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8-12-1994

### August 12, 1994 Meeting Minutes

Shawnee State University

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MINUTES  
SHAWNEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
AUGUST 12, 1994

The meeting was called to order at 1:20 p.m. by Mr. Winters.

Roll Call

Members Present: Mr. Hannah, Mr. Reynolds, Mrs. Richards, Ms. Riffe,  
Mr. Shkurti, Mrs. Thatcher, Mr. Winters

Members Absent: Mr. Kaplan, Mr. Waller (both excused)

Approval of August 12, 1994 Agenda

Ms. Riffe moved and Mr. Shkurti seconded a motion to approve the August 12, 1994 agenda.

Ayes: Mr. Reynolds, Mrs. Richards, Ms. Riffe, Mr. Shkurti,  
Mrs. Thatcher, Mr. Winters

Nays: None

Approval of Minutes

Ms. Riffe moved to amend page four of the minutes under the Finance and Facilities report to clarify her position on the new contract between SSU and SEA. Mr. Shkurti moved and Mr. Reynolds seconded a motion to approve the June 10, 1994 Board minutes as amended.

Ayes: Mr. Reynolds, Mrs. Richards, Ms. Riffe, Mr. Shkurti,  
Mrs. Thatcher, Mr. Winters

Nays: None

Mrs. Richards moved and Ms. Riffe seconded a motion to approve the July 14, 1994 Board minutes, special meeting.

Ayes: Mr. Reynolds, Mrs. Richards, Ms. Riffe, Mr. Shkurti,  
Mrs. Thatcher, Mr. Winters

Nays: None

Committee Reports

**Quality of University Life, Mrs. Jo Ann Thatcher, Vice Chair**

Mrs. Thatcher gave an overview of the four positions being filled in the Student Affairs Division and stated that these positions will be reported on Resolution 41-94, Personnel, under the Academic Affairs committee.

**Finance and Facilities Committee, Mr. Tom Reynolds, Chair**

Mr. Reynolds moved and Mrs. Richards seconded a motion to approve Resolution 34-94, New Position Approval. This resolution authorizes the new grant-funded positions of Assistant Director for Outreach Services and 6 Outreach Coordinators for a five-year Educational Opportunity Center grant from the U. S. Department of Education.

Ayes: Mr. Reynolds, Mrs. Richards, Ms. Riffe, Mr. Shkurti,  
Mrs. Thatcher, Mr. Winters

Nays: None

Mr. Reynolds moved and Mr. Shkurti seconded a motion to approve Resolution 35-94, Revisions to University Administrative Policy 4.22, University Reserves and Allocated Fund Balance. This resolution approves aligning the present policy with the budgetary philosophy on unspent funds and responding to legislative and possible other legal constraints placed on certain unrestricted educational and general revenues.

Ayes: Mr. Reynolds, Mrs. Richards, Ms. Riffe, Mr. Shkurti,  
Mrs. Thatcher, Mr. Winters

Nays: None

Mr. Reynolds moved and Mrs. Richards seconded a motion to approve Resolution 36-94, Authorization to Locally Administer Capital Construction Projects. This resolution recognizes Am. Sub. House Bill 790 which authorizes state institutions of higher education to locally administer state capital projects which do not exceed \$1.5 million and reiterates that Shawnee State University intends to conform to the policies and procedures issued by The Department of Administrative Services related to the standard conditions for contracting for construction.

Ayes: Mr. Reynolds, Mrs. Richards, Ms. Riffe, Mr. Shkurti,  
Mrs. Thatcher, Mr. Winters

Nays: None

Mr. Reynolds moved and Mrs. Richards seconded a motion to approve Resolution 37-94, Approval of a Housing Fee and the Related Payment Plans. This resolution approves a fee and payment schedule and stipulates that these funds will be held in a separate auxiliary and/or sinking (debt service) fund to be used solely for the purpose of meeting the operating costs and debt obligations of the Student Housing system.

Ayes: Mr. Reynolds, Mrs. Richards, Ms. Riffe, Mr. Shkurti,  
Mrs. Thatcher, Mr. Winters

Nays: None

Mr. Reynolds moved and Mr. Winters seconded a motion to approve Resolution 38-94, Approval of a Change in the Amount of the Graduation Fee. This resolution approves an increase in the graduation fee from \$40.00 to \$50.00 effective for the 1994-95 academic year. Ms. Riffe stated that other sources of revenue need to be pursued and would be voting "no" on the resolution. Mrs. Thatcher commented that she knew of a hardship case where the student was unable to pay the fee and she questioned the fairness of the fee. Dr. Veri replied that the President's Discretionary fund could take care of such hardship cases if it were brought to his attention.

Mr. Winters asked Dr. Creamer to review the graduation policy and budget. Mr. Reynolds commented that the whole graduation procedure may need to be reviewed. Mr. Winters stated that the fee increase is needed for the short-term but asked Dr. Creamer to look at other cost centers for a solution and also asked that information be included in the student handbook for "hardship cases."

Ayes: Mr. Reynolds, Mrs. Richards, Mr. Shkurti, Mrs. Thatcher,  
Mr. Winters

Nays: Ms. Riffe

Mr. Reynolds reported that the FY 1993 financial audits were finally released and information will be available for the next Board meeting. He also reported that the FY 1994 year-end closing and the related audit is currently underway.

**Academic Affairs Committee, Ms. Verna Riffe, Vice Chairperson**

Ms. Riffe moved and Mr. Shkurti seconded a motion to approve Resolution 39-94, Ohio University Southern Campus, New Degree Programs. This resolution approves the Associate Degrees of Applied Science in Equine Science and Oil Well Drilling and Production at Ohio University, Southern Campus as requested by Ohio University and recommends the programs with the stipulation that Ohio University Southern Campus offer only those courses described in its degree program prospectus unless prior approval to expand the course offerings is obtained from the SSU Board of Trustees.

Ayes: Mr. Reynolds, Mrs. Richards, Ms. Riffe, Mr. Shkurti,  
Mrs. Thatcher

Nays: Mr. Winters

Ms. Riffe moved and Mrs. Thatcher seconded a motion to approve Resolution 40-94, Approval of Program Review of the Department of Developmental Education/Learning Center. This resolution approves the program review of Developmental Education/Learning Center in

compliance with the standards established in Board policy 2.08.

Ayes: Mr. Reynolds, Mrs. Richards, Ms. Riffe, Mr. Shkurti,  
Mrs. Thatcher, Mr. Winters

Nays: None

Ms. Riffe stated that Shawnee State's Developmental Education program was recognized as the best in the state. Dr. Addington gave an overview of the program and commented that Dr. Gene Beckett was selected as Developmental Educator of the Year and also elected to serve as president-elect of the National Association for Developmental Education.

Ms. Riffe moved and Mrs. Thatcher seconded a motion to approve Resolution 41-94, Personnel. This resolution approves the hiring of Karen S. Crummie, Assistant Professor, College of Business; Penny R. Edwards, Instructor, College of Arts and Sciences; Jacqueline Maillet, Coordinator of Housing and Residence Life, Division of Student Affairs, Urma Mains, Counselor, Talent Search, Division of Student Affairs; Elaine Evans, Counselor, Talent Search, Division of Student Affairs; Stephen P. Donohue, General Counsel and Assistant to the President and the promotion of Steve Gregory from Assistant Director of Admissions to Director, Talent Search, Division of Student Affairs. This resolution also approves the resignations of Frank Gaskill, Assistant Professor, College of Business; Marc Leeds, Associate Professor, College of Arts and Sciences; Dan Evans, Assistant Vice President for Academic Affairs and Jon Johnson, Assistant Director of Development. Chung-Hei (Nan) Yun was also granted a medical leave of absence for the 1994-95 academic year.

Ayes: Mr. Reynolds, Mrs. Richards, Ms. Riffe, Mr. Shkurti,  
Mrs. Thatcher, Mr. Winters

Nays: None

Abstain: Mr. Winters

Ms. Riffe moved and Mr. Winters seconded a motion to approve Resolution 42-94, Approval of Personnel Action: Faculty Promotions. This resolution

recommends approval of the following promotions: stipend for rank of Professor - Hagop Pambookian, James Flavin, Francis Byrne; stipend for rank of Associate Professor - Jeffrey Bauer, Stylianos Hadjiyannis, Barbara S. Mullens, Julia Basham; to the rank of Associate Professor - Kaddour Boukaabar, Orville R. Ferguson, Martha J. Sherman; to the rank of Assistant Professor - Mary A. Canter and Ted Kosan.

Ayes: Mr. Reynolds, Mrs. Richards, Ms. Riffe, Mr. Shkurti,  
Mrs. Thatcher, Mr. Winters

Nays: None

Ms. Riffe moved and Mr. Winters seconded a motion to approve Resolution 43-94, Approval of Personnel Action: Faculty Continuing Contracts. This resolution recommends approval of the following faculty continuing contracts: Mary L. Dillard, Steven J. Doster, Orville R. Ferguson, Robert Forrey, Stylianos Hadjiyannis, Jinlu Li, Dan M. Moore, and Zhanbo Yang.

Ayes: Mr. Reynolds, Mrs. Richards, Ms. Riffe, Mr. Shkurti,  
Mrs. Thatcher, Mr. Winters

Nays: None

Ms. Riffe gave an overview of the committee discussion on a proposed reorganization of the Academic Affairs Division. She stated further consideration on the proposal will be discussed on September 12 at 3:30 p.m. just prior to the Executive Committee meeting with the final recommendation to go before the Board at its October 14 meeting.

Ms. Riffe reported that the Academic Affairs Committee also discussed an award of Productivity Improvement Challenge Program funds, notification of Jeff Humble's approval to lead a POST 26 Seminar in China and the program review for the College of Engineering Technologies and the Department of Arts and Humanities.

The committee had previously received a request to review the numbers of graduates in August and December to determine if it would be appropriate to have graduation twice a year. Based on the numbers presented it is not

feasible to consider two graduations at this time.

Vice President's Reports

**Academic Affairs, Dr. Addington**

Dr. Addington introduced Karen Crummie new assistant professor in the College of Business and stated that he had nothing else to report.

**Student Affairs, Dr. Crabtree**

No report.

**Business Affairs, Dr. Creamer**

No report.

Reports from Constituent Groups

**University Senate, Anita Gilmer**

Not present.

**University Faculty Assembly, Anita Gilmer**

Not present.

**University Administrative Senate, Mr. Tim Culver, Chair-Elect**

Mr. Culver reported that the Executive Board of the UAS forwarded information to President Veri regarding parity of pay for administrators. He also commented that ATSS policies have been forwarded to the President's Office for review. Mr. Culver thanked the Board for including the UAS in the Ohio Board of Regents visit in July.

**Shawnee Education Association, Professor Bauer (for Mr. Miner)**

Mr. Bauer stated he had nothing to report.



**Communications Workers of America (SSU Unit), Ms. Stacy**

Not present.

**Student Senate, Mindee Akins (Ms. Workman)**

Ms. Akins reported that the University Senate is expected to change its Bylaws to allow the Student Senate a representative vote on the University Senate. She reported that there are three new clubs on campus. She also stated that the greatest experience in her life was the opportunity to study in Russia as one of SSU's exchange students this past Spring Quarter and she felt that it was very essential to keep the exchange program alive. President Veri commented that the exchange program is under review and new guidelines are being created to make the exchange program more feasible.

Ms. Riffe asked if there was a mechanism to enable a person to donate money to help the program and President Veri answered that this could be done through the Development Foundation, which has a special International Initiative Fund. Mr. Winters commented that students and the Student Senate could do fund-raising to help with the cost and that the Board will do everything possible to ensure that the exchange program continues.

New Business

Ms. Riffe moved and Mr. Winters seconded a motion to approve a tentative agreement between the Office of the Ohio Attorney General and Frank Taylor.

Ayes: Mr. Reynolds, Mrs. Richards, Ms. Riffe, Mr. Shkurti,  
Mrs. Thatcher, Mr. Winters

Nays: None

Other Business

None

Executive Session

Mr. Winters moved and Ms. Riffe seconded a motion to move into executive session at 1:56 p.m. for the purpose of discussing collective bargaining.

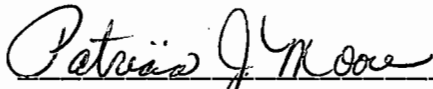
Ayes: Mr. Reynolds, Mrs. Richards, Ms. Riffe, Mr. Shkurti,  
Mrs. Thatcher, Mr. Winters

Nays: None

Adjournment

Members returned from executive session at 2:50 p.m. and the meeting was adjourned at 2:52 p.m. by acclamation.

  
\_\_\_\_\_  
Chairman, Board of Trustees

  
\_\_\_\_\_  
Acting Secretary, Board of Trustees

RESOLUTION 34-94

New Position Approval

WHEREAS, Budget Resolution 25-93 required that the Board of Trustees of Shawnee State University approve all positions not established under the approved FY '94 budget; and

WHEREAS, Shawnee State University has been awarded a five-year EOC grant, which requires a grant-funded Assistant Director, and six Outreach Coordinators to be filled;

THEREFORE BE IT RESOLVED that the Board of Trustees of Shawnee State University authorizes the following new grant-funded positions:

New Positions:

Assistant Director for Outreach Services - Educational  
Opportunity Center

6-Outreach Coordinators for Outreach Services - Educational  
Opportunity Center

(August 12, 1994)

RESOLUTION 35-94

Revisions to University Administrative Policy 4.22  
"University Reserves and Allocated Fund Balances"

WHEREAS, University Administrative Policy 4.22 was adopted by the Board of Trustees of Shawnee State University to promote financial stability and outline reserve goals for the University; and

WHEREAS, changes in budgetary practices and the need to comply with legislative intent and other limitations placed on unrestricted educational and general revenues necessitates that revisions be incorporated into this policy; and

WHEREAS, the Finance and Facilities committee has reviewed and discussed the proposed changes to the existing policy and recommends the policy in its revised form;

THEREFORE BE IT RESOLVED that the Board of Trustees of Shawnee State University approves the recommended revisions to Policy 4.22 effective June 30, 1994.

(August 12, 1994)

# Shawnee State University

AREA:	BUSINESS AFFAIRS	POLICY NO.:	4.22 Rev.
		PAGE NO.:	1 OF 3
		EFFECTIVE DATE:	8/12/94
		RECOMMENDED BY:	David K. Creamer
SUBJECT:	UNIVERSITY RESERVES OR ALLOCATED FUND BALANCES	APPROVED BY:	<i>AKC</i>

In order to promote both financial stability and to encourage future development of programs and staff, the Board of Trustees of Shawnee State University recognizes a need to establish an orderly process for appropriating University reserves.

Allocated funds or reserves are accumulated University resources within the educational and general fund that have been set aside for a specific purpose and are to be expended only for that purpose and only when current-year revenues are not sufficient to meet the approved expenditure needs unless otherwise authorized by the Shawnee State University Board of Trustees.

## 1.0 Reserve or Allocated Fund Balance Categories

The Board of Trustees hereby establishes the following reserve or allocated fund balance categories. These categories are examples and should not be considered as all inclusive. The Board of Trustees may add, delete, and otherwise amend this list at any Board meeting through the resolution process. Reserve or allocated fund balance categories include those listed below:

- 1.1 Building Alteration - This fund provides for repairing, replacing, and modernizing University buildings and attached equipment, including (but not limited to) heating, ventilating and air conditioning; phones; networking; plumbing; carpeting; and electrical equipment and installations.
- 1.2 Faculty and Staff Development - This fund encourages professional development of University employees.
- 1.3 Movable Equipment - This fund provides for the replacement of movable equipment necessary for the operation of the University.
- 1.4 Program Development - This fund provides start-up money to assist in the development of new educational programming.
- 1.5 Unemployment Compensation - This fund is established to assist in the funding of unexpected unemployment claims. Shawnee is a reimbursable employer per the Ohio Revised Code, Section 4141.241. Claims are paid by the Ohio Bureau of Employment Services, and the University is billed each month for claims paid.

- 1.6 Site Improvements - This fund provides for repairing, replacing and/or modernizing parking lots, sidewalks, roads, and outdoor lighting, as well as care of grounds and other site improvements.
- 1.7 Legislative or Other Reserve Requirement - These funds are reserved in accordance with any legislative or other legal mandate governing unrestricted educational and general revenues.
- 1.8 Departmental Funds - Funds held in reserve by departments or cost centers as a result of unspent budgetary allocations or dedicated revenues not spent.
- 1.9 Working Capital - This fund assures that the University's current assets will be sufficient to meet monthly cash flow requirements.

## 2.0 Reserve and Allocated Funds and Fund Goals

Each reserve fund approved by the Board of Trustees shall establish a goal to which annual pledges may be made. The goal may be a dollar amount recommended by the President or it may be an amount which is the result of an approved formula. For the reserve funds outlined above the initial goal shall be established in the following manner:

	<u>Reserve Fund Name</u>	<u>Fund Goal</u>
2.1	Building Alteration	5% of total investment in buildings as reported on the most recent annual financial statement
2.2	Faculty and Staff Development	As recommended by the President at \$25,000
2.3	Movable Equipment	5% of the total investment in movable equipment as reported on the most recent annual financial statement
2.4	Program Development	As recommended by the President at \$50,000
2.5	Unemployment Compensation	1% of the total salary and wages paid as reflected on the prior year's W-2 reports
2.6	Site Improvements	As recommended by the President at \$750,000

- |     |  |  |
|-----|--|--|
| 2.7 | Legislative or Other Reserve Requirement | As required through legislative or other legal mandates  |
| 2.8 | Departmental Funds                       | As accumulated by departments through unspent budgetary allocations or dedicated revenues  |
| 2.9 | Working Capital                          | 12.5% of the educational and general operating budget (exclusive of transfers) reported on the most recent annual financial statement; such reserves shall be recorded as an unallocated fund balance on the balance sheet and must be fully funded before those reserves identified in 2.1 through 2.5 are funded unless authorized otherwise by resolution of Shawnee State University Board of Trustees |

### 3.0 Review of Reserve and Allocated

Annually, after year end reserves are made known by the University Controller, the Board of Trustees Finance and Facility Committee shall meet to review reserve pledges. Pledges will be accounted for by appropriate category and reflected accordingly in the annual financial statement.

### 4.0 Expending Reserve Funds

Expenditures from any line item within either the Appropriated or Unappropriated Reserve categories shall be made according to the following guidelines:

- 4.1 Expenditures of \$5,000 or less per transaction and up to \$10,000 per year require only Presidential approval.
- 4.2 Expenditures of amounts greater than \$5,000 per transaction and/or more than \$10,000 per year shall require the approval of the Shawnee State University Board of Trustees upon recommendation of its Finance and Facilities Committee.

*Adopted March 4, 1991; Revised August 12, 1994*

RESOLUTION 36-94

Authorization to Locally Administer Capital Construction Projects

WHEREAS, Am. Sub. House Bill 790 enacted by the 120th General Assembly authorizes State institutions of higher education to locally administer state capital projects which do not exceed \$1.5 million; and

WHEREAS, Shawnee State University must adopt rules which ensure compliance with Chapters 123 and 153 of the Ohio Revised Code which govern the selection of consultants, the preparation of contract documents, the receipt of bids and the awarding of contracts; and

WHEREAS, the Department of Administrative Services has issued a design and construction handbook which outlines acceptable policies and procedures related to the standard conditions for contracting for construction; and

WHEREAS, Shawnee State University intends to conform to these policies and procedures in regard to locally administered construction projects;

THEREFORE BE IT RESOLVED that Shawnee State University agrees to comply with Chapters 123 and 153 of the Ohio Revised Code and will take all necessary precautions to ensure that it complies with all laws that govern the selection of consultants, preparation and approval of contract documents, the receipt of bids, the awarding of contracts, and all other aspects related to the local administration of capital projects appropriated under Am. Sub. House Bill 790 as enacted by the 120th General Assembly.

(August 12, 1994)



RESOLUTION 37-94

Approval of a Housing Fee and the Related Payment Plans

WHEREAS, in accordance with Am. Sub. House Bill 152 enacted by the 120th General Assembly requires that the Board of Trustees of Shawnee State University establish all fees to be charged to the students of Shawnee State University, and

WHEREAS, Shawnee State University intends to operate a student housing system effective with the acquisition of the town houses known as Celeron Square; and

WHEREAS, fees must be assessed for the purpose of meeting the operating costs and the related debt obligations of the Student Housing system;

THEREFORE BE IT RESOLVED that the Board of Trustees of Shawnee State University approves the fee and payment schedule listed below with the stipulation that these funds be held in a separate auxiliary and/or sinking (debt service) fund to be used solely for the purpose of meeting the operating costs and debt obligations of the Student Housing system.

Annual Plan	Quarterly Plan	Monthly Plan	Summer
<u>1 payment of</u>	<u>3 payments of</u>	<u>9 payments of</u>	<u>Lease</u>
\$2,000.00	\$716.67 (\$2,150.00)	\$255.56 (\$2,300.00)	\$800.00

(August 12, 1994)

RESOLUTION 38-94

Approval of a Change in the Amount of the Graduation Fee

WHEREAS, Am. Sub. House Bill 152 enacted by the 120th General Assembly requires that the Board of Trustees of Shawnee State University establish all fees charged by the University; and

WHEREAS, the increased cost of graduation ceremonies necessitates that the graduation fee be increased to be able to fund these costs;

THEREFORE BE IT RESOLVED that the Board of Trustees of Shawnee State University approves an increase in the graduation fee from \$40.00 to \$50.00 effective for the 1994-95 academic year.

(August 12, 1994)

**RESOLUTION 39-94**

**Ohio University, Southern Campus**  
**New Degree Programs**

WHEREAS, the legislation that established Shawnee State University states that no state-supported institution of higher education shall thereafter establish any technical education course or program in the territory of the former state community college district unless the Board of Trustees of the State University has adopted a resolution specifying that it does not object to the establishment of the course or program in the territory of the former state community college district: and

WHEREAS, the following programs are recommended with the stipulation that Ohio University Southern Campus offers only those courses described in its degree program prospectus unless prior approval to expand the course offerings is obtained from the SSU Board of Trustees; and

WHEREAS, Provost Addington and President Veri recommends the proposed programs to the Academic Affairs Committee;

THEREFORE BE IT RESOLVED that the Board of Trustees of Shawnee State University approves the Associate Degrees of Applied Science in Equine Science and Oil Well Drilling and Production at Ohio University, Southern Campus, as requested in the attached.

(August 12, 1994)

**RESOLUTION 40-94**

**APPROVAL OF PROGRAM REVIEW OF THE DEPARTMENT OF DEVELOPMENTAL  
EDUCATION/LEARNING CENTER**

WHEREAS, the Department of Developmental Education/Learning Center has undergone academic program review according to Board policy 2.08; and

WHEREAS, the Academic Affairs Committee of the Board has reviewed the compliance of the program review with the standards established in Board policy 2.08; and

WHEREAS, Board policy 2.08 requires the Board of Trustees to place each degree program into one of the following categories: Approval, Conditional Approval, Further Study or Termination;

THEREFORE BE IT RESOLVED that, as a result of the program review for Developmental Education/Learning Center, the Shawnee State University Board of Trustees approves this program.

(August 12, 1994)

### **III. Recommendations**

- 1. Create a full-time position in Developmental Writing.**
- 2. Reinstate the Assessment Coordinator position, and include in that position the responsibilities of a research specialist.**
- 3. Use the Assessment Coordinator to provide leadership in developing a student tracking system.**
- 4. Make adjunct faculty positions more attractive to reduce turnover. While it would obviously be more desirable to hire full-time faculty, the resources to do so are not immediately available. Efforts must therefore be dedicated to retaining the competent staff already teaching the developmental courses.**
  - a. Provide block scheduling of courses by instructor so that adjunct faculty members' schedules are more concentrated.
  - b. Increase their rate of pay and then use the block scheduling to build in and require more office hours for student consultation.
  - c. Hold regular meetings for adjunct faculty within their disciplines for both information sharing and staff development.
- 5. Expand the tutoring program.**
  - a. Increase the budget and implement a graduated pay scale for tutors.
  - b. Set up an additional "help room" or "drop-in" system so that clients with less consistent needs have an alternative to using the appointment-based system already in place. This should result in fewer "no-shows" for tutors in the appointment-based system.
  - c. Provide financial incentives for longevity and quality of service among the tutorial staff.
  - d. Improve performance standards through promotions (head tutors with administrative responsibilities) and mentoring programs (using senior and head tutors to train new tutors and model standards of quality service).
  - e. Provide opportunities for staff development and for the improvement of staff services.
    - (1) Publish ethical guidelines and have tutors distribute them to their clients.
    - (2) Hold regular staff meetings.
    - (3) Develop a training course or program for tutors. Note that tutors are not likely to want to take a course unless it is inherently attractive, i.e., the skills that are taught will have resumé value.
    - (4) Review the scheduling system and make tutor schedules as reliable as possible to ensure that maximum use is made of tutors' available time.

## IV. Conclusions

Shawnee State University has been weathering a difficult fiscal situation, and circumstances do not seem immediately favorable. It is overly pessimistic, however, to believe that the situation will not eventually improve, especially since a continuation of cutbacks and shortages over a long term would probably result in Shawnee's demise. The administration must therefore not only believe in the prospect of better finances but must also begin to make investments in Shawnee's future.

The argument that any additional resources to be dedicated to the DDELDC must be taken away from other departments presupposes that all current resources have been effectively distributed. This in fact may be true, but a young institution like Shawnee that has enjoyed special state support and that is still establishing basic operating principles must sooner or later review its overall structure and determine if its reactive growth patterns constitute a permanent organizational plan. The program review system that has resulted in this report is an excellent strategy for ensuring and enhancing the academic quality of the institution, but it must be only a part of a much larger vision for shaping the future of Shawnee State University.

Retention efforts in the absence of articulated standards can result in grade inflation and the continuation of enrollment beyond reasonable parameters of students with questionable academic status. Any articulated standards, however, should take into account what students can do when they are provided reasonable academic support and when their basic skills can be held to definable minimums. At Shawnee State University, therefore, the DDELDC must not only be involved in developing any retention effort, but it must be regarded as an investment that defines the University's ability to serve its students.

Any investment at an early stage of growth that expands the basic capabilities of a successful service will usually result in significant returns. Shawnee and the DDELDC are still in those early stages, and it is reasonable to assume that an expansion of the DDELDC's services will result in a higher retention rate and thus higher enrollments and revenues among upperclass students. It may also prove true that any improvement in Shawnee's financial health could be accompanied by a corresponding decrease in state support, but this paradox must be faced and overcome eventually anyway; it cannot be ignored or avoided if the University is to fulfill its mission to serve the population of south central Ohio.

While our reference to "the University's imagination" may seem overly poetic, it is in fact appropriate to the University's need to set goals and maximize resources to achieve those goals. The DDELDC represents a vital resource to the institution beyond the immediate need to serve underachieving students. While many other institutions have at various times proposed to eliminate their academic support programs, they usually find that they cannot do so; other institutions find that those programs can make significant contributions to the overall quality of their curriculum. The population served by Shawnee State University is so obviously in need of services provided by the DDELDC that Shawnee should acknowledge its need, maximize the extent to which it uses the expertise that the DDELDC represents, and become a leader and a model for other institutions who serve academically disadvantaged populations.

## RESOLUTION 41-94

### PERSONNEL

WHEREAS, the University-wide policy "Approval of Personnel Appointments" Board Policy No. 5.16 establishes the procedure for the approval of those personnel changes requiring action by the Board of Trustees and for the reporting of other personnel actions to the Board; and

WHEREAS, this policy establishes a procedure for the consolidation of personnel resolutions; and

WHEREAS, all actions in this resolution are in compliance with this policy; and

WHEREAS, Board Policy 5.02 ("Affirmative Action Hiring Guidelines") provides for internal appointments if the employee is fully qualified, an external search is unnecessary, and the affirmative action guidelines are considered;

THEREFORE BE IT RESOLVED that the Board of Trustees of Shawnee State University authorizes the following appointments and acknowledges the items reported herein:

#### APPOINTMENTS, REASSIGNMENTS, AND RESIGNATIONS FOR BOARD ACTION:

##### Faculty

Frank Gaskill  
Assistant Professor  
College of Business  
Resignation - Effective August 2, 1994

Marc Leeds  
Associate Professor  
College of Arts & Sciences  
Resignation - Effective September 18, 1994

Karen S. Crummie, J.D., Assistant Professor, College of Business, at a nine-month salary of \$34,170 (based on 1994-95 salaries in the SSU/SEA Agreement) with benefits, effective Fall Quarter 1994.

Penny R. Edwards, Instructor, Department of Arts & Humanities, at a nine-month salary of \$25,400 (based on 1994-95 salaries in the SSU/SEA Agreement) with benefits, effective Fall Quarter 1994. This position is a one-year full-service temporary position.

##### Administrative

Dan Evans  
Assistant Vice President for Academic Affairs  
Resignation - Effective September 1, 1994

Jon Johnson  
Assistant Director of Development  
Resignation - Effective August 19, 1994

Steve Gregory, promotion from Assistant Director of Admissions to Director, Talent Search, Division of Student Affairs, at a 12-month salary of \$31,500, pay grade 27, effective September 6, 1994. This position is a full-time grant funded position contingent upon the continuation of grant-funding.

Jacqueline Maillet, Coordinator of Housing and Residence Life, Division of Student Affairs, contingent upon the successful completion of a 6-month probationary period as specified in Board policy 4.51, section 2.2 and other stipulations of Board policy 4.51, section 2.3 through 2.5; at a 12-month salary of \$19,000 plus housing, pay grade 23, full benefits, continuous contract status will be awarded contingent upon compliance with Board policy 4.61, section 3.0; effective August 15, 1994. Board approval of this position is also contingent upon successful background check.

Urma Mains, Counselor, Talent Search, Division of Student Affairs, at a 9-month, full-time position contingent upon the continuation of grant-funding and the successful completion of a 6-month probationary period as specified in Board policy 4.51, section 2.2 and other stipulations of Board policy 4.51, section 2.3 thru 2.5; 9-month salary of \$21,500, pay grade 25; limited benefits include sick leave, health insurance, educational benefits and exclude vacation pay; Continuous Temporary Contract will be awarded contingent upon compliance with Board policy 4.51, section 3.0; effective September 6, 1994.

Elaine Evans, Counselor, Talent Search, Division of Student Affairs, at a 9-month, full-time position contingent upon the continuation of grant-funding and the successful completion of a 6-month probationary period as specified in Board policy 4.51, section 2.2 and other stipulations of Board policy 4.51, section 2.3 thru 2.5; 9-month salary of \$21,500, pay grade 25; limited benefits include sick leave, health insurance, educational benefits and exclude vacation pay; Continuous Temporary Contract will be awarded contingent upon compliance with Board policy 4.51, section 3.0; effective September 6, 1994.

Stephen P. Donohue, General Counsel and Assistant to the President, contingent upon the successful completion of a 6-month probationary period as specified in Board policy 4.51, section 2.2 and other stipulations of Board policy 4.51, section 2.3 thru 2.5; at a 12-month salary of \$60,000, pay grade 52; full benefits, continuous contract status will be awarded contingent upon compliance with Board policy 4.61, section 3.0; effective September 1, 1994.

#### **Other**

Chung-Hei (Nan) Yun, medical leave of absence for the 1994-95 academic year. Ms. Yun will use her remaining sick leave of 51.21 hours prior to starting medical leave without pay.

(August 12, 1994)



August 1, 1994

Susan Warsaw  
Director of Development  
Shawnee State University  
Portsmouth, Ohio 45662

Dear Susan:

It is with a sense of regret that I shall resign the position of Assistant Director of Development here at SSU effective August 19, 1994.

While I enjoy my position very much, and while I REALLY enjoy working with you, it has become apparent in these several months that Portsmouth is not a place where my family and I can enjoy living.

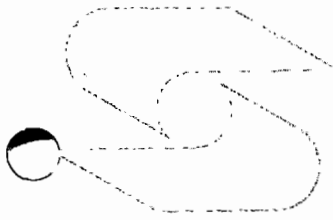
My highest compliments go to you as an administrator and a consummate professional in the area of development and public relations. I continue to be amazed at what you have and continue to accomplish here at SSU. I wish you continued success.

Sincerely,



Jon L. Johnson  
Assistant Director of Development

cc. Elinda Boyles, Director of Personnel



**Shawnee State University**

"Office of the President"

AUG 04 1994

Portsmouth, Ohio 45662  
(614) 354-3205

August 4, 1994

Dr. Clive Veri, President  
Shawnee State University  
940 Second Street  
Portsmouth, OH 45662

Dear Dr. Veri:

As you are aware, I have accepted an appointment as Dean of Wright State University-Lake Campus in Celina, Ohio, and am resigning my position here at Shawnee State University beginning September 1, 1994. Of course, I will continue to work closely with Provost Addington over the next several months to ensure a smooth transition of my duties and responsibilities.

Shawnee State University has prepared me well for my new endeavors. My 13 years here, as the institution's first Director of Continuing Education and later as the Assistant Vice President for Academic Affairs, have provided me with invaluable experiences in academic planning, community collaborations, human resources management, and new program development.

Choosing to leave Shawnee State University has been a very difficult decision for me. For many years, SSU has been my "second home," and saying goodbye to friends and family is never easy. I am grateful for all my time here and wish to extend a personal thank you to the Board of Trustees, the Administration, the Staff, and the Faculty for all the support and encouragement you have shown me through the years. I will truly miss each and all.

Respectfully yours,

Dan Evans, Ph.D.  
Assistant Vice President for Academic Affairs

pc: Provost Addington

RESOLUTION 42-94

Personnel Action: Faculty Promotions

WHEREAS, the following faculty have been certified by the Provost to have met the minimum qualifications for promotion or a stipend award; and

WHEREAS, the Provost recommends the faculty members listed below for promotion or a stipend, according to the guidelines of Article XIII of the University's Agreement with the Shawnee Education Association; and

WHEREAS, both the applicable academic supervisor and the elected Promotion Committee have reviewed eligible faculty and made recommendations about their qualifications for promotion or a stipend award; and

WHEREAS, both the Provost and the President have reviewed the files of all those eligible for promotion or the stipend award and have with due deliberation recommended the individual promotions or stipend awards listed below; and

WHEREAS, the Academic Affairs Committee has reviewed the deliberations of the Promotion Committee and concurs with the promotion and stipend award recommendations of the Provost and the President and recommends these individuals to the Board for promotion or a stipend according to the specifications of the SSU-SEA Agreement;

THEREFORE BE IT RESOLVED that the Shawnee State University Board of Trustees appoints the following faculty members to the academic rank or a stipend listed with each effective at the start of the 1994-1995 academic year:

Stipend for rank of Professor:

Hagop Pambookian, Ph.D.  
Awarded Stipend for Professor  
Department of Social Sciences  
College of Arts and Sciences

James Flavin, Ph.D.  
Awarded Stipend for Professor  
Department of Arts and Humanities  
College of Arts and Sciences

Francis Byrne, Ph.D.  
Awarded Stipend for Professor  
Department of Arts and Humanities  
College of Arts and Sciences

Stipend for rank of Associate Professor:

Jeffrey Bauer, Ph.D.  
Awarded Stipend for Associate Professor  
Department of Natural Sciences  
College of Arts and Sciences

Stylianios Hadjiyannis, Ph.D.  
Awarded Stipend for Associate Professor  
Department of Social Sciences  
College of Arts and Sciences

Barbara S. Mullens, R.D.H., M.Ed.  
Awarded Stipend for Associate Professor  
Department of Dental Hygiene  
College of Health Sciences

Julia L. Basham, M.Ed., M.A.  
Awarded Stipend for Associate Professor  
Department of Natural Sciences  
College of Arts and Sciences

To the rank of Associate Professor:

Kaddour Boukaabar, Ph.D.  
Assistant Professor  
Department of Mathematics  
College of Arts and Sciences

Orville R. Ferguson, M.S.A.  
Assistant Professor  
Department of Developmental Education

Martha J. Sherman, Ph.D.  
Assistant Professor  
Center for Teacher Education

To the rank of Assistant Professor:

Mary A. Canter, R.R.T.  
Senior Instructor  
Department of Respiratory Therapy  
College of Health Sciences

Ted Kosan, M.I.T.  
Senior Instructor  
Department of Electrical and Computer Technology  
College of Engineering Technologies

(AUGUST 12, 1994)

RESOLUTION 43-94  
Personnel Action: Faculty Continuing Contracts

WHEREAS, Dr. Veri concurs with recommendation of Dr. Addington and the faculty's elected Continuing Contract Committee (as per the SSU/SEA Agreement) that the following faculty members be offered continuing contract status at the start of the 1994-1995 academic year:

Mary L. Dillard, Ed.D.  
Associate Professor  
Department of Developmental Education

Steven J. Doster, C.P.A., C.M.A.  
Associate Professor  
Department of Accounting  
College of Business

Orville R. Ferguson, M.S.A.  
Assistant Professor  
Department of Developmental Education

Robert Forrey, Ph.D.  
Professor  
Department of Arts and Humanities  
College of Arts and Sciences

Stylianos Hadjiyannis, Ph.D.  
Associate Professor  
Department of Social Sciences  
College of Arts and Sciences

Jinlu Li, Ph.D.  
Associate Professor  
Department of Mathematics  
College of Arts and Sciences

Dan M. Moore, D.B.A.  
Associate Professor  
Department of Management  
College of Business

Zhanbo Yang, Ph.D.  
Associate Professor  
Department of Mathematics  
College of Arts and Sciences

WHEREAS, those recommendations have been accepted and forwarded by the Academic Affairs Committee;

THEREFORE BE IT RESOLVED that the Board of Trustees of Shawnee State University approves the award of continuing contracts for the above named faculty members

(AUGUST 12, 1994)