

RESOLUTION ASA08-26

APPROVAL OF COMPLETION PLAN UPDATE

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

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

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

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

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

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

(June 26, 2026)

Shawnee State University
Strategic Completion Plan
2026 Update

1. Institutional Overview:

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

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

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

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

SSU's enduring values are:

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

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

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

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

Shawnee State's institutional priorities include the following:

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

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

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

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

2. Barriers to Student Success:

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

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

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

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

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

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

Shawnee State described three goals in its 2024 Completion Plan:

1. Increase Enrollment

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

Increase Enrollment

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

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

Source: Office of Institutional Budgeting

Source: Enrollment Management

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

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

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

Fall 2027	300	650	1150
Fall 2028	325	700	1225

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

Improve Retention and Student Success

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

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

Key interventions have included:

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

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

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

Retention Rates for All SSU Students

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

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

Retention Rates for SSU First-Generation Students

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

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

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

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

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

Completion Rates for All SSU Students

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

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

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

Achieve Financial Sustainability

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

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

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

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

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

4. Quantitative Completion Goals for 2026-2028:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Improve University-Wide Scheduling:

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

6. Student Transfer:

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

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

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

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

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

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

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

7. Near Completion:

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

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

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

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

8. Some College, No Credentials (SCNC):

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

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

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

*Does not include spring semester starts

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

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

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

9. Workforce:

2026 Workforce Project #1: Expansion of Healthcare Programs

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

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

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

2026 Workforce Project#2: SSU Advanced Manufacturing:

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

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

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

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

Summary of the Update

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

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