

**SHAWNEE STATE UNIVERSITY  
BOARD OF TRUSTEES**

**Meeting Minutes  
December 16, 2016**

**Call to Order**

Chairperson Howarth called the meeting to order at 11:40 a.m. noting the meeting was in compliance with RC § 121.22(F).

**Roll Call**

Members Present: Mr. Evans, Ms. Hash, Ms. Higgs-Horwell, Mr. Howarth, Mr. Watson, Dr. White, Mr. Williams, Ms. Detty and Mr. Stiers

Members Absent: Mr. Furbee, Ms. Hartop

**Approval of the October 14, 2016 Board Meeting Minutes**

The Board unanimously approved the October 14, 2016 minutes.

**Consent Agenda**

1. Resolution F30-16, Revision and renaming of Policy 5.16Rev. President's Authority University Personnel Actions
2. Resolution F31-16, Revision and renaming of Policy 4.53Rev. Compensation for Administrative Staff
3. Resolution F32-16, Revision and renaming of Policy 4.13. Retreats and University Entertainment and rescission of Policy 4.14 Entertainment Policy
4. Resolution F33-16, Approval to Amend the SSU 457(b) Deferred Compensation Plan & 403(b) Tax-Sheltered Annuity Plan
5. Resolution F34-16, Creation of Administrative and Faculty Positions, Grant-funded
6. Resolution F35-16, Bridge to Success Program Tuition

Chair Howarth directed the Board to review the action items on the Consent Agenda and asked if anyone wished to remove any items from the Consent Agenda.

There being no objection, the consent agenda was unanimously approved.

**Academic and Student Affairs Committee Report**

Ms. Higgs-Horwell reported on behalf of the Academic and Student Affairs Committee:

1. Academic Affairs Executive Report - Dr. Bauer reported on recent activities in Academic Affairs including strategic planning, accreditation, facilities improvements, and personnel changes.
2. Ms. Jennifer Hammonds, Acting Registrar, reported spring enrollment numbers.
3. Ms. Hammonds reported Fall 2016 graduation statistics.
4. Enrollment Management & Student Affairs Executive Report - Dr. Anne Marie Gillespie, reported on recent activities in Enrollment Management & Student Affairs regarding outreach, activities and student engagement. An EMSA Newsletter highlights recent activities and updates.
5. Education - Ms. Amanda Means, Office of Admissions, presented "Recruiting the New Generation: Trends, Challenges and New Approaches".

### **Finance and Administration Committee Report**

Mr. Williams reported on behalf of the Finance and Administration Committee:

1. Dr. Boyles provided updates on the following items:
  - Operating Budget Status: the pace of general fund expenditures is on target as projected. Revenue is lagging budget projections as a result of decline in fall enrollment. The results of spring semester retention will be known at our next Board meeting.
  - SSI Formula: SSU received notice of an increase of about \$96K. This provides us with a modest offset to the expected \$575K reduction.
  - University Investment Report: as of the end of November the investment gain is about \$398K or 2.5% above June 30 value. The TIAA transition of funds has been completed.
  - Update on 2016 Series Bonds: the University finalized a \$20,845,000 Series 2016, general receipts bonds issuance, resulting in savings of nearly \$2 million through the final maturity in 2034 at interest cost of 3.139%. Due to the financing team's hard work to stay on schedule, we realized significant financial benefits; from the pricing date of Nov. 1 until closing on Nov 29, the tax-exempt market fluctuated from increases of 19 to 71 basis points. This turmoil would have drastically reduced the University's cash flow savings and increased the cost of the new money substantially.

The Board extends its appreciation to the SSU financing team and recognizes the strong performance of all partners and most particularly the guidance and advice provided by Blue Rose Capital Advisors.

Written reports were provided on:

- Oracle Implementation Status: Based on the timeline provided, this project remains on target for a "go-live" date of July 1, 2017.
- Capital Projects Status – Major capital projects representing nearly \$17 million in capital investments (funded from state, local and bond funds) are planned over the next couple of years.

2. Executive Session - Following a roll call vote in accordance with Ohio Revised Code Section 121.22, the committee went into executive session at 9:30 a.m. to receive a briefing on the status of the collective bargaining process underway between SSU and CWA on behalf of the University's support staff. The Executive Committee was adjourned by acclamation at 10:12 a.m.

### **Reports from Board Liaisons with other Organizations**

None.

### **President's Report**

President Kurtz reported on the following items:

- Commencement - It is a great time of year for commencement and we have a very robust group of undergraduate and graduate students for today's ceremony.
- Government Relations – Provided a state support update and timeline. Increased SSU supplement was included in a budget request from the Chancellor to the Governor. The President and Board members will also be sending letters to the Governor and legislators to reinforce the need for this request.
- A Campus Budget Summit is being planned for February to discuss the following:
  - How to get to projected savings in the next two fiscal years, as it is harder to find savings after the first year. SSU rated in the top one or two in efficiency in most areas on the Ohio Department of Education Efficiency Report.
  - Academic program enhancement and review is underway.
  - Look at all revenue streams and targets to set goals. SSU must enhance revenue and not just cut costs to set targets including enrollment, retention, and housing.
  - Carriage House facility is at the end of its life and consideration needs to be given to possibility of new buildings and possible accommodations for married students and faculty and staff.
  - Event and Conference Services will move to the Advancement and External Affairs Division on January 3, 2017 realigning as a business model and revenue stream.
- President Kurtz asked Board members to consider permanently moving the Board room to an alternate location which would free up space for a 24/7 student study lounge. Further discussion will be held at the February meeting.
- General Counsel, Cheryl Hacker, provided an annual policy update report.

### **New Business**

None.

### **Comments from Constituent Groups and the Public**

None.

**Faculty Senate Report**

Dr. Andrew Feight, Faculty Senate President, presented a report on Senate activities and read a letter from the Ohio Faculty Council to Governor Kasich opposing the adoption of recent legislation that permits universities to consider the allowance of concealed carry weapons on campus. Faculty Senate report as presented by Dr. Andrew Feight is entered into the record.

**Executive Session**

None

**Other Business**

None.

**Adjournment**

The Board was adjourned by acclamation at 12:15 p.m.



Chairperson, Board of Trustees



Secretary, Board of Trustees

**RESOLUTION F30-16**

**REVISION AND RENAMING OF POLICY 5.16REV,  
PRESIDENT'S AUTHORITY, UNIVERSITY PERSONNEL ACTIONS**

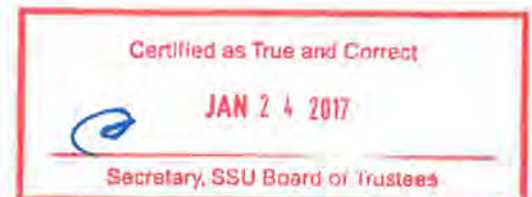
WHEREAS, a systematic review of institutional policies has been undertaken in order to remove outdated policies, and to modify and update policies; and

WHEREAS, Policy 5.16, *President's Authority, University Personnel Actions* was last reviewed and approved by the Board of Trustees on May 3, 2013; and

WHEREAS, the Policy was modified to clarify the President's authority to manage positions within an approved budget and requires technical revisions related to the current organizational structure for executive and administrative staff;

THEREFORE BE IT RESOLVED, the SSU Board of Trustees hereby approves the modification and renaming of Policy 5.16Rev, *President's Authority to Appoint Personnel and Manage Positions*, effective upon approval.

(December 16, 2016)



# Shawnee State University

POLICY TITLE:	PRESIDENT'S AUTHORITY <u>TO APPOINT PERSONNEL &amp; MANAGE POSITIONS</u> <del>ADMINISTRATION</del> <u>APPOINTMENTS</u>
POLICY NO. :	5.16REV
ADMIN CODE:	3362-5-17
PAGE NO.:	1 OF 2
EFFECTIVE DATE:	12/16/16
NEXT REVIEW DATE:	12/2019
RESPONSIBLE OFFICER(S):	PRESIDENT
APPROVED BY:	BOARD OF TRUSTEES

## 1.0 PURPOSE

The Board of Trustees delegates to the President of the University authority to appoint manage positions within the approved budget, and as set forth by this policy, appoint and remove/terminate University personnel and establish compensation ~~as set forth by this policy in conformance with~~ and other Board of Trustee policies and directives, and ~~in conformance with~~ the laws of the State of Ohio.

## 2.0 GENERAL POLICY POSITION AUTHORIZATION

2.1 The Board of Trustees authorize the President to determine the appropriate numbers of executives (vice president, general counsel and dean positions), senior level administrators (director positions), other administrators, faculty, and support staff that are necessary to effectively manage the University.

2.2 The President will provide the Board of Trustees with proposed numbers of needed positions for each above employment category for budgetary approval on an annual basis.

~~Board of Trustees' approval is required for appointments to the position of vice president, as well as for the award of tenure for faculty. Otherwise, the President has the authority to employ, appoint, promote, effect status changes, and terminate all other categories of employees, including faculty. The President also has the authority to demote or terminate vice presidents and appoint interim vice presidents pending a search for a successor to the position.~~

2.32 The President or designee or his/her designee is the appointing authority for classified employees has the authority to determine faculty positions as tenure-track or non-tenure track.

Certified as True and Correct

JAN 24 2017



Secretary, SSU Board of Trustees

~~2.34~~ The President ~~may delegate the authority to extend offers of employment for approved positions and to terminate employment in conformance with Board of Trustee policies.~~ is authorized to create all other categories of positions in accordance with established procedures.

### 3.0 POSITION AUTHORIZATION PERSONNEL ACTIONS

3.1 Board of Trustees' approval is required for executive appointments (vice president, general counsel, and dean) and for the award of tenure for faculty.

~~3.2 The President has the authority to demote or terminate an executive and appoint an interim replacement pending a search for a successor to the position. The creation of all new full-time administrative and faculty positions. The President has the authority to determine faculty positions as tenure-track or non-tenure track.~~

3.23 The President is given authority to employ, appoint, promote, effect status changes, and terminate all other categories of employees, including faculty.

~~3.4 The President or his/her designee is the appointing authority for classified employees. is authorized to create all other categories of positions in accordance with established procedures.~~

~~3.35 The President may delegate the authority to extend offers of employment for approved positions and to terminate employment in accordance with Board of Trustee policies or applicable collective bargaining agreements.~~

### 4.0 PROCEDURES

The President may establish procedures to effectively administer this policy.

#### History

Effective: 10/13/06

Revised: 12/16/16; 11/18/11

Certified as True and Correct

JAN 24 2017

  
Secretary, SSU Board of Trustees

**RESOLUTION F31-16**

**REVISION AND RENAMING OF POLICY 4.53REV,  
COMPENSATION FOR ADMINISTRATORS/ATSS**

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

WHEREAS, Policy 4.53REV, *Compensation for Administrators/ATSS* was last reviewed and approved by the Board of Trustees on March 15, 2008 and requires technical revisions and updates to reflect current operations and to establish processes that align with federal and state laws;

THEREFORE BE IT RESOLVED, the SSU Board of Trustees hereby approves the modification and renaming of Policy 4.53Rev, *Compensation for Administrative Employees*, effective upon approval.

(December 16, 2016)





# 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:	12/16/16
NEXT REVIEW DATE:	12/2019
RESPONSIBLE OFFICER(S):	VPFA
APPROVED BY:	BOARD OF TRUSTEES

## 1.0 PURPOSE

- 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. 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 Regular appointments are expected to be ongoing, subject to the needs of the university with no designated end date.
- 1.3 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.

## 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 FLSA exemption criteria for duties test, but not the salary test, will be classified as “non-exempt”.
- 2.2 Administrative Technical Staff – an administrative position that is confidential in nature and is exempt from collective bargaining under Ohio Revised Code Section 4117.01, but does not meet the exemption criteria under the Fair Labor Standards Act (FLSA).

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JAN 24 2017



Secretary, SSU Board of Trustees

2.2.1 Based on the duties test, employees in administrative technical staff positions do not meet the FLSA exemption criteria and will be classified as “non-exempt”.

2.3 Police Officer/Sergeant – an administrative position that does not meet the exemption criteria under the Fair Labor Standards Act (FLSA).

2.3.1 Based on the duties test, employees in police officer/sergeant positions do not meet the FLSA exemption criteria and will be classified as “non-exempt”.

### 3.0 FAIR LABOR STANDARDS ACT (FLSA) STATUS

3.1 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) are eligible for weekly overtime pay in accordance with the FLSA.

3.2 The FLSA status of an administrator will be modified upon meeting the minimum salary exemption threshold established by the FLSA.

### 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.

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, as well as, consideration of internal equity for comparable responsibilities.

### 5.0 SALARY BUDGET AND ALLOCATION

5.1 The allocation of an approved budgeting salary pool 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

6.1 A procedure(s) will be established to effectively administer this policy to include but not be limited to the following topics:



- 6.1.1 Evaluation and placement of administrative positions within the compensation structure;
- 6.1.2 Effective administration of across-the-board salary increases, new-hire starting salaries, promotional salary increases, reclassification and transfer salary treatment, payment for supplemental assignments, and management of special salary adjustments;
- 6.1.3 Management of overtime work assignments for non-exempt administrative employees; and
- 6.1.4 Process for establishing salary for positions funded by external sources.

History

Effective: 06/15/90

Revised: 12/16/16; 03/15/08; 09/01/99; 06/15/90

Applicable Procedures: 4.53:1 Compensation Administration

Certified as True and Correct

JAN 24 2017



Secretary, SSU Board of Trustees

**RESOLUTION F32-16**

**REVISION AND RENAMING OF  
POLICY 4.13REV, RETREATS AND UNIVERSITY ENTERTAINMENT  
AND  
RESCISSION OF POLICY 4.14, ENTERTAINMENT POLICY**

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

WHEREAS, a review of Policy 4.13, Retreats and University Entertainment and Policy 4.14 Entertainment Policy, determined that both policies addressed similar topics with provisions that were out of date; and

WHEREAS, the proposed Policy 4.13Rev, Meeting Expenditures, is renamed to more accurately reflect the purpose of the policy to provide for the proper management of expenditures related to approved meetings;

THEREFORE BE IT RESOLVED, that the Board of Trustees of Shawnee State University hereby rescinds Policy 4.14 and approves Policy 4.13Rev. Meeting Expenditures, effective upon approval.

(December 16, 2016)



# Shawnee State University

POLICY TITLE:	MEETING EXPENDITURES
POLICY NO. :	4.13REV
ADMIN CODE:	3362-4-07
PAGE NO.:	1 OF 2
EFFECTIVE DATE:	12/16/16
NEXT REVIEW DATE:	12/2019
RESPONSIBLE OFFICER(S):	PRESIDENT/VPFA
APPROVED BY:	BOARD OF TRUSTEES

## 1.0 POLICY PURPOSE

In order to advance the mission and to perform an important or necessary University function, the President and Vice Presidents are authorized to use or to approve the use of University funds for holding meetings and hosting University guests, including costs of meals and refreshments.

## 2.0 RESTRICTIONS

2.1 In general, University funds may be used to cover the cost of meals and refreshments in the following circumstances:

2.1.1 When meetings are necessary for the purpose of dealing with major or important issues that require a large uninterrupted period of time and would run through lunch or dinner or be longer than one day.

2.1.2 When hosting a University guest(s) would serve to establish or maintain effective communications and relationships for the benefit of the University.

2.2 Reimbursement or payment of University funds to cover costs for meals and refreshments that are associated with group meetings or hosting will be determined based upon the following:

2.2.1 When hosting a University guest, the number of University employees and spouses (when appropriate) is kept to a minimum.

2.2.2 The basis for reimbursement and/or payment of costs shall be actual reasonable costs supported by receipts or vendor invoices. University funds may not be used for the payment of alcoholic beverages (See Policy 3.19).

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JAN 24 2017



Secretary, SSU Board of Trustees

- 2.3 University facilities should be used for group meetings and hosting guests whenever possible and appropriate. The rental of an off-campus facility may be made in limited circumstances with written approval by the applicable vice president.

History

Effective: 12/08/89

Revised: 12/16/16

Certified as True and Correct

JAN 24 2017



Secretary, SSU Board of Trustees

**RESOLUTION F33-16**

**APPROVAL TO AMEND SSU  
457(b) DEFERRED COMPENSATION & 403(b) TAX-SHELTERED ANNUITY PLAN**

WHEREAS, the Board of Trustees originally adopted the Shawnee State University 457(b) Deferred Compensation Plan (the "457(b) Plan"), effective May 21, 2002 and the 403(b) Tax-Sheltered Annuity (the "403(b) Plan"), effective January 1, 2009; and

WHEREAS, the University amended the 457(b) Plan on December 20, 2011 in accordance with the Internal Revenue Code and other applicable laws; and

WHEREAS, the University has the power and authority to amend both the 457(b) and 403(b) Plan at any time; and

WHEREAS, the University desires to amend both the 457(b) and 403(b) Plans based on feedback from the results of an audit by the Internal Revenue Service (IRS); and

WHEREAS, modifications to these Plans will clarify the categories of employees who are eligible to participate in the 457(b) Plan and 403(b) Plan and ensures consistency in the administration of all ancillary retirement plans;

THEREFORE BE IT RESOLVED, that the Board of Trustees authorizes the vice president for finance and administration to execute the proposed amendments (attached) to the Plans, effective January 1, 2016.

(December 16, 2016)



**Amendment to Shawnee State University  
457(b) Deferred Compensation Plan**

**WHEREAS**, Shawnee State University (the "Employer") originally adopted the Shawnee State University 457(b) Deferred Compensation Plan (the "457(b) Plan"), effective May 21, 2002, and subsequently amended on December 20, 2011; and

**WHEREAS**, the University has authority to amend the Plan to clarify what individuals are eligible to participate in the 457(b) Plan and create consistency in how all ancillary retirement plans are administered;

**NOW, THEREFORE**, effective January 1, 2016, the Employer hereby amends the 457(b) Plan as follows:

1. The following language will be added to Section 5(e) of the Plan:

"Eligible employee shall mean all individuals who perform services for the Employer and who are eligible to participate under Ohio Revised Code Section 148.01(A) (1). Further, individuals who do not perform services for the Employer may not defer compensation under the Plan."

2. The remainder of the Plan remains unchanged.

**IN WITNESS WHEREOF**, the Employer hereby adopts this Amendment to the 457(b) Plan, this 16<sup>th</sup> day of December, 2016.

**SHAWNEE STATE UNIVERSITY**

By:

\_\_\_\_\_  
Dr. Elinda C. Boyles, Vice-President  
Finance and Administration





## **Amendment to Shawnee State University 403(b) Tax-Sheltered Annuity**

**WHEREAS**, Shawnee State University (the "Employer") adopted the Shawnee State University 403(b) Tax-Sheltered Annuity (the "403(b) Plan"), effective January 1, 2009; and

**WHEREAS**, the University has authority to amend the Plan to clarify what individuals are eligible to participate in the 403(b) Plan and create consistency in how all ancillary retirement plans are administered;

**NOW, THEREFORE**, effective January 1, 2016, the Employer hereby amends the 403(b) Plan as follows:

1. Section 2.1 of the Plan shall be deleted in its entirety and replaced with the following:

"Eligible employee shall mean all individuals who perform services for the Employer and who are eligible to participate under Ohio Revised Code Section 148.01(A)(1). Further, individuals who do not perform services for the Employer may not defer compensation under the Plan."

2. The remainder of the Plan remains unchanged.

**IN WITNESS WHEREOF**, the Employer hereby adopts this Amendment to the 403(b) Plan, this 16<sup>th</sup> day of December, 2016.

**SHAWNEE STATE UNIVERSITY**

By: \_\_\_\_\_

Dr. Elinda C. Boyles, Vice-President  
Finance and Administration



**RESOLUTION F34-16**

**CREATION OF ADMINISTRATIVE AND FACULTY POSITIONS,  
GRANT FUNDED**

WHEREAS, University Policy 5.16Rev President's Authority, University Personnel Actions, requires Board of Trustees' approval of newly created full-time administrative and faculty positions; and

WHEREAS, as an integral component of the institution's strategic plan to improve retention, the need to focus on retention of at-risk students and course completion strategies in the areas of advising, developmental education, supplemental instruction and tutoring, and program review is essential; and

WHEREAS, the provost recommends and the president concurs that the creation of the positions (see attached) is critical for the university to offer broader support services to underprepared and undecided first-year students and will strengthen the quality of the applicable academic programs; and

WHEREAS, the positions will be funded by the three grants: Title III awarded by the U.S. Department of Education, the LISD Collaborative (Dean's Compact) a sub-grant awarded by University of Dayton (fiscal agent), and the Ohio Higher Education Innovation Grant awarded by the Ohio Department of Higher Education; and

WHEREAS, the positions funded by the Title III funds are anticipated to be continued to be funded by the University beginning in 2020 which is the end of the grant cycle;

THEREFORE BE IT RESOLVED, that Shawnee State University's Board of Trustees approves the creation of these grant-funded positions effective under the terms of the applicable grant.

(December 16, 2016)



**Title III Grant - Five New Positions  
Estimated Salary & Benefit Data  
December 2016**

**Assistant Director, Student Success Center**

Pay Range (Grade 45)	(Min) \$45,296 (Mid) \$57,752 (Max) \$70,209
Proposed Salary (Internal Promotion):	\$51,631
Fixed Benefits:	\$15,984 (Health & Life)
Variable Benefits (16.95%):	\$8,751 (Retirement/Medicare/Unemployment/Worker's Comp)

**Total Compensation: \$ 76,366**

**Advisor, College of Professional Studies**

Pay Range (Grade 42)	(Min) \$33,614 (Mid) \$41,849 (Max) \$50,085
Starting Salary Range:	\$33,614 - \$37,732
Fixed Benefits:	\$15,984 (Health & Life)
Variable Benefits (16.95%):	\$5,698 - \$6,396 (Retirement/Medicare/Unemployment/Worker's Comp)

**Total Compensation: \$ 55,296 - \$60,112**

**Advisor, College of Arts and Sciences**

Pay Range (Grade 42)	(Min) \$33,614 (Mid) \$41,849 (Max) \$50,085
Starting Salary Range:	\$33,614 - \$37,732
Fixed Benefits:	\$15,984 (Health & Life)
Variable Benefits (16.95%):	\$5,698 - \$6,396 (Retirement/Medicare/Unemployment/Worker's Comp)

**Total Compensation: \$ 55,296 - \$60,112**

(December 16, 2016)



**Career Advisor, University College**

Pay Range (Grade 42)	(Min) \$33,614 (Mid) \$41,849 (Max) \$50,085
Starting Salary Range:	\$33,614 - \$37,732
Fixed Benefits:	\$15,984 (Health & Life)
Variable Benefits (16.95%):	\$5,698 - \$6,396 (Retirement/Medicare/Unemployment/Worker's Comp)

**Total Compensation: \$ 55,296 - \$60,112**

**Administrative Assistant (Part-Time Support Staff – up to 25hrs)**

Pay Range (Level B)	(Min) \$27,539 (Mid) \$33,072 (Max) \$38,563
Starting Salary:	\$17,212
Fixed Benefits:	N/A
Variable Benefits (16.95%):	\$2,917 (Retirement/Medicare/Unemployment/Worker's Comp)

**Total Compensation: \$20,129**

**Total Cost: \$262,383 - \$276,831**

(December 16, 2016)



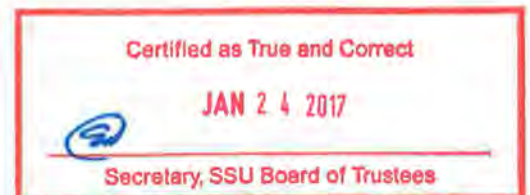
**Innovation Grant – One New Position  
Estimated Salary & Benefit Data  
December 2016**

**Reading Instructor**

Pay Range (Instructor)	(Min) \$39,300 (Mid) \$44,213 (Max) \$49,125
Starting Salary Range:	\$39,300 - \$44,213
Fixed Benefits:	\$15,984 (Health & Life)
Variable Benefits (16.95%):	\$6,661 - \$7,494 (Retirement/Medicare/Unemployment/Worker's Comp)

**Total Compensation: \$61,945 – \$67,691**

(December 16, 2016)



**Dean's Compact Grant – Two New Positions  
Estimated Salary & Benefit Data  
December 2016**

**Faculty, Visual Impairment**

Pay Range (Associate Professor)	(Min) \$55,543 (Mid) \$62,486 (Max) \$69,228
Starting Salary Range:	\$55,543 - \$62,486
Fixed Benefits:	\$15,984 (Health & Life)
Variable Benefits (16.95%):	\$9,415 - \$10,591 (Retirement/Medicare/Unemployment/Worker's Comp)

**Total Compensation: \$80,942 - \$89,061**

**Coordinator, Visual Impairment (Part-Time Administrative – up to 25hrs)**

Pay Range TBD	
Starting Salary Range:	\$17,575 - \$23,583
Fixed Benefits:	N/A
Variable Benefits (16.95%):	\$2,979 - \$3,997 (Retirement/Medicare/Unemployment/Worker's Comp)

**Total Compensation: \$20,554 - \$27,580**

**Total Cost: \$101,496 – \$116,641**

(December 16, 2016)



## RESOLUTION F35-16

### BRIDGE TO SUCCESS PROGRAM TUITION

WHEREAS, Shawnee State University has developed a program, Bridge to Success, designed to offer students extra support, skills and attention when they enter college, based on placement scores (ACT, SAT). Students with two or more developmental needs (mathematics, English, reading) will be offered enrollment in the program; and

WHEREAS, the Bridge to Success Program provides for participants to be charged a modest program fee of \$50 to partially defray Program costs; and

WHEREAS, the Ohio Department of Higher Education is providing funding as a component of the Ohio Higher Education Innovation Grant Program for two years (ending June 30, 2019) to cover academic expenses for the delivery of this Program's instruction and other student services; and

WHEREAS, the University has determined it is appropriate to establish a reduced tuition rate of \$50 per credit hour for academic courses completed in this Program to be covered by the grant funds; and

WHEREAS, 369.180 of Am. Sub. H.B. 64 of the 131<sup>th</sup> General Assembly requires any waiver of tuition for any particular student or any class of students not otherwise permitted by law at a state-assisted institution of higher education be approved by the Chancellor of the Ohio Department of Higher Education; and

WHEREAS, Directive 2009-011 signed by the Chancellor of the Ohio Department of Higher Education on April 17, 2009 establishes procedures for institutions to follow when requesting to waive standard tuition rates; and

WHEREAS, Shawnee State University is requesting a fee reduction of 83% (reduction of current in state-tuition rate of \$294.34 per credit hour to \$50.00 per credit hour) for students accepted in the Bridge to Success Program beginning with the summer 2017 term;

THEREFORE BE IT RESOLVED, that the Board of Trustees of Shawnee State University approves the Bridge to Success Program Fee and authorizes the vice president for finance and administration to submit a request to the Chancellor of the Ohio Department of Higher Education for approval of the tuition waiver through June 30, 2019.

(December 16, 2016)



## ***Academic Affairs Report***

***December 2016***

### ***Events and Recognition***

**Dr. Christine Raber**, Professor of Master of Occupational Therapy Program, was awarded the Educational Partnership of the Year Award by the Area Agency on Aging, District 7.

**Dr. Yashwant Pathak** presented a lecture as part of the 2016-17 Jane M.G. Foster Distinguished Lecture Series October 21 in the Clark Memorial Library. Dr. Pathak presentation was entitled "International Negotiations in Asian Countries with Special Reference to India."

The **4-H Maker Festival** was held at Shawnee State University on October 25. More than Sixty-five(65) 4-H Tech Wizards from Adams, Jackson, Lawrence, and Scioto counties participated in the event with their adult and teen mentors. Special thanks to Dr. Xiaodan Huang for leading Shawnee State's participation in this event. Thanks also to Dr. Tim Davis, Dr. Skip Miller, Dr. Andy Napper, and Professor Adam Miller for their participation in the event.

Students from **Shawnee State's Theatre Program** presented George and Ira Gershwin's *Of Thee I Sing* from October 26-29 in the Eloise Covert Smith Theater at the Vern Riffe Center for the Arts.

**Dr. Jeff Bauer** participated in a panel discussion at the Ohio Department of Higher Education's Trustees Conference on November 7 at Columbus State Community College. Bauer presented Shawnee State's initiatives designed to reduce the cost of textbooks.

**Dr. David Landy** presented a lecture entitled "Fear of a Muslim Europe?: Islamophobia and solidarity in contemporary Europe" on November 9 in the University Center.

**Dr. Sean Dunne** led an effort to acquire a \$25,000 Neighborhood Assist Grant through State Farm Insurance. The grant will be used to upgrade Spartan Municipal Stadium.

**The Clark Memorial Library** extended its hours to 1:00 am over the last few weeks of fall semester. Nearly 500 students took advantage of the extended hours.





## **Academic Affairs Strategic Plan**

The Division of Academic Affairs recently completed its strategic plan. Plan highlights:

**Mission:** *Educate students to become creative and discerning graduates prepared for meaningful careers, lifelong learning, and engaged citizenship.*

**Vision:** *SSU will be a “first choice” university known for our dynamic high-quality academic programs.*

### **Goals:**

- *Our academic programs and curriculum are designed and delivered to **meet the needs of today’s college student.***
- *Academic Affairs has a culture of **student-centered advising.***
- *Decision-making and communication within Academic Affairs are **timely, inclusive, and transparent.***
- *Academic Affairs is distinguished by its core of **outstanding faculty** and its **excellent professional training** and development opportunities.*

## **Academic Quality Improvement Program (AQIP)**

On November 2 – 4, an SSU leadership team (AM Gillespie, P Madden, R Milliken, B Haas, B Thiel, A Miller, K Vick, J Bauer) travelled to Chicago in order to participate in an AQIP Strategy Forum, a requirement for the SSU’s accreditation with the Higher Learning Commission. The Forum was attended by leadership teams from 12 other institutions. Each institution completed a series of activities culminating in the development of an action project. Shawnee State’s action project relates to the development of process maps. Over the next year, each SSU division will be expected to complete at least one process map.

## **Retention-Completion Initiatives**

**Summer Bridge Program.** Notices were sent out to applicants who qualify for SSU’s Summer Bridge Program. The six-week program will begin on June 25 and finish in early August. Successful participants will enter SSU in fall semester college-ready and debt-free.



## **Grants**

Shawnee State received a **Title III Grant** from the US Department of Education in order to strengthen its advising function. The grant will be used to support five new positions - assistant director in charge of tutoring/supplemental instruction, two professional advisors, a career coach, and a part-time secretary. The assistant director has been selected and other positions will be advertised and filled early in the new year.

Shawnee State will be using its **Deans Compact Grant** to hire a faculty member specializing in visual impairment and an administrative coordinator for our new endorsement program in sensory impairment.

The University has initiated a search for a reading specialist to serve the Summer Bridge Program. The position will be funded through an **Ohio Innovation Grant**.

## **Accreditation and Program Development**

Following the new policy and procedure for academic **program review** passed by the BOT last year, Academic Affairs initiated the first year of reviews which focused on the following programs:

- Sociology
- Visualist
- Occupational Therapy (MS)
- Emergency Medical Technology
- Medical Laboratory Technology
- Radiologic Technology
- Health Management
- Athletic Training
- Environmental Engineering Technology

Over the course of the next four years, each academic program will undergo the same comprehensive review which includes evaluation by external experts in the discipline. The review has already revealed important assessments that will help us improve our programs.

The **Health Care Administration Program** led by the effort of Professor Sarah Boehle initiated steps to seek accreditation through the National Association of Long Term Care Administrator Board (NAB).

**Occupational Therapy** completed its ACOTE accreditation self-study. Onsite accreditation visit will take place April 24-26, 2017.



## ***Facilities***

The renovation project of the ATC Building and Kricker Hall is progressing on schedule. Newly renovated space will be ready for use by the beginning of spring semester. The renovation project caused minimal disruption of classes and will provide significant upgrades and improvements for the Departments of Business and Rehabilitation/Sport Professions. Next phase begins early in 2017 and will provide additional space and facilities improvement for the Nursing Program.

## ***Personnel Announcements***

**Dr. Brenda Haas**, resigned to take the position of Associate Vice Chancellor of P-16 Initiatives at the Ohio Department of Higher Education, **11 years of service**.

**Dr. Chris Kacir**, accepted position of Acting Dean of the University College.

**Ms. Coleen Kosan**, accepted position as Assistant Director, Advising and Academic Resources.

**Dr. Trypina Robinson**, Teacher Education, resignation effective end of the calendar year.

**Dr. Xiaodan Huang**, retirement effective end of the academic year, **23 years of service**.

**Professor Gayle Massie**, retirement effective end of calendar year, **34 years of service**.



**Spring Weekly Registration Comparison Report**

Week 6 of Registration	Spring 2015 12/19/2014	Spring 2016 12/18/2015	Spring 2017 12/16/2016
<b>New Undergraduate Enrollment</b>			
First-time Freshmen	48	41	47
Transfer	70	53	58
<b>Total New</b>	118	94	105
<b>Difference from prior year</b>		<b>-24</b>	<b>11</b>
<b>Continuing Undergraduate Enrollment</b>			
Freshmen	803	872	861
Sophomore	732	675	639
Junior	620	591	585
Senior	916	689	720
<b>Total Continuing</b>	3071	2827	2805
<b>Difference from prior year</b>		<b>-244</b>	<b>-22</b>
<b>Total Degree Seeking Undergraduate</b>	3189	2921	2910
<b>Difference from prior year</b>		<b>-268</b>	<b>-11</b>
<b>New Graduate Enrollment</b>			
Graduate - New	5	0	6
<b>Total New</b>	5	0	6
<b>Difference from prior year</b>		<b>-5</b>	<b>6</b>
<b>Continuing Graduate Enrollment</b>			
Graduate - 1	56	62	63
Graduate - 2	29	34	34
Graduate - 3	0	0	0
<b>Total Continuing</b>	85	96	97
<b>Difference from prior year</b>		<b>11</b>	<b>1</b>
<b>Total Graduate</b>	90	96	103
<b>Difference from prior year</b>		<b>6</b>	<b>7</b>
<b>Non-Degree Enrollment</b>			
NT - Visiting	0	1	0
NR - Non-degree	1	0	3
NH - Highschool not CCP	207	0	2
NP - College Credit Plus	1	82	120
ND - Returner CCP and non-CCP	279	220	234
NS - Senior Citizen	2	0	0
<b>Total Continuing</b>	490	303	359
<b>Difference from prior year</b>		<b>-187</b>	<b>56</b>
<b>Grand Total</b>	3769	3320	3372
<b>Difference from prior year</b>		<b>-449</b>	<b>52</b>

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# Beyond the Numbers

## Key Points about Preliminary Spring 2017 Comparison Report

- The total number of registered students for this spring is about the same as last spring.
- In fall 2016, we adopted new payment policies and prohibited 90 non-payers from registering (these students would have been dropped at the end of the semester in years past).
- We have been contacting students who have not paid for fall 2016 semester to reconcile accounts and release holds to allow them to register for spring 2017.
- We have an increased number of graduation petitions this fall over last fall.
- Preliminary week-by-week comparison is a simple snapshot. February's report will have true comparison to previous years.



Board of Trustees Meeting

December 16, 2016

Prepared by the Office of the Registrar

Fall 2016 Preliminary Commencement Report									
	Fall 2014	Fall 2015	Fall 2016						
<b>Total # of Degrees:</b>	225	211	279		<b>MASTERS:</b>				
Total Masters Degrees:	34	34	42		Education			11	
Total Bachelor Degrees:	120	114	180		Occupational Therapy			27	
Total Associate Degrees:	71	63	57		Mathematics			4	
					Total Masters Degrees:			42	42
<b>BACHELORS:</b>					<b>ASSOCIATES:</b>				
<b>College of Professional Studies</b>				<b>TOTAL</b>	<b>College of Professional Studies</b>				<b>TOTAL</b>
	Sports Studies		19			Dental Hygiene		0	
	Business Administration		44			Emergency Medical Tech		0	
	Nursing		5			Medical Laboratory Tech		0	
	Occupational Therapy		3			Nursing		25	
	Plastics Engin. Tech.		3			Occupational Therapy Asst.		0	
	Computer Engin. Tech.		0			Physical Therapy Asst.		0	
	Environmental Engin. Tech.		3			Radiologic Technology		0	
	Digital & Sim.Gaming Engin.		1			Respiratory Therapy		0	
	Athletic Training		8			Technical Studies		0	
	Educational Studies		3			Computer Aided Drafting/Des		1	
	Early Childhood Educ PreK-3		0			Electromechanical Engin. Tech		2	
	Early Childhood Intervention Spec		0			Plastics Engineering Tech		0	
	Intervention Specialist K-12		0			Accounting		3	
	Middle Childhood Education		2			Business Management Tech		5	
	<b>TOTAL</b>		<b>91</b>	<b>91</b>		Legal Assisting		1	
						Information Tech. Management		0	
<b>College of Arts &amp; Sciences</b>									
	Social Sciences		11			<b>TOTAL</b>		<b>37</b>	<b>37</b>
	Sociology		15						
	International Relations		1						
	Psychology		24						
	History		5		<b>College of Arts &amp; Sciences</b>				
	English Humanities		2			Arts & Humanities		3	
	Mathematical Sciences		3			Social Science		7	
	Fine Arts		8			Mathematics		2	
	Natural Science		7			Natural Science		1	
	Biology		3			<b>TOTAL</b>		<b>13</b>	<b>13</b>
	Chemistry		0						
	Philosophy and Religion		4						
	<b>TOTAL</b>		<b>83</b>	<b>83</b>					
<b>University College</b>					<b>University College</b>				
	Individualized Studies		6			Individualized Studies		3	
						General Studies		4	
	<b>TOTAL</b>		<b>6</b>	<b>6</b>		<b>TOTAL</b>		<b>7</b>	<b>7</b>
<b>TOTAL BACHELOR DEGREES</b>			<b>180</b>		<b>TOTAL ASSOCIATE DEGREES</b>			<b>57</b>	

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\*\*\*FA16 petitioners and SM Grads who did not walk in Spring Commencement are included in this report. Fall Petitions are continuing to be submitted as of 12/1/16.

# Enrollment Management & Student Affairs (EMSA)

DECEMBER  
2016



## SEASON'S GREETINGS

### INSIDE THIS ISSUE:

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## Office of Admission

Our second Shawnee Showcase was held on November 5th, following the Shawnee 16.0 Gaming Conference. By having our dates adjacent to each other we had multiple students attend both events. Collaboration with Digital & Game Design included our office providing campus and housing tours to students and families who participated in the 16.0 Gaming Conference. In addition we had 106 students (65% of pre-registered) attend Shawnee Showcase with a total of 347 guests (77% of pre-registered).

We have hosted over 125 individual student visits to campus for informational sessions, one-on-ones, and campus & housing tours. We also welcomed 25 seniors from Jackson High School, 26 seniors from Ohio University's Upward Bound program, and approximately 150 8th graders through Lawrence County's CTC program.

Our team has visited over 50 high schools and attended 15 college fairs/programs throughout central, southeast, and southwest Ohio. We have attended 3 application events in Perry, Licking, and Fairfield counties so students were able to fill out our general application form on site in their own computer labs. We also attended Science Alliance at Fluor in Piketon. In collaboration with the College of Professional Studies and Marketing & Communications, we were able to provide giveaway prizes, admissions information, and give a 3D printing demonstration over the course of three days for over 1000 juniors in local counties.

## Office of Financial Aid

**File your FAFSA as early as**  
**OCTOBER!**

- File early.
- Get your financial aid in place.
- Be ready for your future.

Early FAFSA has arrived! The 2017-2018 Free Application for Federal Student Aid (FAFSA) can now be filed starting in October (as opposed to January). With the early FAFSA, students and parents will use their 2015 tax information - known as prior year. This allows our students to get their financial aid in place early to avoid any issues

with paying their bills.

Financial Aid has been busy assisting high school students complete their FAFSAs as well as educate them about the financial aid process. We completed 13 high school presentations and hands-on labs. Eight were located in Scioto County and five were located in Pike, Brown, and Jackson counties. We also held two open labs on campus for high school

students as well as our current SSU students.

As of 12/1/16, we have received a total of 2402 ISIR records for 2017-2018. This is not individual students but total transactions received.



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## Office of Athletics

We have two home dates in December:

Dec. 10th – Men’s basketball vs. Point Park University and Women’s basketball vs. Asbury University.

Dec. 17th- Men’s Basketball vs. Mount Vernon Nazarene.

Our Cross Country teams recently competed at the NAIA National Championships in Elmhurst, Illinois on November 19th after having won the Mid-South Conference (MSC) Championship on November 5th. The women placed ninth at nationals, and the men placed 10th. Anna Havranek was recently named MSC Runner of

the Year on the women’s side.

We are collaborating with the Title IX Task Force, and are hosting a series of forums with our male and female student-athletes about sexual assault and its impact on college campuses, in light of incidents involving athletes around the country.

Our radio show, Shawnee State Sports Saturday, first aired on October 8th. The show airs every Saturday at 10 AM on



Women's MSC Runner of the Year, Anna Havranek.

107.5 and can also be heard online via podcast on our Soundcloud page, Shawnee State Athletics.

We would also like to announce and congratulate Steve Boone, our new men and women’s tennis coach. Steve is currently the head tennis coach at Madeira High School in Madeira, Ohio. He graduated with a Masters of Education in sports administration from Xavier University and holds a youth coaching certification from the United States Professional Tennis Association, earned in 2016.



## Office of Student Life

In the month of December, the Office of Student Life worked with USEC to provide Christmas presents for local children. SSU staff, offices, and students have supported 50 children this holiday season.

Our Bear Necessities Pantry has seen much success! We have served 116 students more than 425 times during the first semester.

Fraternity & Sorority Life hosted a blood drive with over 70 students, faculty and staff donating.

The Gay Straight Student Alliance held the GSSA Drag show on November 30. Ten students performed for a packed ballroom.

AHANA hosted a talent show December 9. Fifteen student acts performed.

We are currently making plans for the Spring semester.



## Office of Diversity & Inclusion

November 3-4, the Office of Diversity & Inclusion hosted the annual Native American Cultural Festival. Over 1,000 area children visited with their schools.

Homecoming nominations have been sent out and are in the process of being reviewed. Under the supervision of Justin McMillan, Coordinator of Diversity and Inclusion, the Student Programming Board is planning events for homecoming week in January 2017.





## Office of Housing and Residence Life

Residence Life is gearing up for Resident Assistant selection. Information sessions began on November 29th.

There were four session dates in December (Dec. 1, 5, and 7). Our final session will be held on January 12 at 6:30 pm.

We are also in the middle of preparing for spring Resident Assistant Staff training. Numerous hours of education and training topics will be provided for our 37 RAs. Moreover, we will spend time bonding and strengthening our team.

Over Thanksgiving Break, housing hosted over 54 students. We collaborated with Central Church of Christ and Mt. Zion Missionary Baptist local churches to provide a Thanksgiving meal for our SSU students who stayed on campus during the holiday.

Our Resident Coordinators, Jonathan James, Meagan Earls, and Director of Housing Monique Harmon attended GLACUHO'S annual conference in Cincinnati, OH

in November. At the conference they were able to meet various vendors, attend relevant programs on topics such as FLSA, ESA and many others. Meagan and Jonathan also gave back by serving as moderators and volunteers at the conference. Monique has served on the programming and development committee for the last three years and also helped organized the conference. Monique also won the honor of Top Ten Program with her presentation on supervision.

Housing exported spring 2017 placements, meal plans and communication fees at closing on Thursday, December 1, 2016. Students are able to see all charges reflected on their student account .

Lastly, Housing closes on Friday, December 16, 2016 at 5pm for Holiday Break. All students will be checked out at that time unless having received permission to stay over break.

## Title IX Tidbit

The Title IX Task Force has recently received exciting new changes. Not only have they obtained a new coordinator, Monique Harmon, but they have also revamped their policy on sexual harassment and sex discrimination complaints, which includes sexual harassment and sexual violence.

Three students were able to accompany Monique to the Generation IX conference in Columbus, OH. The students were exposed to presentations on Title IX and being a student activist. From this conference, the students have decided to form the Title IX Student Programming Group! The first meeting was held on December 8th, 2016 at 3:30 PM.



## Office of Counseling and Health Services

### Quick Facts:

- 208 Unique students attended
- 889 Individual sessions
- 52 Group sessions
- 23 Students threatening self-harm/suicide
- 4 Suicide attempts
- 2 Psychiatric hospitalizations
- 2 Crisis unit admissions

Counseling service use continues to trend upwards this semester. The students seen for threatening self-harm accounted for 28% of the total hours of service our office provided this semester. These 23 students made up 11% of the students seeking help from our office.

12% of the students seeking help from our professional staff were assessed to be "dangerous" or "diagnosable," on the premise of severe functional impairment, difficulty controlling emotions and/or a history of mental illness. 46% of students seeking help were

assessed to be "injured," with experiences of disrupted functioning, social isolation, academic decline, and/or intense prolonged stress.

The Health Clinic provided flu shots to approximately 500 people free of charge. The clinic is averaging 15 to 20 students per day, which is their maximum capacity. The clinic is also planning to offer pharmacy services beginning in January 2017.



## Women's & Gender Equity Center

November 28– December 2, we hosted *Love Yourself Week*. Events included *Make up Free Monday*, *Body Positivity Tuesday*, *Wondrous Women Wednesday*, *Treat Yo'self Thursday*, and *Fantastic Feminist Friday*.

In collaboration with the office of Student Life and the

office of Diversity and Inclusion we hosted *Desert and Dialogue: "Modeling Civility After the Election"* on November 17. Approximately 84 students were in attendance. SSU faculty, staff, and administrators served as table moderators for student discussions.

## Office of the Dean of Students



Under the guidance of the Dean of Students office, 19 passionate student ambassadors were trained by Student Affairs. Ambassador training included: etiquette, leading tours, leadership and development, SSU history and facts, and staff bonding. Student ambassadors (pictured to the right) are now available to work campus events and tours!



## EMSA Team Member Updates

The Division of Enrollment Management and Student Affairs (EMSA) would like to congratulate Amanda Means on her new role as the Director of Admissions. Beginning January 1, 2017, Amanda will provide leadership and oversee the recruitment goals set forth by President Kurtz to increase overall new student enrollment by 300 students, including the expansion of athletics and to double our transfer student enrollment. Amanda has been with SSU since 2015 as an Admissions Officer and Coordinator of Orientation and Special Events.

We also want to use this opportunity to share with you an additional organizational change in the Office of Admissions. On January 1, 2017, Rick Merb will be transitioning into the newly created position, Coordinator of Recruitment Logistics and Data Analytics. We'd like to thank Rick for his continued dedication to Shawnee State University.

Finally, it is with mixed emotions that we announce the retirement of Laurie Hatton, Associate Director of Financial Aid. Laurie retired November 30, 2016 after 26 ½ years of service. Her insight and commitment to the students, faculty, and staff at Shawnee State University will be sorely missed.



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# Recruiting The Next Generation

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# ADMISSIONS and RECRUITMENT

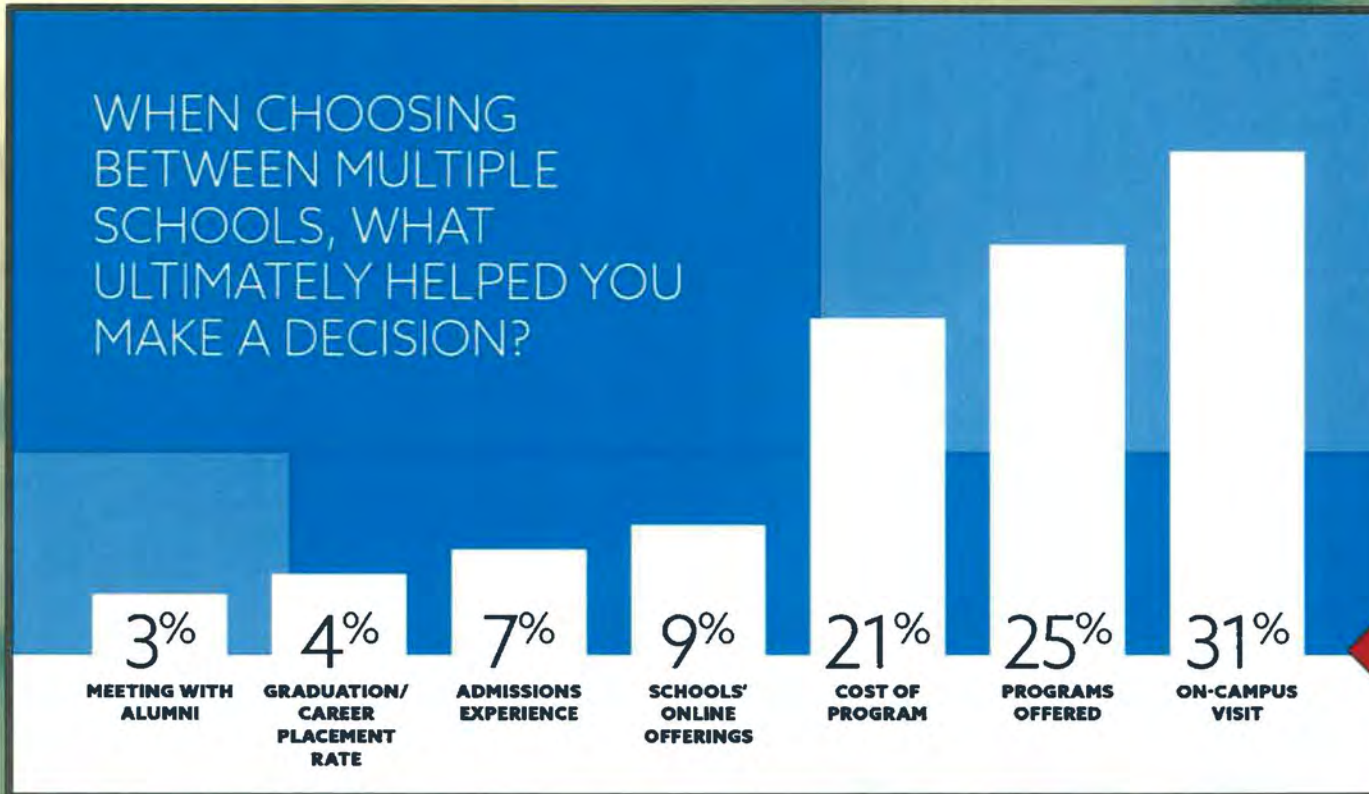
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WHEN CHOOSING BETWEEN MULTIPLE SCHOOLS, WHAT ULTIMATELY HELPED YOU MAKE A DECISION?



GO DIGITAL

The City of Phoenix

what we do

industries

our work

GO DIGITAL

learn

contact

Featured



**Ms. Lorna Espinoza**

Content Marketing Specialist

Management & Web Design & Development

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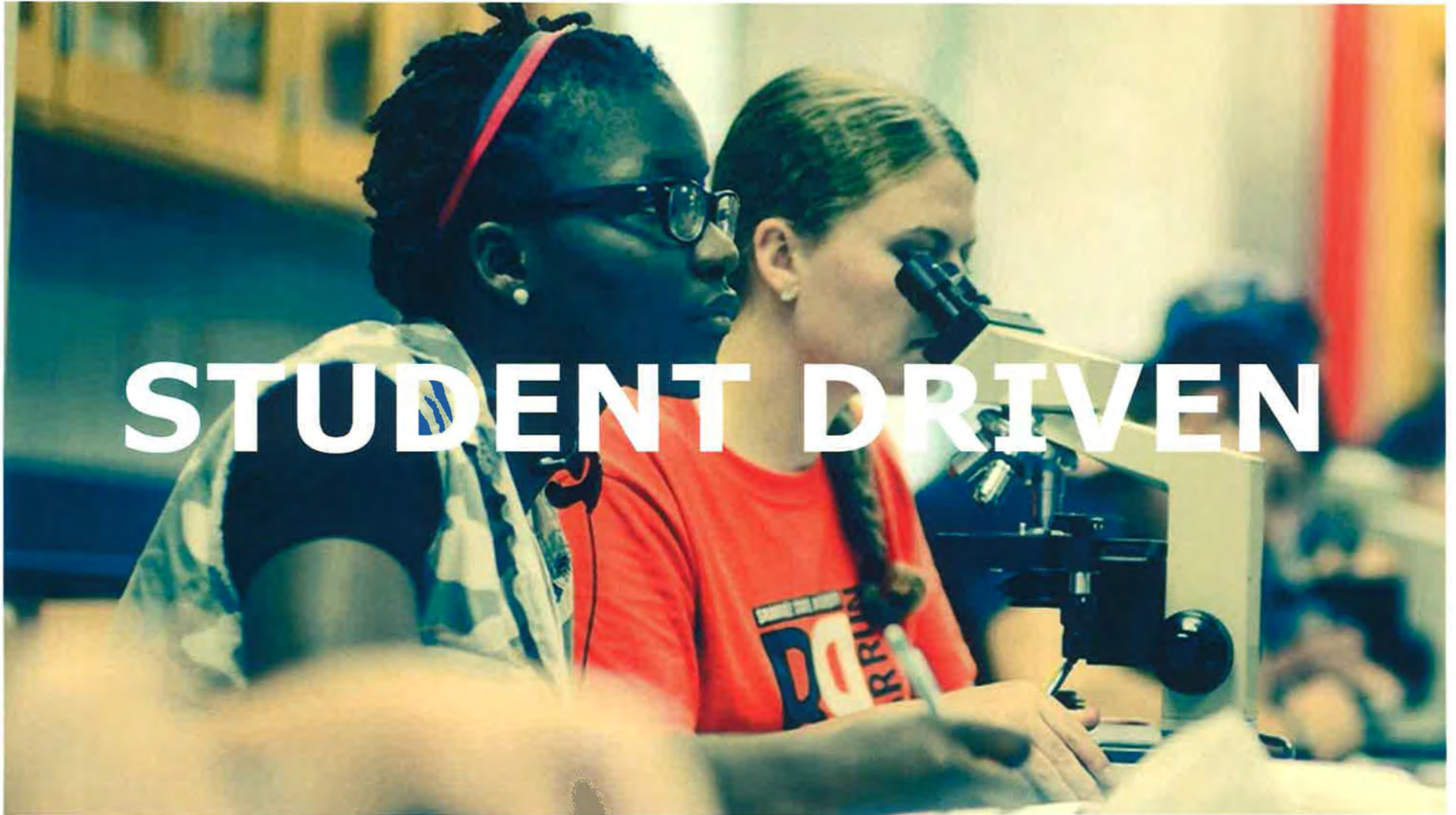


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**STUDENT DRIVEN**

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**RUFFALO**  
NOEL LEVITZ

## HIGHLIGHTS

### Mass text messaging used by less than half of campuses



Less than half of respondents reported sending mass text messages to large groups of prospective students. Notice the gap with prospective students' expectations, below.

### OPPORTUNITY GAP: Text messaging

#### E-Expectations

74% of high school seniors and 71% of high school juniors are willing to allow a college to text them.

#### Who is NOT sending mass texts?

60% of four-year private institutions  
59% of four-year public institutions  
67% of two-year public institutions

### OPPORTUNITY GAP: Text messaging by counselors

#### E-Expectations

38% of high school seniors and 35% of juniors say that receiving text messages from an admissions counselor is valuable.

#### Whose admissions counselors are NOT texting prospective students?

21% of four-year private institutions  
42% of four-year public institutions

**RUFFALO**  
NOEL LEVITZ

Higher Ed Benchmarks

Undergraduate Marketing and Enrollment Trends

**2016 E-Recruiting Practices Report**  
for Four-Year Colleges and Two-Year Institutions



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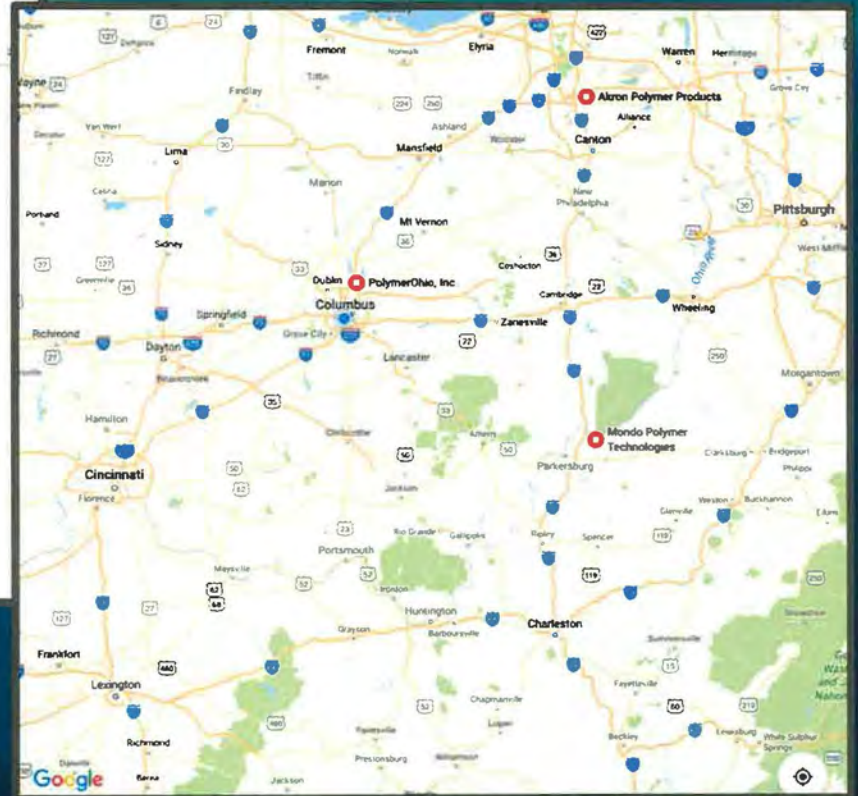
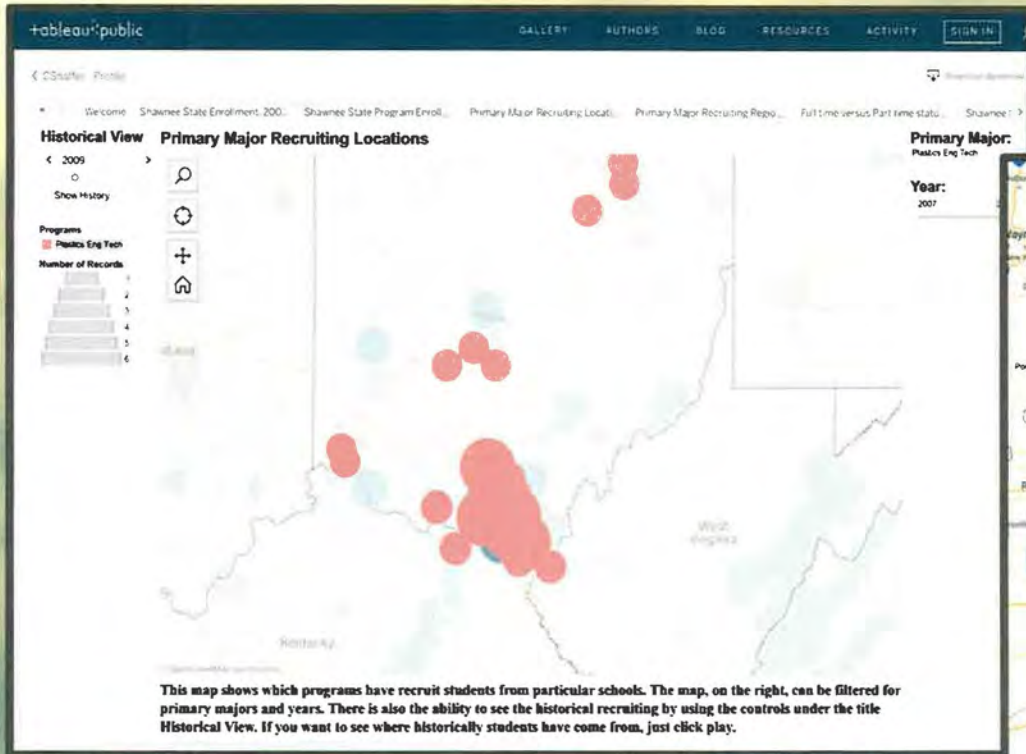
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# COMMUNITY BRANDING

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Improve relationships in County Schools

Director to Principal  
Director to Counselor

Goals:

- Increase knowledge and awareness
- Increase credibility
- Increase transparency

More knowledge of SSU



Higher comfort level with SSU



More students referred to SSU

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Figure 1

## Reasons To Go To College

Very Important      Important



NEW AMERICA EDUCATION POLICY

RACHEL FISHMAN

2015 COLLEGE DECISIONS SURVEY: PART I

# DECIDING TO GO TO COLLEGE

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SSU\_SportMgt @SSU\_SportMgt · 1d  
Proud of @ShawneeState Sport Mgt alums; thanks to @reidridge of @NASCARHall for today's Skype! @SSU\_CPS Alums give back! Take note Bears!

SSU\_SportMgt @SSU\_SportMgt · 1d  
More @ShawneeState Sport Mgt alums giving back -- today we welcomed Dr. Curt Laird of @rsc.edu back to campus to visit with our seniors!

SSU\_SportMgt @SSU\_SportMgt · 1d  
Another awesome Skype with a successful @ShawneeState Sport Mgt alum. Thanks to @adam19 of @NSUChickson. Proud of our alums!

SSU\_SportMgt @SSU\_SportMgt · 1d  
Another @ShawneeState Sport Mgt alum gives back! Thanks to @KevinValerius11 of @theBB1Arena for the Skype session with our students!



### Where Are They Now? Alumni Profile Series – Hayley Johnson

The third installment in our alumni feature series is an interview with Hayley Johnson who graduated this spring with her BA in English with honors and women and gender studies minors.

**What are you doing now?**

I am a graduate student in the Higher Education Student Affairs Administration program at the Warner School of Education at the University of Rochester. I work as the graduate assistant in the Warner admissions office, and am interning at the Rochester Institute of Technology's Office of Career Services and Cooperative Education. In my spare time, I'm working on obtaining my personal training certification, and I love hanging out in the College Town area.

**In what ways did your experiences at Naz prepare you for what you're doing now?**

Naz offers versatility in both its academic programs and student activities. I was able to branch out and

**Social Media Team**

Follow us on Twitter: @NazSocMed

Follow us on Facebook: NazSocMed

Follow us on Instagram: nazsocmed

**WorkingOrange** @WorkingOrange  
What's it like to be a working ORANGE? @SyracuseU alumni share details of their jobs & answer questions! Tweets by @jennaturman  
Syracuse University careerservices.syr.edu  
718 | 4,536 | Local

**Mike Smith** @MikeSmith30  
hey @ceskavch @kimincuse @JakeMagida @Sean\_Branagan @WhitmanSU / @SyracuseU is having an NYC bootcamp Plz share whitman.syr.edu/programs-and-4...

**WorkingOrange** @WorkingOrange · 1d  
That's a wrap! Thanks everyone for following along. Feel free to follow me @tmsadubs03 and ask questions as they come up. Go Orange! 🍊

**WorkingOrange** @WorkingOrange · 1d



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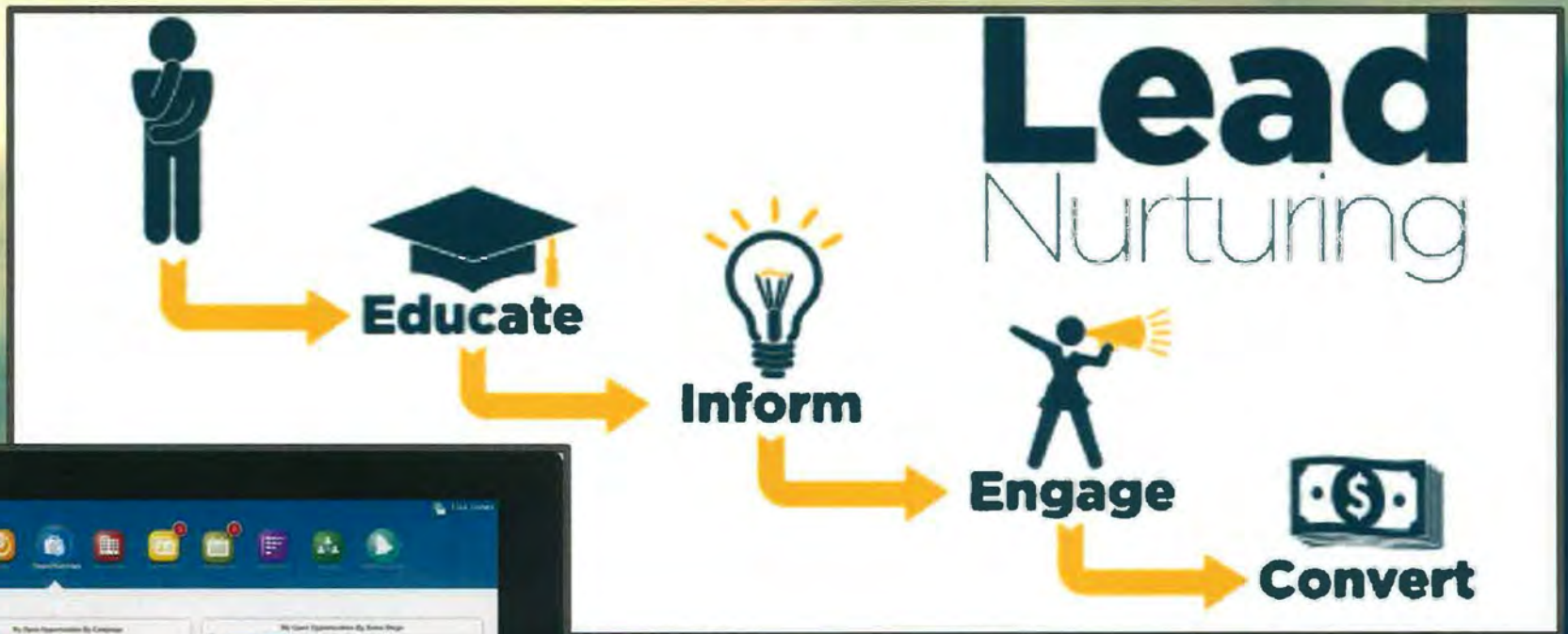
# LEAD MANAGEMENT

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The screenshot shows the Oracle CRM Opportunities page. It features a search bar, a 'View Opportunities' button, and a table of opportunities. The table has columns for 'Win %', 'Name', 'Business', 'Amount', 'Close Date', and 'Sales Stage'. The data is as follows:

Win %	Name	Business	Amount	Close Date	Sales Stage
76	Forte-Gray Server Upgrades	Forte Corporation	\$175,000	10/16/2014	08 Value Proposition
75	Premier Energy DGESD-80...	Premier Energy	\$435,500	10/29/2014	08 Value Proposition
30%	JK Steel-Ultra Brown Server	JK Steel	\$195,300	11/04/2014	02 Discovery
30%	Reston Manufacturing Q1...	Reston Manufacturing	\$234,000	11/20/2014	02 Discovery
30%	Brown Server Inquiry	Anchor Western	\$134,000	12/15/2014	02 Discovery
1%	Database Security Upgrade	Chabot	\$106,000	2/18/2015	02 Discovery

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**FUTURE BEARS  
ARE EVERYWHERE**

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## Calling All Alumni Volunteers!



Thank you for your continued support of Marshall University. We have created a special recruiting page just for you! Below, you will find links to the Alumni Recruiting Registration form, Testimonial Spotlight and photo submissions. If you have any questions about our Alumni Recruiting programs, please contact Michael Circle, Parent and Alumni Outreach Coordinator at (304)696-6833 or [circle@marshall.edu](mailto:circle@marshall.edu). Thank you for your support in the growth of Marshall University. This will be your next Best. Decision. Ever.

- [Refer a Student!](#)

One of the most powerful tools we have is you! Connect future Marshall University Alumni with the admissions department by referring a student using this quick and easy form!

- [Alumni Recruiting Registration Form](#)

Click the link above to register. Fill in the required boxes (marked with a red asterisk) and click submit when finished. We will send you an email with more information. We look forward to working with you!

- [Testimonial Spotlight](#)

Want to help prospective students make the Best. Decision. Ever? Tell us about your experiences with Marshall University (i.e. your favorite classes, dorms or activities on campus. etc.)

- [Submit Photos](#)

Pictures say 1,000 words and we want to hear each and every one of them. If you have some photos of your time on campus (as a student or an alum), drop them off here. Give us a brief description and agree to the terms and maybe you will see your pics on our page.

[Marshall University](#)

[A-Z Index](#)

[Current Students](#)

[Future Students](#)

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INVESTMENT PORTFOLIO PERFORMANCE

FISCAL YEAR 16:

INVESTMENT COMPANY	VALUE AS OF JUNE 30, 2015	GAIN/(LOSS) JULY	GAIN/(LOSS) AUGUST	GAIN/(LOSS) SEPTEMBER	GAIN/(LOSS) OCTOBER	GAIN/(LOSS) NOVEMBER	GAIN/(LOSS) DECEMBER	GAIN/(LOSS) JANUARY	GAIN/(LOSS) FEBRUARY	GAIN/(LOSS) MARCH	GAIN/(LOSS) APRIL	GAIN/(LOSS) MAY	GAIN/(LOSS) JUNE	TOTAL YTD GAIN/(LOSS)
U.S. BANK FIXED INCOME MUTUAL FUNDS	\$ 3,022,222.14	\$ 5,260.30	\$ (62,605.80)	\$ (55,395.64)	\$ 50,165.16	\$ (2,961.15)	\$ (66,808.66)	\$ (26,149.34)	\$ 6,004.61	\$ 82,488.72	\$ 51,388.86	\$ 7,408.79	\$ 43,893.29	\$ 32,728.96
U.S. BANK EQUITY MUTUAL FUNDS	\$ 6,418,665.29	\$ 55,995.83	\$ (390,614.80)	\$ (158,383.34)	\$ 428,121.77	\$ (18,274.26)	\$ (101,591.66)	\$ (290,606.64)	\$ (31,856.12)	\$ 374,500.27	\$ 34,745.06	\$ 64,881.58	\$ (12,997.14)	\$ (46,079.45)
U.S. BANK TACTICAL BALANCED MUTUAL FUNDS	\$ 1,644,141.07	\$ 10,066.57	\$ (54,657.92)	\$ (29,765.25)	\$ 68,234.75	\$ (1,466.04)	\$ (23,138.00)	\$ (54,863.03)	\$ (793.52)	\$ 64,118.29	\$ 27,104.72	\$ 5,282.45	\$ (5,224.36)	\$ 8,898.66
AGINCOURT CAPITAL	\$ 2,980,119.95	\$ 19,723.76	\$ (7,704.81)	\$ 21,679.28	\$ (576.49)	\$ (6,821.46)	\$ (17,134.21)	\$ 30,164.91	\$ 18,188.45	\$ 48,305.53	\$ 24,370.52	\$ (1,148.64)	\$ 50,587.23	\$ 189,634.07
TAMRO CAPITAL/VAUGHAN NELSON##	\$ 1,083,251.88	\$ (10,859.54)	\$ (63,955.47)	\$ (71,593.87)	\$ 35,941.01	\$ 6,626.04	\$ (53,856.88)	\$ (93,826.49)	\$ (5,249.41)	\$ 89,087.85	\$ 8,213.25	\$ 17,175.10	\$ (32,391.41)	\$ (174,689.82)
MANNING & NAPIER	\$ 1,704,863.19	\$ 3,757.17	\$ (68,126.27)	\$ (37,697.40)	\$ 71,060.30	\$ (9,989.05)	\$ (27,835.04)	\$ (32,746.53)	\$ (6,919.65)	\$ 86,191.83	\$ 23,113.25	\$ 10,522.94	\$ 1,426.60	\$ (7,241.85)
<b>CURRENT MTD TOTAL GAIN/(LOSS)</b>		\$ 83,944.09	\$ (647,685.07)	\$ (331,238.22)	\$ 652,948.50	\$ (31,885.92)	\$ (290,364.45)	\$ (468,037.12)	\$ (70,625.64)	\$ 724,692.48	\$ 168,935.48	\$ 108,122.22	\$ 55,334.21	\$ 3,250.57

INVESTMENT FUND BALANCES:

U.S. BANK FIXED INCOME MUTUAL FUNDS	\$ 2,927,482.44	\$ 2,864,876.64	\$ 2,809,481.00	\$ 2,859,646.16	\$ 2,856,685.01	\$ 2,789,876.35	\$ 2,763,727.01	\$ 2,769,731.62	\$ 2,852,220.34	\$ 2,908,609.02	\$ 2,911,017.83	\$ 2,954,951.10	
U.S. BANK EQUITY MUTUAL FUNDS	\$ 5,799,661.22	\$ 5,409,046.32	\$ 5,250,662.98	\$ 5,678,784.75	\$ 5,660,510.49	\$ 5,538,918.83	\$ 5,268,312.19	\$ 5,236,456.07	\$ 5,610,956.34	\$ 5,645,701.40	\$ 5,710,582.98	\$ 5,697,585.84	
U.S. BANK TACTICAL BALANCED MUTUAL FUNDS	\$ 1,554,207.64	\$ 1,499,549.72	\$ 1,469,784.47	\$ 1,538,019.22	\$ 1,536,538.18	\$ 1,513,415.18	\$ 1,458,552.15	\$ 1,457,758.63	\$ 1,521,876.92	\$ 1,548,981.64	\$ 1,558,264.09	\$ 1,553,039.73	
AGINCOURT CAPITAL	\$ 2,754,843.71	\$ 2,747,138.90	\$ 2,766,818.18	\$ 2,768,241.69	\$ 2,761,420.23	\$ 2,744,286.02	\$ 2,774,450.93	\$ 2,792,639.38	\$ 2,840,944.91	\$ 2,865,315.43	\$ 2,864,166.79	\$ 2,924,754.02	
TAMRO CAPITAL/VAUGHAN NELSON##	\$ 1,272,392.35	\$ 1,208,436.88	\$ 1,136,843.01	\$ 1,172,784.02	\$ 1,179,410.06	\$ 1,125,533.18	\$ 1,081,726.69	\$ 1,026,477.28	\$ 1,115,565.13	\$ 1,123,778.38	\$ 1,140,951.48	\$ 1,108,562.07	
MANNING & NAPIER	\$ 1,608,870.36	\$ 1,540,434.06	\$ 1,502,796.69	\$ 1,573,856.99	\$ 1,583,867.94	\$ 1,536,032.90	\$ 1,501,488.87	\$ 1,486,366.72	\$ 1,562,556.53	\$ 1,585,871.90	\$ 1,596,194.74	\$ 1,597,621.34	
<b>TOTAL</b>	\$ 16,833,263.53	\$ 15,917,307.62	\$ 15,269,542.53	\$ 14,938,386.33	\$ 15,581,332.83	\$ 15,558,446.91	\$ 15,268,082.46	\$ 14,800,055.34	\$ 14,779,429.70	\$ 15,504,172.18	\$ 15,679,057.67	\$ 15,781,179.85	\$ 15,836,514.10

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

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

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

FISCAL YEAR 17:

INVESTMENT COMPANY	VALUE AS OF JUNE 30, 2016	GAIN/(LOSS) JULY	GAIN/(LOSS) AUGUST	GAIN/(LOSS) SEPTEMBER	GAIN/(LOSS) OCTOBER	GAIN/(LOSS) NOVEMBER	GAIN/(LOSS) DECEMBER	GAIN/(LOSS) JANUARY	GAIN/(LOSS) FEBRUARY	GAIN/(LOSS) MARCH	GAIN/(LOSS) APRIL	GAIN/(LOSS) MAY	GAIN/(LOSS) JUNE	TOTAL YTD GAIN/(LOSS)
U.S. BANK FIXED INCOME MUTUAL FUNDS	\$ 2,954,951.10	\$ 56,944.53	\$ 28,604.63	\$ (13,883.25)	\$ 6,863.19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 78,529.10
U.S. BANK EQUITY MUTUAL FUNDS	\$ 5,697,585.84	\$ 223,311.89	\$ 28,808.37	\$ (82,072.03)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 170,048.23
U.S. BANK TACTICAL BALANCED MUTUAL FUNDS	\$ 1,553,039.73	\$ 36,099.33	\$ 14,522.87	\$ (20,569.99)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,052.21
AGINCOURT CAPITAL	\$ 2,924,754.02	\$ 27,414.90	\$ (28,805.75)	\$ (27,006.56)	\$ 514.65	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (77,882.76)
TAMRO CAPITAL/VAUGHAN NELSON##	\$ 1,108,562.07	\$ 50,204.12	\$ 12,725.38	\$ (30,289.68)	\$ 254.75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 32,914.57
MANNING & NAPIER	\$ 1,597,621.34	\$ 48,497.17	\$ 676.82	\$ (3,082.02)	\$ 481.59	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 46,574.56
TAA FUNDS	\$ -	\$ -	\$ -	\$ 183,914.82	\$ (157,209.20)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 26,705.62
<b>CURRENT MTD TOTAL GAIN/(LOSS)</b>		\$ 442,471.94	\$ 56,532.32	\$ 7,031.29	\$ (148,095.02)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 356,940.53

INVESTMENT FUND BALANCES:

U.S. BANK FIXED INCOME MUTUAL FUNDS	\$ 3,011,895.63	\$ 3,040,500.26	\$ -	\$ -
U.S. BANK EQUITY MUTUAL FUNDS	\$ 5,920,897.73	\$ 5,949,706.10	\$ -	\$ -
U.S. BANK TACTICAL BALANCED MUTUAL FUNDS	\$ 1,589,139.06	\$ 1,603,661.58	\$ -	\$ -
AGINCOURT CAPITAL	\$ 2,952,168.92	\$ 2,923,363.17	\$ 24,262.02	\$ 19,096.35
VAUGHAN NELSON	\$ 1,158,766.19	\$ 1,171,491.57	\$ 460.12	\$ -
MANNING & NAPIER	\$ 1,646,118.51	\$ 1,646,795.33	\$ 514.47	\$ -
TAA FUNDS	\$ -	\$ -	\$ 16,317,313.04	\$ 18,174,358.28
<b>TOTAL</b>	\$ 15,804,534.10	\$ 16,278,986.04	\$ 16,935,518.36	\$ 16,342,949.63

# Shawnee State University Asset Allocation – As of November 30, 2016



Asset Class	Market Value	% of Assets	Target %
<b>Cash Equivalents</b>			
TIAA-CREF Trust Company Cash Deposit Account	\$642,556	4.0%	
<b>Total Cash Equivalents</b>	<b>\$642,556</b>	<b>4.0%</b>	<b>1.0%</b>
<b>Fixed Income</b>			
U.S. Treasury Obligations	1,669,886	10.3%	
U.S. Government Agencies	925,538	5.7%	30.0%
Corporate Bonds	1,959,871	12.1%	
DFA Inflation Protected SEC Fund	\$2,144,140	13.2%	15.0%
<b>Total Fixed Income</b>	<b>\$6,699,435</b>	<b>41.3%</b>	<b>45.0%</b>
<b>Domestic Equity</b>			
TIAA-CREF Large Cap Value Index Fund	\$1,837,002	11.3%	10.0%
TIAA-CREF Large Cap Growth Index Fund	\$1,512,588	9.3%	9.0%
AMG MG Fairpointe Mid Cap Fund	\$914,829	5.6%	5.0%
Nationwide Geneva Mid-Cap Growth Index Fund	\$832,916	5.1%	5.0%
Nuveen NWQ Small Cap Value Fund	\$259,494	1.6%	1.5%
Wasatch Small Cap Growth Fund	\$247,540	1.5%	1.5%
Cohen & Steers Real Estate Fund	\$198,772	1.2%	2.0%
Vanguard REIT Index Fund	\$198,551	1.2%	2.0%
<b>Total Domestic Equity</b>	<b>\$6,001,692</b>	<b>37.0%</b>	<b>36.0%</b>
<b>International Equity</b>			
TIAA-CREF International Equity Fund	\$1,542,113	9.5%	10.0%
DFA Emerging Markets Portfolio Fund	\$343,429	2.1%	2.0%
DFA International Small Cap Value Fund	\$339,706	2.1%	2.0%
MFS International New Discovery Fund	\$327,076	2.0%	2.0%
Oakmark International Small Cap Fund	\$337,146	2.1%	2.0%
<b>Total International Equity</b>	<b>\$2,889,470</b>	<b>17.8%</b>	<b>18.0%</b>
<b>Total Portfolio Market Value</b>	<b>\$16,233,153</b>	<b>100.0%</b>	<b>100.0%</b>



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**Shawnee State University**  
**\$20,845,000**  
**General Receipts Bonds, Series 2016**



**Closing Memorandum**

The following is the suggested flow of funds to occur at Closing on Tuesday, November 29, 2016:

RSA will wire a total of \$21,325,323.04 to the Trustee, U.S. Bank NA, on behalf of Shawnee State University.

**Wire Instructions**

Bank:	U.S. Bank National Association
ABA:	
Acct #:	
Acct Name:	U. S. Bank Trust
FFC:	Shawnee State University Series 2016
Attn:	Corp Trust Services
Contact:	Dan Boyers (513.632.2077)

The amount of the wire is derived as follows:

**Sources of Funds from the Underwriter**

<b>Bond Proceeds</b>		
Par Amount	20,845,000.00	
Premium	636,974.45	
<b>Underwriter's Discount</b>		-62,244.85
<b>BAM Bond Insurance Premium</b>		-94,406.56
<b>Total Sources of Funds from the Underwriter</b>		<b>21,325,323.04</b>

In addition to the RSA wire, the University's Debt Service Fund will also be a Source of Funds as summarized below:

**Sources & Uses of Funds (Net Underwriter's Discount)**

<b>Sources of Funds</b>	<b>RSA Wire</b>	<b>SSU Funds</b>
Purchase Price on Series 2016 Bonds (Bond Proceeds - UW's Discount)	21,419,729.60	
Debt Service Fund		520,000.00
<b>Total Sources of Funds</b>		<b>21,939,729.60</b>
<b>Uses of Funds</b>		
Refunding Escrow Deposits	13,997,264.02	520,000.00
Project Fund Deposit	7,200,000.00	
BAM Bond Insurance Premium	94,406.56	
Costs of Issuance	128,059.02	
<b>Sub-Total</b>	<b>21,419,729.60</b>	<b>520,000.00</b>
<b>Total Uses of Funds</b>		<b>21,939,729.60</b>

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**Shawnee State University**  
**\$20,845,000**  
**General Receipts Bonds, Series 2016**



***Closing Memorandum***

RSA will wire a total of \$94,406.56 to Build America Mutual Assurance Company for the Series 2016 Bond Insurance Premium on behalf of Shawnee State University.

**Wire Instructions**

Bank:	First Republic Bank
ABA:	321081669
Acct #:	80001613703
Acct Name:	Build America Mutual Assurance Company
Policy #:	2016B0806
Attn:	212-235-2572
Contact:	Claudette Littlejohn

The Aggregate Sources of Funds for the Series 2016 Bonds are as follows:

<b>Sources of Funds</b>	
<b>Bond Proceeds</b>	
Par Amount	20,845,000.00
Premium	636,974.45
<b>Shawnee State University</b>	
Debt Service Funds	520,000.00
<b>Total Sources of Funds</b>	<b>22,001,974.45</b>

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**Shawnee State University**  
**\$20,845,000**  
General Receipts Bonds, Series 2016



**Closing Memorandum**

The estimated Aggregate Uses of Funds for the Series 2016 Bonds are as follows:

**Uses of Funds**

**Refunding Escrow Deposits**

SLG Purchase	14,178,263.00
Cash Deposit	339,001.02
<b>Sub-Total</b>	<b>14,517,264.02</b>

**Other Fund Deposits**

Project Fund	7,200,000.00
BAM Bond Insurance Premium	94,406.56

**Underwriter's Discount**

Average Takedown	57,323.75
CUSIPs	900.00
DTC	1,000.00
IPREO	2,000.00
Continuing Disclosure Review (DIVER by Lumesis)	450.00
Day Loan	571.10
<b>Sub-Total</b>	<b>62,244.85</b>

**Costs of Issuance (to be paid by U.S. Bank NA on behalf of the University)**


Bond Counsel (Bricker & Eckler LLP)	21,887.25
Municipal Advisor (Blue Rose Capital Advisors)	31,267.50
Underwriter's Counsel (Dinsmore & Shohl LLP)	20,000.00
Acceptance Fee (U.S. Bank NA)	1,500.00
Escrow Fee (U.S. Bank NA)	750.00
U.S. Bank NA Counsel (Frost Brown Todd LLC)	2,500.00
Rating (Moody's Investors Service)	35,000.00
Printer (ImageMaster, LLC)	1,858.97
Verification Agent (Robert Thomas CPA, LLC)	1,750.00
OMAC	5,000.00
Contingency	6,545.30
<b>Sub-Total</b>	<b>128,059.02</b>

**Total Uses of Funds**

**22,001,974.45**

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SHAWNEE STATE UNIVERSITY  
(A STATE UNIVERSITY OF OHIO)

GENERAL RECEIPTS BONDS,  
SERIES 2018

DEBT SERVICE ON THE BONDS

Debt Service Payment Date	Principal	Interest rate	Interest	Total Debt Service
6/1/2017			\$ 351,247.36	\$ 351,247.36
12/1/2017			347,387.50	347,387.50
6/1/2018	\$ 625,000	2.000%	347,387.50	972,387.50
12/1/2018			341,137.50	341,137.50
6/1/2019	645,000	2.000%	341,137.50	986,137.50
12/1/2019			334,667.50	334,667.50
6/1/2020	655,000	3.000%	334,667.50	989,667.50
12/1/2020			324,862.50	324,862.50
6/1/2021	915,000	3.000%	324,862.50	1,239,862.50
12/1/2021			311,137.50	311,137.50
6/1/2022	945,000	3.000%	311,137.50	1,256,137.50
12/1/2022			296,962.50	296,962.50
6/1/2023	970,000	3.000%	296,962.50	1,266,962.50
12/1/2023			282,412.50	282,412.50
6/1/2024	1,000,000	2.000%	282,412.50	1,282,412.50
12/1/2024			272,412.50	272,412.50
6/1/2025	1,020,000	2.250%	272,412.50	1,292,412.50
12/1/2025			260,937.50	260,937.50
6/1/2026	1,045,000	4.000%	260,937.50	1,305,937.50
12/1/2026			240,037.50	240,037.50
6/1/2027	1,060,000	3.750%	240,037.50	1,320,037.50
12/1/2027			219,787.50	219,787.50
6/1/2028	1,120,000	5.000%	219,787.50	1,339,787.50
12/1/2028			191,787.50	191,787.50
6/1/2029	1,180,000	5.000%	191,787.50	1,371,787.50
12/1/2029			162,287.50	162,287.50
6/1/2030	1,245,000	3.000%	162,287.50	1,407,287.50
12/1/2030			143,612.50	143,612.50
6/1/2031	1,280,000	3.000%	143,612.50	1,423,612.50
12/1/2031			124,412.50	124,412.50
6/1/2032	1,320,000	4.000%	124,412.50	1,444,412.50
12/1/2032			98,012.50	98,012.50
6/1/2033	1,370,000	3.250%	98,012.50	1,468,012.50
12/1/2033			75,750.00	75,750.00
6/1/2034	1,420,000	3.250%	75,750.00	1,495,750.00
12/1/2034			52,675.00	52,675.00
6/1/2035	385,000	3.500%	52,675.00	437,675.00
12/1/2035			45,937.50	45,937.50
6/1/2036	400,000	3.500%	45,937.50	445,937.50
12/1/2036			38,937.50	38,937.50
6/1/2037	415,000	3.500%	38,937.50	453,937.50
12/1/2037			31,675.00	31,675.00
6/1/2038	430,000	3.500%	31,675.00	461,675.00
12/1/2038			24,150.00	24,150.00
6/1/2039	445,000	3.500%	24,150.00	469,150.00
12/1/2039			16,362.50	16,362.50
6/1/2040	460,000	3.500%	16,362.50	476,362.50
12/1/2040			8,312.50	8,312.50
6/1/2041	475,000	3.500%	8,312.50	483,312.50
	<u>\$ 20,845,000</u>		<u>\$ 8,842,597.36</u>	<u>\$ 29,687,597.36</u>

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## Executive Summary

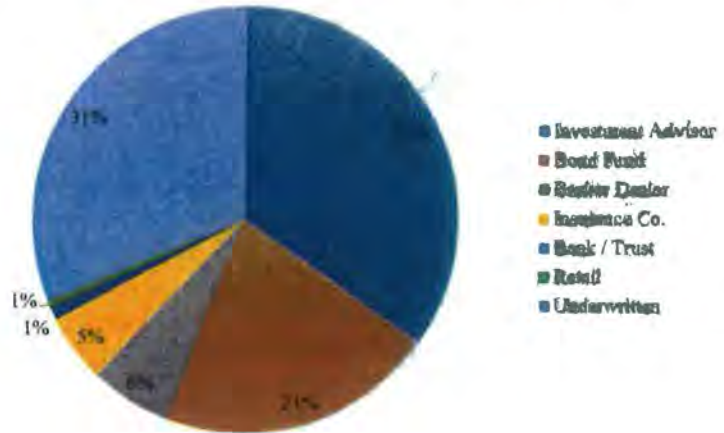
- RSA served as sole underwriter to Shawnee State University for its \$20,845,000 General Receipts Bonds, Series 2016.
- The net proceeds of the Series 2016 Bonds will be used to (i) pay for the costs of various improvements to the University's campus, including (1) the renovation and rehabilitation of existing facilities for athletics and student recreation, health and fitness, (2) student housing renovations, and (3) other campus improvements (collectively, the "Project"); (ii) advance refund all of the University's outstanding General Receipts Bonds, Series 2007, dated June 5, 2007 (the "Series 2007 Bonds"); and (iii) pay costs of issuance of the Series 2016 Bonds.
- The Series 2016 Bonds were priced on November 1, 2016.
- In the weeks prior to pricing, RSA, working with the University's Municipal Advisor (Blue Rose Capital Advisors, LLC) provided SSU with regular refunding updates, assisted with the University's first ever underlying credit rating, sensitized the University's debt offering with and without Bond Insurance, and analyzed different refunding alternatives, as well as various structuring options for the its new money projects.
- In the week leading up to pricing, MMD (tax exempt benchmark yield curve) was off between 0 and 5 basis points (0.00% - 0.05%) due to uncertainty surrounding the U.S. Presidential Election, stronger than anticipated economic data, an increase in the volume of municipal securities being issued, and volatile oil prices.
- RSA took indications of interest for the tax exempt Series 2016 Bonds on October 31 at spreads ranging from 50 to 120 basis points (depending on the bond maturity and coupon).
- RSA opened the marketing period for the Series 2016 Bonds with the same aggressive pricing levels, holding to the spreads from the indications of interest.
- Mid-way into the order period, the Series 2016 Bonds were oversubscribed in several maturities, especially on the long end of the transaction.
- At the end of the order period, RSA had sold **\$14,325,000** or **69%** of the Series 2016 Bonds to investors (see table to right), making only slight adjustments to the pricing in a couple of maturities. In addition, RSA was able to meet the structuring requests of the University and its MA with regards to couponing and callability of the Series 2016 Bonds.

Account Type	Bonds (\$M)	Total (%)
Investment Advisor	7,265	35%
Bond Fund	4,360	21%
Broker Dealer	1,300	6%
Insurance Co.	1,080	5%
Bank / Trust	200	1%
Retail	120	1%
Underwritten by RSA	6,520	31%
<b>Total</b>	<b>20,845</b>	<b>100%</b>



- RSA underwrote the balance of the unsold Series 2016 Bonds (\$6,520,000 or 31% of issue), most of which were in the belly of the curve (the chart to the right depicts the table from the previous page).

Distribution Analysis for Series 2016 Bonds

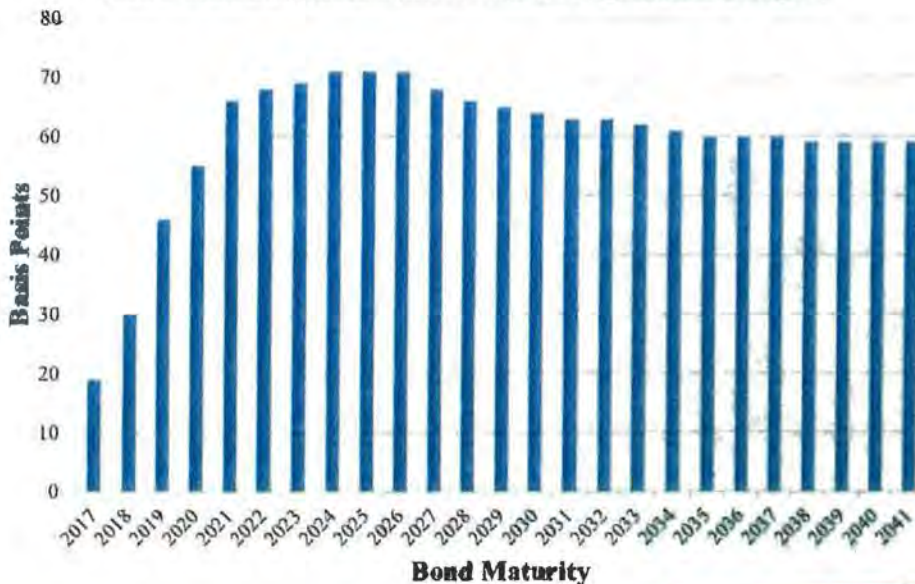


- The refunding portion of the Series 2016 Bonds resulted in gross (cashflow) savings \$2,307,248.47 (~ \$110,000 per year through the final maturity in 2034), net present value savings of \$1,847,242.49 (13.3% of refunded par) and an All-In TIC of 3.139%.

- The largest buyers of the Series 2016 Bonds on the day of pricing were investment advisors and bond funds, including Altus Wealth Mgt, Beese Fulmer, Benchmark Sec, Cambridge, Central Mutual Ins, Nuveen, Old Orchard, PFB LLC, Sec Natl Bk Springfield, Sierra Pacific, and Wells Advisory.
- Finally, the Financing Team’s diligence and hard work to keep the bond sale date on schedule, i.e. ahead of the U.S. Presidential Election, proved to be very financially beneficial. From the date of sale (November 1) up until closing (November 29), the tax exempt benchmark yield curve (MMD) increased between 19 and 71 basis points. This market turmoil would have drastically reduced the University’s cashflow savings on the Series 2007 refinancing and increased the cost of its new money projects substantially.

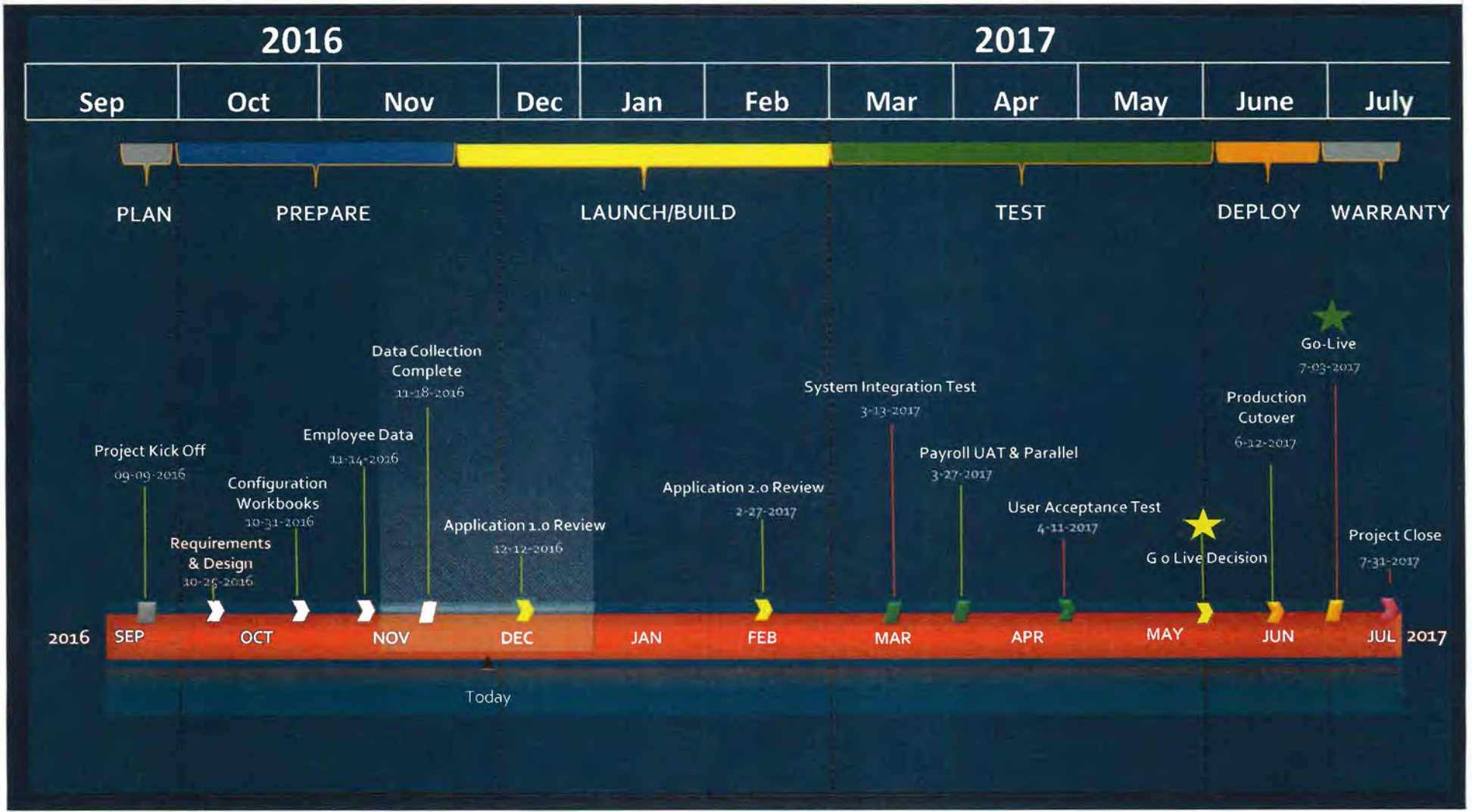
### Tax Exempt Benchmark Yield Curve

Increase in AAA MMD from November 1 - November 29, 2016



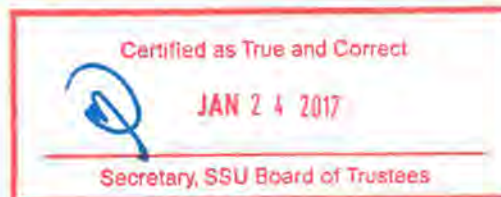
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# Oracle Implementation Timeline



## Status of Construction/Renovation Projects through November 30, 2016

Project	Status	Projected Budget	Funding Source
<b>Health Sciences Program Expansion (STEMM) Phase 1</b>	<ul style="list-style-type: none"> <li>• <b>Phase I ATC &amp; Kricker Hall scheduled for completion 12/5/16.</b> This will renovate approximately 6,000 square feet to house Business Faculty and includes 16 new office spaces, a conference room, group study areas, and collaboration spaces all conveniently located on the first floor of the ATC Building. All Kricker classrooms will be re-configured to house MOT, PT, and Sports Professions classrooms and laboratories. This will provide over 20,000 square feet of space to allow growth in all 3 programs.</li> <li>• Project 95% complete; furniture scheduled for delivery 12/19/16.</li> </ul>	\$ 4,000,000 \$ 350,000	State Capital Local Funds
<b>Health Sciences Program Expansion (STEMM) Phase 2</b>	<ul style="list-style-type: none"> <li>• <b>Phase II Health Sciences scheduled for completion fall 2017.</b> The space that will be vacated by the MOT, PT and Sports Professions departments will be renovated to add additional space for both ADN and BSN programs. This includes a new zoned air handling unit, central vacuum and compressed air for the labs, and all new finishes. This project will also allow all Nursing Faculty to have offices in the space, as well as classrooms sized for increased enrollment.</li> <li>• Project scheduled to be on the 12/19/16 Controlling Board agenda.</li> </ul>		
<b>Advanced Technology Center/Technology and Industrial Buildings Rehabilitation</b>	<ul style="list-style-type: none"> <li>• <b>Programming started.</b></li> <li>• Additional spaces on the first floor are being designed to modernize the entire main entrance and classrooms to further develop the Business and Engineering Programs' collaboration effort that was initiated with the Health Sciences Programs Expansion Project. New finishes, HVAC, and restroom renovations will be included.</li> </ul>	\$ 3,280,000	State Capital
<b>Athletic Complex (Rhodes Center)/Recreation, Student Health &amp; Wellness</b>	<ul style="list-style-type: none"> <li>• <b>Architect to be selected February, 2017.</b></li> <li>• The planned facility improvements include, but are not limited to: upgrading of the building's life safety systems, ADA access, and facility infrastructure; replacement of the original (circa 1983) pool filtration systems; separating the athletic programs' cardiovascular area to permit additional space and modernization of a general student fitness area; upgrading of deteriorated exterior areas.</li> </ul>	\$ 7,150,000	Bond funds & Local
<b>Townhouse Renovation Project Phase 3</b>	<ul style="list-style-type: none"> <li>• <b>Complete renovation of 8 Townhouse apartments (2 quads - units 9-16).</b></li> <li>• Renovations will replace all existing drywall with new high impact drywall. Project will renovate 32 bedrooms, 8 kitchens, 8 living rooms, and 16 bathrooms. All rooms will be examined for water filtration, missing or degraded insulation, and damaged ductwork. All new sub-floors to be installed on 1st and 2nd floors; vinyl flooring will replace carpet in all 8 apartments.</li> <li>• Project scheduled to begin May, 2017; scheduled for completion August, 2017.</li> </ul>	\$ 840,000	Bond funds & Local
<b>Library Rehabilitation</b>	<ul style="list-style-type: none"> <li>• Future mechanical upgrade.</li> </ul>	\$ 1,000,000	State Capital



Project	Status	Projected Budget	Funding Source
<b>Facilities Campus Master Plan Update</b>	<ul style="list-style-type: none"> <li>• Committee identified.</li> <li>• Existing Campus Master Plan being reviewed.</li> <li>• Consultant to be selected February, 2017.</li> <li>• Project to be complete by 12/1/17.</li> </ul>	\$ 200,000	State Capital

  
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## **2016 BOARD OF TRUSTEES POLICY REPORT**

### **New:**

2.16 Intellectual Property Rights for Students

### **Rescissions:**

2.13 Misconduct in Scientific and Scholarly Research

5.07 Drug Free Workplace

5.26 Business Enterprise Development

### **Renewals:**

2.15 University Promotion & Tenure System

3.17 Student Conduct Code

4.00 Purchasing Authority

4.21 Cash Management

### **Revisions:**

1.01 Bylaws of the Board of Trustees

1.05 Investment

2.10 Administration of Invention, Discoveries, & Patents for Faculty & Staff

3.00 Admission & Degree Requirements

3.21 Assessment of Student Learning Outcomes

4.13 Retreat & University Entertainment

4.52 Administrative Leaves

4.53 Compensation for Administrators/ATSS

4.58 On-Campus Education Benefits

4.75 Use of University Resources

4.90 Tuition and Other Students Fees, Fines and Charges

5.01 Equal Opportunity and Non-Discrimination/Harassment

5.06 Drug Free Campus & Workplace

5.16 President's Authority- Personnel Actions

5.32 Ethics: Conflicts of Interest and Nepotism

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# University Faculty Senate Report

Shawnee State University Board of Trustees

16 December 2016

Submitted by Prof. Andrew Feight, President

The faculty senate has been busy since the Board's last meeting. In addition to our regular business of recommending new and updated curriculum, our committees have made progress on developing a new student academic misconduct code and recommending revisions to the university's intellectual property policy. Earlier this week, we appointed a committee to develop metrics for measuring the performance of our academic programs. These metrics will then be recommended to the Provost for use in identifying poor performing programs for possible elimination or reorganization.

I also wanted to report on a recent decision of the Ohio Faculty Council – OFC membership consists of the representatives from the faculty senates of the state's four year universities. As you may know, the state legislature recently passed a bill that grants the Boards of Trustees of state institutions the power to change the current ban on guns on their campuses. The OFC passed a resolution and forwarded a copy to Governor Kasich calling on him to veto the bill. I'd like to enter that resolution, of which I have a copy, into the record. I'd also like to read from our letter to the Governor:

"The Ohio Faculty Council is recognized by the Chancellor and the Ohio Department of Higher Education and represents the faculty at all of the four-year public universities in Ohio. We have espoused strong and consistent faculty influence at the state level on issues and policies related to higher education and address concerns common to faculty members of Ohio's four-year public universities.

"In December 2015 the Ohio Faculty Council adopted a resolution. This resolution notes that the free and open exchange of ideas is a fundamental component of the mission of public higher education in the State of Ohio and such exchanges are facilitated by environments that are violence-free. It further recognizes that if individuals engaged in these exchanges could legally possess handguns, it would significantly and negatively impact the dynamic of those discussions and the value of higher education in Ohio.

"It has been and continues to be our firm opinion that the current law has served the state well and has contributed to an atmosphere on college campuses that allows the free and open exchange of ideas that is a fundamentally important component of higher education's mission.

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The letter concludes: "Accordingly, we respectfully ask that you veto any legislation such as House Bill 48 that would allow concealed-carry permit holders to carry handguns on college campuses in Ohio."

In conversations with members of Shawnee State University's Faculty Senate, I can say that while there is not unanimous agreement, the overwhelming majority support the status quo of only allowing our campus security to carry weapons. Our faculty generally believe that allowing concealed carry on campus will only make our students, faculty, and staff less safe. In that light, if Governor Kasich does end up signing the bill into law, it is my hope that the board will keep the current policy that bans guns on our campus.



## HANDGUNS ON COLLEGE CAMPUSES

Whereas, The Ohio Faculty Council is recognized by the Chancellor and the Ohio Department of Higher Education and represents the faculty at all of the four-year public universities in the State of Ohio;

Whereas, The Ohio Faculty Council espouses strong and consistent faculty influence at the state level on issues and policies related to higher education and addresses concerns common to faculty members of the four-year public universities;

Whereas, The free and open exchange of ideas is a fundamental component of the mission of public higher education in the State of Ohio and such exchanges are facilitated by environments that are violence-free/ safe spaces;

Whereas, An understanding that individuals engaged in these exchanges could legally possess handguns would significantly and negatively impact the dynamic of those discussions and the value of higher education in Ohio;

Whereas, Ohio House Bill 48 would allow concealed-carry permit holders to carry handguns in currently restricted places including college campuses;

Whereas, The current law has served the state well and has contributed to an atmosphere on college campuses that allows the free and open exchange of ideas that is a fundamentally important component of higher education's mission; now, therefore, be it

Resolved, We respectfully ask State Legislators and the Governor of Ohio to not modify State law in a way that would allow concealed-carry permit holders to carry handguns on college campuses.

