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Board of Trustees

8-8-1997

August 8, 1997 Meeting Minutes

Shawnee State University

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MINUTES
SHAWNEE STATE UNIVERSITY
BOARD OF TRUSTEES
August 8, 1997

The meeting was called to order at 1:15 by Chairman Reynolds.

Chairman Reynolds welcomed Mr. Robert H. Teichman, new member of the Board of Trustees. The Trustees' Oath was administered and Mr. Teichman was officially installed. Mr. Reynolds presented Mr. Teichman with an SSU lapel pin and name tag, and the entire Board and audience welcomed him with a round of applause.

Roll Call

Members Present: Ms. Argeros, Mr. Clayton, Mr. Davis, Dr. Payne, Mr. Reynolds,
Mrs. Richards, Mr. Shkurti, Ms. Smith, Mr. Teichman, Mr. Waller

Members Absent: None

The record should show that notice of this meeting has been given in accordance with Section 121.22(F) of the Ohio Revised Code.

Chairman Reynolds recognized the presence of Trustee Emeriti Dick Hyland and Orville Ferguson, Sr.

Approval of the August 8, 1997 Agenda

Dr. Payne moved and Mr. Shkurti seconded the approval of the August 8, 1997 agenda.

Ayes: Mr. Argeros, Mr. Clayton, Mr. Davis, Dr. Payne, Mr. Reynolds,
Mrs. Richards, Mr. Shkurti, Mr. Teichman, Mr. Waller

Nays: None

Approval of the June 13, 1997 Minutes

Mr. Shkurti moved and Mrs. Richards seconded a motion to approve the June 13, 1997 minutes.

Ayes: Mr. Argeros, Mr. Clayton, Mr. Davis, Dr. Payne, Mr. Reynolds,
Mrs. Richards, Mr. Shkurti, Mr. Teichman, Mr. Waller

Nays: None

President's Report

President Veri reported that he was extraordinarily proud of SSU's leadership in handling the funeral service for Speaker Vernal G. Riffe. He extended a special thank-you to Mr. Steve

Donohue who over-saw the arrangements, assisted by Pat Moore and Dr. William Nevious, whose experience with the Associated Press helped tremendously. A special thank-you was also extended to Mr. Pete Duncan for his special work in arranging for television transmission to three campus locations and for videotaping the service. He also thanked the facilities team of David Gleason, Butch Kotcamp and Dan Young, and the literally scores of staff working with them that made the SSU campus look better than it has ever looked.

Chairman Reynolds also extended a special thank-you, on behalf of the Board, to Dr. Veri and staff for the tremendous job done for the Riffe funeral.

President Veri thanked Governor Voinovich for the appointment of Bob Teichman to the Board for several reasons. Mr. Teichman is the first SSU alumnus, first Trustee from Jackson County and by being a manager of training, he brings a perspective to the Board that will help keep us focused on providing job-ready graduates.

Committee Reports

Academic Affairs - Mrs. Patricia Richards, Chairperson

Mrs. Richards reported that her committee had no action items but heard reports by Dr. Steve Midkiff on Summer enrollments; Dr. Nevious on approval of the preliminary proposal for a Bachelor of Science in Sociology by OBR, final approval by OBR on the Bachelor of Individualized Studies degree and changes in the Occupational Therapy program that will double the number of accepted students into the program; and several appointments and resignations.

Quality of University Life - Mr. George Clayton, Chairperson

Mr. Clayton reported that his committee had no action items but heard reports by Ms. Suzanne Shelpman on the approval of the Job Prep Program and Fall enrollment and Dr. Mangus on the approval of the Student Support Services Grant and an update on housing and residence life.

Finance and Facilities - Mr. Frank Waller, Chairperson

Mr. Waller moved and Mr. Shkurti seconded a motion to approve Resolution 33-97, Replacement Policy 4.49, Annual Administrative/ATSS Salary Adjustment Process. This resolution replaces the former policy which added performance adjustments to the salary of University employees. The replacement policy approves a one-time bonus for performance for administrative and ATSS staff. Mr. Shkurti commented that the Finance and Facility Committee was appreciative of UAS for their participation in the process to amend this policy as SSU tries to recognize all of its staff.

Ayes: Mr. Argeros, Mr. Clayton, Mr. Davis, Dr. Payne, Mr. Reynolds, Mrs. Richards, Mr. Shkurti, Mr. Teichman, Mr. Waller

Nays: None

Mr. Waller moved and Mr. Shkurti seconded a motion to approve Resolution 39-97, Compensation Increase for Administrators and ATSS. This resolution approves the establishment of a salary pool to provide appropriate administrators with an across-the-board salary adjustment for FY 1998 of 2.5% with an additional pool of 0.5% to be distributed at the discretion of the President in accordance with established University policies and procedures. The resolution also approves an across-the-board salary increase for FY 1998 of 3% for all eligible ATSS personnel and delays implementation of bonus awards for ATSS until FY 1999.

Ayes: Mr. Argeros, Mr. Clayton, Mr. Davis, Dr. Payne, Mr. Reynolds, Mrs. Richards, Mr. Shkurti, Mr. Teichman, Mr. Waller

Nays: None

Mr. Waller moved and Ms. Argeros seconded a motion to approve Resolution 40-97, Commendation, Mr. Butch Kotcamp. Dr. David Gleason gave an overview of the situation last February when Mr. Kotcamp responded quickly to shut off a broken water line, leading to the commendation for Mr. Kotcamp.

Resolution 40-97 was approved by acclamation.

Dr. Veri briefly mentioned the new hires on the Personnel Activity Report for June 7 - July 25, 1997.

Mr. Waller continued his report of the Finance and Facilities Committee by stating that the auditors will begin the yearly audit on August 8 and that the committee heard a capital status report that included paving of parking lots hopefully by the end of Fall quarter.

Executive Committee, Mr. Reynolds, Chairperson

No report.

Reports from Board Liaison Group.

None.

New Business

None.

Comments from Constituent Groups and the Public

None.

Adjournment

Mrs. Richards moved and Dr. Payne seconded a motion to adjourn. The meeting was adjourned by acclamation at 1:55 p.m.



Chairman, Board of Trustees



Secretary, Board of Trustees

RESOLUTION 33-97

**UNIVERSITY POLICY 4.49
ANNUAL ADMINISTRATIVE/ATSS SALARY ADJUSTMENT PROCESS**

WHEREAS, University Policy 4.49, approved April 21, 1995, established "Performance-Based" salary adjustments for administrative and ATSS staff; and

WHEREAS, the former policy added performance adjustments to the salary of University employees; and

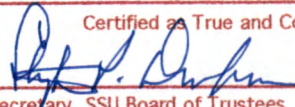
WHEREAS, the Board of Trustees through Resolution 30-96, directed the President to recommend a new performance-based award which provided one-time bonuses; and

WHEREAS, President Veri recommended a new policy, 4.49, which provides one-time bonuses for performance for administrative and ATSS staff; and

WHEREAS, University Administrative Senate endorses the new policy as revised on August 1, 1997;

THEREFORE BE IT RESOLVED that the Board of Trustees of Shawnee State University approves the new SSU Policy 4.49 to replace the current policy.

(August 8, 1997)

Certified as True and Correct	
	8/15/97
Secretary, SSU Board of Trustees	Date

Shawnee State University

Portsmouth, Ohio 45662
(614) 354-3205

MEMORANDUM

June 5, 1997

TO: Ms. Ginny Hamilton
Vice Chair, University Senate

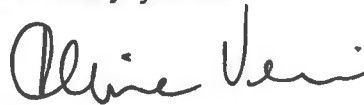
SUBJECT: Approval of the "1997 Technology Plan"

I have approved the University Senate-approved Technology Plan and have forwarded it to the Board of Trustees for review and approval at its June 13 meeting.

At the same time, I charge the University Technology Advisory Committee to revise the plan during the 1997-98 academic year and to include in it more fully developed guidelines related to instructional technology at SSU. Further, I have assigned Vice President Roger Murphy to serve at the interface between the UTAC and the administration with the charge of seeking input from the vice presidents and me when UTAC's recommendations apply to our respective areas of interest.

Upon approval of the Technology Plan by the Board of Trustees, the CAC (Computer Advisory Committee) will be disbanded with great thanks to its current and former members for serving the University's computer interests so well.

Sincerely yours,



Clive C. Veri
President

rgw

pc: BOT (with "1997 Technology Plan")
Greg Dandio, UIS
VPAA-P Nevious
VPBA Murphy
VPSA Mangus

Shawnee State University

AREA:	BUSINESS AFFAIRS	POLICY NO.:	4.49 REV.
		PAGE NO.:	1 of 3
		EFFECTIVE DATE:	August 8, 1997
		RECOMMENDED BY:	UAS
SUBJECT:	ANNUAL ADMINISTRATIVE/ATSS SALARY ADJUSTMENT PROCESS	APPROVED BY:	<i>Allen</i>

Shawnee State University shall provide annual salary increases and bonus awards which shall be consistent with the Board of Trustees approved budget. Every effort will be made to implement salary adjustments by July 1 of each year.

1.0 Purpose

The purpose of the salary adjustment for Administrators and Administrative Technical Support Staff (ATSS) shall, to the extent that funds are available, provide:

- 1.1 salary increases that preserve, to some extent, employees' purchasing power;
- 1.2 rewards to eligible administrators and ATSS whose performance or service over the preceding year were of a distinguished nature.

2.0 General

The salary adjustment pool will be based on a percentage of the total annual salaries of administrators and ATSS who are eligible to receive salary increases in a given year. The Board of Trustees shall determine the salary increases awarded to administrators and to ATSS upon recommendation of the President after consultation with the University Administrative Senate and the Vice President for Business Affairs. Such increases shall include an across-the-board component to help offset increases in the overall cost of living, and a differential component to reward exceptional performance or service. Salary adjustment awards have two components:

- 2.1 Across-the-board increase added to the base salary.
- 2.2 A bonus award not added to the base salary.

3.0 Criteria for Awarding Across-the Board Salary Adjustments

Across-the-board salary adjustments are provided to eligible administrative staff who meet the following criteria:

- 3.1 The person must have been employed since the preceding July 1.

- 3.2 Employees who began their employment with SSU between the preceding July 1 to December 31 are eligible for 50% of the across-the-board salary adjustment but not the bonus award.
- 3.3 The person was not on an "Administrative Performance Improvement Plan" since the preceding July 1 and the person received a minimum rating of "meets basic expectations" overall performance rating for that fiscal year.
- 4.0 Bonus awards are provided to identified administrators and ATSS (per section 5.0) have been employed since the preceding July 1 and who meet the following criteria:
- 4.1 The administrator is on continuing contract or continuing temporary contract status, has not on been on an "Administrative Performance Improvement Plan" during the fiscal year, or on a temporary appointment. Customarily, the latest overall performance evaluation is rated as "exceeds basic expectations." However, the latest overall performance evaluation may be rated as "meets basic expectations" if the employee performed in an outstanding manner as exemplified by quantitative and qualitative output above expected levels, by accomplishing special work-related project(s), or by overcoming unusual obstacles as determined by the supervisor and accepted by the vice president (or President for staff in Executive Affairs).
- 4.2 For ATSS, supervisors will provide a written statement documenting exceptional service for staff who are nominated for the bonus award.
- 5.0 Identification of Bonus Recipients
- 5.1 For administrators, the vice presidents (and President for Executive Affairs staff), with a recommendation from appropriate supervisors, will develop a bonus award recipient list for administrators in their respective divisions. The number of recipients shall not exceed 20% of each division's eligible administrators. Administrators not receiving the bonus award will be notified of their non-selection by the vice president or, as applicable, by the President.
- 5.2 For ATSS staff, the vice presidents collectively, with a recommendation from appropriate supervisors, will develop a bonus award recipient list. The number of recipients shall not exceed 20% of eligible ATSS staff. ATSS staff not receiving the bonus award will be notified of their non-selection by the Vice President for Business Affairs.

5.3 Employees may appeal their lack of selection to the appropriate vice president (with copy to the President), or for Executive Affairs staff to the President, within five (5) working days after receipt of notification by submitting written documentation supporting their appeal. The President and appropriate vice president will review the appeal and the President will make a determination. To the extent practicable, the determination will occur and notification will be sent within ten (10) working days after the submission deadline and will be final.

6.0 Determination of Bonus Awards

6.1 Each administrator and ATSS awarded a bonus will receive an equal, one-time, dollar amount. The administrator's bonus amount will be calculated by dividing the bonus pool of dollars for all eligible administrators by the number awarded the bonus. The amount of the ATSS bonus award will be calculated by dividing the bonus pool of dollars for all eligible ATSS by the number of bonus awards given.

6.2 During those years when no bonus pools are available, employees identified as deserving of awards will be given consideration if and when such funds may subsequently become available within that fiscal year and approval is given by the Board of Trustees as recommended by the president.

Approved 4/21/95; Revised 8/8/97

RESOLUTION 36-97

1997 TECHNOLOGY PLAN

WHEREAS, the Director of University Information Systems recommended the drafting of a technology plan for the University; and

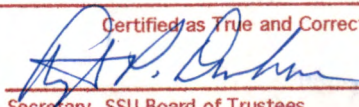
WHEREAS, the Computer Advisory Committee of the Executive Board of the University Senate commissioned the drafting of the plan; and

WHEREAS, the plan has been reviewed by all constituent groups and approved by the University Senate; and

WHEREAS, the President recommends approval of this plan with the Vice President of Business Affairs acting as the interface between the committee and the administration;

THEREFORE BE IT RESOLVED that the Board of Trustees of Shawnee State University approves the attached Technology Plan and adopts the additional recommendation of the President.

(June 13, 1997)

Certified as True and Correct

Secretary, SSU Board of Trustees
8/11/97
Date

RESOLUTION 39-97

COMPENSATION INCREASE FOR ADMINISTRATORS
AND ADMINISTRATIVE TECHNICAL SUPPORT STAFF

WHEREAS, the operating budget for FY 1998 has been approved by the Board of Trustees; and

WHEREAS, University Administrators and Administrative Technical Support Staff have performed valued service to Shawnee State University; and

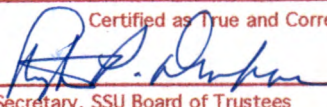
WHEREAS, the Board of Trustees is empowered to determine annual compensation levels;

THEREFORE BE IT RESOLVED that the Board of Trustees of Shawnee State University authorizes a salary pool be established to provide appropriate Administrators with an across-the-board salary adjustment for FY 1998 of 2.5% and an additional pool of 0.5% to be distributed at the discretion of the President in accordance with established University policies and procedures;

THEREFORE BE IT FURTHER RESOLVED that the Board of Trustees of Shawnee State University approves an across-the-board salary increase for FY 1998 of 3% for all eligible ATSS personnel, and delays implementation of bonus awards for ATSS until FY 1999;

BE IT FINALLY RESOLVED that the amount from the FY 1998 merit pool distributed as a one-time bonus will be carried over and applied to the across-the-board salary increase for FY 1999.

(August 8, 1997)

Certified as True and Correct

Secretary, SSU Board of Trustees 8/15/97 Date

RESOLUTION 40-97

COMMENDATION
MR. BUTCH KOTCAMP

WHEREAS, on Saturday, January 11, 1997, Mr. Butch Kotcamp, Maintenance Supervisor, came to the University to check road and sidewalk conditions because of severe weather conditions in the area with the wind chill factor well below zero and melted snow turned to ice; and

WHEREAS, Mr. Kotcamp, was advised that the security guard received a call from a student reporting a bad water leak in the main entrance of the Advanced Technology Center; and

WHEREAS, a 1" sprinkler line had broken above the drywall ceiling with water gushing out of the line onto the floor and running down the hallways; and

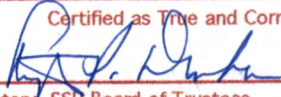
WHEREAS, Mr. Kotcamp responded quickly, going to the fire pump room and turning the fire pump off, shutting isolation valves, and opening the main drain valve on the sprinkler system to drop the pressure on the system; and

WHEREAS, the leak slowed, but did not quit, he climbed down into the water main pit which was filled with water to shut off the fire water main; and

WHEREAS, Mr. Kotcamp's quick action in this emergency resulted in minimal ceiling damage to the Advanced Technology Center with no loss of University equipment;

THEREFORE BE IT RESOLVED that the Shawnee State University Board of Trustees recognizes and commends the outstanding devotion to duty and the exemplary actions of Mr. Butch Kotcamp under extraordinary circumstances which saved the University and the State of Ohio thousands of taxpayer dollars in potential water damage.

(August 8, 1997)

Certified as True and Correct

Secretary, SSD Board of Trustees 8/15/97 Date

Executive Summary

Any university which truly serves its students understands that planning and vision are inextricable qualities. Shawnee State University's first decade has been one filled with both challenge and achievement, a story perhaps unique in the recent annals of higher education. Founded on the wonderful dream of Ohio's late and revered Speaker of the House, Vernal G. Riffe, Jr., the state's newest undergraduate institution has experienced enrollment increases and campus growth during its memorable first ten years. It has developed from a purely regional institution to one which, while never losing sight of its original audience, now attracts students from across the state and beyond. By any measurement, the initials of Shawnee State also signify Success Story.

Such a momentous brief history has presented inevitable frustrations and even reversals. A startup financial supplement generously provided by the state is now being phased out, and Shawnee State is learning to live by its own means. The creative tension of collective bargaining has produced a rewarding working environment, but not without long and difficult negotiations. The very basic question of what kind of institution Shawnee State wants to be has continued to produce the kinds of discussions which have already resulted in an extensive revamping of the University's general education requirements. There are indeed challenges: in fact, new ones are presented every day.

After a full survey of the concerns of university constituencies, however, it is clear that Shawnee State's current and predominant challenges have seven vital centers. They are:

- 1** The value and relevance of the institution's undergraduate education.
- 2** The University's continued commitment to teaching excellence.
- 3** Student retention from the freshman experience through graduation.
- 4** Responsible resource management.
- 5** The relationship between the University and its external constituencies.
- 6** Quality throughout the program.
- 7** The importance of sound and enduring employee relations.

What follows is at once an assessment of where Shawnee State stands today and a strategic plan for its immediate future. It is the University's statement, in short, of an attainable dream.



Commencement stage on Alumni Green

A View of the Future

Guidelines for Strategic Planning at
Shawnee State University

Developed by the
academic community at
Shawnee State University

September 2, 1997

DRAFT

**Pending Board of Trustees
Approval**

The plan is derived from Shawnee State's functional mission statement, those challenges in the 1996 *Ohio's Master Plan for Higher Education* that are appropriate to the University's mission, and the results of Shawnee State University's 1996-97 self-study for the Commission on Institutions of Higher Education of the North Central Association.

U*nderstanding Shawnee State University's history, the people it serves, and where it is located is important to understanding its mission and, subsequently, its mandates from the Ohio Board of Regents.*

Shawnee State University is a state-supported public institution of higher education, located in the Ohio Appalachian region at the confluence of the Ohio and Scioto Rivers. The University traces its origins to the 1975 merger of Ohio University's Portsmouth branch campus and Scioto Technical College. Shawnee State General and Technical College, as it became known, joined other Ohio general and technical colleges in becoming a state community college in 1977. In 1978, Shawnee State Community College consolidated operations on its present site. Enrollment growth and regional educational needs prompted legislation, in 1986, that resulted in the creation of Shawnee State University—Ohio's thirteenth state-supported university. In its first decade, Shawnee State University has expanded its physical plant and academic programs in order to fulfill its role as *the* institution of higher learning for all of South Central Ohio.

Portsmouth, Ohio, a city of nearly 25,000 and the seat of Scioto County, is its home. The population of

History of the University

Scioto County is 80,327 (based on 1990 census figures). The county's average per capita income is \$8,303; 24 percent of Scioto Countians live in poverty. Twenty-nine percent of adults age 25 and over have some elementary school education (K-8), 18 percent have some high school (9-11), 36 percent are high school graduates, 9.6 percent have some college, and 7 percent are college graduates. The population is 95.9 percent Caucasian, 3.1 percent African American, .5 percent Native American, .3 percent Hispanic, and .2 percent Asian. The adjacent counties—Adams, Pike, Jackson, Lawrence—can be similarly described.

Primary employers in the area include the nuclear enrichment plant operated by Lockheed-Martin Utility Systems, Southern Ohio Medical Center, Southern Ohio Correctional Facility, Norfolk Southern Railway Corporation, OSCO Industries Inc., Aristech, and Shawnee State University. Most of the companies in the area are unionized. The region has experienced significant economic and population decline over the last 25 years due to the loss of manufacturing industries such as the William's Shoe Factory and Detroit Steel. These industries had worldwide markets and made a significant economic contribution to the region.

The people of South Central Ohio view Shawnee State University as an agent for change and economic growth. The goals and priorities of the University (1997-99 *Catalog*, pages 6, 7) detail the method by which the university community expects that change to occur.

The Ohio Board of Regents (OBR), a planning and coordinating agency, leads the political structure of higher education in Ohio. Charged with studying state policy and making recommendations to the governor, Ohio General Assembly, and higher education community, the OBR must approve or disapprove new institutions or degree programs in Ohio.

- Shawnee State, for its foreseeable future, is, in mission and spirit, an institution dedicated to undergraduate education.
- The university community understands and is determined to plan for an immediate future of decreasing fiscal resources and the elimination of special purpose capital funds.
- At this early point in its development, Shawnee State must assess its direction on a yearly basis. While projections beyond the two-year limit are certainly being made, the goal at this time is close annual management with a Strategic Plan update each year.
- Shawnee State University, aware of national trends in this regard, will continue to experiment with new ways to provide its students with a learning-centered experience as opposed to one which is teaching-centered. Such an experience may take many forms, but will always involve the active and centralized participation of the learner.
- The University exists and will continue to exist in an atmosphere of progressive collective bargaining.
- Shawnee State has a primarily regional mission, with expanding horizons on the statewide and even national fronts.
- The University anticipates and is planning for enhanced competition from regional, state, and independent institutions, including national electronic-based institutions.
- Shawnee State adheres to an open admission policy, sensitive to the particular needs of a culturally diversified population, while maintaining selective admissions in specific degree programs.
- The University understands and is prepared for the challenges inevitable to a young and growing institution whose most reliable constant is change.
- Shawnee State affirms its commitment to campus-wide education and implementation of new technologies appropriate to the current and future academic missions of the University.
- Shawnee State advocates the continued development and adaptation of academic programming and assessment appropriate to the needs of area employers, community service organizations, and other concerned agencies.
- Shawnee State pledges sensitivity toward and willingness to respond to the changing public perception of the role of the University in the life of the community.

1997-1999
Shawnee State University

Strategic Plan Assumptions

**Strategic Issue 1:
Undergraduate Education**

Understanding the evolving needs of its expanding audience, Shawnee State University will continue to improve the quality of the undergraduate experience it offers, recognizing the importance of both traditional and experimental learning.

Initiative 1.1 Offer a greater variety of undergraduate degree programs.

- 1.1.1 Departments will each submit an annual review and analysis of potential degree programs.
TARGET DATE • *January 1, 1998 and January 1, 1999*
INITIATIVE MANAGER • *Department Chairs*
- 1.1.2 Each college will annually submit no fewer than two proposals for new degree programs.
TARGET DATE • *December 15, 1997 and June 30, 1998*
INITIATIVE MANAGER • *Academic Deans*
- 1.1.3 Develop and market "fast-track" baccalaureate degrees in selected areas that allow students who have met high academic standards to complete a baccalaureate degree in three years.
TARGET DATE • *Fall Quarter 1999*
INITIATIVE MANAGER • *Department Chairs and Academic Deans*

Initiative 1.2 Offer alternative learning experiences.

- 1.2.1 Support new media delivery systems.
TARGET DATE • *Fall Quarter 1998*
INITIATIVE MANAGER • *Director of University Information Services and Director of Media Services*
- 1.2.2 Establish an interactive full-motion video connection with an off-campus site such as Pike County Joint Vocational School.
TARGET DATE • *Fall Quarter 1998*
INITIATIVE MANAGER • *Vice President for Academic Affairs and Provost*

1997-1999
Shawnee State University
**Strategic
Plan**

- 1.2.3 Develop brief on-line Powerpoint tutorials available from the SSU Library web site to offer assistance to on-campus and remote library users as needed.

TARGET DATE • Fall Quarter 1998

INITIATIVE MANAGER • Library Director

- 1.2.4 Offer Internet courses off-site through interactive technology, and assist the state's lead institution in offering correspondence courses.

TARGET DATE • *Fall Quarter 1997 and 1998*

INITIATIVE MANAGER • *Academic Deans*

Initiative 1.3 Improve academic advising.

- 1.3.1 Each department will submit a two-year strategic plan that enhances student advising.

TARGET DATE • *January 1, 1998*

INITIATIVE MANAGER • *Department Chairs*

- 1.3.2 Advisors will contact all full-time student advisees at least once each year in person or via mail, telephone, or e-mail.

TARGET DATE • *1997-98 and 1998-99 Academic Years*

INITIATIVE MANAGER • *Department Chairs*

- 1.3.3 Faculty advisors will submit for departmental annual reports their advising activities, including frequency of student contacts.

TARGET DATE • *June and December 1998*

INITIATIVE MANAGER • *Department Chairs*

**Strategic Issue 2:
Teaching Excellence**

Shawnee State University is a teaching institution in the best sense—and, as such, the learning experience stands at the center of the University's strategic plan. Faculty, administration, and staff will continue to share this cornerstone commitment to its students and to the community.

Initiative 2.1 Recognizing the importance of moving toward a classroom experience which actively engages the student, Shawnee State University will continue to implement learning-centered strategies.

- 2.1.1 Provide opportunities for the development of on-demand tutorials, structured training sessions, and instructional segments within classes across departments and curricula.

TARGET DATE • 1997-98 and 1998-99 Academic Years

INITIATIVE MANAGER • Library Director

- 2.1.2 Conduct inservice seminars for faculty that focus on changing the paradigm from teaching (what faculty do) to learning (what students do).

TARGET DATE • 1997-98 and 1998-99 Academic Years

INITIATIVE MANAGER • Department Chairs and Academic Deans

- 2.1.3 Encourage faculty to experiment with techniques which emphasize active learning more than traditional teaching, bringing the classroom closer to the communicative experience that it can be.

TARGET DATE • January 1998 and 1999

INITIATIVE MANAGER • Department Chairs and Academic Deans

Initiative 2.2 Expand faculty opportunities for professional development.

- 2.2.1 Provide training and awareness opportunities to support the use of new media/technology.

TARGET DATE • May 1 and December 1, 1998

INITIATIVE MANAGER • Director of University Information Services and Director of Media Services

- 2.2.2 Continue to work one-on-one with faculty to encourage the integration of information literacy skills into existing and new courses and academic programs.
- TARGET DATE** • *December 1, 1997 and June 1, 1998*
INITIATIVE MANAGER • *Library Director*
- 2.2.3 Each department will submit a two-year strategic plan that considers program and faculty development.
- TARGET DATE** • *January and December 1998*
INITIATIVE MANAGER • *Department Chairs*
- Initiative 2.3 Encourage faculty to use more integrated technology in and out of the classroom.**
- 2.3.1 Implement course offerings via the Internet.
- TARGET DATE** • *Fall Quarter 1997*
INITIATIVE MANAGER • *Department Chairs and Academic Deans*
- 2.3.2 Create pilot course offerings using interactive video technology.
- TARGET DATE** • *Fall Quarter 1998*
INITIATIVE MANAGER • *Department Chairs and Academic Deans*
- 2.3.3 Investigate and implement access to electronic reserve materials to support university courses.
- TARGET DATE** • *Fall Quarter 1998*
INITIATIVE MANAGER • *Library Director*
- 2.3.4 Offer and improve access to library resources for remote users through enhancements to the SSU Library web site. Projected services would include the ability to electronically request reference assistance and to complete an on-line request for materials to supplement services offered via OhioLINK.
- TARGET DATE** • *Fall Quarter 1998*
INITIATIVE MANAGER • *Library Director*
- 2.3.5 Increase the use of satellite uplinks and downlinks on campus for classroom instruction.
- TARGET DATE** • *Fall Quarters 1997 and 1998*
INITIATIVE MANAGER • *Library Director*

Strategic Issue 3:
College Attendance and Graduation

Realizing that university matriculation is very much a journey, Shawnee State reaffirms its commitment to every step along that way. From the freshman experience, and even before, to graduation and beyond, the University will keep exercising responsible and creative stewardship.

Initiative 3.1 Develop University-wide plans to support student recruitment.

- 3.1.1 Advertise Shawnee State University in communities which are historically under-represented on campus.

TARGET DATE • *Fall Quarter 1997*

INITIATIVE MANAGER • *Public Relations Officer*

- 3.1.2 Publish success of Shawnee State graduates.

TARGET DATE • *April 1998*

INITIATIVE MANAGER • *Public Relations Officer*

- 3.1.3 Attract students from other institutions (e.g., through transfer).

TARGET DATE • *September 1, 1997 and September 1, 1998*

INITIATIVE MANAGER • *Director of Admission and Retention*

- 3.1.4 Offer athletic programming attractive to students (intercollegiate and intramural).

TARGET DATE • *1997-98 and 1998-99 Academic Years*

INITIATIVE MANAGER • *Vice President for Student Affairs*

- 3.1.5 Continue providing activities on campus which motivate K-12 students to attend Shawnee State (e.g., Technology Fair).

TARGET DATE • *1997-98 and 1998-99 Academic Years*

INITIATIVE MANAGER • *Vice President for Student Affairs*

- 3.1.6 Involve all constituent groups on- and off-campus in enrollment management.

TARGET DATE • *January 1 and September 1, 1998*

INITIATIVE MANAGER • *Director of Admission and Retention*

3.1.7 Make students and parents more knowledgeable about financial aid (i.e., what's available and how to apply for it).
TARGET DATE • *January 1 and September 1, 1998*
INITIATIVE MANAGER • *Director of Financial Aid*

3.1.8 Enhance scholarship offerings (e.g., for upper division students).
TARGET DATE • *September 1, 1998*
INITIATIVE MANAGER • *Vice President for Student Affairs*

Initiative 3.2 Develop University-wide plans to support student retention.

3.2.1 Offer additional new learning assistance programs for "at-risk" students.
TARGET DATE • *Fall Quarter 1998*
INITIATIVE MANAGER • *Director of Admission and Retention*

3.2.2 Develop "Learning Communities" that will bond together students, leading toward graduation.
TARGET DATE • *January 1998 and 1999*
INITIATIVE MANAGER • *Vice President for Student Affairs*

3.2.3 Develop a system to monitor the progress (well-being) of freshmen, getting them started right and enhancing their opportunity for success.
TARGET DATE • *January 1 and September 1, 1998*
INITIATIVE MANAGER • *Director of Admission and Retention*

3.2.4 Offer responsive services to students with special needs, including "undecided" students and students with special challenges.
TARGET DATE • *Fall Quarters 1997 and 1998*
INITIATIVE MANAGER • *Director of Admission and Retention*

3.2.5 Provide intervention and assistance to students on academic probation.
TARGET DATE • *Fall Quarters 1997 and 1998*
INITIATIVE MANAGER • *Director of Admission and Retention*

3.2.6 Provide child care and learning opportunities for the children of Shawnee State's students.

TARGET DATE • *Fall Quarter 1998*

INITIATIVE MANAGER • *Vice President for Academic Affairs and Provost*

3.2.7 Enhance opportunities for student co-curricular involvement on campus (e.g., through clubs, sponsored events, student government).

TARGET DATE • *Fall Quarter 1998*

INITIATIVE MANAGER • *Vice President for Student Affairs*

Resource Management

Shawnee State University will enhance and manage the resources available to it in a manner that facilitates the attainment of its mission.

Initiative 4.1 Make financial analysis a regular and important part of decision making.

- 4.1.1 Include Business Office analyses in the review process for new academic programs and new courses.

TARGET DATE • *September 1997*

INITIATIVE MANAGER • *Vice President for Academic Affairs and Provost and Vice President for Business Affairs*

- 4.1.2 Establish a revenue (if applicable) and expense analysis of each cost center on a five-year cycle.

TARGET DATE • *June 30, 1998*

INITIATIVE MANAGER • *Vice Presidents*

- 4.1.3 Require one-time and three-year recurring revenue and expense analyses of new university initiatives as part of the documentation for Board of Trustees' approval.

TARGET DATE • *September 1997 and 1998*

INITIATIVE MANAGER • *Vice Presidents*

- 4.1.4 Identify specific programs that are expected to significantly increase enrollment in order to maintain current funding levels.

TARGET DATE • *January 1998*

INITIATIVE MANAGER • *Academic Deans and Vice President for Academic Affairs and Provost*

Initiative 4.2 Continue to enhance the University's current financial stability through new and creative revenue-increasing initiatives.

- 4.2.1 Establish an organizational structure and managerial incentives to reward expanded educational initiatives, conferencing, athletic events, and summer student camps.

TARGET DATE • *December 31, 1997 and December 31, 1998*

INITIATIVE MANAGER • *Vice Presidents*

Initiative 4.3 Support the physical and academic funding of new technology.

- 4.3.1 Secure funding to implement the upgrade of the University's physical data infrastructure to facilitate the transmission of voice, data, and video signals.

TARGET DATE • April 1, 1998

INITIATIVE MANAGER • Director of University Information Services and Vice President for Business Affairs

Initiative 4.4 Improve the administrative computer system (i.e., replace POISE).

- 4.4.1 Develop (with campus-wide advice) and issue a Request for Proposal to select a vendor for the installation of a new University administrative computer system.

TARGET DATE • June 30, 1998

INITIATIVE MANAGER • Director of University Information Services and Vice President for Business Affairs

- 4.4.2 Establish a conversion schedule for the migration of the current administrative computer system to the new system.

TARGET DATE • January 1, 1999

INITIATIVE MANAGER • Director of University Information Services and Vice President for Business Affairs

**Strategic Issue 5:
Relationships with External
Constituencies**

No university exists in a vacuum, but is instead part of a larger and multifaceted community. Understanding this link, Shawnee State will form even more of the kinds of relationships with its larger world which bring forth mutual commitment and parallel growth.

Initiative 5.1 Enter into joint ventures of mutual benefit to the community and SSU.

- 5.1.1 Assist existing economic development agencies to retain, enlarge, and attract business and industry to South Central Ohio.

TARGET DATE • *December 1997 and 1998*
INITIATIVE MANAGER • *University Community*

- 5.1.2 Encourage campus personnel to engage in more community activities.

TARGET DATE • *Fall Quarters 1997 and 1998*
INITIATIVE MANAGER • *Vice Presidents*

- 5.1.3 Encourage tours/on-site research projects and publicity regarding the availability of free library borrowing privileges and on-site use of materials.

TARGET DATE • *Spring Quarters 1998 and 1999*
INITIATIVE MANAGER • *Library Director*

- 5.1.4 Explore means of increasing cooperative efforts with the Portsmouth Public Library and the Southern Ohio Museum and Cultural Center, including such activities as joint grant proposals.

TARGET DATE • *Spring Quarters 1998 and 1999*
INITIATIVE MANAGER • *Library Director*

Initiative 5.2 Analyze regional work force needs and respond to them with appropriate programming.

- 5.2.1 Develop and implement new employer site classes/programs.

TARGET DATE • *Fall Quarters 1997 and 1998*
INITIATIVE MANAGER • *Vice President for Academic Affairs and Provost and Academic Deans*

Initiative 5.3 Provide educational support to K-12 with activities like tutoring and mentoring.

5.3.1 Establish the "America Reads" elementary school tutoring initiative.

TARGET DATE • *1997-98 Academic Year*

INITIATIVE MANAGER • *Director of Admission and Retention*

Strategic Issue 6:
Quality

Because a university develops leaders, its own role is clearly grounded in leadership. Recognizing this, Shawnee State will continue to provide strong examples for the community in areas of mutual interest.

Initiative 6.1 Provide leadership through example, while simultaneously learning from valuable experiences offered by the community itself.

- 6.1.1 Continue to encourage leadership roles in civic organizations by Shawnee State employees.

TARGET DATE • *Ongoing*
INITIATIVE MANAGER • *Vice Presidents*

- 6.1.2 Enhance the University's involvement in community strategies to attract people and business to the Portsmouth area.

TARGET DATE • *Ongoing*
INITIATIVE MANAGER • *Vice Presidents*

- 6.1.3 Develop the "curb appeal" of the University as an asset to the beautification efforts of the community and downtown business area.

TARGET DATE • *January 1998 and January 1999*
INITIATIVE MANAGER • *Vice President for Business Affairs*

- 6.1.4 Seek statewide, national, and international recognition for the University that also brings recognition to the home community.

TARGET DATE • *Ongoing*
INITIATIVE MANAGER • *University Community*

Initiative 6.2 Continue to review, assess, and refine existing degree programs.

- 6.2.1 Each department will submit an assessment of its existing degree programs and either verify the program is meeting the needs of students or recommend changes that consider shifting paradigms and the demands of the workplace.

TARGET DATE • *1997-98 and 1998-99 Academic Years*
INITIATIVE MANAGER • *Department Chairs and Academic Deans*

Initiative 6.3 Improve support services and expand resources provided to adjunct faculty.

- 6.3.1 Compensate adjunct faculty with higher salaries commensurate with qualifications.

TARGET DATE • *Fall Quarter 1998*

INITIATIVE MANAGER • *Vice President for Academic Affairs and Provost and Vice President for Business Affairs*

- 6.3.2 Integrate adjunct faculty into departmental activities.

TARGET DATE • *Fall Quarters 1997 and 1998*

INITIATIVE MANAGER • *Department Chairs and Academic Deans*

Initiative 6.4 Continue to improve the quality of student life.

- 6.4.1 Develop a more diversified mix of students in classrooms through intensive recruitment of non-Appalachian and international students.

TARGET DATE • *1998-99 Academic Year*

INITIATIVE MANAGER • *Director of Admission and Retention*

- 6.4.2 Continue to evaluate current and projected student housing needs and improve the overall quality of those facilities.

TARGET DATE • *January 1998*

INITIATIVE MANAGER • *Vice President for Student Affairs*

- 6.4.3 Continue collecting data on University parking needs and make ongoing required improvements.

TARGET DATE • *January 1998 and March 1999*

INITIATIVE MANAGER • *Vice President for Business Affairs*

- 6.4.4 Provide more opportunity for scholarships to students from outside the local communities.

TARGET DATE • *1998-99 Academic Year*

INITIATIVE MANAGER • *Vice President for Student Affairs*

6.4.5 Expand array of, and enhance the quality of, on-campus student activities.

TARGET DATE • 1997-98 and 1998-99 Academic Years

INITIATIVE MANAGER • Vice President for Student Affairs

6.4.6 Identify and eliminate bureaucratic hassles for students at all levels.

TARGET DATE • January and June 1998

INITIATIVE MANAGER • Vice President for Student Affairs

6.4.7 Restructure and refine the student complaint process.

TARGET DATE • 1997-98 and 1998-99 Academic Years

INITIATIVE MANAGER • Vice Presidents

6.4.8 Develop a multi-year strategic plan for offering courses during the academic year based upon student needs.

TARGET DATE • 1997-98 Academic Year

INITIATIVE MANAGER • Department Chairs, Registrar, and Deans

**Strategic Issue 7:
Employee Relations**

The continued strong development of Shawnee State can only be accomplished through constructive collaboration among all constituencies, particularly those internal to the University. Such collegial collaboration can best occur in an environment in which all members are knowledgeable, treated equitably, and consider themselves a true and respected part of the future of the campus community. Accordingly, Shawnee State will continue to improve communication and coordination among members of the university community with a goal of informed decision making.

Initiative 7.1 Enhance previous efforts in acknowledging special employee accomplishments.

TARGET DATE - June 30, 1998

INITIATIVE MANAGER - President and Vice Presidents

Initiative 7.2 Provide the opportunities for improving the university governance structure, allowing for collective planning and decision making.

TARGET DATE - Fall Quarter 1997

INITIATIVE MANAGER - President and University Community

Initiative 7.3 Provide ongoing faculty and staff professional development.

TARGET DATE - 1997-98 and 1998-99 Academic Years

INITIATIVE MANAGER - Vice Presidents

Initiative 7.4 Continue to enhance internal and external communication processes to university stakeholders.

TARGET DATE - 1997-98 and 1998-99 Academic Years

INITIATIVE MANAGER - Vice Presidents

To walk this campus today is to witness the best realization of what has become a collective dream. Within easy access to any part of the area's diversified populace is the 150,000 volume library, the showpiece Vern Riffe Center for the Arts, the state-of-the-art Advanced Technology Center, and the comfortable and friendly University Center, the hub of Shawnee State's community. To visit the University's buildings is to be immersed in a world of enthusiastic teachers and eager learners. Through dedication, work, and vision, what was once a commuter school has become a learning community—a community inspired by the words of Ellen Key, who said: "The educator must above all understand how to . . . reckon all effects in the light of the future, not of the present."

In Key's words, we find the rationale behind any strategic plan. America's future does walk through the doors of our schools every day, and that is a future which, as Christa McAuliffe so accurately predicated, we as educators can touch. We appreciate the opportunity to share Shawnee State's plan for that future, a future which is, in a very real sense, within our grasp today.
