Board of Trustees Committee Meetings - Wednesday, December 10, 2025 Minutes

Youngstown State University - Board of Trustees
12/10/2025 10:00 AMEST
@ Board Meeting Room, 1st Floor, Tod Hall

Attendance

Present:
Members: Sergul Erzurum, Richard Fryda, Charles T. George, Anita A. Hackstedde, M.D., Bill Johnson, Joseph J. Kerola (remote), Laura Lyden, Zane Perrico, Allen L. Ryan, Jr., J.D., Eric Spiegel, Sterling Williams, Jocelyne Linsalata (remote)
Guests: Joy Polkabla Byers, Michelle DiLullo, Rebecca Fink, David Graham, Timothy Harrington, Jeanne Herman, Steve Hoffmaster, Holly Jacobs, Sarah Keeler, Jennifer Lewis-Aey, Neal McNally, Ross Morrone, Jennifer Pintar, Rebecca Rose, Mike Sherman, Ron Strollo

Absent:
Members: Nadia Zarbaugh

A. Meeting Schedule and Committee Listing

BOT Meeting Schedule December 2025 FINAL.pdf

FINAL Board Committee Listing 2025 2026 MS.pdf

B. INVESTMENT COMMITTEE

Laura A. Lyden, Chair
Sterling A. Williams, Vice Chair
All Trustees are Members

1. Disposition of the Minutes for the Previous Meeting
2. Old Business
3. Committee Item
   a. Investment Committee Discussion Item
      i. December 10, 2025 Quarterly Portfolio Asset Allocation and Investment Performance Review (Presenters: John Colla, Clearstead Advisors)

The Investment Committee reported no action items. Members reviewed the Committee's calendar-year work plan, noting the 2025 plan is complete and that a draft 2026 work plan will be presented on a similar cadence, with trustees invited to suggest priorities.
The committee received an update on market and economic conditions, noting another year of generally strong market performance through end of October, with November 2025 mixed and markets described as sensitive to

negative news given elevated valuations. U.S. corporate earnings and resilient economic data were cited as key supports. Interest-rate expectations and an anticipated Federal Reserve rate cut were discussed, along with the recent dynamic in which more highly leveraged/lower-quality stocks outperformed for a period, creating short-term headwinds for higher-quality managers, which reversed in November.

Portfolio performance and positioning were reviewed. As of September 30, total non-endowment assets were approximately $90M, returning 3.6% for the quarter and 9.2% year-to-date (nine-month period). The operating/short-term pool was about $10.5M, with yields expected to be moderate as rates decline. The long-term pool was about $80M, returning 3.7% for the quarter and 19% year-to-date, and was described as having grown materially over the past three years (approximately $25M), with cumulative investment earnings since inception exceeding $50M. Subsequent updates indicated the long-term pool exceeded $80M through October and was over $81M at the time of reporting.

The committee reviewed the long-term allocation, noting the benefit of a modest equity increase over recent years and current positioning of approximately 60% equities/alternatives and 40% fixed income/cash, including a shift toward intermediate-term fixed income to lock in yields. Alternative investments were reviewed (private credit, infrastructure, and a diversifying strategy) and were described as performing well and providing income and diversification.

As an annual best practice, the committee reviewed investment fees, reporting total all-in costs of approximately 0.44% (management ~0.35%, consulting ~0.05%, custody/trustee ~0.03%), characterized as competitive. Ongoing oversight of the Huntington-managed endowment pool was also noted, including reference to a prior fee reduction.

Clearstead Performance Report 12-10-2025.pdf

4. New Business

5. Background Materials

6. Adjournment

C. AUDIT SUBCOMMITTEE

Allen L. Ryan, Jr., Chair
Sterling A. Williams, Vice Chair
Anita A. Hackstedde
Joseph J. Kerola
Sterling A. Williams

1. Disposition of the Minutes for the Previous Meeting

2. Old Business

3. Committee Item

    a. Audit Subcommittee Discussion Items

        i. Required Communication with the Board of Trustees (Presenters: Plante & Moran, PLLC representatives)

Keith Martinez, lead engagement partner for the University's external audit, provided the Audit Subcommittee with the post-audit required communications. He reported the audit was conducted in accordance with the previously presented audit plan, with one timing-related change: the federal government's delayed release of the compliance supplement affected the completion timing of the single audit. He noted the supplement was released just before Thanksgiving; the audit team substantially completed work in advance using draft guidance, then finalized and dated the single-audit component after release. He further reported the combined report was submitted to the Auditor of State, with the committee now awaiting the state's final release.

Martinez reiterated management's responsibility for preparing the financial statements and the auditor's responsibility to provide reasonable assurance through a risk-based, sample-tested audit approach. He reported the University received a clean (unmodified) opinion on the financial statements. He also reported clean opinions on the major federal programs tested—Student Financial Aid and Research and Development—with no findings in either program.

He stated there were no significant changes in accounting policies and noted implementation of GASB 101 (compensated absences) did not materially impact the financial statements. He highlighted significant estimates reviewed, particularly net pension and OPEB liabilities, and reported no audit difficulties, no disagreements with management, and no audit adjustments required. He referenced a recurring, immaterial item related to the Penguin Club classification as a discretely presented component unit, noting management's decision not to include it due to insignificance and the auditors' agreement with that approach.

Martinez also provided scope updates, reporting the NCAA agreed-upon procedures engagement was nearing completion with no issues noted to date. He noted a change regarding WYSU, explaining a previously required separate audit for the radio/TV station was no longer required under new federal guidance, and the engagement was formally cancelled in coordination with management and the Auditor of State. He concluded by commending management for strong cooperation and responsiveness and invited questions.

Required Communication wtih the Board of Trustees - Deceember 2025.pdf

ii. Anonymous Reporting Hotline Stats Update (Presenters: Michelle DiLullo, Staff Auditor)

A quarterly update was provided regarding the University's ethics reporting hotline. It was reported that four hotline reports were submitted during Q1, with three filed anonymously and all submitted through the hotline website. The matters were referred to the appropriate departments for review, and all reports received during the quarter were closed.

Anonymous Hotline Stats Report FY26Q1.pdf

iii. FY26 First Quarter Internal Audit Plan Update (Presenters: Michelle DiLullo, Staff Auditor)

An update was provided on the internal audit plan and allocation of hours for Q1. It was reported that the majority of internal audit time was dedicated to the Athletic Ticket Office audit, with additional hours devoted to continuous auditing activities focused on accounts payable and payroll, as well as follow-up on prior audit recommendations.

[Quarterly Audit Plan Update FY26Q1.pdf]

iv. Audit Matrix Open Audit Recommendations Update (Presenters: Michelle DiLullo, Staff Auditor)

An update was provided on open audit recommendations. The report format was redesigned to provide a clearer, streamlined overview. The first page summarizes audits with open recommendations, including the audit report issuance date, the number of recommendations issued, and the number remaining open. Subsequent pages provide a detailed status breakdown of open recommendations. Management reported that recommendations continue to be monitored and will be followed up as implementation dates approach

[Audit Matrix Recommendation Status FY26Q1.pdf]

v. Audited Financial Report for Fiscal Years 2025 and 2024 (Presenters: Neal McNally, Vice President for Finance and Business Operations, Steve Hoffmaster, Associate Vice President for Finance and Controller)

It was reported that the Single Audit will be presented at the March Board meeting. For the current meeting, the committee proceeded with review of the audited financial statements. It was noted that the report is lengthy and prepared in a format prescribed by the Governmental Accounting Standards Board (GASB), which may not lend itself to simple interpretation. Staff indicated they were available to address questions and provide clarification as needed.

[Audited Financial Report for Fiscal Years 2025 and 2024.pdf]

vi. Ohio Senate Bill 6 Financial Ratio Analysis for Fiscal Year 2025 (Presenters: Neal McNally, Vice President for Finance and Business Operations)

The committee discussed using the University's Senate Bill 6 (SB6) ratio analysis as one of the clearest ways to interpret information derived from the audited financial statements, since the ratios are calculated directly from the audited statements.
Staff reviewed the FY 2025 SB6 ratio analysis (a state-required framework established in 1997 and calculated annually by the Ohio Department of Higher Education), explaining that three weighted ratios produce a composite score. The net income ratio (20% weight) received the highest score of 5, reflecting revenues exceeding expenses; it was noted that issuance of $40 million in new debt late in the fiscal year positively affected net assets and contributed to the score. The viability ratio (30% weight), measuring the University's ability to manage long-term debt, scored 4, described as strong

and reflecting continued paydown of existing obligations and avoidance of excessive new debt; the committee noted the ratio remained strong even with the $40 million issuance for the student union renovation. The primary reserve ratio (50% weight), measuring capacity to continue operations in the absence of future revenue and effectively requiring robust reserves, scored 5, with staff noting the year-end bond proceeds increased cash late in the fiscal year prior to significant construction spending.
Overall, the University's FY 2025 SB6 composite score was 4.7 (on a 0–5 scale), described as the highest on record and above the statewide average of 4.3. Staff noted the score was influenced in part by timing of the debt issuance and that scores are expected to normalize as bond proceeds are spent, but emphasized the broader conclusion that the University continues to operate within State parameters. The committee also reviewed historical context showing the University has consistently remained well above the 1.75 threshold that would trigger "fiscal watch" status if sustained for two consecutive years. Staff further emphasized that SB6 ratios will remain a major factor in financial and budget management and were characterized as a key financial KPI for trustees.
A trustee commented that the 4.7 score was impressive given broader higher education challenges, citing the University's growth and the $40 million student union investment as evidence of strong responsibility, accountability, and strategy, and expressed appreciation to leadership. In response, staff reiterated expectations that ratios will smooth over time as proceeds are expended and credited the Controller's Office for preparation of the financial statements.

Senate Bill 6 Dashboard FY25.pdf

4. New Business

5. Background Materials

6. Adjournment

D. FINANCE AND FACILITIES COMMITTEE

Allen L. Ryan, Jr., Chair
Sergul A. Erzurum, Vice Chair
All Trustees are Members

1. Disposition of the Minutes for the Previous Meeting

2. Old Business

3. Committee Items

   a. Finance and Facilities Consent Items

Motion:
Motion to approve.

Motion moved by Michael A. Peterson and motion seconded by Sterling Williams. Passes unanimously.

i. Resolution to Modify Chargebacks Policy, 3356-3-12

[Resolution to Modify - Chargebacks.pdf]

[REDLINE 3356-3-12 Chargebacks.pdf]

ii. Resolution to Modify University Health and Safety Policy, 3356-4-10

[Resolution to Modify - University Health and Safety.pdf]

[REDLINE 3356-4-10 University Health and Safety.pdf]

iii. Resolution to Modify Digital Accessibility Standard Policy, 3356-4-22

[Resolution to Modify - Digital Accessibility Standard.pdf]

[REDLINE 3356-4-22 Digital Accessibility Standard.pdf]

iv. Resolution to Modify Access to Campus for Purposes of Commercial Solicitation or Advertising Policy, 3356-7-19

[Resolution to Modify - Access to Campus for Purposes of Commercial Solicitation or Advertising.pdf]

[REDLINE 3356-4-24 Access to Campus for Purposes of Commercial Solicitation or Advertising.pdf]

b. Finance and Facilities Action Items

The committee reviewed a revised policy on assessment of student tuition. It was explained that the action combines two existing tuition-related policies into a single policy because both address the same subject matter, including tuition billing and tuition refunds, and maintaining separate policies was unnecessary. It was further noted that there were no substantive changes to the policy content; the only change was consolidation, along with the associated rescission of the two prior policies.

i. Resolution to Approve Development and Assessment of Student Tuition and Fees (Including Reduction/Refund of Tuition and Fees) Policy, 3356-3-02

[Explanation to Modify - Development and Assessment of Student Tuition and Fees.pdf]

[Resolution to Approve - Development & Assessment of Student Tuition & Fees (Including Reduction-Refund of Tuition & Fees).pdf]

[NEW 3365-3-02 Development & Assessment of Student Tuition & Fees (Including Reduction-Refund of Tuition & Fees).pdf]

[Resolution to Rescind - Development and Assessment of Student Tuition and Fees.pdf]

[RESCIND_3356-3-02 Development & Assessment of Student Tuition & Fees.pdf]

[Resolution to Rescind - Reduction-Refund of Tuition and Fees.pdf]

[RESCIND_3356-3-02.1 Reduction-Refund of Tuition and Fees.pdf]

Motion:
Motion to approve.

Motion moved by Sterling Williams and motion seconded by Richard Fryda. Passes unanimously.

ii. Resolution to Modify Minors on Campus/Background Checks Policy, 3356-7-50 (Presenters: Julie Gentile, Director of Environmental and Occupational Safety, Joy Polkabla Byers, Interim Vice President for Student Affairs and Dean of Students)

The committee considered a resolution to modify the Minors on Campus and Background Check policy. It was reported that responsibility for the policy is being moved from the Division of Student Experience to the Division of Finance and Business Operations. Julia Gentile, Director of Environmental Health and Safety, reviewed the updates, noting the changes were primarily administrative and clarifying in nature, including updates to the responsible division and officers, additional detail related to recruitment activities involving minors (including situations connected to athletics), and clarification regarding how Minors on Campus training will be managed campus-wide.

[Explanation Sheet - Minors on Campus-Background Checks.pdf]

[Resolution to Modify - Minors on Campus-Background Checks.pdf]

[REDLINE_3356-7-50_Minors on Campus - Background Checks.pdf]

Motion:
Motion to approve.

Motion moved by Anita A. Hackstedde, M.D. and motion seconded by Michael A. Peterson. Passes unanimously.

iii. Resolution to Approve a Special Tuition Rate for Active Military Personnel Enrolled in Certain Online Bachelor Degree Programs (Presenters: Dr. Jennifer Pintar, Provost and Vice President of Academic Affairs)

The committee reviewed an action item to approve a special reduced tuition rate for active military personnel enrolled in certain online programs. It was explained that, if approved, the University would establish a reduced tuition rate of $250 per credit hour for active-duty service members and reservists enrolled in the University's online undergraduate programs. Eligibility would be determined based on whether the student qualifies for the U.S. Department of Defense Tuition Assistance program, which provides a $250-per-credit subsidy. It was noted the University intends to pilot the rate for approximately 18 months, evaluate outcomes, and then seek any additional approvals as required Board approval should this resolution be approved.
Discussion: Members emphasized that the $250 rate is set by the Department of Defense, not a locally determined figure, and applies across all branches and reservists. The committee discussed the market opportunity to expand enrollment among service members seeking education for advancement, describing it as a high-potential initiative intended to increase participation through volume, even with lower per-credit tuition. The discussion also noted RisePoint has engaged a military-focused recruiter to support the effort and that early conversations regarding recruitment prospects were favorable.

Resolution to Approve - Special Tuition Rate for Active-Duty Military in YSU Online Programs.pdf

Motion:

Motion to approve.

Motion moved by Michael A. Peterson and motion seconded by Anita A. Hackstedde, M.D. Passes unanimously.

iv. Resolution to Approve the FY2025 Affordability and Efficiency Report (Presenters: Neal McNally, Vice President for Finance and Business Operations)

The committee reviewed a resolution to approve the University's Annual State Efficiency and Affordability Report for FY 2025, noting this is a recurring requirement since 2017. It was explained that the University has numerous documented efficiencies and cost-savings initiatives and can readily satisfy the reporting requirements. It was further noted that the report's length (approximately 37 pages) reflects the volume of University activities reported—particularly collaboration efforts with other institutions, which were described as well-received by state officials.
The committee specifically highlighted textbook affordability as one of the few reporting categories that has remained consistent since inception of the requirement. The University cited continued work with Barnes & Noble to control textbook costs and keep pricing as low as possible for students, with related cost information referenced in the presentation materials.

Resolution to Approve - FY2025 Affordability and Efficiency Report.pdf

FY25 Affordability and Efficiency Report.pdf

Motion:
Motion to approve.

Motion moved by Laura Lyden and motion seconded by Anita A. Hackstedde, M.D. Passes unanimously.

v. Resolution to Approve Interfund Transfers (Presenters: Steve Hoffmaster, Associate Vice President for Finance and Controller)

The committee reviewed a resolution to approve an interfund transfer of $500,000 in unrestricted plant funds to support replacement of HVAC equipment serving the lower levels of Stambaugh Stadium. It was reported that much of the existing equipment was installed in the late 1990s, has exceeded its expected service life, and requires replacement. The project scope includes evaluating existing conditions and developing a redesigned system plan to improve overall performance and efficiency. The total project cost was estimated at approximately $1.25 million, and committee approval was recommended.

Resolution to Approve - Interfund Transfers.pdf

Interfund Transfers Report - 2nd Qtr FY26.pdf

Motion:
Motion to approve.

Motion moved by Richard Fryda and motion seconded by Michael A. Peterson. Passed unanimously.

c. Finance and Facilities Discussion Items

i. Quarterly Update on the FY2026 Operating Budget (Presenters: Neal McNally, Vice President for Finance and Business Operations)

The committee received the quarterly update on the FY 2026 operating budget. It was reported that the first fiscal quarter of FY 2026 tracked largely as planned, with budget indicators showing all major revenue and expense categories on target. On the revenue side, student tuition and fees were reported up approximately 3%, and State Share of Instruction funding was also up approximately 3%. On the expense side, total expenditures were reported up approximately 2.9%, with wages up approximately 2.2% and benefits tracking flat. The report was characterized as a “clean” first-quarter budget update.

FY26 Quarterly Update on the Operating Budget - December 2025.pdf

ii. Planning and Construction Projects Update (Presenters: John Hyden, Associate Vice President for Facilities and Support Services, Bill Spencer, Associate Director of Planning and Construction)

A capital projects and construction update was provided, highlighting key projects from the board materials. Progress was reported on the Kilcawley Center project, noting demolition was well underway and interior rebuilding/framing had begun. It was emphasized that project management remains focused on schedule and budget, acknowledging typical hurdles and unforeseen conditions that require ongoing adjustments and resequencing. Despite scheduling adjustments, the University reaffirmed two primary milestones: full dining services by Fall 2026 and overall project completion in 2027.

The committee also received updates on projects in development and design, including the Stambaugh Stadium HVAC and roof project and design work for a Rich Center renovation planned for the coming summer. An update was also provided regarding the East Liverpool (Stuebenville/"Washington" campus) site, noting that while not originally on the presenter's summary list, planning activity has accelerated and the University has begun preparing documents to bid renovation work in the near term.

It was also reported that the University submitted its six-year capital plan to the State, with the expectation that the next biennium's capital funding would be available beginning July 2026, supporting planning for upcoming years.

Planning and Construction Projects Update - December 2025.pdf

4. New Business

5. Background Materials

   a. Reportable Budget and Interfund Transfers for the Quarter Ending September 30, 2025

      Reportable Budget and Interfund Transfers - Quarter Ending September 30, 2025.pdf

   b. Report on Endowment Funds as of September 30, 2025

      Endowment Funds - September 30, 2025.pdf

6. Adjournment

E. INTERCOLLEGIATE ATHLETICS COMMITTEE

Richard C. Fryda, Chair
Joseph J. Kerola, Vice Chair
All Trustees are Members

1. Disposition of the Minutes for the Previous Meeting

2. Old Business

3. Committee Item

   a. Intercollegiate Athletics Discussion Items

i. Overview of Athletics Personnel Actions (Presenters: Ron Strollo, Vice President and Director of Athletics)

A summary review was provided of the personnel action items. It was noted that the list of separations included no items requiring discussion, with the exception of acknowledging Marty Hyden's retirement. The committee was also advised of a coaching change in spring lacrosse, reflected in assistant coaching positions rolling off payroll. The appointments section was described as primarily replacements of existing positions. The remaining pages covered reclassifications, position adjustments, promotions, and salary adjustments, which were described as largely tied to an internal departmental reorganization following a departure, with the listed adjustments reflecting those structural changes.

[Athletics - Board Summary 10-15-2025.pdf]

[Athletics - Board Report 10-15-2025.pdf]

ii. Performance Excellence Overview and Initiatives (Presenters: Rebecca Fink, Deputy Athletic Director for Internal Operations, Tyler Mettille, Senior Associate Athletic Director Compliance & Integrated Healthcare)

The committee received a presentation on the Athletics Department's Performance Excellence model, described as a year-round, collaborative structure designed to support student-athletes' athletic performance, academic success, and overall well-being, as well as preparation for life after college and collegiate sports. It was explained that Performance Excellence integrates multiple units—mental health, academic support, sports performance/strength and conditioning, sports medicine, and nutrition—and that each sport participates in pre- and post-season Performance Excellence meetings to review patterns and trends and to identify targeted supports for coaches and student-athletes both on and off the field.
Service highlights were reviewed reflecting support to approximately 550 student-athletes. Nutrition initiatives included fueling stations in Beeghly and Stambaugh that provide up to three snacks per day to help meet nutritional needs for athletes transitioning between workouts, classes, and practice. It was reported that nearly 90,000 items were distributed last year and that approximately 177 student-athletes use the stations daily, supported through NCAA funds distributions. Sports performance updates included the use of Volt technology to enhance training and injury prevention and to strengthen recruiting competitiveness. A developing partnership with the University's Data Mine/data analytics program was highlighted, with students assisting in translating and visualizing performance data to provide more actionable information for coaches.
Sports medicine and wellness initiatives included implementation of a yearly sports medicine policy and process calendar to standardize reviews, certifications, reminders, and continuity amid staff turnover. The department reported replacement of the Ultra-G (anti-gravity) treadmill to support rehabilitation and safer return-to-play, and reported expanding in-house concussion care through staff training and certification in vestibular therapy. Presenters also summarized ongoing health and safety measures, including alcohol and other drug protocol operations, emergency readiness practices

across sports, and continued clinical collaborations to support physical examinations and related testing.
Discussion: Trustees complimented the Athletics team and focused questions on mental health demand and access. An uptick in student-athletes seeking mental health support was noted, attributing it to greater awareness of improved services. Trustees asked whether support depends on student self-referral or whether baseline engagement occurs; presenters noted that annual mental health screenings occur for incoming and returning student-athletes and that athletes receive early-year orientation to resources, including where services are located and that they are provided at no cost. Trustees also asked whether screenings are repeated during the year; presenters indicated follow-up assessments occur for those connected to care, some teams use periodic well-being check-ins, and additional screening frequency could be considered

Performance Excellence Overview & Initiatives Report - December 2025.pdf

iii. Update on NCAA Litigation (Presenters: Ross Miltner, Associate General Counsel)

The committee received an update on NCAA legal and policy developments following the House settlement and noted the University's NIL program continues to advance. It was reported that volunteer coach class-action cases were resolved, including a larger settlement of approximately $300 million, and advised the NCAA has signaled some costs may be passed to member schools through reduced NCAA distributions, potentially beginning with the May 2026 distribution, though specific impacts are not yet known.
It was noted that a proposed NCAA rule change that would have allowed wagering on professional sports did not take effect, and it was emphasized the sports wagering prohibition remains for student-athletes and athletics staff. Ohio's new rule allowing high school NIL was referenced, noting it may increase compliance considerations in recruiting, particularly avoiding conflicts with the University's exclusive apparel and beverage agreements.
Discussion: Trustees asked whether high school NIL could influence college choice and whether deals could be conditioned on attending specific schools. Athletics leadership confirmed brand-related NIL issues are already arising in recruiting and emphasized the need to manage conflicts with exclusive partners and ensure compliance during team activities. Trustees also discussed how NIL and the transfer portal accelerate roster-management work immediately after seasons end. Athletics leadership reported several football student-athletes who could earn more elsewhere have chosen to remain at YSU and outlined plans for a January fundraising event to support NIL and program needs, including support tied to a player expected to attend a January 2, 2026 awards event in Nashville for the Walter Payton Award. It was noted that those athletes that chose to remain at YSU, attributed that decision to the strength of the program, coaching staff, and the players' commitment to the University. A trustee characterized this as "beautiful" and a testament to the coaching staff.

Update on NCAA Litigation - December 2025.pdf

4. New Business

5. Background Materials

6. Adjournment

F. ACADEMIC EXCELLENCE AND STUDENT SUCCESS COMMITTEE

Sergul A. Erzurum, M.D., Chair
Laura A. Lyden, Vice Chair
All Trustees are Members

1. Disposition of the Minutes for the Previous Meeting

2. Old Business

3. Committee Items

a. Academic Excellence and Student Success Consent Items

The committee reviewed two consent items. The first included basic modifications reflecting updated names/titles. The second combined four listed resolutions into a single policy with no substantive changes to the underlying content.

Motion:
Motion to approve.

Motion moved by Charles T. George and motion seconded by Anita A. Hackstedde, M.D. Passed unanimously.

i. Resolution to Modify Student Complaint Process Policy, 3356-8-06 (Presenters: Joy Polkabla Byers, Interim Vice President for Student Affairs and Dean of Students)

REDLINE 3356-8-06 Student Complaint Process.docx

Resolution to Modify Student Complaint Process Policy, 3356-8-06.pdf

ii. Resolution to Approve Research, Grants, and Sponsored Prog., Cost-Sharing and Overmatching on Ext. Grants and Contracts, Payment of Indir. Costs on Ext. Grants and Contracts, and Disposition of Res. Funds from Ext. Grants and Contracts Policy, 3356-10-13 (Presenters: Dr. Jennifer Adams, Provost and Vice President for Academic Affairs)

NEW 3356-10-13 Research, Grants, and Sponsored Programs, Cost-Sharing and Overmatching on External Grants....docx

Resolution to Approve Research, Grants, and Sponsored Programs, Cost-Sharing and Overmatching on External Grants...Policy, 3356-10-13.pdf

[RESCIND 3356-10-13 Research, Grants, and Sponsored Programs, Cost-Sharing and Overmatching on External Grants....docx]

[Resolution to Rescind Research, Grants, and Sponsored Programs Policy, 3356-10-13.pdf]

[RESCIND 3356-10-13.1 Cost-Sharing and Overmatching on External Grants and Contracts.docx]

[Resolution to Rescind Cost-Sharing and Overmatching on External Grants and Contracts Policy, 3356-10-13.1.pdf]

[RESCIND 3356-10-13.2 Payment of Indirect Costs on External Grants and Contracts.docx]

[Resolution to Rescind Payment of Indirect Costs on External Grants and Contracts Policy, 3356-10-13.2.pdf]

[RESCIND 3356-10-13.3 Disposition of Residual Funds from External Grants and Contracts.docx]

[Resolution to Rescind Disposition of Residual Funds from External Grants and Contracts Policy, 3356-10-13.3.pdf]

b. Academic Excellence and Student Success Action Item

Regarding actions beginning with item ii related to Senate Bill 1, Provost Adams provided context and perspective.
The committee was advised that the next set of policies under consideration were developed in response to new state law and were advanced through a campus engagement process. Administration reported the policies were distributed to the campus community for a formal comment period using a feedback form, and that the team reviewed all feedback received. A town hall was then held with approximately 30–40 faculty members attending in person, during which questions were answered and additional feedback was provided. It was reported that feedback from the comment period and town hall was incorporated into several revisions, and that follow-up discussion occurred with union executive leadership to review the adjustments.

i. Resolution to Approve Remediation Report (Presenters: Dr. Jennifer Adams, Provost and Vice President for Academic Affairs)

The committee received the 2025 University Remediation Report, a state-required annual submission. It was reported that the University prioritizes corequisite courses over traditional remedial courses because remedial courses do not carry college credit, while corequisites provide additional support alongside credit-bearing coursework. The report indicated 210 students required remediation/corequisite support in 2025, up from 145 the prior year. The resulting increase in total cost reflected the higher number of students, not an increase in the per-student cost to the University or to students. It was also noted that reading/study skills remediation is no longer

reported separately because that support is now embedded within the English and math corequisite structure. The report will be submitted to the State in accordance with Ohio requirements.
Discussion: A trustee asked whether the increased number of students requiring support represents a trend. Administration responded that it is uncertain, noting potential contributing factors such as lingering effects from COVID and the needs of some international students, and stated the University will monitor the trend going forward.

2025 Remediation Report.pdf

Resolution to Approve the 2025 Remediation Report.pdf

Motion:

Motion moved by Charles T. George and motion seconded by Michael A. Peterson.

ii. Resolution to Approve Faculty Workload Policy, 3356-10-20 (Presenters: Dr. Jennifer Adams, Provost and Vice President for Academic Affairs)

The committee reviewed key provisions of the proposed Faculty Workload policy. It was highlighted that the policy includes a new list of faculty professional responsibilities, intended to formally acknowledge and value day-to-day work that may not be counted as "workload" under state definitions but is recognized by the University. It was explained that state law requires reporting of activities representing more than 5% of a faculty member's time. To meet that requirement, the policy standardizes all faculty at a 30 total workload-hour framework for reporting purposes. It was emphasized this does not increase teaching load: tenure/tenure-track faculty remain capped at 24 teaching workload hours, and lecturers/senior lecturers remain capped at 30. The additional hours for tenure/tenure-track faculty (from 24 to 30) are intended to document and recognize work such as research, scholarly/creative activity, commercialization, and service, rather than to impose new duties.
It was also noted the policy includes a state-required minimum teaching expectation by program, expressed as an aggregate percentage of instruction delivered by faculty within the program, with the baseline expectation described as 70% for programs without graduate-level/terminal degree activity, with the percentage decreasing as program terminal degree activity increases.
It was advised that adoption of the new policy would require rescission of the existing Faculty Workload policy (referenced as Board Policy 3356-10-20) to avoid confusion; however, the new policy's effective date is tied to collective bargaining. It was explained that the policy will not take effect until the earlier of adoption of a new collective bargaining agreement replacing the current agreement or commencement of conciliation during negotiations. The existing policy was therefore included in the Board materials to clarify that it will be rescinded when the new policy becomes effective.

NEW 3356-10-20 Faculty Workload.docx

Resolution to Approve Faculty Workload Policy, 3356-10-20.pdf

[RESCIND 3356-10-20 Faculty Workload.docx]

[Resolution to Rescind Faculty Workload Policy, 3356-10-20 (1).pdf]

Motion:

Motion to approve.

Motion moved by Charles T. George and motion seconded by Laura Lyden. Passes unanimously.

iii. Resolution to Approve Faculty Annual Performance Evaluations Policy, 3356-10-29 (Presenters: Dr. Jennifer Adams, Provost and Vice President for Academic Affairs)

The committee reviewed the proposed Faculty Annual Performance Evaluations policy, described as new to the University in policy form and aligned with state requirements. It was noted the evaluation framework currently exists in Article 14 of the collective bargaining agreement; accordingly, the policy will not take effect until a new Collective Bargaining Agreement is in place. The policy establishes required evaluation components, including a rubric-based assessment of performance areas, a summary assessment, and narrative documentation.
It was reported the policy would change the evaluation cycle for tenured faculty from every two years to annually, while other faculty are already evaluated annually. The policy also incorporates state-required rating terminology—exceeds performance expectations, meets performance expectations, or does not meet performance expectations—to be implemented when the current collective bargaining agreement expires. In addition, it was noted that a state requirement that 25% of teaching evaluation be based on student evaluations of faculty, and reported that Hillary Fuhrman and the Institute of Teaching and Learning are working on implementation details. It was further noted that documenting non-teaching workload hours (including reassigned time) becomes important under the state framework, reinforcing the need for the related faculty workload policy to support reporting and evaluation.

[NEW 3356-10-29 Faculty Annual Performance Evaluations.docx]

[Resolution to Approve Faculty Annual Performance Evaluations Policy, 3356-10-29.pdf]

Motion:

Motion to approve.

Motion moved by Laura Lyden and motion seconded by Michael A. Peterson. Passes unanimously.

iv. Resolution to Approve Peer Evaluation of Faculty Policy, 3356-10-27 (Presenters: Dr. Jennifer Adams, Provost and Vice President for Academic Affairs)

The committee reviewed the proposed Peer Evaluation policy, noting that peer evaluation at the University has historically occurred only in the context of pre-tenure review. It was reported the policy was developed through a collaborative process involving a faculty leadership group with one representative from each college and a separate deans' subcommittee; the two independently developed similar approaches and combined their work into the final policy.
It was explained that under the proposed model, each year faculty members will serve either as a reviewer or as the faculty member being reviewed. Faculty in good standing may request a particular aspect of their teaching for review. If a faculty member has received a rating of "does not meet performance expectations," the department chair would direct the focus of the peer review more specifically. The policy was described as collaborative and developmental, intended to be "faculty helping faculty" rather than punitive. Peer evaluation results will inform chair evaluations as narrative input, not as a scored assessment.

NEW 3356-10-27 Peer Evaluation of Faculty.docx

Resolution to Approve Peer Evaluation of Faculty Policy, 3356-10-27.pdf

Motion:

Motion to approve

Motion moved by Charles T. George and motion seconded by Laura Lyden. Passes unanimously.

v. Resolution to Approve Tenure Policy, 3356-10-30 (Presenters: Dr. Jennifer Adams, Provost and Vice President for Academic Affairs)

The committee reviewed the proposed Tenure Policy, noting that tenure provisions currently exist both as a Board policy and within the Collective Bargaining Agreement, and therefore the new policy will not take effect until the current agreement expires. It was stated that most language is carried forward from the existing agreement, with key changes including eliminating early tenure applications and limiting eligibility to the sixth year, along with adjusted dates to better align with current process timing. Additional changes were noted to the composition of committees, while the remainder largely mirrors existing provisions. The committee was also advised that the current Board tenure policy will be rescinded when the new policy becomes effective.

NEW 3356-10-30 Tenure.docx

Resolution to Approve Tenure Policy, 3356-10-30.docx

RESCIND 3356 -01-02 Faculty Tenure Policy.docx

Resolution to Rescind Faculty Tenure Policy, 3356-01-02.pdf

Motion:

Motion to approve.

Motion moved by Richard Fryda and motion seconded by Allen L. Ryan, Jr., J.D. Passed unanimously.

vi. Tenure Applications (Presenters: Dr. Jennifer Adams, Provost and Vice President for Academic Affairs)

The committee received notice that three faculty members are applying for tenure during the current academic year, as required to keep the Board informed under the tenure policy process. It was stated decisions are expected by January 10, with the next step to be brought back to the Board at the March meeting.

Resolution for Tenure Applications.pdf

Motion:

Motion to approve.

Motion moved by Laura Lyden and motion seconded by Sterling Williams. Passed unanimously.

vii. Resolution to Approve Faculty Post-Tenure Review Policy, 3356-10-31 (Presenters: Dr. Jennifer Adams, Provost and Vice President for Academic Affairs)

The committee reviewed a proposed Post-Tenure Review policy described as a new policy, closely aligned with state law and the faculty annual performance evaluation framework. It was explained that a tenured faculty member must undergo post-tenure review if they receive a "does not meet performance expectations" rating two out of three years. In addition, the department chair, dean, or provost may require an immediate post-tenure review at any time, consistent with state law. The policy includes a state-mandated due process timeline, an appeals structure, and an expectation that the faculty member will present evidence addressing and correcting prior performance concerns.

NEW 3356-10-31 Faculty Post-Tenure Review.docx

Resolution to Approve Faculty Post-Tenure Review Policy, 3356-10-31.pdf

Motion:

Motion to approve.

Motion moved by Sterling Williams and motion seconded by Anita A. Hackstedde, M.D. Passed unanimously.

viii. Resolution to Approve Retrenchment Policy, 3356-10-28 (Presenters: Dr. Jennifer Adams, Provost and Vice President for Academic Affairs)

The committee reviewed the proposed Retrenchment policy, noting that state law exempts certain employees with 30–35 years of service from the policy's application, while it would apply to those with less than 30 years or more than 35 years of service (and may also be addressed through the collective bargaining agreement). It was stated that the policy carries forward several elements from the current agreement, including the January 31 notification date and similar general considerations for communicating and managing retrenchment actions.
It was emphasized that the major change is that retrenchment decisions would be made without regard to seniority or appointment type, that is unlike the current approach—which relies on seniority order and typically retrenches less-senior faculty first, with tenure/tenure-track generally later—the proposed policy bases decisions on the needs of the institution and performance evaluations.

NEW 3356-10-28 Retrenchment.docx

Resolution to Approve Retrenchment Policy, 3356-10-28.pdf

Motion:
Motion to approve.

Motion moved by Michael A. Peterson and motion seconded by Charles T. George. Passes unanimously.

ix. Resolution to Approve American Civics Exemptions Policy, 10-C-06 (Presenters: Dr. Jennifer Adams, Provost and Vice President for Academic Affairs)

The committee reviewed a resolution to approve the American Civics Exemption policy, while noting that the policy will not take effect until the current collective bargaining agreement concludes. It was noted that the Board previously approved the University's American Civics course plan at the September meeting and reported the course is already in place. The exemption policy provides that students who completed an equivalent civics course at another institution may receive an exemption, provided the course includes the seven required documents and an exam, as required by Ohio law. It was also noted the policy's applicability is limited by state law to the period Summer 2030 through Spring 2031, and explained that while this is an Ohio policy requirement, the state requires formal Board consideration and a resolution submitted to the state.

American Civics Exemption Policy, 10-C-06.docx

[Resolution to Approve American Civics Exemption Policy, 10-C-06.pdf]

Motion:
Motion to approve.

Motion moved by Laura Lyden and motion seconded by Michael A. Peterson. Passed unanimously.

x. Resolution to Approve Syllabus Requirements Policy, 3356-10-26 (Presenters: Dr. Jennifer Adams, Provost and Vice President for Academic Affairs)

The committee discussed a new state-law requirement that course syllabi be posted on a public-facing webpage with access available within three clicks, without requiring a password. It was explained that to protect student and faculty safety, the University will maintain two versions of the syllabus: a public-facing version and a full internal version. The public version will omit sensitive details (e.g., specific meeting location/time and personal contact information), but will include core academic information such as course requirements, general due-date outlines, and relevant policies.
Administration reported YSU is planning now to meet the state's Fall 2026 implementation requirement and will require faculty to use a common syllabus template so students can consistently locate key information across courses (while still allowing faculty flexibility beyond the required standard elements). The University has also contracted with Courseleaf to support implementation and compliance.
Discussion: A question was raised about whether students will be notified of the change. It was noted that student leadership has been informed through meetings with student government and that the topic has been presented multiple times in Academic Senate. It was also noted that faculty received template and timeline information via a recent communication and stated the University can send additional mass communications to students so they know what to expect beginning in the spring term.

[NEW 3356-10-26 Syllabus requirements.docx]

[Resolution to Approve Syllabus Requirements Policy, 3356-10-26.pdf]

Motion:
Motion to approve.

Motion moved by Charles T. George and motion seconded by Anita A. Hackstedde, M.D. Passed unanimously.

xi. Resolution to Modify Academic Senate Policy, 3356-10-10 (Presenters: Dr. Jennifer Adams, Provost and Vice President for Academic Affairs)

It was reported the Academic Senate policy was due for routine review and was updated to incorporate required modifications, including an added reference to the applicable overarching policy. The revised policy was first shared with the Senate Executive Committee for review; feedback was received, and adjustments were made based on that input.

REDLINE 3356-10-10 Academic Senate.docx

Resolution to Modify Academic Senate Policy, 3356-10-10.pdf

Motion:

Motion to approve.

Motion moved by Charles T. George and motion seconded by Anita A. Hackstedde, M.D. Passed unanimously.

xii. Resolution to Approve Course/Curricular Changes (Presenters: Dr. Jennifer Adams, Provost and Vice President for Academic Affairs)

The first comprehensive set of curricular change updates since the Board approved the updated curriculum-approval process in September, covering changes from September through late November is under consideration. The update was organized by category: the first section listed new courses, with brief explanations for additions. The next several pages detailed course deletions, driven by departments for efficiency or due to program deactivations, and identified as faculty-driven actions. A subsequent section outlined prerequisite changes, described as part of ongoing efforts to help students progress through curricula more efficiently, including both removals and revisions of prerequisites. The final section summarized additional course modifications (e.g., title changes, shifting from variable to fixed credit hours), and noted a positive update with the addition of five courses to the University's community engagement course list.

Curriculum Updates - December 2025.pdf

Resolution to Approve Course/Curricular Changes.pdf

Motion:

Motion to approve.

Motion moved by Charles T. George and motion seconded by Michael A. Peterson. Passed unanimously.

xiii. Resolution to Approve Program Changes and Restructuring of Departments Within a College (Presenters: Dr. Jennifer Adams, Provost and Vice President for Academic Affairs)

The committee reviewed resolutions to approve program changes and department restructuring. An accelerated Bachelor of Arts in Communication was presented, noting the University is using the term "accelerated" (rather than "reduced credit hour") and that the program is a 92-credit-hour bachelor's degree. The program was described as faculty-initiated within the Communication Department and advanced through Academic Senate and the Academic Programs Committee; it was noted it is intended to be marketed alongside the accelerated Psychology bachelor's program.

Additional actions were reviewed including deactivations of certain minors and certificates in Biological Sciences due to low enrollment, emphasizing these were faculty-driven decisions rather than compliance-related changes. Other listed items were described as routine program and minor adjustments for curriculum improvement.

The committee also reviewed a restructuring proposal for the Bitonte College of Health and Human Services, described as initiated by college faculty with leadership support. It was explained that Criminal Justice and Consumer Science would be revised to reflect current offerings and a stronger focus on Fire Science, citing growing emphasis in the area, including activity supported by a grant. The restructuring also reorganizes programs formerly housed in a large "Health Professions" department by grouping programs to improve manageability across multiple accrediting bodies. Changes included aligning Public Health bachelor's and master's programs within the same department; creating a new Clinical and Diagnostic Health Sciences department to reflect growth areas such as lab/diagnostic and allied health fields; maintaining and expanding Human Performance and Rehabilitation Sciences to include related programs with graduate/doctoral components; and keeping Nursing unchanged. The overall number of departments remains the same, though the restructuring creates one new department and will require a routine chair selection processes.

The committee reviewed an update regarding leadership in the Cliffe College of Creative Arts. It was reported that Dean Phyllis Paul submitted notice of resignation effective June 30, 2026, and recommended appointing Dr. Amy Cossentino as the next dean, citing the college's community engagement role and her ongoing leadership contributions. It was stated there will be no structural changes to the college. Dr. Cossentino will begin a transition period January 1, 2026, working with campus leadership and faculty to prepare, and will assume the dean role effective July 1, 2026. Administration expressed appreciation for Dr. Cossentino's willingness to serve and for Dean Paul's work advancing the college. It was reported there had been a meeting with Cliffe faculty, who were described as supportive and excited to work with Dr. Cossentino.

An update was provided on a developing a regional collaborative concept involving music performance and creative arts programs, noting outreach to the University of Akron, Kent State, and Cleveland State to explore cooperative approaches that could help sustain programs in Northeast Ohio, particularly in light of state policy requirements tied to program graduate counts and potential waivers. It was noted that the Chancellor responded positively to the concept; details remain in development, with the intent to strengthen programs through collaboration rather than remove arts offerings from any institution.

Discussion: A trustee thanked Dr. Cossentino for stepping up and expressed confidence the college would be well served under her leadership

[Program Updates - December 2025.pdf]

[BCHHS Restructure.pdf]

[Resolution to Approve Program Changes and Restructuring of Departments.pdf]

[CCAC Plan.pdf]

Motion:
Motion to approve.

Motion moved by Anita A. Hackstedde, M.D. and motion seconded by Michael A. Peterson. Passed unanimously.

c. Academic Excellence and Student Success Discussion Items

i. Personnel (Presenters: Dr. Jennifer Adams, Provost and Vice President for Academic Affairs)

CURRENT SEARCHES
An update was provided on two active searches: a Williamson College Dean search is underway with a committee comprised of four faculty members, along with Dr. Kevin Ball and Dean Charles Howell. The committee began reviewing candidates on December 1, 2025 and expects to reach a decision by the end of February 2026, that was characterized as a shorter search timeline. It was also reported an Associate Dean search is in progress for the College of Science, Technology, Engineering, and Math, with the University engaging a national search firm to ensure a broader candidate pool. A six-member committee is serving on that search, including four faculty members and two additional representatives.

[Dean Search Timeline.pdf]

ii. Programming (Presenters: Dr. Jennifer Adams, Provost and Vice President for Academic Affairs)

COLLEGE CREDIT PLUS AND GEN ED
An update was provided on College Credit Plus (CCP) initiatives, noting continued growth of the program since the September meeting and attributing much of that success to Sharon Schroeder's leadership. It was reported that, consistent with that progress, she received a state-level recognition—the Larissa Harper Excellence Award—and the committee expressed appreciation for her work. Additional comments emphasized that CCP has become a high-visibility topic statewide and that she is regarded as a leading expert in the area, with other institutions seeking guidance on program strategy.
The appointment of a new General Education Coordinator was noted to be Dr. Jackie Mercer of the English Department. The role is challenging and it was stated that Dr. Mercer was the first choice for the position, citing her strong interest in assessment and the coordinator responsibilities. The committee noted there is a written background summary included in the materials.
Discussion: Remarks included congratulatory comments for Sharon Schroeder's award and light, informal comments acknowledging personnel changes.

College Credit Plus Update.pdf

Meet Jackie Mercer.pdf

iii. Academic Senate Update (Presenters: Dr. Chester R. Cooper, Jr., Chairperson, Academic Senate)

Dr. Chet Cooper provided an Academic Senate update and noted that many Senate activities had already been covered in the Provost's earlier report. He reported that this meeting would be his final appearance as Academic Senate Chair, stating he was not re-elected and that his term ends at the end of the month. He indicated he will continue as vice chair through the end of spring, after which he plans to step away from Senate leadership to focus on teaching, research, and athletics responsibilities. Dr. Cooper reflected on his long service to the University and the Senate, describing the work as rewarding and emphasizing the importance of the relationships built among the Senate, administration, and the Board.
Dr. Cooper also offered candid remarks regarding recent state legislation affecting academic senates, expressing concern that the changes reduce senate autonomy and effectively position senates as subordinate to academic affairs. He stated that, while he believes the current University leadership and Board support a strong and constructive Senate relationship, his concern is for future continuity as leadership changes over time. He concluded by thanking the Board and administration for their support and urging continuation of the positive working relationship. Administration expressed appreciation for his years of Senate leadership and service.

iv. Student Affairs Report (Presenters: Joy Polkabla Byers, Interim Vice President for Student Affairs and Dean of Students)

The Interim Vice President for Student Affairs and Dean of Students provided a six-month update on Student Affairs, emphasizing service impact through relationship-building and removing barriers to student success. Counseling services were highlighted, noting continued student mental health needs; the University has four full-time counselors, added complementary/walk-in supports, and increased outreach to connect students with counseling and related resources (Dean of Students Office, Accessibility Services, food pantry, and career closet).
The update also highlighted strong campus support for basic needs, citing approximately 12,000 donated food and personal hygiene items and about $1,500 raised by Student Government for the pantry. Additional initiatives included consolidating student communication tools (app/platform), expanding downtown/community partnerships, using alternative spaces during the Kilcawley renovation, expanding food lockers for between-class meal access, and investing in staff professional development.
Challenges discussed included declining on-campus residency due to housing competition and student preferences; efforts are underway to improve residence halls through furniture upgrades, longer-term planning, and targeted outreach to priority student groups. Kilcawley construction was described as beneficial long-term but disruptive in the short term, requiring continued creativity in student engagement.
It was shared that a memorial donation involving 27 boxes of penguin figurines, now used for student affairs recognition and new-staff onboarding; brief light discussion followed about distribution of the items.

[Student Affairs BOT Overview December 2025.pdf]

4. New Business

5. Background Materials

[Office of Research Services Quarterly Report for Q1 FY26 - December 2025.pdf]

[Current Accreditation Activity - December 2025.docx]

[Dashboard for Program Accreditations - December 2025.docx]

[Academic Program Updates - December 2025.docx]

[Homecoming 2025 Recap.pdf]

6. Adjournment

G. WORKFORCE EDUCATION AND INNOVATION

Laura A. Lyden, Chair
Michael A. Peterson, Vice Chair
All Trustees are Members

1. Disposition of the Minutes for the Previous Meeting

2. Old Business

3. Committee Item

a. Workforce Education and Innovation Update

It was noted that no presentation would be given, and that an update on Workforce Education and Innovation programs was provided in the board packet.

[Highlights for WEI.pdf]

4. New Business

5. Background Materials

6. Adjournment

H. Break for Lunch

I. GOVERNANCE COMMITTEE

Charles T. George, Chair
Joseph J. Kerola, Vice Chair
All Trustees Are Members

1. Disposition of the Minutes for the Previous Meeting

2. Old Business

3. Committee Items

a. Governance Committee Consent Item

b. Governance Committee Action Item (Presenters: Mike Sherman, Vice President Institutional Effectiveness and Board Professional)

   i. Resolution to Amend the Board Bylaws to Include Electronic Attendance of Board Meetings and Alphabetizing the Initial Section - Second Reading

      The committee conducted the second reading of a resolution to amend the Board bylaws to incorporate the Board's virtual/electronic meeting attendance policy into the bylaws and to reorganize the initial bylaws sections (definitions and introductory material) into a more logical alphabetical/numerical order. It was also noted that a minor clarifying edit to the minimum standards language to make clear that roll-call vote requirements do not apply to committee meetings when a member attends virtually, by adding wording that explicitly excludes the relevant roll-call provision. This amendment to the bylaws becomes effective immediately following the meeting at which the amendment is approved.

      Resolution to Amend Board Bylaws to Include Electronic Attendance of Board Meetings and Alphabetizing the Initial Section.pdf

      3356-1-01 CLEAN Bylaws with slight adjustment related to committees HJ MS dec 9 25.pdf

      Resolution RESCIND THE POLICY ON electronic attendance of board meetings.pdf

      3356-1-01 REDLINE Bylaws with slight adjustment related to committees HJ MS dec 9 25.pdf

      3356-1-13 RESCIND Electronic attendance of board of trustees' meetings.pdf

      Motion:
      Motion to approve.

      Motion moved by Anita A. Hackstedde, M.D. and motion seconded by Sterling Williams. Passed unanimously.a

c. Governance Discussion Item

   i. 2026 Meeting Schedule for your calendars

      March 19, June 11, September 17, December 10 for 2026

      2026 BOT Schedule FINAL.pdf

ii. Strategic Enrollment Planning Update (Presenters: Mike Sherman, Vice President Institutional Effectiveness and Board Professional, Jeanne Herman, Associate Vice President Strategic Enrollment, David Graham, Associate Provost Student Success, Ross Morrone, Academic Marketing and Enrollment Strategy Officer, Jennifer Adams, Provost and Vice President of Academic Affairs)

Sherman noted that an update on the developing Strategic Enrollment Plan was provided, describing it as an action-oriented roadmap—aligned with the University's broader strategic plan—intended to help YSU "gain market share" in targeted student markets and avoid treating the demographic cliff as destiny. It was reported that the plan will include goals, objectives, and action plans, with a finalized version expected for the March meeting and endorsement targeted for June, prior to budget decisions that may require strategic enrollment investments.
The committee received an overview of several emerging strategy areas:

- Annual Marketing Plan: Ross Morrone described the marketing approach as intentionally agile and increasingly data-driven, using new market analytics tools to assess program demand and market share by geography and program area. Efforts include expanded digital marketing (notably Google ads and broader use of video), continued website optimization through search engine strategies, and closer coordination among Marketing, Admissions, Academic Affairs, and academic departments. The use of analytics to measure performance and adjust spending was emphasized.
- Associate Degree Expansion (regional focus): Morrone also discussed an action plan to expand associate degree offerings, with particular attention to the Appalachian region/Steubenville-area and surrounding counties. The strategy includes using market and economic data to determine program mix, price sensitivity, and demand, with an emphasis on offering programs that fit local workforce and affordability conditions.
- Centralization of Academic Advising: David Graham reported progress toward standardizing advising practices and training to address a previously fragmented student experience. Work is underway to shift advising reporting lines and build infrastructure to better support students after admission, including online, associate degree, and bachelor's students, with the goal of improving persistence and completion.
- College Credit Plus (CCP) and Pipeline Development: Graham highlighted growth in CCP partnerships and participation, reporting 62 high school partners and 1,477 students registered for spring, compared to 927 the prior spring. He emphasized that there are steps to reduce barriers from CCP to full-time enrollment, including early outreach and an early-admit pipeline ("Penguin Bound"), orientation engagement, and scholarship eligibility tied to academic criteria.
- Annual Recruitment Plan and Orientation Redesign: Herman described formalizing a coordinated recruitment plan to align admissions territories and travel with marketing and academic partners. Orientation is being reimagined—particularly due to

Kilcawley renovations—to improve engagement and communicate clearly about competitive programs and alternate pathways when capacity is limited.

- Program Capacity Planning and Financial Aid Strategy: Herman further noted that sustaining enrollment gains will require optimizing capacity in high-demand programs (with nursing cited as a key example) and redesigning financial aid to better support both new and continuing students.

Adams reviewed selected marketing performance indicators, including expanded digital reach, use of parent engagement tools, and applicant cultivation efforts supported by an enrollment partner. Leadership stated the overall direction demonstrates measurable progress in inquiries, applications, admits, and enrollment growth, and emphasized continued integration with academic planning and continuous improvement.

Discussion: Trustees asked about the University's advertising budget, and it was reported that it is approximately \$1.5–\$1.6 million across central marketing and related efforts, with evaluation underway to determine additional needs as new markets expand. Trustees discussed the difficulty of precisely measuring branding impact while noting that increased impressions and engagement indicate growing visibility. Trustees also commented positively on the level of coordination, energy, and results, noting the enrollment approach represents a "different ball game" compared to prior years.

[Strategic Enrollment Plan/Academic Master Plan Update.pdf]

iii. Mitigating External Factors that Influence Enrollment (Presenters: Mike Sherman, Vice President Institutional Effectiveness and Board Professional, Jeanne Herman, Associate Vice President Strategic Enrollment)

Sherman briefed the committee on external factors affecting enrollment and steps underway to mitigate risks, focusing on international student volatility and the emerging issue of fraudulent applications.

International students: It was reported that international enrollment growth has been supported by sustained cross-unit coordination, including an international enrollment strategy, an international student success plan, and an optimization group meeting regularly to reduce barriers to international student success. To improve support and onboarding, the University has required incoming spring international students to live in the residence halls and will require new fall 2026 international students to live on campus for two semesters. Based on institutional capacity to support international student success, an international student population should not exceed 1,200 students. Financially, it was noted that adjustments have been made to improve net tuition revenue contributed to by increased fees/surcharges for specialized services and reduced scholarship levels.

Recent federal-level shifts in the status of international students that created instability were noted, including abrupt SEVIS status issues. YSU reported responding proactively through coordinated communication and support, noting 14 students experienced such issues and that all were able to complete the semester and remain on track academically, with some continuing or returning for further study. It was reported that a significant reduction in visa interview availability and increased scrutiny in the visa

process, is affecting international student recruitment nationally. Mitigation strategies discussed included: expanding recruitment to focus on countries where interview access may be less constrained; targeting international students already in the U.S. (e.g., associate-degree completers seeking bachelor's pathways) through specific education fairs; and preparing for potential federal rule changes that may require international students to remain at the admitting institution for two semesters and limit time-to-degree expectations, prompting coordination with academic departments to ensure degree completion within expected timeframes.
It was noted there is monitoring of state-level policy developments, including discussion of potential legislation that could limit the proportion of international student-athletes; leadership indicated such a cap could affect certain programs (e.g., golf and tennis) and stated the University would advocate against measures that would hinder such opportunities.
A further mitigation concept was introduced: if travel/visa constraints limit students coming to campus, the University is exploring ways to expand international partnerships and delivery abroad, building on existing collaborative program models to "globalize" offerings without excessive cost for international student enrollment from their home country.
Fraudulent applications: It was reported that application fraud is increasing nationally, typically aiming to fraudulently obtain federal financial aid. YSU has not experienced the same scale of fraudulent applications as some peer institutions, and has not identified confirmed financial-aid fraud, but has encountered suspicious or inconsistent admissions applications—often tied to online program applications—such as mismatched identity data, inconsistent birthdates, or improbable credential combinations. Mitigation steps include enhanced application review, coordination with Financial Aid to cross-check data and addresses in national databases, strengthening language reserving the right to request photo identification when inconsistencies arise, evaluating identity-verification software tools, and ongoing benchmarking with peer institutions. It was indicated this will remain an active monitoring and reporting area.

International Student Enrollment and Fraudulent Application Update.pdf

4. New Business

5. Background Materials

6. Adjournment

J. INSTITUTIONAL ENGAGEMENT COMMITTEE

Anita A. Hackstedde, Chair
Sterling A. Williams, Vice Chair
All Trustees are Members

1. Disposition of the Minutes for the Previous Meeting

2. Old Business

3. Committee Items

   a. Institutional Engagement Committee Consent Items

Motion:

Motion to approve.

Motion moved by Charles T. George and motion seconded by Sterling Williams. Passed unanimously.aa

i. Resolution to Modify Electronic Media Rights Policy, 3356-5-06

[3356-5-06_REDLINE Electronic media rights.pdf]

[YSU Resolution to Modify Electronic Media Rights Policy 3356-5-06.pdf]

ii. Resolution to Modify WYSU Policy, 3356-5-08

[3356-5-08_REDLINE WYSU.pdf]

[YSU Resolution to Modify WYSU Policy 3356-5-08.pdf]

b. Institutional Engagement Committee Action Item

i. Resolution to Approve Social Media Management and Engagement on Official and Affiliated University Channels Policy, 3356-4-26

- Resolution to Rescind Social Media Policy, 3356-4-09.1

[3356-4-26 Explanation sheet.pdf]

[3356-4-26 NEW Social Media.docx]

[YSU Resolution to Approve Social Media Policy 3356-4-26.pdf]

[3356-4-09.1 REDLINED 12.5.docx]

[Resolution to Rescind Social Media Policy, 3356-4-09.1.pdf]

Motion:

Motion to approve.

Motion moved by Charles T. George and motion seconded by Sergul Erzurum. Passed unanimously.

c. Institutional Engagement Discussion Items

i. YSU Foundation Quarterly Gift Report (Presenters: Paul McFadden, President YSU Foundation)

For the first fiscal quarter of FY 2025–2026, it was reported that total fundraising was $6,445,066, and appreciation was expressed to donors for supporting the University. It was also noted that, per prior trustee request, the report format was revised to combine gifts/pledges and planned gifts into a single line item—presented as total development planned gifts.

July, 2025 - September, 2025 YSUF Quarterly Summary Gift Processsing.pdf

ii. Overview of the Naming Menu - The naming policy requires the president to report the names that are intended to be used under the terms and conditions of the Policy (Presenters: Paul McFadden, President YSU Foundation)

It was noted that a list of recent naming opportunities and related gifts was included in the informational packet and expressed gratitude to all benefactors, without reading the full list aloud.
Special recognition was given to the Board, noting that every member of the YSU Board of Trustees contributed to the Kilcawley Center campaign. Specific naming gifts were specifically recognized associated with that campaign from Joe and Pam Kerola, Paul and Laura Lyden, Jocelyn Linsalata, and President Bill and First Lady Leann Johnson.
Additional recognition was provided for naming support connected to the Beeghly Center campaign, including acknowledgment of Joe Kerola for a naming gift.
It was emphasized that the naming items were presented for information only, and that all naming's were consistent with the University's naming menu and were approved following University policies.

Naming Policy 5_15_University_Policy_6_29_23.pdf

Ancillary Philanthropic Namings 12-10-2025 (edited 11-3-25).pdf

Beeghly Center Namings December 10 2025 (edited 11-3-25).pdf

Kilcawley Center Namings 12-10-2025 (edited 11-3-25).pdf

iii. Government Affairs (Presenters: Sarah Keeler, Vice President Government Affairs)

A Government Affairs update, noting uncertainty around the state capital budget (YSU typically receives about $11 million biennially) and that the University expects to seek additional capital support this cycle related to serving Jefferson county.
It was reported that there has been strong engagement with elected officials, citing nearly 100 meetings and conversations across state, local, and federal levels, along with recent legislative tours. Trustees were invited to the Second Annual Red and White Reception at the Statehouse in March.
Grant and partnership highlights included a $50,000 wayfinding grant, two pending state grants totaling $91,000 (fire equipment upgrades and additional metal detectors), and a $20 million Norfolk Southern contribution to establish a fire safety center in East Palestine in collaboration with local and state partners.
Expanded advocacy was described supporting the Rich Center for Autism and the Excellence Training Center, including efforts to pursue targeted legislation, funding, and a proposed mobile sensory/quiet space unit for community outreach. Community engagement updates included launching a

YSU Downtown City Council, ongoing work with regional partners, and increased integration efforts in Jefferson County/Steubenville, including interest from additional school systems in CCP participation and a request for YSU representation on the local chamber board.

GA BOT Report 12.10.25 for onboard.pdf

iv. University Relations & Strategic Communications (Presenters: Timothy Harrington, Vice President Strategic Communications and Chief of Staff)

Vice President Harrington provided an update on Strategic Communications and University Relations, noting close coordination with Marketing/Admissions to avoid duplicating efforts. He said the messaging focus remains on brand awareness, affordability, and student opportunities, and highlighted stronger support for colleges through the Campus Communicators Network to improve strategic social media and communication planning. He reported social media metrics are trending up and that billboards and digital promotions (including Spotify) are being timed to key recruitment events and expanded into the Steubenville market.
He also noted the University's new website received a silver award in a national education digital marketing competition and previewed additional visibility/branding efforts (including planned tower signage). He summarized upcoming engagement activities, including commencement support and another President/Provost town hall planned for February, and noted planning for a Steubenville community open house in late winter/early spring. Finally, he reported a transition at WYSU: long-time program director Gary Sexton is retiring at year-end, an interim leader has stepped in, and the station will pursue modernized programming and greater student involvement.

YSU Board of Trustees Report - StratComm-UR - Dec 2025.pdf

v. Enrollment Update (Presenters: Jeanne Herman, Associate Vice President Strategic Enrollment)

The committee received an update on two newer enrollment initiatives aimed at improving transfer processing and increasing student engagement. DegreeSight implementation was overviewed as a transfer credit evaluation tool. Phase 1 (implemented in October) allows prospective transfer students to upload/scan an unofficial transcript on the transfer webpage and receive an immediate equivalency report, and it is integrated with the University's CRM to support Admissions follow-up, noting that 127 students used the tool in the first 70 days. Phase 2 (planned for January) will automate entry of equivalencies into the University's system to reduce manual work and speed admission decisions, with added verification due to system integration.
Personalized videos under development were described—one focused on enrollment and one on financial aid—that ask a few questions and delivers a brief tailored video with calls to action (e.g., apply, visit, financial aid steps). Scripts are being finalized, with an expectation to preview progress by the March board meeting.
Discussion: Trustees asked whether YSU students/branding would be included and where the vendor is based; it was confirmed YSU content will be used with University approval and noted the vendor is based in Philadelphia.

A trustee remarked that Transferology is difficult to use and supported the improved transfer-credit experience.

2026 Recruiting Strategies BOT December 2025.pdf

4. New Business

5. Background Materials

6. Adjournment

K. UNIVERSITY AFFAIRS COMMITTEE

Anita A. Hackstedde, Chair
Richard C. Fryda, Vice Chair
All Trustees are Members

1. Disposition of the Minutes for the Previous Meeting

2. Old Business

3. Committee Items

   a. University Affairs Committee Consent Items

Motion:
Motion to approve.

Motion moved by Charles T. George and motion seconded by Richard Fryda. Passed unanimously.

i. Resolution to Modify Drug-Free Environment Policy, 3356-7-20

Resolution to Modify - Drug-Free Environment.pdf

REDLINE_3356-7-20 Drug-Free Environment.pdf

ii. Resolution to Modify Outside Consulting Services/Employment by Full-Time University Employees Policy, 3356-7-34

Resolution to Modify - Outside Consulting Services-Employment by Full-Time University Employees.pdf

REDLINE_3356-7-34 Outside Consulting Services - Employment by Full-time University Employees.pdf

iii. Resolution to Modify Externally Funded Positions Policy, 3356-7-43

Resolution to Modify - Externally Funded University Positions.pdf

REDLINE_3356-7-43 Externally Funded University Positions.pdf

b. University Affairs Committee Action Item

i. Resolution to Ratify Personnel Actions (Presenters: Jennifer Lewis-Aey, Executive Director and Chief Human Resources Officer)

Personnel actions covered July 16–October 15, 2025 (summary on p. 05:15; detailed actions begin p. 05:16).

Faculty & department chairs

- Separations (8 total): 5 resignations/retirements, 1 death, 1 temporary appointment ended (as reported).
- Appointments (22 total): 15 replacements, 7 new; 16 tenure-track and 6 term.
- Position adjustments: 2 temporary lecturers converted to regular lecturers, plus 1 additional adjustment.
- Promotions: 1 lecturer to senior lecturer; 4 assistant professors to associate professor; 7 associate professors to professor.

Professional/administrative employees (excluding Athletics) (beginning p. 05:20)

- Separations (13 total): 8 resignations, 2 retirements, 1 temporary appointment ended, 1 non-renewal, 1 termination.
- Appointments (14 total): 12 replacements, 2 new; 13 filled via searches, 1 via search waiver.
- Reclassifications/adjustments: 10 position audit reclassifications and 4 FTE adjustments.
- Promotions (7 total): 5 via searches, 2 via search waivers.
- Salary adjustments (24 total): 22 at the Rich Center following a market analysis; 2 tied to educational adjustments.
- Transfers (7 total): resulting from restructuring/reorganization.

Athletics personnel actions

- Presenter deferred to Ron's summary and added no further detail.
- Total supplemental payments/secondary appointments: 158.
- General/restricted fund assignments (147): included categories such as virtual assistant pay, Dana School of Music, dissertations, participant education, English & World Languages, First Year Student Experience, Student Services, Teacher Education, and other Academic Affairs assignments.
- Grant-funded supplemental pays (11): across STEM, Health & Human Services, and (as stated) "heat crossy."
- Faculty secondary appointments (14): distributed across Williamson College of Business, Cliffe College of Creative Arts, Health & Human Services, STEM, Beeghly College of Education & Social Sciences, and Academic Affairs.

Resolution to Ratify - Personnel Actions.pdf

Faculty - Board Summary 10-15-2025.pdf

Faculty - Board Report 10-15-25.pdf

Professional Administrative - Board Summary 10-15-2025.pdf

Professional Administrative - Board Report 10-15-2025.pdf

[Athletics - Board Summary 10-15-2025.pdf]

[Athletics - Board Report 10-15-2025.pdf]

[Supplemental and Secondary Pay Assignments - Board Summary 10-15-2025.pdf]

[Supplemental & Secondary Pay Assignments - Board Report 10-15-2025.pdf]

Motion:
Motion to approve.

Motion moved by Sterling Williams and motion seconded by Charles T. George. Passed unanimously.

4. Executive Session

   a. Litigation, Personnel and Collective Bargaining Update (Presenters: Holly Jacobs, Vice President for Legal Affairs)

   Pertaining to current litigation and personnel matters, as well as a collective bargaining update

   Motion:
   Motion to approve.

   Motion moved by Charles T. George and motion seconded by Anita A. Hackstedde, M.D. Passed unanimously.

   Entered: 2:46 p.m. Exited: 4:23 p.m.

5. New Business

6. Background Materials

   a. Human Resources Update

   This report provided an update on current accomplishments and priorities for moving forward with Human Resources Department operations; and provided the status of all Unfair Labor Practices, Grievances and Arbitrations.

   [Human Resources Update - December 2025.pdf]

   b. Update on Position Searches

   This report provided a list of all searches in progress.

   [Update on Position Searches - December 2025.pdf]

   c. Classified Civil Service Personnel Actions

This is a summary of all personnel actions approved by the Chief Human Resources Officer serving as the appointing authority for classified staff.

Classified - Board Summary 10-15-2025.pdf

Classified - Board Report 10-15-2025.pdf

7. Adjournment

L. EXECUTIVE COMMITTEE

Charles T. George, Chair
Joseph J. Kerola, Vice Chair
Anita A. Hackstedde
Allen L. Ryan, Jr.
Laura A. Lyden

1. Disposition of the Minutes for the Previous Meeting
2. Old Business
3. Committee Items
    a. Executive Committee Consent Item
    b. Executive Committee Action Item
    c. Executive Committee Discussion Item
        i. Comments by President Johnson.

            The President noted that, due to time constraints, and because the committee had already heard the key updates throughout the meeting, he would defer additional comments and provide them later at the full Board meeting.
4. New Business
5. Background Materials
6. Adjournment