SHAWNEE STATE UNIVERSITY EXECUTIVE COMMITTEE OF THE BOARD OF TRUSTEES

Meeting Minutes June 25, 2021

Call to Order

Chairperson Watson called the meeting to order at 9:06 a.m. noting the meeting was in compliance with RC § 121.22(F).

Roll Call

Members Present: Mr. Watson, Mr. Evans and Mr. Williams

Members Absent: Mr. Furbee

Others in Attendance: Mr. Cole, Mr. Daniels, Mr. Edwards, Mr. Evans, Dr. Haas, Dr. White, Mr.

Braun, Dr. Bauer, Mr. McPhillips, Dr. Boyles, Dr. Ahuja and Ms. Otworth

Approval of the April 30, 2021 Executive Committee Minutes

Mr. Williams moved and Mr. Evans seconded a motion to approve the April 30, 2021 Executive Committee meeting minutes. Without discussion, the Executive Committee unanimously approved said minutes.

Resolution E06-21, Expression of Appreciation and Conferral of the Title of Trustee Emeritus to Dr. George F. White

This resolution confers the title of Trustee Emeritus to Dr. White upon his retirement from the Board of Trustees. Mr. Evans moved and Mr. Williams seconded the motion to approve recommendation of Resolution E06-21. The motion was passed by unanimous roll call vote of all Executive Committee members present.

Resolution E07-21, Approval of the University Strategic Plan

This resolution approves the new University Strategic Plan – Shawnee at 40. Mr. Evans moved and Mr. Williams seconded the motion to approve recommendation of Resolution E07-21. The motion was passed by unanimous roll call vote of all Executive Committee members present.

Resolution E08-21, Recognition of Juneteenth as a University Holiday

This resolution approves Juneteenth as a University holiday. Mr. Williams moved and Mr. Evans seconded the motion to approve recommendation of Resolution E08-21. The motion was passed by unanimous roll call vote of all Executive Committee members present.

2021-2022 Board of Trustees Meeting Schedule

President Bauer presented the Board of Trustees meeting schedule for the upcoming fiscal year.

Adjournment

The Executive Committee was adjourned by acclamation at 9:16 a.m.

Chairperson, Board of Trustees

RESOLUTION E06-21

EXPRESSION OF APPRECIATION AND CONFERRAL OF THE TITLE OF TRUSTEE EMERITUS TO DR. GEORGE F. WHITE

- WHEREAS, Dr. George F. White was appointed as a member of the Board of Trustees of Shawnee State Community College in 1974; and
- WHEREAS, Dr. White while serving as Board Chair in 1984 made the motion for Shawnee State Community College to become a four-year university thus creating Shawnee State University; and
- WHEREAS, Dr. White served on the Shawnee State University Board of Trustees for a nine-year term beginning in 1986 and became the University's first Board Chair; and
- WHEREAS, Dr. White was re-appointed to the Shawnee State University Board of Trustees in 2016 and has served in that role for five years; and
- WHEREAS, Dr. White has helped to advance education in southern Ohio through his support of academic programs and student services making college possible for students in the region through his support of scholarships, including the Dr. George and Sandy White Veterans Scholarship Endowment; and
- WHEREAS, Dr. White has advanced Shawnee State's digital simulation and gaming technologies programs, digital history preservation project, and student research showcased every year during the Celebration of Scholarship; and
- WHEREAS, the Trustees of Shawnee State University wish to express their sincere appreciation to Dr. White for his many contributions and invaluable service to the Board, to the entire University community, and to the people of the state of Ohio, all of whom have benefitted from his service, dedication, talents and generosity;
- THEREFORE, BE IT RESOLVED that the Board of Trustees of the Shawnee State University confers upon Dr. George F. White the title of Trustee Emeritus, effective June 25, 2021.

(June 25, 2021)

Certified as True and Correct June 30, 2021

RESOLUTION E07-21

APPROVAL OF UNIVERSITY STRATEGIC PLAN

WHEREAS, Shawnee State University has diligently and conscientiously developed a University Strategic Plan – *Shawnee at 40* - to serve the changing and growing needs of the next generation of students; and

WHEREAS, the strategic planning process sought and received the advice and contributions of faculty, staff, students, alumni, parents, business leaders, donors, and community members; and

WHEREAS, the new strategic plan is aligned with the University's mission, vision, and enduring values; and

WHEREAS, the new strategic plan is intended to lead the University to sustainable growth and success over the next five years; and

WHEREAS, the President and Provost recommend the approval of the new strategic plan – *Shawnee at 40, Resilient, Responsive, Relevant*;

THEREFORE, BE IT RESOLVED that the Board of Trustees of Shawnee State University approves the University Strategic Plan.

(June 25, 2021)

Certified as True and Correct June 30, 2021



LIFE REALLY DOES BEGIN AT FORTY. UP UNTIL THEN, YOU ARE JUST DOING RESEARCH.

- Carl Jung

Shawnee State is resilient, responsive and relevant.

We used to proudly state that we were the youngest university in Ohio. With youth came speed, flexibility, growth, and many lessons learned through successes and failures. We spent much of our adolescence figuring out who we wanted to become.

As we approach 40, we're more mature. We know who we are and the experiences of the past have given us better perspective in planning our future. Our priorities are more focused on what's most important — our students and our ability to prepare them to succeed in a rapidly changing world.

We are more resilient because we know that change is a vital part of life. We've faced adversity before and are now confident in ourselves and our ability to not let setbacks keep us from reaching our goals.

We are responsive because we understand our students, families and business community – and we are able to anticipate their needs.

We are relevant. Shawnee State is vital to our regional and state economy and a Shawnee State degree changes lives for the better. We are in touch and in sync with innovation and technology impacting our world and offer value for students trying to find their place in it.

We've learned a great deal since 1986. We'll never stop learning, but we are now able to build upon our strengths to continue to grow and improve in strategic ways. That means new academic programs, expanded graduate degrees and additional online education that attract and retain diverse student populations and prepare them for success. It also means expanding student life programming, creating a culture of diversity and inclusion throughout our institution, and relying on data at every step to make decisions that impact us, our students and our community.

Together, we're preparing a path toward ongoing success — for our 40th anniversary and beyond. Thank you for being a part of Shawnee State's future.



Jeff Bauer President

June 30, 2021

1 | The SSU Strategic Plan (2021-2026)

Shawnee State University | 2

OUR MISSION

WE PREPARE TODAY'S STUDENTS TO SUCCEED IN TOMORROW'S WORLD.

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

WE VALUE:

▶ STUDENT-FOCUSED SERVICE

We place students at the center of everything we do and every decision we make.

▶ COMMUNITY ENGAGEMENT

We value the diverse perspectives of the people within our community — on and off campus — and our role in enriching the lives of those who work, live and discover here.

AUTHENTIC DIALOGUE

We respect open, honest and sincere two-way communication.

▶ THOUGHTFUL RISK-TAKING

We value innovation and encourage those around us to dream big and explore new possibilities.

▶ CONTINUOUS IMPROVEMENT

We look for opportunities to make what we do well today even better tomorrow.

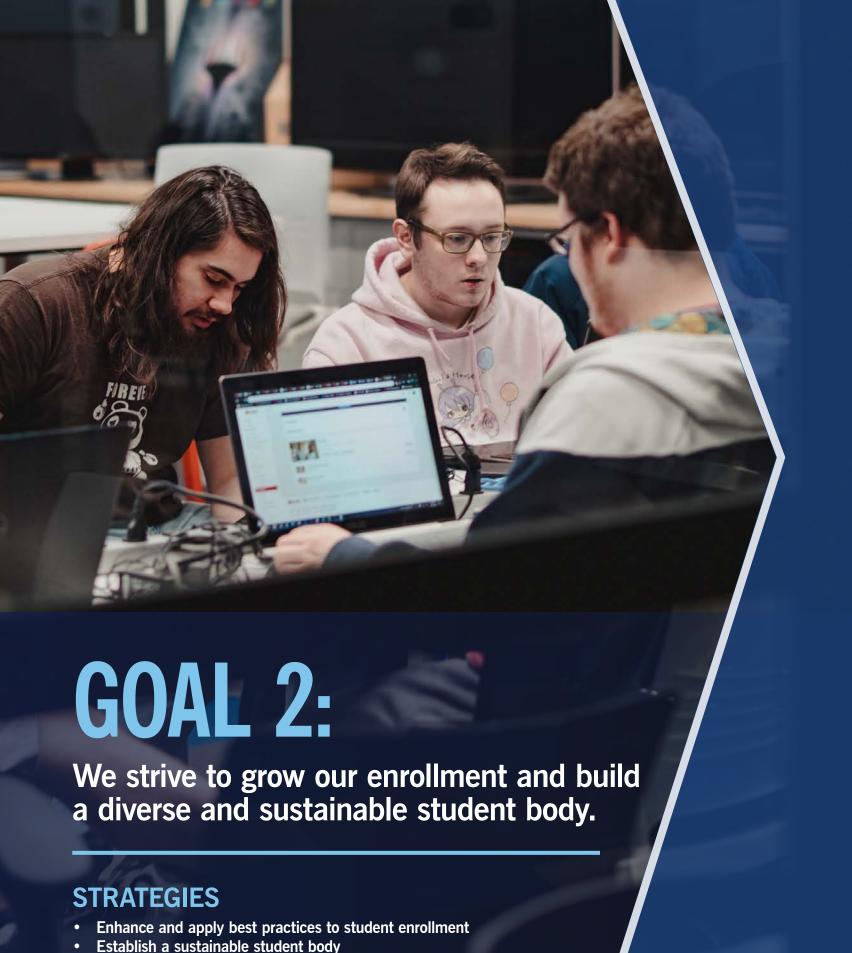


3 | The SSU Strategic Plan (2021-2026)

5 | The SSU Strategic Plan (2021-2026)



Shawnee State University | 8 **7** | The SSU Strategic Plan (2021-2026)



Update Strategic Enrollment Plan and incorporate into University Strategic Plan.

Increase student recruitment

Focus on sustainable enrollment.

PROJECTS

Expand community college transfer and articulation pipelines

2021-2022 and Ongoing

Expand CCP K-12 partners, academic offerings, and formal pipelines

2021-2022 and Ongoing

Expand application periods for HS students applying to SSU CCP; streamline application for CCP students applying to SSU undergraduate degrees

2021-2022 and Ongoing

Increase enrollment of adult learners

2021-2022 and Ongoing

Implement international student recruitment plan

2021-2022 and Ongoing

Launch online program marketing plan

2021-2022

Launch new program marketing plans

2021-2022

Implement diversity recruitment plan

2021-2022

Develop a college awareness and financial literacy program for parents and families

2021-2022

Analyze institutional aid for lowest-cost, highest-yield merit formula

Annual Goals

Implement comprehensive communication plan for new and continuing student business: financial aid, registrar, bursar, housing,

December 2021

Establish \$1.5M need-based scholarship fund

July 2022

Publish and implement an Athletic Strategic Plan

Finance & Administration Advancement & Enrollment Management

President / Executives



Monitor and enhance retention. persistence and completion rates.

Create seamless student success processes that include intentional coordination between **Student Success** Center, academic advising, enrollment management and the Registrar's Office.

Implement

coordinated class

students, transfer

2021-2022 and Annually

students and reenrolled students

advising plan for new

registration and

Enhance student success postgraduation through improved coordination between Student Success Center. academic departments and **Career Services.**

Expand internships for students.

Expand co-curricular programs addressing engagement and retention of at-risk subpopulations.

Expand the "I am

Develop an Early

Arrival Program

for diversity and

First Gen" program

PROJECTS

Refresh KPIs and set new goals for retention, persistence and completion rates

Summer 2021 and Annually

Establish programming geared towards retaining second year students (combatting the "sophomore slump")

2022-2023

Reinvigorate the "15 to Finish" program to ensure on-time completion

2021-2022

Identify courses with high DFW rates (especially gateway courses) and develop and implement plan for achieving greater student success in those courses

2021-2022 and Ongoing

Implement formal cross-training of academic and career advisors

2022-2023 and Annually

Implement and expand "Bearly Away" initiative

Fall 2021 and Annually

Provide regular

development for

school directors regarding major

exploration and

career readiness

Fall 2021 and Annually

faculty advisors and

department chairs/

professional

Standardize advising and registration processes across colleges 2021-2022 and Annually

Develop an online Student Handbook

2021-2022

data sources

Improve marketing of available internships

2021-2022 and Annually

Establish experiential learning requirements for academic programs

2021-2022 and Annually

international students Summer 2021 and Ongoing

2022-2023

Develop funding for students to defray costs associated with internships

2021-2022 and Annually

Establish formal oncampus internship opportunities (including paid internships)

2022-2023 and Ongoing

Develop social and co-curricular program meeting needs of international students

2021-2022 and Ongoing

Assess and address needs of students with food insecurity or poverty

2021-2022 and Ongoing

Analyze career paths of SSU Alumni by leveraging available

2021-2022 and Annually

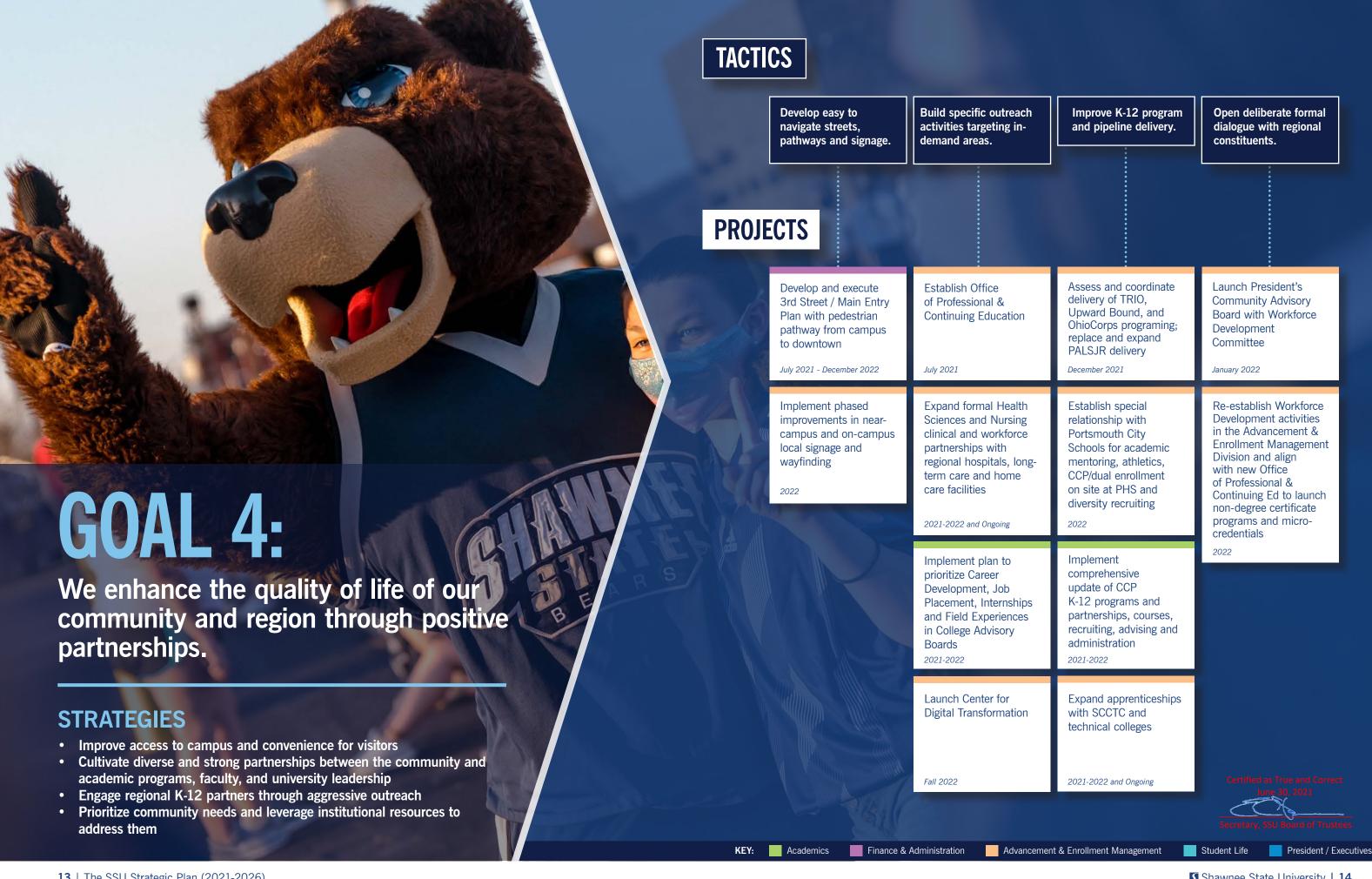
Advancement & Enrollment Management

Student Life

President / Executives

KEY: Academics

Finance & Administration



13 | The SSU Strategic Plan (2021-2026) Shawnee State University | 14



Enhance administrative business system to support user needs.

Modernize student and administrative front-line business operations.

Promote the highest level of professionalism and competency in the delivery of services to internal and external stakeholders.

Strengthen the University's longterm financial stability by aligning resources with strategic goals.

Formalize

the budget

development

calendar and

standardize

submission

materials for dept

budget manager

submission of

budget needs

Strengthen the

by providing

regular budget

status reports,

analyses and

forecasting

Ongoing

budgetary system

2021-2022

Ensure University Facilities & **Technology Plans** support strategic goals.

Encourage and promote a culture of health and wellness.

Adopt succession plans that strengthen long-term administrative and service operations.

Develop and

adopt staffing

plans focused

on leadership

succession,

performance

and adequate

2021 and ongoing

backup for crucial

functional areas

PROJECTS

Survey customer utilization of BearTrax modules

Fall 2021 & annually

Fnable available functionalities and enhanced features (new-hire onboarding) that will align with survey results or other needs identified by senior leadership

Ongoing

Establish calendar for regularly scheduled module training for new and existing users 2021-2022 & annually

Complete J1 implementation (AR, Registrar, FA) and all technology tools/ resources that are scheduled for updating

2021-2022

Ensure all new technology features are fully utilized considering student/ customer needs and simplified processes

Ongoing

Execute Student Business Center improvement plan

2021-2022 and Ongoing

Deliver compliance training on a regular schedule

Ongoing

Deliver skills training, new technology training and professional development programs on a regular schedule

Ongoing

Explore and implement a learning management system to track and monitor professional and skills training activity (Bb and others)

2021-2022

Update Facilities Master Plan and generate Technology Master Plan Spring 2022

Identify physical locations to support the optimum performance of kev services.

Ongoing, as needs are identified

that strengthen the institution's collective health awareness and support the adoption of healthy habits

Offer initiatives

Ongoing

Sustain effective health benefit programs while exploring options that contain future costs

2022 and ongoing

KEY: Academics

Finance & Administration

Advancement & Enrollment Management

Student Life

President / Executives

15 | The SSU Strategic Plan (2021-2026)

operation and process efficiencies Cultivate and promote a high degree of

Develop and maintain effective two-way

• Enhance administrative and student business

communication processes

professionalism



Establish an Office of Diversity, Equity and Inclusion responsible for planning and implementation of **DEI** strategies.

Increase diversity among student body, faculty and staff.

Cultivate a campus environment where all students, faculty, staff, alumni and community partners feel welcomed, included and supported.

Provide DEI education and training opportunities to enhance awareness and competency for students, faculty, staff and members of the community.

Develop awareness resources that help promote, educate and celebrate learning differences and neurodiversity of students.

PROJECTS

Hire/appoint DEI Director who will report to the President

July 2021

Establish internal and external DEI advisory boards that report to **DEI Director**

January 2022

Develop a diversity dashboard for campus (students, faculty, staff) including firstyear admissions, retention rates, completion rates for underrepresented groups of students

January 2022

Create and implement an enhanced recruitment plan for minority faculty

January 2022

Create and implement an enhanced recruitment plan for minority staff and add DEI competency to the hiring rubric

January 2022

Create, support and promote clubs and activities designed to enhance inclusion for underrepresented groups

Fall 2021

Design and implement a mentorship program (similar to First Gen) for minority and international students

Provide clear. cohesive and comprehensive communication regarding diversity, inclusion and equity to all stakeholders

Spring 2022

Implement international student recruitment plan

2021-2022 and Ongoing

Implement diversity recruitment plan

2021-2022

Formalize and implement the Equity Action Plan

Fall 2021

Implement DEI training and competency requirements for faculty and staff with advanced training for police/security in diversity, racial profiling, etc.

Fall 2022

Develop comprehensive resources for faculty to learn, use and evaluate inclusive teaching practices that foster communication. collaboration and relationship building across differences

Fall 2022

Invite students to participate in awareness videos to share their stories and aspects of campus life that contribute to their successful navigation of challenges

Spring 2022

Provide training for RA/Housing to support their programming efforts around understanding diversity through the lens of disability (particularly invisible disabilities)

Fall 2022

Provide resources for faculty to support understanding of student experience of visible and invisible disabilities (learning autism spectrum and mental disorders)

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KEY: Academics

Finance & Administration Advancement & Enrollment Management

Student Life

STRATEGIES

Create a culture where unique backgrounds, perspectives and experiences of our employees and student body are understood

We are a diverse community that

is equitable and inclusive.

• Prioritize diversity, equity and inclusion (DEI) as core institutional values that drive decision-making, resource allocation and development of policies and practices

19 | The SSU Strategic Plan (2021-2026)

GOAL 7:

Shawnee State University | 20

OUR JOURNEY TO THE FUTURE



1986

SHAWNEE STATE UNIVERSITY WAS CREATED.

Our roots date back to 1945 and include mergers of the former OU-Portsmouth, Scioto Technical College, Shawnee State General and Technical College and Shawnee State Community College.



1990 - 1999

SHAWNEE STATE WAS BUILT.

Facilities including the Morris University Center, James A. Rhodes Athletic Center, Vern Riffe Center for the Arts. Clark Planetarium, Clark Memorial Library and the Children's Learning Center were constructed. SSU Athletics developed with women's basketball winning the NAIA National Championship. Shawnee State conferred its first baccalaureate degrees, beginning with six degrees

offered in 1990.



2000 - 2010

SHAWNEE STATE GREW.

Academic programs grew significantly with SSU's first master's degrees added to the more than 70 associate's and baccalaureate degrees offered. The University rebranded itself with new logos, a new mascot, and new targets for enrollment growth. A fall commencement ceremony was added to accommodate student and workforce needs. SSU's game design programs were created and quickly gained national attention. Community support resulted in a \$16 million Poised for Tomorrow campaign. SSU hosted national speakers, including a sitting U.S. President, and even joined its students in the emerging social media world.

2011 - 2020

SHAWNEE STATE PLANNED.

2015

2016

2019

2020

Programs, short-term action projects and initiatives were developed to respond to rapid changes in our environment, student needs and workforce demands. A greater focus was placed on student success, retention, community partnerships and ways to better serve first generation college students, underrepresented student populations, businesses and families. Career-specific and career-responsive degrees that provide flexibility and a strong foundation for life-long learning, were developed or expanded. Shawnee State anticipated future needs and made plans to position itself for future successes.

2021 - 2026

Shawnee State held community forums where hundreds of faculty, students, staff,

SSU completed initiatives outlined in the Strategic Plan, including implementation of

Planning shifted to immediate response to COVID-19 crisis and the safe return of campus operations. Planning committees updated projects and worked on strategies to bring greater focus to issues of diversity, equity, inclusion and crisis response.

a Strategic Enrollment Management Plan, and re-engaged stakeholders.

families, partners and community members provided input.

SSU adopted a 3-Year Strategic Plan.

SHAWNEE STATE MATURES.

The projects and goals in this fiveyear strategic plan will build upon the strong foundation of the past to further strengthen Shawnee State and its ability to prepare students for success and improve the quality of life for those who live, work and learn in our community.



2026

SHAWNEE STATE IS 40!

We are resilient, responsive and relevant.



21 | The SSU Strategic Plan (2021-2026) Shawnee State University | 22

ENROLLMENT TARGETS

	ENROLLMENT DATA (2015-2021)					ENROLLMENT GOALS (2022-2026)						
	Fall 15	Fall 16	Fall 17	Fall 18	Fall 19	Fall 20	Fall 21	Fall 22	Fall 23	Fall 24	Fall 25	Fall 2
Total Student Enrollment	3881	3772	3582	3253	3641	3485	3415	3515	3681	3851	3971	405
CCP Students	283	238	307	335	485	486	400	450	500	500	500	50
FTIAC	869	864	700	616	808	627	600	700	750	800	800	80
Transfer (Undergrad)	218	175	183	153	195	134	175	200	220	225	225	22
Continuing Students (Undergrad)	2359	2326	2216	1993	1978	2022	1917	1878	1933	2024	2118	21
Residential Students (Fall Number)	855	888	807	680	688	588	600	675	750	825	825	82
Commuter Students (Fall Number)	3026	2884	2775	2573	2953	2897	2815	2840	2931	3026	3146	32
# of Students enrolled in Online Programs	0	0	0	0	59	142	200	250	300	400	500	60
# of Traditional Students	3142	3147	2986	2782	3115	2961	2732	2812	2944	3081	3177	32
(age 24 and under)												
# of Post-traditional Students	739	625	594	471	526	524	683	703	736	770	794	8
(age 25 and older)												
# of Hispanic/Latino (H/L)	24	28	24	26	25	13	16	20	25	32	40	5
# of Black or African-American, non-H/L	198	205	170	143	149	118	120	180	200	220	242	26
# of Students from Kentucky	310	326	313	305	339	297	275	300	324	350	378	4(
# of Students from West Virginia	12	17	18	17	18	22	20	25	30	35	40	4
# of International Students	50	41	34	30	39	37	40	46	53	61	70	8
# of Student Athletes	208	255	262	339	351	374	375	400	425	425	425	42
# of Graduate Students	152	169	176	156	175	181	190	225	243	262	283	30

		GETS)	
2021- 2022	2022- 2023	2023- 2024	2024- 2025	2025- 2026
80%	82%	84%	86%	88%
66%	67%	68%	70%	72%
54%	55%	56%	58%	60%
82%	82%	83%	84%	85%
32%	34%	36%	38%	40%
40%	42%	45%	47%	50%
				40% 42% 45% 47% line (Fall 2019 - Fall 2020)

lune 30, 2021
Secretary, SSU Board of Trustees

23 | The SSU Strategic Plan (2021-2026)



Certified as True and Correct June 30, 2021

RESOLUTION E08-21

RECOGNITION OF JUNETEENTH AS A UNIVERSITY HOLIDAY

WHEREAS, Juneteenth is the oldest nationally celebrated commemoration of the end of slavery in the U.S. and is a day of reflection of the accomplishments, inventions, triumphs and contributions of African Americans in our nation's history; and

WHEREAS, June 19 is recognized as a federal and state holiday; and

WHEREAS, Shawnee State holds diversity, equity, and inclusion as core values on its campus;

THEREFORE, BE IT RESOLVED by the Board of Trustees that Shawnee State University establishes Juneteenth as a University holiday beginning in calendar year 2021 and annually thereafter; and

BE IT FURTHER RESOLVED that Juneteenth will be celebrated by providing SSU employees with a paid vacation day annually on June 19 (or the Friday or Monday before or after if Juneteenth falls on a weekend).

(June 25, 2021)

Certified as True and Correct June 30, 2021



2021-2022 BOARD OF TRUSTEES MEETING SCHEDULE

Date	Finance and Administration Committee	Academic and Student Affairs Committee	Board of Trustees Meeting				
	9:00 a.m.	10:30 a.m.	1:15 p.m.				
Friday, September 17, 2021	University Center 214	University Center 215	University Center 215				
	9:00 a.m.	10:30 a.m.	1:15 p.m.				
Friday, November 19, 2021	University Center 214	University Center 215	University Center 215				
	·		·				
	9:00 a.m.	10:30 a.m.	1:15 p.m.				
Friday, February 11, 2022	University Center 214	University Center 215	University Center 215				
Triday, February 11, 2022	Offiversity Center 214	Offiversity Center 215	Oniversity Center 215				
	9:00 a.m.	10:30 a.m.	1:15 p.m.				
Friday, April 22, 2022	University Center 214	University Center 215	University Center 215				
	9:00 a.m.	10:30 a.m.	1:15 p.m.				
Friday, June 24, 2022	University Center 214	University Center 215	University Center 215				
Commencement Dates							
Saturday, December 11, 2021		Vern Riffe Center for the Arts					
Saturday, April 30, 2022		Alumni Green					
Saturday, April 30, 2022		Alumin Green					

Board Retreat			
Saturday, June 25, 2022	Time and location to be determined		

Draft 6.10.2021 pjo

Certified as True and Correct June 30, 2021