

**BOARD OF TRUSTEES
FINANCE AND ADMINISTRATION COMMITTEE**

**June 26, 2026, 9:00 a.m.
Morris University Center, Room 214**

Agenda

1.0 Call to Order

2.0 Roll Call

3.0 Action Items

3.1 Resolution F10-26

A Resolution Authorizing the Issuance of General Receipts Bonds of Shawnee State University and Other Actions in Connection Therewith

Mr. Greg Ballengee, Chief Financial Officer, will present the resolution to authorize the issuance of General Receipts Bonds.

3.2 Resolution F11-26

Continuing University Spending Authority

Mr. Ballengee will present the resolution to permit the continuation of the University's FY26 spending level pending the approval of the FY27 operating budget by the Board of Trustees.

3.3 Resolution F12-26

Revision of Policy 4.51Rev., Administrative Employees – Employment Status and Other Employment Actions

Ms. Malonda Johnson, Chief Operating Officer, will present the resolution to approve the updates to Policy 4.51Rev.

3.4 Resolution F13-26

Revision of Policy 4.53Rev., Compensation for Administrative Employees

Ms. Johnson will present the resolution to approve revisions to the Compensation for Administrative Employees policy.

3.5 Resolution F14-26

Revision of Policy 4.95, Flexible Work Arrangements

Ms. Johnson will present the resolution to approve the updates to the Flexible Work Arrangements policy.

**3.6 Resolution F15-26
Revision of Policy 4.44Rev., Use of University Facilities & Reservation of Space**

Ms. Johnson will present the resolution to approve the updates to the Use of University Facilities & Reservation of Space policy.

**3.7 Resolution F16-26
Shawnee State University Foundation Member Appointments**

Ms. Aimee Welch, Executive Director, SSU Foundation, will present Resolution F16-26 for ratification by the Board of Trustees.

**3.8 Resolution F17-26
Approval of Investment Committee Member Reappointment**

Mr. Ballengee will present the resolution approving Mr. Barry Rodbell's reappointment to the Investment Committee for approval by the Board of Trustees.

**3.9 Resolution F18-26
2026-27 Adjusted Student Tuition and Fees**

Mr. Ballengee will present updated student tuition and fees for academic year 2026-27.

**3.10 Resolution F19-26
Approval of Policy 4.21Rev., Cash Management**

Mr. Ballengee will present the resolution to approve the updates to Policy 4.21Rev.

**3.11 Resolution F20-26
Granting Easement to Ohio Power Company (AEP) for Construction and Operation of Underground Electrical Distribution Line**

Mr. Michael McPhillips, General Counsel, will present the resolution for an AEP easement.

4.0 Information and Reports

4.1 FY26 Budget Status Report & FY27 Budget Plan

Ms. Aimee Welch, Director of Institutional Budgeting, will provide a year-to-date budget status report and the FY27 Budget Plan.

4.2 Cash Reserves and Investment Portfolio Report

Mr. Ballengee will report on cash reserves and the investment portfolio and Mr. Craig Gilliland, Special Assistant to the President, will report on the re-

appointment of TIAA as investment advisor subsequent to the Request For Quote process recently completed.

4.3 Personnel Activity Report

Ms. Johnson will report on recent personnel activity.

4.4 Major Projects Status Report

Mr. Craig Gilliland, Special Assistant to the President, will report on major construction projects.

4.5 Annual Information Security Report

Mr. Mark Yarnell, Associate Director of Network and Infrastructure, will provide an update on the University's information security.

5.0 Adjournment

RESOLUTION F10-26

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

(e) Prior Redemption.

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

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

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

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

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

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

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

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

Section 5. Sale and Award of Series 2026 Bonds.

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

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

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

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

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

Section 6. Allocation of Proceeds of Series 2026 Bonds.

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

(i) to the Debt Service Fund, any portion of the proceeds representing accrued interest and capitalized interest;

(ii) to the Series 2026 Project Account in the Series 2026 Project Fund, the amount set forth in the Certificate of Award to be used to pay costs of the Series 2026 Project;

(iii) to the Series 2026 Cost of Issuance Account in the Series 2026 Project Fund, the amount set forth in the Certificate of Award to be used to pay costs of issuing the Series 2026 Bonds;

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

June 26, 2026

Shawnee State University

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

I. Project Overview

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

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

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

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

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

Shawnee State University

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

II. Project Financing and Costs

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

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

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

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

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

Shawnee State University

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BOND SOLUTION

Shawnee State University, OH
Base Case (Insured)

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

Shawnee State University

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SOURCES AND USES OF FUNDS

Shawnee State University, OH Base Case (Insured)

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

Sources:

Bond Proceeds:
Par Amount
Premium

24,940,000.00
658,092.75

25,598,092.75

Uses:

Project Fund Deposits:
Project Fund 25,000,000.00

Delivery Date Expenses: Cost
of Issuance 200,000.00

Underwriter's Discount 144,901.40

Bond Insurance 250,652.18

595,553.58

Other Uses of Funds:
Contingency 2,539.17

25,598,092.75

Shawnee State University

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III. Fee Impact

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

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

IV. Project Descriptions

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

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

Completion of Renovations to University-Owned Residential Housing

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

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

Renovation and Rehabilitation of Existing Academic and Administrative Facilities

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

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

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

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

V. Financial Ratio Analysis⁽¹⁾

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

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

1. Viability Ratio

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

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

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

2. Primary Reserve Ratio

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

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

3. Net Income Ratio

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

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

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

4. Composite Score

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

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

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

VI. Financial Outlook and Bond Rating

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

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

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

VII. Institutional Plant Debt

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

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

RESOLUTION F11-26

CONTINUING UNIVERSITY SPENDING AUTHORITY

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

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

WHEREAS, it is necessary to continue to meet financial obligations, including payment of salaries and other operating expenditures until such time that the FY27 operating budget is approved;

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

(June 26, 2026)

RESOLUTION F12-26

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

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

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

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

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

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

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

(June 26, 2026)

Shawnee State University

POLICY TITLE:	ADMINISTRATIVE EMPLOYEES – EMPLOYMENT STATUS AND OTHER EMPLOYMENT ACTIONS
POLICY NO. :	4.51 REV
ADMIN CODE:	3362-4-24
PAGE NO.:	1 OF 5
EFFECTIVE DATE:	9/20/2024
NEXT REVIEW DATE:	09/2029
RESPONSIBLE OFFICER(S):	CHIEF OPERATING OFFICER
APPROVED BY:	BOARD OF TRUSTEES

1.0 PURPOSE AND SCOPE

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

2.0 INCLUDED

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

3.0 EXCLUSIONS

This policy does not apply to executive administrators who are subject to executive employment agreements, to the extent that such agreements are inconsistent with this policy. Executive administrators who do not have executive employment agreements

and athletic coaches shall be subject to this policy to the extent that the provisions herein are not inconsistent with their executive appointment letter. ~~S;~~ specific provisions in an athletic coach's or executive administrator's appointment letters shall govern over terms contained in this policy. To the extent that executive employment agreements or appointment letters are silent as to the matters contained in this policy, the terms of this policy shall apply.

4.0 EMPLOYMENT CONTRACT STATUS AND PROBATIONARY PERIODS

4.1 Employment for eligible administrative employees includes the status of:

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

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

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

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

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

5.0 PERFORMANCE EVALUATIONS (PROBATIONARY AND ANNUAL)

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

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

- 5.3 Performance Improvement Plan (PIP) – a written performance improvement plan (PIP) may be initiated by the supervisor at any time in which the employee is not demonstrating satisfactory performance based on the assigned responsibilities and/or established objectives.
- 5.4 An employee whose performance rating states that he or she “does not meet basic expectations” in his/her essential job competencies and/or performance will be subject to Procedure 4.51:1.

6.0 ADMINISTRATIVE LEAVE

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

7.0 PRE-DISCIPLINARY HEARING

- 7.1 If a demotion, suspension, or termination may be imposed based on the findings of an investigation or employee’s unsatisfactory completion of a PIP, an informal pre-disciplinary hearing will be scheduled prior to any imposition of such actions. Written notice will be provided to the administrative employee prior to the hearing date. At the pre-disciplinary hearing, the employee will be provided with a summary of the evidence against him or her and given an opportunity to respond to it in person at the hearing or in writing within 48 hours of the hearing.

7.2 A decision to impose a demotion, suspension, or termination will be communicated in writing to the administrative employee as soon as reasonably possible but no more than fifteen (15) calendar days after the conclusion of a pre- disciplinary hearing.

8.0 CORRECTIVE ACTIONS

8.1 Corrective action that results from the findings of an investigation or an assessment of misconduct will be reasonable and commensurate with the offense, and may include, but not be limited to, a letter to the personnel file, unpaid suspension, demotion, and/or termination of employment. Except in unusual circumstances, the unsatisfactory completion of a PIP will result in termination.

8.2 With the authorization of the President or designee, an administrative employee may be disciplined for reasons that include but are not limited to:

8.2.1 Incompetence, inefficiency, dishonesty, use or being under the influence of alcohol or illegal drugs at work or inappropriate use of prescription drugs, discourteous treatment of the public, neglect of duty, failure to return from a leave of absence, or other failure of good behavior.

8.2.2 Violation of an official regulation or failure to obey reasonable directions given by a supervisor when such violation or failure to obey amounts to insubordination or a serious breach of University policies, procedures, and/or work rules or puts the University and/or its employees and students at serious risk.

8.2.3 Misfeasance in office, malfeasance in office, nonfeasance in office, conviction of a felony or of an offense involving moral turpitude.

8.2.4 Demonstration of abusive or threatening behavior in the treatment of students, fellow employees, or other persons.

9.0 REDUCTION IN FORCE

9.1 In case of a reduction in force, notification to affected administrative employees will be as follows:

9.1.1 Those with up to three (3) years of service will receive thirty (30) days' written notice.

9.1.2 Those with service of three (3) years or more will receive ninety (90) days' written notice.

- 9.2 Administrative employees with defined-period contracts or in positions funded by "soft" grant funds or external sources will continue employment for the defined contract period or until funding is discontinued, provided they are not subject to discipline as detailed in this policy.
- 9.3 Unsatisfactory performance issues will be managed separately from the reduction in force process.
- 9.4 Attempts will be made to reassign affected employees to other open positions for which they are qualified.
- 9.5 If an administrative employee is terminated due to a reduction in force, the employee will be eligible for reappointment to the last held position should it become available within a period of two (2) years from the date of the force reduction.
- 9.6 The decision to ~~reinstate~~ a position that has been eliminated through a reduction in force is at the sole discretion of the University.
- 9.7 If reappointed to the last held position following a reduction in force action, an administrative employee will be reinstated at his/her prior employment status as governed by existing University policies.

10.0 MANAGEMENT DISCRETION FOR INVOLUNTARY SEPARATIONS

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

11.0 PROCEDURES

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

History

Effective: 08/13/93

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

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

Shawnee State University

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

1.0 PURPOSE AND SCOPE

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

2.0 INCLUDED

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

3.0 EXCLUSIONS

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

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

4.0 EMPLOYMENT CONTRACT STATUS AND PROBATIONARY PERIODS

4.1 Employment for eligible administrative employees includes the status of:

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

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

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

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

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

5.0 PERFORMANCE EVALUATIONS (PROBATIONARY AND ANNUAL)

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

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

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

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

6.0 ADMINISTRATIVE LEAVE

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

7.0 PRE-DISCIPLINARY HEARING

- 7.1 If a demotion, suspension, or termination may be imposed based on the findings of an investigation or employee’s unsatisfactory completion of a PIP, an informal pre-disciplinary hearing will be scheduled prior to any imposition of such actions. Written notice will be provided to the administrative employee prior to the hearing date. At the pre-disciplinary hearing, the employee will be provided with a summary of the evidence against him or her and given an opportunity to respond to it in person at the hearing or in writing within 48 hours of the hearing.
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 - 8.2.2 Violation of an official regulation or failure to obey reasonable directions given by a supervisor when such violation or failure to obey amounts to insubordination or a serious breach of University policies, procedures, and/or work rules or puts the University and/or its employees and students at serious risk.
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 - 9.1.2 Those with service of three (3) years or more will receive ninety (90) days' written notice.
- 9.2 Administrative employees with defined-period contracts or in positions funded by "soft" grant funds or external sources will continue

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

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

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

History

Effective: 08/13/93

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

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

PROCEDURE TITLE:	PERFORMANCE EVALUATIONS AND PERFORMANCE IMPROVEMENT PLAN (PIP), TERM NOTICE
PROCEDURE NO.:	4.51:1 REV
RELATED POLICY:	4.51REV
PAGE NO.:	1 of 4
RESPONSIBLE OFFICERS:	DIRECTOR OF HUMAN RESOURCES/ <u>CHIEF OPERATING OFFICER</u>
EFFECTIVE DATE:	4/13/2018 6/26/2026
NEXT REVIEW DATE:	04/2021 6/2031
APPROVED BY:	PRESIDENT

1.0 INTRODUCTION

These procedures apply to administrative employees (administrators and administrative technical support staff – ATSS) as defined by Board of Trustees’ Policy 4.51REV [\(4/13/18\)](#), Administrative Employees – Employment status and Other Employment Actions.

2.0 GUIDING PRINCIPLES

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

3.0 NEW-HIRE PROBATIONARY STATUS AND EVALUATION

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

employee will be advised in writing of the areas of deficiency and the supervisor will either provide the employee with a plan of action to correct the deficiencies or make a recommendation to the appropriate ~~Senior Executive Vice President~~ that employment be terminated.

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

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

- 5.7 Upon successful completion of the PIP, the employee will return to his/her prior employment status. The employee will then be eligible to receive any approved pay increase that may have been awarded while he or she was under the PIP. This increase in pay would become effective on the date the employee returns to regular status and will be prorated for the remainder of the fiscal year in which the increase was awarded.
- 5.8 Employees who do not successfully complete the terms of the PIP may be subject to termination.

6.0 NOTIFICATION OF TERMINATION AND HEARING

- 6.1 If performance is deemed not to be satisfactory following the PIP process resulting in a recommendation of discipline by the supervisor and approved by the next management level, the employee will be notified of his or her right to an informal pre-disciplinary hearing.
- 6.2 At the informal pre-disciplinary hearing, the employee will be provided with a summary of the evidence that forms the basis for the proposed discipline and given an opportunity to respond to it. In lieu of an in-person pre-disciplinary hearing, an employee may choose to respond to the summary of evidence in writing within 48 hours after the scheduled hearing, or he or she may waive the hearing.
- 6.3 Within fifteen (15) working days after the hearing date, the employee will be notified by the appropriate University official of the termination or return to work decision. There are no further appeals to the final decision.

7.0 PERFORMANCE MANAGEMENT RESOURCE GUIDE

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

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

Revised: [06/26/2026](#)

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

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2.0 GUIDING PRINCIPLES

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

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

- 3.3.3 Termination of employment will be effective immediately if the new hire probationary period is not extended.
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 - 3.6 The new-hire probationary evaluation at the end of six-months of employment, or at the end of the extended period under section 3.5, if applicable, must result in an overall "meets expectations" rating in order for the employee to continue employment with the University. Termination of employment will be effective immediately if the new hire evaluation does not meet expectations.
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 - 4.6 If the employee is not satisfied with the results of their evaluation, s/he can submit a written rebuttal to the supervisor seeking reconsideration within ten (10) working days of the date of the evaluation. The decision on whether to grant reconsideration and to change the results of the evaluation is at the complete discretion of the supervisor. The rebuttal and corresponding response will be attached to the performance evaluation.
 - 4.7 The supervisor and employee will develop performance expectations and/or goals and objectives for the next evaluation period. These goals and objectives should be aligned with the University's mission and goals and retained to be referred to in the upcoming evaluation period.
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- 5.1 If a supervisor makes a determination that an employee has continuously failed, after coaching and instruction, to demonstrate satisfactory performance, (i.e., the employee's performance does not meet expectations) the supervisor may initiate, after consultation with the next level of management (if appropriate) and the appropriate Senior Executive and/or the President a performance improvement plan (PIP).
 - 5.2 The Director of Human Resources or designee will assist the supervisor in the development of a PIP.
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 - 5.4 Upon the adoption of a PIP, the employee's status will change to probationary and the employee will not be eligible for any annual pay increase that may be awarded during the PIP appraisal period.
 - 5.5 Supervisors must conduct a meeting with the employee to identify specific plans and goals designed to correct performance deficiencies and to develop a timeline for progress reviews.
 - 5.6 The duration of the PIP is up to three (3) months with possible extension upon the recommendation of the supervisor to the next level of management (if applicable) and concurrence of the Senior Executive and/or the President, up to an additional three (3) months.

- 5.7 Upon successful completion of the PIP, the employee will return to his/her prior employment status. The employee will then be eligible to receive any approved pay increase that may have been awarded while he or she was under the PIP. This increase in pay would become effective on the date the employee returns to regular status and will be prorated for the remainder of the fiscal year in which the increase was awarded.
- 5.8 Employees who do not successfully complete the terms of the PIP may be subject to termination.

6.0 NOTIFICATION OF TERMINATION AND HEARING

- 6.1 If performance is deemed not to be satisfactory following the PIP process resulting in a recommendation of discipline by the supervisor and approved by the next management level, the employee will be notified of his or her right to an informal pre-disciplinary hearing.
- 6.2 At the informal pre-disciplinary hearing, the employee will be provided with a summary of the evidence that forms the basis for the proposed discipline and given an opportunity to respond to it. In lieu of an in-person pre-disciplinary hearing, an employee may choose to respond to the summary of evidence in writing within 48 hours after the scheduled hearing, or he or she may waive the hearing.
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The Department of Human Resources will provide a Performance Management Resource Guide that includes a step-by-step process for evaluating employees and steps for developing and implementing a PIP.

History:

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

Revised: 06/26/2026

RESOLUTION F13-26

REVISION OF POLICY 4.53REV, COMPENSATION FOR ADMINISTRATIVE EMPLOYEES

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

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

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

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

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

(June 26, 2026)

Shawnee State University

POLICY TITLE:	COMPENSATION FOR ADMINISTRATIVE EMPLOYEES
POLICY NO. :	4.53REV
ADMIN CODE:	3362-4-25
PAGE NO.:	1 OF 2
EFFECTIVE DATE:	09/03/2024 <u>6/26/2026</u>
NEXT REVIEW DATE:	<u>6/2031</u> 09/2029
RESPONSIBLE OFFICER:	CHIEF OPERATING OFFICER
APPROVED BY:	BOARD OF TRUSTEES

1.0 PURPOSE AND SCOPE

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

2.0 CATEGORIES OF ADMINISTRATIVE POSITIONS

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

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

2.1.1 Employees in administrator positions that meet FLSA exemption criteria for duties and salary tests will be classified as “exempt.”

2.1.12.1.2 Employees in administrator positions that meet the FLSA exemption criteria for the duties test, but not the salary test, will be classified as “non-exempt.”

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

3.0 FAIR LABOR STANDARDS ACT (FLSA) STATUS

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

4.0 CLASSIFICATION/COMPENSATION STRUCTURE

4.1 The Director of Human Resources is responsible for managing the structure of the administrative compensation system(s) and for reviewing the applicable structure relative to the appropriate market. Market benchmarking data is utilized as a guide for compensation administration and does not create an entitlement to a specific salary placement.

4.14.2 The Director of Human Resources or designee will assess all administrative positions’ responsibilities and determine the placement of each within the University’s compensation structure, relying upon market benchmarking methodology, with consideration of internal equity for comparable responsibilities. Internal equity considerations may include comparable scope of responsibility, supervisory authority, organizational impact, required qualifications, degree of complexity, and relevant experience.

4.3 Salary Offers or adjustments exceeding established compensation guidelines or market placement thresholds shall require additional justification and approval by the President in accordance with university procedures.

4.4 In exceptional cases, the President is authorized to approve a signing bonus as an incentive for a candidate to accept employment at the University. The President may

also approve one-time non-base compensation payments, including merit-based bonuses to support institutional recruitment, retention, and performance objectives.

4.4.1 An Athletics Performance Bonus Schedule may be established by the Athletic Director to define bonuses for varsity coaches who meet certain individual or team performance milestones, or receive certain recognitions from their conference, league, or governing association. Any such schedule shall be approved by the President.

4.24.5 The Department of Human Resources retains authority for evaluating position classifications and determining whether changes in assigned duties warrant reclassification review in accordance with university procedures.

5.0 SALARY BUDGET AND ALLOCATION

The allocation of an approved salary pool in the annual operating budget is at the discretion of the President, who may allocate all, a portion, or none of the salary pool. The salary allocation may be applied evenly to all administrative employees (across-the-board) or to individual employees based on factors such as, but not limited to, market benchmarking, internal equity analyses, and/or performance.

6.0 PROCEDURES

The Board of Trustees authorizes the President to establish procedures to effectively implement this policy. Such procedures may include eligibility requirements, conditions, and other provisions regarding signing bonuses and other bonuses discussed in section 4.4, above.

History

Effective: 06/15/90

Revised: [06/26/2026](#); 06/23/2023; 02/27/2023; 12/16/16; 03/15/08; 09/01/99

Reviewed, with minor changes: 09/2024

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

Shawnee State University

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

1.0 PURPOSE AND SCOPE

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

2.0 CATEGORIES OF ADMINISTRATIVE POSITIONS

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

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

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

3.0 FAIR LABOR STANDARDS ACT (FLSA) STATUS

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

4.0 CLASSIFICATION/COMPENSATION STRUCTURE

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

- 4.4.1 An Athletics Performance Bonus Schedule may be established by the Athletic Director to define bonuses for varsity coaches who meet certain individual or team performance milestones, or receive certain recognitions from their conference, league, or governing association. Any such schedule shall be approved by the President.
- 4.5 The Department of Human Resources retains authority for evaluating position classifications and determining whether changes in assigned duties warrant reclassification review in accordance with university procedures.

5.0 SALARY BUDGET AND ALLOCATION

The allocation of an approved salary pool in the annual operating budget is at the discretion of the President, who may allocate all, a portion, or none of the salary pool. The salary allocation may be applied evenly to all administrative employees (across-the-board) or to individual employees based on factors such as, but not limited to, market benchmarking, internal equity analyses, and/or performance.

6.0 PROCEDURES

The Board of Trustees authorizes the President to establish procedures to effectively implement this policy. Such procedures may include eligibility requirements, conditions, and other provisions regarding signing bonuses and other bonuses discussed in section 4.4, above.

History

Effective: 06/15/90

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

Reviewed with minor changes: 09/2024

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

PROCEDURE TITLE:	ADMINISTRATION OF COMPENSATION FOR ADMINISTRATIVE EMPLOYEES
PROCEDURE NO.:	4.53:1
RELATED POLICY:	4.53
PAGE NO.:	1 OF 6
RESPONSIBLE ADMINISTRATOR:	VPFA
EFFECTIVE DATE:	02/27/2023 6/2026
NEXT REVIEW DATE:	6/2031 02/2026
APPROVED BY:	PRESIDENT

1.0 PURPOSE

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

2.0 PLACEMENT OF ADMINISTRATIVE POSITIONS WITHIN THE COMPENSATION STRUCTURE

2.1 The Director of Human Resources or designee is responsible for evaluating new and existing administrative positions’ responsibilities and requirements to determine the commensurate grade placement within the compensation structure by utilizing a market benchmarking and internal comparisons methodology. This methodology provides alignment with the market while continuing to recognize the importance of internal equity. Internal equity considerations may include scope of responsibility, supervisory authority, organizational impact, required qualifications, degree of complexity, budget responsibility, and relevant experience.

2.2 Positions with responsibilities not conducive to market analysis will be slotted into the appropriate pay grade among internal positions within the same job family possessing reasonably comparable credentials and position requirements.

2.3 Positions will be placed into the appropriate pay grade based on the positions’ responsibilities and requirements, not the incumbent’s specific experience and skills.

3.0 RE-EVALUATION OF POSITIONS

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

3.1.1 The Department of Human Resources via the Chief Operating Officer retains final authority regarding compensation analysis methodology, grade placement recommendations, and interpretation of compensation procedures, subject to the approval authority outlined herein.

3.2 The Department of Human Resources may initiate an evaluation of position responsibilities as part of a comprehensive market study. Salary adjustments associated with a comprehensive market study will be established within the market study, which may supersede the provisions of this procedure.

3.3 Market benchmarking and re-evaluation of a position's grade placement may be required for certain positions at more frequent intervals in situations when the University is experiencing issues with recruitment and retention.

4.0 RECONSIDERATION OF POSITIONS

4.1 Within 10 working days after being notified by the Department of Human Resources of the outcome of a re-evaluation, an employee may submit a written request for reconsideration of their grade placement.

4.2 Such written request must be submitted to the immediate supervisor and the next higher level of management for review and comment. The supervisor/manager will forward the request for reconsideration within 30 working days to the Department of Human Resources with a copy to the ~~Vice President~~ appropriate Senior Executive.

4.3 To be accepted for reconsideration, the request must specifically address the basis for why the grade placement does not accurately reflect the following items:

4.3.1 The employee's current primary job functions,

4.3.2 The level of responsibility,

4.3.3 The scope of work, and

4.3.4 The degree of complexity, level of knowledge, skill and experience required for the position

4.4 Within 15 working days from receipt, the Director of Human Resources will conduct the reconsideration including the supporting documentation and submit the recommended outcome of the reconsideration to the appropriate ~~Vice President~~ Senior Executive or the President who will render a final decision.

4.5 A request for reconsideration will be rejected if the basis for the request is due to:

- 4.5.1 Dissatisfaction with the outcome ~~and the reconsideration~~ that does not present justifiable reasons based upon factors described in par. 4.3 above,
- 4.5.2 Displeasure with the pay grade to which the position is assigned,
- 4.5.3 Discontent with how the results are being implemented and how salary adjustments are determined; or;
- 4.5.4 Inadequate supporting documentation.

5.0 STARTING SALARIES

- 5.1 The Department of Human Resources will establish a salary market rate for each administrative grade based on market data gleaned from higher-education related compensation reports. The primary source for market data is the College and University Professional Association for Human Resources (CUPA), which provides comprehensive and up-to-date salary data specific to Midwest institutions with the same Carnegie Classification and similar; operating budgets; and enrollment. Market rates for each position will be utilized to establish a composite salary rate (i.e., market point) for each administrative position grade. Market data and market point calculations are tools utilized to assist compensation administration and do not create an entitlement to a specific salary placement or adjustment.
- 5.2 The starting rate for a newly employed administrative employee will be set at 80% of the market point as long as the prospective employee's qualifications fully satisfy the minimum requirements of the position and the projected salary is sufficient to attract the desired talent.
- 5.3 Some latitude (up to 90% of the market point) may be considered in order to employ essential University talent within the existing market, and or to acquire the credentials possessed by the prospective employee.
- 5.4 In rare instances, and only with evidence that the prospective employee possesses credentials that greatly exceed the minimum required and are essential for the operating unit, will a request for a starting salary above 90% of the market point be considered justifiable.
- 5.5 The approval process to establish a starting salary offer is as follows:
 - 5.5.1 Starting salaries of ~~850%~~ 85% - 90% of the market point, require recommendation by the Director of Human Resources and approval of the respective ~~Vice President~~ Senior Executive.
 - 5.5.2 Starting salaries above 90% up to the market point require a review by the Director of Human Resources to assess consistency with equivalent positions across the institution and approval by the respective ~~Vice President~~ Senior Executive. Documentation should include specific justification related to recruitment difficulty, specialized credentials,

institutional need, market competition, retention concerns, or demonstrated exceptional experiences, as applicable.

5.5.3 Starting salaries above the market point require a review by the Director of Human Resources to assess consistency with equivalent positions across the institution, written evidence of credentials and the essential need for the credentials, approval of the respective ~~Senior Executive Vice President~~, and approval of the President.

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

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

6.0 PROMOTIONS/RECLASSIFICATIONS/TRANSFERS

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

~~6.1.1 For one grade higher, the employee will be eligible for a salary increase between 5% and 10%.~~

~~6.1.2 For two grades higher, the employee will be eligible for a salary increase between 8% and 12%.~~

~~6.1.3 For three or more grades higher, the employee will be eligible for an increase between 10% and 15%.~~

~~6.1.4 In all above instances, if the salary increase is not sufficient to bring the salary to 80% of the market point for the newly assigned position's grade, the employee's salary increase will be adjusted to 80% of the market point.~~

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

6.3 If an employee is appointed or transferred to a different position within the same grade as their current position, the salary will normally remain unchanged. If there

are extenuating circumstances in which the ~~Vice President~~ Senior Executive wishes to recognize performance, credentials, or experience, etc., a salary adjustment of 5% - 8% may be extended. Such action requires documentation that describes the basis for the salary increase.

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

7.0 GENERAL (ACROSS THE BOARD) SALARY INCREASES

~~6.57.1~~ General or across the board salary increases that are approved by the President are typically awarded in the following manner:

~~6.5-17.1.1~~ Employees with 6 or more months of service, will be eligible for 100 percent of the general salary increase.

~~6.5-27.1.2~~ Employees between 3 and 6 months of service will be eligible for 50 percent of the general salary increase.

~~6.5-37.1.3~~ Employees hired less than 3 months prior to the effective date of the increase of service, will not be eligible for a salary increase.

~~6.5-47.1.4~~ The above schedule also applies to employees who received an increase in accordance with Section 6.1.

7.08.0 SUPPLEMENTAL JOB ASSIGNMENTS

~~7.18.1~~ Employees who perform duties unrelated to their primary job assignment for a continuous period may be eligible for a separate payment that is distributed over the duration of the assignment. The amount of the additional payment will be determined based on the nature and extent of duties.

~~7.28.2~~ The amount of payment for supplemental assignments and other additional payments requires the recommendation of the Director of Human Resources, or designee, and approval of the respective ~~Vice President~~ Senior Executive or President (for direct reports) prior to the employee performing the additional duties.

~~7.38.3~~ Supplemental pay for non-exempt employees must be in accordance with the Fair Labor Standards Act.

8.09.0 ACTING APPOINTMENTS

~~8.19.1~~ An existing administrative employee who is assigned to an acting appointment for a higher graded position, or who is assigned to a higher graded position to cover a vacancy due to an extended leave of absence or reassignment, may be eligible for a salary increase while serving in that role.

~~8.29.2~~ Salary increases associated with acting appointments will be eligible for a 5% - 10% salary increase, or 80% of the market point for the acting position's applicable grade, whichever is higher.

~~9.0~~10.0 SPECIAL SALARY ADJUSTMENTS

~~9.10.1~~ A special salary adjustment may be required to address an internal or external pay matter not addressed elsewhere in this procedure. All special salary adjustments require review and explicit documentation supporting the adjustment by the Director of Human Resources or designee and approval by the appropriate ~~Vice President~~ Senior Executive and President.

~~9.2~~10.2 In rare instances, the President may authorize a special salary adjustment for retention purposes if requested by the respective ~~Vice President~~ Senior Executive. The involved parties will be expected to provide written documentation as required by the Director of Human Resources.

11.0 INCENTIVE & BONUS COMPENSATION

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

11.1.1 Eligibility Requirements

11.1.1.1 The individual must be in active pay status on the date the bonus is paid, unless otherwise specified in an approved written agreement;

11.1.1.2 The individual must have satisfied all employment eligibility and onboarding requirements; and

11.1.1.3 The bonus must not be promised or paid prior to required approvals.

11.1.2 Compliance Requirements

11.1.2.1 All bonus payments will be administered in accordance with applicable federal and state laws, including the Fair Labor Standards Act (FLSA), particularly with respect to inclusion in the regular rate of pay for non-exempt employees when applicable; and

11.1.2.2 Bonus payments are considered supplemental wages and will be taxed in accordance with IRS and State of Ohio requirements.

11.1.3 Approval and Documentation

All bonus payments must include a written justification outlining the business need; and

11.1.3.1 Approval by the appropriate Senior Executive and President.;

11.1.4 Other Conditions

11.1.4.1 Sign-on and retention bonuses may include repayment agreements if the employee separates within a defined time frame;

11.1.4.2 Bonus payments do not increase base salary and are not considered in future salary calculations unless specifically authorized; and

11.1.4.3 Bonuses are not guaranteed and remain subject to available funding and institutional priorities.

10.012.0 EXTERNAL (GRANT) FUNDED SALARIES

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

10.112.1.1 Grant Managers must be in conformance with any approved budget(s) for salary administration as documented in the Office of the Controller.

10.212.2 Starting salaries for externally funded positions and any salary adjustments will be established in accordance with applicable provisions of this procedure.

10.312.3 Salary adjustments must be initiated by the University to ensure alignment with Policy 4.53 and related procedures. These adjustments will be discussed with the appropriate grant manager in advance of any adjustment to address funding issues.

10.412.4 In cases in which an employee's salary may be impacted by changes in funding sources, the grant manager will consult with the Director of Human Resources or designee to determine what action, if any, should be taken.

History

Effective: 02/27/2023

Revised: 06/26/2026

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

1.0 PURPOSE

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

2.0 PLACEMENT OF ADMINISTRATIVE POSITIONS WITHIN THE COMPENSATION STRUCTURE

2.1 The Director of Human Resources or designee is responsible for evaluating new and existing administrative positions’ responsibilities and requirements to determine the commensurate grade placement within the compensation structure by utilizing a market benchmarking and internal comparisons methodology. This methodology provides alignment with the market while continuing to recognize the importance of internal equity. Internal equity considerations may include scope of responsibility, supervisory authority, organizational impact, required qualifications, degree of complexity, budget responsibility, and relevant experience.

2.2 Positions with responsibilities not conducive to market analysis will be slotted into the appropriate pay grade among internal positions within the same job family possessing reasonably comparable credentials and position requirements.

2.3 Positions will be placed into the appropriate pay grade based on the positions’ responsibilities and requirements, not the incumbent’s specific experience and skills.

3.0 RE-EVALUATION OF POSITIONS

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

- 3.1.1 The Department of Human Resources via the Chief Operating Officer retains final authority regarding compensation analysis methodology, grade placement recommendations, and interpretation of compensation procedures, subject to the approval authority outlined herein.
 - 3.2 The Department of Human Resources may initiate an evaluation of position responsibilities as part of a comprehensive market study. Salary adjustments associated with a comprehensive market study will be established within the market study, which may supersede the provisions of this procedure.
 - 3.3 Market benchmarking and re-evaluation of a position's grade placement may be required for certain positions at more frequent intervals in situations when the University is experiencing issues with recruitment and retention.
- 4.0 RECONSIDERATION OF POSITIONS
 - 4.1 Within 10 working days after being notified by the Department of Human Resources of the outcome of a re-evaluation, an employee may submit a written request for reconsideration of their grade placement.
 - 4.2 Such written request must be submitted to the immediate supervisor and the next higher level of management for review and comment. The supervisor/manager will forward the request for reconsideration within 30 working days to the Department of Human Resources with a copy to the appropriate Senior Executive.
 - 4.3 To be accepted for reconsideration, the request must specifically address the basis for why the grade placement does not accurately reflect the following items:
 - 4.3.1 The employee's current primary job functions,
 - 4.3.2 The level of responsibility,
 - 4.3.3 The scope of work, and
 - 4.3.4 The degree of complexity, level of knowledge, skill and experience required for the position
 - 4.4 Within 15 working days from receipt, the Director of Human Resources will conduct the reconsideration including the supporting documentation and submit the recommended outcome of the reconsideration to the appropriate Senior Executive or the President who will render a final decision.
 - 4.5 A request for reconsideration will be rejected if the basis for the request is due to:
 - 4.5.1 Dissatisfaction with the outcome that does not present justifiable reasons based upon factors described in par. 4.3 above,
 - 4.5.2 Displeasure with the pay grade to which the position is assigned,

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

4.5.4 Inadequate supporting documentation.

5.0 STARTING SALARIES

- 5.1 The Department of Human Resources will establish a salary market rate for each administrative grade based on market data gleaned from higher-education related compensation reports. The primary source for market data is the College and University Professional Association for Human Resources (CUPA), which provides comprehensive and up-to-date salary data specific to Midwest institutions with the same Carnegie Classification and similar operating budgets and enrollment. Market rates for each position will be utilized to establish a composite salary rate (i.e., market point) for each administrative position grade. Market data and market point calculations are tools utilized to assist compensation administration and do not create an entitlement to a specific salary placement or adjustment.
- 5.2 The starting rate for a newly employed administrative employee will be set at 80% of the market point as long as the prospective employee's qualifications fully satisfy the minimum requirements of the position and the projected salary is sufficient to attract the desired talent.
- 5.3 Some latitude (up to 90% of the market point) may be considered in order to employ essential University talent within the existing market, and/or to acquire the credentials possessed by the prospective employee.
- 5.4 In rare instances, and only with evidence that the prospective employee possesses credentials that greatly exceed the minimum required and are essential for the operating unit, will a request for a starting salary above 90% of the market point be considered justifiable.
- 5.5 The approval process to establish a starting salary offer is as follows:
- 5.5.1 Starting salaries of 85% - 90% of the market point, require recommendation by the Director of Human Resources and approval of the respective Senior Executive.
- 5.5.2 Starting salaries above 90% up to the market point require a review by the Director of Human Resources to assess consistency with equivalent positions across the institution and approval by the respective Senior Executive. Documentation should include specific justification related to recruitment difficulty, specialized credentials, institutional need, market competition, retention concerns, or demonstrated exceptional experiences, as applicable.
- 5.5.3 Starting salaries above the market point require a review by the Director of Human Resources to assess consistency with equivalent positions across the

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

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

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

6.0 PROMOTIONS/RECLASSIFICATIONS/TRANSFERS

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

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

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

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

7.0 GENERAL (ACROSS THE BOARD) SALARY INCREASES

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

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

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

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

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

8.0 SUPPLEMENTAL JOB ASSIGNMENTS

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

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

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

9.0 ACTING APPOINTMENTS

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

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

10.0 SPECIAL SALARY ADJUSTMENTS

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

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

11.0 INCENTIVE & BONUS COMPENSATION

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

11.1.1 Eligibility Requirements

11.1.1.1 The individual must be in active pay status on the date the bonus is paid, unless otherwise specified in an approved written agreement; and

11.1.1.2 The individual must have satisfied all employment eligibility and onboarding requirements; and

11.1.1.3 The bonus must not be promised or paid prior to required approvals.

11.1.2 Compliance Requirements

11.1.2.1 All bonus payments will be administered in accordance with applicable federal and state laws, including the Fair Labor Standards Act (FLSA), particularly with respect to inclusion in the regular rate of pay for non-exempt employees when applicable; and

11.1.2.2 Bonus payments are considered supplemental wages and will be taxed in accordance with IRS and State of Ohio requirements.

11.1.3 Approval and Documentation

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

11.1.4 Other Conditions

11.1.4.1 Sign-on and retention bonuses may include repayment agreements if the employee separates within a defined time frame.

11.1.4.2 Bonus payments do not increase base salary and are not considered in future salary calculations unless specifically authorized.

11.1.4.3 Bonuses are not guaranteed and remain subject to available funding and institutional priorities.

12.0 EXTERNAL (GRANT) FUNDED SALARIES

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

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

History

Effective: 02/27/2023

Revised: 06/26/2026

RESOLUTION F14-26

REVISION OF POLICY 4.95, FLEXIBLE WORK ARRANGEMENTS

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

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

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

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

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

(June 26, 2026)

Shawnee State University

POLICY TITLE:	FLEXIBLE WORK ARRANGEMENTS
POLICY NO. :	4.95
ADMIN CODE:	3362-4-65
PAGE NO.:	1 OF 2
EFFECTIVE DATE:	02/10/2023 */2026
NEXT REVIEW DATE:	02/2026 */2031
RESPONSIBLE OFFICER:	CHIEF OPERATING OFFICER
APPROVED BY:	BOARD OF TRUSTEES

1.0 INTRODUCTION

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

2.0 PURPOSE

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

3.0 POLICY SCOPE

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

4.0 POLICY STATEMENT

- 4.1 Flexible work arrangements should be implemented in a fair and equitable manner throughout the University, but eligibility depends on job responsibilities, service obligations, and departmental needs.
- 4.2 Flexible work arrangements are a discretionary benefit to eligible employees based on the needs of the University; such arrangements should not be viewed as automatic or permanent in light of the varying roles and responsibilities of employees and changing needs of the University over time.

- 4.3 The primary criterion for determining approval of a flexible work arrangement for any employee shall be whether the arrangement meets the business needs of the department and the University. Flexible work arrangements may be appropriate for staff in some positions and departments, but may not be possible for all. While acknowledging that not every position is appropriate for a flexible work arrangement, supervisors, department heads, and ~~senior executives vice presidents~~ should strive to ensure reasonable and equitable access to these options. Senior executives Vice presidents should ensure that flexible work arrangements are offered in a manner that does not violate the University's policies against discrimination. Careful consideration should be given to create a flexible work arrangement that will set the employee and the unit or department up for success. Senior Executive shall mean the Vice President for Academic & Student Affairs, Chief Financial Officer, Chief Operating Officer, Chief Enrollment Officer, Chief Advancement Officer, Chief of Staff and any other similar Vice President or Chief level positions created after the enactment of this policy.
- 4.4 Flexible work arrangements need to ensure the delivery of quality service to our students, employees, and external constituents, and that the University maintains a vibrant and connected campus community.
- 4.5 Flexible work arrangements are to be documented and regularly evaluated, and are subject to termination in accordance with the accompanying procedure. The University reserves the right to require, deny, alter, or cease flexible arrangements based on the unit's business needs, the individual's work performance, and other relevant factors.
- 4.6 The approval of a remote work plan and other flexible work arrangements is not a right of an employee, and it also does not change the terms and conditions of employment with the University. Employees with flexible work arrangements remain subject to applicable University policies and procedures, collective bargaining agreements, and federal and state laws.
- 4.7 Flexible work arrangements are not to be used for childcare purposes. Employees are expected to arrange for child/dependent care as they would if they were working in the office.
- 4.74.8 Flexible work arrangements are not appropriate nor required for occasional, non-routine flexibility in work hours or location.
- 4.84.9 The University may permit variations of flexible work arrangements that modify the provisions set forth in this policy or accompanying procedure in response to a short- or long-term University declared emergency or other operational or educational needs. Any such declaration or need will be communicated to the affected employees, as well as any permitted variations, depending on the nature of the emergency or University need.

History

Effective: 6/26/2026; 02/10/2023

Shawnee State University

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

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

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History

Effective: 02/10/2023

Revised: 06/26/2026

PROCEDURE TITLE:	ADMINISTRATION OF FLEXIBLE WORK ARRANGEMENTS
PROCEDURE NO.:	4.95:1
RELATED POLICY:	4.95
PAGE NO.:	1 OF 10
RESPONSIBLE ADMINISTRATOR:	CHIEF OPERATING OFFICER
EFFECTIVE DATE:	04/07/2023 6/26/2026
NEXT REVIEW DATE:	04/2026 6/2031
APPROVED BY:	PRESIDENT

1.0 GUIDING PRINCIPLES

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

2.0 DEFINITIONS

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

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

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

3.0 ELIGIBILITY

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

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

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

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

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

4.0 POSITIONS APPROPRIATE FOR FLEXIBLE WORK ARRANGEMENTS

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

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

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

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

5.0 EMPLOYEES APPROPRIATE FOR FLEXIBLE WORK ARRANGEMENTS

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

5.1.4 Evaluations in the previous evaluation cycle (employee must have at least an overall “Meets Expectations” on the most recent performance evaluation – the absence of an evaluation will be considered a “Meets Expectations”).

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

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

6.0 ESTABLISHING FLEXIBLE WORK ARRANGEMENTS

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

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

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

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

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

7.0 MODIFICATION OR EARLY TERMINATION OF A FLEXIBLE WORK ARRANGEMENT

- 7.1 A supervisor, in consultation with the department head and ~~Divisional Vice President~~Senior Executive, may modify or terminate a flexible work arrangement for performance concerns or to meet operational needs.
- 7.2 Reasonable notice should be given to an employee when terminating a flexible work arrangement, preferably not less than two weeks. However, it is within management's discretion to terminate the arrangement immediately if the needs of the operation are not being met or if the employee's performance diminishes.

8.0 GENERAL EXPECTATIONS FOR MANAGING FLEXIBLE WORK ARRANGEMENTS

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

- 8.2.4 Establish core obligations – the employee must be present for certain commitments, agree to be reachable during normal working hours, be available to be present at short notice, and be prepared to work on a regularly scheduled day off within reason.
- 8.2.5 Establish peak time obligations – the time periods when flexible work arrangements may not be permitted due to operational needs.
- 8.2.6 Establish communication standards – expected response times and acceptable means of communication (i.e., phone, Microsoft Teams, email, texting, etc.).
- 8.2.7 Establish flexible work parameters based on the needs of the department/unit (e.g., employees are eligible for a flexible schedule or a hybrid arrangement, but not both).
- 8.3 Supervisors should notify their employees verbally and in writing when they are expected to be present at the campus worksite, how they are to be available during their off-site work time, and how they are to communicate their specific availability if the flexible work arrangement is approved.
- 8.4 Each department/unit will communicate its flexible work arrangements to relevant constituents (e.g., post office hours on suite door, include office hours in voicemail greeting, require all team members to log into Microsoft Teams during work hours, etc.).
- 8.5 It is the responsibility of the ~~Divisional Vice President~~Senior Executive to ensure that flexible work arrangements are offered in a manner that does not violate the University's policies against discrimination.

9.0 GENERAL EXPECTATIONS FOR EMPLOYEES WITH FLEXIBLE WORK ARRANGEMENTS

- 9.1 Flexible work arrangements do not alter the employee's work relationship with the University and do not relieve an employee from the obligation to observe all applicable University rules, policies and procedures.
- 9.2 Employee job responsibilities and standards of performance when working under a flexible work arrangement remain the same as when working a traditional schedule and employees will continue to be evaluated for performance regularly. The quantity, quality, and timeliness of employees' work are expected to be maintained or enhanced. Employees who are given a flexible work arrangement are expected to meet the same standards of performance as employees in the same job classifications who do not have a flexible work arrangement.
- 9.29.3 A non-U.S. citizen employee working on an international visa that specifies his or her work location is not permitted to perform remote work or work at any location other than that specified in official government documents. Supervisors of such an employee shall insure that adequate supervision is provided for the employee.
- 9.4 Flexible work arrangements are not to be used for childcare purposes. Employees are expected to arrange for child/dependent care as they would if they were

working in the office. On the Flexible Work Arrangement form, employees will be required to acknowledge that the flexible work arrangement will not be used for childcare.

9.39.5 Flexible work arrangements do not alter the employee's workday schedule unless the approved work arrangement provides otherwise. All existing terms and conditions of employment, including but not limited to the position requirements, salary, benefits, and requesting time off work (e.g., vacation and sick leave) remain the same as employees without flexible work arrangements.

9.3.19.5.1 Employees will work and be accessible during their regularly scheduled hours, regardless of the location at which they work.

9.3.29.5.2 Employees in a flexible work arrangement are required to request manager approval to use vacation, sick, or other leave in the same manner as employees who are not in a flexible work arrangement.

9.5.3 Employees in a flexible work arrangement are permitted to take breaks throughout the workday consistent with university policies, procedures, and/or collective bargaining agreements. Employees are required to notify their supervisor when taking extended or unscheduled breaks that may affect responsiveness.

9.3.39.5.4 An employee with an approved flexible work arrangement may be required to revert to the standard workweek or return to on-site work for any given workweek to meet the needs of the University. Managers may temporarily suspend or modify an employee's flexible work arrangement without formally terminating the arrangement.

9.49.6 Once a flexible work arrangement is in place, an employee must discuss any deviation from their established schedule with their supervisor in advance. A standard expectation is that this conversation would happen at least one week in advance.

9.4.19.6.1 If a medical appointment is scheduled during established working hours, the employee is required to use accrued sick leave, unless a deviation from the employee's standard schedule is approved in advance by the supervisor.

9.4.29.6.2 If an employee needs to take time off work for illness or injury during established work hours, accrued sick leave must be used unless the employee and supervisor agree to an alternative arrangement to make up the hours. A standard expectation is that the missed time would be made up within the same pay period. Non-exempt employees must make up the missed time within the same workweek.

9.4.39.6.3 If an employee wishes to deviate from the established schedule for non-health reasons, they must use accrued vacation time, unless a deviation from the employee's standard schedule is approved in advance by the supervisor.

9.4.49.6.4 Under no circumstances may a non-exempt employee work more than 40 hours in a week without prior approval from their supervisor. Violations of this requirement may subject the employee to discipline.

9.59.7 In the event of a campus closure or delay, employees must consult with their immediate supervisor to determine if/how any flexible work arrangement would be affected.

9.69.8 While at an alternate work location, employees shall practice the same safety habits that they would use while working at their regular workplace and maintain safe work conditions. Employees shall promptly notify their supervisor and the Department of Human Resources of any injury that occurs while working remotely.

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

10.0 TECHNICAL SUPPORT FOR EMPLOYEES WITH REMOTE OR HYBRID WORK ARRANGEMENTS

10.1 Information Technology Services (ITS) will provide technical support for employees working remotely on a remote basis only. ITS will provide full support for University-owned hardware only. If an issue arises where a technician physically needs to work on a University-owned device, the employee is responsible for bringing the device back to campus for ITS service.

10.2 Employees who are working remotely must have a device (personal or University property) that allows them to connect to all necessary work content.

10.2.1 Employees have the ability to use Office products either online (office.com) or via a download to a personal device. All SSU-owned equipment comes with this software installed.

10.2.2 Any employee who needs access to secured University data not already available on the cloud (cloud-based examples: Bear Trax, Blackboard, email, iContracts, DocuSign, etc.) must request and use a VPN provided by the University on the remote device. VPN allows access to your local office computer files, departmental shares, Feith etc. VPN requests should be submitted to ITService@shawnee.edu.

10.2.3 If using a personal device for remote work, an employee should never save restricted University data (data containing any personal identifiers of students or staff) to that device. All files should be maintained on the office computer or departmental shared [drive](#) that you are connecting to via VPN, or the cloud drive you are provided on office.com. If any restricted data is temporarily or accidentally saved to a personal device, the employee is responsible for removing/deleting those files from the personal equipment.

10.2.4 The employee or their department or unit is responsible for the purchase, installation, support, and maintenance of any remote device and any additional accessories needed to telecommute (monitor, printer, keyboard, mouse, etc.).

10.3 An employee who has requested remote or hybrid work is ultimately responsible for ensuring that they can perform their job responsibilities while working remotely. In order to enter into a remote or hybrid work arrangement, an employee must ensure the off-campus worksite meets the following requirements:

10.3.1 The worksite must have adequate broadband internet access to allow remote work. The employee is responsible, at their own cost, for the purchase, setup and installation, support, and maintenance of Internet service at their off-campus location. Employees who work forty per cent time or more away from campus should have at least fifty ~~Mbps~~ megabits per second (Mbps) connection from their Internet Service Provider (-ISP) for software updates and automated backups. Service will degrade below this level.

10.3.1.1 Should a remote employee lose connectivity during the workday, at their supervisor's² discretion, they will be directed to report to campus, identify a temporary alternative work location, or arrange to make up the hours.

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

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

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

12.0 CONFIDENTIALITY REQUIREMENTS FOR EMPLOYEES WITH REMOTE OR HYBRID WORK ARRANGEMENTS

12.1 While working remotely, an employee may receive work-related data, documents, or other materials protected by the Family Educational Rights and Privacy Act (FERPA), the Gramm-Leach-Bliley Act (GLBA), the Health Insurance Portability and Accountability Act (HIPAA), or other state or federal privacy laws or

regulations. Those items will be considered “Confidential Information” for purposes of this procedure.

- 12.1.1 The employee will hold all Confidential Information in strict confidence. The employee will not use or disclose Confidential Information except as required to perform their job duties and permitted by law.
- 12.1.2 The employee will protect all Confidential Information according to commercially reasonable standards and use appropriate administrative, technical, and physical security measures to preserve the confidentiality, integrity and availability of all Confidential Information. Specific standards and appropriate programs/safeguards will be provided by the University.
- 12.1.3 In the event of an actual or suspected breach of security, the employee will promptly notify their supervisor and Information Technology Services.
- 12.1.4 The employee will ensure privacy before discussing confidential information via phone or web meeting at a remote location.
- 12.1.5 During University-related meetings held via Teams, Zoom, Webex, or a similar video teleconferencing platform, the meeting organizer and/or the employee’s supervisor may require that an employee activate their camera during some or all of the meeting. In such instances, an employee participating from a remote location is responsible for ensuring that private or confidential material at their location does not appear on camera, unless such material is relevant to the meeting.

History

Effective: 04/07/2023

Revised: 6/26/2026

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

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

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

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

3.0 ELIGIBILITY

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

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

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

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

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

4.0 POSITIONS APPROPRIATE FOR FLEXIBLE WORK ARRANGEMENTS

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

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

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

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

- 4.1.3 Whether and to what extent access to on-campus resources will be needed to effectively perform the work;
 - 4.1.4 Whether service quality, University operations, or the workload of others will be impacted;
 - 4.1.5 Whether the position can be performed independently based on the level of support and face-to-face interaction needed; and
 - 4.1.6 Whether performance can be assessed accurately and working hours appropriately documented.
- 4.2 It is the responsibility of the supervisor, in consultation with the department head and Senior Executive, to demonstrate that remote or hybrid work provides an advantage or benefit to the University and its mission and that the duties of the position can be performed without any degradation in the quality of services to be provided.
- 4.2.1 If the position has been approved for remote or hybrid work, and the position is not filled, the terms of the remote work arrangement may be incorporated into the position description and into the position posting as long as it includes the following statement: “Remote work is not a right, it is an arrangement that can be modified or revoked by Shawnee State University at any time for any reason, including the convenience of the University.”
 - 4.2.2 If the position has been approved for remote or hybrid work and the position is filled, the Divisional Vice President may approve one or more employees in the approved position as suitable for a remote work assignment. It is the responsibility of the Senior Executive to demonstrate that assigning the individual for remote work is appropriate and the job duties can be performed without any degradation in the quality of service provided.
- 5.0 EMPLOYEES APPROPRIATE FOR FLEXIBLE WORK ARRANGEMENTS
- 5.1 In addition to assessing the position’s appropriateness for flex work arrangements, the employee also must be eligible, as determined by their supervisor, department head, and Senior Executive. In considering whether to approve an employee for a flexible work arrangement, the University will consider:
 - 5.1.1 Length of time in position (employee must have been employed in the position for at least 6 consecutive months, unless initially hired into a position with an approved arrangement);
 - 5.1.2 Documented disciplinary actions and/or attendance concerns;
 - 5.1.3 Demonstrated ability to independently work productively (as shown by consistent and satisfactory performance of essential functions);
 - 5.1.4 Evaluations in the previous evaluation cycle (employee must have at least an overall “Meets Expectations” on the most recent performance evaluation – the absence of an evaluation will be considered a “Meets Expectations”).

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

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

6.0 ESTABLISHING FLEXIBLE WORK ARRANGEMENTS

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

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

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

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

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

7.0 MODIFICATION OR EARLY TERMINATION OF A FLEXIBLE WORK ARRANGEMENT

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

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

8.0 GENERAL EXPECTATIONS FOR MANAGING FLEXIBLE WORK ARRANGEMENTS

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

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

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

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

10.0 TECHNICAL SUPPORT FOR EMPLOYEES WITH REMOTE OR HYBRID WORK ARRANGEMENTS

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

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

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

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

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

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

12.0 CONFIDENTIALITY REQUIREMENTS FOR EMPLOYEES WITH REMOTE OR HYBRID WORK ARRANGEMENTS

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

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

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

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

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

History

Effective: 04/07/2023

Revised: 06/26/2026

RESOLUTION F15-26

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

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

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

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

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

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

(June 26, 2026)

Shawnee State University

POLICY TITLE:	USE OF UNIVERSITY FACILITIES & RESERVATION OF SPACE
POLICY NO. :	4.44 REV
ADMIN CODE:	3362-4-21
PAGE NO.:	1 OF 1
EFFECTIVE DATE:	6/21/2024 <u>06/26/2026</u>
NEXT REVIEW DATE:	6/2027 <u>06/2031</u>
RESPONSIBLE OFFICER:	CHIEF OPERATING OFFICER
APPROVED BY:	BOARD OF TRUSTEES

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

History

Effective: 06/11/04

Revised: 6/26/2026; ~~6/21/24~~; 03/13/15

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

Shawnee State University

POLICY TITLE:	USE OF UNIVERSITY FACILITIES & RESERVATION OF SPACE
POLICY NO. :	4.44 REV
ADMIN CODE:	3362-4-21
PAGE NO.:	1 OF 1
EFFECTIVE DATE:	06/26/2026
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History

Effective: 06/11/04

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

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

PROCEDURE TITLE:	USE OF UNIVERSITY FACILITIES & RESERVATION OF SPACE
PROCEDURE NO.:	4.44:1
RELATED POLICY:	4.44REV
PAGE NO.:	1 OF 3
RESPONSIBLE ADMINISTRATOR(S):	VPE&A/DIRECTOR, EVENT & CONFERENCE SERVICES CHIEF OPERATING OFFICER
EFFECTIVE DATE:	<u>06/26/2026</u>
NEXT REVIEW DATE:	<u>06/2031</u>
APPROVED BY:	PRESIDENT

1.0 GENERAL GUIDELINES

- 1.1 The scheduling of official academic course offerings shall be given first priority for the use of University academic facilities.
- 1.2 After the release of academic space for the term, university facilities will be made available to the University & Community Events ~~Event & Conference Services (ECSUCE)~~ office for scheduling/rental.
- 1.3 Should it become essential to accommodate a non-University event requiring the need to relocate or re-schedule a University class, meeting or activity, the Registrar and Director of ECS-UCS shall consider the relative impact or benefit of the event to the University.
- 1.4 The Director of ~~Event and Conference Services (ECSUCE)~~ in consultation with the Chief Operating Officer, Vice President for Finance & Administration shall ensure the rental or use of facility space considers such factors as:
 - 1.4.1 The event must be consistent with the University's academic and community service role and mission.
 - 1.4.2 University facilities may not be contracted for the purpose of offering instruction of an on-going nature which is not a part of the University's academic or public service programs.
 - 1.4.3 The University reserves the right to reject the application of any event sponsor for use of University facilities and/or equipment based on a good faith determination that the event would be adverse to University

interests including but not limited to safety, scheduling, capacity, insurance, compliance with the law, and protection of university operations. The University may not reject an application based on the content or viewpoint of the sponsor's message provided that it is constitutionally protected. f it determines that it is not in the University's best interest.

- 1.5 Event sponsors ~~will~~ may be required to provide the University with a plan for the proposed disposition of any registration fees and/or admission fees charged to event attendees, or income from the sale of merchandise ~~or sundries, food and/or beverages. The University may collect a commission equal to seven percent (7%) of all gross registration and/or admission fees, and ten percent (10%) of all revenue generated from sales occurring during the event.~~
- 1.6 The University shall assume no responsibility for any expressed or implied views, positions, statements or literature of the event sponsor. Nor shall the University condone or otherwise endorse such views.
- 1.7 Event sponsors may not use University logos, service marks, or copyrights, in any advertisements or publications without the written consent of the University Office of Communications.
- 1.8 Use of alcohol at any event is governed by BOT policy 3.19 and procedure 3.19:1.

2.0 MAKING ARRANGEMENTS FOR USE OF UNIVERSITY FACILITIES

2.1 University-Affiliated Groups

- 2.1.1 The Office of the Registrar is responsible for scheduling of classroom instructional use of University facilities for each academic term (dates, times and locations are listed in the final class schedule).
- 2.1.2 The UCE office ~~Office of Event & Conference Services (ECS)~~ is the primary contact for the scheduling of the use of all other facilities as follows:
 - 2.1.2.1 Coordination with the ~~Director~~ Manager of Vern Riffe Center for the Arts for the requested use of the building and Director of Athletics for the requested use of the Rhodes Athletic Center and related areas.

2.1.2.2 All requests for facilities use by official student organizations shall be submitted to the Student Engagement office ~~Life Office~~ for approval before application is made to the UCE/ECS office.

2.1.2.3 Charges for facilities use by University-affiliated groups may be assessed for usage, equipment, supplies, and personnel time ~~which that~~ exceeds the parameters of the normally scheduled workload of the facility or personnel involved in supervising, operating, and maintaining facilities. The fee schedule for the reserved use of facilities by both internal and external groups is available on the University & Community Events webpage at <https://www.bookssu.com>.

2.2 Non-University Organizations

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

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

3.0 SPACE RESERVATION FORM

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

~~<http://shawnee.edu/offices/event-conference-services/media/Student-Organization-Space-Reservation-Request-Form.pdf>~~

~~<http://shawnee.edu/offices/event-conference-services/media/Space-Reservation-Form.pdf>~~

4.0 UNIVERSITY & COMMUNITY EVENTS (UCE) EVENT & CONFERENCE SERVICES (ECS)

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

<http://shawnee.edu/offices/event-conference-services/>

History

Effective: [06/26/2026](#); [04/17/2026](#); [03/13/15](#)—

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

1.0 GENERAL GUIDELINES

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

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

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

2.0 MAKING ARRANGEMENTS FOR USE OF UNIVERSITY FACILITIES

2.1 University-Affiliated Groups

2.1.1 The Office of the Registrar is responsible for scheduling of classroom instructional use of University facilities for each academic term (dates, times and locations are listed in the final class schedule).

2.1.2 The UCE office is the primary contact for the scheduling of the use of all other facilities as follows:

2.1.2.1 Coordination with the Manager of Vern Riffe Center for the Arts for the requested use of the building and Director of Athletics for the requested use of the Rhodes Athletic Center and related areas.

2.1.2.2 All requests for facilities use by official student organizations shall be submitted to the Student Engagement office for approval before application is made to the UCE office.

2.1.2.3 Charges for facilities use by University-affiliated groups may be assessed for usage, equipment, supplies, and personnel time that exceeds the parameters of the normally scheduled workload of the facility or personnel involved in supervising, operating, and maintaining facilities. The fee schedule for the reserved use of facilities by both internal and external groups is available on the University & Community Events webpage at <https://www.bookssu.com>.

2.2 Non-University Organizations

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

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

3.0 SPACE RESERVATION FORM

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

4.0 UNIVERSITY & COMMUNITY EVENTS (UCE)

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

History

Effective: 03/13/2015

Revised: 06/26/2026

RESOLUTION F16-26

**SHAWNEE STATE UNIVERSITY
FOUNDATION MEMBER APPOINTMENTS**

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

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

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

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

(June 26, 2026)

RESOLUTION 2026.1
SHAWNEE STATE UNIVERSITY DEVELOPMENT
FOUNDATION MEMBER APPOINTMENT

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

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

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

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

RESOLUTION F17-26

**APPROVAL OF UNIVERSITY INVESTMENT
COMMITTEE MEMBER REAPPOINTMENT**

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

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

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

WHEREAS, the President concurs with this reappointment;

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

(June 26, 2026)

RESOLUTION F18-26

2026-27 ADJUSTED STUDENT TUITION AND FEES

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

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

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

(June 26, 2026)

RESOLUTION F03-26

APPROVAL OF AY2026-27 TUITION AND STUDENT FEES

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

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

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

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

(February 13, 2026)

Shawnee Advantage Cohort (I) Guarantee Undergraduate Tuition Schedule

effective Autumn Semester 2026 through Spring 2030

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

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

Notes:

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

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

Fee schedule contingent upon approval by ODHE.

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

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

2026-27 Academic Year Graduate Tuition Schedule

effective Autumn Semester 2026

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

Notes:

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

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

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

Fee schedule contingent upon approval by ODHE.

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

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

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

Notes:

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

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

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

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

Fee schedule contingent upon approval by ODHE.

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

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

Notes:

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

**Listed on Tuition Schedules

***Excludes CCP students and Senior Citizens

Fee schedule contingent upon approval by ODHE.

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

RESOLUTION F19-26
REVISION OF POLICY 4.21REV
CASH MANAGEMENT

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

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

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

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

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

(June 26, 2026)

Shawnee State University

POLICY TITLE:	CASH MANAGEMENT
POLICY NO. :	4.21REV
ADMIN CODE:	3362-4-11
PAGE NO.:	1 OF 2
EFFECTIVE DATE:	10/14/16 6/26/2026
NEXT REVIEW DATE:	10/2017 6/2031
RESPONSIBLE OFFICER:	<u>CHIEF FINANCIAL OFFICER</u>
APPROVED BY:	BOARD OF TRUSTEES

1.0 OVERSIGHT AND AUTHORITY

- 1.1 Shawnee State University shall manage the handling and depositing of all forms of currency including cash and other receipts in accordance with applicable federal and state laws, Ohio Revised Code, Governmental Accounting Standards Board, internal control best practices, and University financial policies.
- 1.2 The oversight authority for this effort resides with the ~~Vice President for Finance and Administration~~ Chief Financial Officer or designee. The Office of the Controller is responsible for establishing, monitoring, and enforcing internal controls for the effective day-to-day handling of currency.
- 1.3 The Office of the Controller is the only entity authorized to open and/or operate a Shawnee State University bank account. All others, including student organizations, are prohibited from opening a separate bank account which utilizes the name or tax identification number of Shawnee State University.
- ~~1.3.1.4~~ At times when the position of Controller is vacant, the authority and responsibilities of the Controller position as set forth in this policy and associated procedures shall belong to such individual who is designated by the Chief Financial Officer.

2.0 COLLECTION/HANDLING OF MONEY

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

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

3.0 CREDIT CARDS

University offices interested in accepting credit card payments must obtain approval from the Office of the Controller prior to executing any agreements related to the acceptance and/or handling of credit card payments following established procurement guidelines

3.1 All units accepting payment cards must comply with Payment Card Industry Data Security Standards (PCI-DSS), including use of approved payment processors and prohibition of storing sensitive cardholder data

4.0 CHARITABLE GIFTS

All charitable gifts to Shawnee State University are to be forwarded to the Shawnee State University ~~Development~~ Foundation (SSU~~D~~F) following the established timelines in accordance with University and SSU~~D~~F guidelines.

5.0 PROCEDURES

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

History

Effective: 12/02/89

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

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

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

Shawnee State University

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

1.0 OVERSIGHT AND AUTHORITY

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

2.0 COLLECTION/HANDLING OF MONEY

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

adequately safeguarded in accordance with institutional policy.

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

3.0 CREDIT CARDS

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

4.0 CHARITABLE GIFTS

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

5.0 PROCEDURES

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

History

Effective: 12/02/89

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

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

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

RESOLUTION F20-26

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

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

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

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

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

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

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

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

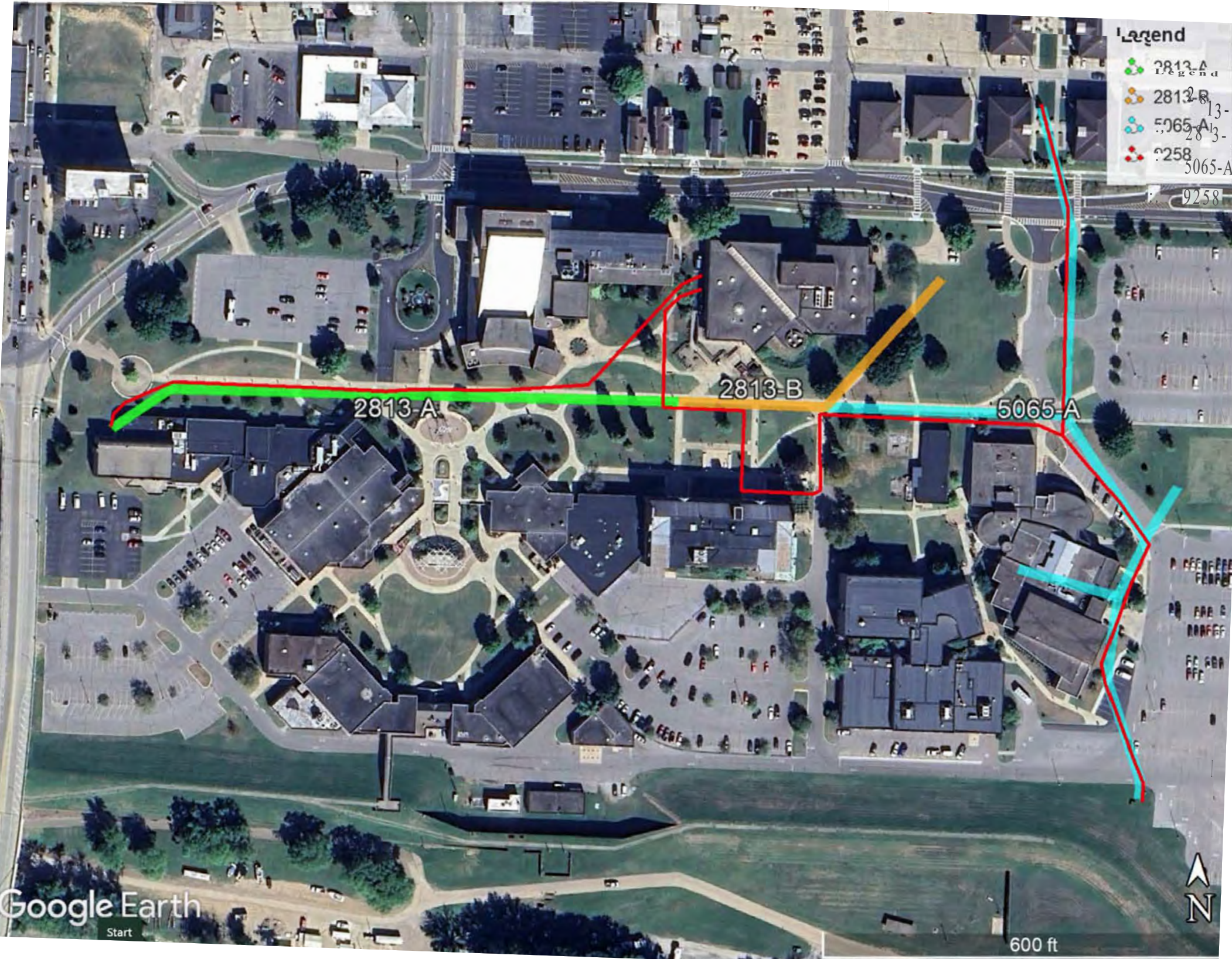
(June 26, 2026)

- Legend**
- 2813-A
 - 2813-B
 - 5065-A
 - 258

2813-A 2813-B 5065-A

Google Earth
Start

600 ft





FY26 Operating Budget Status

Report Date 06.11.2026

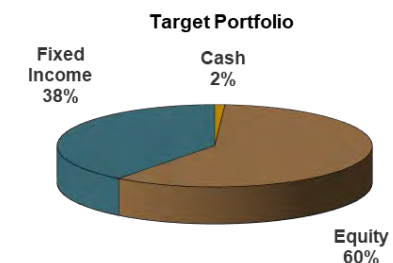
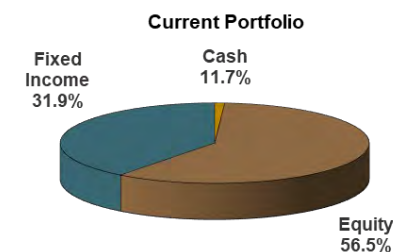
	FY26 Budget	Q1 Actuals	Q2 Actuals	Q3 Actuals	Q4 Actuals	YTD Actuals	% of Budget
Revenue							
Tuition & Student Fees	\$ 30,144,207	\$ 16,858,015	\$ (67,852)	\$ 13,539,864	\$ 3,137,438	\$ 33,467,465	111.0%
State Share of Instruction	\$ 12,979,745	\$ 3,244,938	\$ 3,244,935	\$ 3,268,417	\$ 2,178,942	\$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

Shawnee State University

Asset Allocation – As of May 31, 2026



Asset Class	Market Value	% of Assets	Target %
Cash Equivalents			
TIAA Trust Cash Deposit Account	\$2,243,388	11.7%	
Total Cash Equivalents	\$2,243,388	11.7%	2.0%
Fixed Income			
Fixed Income Separately Managed Account	\$4,430,835	23.0%	
Vanguard Intermediate-Term Bond Index Fund	\$428,600	2.2%	
iShares Broad USD Investment Grade Corporate Bond ETF	\$192,815	1.0%	
VanEck J. P. Morgan EM Local Currency Bond ETF	\$347,407	1.8%	
PIMCO International Bond Fund U.S. Dollar-Hedged	\$411,936	2.1%	
DFA Inflation Protected Securities Portfolio	\$169,846	0.9%	
PIMCO 1-5 Year U.S. TIPS Index Exchange Traded Fund	\$147,734	0.8%	
Total Fixed Income	\$6,129,173	31.9%	38.0%
Domestic Equity			
TIAA-CREF Large Cap Growth Index Fund	\$4,130,585	21.5%	
TIAA-CREF Large Cap Value Index Fund	\$3,111,286	16.2%	
iShares Russell Mid-Cap Growth ETF	\$362,537	1.9%	
iShares Russell Mid Cap Value ETF	\$362,689	1.9%	
iShares Russell 2000 Growth ETF	\$303,093	1.6%	
iShares Russell 2000 Value ETF	\$286,586	1.5%	
Total Domestic Equity	\$8,556,776	44.5%	50.0%
International Equity			
iShares Core MSCI EAFE ETF	\$879,926	4.6%	
iShares MSCI International Quality Factor ETF	\$473,952	2.5%	
Goldman Sachs International Small Cap	\$222,985	1.2%	
iShares Core MSCI Emerging Markets ETF	\$726,773	3.8%	
Total International Equity	\$2,303,636	12.0%	10.0%
Total Equity	\$10,860,412	56.5%	60.0%
Total Portfolio Market Value	\$19,232,973	100.0%	100.0%



TIAA-CREF Core Bond Strategy includes Cash of \$146,243 as of 5/31/2026

CASH AND INVESTMENT SUMMARY

Asset Class/Security	Market Value as of May 31, 2026	Market Value as of December 31, 2025	Market Value as of June 30, 2025
OPERATING CASH:			
U.S. Bank	\$ 9,110,607	\$ 8,923,514	\$ 9,506,251
Total Operating Cash Balance	\$ 9,110,607	\$ 8,923,514	\$ 9,506,251
LIQUID POOL INVESTMENT PORTFOLIO:			
STAROhio	\$ 5,948,927	\$ 5,856,205	\$ 3,284,408
Total Liquid Investment Pool Balance	\$ 5,948,927	\$ 5,856,205	\$ 3,284,408
TIAA DIVERSIFIED INVESTMENT POOL SUMMARY:			
Cash Equivalents:	\$ 2,382,484	\$ 2,156,073	\$ 1,957,959
% of Total TIAA Portfolio	12.4%	13.0%	13.5%
Fixed Income Holdings:			
Fixed Income Managed Acct (US and Agency Securities)	\$ 3,546,503	\$ 3,094,349	\$ 2,687,099
DFA Inflation Protected Securities Portfolio	\$ 169,846	\$ 156,879	\$ 127,390
iShares MBS ETF	\$ 1,325,733	\$ 1,167,588	\$ 1,015,702
PGIM High Yield Fund	\$ -	\$ -	\$ 180,711
PIMCO 1-5 Year U.S. TIPS Index ETF	\$ 147,734	\$ 146,492	\$ 146,901
VanEck J.P.Morgan EM Local Currency Bond ETF	\$ 347,407	\$ 320,220	\$ 194,435
Vanguard Intermediate Term Bond Index Fund	\$ 427,031	\$ 389,206	\$ 281,192
Total Fixed Income	\$ 5,964,254	\$ 5,274,733	\$ 4,633,430
% of Total TIAA Portfolio	31.1%	31.9%	31.9%
Domestic Equity Holdings:			
iShares Russell 2000 Growth ETF	\$ 303,093	\$ 252,917	\$ 214,681
iShares Russell 2000 Value ETF	\$ 286,586	\$ 238,472	\$ 198,304
iShares Russell Mid-Cap Growth ETF	\$ 362,537	\$ 337,420	\$ 341,708
iShares Russell Mid Cap Value ETF	\$ 362,689	\$ 310,169	\$ 290,576
TIAA-CREF Large Cap Growth Index Fund	\$ 4,130,585	\$ 3,660,865	\$ 3,360,954
TIAA-CREF Large Cap Value Index Fund	\$ 3,111,286	\$ 2,578,852	\$ 2,263,366
Total Domestic Equity	\$ 8,556,776	\$ 7,378,695	\$ 6,669,589
% of Total TIAA Portfolio	44.5%	44.6%	45.9%
International Equity Holdings:			
Goldman Sachs Intl Small Cap Insights Fund	\$ 222,985	\$ 132,590	\$ 70,741
iShares Core MSCI EAFE ETF	\$ 879,926	\$ 685,621	\$ 457,136
iShares Core MSCI Emerging ETF	\$ 726,773	\$ 498,772	\$ 340,190
iShares MSCI International Quality Factor ETF	\$ 473,952	\$ 426,639	\$ 405,706
Total International Equity	\$ 2,303,636	\$ 1,743,623	\$ 1,273,773
% of Total TIAA Portfolio	12.0%	10.5%	8.8%
Total Equity	\$ 10,860,412	\$ 9,122,318	\$ 7,943,362
% of Total TIAA Portfolio	56.5%	55.1%	54.7%
TOTAL TIAA DIVERSIFIED POOL PORTFOLIO MARKET VALUE	\$ 19,207,150	\$ 16,553,124	\$ 14,534,751
	100.0%	100.0%	100.0%
TOTAL CASH AND INVESTMENTS BALANCE	\$ 34,266,684	\$ 31,332,843	\$ 27,325,411

	TOTAL TIAA PORTFOLIO	TOTAL TIAA PORTFOLIO	TOTAL TIAA PORTFOLIO
Value as of June 30, 2025	\$ 14,534,751	\$ 14,534,751	\$ 11,189,149
Value as of May 31, 2026	\$ 19,207,150	\$ 16,553,124	\$ 14,534,751
Diff \$	\$ 4,672,399	\$ 2,018,373	\$ 3,345,602
Diff %	27.69%	12.98%	26.01%

Without \$2.5M Cash addition to Portfolio during FY26	12.88%	Without \$1M Cash addition to Portfolio during FY26	6.55%	Without \$2M Cash Addition to Portfolio during FY25	10.46%
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PERSONNEL ACTIVITY REPORT FY26

June 26, 2026

New Hires

➤ **Administrative Staff**

- Gloria Atuahene – Assistant Registrar, Registrar, April 13, 2026
- Chad Vanderhoof – Coordinator of Football Operations, Athletics, June 1, 2026
- Marcus McGuire – Coordinator, Academic Advising & Student Support, CHHS, June 15, 2026

➤ **Faculty**

- Tricia Reed – Assistant Professor, Radiologic Technology, Allied Health Sciences, May 26, 2026

➤ **Support Staff**

- Karen Bradshaw – Custodian, Planning, Construction & Facilities, April 13, 2026
- Billy Joseph – Support Specialist, Information Technology Services, April 13, 2026
- Megan Kennedy – Academic Administrative Assistant, Social Sciences, May 27, 2026

➤ **Public Safety**

- Gavin Johnson – Security Officer, Department of Public Safety, May 18, 2026

Change of Status

➤ **Executive Staff**

- Tyler Walters – Chief Advancement Officer, Office of Development, April 20, 2026

➤ **Administrative Staff**

- Rebecca Baldrige – Assistant Director, Selective Admissions, CHHS, June 1, 2026

PERSONNEL ACTIVITY REPORT FY26

June 26, 2026

Departures

➤ **Executive Staff**

- Greg Ballengee – Chief Financial Officer, Finance & Administration, June 30, 2026

➤ **Administrative Staff**

- Scott Powers – Web Content & Social Media, Marketing & Communications, April 10, 2026
- Sargina Engle – Behavioral Health Workforce Accelerator Navigator, CHHS, May 1, 2026
- Abigail Keller – Lab Coord., Physical Therapy Assistant, Rehabilitation Sciences, May 31, 2026
- Lucas Chess – Workforce Navigator-Adena, Admissions, June 19, 2026
- Rob Ehlers – Head Baseball Coach, Athletics, June 26, 2026

➤ **Faculty**

- Janet Snedegar – Associate Professor, Nursing, May 5, 2026
- Charles Kemp – Associate Professor, School of Education, May 31, 2026

➤ **Support Staff**

- Michael Prater – Custodian, Planning, Construction & Facilities, May 8, 2026

CAPITAL PROJECTS STATUS REPORT

June 26, 2026

Campus Wayfinding Project - \$1.5M – Capital

- Exterior signage installation to begin July 6, 2026
- Interior signage installation to begin August, 2026
- Completion date now estimated for Fall, 2026

Roof and Infrastructure Project - \$1.25M – Capital

- Roof work continues and is progressing well
- High gym roof replacement approximately 75% complete; low roof area replacement to immediately follow
- Project on target for August, 2026 completion

Clark Memorial Library Renovation Project - \$4.5M - Capital

- Additional funding requested via the recent Six Year Capital Plan submission

Health Science Labs Renovations Project - \$9.5M – Capital/Local

- Architect to complete construction documents June 12, 2026
- Project scheduled to be advertised for construction bid week of June 15, 2026 (4-week duration)
- Campus-wide space repurposing study nearing completion

eSports Arena – Kricker Innovation Hub Project - \$850,000 – Capital

- Project budget increased by \$350,000
- Design amendment submitted for Controlling Board approval July 13, 2026
- Design stage nearing completion

Alumni Green ADA Ramp Project - \$500,000 - Capital

- Concrete sidewalk replacement nearing completion
- Awaiting delivery of the aluminum handrail to complete the project

Spartan Athletic Complex/Softball Field - \$1,800,000 – Foundation

- Block masonry nearing completion at dugouts and backstop wall; brick veneer to follow
- Contractors continue to make progress despite weather-related challenges
- Playing surface sub-base preparation nearing completion; synthetic turf installation to follow
- Plumbing and electrical rough-in complete

Advanced Manufacturing Lab - \$3,850,070 – ARC Grant/Local

- Final design complete
- Project scheduled to be advertised for construction bid week of June 15, 2026 (4-week duration)