement, supervisors, department heads, and senior executives should strive to ensure reasonable and equitable access to these options. Senior executives should ensure that flexible work arrangements are offered in a manner that does not violate the University's policies against discrimination. Careful consideration should be given to create a flexible work arrangement that will set the employee and the unit or department up for success. Senior Executive shall mean the Vice President for Academic & Student Affairs, Chief Financial Officer, Chief Operating Officer, Chief Enrollment Officer, Chief Advancement Officer, Chief of Staff and any other similar Vice President or Chief level positions created after the enactment of this policy.

- 4.4 Flexible work arrangements need to ensure the delivery of quality service to our students, employees, and external constituents, and that the University maintains a vibrant and connected campus community.
- 4.5 Flexible work arrangements are to be documented and regularly evaluated, and are subject to termination in accordance with the accompanying procedure. The University reserves the right to require, deny, alter, or cease flexible arrangements based on the unit's business needs, the individual's work performance, and other relevant factors.
- 4.6 The approval of a remote work plan and other flexible work arrangements is not a right of an employee, and it also does not change the terms and conditions of employment with the University. Employees with flexible work arrangements remain subject to applicable University policies and procedures, collective bargaining agreements, and federal and state laws.
- 4.7 Flexible work arrangements are not to be used for childcare purposes. Employees are expected to arrange for child/dependent care as they would if they were working in the office.
- 4.8 Flexible work arrangements are not appropriate nor required for occasional, non-routine flexibility in work hours or location.
- 4.9 The University may permit variations of flexible work arrangements that modify the provisions set forth in this policy or accompanying procedure in response to a short- or long-term University declared emergency or other operational or educational needs. Any such declaration or need will be communicated to the affected employees, as well as any permitted variations, depending on the nature of the emergency or University need.

History

Effective: 02/10/2023

Revised: 06/26/2026

PROCEDURE TITLE:	ADMINISTRATION OF FLEXIBLE WORK ARRANGEMENTS
PROCEDURE NO.:	4.95:1
RELATED POLICY:	4.95
PAGE NO.:	1 OF 10
RESPONSIBLE ADMINISTRATOR:	CHIEF OPERATING OFFICER
EFFECTIVE DATE:	6/26/2026
NEXT REVIEW DATE:	6/2031
APPROVED BY:	PRESIDENT

1.0 GUIDING PRINCIPLES

Flexible work arrangements allow staff to balance work and personal commitments while ensuring the business needs of the University are met. The University understands that offering flexible work arrangements can result in improved productivity, recruitment and retention of top talent, and improved employee satisfaction. To improve employee wellness and promote a work-life balance among our campus community, managers are encouraged to support alternative work arrangements where appropriate.

2.0 DEFINITIONS

- 2.1 Student-facing role – interaction with students is an integral part of the employee’s role, or the employee works in an area that provides in-person student service.
- 2.2 Front-office role – interaction with the campus community or the public is an integral part of the employee’s role, or the employee works in an area that provides in-person service to these audiences.
- 2.3 Back-office role – the employee’s role does not include in-person customer service; most interactions with others occur electronically (phone, email, video conferencing), even when the employee is working on site.
- 2.4 Campus-based role – the employee must be physically located on campus to perform all or most of their assigned duties.
- 2.5 On-site work – working on campus only.
- 2.6 Remote work – working off campus only, at an identified location(s).
- 2.7 Hybrid work – performing work both on and off campus, at an identified location(s) and at defined intervals.
- 2.8 Compressed Work Week – an arrangement which condenses one or more standard workweeks into fewer, longer days.
 - 2.8.1 Examples: Instead of working five days, a full-time employee works four 10-hour days, or four 9-hour days and one 4-hour day.
- 2.9 Flexible Scheduling – an arrangement that allows an employee to alter the start and/or end time of their workday. Employees still work the same number of scheduled hours as they would under a traditional schedule.

2.9.1 Example: A staff member works a Monday–Thursday 9:00 a.m. until 6:00 p.m. schedule and a 7:00 a.m. until 4:00 p.m. Friday schedule.

2.10 Senior Executive – as used in this procedure, means the Vice President for Academic & Student Affairs, Chief Financial Officer, Chief Operating Officer, Chief Enrollment Officer, Chief Advancement Officer, Chief of Staff and any other Vice President or Chief level positions created following the enactment of this procedure. Senior Executive shall also mean the President with respect to positions that report directly to the President and not through a Senior Executive.

3.0 ELIGIBILITY

3.1 All staff members are eligible to request flexible work arrangements, however, not all positions lend themselves to flexible work. A flexible work arrangement may be approved when it is in the best interest of, and consistent with the operational needs of, the University. The decision is at management's discretion and must take into consideration numerous factors, including specific job duties, the nature of the work performed, operational and business requirements, and impact on the department. Eligibility will vary based on the specific role an employee holds.

3.1.1 Most student-facing and front-office roles are not eligible for remote or hybrid arrangements.

3.1.2 Back-office roles may be eligible for remote or hybrid arrangements, but specific duties, such as supervisory responsibilities, may limit eligibility.

3.1.3 Campus-based roles are not eligible for remote or hybrid arrangements.

3.1.4 Many roles may be eligible for flexible scheduling or a compressed work week, so long as office coverage, quality customer service, and team communication needs are met.

4.0 POSITIONS APPROPRIATE FOR FLEXIBLE WORK ARRANGEMENTS

4.1 Supervisors, in consultation with the department head and Senior Executive, will analyze the nature of a position and how work is performed and determine which positions are appropriate to designate or approve for a flexible work arrangement. Many factors should be considered in determining the feasibility of a flexible work arrangement, including the congruence of remote work with the University's mission and goals, the ability to supervise the employee adequately, and whether any duties require use of certain equipment or tools that cannot be accommodated at a location other than SSU. Other important considerations include:

4.1.1 The extent to which job duties involve face-to-face interaction and coordination of work with other employees and students;

4.1.1.1 Some roles have a cyclical nature, making them ineligible for flexible work arrangements during specific periods of the academic calendar.

4.1.2 The need for and frequency of in-person interactions with external colleagues, clients and customers;

- 4.1.3 Whether and to what extent access to on-campus resources will be needed to effectively perform the work;
 - 4.1.4 Whether service quality, University operations, or the workload of others will be impacted;
 - 4.1.5 Whether the position can be performed independently based on the level of support and face-to-face interaction needed; and
 - 4.1.6 Whether performance can be assessed accurately and working hours appropriately documented.
- 4.2 It is the responsibility of the supervisor, in consultation with the department head and Senior Executive, to demonstrate that remote or hybrid work provides an advantage or benefit to the University and its mission and that the duties of the position can be performed without any degradation in the quality of services to be provided.
- 4.2.1 If the position has been approved for remote or hybrid work, and the position is not filled, the terms of the remote work arrangement may be incorporated into the position description and into the position posting as long as it includes the following statement: “Remote work is not a right, it is an arrangement that can be modified or revoked by Shawnee State University at any time for any reason, including the convenience of the University.”
 - 4.2.2 If the position has been approved for remote or hybrid work and the position is filled, the Divisional Vice President may approve one or more employees in the approved position as suitable for a remote work assignment. It is the responsibility of the Senior Executive to demonstrate that assigning the individual for remote work is appropriate and the job duties can be performed without any degradation in the quality of service provided.

5.0 EMPLOYEES APPROPRIATE FOR FLEXIBLE WORK ARRANGEMENTS

- 5.1 In addition to assessing the position’s appropriateness for flex work arrangements, the employee also must be eligible, as determined by their supervisor, department head, and Senior Executive. In considering whether to approve an employee for a flexible work arrangement, the University will consider:
- 5.1.1 Length of time in position (employee must have been employed in the position for at least 6 consecutive months, unless initially hired into a position with an approved arrangement);
 - 5.1.2 Documented disciplinary actions and/or attendance concerns;
 - 5.1.3 Demonstrated ability to independently work productively (as shown by consistent and satisfactory performance of essential functions);
 - 5.1.4 Evaluations in the previous evaluation cycle (employee must have at least an overall “Meets Expectations” on the most recent performance evaluation – the absence of an evaluation will be considered a “Meets Expectations”).

5.1.5 The circumstances or rationale provided for consideration of a flexible work arrangement.

5.2 None of the factors in subsections 5.1.1 through 5.1.5 shall be determinative. The supervisor, department head, and Senior Executive may weigh the factors as they deem appropriate.

6.0 ESTABLISHING FLEXIBLE WORK ARRANGEMENTS

6.1 An employee interested in a flexible work arrangement may present a written request to their supervisor, identifying the justification for and the duration of the arrangement.

6.2 Each request will be reviewed by the supervisor and department head, in consultation with the Senior Executive, to determine if the flexible work arrangement request (as originally made or as modified during the review process) is consistent with this procedure.

6.2.1 While discussing flexible work arrangements with employees, an employee may disclose a physical or mental impairment that substantially limits one or more major life activities. Flexible work arrangements are not intended to be used in place of ADA reasonable workplace accommodations. Should the employee disclose such limitation, the supervisor and department head should refer the employee to the Department of Human Resources.

6.3 The approval or disapproval of a flexible work arrangement will be communicated to the employee in writing (email is permissible) by the Senior Executive. Employees with an approved flexible work arrangement must complete the [Flexible Work Arrangement](#) form before the arrangement goes into effect.

6.4 A flexible work arrangement is typically in effect for one year or less and will expire at the end of that term unless modified or terminated under section 7, below. Renewal is possible but not guaranteed; employee performance, business operations, and other circumstances will be considered in determining whether to renew the arrangement. The renewal or non-renewal of a flexible work arrangement will be communicated in writing (email is permissible) by the Senior Executive. Employees will be required to complete a new [Flexible Work Arrangement](#) form if there are changes to the initial arrangement.

7.0 MODIFICATION OR EARLY TERMINATION OF A FLEXIBLE WORK ARRANGEMENT

7.1 A supervisor, in consultation with the department head and Senior Executive, may modify or terminate a flexible work arrangement for performance concerns or to meet operational needs.

7.2 Reasonable notice should be given to an employee when terminating a flexible work arrangement, preferably not less than two weeks. However, it is within management's discretion to terminate the arrangement immediately if the needs of the operation are not being met or if the employee's performance diminishes.

8.0 GENERAL EXPECTATIONS FOR MANAGING FLEXIBLE WORK ARRANGEMENTS

- 8.1 Supervisors should consider the impact on the department/unit and other department/units' workload and productivity; other faculty, staff, students, and customers; cost; and business needs.
- 8.2 Supervisors have a responsibility to achieve the goals of their units and to provide the guidance, support, training and organization for their staff to ensure success. Before implementing flexible work arrangements, supervisors should consult with their department head and Senior Executive to establish parameters for scheduling and availability of their staff:
 - 8.2.1 Define on-site needs for the department/unit – identify days/times employees are needed for in-person support of students or colleagues, specific job functions that require being on-site, number of staff and position types needed for on-site support/functions, and needs for staff connection on-site (meetings, collaborative work, etc.).
 - 8.2.2 Set the non-negotiable schedule principles – before getting into the details of individual schedules, decide how your department's business objectives dictate the department/unit schedule. For example, the principles of your department might be:
 - 8.2.2.1 Telephone coverage must be in place five days a week, from 8:00 a.m. to 5:00 p.m.
 - 8.2.2.2 Everyone must attend Tuesday afternoon staff meetings.
 - 8.2.2.3 Everyone must be available for a weekly check-in at a mutually convenient time.
 - 8.2.2.4 Everyone must be reachable by phone or email during regular business hours, unless otherwise approved.
 - 8.2.2.5 Everyone should honor designated project work time every Friday from 8:00-12:00 by not scheduling meetings and eliminating all but essential communications.
 - 8.2.3 Establish core business hours – the hours in a work day when the department/unit determines that all staff are needed. Meetings are typically scheduled during this time. For example, every day from 8 to 11 a.m., or all day on Tuesdays and Thursdays.
 - 8.2.4 Establish core obligations – the employee must be present for certain commitments, agree to be reachable during normal working hours, be available to be present at short notice, and be prepared to work on a regularly scheduled day off within reason.
 - 8.2.5 Establish peak time obligations – the time periods when flexible work arrangements may not be permitted due to operational needs.
 - 8.2.6 Establish communication standards – expected response times and acceptable means of communication (i.e., phone, Microsoft Teams, email, texting, etc.).

- 8.2.7 Establish flexible work parameters based on the needs of the department/unit (e.g., employees are eligible for a flexible schedule or a hybrid arrangement, but not both).
- 8.3 Supervisors should notify their employees verbally and in writing when they are expected to be present at the campus worksite, how they are to be available during their off-site work time, and how they are to communicate their specific availability if the flexible work arrangement is approved.
- 8.4 Each department/unit will communicate its flexible work arrangements to relevant constituents (e.g., post office hours on suite door, include office hours in voicemail greeting, require all team members to log into Microsoft Teams during work hours, etc.).
- 8.5 It is the responsibility of the Senior Executive to ensure that flexible work arrangements are offered in a manner that does not violate the University's policies against discrimination.
- 9.0 GENERAL EXPECTATIONS FOR EMPLOYEES WITH FLEXIBLE WORK ARRANGEMENTS
- 9.1 Flexible work arrangements do not alter the employee's work relationship with the University and do not relieve an employee from the obligation to observe all applicable University rules, policies and procedures.
- 9.2 Employee job responsibilities and standards of performance when working under a flexible work arrangement remain the same as when working a traditional schedule and employees will continue to be evaluated for performance regularly. The quantity, quality, and timeliness of employees' work are expected to be maintained or enhanced. Employees who are given a flexible work arrangement are expected to meet the same standards of performance as employees in the same job classifications who do not have a flexible work arrangement.
- 9.3 A non-U.S. citizen employee working on an international visa that specifies his or her work location is not permitted to perform remote work or work at any location other than that specified in official government documents. Supervisors of such an employee shall insure that adequate supervision is provided for the employee.
- 9.4 Flexible work arrangements are not to be used for childcare purposes. Employees are expected to arrange for child/dependent care as they would if they were working in the office. On the Flexible Work Arrangement form, employees will be required to acknowledge that the flexible work arrangement will not be used for childcare.
- 9.5 Flexible work arrangements do not alter the employee's workday schedule unless the approved work arrangement provides otherwise. All existing terms and conditions of employment, including but not limited to the position requirements, salary, benefits, and requesting time off work (e.g., vacation and sick leave) remain the same as employees without flexible work arrangements.
- 9.5.1 Employees will work and be accessible during their regularly scheduled hours, regardless of the location at which they work.

- 9.5.2 Employees in a flexible work arrangement are required to request manager approval to use vacation, sick, or other leave in the same manner as employees who are not in a flexible work arrangement.
- 9.5.3 Employees in a flexible work arrangement are permitted to take breaks throughout the workday consistent with university policies, procedures, and/or collective bargaining agreements. Employees are required to notify their supervisor when taking extended or unscheduled breaks that may affect responsiveness.
- 9.5.4 An employee with an approved flexible work arrangement may be required to revert to the standard workweek or return to on-site work for any given workweek to meet the needs of the University. Managers may temporarily suspend or modify an employee's flexible work arrangement without formally terminating the arrangement.
- 9.6 Once a flexible work arrangement is in place, an employee must discuss any deviation from their established schedule with their supervisor in advance. A standard expectation is that this conversation would happen at least one week in advance.
 - 9.6.1 If a medical appointment is scheduled during established working hours, the employee is required to use accrued sick leave, unless a deviation from the employee's standard schedule is approved in advance by the supervisor.
 - 9.6.2 If an employee needs to take time off work for illness or injury during established work hours, accrued sick leave must be used unless the employee and supervisor agree to an alternative arrangement to make up the hours. A standard expectation is that the missed time would be made up within the same pay period. Non-exempt employees must make up the missed time within the same workweek.
 - 9.6.3 If an employee wishes to deviate from the established schedule for non-health reasons, they must use accrued vacation time, unless a deviation from the employee's standard schedule is approved in advance by the supervisor.
 - 9.6.4 Under no circumstances may a non-exempt employee work more than 40 hours in a week without prior approval from their supervisor. Violations of this requirement may subject the employee to discipline.
- 9.7 In the event of a campus closure or delay, employees must consult with their immediate supervisor to determine if/how any flexible work arrangement would be affected.
- 9.8 While at an alternate work location, employees shall practice the same safety habits that they would use while working at their regular workplace and maintain safe work conditions. Employees shall promptly notify their supervisor and the Department of Human Resources of any injury that occurs while working remotely.

- 9.9 At the end of the flexible work arrangement, or if the employee ceases employment with the University, the employee must return all SSU equipment, supplies, and work-related data, documents, and other materials that are property of the University within three working days unless otherwise specified in writing by the University.

10.0 TECHNICAL SUPPORT FOR EMPLOYEES WITH REMOTE OR HYBRID WORK ARRANGEMENTS

- 10.1 Information Technology Services (ITS) will provide technical support for employees working remotely on a remote basis only. ITS will provide full support for University-owned hardware only. If an issue arises where a technician physically needs to work on a University-owned device, the employee is responsible for bringing the device back to campus for ITS service.
- 10.2 Employees who are working remotely must have a device (personal or University property) that allows them to connect to all necessary work content.
- 10.2.1 Employees have the ability to use Office products either online (office.com) or via a download to a personal device. All SSU-owned equipment comes with this software installed.
- 10.2.2 Any employee who needs access to secured University data not already available on the cloud (cloud-based examples: Bear Trax, Blackboard, email, iContracts, DocuSign, etc.) must request and use a VPN provided by the University on the remote device. VPN allows access to your local office computer files, departmental shares, Feith etc. VPN requests should be submitted to ITService@shawnee.edu.
- 10.2.3 If using a personal device for remote work, an employee should never save restricted University data (data containing any personal identifiers of students or staff) to that device. All files should be maintained on the office computer or departmental shared drive that you are connecting to via VPN, or the cloud drive you are provided on office.com. If any restricted data is temporarily or accidentally saved to a personal device, the employee is responsible for removing/deleting those files from the personal equipment.
- 10.2.4 The employee or their department or unit is responsible for the purchase, installation, support, and maintenance of any remote device and any additional accessories needed to telecommute (monitor, printer, keyboard, mouse, etc.).
- 10.3 An employee who has requested remote or hybrid work is ultimately responsible for ensuring that they can perform their job responsibilities while working remotely. In order to enter into a remote or hybrid work arrangement, an employee must ensure the off-campus worksite meets the following requirements:
- 10.3.1 The worksite must have adequate broadband internet access to allow remote work. The employee is responsible, at their own cost, for the purchase, setup and installation, support, and maintenance of Internet service at their off-campus location. Employees who work forty per cent

time or more away from campus should have at least fifty megabits per second (Mbps) connection from their Internet Service Provider (ISP) for software updates and automated backups. Service will degrade below this level.

10.3.1.1 Should a remote employee lose connectivity during the workday, at their supervisor's discretion, they will be directed to report to campus, identify a temporary alternative work location, or arrange to make up the hours.

10.3.2 While working remotely, the employee is responsible for making the changes needed to receive phone calls made to their University extension. Any associated costs are the responsibility of the employee or their department or unit.

11.0 INFORMATION SECURITY REQUIREMENTS FOR EMPLOYEES WITH REMOTE OR HYBRID WORK ARRANGEMENTS

Employees with remote or hybrid arrangements accept responsibility for maintaining the security, condition, and confidentiality, if required, of all work-related data, documents, and other materials kept at their off-campus workplace or stored on electronic equipment. Work-related data, documents, and/or other materials should not be stored on personal electronic equipment. Any documents or items, including electronic records, created or received by University employees – which serve to document the organization, functions, policies, decisions, procedures, operations, or other activities of the University – are subject to disclosure under Ohio public records law and may not be deleted except as provided for in the University's record retention schedule.

12.0 CONFIDENTIALITY REQUIREMENTS FOR EMPLOYEES WITH REMOTE OR HYBRID WORK ARRANGEMENTS

12.1 While working remotely, an employee may receive work-related data, documents, or other materials protected by the Family Educational Rights and Privacy Act (FERPA), the Gramm-Leach-Bliley Act (GLBA), the Health Insurance Portability and Accountability Act (HIPAA), or other state or federal privacy laws or regulations. Those items will be considered "Confidential Information" for purposes of this procedure.

12.1.1 The employee will hold all Confidential Information in strict confidence. The employee will not use or disclose Confidential Information except as required to perform their job duties and permitted by law.

12.1.2 The employee will protect all Confidential Information according to commercially reasonable standards and use appropriate administrative, technical, and physical security measures to preserve the confidentiality, integrity and availability of all Confidential Information. Specific standards and appropriate programs/safeguards will be provided by the University.

12.1.3 In the event of an actual or suspected breach of security, the employee will promptly notify their supervisor and Information Technology Services.

- 12.1.4 The employee will ensure privacy before discussing confidential information via phone or web meeting at a remote location.
- 12.1.5 During University-related meetings held via Teams, Zoom, Webex, or a similar video teleconferencing platform, the meeting organizer and/or the employee's supervisor may require that an employee activate their camera during some or all of the meeting. In such instances, an employee participating from a remote location is responsible for ensuring that private or confidential material at their location does not appear on camera, unless such material is relevant to the meeting.

History

Effective: 04/07/2023

Revised: 06/26/2026

RESOLUTION F15-26

REVISION OF POLICY 4.44REV, USE OF UNIVERSITY FACILITIES & RESERVATION OF SPACE

WHEREAS, University Policy 4.44Rev., Use of University Facilities & Reservation of Space, and its associated procedure authorize administrative controls over the use of University buildings and spaces by University and outside groups; and

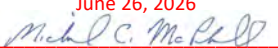
WHEREAS, the existing language of Policy 4.44Rev. establishes a fee schedule approved by the President for external groups and individuals; and

WHEREAS, it is in the University's interest to implement a fee schedule for internal groups when approved by the President; and

WHEREAS, amendments to Policy 4.44Rev. have been recommended by the President;

NOW, THEREFORE, IT IS RESOLVED that the Board of Trustees amends Policy 4.44Rev., Use of University Facilities & Reservation of Space, authorizing fee schedules to be established for internal groups and individuals.

(June 26, 2026)

Certified as True and Correct
June 26, 2026

Secretary, SSU Board of Trustees

Shawnee State University

POLICY TITLE:	USE OF UNIVERSITY FACILITIES & RESERVATION OF SPACE
POLICY NO. :	4.44 REV
ADMIN CODE:	3362-4-21
PAGE NO.:	1 OF 1
EFFECTIVE DATE:	06/26/2026
NEXT REVIEW DATE:	06/2031
RESPONSIBLE OFFICER:	CHIEF OPERATING OFFICER
APPROVED BY:	BOARD OF TRUSTEES

- 1.0 The uses of University facilities and grounds are primarily for the educational, student life and activities, and administrative functions of the University. It is recognized that designated University facilities and space may, with adequate administrative controls in place, be utilized by external or non-university groups.
- 2.0 Procedures and/or guidelines shall be established to ensure that use of indoor and outdoor University facilities and space does not interfere or conflict with University educational and/or administrative activities. Such procedures or guidelines shall:
 - 2.1 Identify specific University facilities and space available for non-University use;
 - 2.2 Provide an administrative process to schedule facilities and space and provide priority use for academic and other University activities;
 - 2.3 Provide sufficient restrictions and controls on the scheduling and use of University facilities and space to protect University property and avoid disruption to University activities.
- 3.0 A fee schedule, approved by the President or designee, shall be established for the reserved use of facilities by both internal and external groups and individuals. Fee schedules will be accessible on the University and Community Events webpage.
- 4.0 Procedures on the usage of indoor and outdoor spaces on campus, including the scheduling and use of University facilities and space, shall be approved by the President.

History

Effective: 06/11/04

Revised: 06/26/2026; 06/21//24; 03/13/15

Applicable Procedures: [4.44:1 Use of University Facilities & Reservation of Space](#)
[4.44:2 Use of Outdoor Spaces](#)

PROCEDURE TITLE:	USE OF UNIVERSITY FACILITIES & RESERVATION OF SPACE
PROCEDURE NO.:	4.44:1
RELATED POLICY:	4.44REV
PAGE NO.:	1 OF 3
RESPONSIBLE ADMINISTRATOR:	CHIEF OPERATING OFFICER
EFFECTIVE DATE:	06/26/2026
NEXT REVIEW DATE:	06/2031
APPROVED BY:	PRESIDENT

1.0 GENERAL GUIDELINES

- 1.1 The scheduling of official academic course offerings shall be given first priority for the use of University academic facilities.
- 1.2 After the release of academic space for the term, university facilities will be made available to the University & Community Events (UCE) office for scheduling/rental.
- 1.3 Should it become essential to accommodate a non-University event requiring the need to relocate or re-schedule a University class, meeting or activity, the Registrar and Director of UCE shall consider the relative impact or benefit of the event to the University.
- 1.4 The Director of UCE in consultation with the Chief Operating Officer, shall ensure the rental or use of facility space considers such factors as:
 - 1.4.1 The event must be consistent with the University's academic and community service role and mission.
 - 1.4.2 University facilities may not be contracted for the purpose of offering instruction of an on-going nature which is not a part of the University's academic or public service programs.
 - 1.4.3 The University reserves the right to reject the application of any event sponsor for use of University facilities and/or equipment based on a good faith determination that the event would be adverse to University interests including but not limited to safety, scheduling, capacity, insurance, compliance with the law, and protection of university operations. The University may not reject an application based on the content or viewpoint of the sponsor's message provided that it is constitutionally protected.
- 1.5 Event sponsors will be required to provide the University with a plan for the proposed disposition of any registration fees and/or admission fees charged to

event attendees, or income from the sale of merchandise. The University may collect a commission equal to seven percent (7%) of all gross registration and/or admission fees, and ten percent (10%) of all revenue generated from sales occurring during the event.

- 1.6 The University shall assume no responsibility for any expressed or implied views, positions, statements or literature of the event sponsor. Nor shall the University condone or otherwise endorse such views.
- 1.7 Event sponsors may not use University logos, service marks, or copyrights, in any advertisements or publications without the written consent of the University Office of Communications.
- 1.8 Use of alcohol at any event is governed by BOT Policy 3.19 and Procedure 3.19:1.

2.0 MAKING ARRANGEMENTS FOR USE OF UNIVERSITY FACILITIES

2.1 University-Affiliated Groups

- 2.1.1 The Office of the Registrar is responsible for scheduling of classroom instructional use of University facilities for each academic term (dates, times and locations are listed in the final class schedule).
- 2.1.2 The UCE office is the primary contact for the scheduling of the use of all other facilities as follows:
 - 2.1.2.1 Coordination with the Manager of Vern Riffe Center for the Arts for the requested use of the building and Director of Athletics for the requested use of the Rhodes Athletic Center and related areas.
 - 2.1.2.2 All requests for facilities use by official student organizations shall be submitted to the Student Engagement office for approval before application is made to the UCE office.
 - 2.1.2.3 Charges for facilities use by University-affiliated groups may be assessed for usage, equipment, supplies, and personnel time that exceeds the parameters of the normally scheduled workload of the facility or personnel involved in supervising, operating, and maintaining facilities. The fee schedule for the reserved use of facilities by both internal and external groups is available on the University & Community Events webpage at <https://www.bookssu.com>.

2.2 Non-University Organizations

2.2.1 When possible, University facilities will be made available to other organizations or groups for meetings or other approved activities.

2.2.2 The Director of UCE, in consultation with the Chief Operating Officer, is responsible for developing proposed fees and charges for facilities rental usage. Such schedule of charges shall be approved by the President and reviewed annually.

3.0 SPACE RESERVATION FORM

The reservation of space/facilities requires the completion of a space reservation form and submission to the UCE office, and is available at: www.bookssu.com/forms

4.0 UNIVERSITY & COMMUNITY EVENTS (UCE)

The University & Community Events office maintains a web page which provides links to applicable forms, pricing, information, and additional guidelines. The web page can be accessed at: <https://www.bookssu.com>

History

Effective: 03/13/2015

Revised: 06/26/2026

RESOLUTION F16-26

SHAWNEE STATE UNIVERSITY FOUNDATION MEMBER APPOINTMENTS

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

WHEREAS, at its May 29, 2026 meeting, the Foundation recommended by Resolution 2026.1 (copy attached) the term appointment of new board members;

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

Member:	Three Year Term Ending:
Megan Gerber	June 30, 2029
Andrew Graf	June 30, 2029
Jesse Scott	June 30, 2029

(June 26, 2026)

Certified as True and Correct
June 26, 2026

Secretary, SSU Board of Trustees

RESOLUTION 2026.1
SHAWNEE STATE UNIVERSITY DEVELOPMENT
FOUNDATION MEMBER APPOINTMENT

WHEREAS, as the sole member of the Shawnee State University Foundation, the Board of Trustees of Shawnee State University ratifies Foundation policies and board members; and

WHEREAS, the SSU Foundation hereby recommends to the SSU Board of Trustees the term of certain board members;

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

Member:	Term Ending:
Megan Gerber	June 30, 2029
Andrew Graf	June 30, 2029
Jesse Scott	June 30, 2029

RESOLUTION F17-26

APPROVAL OF UNIVERSITY INVESTMENT COMMITTEE MEMBER REAPPOINTMENT

WHEREAS, on June 30, 2026, Mr. Barry Rodbell will have completed a two-year term as a member of Shawnee State University's Investment Committee; and

WHEREAS, Mr. Rodbell has demonstrated exemplary service and expertise, and is willing to continue as a member of the committee; and

WHEREAS, Mr. David Furbee, Investment Committee Chairperson, nominates Mr. Rodbell for reappointment to a three-year term, beginning July 1, 2026 and ending June 30, 2029; and

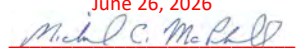
WHEREAS, the President concurs with this reappointment;

THEREFORE, BE IT RESOLVED that the Board of Trustees approves the three-year reappointment of Mr. Rodbell to the University's Investment Committee and extends its appreciation to Mr. Rodbell for his continued service to the University.

(June 26, 2026)

Certified as True and Correct

June 26, 2026


Secretary, SSU Board of Trustees

RESOLUTION F19-26
REVISION OF POLICY 4.21REV
CASH MANAGEMENT

WHEREAS, the current policy was last updated in 2016; and

WHEREAS, the revisions to the policy reflect needed changes to accommodate the dramatic innovations to cash and electronic banking processing systems and to improve cash handling efficiency; and

WHEREAS, revisions are needed to reflect changes in Ohio Revised Code regarding deposits of cash; and

WHEREAS, these revisions have been recommended by the President and the Chief Financial Officer for Board of Trustees approval;

NOW, THEREFORE, IT IS RESOLVED that the Board of Trustees of Shawnee State University approves amended Policy 4.21Rev., Cash Management.

(June 26, 2026)

Certified as True and Correct
June 26, 2026

Secretary, SSU Board of Trustees

Shawnee State University

POLICY TITLE:	CASH MANAGEMENT
POLICY NO. :	4.21REV
ADMIN CODE:	3362-4-11
PAGE NO.:	1 OF 2
EFFECTIVE DATE:	6/26/2026
NEXT REVIEW DATE:	6/2031
RESPONSIBLE OFFICER:	CHIEF FINANCIAL OFFICER
APPROVED BY:	BOARD OF TRUSTEES

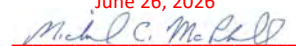
1.0 OVERSIGHT AND AUTHORITY

- 1.1 Shawnee State University shall manage the handling and depositing of all forms of currency including cash and other receipts in accordance with applicable federal and state laws, Ohio Revised Code, Governmental Accounting Standards Board, internal control best practices, and University financial policies.
- 1.2 The oversight authority for this effort resides with the Chief Financial Officer or designee. The Office of the Controller is responsible for establishing, monitoring, and enforcing internal controls for the effective day-to-day handling of currency.
- 1.3 The Office of the Controller is the only entity authorized to open and/or operate a Shawnee State University bank account. All others, including student organizations, are prohibited from opening a separate bank account which utilizes the name or tax identification number of Shawnee State University.
- 1.4 At times when the position of Controller is vacant, the authority and responsibilities of the Controller position as set forth in this policy and associated procedures shall belong to such individual who is designated by the Chief Financial Officer.

2.0 COLLECTION/HANDLING OF MONEY

- 2.1 Requests for approval to charge admission, or to collect money, in any form, must be obtained through the Collection of New Funds Form from the Office of the Controller. Such requests must be submitted through the administrative chain of officials and authorized by the appropriate chief, vice president or president (for direct reports).
- 2.2 All University departments or individuals receiving cash, checks or credit card payments (excluding credit card payments to third-party vendors) from any source are required to deposit such funds in the Bursar's office within 24 hours of receipt or on the next business day.
- 2.3 The Bursar's Office shall comply with Ohio Revised Code Section 9.38, which requires that all public moneys received, including cash, checks, money orders, credit card payments, and electronic receipts, totaling more than \$1,000 be deposited by the next business day following the day of receipt. Receipts totaling \$1,000 or less may be held for up to three business days before deposit, provided they are

Certified as True and Correct
June 26, 2026


Secretary, SSU Board of Trustees

adequately safeguarded in accordance with institutional policy.

- 2.4 University representatives receiving cash must maintain auditable records and follow procedures set by the Office of the Controller (e.g., retain copies of Deposit receipts, Deposit Transmittal Forms, etc.).

3.0 CREDIT CARDS

- 3.1 University offices interested in accepting credit card payments must obtain approval from the Office of the Controller prior to executing any agreements related to the acceptance and/or handling of credit card payments following established procurement guidelines.
- 3.2 All units accepting payment cards must comply with Payment Card Industry Data Security Standards (PCI-DSS), including use of approved payment processors and prohibition of storing sensitive cardholder data.

4.0 CHARITABLE GIFTS

All charitable gifts to Shawnee State University are to be forwarded to the Shawnee State University Foundation (SSUF) following the established timelines in accordance with University and SSUF guidelines.

5.0 PROCEDURES

Procedures for cash management shall be maintained, periodically reviewed, and updated by the Office of the Controller and published on the University's official policy and procedures repository.

History

Effective: 12/02/89

Revised: 06/26/2026; 01/20/12

Reviewed: 10/14/16 with no revision; 03/13/15

Applicable Procedures: [4.21:1 Basic Cash Management Procedures](#)
[4.21:2 Department Cash Handling Responsibilities](#)
[4.21:3 Collection and Receipt of Cash, Checks and Credit Cards](#)
[4.21:4 Deposit Requirements](#)
[4.21:5 Petty Cash Funds and Change Funds](#)
[4.21:6 Cash Controls Within Departments](#)

RESOLUTION F20-26

GRANTING EASEMENT TO OHIO POWER COMPANY (AEP) FOR CONSTRUCTION AND OPERATION OF UNDERGROUND ELECTRICAL DISTRIBUTION LINE

WHEREAS, the State of Ohio, through its Department of Administrative Services (ODAS), previously granted three easements for the benefit of Shawnee State University to Ohio Power Company, doing business as American Electric Power (AEP), which expired on January 9, 2020; September 30, 2021; and January 9, 2025, the easements being depicted in green, orange, and blue on the attached aerial map; and

WHEREAS, ODAS, in exchange for the nominal consideration of one dollar (\$1.00), has proposed a new, 25-year, 10 foot wide easement to AEP, to permit the installation, construction, reconstruction, use, operation, maintenance, repair, replacement, removal, servicing, and improvement of underground electrical utility distribution lines; and

WHEREAS, the proposed new easement would consolidate the aforementioned three expired easements and update the legal description and survey to accurately reflect the easement area as depicted in red on the attached aerial map; and

WHEREAS, the proposed easement area lies on the Shawnee State University campus, and is owned by the State of Ohio for the use and benefit of the University; and

WHEREAS, the Ohio Revised Code requires that easements of up to 25 years on state university land be approved by the University Board of Trustees; and

WHEREAS, Ohio Power Company's proposed uses for the easement are compatible with the uses and needs of the University;

NOW, THEREFORE, IT IS RESOLVED, the Shawnee State University Board of Trustees grants its approval for the Director of the Ohio Department of Administrative Services to execute an easement agreement with Ohio Power Company for 25 years on the property described above and depicted in red on the attached aerial map for the purposes described above, for the consideration of one dollar (\$1.00).

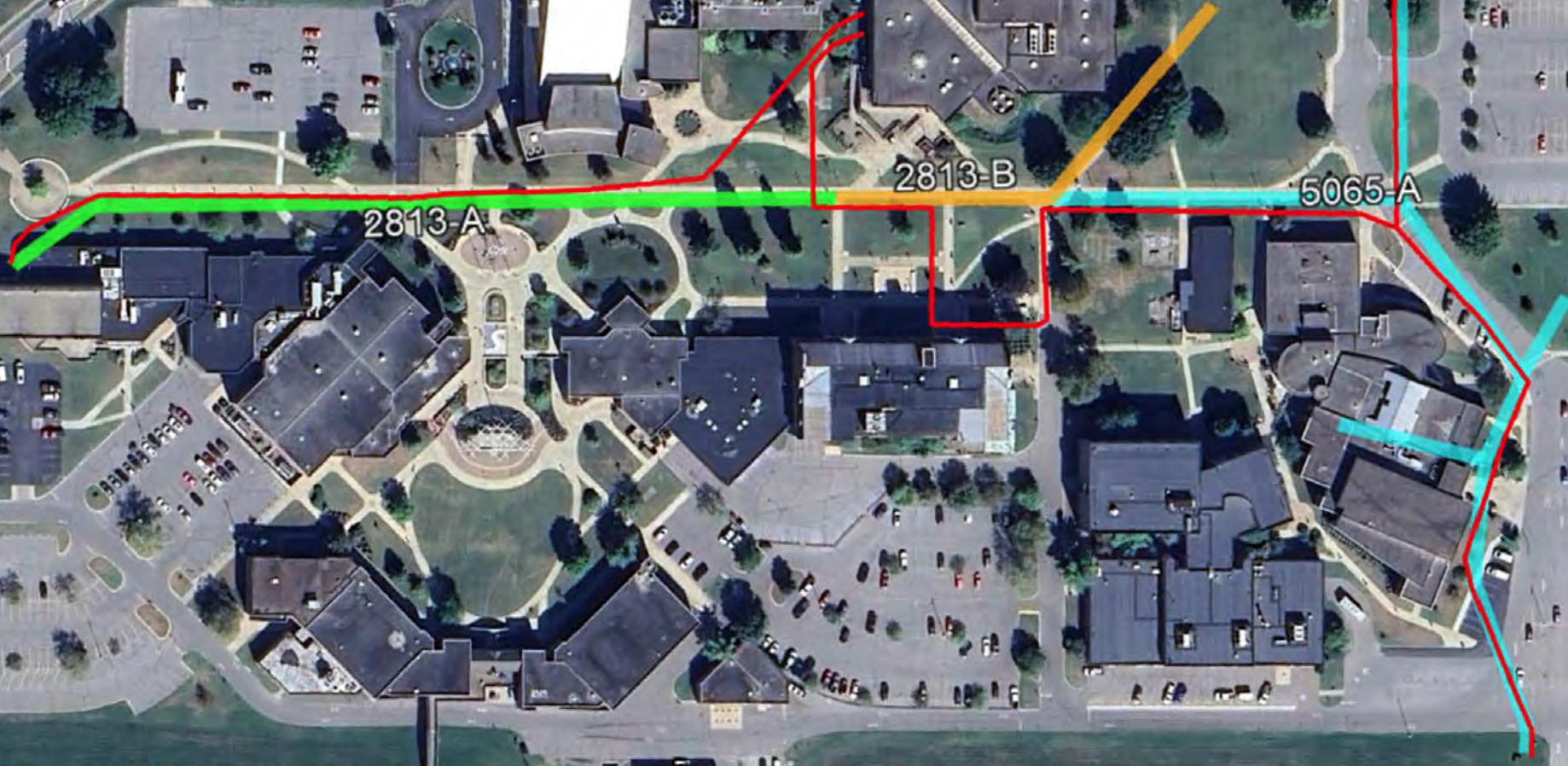
(June 26, 2026)

Certified as True and Correct
June 26, 2026

Secretary, SSU Board of Trustees

Legend

- 2813-A
- 2813-B
- 5065-A
- 9258



RESOLUTION ASA07-26

AWARD OF FACULTY TENURE

WHEREAS, Shawnee State University and the Shawnee Education Association entered into an agreement in June, 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 2.15Rev., awarding of tenure at Shawnee State University 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; and

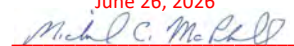
WHEREAS, after recent actions of the College Promotion Committees, College Deans, Provost, and President, the following faculty were nominated for tenure:

- Ms. Ann Marie Allen
- Dr. Sandra Allen
- Ms. Alicia Fink
- Ms. Erica Parsley
- Dr. Christy Zempter

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

(June 26, 2026)

Certified as True and Correct
June 26, 2026


Secretary, SSU Board of Trustees

RESOLUTION ASA08-26

APPROVAL OF COMPLETION PLAN UPDATE

WHEREAS, Ohio House Bill 59 required state universities to submit a Completion Plan to the Chancellor of the Ohio Department of Higher Education that provides a description of strategies to increase the number and percentage of students earning meaningful postsecondary credentials; and

WHEREAS, Shawnee State's initial Completion Plan was submitted on June 30, 2014; and

WHEREAS, Ohio House Bill 59 requires state universities to update their Completion Plan every two years; and

WHEREAS, the University's Board of Trustees must review and approve the Completion Plan Update; and

WHEREAS, the Provost and the President have recommended the 2026 Completion Plan Update for Board of Trustees approval;

THEREFORE, BE IT RESOLVED that the Board of Trustees of Shawnee State University hereby approves the attached 2026 Completion Plan Update.

(June 26, 2026)

Certified as True and Correct
June 26, 2026

Secretary, SSU Board of Trustees

Shawnee State University
Strategic Completion Plan
2026 Update

1. Institutional Overview:

Shawnee State University (SSU) submits to the Ohio Department of Higher Education the following update to its Strategic Completion Plan, originally submitted in 2014 and updated in 2016, 2018, 2020, 2022, and 2024 in compliance with ORC 3345.81. Dr. Kimberly Inman (kinman@shawnee.edu), Provost and Vice President for Academic and Student Affairs, is the University official responsible for submitting this report.

SSU's mission is to prepare today's students to succeed in tomorrow's world.

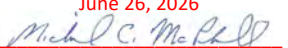
Shawnee State University will educate students by means of free, open, and rigorous intellectual inquiry to seek the truth. It is the University's duty to equip students with the opportunity to develop the intellectual skills they need to reach their own, informed conclusions. Shawnee State is committed to not requiring, favoring, disfavoring, or prohibiting speech or lawful assembly. The University is committed to creating a community dedicated to an ethic of civil and free inquiry, which respects the autonomy of each member, supports individual capacities for growth, and tolerates the differences in opinion that naturally occur in a public higher education community. Shawnee State has a duty to treat all faculty, staff, and students as individuals, to hold them to equal standards, and to provide them with equality of opportunity, with regard to those individual's race, ethnicity, religion, sex, sexual orientation, gender identity, or gender expression.

Our vision is to be a best-value university offering a wide range of high-quality signature programs. Best-value means combining academic excellence with affordable tuition to make college possible for more students. A growing number of Shawnee State programs are gaining national attention for high quality and low cost.

SSU's enduring values are:

- **Student-Focused Service:** We place students at the center of everything we do and every decision we make.
- **Community Engagement:** We value the diverse perspectives of the people within our community — on and off campus — and our role in enriching the lives of those who work, live, and discover here.
- **Authentic Dialogue:** We respect open, honest, and sincere two-way communication.
- **Thoughtful Risk-Taking:** We value innovation and encourage those around us to dream big and explore new possibilities.
- **Culture of Continuous Improvement:** We look for opportunities to make what we do well today even better tomorrow.

Certified as True and Correct
June 26, 2026


Secretary, SSU Board of Trustees

In Fall 2025, SSU enrolled 2325 degree seeking undergraduate, 257 graduate, and 901 non-degree seeking students. SSU offers 1 doctoral, 6 master's, 35 bachelor's, 13 associate's, and 5 licensure programs. SSU also offers 18 credit-bearing certificates.

The University employs approximately 124 full-time faculty members, and its total active faculty reached 309 as of October 2025. Excluding undergraduate student workers, the University in total employs approximately 530 people, making it one of the largest employers in Scioto County. SSU's FY26 budget included \$61,931,622 in projected expenses and \$64,769,112 in anticipated revenue.

For the 16th consecutive year, Shawnee State University's game design programs have earned a spot among the world's best, according to The Princeton Review, claiming the #1 rank in Ohio, top 20 internationally, and #3 in the Midwest. Shawnee State also earned the 2026-2027 Military Friendly Schools Designation.

Shawnee State's institutional priorities include the following:

Establishing superior academic program quality and modern delivery: SSU is empowering academic colleges to transform operations and update SSU's program portfolio and curriculum to meet the needs to today's changing student populations. Development of stackable certificates and credentials provide a qualified workforce in high-demand areas more quickly, up-skill current employees, and provide clear pathways to degrees.

Partnering with workforce providers to meet demand for graduates: Through the College of Health and Human Services, new and strengthened partnerships with healthcare organizations are allowing us to build capacity for more nurses, allied health professionals, rehabilitation specialists, and social workers. Those in the College of Business and Engineering Technology are making the Shawnee Advanced Manufacturing center a reality, preparing graduates in robotics, automation, and innovative solutions.

Providing real-world experiences for every student: Aligning our degrees to career prepares students for a rapidly-changing world. The new Office of Personal and Professional Development is providing a structure to ensure that every student who completes a degree program at SSU has the opportunity to complete an internship, co-op, clinical, or other work experience prior to graduation.

Providing affordability and personalized, supportive service to students: Shawnee State is one of only two public universities—and the most affordable one—in Ohio classified as an Opportunity College by Carnegie Classification.

2. Barriers to Student Success:

SSU is located in the heart of Appalachian Ohio. Although Shawnee State recently expanded its service area, which will be discussed later in this report, the majority of SSU students attended high school in Scioto, Lawrence, Pike, Adams, Jackson, and Ross Counties, which are among the most socio-economically challenged counties in the state, region, and nation. This six-county Ohio region has an unemployment rate 20% higher than the national average and 26% higher than the average for Appalachia. The absolute poverty in the region is over 19% compared to 14.5% for the rest of Appalachia, and 12.6% for the rest of the country.

Financial concerns remain a prominent factor limiting student success. Although the student body at Shawnee State has increased in diversity, most students continue to be Appalachian, first in their family to attend college, and Pell eligible. When asked the one factor they consider a barrier to graduating, continuing students in Autumn 2024 most often cited the financial strain of paying for college and/or the stress of having to work while attending college.

Academic under-preparedness coupled with mental health and wellness issues remain a key factor impacting student outcomes. Approximately 40% of students have one or more developmental needs as entering freshmen. In a survey distributed to continuing SSU students during AY24-25, 14.8% of respondents cited social and academic anxiety as a barrier that could prevent them from graduating college. Another 4.8% cited anxiety as a consistent challenge that will create a struggle to graduate, and 3.8% identified anxiety as a constant challenge that makes them feel like they want to give up.

Although structural roadblocks have been greatly reduced at Shawnee State, there is more work to be done to ensure that institutional processes do not impede student success. Reducing student confusion about the financial aid process, and scheduling courses at times and in modalities that are convenient for all Shawnee students remain a priority, but there is more work to be done. SSU is primarily a commuter university, and commuter students pose challenges in terms of engagement and consistency of attendance. Many SSU students have significant work and family commitments that the University must consider as we develop a plan to help students persist and succeed.

These characteristics have a strong influence on and indeed provide the context for the development and implementation of Shawnee State's completion plan. Our mission and values focus on student success and behaviors that serve as a foundation for helping students reach their education and career goals. SSU meets students where they are and seeks to address any barriers to persistence and completion.

3. Progress Towards Goals Established in the Previous Completion Plan:

Shawnee State described three goals in its 2024 Completion Plan:

1. Increase Enrollment

2. Improve Retention and Student Success
3. Achieve Financial Sustainability

Increase Enrollment

During the 2024-2026 timeframe, SSU engaged in a variety of aggressive strategies to increase enrollment. In order to address enrollment decline, President Braun announced an expansion of SSU's service area from six counties in Ohio to fifteen counties in South-Central Ohio and 15 counties in Kentucky and West Virginia. In addition, Shawnee has invested greatly in the Office of Admission, increasing from 9 budgeted positions in FY23 to 15 positions in FY26. Shawnee State's investment is paying off; in Fall 25, the institution experienced an increase of more than 22% in freshman enrollment and 8% in new graduate students.

	FY23 Total Positions	FY23 Budget	FY26 Total Positions	FY26 Budget
Admissions	9	\$ 568,182	15	\$ 1,085,717

Source: Office of Institutional Budgeting

Source: Enrollment Management

	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Fall 2024	Fall 2025
Graduate Count	175	181	191	206	191	237	257

Shawnee State also began extensive planning to grow capacity in the College of Health and Human Services (CHHS), which includes 13 selective admission degree programs with capacity limits due to accreditation requirements and clinical site availability. Total point in time enrollment **capacity** for all students accepted into these selective admission associate, bachelor, and graduate programs for FA25 is 550 students. Program capacity total will increase with the inclusion of the BSW degree program (selective admission applicants FA27; pre-BSW students enrolled beginning FA25), and the proposed expansion of the available seats in dental hygiene, radiologic technology, and ADN/BSN nursing programs in FA26, FA27 and FA28. In addition, the pipeline of pre-health science students is projected to modestly increase from approximately 200 reflected in FA25 to average of 220-275 pre-health science students seeking acceptance in selective admission programs during FA26, FA27, and FA28.

Enrollment for CHHS	Enrollment targets for ALL non-selective degree programs (BSHS, CRMN, EXSC) combined	Projected enrollment with EXPANDED selective admission programs' capacity	College of Health and Human Services (CHHS) enrollment all majors and PRE/intended major
Fall 2024			676
Fall 2025	250	550	895
Fall 2026	275	600	1075

Fall 2027	300	650	1150
Fall 2028	325	700	1225

From 2024-2026, SSU also began extensive planning to expand enrollment in the College of Business and Engineering Technology through the addition of the Advanced Manufacturing Center, which focuses on programmatic expansion of the Plastics and Electromechanical programs. This will be addressed in greater detail later in the workforce portion of the report.

Improve Retention and Student Success

The Provost's North Star Committee (formerly Provost's Task Force on Retention and Completion) began its work in the Fall of 2022, and the new name reflects retention and completion as the guiding principles for the institution as a whole. The committee is made up of administrators, faculty, and staff from areas across campus. Since the submission of our last completion plan, the North Star Committee has enacted the following retention projects through four small teams:

- Analyzing FTF through a comparison of retained vs. non-retained student data.
- Identifying DFW courses in freshman, sophomore, and junior year.
- Analyzing Early Alert data.
- Analyzing sophomore transfer data to determine trends (closer or farther away from hometown; transfers to community colleges; transfers to fully-online institutions).
- Tracking percentage of non-retained sophomore and junior class who began SSU as underprepared.

Key interventions have included:

- Tracking FTF each year who have not filled out a FAFSA.
- Providing targeted intervention for students who receive a DFW in key courses.
- Providing registration assistance for FTF.
- Having success coaches visit courses with a high DFW rate.
- Pinpointing two DFW courses that are highly-predictive of success in sophomore year.

Since submission of our last completion plan, Shawnee State also implemented an AI chatbot, which answers students' questions about institutional resources with little to no human lift and also disseminates surveys and collects data for follow-up and intervention. Other noteworthy retention/student success activities during from 2024-2026 include revising the First Year Experience curriculum and implementing FYE textbook revisions.

The institution-wide efforts described above have led to a FTF bachelor's-seeking retention rate of at least 70% for the past three years, as noted in the table below.

Retention Rates for All SSU Students

Freshman Cohort	First time, bachelor's seeking Freshmen	Retention 1 Year	Retention 2 Years	Retention 3 Years	Retention 4 Years	Retention 5 Years	Retention 6 Years
2010	452	54.9%	37.8%	29.2%	19.5%	8.8%	2.9%
2011	527	48.8%	34.2%	27.1%	13.9%	5.5%	3.0%
2012	536	52.4%	37.9%	31.2%	16.2%	6.2%	2.1%
2013	723	60.3%	45.0%	38.3%	19.4%	7.7%	3.9%
2014	387	69.8%	54.8%	45.2%	17.6%	6.5%	2.3%
2015	400	75.0%	64.0%	51.8%	22.0%	11.0%	4.8%
2016	361	74.5%	57.6%	48.5%	23.3%	9.4%	3.6%
2017	320	76.3%	61.3%	48.8%	17.8%	10.6%	5.0%
2018	302	78.1%	65.6%	55.6%	20.9%	14.9%	7.0%
2019	339	72.3%	60.2%	49.0%	35.4%	16.8%	8.0%
2020	311	69.8%	52.7%	42.4%	16.1%	8.4%	
2021	222	65.3%	49.5%	40.1%	18.5%		
2022	253	70.0%	60.5%	49.0%			
2023	289	71.8%	58.5%				
2024	240	70.83%					
2025	259						

First Generation students account for the majority of SSU's student population (63% of all SSU students between 2013 and 2019 identified as First Generation). Retention rates for First Generation students are typically a bit lower than SSU's overall retention rates, although not appreciably so. In 2023, the retention rate for First Generation students was slightly higher than SSU's overall retention rate, and in 2024 the retention rate for First Generation students was roughly the same as SSU's overall retention rate. This is largely attributable to a renewed campus-wide focus on retention.

Retention Rates for SSU First-Generation Students

Freshman Cohort	First-time, bachelor's seeking Freshmen	Retention 1 Year	Retention 2 Years	Retention 3 Years	Retention 4 Years	Retention 5 Years	Retention 6 Years
2010	391	52.7%	35.8%	27.4%	18.7%	7.9%	3.1%
2011	428	47.4%	32.5%	25.5%	13.1%	4.9%	2.6%
2012	419	50.1%	35.1%	27.0%	13.8%	6.0%	1.7%
2013	459	52.7%	37.0%	32.5%	17.6%	6.1%	2.8%
2014	240	67.5%	52.1%	44.6%	18.3%	5.4%	2.1%
2015	232	72.4%	60.8%	50.0%	20.3%	11.2%	4.7%

2016	201	74.6%	58.2%	47.3%	21.4%	7.0%	2.0%
2017	169	73.4%	56.8%	48.5%	13.0%	8.9%	3.6%
2018	159	74.8%	61.6%	52.8%	15.7%	13.8%	8.2%
2019	175	69.1%	54.9%	41.7%	37.1%	18.3%	9.1%
2020	197	68.5%	52.3%	39.6%	13.7%	6.6%	
2021	132	61.4%	46.2%	39.4%	17.4%		
2022	102	71.6%	70.6%	54.9%			
2023	25	76.0%	60.0%				
2024	95	70.5%					
2025	104						

During the review period, SSU also realized gains in retention beyond the first year. Sophomore-to-junior retention and junior-to-senior percentages are listed below and reflect moderate improvement in sophomore retention, which remains an area of focus for the North Star Committee. More expansive gains in junior-to-senior retention were achieved since the committee began its work in 2022.

Sophomore-to-Junior Retention:		
Fall 2022 to Fall 2023	74.15%	(261 of 352)
Fall 2023 to Fall 2024	76.62%	(295 of 385)
Fall 2024 to Fall 2025	75.00%	(333 of 444)

Junior-to-Senior Retention:		
Fall 2022 to Fall 2023	59.60%	(267 of 448)
Fall 2023 to Fall 2024	69.30%	(246 of 355)
Fall 2024 to Fall 2025	74.37%	(293 of 394)

Completion Rates for All SSU Students

Freshman Cohort Year	All First Time Freshmen Count	Graduated in 4 Years with Associates	Graduated in 4 Years with Bachelors	Graduated in 5 Years with Associates	Graduated in 5 Years with Bachelors	Graduated in 6 Years with Associates	Graduated in 6 Years with Bachelors	Overall 6 Year Completion Rate
2010	1066	2.0%	11.5%	2.4%	17.7%	2.7%	20.8%	22.1%
2011	1079	3.8%	17.1%	4.2%	22.1%	4.8%	23.6%	26.9%
2012	1081	2.0%	20.3%	2.9%	27.0%	3.1%	28.3%	29.5%
2013	1086	4.4%	21.7%	5.8%	29.4%	6.8%	31.9%	35.2%
2014	905	11.8%	19.0%	13.2%	24.6%	13.3%	26.7%	36.4%
2015	869	8.8%	21.9%	10.6%	28.5%	10.8%	30.1%	37.4%

2016	864	9.3%	22.6%	10.5%	30.6%	11.2%	32.5%	39.0%
2017	700	10.1%	26.8%	10.7%	32.0%	11.9%	34.4%	40.9%
2018	616	14.3%	28.8%	15.0%	37.4%	15.0%	40.9%	49.3%
2019	808	9.7%	22.7%	10.5%	32.1%	11.0%	34.5%	41.6%
2020	627	13.5%	24.5%	15.0%	30.8%	15.83%	33.33%	43.33%
2021	552	11.10%	22.40%	12.62%	29.00%			
2022	639	12.18%	22.89%					
2023	639							
2024	539							
2025	648							

As shown above, SSU has experienced a noteworthy increase in completion since submission of the 2024 update. We realized our highest ever six-year-baccalaureate and six-year-overall completion rates for the 2018 cohort. Although we saw a decline in completion rates for the 2019 cohort, this was predicted and expected considering the impact of Covid 19 during AY19-20. SSU proudly achieved a 43.33% six-year-overall completion rate for the 2020 cohort.

Achieve Financial Sustainability

One of our completion strategies from the 2024 completion plan was to increase conversations about sustainability and move toward sustainability best practices. Since the submission of our 2024 Strategic Completion Plan, Shawnee State University has implemented key measures to ensure sound and balanced financial planning. Balanced or surplus budgets were approved for FY24, FY25, and FY26. The improvement in student retention and increasing enrollments for Fall 2025 have also contributed to SSU's improved financial position.

Shawnee State University has also benefitted from the financial commitment of the State of Ohio. The Shawnee Supplement increased from \$5,409,250 in FY23, \$9,000,000 in FY24 and FY25, and \$12,000,000 in FY26. Shawnee State's State Share of Instruction (SSI) remained steady in FY25 (\$13,235,852) and FY26 (\$12,979,745).

Alternative revenue sources, including grant funding and innovative partnerships, have played a vital role in supporting strategic investments in both new and existing programs that demonstrate strong and sustained demand. These diversified funding streams have enhanced the institution's ability to respond to market needs, expand program offerings, and strengthen areas of proven student and workforce interest—all while reducing reliance on traditional funding sources. When our 2024 Strategic Completion Plan was submitted, 60% of SSU's revenue came from tuition and fees, and in FY26 that percentage dropped to 49% due to the diversification of funding sources as well as an increase in support from the state of Ohio.

The University Administration and Board of Trustees are committed to adding \$2 million each fiscal year to the Investment Reserves and maintaining a \$15 million baseline with a goal of \$30 million in reserves by 2030, thus ensuring the institution’s financial sustainability into the future.

Shawnee State’s commitment to financial sustainability is exemplified in SSU’s SB6 composite score, which climbed from 2.6 in 2023 to 4.2 in 2024 and 2025. The 4.2 SB 6 score was tied for the eighth highest score among the fourteen public four-year universities in Ohio for 2025. Shawnee State’s HLC financial composite score improved from 1.89 in 2023 to 4.7 in 2024, and decreased slightly to 4.4 in 2025. Measures taken in the last several years significantly strengthened our scores, and maintaining this position is an institutional priority.

4. Quantitative Completion Goals for 2026-2028:

SSU has established the following quantitative student success targets to work toward during 2026-2028:

	2026-2027	2027-2028
Retention – FTF bachelor’s-seeking	74%	75%
Completion (6-year) - All	44%	45%

Shawnee State has experienced substantive gains in first-year retention, climbing from 65.3% in 2021 to 70.5% in 2024. SSU’s goal, which was established during the strategic planning process, is to achieve 75% first-year retention of FTF bachelor-seeking students by AY27-28.

In order to reach our goal, in addition to student success measures that are already in place, we will use retention data to identify students who need intervention—specifically regarding four DFW courses that are highly-predictive of freshman success at Shawnee State. In addition, our success coaches will communicate with faculty who teach courses that are highly-predictive of student success. Success coaches will visit classes to discuss how SSU’s success coaching program is beneficial to students.

Addressing financial barriers for our students is also essential. \$1.5 million in new scholarships was added to the FY26 budget to target high-achieving students in South-Central Ohio, Scioto County students who want to live on campus, student-athletes to compete on expanded teams, and Esports students. Increasing the number of early alerts from faculty is also necessary to reach our target, and will be outlined in greater detail in the next section of this report.

Shawnee State has made considerable strides in improving overall completion, climbing from 22.2% in 2010 to 42% in 2026. While we are proud of what we have accomplished, we recognize that excellence is an ongoing pursuit. We must continue to raise standards, achieve new

benchmarks, and strive for even greater success. During the review period, we will work toward a target of 44% overall completion by AY26-27 and 45% by AY27-28.

In order to achieve our target, in addition to student success measures that are already in place, we will implement the following strategies:

- Provide intervention for sophomores and juniors who began SSU as underprepared and who earn a D, F, or W in a course that is predictive of student success at the sophomore and junior levels.
- Create a culture of “completion anticipation” in our junior class through a communication plan, which was designed in Spring 26 and will be implemented in Fall 26.
- Identify students who are 30 credits from earning a bachelor’s degree; notify students and their academic advisors.
- Identify students who are near completion of a certificate; provide notification to students and their academic advisors.
- Implement additional messaging through our AI chatbot to identify SSU students who are in need of intervention regarding mental health and wellness.

5. Qualitative Completion Goals/Projects for 2026-2028:

During the next two years, Shawnee State will initiate the following two projects in order to increase student success:

Increase Number of Early Alerts Submitted by Faculty and Improve Communication Process:

SSU currently uses an early alert process that is offered through the University’s retention software. Faculty and staff are able to submit alerts in the system, which are routed to the appropriate office on campus according to the type of alert submitted. Research conducted in January of 2026 by the Student Success Center revealed that only 38% of students who were placed on probation after Fall 25 had an early alert on file, and only 51% of students who were placed on suspension after Fall 25 had an alert on file.

Academic Standing	Total	Total With Alerts	Percentage With Alerts
Probation	167	64	38%

Continued Probation	7	3	42%
Suspension	69	35	51%
Dismissal	2	0	0%
Total in poor standing	245	102	42%

This research also showed that only 25% of early alerts in Fall 25 were submitted by full-time and part-time faculty.

In Fall 26, the Provost's North Star Committee, in coordination with the Student Success Center, will implement a campaign to increase the number of early alerts submitted by faculty. The campaign will begin with communication at the start of the term outlining the importance of early alerts—specifically alerts for non-attendance and poor academic performance. At mid-term, the team will communicate with faculty again with a reminder to submit early alerts for any students who need intervention. A final reminder will be sent in advance of the withdraw deadline. Efforts will also be made to improve the way early alerts are managed to ensure faculty receive communication about how the alert is handled.

Improve University-Wide Scheduling:

During the last academic year, the Office of the Provost conducted a deep dive into the university's course schedule with a focus on the days and times of course offerings, and this research showed that a high percentage of course sections were offered during a limited timeframe on the same days of the week. Over the next two years, the goal is to improve university-wide scheduling by diversifying when courses are offered, particularly courses in the general education program that are part of the same category.

6. Student Transfer:

According to the Transfer Compliance Snapshot, which was distributed to Ohio institutions in February of 2026, Shawnee State is above average in OT36 compliance with a score of 85.14% (state average is 66.14%).

While we are proud of our OT36 compliance rate, we acknowledge the opportunities to improve compliance in other categories. SSU's TAG compliance score is 37.50% (state average, 76.12%). SSU's CTAG compliance score is 22.22% (state average, 61.84%). SSU's ITAG score is 30.00% (state average, 48.23%).

In order to achieve improved compliance, the academic colleges, in coordination with the provost, will identify course priorities during the upcoming academic year. Courses that have had

difficulty receiving OT36 acceptance (BIOL 1130, BIOL 1131, and SPAN 1111, for example) will be identified for TAG approval instead.

During AY25-26, SSU created a new position, the Director of Student Pathway Initiatives and Online Programming, and part of the new role involves working with community colleges and CTCs to develop new articulation agreements, communicating with various units on campus regarding current agreements, updating articulation agreements as needed, and tracking and assessing articulation agreements. The additional position will bring much-needed support and direction to this important initiative, and the director will begin working toward CTAG compliance through a review of existing articulation agreements in AY26-27.

In order to increase student success among our transfer student population, the Provost's North Star Committee will begin the following work in AY26-27:

- Develop a survey for transfer students to gain information about their experiences, challenges, and needs.
- Evaluate transfer student data from previous academic years, comparing data sets for retained and non-retained transfer students to establish trends.
- Identify current transfer students who share key characteristics with non-retained students from previous academic years. Recommend intervention.

7. Near Completion:

In compliance with ORC 3345.351, SSU identified 779 students who do not currently hold an associate's or bachelor's from SSU or a degree from another institution. These students have been disenrolled for four or more semesters, including summer sessions; have a grade point average of 2.0 or higher on a 4.0 scale; and have completed at least forty-five credit hours.

During the 2025-2026 AY, the Student Center Success reviewed these students' records to determine which ones are eligible or close to being eligible for an associate's degree from SSU and contacted students to inform them of their academic standing and proximity to graduation. Moving forward, SSU will continue identifying students who meet the above criteria each October, and will complete outreach to this group by the end of January.

1,370 total students were identified and contacted during the last two years.

Approximately 30 students responded to outreach. Over the last two years, 1 student graduated with an associate's degree, and 6 students earned a certificate. In addition to those that completed a credential, 9 students re-enrolled at Shawnee State.

8. Some College, No Credentials (SCNC):

Shawnee State is committed to helping students who have some credit, but no credentials earn a certificate or degree. Part of our plan involves getting to know our adult learners better.

According to data collected by the new Office for Personal and Professional Development, out of the 77 adult learners who enrolled at Shawnee State in Fall 23, 24, and 25, only 6% earned a credential; 22% entered with some college credit; and about half are still matriculating at Shawnee State. It is essential that we learn more about the needs of this student population in order to increase student success in this area.

Adult Learners, Fall 23-Fall 25		FA 23	FA 24	FA 25	TOTAL
TOTAL ENROLLED		19	20	38	77
ENROLLED SP/FA 26		3	6	12	21
NOT ENROLLED FA 26/ELIGIBLE		1	4	11	16
TOTAL ENROLLED FA 26/ELIGIBLE		4	10	23	37
% ENROLLED FA 26/ELIGIBLE		21%	50%	61%	48%
ON ACADEMIC SUSPENSION		3	1	11	15
% CURRENT ACADEMIC SUSPENSION		16%	5%	29%	19%
CERT RECEIVED		1	1	0	2
GRADUATED WITH DEGREE		3	0	0	3
TOTAL CERT/GRADUATED W/DEGREE		4	1	0	5
% CERT/GRADUATED		21%	5%	0%	6%
TOTAL CURRENT OR GRADUATED		8	11	23	42
% CURRENT OR GRADUATED		42%	55%	61%	55%
NO LONGER ENROLLED/ELIGIBLE		8	9		17
% NO LONGER ENROLLED/ELIGIBLE		42%	45%	0%	22%
ENTERED WITH NO PREVIOUS COLLEGE		14	15	31	60
TC OR PREVIOUS SSU CREDIT		5	5	7	17
% WITH PREVIOUS COLLEGE EXPERIENCE		26%	25%	18%	22%

*Does not include spring semester starts

Shawnee State recently joined the Council for Adult and Experiential Learning (CAEL), a professional community, research body, and standards organization centered around the needs of adult learners. Among many other resources, CAEL provides assistance for institutions as they implement prior learning assessment programs on their campuses. PLA programs allow students

to earn college credit for knowledge and skills they already possess, creating a clear and direct path for adult learners to earn a credential. The Director of Student Pathway Initiatives and Online Programming will begin working with campus stakeholders to implement a PLA program in AY25-26.

During AY25-26, the Provost's North Star Committee will begin looking at data for adult learners. The committee will identify courses in which this student population experiences the greatest academic challenges. Additionally, the committee will survey students to better understand the population's needs, barriers to success, and areas where additional support may be beneficial. The University will also begin tracking this population and will also increase outreach.

9. Workforce:

2026 Workforce Project #1: Expansion of Healthcare Programs

Shawnee State University is committed to supporting and advancing the state's workforce development priorities in accordance with Sec. 3345.81 of the Ohio Revised Code.

Since submission of our 2024 Strategic Completion Plan, Shawnee State has received several grants that will support the development of programs in the College of Health and Human Services. At the start of FY2025, SSU received \$5 million grant from the State of Ohio Office of Budget and Management (OBM) as part of the State's "One Time Strategic Community Investment" program. Shawnee State was also recently announced as a recipient of the Appalachian Regional Commission's INSPIRE grant (Investments Supporting Partnerships in Recovery Ecosystems) and will receive \$500,000 to develop educational programs in behavioral health and to expand substance use disorder recovery support services. These funding sources will help support SSU's newly-approved Bachelor of Social Work program.

As part of the Adena Medical Center Affiliation Agreement, Adena Health Systems has committed to provide \$2.2 million to Shawnee State that is specifically linked to addressing enrollment and staffing issues in local health-related fields. As part of this initiative, SSU and Adena have entered into a collaborative agreement to develop and implement programs at Adena's Chillicothe PACCAR Medical Education Center. The Bachelor of Science in Nursing is being planned for delivery at the PACCAR center, and lab courses in Radiologic Technology are being delivered on site at the Adena Regional Medical Center.

2026 Workforce Project#2: SSU Advanced Manufacturing:

The Shawnee Advance Manufacturing Center will serve as a resource to regional employers through collaborative projects and the production of graduates with skills aligned to meet industry needs. Shawnee State's Plastics and Electromechanical (ETEM) programs are linked through their hands-on manufacturing focus, and the time has come to expand and update

facilities to accommodate additional students and provide the technology and space for students to learn the necessary skills.

Each program will offer a stackable education model with certificates, associate's, and bachelor's degrees. Each lower degree will feed the next degree, and each program grouping (i.e. Plastics and Electromechanical) could see 150 total students long-term.

A layout for the Shawnee Advanced Manufacturing Center has been completed along with a rudimentary rendering of the space to be renovated. Thus far, \$1,386,000 of the \$1,650,000 funds needed for equipment have been committed or received through the ODHE Workforce Equipment Grants or the ARC POWER Non-Construction Grant, and \$2,300,000 of the \$3,860,000 funds needed for the construction project have been committed or received via the ARC POWER Construction Grant or Airable Research Labs. Over 4,100 area K-12 students have had manufacturing and engineering outreach since October 2024. The environmental review is complete, and SSU is awaiting final approval for the bid request. Construction is scheduled to begin in late August.

Summary of the Update

As outlined in this update, SSU continued its sustained strides toward the goals of increasing enrollment, improving retention and completion, and achieving financial sustainability over the last two years. Efforts to ensure that we offer an appropriate academic portfolio that meets the state's workforce priorities, and are providing necessary attention to retention and student success have continued unabatedly.

Shawnee State University offers transformative possibilities for the students it serves. The last two years have allowed us to plan and prepare to meet our students where they are and help them succeed. SSU remains committed to academic excellence and workforce preparation in service to its enduring values, its mission, and the South-Central Ohio region.

RESOLUTION ASA09-26

APPROVAL OF CURRICULAR CHANGES

WHEREAS, Policy 2.24, Curriculum Approval Process, requires the University Provost to recommend curricular proposals that have been reviewed and recommended by the University Faculty Senate to the Shawnee State Board of Trustees; and

WHEREAS, the University Faculty Senate met on April 27, 2026 and voted to recommend a series of curricular changes; and

WHEREAS, the Provost has recommended the Shawnee State Board of Trustees approve these curricular changes;

THEREFORE, BE IT RESOLVED that the Board of Trustees of Shawnee State University hereby approves the curricular changes as summarized in Table A: Summary of Curricular Changes as Recommended April 27, 2026.

(June 26, 2026)

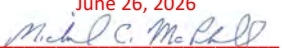
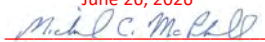
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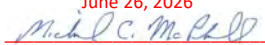
TABLE A: Summary of Curricular Changes Recommended April 27, 2026				
Proposal Type	Department/ School	Summary of proposed curricular change	Course Description	Comment
Course	Engineering Technologies	Change in Course Number ETEC 2311 Microprocessor Based Systems. CHANGE from 2311 to 3311		
		Change in Course Number ETEC 3302 Systems Architecture CHANGE from 3302 to 4311		
		Change in Course Number ETEC 3402 Automata and Formal Languages CHANGE from 3402 to 4000		
		Change in Lecture/Lab Hours ISCS 1800 Web Application and Security Programming. CHANGE from 3 lecture hours to 4 credits, 2 lecture, 3 lab		
		Change in Lecture/Lab Hours ISCS 3700 Advanced Network Technology & Protocols. CHANGE from 3 lecture hours to 4 credits, 2 lecture, 3 lab		
		Change in Lecture/Lab Hours ISIT 2200 Operating Systems Administration. CHANGE from 3 lecture hours to 4 credits, 2 lecture, 3 lab		
			This course provides an in-depth, hands-on exploration of Digital Forensics and Incident Response (DFIR) in the context of real-world network infiltration scenarios. Students will use industry-standard tools including Autopsy, EnCase, Tableau, and Kali Linux to identify, analyze, and respond to security incidents. Emphasis is placed on the full DFIR lifecycle: detection, triage, acquisition, investigation, and reporting. Legal, ethical, and procedural considerations are integrated throughout.	
Program	Engineering Technologies	Change courses in program: BS Computer Engineering Technology CHANGE ETEC 2311 to ETEC 3311 Microprocessor Based Systems, CHANGE ETEC 3402 to ETEC 4400 Automata and Formal Languages, CHANGE ETEC 3302 to ETEC 4311 Systems Architecture		
		Change courses in program: BS Computer Science CHANGE ETEC 3402 to ETEC 4400 Automata and Formal Languages,		
		Change courses in program: BS Digital Simulation and Gaming Engineering Technology CHANGE ETEC 3402 to ETEC 4400 Automata and Formal Languages,		
		New Program: Graduate Certificate in Computer Science		A separate resolution appears on the agenda for this new program

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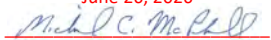
Proposal Type	Department/ School	Summary of proposed curricular change	Course Description	Comment
Course	English & Humanities	Change in Course Prerequisites: COMM 4200 Social Media Management, REMOVE COMM1000 Prerequisite, KEEP COMM 3306 Prerequisite		
		Change in Course Prerequisites: PHIL 1105 Introduction to Logic REMOVE all prerequisites		
		Modality to include online: PHIL 3332 Biomedical Ethics. Approve online delivery for existing course		
		Change in Course Prerequisite, Change in Course Description. PHIL 3340 Philosophy of Sport REMOVE Prerequisite: Sophomore Standing	Explores a range of philosophical issues regarding sport, such as: accounts of the nature and value of sport, the nature of sportsmanship and other sporting virtues, ethical issues raised by competition and violence in sport, and ethical questions surrounding cheating, performance-enhancing drug use, spectatorship, and gender in sport.	
Program	English & Humanities	Change in Program Courses: BA English / Humanities Integrated Language Arts with AYA (7-12) Licensure. CHANGE to the "Language Emphasis" block under the Language Arts Component. REMOVE LING 3670 Languages of the World REMOVE LING 4455 English Language in Society.		
Course	Fine, Digital, and Performing Arts	Change in Course Description and addition of Prerequisite: ARTG 3601 Digital 3D Foundations Studio, prerequisite ARTS1105	A course in digital 3D production using industry-standard tools and software. Students will create virtual objects, scenes, and animated content. Topics include exposure to modeling, texturing, rigging, and animation, with emphasis on 3D thinking applicable to game development and other digital media content.	
		Change in Course Title, Course Description and addition of Prerequisite: ARTG 3613 Technical Art for Games and Media 1, prerequisite ARTG 3611	A studio course on technical art and procedural methods, for use in game, simulation, and other media production workflows. The course emphasizes the creation of art-directed content through non-destructive processes, tool-based workflows, dynamic systems and industry-aligned practices.	

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June 26, 2026


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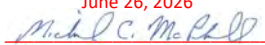
Proposal Type	Department/ School	Summary of proposed curricular change	Course Description	Comment
		Change in Course Title, Course Description and addition of Prerequisite: ARTG 4613 Technical Art for Games and Media 2, prerequisite ARTG 3613 and ARTG 4611	procedural methods with an emphasis on game pipeline integration. Students will study scalable procedural systems and integration of outputs into real-time production workflows, emphasizing art-directed variation and reliable iteration. This course extends the procedural foundation into production ready tools, workflows and real time practices.	
		New Course: ARTE 1700 Introduction to Digital Art, 3 credit hours; online course, ART3(tier 3) ARTS \$25	Students develop fundamental technical skills for working in a digital art creative environment. The course introduces essential concepts such as digital drawing tools, layers, selections, brushes, resolution, file formats, and non-destructive workflows. Emphasis is placed on building accuracy, control, and visual clarity through structured exercises, while establishing good digital habits. Students learn to translate basic observational drawing and simple design principles into digital form, preparing them for more advanced courses in digital painting, illustration, and concept art.	
		New Course: ARTE 1730 Digital Creative Process, 3 credit hours, online course, ART3(tier 3) ARTS \$25	This course is for students to step into the exploration of their own digital creative process, as an exercise in reflection during their journey as art students. The focus is on how artworks are developed, challenged, revised, and sustained through disciplined creative work. The course centers on lectures, critical discussion, directed research, and studio projects. Students are expected to build and carry a coherent personal project across the semester, using it as a framework for experimentation, iteration, failure, and revision. Emphasis is placed on intentional decision-making, conceptual clarity, and the ability to articulate creative choices.	

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June 26, 2026


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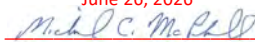
Proposal Type	Department/ School	Summary of proposed curricular change	Course Description	Comment
		New Course: ARTE 2700 Digital Painting Foundations, 3 credit hours, Prerequisite ARTE 1700; online course, ART3(tier 3) ARTS \$25	This course is for students to step into the exploration of their own digital creative process, as an exercise in reflection during their journey as art students. The focus is on how artworks are developed, challenged, revised, and sustained through disciplined creative work. The course centers on lectures, critical discussion, directed research, and studio projects. Students are expected to build and carry a coherent personal project across the semester, using it as a framework for experimentation, iteration, failure, and revision. Emphasis is placed on intentional decision-making, conceptual clarity, and the ability to articulate creative choices.	
		New Course: ARTE 2720 Anatomy and References Study, 3 credit hours, Prerequisite ARTE 1700; online course, ART3(tier 3) ARTS \$25	Students develop strong observational and analytical drawing skills through focused studies of the human figure, environments, light, and atmosphere using digital tools. The course emphasizes accuracy, proportion, and structural understanding, combining human anatomy with environmental observation to train students to see and interpret form, space, and visual relationships. Through sustained work from photographic and life references, students learn to capture gesture, volume, lighting conditions, and mood while translating three-dimensional reality into coherent two-dimensional digital drawings. The course builds disciplined reference use, visual literacy, and foundational skills essential for character design, environment art, and illustration.	

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June 26, 2026


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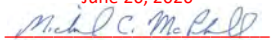
Proposal Type	Department/ School	Summary of proposed curricular change	Course Description	Comment
		New Course: ARTE 3700 Illustration & Visual Storytelling, 3 credit hours, Prerequisite ARTE 2700; online course, ART3(tier 3) ARTS \$25	Illustration is the creation of images intended to promote, enhance, or represent projects such as books, films, games, editorial content, and product packaging. Illustration & Visual Storytelling focuses on illustration as a professional practice, using both traditional and digital studio methods to produce images for narrative and commercial applications. The course also addresses professional presentation and basic strategies for promoting illustrative work in a professional context. Emphasis is placed on the application of artistic fundamentals, processes, and visual thinking to illustration as well as on the exploration of contemporary techniques and workflows in both traditional and digital media.	
		New Course: ARTE 3710 Concept Art Fundamentals, 3 credit hours, Prerequisite ARTE 2700; online course, ART3(tier 3) ARTS \$25	Concept Art is a specialized form of two-dimensional visual development used to communicate ideas for films, video games, animation, comics, and related media prior to final production. This course focuses on concept art as a world-building and design discipline, emphasizing the creation of images that define mood, setting, characters, and visual direction for narrative projects. Emphasis is placed on conceptual thinking, design development, and clear visual communication of ideas.	
Program	Fine, Digital, and Performing Arts	New Program Accelerated Bachelors of Design and Art for Games and Entertainment		A separate resolution appears on the agenda for this new program
		Add Courses to Program: BFA Game Simulation Development Arts. In the "Art Gaming Electives" area add two courses. ARTG 3613 Technical Art for Games and Media 1 and ARTG 4613 Technical Art for Games and Media 2		
Course	Natural Sciences	Change in distribution of lab and lecture hours: BIOL 3350 Entomology, 4 Credit hours, 3 lecture, 3 lab, Keep Prerequisite same (BIOL 1152 or permission)		

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June 26, 2026


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Proposal Type	Department/ School	Summary of proposed curricular change	Course Description	Comment
Course	C.H. Lute School of Business	Change in Course Prerequisites: BUAC 2010 Intro to Financial Accounting Principles, REMOVE ALL Prerequisites: MATH 0102 or MATH 1200 or MATH 1500 or MATH 1700 or MATH 1800 or MATH 1900 or MATH 2110 or MATH 2120		
Program	C.H. Lute School of Business	Bachelor of Science in Business Administration - Accounting: A change to the math requirement in the Business Core section of the degree. REMOVE MATH 1900 and MATH 2110. ADD MATH 1200/1200A or higher ADD STAT 1150/1150A or Higher; ADD course BUFI 1250 to Business Core		
	C.H. Lute School of Business	Bachelor of Science in Business Administration - Marketing: A change to the math requirement in the Business Core section of the degree. REMOVE MATH 1900 and MATH 2110. ADD MATH 1200/1200A or higher ADD STAT 1150/1150A or Higher; ADD course BUFI 1250 to Business Core. REMOVE Technical Electives block that included BUIS 2100 and BUAC 1150		
Course	School of Education	Change in Course Title, Course Description and addition of Prerequisite: ARTP 4801 Studio Methods Primary Education, prerequisite REMOVE "admission to teacher licensure program" ADD EDUC 3310	Arts pedagogy course required for a multiage teaching license in visual arts. This course covers issues related to art as a subject matter, student learning, the diversity of learners in the visual arts, planning instruction, instructional strategies, learning environments, communication, assessment, professional development, and student support for grades K-6..	
		Change in Course Title, Course Description and change of Prerequisite: EDIS 4490 Clinical Practice and Seminar: IS 1, prerequisite REMOVE "Level 3 Admission" ADD preprerequisite of EDPI 4283, Remove Distance Learning note from course description.	Eight-week clinical practicum and seminar at the elementary (K-6) level. In addition to the responsibilities and activities conducted during the EDIS4485 course and field, the teacher candidate is expected to assume all duties and responsibilities typically assigned to the teacher practitioner/cooperating teacher. Candidates will apply the ethical standards, knowledge, skills, and dispositions gained/honed throughout participation in the Intervention Specialist Program. Additional requirements may be required by the candidate's Seminar instructor and/or supervising instructor (minimum state clinical hours required.)	

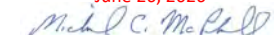
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Proposal Type	Department/ School	Summary of proposed curricular change	Course Description	Comment
		Change in Course Title and Change in Course Prerequisite. EDUC 5502 Change title to: Technology Integration for Learning. Change Prerequisite to "Admission to the M.Ed. Program, the Alternative Licensure Program, or the M.A. in Composition and Rhetoric Program.		
		Change in Course Title and Change in Course Prerequisite. EDUC 5503 Change title to: Philosophy of Education and Professional Ethics. Change Prerequisite to "Admission to the M.Ed. Program, the Alternative Licensure Program, or the M.A. in Composition and Rhetoric Program."		
		Change in Course Description and addition of Prerequisite: ARTP 4802 St Mthd Mid Child/Adol/Yng Adult prerequisite REMOVE ARTP 4801 and EDVA 4400 coreqs; ADD EDUC 3310	Course required for a multiage teaching license in visual arts. This course covers issues related to art as a subject matter, student learning, the diversity of learners in the visual arts, planning instruction, instructional strategies, learning environments, communication, assessment, professional development, and student support for students.	
		Change in Course Description and change of Prerequisite: EDIS 4590 Clinical Practice and Seminar IS2 prerequisite REMOVE Level 3 Teacher Ed Admission ; Keep Coreq: EDIS 4425 and EDIS 4585; ADD prerequisite EDIS4585	Clinical practicum and seminar to address the secondary (7-12) and/or mild/moderate student with ELN. In addition to the responsibilities and activities conducted during the EDIS4585 course and field, the teacher candidate is expected to assume all duties and responsibilities typically assigned to the teacher practitioner-cooperating teacher. Every effort is to be made to apply the ethical standards, knowledge, skills, and disposition gained/honed throughout the candidate's time in the Intervention Specialist Program. Additional requirements may be elucidated by the candidate's Seminar instructor and/or supervising instructor. Minimum state clinical hours required.	
		Change in Course Description and change of Prerequisite: EDIS 6250 Nature & Needs of Students with Mild/Moderate Disabilities ADD prerequisite "Admission to the M. Ed. Program or the Alternative Licensure Program"	An in-depth examination of characteristics, similarities and differences among children, with mild/moderate disabilities focusing on providing an overview of physical, mental, emotional and behavioral exceptionalities in children ages 5-21 and the educational and social implications of each.	

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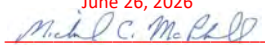
June 26, 2026



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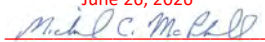
Proposal Type	Department/ School	Summary of proposed curricular change	Course Description	Comment
		Change in Course Description and change of Prerequisite: EDIS 6252 Accommodations & Technologies for Students with Mild/Moderate Disabilities. ADD prerequisite "Admission to the M. Ed. Program or the Alternative Licensure Program"	Designed to prepare the Intervention Specialist for meeting the technology needs of students with exceptional learner needs in the school setting. Focus on adaptation and modification to accommodate individuals who need graphic, sound and environmental interface support to access technology to support meeting IEP goals and objectives as part of accessing school curriculum. The exploration of various types of assistive technologies used to access the general curriculum.	
		Change in Course Description and change of Prerequisite: EDUC 5508 Capstone Project. Edit prerequisite: EDUC 5506 and Admission to the M.Ed. Program.	This is the culminating experience in which students complete the research proposal begun in EDUC 5505	
		Change in Course Number, Change in Course Prerequisite: EDAE 2285 CHANGE to EDAE 3285 Foundations of Secondary Education; REMOVE "admission to Level 1 Teacher Ed" from Prerequisites. ADD/KEEP Prerequisite EDIS 2250 OR EDUC 2245		
		Change in Course Number: EDMC 2285 change to EDMC 3285. Foundations of Middle Childhood Education.		
		Change in course prerequisite: EDCI 6604 Advanced Assessment in Curriculum and Instruction. REMOVE the note in the current entry about requirement to have teaching licensure or be in a supplemental services position. REMOVE Instructor Permission Required. ADD "Admission to the M.Ed. Program OR the Alternative		
		Change in course prerequisite: EDCI 6605 Critical Studies in Multicultural Education. ADD "Admission to the M.Ed. Program OR the Alternative Licensure Program."		
		Change in course prerequisite: EDIS 2250 Exceptional Learner Needs. REMOVE from Prereq the note about "admission in level 1 Teacher Ed." KEEP EDUC 1115		
		Change in course prerequisite: EDIS 4385 Teacher Education Capstone 1. REMOVE: PREREQ: Teacher Education Level 3 Admission: and EDIS 3285, EDIS 3311, EDIS 3314 REMOVE COREQ: EDIS 4423 and EDIS 4490; ADD Prereq EDUC3310		

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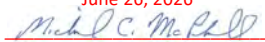
Proposal Type	Department/ School	Summary of proposed curricular change	Course Description	Comment
		Change in course prerequisite: EDIS 6311 Assessment & Instructional Planning for Individuals with Mild/Moderate Disabilities. ADD Prereq "Admission to M.Ed. Program or the Alternative Licensure Program."		
		Change in course prerequisite: EDIS 6314 Classroom Management & Behavioral Interventions. ADD Prereq "Admission to M.Ed. Program or the Alternative Licensure Program."		
		Change in course prerequisite: EDIS 6283 Collaboration & Transition Models-Diverse Families, Schools & Community. ADD Prereq "Admission to M.Ed. Program or the Alternative Licensure Program."		
		Change in course prerequisite: EDPI 4425 Teaching Developmental Math and Science Primary Intervention. REMOVE: "Teacher Education Level 3 Admission" REMOVE: Corequisite EDPI 4426 KEEP Prerequisite EDUC 3310		
		Change in course prerequisite: EDIS 6425 Curriculum & Instruction for K-12 Children with Exceptional Needs. ADD Prereq "Admission to M.Ed. Program or the Alternative Licensure Program."		
		Change in course prerequisite: EDUC 5501 Cognitive / Motivational Theories. CHANGE Prereq "Admission to M.Ed. Program, the Alternative Licensure Program, or the MA in Composition and Rhetoric Program."		
		Change in course prerequisite: EDUC 5505 Educational Research Change Prereq EDUC5504 and EDUC5505 and Admission to the M.Ed. Program		

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June 26, 2026


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Proposal Type	Department/ School	Summary of proposed curricular change	Course Description	Comment
		Change in course prerequisite: EDUC 5506 Capstone Seminar ADD Prereq "Admission to M.Ed. Program, the Alternative Licensure Program, or the MA in Composition and Rhetoric Program."		
		Change in course prerequisite: EDUC 5504 Educational Data Analysis ADD Prereq "Admission to M.Ed. Program, the Alternative Licensure Program, or the MA in Composition and Rhetoric Program."		
		Change in Course Description and Course Prerequisite: EDCI 6606 Teachers as Leaders. When changing description, remove note about requirement for teaching license or supplemental services position. ADD prerequisite: "Admission to the M. Ed. Program OR the Alternative Licensure Program"	Explores ways of transforming teachers to instructional leaders through understanding various leadership roles and skills for supporting effective student learning and development for all students.	
		Change in Course Description and Course Prerequisite: EDIS 3285 Foundations for Intervention. REMOVE "Admission in Level 2 Teacher Ed" ADD prerequisite: EDIS 2250	This course is designed to prepare EDIS K-12 and EDPI (PK-5) teacher candidates to apply their understanding of human growth and development, the multiple influences on development, individual differences, diversity (including exceptionalities), and families and communities to plan and implement inclusive learning environments and experiences that provide individuals with exceptionalities high quality learning experiences reflective of each individual's strengths and needs. Candidates will explore professional association standards set forth by the Council for Exceptional Children (CEC) for students with exceptional learning needs in grades K-12. Candidates participate in a professional field experience (51 hours).	

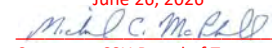
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Proposal Type	Department/ School	Summary of proposed curricular change	Course Description	Comment
		Change in Course Description and Course Prerequisite: EDIS 4425 Instructional Environments/curriculum/strategies Middle Childhood-Secondary. REMOVE prerequisite EDIS 3305 and EDIS 3311, and EDIS 3314 and Admission to Level 3 Teacher Ed. ADD prerequisite: EDUC 3310	Use evidence-based instructional strategies to individualize instruction and assessment for individuals with mild/moderate ELN to promote challenging learning in both the general and special curricula and to appropriately modify learning environments using an integrated, multitiered system of supports. Maximize engagement and social interactions—students with students, adults, texts, technology in an effort to enhance academic and social learning through the application of critical thinking skills and performance-based assessment. Consideration of the Developmentally Appropriate Practices and materials and the characteristics of the ELN are to be reflected in the selection of materials and activities to engender self-motivation, self-efficacy, and self-monitoring.	
		Change in Course Description and Course Prerequisite: EDIS 4485 Application of Research/Practice & Seminar. REMOVE prerequisite EDIS 3285 and EDIS 3311, and EDIS 3314 and Admission to Level 3 Teacher Ed. ADD prerequisite: EDUC 3310 Remove distance learning approved	Curriculum, instruction, and evaluation, field-based practicum with a weekly seminar to holistically describe their field environment—Intervention Specialist’s role, materials, methods, degree of collaboration, aid usage, etc.—and ways to make each component more effective. Students apply the skills and knowledge gained in university courses to the school setting as they practice teaching methods, literacy strategies, evaluation and assessment techniques, and classroom management with faculty and staff in their educational setting. This setting will focus on inclusive primary gen ed and/or primary mild/moderate classrooms.	

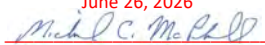
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June 26, 2026


Secretary, SSU Board of Trustees

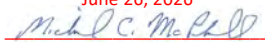
Proposal Type	Department/ School	Summary of proposed curricular change	Course Description	Comment
		Change in Course Description and Course Prerequisite: EDPI 4426 Teaching Developmentally Appropriate Language Arts and Social Studies in Primary Intervention. REMOVE prerequisite Admission to Level 3 Teacher Ed. REMOVE Corequisite EDPI 4385 and EDPI 4425 ADD prerequisite: EDUC 3310	This methods course is designed to allow the primary education teacher candidate to integrate teaching skills with the applied theory, practice, and knowledge from previous courses in primary education to inform their programmatic and instructional decisions for individuals with exceptionalities. This course integrates the appropriate English Language Arts and Social Studies curriculum as indicated in Ohio's Learning Standards. Teacher candidates will demonstrate competence in development and delivery of lessons that use explicit, systematic instruction to teach content, strategies, and skills to make clear what a learner needs to do or think about while learning in grades Prek-5 to create safe, caring, respectful, and productive learning environments for individuals with exceptionalities. Field experience is an integral part of the course.	
		Change in Course Description and Course Prerequisite: EDPI 4490 Directed Teaching and Student Teaching Seminar. REMOVE prerequisite Admission to Level 3 Teacher Ed. ADD prerequisite:EDPI 4283	A cumulative experience of at least 14 weeks-420 hours, working with children of different age groups and varying abilities within the Primary licensure level. An experienced classroom teacher and university faculty will supervise the student teaching experience. Scheduled seminar sessions will be both topical and process-oriented, focusing on professional issues and standards related to Primary/Primary Intervention Specialist Blended and the profession of teaching. Candidates are evaluated according to the Shawnee State University Five Domains of Teacher Capacity and the Specialized Professional Association standards for the licensure area.	

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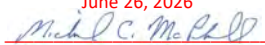
Proposal Type	Department/ School	Summary of proposed curricular change	Course Description	Comment
		Change in Course Description and Course Prerequisite: EDRE 2202 Foundations of Literacy. REMOVE prerequisite Admission to Level 1 Teacher Ed. ADD prerequisite: EDUC 1115	Provides students with the knowledge and skills needed to assess progress in literacy, design appropriate accommodations to maximize literacy and language acquisition for diverse students, and be knowledgeable of the many factors contributing to the evolution of early language acquisition and emergent reading and writing development. The development of literacy skills and strategies, procedures for intervention, and the reading process for beginning, nearly fluent and fluent readers, as well as striving readers, will extend literacy methods from the PreK level through the middle grades. These methods will include past and current research, appropriate materials, effective questioning techniques and instructional strategies in teaching all readers with a focus on the science of reading.	
		Change in Course Description and Course Prerequisite: EDRE3305 Teaching Reading in the Content Area REMOVE: "Note: Online Course" REMOVE prerequisite Admission to Level 2 Teacher Ed. ADD prerequisite: EDUC 2245 or EDIS 2250	Introduces techniques for integrating multiple avenues of reading comprehension, vocabulary acquisition, and communication to access subject content. Literature-rich strategies for reading instruction in elementary, middle school, and high school across content areas are emphasized while students explore writing, speaking, and expressive arts to support and enhance communication across the curriculum. Students will incorporate their knowledge of diversity and technology into literacy instruction within coursework, and in connection to literature-based instruction.	

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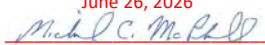
Proposal Type	Department/ School	Summary of proposed curricular change	Course Description	Comment
		Change in Course Description and Course Prerequisite: EDUC 2245 Understanding Cultural Diversity REMOVE: "Distance Learning Approved" REMOVE prerequisite Admission to Level 1 Teacher Ed. ADD prerequisite: EDUC 1115	This course challenges students to think and talk about issues that they must consider as citizens in the multi-cultural American society, and in today's increasingly inter-connected world. A conceptual framework is studied in which students gain understanding about the inter-relatedness of diverse cultural norms and standards; individual values, attitudes and behaviors; and institution policies and procedures. Students will gain a better understanding of the issues related to diversity concepts of race, ethnicity, nationality, religion, gender, sexual orientation, and socioeconomic status. A field experience component is integrated into the coursework, which allows students to experience in different multi-cultural environments.	
		Change in Course Description and Course Prerequisite: EDRE 2204 Teach Phonics: Read, Write, Spell REMOVE prerequisite Admission to Level 1 Teacher Ed. REMOVE prerequisite "possession of a teaching certificate or license" ADD prerequisite: EDUC 1115	This course emphasizes the need for attention to phonetic instruction at all grade levels using a structured literacy approach, with emphasis on the five big ideas of reading instruction; Phonemic Awareness, Phonics, Fluency, Vocabulary, and Comprehension. Using science of reading concepts, direct instruction in phonics will include curriculum design focused on all aspects of literacy, including reading, writing, spelling, and speaking.	
		Change in Course Description: EDIS 6585 Instructional Strategies Internship	Culmination of the graduate program with a concentration in Intervention Specialist Mild/Moderate. Candidates must complete a minimum 50 hour, supervised, clinical internship in a school-based classroom instructional setting. The classroom must be serving students with identified Exceptional Learner Needs	
		Warehouse Course: EDEC 4415 Teaching Developmental Math Early Childhood Education		
		Warehouse Course: EDEC 4416 Teaching Developmental Science Early Childhood Education		
		Warehouse Course: EDIS 3256 Foundations of Intervention in Early Childhood		

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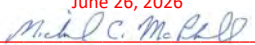
Proposal Type	Department/ School	Summary of proposed curricular change	Course Description	Comment
		Change in Course Credit: EDIN 2021 Intervener Practicum & Classroom Practices. Change from 2 credit hours to 3 credit hours.		
Course	School of Nursing	New Course MSNR 5260 Healthcare Policy, Regulatory Management, and Trends for Professional Nursing Practice Prerequisite: Admission to the MSN Program; 3 lecture hours	This course examines how health care policy and economic, legal, ethical, and regulatory forces shape nursing practice, education, and leadership. Students analyze the impact of political, social, and technological factors on nursing roles, scope of practice, workforce development, and organizational decision making. Emphasis is placed on the nurse educator's role in curriculum and advocacy and the nurse leader's responsibilities in resource management, quality improvement, and strategic program development within complex health care systems.	
Course	Social Sciences	Warehouse Prior Course: ECON 1103. Create New Course ECON 1104. Political Economy and American Public Policy. 3 Credit hours, GEP OT36 Social and Behavioral Sciences, American Civic Literacy (ACL) approved.	Provides an introduction to the history of Political Economy, its influence and relevance to Public Policy debates in the US. Incorporates SB1 ACL requirements.	
		Change Course Number and Title: HIST 1330 American History to 1865 CHANGE from HIST 1330 American History to 1865 to HIST 1331 US History I: Through the Civil War		
		Change in Course Number and Change in Course Title: HIST 1340 American History Since 1865 CHANGE to HIST 1341 US History II: From Reconstruction to the Present. OT36 Social and Behavioral Sciences		
		Change in Course Prefix, Number, Title and Description SOSC 2100 Appalachian Studies. CHANGE from SOSC 2100 Appalachian Studies to HIST 2100 Documenting Appalachia	An interdisciplinary study of Appalachia that explores regional history and representation through documentary film, audio, photography, visual analysis, and place-based ethnographic methods.	
		Change in Course Number: POLS 1110 National Government CHANGE to POLS 1111 National Government ADD OT36 Social and Behavioral Sciences ADD American Civic Literacy (ACL) Approved		

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Proposal Type	Department/ School	Summary of proposed curricular change	Course Description	Comment
Program	Rehabilitation Sciences	Change to courses in program. Occupational Therapy BSOT to MOT (3+2 program) Natural Science Block: REMOVE BIOL 3560, REMOVE BIOL 3561, REMOVE BIOL 3650 REMOVE CHEM1121 Or CHEM 1141 ADD: BIOL 1130 ADD: BIOL 1131 Psychology Block: ADD PSYC2120 OR SOCI 2212 Other Additional Concentration Block: REMOVE BUHE 3000, ADD AHNH 1102; REMOVE BUHE 3100, ADD BSHS 3100; REMOVE EMTP 1010; ADD ANTH2250, ADD BSHS 3343; Edit the Math placement note on MATH 1250 to be (or Math ACT 26 or higher) MOT Electives Block: UPDATE to the new MOT curriculum: MOT 5550 Analysis of Human Occupation (3 credits), MOT 5555 Foundation of Occupational Therapy Practice (2 credits), MOT 5560 Health Conditions and Occupation (2 credits), MOT 5565 Functional Movement and Occupation (3 credits) , MOT 6601 Research Concepts in OT Practice (2 credits)		
Provost Program Proposal	Office of the Provost	Five proposals to discontinue the BA History, BA Sociology, BA Political Science, BFA Multiage Visual Arts Education, BS Natural Sciences Integrated Science 7-12 with teaching licensure degree programs. These programs did not meet the SB1 requirement for 5 graduates/year over three years in AY24-25 and were required to be closed. All programs have enrolled students and will undergo a teach out plan.		

Certified as True and Correct
June 26, 2026


Secretary, SSU Board of Trustees

RESOLUTION ASA10-26

APPROVAL OF ACCELERATED BACHELOR OF DESIGN AND ART FOR GAMES AND ENTERTAINMENT

WHEREAS, Shawnee State University seeks to provide a fully online program that prepares aspiring artists for the video game, film, and entertainment industries; and

WHEREAS, the faculty in the Department of Fine, Digital, and Performing Arts have developed an Accelerated Bachelor of Design and Art for Games and Entertainment that allows study of concept art, ideation, illustration, and visual narrative; and

WHEREAS, the program has received all other internal approvals;

THEREFORE, BE IT RESOLVED that the Board of Trustees of Shawnee State University hereby approves the Bachelor of Accelerated Design and Art for Games and Entertainment.

(June 26, 2026)

Certified as True and Correct
June 26, 2026

Secretary, SSU Board of Trustees

RESOLUTION ASA11-26

APPROVAL OF GRADUATE CERTIFICATE IN COMPUTER SCIENCE

WHEREAS, Shawnee State University seeks to meet the needs of our community through the academic program offerings; and

WHEREAS, Ohio Revised Code Section 3333.129 provides support for K-12 computer science instruction to increase the number of existing teachers who are qualified to teach computer science; and

WHEREAS, the faculty have developed a graduate certificate program that enables K-12 teachers to become qualified to teach college-level introductory computer science courses; and

WHEREAS, this graduate certificate has received all other internal approvals;

THEREFORE, BE IT RESOLVED that the Board of Trustees of Shawnee State University hereby approves the Graduate Certificate in Computer Science.

(June 26, 2026)

Certified as True and Correct
June 26, 2026

Secretary, SSU Board of Trustees

RESOLUTION E05-26

EXPRESSION OF APPRECIATION AND CONFERRAL OF THE TITLE OF EMERITUS ADMINISTRATOR TO MR. GREG BALLENGEE

WHEREAS, Mr. Greg Ballengee has been recommended for Emeritus Administrator status; and

WHEREAS, University Policy 5.33 provides the criteria for consideration of Emeritus Administrator status, which are:

- At least ten years of full-time employment as an administrator with Shawnee State University, and
- Evidence of outstanding contributions to the University beyond normal performance expectations, and

WHEREAS, Mr. Ballengee served in significant roles at Shawnee State University for 27 years including his position as Chief Financial Officer for 3 years; and

WHEREAS, Mr. Ballengee dedicated many years to ensuring the success of Shawnee State University; and

WHEREAS, the President strongly recommends this action;

THEREFORE, BE IT RESOLVED that the Shawnee State University Board of Trustees confers the title of Emeritus Administrator on Mr. Greg Ballengee, together with all rights and privileges of the position herein granted.

(June 26, 2026)

Certified as True and Correct
June 26, 2026

Secretary, SSU Board of Trustees

RESOLUTION F10-26

A RESOLUTION AUTHORIZING THE ISSUANCE OF GENERAL RECEIPTS BONDS OF SHAWNEE STATE UNIVERSITY AND OTHER ACTIONS IN CONNECTION THEREWITH

WHEREAS, the Board of Trustees (the “Board”) of Shawnee State University, a state university of the state of Ohio (the “University”), is authorized by Sections 3345.11 and 3345.12 of the Revised Code, enacted by the General Assembly under authority of Section 2i of Article VIII of the Constitution of Ohio, to issue obligations to pay costs of University facilities and to refund obligations previously issued to pay costs of University facilities; and

WHEREAS, the Amended and Restated Trust Agreement dated as of June 1, 2007 (the “Amended and Restated Trust Agreement”) between the University and U.S. Bank Trust Company, National Association, as trustee (the “Trustee”), permits the issuance, from time to time, of General Receipts Bonds of the University; and

WHEREAS, the Trust Agreement and the Act, as defined below, permit the acquisition, construction, reconstruction, rehabilitation, remodeling, renovating, enlarging, improving, equipping furnishing and equipping of “facilities” as defined in Revised Code Section 3345.12(A)(6), including without limitation, (i) paying the costs of various improvements to the University’s campus, including (A) improvements to athletics and recreation facilities, and (B) renovations and enhancements to academic buildings, including science labs (collectively, the “Series 2026 Project”), (ii) currently refunding all or a portion of the University’s outstanding General Receipts Bonds, Series 2016, to achieve interest savings, (iii) paying capitalized interest on such Series 2026 Bonds (if necessary), and (iv) paying costs of issuance of such Series 2026 Bonds; and

WHEREAS, the Trust Agreement and the Act permit the University to issue obligations to refund obligations previously issued to pay costs of University facilities; and

WHEREAS, this Board has determined to finance, by the issuance of one or more series of General Receipts Bonds, in a maximum aggregate principal amount not to exceed: (i) \$26,000,000 for the purpose of paying all or a portion of the costs the Series 2026 Project, and the related costs of issuance; and (ii) \$13,025,000 for the purpose of refunding, in whole or in part, the Outstanding Bonds as may be determined, from time to time, by the University’s Fiscal Officer, and the related costs of issuance;

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Shawnee State University, as follows:

Section 1. Definitions and Interpretations. Where used in this Resolution, the Second Supplemental Trust Agreement, and the related Certificate of Award, and in addition to words and terms defined elsewhere in this Resolution, the Trust Agreement, and the Second Supplemental Trust Agreement, the following terms shall have the following meanings:

“Act” means Sections 3345.11 and 3345.12 of the Revised Code, including the provisions of Sections 9.96 and 9.98 to 9.983 of the Revised Code incorporated therein.

“Bond Purchase Agreement” means any Bond Purchase Agreement between the Original Purchaser and the University relating to the sale and purchase of Series 2026 Bonds.

“Book Entry Form” or “book entry system” means a form or system under which physical Bond certificates in fully registered form are issued only to a Securities Depository or its nominee as registered owner, with the certificated Bonds held by and immobilized in the custody of the Securities Depository or its agent, and the book entry system, maintained by and the responsibility of others than the University or Trustee, is the record that identifies, and records the transfer of the interests of, the owners of book entry interests in those Bonds.

“Certificate of Award” means, collectively, the Certificate of Award authorized pursuant to Section 5.

“Code” shall have the same meaning as set forth in the Trust Agreement.

“Credit Facility” shall have the same meaning as set forth in the Trust Agreement.

“First Supplemental Trust Agreement” means the First Supplemental Trust Agreement between the University and the Trustee, dated as of November 1, 2016.

“Fiscal Officer” means the Chief Financial Officer of the University.

“Interest Payment Dates” means June 1 and December 1 of each year or such other dates provided in the Certificate of Award.

“Original Purchaser” means the financial institution or institutions selected by the Fiscal Officer to directly purchase or underwrite an offering of Series 2026 Bonds and identified in the Certificate of Award.

“Outstanding Bonds” means the General Receipts Bonds, Series 2016, dated November 29, 2016, issued and Outstanding under the Trust Agreement in the original principal amount of \$13,025,000.

“Refunded Bonds” means the Outstanding Bonds or portions thereof to be refunded by the Series 2026 Bonds, as determined and identified in a Certificate of Award.

“Register” means the books kept and maintained by the Trustee, as Bond Registrar, for the registration, exchange and transfer of Bonds pursuant to the Trust Agreement.

“Registered Owner” means the person in whose name a Bond is registered on the Register.

“Second Supplemental Trust Agreement” means the Second Supplemental Trust Agreement between the University and the Trustee, authorized pursuant to Section 8 of this Resolution, including as part thereof this Resolution and the Certificate of Award.

“Securities Depository” means any securities depository that is a clearing agency under federal law operating and maintaining, with its participants or otherwise, a book entry system to record ownership and effect transfers of book entry interests in bonds, and includes and means initially The Depository Trust Company (a limited purpose trust company), New York, New York.

“Series 2026 Bonds” means the General Receipts Bonds authorized by this Resolution.

“Series 2026 Project” means the Series 2026 Project as defined in the recitals to this Resolution.

“Series 2026 Cost of Issuance Account” means the account by that name in the Series 2026 Project Fund.

“Series 2026 Project Account” means the account by that name in the Series 2026 Project Fund.

“Series 2026 Project Fund” means the fund by that name established in Section 6(b) hereof.

“Series Resolution” or “this Resolution” means this Resolution authorizing the issuance and sale of the Series 2026 Bonds, including the Certificate of Award.

“Taxable Bonds” means such portion, if any, of Series 2026 Bonds that are obligations, the interest on which is included in gross income for federal income tax purposes.

“Tax-Exempt Bonds” means such portion, if any, of Series 2026 Bonds that are obligations, the interest on which is excluded from gross income for federal income tax purposes.

“Trust Agreement” means, collectively, the Amended and Restated Trust Agreement, as amended and supplemented from time to time, including as amended and supplemented by the First Supplemental Trust Agreement and the Second Supplemental Trust Agreement.

Unless the context otherwise indicates, words importing the singular number shall include the plural number, and vice versa, and the terms “hereof,” “herein,” “hereby,” “hereto,” “hereunder,” and similar terms, mean this Resolution and the applicable Second Supplemental Trust Agreement authorized by this Resolution. References to sections, unless otherwise stated, are to sections of this Resolution.

Section 2. Authority. This Resolution is adopted pursuant to the Trust Agreement and the Act.

Section 3. Authorization, Designation and Purpose of Series 2026 Bonds. The University is authorized to issue, sell and deliver, as provided and authorized in this Resolution and the Second Supplemental Trust Agreement, General Receipts Bonds of the University for the purposes of (i) paying costs of the Series 2026 Project; (ii) refunding the Refunded Bonds; (iii) paying capitalized interest, if applicable; and (iv) paying costs of issuing the Series 2026 Bonds. The principal amount of the Series 2026 Bonds is to be the amount set forth in the Certificate of Award, determined on the basis of the Fiscal Officer’s certification therein of the amount required for the aforementioned purposes; provided, however, that the aggregate principal amount of Series 2026 Bonds shall not exceed the maximum amount specified in the recitals hereof. The proceeds from the sale of the Series 2026 Bonds shall be allocated, deposited and applied as provided in Section 6.

The Series 2026 Bonds may be issued in one or more separate Series, each bearing a distinctive designation as provided in the applicable Certificate of Award, provided that the Series 2026 Bonds of each Series shall satisfy the requirements of this Resolution. Separate Series of Series 2026 Bonds may be issued at the same or different times. If separate Series of Series 2026 Bonds are issued at different times, a separate Certificate of Award and Supplemental Trust Agreement may be signed and delivered for each Series.

The Fiscal Officer shall designate in the Certificate of Award whether the Series 2026 Bonds will be issued as Tax-Exempt Bonds or as Taxable Bonds, and if issued in separate series, which series shall constitute Tax-Exempt or Taxable Bonds, as the case may be. Such designation shall be based on the Fiscal Officer’s determination, in consultation with the University’s Blue Rose Capital Advisors, Inc. as financial advisor to the University that the designation is in the best interest of the University, providing for an overall debt structure upon terms most favorable to the University.

The Fiscal Officer, in connection with the issuance of the Series 2026 Bonds, is authorized to contract for one or more Credit Facilities, and to pay the costs of them from proceeds of the Series 2026 Bonds, if the Fiscal Officer determines that each Credit Facility will result in a savings in the cost of the financing to the University.

Section 4. Terms and Provisions Applicable to the Series 2026 Bonds.

(a) Form and Numbering. The Series 2026 Bonds shall be issued only as fully registered Bonds and substantially in the form set forth in the Second Supplemental Trust Agreement, and shall be numbered as determined by the Fiscal Officer. The Series 2026 Bonds may be issued in certificated form or in Book Entry Form with a Securities Depository, as provided in the Second Supplemental Trust Agreement.

(b) Denominations and Dates. The Series 2026 Bonds shall be dated as of the respective dates of their issuance or as of another date as may be stated in the Certificate of Award. The Series 2026 Bonds shall be issued in the denominations authorized in the applicable Second Supplemental Trust Agreement.

(c) Interest. The Series 2026 Bonds shall bear interest from their respective dates payable on the Interest Payment Dates at the respective rates per year to be determined by the Fiscal Officer and set forth in the Certificate of Award and Second Supplemental Trust Agreement. For Series 2026 Bonds that bear interest at rates that are fixed to the maturity thereof, the weighted average fixed interest rate of such fixed rate Series 2026 Bonds of a Series shall not exceed six percent (6.0%) per year.

(d) Maturities. The Series 2026 Bonds shall mature on the dates and in the amounts as the Fiscal Officer determines, provides and states in the Certificate of Award, provided that no Series 2026 Bonds shall mature later than June 1, 2060.

(e) Prior Redemption.

(i) Term Bonds Mandatory Redemption. If provided for in the Certificate of Award, Series 2026 Bonds maturing in a particular year may be consolidated with the principal amount of Series 2026 Bonds maturing in one or more prior consecutive years to provide for Term Bonds maturing in that later year in the aggregate principal amount of those consolidated maturities. Any such Term Bonds shall be subject to mandatory redemption by the University pursuant to mandatory sinking fund requirements at a redemption price equal to 100% of the principal amount redeemed, plus accrued interest to the date of redemption, on the dates and in the principal amounts as determined by the Fiscal Officer in the Certificate of Award. The amounts required to be paid to the Bond Service Account shall include amounts sufficient to redeem (less the amount of any credit as provided in the Second Supplemental Trust Agreement for the Series 2026 Bonds) on each principal payment date the respective principal amounts of any Term Bonds subject to mandatory sinking fund redemption.

At its option, to be exercised on or before the 45th day next preceding any mandatory sinking fund redemption date, the University may (i) deliver to the Trustee for cancellation Term Bonds, in any aggregate principal amount desired, or (ii) receive a credit in respect to the mandatory sinking fund requirement (and corresponding mandatory redemption obligation) of the University for any Term Bonds of the same Series maturing in the same year as the Term Bonds so delivered to the Trustee, which prior to that date have been redeemed (other than through the operation of the mandatory sinking fund requirements provided for) or purchased for cancellation and cancelled by the Trustee and not theretofore applied as a credit against any mandatory sinking fund requirement (and corresponding mandatory redemption obligation). Each Term Bond so delivered or previously redeemed or purchased for cancellation shall be credited by the Trustee at 100% of its principal amount against the mandatory sinking fund requirement (and corresponding mandatory redemption obligation) of the University on that redemption date with respect to Term Bonds maturing in the same year and any credit in excess of that amount may be credited against future mandatory sinking fund requirements with respect to Term Bonds of the same Series maturing in the same year. If the University intends to avail itself in any year of the provisions of this paragraph, the University will on or before the 45th day next preceding the mandatory redemption date of that year furnish the Trustee with a certificate, signed by the Fiscal Officer, stating the extent to which the provisions of clauses (i) and (ii) above in this paragraph

are to be availed of with respect to such mandatory sinking fund requirement (and corresponding mandatory redemption obligation). Unless that certificate is so timely furnished by the University, the mandatory sinking fund requirement (and corresponding mandatory redemption obligation) for that year shall not be reduced.

(ii) **Optional Redemption.** Series 2026 Bonds of one or more maturities may, as determined in the Certificate of Award, be subject to redemption at the option of the University prior to their stated maturities, in whole or in part (as directed by the University), from moneys other than those deposited in accordance with any mandatory sinking fund requirements as provided above, on the dates and at the redemption prices set forth in the Certificate of Award. If determined to provide lower interest costs and to be in the best interest of the University, as may be provided in the Certificate of Award, the Fiscal Officer may determine that none of the maturities of Series 2026 Bonds will be subject to optional redemption prior to maturity or that certain maturities of Series 2026 Bonds will not be subject to optional redemption prior to maturity.

(iii) **Partial Redemption.** If fewer than all of the outstanding Series 2026 Bonds of one maturity, if at the time not registered in the name of a Securities Depository or its nominee, are to be called for redemption, the selection of the Bonds or portions of those Bonds (in denominations authorized in the Second Supplemental Trust Agreement) of that maturity to be called for redemption shall be in the manner provided in the Trust Agreement. If optional redemption of Series 2026 Bonds at a redemption price above 100% of the principal amount to be redeemed is to take place on any applicable mandatory sinking fund redemption date, the Series 2026 Bonds to be optionally redeemed shall be selected prior to the selection of the Term Bonds to be redeemed by mandatory sinking fund redemption. In the event of a partial redemption of Series 2026 Bonds that are Term Bonds, the Trustee shall allocate the principal amount of that Term Bond to be redeemed against the mandatory sinking fund schedule for such Term Bond in accordance with the written direction of the Fiscal Officer.

(iv) **Notice.** Notice of call for redemption of any Series 2026 Bonds, setting forth the information provided for in the Trust Agreement, shall be given by the Trustee on behalf of the University in the manner provided in the Second Supplemental Trust Agreement. Notice by publication shall not be required. Any defect in that notice as to any Series 2026 Bond shall not affect the validity of the proceedings for the redemption of any other Series 2026 Bond, and any failure to receive notice duly mailed shall not affect the validity of the proceedings for the redemption of any Series 2026 Bonds.

(f) **Places and Manner of Payment.** The Series 2026 Bonds shall be payable at the places and in the manner provided in the Second Supplemental Trust Agreement.

(g) **Execution and Authentication.** The Series 2026 Bonds shall be executed and authenticated in the manner provided in the Trust Agreement.

Section 5. Sale and Award of Series 2026 Bonds.

(a) **General; Certificate of Award.** The Series 2026 Bonds may be sold to an Original Purchaser purchasing directly for its own investment or purchasing as an underwriter for a public offering and, in either event, shall be sold in accordance with this Resolution and the Certificate of Award, and on such further terms authorized or not inconsistent with this Resolution and not materially adverse to the University as are provided for or specified in the Certificate of Award and any Bond Purchase Agreement. The purchase price for the Series 2026 Bonds shall not be less than 98% of the aggregate principal amount of the Series 2026 Bonds (or, if the Series 2026 Bonds are sold at any original issue discount, 98% of the amount resulting from the subtraction of the aggregate net original issue discount from the aggregate original principal amount of the Series 2026 Bonds), plus any interest accrued on Series 2026 Bonds from their date to their delivery date. The original issue discount, if any, shall not exceed in the aggregate 5% with respect the Series 2026 Bonds. The Fiscal Officer is authorized and directed to execute a Certificate of

Award and any Bond Purchase Agreement for the Series 2026 Bonds, in order to provide for the definitive terms and terms of sale and award to the Original Purchaser of the Series 2026 Bonds as provided in this Resolution, but not later than June 30, 2027. Any Certificate of Award and any Bond Purchase Agreement for the Series 2026 Bonds shall not be inconsistent with this Resolution, and shall be approved by the Fiscal Officer, with the execution of the Bond Purchase Agreement constituting conclusive evidence of such approval and a finding that the terms are not materially adverse to the University, on behalf of the University. The Certificate of Award for the Series 2026 Bonds shall be incorporated in and form a part of the related Second Supplemental Trust Agreement.

(b) Official Statement. In the event that the Series 2026 Bonds are sold by public offering, the Fiscal Officer is authorized and directed to prepare or authorize to be prepared, and to complete a preliminary official statement and final official statement relating to the original issuance of the Series 2026 Bonds. If and to the extent applicable, the Fiscal Officer shall certify or otherwise represent, that the preliminary official statement, in original or revised form, is a “deemed final” official statement (except for permitted omissions) by the University as of a particular date and that a completed version is a “final” official statement for purposes of Rule 15c2-12 adopted by the Securities and Exchange Commission pursuant to the Securities Exchange Act of 1934 (the “Rule”). The distribution and use of a preliminary official statement and final official statement by the University and the Original Purchaser is hereby authorized and approved with respect to Series 2026 Bonds.

The Fiscal Officer and any other appropriate officers of the University or the Board are further authorized (i) to use and distribute, or authorize the use and distribution of, the preliminary and final official statement and supplements thereto in connection with the original issuance of Series 2026 Bonds of any Series as may in their judgment be necessary or appropriate, and (ii) to sign and deliver, on behalf of the University and in their official capacities, such certificates in connection with the accuracy of the preliminary and final official statements and any amendment thereto as may in their judgment be necessary or appropriate.

(c) Continuing Disclosure Agreement. If and to the extent required by the Rule, the University, for the benefit of the holders and beneficial owners of the Series 2026 Bonds, shall make a continuing disclosure agreement in the Second Supplemental Trust Agreement for the related Series of the Series 2026 Bonds. The Fiscal Officer shall have the responsibility for the compliance by the University with that continuing disclosure agreement, and the Fiscal Officer shall establish procedures in order to ensure that compliance. That continuing disclosure agreement shall be the continuing disclosure agreement for purposes of the Rule, and its performance shall, as provided in it, be subject to the annual appropriation by the Board of moneys to meet costs required to be incurred to perform it.

Section 6. Allocation of Proceeds of Series 2026 Bonds.

(a) Allocation. The proceeds from the sale of the Series 2026 Bonds of each Series, net of any amounts retained by the Original Purchaser for its compensation, shall be received and receipted for by the Fiscal Officer or by her authorized representative for that purpose, and shall be allocated, deposited and credited as follows:

- (i) to the Debt Service Fund, any portion of the proceeds representing accrued interest and capitalized interest;
- (ii) to the Series 2026 Project Account in the Series 2026 Project Fund, the amount set forth in the Certificate of Award to be used to pay costs of the Series 2026 Project;
- (iii) to the Series 2026 Cost of Issuance Account in the Series 2026 Project Fund, the amount set forth in the Certificate of Award to be used to pay costs of issuing the Series 2026 Bonds;

(iv) to the Debt Service Fund, the amount set forth in the Certificate of Award as the amount needed to refund the Refunded Bonds; and

(v) to the provider of any Credit Facility, if provided for in the Certificate of Award, the amount that Certificate provides to pay fees and expenses relating to that Instrument.

(b) Series 2026 Project Fund. The Series 2026 Project Fund shall be established and shall be held by the University or the Trustee in a separate deposit account or accounts (except when invested as provided below) set up in a bank or banks that are members of the Federal Deposit Insurance Corporation. Within the Series 2026 Project Fund shall be established the Series 2026 Project Account to be applied to pay “costs of facilities” as defined in Revised Code Section 3345.12, including the reimbursement to the University of moneys temporarily advanced for the purpose in anticipation of being reimbursed from the proceeds of the Series 2026 Bonds. Within the Series 2026 Project Fund shall also be established the Series 2026 Costs of Issuance Account for the purpose of paying pay costs of Series of 2026 Bonds.

Moneys on deposit in the Series 2026 Project Fund may be invested by or at the direction of the Fiscal Officer in eligible investments described in the Second Supplemental Trust Agreement maturing or redeemable at the option of the holder prior to the time or times needed for the purposes of that fund. Those investments and the proceeds of their sale shall constitute part of, and earnings from any of those investments shall be credited to, that Fund. Those investments may be sold, exchanged or collected from time to time by or at the direction of the Fiscal Officer. Any amounts in the Series 2026 Project Fund certified by the Fiscal Officer to be in excess of the amount needed to pay costs of the Series 2026 Projects may be used to pay principal of or interest on the Series 2026 Bonds of the series that funded the Series 2026 Project if that expenditure will not, in the opinion of bond counsel to the University, adversely affect the exclusion of interest on the Series 2026 Bonds from gross income for federal income tax purposes.

Section 7. Tax Covenants. The representations and covenants in this Section apply only to any portion of Series 2026 Bonds issued as Tax-Exempt Bonds. The Board, for itself and the University, covenants that:

It will use, and will restrict the use and investment of, the proceeds of the Series 2026 Bonds in such manner and to such extent as may be necessary so that (A) those Bonds will not constitute private activity bonds, arbitrage bonds or hedge bonds under Section 141, 148 or 149 of the Code, or be treated other than as bonds to which Section 103 of the Code applies, and (B) the interest on those Bonds will not be treated as a preference item under Section 57 of the Code.

It (a) will take or cause to be taken such actions that may be required of it for the interest on the Series 2026 Bonds to be and remain Tax-Exempt Bonds, and (b) will not take or authorize to be taken any actions that would adversely affect that exclusion, and that it, or persons acting for it, will, among other acts of compliance, (1) apply the proceeds of the Series 2026 Bonds to the governmental purpose of the borrowing, (2) restrict the yield on investment property, (3) make timely and adequate payments to the federal government, (4) maintain books and records and make calculations and reports, and (5) refrain from certain uses of those proceeds and of property financed with those proceeds, all in such manner and to the extent necessary to assure that exclusion of that interest under the Code.

The Fiscal Officer and other appropriate officers are authorized (i) to make or effect any election, selection, designation, choice, consent, approval or waiver on behalf of the University with respect to the Series 2026 Bonds as the University is permitted to make or give under the federal income tax laws, including, without limitation, any of the elections provided for in Section 148(f)(4)(C) of the Code or available under Section 148 of the Code, for the purpose of assuring, enhancing or protecting favorable tax treatment or status of the Series 2026 Bonds or interest thereon or assisting compliance with requirements for that purpose, reducing the burden or expense of such compliance, reducing the rebate amount or

payments of penalties, or making payments of special amounts in lieu of making computations to determine, or paying, excess earnings as rebate, or obviating those amounts or payments, as determined by that officer, which action shall be in writing and signed by the officer, (ii) to take any and all other actions, make or obtain calculations, make payments, and make or give reports, covenants and certifications of and on behalf of the University, as may be appropriate to assure the intended tax status of the Series 2026 Bonds, and (iii) to give one or more appropriate certificates, for inclusion in the transcript of proceedings for those Series 2026 Bonds, setting forth the reasonable expectations of the University regarding the amount and use of all the proceeds of those Series 2026 Bonds, the facts, circumstances and estimates on which they are based, and other facts and circumstances relevant to the tax treatment of the interest on and the tax status of the Series 2026 Bonds.

Section 8. Second Supplemental Trust Agreement. The President of the University, the Fiscal Officer, and the Chair of the Board, or any two of them, are authorized and directed to execute and deliver to the Trustee, in the name of and on behalf of the University, and the Secretary to the Board is authorized to attest, a Second Supplemental Trust Agreement pursuant to the Trust Agreement and in connection with the issuance of the Series 2026 Bonds, not substantially adverse to the University as may be permitted by the Act and the Trust Agreement and approved by the officers executing it on behalf of the University.

Section 9. Refunding of Refunded Bonds. The University authorizes the Fiscal Officer to cause the refunding of the Refunded Bonds upon the determination of the Fiscal Officer that any such refunding is in the best interests of the University. The principal of and interest and any applicable call premium on the Refunded Bonds shall be paid when due from cash and direct obligations of the United States (or either) on deposit with, or held for the credit of, the Trustee in accordance with the Trust Agreement or any escrow agreement that may be provided for the Refunded Bonds (the "Escrow Agreement"). The Fiscal Officer is authorized on behalf of the University to make arrangements for the purchase of any such direct obligations from the proceeds of the Series 2026 Bonds and other sources of moneys and for the delivery to the Trustee, if required under the circumstances, of a report of an independent public accounting firm of national reputation to the effect that the cash and direct obligations so held by the Trustee are of such maturities and interest payment dates and bear such interest as will, without further investment or reinvestment of either the principal amount thereof or the interest earnings therefrom, be sufficient to pay the principal of and the interest and any premium on the Refunded Bonds on the dates set forth in the Certificate of Award and thereby discharge and satisfy the covenants, agreements and other obligations of the University with respect to those Refunded Bonds under the Trust Agreement and cause those Refunded Bonds to be deemed paid and discharged pursuant to, and no longer to be outstanding under, the Trust Agreement.

The Fiscal Officer is authorized and directed to take any and all actions necessary and appropriate to effect the early call for redemption, pursuant to the Trust Agreement and applicable Series Resolution, of those Refunded Bonds to be redeemed prior to maturity, including publication and mailing of any notices. Any amounts released to the University from the funds and accounts held by the Trustee under the Trust Agreement or any Escrow Agreement shall be applied as set forth in the related Second Supplemental Trust Agreement or Escrow Agreement. The Chair of the Board, the President of the University, and the Fiscal Officer, or any two or more of them, are authorized to execute and deliver to the Trustee, in the name of and on behalf of the University, one or more Escrow Agreements for the Refunded Bonds. The Board hereby determines to provide for the payment of the principal of and the interest and any redemption premium on the Refunded Bonds as provided in this Resolution.

Section 10. Other Documents. The President of the University, the Fiscal Officer, and the Chair of the Board, or any one of them, are authorized and directed to furnish, sign and deliver such other documents, certificates and instruments as may be necessary or appropriate to issue the Series 2026 Bonds and to consummate the transactions contemplated in this Resolution, the Second Supplemental Trust Agreement, the Bond Purchase Agreement, and the Escrow Agreement, each as applicable to the related

Series of Series 2026 Bonds. The Secretary to the Board or other appropriate officials of the University shall furnish the Original Purchaser a true transcript of proceedings certified by such officers of the University as may be appropriate of all proceedings had with reference to the issuance of the Series 2026 Bonds.

Section 11. Open Meeting. It is found and determined that all formal actions of this Board concerning and relating to the adoption of this Resolution were taken in an open meeting of this Board, and that all deliberations of this Board and of any of its committees that resulted in those formal actions were taken in meetings open to the public, in full compliance with applicable legal requirements, including Section 121.22 of the Revised Code.

June 26, 2026

Shawnee State University

June 2026 Fee Pledge Request - \$26,000,000

I. Project Overview

Shawnee State University proposes to issue general receipts bonds to provide approximately \$26.0 million of new funding for high-priority capital improvements. In addition, the University may refinance or restructure all or a portion of Series 2016 bonds (up to \$13.025 Million of current debt) if determined to be advantageous to the University's overall debt structure at the time of bond issuance.

Shawnee State University has identified various high-priority capital projects for potential funding. The projects to be funded include

- New construction and renovations of existing athletic and recreation facilities needed as a result of Shawnee State University's transition to NCAA Division II from NAIA and the implementation of a football program (scheduled to begin in Fall 2028 (Fiscal Year 2029).
- Renovation of existing student housing facilities to facilitate the increased needs due to academic growth, new sports programs and the advanced age of the current housing facilities.
- Renovation of existing academic and administrative buildings as part of a strategic roadmap to utilize space better to create a community for students/faculty/staff, updating 35+ year old buildings, reprioritize student-facing services (considering the new non-traditional student) and provide a tech-forward environment.

The proposed projects will allow the University to meet the needs and demands of current and prospective students. These renovations also support strategic initiatives that are focused upon preparing students for the professional workplace and providing a vibrant campus environment that encourages and promotes increased student participation and retention.

To that end, we have engaged Blue Rose Capital Advisors to assist with evaluation and execution of the Series 2026 General Receipts Bonds and new money components. The new funding enables the University to make needed upgrades to educational, athletic, health and recreation facilities and to redirect general funds to operating needs instead of serving as the primary source for University-funded capital renovations. Further, the improvements to these buildings and facilities support and enhance the University's newly-framed recruitment strategies and transition to NCAA Division II.

Shawnee State University

June 2026 Fee Pledge Request - \$26,000,000

II. Project Financing and Costs

Shawnee State University's Board of Trustees are scheduled to authorize the issuance of up to \$26.0 million in General Receipts Bonds to fund new projects as described above in Section I.

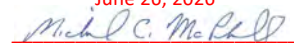
The new bond proceeds will provide funding for anticipated construction costs and related project costs of various capital projects as described in Section IV. A breakdown of the project costs appears below:

Shawnee State University's Estimated Project Costs and Resources				
	Athletic Complex			
	Improvements (Labold Field, Branch Rickey Park, and Spartan Stadium)	University -owned Residential Housing Renovations (Main Campus)	Renovation of Existing Academic & Administrative Facilities (Main Campus)	Total Costs
PROJECT COSTS:				
Construction	\$ 15,000,000	\$ 5,000,000	\$ 5,000,000	\$ 25,000,000
Architects and Engineers (6%)	\$ 1,050,000	\$ 350,000	\$ 350,000	\$ 1,750,000
Bond Issuance Expenses	\$ 600,000	\$ 200,000	\$ 200,000	\$ 1,000,000
Contingency (10%)	\$ 1,500,000	\$ 500,000	\$ 500,000	\$ 2,500,000
Total Project Costs	\$ 18,150,000	\$ 6,050,000	\$ 6,050,000	\$ 30,250,000
PROJECT RESOURCES:				
State Funding	\$ -		\$ 850,000	\$ 850,000
Local Funding (Non-state gifts and grants)	\$ 2,550,000	\$ 850,000		\$ 3,400,000
Total Project Resources	\$ 2,550,000	\$ 850,000	\$ 850,000	\$ 4,250,000
TOTAL COSTS LESS PROJECT RESOURCES TO BE FUNDED BY DEBT	\$ 15,600,000	\$ 5,200,000	\$ 5,200,000	\$ 26,000,000
TOTAL PLANNED BOND PROCEEDS	\$ 15,600,000	\$ 5,200,000	\$ 5,200,000	\$ 26,000,000

The debt service for the new bond issue has been structured to meet the current and future needs of the students at Shawnee State University. The University anticipates that the new bond issue will have a 30-year repayment schedule and mature on June 1, 2056. Bond Issuance Expenses are estimated at \$1,000,000 for conservatism and actual expenses are expected to be below that estimate. See following "Sources and Uses of Funds" schedule for details.

The debt service for the portion of the issue related to new bond funds will also be structured to benefit the University.

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June 26, 2026


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Shawnee State University

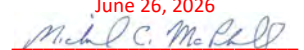
June 2026 Fee Pledge Request - \$26,000,000

BOND SOLUTION

Shawnee State University, OH
Base Case (Insured)

Period Ending	Proposed Principal	Proposed Debt Service	Existing Debt Service	Total Adj Debt Service
06/30/2027		1,042,631	1,560,075	2,602,706
06/30/2028		1,247,000	1,559,575	2,806,575
06/30/2029		1,247,000	1,563,575	2,810,575
06/30/2030		1,247,000	1,569,575	2,816,575
06/30/2031		1,247,000	1,567,225	2,814,225
06/30/2032		1,247,000	1,568,825	2,815,825
06/30/2033		1,247,000	1,566,025	2,813,025
06/30/2034		1,247,000	1,571,500	2,818,500
06/30/2035	375,000	1,622,000	490,350	2,112,350
06/30/2036	390,000	1,618,250	491,875	2,110,125
06/30/2037	410,000	1,618,750	492,875	2,111,625
06/30/2038	430,000	1,618,250	493,350	2,111,600
06/30/2039	450,000	1,616,750	493,300	2,110,050
06/30/2040	475,000	1,619,250	492,725	2,111,975
06/30/2041	500,000	1,620,500	491,625	2,112,125
06/30/2042	1,015,000	2,110,500		2,110,500
06/30/2043	1,065,000	2,109,750		2,109,750
06/30/2044	1,120,000	2,111,500		2,111,500
06/30/2045	1,175,000	2,110,500		2,110,500
06/30/2046	1,235,000	2,111,750		2,111,750
06/30/2047	1,295,000	2,110,000		2,110,000
06/30/2048	1,360,000	2,110,250		2,110,250
06/30/2049	1,430,000	2,112,250		2,112,250
06/30/2050	1,500,000	2,110,750		2,110,750
06/30/2051	1,575,000	2,110,750		2,110,750
06/30/2052	1,655,000	2,112,000		2,112,000
06/30/2053	1,735,000	2,109,250		2,109,250
06/30/2054	1,825,000	2,112,500		2,112,500
06/30/2055	1,915,000	2,111,250		2,111,250
06/30/2056	2,010,000	2,110,500		2,110,500
	24,940,000	52,768,881	15,972,475	68,741,356

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June 26, 2026


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Shawnee State University

June 2026 Fee Pledge Request - \$26,000,000

SOURCES AND USES OF FUNDS

Shawnee State University, OH Base Case (Insured)

Dated Date	07/30/2026
Delivery Date	07/30/2026

Sources:

Bond Proceeds:
Par Amount
Premium

24,940,000.00
658,092.75

25,598,092.75

Uses:

Project Fund Deposits:
Project Fund

25,000,000.00

Delivery Date Expenses: Cost
of Issuance

200,000.00

Underwriter's Discount

144,901.40

Bond Insurance

250,652.18

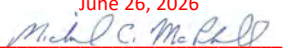
595,553.58

Other Uses of Funds:
Contingency

2,539.17

25,598,092.75

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June 26, 2026


Secretary, SSU Board of Trustees

Shawnee State University

June 2026 Fee Pledge Request - \$26,000,000

III. Fee Impact

The pro-forma analysis submitted by Shawnee State University forecasts combined revenues from a variety of sources which are expected to sufficiently cover the operating costs and debt service obligation of the projects included in this request. Revenue sources include annual general receipts, student fees, and auxiliary revenues.

Shawnee State University intends to increase the portion of the Shawnee State Advantage tuition guarantee amount allocated to bond service fees to \$156 per semester from the current bond service fee of \$150 per semester. This increase is the maximum allowable increase to comply with the legislative cap of 3% allowed under H.B. 96 of the 136th General Assembly. As such, the bond service fee percentage increase for each new incoming cohort group in future fiscal years will be subject to the applicable legislative fee caps imposed in the future. The \$156 bond service fee is expected to continue during the duration of the 2026 Bond.

IV. Project Descriptions

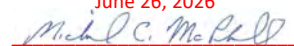
Renovation and Rehabilitation of Facilities for Athletics and Student Recreation, Health and Fitness

In 2024, the City of Portsmouth transferred Spartan Municipal Stadium, a 98-year-old facility, and 28 acres of land around the stadium to Shawnee State University for athletics use. These facilities, along with those on campus that serve SSU Athletics need significant upgrades in preparation for competition in NCAA Division II's Mountain East Conference. State funding cannot be used for athletic facilities. Renovations to Spartan Stadium and surrounding fields will include improvements to the historical stadium and football field to accommodate the University's new football program that will begin in fall 2028; an addition of a track to accommodate track & field competitions; improvements to an existing baseball field and construction of a baseball stadium; construction of a softball stadium; creation of practice and multi-use recreational fields; and construction of a fieldhouse for use by all teams. The athletics project also includes the construction of a soccer and lacrosse stadium on campus and improvements in the University's James A. Rhodes Athletics Center for basketball, volleyball, and gym use.

Completion of Renovations to University-Owned Residential Housing

In prior fiscal years, the University has funded from general receipt sources major upgrades to three University-owned residential housing buildings. The new, bond-funded project will enable the renovation of the existing buildings. The renovated apartments will be used for traditional student housing, summer athletic and academic camps and will support the availability of housing options for students attending during the summer term. These renovations and possible

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June 26, 2026


Secretary, SSU Board of Trustees

Shawnee State University

June 2026 Fee Pledge Request - \$26,000,000

reconfigurations (living & learning opportunities) can also support in the transition into our new acceptance in NCAA Division II. This project will also upgrade sidewalks, wayfinding, and exterior appurtenances. The buildings are nearly 50 years old and are in dire need of this rehabilitation. Renovations will also allow some units to remain in use instead of being designated as unavailable due to potential maintenance issues.

Renovation and Rehabilitation of Existing Academic and Administrative Facilities

In 2025, the University commissioned BHDP, a Cincinnati architectural firm, to develop a comprehensive Campus Repurposing Plan based on Shawnee State University's Strategic Plan. The Repurposing Plan will guide the University in facilities planning and improvements in the coming years based on the following objectives:

- Utilize space better to create a community for student and faculty/staff.
- Elevate the University's reputation by updating 35+ year old buildings.
- Reprioritize student-facing services, considering the new non-traditional student.
- Increase student retention and graduation rates.
- Provide a "tech-forward" environment.

BHDP held several workshops with University Leadership Committee for planning purposes, toured campus to examine facility conditions and functions, led workshops with numerous University department personnel and Student focus groups to gain a deeper understanding of the University's needs. The final version of the Repurposing Plan is being completed and will include a typology study addressing lecture classroom and office spaces of the future, planning strategies, design scenarios, and phasing plans/estimated costs for construction projects based on information obtained by BHDP.

University leadership will review the final Repurposing Plan and identify the projects that will best match the current needs of the University. Funding from bond proceeds will be used to address these projects.

V. Financial Ratio Analysis⁽¹⁾

Through the 1997 enactment of Senate Bill 6 ("S.B. 6"), the 122nd General Assembly established a standardized method for monitoring the financial health of Ohio's state-assisted colleges and universities. Subsequently, the administrative rules used to guide the implementation of S.B. 6 identified three financial ratios to evaluate an institution's fiscal health. The rules also established threshold factors for ranges of ratios, and created a weighted score of the threshold factors, termed the *composite score*, which provides a summary statistic to evaluate an institution's financial stability. The ratios and composite score are described in greater detail below, including how Shawnee State University performed when these measures are applied to its FY 2022, FY 2023, FY 2024, FY 2025 audited financial statements and FY 2026 and FY 2027 estimated financial statements—the most up-to-date financial data available.

Shawnee State University

June 2026 Fee Pledge Request - \$26,000,000

*NOTE: The FY 2027 ratio shown in *italics* reflects the ratios and composite score when \$25,000,000 in debt is added to the projected FY 2027 calculations.

1. Viability Ratio

The viability ratio is defined as expendable net assets divided by plant debt. This ratio is a measure of an institution's ability to retire its long-term debt using available current resources. A viability ratio in excess of 100% indicates that the institution has expendable fund balances in excess of its plant debt. Pursuant to this analysis, a viability ratio of 60% or greater is considered good, while a ratio below 30% might be a cause for concern. Shawnee State University's viability ratios for FY 2022, FY 2023, FY 2024, FY 2025, FY 2026 and FY 2027 are as follows:

<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>	<u>FY 2026</u> <u>(Est.)</u>	<u>FY 2027</u> <u>(Est.)*</u>
80.0%	86.8%	117.0%	153.0%	184.3%	74.0%

⁽¹⁾ Financial Ratios are presented excluding the impact of the implementation of GASB Statement No. 68 *Accounting and Financial Reporting for Pensions* and an amendment of this statement, GASB No. 71, *Pension Transition for Contributions Made Subsequent to the Measurement Date* and GASB Statement No. 75 *Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions*.

2. Primary Reserve Ratio

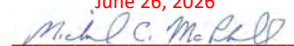
The primary reserve ratio is defined as expendable net assets divided by total operating expenses. This ratio is one measure of an institution's ability to continue operating at current levels without future revenues. Pursuant to this analysis, a ratio of 10% or greater is considered good, while a ratio below 5% would be a cause for concern. Shawnee State University's primary reserve ratios for FY 2022, FY 2023, FY 2024, FY 2025, FY 2026 and FY 2027 are as follows:

<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>	<u>FY 2026</u> <u>(Est.)</u>	<u>FY 2027</u> <u>(Est.)*</u>
20.3%	23.4%	34.4%	35.7%	34.4%	34.5%

3. Net Income Ratio

The net income ratio represents the change in total net assets divided by total revenues. This ratio is an important measure of an institution's financial status in terms of current year operations. A negative net income ratio results when an institution's current year expenses exceed its current year revenues. A positive net income ratio indicates that the institution experienced a net increase in current year fund balances. Shawnee State University's net income ratios for FY 2022, FY 2023, FY 2024, FY 2025, FY 2026 and FY 2027 are as follows:

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June 26, 2026


Secretary, SSU Board of Trustees

Shawnee State University

June 2026 Fee Pledge Request - \$26,000,000

<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>	<u>FY 2026</u> <u>(Est.)</u>	<u>FY 2027</u> <u>(Est.)*</u>
2.8%	-3.4%	5.6%	5.6%	7.0%	4.1%

The Net Income Ratio component of the Senate Bill 6 composite score contains increases/decreases in the fair value of investment; this ratio is particularly sensitive to fluctuations in the market value of the University's investment portfolio.

4. Composite Score

The ratios are translated into a single composite score by assigning individual scores to ranges of ratios, weighting the individual scores, and summing the weighted scores. The primary reserve score is weighted more heavily than is the viability ratio, which in turn is weighted more heavily than the net income ratio. This scoring process effectively emphasizes the need for campuses to have strong expendable fund balances, manageable plant debt, and a positive operating balance.

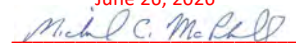
The minimum acceptable composite score is any score above 1.75. Institutions with composite scores at or below this level merit special monitoring, and would be placed on fiscal watch if the ratio analysis yielded a composite score at or below this level for two consecutive years. The highest possible score is a 5.0. Shawnee State University's composite scores have been above the minimum threshold:

<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>	<u>FY 2026</u> <u>(Est.)</u>	<u>FY 2027</u> <u>(Est.)*</u>
3.0	2.6	4.2	4.2	4.2	3.7

VI. Financial Outlook and Bond Rating

According to its FY 2025 audited financial report, Shawnee State University's financial position remains strong, having reported total assets of \$115,114,809 and liabilities of \$ 56,557,890. Net position, which represents the value of the university's assets after liabilities and deferred outflows/inflows are deducted, increased by \$6,016,904 in FY 2025 to \$60,338,480 or 52.43% of total assets. These amounts reflect the decrease in net position resulting from the implementation of GASB Statement No. 68 *Accounting and Financial Reporting for Pensions* and an amendment of this statement, GASB No. 71, *Pension Transition for Contributions Made Subsequent to the Measurement Date* and GASB No. 75 *Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions*. These statements require the university to recognize a net pension liability (asset), pension expense and related pension related deferred inflows and outflows of resources based on the university's proportionate share of collective amounts for all participating employers in the plans. The cumulative effect of the accounting change related to

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June 26, 2026


Secretary, SSU Board of Trustees

Shawnee State University

June 2026 Fee Pledge Request - \$26,000,000

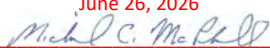
pension and postemployment benefits reporting in 2025 was a reduction of \$24,140,030 to net position. The FY 2025 net position without the GASB No.68, GASB No.71 and GASB No.75 adjustments was \$84,478,510 (\$24,565,530 are Expendable/Unrestricted).

In January 2026, Shawnee State University's issuer and revenue bond rating received an upgrade from Moody's Investor Service from Baa3 to Baa2 with a Stable outlook. The upgrade was driven by continued growth in financial reserves and liquidity, improved operating performance and stabilized enrollment. The University will also elect to utilize bond insurance to enhance the 2026 Bonds if beneficial to the issuance of the bond series.

VII. Institutional Plant Debt

The table on the following page depicts how long-term plant debt at Ohio's public colleges and universities has changed at the statewide level over the past five years. Between FY 2021 and FY 2025, statewide plant debt increased 10.5% or approximately \$850 million and increased \$9.8 million (0.1%) from FY 2024 to FY 2025. Shawnee State University's plant debt decreased \$1,950,689 (10.8%) from FY 2021 to FY 2025 and decreased \$691,730 (4.1%) from FY 2024 to FY 2025.

Certified as True and Correct
June 26, 2026


Secretary, SSU Board of Trustees

Shawnee State University

June 2026 Fee Pledge Request - \$26,000,000

STATEWIDE LONG TERM DEBT					
INSTITUTIONS	FY 2021	FY2022	FY2023	FY2024	FY2025
UNIVERSITIES					
BOWLING GREEN	\$264,328,392	\$259,896,975	\$260,294,383	\$252,425,859	\$248,754,103
CENTRAL STATE	\$11,321,647	\$9,237,350	\$9,237,350	N/A	N/A
CLEVELAND STATE	\$191,833,039	\$228,355,565	\$222,126,009	\$211,979,070	\$196,368,893
KENT STATE	\$420,215,000	\$398,273,000	\$381,267,000	\$365,725,000	\$339,908,000
MIAMI UNIV.	\$628,770,000	\$584,311,000	\$552,065,000	\$503,532,000	\$478,600,000
NEOMED	\$48,808,382	\$135,645,872	\$164,209,631	\$156,713,621	\$150,399,368
OHIO STATE	\$3,267,024,000	\$4,098,182,000	\$3,928,330,000	\$4,132,598,000	\$4,133,542,000
OHIO UNIVERSITY	\$640,261,765	\$649,195,154	\$636,713,035	\$626,397,411	\$679,508,091
SHAWNEE STATE	\$18,005,000	\$17,060,000	\$17,854,924	\$16,746,041	\$16,054,311
UNIV. AKRON	\$356,161,587	\$345,080,479	\$343,433,633	\$291,497,044	\$289,149,304
UNIV. CINCINNATI	\$1,132,460,000	\$1,209,281,000	\$1,170,155,000	\$1,383,456,000	\$1,354,405,000
UNIV. TOLEDO	\$284,174,000	\$293,076,000	\$279,101,000	\$262,962,000	\$242,797,000
WRIGHT STATE	\$56,936,716	\$54,059,363	\$52,801,508	\$42,176,123	\$37,056,411
YOUNGSTOWN STATE	\$69,516,043	\$63,334,752	\$68,255,404	\$66,451,449	\$100,214,234
COMMUNITY COLLEGES					
BELMONT TECH	\$0	\$0	\$456,549	\$235,146	\$0
CINCINNATI STATE	\$24,525,000	\$21,725,000	\$18,825,000	\$15,800,000	\$12,665,000
CLARK STATE	\$9,950,000	\$4,313,456	\$4,018,584	\$3,716,916	\$3,403,409
COLUMBUS STATE	\$172,422,624	\$161,718,399	\$161,219,580	\$146,888,913	\$216,105,651
COTC	\$91,286	\$67,667	\$1,785,130	\$1,399,206	\$1,128,990
CUYAHOGA	\$293,530,210	\$282,477,980	\$267,662,297	\$255,323,484	\$237,304,197
EASTERN GATEWAY	\$13,627,925	\$15,593,827	\$15,593,827	N/A	N/A
EDISON STATE	\$1,615,000	\$4,023,215	\$3,512,816	\$3,682,945	\$2,800,919
HOCKING	\$19,733,516	\$18,591,662	\$17,593,004	\$16,651,137	\$15,699,270
JAMES RHODES	\$2,893,870	\$5,721,248	\$5,721,248	\$5,600,703	\$4,822,680
LAKELAND	\$83,563,536	\$80,872,571	\$78,897,344	\$79,609,102	\$75,584,882
LORAIN	\$69,479,795	\$67,746,490	\$66,541,482	\$61,016,649	\$57,228,404
MARION TECH	\$0	\$0	\$0	\$0	\$1,685,572
NORTH CENTRAL	\$562,405	\$471,566	\$1,435,572	\$4,128,135	\$3,249,423
NORTHWEST STATE	\$0	\$3,332,000	\$3,128,000	\$2,934,000	\$2,736,000
OWENS STATE	\$0	\$0	\$0	\$33,179,399	\$31,368,011
RIO GRANDE	\$0	\$0	\$0	\$0	\$2,094,926
SINCLAIR	\$0	\$0	\$7,760,628	\$7,949,085	\$7,915,581
SOUTHERN STATE	\$11,475,000	\$10,390,000	\$8,155,000	\$7,360,000	\$6,545,000
STARK STATE	\$602,524	\$984,643	\$645,004	\$551,959	\$460,371
TERRA STATE	\$4,980,000	\$4,830,000	\$11,738,379	N/A	N/A
WASHINGTON STATE	\$0	\$0	\$0	\$0	\$0
ZANE STATE (MATC)	\$5,360,000	\$5,000,000	\$5,964,182	\$5,299,594	\$4,605,006
STATEWIDE TOTAL	\$ 8,104,228,262	\$ 9,032,848,234	\$ 8,766,497,503	\$ 8,963,985,991	\$ 8,954,160,007
Note: Above totals represent "Plant Debt" as reported to Ohio Department of Higher Education as part of Institutions Senate Bill 6 financial data.					

RESOLUTION F11-26

CONTINUING UNIVERSITY SPENDING AUTHORITY

WHEREAS, strategic budgeting initiatives are underway that will impact university revenue and expenditure assumptions for the FY27 budget year; and

WHEREAS, the FY27 budget is anticipated to be presented to the Board of Trustees for review and approval at the Board's September 2026 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 FY27 operating budget is approved;

THEREFORE, BE IT RESOLVED that the Board of Trustees approves University spending authority consistent with the level of resources as approved for FY26 until such time the FY27 operating budget is approved by the Board.

(June 26, 2026)

Certified as True and Correct
June 26, 2026

Secretary, SSU Board of Trustees

RESOLUTION F18-26

2026-27 ADJUSTED STUDENT TUITION AND FEES

WHEREAS, Resolution F03-26 (copy attached) adopted the tuition and student fees for AY2026-27 at the February 13, 2026 Board of Trustees meeting; and

WHEREAS, after adoption of the increase and subsequent budgetary review, revisions to some of the student fees, including bond fees, student parking fees, and rounding for student billing purposes are being recommended;

THEREFORE, BE IT RESOLVED that the Board of Trustees approves the revised student fees schedules as attached.

(June 26, 2026)

Certified as True and Correct
June 26, 2026

Secretary, SSU Board of Trustees

RESOLUTION F03-26

APPROVAL OF AY2026-27 TUITION AND STUDENT FEES

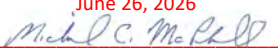
WHEREAS, tuition and general fees are utilized for instructional needs, student support services and programming, and institutional operations; and

WHEREAS, Shawnee State University, like all public universities, must proceed with pricing of services in order to perform normal business operations and finalize the University's FY2027 operating budget, the Chief Financial Officer and the President recommend approval of the tuition and fees schedules (attached) for the following categories:

- Undergraduate Tuition
 - o Shawnee Advantage (Autumn 2026 – Spring 2030)
 - o Continuing Students with Non-Guarantee Rates
- Graduate Tuition Rates
- Graduate Online Tuition Rates
- AY2026-27 Course & Program Fees
- AY2026-27 Other Student Fees
- Residential Rates and Fees:
 - o Shawnee Advantage (Autumn 2026 – Spring 2030)
 - Housing and Meal Plan Rates, Residential Connectivity Fee, Residential Student Programming Fee
 - o Autumn 2026 and Spring 2027 Continuing and Returning (Non-Guarantee)
 - Housing and Meal Plan Rates, Residential Connectivity Fee, Residential Student Programming Fee
 - o Summer 2026 Residential Housing Fees

THEREFORE, BE IT RESOLVED that the Board of Trustees approves the proposed tuition and fees schedules, contingent upon approval by the Ohio Department of Higher Education (ODHE), if required.

(February 13, 2026)

Certified as True and Correct
June 26, 2026

Secretary, SSU Board of Trustees

Shawnee Advantage Cohort (I) Guarantee Undergraduate Tuition Schedule

effective Autumn Semester 2026 through Spring 2030

Full-Time (12-18 credit hours)	AY2025-26 (per semester)	AY2026-27 (per semester)	% chg fr AY2025-29
In-State Tuition			
Instructional Fee	\$4,291.24	\$4,420.07	3.0%
General Fee	\$466.61	\$480.61	3.0%
Technology Fee	\$84.35	\$86.88	3.0%
Total In-State Tuition	\$4,842.19	\$4,987.56	3.0%
Other Fees			
Career Services Fee	\$48.00	\$48.00	0.0%
Student Services Fee	\$25.00	\$25.80	3.2%
Health & Wellness Fee	\$25.00	\$25.80	3.2%
University Center Bond Fee	\$150.00	\$156.00	4.0%
Total Shawnee Advantage Tuition and Fees for Cohort I for Full-Time Students	\$5,090.19	\$5,243.16	3.0%

Part-Time (up to and including 11 credit hours and over 18 credit hours)	AY2025-26 (per semester)	AY2026-27 (per semester)	% chg fr AY2025-29
In-State Tuition			
Instructional Fee	\$361.77	\$372.64	3.0%
General Fee	\$38.88	\$40.05	3.0%
Technology Fee	\$7.03	\$7.24	3.0%
Total In-State Tuition	\$407.68	\$419.93	3.0%
Other Fees			
Career and Advising Services Fee	\$4.00	\$4.00	0.0%
Student Services Fee*	\$25.00	\$25.80	3.2%
Health & Wellness Fee*	\$25.00	\$25.80	3.2%
University Center Bond Fee**	\$12.50	\$13.00	4.0%
Total Shawnee Advantage Tuition and Fees for Cohort I for Part-Time Students	\$474.18	\$488.53	3.0%

Notes:

See "RN & Non-Guarantee Undergraduate Tuition" Schedule for Out-of-State Surcharges. Out-of-State surcharge does not apply to students from counties included in reciprocal agreements; Kentucky residents may be eligible for the Kentucky Scholars Program.

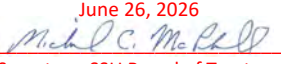
Special Program Fees, Course Fees, Pass-Through Fees and other direct-charges are additional.

Fee schedule contingent upon approval by ODHE.

*Flat fee billed to students enrolled in 6 or more credit hours.

**Maximum University Center Bond fee of \$156 per semester; not charged for hours over 18.

BOT 6/26/2026

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**2026-27 Academic Year
Graduate Tuition Schedule**
effective Autumn Semester 2026

Full-Time (9 - 16 credit hours)	AY 2025-26 (per semester)	AY 2026-27 (per semester)	% chg fr AY2025-26
<i>In-State Tuition</i>			
Instructional Fee	\$ 5,366.43	\$ 5,538.16	3.2%
General Fee	\$ 154.85	\$ 159.81	3.2%
Technology Fee	\$ 53.55	\$ 55.26	3.2%
Total In-State Tuition	\$ 5,574.84	\$ 5,753.23	3.2%
 Out-of-State Surcharge*	 \$ 4,810.64	 \$ 4,964.49	 3.2%
 Other Fees			
Student Services Fee	\$ 25.00	\$ 25.80	3.2%
Health & Wellness Fee	\$ 25.00	\$ 25.80	3.2%
University Center Bond Fee	\$ 150.00	\$ 156.00	4.0%
Part-Time (up to and including 8 credit hours and over 16 credit hours)	AY 2025-26 (per credit hr)	AY 2026-27 (per credit hr)	% chg fr AY2025-26
<i>In-State Tuition</i>			
Instructional Fee	\$ 596.27	\$ 615.35	3.2%
General Fee	\$ 17.21	\$ 17.76	3.2%
Technology Fee	\$ 5.95	\$ 6.14	3.2%
Total In-State Tuition	\$ 619.43	\$ 639.25	3.2%
 Out-of-State Surcharge*	 \$ 534.51	 \$ 551.61	 3.2%
 Other Fees			
Student Services Fee**	\$ 25.00	\$ 25.80	3.2%
Health & Wellness Fee**	\$ 25.00	\$ 25.80	3.2%
University Center Bond Fee***	\$ 12.50	\$ 13.00	4.0%
Graduate Workshop Credit	AY 2025-26 (per credit hr)	AY 2026-27 (per credit hr)	% chg fr AY2025-26
<i>Graduate Workshop Credit</i>	\$ 150.00	\$ 150.00	0.0%

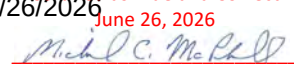
Notes:

*Out-of-State surcharge does not apply to students from counties included in reciprocal agreements.

**Flat fee billed to students enrolled in 6 or more credit hours.

***Maximum of \$156 per semester; not charged for hours over 16.

Fee schedule contingent upon approval by ODHE.

BOT 6/26/2026
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 Secretary, SSU Board of Trustees

2026-27 Academic Year
MBA Graduate Tuition Schedule
effective Autumn Semester 2026

Full-Time (9 - 16 credit hours)	AY 2025-26 (per semester)	AY 2026-27 (per semester)	% chg fr AY2025-26
In-State Tuition			
Instructional Fee	\$ 5,903.05	\$ 6,091.95	3.2%
General Fee	\$ 170.38	\$ 175.83	3.2%
Technology Fee	\$ 58.94	\$ 60.83	3.2%
Total In-State Tuition	\$ 6,132.36	\$ 6,328.61	3.2%
Out-of-State Surcharge*	\$ 5,291.70	\$ 5,461.07	3.2%
Other Fees			
Student Services Fee	\$ 25.00	\$ 25.80	3.2%
Health & Wellness Fee	\$ 25.00	\$ 25.80	3.2%
University Center Bond Fee	\$ 150.00	\$ 156.00	4.0%

Part-Time (up to and including 8 credit hours and over 16 credit hours)	AY 2025-26 (per credit hr)	AY 2026-27 (per credit hr)	% chg fr AY2025-26
In-State Tuition			
Instructional Fee	\$ 655.89	\$ 676.88	3.2%
General Fee	\$ 18.93	\$ 19.54	3.2%
Technology Fee	\$ 6.54	\$ 6.75	3.2%
Total In-State Tuition	\$ 681.36	\$ 703.17	3.2%
Out-of-State Surcharge*	\$ 587.97	\$ 606.79	3.2%
Other Fees			
Student Services Fee**	\$ 25.00	\$ 25.80	3.2%
Health & Wellness Fee**	\$ 25.00	\$ 25.80	3.2%
University Center Bond Fee***	\$ 12.50	\$ 13.00	4.0%

Notes:

*Out-of-State surcharge does not apply to students from counties included in reciprocal agreements.

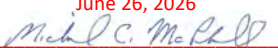
**Flat fee billed to students enrolled in 6 or more credit hours.

***Maximum of \$156 per semester; not charged for hours over 16.

****AY2023/24 is the initial year for the MBA Program.

Fee schedule contingent upon approval by ODHE.

BOT 6/26/2026

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2026-27 Academic Year
Other Additional Student Fees
effective Autumn Semester 2026

Additional Student Fees	AY 2025-26	AY 2026-27
Application Fees		
Graduate Admission	\$30.00	\$30.00
International Admission	\$50.00	\$50.00
CashNet Payment Plan Fall/Spring: First Late Fee	\$45.00	\$45.00
CashNet Payment Plan Fall/Spring: Second Late Fee	\$35.00	\$35.00
CashNet Payment Plan Fall/Spring: Third Late Fee	\$35.00	\$35.00
CashNet Payment Plan Fall/Spring: Fourth Late Fee	\$35.00	\$35.00
Credit by Arrangement Administrative Fee, Undergraduate	\$150/per cr hr*	\$150 per cr hr*
Credit by Arrangement Administrative Fee, Graduate	\$225/per cr hr*	\$225 per cr hr*
Credit by Exam Fee (per course)	\$150.00	\$150.00
Graduation Petition Fee (per degree)	\$50.00	\$50.00
Int'l Student Exchange Program (ISEP) Admin. Fee	\$100.00	\$100.00
Int'l Student Exchange Program (ISEP) Tuition Differential	varies by destination	varies by destination
Late Registration Fee/Re-enrollment Fee	\$150.00	\$150.00
Non-Payment Plan Late Fees	max \$180.00 per sem.	max \$180 per sem.
Orientation Fee	\$50.00	\$50.00
Overnight Orientation Fee	\$37.00	\$37.00
Overnight Orientation Fee (same day registration)	\$47.00	\$47.00
General Parking Regular Fee (Student)***	\$84.25 / per semester / \$168.50 Annual	\$150 per semester
General Parking Special Fee (Non-Degree, temporary and intermittent students)***	\$40.50 per semester / \$81 Annual	\$44.50 per semester
Reserved Parking Students (if requested)	\$160 per semester / \$320 Annual	\$295 per semester
General Parking Regular Students (beginning Summer 2027)***		\$50 for Summer Semester
Reserved Parking Students Summer (beginning summer 2027)***		\$100 for Summer Semester
Payment Plan Summer: First Late Fee	\$90.00	\$90.00
Payment Plan Summer: Second Late Fee	\$90.00	\$90.00
Student Athletic	\$150/per sem.	\$150 per semester
Student Service Fees (students with 6 or more credit hours)**	\$25/per sem.	\$25 per semester
Student Health & Wellness (students with 6 or more cr hrs)**	\$25/per sem.	\$25 per semester
Study Abroad	\$120/semester	\$120 per semester

Notes:

*Course Credit by Arrangement Administrative Fee will not be charged to conditionally admitted graduate students taking undergraduate-level prerequisite courses by arrangement.

**Listed on Tuition Schedules

***Excludes CCP students and Senior Citizens

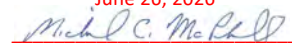
Fee schedule contingent upon approval by ODHE.

NOTE: Parking fees for visitors and employees do not need to be on the Student Fee Schedule going to BOT for approval.

BOT 6/26/2026

Certified as True and Correct

June 26, 2026


Secretary, SSU Board of Trustees



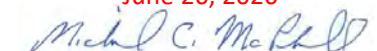
FY26 Operating Budget Status

Report Date 06.11.2026

	FY26 Budget	Q1 Actuals	Q2 Actuals	Q3 Actuals	Q4 Actuals	YTD Actuals	% of Budget
Revenue							
Tuition & Student Fees	\$ 30,144,207	\$ 16,858,015	\$ (67,852)	\$ 13,539,864	\$ 3,137,438	\$ 33,467,465	111.0%
State Share of Instruction	\$ 12,979,745	\$ 3,244,938	\$ 3,244,935	\$ 3,268,417	\$ 2,178,942	\$ 11,937,232	92.0%
Shawnee Supplement	\$ 12,000,000	\$ -	\$ 6,000,000	\$ 3,000,000	\$ 3,000,000	\$ 12,000,000	100.0%
Scholarship	\$ (6,000,220)	\$ (3,005,776)	\$ (71,584)	\$ (2,834,412)	\$ (192,921)	\$ (6,104,693)	101.7%
Other Income	\$ 14,845,380	\$ 1,300,609	\$ 3,800,020	\$ 2,935,980	\$ 5,100,004	\$ 13,136,613	88.5%
Commissions	\$ 566,421	\$ 878	\$ 65,019	\$ 22,964	\$ 420,244	\$ 509,106	89.9%
General Fund Operating Grants	\$ 11,355,886	\$ 484,526	\$ 3,302,825	\$ 2,505,630	\$ (6,238,781)	\$ 54,200	0.5%
Miscellaneous Revenue	\$ 2,218,573	\$ 493,396	\$ 286,982	\$ 336,578	\$ 10,784,467	\$ 11,901,424	536.4%
Service Fees/Memberships	\$ 81,000	\$ 37,842	\$ 16,079	\$ 702	\$ 3,463	\$ 58,086	71.7%
Ticket Sales/Rentals	\$ 623,500	\$ 283,966	\$ 129,114	\$ 70,107	\$ 130,610	\$ 613,797	98.4%
Transfers In	\$ 2,500,000	\$ 90	\$ 0	\$ -	\$ 2,500,857	\$ 2,500,947	100.0%
Revenue Total	\$ 66,469,112	\$ 18,397,876	\$ 12,905,518	\$ 19,909,849	\$ 15,724,321	\$ 66,937,564	100.7%
Expense							
Compensation	\$ 36,572,542	\$ 6,145,167	\$ 9,072,590	\$ 7,961,228	\$ 7,607,905	\$ 30,786,889	84.2%
Salaries	\$ 26,534,044	\$ 4,296,786	\$ 6,938,624	\$ 5,837,119	\$ 5,923,413	\$ 22,995,942	86.7%
Benefits	\$ 10,038,498	\$ 1,848,381	\$ 2,133,966	\$ 2,124,108	\$ 1,684,492	\$ 7,790,947	77.6%
Non-Compensation	\$ 26,118,292	\$ 4,965,485	\$ 3,685,207	\$ 8,856,830	\$ 2,772,151	\$ 20,279,673	77.6%
Equipment	\$ 710,109	\$ 212,616	\$ 415,020	\$ 200,681	\$ 160,857	\$ 989,174	139.3%
External Professional Services	\$ 1,174,390	\$ 636,391	\$ 324,309	\$ 393,507	\$ 275,407	\$ 1,629,614	138.8%
Information/Comm/Shipping	\$ 1,539,021	\$ 259,241	\$ 155,774	\$ 209,608	\$ 144,448	\$ 769,071	50.0%
Maintenance & Service Contracts	\$ 4,479,486	\$ 2,283,600	\$ 1,039,091	\$ 1,151,667	\$ 900,003	\$ 5,374,360	120.0%
Meal Plan Expense	\$ 2,174,457	\$ 217,394	\$ 694,584	\$ 903,330	\$ 368,213	\$ 2,183,521	100.4%
Miscellaneous Expense	\$ 11,159,899	\$ 448,328	\$ 153,374	\$ 4,844,416	\$ 86,378	\$ 5,532,496	49.6%
Supplies	\$ 2,100,372	\$ 285,064	\$ 287,021	\$ 280,161	\$ 143,195	\$ 995,440	47.4%
Travel	\$ 902,745	\$ 167,397	\$ 275,809	\$ 334,435	\$ 357,225	\$ 1,134,866	125.7%
Utilities	\$ 1,877,814	\$ 455,455	\$ 340,225	\$ 539,025	\$ 336,425	\$ 1,671,130	89.0%
Transfers Out	\$ 461,403	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Expense Total	\$ 63,152,237	\$ 11,110,651	\$ 12,757,797	\$ 16,818,058	\$ 10,380,056	\$ 51,066,562	80.9%
Net Transfer to Capital Fund	\$ 1,566,875	\$ 1,566,875	\$ -	\$ -	\$ -	\$ 1,566,875	100.0%
Net Operating Budget	\$1,750,000	\$5,720,350	\$147,721	\$3,091,791	\$5,344,265	\$14,304,127	817%

Certified as True and Correct

June 26, 2026



Secretary, SSU Board of Trustees

President's Report to the Board of Trustees
Board of Trustees Regular Meeting
June 26, 2026

Good afternoon. It is my pleasure to share with you this President's Report:

We are closing the fiscal year with encouraging signs. We are on target to finish FY26 with a surplus that allowed us to continue our planned transfers to university reserves. We continue to see steady strengthening of our financial position and Moody's this week reaffirmed our Baa2 credit rating upgrade with a stable outlook, landing us ahead of the higher education sector average. I once again thank the CFO Greg Ballengee and his team, Budget Director Aimee Welch, and Chief Operating Officer Malonda Johnson and her team. Working together over the past year, we have increased core tuition and fees revenue, increased revenue associated with ancillary activities, and secured affiliation agreements with the two largest health care organizations in our region.

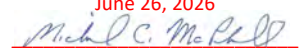
Prudent management of university expenses, treasury, and investments continues to increase our cash flows, reserve funds, and net financial position. Thank you again this year to those of you serving on the Finance and Administration Committee and the Investment Committee for your strong leadership, expertise, and commitment to high performance. We remain fully committed to balanced budgets and continuing the commitment to build reserves in FY27. With planned transfers to reserves continuing over the next four years, we are on track to reach our goal of 30 by 30, or \$30M in cash, expertise, and reserves by FY30 year end.

Fiscal responsibility is also evidenced by investments in new initiatives that will fuel innovation and growth. As outlined in the Budget Book and FY27 Preliminary Budget, we have several expansions to improve the student experience, from placemaking projects like pickleball courts and new restaurants, to a comprehensive Opportunity Center that will streamline student recruitment, registration, and support services. Investments in a new communications framework will increase enrollment marketing, brand elevation and athletics positioning. Football and athletics staff and operations are being expanded as we enter provisional year one of NCAA Division II membership and competition in the Mountain East Conference. Student Affairs will be reorganized to create a modern, engaging atmosphere that makes campus a livelier and more vibrant place to live, study, and work.

In addition to targeted enhancements in the operating budget, Shawnee State University will also benefit from over \$65M in capital project construction and improvements – the largest investment in campus infrastructure in its 60+ year history as a higher education campus. \$25M in bond financing is pending to support an athletics renovation plan that will construct a new softball stadium, practice fields and fieldhouse, as well as renovate a baseball park, a soccer and lacrosse stadium, track and field facilities, and a historic football stadium.

Even with up to \$25M in new athletics facilities investments planned, we will be spending more on academic facilities. Earlier this month, the State of Ohio continued to recognize of Shawnee State University as the leading economic and workforce driver of south-

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June 26, 2026


Secretary, SSU Board of Trustees

President's Report to the Board of Trustees

Board of Trustees Regular Meeting

June 26, 2026

Page 2

central Ohio by appropriating over \$31.5 million to SSU in the 2027-2028 Capital Budget. These funds demonstrate a commitment by Governor DeWine, Senate and House Leadership, and the Ohio taxpayer to support the growth of this special place and make sure that we have competitive facilities that reflect the level of work being done by our faculty and students, and the potential of our programs and graduates. A portion of the monies will be used for comprehensive renovations of our Natural Science Labs, our Health Science Labs, and the Clark Memorial Library.

Today's meeting marks not only the end of the fiscal year, but the end of a career for several Shawnee State University colleagues: I want to first recognize Mike McPhillips. Mike has served Shawnee State as general counsel since 2017. I first met Mike when he served as counsel for ODHE and the Ohio Tuition Trust Authority where I served as executive chairman. Since, I have been in several different roles at the university and worked with Mike, allowing me to see him operate in several situations. Mike has served the university well with expert counsel and has been a trusted colleague to all.

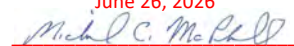
We recognize Chief Financial Officer Greg Ballengee with a recognition only awarded four times in the university's history – Administrator Emeritus. It is a privilege to have served with Greg, to have learned from him, and to know that he is instrumental in the financial turnaround that will make this university thrive for the next generation. I thank the Board of Trustees for conferring this special status on Greg.

In addition to Greg and Mike, I thank the following retirees for their many years of service to Shawnee State University: Administrators Jenny Carver and Teresa McKenzie; and Faculty members Kejing Liu, Nick Meriwether, and Janet Snedegar. Today the Board of Trustees awarded Tenure and Promotion to several faculty members. Faculty are the heart of what we do at this university and I am pleased to report that over the past year, we have added several new faculty and teaching positions, all while maintaining our balanced budget.

Today is the final meeting for Faith Kuhn as a student trustee. Faith is an impressive student, a gifted student athlete, and a very inspirational person to be around. I have had the pleasure of working with Faith in leadership roles, in student employment roles, and as a board trustee. She is always leading a project, a group, and a party. I look forward to continuing to support Faith as she pursues her degree in teacher education next year. Thank you, Faith for your service to the Board of Trustees and for being such a champion for SSU.

I also recognize Chairman Eddie Edwards for his nine years of service to the Board of Trustees and his leadership since appointed to the Board in 2018. Over the past eight years, he has led the trustees with distinction by serving as Chair for two annual terms, Vice-Chair for three annual terms, and on the Executive Committee for five years. During his tenure, he and his fellow trustees helped to secure a record setting state operating budget and capital budget appropriations, open our Chillicothe site at the Adena PACCAR Education Building, enter provisional NCAA Division II membership, develop our first 90-hour degree programs, fund the

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June 26, 2026


Secretary, SSU Board of Trustees

President's Report to the Board of Trustees

Board of Trustees Regular Meeting

June 26, 2026

Page 3

Shawnee Advanced Manufacturing Center, expand the primary service area to 15 Ohio counties, launch of the College of Health and Human Services and College of Business and Engineering Technology, increase student retention and completion, and deliver three straight balanced budgets while enhancing university reserves. Thank you, Mr. Chairman, for your support, for your leadership, and for your friendship. You have been an outstanding asset to this university.

Not everyone is leaving. Today you have approved the appointment of Adam Miller as the first permanent Dean of the College of Business and Engineering Technology. Dean Miller has accomplished a great deal during his interim status and has positioned SSU quite well for emerging opportunities in advanced manufacturing, engineering technology, business, and the transformation of the DOE Portsmouth Site at Piketon. The future of the College is bright and I look forward to working with Adam in the years to come. You also approved appointment of our next General Counsel, Randalyn Worley. Randalyn has been serving as assistant general counsel for the past several months and was approved last month by Attorney General Yost for the general counsel position at SSU. The board and university will be well served by Mrs. Worley's legal experience and commitment to the region and Shawnee State University mission.

I want to acknowledge the inaugural gathering of our SSU Board of Visitors earlier this spring. This very small group of highly accomplished and very engaged Shawnee State University advocates is assembled to identify opportunities and leverage resources outside the traditional university governance structure. The Board of Visitors will meet periodically with me and with the Board of Trustees to collaborate on innovative initiatives that advance SSU. Two of our Board of Visitors members are here with us today, and both are graduates of SSU – Lloyd Martin, a past Chair of the SSU Foundation Board, is a 1983 graduate of the plastics engineering technology program; Lear McCoy is a 2006 graduate of the business administration program.

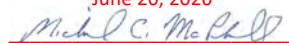
Thank you to my colleagues in cabinet and across the university for their continued vision and leadership. Thank you to our academic leadership and faculty for embracing the challenge of curricular changes and program evolution. Our students not only deserve modern facilities, they demand modern programs, modern modalities, and a student experience that is convenient, supportive, and meaningful. Together we are fundamentally redesigning how we engage our students, our regional employers, and our community. Thank you to the Board of Trustees for its continued commitment to Shawnee State University and I look forward to working with you in the new academic year to take our institution to the next level.

Respectfully submitted,



Dr. Eric Andrew Braun
President

Certified as True and Correct
June 26, 2026


Secretary, SSU Board of Trustees



To: Shawnee State University Board of Trustees
From: Eric Andrew Braun, J.D., Ed.D., President
through Michael C. McPhillips, General Counsel
Re: Report on Policies and Procedures – 2025-2026
Date: June 26, 2026

With the Advance Ohio Higher Education Act, Senate Bill 1 of the 136th Ohio General Assembly becoming effective during the 2025-2026 fiscal year, the Board of Trustees and administration kept busy enacting and revising policies and procedures as needed to comply with the legislation. SB 1-related policies enacted by the Board addressed matters including curriculum approval, faculty workloads, performance evaluations, tenure, and post-tenure review. Separate state legislation, the CAMPUS Act, prompted the Board to pass a policy addressing training and a complaint procedure regarding racial, religious, and ethnic harassment and intimidation.

Administration-initiated policies that garnered Board approval concerned experiential learning requirements for undergraduates prior to graduation; mandatory training for athletic coaches, student-athletes, employees, and student leaders; consistent, transparent, and equitable guidelines for rehiring former employees; reorganization and reassignment of media and social media responsibilities within the Communications and Enrollment Departments; and guidelines on appropriate workplace attire.

Below is a summary of newly-enacted policies and procedures, policies revised by Board action, procedures revised by Presidential action, and a rescinded procedure:

Newly Enacted Policies

2.23	Diversity, Equity, and Inclusion and Other Concepts	September 19, 2025
5.46	CAMPUS Act Policy	November 21, 2025
4.96	University Rehire Policy	November 21, 2025
5.47	Employee, Athletics, and Student Leader Training	November 21, 2025
2.24	Curriculum Approval Process	November 21, 2025
2.25	Low-Enrolled Courses	November 21, 2025
2.15	University Promotion and Tenure System	December 13, 2025
2.26	Faculty Annual Performance Evaluation	December 13, 2025
2.27	Peer Evaluation of Faculty Teaching	December 13, 2025
2.28	Post-Tenure Review	December 13, 2025

2.29	Retrenchment	December 13, 2025
4.97	Professional Appearance Policy	April 17, 2026
4.98	Wellness Break Policy	April 17, 2026
5.48	Misbranded Meat and Egg Products	April 17, 2026
2.30	Experiential Learning Requirement	April 17, 2026

Policies Revised by Board Action

3.00REV	Admission and Degree Requirements	August 8, 2025
4.52REV	Leaves of Absence (Paid and Unpaid)	September 19, 2025
2.11REV	Faculty Workload	December 13, 2025
2.19REV	Transfer Credit	February 13, 2026
5.11REV	Media, Social Media & Web Sites	April 17, 2026
4.51REV	Administrative Employees-Employment Status and Other Employment Actions	June 26, 2026
4.53REV	Compensation for Administrative Employees	June 26, 2026
4.95REV	Flexible Work Arrangements	June 26, 2026
4.44REV	Use of University Facilities & Reservation of Space	June 26, 2026
4.21REV	Cash Management	June 26, 2026

Newly-Enacted Procedures

5.47:1	Training-Athletics	November 21, 2025
5.47:2	Training-Onboarding	November 21, 2025
5.47:3	Training -Student Organizations	November 21, 2025

Procedures Revised by Presidential Action

4.21:1	Cash Management	June 26, 2026
4.44:1	Use of University Facilities & Reservation of Space	June 26, 2026
4.53:1	Administration of Compensation for Administrative Employees	June 26, 2026

Rescinded Policies and Procedures

5.38:1	Recruitment & Selection- Employees	June 23, 2025
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**Board of Trustees Committee Appointments
2026-2027**

Board Officers	Ed Daniels	Chair
	Brenda Haas	Vice Chair
Executive Committee	Ed Daniels	Chair - By position
	Brenda Haas	Vice Chair - By position
	David Richey	By position
	David Furbee	By appointment
	Dilip Shah	By appointment
Finance and Administration Committee	Brenda Haas	Chair
	Dilip Shah	Vice Chair
	Ed Daniels	By position
	David Furbee	
	Markee Dennis	
	Vacant	Student member
Academic and Student Affairs Committee	David Richey	Chair
	Sallie Schisler	Vice Chair
	Aaron Adams	
	Vacant	
	Ed Daniels	Ex-Officio
	Chloe Wilbur	Student member
Representatives to SSUF	Ed Daniels	By position
	Sallie Schisler	Board Chair appointment
Representative to Investment Committee	David Furbee	
Board Treasurer	Craig Gilliland	
Board Secretary	Randalyn Worley	

RESOLUTION E06-26

ADOPTING EXECUTIVE COMMITTEE'S PERFORMANCE EVALUATION AND SETTING COMPENSATION OF PRESIDENT

WHEREAS, The Executive Committee of the Board of Trustees is responsible for conducting an annual performance evaluation of the President that follows a process established by the Chairperson of the Board and includes input from the President; and

WHEREAS, the Executive Committee has completed its performance evaluation of the President, including goals for the 2026-2027 year, in accordance with Policy 1.03 Rev, and is responsible for reporting the evaluation results and making recommendations to the full Board; and

WHEREAS, the Presidential Employment Agreement provides that effective on July 1 of each year, in addition to a cost-of-living increase, the President shall be considered for an annual performance bonus in an amount not more than fifty percent (50%) of his base salary, at the sole discretion of the Board of Trustees; and

WHEREAS, the Presidential Employment Agreement further provides that the Chairperson of the Board of Trustees will use reasonable best efforts to notify the President about whether a performance bonus will be awarded in or around June of each contract year; and

WHEREAS, the Executive Committee finds that the president has successfully completed the goals outlined in the 2025–2026 management letter, including:

1. Continuing strong financial management by:
 - a. Increasing net revenue by providing that operating income exceeds budget plan; and
 - b. Continuing to increase the reserve fund;
2. Opening the Adena campus for enrollment;
3. Completing substantial progress on review of online programming;
4. Obtaining full funding for STEM labs and library refurbishing (\$31.8 million);
5. Improving enrollment by:
 - a. Increasing undergraduate and graduate enrollment; and
 - b. Developing a five (5) year strategic enrollment plan; and

WHEREAS, in addition to the goals outlined in the management letter, the Executive Committee finds that the President has also accomplished significant achievements to improve and upgrade Shawnee State University, as set forth in Attachment A; and

WHEREAS, the President has instilled a positive, winning culture amongst University faculty and staff;

THEREFORE, BE IT RESOLVED that the Board of Trustees of Shawnee State University accepts the performance evaluation of the President prepared by the Executive Committee, as outlined above; and

IT IS FURTHER RESOLVED that the Board of Trustees approves a performance bonus for the President in the amount of fifty percent (50%) of his base salary for 2025-2026; and

IT IS FURTHER RESOLVED that the Chairperson of the Board of Trustees is directed to notify the President of the performance bonus included herein, and to issue a management letter to the President not later than July 26, 2026 setting forth agreed upon goals for the President for 2026-2027.

(June 26, 2026)

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June 26, 2026

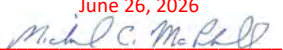
Secretary, SSU Board of Trustees

ATTACHMENT A

TO RESOLUTION E06-26 -ADOPTING EXECUTIVE COMMITTEE'S PERFORMANCE EVALUATION AND SETTING COMPENSATION OF PRESIDENT

1. **Cured Issues From Higher Learning Commission's (HLC) 2023 Interim Report.**
This resolution resulted in no further reports being required by HLC until the institution's next reaffirmation of accreditation scheduled for 2028-29.
2. **Full compliance with SB1 mandates**, including comprehensive policy changes, low-enrolled program reviews and closures, and timely reporting of all required information.
3. NCAA Membership Committee announced that **Shawnee State University was accepted for provisional membership in NCAA Division II** beginning in fall 2026.
4. FY26-FY27 State Operating Budget **increase in the Shawnee State Supplement** from \$9,000,000 per year to \$12,000,000 per year; Renewal of support for the SSU Institute for Appalachian Public Policy at \$75,000 per year; and Establishment of **\$500,000 per year in new funding for a Shawnee State University Civic & Culture Program for Appalachia.**
5. **Fully funded \$4.5M Shawnee Advanced Manufacturing Lab.**
6. **Executed Health Care Affiliation Agreements** with Southern Ohio Medical Center and Adena Health Systems.
7. Obtained Appalachian Regional Commission award of **\$2,000,000 to establish Industrial Chemistry program.**
8. **Obtained \$525,000 award from Ohio Department of Higher Education** to renew Choose Ohio First Scholarship program.
9. **Fully funded \$8.5M Health Sciences Lab Project** (Dental Hygiene, Radiology Tech, Medical Laboratory Technology, Respiratory Therapy) through federal, state, and private sources.
10. **Launched study abroad partnership with Harlaxton College** in Grantham, UK for SSU Honors Program and Lute School of Business students.
11. **Improved Moody's Credit Rating** to Baa2, stable outlook.
12. **Fully funded \$850,000 Esports Arena** in Kricker Innovation Hub.
13. Convened inaugural meeting of the Shawnee State University **Board of Visitors.**

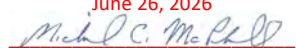
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June 26, 2026


Secretary, SSU Board of Trustees

14. Successfully oversaw the seamless **succession appointments for CFO and General Counsel** roles.
15. Hired a recognized and respected NCAA Division I-experienced **Head Football Coach**.
16. **Established Portsmouth Promise** college mentorship and scholarship program with over twenty highly in-need students enrolled from Portsmouth High School.
17. **First cohort of Pre-Social Work program** students enrolled.

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June 26, 2026

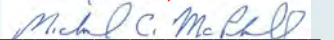

Secretary, SSU Board of Trustees

Resolution F10-26

Approval of Issuance of General Receipt Bonds

- Resolution Authorizes the issuance of up to \$26M in new General Receipts Bonds for costs of various construction projects of the University:
 - \$15M towards new construction and renovations of new and existing athletic facilities such as Spartan Municipal Stadium, Branch Rickey Stadium, soccer fields and multi-use recreational fields.
 - \$5M towards renovation of three University-owned residential housing buildings
 - \$5M allocated towards renovation projects identified by a study addressing lecture, classroom and office spaces to best match future needs of the University.
 - Up to \$1M to cover Costs of Issuance expenses of the 2026 Bond Series (underwriter, bond counsel, bond insurance expenses).
- Authorizes the University to refund up to \$13,025,000 of the existing Series 2016 bonds, in whole or in part, if Chief Financial Officer determines refunding to be advantageous to the University.

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June 26, 2026

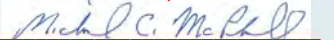

Secretary, SSU Board of Trustees

Resolution F10-26

Approval of Issuance of General Receipt Bonds

- University will increase current \$150/semester Bond Service fee to \$156/semester. Increase restricted by student tuition and fee increases imposed by State of Ohio budget bill (Am. Sub. HB 96).
- University has submitted General Receipts Pledge Request to Chancellor, Ohio Department of Higher Education, for approval to pledge University general receipts towards repayment of debt service through June 30, 2056.
- Increases Annual Debt Service up to approximately \$2.8M for FY 2027 to FY 2034 and then reduced to \$2.1M from FY 2035 to FY 2056 (maturity). Current Debt Service is \$1.6M through FY 2034 then \$500K through 2041.
- University has projected impact of bond issuance on fiscal year 2027 Senate Bill 6 (“SB6”) Composite score. Fiscal Year 2025 (and expected Fiscal Year 2026) SB 6 Composite Score of 4.2 would be 3.7. The projected Composite Score and component ratios are above required SB 6 requirements.

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Estimated Timeline for Potential Bond Issuance

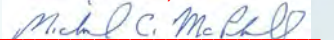
Receive Moody's Rating (based on June 10 th Review)	Week of June 22, 2026
Complete preparation of final draft bond documents	Week of June 22, 2026
University Board of Trustee Bond Approval Resolution	June 26, 2026
Receive ODHE Approval (Exact Timing TBD)	Week of July 6, 2026
Post Preliminary Official Statement (POS)	ASAP after ODHE approval
Pre-Pricing Call, Pricing of Bonds and execute Bond Pricing Agreement (BPA)	Week of July 20, 2026
Post Final Official Statement	Week of July 27, 2026
Finalize Closing of Series 2026 Bonds	Week of August 3, 2026
Call Refunded Series 2016 Bonds (if applicable)	TBD (after 30 day call notice)

Resolution F11-26

Continuing University Spending Authority

- Development of the FY27 University budget is currently underway.
- Presentation of the budget to the Board of Trustees for review and approval is anticipated to be September 2026.
- Approval of continuing University spending authority resolution is needed to meet operational needs until adoption of final budget.
- Authorizes spending based on FY26 budget level.
- Similar to budget review and approval process for the past three budgets.

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Resolution F12-26

Revision of Policy 4.51Rev.

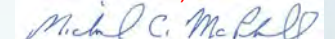
Administrative Employees – Employment Status and Other Employment Actions

Policy updated to:

- Clarify how the policy applies to athletic coaches and individuals involuntarily separated from employment
- Acknowledges the unique nature of athletic roles and permits the use of contract terms that are standardized and tailored to the athletics context
- Allows management flexibility to change an employee's duties and/or work location when advance notice of termination is given

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Resolution F13-26

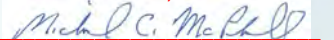
Revision of Policy 4.53Rev.

Compensation for Administrative Employees

Policy updated to:

- Reflect current operations and ensure processes align with federal and state laws
- Authorizes the President to approve signing bonuses and one-time, non-base compensation payments to support recruitment, retention, and performance objectives
- Allows the President to approve an athletics performance bonus schedule for coaches who receive recognition or meet performance milestones

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Resolution F14-26

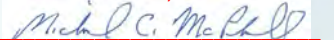
Revision of Policy 4.95

Flexible Work Arrangements

Policy updated to:

- Define senior executive roles responsible for ensuring flexible work arrangements are offered fairly and equitably
- Requires employees to arrange appropriate child or dependent care when working remotely

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June 26, 2026


Secretary, SSU Board of Trustees

Resolution F15-26

Revision of Policy 4.44Rev.

Use of University Facilities & Reservation of Space

Policy updated to:

- Allow the University to implement a fee schedule for student organizations and other internal groups

**Student Organization
Fee Schedule for Use of University Facilities
Effective July 1, 2026**

General Fees

\$400	Tarp on Gym Floor *Only in Gymnasium
\$50	Dance Floor
\$50	Risers or stage area
\$20	Pipe and Drape (one section)
\$400	Pipe and Drape (room)
\$1 / each	Chair Covers (white spandex for chairs in Vern Riffe Center)
\$4	Round Tablecloths (navy, black, white, navy/white checkered)
\$3	Rectangle Tablecloths (navy, black, white)
\$2	Plastic Tablecloths

Security Fees (if alcohol is being served)

\$25 an hour	150 attendees or less
\$50 an hour	150 – 300 attendees
\$75 an hour	300 and over

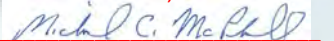
Vern Riffe Center for the Arts – Eloise Covert Smith Theater

\$100	Main Theater
\$22/hour	Stage Crew
\$18/hour	Custodial
\$33/hour	Security
\$18/hour	Front of House Staff (if audience is present)

Commission (for event charges)

7% of gross registration fees and/or admission fees charged to event attendees
10% of income from sales during the event

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June 26, 2026


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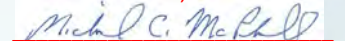
Resolution F16-26

Approval of SSU Foundation Member Appointments

Ratification of **SSU Foundation Resolution 2026.1**
Appointment of SSU Foundation Members for an
additional **3-year term** beginning 7/1/2026 – 6/30/2029

- Megan Gerber
- Andrew Graf
- Jesse Scott

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June 26, 2026

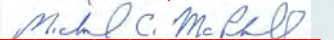

Secretary, SSU Board of Trustees

Resolution F17-26

Investment Committee Member Reappointment

- University invited Barry Rodbell, MBA – Financial Advisor, to continue as a member of the Board of Trustee Investment Committee.
- Mr. Rodbell has been a member of the Investment Committee completing the unexpired term of a previous member (Mr. Will Burke).
- Term will be July 1, 2026 to June 30, 2029.
- Appointment of Mr. Rodbell was discussed and supported by Investment Committee during their June 11, 2026 meeting.

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June 26, 2026

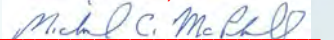

Secretary, SSU Board of Trustees

Resolution F18-26

2026 – 27 Adjusted Student Tuition & Fees

- AY 2026-27 Student Tuition and Fees were previously approved by the Board of Trustees at the February 13, 2026 meeting (F03-26).
- Subsequent discussion with Ohio Department of Higher Education regarding bond issuance resulted in the opportunity to increase bond debt service portion of Shawnee Advantage tuition from \$150 to \$156 per semester. Total undergraduate tuition rate increases from \$5237.16 to \$5243.16 per semester.
- Total impact of fee increase provides approximately \$65K in additional funding per year.
- Student Parking fees were increased and revised to a semester billing basis instead of annual basis.
- Miscellaneous rounding adjustments were needed for billing purposes.

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June 26, 2026

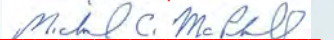

Secretary, SSU Board of Trustees

Resolution F19-26

Revision of Policy 4.21Rev. Cash Management

- Policy was last updated in 2016.
- Innovations in cash and electronic payment systems have dramatically changed the procedures for accepting and handling of cash (i.e., currency, checks and credit cards).
- Revisions to Ohio Revised Code regarding guidelines for deposit of cash are less restrictive regarding timing between acceptance and deposit of funds.

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June 26, 2026


Secretary, SSU Board of Trustees

Resolution F20-26

Granting Easement to Ohio Power Company (AEP) for Construction/Operation of Underground Electrical Distribution Line

- 3 easements to AEP expired –green, orange, light blue on map
- New, 25-year easement (red) encompasses expired easements and adds new property
- Allows installation, construction, operation, maintenance, repair, etc. of electrical distribution lines



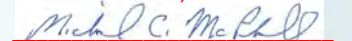
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June 26, 2026

Michael C. McLeod
Secretary, SSU Board of Trustees

FY26 Operating Budget Status Report

	FY26 Budget	Q1 Actuals	Q2 Actuals	Q3 Actuals	Q4 Actuals	YTD Actuals	% of Budget
Revenue							
Tuition & Student Fees	\$ 30,144,207	\$ 16,858,015	\$ (67,852)	\$ 13,539,864	\$ 3,137,438	\$ 33,467,465	111.0%
State Share of Instruction	\$ 12,979,745	\$ 3,244,938	\$ 3,244,935	\$ 3,268,417	\$ 2,178,942	\$ 11,937,232	92.0%
Shawnee Supplement	\$ 12,000,000	\$ -	\$ 6,000,000	\$ 3,000,000	\$ 3,000,000	\$ 12,000,000	100.0%
Scholarship	\$ (6,000,220)	\$ (3,005,776)	\$ (71,584)	\$ (2,834,412)	\$ (192,921)	\$ (6,104,693)	101.7%
Other Income	\$ 14,845,380	\$ 1,300,609	\$ 3,800,020	\$ 2,935,980	\$ 5,100,004	\$ 13,136,613	88.5%
Commissions	\$ 566,421	\$ 878	\$ 65,019	\$ 22,964	\$ 420,244	\$ 509,106	89.9%
General Fund Operating Grants	\$ 11,355,886	\$ 484,526	\$ 3,302,825	\$ 2,505,630	\$ (6,238,781)	\$ 54,200	0.5%
Miscellaneous Revenue	\$ 2,218,573	\$ 493,396	\$ 286,982	\$ 336,578	\$ 10,784,467	\$ 11,901,424	536.4%
Service Fees/Memberships	\$ 81,000	\$ 37,842	\$ 16,079	\$ 702	\$ 3,463	\$ 58,086	71.7%
Ticket Sales/Rentals	\$ 623,500	\$ 283,966	\$ 129,114	\$ 70,107	\$ 130,610	\$ 613,797	98.4%
Transfers In	\$ 2,500,000	\$ 90	\$ 0	\$ -	\$ 2,500,857	\$ 2,500,947	100.0%
Revenue Total	\$ 66,469,112	\$ 18,397,876	\$ 12,905,518	\$ 19,909,849	\$ 15,724,321	\$ 66,937,564	100.7%

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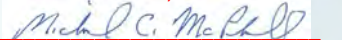

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FY26 Operating Budget Status Report

Expense

Compensation	\$	36,572,542	\$	6,145,167	\$	9,072,590	\$	7,961,228	\$	7,607,905	\$	30,786,889	84.2%
Salaries	\$	26,534,044	\$	4,296,786	\$	6,938,624	\$	5,837,119	\$	5,923,413	\$	22,995,942	86.7%
Benefits	\$	10,038,498	\$	1,848,381	\$	2,133,966	\$	2,124,108	\$	1,684,492	\$	7,790,947	77.6%
Non-Compensation	\$	26,118,292	\$	4,965,485	\$	3,685,207	\$	8,856,830	\$	2,772,151	\$	20,279,673	77.6%
Equipment	\$	710,109	\$	212,616	\$	415,020	\$	200,681	\$	160,857	\$	989,174	139.3%
External Professional Services	\$	1,174,390	\$	636,391	\$	324,309	\$	393,507	\$	275,407	\$	1,629,614	138.8%
Information/Comm/Shipping	\$	1,539,021	\$	259,241	\$	155,774	\$	209,608	\$	144,448	\$	769,071	50.0%
Maintenance & Service Contracts	\$	4,479,486	\$	2,283,600	\$	1,039,091	\$	1,151,667	\$	900,003	\$	5,374,360	120.0%
Meal Plan Expense	\$	2,174,457	\$	217,394	\$	694,584	\$	903,330	\$	368,213	\$	2,183,521	100.4%
Miscellaneous Expense	\$	11,159,899	\$	448,328	\$	153,374	\$	4,844,416	\$	86,378	\$	5,532,496	49.6%
Supplies	\$	2,100,372	\$	285,064	\$	287,021	\$	280,161	\$	143,195	\$	995,440	47.4%
Travel	\$	902,745	\$	167,397	\$	275,809	\$	334,435	\$	357,225	\$	1,134,866	125.7%
Utilities	\$	1,877,814	\$	455,455	\$	340,225	\$	539,025	\$	336,425	\$	1,671,130	89.0%
Transfers Out	\$	461,403	\$	-	\$	-	\$	-	\$	-	\$	-	0.0%
Expense Total	\$	63,152,237	\$	11,110,651	\$	12,757,797	\$	16,818,058	\$	10,380,056	\$	51,066,562	80.9%
Net Transfer to Capital Fund	\$	1,566,875	\$	1,566,875	\$	-	\$	-	\$	-	\$	1,566,875	100.0%
Net Operating Budget		\$1,750,000		\$5,720,350		\$147,721		\$3,091,791		\$5,344,265		\$14,304,127	817%

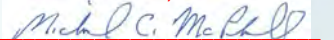
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Asset Allocation as of 5/31/26

- Past allocations of Cash are being invested (\$200,000 per month) over time using dollar cost averaging (“DCA”) into various assets classes.
- Investment Committee revised allocation of DCA Equity security purchases to a 50% Equity Growth/50% Equity Value mix from a 70% Equity Growth/30% Equity Value mix to reflect market expectations.
- Investment Committee requested to rebalance current Equity security allocations to a 50% Growth and 50% Value to reflect market expectations (approx. \$500K reallocation total).
- Security Gain fiscal year to date as of May 31, 2026 was **\$2.2M** (12.88% return).

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Cash and Investment History

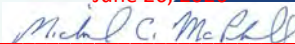
Market Value

Total Cash and Investments

06/30/2023		\$13,818,701
06/30/2024		\$20,054,305
06/30/2025		\$27,325,411
12/31/2025		\$31,332,843
03/31/2026		\$32,114,708
05/31/2026	 	\$34,266,684

- University achieved goal of \$2.5M annual addition to reserves. Transfer of \$1.5 million from Cash to TIAA Investments was made in February 2026 and a transfer of \$1.0 million was made in November 2025.
- IPv4 addresses are on the market and proceeds will help fund additional allocations to Investments in FY27 if needed.
- University has awarded TIAA the award as Investment Advisor based on the Request for Quote issued during FY17. Six responses were received and selected candidates were interviewed. Award was for both the University and Foundation investment portfolios.

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Personnel Activity

Eight (8) New Hires

Three (3) Administrative Staff
One (1) Faculty
Three (3) Support Staff
One (1) Public Safety

Two (2) Change of Status

One (1) Executive Staff
One (1) Administrative Staff

Eight (9) Departures

One (1) Executive Staff
Four (5) Administrative Staff
Two (2) Faculty
One (1) Support Staff

Major Construction Projects

Campus Wayfinding

\$1.5M

Roof and Infrastructure

\$1.25M

Clark Memorial Library Renovation

\$7.5M

Health Science Labs Renovation

\$6.6M

ESports Arena – Kricker Innovation Hub

\$850K

Alumni Green ADA Ramp

\$500K

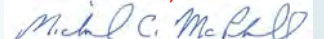
Spartan Stadium Athletic Complex

Advanced Manufacturing Lab

\$3.85M

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Annual Information Security Report | FY 2025-2026

■ Stronger Cybersecurity Posture.

The University enters FY 2026-2027 with a materially stronger security posture than the prior year. No major incidents, no data breaches requiring regulatory notification, and no disruption to university operations throughout the reporting period.

■ Nine Major Platform Deployments.

Significant investments advanced this year including Palo Alto AI/ML firewalls, Microsoft Defender XDR integrated with Sentinel SIEM/SOAR, Microsoft Entra ID, Microsoft Purview data governance, Defender Vulnerability Management, YubiKey phishing-resistant MFA, and KnowBe4 security awareness training.

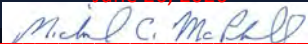
■ ORC 9.64 Alignment Confirmed.

At the direction of the President, the Information Security Program was assessed against Ohio Revised Code 9.64 cybersecurity governance expectations. The program demonstrates strong alignment across all seven core governance areas including risk assessments, threat detection, incident response, and vulnerability management.

■ Zero Trust Architecture Underway.

The University is building toward an integrated AI-enabled Zero Trust security architecture through 2027, enforcing continuous verification across all users, devices, and applications regardless of network location — with continued investment in Defender XDR, Sentinel, and Purview as the foundational platforms.

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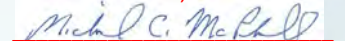

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Resolution ASA07-26

Award of Faculty Tenure

- Annual action approving the award of faculty tenure during the year per Policy 2.15.
- In recognition of a faculty member's achievement and reflects the highest standard of academic excellence.
 - Ms. Ann Marie Allen-Rehabilitation Sciences • Dr. Sandra Allen-Rehabilitation Sciences
 - Ms. Alicia Fink-School of Nursing • Ms. Erica Parsley-Rehabilitation Sciences
 - Dr. Christy Zempter-English and Humanities

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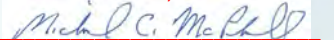

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Resolution ASA08-26

Approval of Completion Plan Update

- **Ohio Revised Code section 3345.81** requires each state university's Board of Trustees to submit a Strategic Completion Plan to the Chancellor of the Ohio Department of Higher Education.
- Plan goal is to **increase number of degrees and certificates awarded.**
- An updated plan must be prepared once **every two years.**

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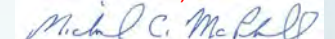
2024 Completion Plan Goals

Progress Report

- Increase Enrollment
 - Expansion of service area
 - Investments in personnel and resources in Enrollment Management
 - 9 positions to 15 positions in Admissions
 - 22% increase in Freshmen enrollment, 8% increase in new graduate student enrollment (Fall 2025)
 - Increasing capacity in CHHS healthcare related programs
 - BSW program enrollment
 - Dental Hygiene, Radiologic Technology, ADN/BSN programs
 - Move from capacity of 676 (FA24) to 895 (FA 25) to 1075 (FA 26) students

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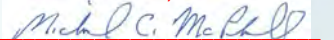
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2024 Completion Plan Goals

Progress Report

- Improve Retention & Student Success
 - Provost's North Star Committee
 - New name, new subcommittee structure
 - Planned interventions for first year, sophomore, junior and underprepared students
 - Implementation of Cogswell chatbot
 - Revision of First Year Experience Curriculum
 - FTF Bachelor's retention increased to 71% since last report – including First Gen students
 - Increased focus on Sophomore-Junior and Junior-Completion metrics

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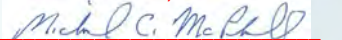

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2024 Completion Plan Goals

Progress Report: Completion

Freshman Cohort Year	All First Time Freshmen Count	Graduated in 4 Years with Associates	Graduated in 4 Years with Bachelors	Graduated in 5 Years with Associates	Graduated in 5 Years with Bachelors	Graduated in 6 Years with Associates	Graduated in 6 Years with Bachelors	Overall 6 Year Completion Rate
2010	1066	2.0%	11.5%	2.4%	17.7%	2.7%	20.8%	22.1%
2011	1079	3.8%	17.1%	4.2%	22.1%	4.8%	23.6%	26.9%
2012	1081	2.0%	20.3%	2.9%	27.0%	3.1%	28.3%	29.5%
2013	1086	4.4%	21.7%	5.8%	29.4%	6.8%	31.9%	35.2%
2014	905	11.8%	19.0%	13.2%	24.6%	13.3%	26.7%	36.4%
2015	869	8.8%	21.9%	10.6%	28.5%	10.8%	30.1%	37.4%
2016	864	9.3%	22.6%	10.5%	30.6%	11.2%	32.5%	39.0%
2017	700	10.1%	26.8%	10.7%	32.0%	11.9%	34.4%	40.9%
2018	616	14.3%	28.8%	15.0%	37.4%	15.0%	40.9%	49.3%
2019	808	9.7%	22.7%	10.5%	32.1%	11.0%	34.5%	41.6%
2020	627	13.5%	24.5%	15.0%	30.8%	15.83%	33.33%	43.33%
2021	552	11.10%	22.40%	12.62%	29.00%			
2022	639	12.18%	22.89%					
2023	639							
2024	539							
2025	648							

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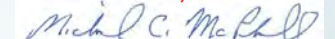
2024 Completion Plan Goals

Progress Report

- Achieve Financial Sustainability
 - Balanced or surplus budgets and end-of-year financial statements FY24, FY25, FY26
 - Increased Shawnee Supplement from \$5.4 million to \$12 million
 - Grants and Innovative Partnerships to support strategic investments, program expansions reduce reliance on tuition and fees.
 - 2024 report 60% revenue from tuition
 - 2026 update 49% revenue from tuition
 - Making good on planned investments in institutional reserves
 - SB6 and HLC composite scores have dramatically improved, maintained

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Goals for 2026-2028

Retention/Completion

	2026-2027	2027-2028
Retention – FTF bachelor's-seeking	74%	75%
Completion (6-year) - All	44%	45%

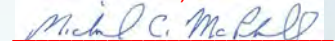
- Interventions for all class ranks, particularly underprepared
- Communication plans encouraging students nearing completion
- Communication plans for faculty, staff regarding Early Alerts
- Improvements to University-wide course scheduling

Goals for 2026-2028

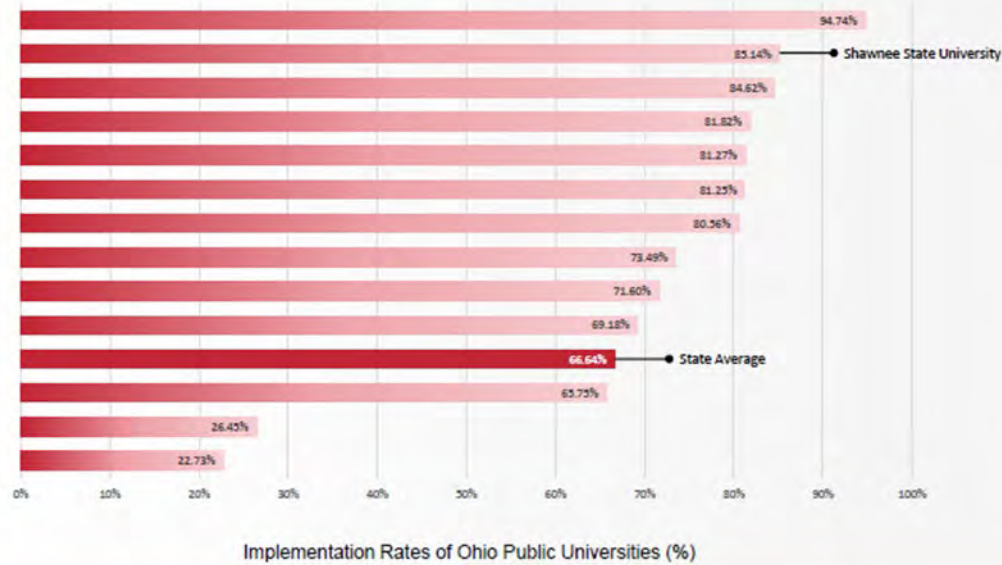
Student Transfer and Prior Learning/SCNC

- SSU now has a GEP compliant with OT36, and has a statewide compliance of 85.14% (state average = 66.64%)
- We have made exciting progress on improving this over last 2 years.

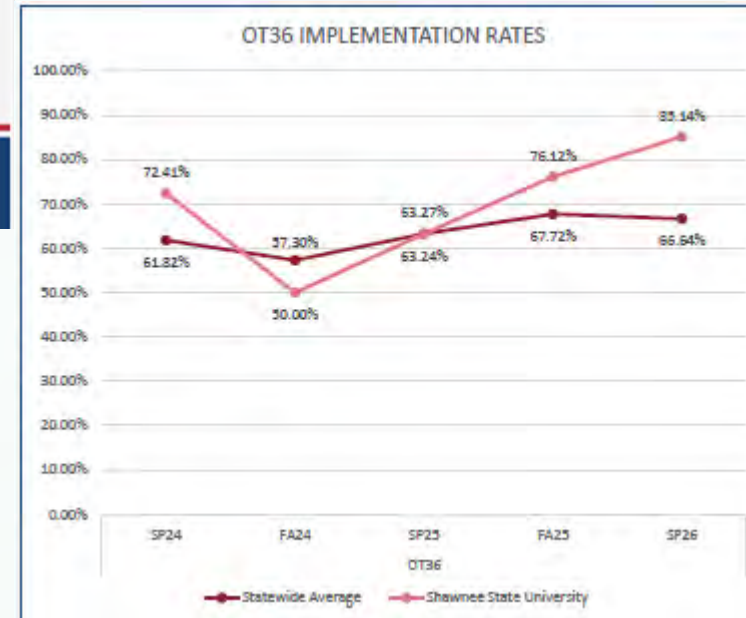
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OT36



- Focus on TAG, CTAG, ITAG improvement by targeting specific courses in coming AY.

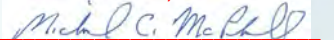


Goals for 2026-2028

Student Transfer and Prior Learning/SCNC

- Have initial data on our students over age of 25.
 - Survey continuing adult students
 - Use resources from Council for Adult and Experiential Learning to implement Prior Learning Assessment
- Add adult and transfer student surveys and analyses to North Star Committee

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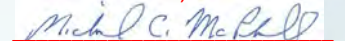

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Resolution ASA09-26

Approval of Curricular Changes

- A summary of the changes to curriculum approved by the University Faculty Senate at the April 27 meeting are provided.
- A total of 67 course proposals, 10 program proposals, and 5 program discontinuations are included in the summary.
 - The discontinuations include the BFA Multiage Visual Arts Education, BA History, BA Political Science, BA Sociology, and BS Natural Science Integrated Science AYA 7-12 programs.
- 2 proposals have separate resolutions on the agenda today

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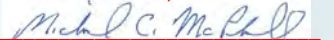

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Resolution ASA10-26

Approval of Bachelor of Accelerated Design and Art for Games and Entertainment

- This is a reduced credit hour BA degree that will prepare artists for the video game, film, and entertainment industries.
- Areas of study include concept art, illustration, and visual narrative.
- Students may complete the program fully online over 6 semesters.

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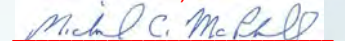

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Resolution ASA11-26

Approval of Graduate Certificate in Computer Science

- This is a graduate certificate in Computer Science that aims to prepare K-12 teachers for teaching college-level introductory computer science
- Aligned with requirements of College Credit Plus Program
- In response to legislation and ODHE.
- Supported by Teach CS grant program

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Academic and Student Affairs Executive Report

- Faculty promotions
- HLC visit to Chillicothe location

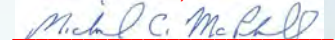
SUMS

Shawnee State University Mathematics Scholarships

2026 High School Mathematics Competition:

- 191 Students Attended, representing Ohio, West Virginia, and Kentucky
- 35 Schools attended
- 52 Quiz Bowl Teams

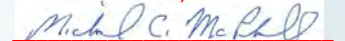
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SUMS

- Registrations in Slate: Contacts for recruitment, tracking, and planning
- 1st and 2nd Place in Individual contest – Full-Tuition Scholarship
- Team Champions – \$1,750 Scholarship per team member
- Co-Sponsored by Wolfram Research: 12 Mathematica Licenses

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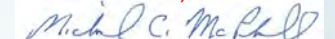
Expansion of Radiologic Technology

Growth and Increase in Clinical Partnerships

- Class of 2028 - Largest Cohort for SSU Radiologic Technology Program
 - 40 students
 - 26 at SSU, 14 at Adena
 - New full-time faculty for Adena Location
 - Additional adjunct faculty
 - Adena employee
- Classes at the PACCAR and Labs at Adena Orthopedic and Spine Institute

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HyFlex Technology

Synchronous learning environment

- Remote learning
- LockDown Browser for testing



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Secretary, SSU Board of Trustees

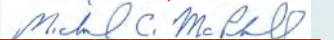
Clinical Partnerships

Increase in Clinical Partnerships

Expanding North, East and West to allow for increasing enrollment

- Nationwide Children's Hospital, Columbus
- Fairfield Medical Center, Lancaster
- Madison Health, London
- Hocking Valley Community Hospital, Logan
- Mercy Anderson, Cincinnati
- Mt Carmel, New Albany

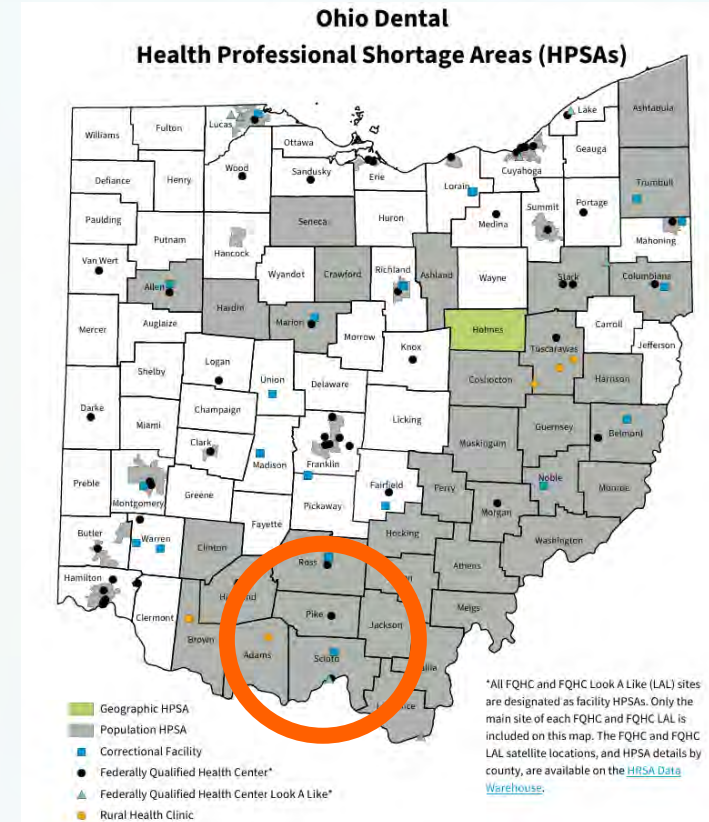
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HealthSource of Ohio – Retail Dentistry

Proposed Plan with James Kadel Dental Hygiene Clinic

- Oral Health needs of the region are significant
 - Underserved and unserved population in region
- Dental Health Professional Shortage Area (HPSA)
 - Scioto, Adams, Pike Ross, Jackson, Lawrence
 - Dental practices that accept Medicaid very limited
 - Workforce shortages combined with reimbursement constraints results in “Dental desert”



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Secretary, SSU Board of Trustees

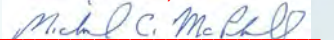
Proposed Plan

Objective: Increase access to timely restorative dental care

HealthSource of Ohio and Kadel Dental Hygiene Clinic

- Planning Discussion and MOU development
 - HSO provides equipment for retail space
 - Restorative dentistry services – FQHC and KDHC serve as referral sources
 - HSO staffing: dentist, hygienist, dental assistant, EFDA
 - Shared personnel: Dentist and Practice/operations manager
- Supports expansion of dental hygiene education program

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Questions?



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Michael C. McCall
Secretary, SSU Board of Trustees