

**BOARD OF TRUSTEES
FINANCE AND ADMINISTRATION COMMITTEE**

**August 19, 2016
9:00am, University Center 214**

Agenda

1.0 Action Items

1.1 Resolution F20-16

Approval of Policy 4.52Rev, Administrative Leaves

This resolution modifies, updates and renames this policy that addresses all forms of leaves for administrative employees.

1.2 Resolution F21-16

Approval of Policy 4.58Rev, On-Campus Education Benefits

This resolution modifies, updates and renames the policy that provides on-campus education benefits to administrative employees.

1.3 Resolution F22-16

Approval of 2016 Affordability & Efficiency Plan

This resolution approves the University's 2016 Affordability and Efficiency Plan as required by House Bill 64 to be submitted to the Chancellor of the Ohio Department of Higher Education.

1.4 Resolution F23-16

Adoption of FY17 General Operating Budget

This resolution approves the FY17 general operating budget.

1.5 Resolution F24-16

Ratification of Development Foundation Resolution 2016.1

This resolution ratifies the SSU Development Foundation's adopted resolution to amend Foundation Policy 7.0, Gift Types.

2.0 Information and Education Items

2.1 Investment Committee Report

2.2 Update on University Capital Improvements

3.0 Education

Mr. Joe VanDeusen, Director, Risk Management and Safety, will brief the committee on the benefits provided to the University through its membership in the Inter University Council's Insurance Consortium (IUC-IC).

RESOLUTION F20-16

REVISION OF POLICY 4.52REV, ADMINISTRATIVE LEAVES

WHEREAS, a systematic review of institutional policies has been undertaken at the direction of the President in order to remove outdated policies, and to modify and update policies; and

WHEREAS, Policy 4.52Rev, Leaves of Absence, Holidays, and Vacation for Administrative Staff/ATSS, was approved by the Board of Trustees on September 19, 2014; and

WHEREAS, the provisions of this policy were reviewed for consistency with other employee groups, updated to reflect current operations, and modified the pro-rated vacation leave for 9 and 10 month employees to two personal leave days, retaining flexibility for unexpected business day matters for these employees; and

WHEREAS, these revisions are recommended by the President;

THEREFORE BE IT RESOLVED that the Board of Trustees of Shawnee State University hereby approves Policy 4.52Rev, Administrative Leaves, effective August 19, 2016.

(August 19, 2016)

Shawnee State University

POLICY TITLE:	ADMINISTRATIVE LEAVES
POLICY NO. :	4.52REV
ADMIN CODE:	3362-4-23
PAGE NO.:	1 OF 13
EFFECTIVE DATE:	08/19/2016
NEXT REVIEW DATE:	08/2019
RESPONSIBLE OFFICER(S):	VPF&A
APPROVED BY:	BOARD OF TRUSTEES

1.0 PURPOSE

The University is committed to providing administrators and administrative technical support staff (ATSS) with appropriate avenues for employees to take time away from work assignments and for the University to remain fully compliant with applicable regulatory provisions for various forms of leaves that are essential to the health and wellbeing of University employees. This policy identifies the holidays that are observed by the University, provides for the accrual and use of vacation, and defines the various forms of leaves of absences (LOAs) that are available.

2.0 HOLIDAYS

2.1 The following are designated University holidays:

<u>Holiday</u>	<u>Date</u>
New Year's Day	January 1
Martin Luther King Day	Third Monday in January
President's Day*	Third Monday in February
Memorial Day	Last Monday in May
Independence Day	July 4
Labor Day	First Monday in September
Columbus Day*	Second Monday in October
Veteran's Day	November 11
Thanksgiving Day	Fourth Thursday in November
Christmas Day	December 25

2.2 The University will develop a schedule each year that will allow for designated holidays to be observed. The two holidays marked with an asterisk (*) on the list will be observed on the Friday after Thanksgiving and on the day before Christmas Day.

2.3 If any of the holidays as provided herein falls on Saturday, the Friday immediately preceding shall be observed as the holiday. If any of the holidays as provided herein falls on Sunday, the Monday immediately succeeding shall be observed as the holiday.

3.0 VACATION LEAVE AND PERSONAL LEAVE

3.1 The University regards a vacation as a period of rest and relaxation earned for past service. Since the annual vacation is important to the wellbeing of employees and their families, employees are encouraged to utilize all earned vacation.

3.2 The vacation year upon which accrual is based is July 1 through June 30.

3.3 Full-time employees accrue vacation leave based upon the schedule below. Part time employees who work twelve months will receive pro-rated vacation.

<u>Years of Service</u>	<u>Days of Vacation/Employment Year</u>
Less than 3 years	20
3 – 5 years	21
6 – 8 years	22
9 – 11 years	23
12 – 14 years	24
15 years or more	25

3.4 Employees working less than twelve months per year will not accrue vacation. Instead they will receive two personal days per year on July 1st which may be used with sufficient notice to arrange coverage and supervisor approval. Unused personal days will not carry over from year to year. These days will be added to the employee's leave balance upon hire and will expire each year on June 30th.

3.5 An employee may carry over unused vacation leave from year to year as required by operational needs.

- 3.6 A newly hired employee's vacation accrual rate may include previous full time service with a State of Ohio state agency or political subdivision with the following conditions:
- 3.6.1 The employee must inform and provide written documentation to the Department of Human Resources within ninety (90) days of employment that s/he has full time service with a state agency or political subdivision of the State of Ohio. In such case, the employee's accrual will be adjusted to the appropriate rate from the date of employment with the University.
 - 3.6.2 Notification by the employee to the Department of Human Resources received after ninety (90) days of employment with the University will be applied to the employee's accrual rate beginning the next full pay period in which the request and required documentation are received by Human Resources.
 - 3.6.3 The employee's adjusted accrual balance (whether retroactive to the employment date or a later date) will be reflected on the pay records beginning with the next full pay period after receipt of required documentation.
 - 3.6.4 A year of full time service with a state agency or political subdivision is considered as twenty-six (26) biweekly periods.
- 3.7 Employees requesting vacation leave must complete and sign a [Request for Leave Form](#), obtain the signature of their supervisor and send the original form to Human Resources prior to the end of the pay period in which the leave occurs.
- 3.8 Consistent, excessive vacation leave requests (over 3 weeks in a single instance) may have a negative impact on the operation and will be considered only as an exception with accompanying extenuating circumstances. Requests of this nature will require a written rationale with supervisor approval, as well as the approval of the division vice president.
- 3.9 When an official University observed holiday falls within an employee's vacation that day will not be charged as vacation.
- 3.10 All accrued vacation must be exhausted before an unpaid leave of absence commences.

- 3.11 Employees who retire or resign will be paid for earned but unused vacation up to a maximum of two times the accrued days of vacation in one year at the time of his/her departure. In the event of the death of an employee, vacation pay for vacation earned but not taken up to a maximum of two times the accrued days of vacation in one year will be paid to the estate of the employee.
- 3.12 The Department of Human Resources will maintain an up-to-date record of vacation for each employee. Any questions concerning vacation record-keeping should be directed to Human Resources.

4.0 SICK LEAVE

- 4.1 Sick leave shall be used for an absence from work because of illness, medical, dental or optical examination or treatment of the employee or immediate family member or death of a member of the employee's immediate family. The definition of an immediate family member includes: grandparents, brother, sister, brother-in-law, sister-in-law, daughter-in-law, son-in-law, father, father-in-law, mother, mother-in-law, spouse, child, grandchild, legal guardian, or other person who stands in the place of a parent.
- 4.2 Upon hire, a full-time Administrator or ATSS employee will receive one hundred and twenty (120) hours of sick leave credited to his/her leave account.
- 4.3 After the first year of employment and thereafter, sick leave will accrue for full-time Administrators and ATSS pro-rated each pay period for a maximum of 120 hours per year.
- 4.4 Upon hire, the part-time Administrator or ATSS employee will receive a pro-rated amount of sick leave credited to his/her leave account, based upon the employee's full-time equivalency (FTE) percentage determined at the time of hire. For example, a half-time employee (.50 FTE) will be eligible for a credit of sixty (60) hours of sick leave, etc.
- 4.5 After the first year of employment and thereafter, sick leave shall accrue for part time administrators and ATSS at a pro-rated amount based upon the employee's FTE for each day in any given pay period.

- 4.6 An Administrator or ATSS may transfer into their University sick leave account any accumulated, documented, and verified sick leave balance that has been accumulated by a school system, government agency, department or institution of the government of the State of Ohio. If the employee elects to do so and informs the Department of Human Resources within ninety (90) days of his/her employment date, he/she may elect to transfer any unused and unpaid sick leave balance above one-hundred and twenty (120) hours to their Shawnee State University sick leave account. This amount will be in addition to the University credited amount. For example, if the employee had six hundred and twenty (620) hours of unused and unpaid sick leave from a prior state of Ohio employer, then five hundred (500) hours could be transferred to Shawnee State University.
- 4.7 There is no maximum applied to the amount of sick leave that may be accumulated during active employment.
- 4.8 The sick leave account balance will be reduced an hour for each hour of sick leave used. As an alternative to using up sick leave hours, the employee and supervisor may use flexible scheduling (working less hours of the normal schedule and making those hours up another time or day) to account for time off for medical appointments or other reasons which would otherwise be used as sick leave hours. For ATSS, hours must be made up within the same week, or if not, the sick leave account will be reduced an hour for each hour of sick leave used.
- 4.9 Sick leave may be utilized for an authorized absence from scheduled duties due to illness, accident, exposure to contagious disease, family emergencies requiring the attendance of the employee, dental or optical examination or treatment, pregnancy and/or childbirth and related conditions, or death in the immediate family.
- 4.10 Employees requesting sick leave (including leave that qualifies under the Family and Medical Leave Act – FMLA) must complete and sign a [Request for Leave Form](#), obtain the signature of their supervisor and send the original form to Human Resources prior to the end of the pay period in which the leave occurs, thirty (30) days in advance of the need, if foreseeable and such notice is practicable. If it is not possible for the leave request form to be submitted in advance of the leave, it must be approved by supervision and submitted to Human Resources upon return from the absence. Time on approved sick leave will run concurrent with an approved leave under FMLA (refer to section 5.0 below).
- 4.11 If an employee is expected to be off more than five (5) consecutive work days, a signed or official doctor's statement must be submitted in advance to the

supervisor or Human Resources. If an employee does not have advance warning, the doctor's statement must be provided to the supervisor or Human Resources as soon as practicable after the employee knows he/she will be off more than five (5) consecutive days and in no event any later than the date the employee returns to work (unless more time is granted by the Director of Human Resources or designee).

- 4.12 In situations involving Family and Medical Leave, or leave involving less than five (5) consecutive work days, and there are habitual absences, a doctor's statement may be required upon the request of the supervisor or Human Resources. All doctors' statements shall be in the form of a signed or official statement from the attending physician, stating the general nature of the illness, date of medical treatment, and the conditions under which the employee is released to return to work or a statement from the attending physician verifying the illness or injury of the employee's immediate family. The failure to submit doctor's statements, or the failure to submit proper leave forms to Human Resources, may result in delay of payment for the time missed.
- 4.13 The Administrator or ATSS, upon official state retirement from active service or upon separation of employment by an ARP participant who meets the eligibility requirements under the OPERS or STRS retirement systems and with ten or more years of full-time service with the University (including predecessor institutions), will be paid in cash for one-fourth of the value of their sick leave balance, up to one hundred sixty days (320 hours). Payment will be based upon the employee's rate of pay at the time of retirement. Any unpaid leave remaining on the Shawnee State sick leave account will be available for use upon rehire (unless hired into a position that does not provide sick leave). In the event of an employee's death, the estate is not entitled to unused sick leave.
- 4.14 The cash payout of sick leave balance as provided in section 4.13 will be made only once to any Administrator or ATSS. An employee, who received such cash payout rehired by the University after retirement, may accrue and use sick leave while actively employed but shall not convert to cash any unused sick leave balance at the time of a second retirement.
- 4.15 Intentional misuse of the sick leave provision herein may be considered grounds for disciplinary action. Non-compliance with sick leave rules and regulations may result in the Administrator or ATSS not receiving pay for the requested sick leave.

5.0 FAMILY AND MEDICAL LEAVE POLICY

5.1 SCOPE

Employees with one year of service with the University and who have worked for 1,250 hours in the previous 12 month period are eligible for up to twelve weeks of paid (existing sick leave and/or vacation) and/or unpaid leave for qualifying events, in a twelve month period (rolling year, see CFR 29, Part 825.200).

Qualifying events are:

- 5.1.1 Childbirth (due to the birth or to care for the newborn child) – within twelve months following the birth of the employee’s child.
- 5.1.2 Adoption or foster care – within twelve months of the adoption or placement of a child for foster care.
- 5.1.3 Serious personal illness –
 - 5.1.3.1 A serious health condition that results in a period of incapacity for more than three days during which the employee is unable to work, or
 - 5.1.3.2 A chronic condition requiring a regimen of ongoing care by a health care provider that intermittently (less than three days) renders the employee unable to work while seeking treatment or while recovering from the condition.
- 5.1.4 Serious illness of a member of the employee’s immediate family – a serious health condition (as defined in 5.1.1.3 above) which requires the employee to provide care. Immediate family is: father, mother, spouse and child (under 18 or over 18 if incapable of self-care.)
- 5.1.5 Qualifying exigency arising out of the fact that the employee’s spouse, child, or parent is a covered military member on active duty, or has been called to active duty, in support of a contingency operation.
- 5.1.6 Care for a covered service member with a serious injury or illness if the employee is the spouse, child, parent or next of kin of the service member.

5.2 LENGTH OF LEAVE/PAID OR UNPAID

Family and Medical Leave provides an eligible employee to take up to twelve workweeks of leave per rolling twelve-month period. Employees will first use sick leave, where appropriate, prior to vacation and any unpaid leave. Employees will use vacation and any comp time prior to any unpaid leave after sick leave is exhausted or for events where sick leave is inappropriate. Family Medical Leave coordinates and runs concurrently with other paid and unpaid leaves.

5.3 CHILDBIRTH AND ADOPTION TIMEFRAME

Leave under this policy which pertains to care for a newborn, adopted, or foster child may only be taken within twelve months of the child's birth or placement into the employee's home.

5.4 CERTIFICATION FOR HEALTH LEAVE

If an employee requires leave for a serious health condition for himself/herself or a spouse, parent, or child a health care provider's certification shall be required stating the commencement date and probable duration of the condition and the medical facts substantiating the condition. The University may require an independent examination at no cost to the employee.

5.5 NOTICE OF THE LEAVE

Employees must provide at least thirty days' advance notice if the leave is foreseeable. If the leave must begin within fewer than thirty days, the employee must provide notice as soon as practicable.

5.6 EMPLOYMENT AND BENEFITS PROTECTION

Any employee who takes leave under the provisions of this policy, on return from such leave shall be restored by the University to the position of employment held by the employee when the leave commenced or be restored to an equivalent position with equivalent employment benefits, pay, and other terms and conditions of employment.

5.7 CONTINUATION OF HEALTH PLAN COVERAGE

If after the exhaustion of all forms of paid leave, a period of unpaid leave is required to complete the twelve week leave given through this policy, the University shall maintain the coverage under the group health plan for this period under the conditions coverage would have been provided if the employee had continued in employment continuously for the duration of the leave. Upon return to work, the employee must make arrangements with the Department of Human Resource to make up the employee contributions missed for insurance coverage while on unpaid leave.

5.8 RETURN FROM LEAVE

If the employee fails to return from Family and Medical Leave, the University may recover the premium that the employer paid for maintaining coverage for the employee under the group health plan during any period of unpaid leave.

6.0 DISABILITY LEAVE

6.1 APPLICATION

- 6.1.1 Full-time Administrators and ATSS may be granted a disability leave of absence in the event of a disabling illness or injury (except work related in which case workers' compensation rules will apply) that extends beyond leave provided under FMLA.
- 6.1.2 Approval of such leave is contingent upon the employee submitting a satisfactory written physician's statement attesting that the essential functions of the assigned position cannot be performed.
- 6.1.3 The University can request that an examination be completed by a physician of its choosing. In such case, the University will pay for the cost of the examination.
- 6.1.4 Written application to the Department of Human Resources should be made as early as possible and must include a statement from the attending physician with a projected return date.

6.2 DURATION AND RETENTION

- 6.2.1 The duration of disability leave will be based on the projected return date provided by the attending physician. An initial request for disability leave may be for one year or less. A disability leave may be extended one additional year with a request for such extension to be made no later than sixty (60) days prior to the originally scheduled return date. The total amount of time on such leave, paid or unpaid, for the same injury or illness, may not exceed two years. The amount of time shall be reduced by family medical leave used for the same injury or illness.
- 6.2.2 In order to be paid leave, the employee will use earned but unused sick, vacation, or comp time. All types of paid leave must be used prior to unpaid leave.
- 6.2.3 Prior to returning to work, the employee must provide the University with the attending physician's release attesting to his/her ability to perform the essential job duties. The University may request an independent examination as identified in 6.1.3 above.
- 6.2.4 The employee will retain reinstatement rights to his/her current position if the disability leave is six (6) months or less. If such leave time exceeds six (6) months, up to a maximum of twelve (12) months, the University will place such employee in the same or similar position in which the employee possesses the required qualifications necessary to perform the essential responsibilities. The University will make every effort to reinstate an employee to the same or similar position if such leave exceeds one year.

6.3 INSURANCE COVERAGE

- 6.3.1 The University will continue group health insurance throughout the period of an approved paid leave.
- 6.3.2 The University will continue group health insurance throughout the period of an approved unpaid leave for a maximum of six (6) months.
- 6.3.3 While on an approved unpaid leave (other than FMLA), the employee must timely remit the established insurance contribution payments for the duration of the leave. If the employee payment contributions are not

timely remitted, the employee will forfeit University-provided health plan coverage and may elect health plan continuation under COBRA at 102% of the full cost of the University's health plan.

- 6.3.4 The University will continue group health insurance as provided in the Family and Medical Leave Act (FMLA) of 1993 as currently amended, and offer group health continuation and conversion benefits as provided under the Consolidated Omnibus Reconciliation Act (COBRA).

6.4 DISABILITY RETIREMENT REINSTATEMENT

In the case of an employee who has been granted a disability retirement through OPERS or STRS, the period of reinstatement shall be in accordance with the prevailing rules of the state retirement system. An employee who wishes to be reinstated from disability retirement must make written application to the appropriate Vice President and must complete a "fit to return to duty" examination showing recovery from the disability or injury and attest that the essential functions of the position can be performed. The physical examination shall be given by a licensed physician designated by the University or in the case of disability retirement, by a physician designated by the state retirement system. The cost of such examination will be borne by the individual. No application for reinstatement will be valid if filed after the date that an employee is eligible for service retirement with the state retirement system. The University will consider an application submitted under this provision, however, reinstatement is not guaranteed.

- 6.5 Employees requesting disability leave must complete and sign a [Request for Leave Form](#), obtain the signature of their supervisor and send the original form to Human Resources prior to the end of the pay period in which the leave occurs.

7.0 WORKERS' COMPENSATION LEAVE

Workers' compensation leave will be provided as set forth in the Ohio statutes (ORC Chapter 4123) for workplace injuries and/or occupational diseases. Additional information may be found on the University website at the [Office of Human Resources](#) webpages.

8.0 COURT/JURY DUTY LEAVE

- 8.1 An employee who is required to report for jury duty or is subpoenaed to appear before any court, commission board, or other legally constituted body, where the

employee is not a party to the action, shall be entitled to leave with pay for the scheduled work hours lost as the result of such duty. For ATSS employees, the employees will be compensated by the University in an amount equal to his/her straight-time (non-overtime) rate of pay. For both Administrators and ATTS employees, their normal pay will be paid to them while on jury duty, less the amount received by the employee from the government for such appearance. An employee who reports for such duty and is excused shall immediately contact his/her immediate supervisor and report for work, if requested. In order to be paid by the University for such leave the employee must submit to Human Resources written proof, executed by the administrator of the court showing the duration of such duty and the amount of compensation received for such duty.

- 8.2 Employees requesting court/jury duty leave must complete and sign a [Request for Leave Form](#), obtain the signature of their supervisor and send the original form to Human Resources prior to the end of the pay period in which the leave occurs.

9.0 MILITARY LEAVE

- 9.1 An employee who is unable to report for regularly scheduled work because the employee is required to report for duty as an active duty member of the armed forces, a reserve member of the armed forces, or as a member of the Ohio National Guard shall be compensated in accordance with Ohio law.
- 9.2 The University will adhere to any federal or state laws enacted during the term of this Agreement regarding employer responsibilities toward active employees who are members of the armed forces.
- 9.3 To be eligible for this leave and in accordance with federal and state law, the employee is expected to provide the order or written statement from the appropriate military commander to his/her supervisor which shall be forwarded to Human Resources.
- 9.4 Employees requesting military leave must complete and sign a [Request for Leave Form](#), obtain the signature of their supervisor and send the original form to Human Resources prior to the end of the pay period in which the leave occurs.

10.0 REQUIRED LEAVE FORMS/OTHER REQUIREMENTS

- 10.1 Employees are required to complete [Request for Leave Forms](#) to document leaves of absence as indicated in the above sections. These forms must be completed by

the employee, signed by the supervisor and turned in to Human Resources by the end of the pay period in which the absence occurs.

- 10.2 The Department of Human Resources may provide for additional guidelines and requirements which may be found on the [Office of Human Resources](#) webpages.

History

Effective: 09/19/14 (Replaces 4.55REV; 4.56REV; 4.57REV; 4.65 and 4.68)

Revised: 08/19/16

RESOLUTION F21-16

REVISION OF POLICY 4.58REV ON CAMPUS EDUCATION BENEFITS

WHEREAS, a systematic review of institutional policies has been undertaken at the direction of the President in order to remove outdated policies, and to modify and update policies; and

WHEREAS, Policy 4.58Rev, On-Campus Educational Benefits Administrative/ATSS, was last reviewed and approved by the Board of Trustees on September 19, 2014; and

WHEREAS, a survey of public universities reveals that the current method of tuition reimbursement to employees for on-campus education is inconsistent with industry standards for this benefit as well as administratively burdensome and inefficient; and

WHEREAS, the University wishes to be aligned with industry standard for on-campus education benefits, returning to waiving tuition costs for administrative employees, faculty, and staff, including eligible dependents, as defined by this policy and applicable provisions of collectively bargained agreements; and

WHEREAS, the President recommends approval of this Policy;

THEREFORE BE IT RESOLVED that the Board of Trustees of Shawnee State University hereby approves and renames Policy 4.58Rev, On Campus Education Benefits, effective with the AY16 fall semester.

(August 19, 2016)

Shawnee State University

POLICY TITLE:	ON CAMPUS EDUCATION BENEFITS
POLICY NO. :	4.58REV
ADMIN CODE:	3362-4-30
PAGE NO.:	1 OF 5
EFFECTIVE DATE:	08/19/2016
NEXT REVIEW DATE:	08/2019
RESPONSIBLE OFFICER(S):	VPF&A
APPROVED BY:	BOARD OF TRUSTEES

1.0 PURPOSE

Shawnee State University waives certain on-campus education costs as a means of encouraging administrative employees (administrators and administrative technical services staff) to further their education and the education of their spouse and eligible dependents in accordance with the terms of this policy. On-campus education benefits are consistent with higher education industry standards and are an important component of the University's overall benefit program provided to employees.

2.0 ON-CAMPUS EDUCATION BENEFITS

2.1 The on-campus education benefit waives instructional, technology, and general fees. Where applicable, out of state fees are waived.

2.2 The on-campus education benefit does not cover the costs of special fees such as course fees, bond fees, late payment fees, or supply fees. These costs, including those of his/her spouse and/or dependent(s), are the responsibility of the employee.

3.0 FULL-TIME ADMINISTRATIVE EMPLOYEES

3.1 ELIGIBILITY

Full-time administrative employees (executives, administrators, and administrative technical support staff), including administrative employees who are on:

- 3.1.1 Authorized leave of absence;
- 3.1.2 Temporary layoff or furlough status through the layoff or furlough period;
- 3.1.3 Retirement (disability or service) status with ten years of full-time continuous service.

3.2 BENEFIT

- 3.2.1 Administrative employees may take a maximum of two (2) courses not to exceed six (6) credit hours per semester. **The maximum benefit for a full-time employee is 160 attempted semester hours.**
- 3.2.2 Administrative employees are expected to register for classes that meet outside of their regular work schedules. In situations in which the course must be taken during the employee's regular work schedule, with written approval from his/her supervisor, an administrative employee may arrange for a flexible schedule in order to complete the required course.
- 3.2.3 The restriction of six (6) credit hours shall not apply when on an authorized leave of absence or a temporary layoff or furlough.

3.3 PART-TIME ADMINISTRATIVE EMPLOYEES

A part-time administrative employee is eligible for a maximum of one (1) course per term, taken on the employee's own time. No special provisions will be made in employees' work schedules to accommodate taking the class.

3.4 ELIGIBLE DEPENDENT OF ACTIVE ADMINISTRATIVE EMPLOYEE

- 3.4.1 An eligible dependent is defined as the spouse, or child **25 years** of age or younger, and dependent as defined under IRS rulings. Dependents of full-time administrative employees may enroll in as many hours per term as allowed under the University's academic policies.
- 3.4.2 The maximum benefit for each dependent under this policy is 160 attempted semester hours.

3.5 RETIRED FULL-TIME ADMINISTRATIVE EMPLOYEES AND THEIR DEPENDENTS

- 3.5.1** A full-time administrative employee who has formally retired into an Ohio state pension system or approved alternative retirement system (ARP), receiving a pension benefit payment, not actively working as a re-employed retiree, who has served at Shawnee State University for ten (10) continuous years or more in full-time status, is eligible to receive undergraduate fee waiver benefits on a space-available basis not to **exceed 160 attempted credit hours.**

3.5.2 A dependent of a retiree (meeting the above criteria) who is actively enrolled in an undergraduate degree program at the time of the employee's retirement may continue to receive waivers for instructional and general fees in order to complete the current course of study, not to exceed a total of 160 attempted credit hours.

3.6 DEPENDENTS OF A FULL-TIME EMPLOYEE DECEASED WHILE IN ACTIVE STATUS

3.6.1 A widow or widower and/or dependent child of a deceased full-time administrative employee with ten (10) years of continuous service is eligible to receive on-campus education benefits, as follows:

3.6.1.1 Must be enrolled in an undergraduate degree program within one year of the active employee's date of death;

3.6.1.2 Will be registered on a space-available basis;

3.6.1.3 Maximum tuition waiver is not to exceed 160 attempted credit hours.

4.0 SHAWNEE STATE UNIVERSITY GRADUATE PROGRAM EDUCATION BENEFITS

4.1 Full-time administrative employees (but not dependents) with at least two (2) years of continuous service with the University are eligible to receive a waiver of 50% of the instructional and general fees for the successful completion of a SSU graduate program, as follows:

4.1.1 Prior written approval of the degree program required by the employee's supervisor through the Vice President;

4.1.2 The employee must apply following the same application and selection criteria as all students;

4.1.3 Class space must be available, preference will not be given to SSU employees;

4.1.4 The fee waiver shall not exceed 50% of the instructional and general fees on a maximum of eight (8) credit hours per semester;

4.1.5 Administrative employees may complete one (1) graduate degree program under this policy;

4.1.6 Prior approval by supervisor to flex work or modify work schedules (including using earned vacation or comp time) is required in order to maintain a full-time workload;

4.1.7 IRS income tax will be applied, where applicable.

5.0 ADDITIONAL REQUIREMENTS/CRITERIA

- 5.1 Administrative employees, spouses and dependents shall enroll during the regular registration processes.
- 5.2 Programs or classes which have special admission requirements or limited class sizes will be available for enrollment in the same manner as made available to the general student body; and administrative employees, spouses and dependents will be required to compete for admission into these programs or courses with other student applicants
- 5.3 Administrative employees, spouses and dependents must remit payment for special fees such as course fees, bond fees, late payment fees, or supply fees, in accordance with University student payment deadlines
- 5.4 The administrative employee, spouse or dependent may be required to file the Free Application for Federal Student Aid (FAFSA) and complete the verification process if determined necessary by the Financial Aid office.
- 5.5 All necessary and required forms must be completed according to University policies and timetables. Forms are available on the [Financial Aid](#) webpage.
- 5.6 No employee or his/her dependent will be entitled to on-campus education benefits, nor will the University be required to pay, for any classes that have already been taken by the employee or dependent and failed or otherwise not successfully completed by the employee or dependent.

6.0 NON-CREDIT COURSES

Non-credit courses are not eligible for reimbursement under this Policy. If completion of a non-credit course is initiated by an employee's supervisor, is determined by the supervisor that the course directly relates and enhances the employee's skills and ability to perform assigned duties, and aids in the department's overall performance, the cost for such course may be paid fully by the administrator's department.

7.0 CONTRACT SERVICES

The Vice President for Finance and Administration is authorized to discount or waive tuition fees as a component of a negotiated agreement with an external vendor when the long-term stability of the vendor's workforce is critical to the University.

History

Effective: 08/27/91

Revised: 08/19/16, 09/19/14, 03/15/08, 02/09/00, 06/18/93

RESOLUTION F22-16

APPROVAL OF SHAWNEE STATE UNIVERSITY 2016 AFFORDABILITY & EFFICIENCY PLAN

WHEREAS, House Bill 64 (Section 369.550) of the Ohio General Assembly requires the Board of Trustees of each institution of higher education to complete an efficiency review and implementation plan designed to more efficiently manage expenses and generate revenue, offer a higher quality education and decrease costs to students and their families and to provide a copy of its plan to the Chancellor of the Ohio Department of Higher Education; and

WHEREAS, the 2016 Shawnee State University Affordability & Efficiency Plan (2016 Plan) was generated through the involvement of multiple internal stakeholders and captures practices in the areas of procurement, administrative operations, energy, academic programming, and student services likely to yield significant savings or increase revenue that could be directed to meet students' needs; and

WHEREAS, the 2016 Plan includes separate five-year goals required by Master Recommendation No. 2 that projects institutional efficiency savings and new resource generation; and

WHEREAS, submission of the 2016 Plan coupled with the Master Recommendation No. 2 fulfills the requirements of HB 64 and represents Shawnee State University's ongoing efforts to achieve efficiencies, improve the quality of education, and lower costs for students; and

WHEREAS, per the direction of the Ohio Department of Higher Education (ODHE) and to comply with the legislated deadline submission date of August 1, 2016, a final draft of the 2016 Plan and Master Recommendation No. 2 marked "*pending approval by the Shawnee State University Board of Trustees,*" have been provided to ODHE;

THEREFORE BE IT RESOLVED the Board of Trustees of Shawnee State University approves the 2016 Shawnee State University Affordability & Efficiency Plan and Master Recommendation No 2, and authorizes the President to submit them to the Chancellor of the Ohio Department of Higher Education.

(August 19, 2016)

MASTER RECOMMENDATION 2: FIVE-YEAR GOAL FOR INSTITUTIONAL EFFICIENCY SAVINGS AND NEW RESOURCE GENERATION

Category	Recommendation	Component	Description	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Subtotal	Budget Narrative/Explanation of Efficiency Savings \$\$ (attach additional sheets if necessary)
<i>Efficiency Savings</i>	3A	Campus Contracts	SSU has taken advantage of various negotiated contracts with other entities such as IUC-PG, IUC-CIO, and OARnet.	\$ 120,000.00	\$ 120,000.00	\$ 120,000.00	\$ 120,000.00	\$ 120,000.00	\$ 600,000.00	This activity is expected to continue.
	3B	Collaborative Contracts	Shawnee State University has entered into a collaborative agreement with Bowling Green State University and Ohio University for unified communications.	\$ 261,000.00	\$ 261,000.00	\$ 261,000.00	\$ 261,000.00	\$ 261,000.00	\$ 1,305,000.00	SSU anticipates these collaborations to continue.
	4C	Affinity Partnerships and Sponsorships	SSU participates in many partnerships with various local businesses, educational institutions, as well as the Inter-University Council-Insurance Consortium.	\$ 695,512.00	\$ 695,512.00	\$ 695,512.00	\$ 695,512.00	\$ 695,512.00	\$ 3,477,560.00	These partnerships and agreements are expected to remain in place at a similar savings.
	5B	Productivity Measure	Through extensive restructuring efforts SSU has realized a significant decrease in Administrator positions and salaries.	\$ 672,066.00	\$ 672,066.00	\$ 672,066.00	\$ 672,066.00	\$ 672,066.00	\$ 3,360,330.00	Budget reductions should be maintained over the next few years.
	5C	Organizational Structure	As a result of organizational changes SSU has realized a reduction of approximately \$200,000 to the faculty and staff compensation budget.	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 1,000,000.00	Budget reductions should be maintained over the next few years.
	5D	Health-care Costs	Due to regulatory mandates and budget constraints SSU has drastically reduced the health benefits budget.	\$ 650,000.00	\$ 715,000.00	\$ 786,500.00	\$ 865,150.00	\$ 951,665.00	\$ 3,968,315.00	Savings are projected to increase by 10% each year.
	5F	Space Utilization	The implementation of the Events & Conference Services department has provided the university with new potential revenue streams.	\$ 60,000.00	\$ 66,000.00	\$ 72,600.00	\$ 79,860.00	\$ 87,846.00	\$ 366,306.00	Revenue is projected to increase by 10% over the next several years.
	Energy	Energy Projects	SSU has reduced its energy consumption over the last several years by implementing various energy-saving projects and designs. This reduction results in an on-going savings to the energy budget.	\$ 534,000.00	\$ 534,000.00	\$ 534,000.00	\$ 534,000.00	\$ 534,000.00	\$ 2,670,000.00	Because the savings is due to an actual reduction in the amount of energy consumed, this savings will continue indefinitely.
	6B	Standardized Texts	All SSU introductory courses have standardized text which saves money on textbook costs	\$ 100,000.00	\$ 103,000	\$ 106,090	\$ 109,273	\$ 112,551	\$ 530,913.58	Projecting textbook savings of \$100/semester for 500 freshmen
	6C	Digital Capabilities	SSU Engineering Technology and Mathematics programs use open source materials providing savings on textbook costs	\$ 210,000.00	\$ 210,000	\$ 210,000	\$ 210,000	\$ 210,000	\$ 1,050,000.00	Projecting textbook savings of \$400/year for 300 Engineering Tech majors. Textbook savings of \$90,000/year for developmental math sequence and calculus course.
	7A	Education Campaign	15-to-Finish Campaign will result in students finishing one semester early.	\$ -	\$ -	\$ -	\$ 350,000	\$ 350,000	\$ 700,000.00	Projected savings of 1 semester (approx. \$3500 tuition) for 100 students in year 4 following implementation of reduced hours.
	7C	Standardized Credits	Revised baccalaureate degree programs have fewer total credits required which will result in students finishing one semester early.	\$ -	\$ -	\$ -	\$ 175,000	\$ 175,000	\$ 350,000.00	Projected savings of 1 semester (approx. \$3500 tuition) for 50 students in year 4 following implementation of reduced hours.
	7E	Summer Programs	SSU will offer a summer bridge program called Bridge to Success. The bridge program includes developmental courses which will be offered at minimal cost (\$50 per student) and will allow students to achieve college readiness without accumulating debt.			\$ 175,000.00	\$ 175,000.00	\$ 175,000.00	\$ 525,000.00	Projected savings of 1 semester (approx. \$3500 tuition) for 50 students in year 4 following implementation of reduced hours.
			Subtotal Efficiency Savings	\$ 3,502,578.00	\$ 3,576,578.00	\$ 3,832,768.00	\$ 4,446,860.70	\$ 4,544,639.88	\$ 19,903,424.58	



2016 Efficiency Reporting Guidance

In the early part of 2015, Gov. John R. Kasich created the Ohio Task Force on Affordability and Efficiency to make recommendations to Ohio's institutions of higher education based on three simultaneous principles 1) to be more efficient both in expense management and revenue generation 2) while offering an education of equal or higher quality and 3) decreasing costs to students and their families. The Task Force met several times during the course of 2015. In October the Task Force issued a report with ten recommendations to advise institutions on efficiency and academic practices which will improve both the quality of education and lower costs for students.

Furthermore, House Bill 64 (Section 369.550) requires each institution's board of trustees to complete an efficiency review, based on the Task Force's recommendations, by July 1, 2016, and submit their findings and implementation plans to the chancellor within 30 days, or by August 1, 2016. For additional information on each category and recommendation, please review the [Action Steps to Reduce College Costs report](#), issued by the Ohio Task Force on Affordability and Efficiency.

This document is intended to provide guidance for institutions' reports to the chancellor, based on the legislation – please modify and add additional detail as necessary. **The institutional efficiency review and the implementation plans captured by this template will serve as the data for 2016 Efficiency Advisory Committee Report. These reports are due August 1, 2016.** In 2017 and moving forward, ODHE will issue a survey to the institutions, based on the Task Force Report, as a status update to the implementation plans and will serve as the Efficiency Advisory Committee report.

Campuses will want to review the template to familiarize themselves with the format and content before beginning. The template is structured into four sections:

- **Section 1: Efficiencies** – The first section captures practices likely to yield significant savings for institutions that can then be passed on to students. This includes Procurement, Administrative and Operational, and Energy.
- **Section 2: Academic Practices** – This section covers areas such as textbooks, time to degree incentives, and academic course and program reviews. While improvements to academic processes and policies may not convey immediate cost savings, there will likely be tangible benefits that improve the quality of education for students.
- **Section 3: Policy Reforms** – This section captures additional policy reforms recommended by the Task Force.
- **Section 4: Cost Savings, Redeployment of Savings & Tangible Benefits to Students** – The last section will ask institutions to provide, if applicable, cost savings to the institution in actual dollars saved for each of the recommendations. Furthermore, the institution must advise if the institutional savings has been redeployed as a cost savings to students or offered a benefit to the quality of education for students.

Any questions can be directed to Sara Molski, Assistant Policy Director at the Ohio Department of Higher Education, at 614-728-8335 or by email at smolski@highered.ohio.gov.

Section I: Efficiency Practices

Procurement

Recommendation 3A | Campus contracts: Each institution must require that its employees use existing contracts for purchasing goods and services, starting with the areas with the largest opportunities for savings.

Has the institution implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

Shawnee State University's Purchasing Authority policy will be presented to the Board of Trustees at their October meeting for their approval of a revision that requires the use of University contracts for the purchase of goods and services, as well as providing an explicit process for approved exception.

While it is not currently a campus-wide requirement Shawnee State drives many purchases through existing contracts. SSU has realized over \$120,000 in annual savings through the negotiating efforts of the IUC-CIO group, the IUC-PG group, and the member institutions on contracts with Microsoft, Cisco, and OARnet VMWare. The direct savings is based on SSU's annual agreement renewals, and purchases of equipment and services for FY16.

If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.

Recommendation 3B | Collaborative contracts: Ohio's colleges and universities must pursue new and/or strengthened joint purchasing agreements in the following categories:

- Copier/printer services
- Computer hardware
- Travel services
- Outbound shipping
- Scientific Supplies and Equipment
- Office Supplies and Equipment

Contract Type	Is the institution participating in joint contracts? [yes, no, plan to]	Include additional explanation here if needed. If the institution chooses not to participate, please explain why.
---------------	--	--

Copier/printer services	Plan to	<p>In response to the charge from the Governor’s Task Force on Affordability and Efficiency, the IUC Purchasing Group (IUC-PG) adopted an aggressive copier management contract from one of its member institutions and requested that all member schools move to this single supplier, in order to begin the migration of current environments to one platform. Therefore, SSU has engaged a consultant and begun the process of assessing the University’s print shop production, the existing copier/multifunction device fleet, desktop printers, and mail services. Upon completion of this assessment, the University will engage the IUC-PG supplier, to explore the feasibility of moving to that firm’s platform. Target date: January 2017.</p>
Computer hardware	Yes	<p>SSU is currently evaluating the state of Ohio’s standard computer configurations against our current environment, and will report back to the IUC-PG by August 17, 2016, as requested. We are also gathering data, in preparation for an IUC-PG/CIO (Chief Information Officers) competitive event for computer accessories (e.g., monitors, cabling, mice, and keyboards. Target date for completion and award of accessory agreement(s): January 2017.</p> <p>In the meantime SSU is utilizing the following collaborative agreements:</p> <ul style="list-style-type: none"> • Shawnee State University has entered into a collaborative agreement with Bowling Green State University and Ohio University for unified communications which has saved SSU 68% on equipment and 39% on SmartNet services. The total annual savings to SSU for this collaboration is \$161,000. • Shawnee State University requires that all computer hardware purchases be made through the State Term Schedule agreement. This results in a 40% savings per unit and an annual savings of \$100,000.
Travel services	No	<p>SSU will explore the IUC-PG’s recommended three-phased approach regarding travel services.</p>

Outbound shipping	Plan to	<p>Outbound shipping is handled centrally, and most is sent via FedEx on a consortium contract. Our small amount of UPS outbound is currently handled by our third party bookstore operator, but may be switched to the state of Ohio contract, if determined to be in SSU's best interest. As a university, we have so little spend on outbound shipping that we, along with other members of the IUC-PG, are instead looking to inbound shipping for savings. We are currently in the process of identifying all entities that provide inbound shipping programs and reviewing contracts that members may have in place today. When the potential has been identified, a timeline and strategy will be created. Target date: TBD</p>
Scientific supplies & equipment	Yes	<p>We currently purchase scientific supplies and equipment through the IUC-PG's prime vendor agreement with Fisher Scientific, which was developed by Ohio State University and expires December 31, 2016. We are also working with the IUC-PG, to develop a new competitive event in this category. The new contract will take effect when the Fisher agreement expires. Target date for contract award and availability: January 1, 2017.</p>
Office supplies & equipment	Yes	<p>SSU's office supply purchases are directed to the IUC-PG's contract with OfficeMax via a catalog in SciQuest. Over the coming months we will work to increase savings even further by looking at specific product spend, developing a pared-down core list, and restricting the purchase of those items to that list. Target date: March 2017</p>

Assets and Operations

Recommendation 4 | Assets and Operations

4A Asset review: Each institution must conduct an assessment of its noncore assets to determine their market value if sold, leased or otherwise repurposed. Where opportunities exist, colleges and universities must consider coordinating these efforts with other Ohio institutions to reap larger benefits of scale.

Please provide an overview of the process used for the institution's asset review and the key outcomes below or on additional pages:

A review was completed of non-core assets owned by the University and the Foundation. These properties consist of several vacant properties near campus and have strategic importance to the growth of the University. Specific properties are targeted for near-term build-out of science laboratories, related academic classroom space, housing of the University's counseling and psychological services department and health clinic. The Foundation, along with the Ohio State University was gifted a property near campus that was auctioned and the proceeds distributed per the owner's wishes. The Foundation currently has placed a gifted property that is distant from the campus property on the market. SSU engaged an architecture firm to update our facilities master plan that includes a critical land acquisition plan in anticipation of future growth. This plan also considers maximizing the use of our currently owned properties to better serve our students and the community, provide a path for campus expansion, and protect the University from being "land-locked." Properties that are located in the City near campus are in the design stage for utilization by the Advancement and External Affairs Division offices as well as workforce development.

4B Operations review: Each institution must conduct an assessment of non-academic operations that might be run more efficiently by a regional cooperative, private operator or other entity. These opportunities must then be evaluated to determine whether collaboration across institutions would increase efficiencies, improve service or otherwise add value.

Please provide an overview of the process used for the institution's operations review and the key outcomes below or on additional pages:

Custodial Services – Our custodial operation is currently undergoing significant restructuring in order to gain improved operational efficiencies, including the assessment of services and schedules to better align with industry standards and best practices. In addition to redefining job duties, utilizing more current planning techniques, and adjusting work shifts, we are completing a rigorous review of overtime worked. The preliminary results are indicating a measurable savings in FTE's and an anticipated reduction of 70%-80% in overtime costs.

Food Services - Food services are provided by external vendor (Sodexo). Annually, the University reviews expectations with this vendor that results in adjustments to services and costs. The University also engages students and staff feedback in order to gather as much feedback as possible. The University has been able to minimize increases to food costs and has substantially improved services through this process. For AY17, a number of student-focused improvements were accepted that results in additional savings to students along with new services.

Mail Services – Our mail services/receiving unit has one (1) identified/dedicated FTE, assisted by 4 student employees. By intentionally locating our main switchboard and vending operations in the same location, we are able to provide back-up coverage with a minimal

staffing configuration. These employees assist with the daily processing (adding postage/metering) of outgoing mail, unload supply trucks, sort and deliver inbound parcels. A consultant was contracted to assess our Printing, Mail Services, Copier & Desktop Printing services. SSU is awaiting the final analysis report to determine our course of action.

4C Affinity partnerships and sponsorships: Institutions must, on determining assets and operations that are to be retained, evaluate opportunities or affinity relationships and sponsorships that can support students, faculty and staff. Colleges and universities can use these types of partnerships to generate new resources by identifying “win-win” opportunities with private entities that are interested in connecting with students, faculty, staff, alumni or other members of their communities.

Has the institution implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.

Please identify partnerships and sponsorships in effect for FY2016:

Partnerships/Sponsorships	Description
Portsmouth City Schools MOU	SSU partners with the Portsmouth City Schools (PCS) to utilize some of their athletic facilities and PCS to utilize SSU facilities. This agreement allows SSU to use their track & field complex, their gymnasium, and their baseball field. There is no charge to the University which results in an annual savings of \$20,000. This agreement also strengthens our relationship with the local community as PCS has realized significant savings by utilizing SSU facilities. Further, several local schools would not be able to offer a swim team without the use of our pool facility
City of Portsmouth Health Department	SSU Counseling & Health Services has a partnership with the City of Portsmouth Health Department. Within this partnership the City Health Department provides free 20 minute HIV testing to students each fall and spring semesters. This testing takes place on campus to increase convenience to students and is completely funded by the City Health Department. When compared to the cost of purchasing individual HIV Home Testing Kits this results in a savings of approximately \$8,000 per academic year.

King's Daughters Medical Center	SSU partners with King's Daughter's Medical Center to provide basic medical services to students. During fall of 2014 KDMC provided approximately 220 physicals to SSU students. Of these 160 were provided at no cost to students. The remaining 60 were provided at a cost that is significantly less than usual and customary when physicals are obtained through family physicians. Additionally, this service is provided on campus further reducing expenses to students incurred by travel/transportation to and from appointments. Traditionally physicals have been funded by the SSU athletic department. However, in the fall of 2014 KDMC sponsored a physician Community Service event at SSU which resulted in \$2,500 savings to the university. Without SSU covering the cost of athletic physicals student athletes would have incurred a cost of \$8,000. However, cost to student athletes were avoided completely.
Barnes & Noble	Barnes & Noble will pay Shawnee State University a percentage of gross sales at the Bookstore. SSU realizes an annual commission of approximately \$200,000 from this agreement. Barnes & Noble will also provide for a \$5,000 annual scholarship to SSUDF.
Sodexo	Sodexo pays Shawnee State University an annual fixed commission based upon number of meal plan participants. This agreement results in an annual commission of approximately \$170,000.
Neal and Vicki Hatcher, Inc.	Public/private partnership for student housing with partner maintaining all operating cost and revenue sharing back to the university. The University receives a portion of the revenue in the form of management fees. SSU receives a 10% management fee on all private-owned housing receipts. This developer also provides an average of \$10,000 in annual housing scholarships to SSU students.
Lindsay Wilson College	The SSU Office of Counseling & Health Services has an ongoing MOU with Lindsey Wilson College School of Professional Counseling through which Master's level Counseling Interns are provided each year (2011 - 2016). To date, this program has incurred a financial investment of approximately \$800 on the part of SSU while increasing the number of clinical service hours available to students. This results in an estimated cost savings to SSU of \$17,000 in compensation plus benefits.
Marshall University	The SSU Office of Counseling & Health Services has a MOU with Marshall University Master's Counseling Program similar to the MOU with Lindsey Wilson College. This is an ongoing MOU and is filled on a competitive basis each year. For academic year 15-16 this MOU did not result in an active Intern.
Kent State University	The SSU Office of Counseling & Health Services has developed an MOU with Kent State University and Lindsey Wilson College to create a Counselor-in-Residence program. Each of the 3 universities benefit from this MOU in some way. The

	benefits to SSU include obtaining a professionally licensed doctoral level Intern who will reside for one year on the campus of SSU. This Intern is dedicated to serving students through regularly scheduled office hours, as well as students in crisis. Additionally, this Intern is the behavioral health responder for after-hours suicide assessments and mental health emergencies. As part of the doctoral requirements set forth by Kent State this Internship must include clinical, supervision and teaching components. Neither SSU nor Lindsey Wilson alone could meet all three of these requirements. Therefore, a partnership will allow the Intern to get clinical and supervisory experience with SSU and graduate teaching experience with Lindsey Wilson. This partnership capitalizes on the potential benefits available to both institutions while also meeting the academic requirements of the Kent State doctoral program. This MOU was developed and confirmed during spring semester 2015 and was implemented during academic year 2015-2016. The clinical service provided under this MOU is estimated to save Shawnee State University \$19,012.80 in cash compensation.
JP Morgan Chase	SSU receives an annual rebate from JP Morgan Chase based upon spending on the Procurement Card. This rebate results in an annual savings of approximately \$32,000.
Pepsi	In consideration of the Pouring Rights granted in this Agreement and in addition to the commissions and services otherwise provided for in this Agreement, Pepsi-Cola furnishes the Institution with various media and equipment items which total approximately \$52,000. These items would otherwise need to be purchased by the University.
Inter University Council- Insurance Consortium (IUC-IC)	SSU saves approximately \$160,000 per year by participating in the IUC-IC insurance consortium.

Administrative

Recommendation 5 | Administrative cost reforms

5A Cost diagnostic: Each institution must produce a diagnostic to identify its cost drivers, along with priority areas that offer the best opportunities for efficiencies. This diagnostic must identify, over at least a 10-year period:

- Key drivers of costs and revenue by administrative function and academic program;
- Distribution of employee costs — both among types of compensation and among units;
- Revenue sources connected to cost increases — whether students are paying for these through tuition and fees, or whether they are externally funded;

- Span of control for managers across the institution — how many employees managers typically oversee, by the manager's function; and
- Priority steps that would reduce overhead while maintaining quality — which recommendations would have the most benefit?

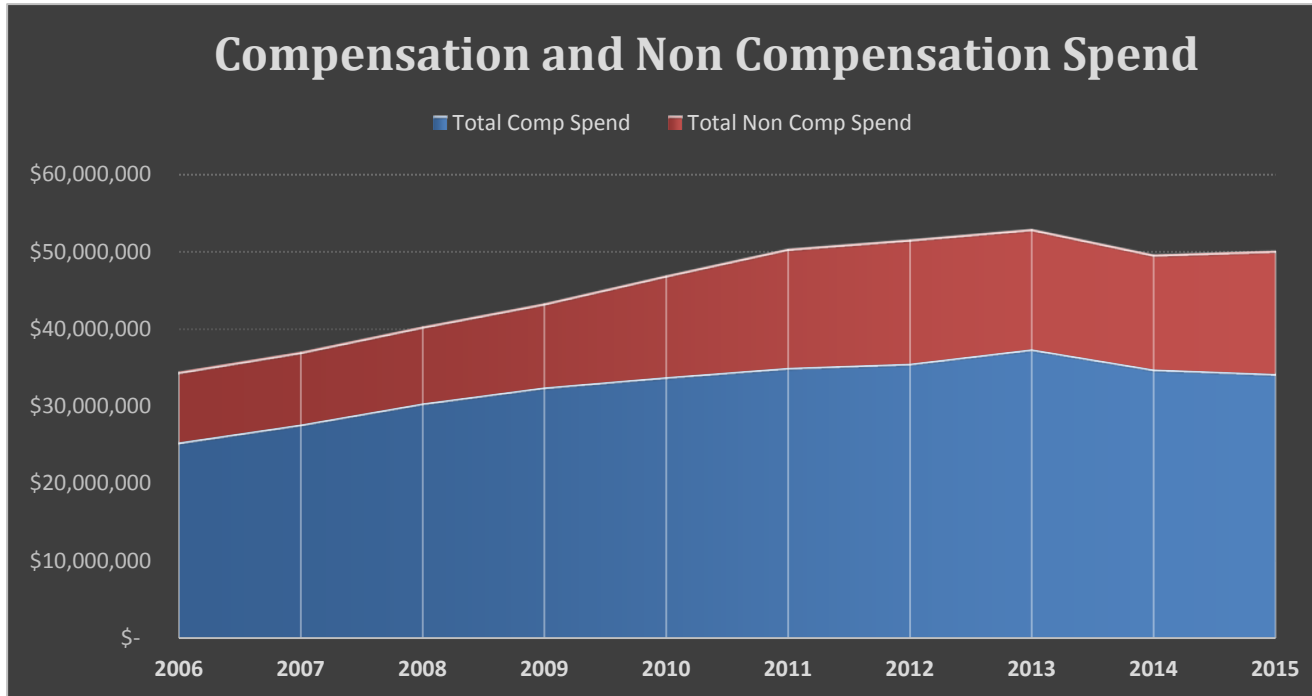
Has the institution produced a cost diagnostic? If yes, please provide an overview of the process used and the key outcomes.

Shawnee State University has produced a cost diagnostic. Opening budget, adjusted budget (after any transfers during the year), and final, actual revenue and expenditure data were compiled and analyzed for the past ten complete fiscal years, as well as the current fiscal year-to-date. These data were reviewed and trended by functional classification (Instruction, Public Service, Academic Support, Student Services, Institutional Support, Maintenance & Operation of Plant, Scholarships, Transfers), and by natural classification (salaries/wages, benefits, supplies, travel and entertainment, information and shipping, maintenance and repairs, equipment, miscellaneous). Parallel analyses were conducted at the academic program and administrative unit levels. Employee costs, which comprise approximately 70% of the university's operating expenses, were assessed by compensation type and compared across operating units. Detailed reviews of revenue sources associated with cost increases and the span of control for all institutional managers were also conducted.

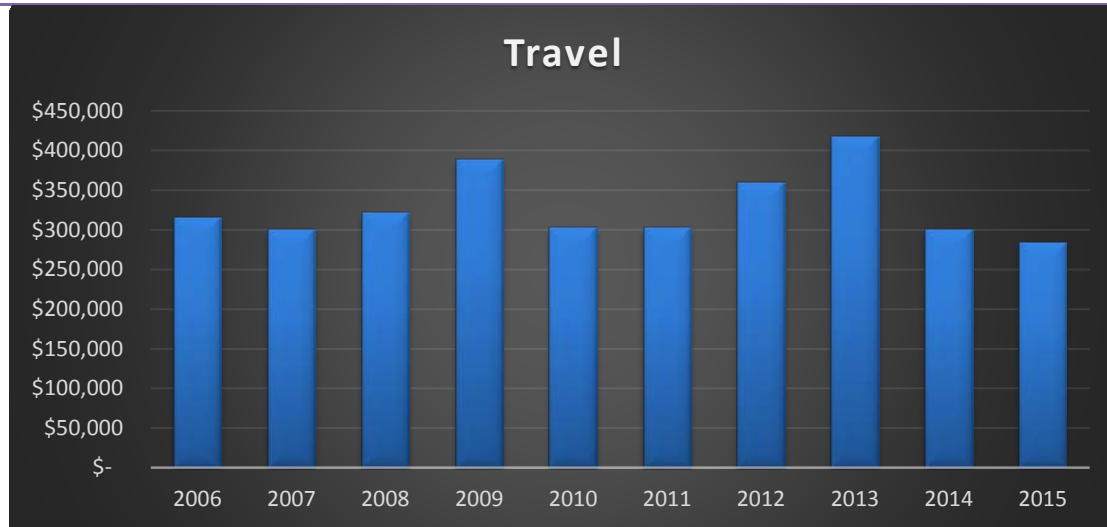
Key findings include:

- Revenue – Shawnee State relies nearly exclusively on student tuition and fees, and State Share of Instruction (SSI), which is driven by the performance-based funding formula. Student tuition and fee revenue have tracked closely with enrollment, peaking in FY12 and declining steadily since. Statewide tuition caps have noticeably slowed the growth rate of the tuition revenue stream. While enrollment directly influences the outcome of the SSI formula, the more important factor is student success. While having an initial negative financial impact, Shawnee State's efforts to recruit students with the best institutional fit has somewhat offset the impact of declining enrollments on the SSI proceeds. The University has realized increased costs dedicated to academic and student life services to support the success of a student population consisting of a significant number of first generation and low-income students. In most cases, cost increases have been covered through reallocation of existing budget resources, not passed along to students. In most cases, student fee increases have not matched the cost of inflation. For example, in each of the last three years, the university chose not to pass the full cost increase for meal plans along to students, to maintain the affordability of living on campus. Shawnee State recognizes that it has an opportunity, even an obligation, to cultivate alternative revenue sources. Identifying and prioritizing the options is underway, as part of our strategic planning process.
- Expenses – Compensation
 - Personnel expenses have declined in nearly every category in recent years, in response to enrollment declines and austerity measures to reduce personnel-related expenditures. A concerted effort to reduce faculty overload has decreased this expenditure by over 50% since FY13. This was accomplished through careful scrutiny of low-enrolled course sections and negotiations with faculty to update the overload compensation structure contained in the collective bargaining agreement.
 - A number of administrative positions have been frozen or eliminated in the last five years, with nearly \$900,000 in additional cuts planned for FY17.

- The average span of control per supervisor stands at 6.58, and Shawnee performed strongly relative to other IUC institutions on the Ohio Department of Higher Education’s administrative productivity measure. The employee-to-manager ratio will increase further as a result of planned FY17 budget reductions.

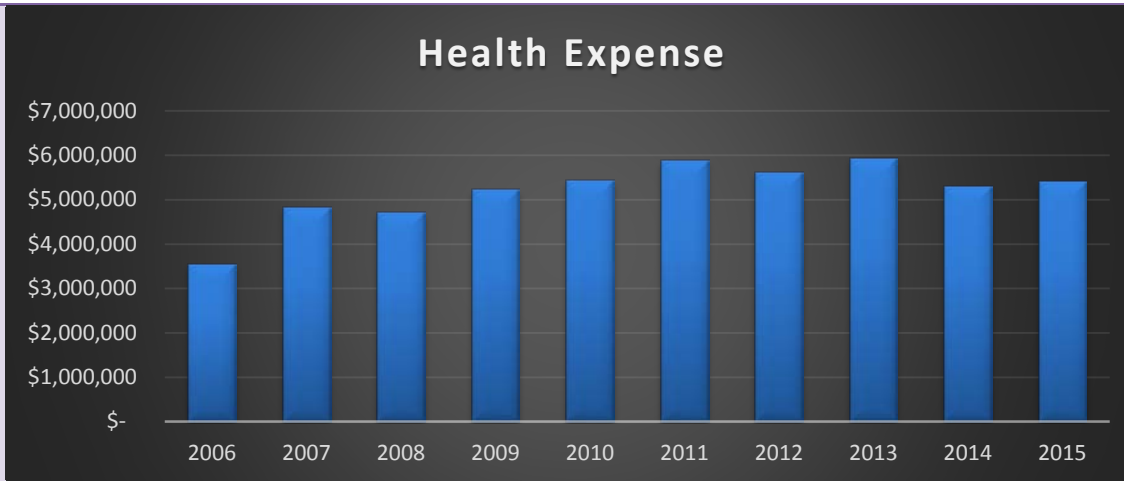


- Expenses – Non-Compensation
 - University travel spending has been reduced by 32% since FY13, with preapproval and executive-level review of all travel requests.
 - Spending on external professional services has increased significantly during the last decade, as SSU relies more heavily on software solutions and short-term engagement of external experts. This has proven more efficient and effective than directly employing staff to address intermittent, highly-specialized needs.

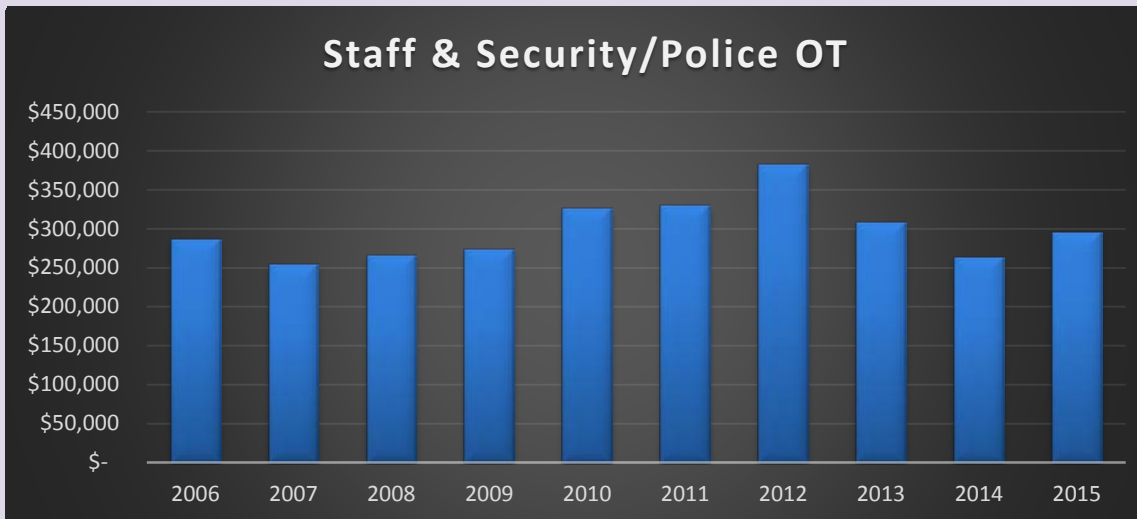


Please provide details on the result of the assessment. What are the cost drivers, based on the categories above? Please discuss the institution’s priority areas that offer the best opportunities for recommendation.

Compensation has remained a relatively stable component of operating expenses during the last decade. Double-digit health care inflation during the last decade has been an ongoing burden, though the university has controlled the growth of these expenditures somewhat by implementing a self-insured health plan and significantly altering its health plan design. Because health insurance costs make up more than 10% of the university’s operating budget, the benefit of achieving further efficiencies in this area cannot be overstated. The university has taken strong actions in the past year to further reduce this category of expenditure by offering a high deductible health plan (HDHP) with a Health Savings Account (HSA). In the first year of its implementation, the university realized over 10% employee participation along with achieving savings in claims costs. These savings are expected to increase with the upcoming change from a 90/10 health insurance plan to an 80/20 health insurance plan effective January 1, 2017. Further, the university has recently engaged Horan Consultants for the purpose of generating incentive programs to encourage improved health and wellness and to realize positive impact from this consultant’s strong negotiating reputation with carriers.



Another area of focus is hourly staff overtime, which has remained relatively steady during the last decade, but stands at about 9% of total hourly payroll. The university has taken steps to thoroughly assess this overtime and is implementing several strategies to reduce these expenditures, establish more sustainable expectations for individual employees, contract out services when appropriate, and make permanent hires where justified.

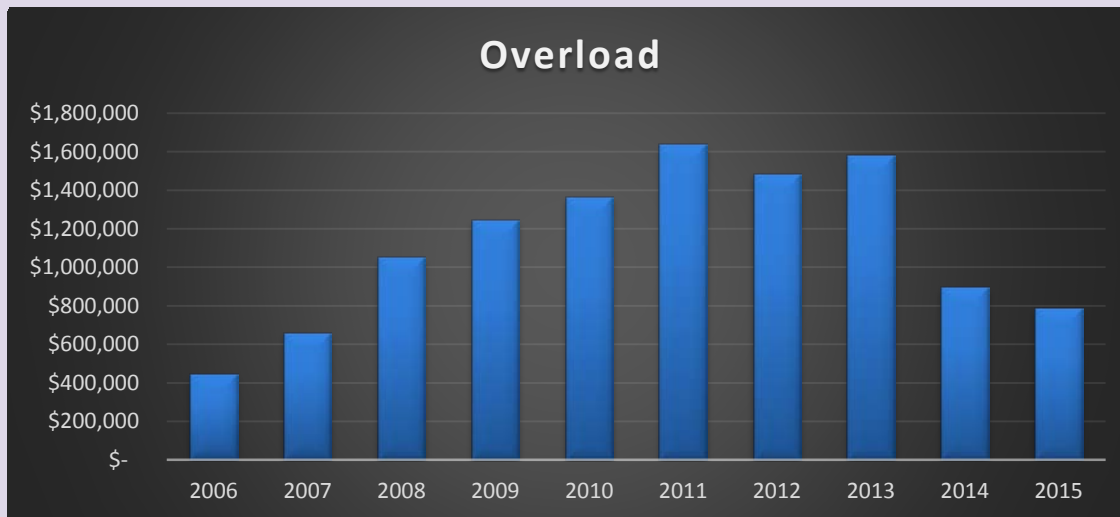


The increase in reporting and compliance requirements, particularly at the Federal level, has been a cost driver. For example, the evolving Title IX landscape and the 2013 VAWA reauthorization has put increasing demands on staff time, including training, process

redesign, and even functional reorganization. SSU is evaluating how best to provide quality services to students and staff, and meet or exceed compliance requirements, while minimizing the impact on university expenditures.

Another major cost driver during this decade was the absence of a capital bill for the years 2011-2012. SSU devoted substantial local funds to construction projects during that period, which normally would have been eligible for capital funding. This diversion of local funds added to the deferred maintenance backlog in our physical plant, and the ripple effects continue to be felt.

Academic program and course reviews continue to be an important opportunity for SSU. While the General Education Program (GEP) has been completely redesigned, the evaluation of individual academic programs is ongoing. The university’s strategic plan requires that efforts and resources be shifted toward “signature programs,” those that make SSU special. Resource redistribution will continue as our Strategic Budgeting processes mature.



Another priority is modernizing our approach to copying and printing services. As mentioned above, SSU has engaged a consultant to assess not only the on-site print shop operation, but our strategies for existing desktop printers and networked devices. This project has implications for staffing costs, equipment purchasing/maintenance practices, and even utilities expenses.

If the institution has not produced a cost diagnostic, is there a plan to? If yes, what is the implementation plan? If the institution has not completed a cost diagnostic and does not plan to do so, please provide the rationale.

N/A

5B Productivity measure: The Department of Higher Education developed a common measurement of administrative productivity that can be adopted across Ohio's public colleges and universities. While the measure should be consistent, each institution should have latitude to develop its own standards for the proper level of productivity in its units. This will allow, for instance, for appropriate differences between productivity in high-volume environments vs. high-touch ones.

What steps has the institution taken to improve the productivity measure score or what are the institution's plans to improve the score?

SSU is positioned very well on the productivity measure scale by scoring #1 in Course Completion Ratio, 2nd in Administrative Expenditures, 4th in Degree Completion, and 5th in Administrator Headcount. Although Shawnee State University's initial productivity measurement score is among the best of the 13 public Universities in Ohio, we continually strive to improve our efficiency and productivity. SSU has implemented major departmental restructuring efforts to better utilize and match our administrator's skill sets to the specific job description. There are approximately 11 full-time administrative vacancies in the 2017 budget that will not be filled or will be re-purposed at a lower cost which will dramatically improve SSU's productivity measure score. This will reduce FY17 administrator salaries by \$672,066. These reductions will result in an even better productivity measure score. In addition to these reductions the University has also reduced faculty and staff salary budgets by approximately \$200,000.

Has the institution implemented or considered utilizing Lean Six Sigma methodology as a tool to evaluate the institution's processes?

SSU representatives have attended workshops on the Lean Six Sigma methodology. SSU would be very interested in implementing this process but have found it to be very cost prohibitive. If SSU could secure grant funding, as others State schools have, this might facilitate our implementation of this methodology.

5C Organizational structure: Each institution should, as part or as a consequence of its cost diagnostic, review its organizational structure in line with best practices to identify opportunities to streamline and reduce costs. The institutional reviews also should consider shared business services — among units or between institutions, when appropriate — for fiscal services, human resources and information technology.

Has the institution reviewed its organizational structure? If yes, please provide an overview of the process used and the key outcomes.

During FY16 SSU has engaged in an extensive strategic planning process to reframe the University's mission, vision and enduring values. The current phase involves extending and expanding the strategic planning process to all divisions (Finance & Administration, Enrollment Management & Student Affairs, Academic Affairs, and Advancement & External Affairs). Additionally, the university's FY17 budget process has included a comprehensive examination with the objective of aligning available resources with the strategic initiatives

to be implemented this fiscal year. This process included an extensive review of non-instructional roles resulting in updated position requirements that support our aspirational vision for the University. Functions that can be integrated better into other parts of the organization, outsourced, or discontinued are being identified. The organizational structure is currently under review to gain better efficiencies and take advantage of operational synergies. Review and complete reorganization of the executive affairs division was completed in FY16 resulting in the establishment of the Advancement & External Affairs Division. This intentional change addresses the need for greater alignment of all outward-facing functions including workforce development, internships, marketing, advancement and the development foundation.

Another significant organizational change involves the consolidation of the instructional technology department with the University's IT helpdesk operation. This consolidation not only realized efficiencies through the elimination of duplicative services and reduced manpower, it improved service for students and the campus community. The university has invested heavily in the upgrading of technology infrastructure and its wireless capacity. Additionally, we have invested in the replacement of an outdated legacy system and are moving the entire ERP platform to cloud technology. This will have a direct positive impact on the recruitment, marketing, & business efficiencies.

**If the institution has not reviewed the organizational structure, is there a plan to? If yes, what is the implementation plan?
If the institution not completed a review and does not plan to do so, please provide the rationale.**

5D Health-care costs: Like other employers, colleges and universities have experienced rapid growth in health-care costs. To drive down costs and take advantage of economies of scale, the Department of Higher Education has convened a working group to identify opportunities to collaborate. While no information on healthcare costs is required in this year's survey, please feel free to share ideas that the institution believes may be helpful for the working group to consider. (Optional) Has the institution identified any healthcare reforms that the working group should consider? Please describe.

Shawnee State led the IUC HR groups in compiling recommendations for consideration by the working group. Below are the targeted initiatives institutions believe would be more effective at containing cost considering the realities of each institution and their regional health care systems.

- Regional collaborative efforts when looking at possible medical plan savings - it may make sense to look at regional groupings of schools to gain volume benefits, but use claims administrators and networks that are strong in each institutions geographic regions
- Bundled Services/Centers of Excellence:
- Carve-out certain benefits and collaborate on the vendor (knee/hip replacements, cardiology, lab services). If certain health systems can package rates for specific medical procedures, we could consider a group purchasing arrangement.
- Encouraging the law to be changed to remove benefits and wellness from bargaining contracts
- Group contract for education software and transparency tools (e.g., Health Care Blue Book or Castlight Health) for employees to review costs & quality of health procedures to drive better healthcare decisions
- Communication and employee decision support tools
- Wellness programs
- Revisit existing purchasing agreements for ancillary benefits (e.g., dental, vision, life, and disability insurance) and explore new agreements for FML, worker's compensation, COBRA, and unemployment
- Advocating use of HB 187 by institutions to obtain efficiencies in other benefits such as paid time off
- Sharing Requests for Proposals
- Sharing Vendor information; also important when initiating a Request for Proposal
- Share data files and IT coding when possible (i.e., HRIS systems)

SSU Medical Plan Design Changes:

- SSU has hired a new consultant to review benefit structure
- Increased employee contribution from 5% to 10% for PPO plan; will reach 15% (for faculty and admin) by 2018 based on collective bargaining agreements (negotiations pending for support staff)
- Increased deductibles and out-of-pocket maximum (PPO plan): deductibles from \$250/\$500 to \$500/\$1000; will reach \$1000/\$2000 (for faculty and admin) by 2018 based on collective bargaining agreements (negotiations pending for support staff)
- Out-of-pocket max from \$850/\$1700 to \$1500/\$3000; will reach \$3000/\$6000 (for faculty and admin) by 2018 based on collective bargaining agreements (negotiations pending for support staff)

- PPO co-insurance will shift from 90/10 to 80/20 in 2017 based on collective bargaining agreements (negotiations pending for support staff)
- Rx copays will increase to \$10/\$35/\$60 (retail) \$20/\$70/\$120 (mail order) for admin and faculty by 2018 based on collective bargaining agreements (negotiations pending for support staff)
- Added 4th tier specialty drug copay (\$250 max); added more aggressive Rx clinical programs
- Implemented high deductible health plan (w/HSA account) January 1, 2016 – \$3000/\$6000 deductible; 90/10 co-insurance
- Increased employee education on healthcare options/cost – conducted group and one-on-one information sessions during open enrollment period.

(Optional) Has the institution achieved any expected annual cost savings through health-care efficiencies? Please explain how cost savings were estimated.

By implementing the above structural and cost changes in the medical plan the University anticipates reducing its benefit budget by \$650,000. These savings were estimated by trending current costs and then comparing them to the actuarial projections of the plan design changes implemented through CBAs and Administrative benefits policies.

5E Data centers: Institutions must develop a plan to move their primary or disaster recovery data centers to the State of Ohio Computer Center (SOCC).

Has the institution implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

Shawnee State has developed a plan to relocate its DR service to the SOCC, in conjunction with the overall plan identified within the IUC-CIO committee. SSU has its current DR colocation at Wright State University via an active Service Level Agreement with OARnet. We are working with WSU, OARnet and the Chancellor's office to establish the appropriate timeline for relocating SSU's DR services, based on WSU's overall timeline to relocate its services to the SOCC. The IUC-CIO committee is working with SOCC representatives to establish required levels of service and necessary agreements.

If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.

5F Space utilization: Each Ohio institution must study the utilization of its campus and employ a system that encourages optimization of physical spaces.

Has the institution implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

Analyzing space utilization is an on-going effort at SSU. The University is currently reviewing space optimization software platforms to improve our utilization and planning processes. SSU is exploring funding sources to improve our student housing as well as ways to fund the enhancement of our student recreation facilities. These improvements, along with others, will utilize existing under-utilized space in lieu of adding additional buildings. We are currently in a renovation project to update and enhance existing classroom and lab space to be used by our programs that are experiencing high growth.

Once all classroom and lab space has been assigned by our Registrar (based on current academic need) all remaining spaces are available to the Event & Conference Services (ECS) office as useable or rentable space. Significant efforts are made to place users in spaces best suited for their needs and in those needing zero to minimal set-up. Additionally, we are intentional in placing these users in buildings where HVAC zoning is available or in areas already scheduled to be occupied - to minimize energy costs. The planned addition of an event sales position is intended to maximize the available venues for external use.

Please provide details on the results of the assessment below or on additional pages:

Upon the completion of the efforts described above, the University will generate a space use analysis to gauge progress and identify future priorities.

If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.

Energy

Energy Efficiencies seek to refine sustainable methods utilized by institutions to procure and use energy (resulting in more efficient use of energy), including, but not limited to lighting systems, heating & cooling systems, electricity, natural gas, and utility monitoring.

What energy efficiency projects has the institution implemented or enhanced within fiscal year 2016?

Project	Collaborative Partnership(s)	Final Draft (pending August 19 Board of Trustees approval) Explanation
Installed LED Parking Lot Lights		Replaced 35 HID parking lot lights with LED technology resulting in a watt reduction of 29,960. This completes replacement of all 1,000 watt high pressure sodium fixtures to LED. We have received over \$9,000 this year in AEP Initiative funds bringing our total to nearly \$115,000 to date
CFA Air Handlers 1 & 2 Upgrades		Re-commissioned and retrofit two major air handling units in the CFA Building. This includes all new DDC controls, valves, and dampers. This project also includes CO2 monitoring to allow less outdoor air when these very large, high volume units are being utilized for partially occupied spaces.
Purchase Renewable Energy		10% of our electric is purchased from green initiatives. This is electric generated by wind and is a renewable resource. This 10% purchase of renewable energy will reduce CO2 emissions by 2,754,387 pounds.
EnerNoc		<p>SSU has entered into an agreement with EnerNoc to reduce electric load in the event of a brown out and other critical event defined by our utility supplier. This process includes an annual test of the load curtailment that nets SSU approximately \$25, 000 that involves a reduction of the load. If called upon to participate in an actual event, SSU could realize additional savings.</p> <p>SSU also uses EnerNoc to conduct reverse auctions for gas and electric pricing. SSU has been able to lock in on very competitive energy rates, including a 17-year low gas rate this year.</p>
CFA Cooling Tower Replacement		Shawnee State University (SSU) Cooling Tower Replacement project will replace the Center for Fine Arts existing galvanized metal towers with new stainless steel basin and water distribution box towers to minimize corrosion and reduce maintenance costs as well as reduce water consumption. The existing, approximately 20 year old towers are at the end of their life cycle and repair costs to operate for next season were estimated to be approximately 35% of the cost of replacement. The new towers will be much more efficient with better cell technology, higher efficient motors, variable frequency drives, and eliminate water loss caused by deterioration in the cells as well as the basins. The new towers are sized to handle 200 additional tons of cooling allowing capacity to be added in the future to cool additional buildings that have older

		inefficient rooftop units. These new towers will also reduce the load on existing chiller plant by increasing the tower efficiency.
Consumption Reduction (HB 251)		SSU has completed a wide range of projects that were a result of the requirements in Ohio HB 251 (126 th General Assembly) where all State entities were directed to reduce their energy consumption by 20% between the years 2004 and 2014. The projects above are an extension of that effort. In the year 2016 SSU has reduced their energy consumption by 32% as compared to the baseline year of 2004. This reduction results in an annual conservative estimate of \$500,000 in energy cost savings.

Section II: Academic Practices

Recommendation 6 | Textbook Affordability

6A Negotiate cost: Professional negotiators must be assigned to help faculty obtain the best deals for students on textbooks and instructional materials, starting with high-volume, high-cost courses. Faculty must consider both cost and quality in the selection of course materials.

Has the institution implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

Our faculty and staff are strongly encouraged to provide students with the lowest class materials cost options. Our faculty and staff work directly with the University bookstore and campus library to implement the following set of best practices that have reduced textbook costs for our students:

- Textbook Rentals – over 50% of our students who used the campus bookstore rented their textbooks last academic year..
- Textbooks offered in multiple formats – Some of our textbooks are offered in loose-leaf form providing savings to students. For example, one of our accounting textbooks is offered in loose-leaf form that provides a savings of \$90 per textbook
- Open-source materials – The Department of Mathematics has selected open-source materials for our large, multi-section introductory math courses. Faculty in the Computer Aided Drafting/Design and Digital Simulation/Gaming Programs have adopted open source software, notes and lab exercises, resulting in cost savings for students.
- Textbook Bundling – The nursing program offers textbook bundling which provides considerable savings to students.
- Custom Textbooks – Faculty have worked with the University bookstore to develop custom textbooks that provide significant savings to students.
- Common textbook for large, multi-section courses – Over 90% of our large, multi-section courses have a common textbook.

- Science Laboratory Manuals written by Faculty – In AY15/16, faculty in Biology, Chemistry, and Physics developed laboratory manuals for introductory science courses. These manuals are printed in our Office of Printing Services and are offered in the bookstore at low cost to students.
- Two for One – Developmental Mathematics have adopted one textbook with appropriate software for up to four sequential courses.
- Library Reserve – The Clark Memorial Library offers copies of textbooks on two-hour reserve for students.
- Early Textbook Adoption – Provost requests/encourages faculty to send their textbook selections early so the bookstore can buy back and offer used textbooks with greater frequency.

If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.

The utilization of professional negotiators is under review. In the meantime, we have implemented many best practices and innovative options in order to realize textbook savings – we are also reviewing options such as online and virtual bookstore alternatives.

6B Standardize materials: Institutions must encourage departments to choose common materials, including digital elements, for courses that serve a large enrollment of students.

Has the institution implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

Yes. Over 90% of Shawnee State's large enrollment, multi-section courses use a common textbook and/or open-source digital resources. Textbooks are available on reserve in the library.

If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.

6C Develop digital capabilities: Institutions must be part of a consortium to develop digital tools and materials, including open educational resources, that provide students with high-quality, low-cost materials.

Please explain your efforts to develop digital tools and materials.

The Department of Mathematics and the Department of Engineering Technologies have selected multiple online open-source materials for courses. The University has not identified a consortium at this time.

If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.

The University will continue to participate in state-wide discussions on textbook affordability, pursue best practices, and would welcome joining a consortium, when available, to provide additional savings to students.

Recommendation 7 | Time to Degree

7A Education campaign: Each institution must develop a coordinated campaign to educate its full-time undergraduates about the course loads needed to graduate on time (two years for most associate degrees and four years for most bachelor's degrees).

Has the institution implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

The University provides information on 15-to-Finish to students through centralized advising/professional advisors and has achieved some success. Currently, the University is implementing a 15-to-finish campaign that includes flyers, posters, and online information through the University's mobile app. This information is primarily directed at entering freshmen, although the University's mobile app reaches out to all students, current and prospective.

Beginning fall 2016 all freshmen and transfer students who complete the First Year Experience course will be required to develop an Academic Map for degree completion. The Academic Map exercise will stress the importance of completing a degree in the minimum amount of time.

If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.

7B Graduation incentive: Institutions should consider establishing financial incentives to encourage full-time students to take at least 15 credits per semester.

Has the institution implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

SSU is exploring the possibility of offering a 10% to 20% tuition discount for summer term if a student completes a full load (30 semester hours) during the regular academic year. This will result in a savings to students of \$92 to \$736 per year depending upon the course load.

If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.

The University will continue to review and implement, when feasible, successful initiatives by other institutions (highlighted by Complete College America) that encourage students to take at least 15 credit hours per semester and reduce average credit hours needed to graduate.

7C Standardize credits for degree: Institutions should streamline graduation requirements so that most bachelor's degree programs can be completed within 126 credit hours or less and an associate degree programs can be completed within 65 credit hours or less. Exceptions are allowed for accreditation requirements.

Has the institution implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

Shawnee State revised all baccalaureate and associate programs in 2015-16. Approximately 70% of baccalaureate degrees require the minimum of 120 credit hours and 95% require ≤ 126 credit hours. Only baccalaureate degree programs in Nursing and Teacher Education require more than 126 credit hours. For associate degree programs, 60% of our programs require ≤ 65 credit hours.

If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.

7D Data-driven advising: Institutions should enhance academic advising services so that students benefit from both high-impact, personalized consultations and data systems that proactively identify risk factors that hinder student success.

Has the institution implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

Shawnee State has shifted to a centralized advising system for freshmen and hired two additional professional advisors in 2015 to provide enhanced advising and high impact, personalized consultations. In addition, the University is implementing Oracle Student Cloud Services to provide enhanced data systems for rapid response to student concerns and making referrals to appropriate student services.

Faculty complete an annual advisor survey in which they identify students who are not making adequate progress towards a degree or are in need of additional assistance. The University also utilizes a "Refer a Student" web site where faculty and staff can identify students who are at-risk. These students are contacted and provided with assistance options. Considerable resources are being redirected to support intrusive advising. Also, SSU is exploring available software applications to alert advisors to academic issues, allowing for a timely response.

If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.

7E Summer programs: Each campus must develop plans to evaluate utilization rates for summer session and consider opportunities to increase productive activity. In particular, institutions should consider adding summer-session options for high-demand classes and bottleneck courses that are required for degree completion.

Please provide details on the results of the assessment. In particular, please address whether the campus added summer session options for high-demand and bottleneck classes.

In 2016, SSU entered into a partnership with the Shawnee State Development Foundation where SSU received a \$500,000 grant from the foundation. This grant allows SSU to offer a summer bridge program called Bridge to Success. The bridge program includes developmental courses which will be offered at minimal cost (\$50 per student) and will allow students to achieve college readiness without accumulating debt. The ongoing sustainability of this program in future years will require receipt of additional State funding (e.g. the \$500,000 grant request made this past spring to the Chancellor's office). The University continues to offer high-demand General Education courses in the summer in order to minimize bottlenecks.

If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.

The University plans to continue the summer schedule in 2017 by adding courses in alternative formats to meet student needs and improve student success rates.

7F Pathway agreements: Ohio institutions should continue to develop agreements that create seamless pathways for students who begin their educations at community or technical colleges and complete them at universities.

Has the institution implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

Shawnee State has actively engaged local and regional community colleges and career and technical centers in order to establish articulation agreements.

Please provide details. In particular, how many articulation agreements does the institution have with other Ohio colleges and universities (either 2+2 or 3+1)?

Currently, the University has articulation agreements with 12 different institutions - one in Kentucky (Ashland Community and Technical College) and 11 in Ohio (Clark State Community College; Collins Career Center; Columbus State Community College; Cuyahoga Community College; Hocking College; Marietta College; Muskingum Technical Center; Ohio University; Rio Grande Community College and University; Southern State Community College; and Washington Community College).

The following list has each institution and the number of programs (in parentheses) for which the University has an articulation agreement. All agreements are 2+2 except for one 3+1 (Nursing) with Ashland Community and Technical College.

- Ashland Community and Technical College (20)
- Clark State Community College (10)
- Collins Career Center (1)
- Columbus State Community College (9)
- Cuyahoga Community College (9)
- Hocking College (11)
- Marietta College (9)
- Ohio University Southern (9)
- Rio Grande Community College and University (9)
- Southern State Community College (10)
- Washington Community College (9)

In addition to existing articulation agreements, the University has entered into a partnership with Southern State Community College, Rio Grande Community College, Ashland Community College (Kentucky), Ohio University Southern, Collins Career Center, Scioto County Career and Technical Center, and Ohio Valley Career and Technical Center to offer a bridge program through which each institution will be able to advise students prior to entering college-level courses at Shawnee State. Students will be provided with program and career information from each school so that they can make the best decision on their education and career options.

If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.

7G Competency-based education: Institutions should consider developing or expanding programs that measure student success based on demonstrated competencies instead of through the amount of time students spend studying a subject.

Has the institution implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

The University is exploring competency-based education particularly for special populations (e.g. Veterans). Advanced Placement, ACE approved Veteran credits, and CLEP tests are accepted for college credit. The University offers a summer Advanced Placement (AP) Institute for teachers who seek certification to teach AP in their school. We are one of the few colleges in the region that offers this program. SSU has also implemented an agreement with area skilled trade organizations and industrial partners to allow up to 30 credit hours toward an associate degree for professional-level training and experience.

If applicable, please provide additional details. In particular, how many students does the institution estimate the competency-based education programs will serve?

If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.

The University is implementing a new strategic plan in fall 2016. Competency-based education will be considered as an initiative in the new strategic plan. While Competency-based education will require considerable investment to provide management and quality control, the University will make every effort to make this initiative a priority.

Recommendation 8 | Course and Program Evaluation

8 Duplicative Programs: Institutions should consider consolidating courses and/or programs that are duplicated at other colleges and universities in their geographic area.

Has the institution implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

This initiative is a bit more challenging to the University due to Shawnee State's proximity to other state universities. The closest state university is 70 miles away. One private four-year college, Rio Grande, is closer but is still over 40 miles from Shawnee State. There are several community colleges and branch campuses in the region but these are also 30 miles or more from Shawnee State. SSU would be open to considering this format where it would be logistically and economically feasible. SSU has offered classes from other state institutions on our campus in the past.

What courses/programs are currently being shared with other institutions?

Course/Program	Partnering Institution	Explanation

Institutions already provided a list of low-enrollment courses to ODHE by January 31. NOTE: this benchmark will be added to the 2017 Institution Efficiency Survey.

If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.

Due to geographic restrictions there is no plan to implement at this time.

Section III: Policy Reforms

Recommendation 10 | Policy Reforms

10A Financial advising: Ohio's colleges and universities should make financial literacy a standard part of students' education.

Has the institution implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

Yes. The University has designed its new First Year Experience (FYE) course to include financial literacy. The FYE course will be required for all entering freshmen and transfer students with ≤ 30 credit hours beginning fall semester 2016.

If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.

10B Obstacles: The state Department of Higher Education and/or state legislature should seek to remove any obstacles in policy, rule or statute that inhibit the efficiencies envisioned in these recommendations.

What legislative obstacles or policy roadblocks, if any, inhibit efficiencies and affordability practices at the institution?

Many recent state policy mandates are costly to implement. Some state policy mandates provide no net savings to students, while requiring significant investment of personnel time and money. Time and money that can be better spent on direct service to our students.

Section IV: Cost Savings, Redeployment of Savings & Tangible Benefits to Students

The following charts allow each institution to report this information. For the first chart, please provide, if applicable, any actual cost savings to the institution for fiscal year 2016 (or expected annual cost savings) for each of the recommendations from the Task Force. (Please note this does NOT include cost avoidance.) Then the institution should indicate "yes" or "no" to the savings being redeployed to lower costs for students in terms of tuition, room and board, and/or student financial aid. If there was no savings or the institutional savings was not redeployed, please indicate "yes" or "no" to the practice providing a tangible benefit to the quality of students' education.

For the second chart, please provide more detail as to how cost savings were deployed, specifically in the following categories: reductions in cost of attendance, student financial aid, student services, investment in efficiency and affordability tools, and student program improvements. Please use the explanation field to provide further detail.

Please use the chart below to capture, if applicable, FY16 cost savings, or expected annual savings, to institutions in actual dollars:

DRAFT

Recommendation	If applicable, provide the actual FY16 cost savings, or expected annual cost savings to the institution <small>*Put NA if no savings</small>	Were the savings redeployed to reduce the cost of college for students? (Yes or No)	Or did the practice provide tangible benefits to the quality of students' education? (Yes or No)
Efficiency Practices			
3A: Campus Contracts	\$120,000	No	Yes
3B: Collaborative contracts	\$261,000	No	Yes
4A: Asset Review	n/a	-	-
4B: Operations Review	n/a	-	-
4C: Affinity partnerships and sponsorships	\$695,512	Yes	Yes
5A: Cost diagnostic	TBD	-	-
5B: Productivity measure	\$672,066	No	Yes
5C: Organizational Structure	\$200,000	No	Yes
5D: Health-care costs	\$650,000	No	No
5E: Data Centers	n/a	-	-
5F: Space utilization	\$60,000	No	Yes
Energy projects	\$534,000	No	Yes
Academic Practices and Policies			
6A: Negotiate cost on textbook affordability	n/a	n/a	n/a
6B: Standardize materials	\$100,000	Yes	Yes
6C: Develop digital capabilities	\$210,000	Yes	Yes
7A: Education Campaign	Up to \$7,064/student	Yes	Yes
7B: Graduation Incentive	n/a	-	-
7C: Standardize credits for degrees	Up to \$7,064/student	Yes	Yes
7D: Data-driven advising	n/a	-	-
7E: Summer programs	Up to \$3,482/summer bridge student	Yes	Yes
7F: Pathway agreements	n/a	-	-
7G: Competency-based education	n/a	-	-

8: Duplicative courses and programs	n/a	-	-
Low-enrollment programs:	-	-	-
10: Financial advising:	TBD	-	-
Total Expected Annual Cost Savings:	\$3,302,578	-	-

Please utilize the chart below to show how the total actual cost savings listed above were redeployed to either (1) reduce the cost of college for students or (2) to provide tangible benefits for the quality of students' education:

Category	Amount Invested	Explanation
Reductions to the total cost of attendance (tuition, fees, room and board, books and materials, or related costs — such as technology)	\$310,000	Common text books; open-source digital resources; SSU faculty-developed materials
Student financial aid	\$300,000	Increase to institutional scholarships
Student success services, particularly with regard to completion and time to degree	\$176,000	Investment in new CRM software expanding recruitment and student support functionality
Investments in tools related to affordability and efficiency	\$516,578	Investments in business process efficiencies to reduce administrative expenditures specifically modern cloud-based Enterprise Resource Planning (ERP) system
Improvements to high-demand/high-value student programs	\$1,350,000	Improvements to SSU-owned student housing facilities; renovation of space to enable the renovation of space for classrooms and labs needed for STEMM programs (nursing, occupational therapy, physical therapy, engineering technologies, etc.)
<i>Add other categories as needed</i>		

RESOLUTION F23-16

APPROVAL OF THE FY2017 GENERAL OPERATING BUDGET

WHEREAS, the University has been operating under the continuing spending authority for fiscal year 2017 as provided by Resolution F19-16 (copy attached); and

WHEREAS, the University has received a projected state share of instruction (SSI) allocation for FY17 and revenue projections have been developed based on this projection, the state supplement, Board-approved tuition and other fees, and enrollment projections for the upcoming academic year; and

WHEREAS, planned expenditures have been estimated anticipating operational, personnel, and programmatic needs of the University that include known and estimated inflationary factors; and

WHEREAS, the President of the University recommends adoption of the proposed budget;

THEREFORE BE IT RESOLVED that the Board of Trustees of Shawnee State University approves the proposed general operating budget for fiscal year 2017 as summarized in the accompanying exhibits.

(August 19, 2016)

RESOLUTION F19-16

CONTINUING UNIVERSITY SPENDING AUTHORITY

WHEREAS, strategic budgeting initiatives are underway that will significantly impact university revenue and expenditure assumptions for the FY17 budget year; and

WHEREAS, detailed planning efforts are in progress to reduce the operating budget deficit for FY17; and

WHEREAS, due to these uncertainties and timing constraints, it is necessary to take steps to continue to meet University financial obligations, including payment of salaries and the reallocation of resources for identified needs prior to the time that the FY17 operating budget will be finalized and approved;

THEREFORE BE IT RESOLVED, effective July 1, 2016 the SSU Board of Trustees approves continuing University spending authority consistent with the level of resources approved for fiscal year 2016 until such time that the FY17 operating budget is approved by the Board.

(May 6, 2016)

RESOLUTION F24-16

**RATIFICATION OF SHAWNEE STATE DEVELOPMENT FOUNDATION
RESOLUTION 2016.1**

WHEREAS, as the sole member of the Shawnee State University Development Foundation, the Board of Trustees of Shawnee State University must ratify Foundation policies; and

WHEREAS, the Shawnee State University Development Foundation has acted and approved Resolution 2016.1 (attached), at their July 22, 2016 Board meeting; and

WHEREAS, the Resolution amends SSUDF Policy 7.1.2.1 by clarifying the manner in which the value of unconditional and doubtful pledge receivables will be calculated and recorded;

THEREFORE BE IT RESOLVED, that the Board of Trustees of Shawnee State University hereby ratifies Development Foundation Resolution 2016.1.

(August 19, 2016)

Resolution 2016.1

Shawnee State University Development Foundation Policy 7.1.2.1

SUMMARY of CHANGES

7.0 Gift Types.

7.1.2.1 Contributions receivable (pledges), ***deemed to be unconditional***, are recognized as revenues in the period the promise is received. They are recorded at net realizable value if expected to be collected in one year and fair value if expected to be collected in more than one year. ~~The Shawnee State University Development Foundation will follow *the allowance method* to estimate at the end of each fiscal year the amount of unpaid pledges not collectible as follows: the doubtful account allowance shall be equal to 2.5% of the present value of all outstanding pledges at the end of the fiscal year that have been outstanding for more than one year and have not otherwise been written off.~~ ***The Foundation will use the allowance for doubtful pledges receivable, a contra-asset account, to reduce the reported amount of the pledge receivables to the estimated amount that is expected to be collected. To calculate the estimated amount to be collected, pledge receivables will be individually reviewed at the end of each fiscal year. At that time, the Foundation will evaluate the collectability of the pledges based on historical collections and other knowledge obtained on the individual pledge. The Foundation shall provide a report to the Accountant at year end which individually lists all pledges, sorted by restriction and expected receipt of the pledge, indicating the amount estimated to be uncollectible. The total of all estimated amounts determined to be uncollectible will be recorded to the allowance for doubtful pledge receivables account and netted against pledge receivables for reporting purposes. The foundation is required to report unconditional pledge receivables due greater than one year at fair value. Therefore, these pledges must be appropriately discounted to reflect the correct fair value. To calculate the discounted pledges the pledge receivables outstanding are evaluated individually for their expected receipt of the pledge. All pledges that are due greater than one year will be discounted using a rate equal to the Moody AAA corporate bond rate at the date of the gift. The daily AAA Corporate bond rates will be downloaded from the Federal Reserve Bank website and used to determine the pledge discount rate. The total calculated discounted amount (gross pledge less present value of pledge) will be recorded to the contra-asset account labeled Discounts – long term pledges and then netted against the gross receivables for reporting purposes.***

(July 22, 2016)

INVESTMENT PORTFOLIO PERFORMANCE

FISCAL YEAR 15:

INVESTMENT COMPANY	VALUE AS OF JUNE 30, 2014	GAIN/(LOSS) JULY	GAIN/(LOSS) AUGUST	GAIN/(LOSS) SEPTEMBER	GAIN/(LOSS) OCTOBER	GAIN/(LOSS) NOVEMBER	GAIN/(LOSS) DECEMBER	GAIN/(LOSS) JANUARY	GAIN/(LOSS) FEBRUARY	GAIN/(LOSS) MARCH	GAIN/(LOSS) APRIL	GAIN/(LOSS) MAY	As of EOY		TOTAL YTD GAIN/(LOSS)
													GAIN/(LOSS) JUNE	GAIN/(LOSS)	
U.S. BANK FIXED INCOME MUTUAL FUNDS	\$ 3,028,564.29	\$ (22,964.54)	\$ 13,873.79	\$ (40,794.95)	\$ 22,018.55	\$ (8,558.61)	\$ (73,916.09)	\$ 24,704.49	\$ 21,446.39	\$ 18,672.95	\$ 66,687.94	\$ 11,048.91	\$ (38,560.98)	\$ (6,342.15)	
U.S. BANK EQUITY MUTUAL FUNDS	\$ 6,204,923.35	\$ (100,679.37)	\$ 188,247.24	\$ (147,747.04)	\$ 105,050.06	\$ 132,007.32	\$ (112,648.17)	\$ (131,068.64)	\$ 332,317.50	\$ (87,091.72)	\$ 118,715.71	\$ 48,615.06	\$ (131,976.01)	\$ 213,741.94	
U.S. BANK TACTICAL BALANCED MUTUAL FUNDS	\$ 1,625,071.97	\$ (12,651.87)	\$ 26,218.20	\$ (22,954.25)	\$ 19,313.78	\$ 24,472.72	\$ (10,677.40)	\$ (22,908.17)	\$ 50,545.77	\$ (21,624.74)	\$ 16,956.59	\$ 2,235.39	\$ (29,856.92)	\$ 19,069.10	
AGINCOURT CAPITAL	\$ 2,928,640.37	\$ (7,478.21)	\$ 34,138.73	\$ (24,940.36)	\$ 22,446.76	\$ 21,899.08	\$ (2,560.38)	\$ 76,608.78	\$ (33,603.69)	\$ 13,386.81	\$ (19,587.56)	\$ (13,830.58)	\$ (34,999.80)	\$ 31,479.58	
TAMRO CAPITAL PARTNERS	\$ 1,030,816.08	\$ (71,975.70)	\$ 42,445.82	\$ (49,588.72)	\$ 71,388.85	\$ 7,434.27	\$ 14,975.11	\$ (40,699.29)	\$ 65,361.87	\$ 5,534.42	\$ (31,286.02)	\$ 25,373.34	\$ 13,471.86	\$ 52,435.81	
MANNING & NAPIER	\$ 1,727,527.35	\$ (24,704.72)	\$ 34,027.80	\$ (56,823.97)	\$ 3,029.81	\$ 22,815.42	\$ (20,199.70)	\$ (16,825.64)	\$ 66,126.25	\$ (26,806.54)	\$ 22,406.25	\$ (6,608.22)	\$ (19,100.90)	\$ (22,664.16)	
CURRENT MTD TOTAL GAIN/(LOSS)		\$ (240,454.41)	\$ 338,951.58	\$ (342,849.29)	\$ 243,247.81	\$ 200,070.20	\$ (205,026.63)	\$ (110,188.47)	\$ 502,194.09	\$ (97,928.82)	\$ 173,892.91	\$ 66,833.90	\$ (241,022.75)	\$ 287,720.12	

INVESTMENT FUND BALANCES:

U.S. BANK FIXED INCOME MUTUAL FUNDS	\$ 3,005,599.75	\$ 3,019,473.54	\$ 2,978,678.59	\$ 3,000,697.14	\$ 2,992,138.53	\$ 2,918,222.44	\$ 2,942,926.93	\$ 2,964,373.32	\$ 2,983,046.27	\$ 3,049,734.21	\$ 3,060,783.12	\$ 3,022,222.14
U.S. BANK EQUITY MUTUAL FUNDS	\$ 6,104,243.98	\$ 6,292,491.22	\$ 6,144,744.18	\$ 6,249,794.24	\$ 6,381,801.56	\$ 6,269,153.39	\$ 6,138,084.75	\$ 6,470,402.25	\$ 6,383,310.53	\$ 6,502,026.24	\$ 6,550,641.30	\$ 6,418,665.29
U.S. BANK TACTICAL BALANCED MUTUAL FUNDS	\$ 1,612,420.10	\$ 1,638,638.30	\$ 1,615,684.05	\$ 1,634,997.83	\$ 1,659,470.55	\$ 1,648,793.15	\$ 1,625,884.98	\$ 1,676,430.75	\$ 1,654,806.01	\$ 1,671,762.60	\$ 1,673,997.99	\$ 1,644,141.07
AGINCOURT CAPITAL	\$ 2,921,162.16	\$ 2,955,300.89	\$ 2,930,360.53	\$ 2,952,807.29	\$ 2,974,706.37	\$ 2,972,145.99	\$ 3,048,754.77	\$ 3,015,151.08	\$ 3,028,537.89	\$ 3,008,950.33	\$ 2,995,119.75	\$ 2,960,119.95
TAMRO CAPITAL PARTNERS	\$ 958,840.38	\$ 1,001,286.20	\$ 951,697.48	\$ 1,023,086.33	\$ 1,030,520.60	\$ 1,045,495.71	\$ 1,004,796.42	\$ 1,070,158.29	\$ 1,075,692.71	\$ 1,044,406.69	\$ 1,069,780.03	\$ 1,083,251.89
MANNING & NAPIER	\$ 1,702,822.63	\$ 1,736,850.43	\$ 1,680,026.46	\$ 1,683,056.27	\$ 1,705,871.69	\$ 1,685,671.99	\$ 1,668,846.35	\$ 1,734,972.60	\$ 1,708,166.06	\$ 1,730,572.31	\$ 1,723,964.09	\$ 1,704,863.19
TOTAL	\$ 16,545,543.41	\$ 16,305,089.00	\$ 16,644,040.58	\$ 16,301,191.29	\$ 16,544,439.10	\$ 16,744,509.30	\$ 16,539,482.67	\$ 16,429,294.20	\$ 16,931,488.29	\$ 16,833,559.47	\$ 17,007,452.38	\$ 16,833,263.53

FISCAL YEAR 16:

INVESTMENT COMPANY	VALUE AS OF JUNE 30, 2015	GAIN/(LOSS) JULY**	GAIN/(LOSS) AUGUST	GAIN/(LOSS) SEPTEMBER	GAIN/(LOSS) OCTOBER	GAIN/(LOSS) NOVEMBER	GAIN/(LOSS) DECEMBER	GAIN/(LOSS) JANUARY	GAIN/(LOSS) FEBRUARY	GAIN/(LOSS) MARCH	GAIN/(LOSS) APRIL	GAIN/(LOSS) MAY	GAIN/(LOSS) JUNE	TOTAL YTD GAIN/(LOSS)
U.S. BANK FIXED INCOME MUTUAL FUNDS	\$ 3,022,222.14	\$ 5,260.30	\$ (62,605.80)	\$ (55,395.64)	\$ 50,165.16	\$ (2,961.15)	\$ (66,808.66)	\$ (26,149.34)	\$ 6,004.61	\$ 82,488.72	\$ 51,388.68	\$ 7,408.79	\$ 43,933.29	\$ 32,728.96
U.S. BANK EQUITY MUTUAL FUNDS	\$ 6,418,665.29	\$ 55,995.83	\$ (390,614.80)	\$ (158,383.34)	\$ 428,121.77	\$ (18,274.26)	\$ (101,591.66)	\$ (290,606.64)	\$ (31,856.12)	\$ 374,500.27	\$ 34,745.06	\$ 64,881.58	\$ (12,997.14)	\$ (46,079.45)
U.S. BANK TACTICAL BALANCED MUTUAL FUNDS	\$ 1,644,141.07	\$ 10,066.57	\$ (54,657.92)	\$ (29,765.25)	\$ 68,234.75	\$ (1,466.04)	\$ (23,138.00)	\$ (54,863.03)	\$ (793.52)	\$ 64,118.29	\$ 27,104.72	\$ 9,282.45	\$ (5,224.36)	\$ 8,898.66
AGINCOURT CAPITAL	\$ 2,960,119.95	\$ 19,723.76	\$ (7,704.81)	\$ 21,679.28	\$ (576.49)	\$ (6,821.46)	\$ (17,134.21)	\$ 30,164.91	\$ 18,188.45	\$ 48,305.53	\$ 24,370.52	\$ (1,148.64)	\$ 60,587.23	\$ 189,634.07
TAMRO CAPITAL/VAUGHAN NELSON##	\$ 1,083,251.89	\$ (10,859.54)	\$ (63,955.47)	\$ (71,593.87)	\$ 35,941.01	\$ 6,626.04	\$ (53,856.88)	\$ (93,826.49)	\$ (5,249.41)	\$ 89,087.85	\$ 8,213.25	\$ 17,175.10	\$ (32,391.41)	\$ (174,689.82)
MANNING & NAPIER	\$ 1,704,863.19	\$ 3,757.17	\$ (68,126.27)	\$ (37,697.40)	\$ 71,060.30	\$ (9,989.05)	\$ (27,835.04)	\$ (32,746.53)	\$ (6,919.65)	\$ 66,191.83	\$ 23,113.25	\$ 10,522.94	\$ 1,426.60	\$ (7,241.85)
CURRENT MTD TOTAL GAIN/(LOSS)		\$ 83,944.09	\$ (647,665.07)	\$ (331,156.22)	\$ 652,946.50	\$ (32,885.92)	\$ (290,364.45)	\$ (468,027.12)	\$ (20,625.64)	\$ 724,692.49	\$ 168,935.48	\$ 108,122.22	\$ 55,334.21	\$ 3,250.57

INVESTMENT FUND BALANCES:

U.S. BANK FIXED INCOME MUTUAL FUNDS	\$ 2,927,482.44	\$ 2,864,876.64	\$ 2,809,481.00	\$ 2,859,646.16	\$ 2,856,685.01	\$ 2,789,876.35	\$ 2,763,727.01	\$ 2,769,731.62	\$ 2,852,220.34	\$ 2,903,609.02	\$ 2,911,017.81	\$ 2,954,951.10	
U.S. BANK EQUITY MUTUAL FUNDS	\$ 5,799,661.12	\$ 5,409,046.32	\$ 5,250,662.98	\$ 5,678,784.75	\$ 5,660,510.49	\$ 5,558,918.83	\$ 5,268,312.19	\$ 5,236,456.07	\$ 5,610,956.34	\$ 5,645,701.40	\$ 5,710,582.98	\$ 5,697,585.84	
U.S. BANK TACTICAL BALANCED MUTUAL FUNDS	\$ 1,554,207.64	\$ 1,499,549.72	\$ 1,469,784.47	\$ 1,538,019.22	\$ 1,536,553.18	\$ 1,513,415.18	\$ 1,458,552.15	\$ 1,457,758.63	\$ 1,521,876.92	\$ 1,548,981.64	\$ 1,558,264.09	\$ 1,553,039.73	
AGINCOURT CAPITAL	\$ 2,754,843.71	\$ 2,747,138.90	\$ 2,768,818.18	\$ 2,768,241.69	\$ 2,761,420.23	\$ 2,744,286.02	\$ 2,774,450.93	\$ 2,792,639.38	\$ 2,840,944.91	\$ 2,865,315.43	\$ 2,864,166.79	\$ 2,924,754.02	
TAMRO CAPITAL/VAUGHAN NELSON##	\$ 1,272,392.35	\$ 1,208,436.88	\$ 1,136,843.01	\$ 1,172,784.02	\$ 1,179,410.06	\$ 1,125,553.18	\$ 1,031,726.69	\$ 1,026,477.28	\$ 1,115,565.13	\$ 1,123,778.38	\$ 1,140,953.48	\$ 1,108,562.07	
MANNING & NAPIER	\$ 1,608,620.36	\$ 1,540,494.09	\$ 1,502,796.69	\$ 1,573,856.99	\$ 1,563,867.94	\$ 1,536,032.90	\$ 1,503,286.37	\$ 1,496,366.72	\$ 1,562,558.55	\$ 1,585,671.80	\$ 1,596,194.74	\$ 1,597,621.34	
TOTAL	\$ 16,833,263.53	\$ 15,917,207.62	\$ 15,269,542.55	\$ 14,938,386.33	\$ 15,591,332.83	\$ 15,558,446.91	\$ 15,268,082.46	\$ 14,800,055.34	\$ 14,779,429.70	\$ 15,504,122.19	\$ 15,673,057.67	\$ 15,781,179.89	\$ 15,836,514.10

** During the month of July 2015, the University liquidated the following investment amounts from their respective portfolios. The proceeds from the liquidation were transferred to the University Operating Cash account to meet July and August cash needs.

U.S. BANK FIXED INCOME MUTUAL FUNDS	\$ 100,000.00
U.S. BANK EQUITY MUTUAL FUNDS	\$ 475,000.00
U.S. BANK TACTICAL BALANCED MUTUAL FUNDS	\$ 100,000.00
AGINCOURT CAPITAL	\$ 225,000.00
MANNING & NAPIER	\$ 100,000.00
TOTAL AMOUNT OF WITHDRAWALS FROM INVESTMENT PORTFOLIO	\$ 1,000,000.00

During the month of July 2015, the University terminated their investment contract with TAMRO Capital Partners and entered into a new agreement with Vaughan Nelson to manage the Equity portion of our investment portfolio. In addition to receiving the funding from the TAMRO Capital Partners portfolio, \$200,000 from the U.S. Bank Equity Mutual Fund Account (Vanguard 500 Index Fund) was placed under Vaughan Nelson's management in July 2015.

Status of Construction/Renovation Projects through July 31, 2016

Project	Status	Projected Budget	Funding Source
VRCFA Roof Project	<ul style="list-style-type: none"> • Replace roof on the academic wing of the Fine Arts building. • New roof replaced original system with a single membrane EPDM system that includes a 20 year warranty. • Only close-out documents remaining. 	\$200,000	State Capital/Local
Center for Fine Arts Cooling Tower Replacement	<ul style="list-style-type: none"> • Cooling towers will be replaced on VRCFA. • Tower installation complete; only close-out items remain. 	\$188,000	State Capital/Local
Health Sciences Program Expansion (STEMM)	<ul style="list-style-type: none"> • Kricker Hall, Health Science, and ATC Buildings space programming complete. • Phase I ATC/T&I/Kricker Hall scheduled for completion 1/1/17. • Phase II to completed by Fall, 2017. • Construction documents complete. Approved at Controlling Board on 7/25/16. • Notice to proceed to contractors planned approximately 8/1/16. 	\$4,000,000.00	State Capital
Townhouse Renovation Project Phase 2	<ul style="list-style-type: none"> • Complete renovation of 4 Townhouse apartments (1 quad - units 5-8). • Project scheduled for completion 8/5/16. • Completion of contract work, punch list activities, and final inspections remain. 	\$348,850	Local
Massie Hall Rotary Chiller Compressor Replacement	<ul style="list-style-type: none"> • New compressor will replace the failed 20 year old, 300 ton compressor. • Includes a 2 year warranty and will provide adequate cooling capacity until a Massie Hall mechanical redesign can be completed. • Scheduled to arrive 8/11/16 and installed the week of 8/15/16. 	\$70,850.00	Local