

SPECIAL BOARD OF TRUSTEES' MEETING

**Wednesday, October 9, 2013
6:15 p.m.**

**Tod Hall
Board Meeting Room**

AGENDA

- A. Roll Call
- B. Proof of Notice of Meeting
- C. Disposition of Minutes for Meeting Held September 25, 2013; will be Deferred until the Next Meeting
- D. Report of the Committee of the Board
 - 1. University Affairs Committee
 - a. Resolution to Approve the Selection of Position Associate Vice President for Enrollment Planning and Management **Tab 1**
- E. Communications and Memorials
- F. Unfinished Business
- G. New Business
- H. Old Business
- I. Chairperson's Remarks
- J. Dates and Times of Upcoming Regular Meetings of the Board
 - Tentative Meeting Dates: 3 p.m., Wednesday, December 18, 2013
 - 3 p.m., Wednesday, March 12, 2014
 - 3 p.m., Wednesday, June 18, 2014
- K. Adjournment

**RESOLUTION TO APPROVE THE SELECTION OF POSITION
ASSOCIATE VICE PRESIDENT FOR ENROLLMENT
PLANNING AND MANAGEMENT**

WHEREAS, a new position was recommended by Student Affairs and approved by the Board of Trustees; and

WHEREAS, a national search was completed and a strong consensus emerged to select a particular candidate;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby authorize the University to hire an Associate Vice President for Enrollment Planning and Management.

UNIVERSITY GUIDEBOOK

Title of Policy:	Selection and Annual Evaluation of Administrative Officers of the University
Responsible Division/Office:	Office of the President
Approving Officer:	President
<i>Revision History:</i>	Feb. 1998; Feb. 2009; March 2013; April 2013; June 2013
Resolution Number(s)	YR 1998-33; YR 2009-31; YR 2013-51; YR 2013-61; YR 2013-89
Board Committee:	University Affairs
EFFECTIVE DATE:	June 12, 2013
Next Review:	2018

Policy: In the selection and annual evaluation of administrative officers of the University, the Board of Trustees is committed to the principle of collegiality where, as appropriate, members of the University community -- students, faculty, and staff -- have opportunity to participate in the decision-making processes of the University. The Board of Trustees acknowledges the need for the establishment of processes for the selection and regular evaluation of the administrative officers of the University. The Board also affirms the principle of merit-based rewards that are directly associated with positive evaluation of these officers.

Principles:

- A position announcement, including the required and preferred qualifications, will be developed and brought to the Board of Trustees for review and approval, prior to initiating the search.
- Advertising to fill administrative officer positions of the University will be done in a manner that will create a diverse pool of candidates of racial, ethnic and social backgrounds reflecting a wide diversity of values, ideas, and beliefs.
- An individual selected to serve as administrative officer will be identified from an applicant pool obtained as a result of a national search process. With the approval of or when deemed necessary by the President, a search firm may be utilized. (Filling these positions on an interim basis may be done without initiating a formal process.)

**Agenda Item D.1.a
Support Material**

- In recognition of the principles of collegiality, advisory committees will be utilized during the process of searching, screening, and interviewing administrative officers.
- Evaluation involves an employee and supervisor in a yearly process of mutually identifying measurable objectives, regular review of progress toward their achievement, and year-end determination of whether or not the objectives were met.
- The evaluation process may involve merit salary considerations as part of the year-end session.

Administrative Officers of the University maintain management responsibilities for a specific segment of the campus. They also serve as an integral part of the University's leadership team that is responsible for the overall direction of the institution. Each serves as primary advisor on the various divisional advisory committees and as members of the Executive and Administrative Staff Council. Each Dean has responsibility for one of the Colleges or the School of Graduate Studies and Research and reports directly to the Provost/Vice President for Academic Affairs. Associate Vice Presidents and Executive Directors are responsible for a major administrative unit including the Office of Information and Technology, Intercollegiate Athletics or within the Division of Finance and Administration, Division of University Advancement, Division of Student Affairs, and each report directly to an executive level officer or designee appointed by the President. Administrative officers of the University include:

- College Deans
- Dean of the School of Graduate Studies and Research
- Associate Vice Presidents
- Executive Directors
- Director of Equal Opportunity and Policy Compliance
- Others Designated by the President

Procedures for the Selection of Administrative Officers:

The procedures that follow provide an overall structure for administrative officer selection. It is recognized that these procedures may need to be adjusted to accommodate a particular situation.

1. When there is a need to identify a new administrative officer, the appropriate executive level officer (University Guidebook Policy 9001.01) or designee appointed by the President will appoint a Search Advisory Committee.
2. This Committee will include representatives of the affected University division, and may include other members of the University community and other external members as appropriate.

3. This Committee will review all of the applications received, identify those meeting the pre-established qualifications, complete an initial check of references of the qualified candidates, and recommend a short list of candidates to be interviewed.
4. This Committee will be involved in the process of interviewing all of the candidates visiting the campus.
5. The on-campus interview process may include a broad representation of the affected University division, other members of the University community, including the Board of Trustees and others identified by the appropriate executive level officer or designee appointed by the President.
6. Upon the conclusion of the interview process, the Search Advisory Committee will submit to the appropriate executive level officer or designee appointed by the President an unranked list of three to five candidates, with an assessment of each, that are recommended to fill the vacant position.
7. The appropriate executive level officer or designee appointed by the President, in consultation with the President, will review the list of recommended candidates to identify the person to be extended an offer.
8. Exceptions to the above selection requirements may be granted in special circumstances where departure offers demonstrable benefits for the University. A request for such an exception must be submitted in writing to the Office of Human Resources and Labor Relations and the Office of Equal Opportunity and Policy Compliance for review and recommendation. A request initiated by a hiring department, together with the recommendations of Human Resources and Equal Opportunity, will be submitted to the President, who shall take final action on the request and report the recommendations and action taken to the University Affairs Committee of the Board of Trustees at or before its next meeting.
9. The Chief Human Resources Officer will prepare and submit a summary of all personnel actions (i.e., appointments, promotions, reclassifications, transfers, demotions, salary adjustments and separations) to the University Affairs Committee for recommendation for approval by the Board of Trustees. The personnel actions will become effective upon approval by the Board of Trustees.

Procedures for the Evaluation of Administrative Officers:

The procedures that follow provide an overall structure for evaluation. It is recognized that these procedures may need to be adjusted to accommodate a particular situation.

1. The evaluation process is conducted on an annual basis.

2. The process will be initiated with one-on-one session(s) between the Dean and the Provost/Vice President for Academic Affairs or the Executive Director and the executive level officer.
3. This initial phase of the process is devoted to dialog whereby mutually acceptable annual objectives are identified and finalized in writing; usually at the start of the fiscal/academic year.
4. Throughout the course of the year, one-on-one sessions will be initiated by either party to review the progress being made toward the achievement of the objectives. Adjustments can be made to the objectives during these sessions.
5. At year's end, during a one-on-one session between the Dean and the Provost/Vice President for Academic Affairs or the Executive Director and the executive level officer, the degree to which these objectives have been met is determined and preliminary salary adjustment considerations are discussed. The Board of Trustees considers it important to have the evaluation of administrative officers include the perspective of their constituents and subordinates. Therefore, an important component of the overall evaluation will be input from a sample of constituents and subordinates.
6. All administrative officers' merit considerations are reviewed by the executive level officers in a group setting to ensure consistent application from an institutional perspective.
7. When considering salary adjustments for administrative officers, the President shall submit proposed adjustments to the University Affairs Committee for its review and comment prior to implementing said adjustment(s).

July 25, 2013

Jack P. Fahey
Vice President for Student Affairs
Youngstown State University

Dear Mr. Fahey:


I am pleased to declare my candidacy for the position of *Associate Vice President for Enrollment Planning and Management* at Youngstown State University. After twenty-five years of steadily increasing responsibility in the Office of Admissions and Division of Enrollment Management at Bowling Green State University, including the past thirteen years as Chief Admissions Officer, and additionally for the past six years as Assistant Vice President with multi-unit responsibility, I know that I am thoroughly prepared to assume this key leadership role. I have over twenty-three years of experience in data analysis and interpretation, data-driven decision-making, an understanding of geodemographic and predictive modeling concepts and utilization, and significant experience utilizing scholarships and financial aid to meet enrollment goals.

I have enjoyed the support and respect of college deans, faculty and staff, across multiple administrations, and have proven myself to be a collaborative leader. I am highly organized, analytical, creative, easy-going, supportive of staff, willing to try new things, able to accept challenge, unafraid to fail, and effective at managing change. I have gained the respect of a 43 person staff in the Offices of Admissions, Graduate Recruitment, the Student Enrollment Communication Center, and the Nontraditional and Transfer Student Services, as well as being seen as a leader in a division comprised of 250+ staff. I have survived, and thrived, while serving three Presidents, seven Provosts, and four Chief Enrollment Officers. My capacity for change, flexibility, and success is significant. I manage a budget in excess of \$3.3 million annually, and have line responsibility for upwards of \$4 million.

I have proven to be able to adapt to different situations, have re-created and re-positioned myself for success during at least four distinct "eras" over these past 20+ years at BGSU, and have met whatever expectations and challenges have been set for me, providing me new and regularly expanding opportunities that simply have discouraged me from leaving BGSU. Now, however, I am ready to make the next step professionally, and the time is right for me to seek a new opportunity. I look forward to further exploring whether my skills and proven leadership capabilities are a match for this position, and Youngstown State University.

Thank you for your most serious consideration!

Sincerely,



Gary D. Swegan

Gary D. Swegan

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Bowling Green, Ohio 43402
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Summary of Experience

Twenty five years of progressive and significant responsibility in undergraduate admissions and enrollment management. Thirteen years as Chief Admissions Officer, the past six years as Assistant Vice Provost/Vice President for Enrollment Management, with multi-unit responsibility. Key **executive-level decision-making** experience. Consensus building and leadership experience involving academic and non-academic units in recruitment activities. **Staff supervision** (current total staff under my direction of 43), **budget planning and authority** (current operating budget of \$1,800,000 with total budget of \$3,400,000), demonstrated success in implementing new technologies, enrollment planning and forecasting, geodemographic utilization, predictive modeling, strategic use of scholarships and financial aid, and multicultural sensitivity and recruitment success. **Media savvy**, often serving as the University spokesperson on enrollment-related issues for both print and electronic outlets.

Education - Bowling Green State University

Master of Arts, College Student Personnel	1988
Bachelor of Science in Education, Sports Marketing and Information	1986

Professional Experience – Bowling Green State University

Assistant Vice President for EM and Director of Admissions	2010-present
Assistant Vice Provost and Director of Admissions	2007-2010
Director of Admissions	2001-2007
Interim Director of Admissions	2000-2001
Associate Director of Admissions	1994-2000
Assistant Director of Admissions	1989-1994
Admissions Counselor (Graduate Assistantship)	1986-1988

Professional Experience – Kent State University

Program Officer for Business, Industry & Government Career Planning and Placement Center	1988-1989
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Accomplishments as Chief Admissions Officer:

- Record incoming cohorts (freshmen + transfers) in 2001, 2002, 2004 and 2010
- Transitioned admissions from a quantity to quality model (2013), bringing in the strongest academic freshmen class in over 25 years (3.3 GPA, 22.6 ACT)
- Increased students-of-color from 8.97% of freshmen class in 2001 to four consecutive years of 20%+ (2010-13)

- Value diversity in my staff, evidenced by the Office of Admissions being the most racially/ethnically diverse staff on campus (other than Multicultural Affairs)
- Increased out-of-state freshmen from 6.93% of freshmen class in 2001 to over 15.65% in fall 2011, and two successive classes just under 15%
- Increased freshmen applications from 9,900 in 2001 to over 16,000 in 2011 and 2012, and 15,800 in 2013
- All of the above while also modestly reducing the net tuition discount rate, through multiple changes and iterations to the freshmen and transfer scholarship programs, most of which I conceived and implemented
- Helped create, and currently supervise a unit called the Student Enrollment Communication Center, which serves as a call center (300,000 annual outgoing calls), for both recruitment and retention, as well as coordinating social media, chat, blogs, virtual college fairs, and other communication to both prospective and current BGSU students
- Have dotted line supervision for the Nontraditional and Transfer Student Services
- Provided leadership and structure for system conversion to PeopleSoft
- Provided leadership and structure as the Office of Admissions developed a home grown CRM, with robust reporting capacity
- At various times worked with consultants and vendors Noel Levitz, College Marketing Technologies, National Research Center for College and University Admissions, College Week Live, Welcome to College, Student Paths, and Zinch
- Successfully merged graduate recruitment and processing into the Office of Admissions organization
- Successfully merged international processing into the Office of Admissions
- Current elected Chair of the Regional Council of the Midwest Region of the College Board (13 state region)
- Twelve year member of the Ohio ACT Research Committee
- Very adept at utilizing available management reporting and turning that information into actionable decision making
- Created and executed over 80 Admissions receptions over the past 12 years in major Ohio and Michigan cities, involving approximately 40 university personnel at each location
- Created and execute 6-9 on campus academic themed visit days annually
- Oversaw the creation of Transfer Visit Days, and now supervise the execution of 8-9 annually
- Created and execute a School Counselor Day on campus, annually drawing approximately 110 school counselors from throughout the state and region, by far Northwest Ohio's largest such gathering
- Host an annual School Counselor Advisory Committee, a multistate group of approximately 25 counselors that meet on the BGSU campus for a day and a half annually

Committee Involvement as Chief Admission Officer- Bowling Green State University

Task Force on Scholarships

2000-01

Secretary – Council of Admissions Officers	2000-01 07-08
Vice-President – Council of Admissions Officers	2001-02
President – Council of Admissions Officers	2002-03
Member, Search Committee for Director, Student Financial Aid	2003
Member, Search Committee for Registrar	2004-05
Co-chair – Enrollment Network	2000-13
Committee on Strategic Aid Policy and Planning (COSAPP)	2003-08
Chair – Enrollment Retention Management Committee	2004-08
ACT Research Committee	2000-13
College Board Midwestern Regional Forum Planning Committee	2008-13
College Board Midwestern Regional Council – elected member	2009-12
College Board Midwestern Regional Council – Chair elect	2012
College Board Midwestern Regional Council – Chair	2013
Enrollment Management Council	2013

Professional Presentations – Bowling Green State University

OACAC Workshop <i>Information for High School Guidance Counselors</i>	1990
OACAC Workshop <i>Issues for High School Guidance Counselors</i>	1991
ACT Staff Development Conference - <i>State University Discussion Group</i>	1992
ACT Spring Conference - <i>Training Student Employees and Tour Guides</i>	1993
ACT Staff Development Conference - <i>Receptionist discussion leader</i>	1993
ACT Staff Development Conference - <i>Managing Information Change</i>	1994
ACT Staff Development Conference - <i>Life Balance I</i>	1995
Waterville, OH Chamber of Commerce Keynote Speaker - <i>Changes and Trends in Higher Education</i>	1996
OACAC Spring Conference - <i>Support Staff Involvement and the Efficient, Team-oriented office</i>	1997
ACT Staff Development Conference - <i>Support Staff Involvement and the Efficient, Team-oriented office</i>	1997
OACAC Workshop <i>The Best Ideas are Free for Colleges/Universities</i>	1997
NACAC, Indianapolis, IN <i>Making the Support Staff Part of the Team</i>	1998
ACT Enrollment Planner's Conference, Chicago, IL	1999
AACRAO <i>Influencing College Choice Through Indirect Marketing</i>	2000
OASFAA <i>A Collaborative Approach for Developing Institutional Aid</i>	2002
OACRAO <i>Dealing with Difficult Parents</i>	2003
NACAC, Tampa FL <i>Creating and Utilizing Campus Enrollment Networks</i>	2005
ACT Spring Conference <i>Utilizing Predictive Modeling</i>	2007
College Board, Midwest Regional Forum <i>The Many Faces of Merit Aid</i>	2007
ACT Spring Conference – <i>Admissions/Financial Aid Collaboration</i>	2012
OASFAA – <i>Admissions / Financial Aid Collaboration</i>	2012

Professional References

Relationship

Alberto (Albert) N. Colom
Vice President of Enrollment Management

Current BGSU supervisor

Bowling Green State University
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(419) 372-2025

Former VP/EM at Okla. State Univ.

T. David Garcia
Assoc. Vice President of Enrollment Management
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*Former Associate Director of
Admissions under my direction
at BGSU*

James F. Meyer
Retired School Counselor
Former Regional Admissions Counselor
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*36 year school counselor – Utica, MI
Regional BGSU Admissions*

Lisa M. Cesarini
Former Assistant VP for Enrollment
Bowling Green State University
(419) 352-1957

*Former professional colleague from
within the Division of Enrollment
Management*

**Rationale for Creation of Associate Vice President for Enrollment
Planning and Management**

1. Our future financial stability rests primarily on our ability to maximize enrollment.
2. Currently YSU is the only IUC University (except for Central) that does not have an executive officer whose sole responsibility is enrollment management.
3. Our NEO competitors have martialed significant resources to maximize their enrollment efforts:
 - a. Each University has 30+ Marketing staff compared to our 10.
 - b. Each University has 15-25 Admission professionals compared to our seven.
4. Our enrollment efforts could be enhanced significantly by attracting a senior enrollment management professional with a proven track record for success.
5. As we continue to successfully migrate our recruitment to a campus-wide ideal of "everybody plays a part", we need a visible champion to coordinate and communicate our efforts on a full-time basis
6. Our enrollment management team (Deans Bryan DePoy, Joe Mosca and Associate Dean Mary Lou DiPillo) recommends that this investment is critical to our future success.