SHAWNEE STATE UNIVERSITY
BOARD OF TRUSTEES

Meeting Minutes
August 8, 2025

Swearing In of Board Member

Chair Edwards administered the oath of office to newly reappointed Board member, Mrs. Markee Dennis.

Call to Order

Chair Edwards called the meeting to order at 8:46 a.m. noting the meeting was in compliance with RC § 121.22(F).

Roll Call

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

Members absent: Mrs. Schisler, Ms. Kuhn

Approval of the August 8, 2025 Agenda

Mr. Furbee moved and Mr. Daniels seconded a motion to approve the August 8, 2025 Board meeting agenda. The motion was passed by unanimous roll call vote of all Board members present.

President's Report

1. President Braun presented an FY25 review, reported on FY26 initiatives, and reviewed the fall 2025 enrollment forecast.

2. Mr. Greg Ballengee, Chief Financial Officer, presented on the FY26 budget and financial plan including significant factors impacting budget; cash and investment summary; fiscal year cash flow summary; Senate Bill 6 ratio summary; and Moody's financial indicators.

3. Dr. Kimberly Inman, Provost and Vice President for Academic and Student Affairs, presented on the strategic plan and action planning including the fall 2025 Higher Learning Commission report and outstanding deliverables, course evaluation based on enrollment, academic portfolio review, and enrollment initiatives.

4. Mr. Tyler Walters, Executive Director for Strategic Initiatives, Mr. Mike Diener, President of Adena Regional Medical Center, and Dr. Tammy Moore, Vice President of Nursing at Adena

Regional Medical Center, presented an update on the Shawnee State University and Adena Health collaboration including progress, timeline, planned programs, projected revenue and a tour of the facilities.

5. Ms. Elizabeth Blevins, Chief of Staff, presented the strategic enrollment plan including goals, strategies, metrics and forecast.

6. Ms. Malonda Johnson, Chief Operating Officer, reported on the facilities and campus master plan including project updates, and timeline.

Resolution ASA10-25, Revising Policy 3.00, Admission and Degree Requirements

Dr. Inman presented Resolution ASA10-25, Revising Policy 3.00, Admission and Degree Requirements, allowing non-college prepared students to be admitted as undecided students and requiring all undecided students to declare a specific degree program no later than the semester after completion of thirty undergraduate credit hours in residence.

Mr. Furbee moved that the Board adopt Resolution ASA10-25 and Dr. Adams seconded the motion. The motion was passed by unanimous roll call vote of all Board members present.

Resolution ASA11-25, Approval of Associate's Degree in Nursing to be Offered at Additional Site and Program Changes to the Applied Associate's Degree in Radiologic Technology

Dr. Inman presented Resolution ASA11-25 approving the delivery of a second Associate's Degree of Nursing on the campus of the Adena Regional Medical Center in Chillicothe, Ohio and the synchronous delivery of the Applied Associate's Degree in Radiologic Technology curriculum to students at this site.

Mr. Furbee moved that the Board adopt Resolution ASA11-25 and Mr. Daniels seconded the motion. The motion was passed by unanimous roll call vote of all Board members present.

Resolution ASA12-25, Approval of Report on Low-Enrolled Courses and Programs and Duplicative Academic Programs

Dr. Inman presented Resolution ASA12-25 approving the Report on Low-Enrolled Courses and Programs and Duplicative Academic Programs to the Ohio Department of Higher Education.

Dr. Haas moved that the Board adopt Resolution ASA12-25 and Dr. Adams seconded the motion. The motion was passed by unanimous roll call vote of all Board members present.

Resolution F10-25, Resolution Committing Financial Aid Resources to Athletics

Dr. Braun presented Resolution F10-25 formalizing Shawnee State's commitment to have the Athletics Department financially support student-athletes at current and future levels required by Division II, as part of the University's transition to NCAA membership.

Mr. Furbee moved that the Board adopt Resolution F10-25 and Mr. Shah seconded the motion. The motion was passed by unanimous roll call vote of all Board members present.

Comments from Constituent Groups and the Public

None

Executive Session

Mr. Shah moved to enter Executive Session to discuss the employment of a public official and Mr. Furbee seconded the motion. Following a unanimous roll call vote in accordance with Ohio Revised Code Section 121.22, the Board entered executive session at 2:51 p.m. Those in attendance for the executive session were Mr. Edwards, Dr. Adams, Mr. Daniels, Mrs. Dennis, Mr. Furbee, Mr. Richey, Mr. Shah, Dr. Haas, and President Braun. Dr. Braun left executive session at 2:58 p.m. Mr. Furbee moved and Dr. Adams seconded a motion to leave executive session and return to public meeting. The motion was passed by unanimous roll call vote of all Board members present and the Board exited executive session at 3:13 p.m.

Other Business

None

Adjournment

Mr. Daniels moved and Mr. Furbee seconded a motion to adjourn. The motion was passed by unanimous roll call vote and the Board adjourned at 3:14 p.m.

Chairperson, Board of Trustees

Secretary, Board of Trustees

RESOLUTION ASA10- 25

REVISING POLICY 3.00, ADMISSION AND DEGREE REQUIREMENTS

WHEREAS, Policy 3.00 currently sets forth the University's requirements for admission to its degree programs; and

WHEREAS, the University wishes to allow non-college prepared students to be admitted as undecided students pursuing a baccalaureate degree or as non-selective associate degree-seeking students; and
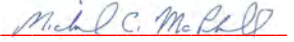
WHEREAS, the University shall require all undecided students to declare a specific degree program no later than the semester after completion of 30 undergraduate credit hours in residence; and

WHEREAS, the University wishes to develop approved reduced credit hour baccalaureate degree programs requiring fewer than 120 credit hours;

THEREFORE, BE IT RESOLVED that the Board of Trustees of Shawnee State University hereby amends Policy 3.00, Admission and Degree Requirements.

(August 8, 2025*)*

Shawnee State University

POLICY TITLE:	ADMISSION & DEGREE REQUIREMENTS
POLICY NO. :	3.00REV
ADMIN CODE:	3362-03-01
PAGE NO.:	1 OF 5
EFFECTIVE DATE:	~~02/14/2025~~08/08/2025
NEXT REVIEW DATE:	08/2030
RESPONSIBLE OFFICER:	PROVOST
APPROVED BY:	BOARD OF TRUSTEES

1.0   PURPOSE

Shawnee State University, created pursuant to O.R.C. Chapter 3362, serves as the regional state university for Southern Ohio. SSU is an open access university for all students who have successfully completed a high school education. This policy serves to identify SSU's requirements for admission to the University's degree and non-degree programs -- including undergraduate, graduate, online, and non-credit -- and the credit requirements for those programs, where applicable.

2.0   ADMISSION REQUIREMENTS FOR BACCALUAREATE AND ASSOCIATE DEGREE PROGRAMS

2.1   Admission to University baccalaureate or associate degree programs is determined by an applicant's (1) earned high school diploma, as defined by the State of Ohio, (2) level of "college preparedness" as defined by the State of Ohio's UNIFORM STATEWIDE STANDARDS for REMEDIATION-FREE STATUS (see link to state standards web page below), and (3) ability to meet the requirements of a specific selective-admission program.

2.1.1   Non-College Prepared Students. Applicants not meeting the college preparedness standard ~~will only~~may be admitted into a non-selective admission associate degree program or may be admitted as an undecided student with an intended broad program of study in either associate- or baccalaureate-level degrees. These students will ~~and~~ be required to participate in University programs and courses for underprepared college students. Students with an undecided major must declare a specific major no later than the semester following completion of 30 credit hours of coursework in residence at Shawnee State University.

2.1.2   International Applicants. Admission requirements for international applicants also include meeting a university-established minimum test score on the Test of English as a Foreign Language (TOEFL) or equivalent for applicants whose native language is not English, and proof of sufficient financial resources.

2.1.3   Transfer Students. Applicants applying for admission to associate or baccalaureate programs who have earned credit post high school from other regionally accredited colleges or universities are considered transfer students and are admitted under the same standards described in sections 2.2 and 2.3 of this policy and may be subject to additional requirements.

2.2   Associate Degrees. The University offers both selective and non-selective admission associate degree programs. All associate degree programs will require a minimum of 60 hours of undergraduate credit and completion of University requirements and a curriculum specified for the particular program prescribed in the Shawnee State University Catalog at the time of the applicant's matriculation.

2.3   Baccalaureate Degrees. The University offers both selective and non-selective admission baccalaureate degree programs. All Bbachelor's degree programs shall require a minimum of 120 hours of undergraduate credit and completion of University requirements and a curriculum specified for the particular program prescribed in the Shawnee State University Catalog at the time of the applicant's matriculation. Reduced-credit hour baccalaureate degrees that are approved by both the Ohio Department of Higher Education, the institutional accreditor (e.g. The Higher Learning Commission), and applicable programmatic accreditor may be offered.

3.0   ADMISSION REQUIREMENTS FOR GRADUATE DEGREE PROGRAMS

3.1   Master's degree programs shall require a minimum of 30 hours of credit at graduate level and completion of University requirements and a curriculum specified for the particular program prescribed in the Shawnee State University Catalog at the time of the applicant's matriculation.

3.1.1   Applicants are only admitted to selective admission Master's degree programs.

3.1.2   Applicants to an SSU master's degree program must present evidence of an earned bachelor's degree from a regionally accredited institution and meet the requirements for the program for which they are applying.

3.1.3   International applicants are subject to additional requirements established by the University's Graduate School.

3.2   Doctoral degrees generally require the successful completion of at least 90 semester credit hours (or 135 quarter credit hours) of work beyond the bachelor's degree or at least 60 semester credit hours (or 90 quarter credit hours) beyond the master's degree. Deviations from these credit hour guidelines require proper justification and state approval.

3.2.1   Applicants are only admitted to selective admission Doctoral degree programs.

3.2.2   Applicants to an SSU doctoral degree program must present evidence of an earned master's degree from a regionally accredited institution and meet the requirements for the program for which they are applying.

3.2.3   International applicants are subject to additional requirements established by the University's Graduate School.

4.0   NON-DEGREE SEEKING APPLICANTS

Individuals who enroll at the University who are not seeking a degree for reasons or circumstances such as personal enrichment, guest status, dual credit enrollments, College Credit Plus, or other early college programs will be admitted as non-degree students. Credits earned as a non-degree seeking student may be applied upon admission to a degree program.

5.0   APPLICANT CRIMINAL HISTORY AND BACKGROUND INFORMATION

5.1   All applicants to the University shall be required to provide information regarding their criminal history and background information as part of the admissions process. Failure to disclose criminal history as required, or providing false or misleading information, may result in disciplinary action, up to and including dismissal.

5.2   In recognition that depriving all past offenders of access to higher education may not always align with the University mission, past criminal or disciplinary action will not automatically bar admission to the University. Providing education to these applicants will be balanced against the University's need to determine if admission of the applicant poses an undue or unreasonable risk to safety, security, or welfare of the University or the University community.

5.3   In all cases where an applicant to the University has a criminal conviction, pending criminal charges, or has been dismissed or denied admission from an institution of higher education, additional information, including a criminal background check, will be requested. The information will be reviewed by the Shawnee State Director of Public Safety and the Dean of Students. The Dean of Students will determine if the applicant will be admitted, denied admission, or required to interview with the Dean of Students prior to an admissions decision.

5.4   The following, unless reversed on appeal, will disqualify an applicant from admission to the University:

5.4.1   A plea of guilty or nolo contendre to, a finding of guilty by a jury or court, or conviction of any of the following felonies or misdemeanors:

5.4.1.1   a sex offense, as defined in Chapter 2907 of the Ohio Revised Code;

5.4.1.2   an offense of violence, as defined in O.R.C. section 2901.01 (A) (9)(a);

5.4.1.3   an offense substantially comparable to those described in 5.4.1.1 and 5.4.1.2 above, under the laws of the United States or a state other than Ohio;

5.4.2   An applicant is also disqualified from admission to the University if they have:

5.4.2.1   been found responsible for an offense as a juvenile that would be a felony if committed by an adult;

5.4.2.2   been found responsible for or admitted responsibility to sexual assault, sexual harassment, dating violence, domestic violence, or stalking at another school or institution of higher education; or

5.4.2.3   been removed from another institution for disciplinary reasons prior to their application for admission at Shawnee State University.

5.4.3   Applicants disqualified under Section 5.4.1 or 5.4.2 or any subsection of either, may file an Appeal for Disqualified Applicant Admission that will be reviewed by the Shawnee State Director of Public Safety and the Dean of Students. The Dean of Students will determine in their sole discretion if the applicant will be admitted or denied admission, according to the Disqualified Applicant Admission Procedure.

5.5   Following review of applicant's criminal history and any required interview under Section 5.3 or 5.4.3 hereinabove, the admission decision and any conditions of admission will be delivered to the applicant in writing. The Dean of Students' decision is final.

5.6   Applicants with criminal history who are admitted to the University may not be eligible for licensures associated with certain programs of study, and admission to the University does not grant admission to selective admissions programs at the undergraduate or graduate level. Once admitted to the University, applicants with a criminal history are subject to Policy 3.20, University Housing, which may

prohibit them from living in or visiting University-owned or managed residential facilities.

5.7   Admissions procedures may be developed and adopted to allow exceptions to Section 5.0 for applicants seeking admission to Shawnee State University Second Chance Programs, including Prison Education Programs and/or Rehabilitation and Recovery Programs delivered exclusively online or off-campus at Shawnee State University Second Chance Program sites.

Important Links:
University Catalog: https://www.shawnee.edu/registrar/academic-catalog

State of Ohio's Uniform Statewide Standards for Remediation-free Status:
*https://highered.ohio.gov/static/files/uploads/college-readiness/2021%20Uniform%20Remediation%20Free%20Standards.pdf
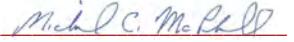
History
Effective: 04/02/1990
Revised: 08/08/2025; 02/14/2025-; 03/13/2020; 02/10/2017; 04/21/1995; 03/16/1992

RESOLUTION ASA11-25

APPROVAL OF ASSOCIATE'S DEGREE IN NURSING TO BE OFFERED AT ADDITIONAL SITE AND PROGRAM CHANGES TO THE APPLIED ASSOCIATE DEGREE IN RADIOLOGIC TECHNOLOGY

WHEREAS, Shawnee State University has entered into a Memorandum of Understanding with the Adena Health System aimed at enhancing the availability, quality and cost effectiveness of services the parties provide for the benefit of the patients, students, and communities they serve; and

WHEREAS, the School of Nursing faculty have developed, and shared governance committees have approved, an "Associate's Degree in Nursing at Adena" program, which would be in addition to the existing Portsmouth-based Associate's Degree in Nursing program; and

WHEREAS, provided that the Associate's Degree in Nursing at Adena program is approved by outside agencies, the University would deliver more than fifty percent of the program's curriculum at the PACCAR Medical Education Center located on the campus of the Adena Regional Medical Center in Chillicothe; and

WHEREAS, the Applied Associate's Degree in Radiologic Technology must follow the requirements of the programmatic accreditor, the Joint Review Committee of Education for Radiologic Technology; and

WHEREAS, the programmatic accreditor allows synchronous delivery of distance education, but does not approve additional sites; and
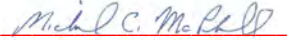
WHEREAS, the Radiologic Technology faculty have modified their courses to be delivered in a synchronous, distance modality; and

WHEREAS, the President of Shawnee State University has approved the commitment of resources to deliver these two academic programs in support of the Memorandum of Understanding;

THEREFORE, BE IT RESOLVED that the Shawnee State University Board of Trustees hereby approves delivery of a second Associate's Degree of Nursing on the campus of the Adena Regional Medical Center in Chillicothe, Ohio and the synchronous delivery of the Applied Associate's Degree in Radiologic Technology curriculum to students at this site.

(August 8, 2025*)*

RESOLUTION ASA12-25

APPROVAL OF REPORT ON LOW-ENROLLED COURSES AND PROGRAMS AND DUPLICATIVE ACADEMIC PROGRAMS

WHEREAS, Section 3345.35 of the Ohio Revised Code requires that the boards of trustees of each state institution of higher education evaluate all courses and programs based on enrollment and student performance; and

WHEREAS, the Ohio Department of Higher Education recommends that institutions should consider consolidating programs that are duplicated at other colleges and universities in their geographic area; and

WHEREAS, the Ohio Department of Higher Education has identified low-enrolled courses and programs and duplicative programs within each region of the state; and

WHEREAS, the Chancellor of the Ohio Department of Higher Education has requested that the boards of trustees of each state institution conduct a study of low-enrolled courses and programs and duplicative programs; and

WHEREAS, a report resulting from this study has been completed including a list of low enrolled courses and programs and duplicative programs, actions to be taken, and rationale; and

WHEREAS, the Provost and President have recommended this report for Board of Trustees approval;

THEREFORE, BE IT RESOLVED that the Board of Trustees of Shawnee State University hereby approves the Report on Low-Enrolled Courses and Programs and Duplicative Academic Programs.

(August 8, 2025*)*

Shawnee State University Low-enrolled Programs and Courses and Duplicative Programs Report for Academic Years 2021, 2022, 2023

I. Low-enrollment thresholds

Low-enrollment course threshold: The Interim Provost consulted with the Associate Provost for Academic Affairs and the Deans of each College to determine their current practice in identifying low-enrolled courses. Each academic leader responsible for setting the course schedule took slightly different approaches. In reviewing the course capacities across the different program areas, Shawnee State has a wide range of course capacities associated with safety, pedagogical, and programmatic accreditor standards. For example, first-year composition courses have capacities based upon the pedagogical needs and more-intense grading workload than an introductory psychology course. Given this wide variation, it was decided that a single numeric value would not be appropriate and meet the needs of all programs. However, guidance on best practices in course scheduling from Ad Astra and the *Course Scheduling Playbook* from the American Association of Small Colleges and Universities indicates that enrollment: capacity ratios of courses should be balanced across the entire schedule to improve student outcomes, accessibility to courses, and improve efficiency of planning number of sections and staffing needs. We define a balanced enrollment in courses as 70 -95% of the course capacity. With this enrollment threshold considered balanced, the academic leaders agreed to examine courses in their areas with an enrollment below 70% of capacity to determine if they should be canceled or allowed to run. In the coming 2025-2026 academic year, Shawnee State with work on establishing a defined policy through our shared governance processes to solidify this practice.

Low-enrollment program threshold: In October 2024, ODHE provided Shawnee State University with program data including number of graduates and cost to complete the degree for academic years 2021 - 2023. In addition to this data, Shawnee State University has a series of program metrics that were developed through shared governance in 2017. Included in these metrics are guidelines for program enrollment and graduates over the most recent five-year period. The metrics are meant to help identify low-performing programs and were primarily developed by a faculty committee in collaboration with the Provost Office. For an associate degree program, the metrics ask if the program has 10 students enrolled per year and at least 2 graduates per year. For a baccalaureate program, the metrics ask if the program has 20 students enrolled per year and at least 2 graduates per year. The current Interim Provost has interpreted these metrics as the defined enrollment threshold for programs. Based on these agreed upon metrics, the low-enrolled program threshold is 12 students in an associate degree program and 24 students enrolled in baccalaureate degree program. Programs with fewer than 3 graduates per year are considered low-enrolled. In the coming academic year, these metrics will be updated through shared governance to better align the defined enrollment threshold with state-level metrics requirements enacted in 2025. With this in mind, our low-enrolled program report includes information on programs from the ODHE provided data that had fewer than 15 graduates over the reporting window.

II. Low-enrollment course identification

The Interim Provost reviewed the Fall and Spring course schedules for AY2021-22, 2022-23, and 2023-24. Courses that were canceled before the start of the semester, courses that were offered as "credit by arrangement," and courses running as dual-enrollment College Credit Plus in the high school setting were removed from the schedules. The enrollment: capacity (E:C) ratio was determined for each course section for each semester. Courses with a E:C ratio higher than 0.70 were removed from further consideration. Courses that had not been canceled, but had zero enrollment, were noted but were not considered further. Often these were courses that require instructor permission and were simply not removed from the schedule. Courses that require instructor permission and had enrollment were also not considered further. These courses are undergraduate research, internship, and individualized instruction courses that are by design targeted to a small number of students.

After filtering the above courses from the semester course schedules, all remaining courses with an E:C ratio between 0.01 and 0.69 were examined more closely. In Fall semesters, this amounted to 772 sections representing 187 distinct courses. In Spring semesters, this amounted to 690 sections representing 200 distinct courses.

Shawnee State has many programs and courses that have already undergone analysis regarding their course rotation. Given our small size, some courses are already running only one time per academic year or on an every-other-year schedule. To avoid analyzing these courses, (1) any course that ran only one semester in one academic year and (2) any course that ran in 2021-2022 and again in 2023-2024 (an every-other-year cycle) during this 3-year review period were removed from further analysis at this time. Our justification for this was that the departments had already taken measures to limit course offerings balanced against the need for student progression to degree completion.

Our final list of low-enrolled courses are those courses with an E:C ratio lower than 0.70 in at least 2 consecutive years of the 3-year review period. In total we examined 34 distinct courses. These 34 courses represented total of 597 course sections during the review period, and of those, 277 sections were considered low-enrolled with an E:C ratio less than 0.70. Shawnee State University averaged 2061 course sections per academic year during the review period, 13.4% of these courses were classified as low-enrolled.

III. Low-enrollment course analysis

Table 1 provides a summary analysis of the 34 courses identified as low-enrolled based on enrollment data during the Fall and Spring semesters of the 2021 through 2023 academic years. These data include the number of sections offered and the percentage of sections that were considered low-enrolled and those that were at or over capacity (over-subscribed). The total enrollment over all sections of the course is also provided.
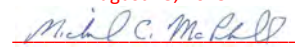
Table 1. Analysis of 34 low-enrolled courses offered in AY21-22 through AY22-23

Crse Code	Crse No.	Crse Title	No. of Sections	No. of Sections low-enrolled	No. of sections over-subscribed	% Low-enrolled	% over-subscribed	Total Enrollment	Average enrollment/ semester
BSHS	1102	Behavioral Health Core	7	7	0	**100.00%**	0.00%	85	14.17
BSHS	1101	Behavioral Health Foundations	6	6	0	**100.00%**	0.00%	70	11.67
BSHS	1103	Behavioral Health Paraprof.	6	5	0	**83.33%**	0.00%	46	3.29
BUMG	4850	Business Policy and Strategy	14	5	**6**	**35.71%**	**42.86%**	144	24.00
MATH	2110	Calculus 1	14	10	1	**71.43%**	7.14%	273	45.50
MATH	2120	Calculus 2	6	6	0	**100.00%**	0.00%	67	11.17
BSHS	1999	Certified Peer Educator	5	5	0	**100.00%**	0.00%	18	3.00
MATH	1200	College Algebra	18	8	0	**44.44%**	0.00%	419	69.83
PHIL	2230	Ethics in Public and Private Life	66	3	**20**	4.55%	**30.3%**	1078	179.67
UNIV	1100	First Year Experience	114	51	**18**	**44.74%**	**15.79%**	2026	337.67
ETCO	2210	General Industry Safety	5	5	0	**100.00%**	0.00%	41	6.83
ARTS	3631	Graphic Design Studio 1	6	5	0	**83.33%**	0.00%	33	5.50
ARTS	3632	Graphic Design Studio 2	7	7	0	**100.00%**	0.00%	28	4.67
ARTS	4631	Graphic Design Studio 3	6	4	1	**66.67%**	**16.67%**	27	4.50
ARTG	3611	Inorganic 3D Studio (Hard Surface 3D)	6	5	0	**83.33%**	0.00%	57	9.50
BUAC	2030	Intro Managerial Accounting Prin	23	9	**6**	**39.13%**	**26.09%**	260	43.33
BUIS	1300	Introduction To Programming and App Dev	9	6	1	**66.67%**	11.11%	74	12.33
SIGN	1010	Introduction To Sign Language	19	18	1	**94.74%**	5.26%	236	39.33

Crse Code	Crse No.	Crse Title	No. of Sections	No. of Sections low-enrolled	No. of sections over-subscribed	% Low-enrolled	% over-subscribed	Total Enrollment	Average enrollment/ semester
THAR	1000	Introduction To Theater	24	8	2	**33.33%**	8.33%	429	71.50
SPST	1133	Karate	6	6	0	**100.00%**	0.00%	12	2.00
MATH	2300	Linear Algebra	6	6	0	**100.00%**	0.00%	102	17.00
BUFI	3450	Management Finance	13	8	**2**	**61.54%**	**15.38%**	152	25.33
AHNR	1102	Medical Terminology	12	4	**6**	**33.33%**	**50.00%**	334	55.67
MUSI	1201	Music Appreciation	39	13	**4**	**33.33%**	10.26%	566	94.33
BUHE	3100	Orientation To U.S. Health Care	7	5	1	**71.43%**	14.29%	59	9.83
BUMG	3850	Production/Operations Mgt	12	9	3	**75.00%**	25.00%	158	26.33
COMM	1103	Public Speaking	57	6	**11**	10.53%	**19.30%**	890	146.67
MATH	1000	Reasoning Using Mathematics	8	5	0	**62.50%**	0.00%	52	8.67
BSHS	3100	The Us Healthcare System	22	4	4	**18.18%**	**18.18%**	241	40.17
THAR	1411	Theater Practicum	6	6	0	**100.00%**	0.00%	31	5.17
SPST	1999	Tps: Interm/Adv. Karate	6	6	0	**100.00%**	0.00%	8	1.33
MATH	1250	Trigonometry	19	10	1	**52.63%**	5.26%	420	70.00
MUSI	1311	University Choir	7	7	0	**100.00%**	0.00%	111	18.50
SPST	1131	Yoga	16	9	2	**56.25%**	12.50%	165	27.50
Totals			597	277	90	46.40%	15.08%	8702	1450.33

In reviewing the enrollments in the 34 low-enrolled courses, some patterns emerged. For seventeen (50%) of the courses, greater than 70% of the course sections offered between 2021-2023 were low-enrolled. There are two courses that, upon close inspection of concurrent instruction section numbers, were not truly low-enrolled. PHIL2320 and COMM1103 had a large number of concurrent instruction sections in which two separate section numbers are combined into the same meeting time and location. PHIL2320 requires no action, while we may be able to offer one fewer COMM1103 section and maintain balanced course enrollments. In several courses, we observed a higher than desired number of low-enrolled sections in combination with a higher-than-expected number of over-subscribed sections (e.g., BUMG4850). It is possible that in these courses, the University waited until sections were full before adding an additional section during registration.

In Table 2, the average number of sections per semester (over 6 semesters) is shown for each course. The typical or contractually mandated course capacity is shown under "Section Capacity." During the review it was noted that many course sections were capped lower than mandated. We plan to correct this on course schedules going forward. The average enrollment in a course per term is presented for each course. This value was then divided by the ideal seat capacity for a course to provide an estimate of the number of sections to offer either per semester or per academic year going forward. We have recommended actions for each course in Table 2.
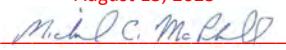
Table 2. Recommended Actions for 34 low-enrolled courses at Shawnee State University

Crse Code	Crse No.	Crse. Title.	No. of Sections 21-23	Avg sections / term	Section capacity	Average enrollment / term	Enrollment /Capacity	No. of sections / term	No. of sections /year	Recommended Action
BSHS	1102	Behavioral Health Core	7	1.17	25	14.17	0.57		1	During the review period grant funding was available to support scholarships for students. This course is part of a Behavioral Health Paraprofessional Certificate (BHPP) that is not eligible for Financial Aid. The grant funding ended, and enrollment declined. We now have additional funding that in AY24-25 led to an upturn in enrollment. The BHPP courses are also incorporated into the new BSW degree, making the courses eligible for financial aid for those students. We anticipate increased enrollment in the coming years.
BSHS	1101	Behavioral Health Foundations	6	1.00	25	11.67	0.47		1	See response given for BSHS 1102. Anticipate increased enrollment in the coming years.
BSHS	1103	Behavioral Health Paraprof.	6	1.00	15	3.29	0.22		1	See response given for BSHS 1102. Anticipate increased enrollment in the coming years.
BUMG	4850	Business Policy and Strategy	14	2.33	16	24.00	1.50	2		This is a capstone course with lower course capacity required. Have been offering 2 - 4 courses per semester. Will plan to run 1 -2 sections in fall terms and 2 sections in spring terms. Increase monitoring of enrollments in these sections to achieve balanced enrollments across sections.

Crse Code	Crse No.	Crse. Title.	No. of Sections 21-23	Avg sections / term	Section capacity	Average enrollment / term	Enrollment /Capacity	No. of sections / term	No. of sections /year	Recommended Action
MATH	2110	Calculus 1	14	2.33	40	45.50	1.14	2		Offer 2 sections/ fall semester and 1 section in spring semester. Explore demand for an online Calculus 1 course section.
MATH	2120	Calculus 2	6	1.00	40	11.17	0.28		1	Offer only 1 section per year in Spring term. Conduct review of programs that require the course and the semester in which students are typically taking the course.
BSHS	1999	Certified Peer Educator	5	0.83	15	3.00	0.20		1	See response given for BSHS 1102. Anticipate increased enrollment in the coming years.
MATH	1200	College Algebra	18	3.00	40	69.83	1.75	2		Offer 3 sections of course in fall term when enrollments are typically at the balanced threshold desired. Offer only 1 section of the course in the Spring term. The low-enrolled sections cluster in the Spring session.
PHIL	2230	Ethics in Public and Private Life	66	11.00	25	179.67	7.19	8		No change needed. Some numbered course sections are offered as concurrent instruction with other sections. Low-enrolled sections are not common. Monitor filling of courses during registration. May need additional section to decrease oversubscribed sections.

Crse Code	Crse No.	Crse. Title.	No. of Sections 21-23	Avg sections / term	Section capacity	Average enrollment / term	Enrollment /Capacity	No. of sections / term	No. of sections /year	Recommended Action
UNIV	1100	First Year Experience	114	19.00	25	337.67	13.51		32	Have improved consistency of capacity over last few years and decreased the low-enrolled section numbers. Spring term has been consistently low enrolled across all sections offered. Offer most sections in fall semester, recommend 28 sections for fall term with 2 online and 2 in person sections in spring term.
ETCO	2210	General Industry Safety	4	0.67	28	6.83	0.24		1	Some changes have impacted enrollments in this course over the review period. There has been increased use of ITAG transfer credit and some articulation agreements that reduced enrollment. We have recently reduced the offering from 1 section/semester to 1 section / year.
ARTS	3631	Graphic Design Studio 1	6	1.00	16	5.50	0.34		1	Offer 1 section 1x per year. Rotate the faculty each year to allow student exposure to multiple instructors.

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Crse Code	Crse No.	Crse. Title.	No. of Sections 21-23	Avg sections / term	Section capacity	Average enrollment / term	Enrollment /Capacity	No. of sections / term	No. of sections /year	Recommended Action
ARTS	3632	Graphic Design Studio 2	7	1.17	16	4.67	0.29		1	Offer 1 section 1x per year. Rotate the faculty each year to allow student exposure to multiple instructors.
ARTS	4631	Graphic Design Studio 3	6	1.00	8	4.50	0.56		1	Offer 1 section 1x per year. Rotate the faculty each year to allow student exposure to multiple instructors.
ARTG	3611	Inorganic 3D Studio (Hard Surface 3D)	6	1.00	16	9.50	0.59		1	Program enrollment has decreased and now only need to offer course 1 time per year instead of 1 time per semester.
BUAC	2030	Intro Managerial Accounting Prin	23	3.83	35	43.33	1.24	2		Currently offering 2 in person and 1 online section per semester. Will reduce to two sections per semester and ensure that course capacities are at 35 for online sections.
BUIS	1300	Introduction To Programming and App Dev	9	1.50	35	12.33	0.35		1	Reduce the number of sections offered and ensure that course capacity is set to 35 for online sections. Plan to offer only 1 section in coming academic year.

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Crse Code	Crse No.	Crse. Title.	No. of Sections 21-23	Avg sections / term	Section capacity	Average enrollment / term	Enrollment /Capacity	No. of sections / term	No. of sections /year	Recommended Action
SIGN	1010	Introduction To Sign Language	19	3.17	25	39.33	1.57	1		Have been offering 3 sections every semester during review period. Enrollment does not warrant this number of sections as almost all sections are low enrolled. Offer 1 section per fall semester and one section in spring term. May need 2nd spring section if 1st section reaches 70% threshold early in registration cycle.
THAR	1000	Introduction To Theater	24	4.00	25	71.50	2.86	3		Recommend 6 sections per year with 4 sections in fall term and 2 sections in spring term based on the pattern of low-enrolled and balanced enrollment sections.
SPST	1133	Karate	6	1.00	12	2.00	0.17		1	Currently being taught by volunteer instructor. Exploring opportunity to offer activities courses concurrently for credit and for non-credit to community members.
MATH	2300	Linear Algebra	6	1.00	32	17.00	0.53		1	Offer 1 section per year. Review all programs requiring course to determine the semester sequence needed by these students.

Crse Code	Crse No.	Crse. Title.	No. of Sections 21-23	Avg sections / term	Section capacity	Average enrollment / term	Enrollment /Capacity	No. of sections / term	No. of sections /year	Recommended Action
BUFI	3450	Management Finance	13	2.17	24	25.33	1.06	1		Had previously offered 5 in person sections per year. In 2023, section offerings were reduced to one section per semester (2 per year). One section was offered online. Also increased course capacity. AY23 course sections met the balanced enrollment threshold.
AHNR	1102	Medical Terminology	12	3.00	35	55.67	1.59	2		Earlier in review period online course capacities were set too low. This has been corrected. Offer 2 sections per semester, advise faculty regarding signing students in over capacity, especially in online sections. Monitor in-person sections which seem to have lower enrollment.
MUSI	1201	Music Appreciation	39	6.50	35	94.33	2.70	3		Had course capacities set too low throughout review period. Correct caps to 35 per section. Nearly all courses have been taught online. One in person section had lowest enrollment. Recommend 4 sections in fall and 2 sections in spring semester.

Crse Code	Crse No.	Crse. Title.	No. of Sections 21-23	Avg sections / term	Section capacity	Average enrollment / term	Enrollment /Capacity	No. of sections / term	No. of sections /year	Recommended Action
BUHE	3100	Orientation To U.S. Health Care	7	1.17	25	9.83	0.39		1	This course is required for a major that is low-enrolled and will be discontinued. No longer offer course after teach-out is complete.
BUMG	3850	Production/Operations Mgt	12	2.00	30	26.33	0.88	1		Previously offered 4 sections per year in person. Offered one online section in fall 2023 that had capacity enrollment. Faculty are updating curriculum in course. Modified course will be offered in future term with close monitoring of section number and enrollment.
COMM	1103	Public Speaking	57	9.50	22	146.67	6.67	7		Offer 7 sections per semester (1 fewer in Spring term). Monitor filling of sections each semester as courses approach balanced threshold.
MATH	1000	Reasoning Using Mathematics	8	1.33	35	8.67	0.25		1	Offer 1 section per year, consider modality of hyflex as there are fully online programs needing course.
BSHS	3100	The Us Healthcare System	22	3.67	25	40.17	1.61	2		Have reduced offerings to 2 sections per semester. Fully online program.
THAR	1411	Theater Practicum	6	1.00	20	5.17	0.26		1	Program is low-enrolled and will be discontinued. Course will be eliminated after teach-out is complete.

Crse Code	Crse No.	Crse. Title.	No. of Sections 21-23	Avg sections / term	Section capacity	Average enrollment / term	Enrollment /Capacity	No. of sections / term	No. of sections /year	Recommended Action
SPST	1999	Tps: Interm/Adv. Karate	6	1.00	12	1.33	0.11		1	Currently being taught by volunteer instructor. Exploring opportunity to offer activities courses concurrently for credit and for non-credit to community members.
MATH	1250	Trigonometry	19	3.17	40	70.00	1.75	2		Offer 3 sections in fall and 1 section in spring based on pattern of low-enrolled courses. Determine if there are any fully online programs that require Trigonometry or Calculus 1.
MUSI	1311	University Choir	7	1.17	50	18.50	0.37		1	Offer 1 section per year or increase participation through concurrent offering to community members
SPST	1131	Yoga	16	2.67	15	27.50	1.83	2		Currently being taught by adjunct faculty. Reduce offerings to 2 sections per semester. Explore opportunity to offer concurrently for credit and noncredit to the community.

IV. Low-enrollment program analysis

Table 3. Analysis of Low-Enrolled Programs based on completion data from AY2021 through AY2023. Programs were identified from ODHE provided data (October 2024) and from internal review of program metrics conducted in AY2024-2025 as described earlier in this report.

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Program Name	CIP Code used in ODHE Provided Data	CIP Code currently used by SSU (if different from ODHE Data	Number of Annual Graduates based on 2021-2023	Recommendation	Rationale
AAS IT/Cybersecurity	111003		none during review period, graduates with this CIP in the ODHE provided data are from the previous degree - AAB Information Security	No change	In the 2023 academic year, the AAA IT/Cybersecurity was developed due to a reorganization that moved the AAB Information Security from one department to another on campus. The first graduate from the new program came in Spring 2024. This program is an entry pathway for students who can continue from AAS IT/Cybersecurity to the BS Information Security degree. The enrollment has doubled in the past academic year, and so this program will be maintained.
AAB Information Security	111003		2	Discontinue	All students enrolled in the AAB Information Security at the time of program change to the AAS IT/Cybersecurity have now completed the degree. No students enrolled. Discontinue.

Program Name	CIP Code used in ODHE Provided Data	CIP Code currently used by SSU (if different from ODHE Data	Number of Annual Graduates based on 2021-2023	Recommendation	Rationale
BSE Multiage Intervention Specialist	131099		4	Application for SB1 waiver to allow continuation of program with improvement plan	Program has undergone curricular revision in AY24-25 for online, synchronous delivery. Program is participating in ODHE Grow Your Own Teacher Scholarship Program. Enrollment has increased by 33% since Fall 2021. We are also awaiting decisions on pK-12 grade band changes to be resolved to determine if the dual license with primary education and intervention specialist licensures will be eliminated in the pK-8 grade band structure.
BFA Multiage Visual Arts Education	131302		1	Application for SB1 waiver to combine program with other teaching degrees to create a track in Art Education	Program is low-enrolled, but is only 4-year Art Education degree in the South-Central Ohio region. If waiver is granted, program will be incorporated into a BSE with a track for Art Education.
Unknown	131303	Unknown	1 degree per year according to ODHE provided data.	Double check reporting from ODHE data	Shawnee State had not had a program reported under this CIP code and has not had a program in Business Teacher

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Program Name	CIP Code used in ODHE Provided Data	CIP Code currently used by SSU (if different from ODHE Data	Number of Annual Graduates based on 2021-2023	Recommendation	Rationale
					Education. This may have been a clerical error
BA English, concentration in AYA Integrated Language Arts with 7-12 teacher licensure.	131305	**230101**	7 total graduates are reported in the ODHE provided data indicating 2 graduates/year. However, SSU reports program graduates under 230101 because the language arts 7-12 licensure pathway shares a common core of 50% with the BA English, Generalist degree. On the ODHE provided data report, these 7 graduates should be added to the 29 graduates shown under 230101.	Ensure that graduates are reported under 230101 CIP and that ODHE has record of the proper CIP/degree alignment.	The BA English overlaps by more than 50% with the requirements of the BA English, concentration in AYA Integrated Language Arts. These are considered one program and reported as such. In the review period there were 12 graduates/year. This program is not low-enrolled.

Program Name	CIP Code used in ODHE Provided Data	CIP Code currently used by SSU (if different from ODHE Data	Number of Annual Graduates based on 2021-2023	Recommendation	Rationale
BS Mathematics, concentration in AYA Integrated Mathematics with 7-12 licensure	131311	**270101**	3 total graduates are reported in the ODHE provided data indicating 1 graduate/year. However, SSU reports program graduates under 270101 because the mathematics 7-12 licensure pathway shares a common core with the BS Mathematics, General and BS Mathematics, Actuarial Sciences concentrations. On the ODHE provided data report, these 3 graduates should be added to the 28 graduates reported under 270101 and the 1 graduate reported under 521304. This is a	Ensure that graduates are reported under 270101 CIP and that ODHE has record of the proper CIP/degree alignment.	The BS Mathematics overlaps by more than 50% with the requirements of the BS Mathematics concentration in AYA Integrated Mathematics and the BS Mathematics concentration in Actuarial Science. These are considered one program and reported as such. In the review period there were 10 graduates/year. This program is not low-enrolled.

Program Name	CIP Code used in ODHE Provided Data	CIP Code currently used by SSU (if different from ODHE Data	Number of Annual Graduates based on 2021-2023	Recommendation	Rationale
			total of 32 graduates (10 graduates/year) for this program.		
BS Natural Sciences AYA Integrated Sciences 7-12	131316		1	Application for SB1 waiver to combine program with other teaching degrees to create a track in Integrated Sciences	Program is low-enrolled, but is only 4-year Integrated Sciences 7-12 licensure degree in the South-Central Ohio region. If waiver is granted, program will be incorporated into a BSE with a track for Integrated Sciences.
BA AYA Integrated Social Studies 7-12	131317		1	Application for SB1 waiver to combine program with other teaching degrees to create a track in Integrated Social Studies	Program is low-enrolled, but is only 4 year Integrated Social Studies 7-12 licensure degree in the South-Central Ohio region. If waiver is granted, program will be incorporated into a BSE with a track for Integrated Social Studies
AAS Paraprofessional Studies	131501		0	Discontinue	No students enrolled or graduated in review period. Discontinued through shared governance in AY2024-2025.

Program Name	CIP Code used in ODHE Provided Data	CIP Code currently used by SSU (if different from ODHE Data	Number of Annual Graduates based on 2021-2023	Recommendation	Rationale
BSE Educational Studies	139999		5	Application for SB1 waiver to allow internal procedure for program elimination	Program is low enrolled and used as a completion pathway for Education majors not eligible for student teaching. If waiver is granted, program will be discontinued through shared governance process.
BS Environmental Engineering Technology	141401		3	Discontinue	Program had not been accepting students for several years. Following teach out completion, the discontinuation process was completed in AY24-25 through shared governance.
AAS Plastics Engineering Technology	150607		0.33	Application for SB1 waiver to allow internal procedure for program elimination	The program will be discontinued. Due to Advance Ohio Higher Education Act enactment, program will be closed. If waiver is granted from Chancellor, shared governance process will be followed to discontinue program.

Program Name	CIP Code used in ODHE Provided Data	CIP Code currently used by SSU (if different from ODHE Data	Number of Annual Graduates based on 2021-2023	Recommendation	Rationale
ATS Building Industrial Technology	150699		0	Application for SB1 waiver to allow internal procedure for program elimination	The program will be discontinued. Due to Advance Ohio Higher Education Act enactment, program will be closed. If waiver is granted from Chancellor, shared governance process will be followed to discontinue program.
ATS Technical Study	150699		0	Application for SB1 waiver to allow program to continue	Requesting to keep one ATS degree available for students with prior learning, technical certificates, etc. If waiver not granted, will discontinue.
AAB Legal Assisting Technology	220301		0.33	Discontinue	Program had been deactivated. Final student in program has completed degree. Discontinue program.
BA Social Science/Legal Assisting 2+2	220302		0.67	Discontinue	Program was previously discontinued and has now completed teach out.

Program Name	CIP Code used in ODHE Provided Data	CIP Code currently used by SSU (if different from ODHE Data	Number of Annual Graduates based on 2021-2023	Recommendation	Rationale
AS Natural Sciences	260101		4	Application for SB1 waiver to allow internal procedure for program elimination	The program will be discontinued. Due to Advance Ohio Higher Education Act enactment, program will be closed. If waiver is granted from Chancellor, shared governance process will be followed to discontinue program. This program would require a teach out of any currently enrolled students
ATS Health & Allied Health	340199		0	Application for SB1 waiver to allow internal procedure for program elimination	If waiver is approved, program will be discontinued through shared governance process.
BS Chemistry, All concentrations	400501		4	Application for SB1 waiver to continue program	The program courses are linked to larger programs on campus in Biology and Engineering Technology. There is also a significant partnership in chemistry-based product development that is linked to faculty, student, and equipment resources in the BS Chemistry. If waiver is granted, SSU will develop recruitment and enrollment plan for the program.

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Program Name	CIP Code used in ODHE Provided Data	CIP Code currently used by SSU (if different from ODHE Data	Number of Annual Graduates based on 2021-2023	Recommendation	Rationale
BS Geology, all concentrations and BS Natural Sciences Concentration in Geology	400601		1	Discontinue	During the review period, the BS Natural Sciences Geology concentration was taught out. These are the graduates from the program. The BS Geology was launched during the review period. Due to low enrollment the BS Geology was discontinued through shared governance in AY24-25.
BA Criminal Justice	430100		1	No change.	The BA Criminal Justice began enrolling in AY 23. The one graduate reported during the review period was during year one of the degree program. The enrollment in the program is 41 students for Fall 2025.
BA International Relations	450901		1	Discontinue	This program was previously closed and has completed the teach out process.

Program Name	CIP Code used in ODHE Provided Data	CIP Code currently used by SSU (if different from ODHE Data	Number of Annual Graduates based on 2021-2023	Recommendation	Rationale
BA Political Science	451001		4	Application for SB1 waiver to allow time to combine this program with two other social sciences programs to create a single program with 3 tracks.	If waiver is approved, the curricular changes will occur through shared governance in AY25-26. The BA Political Science will undergo a teach out and be discontinued at the end of that process.
BFA Visualist Digital Design, Interactive Media and Digital 3D	500401		0.67	Discontinue	Program was previously discontinued and has now completed teach out.
BFA Musical Theater	500509		1	Discontinue	This program is low-enrolled. It was discontinued through shared governance in AY24-25.
BFA Painting	500701		0.67	Discontinue	Program was previously discontinued and has now completed teach out.

Program Name	CIP Code used in ODHE Provided Data	CIP Code currently used by SSU (if different from ODHE Data	Number of Annual Graduates based on 2021-2023	Recommendation	Rationale
BFA Drawing	500705		0.33	Discontinue	Program was previously discontinued and has now completed teach out.
BFA Photography	500709		0.33	Discontinue	Program was previously discontinued and has now completed teach out.
BFA Ceramics	500711		0.33	Discontinue	Program was previously discontinued and has now completed teach out.
AAS Emergency Medical Technology	510904		0.33	Discontinue	Program had been deactivated. Final student in program has completed degree. Discontinue program. Program now available through non-credit bearing pathway at Shawnee State.
BS Athletic Training	510913		0.33	Discontinue	Program was previously discontinued and has now completed teach out.
ATS Industrial Maintenance	520205		0.33	Application for SB1 waiver to allow internal procedure for program elimination	The program will be discontinued. Due to Advance Ohio Higher Education Act enactment, program will be closed. If waiver is granted from Chancellor, shared governance process will be followed to discontinue program.

Program Name	CIP Code used in ODHE Provided Data	CIP Code currently used by SSU (if different from ODHE Data	Number of Annual Graduates based on 2021-2023	Recommendation	Rationale
BS Industrial Management	520205		0.33	Discontinue	Program is low-enrolled. It was discontinued through shared governance in AY24-25.
AAB Accounting Technology	520301		2	Discontinue	Program had been deactivated. Final student in program has completed degree. Discontinue program.
AAB Information Technology Management	521201		0.33	Discontinue	Program had been deactivated. Final student in program has completed degree. Discontinue program.

Program Name	CIP Code used in ODHE Provided Data	CIP Code currently used by SSU (if different from ODHE Data	Number of Annual Graduates based on 2021-2023	Recommendation	Rationale
BS Mathematics, concentration in Actuarial Science	521304	**270101**	1 total graduate was reported in the ODHE provided data indicating 0.33 graduate/year. However, SSU reports program graduates under 270101 because the mathematics Actuarial Science pathway shares a common core with the BS Mathematics, General and BS Mathematics, AYA Integrated Mathematics 7-12 concentrations. On the ODHE provided data report, this graduate should be added to the 28 graduates reported under 270101 and the 3 graduates	Ensure that graduates are reported under 270101 CIP and that ODHE has record of the proper CIP/degree alignment.	The BS Mathematics overlaps by more than 50% with the requirements of the BS Mathematics concentration in AYA Integrated Mathematics and the BS Mathematics concentration in Actuarial Science. These are considered one program and reported as such. In the review period there were 10 graduates/year. This program is not low-enrolled.

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Program Name	CIP Code used in ODHE Provided Data	CIP Code currently used by SSU (if different from ODHE Data	Number of Annual Graduates based on 2021-2023	Recommendation	Rationale
			reported under 131305. This is a total of 32 graduates (10 graduates/year) for this program.		
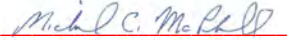
V. Duplicate program analysis

The ODHE provided data places Shawnee State University into the Southeast region with Ohio University. As there are no other universities in this geographic region selected by ODHE, all duplicated programs are with Ohio University. Programs for which no action is recommended and the rationale are provided in Table 4. For duplicate programs with recommended actions, please see Table 5.

Table 4. Duplicate programs at Shawnee State University in the Southeast region defined by ODHE with no action recommended.
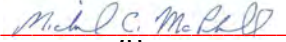
CIP Code	Program Name	Rationale for taking no action
150403	AAS Electromechanical Engineering Technology	Shawnee State has more graduates from this program during the review period and students take fewer years on average to complete the degree when compared with data from Ohio University. This degree is an in-demand credential from regional employers and industry partners. SSU has targeted this program for growth in the coming 5 years via our strategic enrollment plan.
513801	Associate Degree Nursing	This is a program whose graduates are in-demand in the regional workforce. The program is undergoing a targeted expansion at Shawnee State as part of a regional workforce partnership with the Adena Regional Medical Center. While Shawnee State graduates fewer total ADN students compared to Ohio University, the graduate numbers are in the same proportion (~2.8% of total enrollment at each institution). The average total cost of the degree at SSU is lower, with almost all hours completed on our campus compared to Ohio University. The time to degree completion is similar on both campuses.
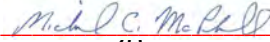
CIP Code	Program Name	Rationale for taking no action
520201	AAB Business Management Technology	This degree is completed by students spending most of their time enrolled on Shawnee State's campus. From our review there are two populations of students earning this degree. 1. Students who complete a different Baccalaureate program and add on the AAB for additional content. 2. Students who earn the AAB and then return several years later to complete a 4-year degree, typically in an area of business. It is a program with healthy enrollments for our campus and a pathway to a 4-year degree to many in our region.
131203	BSE Middle Childhood Education	The program at Shawnee State is a small program that we identified for improvement. However, legislated changes to the pK-12 licensure grade bands are in progress. We are awaiting more direction on the content standards for the new grade bands before taking action on this program. While the program will be discontinued when the licensure band is eliminated, we plan no immediate specific action for this degree. School of Education faculty will be focused on curricular revision for the coming year on the pK-8 pathways.
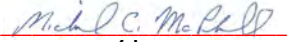
CIP Code	Program Name	Rationale for taking no action
230101	BA English (Generalist or AYA Integrated Language Arts)	The English program provides a high number of courses required for the General Education Program and Education degrees. The faculty also support our non-college prepared students through developmental and co-requisite education. Our program has a similar number of graduates to the program offered at Ohio University, with students completing the degree a full semester sooner on our campus. The degree is central to our mission, general education, and other programs.
260101	BS Biology	During the review period, Shawnee State has made curricular revisions so that all tracks under the BS Biology share a common core and are reported together. The degrees reported under 260102 previously are now reported under 260101. The BS Biology is one of our larger programs on campus with a total enrollment for Fall 2025 (YTD) of 111 students.
270101	BS Mathematics (Generalist, AYA Integrated Mathematics, and Actuarial Science)	Shawnee State has approximately the same number of graduates as the program at Ohio University during the review period. The courses taught in this department are critical for the General Education Program, degrees in nursing, health sciences, natural sciences, psychology, computer science, and engineering technology. The total and campus cost to earn the degree is lower at Shawnee State as well. This program is central to the SSU mission.

CIP Code	Program Name	Rationale for taking no action
420101	BA Psychology (all concentrations)	This is one of the larger undergraduate programs at SSU with a Fall 2025 (YTD) enrollment of 82 students. Students invest approximately the same money to complete the degree as at Ohio University. However, the average time to completion is just over 3.5 years at SSU. Additionally, this program supports the Occupational Therapy graduate programs at SSU.
430100	BA Criminal Justice	This is a very new program on our campus. It needs more time to expand, but already has a total enrollment of 41 students in its first few years.
500702	BFA Studio Arts	We recently completed a name change approval with ODHE to rename this as the BFA Fine Arts and Illustration. The program has a current program enrollment of 27 students.
513801	BS Nursing	This is a program whose graduates are in-demand in the regional workforce. The program is undergoing a targeted expansion at Shawnee State as part of a regional workforce partnership with the Adena Regional Medical Center. Shawnee State graduates fewer total BSN students compared to Ohio University; however, the program is growing. Nearly 100% of the hours required to complete the BSN are completed on the SSU campus. Compared to Ohio University, students are only completing 60 credit hours of the OU degree. Based on that credit hour completion, and the large number of completions at OU, it is possible that our 4-year traditional BSN is being compared
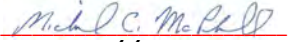
CIP Code	Program Name	Rationale for taking no action
		to an RN-BSN 2-year degree program at OU. If so, this is not a truly duplicated program.
520201	BSB Management	This is well-enrolled program at Shawnee State with 83 current majors and 55 completions in the review period. Based upon the ODHE provided data on the OU program, students at OU are not completing 120 hours and are only taking on average 16 credit hours on their campus. SSU students are completing their entire course of study on our campus.
520301	BSB Accounting	This is a well-enrolled program at SSU and graduates are in demand. There have been 42 completions (proportionally higher than at OU when compared to total enrollment) at SSU during the review period. There are nearly 80 current students enrolled in the program.

CIP Code	Program Name	Rationale for taking no action
521201	BSB Information Systems Management	There is no current plan to discontinue or attempt to combine this program with another. However, as part of the overall strategic enrollment plan, Shawnee State will be recruiting and monitoring enrollment in this program.
521304	BS Mathematics (Generalist, AYA Integrated Mathematics, and Actuarial Science)	This was inappropriately reported in 1 instance under the full actuarial science CIP code. It is more properly reported as an Actuarial Science track under a general mathematics degree. That change has been implemented. The programs are not truly duplicated.
521401	BSB Marketing	The program at Shawnee State has a medium-sized enrollment. We have just hired a new faculty member to further expand the resources for the program and anticipate consistent growth in the coming 3-5 years.
130301	Master of Education, Curriculum and Instruction	Shawnee State has a small portfolio of graduate programs. The M.Ed. is similar in modality and time to degree completion as that at OU. With a current enrollment of 27 students, we have no planned changes to the program. There is a plan to more aggressively recruit for this program.
270101	MS Mathematics	The MS Mathematics is one of our most successful graduate programs at Shawnee State. The modality is fully online with flexible starts and part-time enrollment to cater to working students and K-12 teachers. The OU program is an on-ground program with more average hours upon completion, fewer graduates
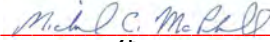
CIP Code	Program Name	Rationale for taking no action
		and a significantly higher program cost than that at OU.

Table 5. Duplicate programs at Shawnee State University in the Southeast region defined by ODHE with action recommended.

CIP Code	Program Name	Recommended Actions
310504	BSB Sports Management	This program is a low-enrolled program as of end of AY24-25. We plan to apply for a SB-1 related waiver for this program. The program has not had a dedicated full-time faculty member, and a search for a tenure-track hire is underway. Shawnee State will be developing a recruiting and marketing plan to increase enrollment. With resource investment, we believe the program can grow significantly during the coming 3-year window.

CIP Code	Program Name	Recommended Actions
400501	BS Chemistry (all concentrations)	As indicated in the low-enrolled program (Table 3), an SB-1 waiver application will be submitted for the BS Chemistry. There are industry partnerships that are just ready to launch planned initiatives on campus, including a product development laboratory from Airable Labs. The program serves our Nursing, Health Sciences, Biology, and Engineering Technology degree programs. If the waiver is approved, SSU will be able to fulfill the work of this partnership and will create strategic enrollment and marketing plans for the BS Chemistry.
400601	BS Geology	This program is low-enrolled and will be discontinued.
400601	BS Natural Sciences, concentration in Geology	This program has completed a teach out plan and will be discontinued.
450901	BA International Relations	Program has been discontinued and teach out is complete.
451001	BA Political Science	As indicated in the low-enrolled program (Table 3), an SB-1 waiver application will be submitted for the BA Political Science to allow time to combine aspects of the program with other social sciences pathways in a new major. If the waiver is granted, we will be able to begin teaching out the BA Political Science while the new program begins enrollment.

CIP Code	Program Name	Recommended Actions
451101	BA Sociology	An application for an SB-1 waiver will be submitted to allow time to complete the process of combining the BA Sociology into one common degree with other social sciences pathways. If the waiver is granted, we will be able to start teaching out the BA Sociology while the new program launches.
451101	BFA Musical Theater	Program has been discontinued through shared governance. We will begin a teach out plan for the remaining enrolled students.
500701	BFA Painting	Program has been discontinued and teach out is complete.
510701	BSB Healthcare Administration	A SB1 waiver application will be submitted to request time to process the discontinuation of this degree through shared governance.
510913	BS Athletic Training	Program has been discontinued and teach out is complete.
520205	BS Industrial Management	Program has been discontinued through shared governance. No teach out is needed as there are no currently enrolled students.
540101	BA History	An application for an SB-1 waiver will be submitted to allow time to complete the process of combining the BA History into one common degree with other social sciences pathways. If the waiver is granted, we will be able to start teaching out the BA History while the new program launches.

VI. Program Portfolio Changes (optional)
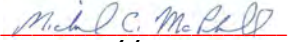
Many of the program changes made since the last report are reported in the tables above. As a result of an academic portfolio review undertaken in AY24-25, the following list of programs have passed through internal approvals for discontinuation. Some will be immediately discontinued as they do not have enrolled students. Others will need to undergo a teach out process.

Majors or Concentrations	
BA English - Culture and Media concentration only.	BA English remains as a program with 2 tracks.
BA Social Sciences*	While the current curriculum will not continue. The plan to combine 3 current degrees into one new program may be similar in name and use the same CIP Code. Pending that program development, further action on this program is paused. There are students enrolled who will complete the existing curriculum in a teach out plan.
BFA Musical Theater	Teach out
BS Environmental Engineering Tech	
BS Geology	Teach out
BSB Industrial Management	
AAS Paraprofessional Studies	
CERTIFICATES	
Digital Appalachian Studies	
Sustainable Landscape Management	
Actuarial Sciences	
Criminal Justice	Teach out
MINORS	
Geology	British Lit
Environmental Life Science	English Lang. & Ling
Environmental Earth Science	Journalism
Social Work	Rhetoric & Writing
Anthropology	Exercise Science
Geography	Health and Wellness
Sports Management	Drawing
Fitness Management	Painting
American Lit	
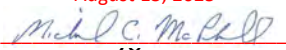
Since the most recent report, SSU has added the following programs:

Master of Business Administration
Master of Science Nursing
BA Communications
BA Criminal Justice
Bachelor of Social Work
BS Computer Science

Certificates added:
Behavioral Health Paraprofessional
CAD for Manufacturing Technology
Data Analysis
Deafblindness Education
Electronics and Electromechanical Devices
Fundamentals of Electrical Circuits
Gerontology
Mechanical Foundations
MRI
Plastics Manufacturing
Programmable Logic Controllers
Web Programming

2021-2023 Course Schedule Analysis Summary

- SSU has not had a consistent practice on determining low-enrolled/canceled courses.
    - Each Dean and department have had different approaches.
    - Need to have a consistent framework for the starting point on canceling and adding sections of courses.
- Best practice guidance is that students are best served when course sections are filled between 70%-95% of the capacity on the course.
- ODHE reporting requires us to share information on low-enrolled courses which is defined as the enrollment level when cancellation happens plus 20%.
- Examined 3 years of Fall/Spring semester courses.
    - Determined the Enrollment:Capacity ratio for each section and did further analysis on all sections below 70%.
- Some measures already in place – once per year offering, every-other-year sequence, etc.
- After filtering out courses, 34 distinct courses representing 597 sections were identified.
    - The total enrollment for these courses over the 3-year period was 8702 seats involving 1450 student seats per semester.

- 50% (17/34) courses had greater than 70% of their sections running less than 70% full.
- 21% of the courses had a high percentage of low-enrolled sections AND a high percentage of over-subscribed sections.
    - Need to focus and be consistent across campus regarding when we open new sections of courses and for first-year students how we fill those courses.
- Recommended actions impact ~102 course sections per semester and largely involve reducing the number of sections offered in an academic year.
    - 15 classes need to reduce the number of sections per semester, with some actually shifting the balance between Fall vs. Spring term based on enrollment trends.
    - 18 classes need to shift from being offered every semester to being offered only one time per year.
- **In looking at schedule, not all programs are setting course capacities properly or consistently**
- **Not all departments are following the current course scheduling blocks.**

Have opened conversation with academic leaders in all colleges on course scheduling changes including changes to day/time of course offerings:

Distribution of days across department and college schedules

- A minimum of 12% of course offerings across colleges will be scheduled on Fridays.
- No more than 60% of total classroom hours will be held between 9:30am and 3pm Monday through Friday
- No more than 60% of total classroom hours offered on M/W/F
- No more than 60% of total classroom hours offered on T/R

- No more than 40% of the GEP courses in a designated category will be offered in an online format.
- No more than 25% of required program courses in an on-ground, face-to-face program of study will be offered online in a semester.
- For fully online programs, students must not be required to attend in-person for exams, assessments, or meetings.
  - Students may be required to attend synchronous online class meetings.
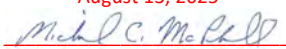
| Program | | Total Graduates 22-23 through 24-25 | 5+grad/yr | Fall 2025 Enrollments as of 8.7.25 | | | | | | | Recommendation | |
				FF	FR	SO	Jr	SR	TR	Total FA25		
BITE	Associate of Technical Study (Building Maintenance Technology Concentration)	0	N	0	0	0	0	0	0	0	Deactivate	
BTEC	Associate of Technical Study Business Technology	0	N	0	0	0	0	0	0	0	Deactivate	
BUHE	BSB Healthcare Administration	9	N	1	3	5	4	4	1	18	Deactivate	No Faculty Member; competes with BSHS; unclear recruitment will lead to sustainable enrollment/
CHEM/CHIT/CHPT	BS Chemistry	14	N	5	4	3	6	5	1	24	Waiver	Won't lead to reduction in full service faculty to close program. Airable agreement seems to need this program to fully support its success. How would we justify maintaining the equipment without having a major and course fees that support that maintenance if we are not running the upper level courses. Suggest that there is some work to be done in the plan submitted with waiver on better internships, industry connections, and actual increased relavance of the industrial chemistry pathway.
EDIS	BSE Multiage Intervention Specialist	14	N	1	3	9	7	6	1	27	Waiver	Program is now a hybrid program that meets mostly online. What is the fallout of grade band changes on the EDPI program? If we have to eliminate the Primary Intervention Specialist due to grade band changes, would this then be the primary program for IS training?
EDST	Education Studies	13	N	0	0	0	0	0	0	0	Deactivate	
ETCO	BS Computer Engineering Technology	8	N	6	1	11	8	6	1	33	Waiver	Program has undergone redeveloped curriculum, but has not had time to graduate (year 3 begins in Fall 2025). Improve marketing under Imagine, Design, Build concept. Is critical to the Shawnee Advanced Manufacturing Lab that has now received full funding
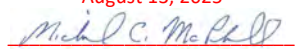
Program		Total Graduates 22-23 through 24-25	5+grad/yr	Fall 2025 Enrollments as of 8.7.25							Recommendation	
				FF	FR	SO	Jr	SR	TR	Total FA25		
ETPA	AAS Plastics Engineering Tech	3	N	0	0	0	0	0	0	0	Deactivate	
ETTS	Associate of Technical Study	0	N	0	0	0	0	0	0	0	Waiver	Would like to keep one ATS degree with plan to increase recruiting for adult learners, workforce needs (ex. Pixelle), etc.
HEAH	ATS Health Science	1	N	0	0	0	0	0	0	0	Deactivate	
HIST	BA History	12	N	1	2	4	3	3	1	14	Temp Waiver	Deactivate and consolidate into one program with other Soci Sci majors; Current enrollment trends indicate low enrollments and unlikely to have sustainable enrollment going forward.
INFT	ATS Computer Technology	0	N	0	0	0	0	0	0	0	Deactivate	
INMA	ATS Industrial Maintenance	1	N	0	0	0	0	0	0	0	Deactivate	
IS	AAB Information Security	3	N	0	0	0	0	0	0	0	Deactivate	
MAVA	BFA Multiage Visual Arts Education	5	N	0	0	3	9	3	0	15	Temp Waiver?	Clarify with CAS/SoE if this can be combined under one program with Education Professional Core and 3 tracks - Art, Social Studies, Integrated Science Education. CIP=13.1205 Secondary Education and Teaching.
NSCI	AS Natural Sciences	13	N	0	8	11	2	1	0	22	Deactivate	This program will not have sustainable enrollments. The Undecided college ready pre-health sciences major needs to be used for incoming freshman.
NTIS	BS AYA 7-12 Integrated Sciences	4	N	1	0	5	1	2	0	9	Temp. Waiver	Deactivate and consolidate into an BSE AYA with 2 concentrations: One in Integrated Science and one concentration in Social Studies. May include Art Education if possible.

| Program | | Total Graduates 22-23 through 24-25 | 5+grad/yr | Fall 2025 Enrollments as of 8.7.25 | | | | | | | Recommendation | |
				FF	FR	SO	Jr	SR	TR	Total FA25		
POLS	BA Political Science	12	N	3	3	5	1	2	1	15	Temp Waiver	Deactivate and consolidate into one program with other Soci Sci majors; Current enrollment trends indicate low enrollments and unlikely to have sustainable enrollment going forward.
SOCI	BA Sociology	10	N	0	3	3	2	2	0	10	Temp Waiver	Deactivate and consolidate into one program with other Soci Sci majors; Current enrollment trends indicate low enrollments and unlikely to have sustainable enrollment going forward.
SPMG	BS Sports Management	13	N	5	5	5	3	6	2	26	Full Waiver	Need to complete hire of faculty member. Develop strong ties to SSU Athletics; Anticipate increase in enrollment with changes in athletics.
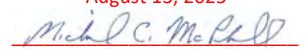
* All of the deactivate recommendations in the above table will need to be temporary waivers to allow us to go through our internal governance processes in fall term. Please wait until I have responses to waiver submissions (some time in September) before removing from new enrollments, marketing, etc.

Prior to SB1 and already passed through governance.		
Majors or Concentrations		
ENME	BA English - Culture and Media	Deactivate
SSCI	BA Social Sciences*	Deactivate
MTHR	BFA Musical Theater	Deactivate
ETEV	BS Environmental Engineering Tech	Deactivate
GEET/GEPT/NTGE	BS Geology	Deactivate
IMAN	BSB Industrial Management	Deactivate
EPAR	AAS Paraprofessional Studies	Deactivate
CERTIFICATES		CERTIFICATES
DAPP	Digital Appalachian Studies	Deactivate
SLMA	Sustainable Landscape Management	Deactivate
CACT	Acutarial Sciences	Deactivate
CIRM	Criminal Justice	Deactivate
MINORS		MINORS
GEOL	Geoloy	Deactivate
ENLS	Environmental Life Science	Deactivate
ENES	Environmental Earth Science	Deactivate
SOWK	Social Work	Deactivate
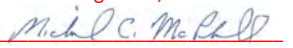
Program			Total Graduates 22-23 through 24-25	5+grad/yr	Fall 2025 Enrollments as of 8.7.25							Recommendation	
					FF	FR	SO	Jr	SR	TR	Total FA25		
ANTH	Anthropology	Deactivate											
GEOG	Geography	Deactivate											
MSPM	Sports Mgmt	Deactivate											
FITM	Fitness Mgmt	Deactivate											
ALIT	American Lit	Deactivate											
BLIT	British Lit	Deactivate											
ELLI	English Lang. & Ling	Deactivate											
JOUR	Journalism	Deactivate											
RHET	Rhetoric & Writing	Deactivate											
EXSM	Exercise Science	Deactivate											
HEWE	Health and Wellness	Deactivate											
DRAW	Drawing	Deactivate											
PAIN	Painting	Deactivate											

All of the programs in the above table can be deactivated immediately as they have passed through governance. These should be removed from the Academic Catalog (25-26), removed from Slate, and removed from website for marketing/information purposes.

Credential Type	AY24-25	AY25-26	Percentage Change
Doctorate	1	1	
Masters	6	6	
Graduate Certificate	3	3	
Graduate Endorsement	2	2	
Total Graduate	**12**	**12**	N/A
Baccalaureate	**40**	**31$^+$**	**-22.50%**
Assoc. Arts or Sci	2	1	
Assoc. Nursing	1	2	
Assoc. Applied Business	1	1	
Assoc. Applied Science	11	9	
Assoc. Technical Study	7	1*	
Total Assoc.	**22**	**14**	**-36%**
Total Undergraduate	**62**	**45**	**-27.40%**
UG Certificate	16	12	-25%
Minor	72	55	-23.60%
Total	**162**	**124**	**-23.50%**

+ We are asking for continuation of 4 baccalaureate degrees and opportunity to create 2 new combined majors. If waivers are not granted, the baccalaureate programs will decrease by 4 additional programs.

*We are asking for continuation of 1 ATS One Year Option degree. If waiver is not granted, the ATS degrees will no longer be available at SSU.

RESOLUTION F10-25

RESOLUTION COMMITTING FINANCIAL AID RESOURCES TO ATHLETICS

WHEREAS, the Board of Trustees of Shawnee State University has formalized its support to move the athletics program to Division II of the National Collegiate Athletic Association (NCAA) and membership in the Mountain East Conference; and

WHEREAS, the NCAA places requirements and expectations on institutions seeking membership regarding the infrastructure, staffing, and financial support to maintain a compliant athletics program; and
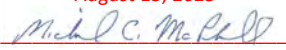
WHEREAS, among the NCAA's requirements is that institutions satisfy financial aid commitments for male and female student-athletes at levels set forth in the Division II Manual; and

WHEREAS, the University Athletics Department is on target to exceed the NCAA's Division II financial aid requirements for 2026-2027, which would be its first year of NCAA membership, and a commitment to satisfy the requirements is in the University's best interests;

NOW, THEREFORE, it is resolved that the Board of Trustees of Shawnee State University formalizes its commitment to have the Athletics Department financially support student-athletes at current and future levels required by Division II, as part of the University's transition to NCAA membership.

(August 8, 2025)

SSU BOARD RETREAT 2025

PRESIDENT'S REPORT

- Briefs

- FY25 Review

- FY26 Initiatives

- Fall 25 Forecast

Certified as True and Correct
August 13, 2025

Secretary, SSU Board of Trustees

President's Report:
FY25 Review

- ✓ Major Academic **Program Overhaul**
- ✓ State Supplement **$12M Parity Achieved**
- ✓ **Acquired Labold Field** Property
- ✓ Launched **NCAA DII Application**
- ✓ Opened **College of Health & Human Services**
- ✓ **Increased Fall 25** New Students & Enrollment
- ✓ Continued to **Grow University Reserves**
- ✓ **Health Care Affiliation Agreements** with Adena & SOMC
- ✓ Launched **Revenue Sharing R&D** Facility
- ✓ Opened **Office of Personal & Professional Development**

GOALS
JAN – JUNE 2025

1. Buy a carpet ✓
2. Save 10 000 ✓
3. Buy a new phone case ✓
4. Live a happy life / peace of mind ✓
5. Start my own business ✓
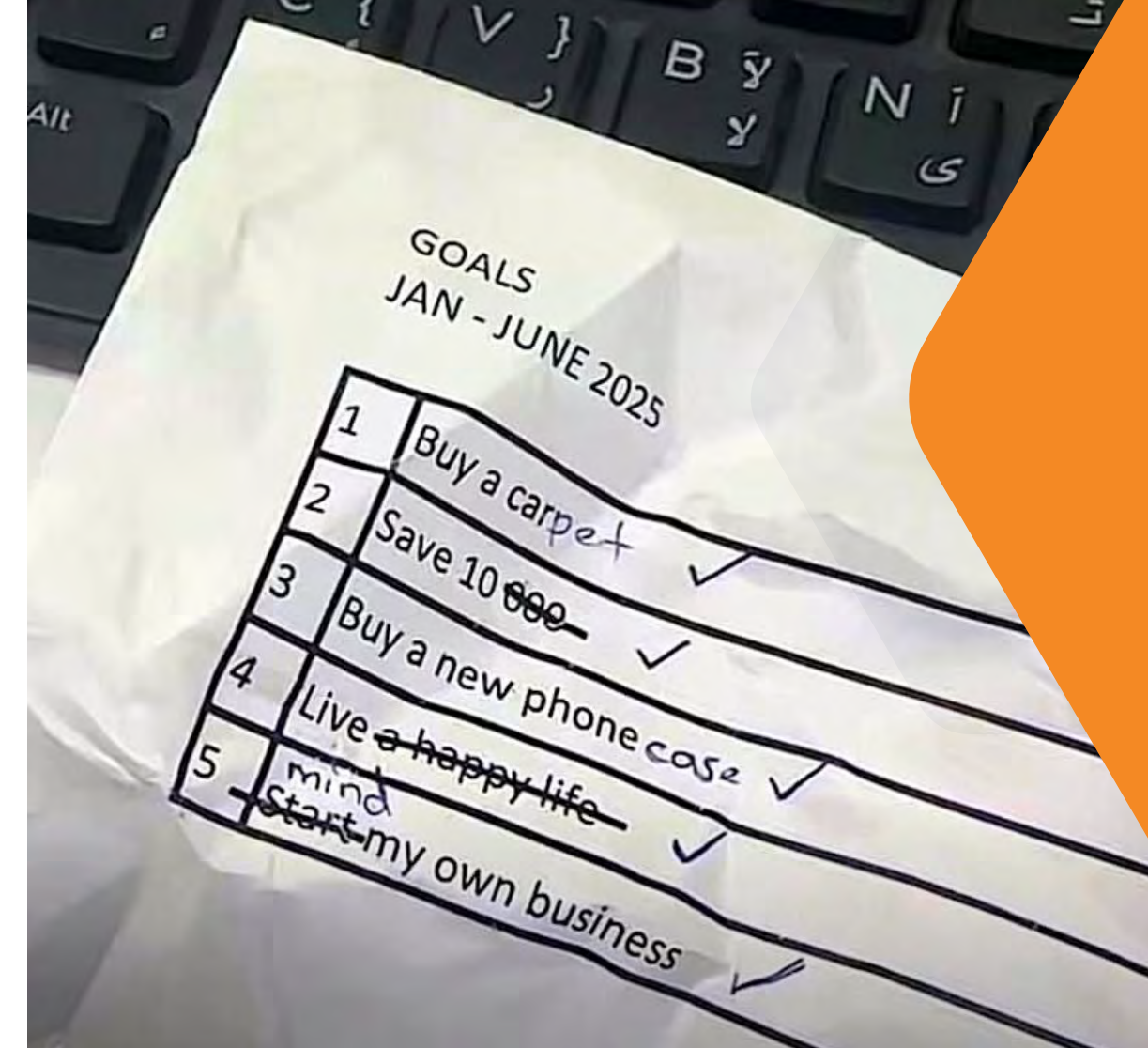
The Bigger Picture

Shawnee State's jump to Division II marks a bold evolution for an under-the-radar institution.

It's an investment in student-athlete opportunity, regional athletics, and Portsmouth's identity.

Bringing football back to southeastern Ohio—an area historically passionate about the sport—

is an especially powerful signal of community revitalization.

Certified as True and Correct
August 13, 2025

https://semiproanddigitalpostnetwork.com/2025/07/shawnee-states-leap-to-division-ii-a-new-era-in-portsmouth/?amp=1

Michael C. McPhail
Secretary, SSU Board of Trustees

The REGIONAL PUBLIC UNIVERSITY *for* SOUTH-CENTRAL OHIO

SHAWNEE STATE UNIVERSITY · 19 86 · PORTSMOUTH, OHIO

INNOVATE.
COLLABORATE.
LEARN.

President's Report:
FY26 Initiatives

- ✓ **External Relations** Cultivation, Stewardship, & Capacity Building

- ✓ Review Membership & Programming of All **Advisory Boards**

- ✓ Convene **Board of Visitors** & **President's Club**

- ✓ **Reorganize Foundation, Development** & Alumni Operations

- ✓ Explore **CRO** model and develop comprehensive **athletics marketing and revenue** campaign

- ✓ Shawnee State University **Institute for Appalachian Public Policy**

- ✓ Shawnee State University **Appalachian Center for Civics and Culture**

Certified as True and Correct
August 13, 2025

Michael C. McPhail

Secretary, SSU Board of Trustees

President's Report:
FY26 Initiatives

- ✓ Low-Enrolled Programs, **Portfolio Review** & Online Program Evaluation

- ✓ Develop **CCP Pathways** New & Expand CCP Offerings at High Schools

- ✓ New Site Development & **New Program Investments**

- ✓ Program-level **Weekend/Night Class Scheduling** Mandates

- ✓ **Esports Program** Expansion & Arena

- ✓ **Health Science Labs** & Dental Clinic

- ✓ Shawnee **Advanced Manufacturing** Center

- ✓ School of Art & Design: **Online Gaming Program(s)**

President's Report:
FY26 Initiatives

✓ **Elevate Brand** Capacity, Institutional Profile, & Quality Reputation

✓ **NCAA** Application, On-Campus Athletics & **Labold Park Development**

✓ Personal & **Professional Development: Workforce** & Work Experience

✓ Implement New **Strategic Action Plans** & Track KPIs

✓ **Artificial Intelligence Capacity** Building: Operations & Curriculum

✓ 75% **Retention** Moonshot

✓ Begin new **5-Year Strategic Plan** (FY27- FY31) development in summer of 2026

President's Report:
Fall 25 Forecast

New Students
First-Time Freshmen
Transfer Students

■ Transfer Students
■ First-Time Freshmen

Certified as True and Correct
August 13, 2025

Secretary, SSU Board of Trustees

President's Report:
Fall 25 Forecast

Student Headcount

Total by Degree Type
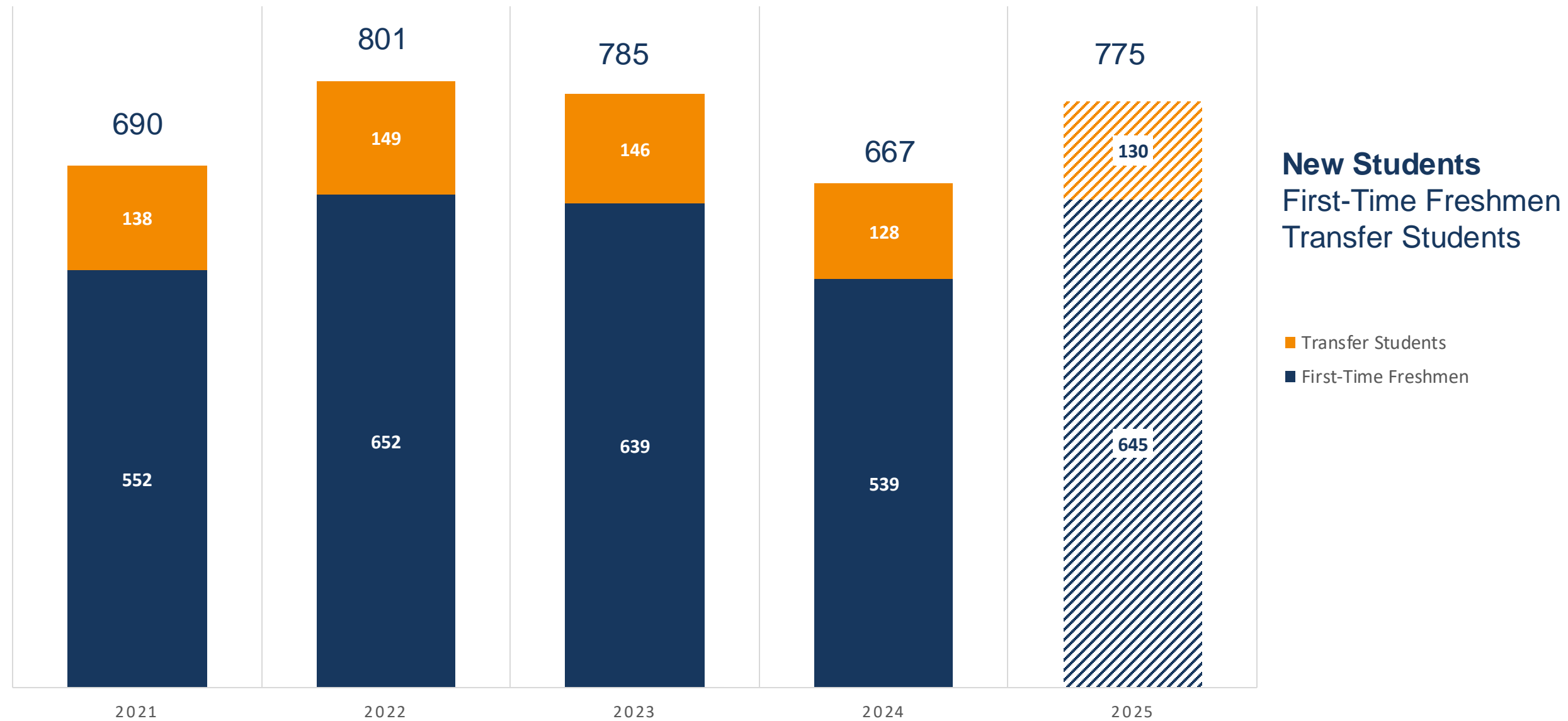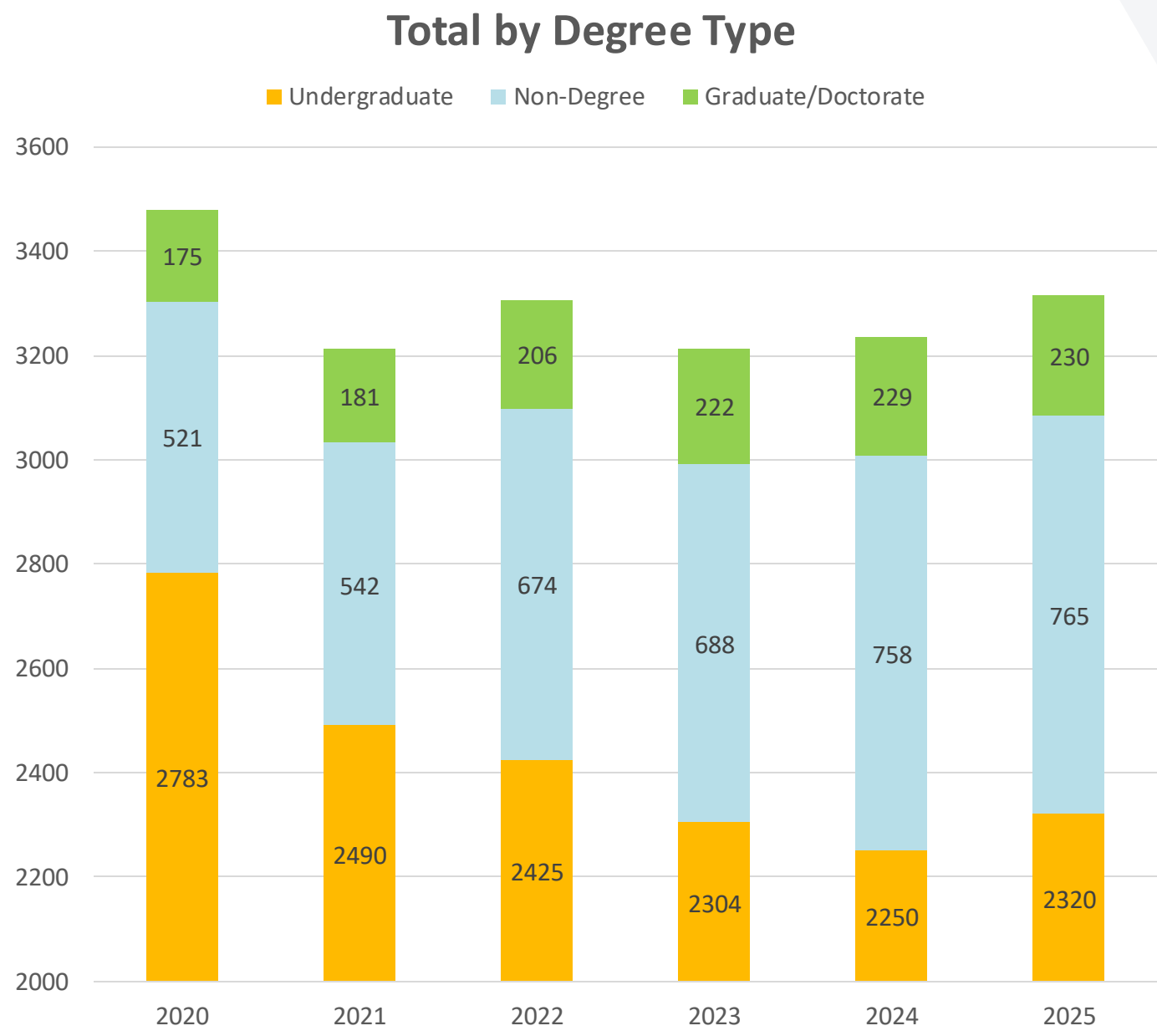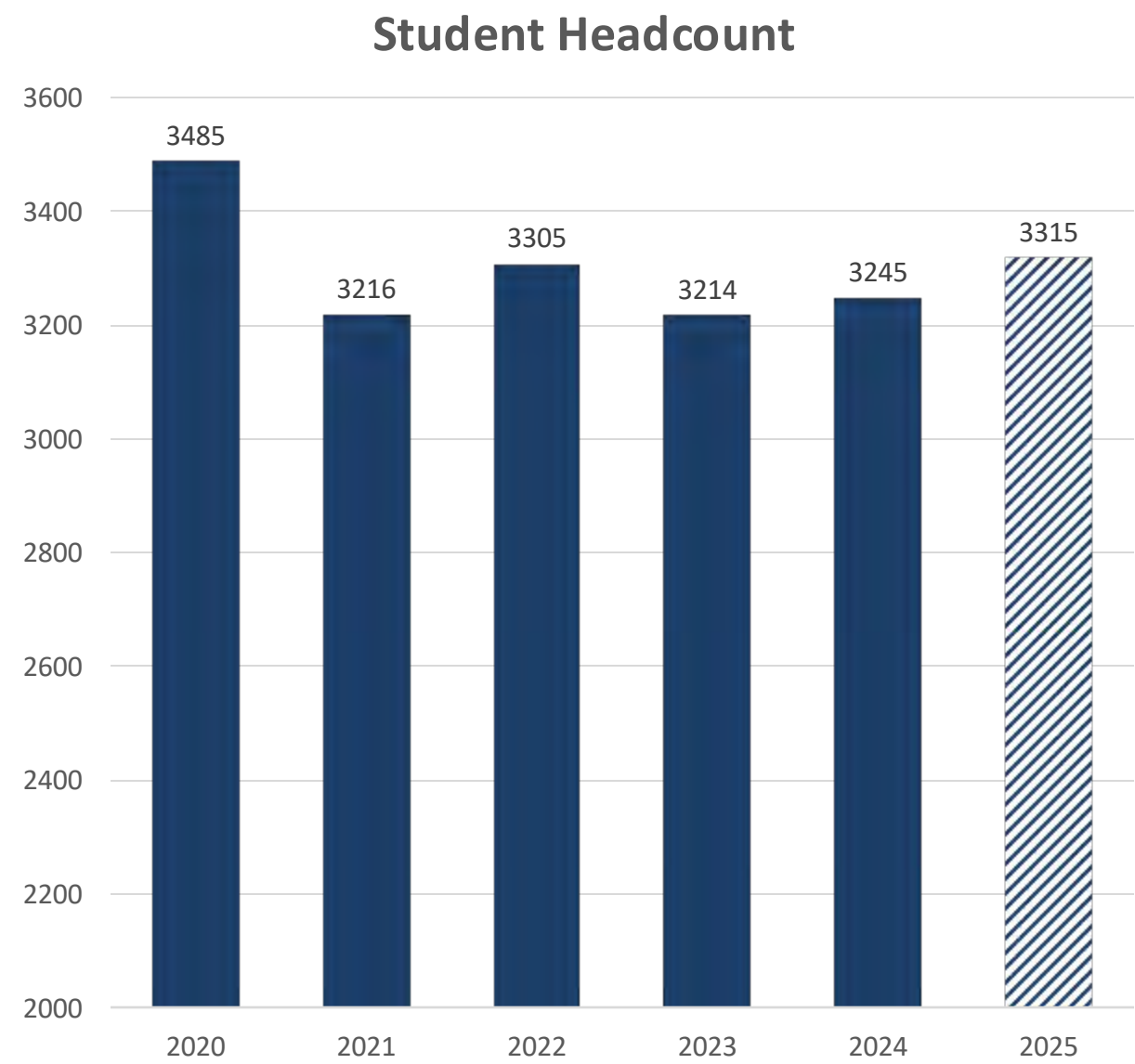
Certified as True and Correct
August 13, 2025

Secretary, SSU Board of Trustees

FY26 Budget & Financial Plan

- **Metrics**

- **Budget Book**

- **Financial Health**
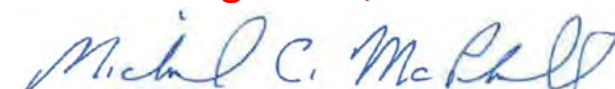
FY26 Budget & Financial Plan

SIGNIFICANT FACTORS IMPACTING BUDGET

- <u>Net Tuition and Fee Revenue and Appropriations</u>:
  - New student headcount increase (11% incoming cohort) and improved retention rate
  - Legislation restrictions on new fees and rates of increase (3% tuition, 5% other fees)
  - Increase of State Supplement from $9 million to $12 million
  - University funded scholarships ("tuition discount") increase
- <u>Compensation Expense</u>:
  - Salary Increases
    - Contractual increases based on CBA agreements
    - Salary adjustment for administrator group
  - Benefit Adjustments
    - Insurance costs increases projected to be lower than market due to participation in JHP Consortium
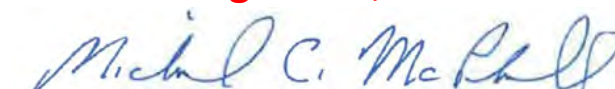
FY26 Budget & Financial Plan

SIGNIFICANT FACTORS IMPACTING BUDGET (Continued)

- Non-Compensation Expense:
  - Increase investment in Admissions, Enrollment Management, and Marketing
  - Adjustments for contractual CPI increases
    - Review of contracts for renegotiation and need
  - Increase to Utility Costs
    - Reduction of utilities to selected buildings during scheduled University closures
    - Increased use of energy efficient equipment where possible
- Capital Budgeting:
  - Additional capital funding will be requested from State of Ohio
  - Use internal funding available in Plant funds for selected projects
  - Development of OTI$ (One Time Investment Dollars) to identify construction projects for FY26 and future years so funding options will be considered for current year and future budget cycles

FY26 Budget & Financial Plan

SIGNIFICANT FACTORS IMPACTING BUDGET (Continued)

- <u>Potential Adjustments to Preliminary Budget:</u>
  - Adjust Tuition & Student Fees due to final incoming cohort enrollment
  - Adjustment in Scholarship expense due to final enrollment numbers
  - Adjustment based on reopening of CWA wage negotiations
  - Future impact of legislative matters:
    - State of Ohio funding of projects/grants
    - Potential Senate Bill 1 requirements
  - University goal is to continue the $2M transfer to reserves in FY26.
  - Timing and amount of Affiliation Agreements with third parties.
  - Timing and amount of Intergovernmental Transfer (IGT) payments.

FY26 Budget & Financial Plan

Financial Indicators: FY24

KPI Description	FY2020	FY2021	FY 2022	FY 2023	FY 2024	Medians for "Baa" Rated Issuers (FY2024)
Monthly Days Cash on Hand (x)	74x	79x	60x	101x	147x	100x
Net Tuition per Student ($)	$7,964	7,469	$ 8,246	7,718	8,148	$8,826
Spendable Cash & Investments to Total Debt (x)	0.82x	1.14x	0.86x	1.20x	1.83x	1.3x
Total Debt to Cash Flow (x)	11.70x	2.56x	4.54x	5.87x	2.09x	6.0x
Operating Cash Flow Margin (%)	3.80%	13.70%	7.50%	6.60%	15.20%	11.00%
Debt Service to Operating Expenses	2.40%	2.70%	2.50%	2.70%	2.80%	4.70%
Spendable Cash & Investments to Operating Expenses (x)	0.35x	0.43x	0.30x	0.44x	0.61x	0.6x
Annual Debt Service Coverage (x)	1.5x	5.5x	3.0x	2.3x	5.7x	2.1x

Source: Moody's Rating MFRA Database as of July 2025

Certified as True and Correct
August 13, 2025

Secretary, SSU Board of Trustees

Institutional Financial Health

Essential questions board members should be asking

Q1: How financially sustainable is my institution today? ✅

Q2: How stable is my institution's revenue? ⚠️ ✅

Q3: Are my institution's expenditures aligned to revenues? ✅

Q4: How is my institution balancing its budget? ✅

Q5: How are mergers and closures changing the landscape? ✅

Ernst & Young, Parthenon (Oct 30, 2019) Ohio Department of Higher Education: 2019 Board of Trustees Annual Conference

Strategic Plan & Action Planning

- **Fall HLC Report & Outstanding Deliverables**
- **Academic Portfolio Review**
- **Strategic Action Plans**

HLC Report

o 3C: The institution has the faculty and staff needed for effective, high-quality programs and student services.

o 5B: The institution's resource base supports its educational offerings and its plans for maintaining and strengthening their quality in the future.

o 5C: The institution engages in systematic and integrated planning and improvement.

Review and evaluate the number of faculty and staff positions to ensure that each area is properly staffed and that the workload of each area is balanced.
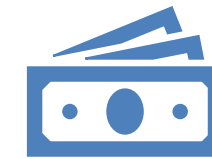
Review and evaluate the extent to which revenue generated from state appropriations and tuition and mandatory fees is sufficient to maintain the correct balance of faculty and staff.

Review and evaluate the capacity of the institution to realize the strategic initiatives defined in the *Shawnee at 40* strategic plan, addressing shortcomings noted in this report, and in particular the overall campus environment in the context of the analyses listed above concerning staffing levels and workload, the review and evaluation of revenue and the 'balance' between funding and staffing. The institution should include updates to the strategic plan (highlighting updates related to changes in leadership), as well as the impact on enrollment, recruitment, and retention.

Certified as True and Correct
August 13, 2025

Secretary, SSU Board of Trustees

Course Evaluation Based on Enrollment and Duplication with Other Institutions

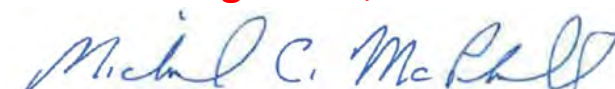## OHIO REVISED CODE | SECTION 3345.35

EFFECTIVE SEPTEMBER 1, 2022

SUMMARY

- The Board of Trustee's from every state institution shall evaluate all courses and programs based on enrollment and duplication of its courses and programs with other state institutions.

- A summary and actions shall be presented for courses or programs with low enrollment.

- Summaries and actions should include collaborative opportunities for duplicative programs.
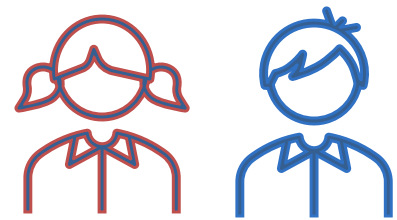
- DUE SEPTEMBER 1, 2025

Student Profile 2018-2023

Full Time = 73%
Part-Time = 27%

79% Commuter
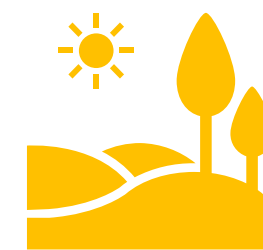21% Residential
58% Took an Online Course
6% Completely Online

28% Associate
64% Bachelor
7% Master / OTD
1% Non-Degree

57% Female
43% Male

82% Under 24
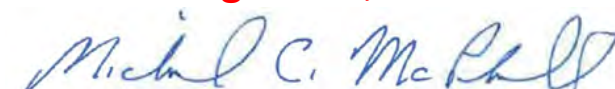18% Over 24

64% Authentically
Appalachian

Academic & Enrollment Plan: Enrollment Initiatives

Meet students where they are

(1) Take an aggressive approach to identify programs ripe for adult learning enrollment growth;

(2) Set class schedules for these programs after hours, on weekends, and in hybrid formats; and

(3) set up advertising and recruitment mechanisms to include dedicated segments for graduate, international, and adult students.

Strategic Action Plan 2024-2025

Convocation 2024 – September 13 (tentative)
- Share top level KPIs
- Give the charge to Colleges of Strategic Planning
- Share overview of program metrics; portfolio review data

College level strategic plans outlined to Provost by end of Fall 2024 term
- Expect goals linked back to KPIs with rationale, action plan, and resource needs

Plans finalized by Spring 2025 Term.
- Begin implementation.

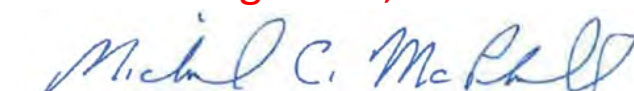**Academic Deans and Dean of Students hold divisional kick-offs by October, 2024**

Feedback given to Colleges at start of Spring 2025 term

Late summer/Early Fall 2025, Draft HLC Interim Report
- September 1, 2025 Program & Course Plan to ODHE
- October 15, 2025 report submitted to HLC

Certified as True and Correct
August 13, 2025

Michael C. McPhall
Secretary, SSU Board of Trustees

Strategic Action Plan:
ASA Unified Strategic Action Plan

Mission Statement

We prepare prepare today's students to succeed in tomorrow's world.

Goal #1

Attract More Students

Strengthen Outreach // Create Campus Culture
Engage Students & Community

Goal #2

Support & Graduate More Students

Emphasize Retention // Support Services
Personal Development

Goal #3

Innovate through Collaboration

Improve Communication // Strengthen ties with
Employers // Develop Leaders

Goal #4

Demonstrate Value & Impact

Align Degrees with Careers // Build Reputation
Showcase Student/Faculty Engagement

Metrics

New FF Enrollment
Transfer Pathways
CCP Enrollment
Event Attendance
Social Media Engagement
Application-to-Enroll Rate
Club/Event Attendance

Metrics

Retention Rates
Graduation & Completion
GPA Improvement
Mentorship Participation
Priority Registration
Accommodation Completion
Accuplacer Utilization
Experiential Learning

Metrics

Advisory Board Engagement
Leadership Development Enroll.
Faculty Onboarding
Faculty/Student Surveys
Workflow Improvements
Employer Partnerships
Community Engagement

Targets

External Funding Growth
Experiential Learning
Workforce Alignment Projects
Graduate Employment Rate

Strategic Action Plan:
College of Arts & Sciences

Mission Statement

We prepare graduates to think critically, communicate clearly, and solve complex problems — equipping them with the intellectual tools and practical skills needed to excel in today's rapidly changing world.

Goal #1	Goal #2	Goal #3	Goal #4
Attract More Students	**Support & Graduate More Students**	**Innovate through Collaboration**	**Demonstrate Value & Impact**

Targets	Targets	Targets	Targets
495 New FF's by 2028	80% First Year Retention Rate by 2028	Quarterly Advisory Board Activities	Year-over-year improvement in graduate employment
8 New K-12 & Transfer Pathways by 2028	60% graduation rate by 2028	10% year-over-year increase in alumni/partner mentorship	New labs funded and built by 2028
6 New Visit Events by 2028	10% year-over-year increase in alumni surveys	100% standardized advising	100% experiential learning by 2028
5% year-over-year increase in event attendance	10% year-over-year increase in process library templates	5% year-over-year increase in school and partner outreach	2 publicized projects per program per year

Strategic Action Plan:
College of Business & Engineering Technology

Mission Statement

We prepare graduates to shape the future through collaboration, practical learning experiences, and innovative programs that align with the needs of community, business, and industry.

Goal #1
Attract More Students

Goal #2
Support & Graduate More Students

Goal #3
Innovate through Collaboration

Goal #4
Demonstrate Value & Impact

Targets (Goal #1)
- 475 New FF's by 2028
- 30 New K-12 & Transfer Pathways by 2028
- 10% year-over-year increase in CCP students
- 10% year-over-year increase in # of students engaged

Targets (Goal #2)
- 80% First Year Retention Rate by 2028
- 10% year-over-year increase in student event attendance
- 60% graduation rate by 2028
- 2 Recruitment & Retention Committee Projects / year

Targets (Goal #3)
- Quarterly Advisory Board Activities
- 15% year-over-year increase in collaborative projects
- 15% year-over-year increase in entrepreneurship activities
- 25% increase in industry engagement

Targets (Goal #4)
- Year-over-year improvement in graduate employment
- 10% year-over-year increase in external funding
- 100% experiential learning by 2028
- 2 publicized projects per program per year

Strategic Action Plan:
College of Health & Human Services

Mission Statement

We prepare graduates to strengthen the health and well-being of our region through flexible programs, strong partnerships, and a deep understanding of the communities they serve.

Goal #1
Attract More Students

Goal #2
Support & Graduate More Students

Goal #3
Innovate through Collaboration

Goal #4
Demonstrate Value & Impact

Targets	Targets	Targets	Targets
950 New FF's by 2028	85% First Year Retention Rate by 2028	Quarterly Advisory Board Activities	6 programs at Adena by 2028
70% declined applicants retained	98% on-time pre-req courses by 2028	100% completion of 5 Paths	100% job placement
50% increase in flexible course schedules by 2028	12% increase in GPA by 2028	4 Leadership Lunch & Learn per year	18% increase in employer scholarships
2 publicized projects per program per year	90% Bachelor Graduation Rate	60% student involvement in mentorship program	100% experiential learning
	<10% attrition per 2yr cohort		

Strategic Action Plan:
Office of Academic Affairs

Mission Statement

We prepare students to succeed in tomorrow's world by offering academic services and programs that strengthen learning, support progress, and promote achievement.

Goal #1	Goal #2	Goal #3	Goal #4
Attract More Students	**Support & Graduate More Students**	**Innovate through Collaboration**	**Demonstrate Value & Impact**

Targets	Targets	Targets	Targets
Sustained OAA services messages to prospects	75% Retention for First-year Bachelor-seeking by 2028	8 New Honors Mentors Hired and Trained by 2028	10 New Communication Process Improvements per year
56% priority registration by 2028	52% Retention for Underprepared by 2028	75% OAA trained faculty/staff by 2028	4+ OAA features published per year
7% increase in FYE engagement activity by 2028	80% Retention of Sophomores	6% increase in student completion of accommodation and Accuplacer processes by	Annual Student / Faculty / Dean Survey
	45% Institutional Completion Rate by 2028		

Strategic Action Plan:
Student Affairs

Mission Statement

We empower students to succeed in college and life by connecting them to opportunities, relationships, and resources that promote student development, persistence, and pride from orientation to graduation.

Goal #1	Goal #2	Goal #3	Goal #4
Attract More Students	**Support & Graduate More Students**	**Innovate through Collaboration**	**Demonstrate Value & Impact**

Targets	Targets	Targets	Targets
% of prospective student events with SA presence	# students matched w/ mentor	% students using App	Retention rate of engaged vs non-engaged students
# targeted communications for program cohorts	# counseling/wellness appts	# program co-led with Academics & Enrollment	Publication of impact reports
# promotional messaging centered on student life	# students attending workshops/programs	# of at-risk students supported	Student testimonials
Social Media Engagement for student life content	# of events attended by each student in year	# co-curricular opportunities	% programs assessed with post-surveys
	% first-year students engaged	# depts using student engagement data	

Strategic Action Plan:
Finance & Administration

Mission Statement

We support student success, institutional priorities, and long-term sustainability of the Institution by providing exceptional financial stewardship, accountability, and customer service.

Goal #1	Goal #2	Goal #3	Goal #4
Be Good Stewards	**Drive Smart Solutions**	**Prioritize People**	**Connect & Communicate**
Manage financial resources responsibly	Streamline processes and improve efficiencies	Deliver excellent customer service	Communicate transparently, proactively, and responsively

Targets	Targets	Targets	Targets
0 Audit Findings	75% Vendor Payments ACH/Wire by FY26	80% Customer Satisfaction	Shared financial data
Balanced Budgets	<30 day Invoice to Payment	2 Open Roundtables / year	Annual professional development for internal staff
6 months Cash on Hand	Reporting Automation	Representation at Employee Onboarding	Update and communicate BOT revised policies
0.40% Spendable Cash & Investments to Expenses	Maximize P-card rebates	Financial Tools and Guidance to Student Groups & Campus Departments	Offer internship opportunities
3.5 SB6 Ratio	Annual review of SOPs, policies, processing times		Increase awareness of services

Strategic Action Plan:
University Operations

Mission Statement

We support student success and institutional priorities by investing in people, optimizing resources, and providing safe, responsive environments for learning and work.

Goal #1
Be Good Stewards

Develop plans for emergency operations, equipment replacement & capital improvements

Goal #2
Drive Smart Solutions

Streamline business processes, modernize ERP and student systems

Goal #3
Prioritize People

Modernize ERP and student systems, customer satisfaction and training

Goal #4
Connect & Communicate

Share updates on services and projects, increase employee, partner & community engagement

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Targets (Goal #1)

Reduction in Deferred Maintenance Expense

$ Value of Equipment Replaced

projects / $ value capital improvements

incidents/responses in IS

of drills/training for emergency response

Targets (Goal #2)

Processes Improved

% Reduction in Utility Usage

$ Value of Tech Assets

Grant Support

Targets (Goal #3)

% Complete Satisfaction Surveys

% Complete Service Tickets

% Complete Performance Evaluations

Trainings Offered

Targets (Goal #4)

Campus Events

Event Attendees

K-12 Partnerships

Community Engagement

We are **career-focused**, **mission-driven**, **connected to family and community**, **affordable, practical, Appalachian, direct, authentic, and "real."**

We are not just a college campus.

We are the place where learning works.

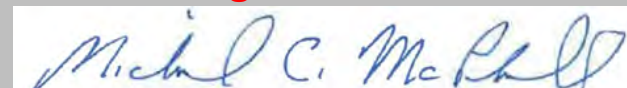It works in our classrooms and labs, where students gain real-world skills.

It works for students who've never seen themselves in college until now.

It works through partnerships with employers, healthcare systems, and school districts.

It works because we meet people where they stand — and walk with them toward what's next.

We believe people **learn by doing**, that every student wants a **job** after they graduate, and every person deserves a **high-quality, low-cost** education.

Certified as True and Correct
August 13, 2025

Michael C. McPhail

Secretary, SSU Board of Trustees

A University with **PURPOSE**. *A Future Built* **TOGETHER.**

Shawnee State
UNIVERSITY

Where learning **WORKS.**™

Facilities & Campus Master Plan

Campus Master Plan:

- 6-Year Outlook aligns with state capital funding cycle

- SSU historically receives roughly $3.5M per year in state capital funds

- Capital dollars should be spent to raise new state funds

- Capital dollars should be leveraged to raise new federal & private funds

- $7,428,847 currently appropriated & unencumbered

APPROVAL OF PLAN FOR THE COMMITMENT OF RESOURCES TO MEET FINANCIAL AID REQUIREMENT IN YEAR ONE

The minimum financial aid requirements are outlined in Bylaw 7.3.1.6 of the 2024-25 NCAA Division II Manual. As you can see, there are three ways you can meet the minimum requirements — you only have to meet one. The NCAA advises that you not be at or just above the minimums.

CRITERIA

50%

50 percent of the maximum allowable equivalencies in **four separate sports**, at least **two** of which must be **women's sports.**

20/10

20 total full equivalency grants with at least **10 total** full equivalency grants in **women's sports.**

OR

$250,000/$125,000

A total expenditure of **$250,000** in athletically related financial aid with at least **$125,000** in **women's sports.**

Countable aid: Refers to aid that that meets the definition of **Bylaw 15.02.2** ("*15.02.2 Athletics Aid. Athletics aid is financial aid awarded by the institution's athletics department or institutional financial aid that requires the recipient to participate in intercollegiate athletics.*")

SHAWNEE STATE ATHLETICS MEETS ALL THREE CRITERIA

50 percent of the maximum allowable equivalencies **in four separate sports**, at least **two** of which must be **women's sports.**

- ✓ **BASEBALL** – 53.17%
- ✓ **SOFTBALL** – 55.38%
- ✓ **W'S BASKETBALL** – 58.15%
- ✓ **M'S BASKETBALL** – 58.15%
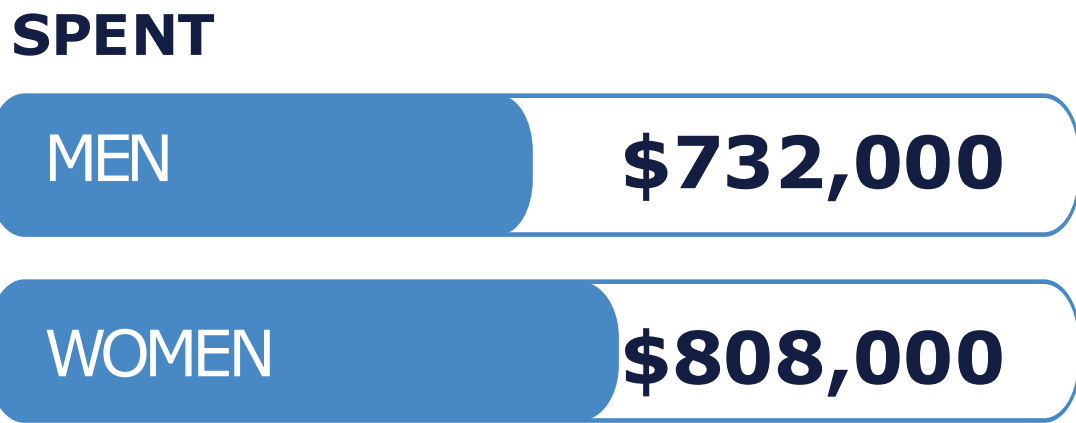- ✓ **M'S SOCCER** – 51.69%

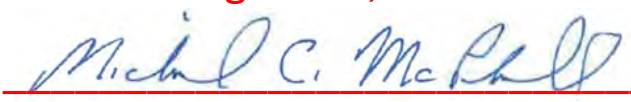**20 total** full equivalency grants with at least **10 total** full equivalency grants in **women's sports.**

2025-26

51.18 EQUIVALENCY IN TOTAL
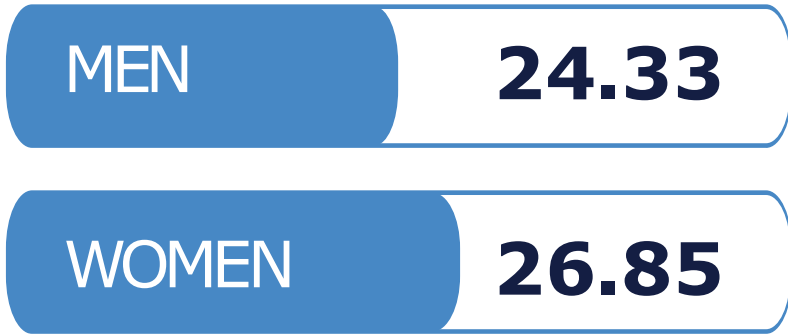
MEN	24.33
WOMEN	26.85

A **total** expenditure of **$250,000** in athletically related financial aid with at least **$125,000** in **women's sports.**

2025-26

TOTAL AMOUNT: $1,531,000

SPENT

MEN	$732,000
WOMEN	$808,000

Certified as True and Correct
August 13, 2025

Michael C. McPhilQ

Secretary, SSU Board of Trustees