AGENDA

A. Disposition of Minutes for Meeting on January 27, 2023

B. Old Business

C. Committee Items

1. University Affairs Consent Items*

   C.1.a. = Tab 1  a. Resolution to Modify Civic Leave with Pay, Excluded Professional/Administrative and Excluded Classified Staff Policy, 3356-7-11

   C.1.b. = Tab 2  b. Resolution to Modify Unscheduled Leave Policy, 3356-7-16

   C.1.c. = Tab 3  c. Resolution to Modify Distinguished Service Awards, Full-time Excluded Professional/Administrative Employees and Full-time Excluded Classified Employees Policy, 3356-7-27

   C.1.d. = Tab 4  d. Resolution to Modify President's Leadership Merit Awards Policy, 3356-7-28

2. University Affairs Action Items

   C.2.a. = Tab 5  a. Resolution to Modify Employee Health Insurance Programs Policy, 3356-7-22

       Cynthia Kravitz, Associate Vice President and Chief Human Resources Officer, will report.

   C.2.b. = Tab 6  b. Resolution to Ratify Personnel Actions

       University policies require that the Chief Human Resources Officer provide a summary of appointments, promotions, and other personnel actions for faculty and professional/administrative staff, including intercollegiate athletics coaching positions for October 16, 2022, through January 15, 2023. Personnel actions for faculty and professional/administrative staff are contingent upon approval of the Board of Trustees.

       Cynthia Kravitz, Associate Vice President and Chief Human Resources Officer, will report.

*Items listed under the Consent Agenda require Board approval; however they may be presented without discussion as these items include only non-substantive changes.
3. University Affairs Discussion Items

C.3.a. = Tab 7  
   a. Affirmative Action Plan  
      Dana Lantz, Director, Equal Opportunity and Policy Compliance, will report.

C.3.b. = Tab 8  
   b. Support Area Assessment: International Programs  
      Nate Myers, Associate Provost for International and Global Initiatives, will report.

C.3.c. = Tab 9  
   c. Support Area Assessment: Registrar  
      Jeanne Herman, Associate Vice President for Institutional Effectiveness, and  
      Tysa Egleton, University Registrar, will report.

C.3.d. = Tab 10  
   d. Support Area Assessment Schedule for 2023  
      Mike Sherman, Vice President for Institutional Effectiveness and Board Professional, will report.

4. University Affairs Executive Session

   a. Litigation, Personnel and Collective Bargaining Update  
      Holly Jacobs, Vice President for Legal Affairs and Human Resources, will provide a summary of current litigation and personnel matters, as well as a collective bargaining update.

D. New Business

E. Adjournment
RESOLUTION TO MODIFY
CIVIC LEAVE WITH PAY, EXCLUDED
PROFESSIONAL/ADMINISTRATIVE AND EXCLUDED CLASSIFIED
STAFF POLICY, 3356-7-11

WHEREAS, University Policies are being reviewed and reconceptualized on an ongoing basis; and

WHEREAS, this process can result in the modification of existing policies, the creation of new policies, or the deletion of policies no longer needed; and

WHEREAS, action is required by the Board of Trustees prior to replacing and/or implementing modified or newly created policies, or to rescind existing policies.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of the University Policy stated above and attached hereto.

Board of Trustees Meeting
March 2, 2023
YR 2023-
3356-7-11 Civic leave with pay, excluded professional/administrative and excluded classified staff.

Responsible Division/Office: Human Resources
Responsible Officer: VP for Legal Affairs and Human Resources
Revision History: October 1998; March 1999; March 2013; September 2018; March 2023
Board Committee: University Affairs
Effective Date: March 2, 2023
Next Review: 2028

(A) Policy statement. The university is committed to employment practices that promote the health and welfare of its employees. Through its leave programs, it provides for and encourages preventive healthcare; physical, emotional, and mental well-being; professional growth and development; and civic responsibility.

(B) Parameters.

(1) As provided in rule 123:1-34-03 of the Administrative Code and section 124.135 of the Revised Code, employees shall be granted civic leave with full pay and benefits when:

(a) Subpoenaed to appear before any court or other legally constituted body authorized to compel the attendance of witnesses, where the employee is not a party to the action;

(b) Summoned for jury duty by any court of competent jurisdiction; or

(c) The university appoints or approves an appointment to serve in an unpaid position on an advisory board or commission or to solicit for charities for which university payroll deductions are made. This policy does not apply to situations where employees are being compensated by a third party, i.e., expert witness testimony.
(2) Employees required to appear or serve for only part of a day for court or jury duty may be obligated to return to a scheduled work assignment following dismissal by the court.

(3) Employees who are appellants in any action before the state personnel board of review (SPBR) and are in active pay status at the time of a scheduled hearing before SPBR may be granted civic leave with full pay and benefits for purposes of attending the hearing.

(C) Procedures.

(1) Employees shall provide written notification of civic leave to the supervisor as far in advance of the leave as possible. Documentation regarding the leave (e.g., a copy of the summons or subpoena) shall be attached to the notification.

(2) Employees may retain any money received as compensation or expense reimbursement for jury duty or court attendance compelled by subpoena.

(3) Employees covered by collective bargaining should refer to their respective agreement.
(A) Policy statement. The university is committed to employment practices that promote the health and welfare of its employees. Through its leave programs, it provides for and encourages preventive healthcare; physical, emotional, and mental well-being; professional growth and development; and civic responsibility.

(B) Parameters.

1. As provided in rule 123:1-34-03 of the Administrative Code and section 124.135 of the Revised Code, employees shall be granted civic leave with full pay and benefits when:

   a. Subpoenaed to appear before any court or other legally constituted body authorized to compel the attendance of witnesses, where the employee is not a party to the action;

   b. Summoned for jury duty by any court of competent jurisdiction; or

   c. The university appoints or approves an appointment to serve in an unpaid position on an advisory board or commission or to solicit for charities for which university payroll deductions are made. This policy does not apply to situations where employees are being compensated by a third party, i.e., expert witness testimony.
(2) Employees required to appear or serve for only part of a day for court or jury duty may be obligated to return to a scheduled work assignment following dismissal by the court.

(3) Employees who are appellants in any action before the state personnel board of review ("SPBR") and are in active pay status at the time of a scheduled hearing before SPBR may be granted civic leave with full pay and benefits for purposes of attending the hearing.

(C) Procedures.

(1) Employees shall provide written notification of civic leave to the supervisor as far in advance of the leave as possible. Documentation regarding the leave (e.g., a copy of the summons or subpoena) shall be attached to the notification.

(2) Employees may retain any money received as compensation or expense reimbursement for jury duty or court attendance compelled by subpoena.

(3) Employees covered by collective bargaining should refer to their respective agreement.
WHEREAS, University Policies are being reviewed and reconceptualized on an ongoing basis; and

WHEREAS, this process can result in the modification of existing policies, the creation of new policies, or the deletion of policies no longer needed; and

WHEREAS, action is required by the Board of Trustees prior to replacing and/or implementing modified or newly created policies, or to rescind existing policies.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of the University Policy stated above and attached hereto.

Board of Trustees Meeting
March 2, 2023
YR 2023-
3356-7-16 Unscheduled leave policy.

Responsible Division/Office: Human Resources
Responsible Officer: VP for Legal Affairs and Human Resources
Revision History: March 1999; January 2012; December 2018; March 2023
Board Committee: University Affairs
Effective Date: March 2, 2023
Next Review: 2028

(A) Policy statement. As a comprehensive university with a resident student community, Youngstown State University (University) must maintain certain essential functions and services regardless of whether the University, or a portion of the University, has been closed due to inclement weather or other extraordinary circumstances. When unscheduled leave is in effect, nonessential employees may elect to work or take accrued leave or leave without pay. Under unscheduled leave, employees are not required to provide usual advance notice when they have determined travel to or remaining on campus may reasonably jeopardize their safety.

(B) Purpose. To provide consistent guidelines and procedures for employees and students to follow when an emergency situation necessitates the declaration of unscheduled leave.

(C) Scope. This policy applies to all employees, including student employees and students of the University, with the exception of employees deemed to be essential employees.

(D) Definitions.

(1) “Unscheduled leave” - accrued leave that nonessential University employees may take in the event of extreme weather or similar emergency circumstances which prevents them from reporting to or continuing work as usual. Sick leave cannot be utilized for unscheduled leave unless the absence meets the University criteria for use of sick leave.

(2) “Essential function or service” - a function or service designated as indispensable to the continued and safe operation of the University.
Essential functions and services include but are not limited to snow removal, public safety, telecommunications, environmental, student residence, and food services. Essential functions and services may vary depending on circumstances.

(3) "Essential employee" - an employee whose presence is required regardless of the existence of an emergency and whose absence from duty could endanger the safety and/or well-being of the campus population and/or physical plant.

Parameters.

(1) The use of unscheduled leave is only available when the president, or his/her designee, has invoked the unscheduled leave policy.

(2) Supervisors will specifically notify essential personnel when they are required to report for work during a period of unscheduled leave. Notification requiring an employee to report to work is based on the specific emergency circumstances and the function or service designated as essential under these emergency circumstances.

(3) Individuals utilizing unscheduled leave do not need to request and have leave preapproved; however, they are responsible for notifying their supervisor, or in the case of students, their instructor, when they intend to take leave or be absent from class.

(4) The type of leave taken must be consistent with other university policies and/or bargaining unit agreements. Employees may not use sick leave for an unscheduled leave absence unless the absence meets the criteria established for sick leave by their bargaining unit agreement or other board of trustees’ policy.

(5) Leave without pay may only be utilized if the employee has no other appropriate leave time available.

(6) This policy may be invoked for the entire campus, only certain buildings or areas of campus, for an entire day(s) or portion of a day(s).
(7) This policy may be invoked when the university is operating in "classes cancelled" status.

(F) Procedures.

(1) The president, or his/her designee, has the authority to invoke this policy. The decision to invoke this policy will be communicated to the campus community via normal electronic media.

(2) Supervisors will establish reasonable procedures for nonessential employees to follow to notify their departments if unscheduled leave is taken.

(3) All leave taken must be reported and approved on either the bi-weekly time sheet or the semi-monthly leave report as applicable.

(4) Faculty members seeking to cancel classes during declared unscheduled leave must follow their department procedures.

(G) Policy violation. Employees who fail to adhere to the requirements of this policy without sufficient justification, will be subject to appropriate disciplinary action.

(H) Students. Students should consult course syllabi and the university’s e-bulletin for procedures regarding absence from class.
3356-7-16 Unscheduled leave policy.

Responsible Division/Office: Human Resources
Responsible Officer: VP for Legal Affairs and Human Resources
Revision History: March 1999; January 2012; December 2018; March 2023
Board Committee: University Affairs
Effective Date: December 6, 2018; March 2, 2023
Next Review: March 2028

(A) Policy statement. As a comprehensive university with a resident student community, Youngstown State University (the University) must maintain certain essential functions and services regardless of whether the university, or a portion of the university, has been closed due to inclement weather or other extraordinary circumstances. When unscheduled leave is in effect, nonessential employees may elect to work or take accrued leave or leave without pay. Under unscheduled leave, employees are not required to provide usual advance notice when they have determined travel to or remaining on campus may reasonably jeopardize their safety.

(B) Purpose. To provide consistent guidelines and procedures for employees and students to follow when an emergency situation necessitates the declaration of unscheduled leave.

(C) Scope. This policy applies to all employees, including student employees and students of the university, with the exception of employees deemed to be essential employees.

(D) Definitions.

(1) "Unscheduled leave"—Leave accrued leave that nonessential university employees may take in the event of extreme weather or similar emergency circumstances which prevents them from reporting to or continuing work as usual. Sick leave cannot be utilized for unscheduled leave unless the absence meets the university criteria for use of sick leave.

(2) "Essential function or service"—A function or service designated as indispensable to the continued and safe operation of
the university. Essential functions and services include but are not limited to snow removal, public safety, telecommunications, environmental, student residence, and food services. Essential functions and services may vary depending on circumstances.

(3) "Essential employee," — an employee whose presence is required regardless of the existence of an emergency and whose absence from duty could endanger the safety and/or well-being of the campus population and/or physical plant.

(E) Parameters.

(1) The use of unscheduled leave is only available when the president, or his/her designee, has invoked the unscheduled leave policy.

(2) Essential personnel are required to report for work when unscheduled leave is declared, unless they are specifically notified not to report by their supervisor. Supervisors will specifically notify essential personnel when they are required to report for work during a period of unscheduled leave. Notification requiring an employee to report to work is based on the specific emergency circumstances and the function or service designated as essential under these emergency circumstances.

(3) Individuals utilizing unscheduled leave do not need to request and have leave preapproved; however, they are responsible for notifying their supervisor, or in the case of students, their instructor, when they intend to take leave or be absent from class.

(4) The type of leave taken must be consistent with other university policies and/or bargaining unit agreements. Employees may not use sick leave for an unscheduled leave absence unless the absence meets the criteria established for sick leave by their bargaining unit agreement or other board of trustees' policy.

(5) Leave without pay may only be utilized if the employee has no other appropriate leave time available.

(6) This policy may be invoked for the entire campus, only certain buildings or areas of campus, for an entire day(s) or portion of a day(s).
(7) This policy may be invoked when the university is operating in "classes cancelled" status.

(F) Procedures.

(1) The president, or his/her designee, has the authority to invoke this policy. The decision to invoke this policy will be communicated to the campus community via normal electronic media.

(2) Supervisors will establish reasonable procedures for nonessential employees to follow to notify their departments if unscheduled leave is taken.

(3) All leave taken must be reported and approved on either the bi-weekly time sheet or the semi-monthly leave report as applicable.

(4) Faculty members seeking to cancel classes during declared unscheduled leave must follow their department procedures.

(G) Policy violation. Employees who fail to adhere to the requirements of this policy without sufficient justification, will be subject to appropriate disciplinary action.

(H) Students. Students should consult course syllabi and the university’s e-bulletin for procedures regarding absence from class.
RESOLUTION TO MODIFY
DISTINGUISHED SERVICE AWARDS, FULL-TIME EXLUDENED
PROFESSIONAL/ADMINISTRATIVE EMPLOYEES AND FULL-TIME
EXLUDENED CLASSIFIED EMPLOYEES POLICY, 3356-7-27

WHEREAS, University Policies are being reviewed and reconceptualized on an ongoing basis; and

WHEREAS, this process can result in the modification of existing policies, the creation of new policies, or the deletion of policies no longer needed; and

WHEREAS, action is required by the Board of Trustees prior to replacing and/or implementing modified or newly created policies, or to rescind existing policies.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of the University Policy stated above and attached hereto.

Board of Trustees Meeting
March 2, 2023
YR 2023-
3356-7-27  Distinguished service awards, full-time excluded professional administrative employees and full-time excluded classified employees.

Responsible Division/Office: Human Resources
Responsible Officer: VP for Legal Affairs and Human Resources
Revision History: October 1998; October 2010; June 2016; December 2021; March 2023
Board Committee: University Affairs
Effective Date: March 2, 2023
Next Review: 2028

(A) Policy statement. Youngstown state university (university) recognizes employees for outstanding performance of duties that contributes to the good of the university and grants awards for such achievement.

(B) Scope. This policy applies to full-time excluded professional administrative employees and to full-time excluded classified employees. This policy does not apply to academic department chairpersons. See rule 3356-7-53 of the Administrative Code (university policy 3356-7-53, “Excellence awards for department chairpersons”).

(C) Parameters.

(1) Up to four awards may be granted annually to full-time excluded professional/administrative employees whose performance at the university has been identified as outstanding.

(2) Full-time excluded professional administrative employee award recipients shall receive two thousand dollars divided as follows:

(a) A cash award of one thousand, and

(b) One thousand dollars added to the individual’s base salary in the following contract year.

(3) One award may be granted annually to a full-time excluded classified employee whose performance at the university has been identified as outstanding.
(4) A full-time excluded classified award recipient shall receive a cash award of one thousand four hundred dollars.

(5) The president, provost, vice presidents, deans, and executive directors are not eligible for consideration for distinguished service awards.

(D) Procedures.

(1) To be eligible to receive a distinguished service award, an individual must be nominated during the "Call for Nominations" process, which is annually initiated in December.

(2) Staff members, faculty, students, or alumni may make nominations.

(3) The provost and each vice president will appoint a person from each division to serve as a committee to review nominations and recommend award recipients. The nominations will be reviewed and awarded by a committee comprised of the divisional vice presidents.

(4) The committee will seek input from the supervisors of the nominees.

(5) The committee will forward the names of the award recipients to the office of human resources.

(6) Announcement of the awards will be presented to the university affairs committee of the board of trustees at the March board of trustees meeting.
3356-7-27 Distinguished service awards, full-time excluded professional administrative employees and full-time excluded classified employees.

Responsible Division/Office: Human Resources
Responsible Officer: VP for Legal Affairs and Human Resources
Revision History: October 1998; October 2010; June 2016; December 2021; March 2023
Board Committee: University Affairs
Effective Date: December 2, 2024 March 2, 2025
Next Review: 2026

(A) Policy statement. Youngstown state university ("university") recognizes employees for outstanding performance of duties that contributes to the good of the university and grants awards for such achievement.

(B) Scope. This policy applies to full-time excluded professional administrative employees and to full-time excluded classified employees. This policy does not apply to academic department chairpersons. See rule 3356-7-53 of the Administrative Code (university policy 3356-7-53, "Excellence awards for department chairpersons for awards to academic chairs": rule 3356-7-53 of the Administrative Code.)

(C) Parameters.

(1) Up to four awards may be granted annually to full-time excluded professional/administrative employees whose performance at the university has been identified as outstanding.

(2) Full-time excluded professional administrative employee award recipients shall receive two thousand dollars divided as follows:

(a) A cash award of one thousand, and

(b) One thousand dollars added to the individual’s base salary in the following contract year.

(3) One award may be granted annually to a full-time excluded classified employee whose performance at the university has been
identified as outstanding.

(4) A full-time excluded classified award recipient shall receive a cash award of one thousand four hundred dollars.

(5) The president, provost, vice presidents, deans, and executive directors are not eligible for consideration for distinguished service awards.

(D) Procedures.

(1) To be eligible to receive a distinguished service award, an individual must be nominated during the “Call for Nominations” process, which is annually initiated in December.

(2) Staff members, faculty, students, or alumni may make nominations.

(3) The provost and each vice president will appoint a person from each division to serve as a committee to review nominations and recommend award recipients. The nominations will be reviewed and awarded by a committee comprised of the divisional vice presidents.

(4) The committee will seek written input from the supervisors of all persons nominated for an award.

(5) The committee will forward the names of the award recipients recommended by the committee will be forwarded to the office of human resources.

(6) Announcement and presentation of the awards occurs at the annual staff awards dinner.

(7) Annually a list of all recipients of the distinguished service award will be presented to the university affairs committee of the board of trustees at the March board of trustees meeting.
RESOLUTION TO MODIFY
PRESIDENT'S LEADERSHIP MERIT AWARDS POLICY, 3356-7-28

WHEREAS, University Policies are being reviewed and reconceptualized on an ongoing basis; and

WHEREAS, this process can result in the modification of existing policies, the creation of new policies, or the deletion of policies no longer needed; and

WHEREAS, action is required by the Board of Trustees prior to replacing and/or implementing modified or newly created policies, or to rescind existing policies.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of the University Policy stated above and attached hereto.

Board of Trustees Meeting
March 2, 2023
YR 2023-
Policy statement. Youngstown state university (university), through its president, recognizes executive and administrative officers that have made distinctive contributions to the university’s mission and ideals beyond the regular performance of duties and responsibilities.

Scope. This policy applies to executive and administrative level officers of the university as defined in rules 3356-9-01 and 3356-9-02 of the Administrative Code (university policies 3356-9-01, “Selection and evaluation of executive level officers of the university” and 3356-9-02, “Selection and annual evaluation of administrative officers of the university,” respectively). This policy excludes the president of the university, who is ineligible to receive the presidential award.

Parameters.

(1) In order to be eligible, an executive or administrative officer must be a current full-time employee who has worked at the university for at least two consecutive years, not including temporary employment.

(2) Prior winners may not be considered for the award more than every five years.

(3) Award recipients will have made a distinctive contribution to the university in one or more of the following areas:

(a) Service

(b) Innovation
(c) Teamwork/collaboration

(d) Leadership

(e) Student success

(4) Leadership merit award(s) for outstanding service and commitment to the university is typically announced during the regular June meeting of the board of trustees but may be announced at any other regular board of trustees meeting.

(5) The leadership award allows the president to utilize an annual stipend of up to three thousand dollars to recognize executive and administrative officers.

(D) Procedure.

(1) The president shall receive nomination(s) of executive or administrative level officer(s) for this award from the divisional vice presidents. After review of the nominations, the president may then select which nominee(s) will receive this award.

(2) Prior to making the award, the president will provide the names of the recipient(s) to the board of trustees.
Policy statement. Youngstown State University ("University"), through its president, recognizes executive and administrative officers that have made distinctive contributions to the University's mission and ideals beyond the regular performance of duties and responsibilities.

Scope. This policy applies to executive and administrative level officers of the University as defined in rules 3356-9-01 and 3356-9-02 of the Administrative Code (corresponding University policies 3356-9-01, "Selection and evaluation of executive level officers of the University" and 3356-9-02, "Selection and annual evaluation of administrative officers of the University," respectively). This policy excludes the President of the University, who is ineligible to receive the presidential award.

Parameters.

(1) In order to be eligible, an executive or administrative officer must be a current full-time employee who has worked at the University for at least two consecutive years, not including temporary employment.

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(4) Leadership merit award(s) for outstanding service and commitment to the university is typically announced during the regular June meeting of the board of trustees but may be announced at any other regular board of trustee's trustees meeting.

(5) The leadership award allows the president to utilize an annual stipend of up to three thousand dollars to recognize executive and administrative officers.

(D) Procedure.

(1) The president shall receive nomination(s) of executive or administrative level officer(s) for this award from the university to divisional vice presidents. After review of the nominations, the president may then select which nominee(s) will receive this award.

(2) Prior to making the award, the president will provide the names of the recipient(s) to the board of trustees.
Explanation of Modifications to *University Policy*:

3356-7-22 Employee Health Insurance Program.

The language in this policy was changed to allow the University more flexibility to establish and negotiate premium funding rates and coverage tiers for health and prescription insurance coverage. The Board of Trustees continues to retain approval of the percentage funding rates for health and prescription insurance rates. Additionally, updates were made to the policy to include current electronic links and to simplify and clarify policy language.

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Board of Trustees Meeting
March 2, 2023
YR 2023-
RESOLUTION TO MODIFY
EMPLOYEE HEALTH INSURANCE PROGRAMS POLICY, 3356-7-22

WHEREAS, University Policies are being reviewed and reconceptualized on an ongoing basis; and

WHEREAS, this process can result in the modification of existing policies, the creation of new policies, or the deletion of policies no longer needed; and

WHEREAS, action is required by the Board of Trustees prior to replacing and/or implementing modified or newly created policies, or to rescind existing policies.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of the University Policy stated above and attached hereto.

Board of Trustees Meeting
March 2, 2023
YR 2023-
(A) Policy statement. The board of trustees authorizes all of the university’s employee health care insurance programs. This policy is intended to authorize participation in the medical, prescription drug, dental and vision plan options for professional/administrative and other non-bargaining employees of the university.

(B) Health care advisory committee. A health care advisory committee (HCAC) with representation from all bargaining units and non-bargaining employees from each of the university divisions is established in accordance with the HCAC September 2011 policy and guidelines. The charge of the committee is to review and assess existing medical, dental, prescription drug, and vision benefit plan options and other cost-controlling measures.

(C) Plan design and benefit levels.

(1) Bargaining unit employees are eligible for medical, dental, prescription drug, and vision coverage in accordance with the applicable collective bargaining agreement.

(2) Eligible employees who are not covered by a collective bargaining agreement are eligible for medical, dental, prescription drug, and vision coverage as identified in the Employee Benefits section of the office of human resources website.

(D) Premium sharing.

(1) Bargaining unit employees who choose to enroll in the medical, prescription drug, dental or vision plan will be required to
contribute toward the cost of coverage in accordance with the applicable collective bargaining agreement.

(2) Eligible employees who are not covered by a collective bargaining agreement and who choose to enroll in the university’s health insurance plans will be required to share in the cost of coverage as follows:

(a) Employees will contribute, via payroll deduction, an aggregate percent of the funding level as recommended by the office of human resources or negotiated through collective bargaining and approved by the board of trustees. Annual funding level percentages will be identified for the new plan year.

(3) Payments shall be deducted in equal amounts from each eligible participant’s paychecks.


(1) Working spouses of university employees who have access to group medical and/or prescription coverage which is sponsored, maintained and/or provided by the spouse’s current employer, former employer (if retirees), or business for self-employed individuals other than sole proprietors, collectively or individually, (referred to as employer coverage), are required to enroll for primary coverage at least at the single coverage level unless he/she is entitled to medicare as of January 1, 2015. These spouses are only permitted to have secondary access to university group medical and/or prescription drug plan (referred to as university coverage). The use of the word spouse in this policy refers to a legal spouse.

For purposes of this section, in instances where the spouse’s employer makes no monetary contribution for employer coverage, such plans will not be considered to be employer coverage. This is intended to apply to situations in which the spouse is a current employee in a business but not to situations in which the spouse is a business owner, including partner of a company and/or firm, is a self-employed individual (other than a sole proprietor) in a business, or a retiree in a group medical and/or prescription drug insurance plan.
(2) The requirement of paragraph (E)(1) of this rule does not apply to any spouse who works less than twenty-five hours per week and is required to pay more than fifty percent of the single premium rate or five hundred dollars per month, whichever is greater, in order to participate in employer coverage.

(3) An employee’s spouse who fails to enroll in their employer coverage, as outlined above, will remain on the university coverage for secondary coverage.

(4) In the event the spouse is a medicare beneficiary and medicare is secondary to the university coverage and medicare is primary to the spouse’s employer coverage, the university coverage will be the primary coverage. Sections 3902.11 to 3902.14 of the Revised Code shall govern the implementation and interpretation of these coordination of benefits rules.

(F) Upon becoming eligible, the employee’s spouse must enroll in employer coverage unless he/she is exempt from this requirement in accordance with the exemptions stated in this policy.

(G) All employees choosing to enroll, whose spouse participates in the university’s group medical and/or prescription drug insurance coverage, shall, upon request, complete and submit to the plan a written certification verifying whether his/her spouse is eligible for and enrolled in employer coverage. If any employee fails to complete and submit the certification form during the annual certification process, such employee’s spouse will be removed from university coverage. Any information not completed or provided on the certification form may be requested from the employee.

(H) If an employee submits false material information or fails to timely advise the plan via the chief human resources officer or designee, of a change in the eligibility of the employee’s spouse for employer coverage within thirty days of notification of such eligibility, and such false information or failure results in the provision of university coverage to which the employee’s spouse is not entitled, the employee’s spouse will be disenrolled from university coverage. Such disenrollment may be retroactive to the date as of which the employee’s spouse became ineligible for plan coverage, as determined by the administrator for the university coverage.
The administrator shall provide at least thirty days advance written notice of any proposed retroactive disenrollment. In the event of retroactive disenrollment, the employee will be personally liable to the applicable university coverage for reimbursement of benefits and expenses, including attorney's fees and costs incurred by the university coverage as a result of the false information or failure. Additionally, if the employee submits false information in this context, the employee may be subject to disciplinary action up to and including termination of employment.

(I) The details of the working spouse limitations and coordination of benefits requirements are available on the office of human resources website at Employee Benefits.

(J) For purposes of salary deduction toward insurance premium cost sharing, families in which both spouses are employed by the university have the option either to be treated as only one employee, employee plus one or family coverage, or to select individual coverage and for each to pay the single salary share for premium.

(K) If one spouse works for the university and the other does not, the children may remain on the university insurance. If both spouses work for the university and choose employee plus one or family coverage, the spouses will determine which employee pays for the employee plus one or family coverage.

(L) An employee may opt out of health insurance benefits (medical, prescription drug, dental and/or vision) coverage upon submission of sufficient evidence, in accordance with the provisions of this rule, of such coverage from another source.
Employee health insurance programs.

Policy statement. The board of trustees authorizes all of the university’s employee health care insurance programs. This policy is intended to authorize participation in the medical, prescription drug, dental and vision plan options for professional/administrative and other non-bargaining employees of the university.

Health care advisory committee. A health care advisory committee ("HCAC") with representation from all bargaining units and non-bargaining employees from each of the university divisions is established in accordance with the HCAC September 2011 policy and guidelines. The charge of the committee is to review and assess existing medical, dental, prescription drug, and vision benefit plan options and other cost-controlling measures.

Plan design and benefit levels.

Bargaining unit employees are eligible for medical, dental, prescription drug, and vision coverage in accordance with the applicable collective bargaining agreement.

Eligible employees who are not covered by a collective bargaining agreement are eligible for medical, dental, prescription drug, and vision coverage as identified in the "Benefits" section on Employee Benefits section of the office of human resources website.

Premium sharing.

Bargaining unit employees who choose to enroll in the medical, prescription drug, dental or vision plan will be required to
contribute toward the cost of coverage in accordance with the applicable collective bargaining agreement.

(2) Eligible employees who are not covered by a collective bargaining agreement and who choose to enroll in the university's health insurance plans will be required to share in the cost of coverage as follows:

(a) Employees will contribute, via payroll deduction, an aggregate of fifteen per cent of the funding level. Funding rates will be established for three tiers: the employee only, employee plus one dependent, and family (employee plus two or more dependents) contracts. A flat percentage of salary that is required for funding level to be reached will be identified each July-first as recommended by the office of human resources or negotiated through collective bargaining and approved by the board of trustees. Annual funding level percentages will be identified for the new plan year.

(b) Notwithstanding the foregoing formula, employees shall pay no more or no less than the following percentages of the funding rates effective July 1, 2017 through June 30, 2018:

(i) Minimum of ten per cent, and

(ii) Maximum of twenty per cent.

(e) Effective July 1, 2018 and thereafter, employees will contribute via pay deduction fifteen per cent of the cost of the employee only, employee plus one dependent, and family (employee plus two or more dependents) of the full premium for fully insured components, or for self-insured components, the established fully insured equivalent rate.

(3) Payments shall be deducted in equal amounts from each eligible participant's semimonthly paychecks.

(1) As a condition of eligibility for coverage under the university’s group medical and/or prescription drug plan (referred to as “university coverage”), if an employee’s spouse is eligible for working spouses of university employees who have access to group medical and/or prescription coverage which is sponsored, maintained and/or provided by the spouse’s current employer, former employer (if retirees), or business for self-employed individuals other than sole proprietors, collectively or individually, (referred to as “employer coverage”), the spouse must are required to enroll for primary coverage at least at the single coverage level in his/her employer coverage unless he/she is entitled to Medicare as of January 1, 2015. These spouses are only permitted to have secondary access to university group medical and/or prescription drug plan (referred to as university coverage). The use of the word “spouse” in this policy refers to a legal spouse.

For purposes of this section, in instances where the spouse’s employer makes no monetary contribution for employer coverage, such plans will not be considered to be employer coverage. This is intended to apply to situations in which the spouse is a current employee in a business but not to situations in which the spouse is a business owner, including partner of a company and/or firm, is a self-employed individual (other than a sole proprietor) in a business, or a retiree in a group medical and/or prescription drug insurance plan.

(2) The requirement of paragraph (E)(1) of this rule does not apply to any spouse who works less than twenty-five hours per week and is required to pay more than fifty percent of the single premium funding rate or five hundred dollars per month, whichever is greater, in order to participate in employer coverage.

(3) An employee’s spouse who fails to enroll in their employer coverage, as outlined above, shall be ineligible for will remain on the university coverage for secondary coverage.

(4) Upon the spouse’s enrollment in employer coverage, that coverage will become the primary plan and the university coverage will become the secondary plan, according to the primary plan’s
coordination of benefits and participation rules. Notwithstanding the foregoing, in the event the spouse is a medicare beneficiary and medicare is secondary to the university coverage and medicare is primary to the spouse’s employer coverage, the university coverage will be the primary coverage. Sections 3902.11 to 3902.14 of the Revised Code shall govern the implementation and interpretation of these coordination of benefits rules.

(F) Upon becoming eligible, the employee’s spouse must enroll in employer coverage unless he/she is exempt from this requirement in accordance with the exemptions stated in this policy.

(G) All employees choosing to enroll, whose spouse participates in the university’s group medical and/or prescription drug insurance coverage, shall, upon request, complete and submit to the plan a written certification verifying whether his/her spouse is eligible for and enrolled in employer coverage. If any employee fails to complete and submit the certification form during the annual certification process, such employee’s spouse will be removed immediately from university coverage. Any information not completed or provided on the certification form may be requested from the employee.

(H) If an employee submits false material information or fails to timely advise the plan via the chief human resources officer or designee, of a change in the eligibility of the employee’s spouse for employer coverage within thirty days of notification of such eligibility, and such false information or failure results in the provision of university coverage to which the employee’s spouse is not entitled, the employee’s spouse will be disenrolled from university coverage. Such disenrollment may be retroactive to the date as of which the employee’s spouse became ineligible for plan coverage, as determined by the administrator for the university coverage.

The administrator shall provide at least thirty days advance written notice of any proposed retroactive disenrollment. In the event of retroactive disenrollment, the employee will be personally liable to the applicable university coverage for reimbursement of benefits and expenses, including attorney’s fees and costs incurred by the university coverage as a result of the false information or failure. Additionally, if the employee submits false information in this context, the employee may be subject to disciplinary action up to and including termination of employment.
(I) The details of the working spouse limitations and coordination of benefits requirements are available upon request from the human resource office on the office of human resources website at Employee Benefits.

(J) For purposes of salary deduction toward insurance premium cost sharing, families in which both spouses are employed by the university have the option either to be treated as only one employee, employee plus one or family coverage, or to select individual coverage and for each to pay the single salary share for premium.

(K) If one spouse works for the university and the other does not, the children may remain on the university insurance. If both spouses work for the university and choose employee plus one or family coverage, the higher paid spouses will determine which employee pays for the employee plus one or family coverage.

(L) An employee may opt out of health insurance benefits (medical, prescription drug, dental and/or vision) coverage upon submission of sufficient evidence, in accordance with the provisions of this rule, of such coverage from another source.
RESOLUTION TO RATIFY
PERSONNEL ACTIONS

WHEREAS, the Policies of the Board of Trustees authorize the President to manage the University, including appointing such employees as are necessary to effectively carry out the operation of the University and any other necessary personnel actions; and

WHEREAS, new appointments and other personnel actions have been made subsequent to the December 9, 2022, meeting of the Board of Trustees; and

WHEREAS, such personnel actions are in accordance with the 2022-2023 Budget and with University policies 3356-2-02, Equal Opportunity and Affirmative Action Recruitment and Employment; 3356-9-05, Faculty Rank and Tenure for Designated Administrators; 3356-9-02, Selection, Appointment, and Annual Evaluation of Administrative Officers; 3356-7-42, Selection, Appointment, and Evaluation of Professional/Administrative Staff; 3356-7-43, Externally Funded University Positions; and 3356-7-36, Hiring and Selection Process, Evaluation and Compensation for Intercollegiate Athletic Coaches;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby ratify and confirm the personnel actions, attached hereto.
SUMMARY OF PERSONNEL ACTIONS
Faculty
10/16/2022 through 1/15/2023

Separations – 6
- Tenured Faculty – 2
- Term Faculty – 4

Appointments – 2
- Term Faculty – 2

Position Adjustments – 2
- Tenure Track Faculty – 1
- Tenured Faculty – 1
## YOUNGSTOWN STATE UNIVERSITY
### FACULTY
### PERSONNEL ACTIONS 10/16/2022 THROUGH 1/15/2023
### SEPARATIONS

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<tr>
<th>EMPLOYEE NAME</th>
<th>EMPLOYEE TYPE</th>
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# YOUNGSTOWN STATE UNIVERSITY

## FACULTY

### PERSONNEL ACTIONS 10/16/2022 THROUGH 1/15/2023

## APPOINTMENTS

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SUMMARY OF PERSONNEL ACTIONS
Professional Administrative - (Excluding Athletics)
10/16/2022 through 1/15/2023

Separations – 11
- Professional Administrative Staff – 7
- Professional Administrative Excluded – 2
- Professional Administrative Externally Funded – 2

Appointments – 9
New Positions – 2 *(Notated with an asterisk *)
- Professional Administrative Staff – 1
- Professional Administrative Excluded – 1

Replacement Positions – 7
- Professional Administrative Staff – 5
- Professional Administrative Excluded – 1
- Professional Administrative Externally Funded – 1

Reclassifications/Position Adjustments – 5
- Professional Administrative Staff – 2
- Professional Administrative Excluded – 3

Promotions – 7
- Professional Administrative Staff – 2
- Professional Administrative Excluded – 5

Salary Adjustments – 6
- Professional Administrative – 3
- Professional Administrative Excluded – 3

Transfers – 1
- Professional Administrative Staff – 1
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<th>EMPLOYEE TYPE</th>
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<th>SEPARATION TYPE</th>
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<td>APAS</td>
<td>Academic Advisor 1</td>
<td>Dean - STEM</td>
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<td>Haskins, Jacob</td>
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<td>Case Manager</td>
<td>Student Success</td>
<td>11/25/2022</td>
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<td>APAS</td>
<td>Success Coordinator</td>
<td>First Year Student Services</td>
<td>11/18/2022</td>
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<td>Lorenzi, Danielle</td>
<td>APAS</td>
<td>Coordinator Admissions</td>
<td>Department of Creative Arts</td>
<td>11/10/2022</td>
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<td>Coordinator</td>
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<td>Senior Counselor PSC</td>
<td>Registration &amp; Records</td>
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<td>APAS</td>
<td>Coordinator Comp Sports Camps</td>
<td>Club Sports</td>
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<td>Director</td>
<td>IT Customer Services</td>
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# YOUNGSTOWN STATE UNIVERSITY
## PROFESSIONAL ADMINISTRATIVE PERSONNEL ACTIONS 10/16/2022 THROUGH 1/15/2023
### APPOINTMENTS

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<th>CONTRACT/ APPOINTMENT DATES</th>
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<td>McCurry, Rebecca</td>
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<td>Merrill, Katherine</td>
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<td>Performing Arts Series</td>
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<td>Mims, Donquail</td>
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<td>Missik, Lauren</td>
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<td>Coordinator Community Standards and Student Conduct</td>
<td>Dean of Students</td>
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* New Positions
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<td></td>
<td></td>
</tr>
<tr>
<td>Wells, Tasha</td>
<td>Excluded</td>
<td>Director Data Analytics / Associate</td>
<td>IT Data Analytics / IT</td>
<td>1/1/2023</td>
<td>1.00</td>
<td>$105,000.00</td>
<td>$87,120.50</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Director</td>
<td>Customer Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EMPLOYEE NAME</td>
<td>EMPLOYEE TYPE</td>
<td>POSITION TITLE</td>
<td>DEPARTMENT</td>
<td>CONTRACT/ APPOINTMENT DATES</td>
<td>NEW FTE</td>
<td>NEW SALARY</td>
<td>OLD FTE</td>
</tr>
<tr>
<td>---------------</td>
<td>---------------</td>
<td>----------------</td>
<td>------------</td>
<td>----------------------------</td>
<td>---------</td>
<td>-------------</td>
<td>---------</td>
</tr>
<tr>
<td>Gary, Sarah</td>
<td>APAS</td>
<td>Coordinator Ctr. Career Mgmt.</td>
<td>Dean - WCBA</td>
<td>11/15/2022</td>
<td>0.50</td>
<td>$18,966.90</td>
<td>0.75</td>
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<tr>
<td>Krasinski, Steven</td>
<td>APAS</td>
<td>Systems Engineer</td>
<td>IT Infrastructure Services</td>
<td>12/1/2022</td>
<td>1.00</td>
<td>$75,457.76</td>
<td>1.00</td>
</tr>
<tr>
<td>Miller, Carrie</td>
<td>APAS</td>
<td>Success Coordinator</td>
<td>First Year Student Services</td>
<td>1/1/2023</td>
<td>1.00</td>
<td>$43,500.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Hoffman, Patrick</td>
<td>Excluded</td>
<td>Manager Scholarships Special Programs</td>
<td>Financial Aid and Scholarships</td>
<td>12/1/2022</td>
<td>1.00</td>
<td>$87,000.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Smith, Jessica</td>
<td>Excluded</td>
<td>Manager Scholarships Special Programs</td>
<td>Financial Aid and Scholarships</td>
<td>12/16/2022</td>
<td>1.00</td>
<td>$54,220.62</td>
<td>1.00</td>
</tr>
<tr>
<td>Thomas, Jennifer</td>
<td>Excluded</td>
<td>Manager Verification and Special Programs</td>
<td>Financial Aid and Scholarships</td>
<td>12/16/2022</td>
<td>1.00</td>
<td>$55,068.45</td>
<td>1.00</td>
</tr>
<tr>
<td>EMPLOYEE NAME</td>
<td>EMPLOYEE TYPE</td>
<td>NEW POSITION TITLE/ OLD POSITION TITLE</td>
<td>NEW DEPARTMENT/ OLD DEPARTMENT</td>
<td>CONTRACT APPT. DATES</td>
<td>FTE</td>
<td>SALARY</td>
<td></td>
</tr>
<tr>
<td>---------------</td>
<td>---------------</td>
<td>----------------------------------------</td>
<td>-------------------------------</td>
<td>----------------------</td>
<td>-----</td>
<td>--------</td>
<td></td>
</tr>
<tr>
<td>Gran, Zackary</td>
<td>APAS</td>
<td>Senior Financial Analyst / Coordinator, Grants Accounting</td>
<td>Financial Aid and Scholarships / Controller’s Office</td>
<td>11/1/2022</td>
<td>1.00</td>
<td>$ 48,141.45</td>
<td></td>
</tr>
</tbody>
</table>
SUMMARY OF PERSONNEL ACTIONS

Athletics Employees

10/16/2022 through 1/15/2023

Separations – 2
  • Professional Administrative Excluded – 2

Appointments – 0

Salary Adjustments – 1
  • Professional Administrative Externally Funded – 1

Reclassification - 2
  • Professional Administrative Excluded – 2

Multi-Year Appointments – 3
  • Professional Administrative Excluded – 3
YOUNGSTOWN STATE UNIVERSITY
ATHLETICS EMPLOYEES
PERSONNEL ACTIONS 10/16/2022 THROUGH 1/15/2023

SEPARATIONS

<table>
<thead>
<tr>
<th>EMPLOYEE NAME</th>
<th>EMPLOYEE TYPE</th>
<th>POSITION TITLE</th>
<th>DEPARTMENT</th>
<th>DATE OF SEPARATION</th>
<th>FTE</th>
<th>SALARY</th>
<th>TYPE OF SEPARATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Binns, Armon</td>
<td>Excluded</td>
<td>Assistant Coach</td>
<td>Football</td>
<td>1/6/2023</td>
<td>1.00</td>
<td>$58,140.00</td>
<td>Resignation</td>
</tr>
<tr>
<td>Love, Richard</td>
<td>Excluded</td>
<td>Associate Director</td>
<td>Athletic Ticket Office</td>
<td>12/19/2022</td>
<td>1.00</td>
<td>$76,237.08</td>
<td>Resignation</td>
</tr>
<tr>
<td>EMPLOYEE NAME</td>
<td>EMPLOYEE TYPE</td>
<td>POSITION TITLE</td>
<td>DEPARTMENT</td>
<td>CONTRACT/ APPOINTMENT DATES</td>
<td>NEW FTE</td>
<td>NEW SALARY</td>
<td>OLD FTE</td>
</tr>
<tr>
<td>---------------</td>
<td>---------------------</td>
<td>----------------</td>
<td>-----------------------</td>
<td>----------------------------</td>
<td>---------</td>
<td>------------</td>
<td>---------</td>
</tr>
<tr>
<td>Spencer, Jaysen</td>
<td>Externally Funded</td>
<td>Director</td>
<td>Athletic Administration</td>
<td>1/1/2023</td>
<td>1.00</td>
<td>$50,000.00</td>
<td>1.00</td>
</tr>
</tbody>
</table>
# YOUNGSTOWN STATE UNIVERSITY
## ATHLETICS EMPLOYEES
### PERSONNEL ACTIONS 10/16/2022 THROUGH 1/15/2023
#### RECLASSIFICATIONS/POSITION ADJUSTMENTS

<table>
<thead>
<tr>
<th>EMPLOYEE NAME</th>
<th>EMPLOYEE TYPE</th>
<th>NEW POSITION TITLE/OLD POSITION TITLE</th>
<th>DEPARTMENT</th>
<th>CONTRACT/APPOINTMENT DATES</th>
<th>FTE</th>
<th>NEW SALARY</th>
<th>FTE</th>
<th>PREVIOUS SALARY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lesko, Jennifer</td>
<td>Excluded</td>
<td>Assistant Athletics Director Sports Medicine/Assistant Athletic Trainer</td>
<td>Training Room</td>
<td>10/16/2022</td>
<td>1.00</td>
<td>$62,000.00</td>
<td>1.00</td>
<td>$53,230.17</td>
</tr>
<tr>
<td>Morella, Thomas</td>
<td>Excluded</td>
<td>Associate Athletics Director Development/Associate Athletics Director</td>
<td>Ticket Office</td>
<td>1/1/2023</td>
<td>1.00</td>
<td>$71,991.03</td>
<td>1.00</td>
<td>$68,562.89</td>
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</table>
### MULTI-YEAR APPOINTMENTS

<table>
<thead>
<tr>
<th>EMPLOYEE NAME</th>
<th>EMPLOYEE TYPE</th>
<th>POSITION TITLE</th>
<th>DEPARTMENT</th>
<th>CONTRACT/ APPOINTMENT DATES</th>
<th>FTE</th>
<th>NEW SALARY</th>
<th>PREVIOUS SALARY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barnes, John</td>
<td>Excluded</td>
<td>Head Coach, Women's Basketball</td>
<td>Basketball - Women's</td>
<td>7/1/2022 - 4/30/2026</td>
<td>1.00</td>
<td>$173,531.00</td>
<td>$170,127.74</td>
</tr>
<tr>
<td>Calhoun, Jarrod</td>
<td>Excluded</td>
<td>Head Coach, Men's Basketball</td>
<td>Basketball - Men's</td>
<td>7/1/2022 - 4/30/2026</td>
<td>1.00</td>
<td>$213,848.00</td>
<td>$209,654.34</td>
</tr>
<tr>
<td>Phillips, Doug</td>
<td>Excluded</td>
<td>Head Coach, Football</td>
<td>Football</td>
<td>1/5/2023 - 12/31/2026</td>
<td>1.00</td>
<td>$300,000.00</td>
<td>$263,534.58</td>
</tr>
</tbody>
</table>
TO: Board of Trustees, Youngstown State University
Dr. Sergul A. Erzurum
Mr. Charles T. George
Dr. Anita A. Hackstedde
Dr. John R. Jakubek
Mr. Joseph J. Kerola
Mrs. Laura A. Lyden
Mr. Michael A. Peterson
Mr. Allen L. Ryan, Esq.
Mrs. Molly S. Seals
Mr. Eric A. Spiegel
Ms. Julie L. Centofanti, Student Trustee
Ms. Elsa Khan, Student Trustee

FROM: Dana Lantz, Director Equal Opportunity, Policy Development & Title IX


DATE: February 6, 2022

Attached please find the Executive Summary Data of the Affirmative Action Plan. Included are the following reports:

2022 Affirmative Action Protected Veteran Three Year Data Collection
2022 Affirmative Action Individuals with Disabilities Three Year Data Collection
2022 Affirmative Action Plan Placement Goals Analysis with 2023 Placement Goals
2023 Affirmative Action Plan Action Oriented Program

The complete 2023 Affirmative Action Plan is available for review in the Office of Equal Opportunity, Policy Development and Title IX.

**Job Group Analysis 2022 with 2021 comparisons** - Total number of employees by category with minority and male/female count.

<table>
<thead>
<tr>
<th>Category</th>
<th>Year</th>
<th>Total</th>
<th>Min.</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>1- Executive, Administrative, Managerial</td>
<td>2021</td>
<td>158</td>
<td>8</td>
<td>77</td>
<td>81</td>
</tr>
<tr>
<td></td>
<td>2022</td>
<td>177</td>
<td>10</td>
<td>87</td>
<td>90</td>
</tr>
<tr>
<td>2- Faculty</td>
<td>2021</td>
<td>1051</td>
<td>138</td>
<td>499</td>
<td>552</td>
</tr>
<tr>
<td></td>
<td>2022</td>
<td>957</td>
<td>141</td>
<td>451</td>
<td>506</td>
</tr>
<tr>
<td>3- Professional/Non-Faculty</td>
<td>2021</td>
<td>341</td>
<td>53</td>
<td>152</td>
<td>189</td>
</tr>
<tr>
<td></td>
<td>2022</td>
<td>335</td>
<td>55</td>
<td>155</td>
<td>180</td>
</tr>
<tr>
<td>4- Clerical/Secretarial</td>
<td>2021</td>
<td>125</td>
<td>16</td>
<td>3</td>
<td>112</td>
</tr>
<tr>
<td></td>
<td>2022</td>
<td>123</td>
<td>16</td>
<td>13</td>
<td>110</td>
</tr>
<tr>
<td>5- Technical / Paraprofessional</td>
<td>2021</td>
<td>61</td>
<td>6</td>
<td>34</td>
<td>27</td>
</tr>
<tr>
<td></td>
<td>2022</td>
<td>43</td>
<td>8</td>
<td>31</td>
<td>11</td>
</tr>
<tr>
<td>6- Skilled Crafts</td>
<td>2021</td>
<td>7</td>
<td>0</td>
<td>6</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>2022</td>
<td>7</td>
<td>0</td>
<td>6</td>
<td>1</td>
</tr>
<tr>
<td>7- Service Maintenance</td>
<td>2021</td>
<td>205</td>
<td>34</td>
<td>159</td>
<td>46</td>
</tr>
<tr>
<td></td>
<td>2022</td>
<td>166</td>
<td>29</td>
<td>128</td>
<td>38</td>
</tr>
</tbody>
</table>
Employee Total Analysis 2022 with 2021 comparisons - Number and percentage of total workforce (one thousand eight hundred eight) by race.

<table>
<thead>
<tr>
<th>Race</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>1693/86.9%</td>
<td>1549/85.6%</td>
</tr>
<tr>
<td>Black</td>
<td>124/6.46%</td>
<td>127/7.02%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>46/2.3%</td>
<td>48/2.6%</td>
</tr>
<tr>
<td>Asian</td>
<td>67/3.4%</td>
<td>73/4.0%</td>
</tr>
<tr>
<td>Pac. Is.</td>
<td>0/0%</td>
<td>0/0%</td>
</tr>
<tr>
<td>Nat Am</td>
<td>3/.001%</td>
<td>1/.055%</td>
</tr>
<tr>
<td>Two+</td>
<td>15/.007%</td>
<td>10/.55%</td>
</tr>
</tbody>
</table>

Year to Year Comparison - Total workforce with minority and female percentages.

<table>
<thead>
<tr>
<th>Year to Year Comparison</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Employees</td>
<td>1962</td>
<td>2073</td>
<td>1948</td>
<td>1808</td>
</tr>
<tr>
<td>Female</td>
<td>51%</td>
<td>52%</td>
<td>52%</td>
<td>51.7%</td>
</tr>
<tr>
<td>Minority</td>
<td>13%</td>
<td>13%</td>
<td>13%</td>
<td>14.3%</td>
</tr>
</tbody>
</table>

Important note: Workforce decreased by 6.5% and the female percentage remained constant and the minority percentage increased.

*Data from 2019, 2020 derived from the March 2021 Board of Trustees meeting report.
### Protected Veterans Three Year Data Collection

![Data Collection Table](image)

<table>
<thead>
<tr>
<th>Required Data</th>
<th>January 1, 2020 through December 31, 2020</th>
<th>January 1, 2021 through December 31, 2021</th>
<th>January 1, 2022 through December 31, 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of applicants who self-identify as protected veterans pre-offer</td>
<td>86</td>
<td>202</td>
<td>191</td>
</tr>
<tr>
<td>Total number of job openings</td>
<td>152</td>
<td>220</td>
<td>207</td>
</tr>
<tr>
<td>Total number of jobs filled</td>
<td>152</td>
<td>220</td>
<td>207</td>
</tr>
<tr>
<td>Total number of applicants for all jobs</td>
<td>1402</td>
<td>4847</td>
<td>5790</td>
</tr>
<tr>
<td>Total number of protected veteran applicants hired</td>
<td>2</td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td>Total number of applicants hired</td>
<td>118</td>
<td>167</td>
<td>136</td>
</tr>
</tbody>
</table>
## Individuals with Disabilities Three Year Data Collection

<table>
<thead>
<tr>
<th>Required Data</th>
<th>January 1, 2020 through December 31, 2020</th>
<th>January 1, 2021 through December 31, 2021</th>
<th>January 1, 2022 through December 31, 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of applicants who self-identify as individuals with disabilities pre-offer</td>
<td>47</td>
<td>168</td>
<td>0</td>
</tr>
<tr>
<td>Total number of job openings</td>
<td>152</td>
<td>220</td>
<td>207</td>
</tr>
<tr>
<td>Total number of jobs filled</td>
<td>152</td>
<td>220</td>
<td>207</td>
</tr>
<tr>
<td>Total number of applicants for all jobs</td>
<td>1402</td>
<td>4847</td>
<td>5790</td>
</tr>
<tr>
<td>Total number of applicants with disabilities hired</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total number of applicants hired</td>
<td>118</td>
<td>167</td>
<td>136</td>
</tr>
</tbody>
</table>
2022 Affirmative Action Plan Placement Goals Analysis with current demographics and 2023 Placement Goals

The 2023 Affirmative Action Plan incorporates all one thousand eight hundred eight (1808) current employees, a decrease from the one thousand nine hundred forty-eight (1948) employees in 2022. This includes two hundred fifty-nine (259) minorities, an increase from two hundred fifty-five (255) minority employees in 2022; and nine hundred thirty-six females (936) a decrease from one thousand eight (1008) female employees in 2022. The employees are categorized into twenty-five (25) Job Groups.

Legal Standard: We must compare the percentage of minorities and women in each job group with the availability for those job groups as calculated in this AAP. 41 C.F.R. § 60-2.13 to 60.2.15. When the percentage of minorities or women in a job group is less than would be reasonably expected given their availability, we are required to establish placement goals, which also serve as reasonably attainable objectives to measure progress toward achieving equal employment opportunity. 41 C.F.R. § 60-2.16.

Placement goals are established as a percentage equal to the calculated availability and serve as objectives or targets reasonably attainable by means of applying every good faith effort to make all aspects of the entire affirmative action program work. 41 C.F.R. § 60-2.16. Although we are required to make good faith efforts to meet its goals, the goals are not allowed under law to be quotas.

Analysis: Of the twenty-five (25) job groups, seven (7) contain goals for the hiring of female and/or minorities.

1C Directors and Chairs

Y2022 Placement Goal was 20.5% Minority. Hired 7 employees: placement includes including 1(14.3%) minority and 2(28.6%) females.

This group consists of 78 employees, of whom 5(6.4%) are minorities and 42/53.8% are females.

Y2023 Placement Goal is 21.1% Minority.

2A Professors

Y2022 Placement Goal was 52.2% Female. Hired/promoted 5 employees: placement includes 2(40%) minorities and 2(40%) females.

This group consists of 112 employees, of whom 26 (23.2%) are minorities and 40 (35.7%) are females.

Y2023 Placement Goal is 51.1% Female.

2B Associate Professors

Y2022 Placement Goal 57.2% Female. Hired/promoted 11: placement includes 4 (36.4%) minorities and 7 (63.6%) females.

This group consists of 91 employees, of whom 21 (23.1%) are minorities and 40 (44.0%) are females.

Y2023 Placement Goal is 55.7% Female.
No goal for minority or female. As 2A and 2B are promotional groups, 2C is the foundation for reaching the goals established in 2A and 2B. Promotional opportunities are detailed in the collective bargaining agreement.

Y2022 Placement Goal was 28.8% Minority. Hired 22 employees; placement includes 2 (9.1%) minorities and 12 (54.5%) females.

This is a revised group as part-time faculty were moved to 2F to provide better comparison data. This group consists of 83 employees, of whom 11 (13.3%) are minorities and 49 (59.0%) are females.

Y2023 Placement Goal is 28.9% Minority.

Y2022 Placement Goal was 30.1% Minority and 54.3% Female. Hired 9 employees; placement includes 2 (22.2%) minorities and 4 (44.4%) females.

This group consists of 85 employees, of whom 11 (12.9%) are minorities and 28 (32.9%) are females.

Y2023 Placement Goal is 30.1% Minority and 54.3% Female.

New group as part-time faculty were removed from 2D to provide better comparison data.

This group consists of 529 employees, of whom 57 (10.8%) are minorities and 320 (60.5%) are females.

Y2023 Placement Goal is 29% Minority.

Y2022 Placement Goal was 39.8% Female. Hired 19 employees; placement includes 8 (42.1%) minorities and 6 (31.6%) females.

This group consists of 73 employees, of whom 15 (20.5%) are minorities and 18 (24.7%) are females.

Y2023 Placement Goal is 39% Female.

Y2022 Placement Goal was 14.4% Female. Hired 7: placement includes 1 (14.3%) female.

This group consists of 53 employees, of whom 7 (13.2%) are minorities and 3 (5.7%) are females.

Y2023 has no further placement goal.
One of the key components to the effective implementation of an AAP is the acknowledgement of progress toward the goals established in the utilization analysis of the preceding year.

Per the report by Outsolve and based upon the data analysis, categories where the goals were not met, the data reveals that there were a limited number of openings and/or lack of qualified applicants. While the Actual placement rate was not met, significant progress was made based upon the number of placements to identify these areas as having met the goals.

1. **Workforce:** As detailed in the 2022 report, we created an additional job group to aid in the analysis of full-time and part-time teaching positions. The data gleaned from the new category supports the establishment of a goal for minority placement in the part-time faculty job group.

2. **Recruitment:** Efforts continue to recruit qualified candidates for a diverse workforce. The Office of Human Resources has an employee tasked with identifying outreach opportunities, while continuing its utilization of posting sites such as: Higher Ed Jobs (with Diversity tags where appropriate) Higher Education Recruitment Consortium, Handshake, and YSU’s webpage. An HBCU database has been created and other minoritized group contacts such as OCCHA have been identified for outreach opportunities to assist in outreach by Search Chairs, Deans, and Chairs to identify qualified applicants. Additional online posting opportunities that reach large audiences, such as Indeed and Monster will also be available for posting. Youngstown State University will also utilize Ohio Means Jobs, the state workforce agency.

3. **Search and hiring process:** The Office of Equal Opportunity monitors the personnel hiring activities from posting to hiring to ensure equal opportunity for all protected class candidates.

**How is the Office of Equal Opportunity Involved?**

**Job Posting:** The Office of Equal Opportunity reviews Job postings to evaluate the minimum and preferred qualifications to ensure that work experience coordinates with position responsibilities to prevent the systemic exclusion of those who have education and talent but may not have had the opportunity to gain extensive experience.

**Search Chair and Committee Training:** All Search Chair and Committee members are required to attend training before serving on a search committee. With the implementation of LEARN, the new training platform, we will provide one location for dynamic training on several topics. We have developed both the new technical training for NeoED and a comprehensive Search Chair committee overview training with a focus on understanding bias. The purpose of the trainings is to ensure EEO commitments are implemented.

**Selecting candidates for interview:** Search committees select candidates to interview after reviewing the minimum and preferred qualifications. The Office of Equal Opportunity either approves, denies, or adds additional candidates to the interview pool by reviewing the candidates and the qualifications. It is important to note that only EO reviewer can see the protected class status of the applicants.
Offer: The hiring manager recommends a candidate for hire. The Office of Equal Opportunity reviews the pool of interviewed candidates to ensure that the most qualified candidate is selected.

4. Improved Self-identification: NeoEd Implementation allows for better pre-offer and post-offer identification of protected class status for veterans and individuals with disabilities.

5. Training: Increased opportunities for all employees to attend live, in person, training on Discrimination / Harassment and Title IX. Allows for questions and feedback.
YOUNGSTOWN STATE UNIVERSITY
INTERNATIONAL PROGRAMS OFFICE

Support Area Assessment

IPO = International Programs Office
Mission & Quality Statements

Mission Statement
"IPO enables, supports and sustains ... fostering a broad understanding of global perspectives ... ensures that a diversity of students and cultures are represented ... enables globally-related academic experiences."

Quality Statement
"IPO continuously ... assists the institution in capitalizing on our ‘affordability brand’ ... actively acquire knowledge of our field ... for the purpose of cultivating a staff of experts ... which will be the basis for student success...."

Attributes Statement
"...data constantly informs decision-making."
IPO Areas of Expertise

- Homeland Security Designated Office and Official to review documents to determine 1-20 status (Certificate of Eligibility for Non-Immigrant Student Status)
- International Enrollment Management
  - International Recruitment
  - International Credential Evaluation
  - International Admissions
  - F and J Immigration Advising
- Study Abroad
- English as a Second Language (ESL)
- International Cultural Activities & Events
- Collaboration with of the Office of Diversity, Equity, and Inclusion
Historical Fall Semester International Enrollment

Strategic International Enrollment Plan presented to the Board December, 2021
# International Student Body

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<td>Azerbaijan</td>
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<td>Zimbabwe</td>
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| Countries Represented  | 57 |
## International Programs Staff (non-instructional) to Student Ratio & Comparison

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<th>Institution</th>
<th>Total # of Int’l Students</th>
<th># of non-ESL Int’l Staff</th>
<th>Int’l Student to Staff Ratio</th>
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## Historical Study Abroad Participation

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<th>Academic Year</th>
<th>YSU Students Studying Abroad</th>
<th>YSU Total Enrollment</th>
<th>Percentage of Total Enrolled who studied abroad</th>
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<tr>
<td>2012-2013</td>
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<td>13,813</td>
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<td>2015-2016</td>
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<td>2018-2019</td>
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<tr>
<td>2022-2023</td>
<td>90 (est.)</td>
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# Study Abroad Staff to Student Ratio & Comparison

<table>
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<tr>
<th>Institution</th>
<th>Anticipated # of Study Abroad Students (22-23)</th>
<th># of study abroad staff</th>
<th>Study abroad Student to Staff Ratio</th>
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<td>Kent State University</td>
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<td>2.25</td>
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<tr>
<td>Youngstown State University</td>
<td>90</td>
<td>0.8</td>
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Alignment with Mission and Vision and the Plan for Strategic Actions to take Charge of our Future

• **Strategy:** Develop and enhance partnerships and collaboration agreements with international universities

• **Strategy:** Develop a Strategic Enrollment Plan for Graduate Education and International Programs
Division of Institutional Effectiveness

Board of Trustee Meeting

March 2023

YOUNGSTOWN STATE UNIVERSITY
Office of the Registrar

Degree Audit & Records
- Degree audit, verification and diploma services
- Records management, review, maintenance and document imaging
- Transfer articulation
- Transcript services
- Undergraduate readmission

Registration
- Course and room scheduling
- Enrollment certification
- Final exam scheduling
- Ellucian/Banner Student module management
- Academic policy enforcement
- Catalog management, review and maintenance

Penguin Service Center (PSC)
- Enrollment counseling
- Access to and release of student academic information
- One stop support for the areas of records, registration, student billing and financial aid and scholarships
- College Comeback and degree completion pathways
Office of the Registrar Staff Organization

Note for Comparison: Kent State University's Registrar office is staffed by 29 people including the registrar, associate registrars, assistant registrars, clerks and technicians and the One Stop is staffed with 16 people comprising a director, associate director and three levels of counselors
Quality of Service Indicators

Figure 16. Bachelor's degree graduation rates of full-time, first-time bachelor's degree-seeking undergraduate students within 4 years, 6 years, and 8 years: 2013 cohort

NOTE: The 4-, 6-, and 8-year graduation rates are calculated using the number of students who completed a bachelor's or equivalent degree from a cohort of students who entered the institution seeking a bachelor's or equivalent degree. For details, see the Methodological Notes. N is the number of institutions in the comparison group. Medians are not reported for comparison groups with less than three values.

Quality of Service Indicators cont.

12,156 PSC CONTACTS ASSISTED IN 2022

- Alumni: 69%
- Current Students: 15%
- Former Students: 12%
- Faculty/Staff: 7%
- Parent/Family: 7%
- Potential Students: 4%
- Other: 1%
- Unknown: 2%

TYPE OF PSC CONTACT INTERACTION

- Email: 73%
- In Person: 15%
- Phone: 12%
Quality of Service Indicators cont.

PSC Satisfaction Survey Result Highlights

- They are all great! They are very direct, informative, and helpful! Everyone at YSU are all exceptionally friendly, considerate, and helpful!
- I haven’t gone to YSU since 2008. This office was instrumental and vital in helping me re-register. They were fully engaged with me through the process!
- I really enjoy the PSC and how helpful they are. It makes college life at YSU a lot easier.
- (Staff) were very patient and helpful and friendly... even after I called 1000x today with screaming children in the background. You’re appreciated!
- Very kind, polite and knowledgeable. Knew exactly what needed to be done and was familiar with everything. Also explained it very well. Thank you!
- This is probably the best trained “customer service” staff I have ever dealt with. They always knew whom I should talk, to, etc. to get what I needed to get done in my particular case.
Department Impact on Strategic Actions 2020 and Beyond

- Recommended a Senate approved timeline for curricula changes that ensure a more timely catalog process
- Restructured the policy section of the undergraduate catalog to increase transparency and usage
- Implemented Penguin PASS degree auditing system for requirement tracking, transfer credit and equivalency processing
- Created a two-tiered, in-person staffing model to strengthen Penguin Service Center customer service and counselor productivity
- Reevaluated pre-payment processes to alleviate reenrollment barriers
- Developed billing budget appointments for first year students to proactively work through first-time billing barriers
- Constructed an online readmission application to give returning students a more efficient method to reenroll
- Dedicated human resources to degree completion initiatives
- Implemented electronic upload for Advanced Placement (AP) credit to allow for faster awarding of credit to student transcripts
- Built Banner Proxy for online authorization release of student information to a third party as means to help students and parents navigate student business functions
- Instituted 25Live, a classroom scheduling software that will optimize classroom space
- Collaborated with IT to establish Banner SSB 9 Student Profile, Advisor Profile, Class List and Registration
Point of Pride: Billing Budget Counseling

- Fund Your Education (FYE) virtual appointments for first time, first year students with PSC counselors
- Reviews billing and financial budgets to eliminate barriers that could prevent current or future enrollment

**FALL 2022 SEMESTER**

**FUND YOUR EDUCATION**

- **Full-Time Registration**: (12-18 credits)
  - Ohio Resident - $5,205
  - Out of State (NS) - $5,385

- **College & Course Fees**: Some colleges and courses have additional fees. List an estimated total for fall semester here. Course fees can range and are tied to estimated.

- **Living On Campus**: Cost includes room and board for fall semester here.
  - Residence Hall - $5,008
  - Off Campus Housing - $5,130

- **Parking Pass**: Some students need to park on campus.
  - Commuter Permit - $25
  - Dormitory Permit - $30


- **Estimated Bill Balance for Fall Semester**: Take the total red and subtract the total green to get your balance.

**Negative Balance** (For example, -$1,000)
- You should have enough funds to pay your YSU bill. You will also receive all of the reserved funds to cover some of your indirect costs. We recommend setting up direct deposit for your refund.

**Zero Balance** (For example, $0)
- You should have enough funds to pay your YSU bill. You will need to find a way to cover your indirect costs.

**Positive Balance** (For example, $1,000)
- You may have enough funds to pay your YSU bill. You will need to find a way to cover your indirect costs.

**Payment Plan**

- Payment 1: $50
- Payment 2:
- Payment 3:
- Payment 4:
- Payment 5:

For questions, contact the Penguin Service Center at (330) 941-4000.
Thank you!

Supplemental Slides Follow

YOUNGSTOWN STATE UNIVERSITY
Office of the Registrar

Mission Statement
The Office of the Registrar provides quality service to YSU students within all areas related to enrollment by supporting the systems and policies of the learning environment and safeguarding the integrity of the University's records and regulations.

Quality Statement
We work closely with faculty and staff across the institution to retain and graduate students as we develop strategies, dispose resources and implement campus projects to support the University's plan for strategic academic actions.
Office of the Registrar

Attribute Statements

• Providing a proficient and holistic level of customer service that will lead to increased student retention and persistence
• Maintaining an accurate permanent records for each student, past and present
• Furnishing information, support and referrals to the university community and outside agencies in an efficient manner while upholding federal regulations
• Supporting students, faculty and staff by integrating the latest technology into our services
# Office of the Registrar

## Classification Summary

<table>
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<tr>
<th>Classification</th>
<th>FY19 Avg Salary</th>
<th>FY19 FTE</th>
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<th>FY21 FTE</th>
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<th>FY23 Avg Salary</th>
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### Office of the Registrar

Classification Summary cont.

<table>
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<tr>
<th>CLASSIFICATION</th>
<th>FY19 Avg Salary</th>
<th>FY20 Avg Salary</th>
<th>FY21 Avg Salary</th>
<th>FY22 Avg Salary</th>
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Total: $777,773; 15 FTE; $755,132; 15 FTE; $827,974; 15 FTE; $1,004,442; 20 FTE; $1,173,566; 21 FTE
8 Facts to Know About the Penguin Service Center

The Penguin Service Center was established in response to university-wide efforts to improve student service and increase efficiency. After the 2012 Noel-Levitz survey results, the university aimed to improve student service and increase efficiency.

**SEVEN-MONTH IMPLEMENTATION TIMELINE**

- August 2012: Restructuring of Office of Registrar creates One Stop position
- September 2012: Associate Director and two Counselors hired
- October 2012: Visited existing established One Stop and began intensive cross-training
- November 2012: Designed website and phone call management system
- December 2012: Developed and implemented phone call script
- January 2013: ONE STOP project launched
- February 2013: Student One Stop was renamed Student Service Center: A One Stop for Campus on August 14, 2017

**OUR Core VALUES FOR SERVICE**

1. **Students First, Always.** Decisions should be made to ensure the student’s best interest is in mind. Student success and retention should drive all policies, practices, and procedures.
2. **Value Our Colleagues.** Faculty and staff across campus should be considered at all times, including their actions and decisions with students. We all have equal contributions to make to students’ success. We strive to build effective relationships with stakeholders.
3. **Under Promise and Over Deliver.** To ensure the effectiveness of our services, policies and procedures, our goals should be clearly defined with desired student outcomes. We will collect detailed data and utilize it for continuous quality improvement.
4. **Everything We Do Must be Client-Oriented.** To ensure the effectiveness of our services, policies and procedures, our goals should be clearly defined with desired student outcomes. We will collect detailed data and utilize it for continuous quality improvement.

**HOW WE SUPPORT STUDENTS**

- On Demand Service
- Intervention & Outreach

**WHAT WE’VE ACCOMPLISHED**

- Fully Served Contacts Under 5 Minutes on Average
- Integrate the Penguin Service Center for Records Registration, Financial Aid and University Billing
- Developed Annual Cross-Training and Customer Service Training for Professional and Student Staff
- Maintained Open Operation Line with Campus Access to Faculty Staff
- Provided New Web Access and Self-Service Functions for Current Students
- Administered Penguin Portal Lock-Out Access Support for Current Students
- Guided First-Year Current, Transferring and Transfer Students Through the Enrollment Process
- Assisted Faculty, Staff, and Their Families to Understand the Connections Between Services
- Refocused Processes to Decrease Referrals to Other Departments
- Maintained a Portal for Frequently Asked Questions on the Website Available 24/7
- Communicated Information, Details, Policies and Processes Strategically
- Transferred Staff Organizational Structure from One-Stop to Two-Stop System to Enhance Service Experience

**WHAT STUDENTS HAVE SAID**

- *Really appreciate that I can call a real person...it's not a recorded message and my issue is resolved immediately. They were friendly and understanding.*
- *Feel very grateful to have AT&T answering my call and helping with my issues...I'm very happy.*
- *Great help, quick and very professional.*

**WHAT WE’D LIKE TO DO NEXT**

- *Build new partnerships to strengthen our core competencies.*
- *Create Opportunities for Student Financial Wellness.*
- *Create Outreach Efforts for Sophomores/Upperclassmen.*
- *Advance the Reduction of Efficient Processes.*
ACADEMIC SUPPORT AREA ASSESSMENT
UNIVERSITY AFFAIRS DISCUSSION ITEM

SCHEDULE

2023
June

Academic Affairs-Brien
University Relations-Shannon
YSU/IPEDS – Mike & Jeanne