

# **Board of Trustees Meeting - THURSDAY - DECEMBER 12, 2024**

Youngstown State University - Board of Trustees  
Board Meeting Room, Tod Hall  
2024-12-12 10:00 - 11:00 EST

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THE CHAIR WILL ENTERTAIN A MOTION SETTING THE FOLLOWING DATES AND TIMES FOR THE NEXT REGULAR MEETINGS OF THE BOARD OF TRUSTEES:March 13, 2025 at 10 a.m.      June 26, 2025 at 10 a.m.  
September 18, 2025 at 10 a.m.      December 11, 2025 at 10 a.m.

**XIII. ADJOURNMENT**



**RESOLUTION TO APPROVE THE  
2024 REMEDIATION REPORT (O.R.C. 3345.062)**

**WHEREAS,** Youngstown State University is a state-funded university in the state of Ohio; and

**WHEREAS,** Section 3345.062 of the Ohio Revised Code requires the president of each state university to issue a report by December 31, 2018, and each thirty-first day of December thereafter, regarding the remediation of students; and

**WHEREAS,** each president is also required to submit the remediation report to his or her Board of Trustees for acceptance; and

**WHEREAS,** the Ohio Department of Higher Education (ODHE) provided a reporting template to collect and submit the necessary information as required by law; and

**WHEREAS,** Youngstown State University completed the report for 2024.

**NOW, THEREFORE, BE IT RESOLVED,** that the Board of Trustees of Youngstown State University does hereby approve the attached 2024 Remediation Report to be submitted in final form to the Chancellor of the ODHE and the Superintendent of Public Instruction by December 31, 2024.

**Board of Trustees  
Meeting  
December 12, 2024  
YR 2025-17**

## 2024 University Remediation Report

Name of University:

Youngstown State University

Ohio Revised Code Section 3345.062 requires the president of each state university to issue a report by December 31, 2018, and each thirty-first day of December thereafter, regarding the remediation of students. The report must include the following areas:

### 1. The number of enrolled students that require remedial education.

Number of Students	Description (if needed)
143	Of the <b>8,186 undergraduate degree-seeking</b> students who were enrolled at any point during the summer 2023, Fall 2023, and Spring 2024 terms, a total of <b>1,923</b> students were placed into at least one developmental course in either composition, mathematics, or reading and study skills. Of those students, <b>143</b> took at least one remedial course during that period. (Note: YSU has developed required math pathways based on major.) Therefore, requirements for remedial instruction in math may change for students who change their major.
	YSU added the following to understand how this impacts new students.
127	Of the <b>2,315 new (first-time and transfer) undergraduate degree-seeking</b> students who were enrolled at any point during Summer 2023, Fall 2023, and Spring 2024, a total of <b>681</b> students were placed into at least one developmental course in either composition, mathematics or reading and study skills. Of those students, <b>127</b> took at least one remedial course during that period. (Note: YSU has developed required math pathways based on major.) Therefore, requirements for remedial instruction in Math may change for students who change their major.

### 2. The cost of remedial coursework that the state university provides.

Please select the type of cost in the following areas and describe.

- **Costs to the university:** Please include a description of all university resources allocated in support of and/or on behalf of remedial education, including but not limited to costs associated with the following: faculty & staff, buildings/classrooms, administration, and additional student advising, among others.
- **Costs to the student:** Please include a description of tuition paid by students in pursuit of remedial education.
- **Costs to the state:** Please include a description of state resources provided to your institution in support of remedial education. (See *Appendix A containing this information for all state universities*.)

Cost Type	Amount	Description
Costs to the university	\$60,775	Includes help centers (Writing Center, Math Assistance Center, Center for Student Progress, Testing Center), faculty and classrooms at \$425 per student (given FY17 cost per student).
Costs to the student	\$148,005	Includes total credit hours multiplied by cost per credit hour for all students taking a course designated as remedial at \$1,035 per student (given FY17 cost per student).
Costs to the state	\$50,124	Sum of SSI for completed and At-Risk FTE as reported via Ohio Department of Higher Education.

### 3. The specific areas of remediation provided by the university.

Subject Area	Description
English Composition	The University provides two remedial writing courses that do not count toward the graduation requirement in composition: ENGL 1509 and ENGL 1541. ENGL 1509: Academic English for Non-native Speakers is a three-credit course that helps students develop writing and reading comprehension skills in English. The course is open to students on the basis of the placement process. The course must be taken until a grade of "C" or better is achieved. ENGL 1541: Introduction to College Writing is a three-credit course that provides intensive individualized instruction in written communication and college-level reading practices; it is open to students based on their ACT English score, SAT score, or proficiency as demonstrated by their YSU Composition and Reading Placement Test results. Students who place into ENGL1509 or ENGL 1541 will move on to ENGL1549, a four-credit version of Writing I that provides students an additional hour of instructional time to cultivate college-level writing conventions, organizational strategies, and revision and editing techniques.
Mathematics	The University provides one stand-alone remedial course in mathematics that does not count toward the degree. MATH 1500: Mathematics Individual Course Support is a 0-3 credit hour course used by the department as an off-ramp course for students who need to withdraw from their college-level mathematics course during the semester. Students who withdraw are given the opportunity to enroll in sections of Math 1500 to improve their prerequisite skills in preparation for retaking their college-level mathematics course in the subsequent term. The students are provided an individualized study plan and support in YSU's Mathematics Achievement Center. Students who place into remedial math but who wish to fulfill their mathematics graduation requirement may enroll in designated sections of college-level math to which additional hours of instruction are added (if their placement permits). These course sections include: MATH 1510C: College Algebra with Co-requisite Support; MATH 1511C: Trigonometry with Co-requisite Support; MATH 2623C: Quantitative Reasoning with Co-requisite Support; MATH 2661C: Mathematics for Elementary Teachers 1 with Co-requisite Support; and STAT 2625C: Statistical Literacy and Critical Reasoning with Co-requisite Support
Reading and Study Skills	The University provides one four-credit hour instructional option for students who may require remediation in reading. ENGL 1549: Writing 1 with Support is designed to develop students' reading and writing skills. Course Description: Strategies for writing as a means of critical inquiry, with focus on writing processes and on the roles of writer, audience, and purpose as they affect writing. Students divide their time between regular and computer classrooms, where they acquire and develop basic word-processing and electronic communication skills. This four-credit hour version of Writing One emphasizes development of college-level writing conventions, organizational strategies, and revision and editing techniques. Grading is ABCDF, but students must earn a "C" or better to satisfy the General Education requirement and continue to ENGL 1551 or ENGL 1551H. Prerequisite: Appropriate ACT/SAT scores or completion of English 1541.

### 4. Causes for remediation.

Please select all that are relevant from the following categories and provide detail.

**Yes - Lack of student preparation at the K-12 level**

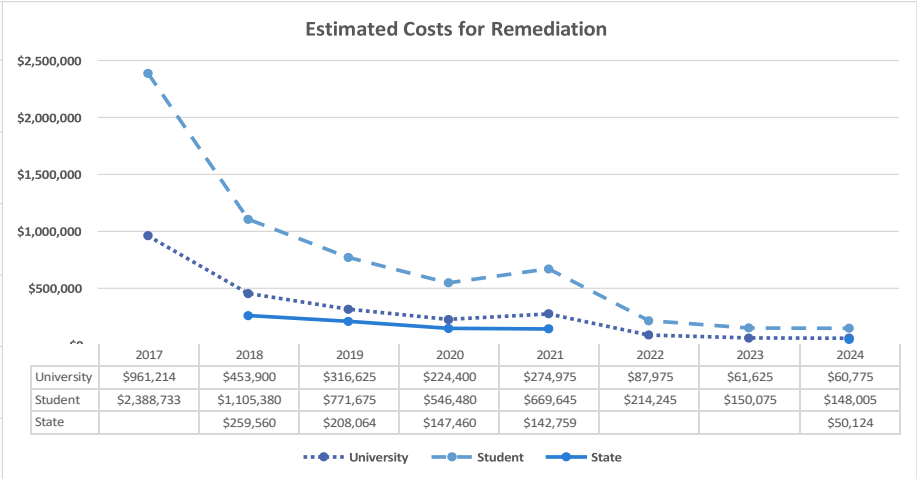
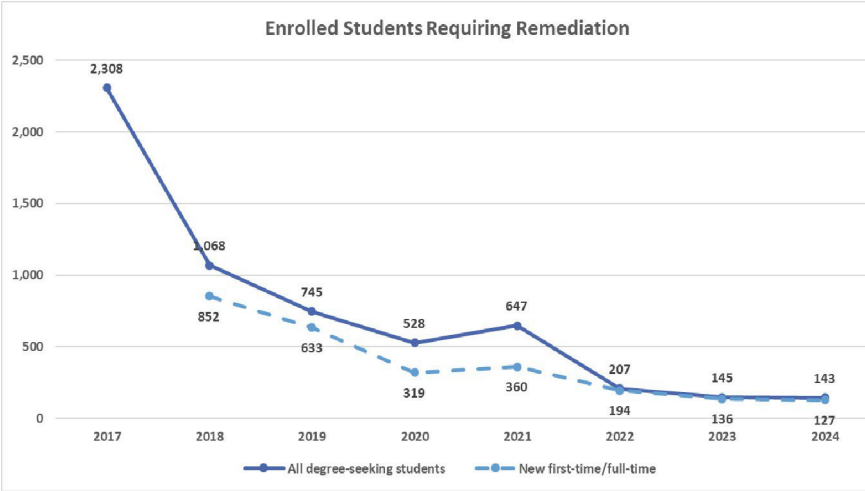
**No - Prescriptive placement policies** (over reliance on a single assessment measure)

**No - Deferred entry into higher education** (adult students returning to higher education)

**None - Other** (any other cause identified by the university)

Cause	Description
Lack of student preparation	<b>7,235</b> students enrolled for one or more terms between Summer 2023, Fall 2023, and Spring 2024 were 25 years of age or younger. <b>1,707 (23.6%)</b> required remedial instruction in at least one subject area. These students account for <b>95.3%</b> of all undergraduate students who required remedial instruction during these terms.
Deferred entry	<b>951</b> students enrolled for one or more terms between Summer 2023 and Spring 2024 were over the age of 25. <b>216 (22.7%)</b> required remedial instruction in at least one subject area. These students account for <b>4.7%</b> of all undergraduate students who required remedial instruction during these terms.
YSU added the following to understand how this impacts new students	
Lack of student preparation	<b>2,121</b> New students enrolled for one or more terms between Summer 2023 and Spring 2024 were 25 years of age or younger. <b>652 (30.7%)</b> required remedial instruction in at least one subject area. These students account for <b>97%</b> of all new students who required remedial instruction during these terms.
Deferred entry	<b>194</b> New students enrolled for one or more terms between Summer 2023 and Spring 2024 were over the age of 25. <b>29(14.95%)</b> required remedial instruction in at least one subject area. These students account for <b>3%</b> of all new students who required remedial instruction during these terms.





## **RESOLUTION TO MODIFY DEGREES POLICY, 3356-10-04**

**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

### **3356-10-04    Degrees.**

Responsible Division/Office: Office of the Academic Affairs  
Responsible Officer: Provost and VP for Academic Affairs  
Revision History: October 1997; December 2009; September 2014;  
September 2019; December 2024  
Board Committee: Academic Excellence and Student Success  
**Effective Date: December 12, 2024**  
Next Review: 2029

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- (A) Policy statement. The board of trustees awards degrees to students who are recommended by the respective dean as having fulfilled the requirements established by the faculty.
- (B) Parameters.
  - (1) Official diplomas are signed by the chairperson of the board of trustees and by the president.
  - (2) The seal of the university is affixed to all diplomas.
  - (3) The office of the registrar is responsible for the development of the listing of graduates appearing in the commencement program and for ordering the diplomas awarded.
- (C) Procedures.
  - (1) Students shall apply to graduate by completing all steps as required by the university. Some of the steps must be initiated prior to the semester in which the student intends to graduate.
  - (2) The honors college forwards to the office of the registrar the names of the candidates for honors diplomas.
  - (3) Degree completion requirements are verified by the appropriate designated college representative, and the information is then forwarded to the office of the registrar.

- (4) Diplomas will be awarded only to those candidates who have met all academic requirements and financial obligations of the university. (See, however, posthumous degrees.)
- (D) Posthumous degrees and certificates of achievement.
- (1) A deceased student who was enrolled in an undergraduate, graduate or doctoral degree program at the university at the time of his/her death may be eligible for a posthumous degree or certificate of achievement. The dean of students will initiate the process. The provost and vice president of academic affairs, or their designee, will notify the registrar if the recommendation is approved.
  - (2) In order for a posthumous degree to be awarded, a student must be in good academic standing and have substantially completed the applicable degree requirements. Substantial completion means:
    - (a) For undergraduate degrees and master degrees without a thesis requirement, the student must be within one semester of completing all coursework and degree requirements.
    - (b) For doctoral programs and master degree programs with a thesis requirement, the student must be within one semester of completing all coursework and degree requirements, and the student must have completed a full draft of his/her thesis to the satisfaction of his/her thesis chairperson.
  - (3) If approved, the appropriate dean will notify the immediate family of the student. The family may choose to receive the diploma or certificate of achievement. The diploma may be presented at commencement or in a private ceremony. If the diploma will be presented at commencement, it will occur at the next feasible commencement. Certificates of achievement are mailed to the appropriate representative.
  - (4) Diplomas for posthumous degrees, as well as other appropriate university records, will be identified as “Awarded Posthumously.”



**RESOLUTION TO MODIFY  
FACULTY RANK AND TENURE FOR DESIGNATED  
ADMINISTRATORS, 3356-9-05**

**WHEREAS**, University Policies are being created, 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 University Policy governing Faculty Rank and Tenure for Designated Administrators, policy number 3356-9-05, attached hereto.

**Board of Trustees Meeting  
December 12, 2024  
YR 2025-19**

### **3356-9-05 Faculty rank and tenure for designated administrators.**

Responsible Division/Office: Office of Academic Affairs  
Responsible Officer: Provost and VP for Academic Affairs  
Revision History: 1999; March 2003; December 2009;  
September 2014; September 2019; December 2024  
Board Committee: Academic Excellence and Student Success  
**Effective Date: December 12, 2024**  
Next Review: 2029

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- (A) Policy statement. Appropriate to their academic credentials, experience and position, persons hired to serve as president, provost, vice president, dean, department chair, or other administrative positions may be appointed with earned faculty rank and tenure upon the recommendation of the president to the board of trustees for their approval.
- (B) Procedures.
  - (1) If appointment is to be with faculty rank and tenure, the academic credentials of the candidate will be presented to the appropriate department chair and dean for review in accordance with the department and college requirements for tenure and promotion. Granting of faculty rank and tenure to designated administrators will normally require that the individual will have earned rank and tenure at a previous institution.
  - (2) The department chair will prepare a written recommendation regarding the viability of candidate's receipt of faculty rank and tenure. This recommendation will be forwarded to the dean of the college (unless it is for a candidate for the position of dean, in which case the recommendation will be forwarded to the provost), who will forward the department's and his/her recommendation to the provost.
  - (3) The provost will make recommendations to the president on the granting of faculty rank and tenure to candidates for dean, department chair, and other administrative positions.

After paragraphs (B)(1) and (B)(2) of this rule are followed, based on the prior recommendation of the appropriate department chair and dean in the appropriate department, the president will make a recommendation to the board of trustees regarding faculty rank and tenure of the candidate for provost. No candidate for provost will be presented to the board of trustees for their consideration without a recommendation on faculty rank and tenure from the appropriate department chair and dean in the appropriate department and further recommendation from the president.

- (4) The president will make recommendations to the board of trustees on the granting of rank and tenure for designated administrators to the board of trustees (excepting him or herself). The board of trustees will exercise final decision-making authority on all of the above recommendations and, as appropriate, on the granting of rank and tenure to the president.
- (5) The designated administrator will be assigned a faculty base salary after the conferral of tenure. The faculty base salary will be determined based on the following procedure:
  - (a) Faculty salaries at the appointed faculty rank in the appropriate department/college will serve as a guideline.
  - (b) The provost negotiates the faculty base salary with the hiring authority.
  - (c) The agreed-upon faculty base salary is recorded in the office of human resources and serves as the basis for calculating a faculty salary should the administrator return to faculty status.
  - (d) Each year the faculty base salary is updated based on negotiated annual increases in the agreement between Youngstown state university (“YSU”) and the Youngstown state university Ohio education association (“YSU-OEA”).
- (6) Administrators with faculty rank and tenure earned at Youngstown state university may return to their faculty position with tenure and at the rank held prior to administrative appointment. The faculty base salary prior to administrative appointment will be adjusted

based on negotiated annual increases in the agreement between YSU and YSU-OEA.

- (7) Tenure provisions defined in the YSU/YSU-OEA agreement current at the time of return or transfer to a full-time faculty position apply. Rank and tenure are not guaranteed for any administrator who has been removed from his or her administrative position for cause.



**RESOLUTION TO MODIFY SUPPORT AND ASSISTANCE TO  
VETERANS AND SERVICE MEMBERS POLICY, 3356-8-05**

**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

**3356-8-05      Support and assistance to veterans and service members.**

Responsible Division/Office: Office of Student Experience  
Responsible Officer: Office of the President  
Revision History: December 2014; September 2019;  
December 2019; December 2024  
Board Committee: Academic Excellence and Student Success  
**Effective Date: December 12, 2024**  
Next Review: 2029

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- (A) Policy statement. Youngstown state university is committed to providing a veteran friendly campus designed to attract, assist, and maintain veteran and service member students in a supportive and academically productive environment tailored to the unique needs of veterans and to meaningfully recognize the contributions of our military men and women.
- (B) Purpose. To provide guidelines and requirements for the support and assistance offered to veteran and service member students in order to promote their achievement and success.
- (C) Scope. This policy applies to all university divisions, colleges, departments and units and extends to all prospective and current veteran and service member students.
- (D) Definitions.
  - (1) “Service member.” A person who is serving in the armed forces of the United States, including the national guard or a reserve component.
  - (2) “Veteran.” Any person who has completed service in the armed forces, including the national guard of any state or a reserve component of the armed forces, and who has been discharged under honorable conditions from the armed forces or who has been transferred to the reserve with evidence of satisfactory service.
- (E) Procedure. The university shall:

- (1) Maintain an office of veterans affairs to serve as the central resource of information, support, and referrals for military and veteran students for enrollment, GI Bill educational benefits, and services offered by the department of veterans' affairs.
- (2) Collaboration with external entities. Utilize the Ohio board of regents, and the legislative, workforce and higher education communities as resources and/or partners for the development and promotion of effective practices to assist service member and veteran students in their transition to and success at the university and in the workforce.
- (3) Benefits for veterans and service members. Establish specific benefits for veteran and service member students including but not limited to priority registration, a separate or specific portion of student orientation, and recognition of service members and veterans at various university events such as graduation.
- (4) Outreach and recruitment strategy. Establish a clear outreach strategy through the office of veterans affairs to inform potential veteran and service member students about the opportunities offered by the university and the educational benefits available through the use of GI Bill and other available veteran and service member resources.
- (5) Continuous improvement and feedback. Regularly assess the effectiveness of its veteran support services through surveys, focus groups, and feedback from veteran and service member students. This feedback will be used to continuously improve services and to ensure the evolving needs of veterans and service members are met.



**RESOLUTION TO MODIFY  
ADVERTISING/SPONSORSHIP POLICY 3356-5-02**

**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  
December 12, 2024  
YR 2025-21**

**3356-5-02     Advertising/sponsorship policy.**

Responsible Division/Office: University Relations  
Responsible Officer: Associate VP of University Relations  
Revision History: September 1997; June 2010; June 2015;  
December 2019  
Board Committee: Institutional Engagement  
**Effective Date: December 12, 2024 (reviewed; no changes)**  
Next Review: 2029

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- (A) Policy statement. Institutional publications, statements, and advertisements must represent the highest professional standards for design and content, shall be truthful, informative and constructive, and avoid misleading or exaggerated impressions with respect to the university.
- (B) Purpose. To maintain the consistency of the university's public image and to ensure appropriate use of the university's name and brand, the efficient use of university resources, and to provide information regarding the use of university funds in support of community activities and events.
- (C) Scope. This policy applies to all advertising, including sponsorships, done by the university. Adherence to the highest professional content, design, and production standards is required to ensure that core institutional messaging, imaging and branding is accurately and effectively expressed and presented to the public in all media.
- (D) "Sponsorship." The use of university funds for the betterment of agencies/ community partners that work in collaboration with the university but are not a part of the university system. Sponsorship includes underwriting, advertising, or attendance sponsorship, such as a seat or table fifteen hundred dollars and above.
- (E) Guidelines.
  - (1) The success and public acceptance of effective advertising is dependent on a strategy built upon research, credibility and consistency; and it must be based on a well-planned and executed program. The office of marketing and communications is responsible for assuring that these standards are met.

- (2) The YSU contact that requests or receives table seats as part of sponsorship is responsible to assure the table is full and provides a great opportunity for faculty, students, or administrators to appropriately represent the university and expand their learning experiences while mutually benefitting the partner organization.

(E) Procedures.

- (1) University departments and offices wishing to use university resources for a sponsorship to advertise in any medium (e.g., internet websites, print publications, outdoor media, radio, television) must do so in consultation with the office of marketing and communications.
- (2) A written request for advertising or sponsorship planning, design and/or placement services must be submitted to the office of marketing and communications prior to the commitment of any university funds at least three weeks in advance of the advertisement or sponsorship deadline. At that time, the office of marketing and communications will provide the requester with final production and placement cost estimates before proceeding.
- (3) Once a final design and budget are agreed upon, the office of marketing and communications will be responsible for quality control in the design, content, and timely placement of the final advertisement or sponsorship.
- (4) With respect to the department of intercollegiate athletics, the college of creative arts and communication, and employment advertising by the department of human resources, written requests for advertising are not required to be submitted to the office of marketing and communications. However, the marketing and/or advertising of these units must adhere to the guidelines and intent of this policy. The office of marketing and communications will monitor practices to ensure appropriate professional standards.

**RESOLUTION TO RENEW AND AMEND  
THE INTERNAL AUDIT CHARTER**

**WHEREAS**, the Internal Audit Charter (the Charter) defines the internal audit activity's purpose, authority, and responsibility; and

**WHEREAS**, the Charter establishes the internal audit activity's functional reporting relationship with the audit subcommittee, authorizes access to records, personnel, and physical properties relevant to the performance of engagements, and defines the scope of internal audit activities; and

**WHEREAS**, the professional standards of the Institute of Internal Auditors require the Internal Audit Charter be approved by the Board; and

**WHEREAS**, the professional standards of the Institute of Internal Auditors have been updated effective January 2025; and

**WHEREAS**, a new version of Internal Audit Charter was prepared to align with the new Standards; now, therefore,

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Trustees of Youngstown State University does hereby renew the Internal Audit Charter, attached hereto.

# Youngstown State University

## Internal Audit Charter

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### Introduction

This charter is prepared in accordance with the Institute of Internal Auditors' (IIA) guidance as described later under the heading "Global Internal Audit Standards."

### Purpose and Mission

The purpose of the internal audit function is to strengthen Youngstown State University's ability to create, protect, and sustain value by providing the Audit Subcommittee of the Board of Trustees and management with independent, risk-based, and objective assurance, advice, insight, and foresight.

The internal audit function enhances Youngstown State University's:

- Successful achievement of its objectives.
- Governance, risk management, and control processes.
- Decision-making and oversight.
- Reputation and credibility with its stakeholders.
- Ability to serve the public interest.

Youngstown State University's internal audit function is most effective when:

- Internal auditing is performed by competent professionals in conformance with the IIA's Global Internal Audit Standards<sup>TM</sup> which are set in the public interest.
- The internal audit function is independently positioned with direct accountability to the Audit Subcommittee.
- Internal auditors are free from undue influence and committed to making objective assessments.

The mission of Youngstown State University internal audit is to enhance and protect organizational value by providing risk-based and objective assurance, advice, and insight. It assists the university in accomplishing its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of the university's risk management, control, and governance processes.

### ***Commitment to Adhering to the Global Internal Audit Standards***

Youngstown State University's internal audit function will seek to adhere to the mandatory elements of The Institute of Internal Auditors' International Professional Practices Framework, which are the Global Internal Audit Standards and Topical Requirements.



## **Mandate**

### ***Authority***

The internal audit function's authority is created by its direct reporting relationship to the Audit Subcommittee. Such authority allows for unrestricted access to the Audit Subcommittee.

The Audit Subcommittee authorizes the internal audit function to:

- Have full unrestricted access to all functions, data, records, information, physical property, and personnel pertinent to carrying out internal audit responsibilities. Internal auditors are accountable for confidentiality and safeguarding record and information.
- Allocate resources, set frequencies, select subjects, determine scopes of work, apply techniques, and issue communications to accomplish the function's objectives.
- Obtain assistance from the necessary personnel of Youngstown State University and other specialized services from within or outside Youngstown State University to complete internal audit services.

### ***Independence Organizational Position, and Reporting Relationships***

Internal Audit will be positioned at a level in the organization that enables internal audit services and responsibilities to be performed without interference from management, thereby establishing the independence of the internal audit function (See "Mandate" section.) Internal audit will report functionally to the Audit Subcommittee and administratively (for example, day-to-day operations) to the Vice President for Finance & Business Operations. This positioning provides the organizational authority and status to bring matter directly to senior management and escalate matters to the Audit Subcommittee, when necessary, without interference and supports the internal auditors' ability to maintain objectivity.

Internal audit will confirm with the Audit Subcommittee, at least annually, the organizational independence of the internal audit function. If the governance structure does not support organizational independence, Internal Audit will document the characteristics of the governance structure limiting independence and any safeguards employed to achieve the principle of independence. Internal Audit will disclose to the Audit Subcommittee any interference internal audit encounters related to the scope, performance, or communication of internal audit work and results. The disclosure will include communicating the implications of such interference on the internal audit function's effectiveness and ability to fulfill its mandate.

## ***Changes to Mandate or Charter***

Circumstances may justify a follow-up discussion between Internal Audit, the Audit Subcommittee, and senior management on the internal audit mandate or other aspects of the internal audit charter. Such circumstances may include but are not limited to:

- A significant change in the Global Internal Audit Standards.
- A significant reorganization within the organization.
- Significant changes in Internal Audit, Audit Subcommittee, and/or senior management.
- Significant changes to the organization's strategies, objectives, risk profile, or the environment in which the organization operates.
- New laws or regulations that may affect the nature and/or scope of internal audit services.

## ***Audit Subcommittee Oversight***

To establish, maintain, and ensure that Youngstown State University's internal audit function has sufficient authority to fulfill its duties, the Audit Subcommittee will:

- Discuss with Internal Audit and senior management the appropriate authority, role, responsibilities, scope, and services (assurance or advisory) of the internal audit function.
- Ensure Internal Audit has unrestricted access to and communicates and interacts directly with the Audit Subcommittee, including private meetings without senior management present in accordance with Ohio public meeting laws.
- Discuss with Internal Audit and senior management other topics that should be included in the internal audit charter.
- Participate in discussions with Internal Audit and senior management about the "essential conditions," described in the Global Internal Audit Standards, which establish the foundation that enables an effective internal audit function.
- Approve the internal audit function's charter, which includes the internal audit mandate and the scope and types of internal audit services.
- Review the internal audit charter periodically with Internal Audit to consider changes affecting the organization, such as changes in type, severity, and interdependencies of risks to the organization: and approve the internal audit charter periodically.
- Approve risk-based internal audit plan
- Provide input to the internal audit function's human resources administration and budgets.
- Receive communications from Internal Audit about the internal audit including its performance relative to its plan.

- Make appropriate inquiries of senior management and Internal Audit to determine whether scope or resource limitations are inappropriate.

The Office of Internal Audit is established by the Board of Trustees and its responsibilities are defined by the Audit Subcommittee as part of its oversight functions as defined in the Audit Subcommittee's charter.

IA's responsibilities are guided by the Audit Subcommittee as part of its oversight function to promote and protect the integrity of Youngstown State University.

## **Internal Audit Roles and Responsibilities**

### ***Ethics and Professionalism***

Internal Audit will ensure that internal auditors:

- Seek to adhere to the Global Internal Audit Standards, including the principles of Ethics and Professionalism: integrity, objectivity, competency, due professional care, and confidentiality.
- Understand, respect, meet, and contribute to the legitimate and ethical expectations of the organization and be able to recognize conduct that is contrary to those expectations.
- Encourage and promote an ethics-based culture in the organization.
- Report organizational behavior that is inconsistent with the organization's ethical expectations, as described in applicable policies and procedures.

### **Objectivity**

Internal Audit will ensure that the Internal Audit function remains free from all conditions that threaten the ability of internal auditors to carry out their responsibilities in an unbiased manner, including matter of engagement selection, scope, procedures, frequency, timing, and communication. If Internal Audit determines that objectivity may be impaired in fact or appearance, the details of the impairment will be disclosed to the appropriate parties.

Internal Audit will maintain an unbiased mental attitude that allows them to perform engagements objectively such that they believe in their work product, do not compromise quality, and do not subordinate their judgement on audit matters to others, either in fact or appearance.

Internal Audit will have no direct operational responsibility or authority over any of the activities they review. Accordingly, Internal Audit will not implement internal controls, develop procedures, install systems, or engage in other activities that may impair their judgement, including:

- Assessing specific operations for which they had responsibility within the previous year.
- Performing operational duties for Youngstown State University or its affiliates.
- Initiating or approving transaction external to the internal audit function.
- Directing the activities of any Youngstown State University employee that is not employed by the internal audit function, except to the extent that such employees have been appropriately assigned to the internal audit teams or to assist internal auditors.

Internal Audit will:

- Disclose impairments of independence or objectivity, in fact or appearance, to appropriate parties and at least annually to the Audit Subcommittee, management, or others.
- Exhibit professional objectivity in gathering, evaluating, and communicating information
- Make balanced assessments of all available and relevant facts and circumstances.
- Take necessary precautions to avoid conflicts of interest, bias, and undue influence.

### ***Managing the Internal Audit Function***

The Internal Auditor along with outside services provided by shared services agreement with Kent State University has the responsibility to:

- At least annually, develop a risk-based internal audit plan that considers the input of the Audit Subcommittee and senior management. Discuss the plan with the Audit Subcommittee and senior management and submit that plan to the Audit Subcommittee for review and approval.
- Communicate the impact of resource limitations on the internal audit plan to the Audit Subcommittee and senior management.
- Review and adjust the internal audit plan, as necessary, in response to changes in Youngstown State University's business, risks, operations, programs, systems, and controls.
- Communicate with the Audit Subcommittee and senior management if there are significant interim changes to the internal audit plan.
- Ensure internal audit engagements are performed, documented, and communicated in accordance with the Global Internal Audit Standards.

- Follow up on engagement findings and confirm the implementation of recommendations or action plans and communicate the results of internal audit services to the Audit Subcommittee and senior management periodically and for each engagement as appropriate.
- Ensure the internal audit function collectively possesses or obtains knowledge, skills, and other competencies and qualifications needed to meet the requirements of the Global Internal Audit Standards and fulfill the internal audit mandate.
- Identify and consider trends and emerging issues that could impact Youngstown State University and communicate to the Audit Subcommittee and senior management as appropriate.
- Consider emerging trends and successful practices in internal auditing.
- Establish and ensure adherence to methodologies designed to guide the internal audit function.
- Ensure adherence to Youngstown State University's relevant policies and procedures unless such policies and procedures conflict with the internal audit charter or the Global Internal Audit Standards. Any such conflicts will be resolved or documented and communicated to the Audit Subcommittee and senior management.
- Coordinate activities and consider relying upon the work of other internal and external providers of assurance and advisory services. If Internal Audit cannot achieve the appropriate level of coordination, the issue must be communicated to senior management and if necessary escalated to the Audit Subcommittee.

### ***Communication with the Audit Subcommittee and Senior Management***

Internal Audit will report periodically to the Audit Subcommittee and senior management regarding:

- The internal audit function's mandate.
- The internal audit plan and performance relative to its plan
- Internal audit budget.
- Significant revisions to the internal audit plan and budget.
- Potential impairments to independence, including relevant disclosures as applicable.
- Significant risk exposures and control issues, including fraud risks, governance issues, and other areas of focus for the Audit Subcommittee that could interfere with the achievement of Youngstown State University's strategic objectives.
- Results of assurance and advisory services.
- Resource requirements.

- Management's responses to risk that the internal audit function determines may be unacceptable or acceptable of a risk that is beyond Youngstown State University's risk appetite.

## Scope and Types of Internal Audit Services

The scope of internal audit services covers the entire breadth of the organization, including all of Youngstown State University's activities, assets, and personnel. The scope of internal audit activities also encompasses, but is not limited to, the objective examination of evidence to provide independent assurance and advisory services to the Audit Subcommittee and management on the adequacy and effectiveness of governance, risk management, and control processes for Youngstown State University.

The nature and scope of the advisory services may be agreed with the party requesting the service, provided the internal audit function does not assume management responsibility. Opportunities for improving the efficiency of governance, risk management, and control processes may be identified during advisory engagements. These opportunities will be communicated to the appropriate level of management.

Internal audit services may include:

- Evaluating whether risks relating to achievement of Youngstown State University's strategic objectives are appropriately identified and managed.
- Evaluating whether the actions of Youngstown State University's officers, directors, management, employees, and contractors or other relevant parties comply with Youngstown State University's policies, procedures, and applicable laws, regulations, and governance standards.
- Evaluating whether the results of operations and programs are consistent with established goals and objectives
- Evaluating whether operations and programs are being carried out effectively, efficiently, ethically, and equitably.
- Evaluating whether established processes and systems enable compliance with the policies, procedures, laws, and regulations that could significantly impact Youngstown State University.
- Evaluating whether the integrity of information and the means used to identify, measure, analyze, classify, and report such information is reliable.
- Evaluating whether resources and assets are acquired economically, used efficiently, and sustainably, and protected adequately.
- Evaluating management's system of internal controls to determine their presence, adequacy, effectiveness and efficiency and when needed, recommending improvements

Internal Audit Charter  
Date Last Reviewed 12-2024

to the system of internal controls to address identified exposure to risk and performance deficiencies in practices and procedures.

- Reporting significant risk exposures, internal control issues and fraud risk.
- Monitoring and evaluating the effectiveness of the organization's risk management system.
- Reviewing specific operations at the request of the Audit Subcommittee or management as appropriate.

Approved this \_\_\_\_ day of \_\_\_\_\_, 2024

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Michelle DiLullo  
Internal Auditor

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Chair of the Audit Subcommittee

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Neal McNally  
Vice President for Finance & Business Operations

**RESOLUTION TO RENEW AND AMEND  
THE AUDIT SUBCOMMITTEE CHARTER**

**WHEREAS,** the Audit Subcommittee Charter (the Charter) defines the subcommittee's purpose, authority, and responsibility; and

**WHEREAS,** the Charter establishes the subcommittee's relationship with the Finance and Facilities Committee of the Board of Trustees, authorizes access to records, personnel, and physical properties relevant to the performance of oversight responsibilities, and defines the structure of the subcommittee; and

**WHEREAS,** the Charter is reviewed and approved by the audit subcommittee at least every third year as part of its oversight of the subcommittee functions; and

**WHEREAS,** periodic review of Audit Subcommittee Charter was performed in conjunction with the recently updated Office of Internal Audit Charter,

**WHEREAS,** the Charter was updated to align with Youngstown State University Board of Trustees' by-laws,

**NOW, THEREFORE, BE IT RESOLVED,** that the Board of Trustees of Youngstown State University does hereby renew the Audit Subcommittee Charter, attached hereto.



Youngstown State University  
Audit Subcommittee Charter

***Purpose***

The primary function of the Audit Subcommittee is to assist the Board of Trustees in fulfilling its oversight responsibilities for the institution's accounting and financial reporting processes and audits by monitoring:

- the integrity of the University's financial statements,
- the independence, qualifications, and performance of its external and internal auditors,
- the University's system of internal controls, and
- the University's compliance with laws, regulations and codes of conduct.

Subject to State Auditor's role and requirements, the Audit Subcommittee will be responsible for the appointment, compensation, retention, oversight and evaluation of the University's external and internal auditors. The Audit Subcommittee shall maintain an effective, open avenue of communication among the external auditors, internal auditors, senior management and the Board of Trustees.

The Subcommittee's function is one of oversight, and as such it recognizes that management is responsible for preparing the financial statements and that the external auditors are responsible for auditing those financial statements.

The Subcommittee has the authority to retain legal, accounting and other advisors to assist in the performance of its responsibilities. The University shall compensate the independent auditors and advisors employed by the Audit Subcommittee and provide for associated administrative expenses.

***Structure***

The Audit Subcommittee is a subcommittee of the Finance & Facilities Committee of the Board of Trustees of Youngstown State University. Board members are appointed by the Governor of the State of Ohio. The Board will seek to ensure financial expertise on the Audit Subcommittee through appointments and training.

***Meetings***

The Audit Subcommittee shall meet at least quarterly and at any other convenient date on an as-needed basis. The Audit Subcommittee may ask members of management or others to attend Audit Subcommittee meetings and provide pertinent information when needed. The Audit Subcommittee shall meet periodically with management, external auditors and the independent Internal Auditor.

Date Last Reviewed \_\_\_\_\_ 12-2024 \_\_\_\_\_

12-2015 Audit Subcommittee Charter

Youngstown State University  
Audit Subcommittee Charter

***Functions and Responsibilities***

**Internal Control**

1. Review with management, Internal Audit and external auditors the adequacy and effectiveness of the University's policies for assessing and managing risk.
2. Examine internal and external auditors' findings of weaknesses and recommendations for the improvement of internal controls. Monitor management's response to and implementation of internal control recommendations.

**Financial Reporting**

1. Review annual financial statements prior to public release and discuss such statements with management and the independent auditors.
2. Discuss any changes in accounting principles, significant judgment areas and significant or complex transactions (including any off-balance sheet structures) that occurred. Consider management's handling of proposed audit adjustments identified by the independent auditors.
3. Consult with auditors and accounting personnel on the integrity of the internal and external financial reporting process. Determine if key reporting objectives are being met.

**Independent Auditors**

1. Serve as the authority to which the independent auditors report.
2. Review, at least annually, all relationships between the independent auditors and the University and assess the independent auditors' independence.
3. Review the audit scope and approach of the independent auditors' examinations and direct the auditors to areas that, in the Audit Subcommittee's opinion, require more attention. Audit engagement letters are to be addressed to the Audit Subcommittee rather than to management.
4. Discuss with the independent auditors any significant findings, difficulties, disagreements with management, restrictions on scope of the audit, or limitations on information or personnel encountered while performing the audit.
5. Pre-approve all significant audit and permitted non-audit services and related fees to be performed by the University's independent auditors. The Chairperson of the Audit Subcommittee shall have the authority to review and approve all such proposals and shall report back to the full Subcommittee at each meeting.

**Internal Auditors**

1. Review and examine the objectivity, effectiveness and resources of the internal audit function.
2. Concur in the appointment or replacement of the provider of internal audits services.
3. Review the internal audit plan for the current year and review the risk assessment procedures used to identify projects included in the plan.
4. Review the internal audit charter and mandate.
5. Review the results of internal audit activities and track the progress of the internal audit plan.

Date Last Reviewed \_\_\_\_\_ 12-2024 \_\_\_\_\_

12-2015 Audit Subcommittee Charter

Youngstown State University  
Audit Subcommittee Charter

**Other**

1. Ensure that appropriate code(s) of conduct/ethics are formalized in writing. Review management's monitoring of compliance therewith, including changes or waivers to the code(s).
2. Review legal and regulatory matters that may have a material impact on the financial statements and the related compliance policies and procedures.
3. Ensure that procedures exist for the receipt, retention and treatment of complaints regarding accounting, internal controls or auditing matters, including procedures for the confidential, anonymous submission by employees of concerns regarding questionable accounting or auditing matters. Periodically review summary reports of such complaints.
4. Review and assess, at least every three years, the Audit Subcommittee's charter and performance, and submit changes to the charter for approval of the Board.
5. Recommend to the Board policies for hiring employees or former employees of the independent auditor.
6. Perform other oversight functions as requested by the Board of Trustees.

Date Last Reviewed\_\_\_\_\_12-2024\_\_\_\_\_

12-2015 Audit Subcommittee Charter

**RESOLUTION TO MODIFY AND RETITLE  
SMOKE, TOBACCO, AND VAPE-FREE ENVIRONMENT POLICY, 3356-4-01**

**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  
December 12, 2024  
YR 2025-24**

### **3356-4-01      Smoke-free environment.**

Responsible Division/Office: Finance and Business Operations

Responsible Officer: VP for Finance and Business Operations

Revision History: January 1997, November 2006; December 2011;  
June 2015; December 2019; December 2024

Board Committee: Finance and Facilities

**Effective Date: December 12, 2024**

Next review: 2029

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- (A) Policy statement. Youngstown state university is dedicated to providing a healthy, comfortable, and productive work and living environment for its employees and students and adhering to the smoking prohibition requirements in Chapter 3794. of the Revised Code.
- (B) Scope. This policy applies to students, employees, visitors and third parties doing business on campus and to all university-owned, leased, or managed facilities, outdoor areas, and vehicles.
- (C) Purpose. To comply with state smoking law pursuant to Chapter 3794. of the Revised Code and to limit the university community to the effects of smoking, including secondhand smoke.
- (D) Definitions. “Smoking” means inhaling, exhaling, burning, or carrying any lighted or heated tobacco product or plant product intended for inhalation in any manner or in any form. “Smoking” includes the use of an electronic smoking device and a vapor product. “Smoking” does not include the burning of incense in a religious ceremony.
- (E) Parameters. Smoking is prohibited in the following university locations:
  - (1) All university-owned or leased buildings and vehicles;
  - (2) Outdoor areas where smoke may enter the building through an entrance, overhang, windows, vents, loading dock or other openings to a building or other structure;
  - (3) All residence halls;
  - (4) Any outdoor patio that is not physically separated from a building;

- (5) All outdoor events, such as but not limited to athletic events, concerts, or other performances, award ceremonies, and public speakers;
  - (6) The Becker family fountain commons seating area outside of Kilcawley;
  - (7) All outdoor areas posted as non-smoking.
- (F) Violations of paragraphs (E)(1) to (E)(4) of this rule are violations of state law, Chapter 3794. of the Revised Code, and university policy. Violations of paragraphs (E)(5) to (E)(7) of this rule are violations of university policy only.
- (G) Smoking is permitted in the following places owned or leased by Youngstown state university:
  - (1) All outdoor areas not specifically listed in this rule; and
  - (2) Outdoor areas at least fifty feet away from the entrance, overhang, windows, vents, loading dock or other openings to a building or other structure, provided that smoke does not inadvertently enter the building.
- (H) Smoking cessation. Smoking cessation support is available to members of the university community wishing to cease smoking.
- (I) Procedures.
  - (1) Complaints of violations of this policy may be brought to the attention of the vice president of finance and administration. Complaints of violations of state law may also be brought in accordance with reporting guidelines provided by the Ohio department of health.
  - (2) “Smoking prohibited” signs will be posted in accordance with Chapter 3794. of the Revised Code.
  - (3) Smokers are required to dispose of all smoking litter in the receptacles provided in areas where smoking is permitted.

- (J) Enforcement. Individuals who violate this policy will be issued a university smoking prohibition warning, which could result in employee or student discipline. Individuals who violate state law and are reported to the department of health may be subject to fines and penalties.

**RESOLUTION TO APPROVE  
A PLEDGE OF STUDENT FEES TO SUPPORT A  
BOND ISSUANCE NOT TO EXCEED \$30,000,000 TO  
RENOVATE KILCAWLEY STUDENT CENTER**

**WHEREAS**, the 160,500 square-foot Kilcawley Center first opened in 1965 and has functioned as a cornerstone of campus life and a catalyst for student engagement, community-building and personal growth; and

**WHEREAS**, Kilcawley Center has not undergone a major renovation since 1979 and has accumulated significant levels of deferred maintenance and, in its current state, is insufficient for the needs and expectations of today's generation of college students; and

**WHEREAS**, over the past 24 months, the administration has had extensive dialogue with multiple campus constituencies, including students, faculty, alumni and staff concerning the future viability of Kilcawley Center; and

**WHEREAS**, the university has developed a viable plan to substantially renovate Kilcawley Center through a multifaceted financing strategy that includes an ongoing fundraising campaign, state capital appropriations, and bonded indebtedness.

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Trustees of Youngstown State University does hereby approve the Kilcawley Center renovation project and financing plan, as outlined in Exhibit A made part hereof; and

**BE IT FURTHER RESOLVED**, that the Board of Trustees of Youngstown State University does hereby approve a pledge of student fees in support of a bond issuance not to exceed \$30,000,000 to be used to finance the renovation of the Kilcawley Student Center.



**Youngstown State University  
Fee Pledge Request - \$30,000,000  
December 2024**

**I. Project Overview**

Youngstown State University requests the authority to pledge fees to secure general receipts bonds in an aggregate amount not to exceed \$30,000,000 for the purposes of renovating YSU's student union, known as Kilcawley Center. The YSU Board of Trustees first approved this project in December 2022. The Board is scheduled to approve the project financing plan on December 12, 2024; and the final bond resolution will be approved by the Trustees in January 2025.

The university has developed a multi-faceted financing plan that includes private gifts and state capital appropriations, in addition to bond proceeds.

For this transaction, the Ohio Attorney General's office has appointed bond counsel from the Dinsmore law firm; and YSU's banking services partner, PNC, will serve as underwriter. Consideration will be given to both short- and long-term options, both variable and fixed rate instruments, both taxable and tax-exempt, and a variety of public offerings or direct placement options.

*Submission: December 2024*

**Youngstown State University  
Fee Pledge Request - \$30,000,000  
December 2024**

**II. Project Costs and Financing Plans**

Pending the opening of project bids on January 8, 2025, the University has established a preliminary construction budget as follows:

Construction	\$36,064,000
Architect & Engineering Fees	2,914,718
Contingency	3,000,000
Furniture, Fixtures & Equipment	2,372,820
Moving and misc. costs	109,000
Branding	334,482
% for the Arts	97,530
Advertising	18,000
Testing	<u>\$50,000</u>
	<b><u>\$44,960,550</u></b>

Youngstown State University requests the authority to pledge fees in support of an issuance of obligations in an amount not to exceed \$30,000,000. Current plans indicate that YSU would need to issue approximately \$28 million in new debt. However, the university is requesting authority of up to \$30 million as an added contingency. Project funding sources are summarized as follows:

Bonded indebtedness	28,096,228
State capital appropriations	13,385,972
Private gifts	1,456,738
University funds	<u>2,021,612</u>
	<b><u>\$44,960,550</u></b>

Based on the current interest rate environment, it is estimated that YSU's maximum annual debt service obligation for the proposed debt issuance will be \$1,823,000 per year, based on a true interest rate no greater than 4.50% over 30 years.

On November 12, 2024, YSU launched a fundraising campaign to support this renovation project, with the goal of raising \$10 million in private gifts and donations. To date, YSU has raised \$5.8 million in private gifts, including \$1,456,736 in cash already received and available for construction, plus \$4 million in future pledges that will be used to help service the debt associated with the proposed bond issuance.

Additional financing detail and the debt service schedule appear on the following page.

- Assuming current market conditions and a project fund of \$28.1 million, the University would recognize **\$54.3 million in additional debt service and a true interest cost of 4.50%**

Sources	
Par Amount	26,220,000
Premium	2,134,045
<b>Total Sources</b>	<b>28,354,045</b>
Uses	
Project Fund	28,096,228
Cost of Issuance	150,000
Underwriter's Discount	104,880
Additional Proceeds	2,937
<b>Total Uses</b>	<b>28,354,045</b>
Financing Statistics	
True Interest Cost (TIC)	4.50%
All-In TIC	4.54%
Total Debt Service	54,291,149
Maximum Annual Debt Service (MADS)	1,822,775
Aggregate Total Debt Service	127,304,865
Aggregate MADS	8,932,068

FYE (6/30)	Exiting D/S	Proposed Series 2025			Aggregate D/S
		Principal	Interest	Total D/S	
2024	4,966,905	-	-	-	4,966,905
2025	6,851,211	-	292,086	292,086	7,143,297
2026	7,347,847	-	1,331,025	1,331,025	8,678,872
2027	7,401,848	-	1,331,025	1,331,025	8,732,873
2028	7,508,531	-	1,331,025	1,331,025	8,839,556
2029	7,601,043	-	1,331,025	1,331,025	8,932,068
2030	7,590,855	-	1,331,025	1,331,025	8,921,880
2031	5,590,019	500,000	1,318,525	1,818,525	7,408,544
2032	5,582,231	530,000	1,292,775	1,822,775	7,405,006
2033	5,579,763	555,000	1,265,650	1,820,650	7,400,413
2034	5,570,566	585,000	1,237,150	1,822,150	7,392,716
2035	356,400	615,000	1,207,150	1,822,150	2,178,550
2036	353,800	645,000	1,175,650	1,820,650	2,174,450
2037	355,700	680,000	1,142,525	1,822,525	2,178,225
2038	357,000	715,000	1,107,650	1,822,650	2,179,650
2039	-	750,000	1,071,025	1,821,025	1,821,025
2040	-	790,000	1,032,525	1,822,525	1,822,525
2041	-	830,000	992,025	1,822,025	1,822,025
2042	-	870,000	949,525	1,819,525	1,819,525
2043	-	915,000	904,900	1,819,900	1,819,900
2044	-	960,000	858,025	1,818,025	1,818,025
2045	-	1,010,000	808,775	1,818,775	1,818,775
2046	-	1,065,000	756,900	1,821,900	1,821,900
2047	-	1,120,000	702,275	1,822,275	1,822,275
2048	-	1,175,000	644,900	1,819,900	1,819,900
2049	-	1,235,000	584,650	1,819,650	1,819,650
2050	-	1,300,000	521,275	1,821,275	1,821,275
2051	-	1,365,000	454,650	1,819,650	1,819,650
2052	-	1,440,000	382,725	1,822,725	1,822,725
2053	-	1,515,000	305,156	1,820,156	1,820,156
2054	-	1,595,000	223,519	1,818,519	1,818,519
2055	-	1,685,000	137,419	1,822,419	1,822,419
2056	-	1,775,000	46,594	1,821,594	1,821,594
<b>Total</b>	<b>73,013,717</b>	<b>26,220,000</b>	<b>28,071,149</b>	<b>54,291,149</b>	<b>127,304,865</b>

Preliminary, subject to change

**Youngstown State University  
Fee Pledge Request - \$30,000,000  
December 2024**

**III. Fee Impact**

The proposed debt issuance will have no direct impact on student tuition and fees. While Youngstown State University may use unrestricted student fee revenue to support the debt service related to this request, the tuition and fees that are covered by the legislatively controlled cap are not expected to increase as a direct result of this action.

**Youngstown State University  
Fee Pledge Request - \$30,000,000  
December 2024**

**IV. Project Description**

The proposed debt issuance would provide funding for a single project that represents Youngstown State University's number one capital priority: Renovations to Kilcawley Student Center.

Youngstown State is planning to make major renovations to its student union facility, known as Kilcawley Center. This 160,500 square-foot facility first opened in 1965 and has functioned as a cornerstone of campus life and a catalyst for student engagement, community building and personal growth. However, Kilcawley Center has not undergone a major renovation since 1979 and, consequently, has become outdated and insufficient for the needs and expectations of YSU's 12,164 students. Moreover, the building's mechanical systems have accumulated a deferred maintenance backlog that would cost more than \$20 million to fully address. This renovation project would remediate these issues and preserve this mission-critical facility for generations of YSU students to come.

Renovations are slated to begin in May 2025 with completion targeted for September 2027. This \$45 million project will completely redesign and reconfigure this centerpiece of student life on YSU's campus. The renovated center will modernize and enhance the student experience, creating a vibrant hub where innovation, collaboration and community will flourish.

**Youngstown State University  
Fee Pledge Request - \$30,000,000  
December 2024**

**V. Financial Ratio Analysis**

Through the 1997 enactment of Senate Bill 6, the 122<sup>nd</sup> General Assembly established a standardized method for monitoring the financial health of Ohio's state-assisted colleges and universities. Subsequently, the administrative rules used to guide the implementation of S.B. 6 identified three financial ratios to evaluate an institution's fiscal health. The rules also established threshold factors for ranges of ratios, and created a weighted score of the threshold factors, termed the *composite score*, which provides a summary statistic to evaluate an institution's financial stability. The ratios and composite score are described in greater detail below, including how Youngstown State University performed when these measures are applied to its FY 2021, FY 2022, FY 2023 and FY 2024 audited financial statements—the most up-to-date financial data available.

\*NOTE: The FY 2024 data shown in *italics* reflect the ratios and composite score when \$30,000,000 in debt is added to the actual FY 2024 calculations. Also, related debt service expenses have been added to the calculations. Other factors not considered here include the impact of the new debt on the university's expendable net assets, the future retirement of existing debt obligations, and future changes in revenues and expenses.

**1. Viability Ratio**

The viability ratio is defined as expendable net assets divided by plant debt. This ratio is a measure of an institution's ability to retire its long-term debt using available current resources. A viability ratio in excess of 100% indicates that the institution has expendable fund balances in excess of its plant debt. Pursuant to this analysis, a viability ratio of 60% or greater is considered good, while a ratio below 30% might be a cause for concern. Youngstown State University's viability ratios for FY 2021, FY 2022, FY 2023 and FY 2024 are as follows:

<u><b>FY 2021</b></u>	<u><b>FY 2022</b></u>	<u><b>FY 2023</b></u>	<u><b>FY 2024</b></u>	<u><b>FY 2024*</b></u>
127.0%	121.7%	105.9%	116.6%	<i>82.0%</i>

**2. Primary Reserve Ratio**

The primary reserve ratio is defined as expendable net assets divided by total operating expenses. This ratio is one measure of an institution's ability to continue operating at current levels without future revenues. Pursuant to this analysis, a ratio of 10% or greater is considered good, while a ratio below 5% would be a cause for concern. Youngstown State University's primary reserve ratios for FY 2021, FY 2022, FY 2023 and FY 2024 are as follows:

<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2024*</u>
44.3%	33.8%	34.4%	38.9%	38.6%

### 3. Net Income Ratio

The net income ratio represents the change in total net assets divided by total revenues. This ratio is an important measure of an institution's financial status in terms of current year operations. A negative net income ratio results when an institution's current year expenses exceed its current year revenues. A positive net income ratio indicates that the institution experienced a net increase in current year fund balances. Youngstown State University's net income ratios for FY 2021, FY 2022, FY 2023 and FY 2024 are as follows:

<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2024*</u>
18.2%	-0.04%	-0.01%	2.3%	1.4%

### 4. Composite Score

The ratios are translated into a single composite score by assigning individual scores to ranges of ratios, weighting the individual scores, and summing the weighted scores. The primary reserve score is weighted more heavily than is the viability ratio, which in turn is weighted more heavily than the net income ratio. This scoring process effectively emphasizes the need for campuses to have strong expendable fund balances, manageable plant debt, and a positive operating balance.

The minimum acceptable composite score is any score above 1.75. Institutions with composite scores at or below this level merit special monitoring, and would be placed on fiscal watch if the ratio analysis yielded a composite score at or below this level for two consecutive years. The highest possible score is a 5.0. Youngstown State University's composite scores have been above the minimum threshold:

<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2024*</u>
4.2	3.4	3.4	3.8	3.5

**Youngstown State University  
Fee Pledge Request - \$30,000,000  
December 2024**

**VI. Financial Outlook and Bond Rating**

According to its FY 2024 audited financial report, Youngstown State's financial position remains strong, having reported total assets of \$352,935,947 and liabilities of \$215,528,438. Net assets, which represent the value of the university's assets after liabilities are deducted, increased by \$7,596,114 in FY 2024 to \$149,587,707 or 2.2% of total assets. This year looks even better, with student enrollment up by 10.7% this semester, and first quarter revenues up by nearly 8%.

The University's existing debt has received high marks from independent bond-rating agencies. Moody's rating for the University is A2 with a stable outlook. Standard & Poor's rating of the University is an A+ with a stable outlook.

These ratings indicate that the University's ability to meet its debt obligations is considered strong, as shown in Moody's and S&P's scale below.

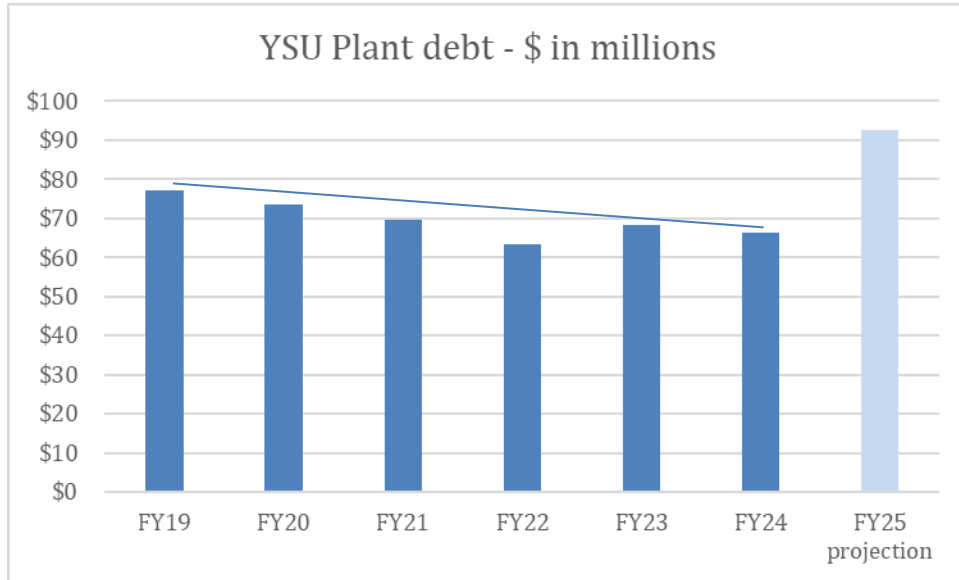
Long-Term Bonds				
Moody's			S & P	Description
Aaa1	Aaa2	Aaa3	AAA	Best quality with little or no investment risk.
Aa1	Aa2	Aa3	AA	High quality with low investment risk.
A1	A2	A3	A	High quality with moderate investment risk.
Baa1	Baa2	Baa3	BBB	Good quality with some investment risk.
Ba1	Ba2	Ba3	BB	Medium quality with some investment risk.
B1	B2	B3	B	Medium quality with higher investment risk.
Caa1	Caa2	Caa3	CCC	Low quality and susceptible to default.
Ca1	Ca2	Ca3	CC	Low quality and highly vulnerable to default.
C1	C2	C3	C	Lowest quality and extremely vulnerable to default.
-	-	-	D	In payment default (S&P rating only).



**Youngstown State University**  
**Fee Pledge Request - \$30,000,000**  
**December 2024**

**VII. Institutional Plant Debt**

Youngstown State has a demonstrated history of responsibly managing its debt obligations. Over the past five years, YSU's plant debt *decreased* by \$10.9 million (-14%).



**RESOLUTION TO APPROVE THE  
FY2024 AFFORDABILITY AND EFFICIENCY REPORT**

**WHEREAS**, Section 3333.95 of the Ohio Revised Code requires the Chancellor of Higher Education to maintain an Efficiency Advisory Committee to ensure that each state college and university prepares an affordability and efficiency report to identify examples of and opportunities for shared services, streamlined administrative operations, and shared best practices in efficiencies among institutions; and

**WHEREAS**, the Chancellor requires that the Boards of Trustees at each state college and university annually approve each institution's affordability and efficiency report; and

**WHEREAS**, the Ohio Department of Higher Education has provided a template through which to document and report each institution's efficiency and affordability report; and

**WHEREAS**, Youngstown State University's FY2024 efficiency and affordability report is a product of a collaborative process that included input from various levels of campus stakeholders to assess progress and capture examples of efficiencies, academic practices, policy reforms, cost savings, redeployment of savings and tangible benefits to students; and

**WHEREAS**, Youngstown State University's FY2024 report provides evidence of affordability and efficiency in various categories, including direct savings, deferred revenue (direct savings to students), and cost avoidance that would otherwise increase expenses; and

**WHEREAS**, Youngstown State University faculty provide a high-quality education as evidenced by licensure and certification results, job placement and other measures, and staff contributions to student and institutional success, while tuition and total cost of attendance as reported via IPEDS are amongst the lowest in the state; and

**WHEREAS**, all sections of the report indicate that Youngstown State University continues to make substantial progress in all categories required by the report; and

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Trustees of Youngstown State University does hereby approve the FY2024 efficiency and affordability report, attached hereto.

**Board of Trustees Meeting  
December 12, 2024  
YR 2025-26**



## FY24 Efficiency Reporting Template

### Introduction:

Ohio Revised Code section 3333.95 requires the chancellor of the Ohio Department of Higher Education (DHE) to maintain an “Efficiency Advisory Committee” that includes an “efficiency officer” from each state institution of higher education (IHE). Each IHE must then provide an “**efficiency report**” updated annually to DHE, which is compiled by the chancellor into a statewide report shared at year end with the governor and legislature. The committee itself meets at the call of the chancellor.

There are a number of topics that are required to be addressed per the Ohio Revised Code. Specifically, ORC Section 3333.951(C) requires IHEs to report on their annual study to determine the cost of textbooks for students enrolled in the institution. ORC 3333.951(B) requires Ohio’s co-located colleges and universities to annually review best practices and shared services and report their findings to the Efficiency Advisory Committee. ORC 3345.59(E) requires information on efficiencies gained as a result of the “regional compacts” created in 2018.

The reporting template also requests information regarding college debt and debt collection practices, among other things.

***Your Efficiency Report Contact:*** **Alex Penrod**, Special Assistant to the Chancellor for External Affairs, 614-995-7754 or [apenrod@highered.ohio.gov](mailto:apenrod@highered.ohio.gov). Please provide your institution’s efficiency report by **Friday, November 15, 2024** via email.



As in previous years, the Efficiency Reporting Template is structured into the following sections:

- **Section I: Efficiency and Effectiveness** – This section captures information on progress made from strategic partnerships and practices that are likely to yield significant savings and/or enhance program offerings.
- **Section II: Academic Practices** – This section covers areas more directly related to instruction, with an emphasis on actions taken to reduce the costs to students of textbooks, including the options of Inclusive Access and Open Educational Resources.
- **Section III: Policy Reforms** – This section captures state IHE responses to suggested policy reforms originating from state initiatives, including transcript withholding and Second Chance Grants as created in Sub. SB 135.
- **Section IV: Future goals** – In the spirit of continuous improvement, the DeWine-Husted administration continues to request feedback on steps the state can take to support your institution's goals.

**For purposes of this report, efficiency is defined on a value basis as a balance of quality versus cost:**

- Direct cost savings to students (reducing costs)
- Direct cost savings to the institution (reducing costs)
- Cost avoidance for students (reducing costs)
- Cost avoidance to the college/university (reducing costs)
- Enhanced advising, teaching (improving quality)
- IP commercialization (improving quality)
- Graduation/completion rates (improving quality)
- Industry-recognized credentials (improving quality)
- Experiential learning (improving quality)

These are examples only. Please consider your responses to address broader measures of efficiency, quality, cost and value. Please also note that this is only a template. Feel free to respond in any additional way you believe is helpful.



## YOUNGSTOWN STATE UNIVERSITY

### Section I: Efficiency and Effectiveness

#### Benchmarking

Each institution should regularly identify and evaluate its major cost drivers, along with priority areas that offer the best opportunities for efficiencies. Institutions should also track their progress in controlling costs and improving effectiveness.

1. How do expenditures on instruction and academic support benefit your institutional mission and priorities?

**At YSU, expenditures are driven by strategic goals and desired outcomes, which can be summarized as *academic excellence* and *student success*. In fact, YSU's operating budget is organized to ensure such outcomes, as shown in Figure 1 below.**



2. Other than HEI, what other data, metrics, or benchmarks does your institution utilize to evaluate operational efficiencies and the appropriate balance of instructional vs. administrative expenses? How is such data utilized by your institution? Please summarize and provide an overview of your performance based on each measure.

**YSU tracks a variety of key metrics and performance indicators, including:**



- **Affordability and Access**

Since YSU's founding in 1908, access to an affordable college education has been a cornerstone of the university's mission. Even today, YSU remains one of the most affordable universities in the state and region. YSU offers the third lowest tuition rate among state universities in Ohio. In fact, YSU's tuition is 13% below the statewide average. YSU also has the lowest net price of attendance compared to those same institutions (\$11,740 versus \$18,787). The net price is calculated by subtracting from the total costs of tuition/fees, books/supplies, food and housing all financial aid (not including loans). This lower net cost reflects a \$28,188 to \$42,282 savings across four or six years of attendance at YSU.

In addition, YSU spends \$20 million a year on student aid and scholarships, including \$10 million in private scholarships raised by the YSU Foundation. Based on YSU's review of NCES data, in 2021-22, 84% of YSU students received an average of \$4,987 in institutional aid, while for the other 12 main campuses, 89% of students received an average of \$6,561. On the other hand, YSU students take out fewer loans compared to students attending the other 12 main campuses in Ohio. Incredibly, YSU's endowment per full-time equivalent student is \$32,054 compared to an average \$18,683 for the other 12 main campuses.

- **Student Success**

YSU has increased the graduation rate from 30% in 2017 (2009 cohort) to 52% (2017 cohort). With academic preparation remaining relatively unchanged during this period, a 22% increase in the graduation rate indicates that initiatives YSU has put in place have been very effective supporting student success. Those initiatives were: implemented a functional degree-audit system (Penguin Pass); implemented an advising system that triggers engagement with students when academic performance or other issues are identified; implemented a faculty/staff alert system for proactive student engagement; introduced a student success seminar for all incoming students helping them to understand and engage in behaviors that support academic success; and adjusted advising leadership structures in the colleges that provides more uniformity in student support services across all academic areas.

- **Comparative Analysis of Peer Institutions**

YSU annually reviews data from the National Center for Education Statistics (NCES) related to the number of management positions. For Fall 2022, the number of full-time equivalent management positions is 70 for YSU and averages 187 for the 12 other main campuses. For 2022-23, the 12-month full-time equivalent enrollment was 9,907 and 15,273, for YSU and the other 12 main campuses, respectively. Consequently, there are 142 students for every management position at YSU, while there are on average, 82 students for every management position for the other 12 main campuses. (Source: 2023 Customized Feedback Report.)

The American Association of Trustees and Alumni publishes How Colleges Spend Money. YSU monitors this report to benchmark against the other 12 main campuses, including the universities with the same Carnegie Classification designation. For 2021, YSU's



administrative cost to instructional cost ratio was 0.26 that was also the same number for the other 12 main campuses. This means that at YSU and at the other 12 institutions, 26cents of every dollar spent is on administration, and 74cents of every dollar is spent on instruction. For 2021, the universities with the Master's Colleges and Universities – Larger Programs designation, spent 38cents of every dollar on administrative expenses compared to YSU's 26cents of every dollar spent on administrative expenses. Consequently, YSU spends 12cents less per dollar spent on administrative expenses.

- **Ongoing Academic Program Review**

YSU has undertaken intensive academic program review via the Academic Program Effectiveness and Enhancement Initiative. Each academic program is assessed annually from the perspectives of alignment with mission, market (student interests in programs, available jobs, and institutional competition), and margin. Through this initiative, the academic portfolio has been redesigned and faculty appointments have been strategically reallocated.

YSU rates its academic programs annually and categorizes each as either continuous quality improvement (CQI) or Detailed Analysis. While the CQI programs are consistently modifying academic programs and course offerings, the Detailed Analysis programs work closely with the Office of Academic Affairs, including marketing, to modify the academic program and course offerings to make the academic programs more marketable and gain increased market share of enrollment. YSU is in the third cycle of this approach, and it will be integrated into the Ohio Department of Higher Education (ODHE) led review of low enrolled courses and programs and duplicative programs. The results of this assessment will be presented to the Board of Trustees in March 2025 and transmitted to ODHE.

Collectively, this information provides evidence of YSU's effectiveness in using its resources to foster student success through academic excellence.

## Facilities Planning

1. How has your institution employed planning and changing use of campus space to reduce costs and increase efficient use of capital resources?

**YSU continues to engage in robust planning exercises to assign space and to allocate capital resources. Virtually all of YSU's capital projects encompass improvements to existing space, as opposed to adding new space. YSU uses an [online form](#) to help evaluate requests to modify, renovate and/or change the use of space on campus. And a committee of key stakeholders that includes the provost, CFO and facilities director, makes ultimate decisions regarding the assignment of**



space. These internal processes ensure the optimal and efficient use of capital resources. **Note: the acute reduction in state of Ohio capital appropriations over time has made robust capital planning an imperative.**

2. How have recent enrollment trends, including changing demographics and the increased utilization of distance learning, impacted facilities planning at your institution?

**Since 2010, the trend in YSU's overall enrollment levels has reduced the need to add net new space on campus. In addition, roughly 13% of YSU's student body is now enrolled exclusively in online courses and programs. The rise in YSU's online offerings has also reduced the need for net new building space. However, nothing has impacted facility planning at YSU more than the acute reduction in YSU's levels of state capital appropriations, which have declined dramatically over the past 40 years. An analysis of YSU's historical capital appropriations shows that, when adjusted for CPI inflation, funding has fallen by 91% since the mid-1980's.**

**This acute decline in state capital funding has led to steady growth in deferred building maintenance and bonded indebtedness statewide. Increasingly, universities like YSU must shift operating dollars to support building and infrastructure needs. This decline in state capital funding has eroded YSU's ability to plan for scheduled maintenance and has resulted in a 'break-fix' schedule whereby repairs are often made upon building system failure. In turn, this has increased the need for 'swing space' on campus—that is, unassigned reserve space where departments can be temporarily relocated while their permanent space is being repaired or renovated. In this regard, YSU does *not* have excess building space.**

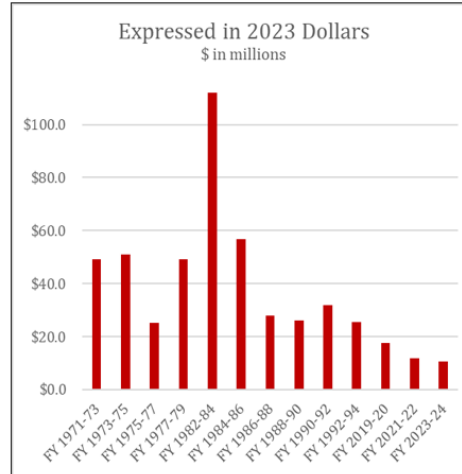
**For reference, YSU's historical capital appropriations are summarized below:**





Capital Biennium*	YSU Capital Appropriations
FY 1971-73	\$6,400,000
FY 1973-75	\$7,100,000
FY 1975-77	\$4,300,000
FY 1977-79	\$9,400,000
FY 1982-84	\$34,572,000
FY 1984-86	\$18,912,000
FY 1986-88	\$10,080,000
FY 1988-90	\$9,863,000
FY 1990-92	\$13,303,000
FY 1992-94	\$11,562,178
FY 2019-20	\$14,584,003
FY 2021-22	\$10,260,000
FY 2023-24	\$10,556,247

\*For illustrative purposes; does not reflect every capital biennium over this time period.



3. What benchmarks or data sources does your institution use to assess demand for physical space?  
**YSU uses IPEDS datasets to benchmark against other Ohio state universities and other select peer institutions. This benchmarking analysis uses comparisons that include the number of facilities staff FTE, net assignable square footage, gross square footage, and the amount of each university's total E&G budget. An example of this benchmarking analysis is summarized below:**

	Total Staff #	Net Assignable	Staff per 1M
	Fall 2020*	Square Footage**	NASF
<b>Ohio Public Universities</b>			
Bowling Green University <sup>†</sup>	31	4,523,723	6.85
Central State University <sup>†</sup>	33	964,858	34.20
Cleveland State <sup>†</sup>	33	4,831,731	6.83
Kent State University	126	5,663,376	22.25
Miami University	111	7,208,565	15.40
NEOMED <sup>†</sup>	25	471,494	53.02
Ohio State University	887	29,992,938	29.57
Ohio University	156	7,376,448	21.15
Shawnee State University	10	682,943	14.64
University of Cincinnati	201	13,035,025	15.42
University of Akron	88	7,789,798	11.30
University of Toledo	91	7,099,494	12.82
Wright State University	56	2,350,116	23.83
<b>Youngstown State University</b>	<b>42</b>	<b>3,871,217</b>	<b>10.85</b>
Average	135	6,847,266	19.87
Average without outliers <sup>†</sup>	77	5,066,830	18.49

	Total Staff #	Gross Square	
	Fall 2020*	Footage	Staff per GSF
<b>Select Peer Universities</b>			
Austin Peay State University (TN)	33	2,371,597	139.15
Central Connecticut State University	34	4,009,957	84.79
Central Washington University	64	3,207,902	199.51
Eastern Kentucky University	91	2,895,013	314.33
Eastern Washington University	72	2,701,010	266.57
Purdue University Fort Wayne	27	3,000,000	90.00
Saint Cloud State University (MN)	32	3,216,000	99.50
Southeastern Louisiana University	87	2,981,408	291.81
University of Central Missouri	36	3,735,755	96.37
<b>Youngstown State University</b>	<b>42</b>	<b>4,311,235</b>	<b>97.42</b>
Average	52	3,242,988	167.94
Average without outliers <sup>†</sup>			171.68

	Total Staff #	E&G Budget**	Staff per \$10M
	Fall 2020*		of budget
<b>Select Peer Universities</b>			
Austin Peay State University (TN)	33	\$150,235,000	2.20
Central Connecticut State University	34	\$233,317,904	1.46
Central Washington University	64	\$215,156,000	2.97
Eastern Kentucky University	91	\$276,087,000	3.30
Eastern Washington University	72	\$181,928,000	3.96
Purdue University Fort Wayne	27	\$154,000,000	1.75
Saint Cloud State University (MN)	32	\$166,661,000	1.92
Southeastern Louisiana University <sup>†</sup>	87	\$123,316,000	7.06
University of Central Missouri	36	\$153,600,000	2.34
University of Central Oklahoma	54	\$174,549,000	3.09
<b>Youngstown State University</b>	<b>42</b>	<b>\$172,612,881</b>	<b>2.43</b>
Average	52	\$181,951,162	2.95
Average without outlier <sup>†</sup>	54	\$179,268,541	2.54

<sup>†</sup>Outliers based on survey sample.

\*Source: National Center for Education Statistics - Integrated Postsecondary Education Data System (IPEDS), <https://nces.ed.gov/ipeds/use-the-data>.

\*\*E&G budget information sourced from individual university websites and reflects unrestricted educational and general revenues; years of data available varies by institution but ranges from FY19 to FY22.



## Regional Compacts

ORC Section 3345.59 requires regional compacts of Ohio's public institutions, with an executed agreement in place by June 30, 2018, for institutions to collaborate more fully on shared operations and programs. The section identifies areas to be addressed to improve efficiencies, better utilize resources and enhance services to students and their regions. Per paragraph E of that section:

(E) Each state institution of higher education shall include in its annual efficiency report to the chancellor the efficiencies produced as a result of each compact to which the institution belongs.

**Specific to the Regional Compact in which your institution is a member**, please describe collaborations that have occurred within the regional compacts and the efficiencies or enhanced services provided in any of the relevant categories below.

Category	Description
Reducing duplication of academic programming	<p>Discussions continue with the Northeast Ohio Regional Compact.</p> <p>Charged by the YSU Board of Trustees, YSU's Office of Academic Affairs implemented a comprehensive and fully-integrated Academic Program Enhancement and Effectiveness Initiative (APEEI) in Fall 2020. APEEI culminated in Spring 2021 with the provost's final recommendations to the YSU Board of Trustees.</p> <p>Curricular Efficiency, the second phase of APEEI, began in Spring and Summer 2021 and continued in Fall 2022. Program directors and faculty in each academic program conducted a thorough review of the courses currently being offered as well as inactive courses remaining in the catalog. Upon completion of the review, program faculty conducted curricular mapping of core courses and electives as well as a curricular complexity review.</p> <p>APEEI continues in Fall 2024 and Spring 2025. Program directors and faculty continue to update program goals and strategic actions on individual "dashboards" on an annual basis. Points of emphasis beginning in Fall 2024 include:</p> <ul style="list-style-type: none"><li>• Mission Statement—The mission statement establishes a common understanding of the uniqueness of each program and the vision to keep the program current</li></ul>



	<p>and relevant. The mission statement should articulate the future direction of the program. The following factors are integral to the mission statement: (1) a program's focus on teaching, research, or both; (2) how the program will look in 3-5 years and beyond; and (3) how the program will measure success.</p> <ul style="list-style-type: none"><li>• SMART Goals—Each program is to annually develop, revise, and update its SMART goals. These goals, supporting the mission statement, should be specific, measurable, achievable, relevant, and time bound while guiding the program's growth and continual improvement.</li></ul> <p>Deans, chairs, program directors, and program faculty also have access to annual "scorecards" containing relevant program data.</p> <p>The Office of Academic Affairs revised its Continuous Quality Improvement (CQI) model in Fall 2024 to better represent the ongoing cycle of continuous program improvement. The streamlined approach consolidated the YSU program categories, eliminating "Grow," "Sustain," and "Adjust." The new categories are as follows:</p> <ul style="list-style-type: none"><li>• Continuous Quality Improvement: For programs currently demonstrating positive trajectories based upon current quantitative and qualitative data.</li><li>• Detailed Analysis: For programs needing further exploration based upon current quantitative and qualitative data. This category is broken down further into two sub-categories: Focus+ (for programs identified as falling short of their full market share potential) and Sunset (for programs identified for phase-out due to reasons such as low enrollment, limited market demand, or misalignment with the institution's strategic priorities and long-term goals).</li></ul> <p>In conjunction with its APEEI and Curricular Efficiency initiatives, YSU is also complying with ORC 3345.35, which requires that the board of trustees of each state institution of higher education evaluate all courses and programs the institution offers based upon enrollment and duplication of its courses and programs with those of other state institutions of higher education within a geographic region. The focus on courses and programs with low enrollment and duplicative programs is consistent with the work already being done for APEEI and Curricular Efficiency.</p>
Implementing strategies to address workforce education needs of the region	<ol style="list-style-type: none"><li>1. During FY 2024, as it was becoming clear that Easter Gateway Community College (EGCC) was likely to close and leave thousands of Ohioans without college access,</li></ol>



	<p>YSU began taking active steps to fill that void by expanding workforce education programming in the Mahoning and Upper Ohio Valley regions. With the assistance of the Ohio Department of Higher Education, YSU was able to quickly standup 60 new associate degree and certificate programs aimed at addressing the workforce needs of the region. New programs include welding, machining, engineering technology, cyber-security and many more. YSU also offered a one-time introductory tuition rate that amounted to a 42% price-discount that helped drive a 318% increase in the number of associate degree students at YSU this fall, including 475 students who transferred from EGCC.</p> <ol style="list-style-type: none"><li>2. In addition, YSU's Workforce Education &amp; Innovation (WEI) programs continue to prepare the current and future workforce with industry 4.0 skills through alternative learning pathways focused on advanced manufacturing, energy storage, information technology, business and professional skills. These workforce and education programs serve YSU students, K-12, companies and community members looking to upskill, reskill or enter into new career pathways. Learners are engaged through the online YSU Skills Accelerator and through classroom, hybrid and experiential learning at any one of our training centers, leveraging our integrated WERC@YSU approach to developing in-demand industry skills.</li><li>3. YSU's Small Business Development Center allows students to participate in YSU's integrated research and commercial projects, supported through industry and government-led projects.</li><li>4. In addition, the IT Workforce Accelerator at YSU was established last year by Ohio House Bill 33 and consists of public-private partnerships between YSU and key industry stakeholders, including IBM, WIA and Cisco, which together will deliver in-demand technology skills-training around software development, cybersecurity, cloud, artificial intelligence, networking and telecommunications.</li></ol>
Sharing resources to align educational pathways and to increase access within the region	Discussions continue within the Northeast Ohio Regional Compact.



Reducing operational and administrative costs to provide more learning opportunities and collaboration in the region	<ol style="list-style-type: none"><li>1. YSU continues to partner with regional compact member Kent State University to share various administrative services, including internal audit, database administration and IT security. (Notably, YSU and KSU recently signed the sixth renewal for shared database administration services.) YSU has partnered with four other state universities, including Kent State, to jointly contract with Ellucian as the single vendor for each partner university's enterprise technology platform. Ongoing discussions among NEO Compact institutions Youngstown State, Kent State and NEOMED are now centered around a possible expansion in shared IT services.</li><li>2. By using joint-purchasing contracts, leveraged by the IUC and the Ohio Department of Administrative Services, YSU saved \$2.2 million on goods and services during FY 2024.</li><li>3. Through YSU's membership in the IUC-Insurance Consortium, expenses for property and casualty insurance were reduced by an estimated 20% or nearly \$200,000 in FY 2024.</li></ol>
Enhancing career counseling and experiential learning opportunities for students	<p><b>Career Counseling</b></p> <p>During FY 2024, YSU supported career counseling on campus and regionally with Northeast Ohio Compact institutions through the following endeavors:</p> <ul style="list-style-type: none"><li>• YSU's STEM college participates in Ohio I/C Engineering Directors virtual meetings. This group consists of internship and co-op engineering directors from Cleveland State University, the University of Akron, the University of Toledo, Case Western Reserve University, the University of Dayton, the University of Cincinnati, and YSU. Two additional universities have been added to the group this year: Miami and University of Dayton. This group meets once a month to discuss career-related items, the transition from face-to-face events to virtual events, and other topics.</li><li>• The college of STEM also participated in the Ohio Cooperative and Education Association Conference. Members of the organization includes university representation from various Ohioan higher education institutions, government officials, employers, and guest. Youngstown State University has officially been selected to host the 2027 OCEA</li></ul>



Conference in the Youngstown Area.

- YSU's Williamson College of Business Administration continues to participate in the Export Program through the State of Ohio. The WCBA Export Program recruits students for programs across YSU's campus as well as the University of Akron and Kent State University. Students attend an Export course in WCBA during the spring semester. The course is delivered by the Director of Ohio SBDC Export Assistance Network. After completing the Exporting course, students are placed with a company in Ohio for a full-time, 12-week, paid internship. The internship is credit-bearing. Relationships are built with exporting companies, and companies are reimbursed half of the intern wages through the Ohio Development Services Agency.
- YSU participates in the Northcoast Consortium for Career Advancement, a consortium of Northeast Ohio colleges and universities, to share best practices, discuss common concerns, and identify opportunities to provide collaborative programming.
- YSU co-hosted NOTED (Northern Ohio Teacher Education Day), an annual education job fair/interview day, in conjunction with 10 other Northeast Ohio colleges and universities.

### ***Experiential Learning***

#### **Sokolov Honors College**

Experiential learning through community engagement offers students a unique opportunity to foster personal growth, apply classroom knowledge to real-world settings, network, and develop a deeper understanding of societal issues. By working directly with community partners, students gain hands-on experience that further develops their problem solving, communication and leadership skills, while seeing first-hand the impact of their contributions in tangible ways. Community engagement provides a collaborative environment in which a strong foundation is formed that prepares students for their future careers, lifelong learning, and an appreciation for the value of community engagement.

During the 2023-2024 academic year, the Sokolov Honors students recorded more than 40,345 hours of community engagement, resulting in an economic impact of \$1,151,463.42.



Following are the top five examples of the organizations with which honors students served last academic year, the number of hours, and estimated economic impact.

1. Dr. Abdu Penguin Pen Pals – received a gift from Shell Polymers Monaca to support the expansion of the Pen Pal initiative to additional local elementary schools. 232 students served as Pen Pals for a total of 5,560 hours with an economic impact of \$158,697.
2. American Heart Association – Students in the first-year seminar – Intro to Honors, assembled team where they developed a fundraising strategy, learned about the mission of AHA and heart health, received instruction about hands-only CPR and the usage and placement of AED devices. The result was honors students achieving the highest sponsorship – Gold, raising over \$15,000 to support the Go Red for Women initiative. The number of students participating included 361 with the 1805 hours spent engaged with the American Heart Association Partner. This time resulted in an economic impact of \$51,514.
3. Transcribing Club – 3,039 hours, \$86,738 economic impact
4. United Way of Youngstown and the Mahoning Valley - 1076 hours, \$30,695 economic impact
5. Traditions Health – 501 hours, \$14,308 economic impact

Honors students are required to complete at least one seminar approved as community-engaged learning. In Spring 2024, 400 students completed Campus Community Partnerships Seminar. This seminar requires engagement, reflection, reciprocity and public dissemination of information, allowing students to work closely with community partners to address the partner's stated need. In Spring 2024, 25 partners participated in the seminar, as follows:

- ACLD School and Learning Center
- American Heart Association
- Archangel Michael Greek Orthodox Church
- Direction Home of Eastern Ohio
- Easterseals of Mahoning, Trumbull & Columbiana Counties





- Economic Action Group
- Youngstown Neighborhood Development Corporation
- Habitat for Humanity of Mahoning Valley
- Heart Reach Neighborhood Ministries
- Youngstown Jewish Federation
- Mahoning Valley Sojourn to the Past
- MyPath Mahoning Valley
- No Limits Alternative Center
- Oak Hill Collaborative
- OH WOW!
- Ohio Living Vivo Center
- PBS Western Reserve
- Rocky Ridge Neighborhood Association
- Sight for All United
- St. Patrick's Community Gardens
- The Rich Center for Autism/TOPS
- Traditions Health
- United Way Youngstown and the Mahoning Valley
- Youngstown Blue Coats
- Library of Congress/YSU Transcribing Club

Community Engagement conference in April 2024. Additionally, the conference featured the following presentations:

- 21 presentations (plus the Campus Community Partnership posters)
- 43 partners represented as presenters or project collaborators
- 47 presenters spanning students, faculty, staff, and partners

Other notable partnerships with the community include:

- A collaboration with the Mahoning County Prosecutors Office with the honors magazine seminar has allowed students to learn about the MCPO and the way it





engages with the community. Additionally, students wrote stories about the MCPO, which were published in the community partner's annual report and Justice Journal.

- Honors launched a community partner breakfast, which brought together 15 representatives from community organizations to brainstorm ways to more effectively work together to meet community needs in Campus Community Partnerships seminar. Partner feedback was positive, and community organizations exchanged knowledge with one another while in shared physical space.

#### **Beeghly College of Liberal Arts, Social Sciences, and Education**

- BCLASSE promotes internships and field experiences that provide experiential learning opportunities for students to apply knowledge from classrooms and textbooks in real-world situations. These efforts include over 187,000 hours of experience in practicum, internship, and teacher candidate placements in the Department of Teacher Education and Leadership Studies, as well as internship placements in programs in the liberal arts and social sciences.
- In coursework, students are afforded a variety of less formal opportunities for experiential learning. Examples include Moot Court competition, student research in collaboration with faculty members, class trips to historical sites, and faculty-led study abroad.
- In addition, BCLASSE programs offer experiential learning opportunities through cocurricular activities: student groups honors societies, student publications, professional conferences, and academic competitions. The philosophy program sponsors the Ethics Bowl competition. English organizes the English Festival for area middle and high school students, with college English majors assisting with logistics and leading workshops. During History Day, college history majors serve as judges for presentations by area high school students.



- Students work in support roles and also help to develop exhibits for the Youngstown Historical Center for Industry and Labor. They work with autistic children at the Rich Center for autism. They serve as tutors and activity leaders for United Way afterschool programs, as well as similar programs sponsored by the University. Through the Honors College, BCLASSE majors accumulate thousands of hours of volunteer service to area nonprofit organizations.
- The College also provides a wide range of career development opportunities, including meetings with program graduates and other professionals in the fields of education, psychology, English, anthropology, law, forensics, sociology, history, philosophy, government, and public management. They participate in professional development through Legal Education Day and through hands-on training sessions conducted by area school administrators for education programs.

#### **Bitonte College of Health and Human Services**

- Students engaged in our ALCS 4821 gain 500 hours of experiences within a long-term care organization. Examples include home & community-based services, assisted living facilities, and skilled nursing facilities.
- Athletic training students completed approximately 8,700 clinical experience hrs. Where they were able to utilize skills and knowledge gained in the classroom with real patients under the supervision and mentorship of their preceptor. Students are engaged in clinical experiences across 5 semesters while enrolled in the program. Each experience builds off previous experience and previously learned knowledge leading to students who identify the acquisition of confidence and competence in their skills and knowledge upon graduation and transition into professional healthcare practice.
- Dental Hygiene students (43) participated in approximately 378 hours of practical experience per student, totaling 16,248 hours of patient care per year.
- Dietetic students partner with community groups to promote engagement with nutrition-related resources and events such as farmers markets, community



gardening, school gardening, Mercy and Southwood's Hospital-sponsored health events, Ohio Nutrition Action Glenwood Fresh Market, neighborhood pantries, and public library facilities.

- Dietetic students participating in our Medical Nutrition Therapy course complete 16 - 20 hours/semester at a community organization or campus organization doing Nutrition-related activities such as Food Bank organization of food for distribution to maximize nutritional content, nutrition education to food bank users (development of flyers that focus on canned produce/recipes), food prep and service at community-based non-profits like the Rescue Mission and Red Door Cafe, working with Mercy Health Community Outreach Dietitian to provide food demos and nutrition education to identified at-risk populations, working with the Office of the Dean of Students on developing and implementing programs to assist YSU students.
- Exercise Science students participate in 400 hours of experience per student totaling 20,400 hours last year.
- Exercise Science students participating in KSS 3730 create fitness classes in the community for special Olympic athletes, older adults at the Vivo Center, and local elementary schools.
- Public health students complete 10 hours of community service every semester with local organizations.
- Public Health students completed 350 hours each totaling 2,800 hours.
- MPH supported 9 students in community-based participative research and strategies to address identified needs through program planning, implementation and evaluation skills.
- MLT/MLS students participated in 27,000 hours of clinical internships
- Physical Therapy placed 151 students in clinical rotations for a total of 46,935 hours.
- Respiratory care students are engaged in community service and are required to compete over 1,000 hrs. of clinical experiences in various aspects of respiratory care. The students are further required to complete another 100 hours of community service in a non-respiratory care related endeavors and must keep a signed log of all experience and then reflect on what they have learned and the



impact to societal health it may have to improving one's quality of life Entry-level Bachelor of Science in Nursing completed 78,180 clinical hours.

- Nursing students in our ADN program attend the Rescue Mission to serve meals as well as attend our community kitchen where they provide wellness education and resources to the underserved mental health population.
- RN to BSN program completed 2,360 clinical hours.
- Master of Science in Nursing completed 16,660 of practicum hours in acute care and family practice related locations in addition to offering community support and optimize care for patients in our community.
- Social work students in the bachelor's degree program completed over 450 hours each totaling 31,050 hours of experiential learning in various community organizations.
- Social work students in the master's degree program complete over 540 hours each totaling 46,980 hours on experiential learning at various organizations.

#### **Cliffe College of Creative Arts**

##### ART and McDONOUGH MUSEUM OF ART

- Mural and Site-Specific Painting class has completed nearly 10 murals within the region, including Andrews Avenue Memory Mural Project, three murals for the city of East Liverpool, Trek Coffee House, Vallourec Star, Deibel Park (YSU), and others.
- Ceramics classes make bowls for the biannual Empty Bowls. Ticket donations go directly to the Rescue Mission of the Mahoning Valley to help provide over 300 meals daily. Attendees select a one-of-a-kind handmade bowl created by local art students, faculty, alumni, and community artists and enjoy a bowl of soup in with artisan bread.
- **Pop-Up Display and Holiday Sale Event** for art students and Youngstown Holiday Market. Students gain exposure, connect with other artists, and sell artwork.
- **Mock Networking Art Reception for Professional Artists is an annual event that allows art students to exhibit their work and interact with prospective**



**employers and buyers.** Cliffe College Career Exploration and Development staff person gave a brief presentation to student regarding networking skills. The Student Art Association also presented a fashion show to teach students about different ways to dress depending on event type (e.g., exhibition, interview, selling work).

- In December, a follow up **Meet and Greet** event is scheduled where students will practice asking questions of the graduating seniors who will be showing their work in the McDonough. This will allow the graduating seniors to practice their elevator pitch with the other students and faculty present.
- McDonough Museum of Art hosts multiple Lit Youngstown events annually, including the Fall Literary Festival, writing workshops, and poetry and literature readings.
- McDonough Museum of Art collaborates annually with The Links to host events, including writing workshops, tutoring, and emerging artists.
- DANA SCHOOL OF MUSIC and UNIVERSITY THEATRE
- YSU String Project involves more than 50 elementary and secondary string students from around the region. The project—which is taught by graduate and undergraduate students in Dana School of Music (DSM), serves mostly underprivileged students whose school districts do not offer orchestra class—provides free 30-minute private lessons for string players (bass, cello, violin, viola) during the week and ensemble experiences and technique classes on Saturday morning.
- YSU Youth Orchestra and Symphonette includes more than 125 middle and high school students from around the region. Youth Orchestra membership is by audition, and the group performs advanced orchestral literature. The groups provide college scholarships, and many members pursue music studies at the university level. Symphonette offers a middle school-level orchestra experience, and most members continue into the Youth Orchestra. Several area schools no longer offer orchestra courses, and these groups fill that void.



- The Annual YSU Summer Music Camp & Dana Vocal Performance Clinic is an immersive experience for secondary school students (100 annually). The camp is designed to nurture young instrumentalists and vocalists and enhance their musical abilities. Throughout the week-long program, attendees engage in various educational activities, including masterclasses, ensemble rehearsals, individual lessons, and workshops led by DSM & University Theatre faculty members. A team of Dana Student Counselors supervise the middle and high school students and assistance with instruction.
- YSU Bands are continuously engaged with the community, including Marching Pride Guests (throughout the football season, HS bands rehearse and perform with Pride members); “Jam the Gym” annual event that includes high school musicians as Pep Band members for a basketball game; Side-by-Side HS and MS Honor Bands (secondary school students spend a day at YSU working with faculty and students and perform an evening concert); music faculty, staff, and students interact with nearly 500 secondary students.
- Various groups (e.g., string quartet) and studios (e.g., guitar, piano) within the music school routinely perform for retirement communities, health care facilities, and other similar venues.
- University Theatre collaboration with area elementary schools that includes designing and making puppets to support teaching, including academic and social topics.

#### **College of Science, Technology, Engineering, and Mathematics (STEM)**

Many STEM programs and courses incorporate experiential projects as assignments in STEM including the following:

- CCET 3740: Construction Management seeks community projects for students to apply the knowledge they learn to work on actual community projects such as Stambaugh Auditorium front steps renovation, new entranceways on Cafaro Hall, downtown Youngstown parking redesign for bike trail head, and the city park adjacent to B&O Station.



	<ul style="list-style-type: none"><li>• The YSU Data Mine provides students with the opportunity to work with industry partners. The partners provide data and ask the students to examine the data for actionable insights. This year, three teams of students worked with industrial/agency liaisons from DriveOhio, TeamNEO, and YSU Student Experience in the YSU Data Mine.</li><li>• STEM undergraduate and graduate students are strongly encouraged to engage in internships and co-ops as described below:</li></ul> <table><tr><th colspan="3">Course Information</th><th>Course Enrollment</th></tr><tr><td>STEM 3790</td><td>Internship</td><td>Fr/Soph</td><td>10</td></tr><tr><td>STEM 3791</td><td>Co-op</td><td>Fr/Soph</td><td>3</td></tr><tr><td>STEM 4890</td><td>Internship</td><td>Jr/Sr</td><td>56</td></tr><tr><td>STEM 4891</td><td>Co-op</td><td>Jr/Sr</td><td>12</td></tr><tr><td>STEM 5890</td><td>Internship</td><td>Graduate</td><td>20</td></tr><tr><td>ENST 3790</td><td>Internship</td><td>Envi Sci, Undergrad</td><td>10</td></tr><tr><td>MATL 8050</td><td>Internship</td><td>Mat Sci, Grad</td><td>1</td></tr></table>	Course Information			Course Enrollment	STEM 3790	Internship	Fr/Soph	10	STEM 3791	Co-op	Fr/Soph	3	STEM 4890	Internship	Jr/Sr	56	STEM 4891	Co-op	Jr/Sr	12	STEM 5890	Internship	Graduate	20	ENST 3790	Internship	Envi Sci, Undergrad	10	MATL 8050	Internship	Mat Sci, Grad	1
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ENST 3790	Internship	Envi Sci, Undergrad	10																														
MATL 8050	Internship	Mat Sci, Grad	1																														
Collaboration and pathways with information technology centers, adult basic and literacy education programs and school districts	The IT Workforce Accelerator at YSU consists of public-private partnerships between YSU and key industry stakeholders, including IBM, WIA, and Cisco, which together will deliver in-demand technology skills-training around software development, cybersecurity, cloud, artificial intelligence, networking, and telecommunications.																																
Enhancing the sharing of resources between institutions to expand capacity and capability for research and development	Youngstown State University’s Excellence Training Center (ETC) is a shared-use facility, supporting the interests of the Mahoning Valley Innovation and Commercialization Consortium (MVICC) comprised of academic, industrial, and economic development organizations. The YSU ETC houses a full spectrum of manufacturing equipment. The center provides training and research opportunities for YSU students and faculty, institutional collaborators, regional career and tech centers, and industry professionals to accelerate innovation and technology adoption.																																
Identifying and implementing the best use of university regional campuses	Not applicable—YSU does not have regional branch campuses.																																





Other initiatives not included above

**2023-2024 YSU-BaccMed & NEOMED**

YSU-BaccMed applicants are academically strong students who often apply to pre-medical pathway programs nationwide. YSU and NEOMED admissions leaders met throughout the year to continue to develop new ways to enhance the existing relationship. NEOMED now regularly attends YSU recruiting event, such as Penguin Preview Day and the summer YSU-BaccMed Camp. NEOMED is opening a College of Dentistry in Fall 2025. Discussions on early assurance pathways are underway between YSU and NEOMED.

Additionally, honors offered professional development opportunities to YSU-BaccMed students, including an annual day trip to Ohio Medical Education Day, which connects students with medical school admissions officers and students across the state majoring in Pre-Medicine. YSU sponsored 25 students who attended OMED which was held at NEOMED in October 2023.

One student attendee described the experience as follows –

- “I would describe the experience as extremely insightful and valuable as I was able to learn quite a lot about the intricate world of medical school.”

In partnership with US Army Health Professions Scholarship Program recruiters, students gained hands on experience through a suture workshop while learning about opportunities to pursue the HPSP program, which provides full funding for medical school to qualified applicants. Additionally, physicians from Mercy Health partnered with YSU to voluntarily teach a senior YSU-BaccMed course that provided clinical rotations at various locations in the community.

Also, YSU alum and former director of the Ohio Department of Health Dr. Amy Acton visited campus and welcomed YSU-BaccMed students to an exclusive meeting with her. She shared her journey with the students, who learned from the experience.

Student feedback included –

- “She is one of the reasons I decided being a doctor was a possibility for me. I’ve heard her speak before and we come from similar backgrounds. Hearing her speak again at this lecture taught me that resilience always paves a way.”





The partnership with NEOMED continues to deepen with both institutions involving the other in conversations and planning that address recruiting, educating and retaining future physicians in the State. The more we unite our efforts beginning as undergraduate students, the greater the opportunity to achieve the desired outcomes.

As noted earlier, YSU continues to take steps to minimize low-enrolled courses. The most recent decision breakdown to minimize 179 low-enrolled and “action needed” courses:

- 50%--Offer course less often
- 22%--Eliminate course
- 15%--Offer fewer sections in the future
- 7%--Change course modality
- 6%--Merge with another course

The most recent decision breakdown to minimize 65 low-enrolled and “action needed” undergraduate programs:

- 37%--Maintain program
- 31%--Sunset/Suspend
- 22%--Curriculum redesign
- 3%--In teach-out
- 2%--Combine with another institution

Building upon these steps, YSU will continue to use the *Ohio Department of Higher Education Guidance* while considering the six factors to determine recommended actions for courses that fall below the chancellor’s definition of “low enrollment.” The examples of data points within the *Guidance* will be used in future analyses. In addition, a newly-acquired space planning software, 25Live, has been critical in optimizing course schedules and room usage while determining how much space is needed at YSU. Efficient space usage is critical in order for YSU to reduce costs and address deferred maintenance.



Finally, YSU administrators have invested considerable resources to determine section enrollments that are consistent with the total cost of teaching course sections.

## Co-located Campuses

ORC Section 3333.951(B) requires Ohio's co-located colleges and universities to annually review best practices and shared services in order to improve academic and other services and reduce costs for students, and to report their findings to the Efficiency Advisory Committee.

(B) Each state institution of higher education that is co-located with another state institution of higher education annually shall review best practices and shared services in order to improve academic and other services and reduce costs for students. Each state institution shall report its findings to the efficiency advisory committee established under section [3333.95](#) of the Revised Code. The committee shall include the information reported under this section in the committee's annual report.

Co-located campus: Not applicable to YSU

## Section II: Academic Practices

This section covers areas more directly related to instruction, with an emphasis on savings strategies related to the cost of textbooks, and the expanded use of alternative instructional materials.

### **Textbook Affordability**

#### **Textbook Cost Study and Reducing Textbook Costs for Students**

ORC Section 3333.951(D) requires Ohio's public colleges and universities to do the following on an annual basis:



(D) Each state institution of higher education shall conduct a study to determine the current cost of textbooks for students enrolled in the institution, and shall submit the study to the chancellor of higher education annually by a date prescribed by the chancellor.

ORC Section 3333.951(C) requires Ohio's public colleges and universities to report their efforts toward reducing textbook costs for students.

(C) Each state institution of higher education annually shall report to the efficiency advisory committee on its efforts to reduce textbook costs to students.

Your institution's submission of information via the annual Efficiency Report is used to satisfy these statutory requirements. **Please attach one spreadsheet with two tabs.** The first tab should include the analysis of textbook costs developed by your institution as shown in Table 1 below. The second tab should include the analysis of the number of courses that utilized other sources of information as shown in Table 2 below.

Table 1

Category	Amount
Average cost for textbooks that are new	\$67.00
Average cost for textbooks that are used	\$60.05
Average cost for rental textbooks	\$49.70
Average cost for eBook	\$68.97

Table 2

Category	Number of Courses
Did not require students to purchase course materials; includes OER and/or institutionally provided materials	11
Exclusively used OER materials	19
Used OER materials together with purchased course materials	0
Provided course materials through inclusive access	285 total for all 3 terms



### Other Textbook Affordability Practices

What other practices, if any, does your institution utilize to improve college textbook affordability?

Please provide any relevant information in the table below.

Initiative	Explanation of Initiative	Cost Savings to Students
First-Day Ready	An inclusive access and general affordability initiative that provides digital materials to students at a reduced price.	\$789,561
Textbook Rental program	Students have the option of renting books in lieu of purchasing books.	\$58,798 (estimate based on average price of books rented vs. sold)
Textbook Buyback program	Students have the option of selling back purchased books to Bookstore.	\$5,595
Textbook price-match guarantee	The YSU Barnes & Noble will match the lowest price (advertised by other vendors) for books and instructional materials sold.	N/A

*Please provide contact information for the person completing this section of the Efficiency Report, so that we may follow up if we have questions.*

## Section III: Policy Reforms

### Special Purpose Fees Policy

Limitations on increases in instructional and general fees have traditionally been set by the General Assembly within biennial operating budgets. Limitations on special purpose fee increases, alternatively, are fairly new beginning with Am. Sub. HB 49 of



the 132<sup>nd</sup> General Assembly. Section 381.160 of Am. Sub. HB49 precluded increases in special purpose fees and establishing new special fees, at universities, except for certain categories of fees specifically exempted in law from the fee limitations. Am. Sub. HB 166 of the 133<sup>rd</sup> General Assembly continued the special purpose fee restriction but additionally required the Chancellor to review and approve new special purpose fees and increases in existing special purpose fees at universities and community colleges. This same level of special purpose fee restraint has been continued in every biennial budget since, including the current biennial budget Am. Sub. HB 33 (Section 381.260(A)(1)(c)).

1. Please include a table that separately shows general and special fee totals for each of the past five years.

**The following table reflects revenue collected from general fees i.e., all fees assessed uniformly to all enrolled students, and other special purpose fees that are optional and/or the result of decisions unique to individual students, such as chosen program of study and participation in extracurricular activities.**

YSU Revenue Collected		
	General Fees	Special Purpose Fees
FY20	\$70,055,819	\$24,403,545
FY21	\$70,606,034	\$21,226,410
FY22	\$71,562,328	\$19,701,301
FY23	\$79,322,533	\$20,915,623
FY24	\$85,778,690	\$22,341,974

2. What criteria are used to determine whether a course or lab fee is appropriate?

**YSU uses a strictly cost-based approach in determining the need for and appropriateness of special purpose fees, including course fees and lab fees.**

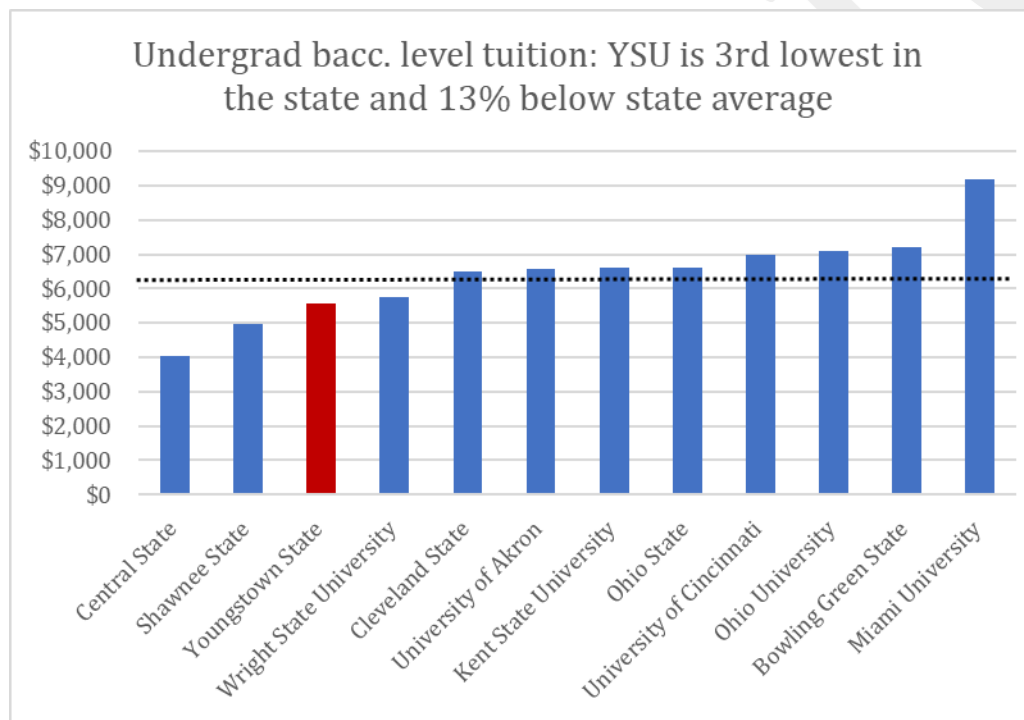
## Additional Practices

Some IHE's may implement practices that make college more affordable and efficient, but which have not been the topic of a specific question in this reporting template. This section invites your institution to share any positive practices you have implemented that benefit student affordability and/or institutional efficiency.



Please share any additional best practices your institution is implementing or has implemented.

**As a best practice regarding student access and affordability, YSU's tuition remains one of the most affordable in the state of Ohio. And unlike the two universities with lower tuition—Central and Shawnee State—YSU does not receive millions of dollars of supplemental state funding each year to offset our low tuition price.**



## Section IV: Future Goals



The DeWine-Husted administration recognizes that each IHE faces unique challenges and opportunities with respect to the institution's highest priority goals over the next several years. With that in mind, please provide any suggestions about possible roles the state could play in supporting your institutional goals.

Please provide your thoughts and suggestions regarding ways the State of Ohio can further support strength, resiliency and reputational excellence in Ohio's post-secondary education system.

**The State of Ohio, including Ohio Department of Higher Education, Governor and Lieutenant Governor, and the legislature can play a role by developing financial incentives that directly and consistently support institutions that sponsor economic prosperity by providing in-demand career pathways at an affordable price.**

**Despite our exceptionally low tuition price—just \$265/credit hour for two-year programs and \$460/credit hour for bachelors level programs—Youngstown State University is now *THE* post-secondary education provider for the region that includes Mahoning, Jefferson, Columbiana and Trumbull counties. YSU provides a comprehensive array of both career and degree offerings, including direct workforce training, like commercial truck driving licensure, aviation certification, and a variety of certificates, credentials and badges, as well as degrees at the associates, bachelors, masters and doctoral levels.**

Thank you for completing the FY24 Efficiency Reporting Template. We appreciate the important role Ohio's colleges and universities play in supporting Ohio students, economic growth, world-class research and the overall success for our state.

**RESOLUTION TO APPROVE A WAIVER OF FEES  
FOR YSU COLLEGE CREDIT PLUS COURSES**

**WHEREAS**, state law requires the Chancellor's approval to waive any portion of tuition and fees charged to students enrolled at a state college or university in Ohio; and

**WHEREAS**, the procedures established by the Ohio Department of Higher Education also require that the Board of Trustees approve a waiver of student tuition and fees; and

**WHEREAS**, the University proudly participates in the state of Ohio's College Credit Plus dual enrollment program that allows students to earn both college and high school credits at the same time; and

**WHEREAS**, the University wishes to optimize its College Credit Plus program by offering a three-tiered tuition and fee structure that effectively waives a portion of regular undergraduate tuition and fees.

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Trustees of Youngstown State University does hereby approve the waiver of tuition and fees to establish a three-tiered College Credit Plus fee structure, as depicted on **Exhibit A** and made part hereof.



**EXHIBIT A**

<b>Waiver</b>	<b>Amount Waived per credit hour</b>	<b>Adjusted Rate with Waiver</b>
College Credit Plus (self-pay students)		
In high school instruction by high school teacher	\$418.55	\$41.64
In high school instruction by YSU faculty	\$394.69	\$65.50
Online or campus instruction by YSU faculty	\$329.19	\$131.00

**RESOLUTION TO APPROVE  
INTERFUND TRANSFERS**

**WHEREAS**, University Policy Number 3356-3-11.1, Budget Transfers, requires Board of Trustees approval for inter-fund transfers of \$100,000 or more for operating purposes or for any purpose other than a specific capital improvement project, for capital improvements or construction projects of \$500,000 or more, and for transfers out of operating reserves regardless of amount; and

**WHEREAS**, certain accounting and budget adjustments and transfers outside the operating budget are necessary during the course of a fiscal year and at the end of a fiscal year.

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Trustees of Youngstown State University does hereby approve the transfer of funds, attached hereto.

**Board of Trustees Meeting  
December 11, 2024  
YR 2025-28**



**YOUNGSTOWN STATE UNIVERSITY**  
**Interfund Transfers Requiring Board Approval**  
**Transfers Outside of the Operating Budget**  
**Requested Transfers for Second Quarter FY2025**

FROM	TO	AMOUNT	REASON
General Fund (Unrestricted fund 119000)	Radiology Tech Lab - Cushwa Hall (Unrestricted Plant Fund)	\$700,000	To fund new Radiology Technology lab in Cushwa Hall.

**RESOLUTION TO APPROVE  
SELECTION, APPOINTMENT, AND EVALUATION OF EXECUTIVE OFFICERS,  
ADMINISTRATIVE OFFICERS, AND PROFESSIONAL/ADMINISTRATIVE STAFF,  
INCLUDING INTERCOLLEGIATE ATHLETIC COACHES POLICY, 3356-7-56**

**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 creation of the University Policy stated above and attached hereto.

**NEW**

**3356-7-56      Selection, appointment, and evaluation of executive officers, administrative officers, and professional/administrative staff, including intercollegiate athletic coaches.**

Responsible Division Office:	Human Resources
Responsible Officer:	VP for Legal Affairs and Human Resources
Revision History:	December 2024
Board Committee:	University Affairs
<b>Effective Date:</b>	<b>December 12, 2024</b>
Next Review:	2029

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- (A) Policy statement. The board of trustees is committed to establishing and developing processes designed to select, appoint, and evaluate effective, innovative, and strategic executive officers, administrative officers, and professional/administrative staff. In the selection, appointment, and evaluation of said staff, the board of trustees is committed to the principle of collegiality, where, as appropriate, members of the university community (students, faculty, and staff) have an opportunity to participate in the decision-making processes of the university. The board of trustees acknowledges the need for the establishment of processes for the selection, appointment and evaluation of said staff.
- (B) Purpose. To provide guidelines and processes necessary to meet the need for selection, appointment, and evaluation of executive officers, administrative officers, and professional/administrative staff.
- (C) The procedures that follow provide an overall structure for the selection, appointment, and evaluation of executive officers, administrative officers, and professional/administrative staff. It is recognized that these procedures may need to be adjusted in consultation with the chief human resources officer to accommodate a particular situation. The following is a general description of the selection, appointment, and evaluation process.

(D) Definitions.

- (1) “Executive officers” – maintain overall leadership for a particular division or unit. As university officials, each has the responsibility to represent the university and provide leadership in the specified areas of responsibility. The executive officers serve as primary advisors and the members of the president’s cabinet. In addition, the president may designate others to serve as members of the cabinet. Executive officers of the university include:
  - (a) The provost and vice president for academic affairs is the chief academic officer of the university. As the president’s first delegate, the provost and vice president for academic affairs has primary responsibility for the overall administration of the academic programs of the university.
  - (b) The vice president for institutional effectiveness and board professional is responsible for the university’s institutional effectiveness agenda, provides leadership for institutional research and strategic planning implementation and assessment, supports the president internally and externally, and supports the successful functioning of the board of trustees as a board professional.
  - (c) The vice president for student affairs is the chief student personnel officer for the university and provides leadership for the division of student affairs and its major units.
  - (d) The vice president for finance and business operations is the chief fiscal officer for the university, provides leadership for the division of finance and business operations, recommends fiscal policy to the president for consideration by the board of trustees, and is responsible for implementation of these policies.
  - (e) The vice president of legal affairs and human resources and university general counsel is the chief legal officer of the university and provides leadership for the division of legal affairs and human resources.

- (f) The vice president for government affairs is the chief government affairs officer and provides strategic leadership in building effective relationships with federal, state, and local officials as key community stakeholders to advance the university.
  - (g) The vice president for strategic communications provides a comprehensive leadership vision for development and implementation of a communications, marketing, branding, and public relations strategy. Serves as the university's chief spokesperson and representative to the news media.
  - (h) Other positions designated by the president with the approval of the board of trustees.
- (2) “Administrative officers” – maintain management responsibilities for a specific segment of the campus. They also serve as an integral part of the university's leadership team that is responsible for the overall direction of the institution. Each serve as a primary advisor on the various divisional advisory committees and as members of the executive and administrative staff council. Each dean, associate dean, and chair has certain responsibility for one of the colleges and reports directly or through the chain of command to the provost and vice president for academic affairs. Associate vice presidents, associate provosts, assistant provosts, and executive directors are responsible for a major administrative unit.

Administrative officers of the university include:

- (a) College deans, associate deans, and chairs.
- (b) Associate vice presidents.
- (c) Executive directors.
- (d) Associate provosts.
- (e) Assistant provosts.
- (f) Executive director of equal opportunity, policy development, and Title IX.

- (g) Chief human resources officer.
    - (h) Other positions designated by the president.
  - (3) “Professional/administrative staff” (including intercollegiate athletic coaches) – perform nonteaching duties of a professional, administrative, or research nature and are not in the classified civil service or in a bargaining unit.
- (E) Selection.
- (1) Executive officers.
    - (a) Posting requirements:
      - (i) Vacant or new positions shall be posted on the university website and on other appropriate platforms, as determined by the office of human resources.
      - (ii) Postings shall identify the minimum qualifications to fill the position and may identify preferred qualifications.
    - (b) Search committee:
      - (i) The president will appoint a search committee to fill a vacant or new executive level position and shall identify one member of the committee to serve as chair.
      - (ii) The search committee shall include representatives of the affected university division, member(s) of the board of trustees, as designated by the board chair, and may include other members of the university community and other external members, as appropriate.



- (iii) Prior to serving on a search committee, all search committee members shall attend and complete search committee training.
- (iv) All timely applications received shall be reviewed by the search committee chair or a representative of human resources to identify those candidates who meet the minimum qualifications.
- (v) The candidates who meet the minimum qualifications shall be forwarded to the search committee for further review. The search committee shall rate each candidate.
- (vi) The search committee chair shall complete a review of references provided by the qualified candidates and shall determine and review additional references germane to the candidates' prior employment history. Based upon the ratings and the reference check review, the search committee chair will identify candidates to interview. Alternatively, the president may authorize the use of a search firm.
- (vii) An on-campus interview shall be conducted by the search committee and may include a broad representation of each division of the university, other members of the university community, including the board of trustees and others identified by the appropriate executive level officer or designee appointed by the president.
- (viii) The president will host a meeting with each of the final candidates and members of the board of trustees.
- (ix) The president, in consultation with the board of trustees, will identify the candidate to be extended the offer.

(c) Exceptions to the selection process:

- (i) Search waiver. A waiver of the search process may be requested in accordance with rule 3356-7-55 of the Administrative Code, “Search waivers for hiring of faculty, executive officers, administrative officers, and professional/administrative staff.”
- (ii) Interim appointment. Positions may be filled on an interim basis without initiating the search process (see rule 3356-9-10 of the Administrative Code, “Acting/interim appointments of university executive and administrative employees”).

(2) Administrative officers.

(a) Posting requirements:

- (i) Vacant or new positions shall be posted on the university website and on other platforms, as determined by the office of human resources.
- (ii) Postings shall identify the minimum qualifications to fill the position and may identify preferred qualifications.

(b) Search committee:

- (i) The appropriate executive level officer or the president’s designee shall appoint a search committee to fill a vacant or new administrative officer level position and shall identify one member of the committee to serve as the chair.
- (ii) The search committee shall include representatives of the affected university division and may include other members of the university community and other external members, as appropriate.

- (iii) Prior to serving on a search committee, all search committee members shall attend and complete search committee training.
- (iv) All timely applications received shall be reviewed by the search committee chair or a representative of human resources to identify those candidates who meet the minimum qualifications.
- (v) The candidates who meet the minimum qualifications shall be forwarded to the search committee for further review. The search committee shall rate each candidate.
- (vi) The search committee chair shall complete a review of references provided by the qualified candidates and shall determine and review additional references germane to the candidates' prior employment history. Based upon the ratings and reference check review, the search committee chair will identify candidates to interview. Alternatively, the president may authorize the use of a search firm.
- (vii) An on-campus interview shall be conducted by the search committee and may include a broad representation of each division of the university, other members of the university community, including the board of trustees and others identified by the appropriate executive level officer or designee appointed by the president.
- (viii) Upon conclusion of the interview process, the search committee shall submit a list of candidates that are well-qualified to fill the position to the appropriate executive level officer or designee appointed by the president.
- (ix) The appropriate executive level officer or designee appointed by the president, in consultation with the president, shall review the list of well-qualified

candidates and identify the person to be extended an offer of employment.

(c) Exceptions to the selection process:

- (i) Search waiver: A waiver of the search process may be requested in accordance with rule 3356-7-55 of the Administrative Code, “Search waivers for hiring of faculty, executive officers, administrative officers, and professional/administrative staff.”
- (ii) Interim appointment: Positions may be filled on an interim basis without initiating the search process (see rule 3356-9-10 of the Administrative Code, “Acting/interim appointments of university executive and administrative employees”).

(3) Professional/administrative staff.

(a) Posting requirements:

- (i) Vacant or new positions shall be posted on the university website and on other platforms, as determined by the office of human resources.
- (ii) Postings shall identify the minimum qualifications to fill the position and may identify preferred qualifications.

(b) Search committee:

- (i) The hiring manager will follow the prescribed electronic process to seek approval to post a professional/ administrative position.
- (ii) The hiring manager shall appoint a search committee to fill a new or vacant professional/ administrative position and shall identify one member of the search committee to serve as chair.

- (iii) Prior to serving on a search committee, all search committee members shall attend and complete search committee training.
  - (iv) All timely applications received shall be reviewed by the search committee chair or a representative of human resources to identify those candidates who meet the minimum qualifications.
  - (v) The candidates who meet the qualifications shall be forwarded to the search committee for further review. The search committee shall rate each candidate. Based upon the ratings, the search committee chair will identify candidates to interview.
  - (vi) Upon conclusion of the interview process, the search committee shall submit to the hiring manager a list of the candidates that are well-qualified for the position.
  - (vii) The hiring manager shall interview the well-qualified candidates and complete a review of references provided by the candidates and shall determine and review additional references germane to the candidates' prior employment history. Based upon the qualifications, interview and reference check, the hiring manager shall identify the person to be extended an offer of employment.
- (c) Exceptions to the selection process:
- (i) Search waiver: A waiver of the search process may be requested in accordance with rule 3356-7-55 of the Administrative Code, "Search waivers for hiring of faculty, executive officers, administrative officers, and professional/administrative staff."
  - (ii) Interim appointment: Positions may be filled on an interim basis without initiating the search process (see rule 3356-9-10 of the Administrative Code,

“Acting/interim appointments of university executive and administrative employees”).

(F) Appointments.

(1) Executive officers.

- (a) For an executive level position, the president, in consultation with the board of trustees, will identify the candidate to be extended the offer. The office of human resources will extend an offer of employment that is contingent upon the approval of the board of trustees. The offer will be in the form of either an appointment or employment contract.
  - (i) Appointments will include a ninety-day notice of termination clause.
  - (ii) When it is in the best interest of the university, the president may issue an employment contract for multiple years.
  - (iii) Both appointments and employment contracts of an executive officer must be approved by the board of trustees prior to the employment start date.
- (b) Employment is contingent on acceptable background checks. The requirement for a background check cannot be waived.
- (c) The chief human resources officer will prepare and submit a summary of all personnel actions for executive level officers to the university affairs committee for recommendation for approval by the board of trustees. The personnel actions shall be contingent upon approval by the board.

(2) Administrative officers.

- (a) For an administrative officer level position, the office of human resources will extend an offer of employment that is

contingent upon approval of the board of trustees. The offer will be in the form of either an appointment or an employment contract.

- (i) Appointments will include a ninety-day notice of termination clause. Appointments are contingent upon board approval; however, employees may begin employment prior to board approval. Administrative officers with tenure may be returned to faculty without providing the ninety-day notice period. See rule 3356-9-05 of the Administrative Code, “Faculty rank and tenure for designated administrators.”
  - (ii) When it is in the best interest of the university, the president may issue an employment contract for multiple years. Employment contracts must be approved by the board of trustees in advance of the employment start date.
  - (iii) Employment is contingent on acceptable background checks. The requirement for a background check cannot be waived.
  - (iv) The chief human resources officer will prepare and submit a summary of all personnel actions for administrative level officers to the university affairs committee for recommendation for approval by the board of trustees. The personnel actions shall be contingent upon approval by the board.
- (3) Professional/administrative staff.
- (a) The offer of employment may only be extended by the office of human resources in collaboration with the hiring manager.
  - (b) The offer will be in the form of either an appointment or an employment contract.

- (i) Appointments, including multi-year appointments, will include a sixty-day notice of termination clause. Appointments are contingent upon board approval; however, employees may begin employment prior to board approval.
  - (ii) In the event that a multi-year appointment for an intercollegiate athletic coach reaches the conclusion of the appointed term and an additional multi-year appointment is not considered, the appointment shall be determined to be a continuing appointment with no interruption in employment status and will be subject to a sixty-day termination clause.
  - (iii) When it is in the best interest of the university, the president may issue an employment contract for multiple years. Employment contracts must be approved by the board of trustees in advance of the employment start date.
  - (iv) The president will keep the board of trustees informed of negotiations involving employment contracts for multiple years.
- (c) Employment is contingent on acceptable background checks. The requirement for a background check cannot be waived.
- (d) The chief human resources officer will prepare and submit a summary of all personnel actions for professional/administrative staff, to the university affairs committee for recommendation for approval by the board of trustees. The personnel actions shall be contingent upon approval by the board.
- (G) Evaluation of executive officers, administrative officers, and professional/administrative staff.
  - (1) The procedures that follow provide an overall structure for evaluation. The university will maintain an electronic process for



evaluations. However, it is recognized that these procedures may need to be adjusted to accommodate a particular situation.

- (2) The evaluation process is conducted on an annual basis; for intercollegiate athletic coaches, the evaluation process will be conducted at the end of each season.
- (3) For executive and administrative officers, the board of trustees considers it important to have the evaluation of executive and administrative officers include the perspective of their constituents and subordinates. Therefore, an important component of the overall evaluation may be input from a sample of constituents and subordinates.
- (4) The president will consult with the board of trustees during the evaluation process as to the performance of executive level officers and will inform the board of trustees about the results of their evaluation of each executive level officer.

(H) Salary adjustments.

- (1) Executive and administrative officers.
  - (a) At year's end, during a one-on-one session between the executive officer and the president, or administrative officer and executive officer, preliminary salary adjustment considerations may be discussed.
  - (b) When considering salary adjustments for executive officers and/or administrative officers, the president will submit proposed adjustments to the university affairs committee for its review and approval prior to implementing said adjustment(s).
- (2) Professional/administrative staff, not including intercollegiate athletic coaches.

The president may consider merit pay with the approval of the board of trustees.

- (3) Intercollegiate athletic coaches.
  - (a) Determinations regarding merit increases, if any, will be based on achievements, change in duties or responsibilities, and competitive or equity adjustments.
  - (b) Salary adjustments may not exceed the resources allocated by the university to the athletic department budget.
  - (c) For sports that utilize assistant coaches, the head coach, in consultation with the executive director of athletics, has the authority to allocate funds budgeted for their assistant coaches at their discretion and within budgetary limitations at any point during the fiscal year.
  - (d) Unsuccessful competitive performance may affect salary adjustments.
  - (e) The executive director will recommend merit increases to the president for approval.
- (4) Personnel Actions.

The chief human resources officer will prepare and submit a summary of all personnel actions for executive officers, administrative officers, and professional/administrative staff, to the university affairs committee for recommendation for approval by the board of trustees. The personnel actions shall be contingent upon approval by the board.

**RESOLUTION TO RESCIND  
HIRING AND SELECTION PROCESS, EVALUATION AND COMPENSATION FOR  
INTERCOLLEGIATE ATHLETIC COACHES POLICY, 3356-7-36**

**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 rescind the University Policy stated above and attached hereto.

**Board of Trustees Meeting  
December 12, 2024  
YR 2025-30**

**3356-7-36      Hiring and selection process, evaluation and compensation for intercollegiate athletic coaches.**

Responsible Division/Office: Intercollegiate Athletics  
Responsible Officer: President  
Revision History: September 1999; September 2003;  
November 2010; December 2012; April 2013;  
June 2019; July 2023; September 2023;  
December 2024  
Board Committee: University Affairs  
**Effective Date: December 12, 2024**  
Next Review:

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- (A) Policy statement. Youngstown state university (university) seeks to attract and retain highly qualified and diverse intercollegiate athletic coaching staff. In achieving this goal, the university is committed to the principles of gender equity, equal opportunity, diversity, and merit in hiring and retaining coaches. To determine whether coaching salaries are competitive, the athletic department will utilize data from peer athletic institutions provided by the respective league/conference.
- (B) Purpose. To provide guidelines and processes necessary to meet the hiring, selection, evaluation, and compensation practices unique to intercollegiate coaches, including the necessity for expediency in the selection and hiring process.
- (C) Parameters.
  - (1) Intercollegiate athletics coaches in all sports are in the university's professional/administrative staff category.
  - (2) Coaches may be issued an appointment with a sixty-day notice of termination clause, an appointment for multiple years with a sixty-day notice of termination clause, or when it is in the best interest of the university, the president, in consultation with the executive director of athletics, may issue an employment contract for multiple years.

- (3) Appointments and employment contracts for multiple years are contingent upon board of trustee approval; however, employees may begin employment prior to board approval.
  - (4) In the event that a multi-year appointment reaches the conclusion of the appointed term and an additional multi-year appointment is not considered, the appointment shall be determined to be a continuing appointment with no interruption in employment status and be subject to a sixty-day termination clause.
  - (5) The president will keep the board of trustees informed of negotiations involving employment contracts for multiple years.
- (D) Hiring and selection. The procedures that follow provide an overall structure for coaching positions selections. It is recognized that these procedures may need to be adjusted to accommodate a particular situation.
- (1) Advertising to fill athletic coaching positions of the university will be done in a manner that will provide an opportunity for a diverse pool of candidates.
  - (2) Openings for coaching positions will appear on the university's website and allow for the receipt of electronic applications for a minimum of seven calendar days.
  - (3) The athletic department may use search waivers for filling coaching positions when approved by the office of equal opportunity, policy development and title IX in accordance with rule 3356-2-04 of the Administrative Code (see university policy 3356-2-04 "Search waivers for hiring of faculty and professional - administrative staff"). However, when time and circumstances allow the university's search processes will be followed.
  - (4) Employment is contingent on acceptable background checks. The requirement for a background checks cannot be waived; however, background checks can be expedited at the request of the athletics department.
  - (5) The chief human resources officer will submit a summary of all filled coaching positions at the next regularly scheduled meeting.

(E) Evaluations.

- (1) The executive director of athletics, or designee, will annually evaluate all head coaches at the end of each season.
- (2) All head coaches will evaluate their assistant coaches at the end of each season and review these evaluations with the executive director of intercollegiate athletics, or designee.

(F) Salary adjustments.

- (1) Salary adjustments, including increases based on merit, may not exceed the resources allocated by the university to the athletic department budget.
- (2) Determinations regarding merit increases, if any, will be based on achievements, change in duties or responsibilities, and competitive or equity adjustments.
- (3) For sports that utilize assistant coaches, the head coach, in consultation with the executive director of athletics, has the authority to allocate funds budgeted for their assistant coaches at their discretion and within budgetary limitations at any point during the fiscal year.
- (4) Unsuccessful competitive performance may affect salary adjustments.
- (5) The executive director will recommend merit increase to the president for approval.

**RESOLUTION TO RESCIND  
SELECTION, APPOINTMENT, AND EVALUATION OF PROFESSIONAL/  
ADMINISTRATIVE STAFF POLICY, 3356-7-42**

**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 rescind the University Policy stated above and attached hereto.

**Board of Trustees Meeting  
December 12, 2024  
YR 2025-31**

**3356-7-42      Selection, appointment, and evaluation of professional/  
administrative staff.**

Responsible Division Office:    Human Resources  
Responsible Officer:            VP for Legal Affairs and Human Resources  
Revision History:                March 1999; December 2009; April 2013;  
   May 2015; March 2019; December 2024  
Board Committee:                University Affairs  
**Effective Date:**                **December 12, 2024**  
Next Review:

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- (A)    Policy statement. While the president has overall responsibility for the management of the university, the responsibility for decisions about the employment of personnel is delegated to the appropriate division officer who is responsible for making personnel decisions within the described university procedures. The university employs staff members with experience, degrees, and other credentials appropriate to their responsibilities. Hiring managers are charged with the responsibility of assuring that qualified individuals are appointed as professional/administrative staff members. Personnel actions will become effective upon approval by the board of trustees.
- (B)    Purpose. These procedures are designed to assure that qualified individuals with experience, degrees, and other credentials appropriate to their responsibilities are appointed as professional/administrative staff members.
- (C)    Scope. This policy applies to professional/administrative staff (including part-time and externally funded) that perform nonteaching duties of a professional, administrative, or research nature and are not in the classified civil service or in a bargaining unit.
- (D)    Procedures for the selection of professional/administrative staff. The procedures that follow provide an overall structure for the selection of professional/administrative staff. When a professional/administrative vacancy occurs, the hiring manager will follow the prescribed electronic process to seek approval to post the position and follow the standard



search procedures, as established by the office of human resources. It is recognized that these procedures may need to be adjusted to accommodate a particular situation.

- (1) When a vacancy occurs, the appropriate supervisor will review the need for the position and forward a recommendation to the dean or executive director. After review, the dean or executive director will submit a recommendation to fill, modify, or eliminate the position to the appropriate divisional executive officer.
- (2) The appropriate divisional executive officer will review the recommendation and determine whether further consideration is appropriate. If appropriate, the recommendation is forwarded to the president for his/her approval.
- (3) Filling of authorized positions must utilize recruitment activities that conform to the equal opportunity and affirmative action procedures (see rule 3356-2-02 of the Administrative Code, "Equal opportunity and affirmative action recruitment and employment") unless a search waiver is granted.
- (4) Professional/administrative staff members are employed in full-time or part-time status. Part-time professional/administrative staff are employed on a full-time equivalent ("FTE") basis, assuming a forty-hour workweek. Eligibility for university benefits is determined by the individual's FTE status.
- (5) The appropriate division officer will review the proposed offer of employment with the office of human resources prior to the offer to the successful candidate.
- (6) The offer of employment may only be extended by the office of human resources in collaboration with the appropriate divisional executive officer upon the recommendation of the dean or executive director and the person responsible for the employing unit.

- (7) The office of human resources will extend an offer of employment. The offer will be in the form of either an appointment or an employment contract.
  - (a) Appointments will include a sixty-day notice of termination clause. Appointments are contingent upon board approval; however, employees may begin employment prior to board approval.
  - (b) When it is in the best interest of the university, the president may issue an employment contract for multiple years. Employment contracts must be approved by the board of trustees in advance of the employment start date.
- (8) The chief human resources officer will prepare and submit a summary of all personnel actions (i.e., appointments, promotions, reclassifications, transfers, demotions, salary adjustments, and separations) to the university affairs committee for recommendation for approval by the board of trustees. The personnel actions shall be contingent upon approval by the board.
- (9) Terms and conditions of employment for professional/administrative staff are determined by the board of trustees as set forth in the university policy.
- (E) Search waiver. A waiver of the search process may be requested in accordance with rule 3356-2-04 of the Administrative Code, “Search waivers for hiring of faculty and professional/administrative staff.”
- (F) Procedures for evaluation.
  - (1) The evaluation process is conducted on an annual basis.
  - (2) Throughout the course of the year, one-on-one sessions will be initiated by either party to discuss performance thus far.

- (3) Managers will utilize the prescribed electronic process to evaluate their direct reports.

**RESOLUTION TO RESCIND  
SELECTION, APPOINTMENT AND EVALUATION OF EXECUTIVE OFFICERS  
POLICY, 3356-9-01**

**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 rescind the University Policy stated above and attached hereto.

**Board of Trustees Meeting  
December 12, 2024  
YR 2025-32**

**3356-9-01 Selection, appointment, and evaluation of executive officers.**

Responsible Office:	Office of the President
Responsible Officer:	President
Revision History:	June 2001; September 2003; February 2009; March 2013; April 2013; June 2013; May 2015; March 2019; December 2024
Board Committee:	University Affairs
<b>Effective Date:</b>	<b>December 12, 2024</b>
Next Review:	

- (A) Policy statement. The divisional executive officers of the university are the provost/vice president for academic affairs, vice president for institutional effectiveness and board professional, vice president for finance and business operations and the vice president for legal affairs and human resources. The president is considered to be the divisional executive officer for those work units that have a direct reporting relationship and for the staff assigned to work in the office of the president. The board of trustees is committed to establishing and developing processes designed to hire and retain effective, innovative, and strategic executive officers. In the selection and evaluation of executive officers of the university, the board of trustees is committed to the principle of collegiality, where, as appropriate, members of the university community (students, faculty, and staff) have an opportunity to participate in the decision-making processes of the university. The board of trustees acknowledges the need for the establishment of processes for the selection and regular evaluation of divisional executive officers of the university. The board also affirms the principles of collegiality and merit-based rewards in these processes that are directly associated with positive evaluation of these officers.
- (B) Parameters.
- (1) A position announcement, including the minimum and preferred qualifications, will be developed and brought to the board of trustees for review and approval prior to initiating the search.
  - (2) Advertising to fill executive officer positions will be done in a manner that will create a diverse pool of candidates of racial,

ethnic and social backgrounds, reflecting a wide diversity of values, ideas, and beliefs.

- (3) An individual selected to serve as an executive officer will be identified from an applicant pool obtained as a result of a national search process. With the approval of or when deemed necessary by the president, a search firm may be utilized. Filling these positions on an interim basis may be done without initiating a formal process (see rule 3356-9-10 of the Administrative Code, “Acting/interim appointments of university administrators”).
  - (4) In recognition of the principles of collegiality, advisory committees will be utilized during the process of searching, screening, and interviewing potential executive officers.
  - (5) Evaluation involves an employee and supervisor in a yearly process of mutually identifying measurable objectives, regular review of progress toward their achievement, and year-end determination of whether or not the objectives were met.
  - (6) The evaluation may involve merit salary considerations as part of the year-end sessions.
- (C) Role of executive officers.
- (1) Executive officers of the university maintain overall leadership for a particular division or unit. As university officials, each has the responsibility to represent the university and provide leadership in the specified areas of responsibility. The executive officers serve as primary advisors and the members of the president’s cabinet. In addition, the president may designate other administrative officers to serve as members of the cabinet. Executive officers of the university include:
    - (a) The provost and vice president for academic affairs is the chief academic officer of the university. As the president’s first delegate, the provost and vice president for academic affairs has primary responsibility for the overall administration of the academic programs of the university.

- (b) The vice president for institutional effectiveness and board professional is the chief administrative officer responsible for the university's institutional effectiveness agenda; provides leadership for institutional research and strategic planning implementation and assessment, supports the president internally and externally, and supports the successful functioning of the board of trustees as a board professional.
  - (c) The vice president for student affairs is the chief student personnel officer for the university and provides leadership for the division of student affairs and its major units.
  - (d) The vice president for finance and business operations is the chief fiscal and administrative officer for the university; provides leadership for the division of finance and business operations, recommends fiscal policy to the president for consideration by the board of trustees, and is responsible for implementation of these policies.
  - (e) The vice president of legal affairs and human resources and university general counsel is the chief legal officer of the university and administrative officer for the division of legal affairs and human resources. This position provides leadership to the division of legal affairs and human resources.
- (2) Other positions designated by the president with the approval of the board of trustees.
- (D) The procedures for selection and appointment. The procedures that follow provide an overall structure for executive level officer selection. It is recognized that these procedures may need to be adjusted to accommodate a particular situation in consultation with the chief human resources officer.
  - (1) When there is a need to fill a vacant or new executive level position, the president will appoint a search advisory committee.
  - (2) This committee will include representatives of the affected university division, a member of the board of trustees, as

designated by the chair, and may include other members of the university community and other external members, as appropriate.

- (3) This committee will review all applications timely received, identify those that meet the pre-established qualifications, complete an initial check of references of the qualified candidates, and recommend a short list of candidates to be interviewed.
- (4) This committee will be involved in the process of interviewing all of the candidates visiting the campus.
- (5) The on-campus interview process may include a broad representation of each of the divisions of the university, students, appropriate community representatives, and others identified by the president.
- (6) The president will also host a meeting with each of the final candidates and members of the board of trustees.
- (7) The president, in consultation with the board of trustees, will identify the candidate to be extended the offer. The office of human resources will extend an offer of employment that is contingent upon the approval of the board of trustees. The offer will be in the form of either an appointment or employment contract.
  - (a) Appointments will include a ninety-day notice of termination clause.
  - (b) When it is in the best interest of the university, the president may issue an employment contract for multiple years.

Both appointments and employment contracts of an executive officer must be approved by the board of trustees prior to the employment start date.

- (8) The chief human resources officer will prepare and submit a summary of all personnel actions (i.e., appointments, promotions, reclassifications, transfers, demotions, salary adjustments, and separations) to the university affairs committee for



recommendation for approval by the board of trustees. The personnel actions shall be contingent upon approval by the board.

- (E) Exceptions to the selection procedures. Exceptions to the above selection requirements may be granted in special circumstances where departure offers demonstrable benefits for the university. A request for such an exception must be submitted in writing to the office of human resources and the office of equal opportunity, policy development and title IX for review and recommendation. The request initiated by the president, together with the recommendations of human resources and equal opportunity, policy development and title IX, will be submitted to the university affairs committee of the board of trustees, which will recommend the final action to be taken on the request by the board of trustees.
- (F) Procedures for the evaluation of an executive level officer. The procedures that follow provide an overall structure for evaluation. It is recognized that these procedures may need to be adjusted to accommodate a particular situation.
  - (1) The evaluation process is conducted on an annual basis.
  - (2) The process will be initiated with one-on-one session(s) between the executive officer and the president.
  - (3) The initial phase of the process will be devoted to dialog whereby mutually accepted annual objectives are identified and finalized in writing.
  - (4) Through the course of the year, one-on-one sessions will be initiated by either party to review the progress being made toward the achievement of the objectives. Adjustments can be made to the objectives during these sessions.
  - (5) At year's end, during a one-on-one session between the executive level officer and the president, the degree to which these objectives have been met will be determined and preliminary salary adjustment considerations may be discussed. The board of trustees considers it important to have the evaluation of executive level officers include the perspective of their constituents and subordinates. Therefore, an important component of the overall

evaluation will be input from a sample of constituents and subordinates. The president will consult with the board of trustees during the evaluation process as to the performance of executive level officers and will inform the board of trustees about the results of their evaluation of each executive level officer.

- (6) When considering salary adjustments for executive level officers, the president will submit proposed adjustments to the university affairs committee for its review and approval prior to implementing said adjustment(s).

**RESOLUTION TO RESCIND  
SELECTION, APPOINTMENT, AND ANNUAL EVALUATION OF ADMINISTRATIVE  
OFFICERS POLICY, 3356-9-02**

**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 rescind the University Policy stated above and attached hereto.

**Board of Trustees Meeting  
December 12, 2024  
YR 2025-33**

**3356-9-02      Selection, appointment, and annual evaluation of  
administrative officers.**

Responsible Office:            Office of the President  
Responsible Officer:         President  
Revision History:            February 1998; February 2009; March 2013;  
   April 2013; June 2013; May 2015; March 2019;  
   June 2020; December 2024  
Board Committee:            University Affairs  
**Effective Date:**            **December 12, 2024**  
Next Review:

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- (A)    Policy statement. In the selection and annual evaluation of administrative officers of the university, the board of trustees is committed to the principle of collegiality where, as appropriate, members of the university community (students, faculty, and staff) have an opportunity to participate in the decision-making processes of the university. The board of trustees acknowledges the need for the establishment of processes for the selection and regular evaluation of administrative officers. The board also affirms the principles of collegiality and merit-based rewards in these processes that are directly associated with positive evaluation of these officers.
- (B)    Parameters.
- (1)    A position announcement, including the required and preferred qualifications, will be developed and brought to the president for review and approval prior to initiating the search.
- (2)    Advertising to fill administrative officer positions will be done in a manner that will create a diverse pool of candidates of racial, ethnic and social backgrounds reflecting a wide diversity of values, ideas, and beliefs.
- (3)    An individual selected to serve as an administrative officer will be identified from an applicant pool obtained as a result of a national search process. With the approval of or when deemed necessary by the president, a search firm may be utilized. Filling these positions on an interim basis may be done without initiating a

formal process (see rule 3356-9-10 of the Administrative Code, “Acting/interim appointments of university administrators”).

- (4) In recognition of the principles of collegiality, advisory committees may be utilized during the process of searching, screening, and interviewing potential administrative officers.
  - (5) Evaluation involves an employee and supervisor in a yearly process of mutually identifying measurable objectives, regular review of progress toward their achievement, and year-end determination of whether or not the objectives were met.
  - (6) The evaluation process may involve merit salary considerations as part of the year-end session.
- (C) Role of the administrative officers. Administrative officers of the university maintain management responsibilities for a specific segment of the campus. They also serve as an integral part of the university’s leadership team that is responsible for the overall direction of the institution. Each serves as primary advisor on the various divisional advisory committees and as members of the executive and administrative staff council. Each dean, associate dean and chair has certain responsibility for one of the colleges and reports directly or through the chain of command to the provost and vice president for academic affairs. Associate vice presidents, associate provosts, assistant provosts, and executive directors are responsible for a major administrative unit and each reports directly to an executive level officer or the president. Administrative officers of the university include:
- (1) College deans, associate deans, and chairs.
  - (2) Associate vice presidents.
  - (3) Executive directors.
  - (4) Associate provosts.
  - (5) Assistant provosts.
  - (6) Executive director of equal opportunity, policy development and title IX.

- (7) Chief human resource officer.
  - (8) Other positions designated by the president.
- (D) Procedures for the selection of administrative officers. The procedures that follow provide an overall structure for administrative officer selection. It is recognized that these procedures may need to be adjusted to accommodate a particular situation, i.e., selection of chairs (see the YSU-YSU/OEA collective bargaining agreement). When an administrative officer vacancy occurs, the hiring manager will follow the prescribed electronic process to seek approval to post the position and follow standard search procedures as established by the office of human resources. The following is a general description of the search process.
- (1) When there is a need to identify a new administrative officer, the appropriate executive level officer (see rule 3356-9-01 of the Administrative Code) or designee appointed by the president will appoint a search advisory committee.
  - (2) This committee will include representatives of the affected university division and may include other members of the university community and other external members as appropriate.
  - (3) This committee will review all of the applications received, identify those meeting the pre-established qualifications, complete an initial check of references of the qualified candidates, and recommend a short list of candidates to be interviewed.
  - (4) This committee will be involved in the process of interviewing all of the candidates visiting the campus.
  - (5) The on-campus interview process may include a broad representation of the affected university division, other members of the university community, including the board of trustees and others identified by the appropriate executive level officer or designee appointed by the president.
  - (6) Upon the conclusion of the interview process, the search advisory committee will submit to the appropriate executive level officer or designee appointed by the president an unranked list of three to

five candidates, with an assessment of each, that are recommended to fill the vacant position.

- (7) The appropriate executive level officer appointed by the president, in consultation with the president, will review the list of recommended candidates to identify the person to be extended an offer. The office of human resources will extend an offer of employment that is contingent upon the approval of the board of trustees. The offer will be in the form of either an appointment or an employment contract.
  - (a) Appointments will include a ninety-day notice of termination clause. Appointments are contingent upon board approval; however, employees may begin employment prior to board approval. See rule 3356-9-05 of the Administrative Code, university policy 3356-9-05 “Faculty rank and tenure for designated administrators.” Administrators with tenure may be returned to faculty without providing the ninety-day notice period.
  - (b) When it is in the best interest of the university, the president may issue an employment contract for multiple years. Employment contracts must be approved by the board of trustees in advance of the employment start date.
- (8) The chief human resources officer will prepare and submit a summary of all personnel actions (i.e., appointments, promotions, reclassifications, transfers, demotions, salary adjustments, and separations) to the university affairs committee for recommendation for approval by the board of trustees. The personnel actions shall be contingent upon approval by the board.
- (E) Exceptions to the selection procedures. Exceptions to the above selection requirements may be granted in special circumstances where departure offers demonstrable benefits for the university. A request for such an exception must be submitted in writing to the office of human resources and the office of equal opportunity, policy development and title IX for review and recommendation. A request initialed by a hiring department, together with the recommendations of human resources and office of equal opportunity, policy development and title IX, will be submitted to the president, who will take final action on the request and report the

recommendations and action taken to the university affairs committee of the board of trustees at or before its next meeting.

- (F) Procedures for the evaluation of administrative officers. The procedures that follow provide an overall structure for evaluation. It is recognized that these procedures may need to be adjusted to accommodate a particular situation.
- (1) The evaluation process is conducted on an annual basis.
  - (2) The process will be initiated with one-on-one session(s) between the administrative officer and the executive officer or the president.
  - (3) This initial phase of the process is devoted to dialog, whereby mutually acceptable annual objectives are identified and finalized in writing at the start of the calendar year.
  - (4) Throughout the course of the year, one-on-one sessions will be initiated by either party to review the progress being made toward the achievement of the objectives. Adjustments can be made to the objectives during these sessions.
  - (5) At year's end, during a one-on-one session between the administrative officer and the executive officer, the degree to which these objectives have been met is determined and preliminary salary adjustment considerations may be discussed. The board of trustees considers it important to have the evaluation of administrative officers include the perspective of their constituents and subordinates. Therefore, an important component of the overall evaluation will be input from a sample of constituents and subordinates.
  - (6) All administrative officers' merit considerations are reviewed by the executive officers in a group setting to ensure consistent application from an institutional perspective.
  - (7) When considering salary adjustments for administrative officers, the president will submit proposed adjustments to the university affairs committee for its review and comment prior to implementing said adjustment(s).



**RESOLUTION TO MODIFY AND RETITLE  
SEARCH WAIVERS FOR HIRING OF FACULTY AND PROFESSIONAL/  
ADMINISTRATIVE STAFF POLICY, 3356-7-55**

**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  
December 12, 2024  
YR 2025-34**

**3356-7-55      Search waivers for hiring of faculty, executive officers,  
administrative officers, and professional/ administrative staff.**

Responsible Division/Office: Human Resources  
Responsible Officer: VP for Legal Affairs and Human Resources  
Revision History: June 2006; June 2011; March 2013; May 2015;  
March 2017; September 2019; June 2024;  
December 2024  
Board Committee: University Affairs  
**Effective Date: December 12, 2024**  
Next Review: 2029

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- (A) Policy statement. It is the policy of Youngstown state university that institutional employment goals are best served through a standard search process. However, exceptions to the standard search process may be appropriate in situations where it can be clearly demonstrated that it is in the university's best interest to forgo the standard search process.
- (B) Scope. This policy applies to vacancies for faculty, executive officers, administrative officers, and professional/administrative staff who are not in the classified civil service or in a bargaining unit.
- (C) Purpose. To provide a process for requesting a search waiver for fully qualified individuals who can make a unique contribution to the university and its strategic plan.
- (D) Request criteria. The following information shall be provided in writing when submitting a request for a search waiver.
  - (1) A description of the position, including whether the position is temporary or has an anticipated end date and minimum and/or preferred qualifications.
  - (2) Curriculum vitae, resume and/or other relevant materials documenting qualifications, credentials and/or skills of the individual that qualify them for the position.
  - (3) Likelihood of success in the position (e.g., promotion and tenure, where applicable).

- (4) Relevance of the hire to the university's strategic priorities.
  - (5) Input of the hiring unit for the requested appointment.
  - (6) Identification of funds to support the position.
  - (7) Rationale for departing from the standard search process presented.
  - (8) Whether the candidate is a retire/rehire of professional/administrative staff.
  - (9) Whether the candidate is a family member of a current university employee (see rule 3356-7-26 of the Administrative Code, "Nepotism and potential conflicts in employment situations").
- (E) Review criteria. The following factors will be considered when determining whether a waiver is in the university's best interests.
- (1) Whether the position and/or funding are temporary or time limited.
  - (2) The existence of an urgent situation.
  - (3) Whether the proposed hire possesses outstanding and uniquely specialized skills, knowledge, or experience and/or otherwise would not be available through the standard search process.
  - (4) Whether a recent search(es) for the position resulted in a failed search(es), including the lack of a qualified pool of applicants.
  - (5) Previous use of search waivers by the office or department.
  - (6) Other compelling reasons.
- (F) Procedures.
- (1) The submission of a search waiver requires the signature of the appropriate divisional officer and the hiring department director/manager or chairperson.

- (2) A copy of the potential employee's curriculum vitae, resume and/or other relevant materials must be included with the search waiver request.
- (3) A request for a search waiver, including all supporting information listed in paragraph (D) of this policy, must be submitted in writing to the chief human resources officer for review and recommendation. Following this review, the request will be forwarded to the office of the president.
- (4) Only the president, or designee, is authorized to grant a waiver from the requirement of a standard search.
- (5) The office of equal opportunity, policy development and title IX will provide information and assistance, as appropriate.
- (6) The office of human resources will provide the board of trustees with a quarterly report on hiring activity under this policy.

**RESOLUTION TO APPROVE THE APPOINTMENT OF THE  
VICE PRESIDENT FOR STRATEGIC COMMUNICATIONS &  
CHIEF OF STAFF**

**WHEREAS**, the Vice President for Strategic Communications & Chief of Staff has been created to serve as an executive officer and provide comprehensive leadership vision for the development and implementation of a communications, marketing (including enrollment marketing), branding, and public relations strategy for Youngstown State University (YSU) as well as act as the chief of staff to work directly with the President, executive leadership team, and community business leaders to provide policy and strategic leadership to enhance the mission of the university for the benefit of the students.

**WHEREAS**, Tim Harrington was appointed on July 15, 2024, as the Special Assistant to the President for Strategic Communications to provide a comprehensive leadership vision for the development and implementation of a communications, marketing, branding, and public relations strategy for the University; and

**WHEREAS**, Tim Harrington was appointed on January 18, 2024, as the Executive Assistant to the President to work directly with the President and executive leadership team; and

**WHEREAS**, University Policy 3356-9-01, Selection, Appointment, and Evaluation of Executive Officers, requires board approval prior to the employment start date; and

**WHEREAS**, Tim Harrington has all the requisite skills, both hard and soft, to be successful in more proactively telling the world who YSU is, what we are doing, how we are doing it, when we are doing it, and doing so in a way that supports our vision to continue as THE anchor university in Northeast Ohio; and

**WHEREAS**, the candidate's credentials have been reviewed by the President, who recommends the appointment of the candidate to the Board of Trustees; and

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Trustees of Youngstown State University does hereby approve the appointment of Tim Harrington as the Vice President for Strategic Communications & Chief of Staff, effective December 16, 2024, attached hereto.



**Name:** Timothy Harrington

**Effective Date:**

**Salary Range:** L12 Excl.

**POSN:** 998023

**FTE:** 1.00

**Reviewed By:** HJ/DL/JLA

**FLSA Review:** Exempt

**Hiring Range:** \$170,000

**Title:** Vice President, Strategic Communications & Chief of Staff

**Division:** University Relations

**Summary of Position:** Serves as the university's Strategic Communications Officer. Duties include: Oversees all university communications operations, including messaging, internal and external communications, branding, crisis communications, marketing, advertising, social and digital media, website management, and press relations; develops and implements a strategic communications, marketing, branding, and public relations strategy for Youngstown State University; provides leadership of a division, including supervision of staff, budgetary authority, and implementation and administration of all strategic communications programs and services.

Serves as President's Chief of Staff, including: working directly with the President and executive leadership team to develop and implement the university's comprehensive strategic plan; developing policies and procedures and participating in setting the overall strategy and vision of the university; serving as the President's designee when needed; and working directly with the President and executive leadership and community/business leaders to provide policy and strategic leadership to enhance the mission of the university for the benefit of the students.

**Position Information:**

**Essential Functions and Responsibilities:** Coordinates and leads a complex logistical operation responsible for synthesizing YSU's comprehensive communications, messaging, marketing, and branding strategy over the academic, enrollment and administrative operations in order to achieve consistent messaging both internally and externally across all university constituencies by aligning with key functions including but not limited to: enrollment management; colleges; government affairs; alumni and donor relations; student activities; community, business, and media relations; and athletics.

Strategizes with key areas to create a communications, messaging, marketing, and branding vision for YSU that aligns with the President's priorities and goals to enhance and expand the reputation and visibility of the University and strengthen the University's position within key markets.

Participates in the development of the university's strategic plan. Reviews the current structure and organization of YSU's communications and marketing operations for efficiency and develops a strategic business plan for the department to improve brand awareness, enrollment, marketing research and management, communications across campus with employees and students, external communications, as well as strengthening relationships with media, community leaders, policymakers, external business partners, etc. Specifies goals, strategies, tactics, resource requirements and metrics for the department, and works collaboratively with staff to implement it across paid, earned, social and owned media.

Manages press and media relations, and serves as the University's chief spokesperson and representative to the news media.

Reports directly to the President; serves as member of the President's cabinet and may act as chief executive officer in the absence of the President. Builds an integrated, highly collaborative team of strategic marketing and communications leaders who are responsible for working with assigned constituents to build and communicate the YSU brand that will enhance the institution's reputation and inspire prospective students, faculty, and staff to choose YSU.

Works directly with the President, cabinet, key advisors, and deans to create a vision for communications that align with the YSU's priorities and goals. In collaboration with the President, oversees the management of the institution's reputation and visibility through effective communications, media (paid, earned, social, and owned), and public relations practices that create understanding and transparency of the university's programs, initiatives, and campaigns. Develops enduring partnerships with the President's cabinet, academic deans, and administrative leaders to understand unit-level goals and distinct marketing and communications needs and connects unit-level messages and strategies with the overall direction of the institution, developing shared solutions to further support the deans and cabinet leaders.

As a member of the President's cabinet and key advisor to the President and Board of Trustees, advises on institutional issues and serve as a primary media and public relations spokesperson and leader during crises. Anticipates and manages communications for issues and crises that could impact YSU's operations, resources, and reputation. Proactively communicates on behalf of the university during crises, including serving as the primary spokesperson for the university.

Works toward a goal of increasing YSU's local, national, and international visibility of accomplishments, advances in knowledge, and impact achieved by members of the university community (administration, faculty, staff, students, alumni) and programs.

Designs and implements a metrics system and uses this data to inform strategies and evaluate outputs and outcomes. Drives measurable impact through agile, data-informed, and technology-enabled approaches effective for higher education and other industries.

Establishes institutional policies, guidelines and standards pertaining to communications, oversees compliance, and builds a culture of continual improvement. Acts as a liaison between the President's office and other departments, faculty and external stakeholders.

Manages the fiscal and human resources responsible for the communications, marketing, and branding operations of the university, including establishing levels of responsibility and accountability, training and organizational development, compensation recommendation, staff performance evaluations, and employee engagement.

**Other Functions and Responsibilities:** Assists with training new hires. Performs other duties as assigned and or required that are within the level of responsibility for this classification at the discretion of the supervisor.

**Equipment Operated:** Computer and all other standard office equipment.

**Work Schedule:** Typically, Monday through Friday. Available to work evening and weekend hours as needed.

**Supervision Exercised:** Supervision exercised over staff and student employees.

**Reports to:** President

**Qualifications and Competencies:** Tested executive with deep experience in leading complex organizations/institutions and resolving complex situations. Proven interpersonal and people skills with exceptional experience as a relationship developer who builds strong partnerships at all organizational levels. Proven organizational and management skills. Team builder with a proven ability to develop and harness diverse talents, knowledge, and experiences across large organizations/institutions. Experience working and leading teams in a complex, highly matrixed environment, regularly engaging with senior leaders and board members. Disciplined practitioner with a strong background in internal and external strategic communications, press and media relations, brand and marketing strategy development, and digital communications and marketing. Demonstrated success developing highly effective teams who manage critical projects and relationships on behalf of the organization/institution. Experience in strategy development and long-range planning. Exceptional written and oral communication skills with demonstrated experience representing an organization/institution in times of crisis.

**Required Certifications, Training, and/or Licensures:** None

**Knowledge, Skills, and Abilities:**

Knowledge of: University policies and procedures\*; office practices and procedures; department/division goals and objectives\*; department/division policies and procedures\*; workplace safety practices and procedures\*; English grammar and spelling; records management; office management; project management.

Skill in: Interpersonal, oral, and written communication; use of office equipment; typing, data entry; computer operation; use of computer software and other programs applicable to the assigned department/division\*.

Ability to: Operate with the utmost integrity and model respect for others; display executive presence; inspire confidence in trustees and senior leaders; lead a large staff at a complex organization; build a cohesive team that is transparent and works well with the other divisions, offices and departments across campus; deal with problems involving several variables within familiar context; define problems, collect data, establish facts, and draw valid conclusions; determine material and equipment needs; calculate fractions, decimals, and percentages; compile and prepare reports; use proper research methods to gather data; prepare accurate documentation; maintain records according to established procedures; travel to and gain access to work site; effectively interact with personnel and public to answer routine questions; train or instruct others; move quickly and effectively from one tasks to another; work independently and in a team environment; develop and maintain effective working relationships. Excellent interpersonal skills and a personal commitment to equity. Strong written and oral communication skills and experience presenting information and summary reports internally and to the public.



(\*) Developed after employment.

**Minimum Qualifications:** At least a bachelor's degree from an accredited college or university; five or more years of experience as a professional communicator. Three or more years of experience as a manager.

**Preferred Qualifications:** Master's degree in business administration, communications, English, public relations, journalism, or related field. Advanced credentials in public relations or business communications, such as the Accredited in Public Relations (APR) designation, or a master's degree in a closely related discipline. Experience serving a complex organization with multiple constituencies, such as higher education, health care, government, or non-profit organizations. Experience representing clients or employers to the news media. Demonstrated skills in working with journalists, including relationship building, serving as a spokesperson, pitching stories that drive the brand narrative, and handling sensitive and challenging interactions. Experience developing and managing an organization's brand. Experience in developing and implementing strategic communications plans that are research-based, aligned to business objectives, and measurable. Experience in designing, managing, and measuring multi-channel communications initiatives that rely on paid, earned, shared, and owned media. Experience leading communications professionals, such as writers, designers, photographers, web developers and social media practitioners.

**Physical Requirements:** In accordance with the U.S. Department of Labor physical demands strength ratings, this position will perform sedentary work.

**Sedentary:** work involves exerting up to 10 pounds of force occasionally or a negligible amount of force frequently to lift, carry, push, pull, or otherwise move objects, including the human body. Sedentary work involves sitting most of the time but may involve walking or standing for brief periods of time. Jobs may be defined as Sedentary when walking and standing are required only occasionally, and all other Sedentary criteria are met.

# Timothy J. Harrington

6429 Farmington Circle • Canfield, OH • H/C: 330.518.1293 • tjharrington02@ysu.edu

## SENIOR EXECUTIVE / STRATEGIC COMMUNICATIONS / OPERATIONS

Accomplished Senior Executive with over 30 years of experience in a broad spectrum of leadership, operational improvement, change management, KPI's/metrics, synchronized communication, instruction and training in the U.S. Navy, the private sector, and at Youngstown State University. Exceptional track record of leading and instructing teams, US Navy personnel, government employees, students, and organizations to improved performance. Led high performance teams and organizations ranging from 20 to over 600+ people. Exceptional communication and leadership skills to teach, coach, manage, and motivate diverse professionals in challenging environments. Experience includes being the COO of a multi-million-dollar industry leader in water hydraulics, Deputy Chief of Staff for Logistics, Supply and Ordnance for Commander of the U.S. Pacific Fleet, CEO/Commanding Officer of a 425 person, \$300M Naval Sea Systems Command major field activity with 6 detachments, and the Head Logistics Director for 2 aircraft carriers. Experienced in the staff operations, communications, social media, human resources, Aerospace/Maritime industries, and University instruction with a demonstrated focus on strategic leadership, operational improvement, project management, crisis communications and building successful teams to drive strategic results.

## PROFILE / CAREER MILESTONES

- Youngstown State University Special Assistant to the President for Strategic Communications.
- Chief Operating Officer/VP of Operations for a Veteran-Owned business that increased operational effectiveness twofold, decreased backlog by 99%, and executed actions that reduced overhead 35%. Completely revamped all operational processes at the company and managed the company to achieve ISO 9001 certification.
- Chief Executive Officer/Commanding Officer of a US Navy activity that was hand selected by the Commander of the Naval Sea Systems Command (VADM Kevin McCoy) to lead the complete restoration of a crippled activity of 425 employees. Implemented a Change Management program and successfully transitioned the activity through an extensive financial overhaul, echelon change and implementation of Enterprise Resource Planning (ERP) in 18 months. (2010-2012) (*Naval Sea Systems Command*)
- Hand Selected as the Deputy Chief of Staff for Logistics, Fleet Supply and Ordnance on the Staff of the Commander, U.S. Pacific Fleet (COMPACFLT).
- Youngstown State University Part -Time Instructor Williamson College of Business Administration, MBA Program.
- Personally selected by the Commander, Naval Sea Systems Command, VADM Kevin McCoy, to testify to Congress to the bipartisan congressional commission to study wartime contracting (COWC) in Afghanistan and Iraq.
- Recognized experience in strategic leadership, organizational change management and acquisition led to selection as a finalist for the Admiral Stan Arthur Award for Naval Logistics Excellence (2011) (*Naval Sea Systems Command*)
- Personally selected by the Commander, Naval Air Forces Pacific to be the Head Logistician to restore logistics services/aviation readiness and lead a 600-person department onboard the aircraft carrier USS GEORGE WASHINGTON after \$75M of damages were incurred following a major casualty at sea.

## PROFESSIONAL EXPERIENCE

Youngstown State University, 1 Tressel Way, Youngstown, OH 44555

Aug 2024 - Pres

### Special Assistant to the President for Strategic Communications

- Direct report to the President of YSU. Advances the vision and goals of the President; provides strategic advice and support to the President and works with the Cabinet and other leadership (across all echelons) to develop and make progress on the priorities of YSU.
- Strategic Communications (StratComm) - responsible for driving YSU brand messages, specific news/media/information to internal and external audiences, including news media relations, social media management, strategic content creation, support for the president's communications and student recruitment.
  - Aug 2024 – Present --- reorganizing the University Relations (UR) department to a more integrated team by rebalancing skill sets within the top managers and refocusing skill sets on the tactical sides (i.e. – Aug 2024 social media hire being aligned with earning news coverage for the university).
  - Drafting a Board approved campus Communications policy to centralize YSU's external communication and marketing efforts (crisis communication, social media, website editing, news releases, and promotion of the YSU brand)
  - Assessing the graphic design area of UR and conducting an informal, cursory review of other campus areas where duplication of effort appears to be present.
  - Analyzing the WYSU AM radio channel programming and identifying areas to modify to better balance the content.
- YSU's Chief Spokesperson – representative to news media for crisis communication, crisis management messa and preparing plans and communications for top level issues that affect the strategic vision of YSU.

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**Youngstown State University, 1 Tressel Way, Youngstown, OH 44555**

**Jan 2024 – Aug 2024**

## **Special Assistant to the President**

- Directed, administered, and coordinated the internal operational activities and strategic focus of the President of Youngstown State University.
- Managed the strategic scheduling, constituent coordination, and University promotion for the President.
- Personally managed on behalf of the President the executive review of organization policies, strategic goals, and personnel actions that cover all university operations and growth.

**BOC Water Hydraulics, LLC, 12024 Salem-Warren Rd, Salem OH 44460**

**July 2014 – Jan 2024**

## **CHIEF OPERATING OFFICER / VP OF OPERATIONS**

- Increased operational effectiveness twofold, decreased backlog by 98%, and executed actions that reduced overhead 30%. Increased profit margins and customer satisfaction. Aggressively directed the development and implementation of standard operating procedures and controls that resulted in sustained synch'd communication / information flow across all departments and a consistent drumbeat of communication externally to customers via social media.
- Implemented Key Performance Indicators (KPI's) / Advanced Metrics that quickly resulted in the identification of opportunities to expand the business overseas, and increased efficiency of production workflow.
- Responsible for developing, managing, and executing all BOC's communication strategy to promote and maintain the company's reputation as the industry leader in descaling and decoking operations. This included all media engagements, strategic social media, publicity for events, products and people.

**Youngstown State University, 1 University Plaza, Youngstown, OH 44555**

**Sep 2016 – Jan 2021**

## **PART-TIME INSTRUCTOR, WILLIAMSON COLLEGE OF BUSINESS ADMINISTRATION (MBA Program)**

- Classroom Management – challenged students throughout a semester to “be curious” about business, the world we live in, and how it will affect them and provide them a competitive advantage. \
- Engaged students to manage a project that I coordinate with local businesses that will be used by the business moving forward. Real business world instructing. Routinely provide students class with compelling (and controversial) leadership and business articles/videos and have follow on discussion for a small portion of class. Articles are geared to spur their own curiosity about how they lead...or will lead.
- My educator goal was to use the textbook as a template but to take my experiences, good and bad, and instruct students to be 'business ready'.

**Commander, United States Pacific Fleet, Oahu, Pearl Harbor, HI**

**May 2012 – June 2014**

## **DEPUTY CHIEF OF STAFF FOR LOGISTICS, FLEET SUPPLY AND ORDNANCE (Navy Captain/0-6)**

- Led a joint-capable logistics team focused on operational and logistics effectiveness at the theater strategic/operational level. Responsible for synchronizing communications across 4 echelons of commands, which included logistically planning and the execution of numerous contingency operations.
- Continued the strategic, collaborative effort from Naval Sea Logistics Center to execute an inventory readiness sparing modeling and analysis of the Ballistic Missile Defense (BMD) system to the entire US Navy Fleet. Built the execution and communication strategy across 5 agencies, received the buy in from the Commander of the Pacific Fleet, coordinated with the Pentagon staff and delivered the results which equipped over half the Navy's operational forces with the right sparing to achieve 3 fold readiness for our Ballistic Missile Defense with emphasis on forward deployed units, and our Littoral Combat Ships. Initiatives included increased sparing, coordinated contract support across the theaters, forward positioning of stock, and developing and executing theater distribution capabilities.
- Optimized ordnance management, positioning and readiness for PACFLT through sited explosive anchorages, ordnance load plans, explosive safety, inventory management and support infrastructure. Coordinated with PACOM and other constituents to develop ordnance requirements and provides recommendations for investment and procurement strategies to PACFLT, PACOM, and OPNAV staffs. Result was increased ordnance readiness across the theatre. Drill down information on this is classified.

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**Naval Sea Logistics Center (NSLC), Mechanicsburg, PA**

**May 2010 – April 2012**

## **CHIEF EXECUTIVE OFFICER / COMMANDING OFFICER (Navy Captain/0-6)**

Commanded one of the largest Naval Sea System Command (NAVSEA) field activities. Sought out and hand selected by the Commander of the Naval Sea Systems Command (VADM Kevin McCoy) to lead the complete restoration of a crippled activity of 700 employees. Led a professional workforce of 700 civilian and contractor personnel located at six primary sites in strategic planning and business transformation. Oversaw and facilitated accomplishment of the organization's mission to serve as NAVSEA's technical agent for developing, maintaining, and assessing life cycle logistics support policies, procedures, products and data systems. Served as the senior fiscal execution officer responsible for the planning and execution of a \$65M yearly budget.

- Efficiently implemented a disciplined project review process that has improved cost/schedule performance by analyzing the 'right' project metrics that resulted in a 75 percent cost and schedule improvement; was the impetus to the execution of the organization's first ever Business Development Plan that has provided an in-depth analysis and stratification of the command's products and services, communication strategy, financial posture, customers, and talent base; unwavering leadership that drove the requirements for the command's flawless implementation of ERP.
- Built the Team - Coordinated with and across the Program Executive Office (Integrated Weapons systems), NAVSUP Weapon Systems Support and NAVSEA, forged a partnership that aggressively addressed AEGIS onboard sparing options, enabled a BMD System of Systems Optimization which resulted in the completion of a comprehensive Readiness Based Sparing (RBS) analysis for the AN/SPY-1D version of AWS and a "system of systems" RBS analysis for BMD capability.
- Provided professional and articulate testimony to the independent, bipartisan legislative Commission on Wartime Contracting (COWC) in Iraq and Afghanistan. As a witness on the COWC panel to examine how the past performance information system and the suspension and debarment process can be used to achieve better contractor performance and accountability in contingencies, testified on NAVSEA's behalf and provided the commission a clear-cut, detailed analysis of NSLC's role as the system and training administrator of the federally utilized Contracting Performance Assessment Reporting System (CPARS).
- Implemented a Change Management program to stimulate employee discussion and afford the workforce a better understanding of organizational changes, their effects, and how employees can be leaders in the process.
- Led the successful realignment of the Naval Sea Logistics Center (NSLC) to Naval Undersea Warfare Center – Keyport (NUWC-K). Coordinated the administrative, organizational, and financial realignment and successfully gained efficiencies while meeting all milestones on or ahead of schedule. Specific actions included: transitioning to a new unit identification code (UIC); coordinating the organizational change request (OCR) transition; notifying bargaining units of the alignment; transitioning NSPS employees to the Interim Performance Management System (IPMS); providing input and coordinating submissions for the development of the DoN WCF budget.

**Commander, Fleet Air Forward, Atsugi, Japan**

**May 2009 – April 2010**

## **LOGISTICS DIRECTOR**

Led 120 Senior Government, Military, and Japanese civilians. Served as the Logistics Director and Fleet Type Commander in the operating areas of the U.S. Navy's Fifth and Seventh Fleets (Japan to Guam to the Arabian Gulf). Oversaw all logistics and maintenance requirements, policies and programs for all aviation forward deployed naval units, aviation capable ships, airfields, and air facilities.

- Primary responsibilities were to coordinate/support and communicate the prioritization and management of material, maintenance and training to geographically dispersed aviation customers within the Pacific Naval Aviation Enterprise.
- Developed, implemented and trained supply leadership on KPI's/metrics and business processes which reduced performance variability across customer channels and improved performance measures for all customers.
- Led a 10-constituent aviation enterprise integrated process team that identified operational plan forward operating base requirements and shortfalls required in the Navy's 7<sup>th</sup> Fleet Area of Operation.
- Identified, developed a plan, garnered the right players, and resolved an IT connectivity flaw in 6 months that had hampered US Navy aviation supply chain management operations between Guam, Japan, and Bahrain for over 10 years. This solution continues to save 1000's of hours of work and increased aviation material readiness for units operating in forward deployed areas of the Pacific Theatre.

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**USS GEORGE WASHINGTON (CVN-73), San Diego, CA/Yokosuka, Japan**

**Aug 2008 – Apr 2009**

## **LOGISTICS DIRECTOR / SUPPLY OFFICER**

After a \$75M casualty that drew national and global attention, was personally called upon by the Commander, U.S. Naval Air Forces Pacific, to be the Supply Officer/Logistics Director to restore unity to a 600-person department and repair the logistics processes onboard an aircraft carrier.

- Restored unity – quickly developed a plan, made the difficult decisions, and built a Team that was able to recover from one of the most challenging catastrophes the US Navy had experienced since the USS Cole terrorist attack in Yemen. Exceeded all expectations, increased readiness, and personally managed the logistics plan that resulted in the nuclear aircraft carrier successfully moving 12,000 miles and changing homeports to Japan.
- Responsible for 9 separate budget operating accounts with a combined annual budget of \$200M, and readiness parts and material inventories exceeding 60,000 line items and \$225M in value for both shipboard and aviation support.
- Responsible for the daily inport and at sea aviation logistics readiness and maintenance for the forward deployed Airwing permanently stationed in Atsugi, Japan
- Managed the daily services for a co-ed crew of 5,500+ crewmembers that included (2) multi-million dollar stores, a 1M pound/yr postal service, 20,000+ meals/day
- Routinely interacted with international personnel, from host nation government offices and military, senior government officials, to local citizens in numerous ports of call and intermediate support sites.

**USS KITTY HAWK (CV-63), Yokosuka, Japan**

**Apr 2007 – Aug 2008**

## **LOGISTICS DIRECTOR / SUPPLY OFFICER**

Board selected to lead a 500+ department for the forward deployed aircraft carrier

- Responsible for 9 separate budget operating accounts with a combined annual budget of \$200M, and parts and material inventories exceeding 60,000 line items and \$220M in value.
- Responsible for the daily inport and at sea aviation logistics readiness and maintenance for the forward deployed Airwing permanently stationed in Atsugi, Japan
- Awarded the Meritorious Service Medal mid-tour from the Commander, Naval Air Forces Pacific Fleet for increasing, maintaining, and sustaining the highest aviation readiness of all US Navy aircraft carriers
- Managed the hotel services for a co-ed crew of 5,500 crewmembers. While deployed, hosted numerous official visits and social events for host country dignitaries, military personnel, and host country citizens.
- Managed the daily services for a co-ed crew of 5,500+ crewmembers that included (2) multi-million dollar stores, a 1M pound/yr postal service, 20,000+ meals/day, Pay and Personnel Office
- Ambassador - routinely interacted with international dignitaries, from host nation government offices and military, to high ranking officials and staff, to local citizens in numerous ports of call and intermediate support sites

**United States Fleet Forces Command, Norfolk, VA**

**Apr 2005 – Mar 2007**

## **READINESS & SERVICES OFFICER – NAVY OPERATIONS**

- Liaison to major system commands within the United States Navy (NAVSEA/NAVSUP/NAVAIR). Streamlined afloat logistics processes for all ships in the US Navy – Logistics Operations, financial reform and standardization, and postal policy changes.
- Chairman of the Chief of Naval Operations (CNO) Afloat Operational Advisory Group that spearheaded and executed major changes to the complex mission of afloat food service across the entire US Navy. The changes identified by this group were implemented Fleet-wide and resulted in \$100M+ in cost savings

**Naval Inventory Control Point, Mechanicsburg, PA**

**Aug 2002 – Mar 2005**

## **DIRECTOR, PLATFORM MANAGEMENT / RETROGRADE PROGRAM MANAGER**

Led 35 government and senior civilians that planned, coordinated and managed the provisioning of shipboard allowance levels for all classes of Navy ships

- Personally built the team, managed the Fleet-wide major change to the retrograde management process, and spearheaded the development of a Navy-wide, fleet wide retrograde management program (Electronic Retrograde Management System/eRMS).
- Managed the start to finish development, testing, expansion, and roll out of an entire SAAS IT logistics system f

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the US Navy. Implemented the system onboard 12 aircraft carriers, (10) L-Deck ships and (2) mobile shore based nodes in Kuwait City and Fujairah. During Operation Iraqi Freedom, the system ensured 100% accountability of over \$1B of aviation/shipboard repairable items and wait time for repair was decreased by 60%. The system is still in use today, has been expanded DoD-wide and has saved the DoD over \$300M in lost equipment surveys.

## EARLY MILITARY CAREER

Jan 1990 – Nov 2002

**USS ABRAHAM LINCOLN:** Aviation Readiness Officer

(Jul 2000 – Jul 2002)

**US Air Station Keflavik, Iceland:** Assistant Logistics Director

(May 1997 – Apr 1999)

**Personal Staff to the Chairman, Office of the Chairman Joint Chiefs of Staff (OCJCS)**

(Apr 1995 – Apr 1997)

- Personal staff member to General John Shalikashvili
- Routinely interacted with Cabinet Members, Senior Military and Government Officials

**USS REID (FFG-30):** Department Head of a guided missile frigate

(Mar 1993 – Mar 1995)

- Awarded the Navy Commendation Medal at sea by the Chief of Naval Operations for assuming duties as the Executive Officer (XO) of the ship during a boarding and takeover of a motor vessel in the Arabian Gulf in 1994

**USS FORRESTAL (CV-59):** Division Officer

(Aug 1990 – Feb 1993)

## EDUCATION / CERTIFICATION / AWARDS

- Duke University - Fuqua School of Business Executive Education Advanced Management Program (2012)
- MBA - University of Georgia Terry College of Business with an emphasis in Economics/Organizational Consulting/Information Technology, Athens, GA (2000)
- Tench Francis School of Business Executive Advanced Management Program (Athens, GA)
- BS/BA (Finance/Economics) – Youngstown State University (Youngstown, OH)
- Personal Awards from the US Navy: (2) Legions of Merit, (1) Defense Meritorious Service Medal, (3) Meritorious Service Medals, (8) Navy Commendation Medals, (1) Navy Achievement Medal
- Runner up Navy wide in 2012 for the Admiral Stan Arthur Logistics Excellence Award
- President, Salem High School Alumni Association (2024 – Present)
- Certified Mentor, Severn Leadership Group, Annapolis Maryland.
- Graduated Fellow of the CS Lewis Institute / Mentor for incoming Fellows
- Distinguished Alumni Award from Salem High School, Salem, OH (2013)

## References

- Rear Admiral (ret), US Navy, James McNeal, 619.980.9908
- Rear Admiral (ret), US Navy, Donald (Lee) Singleton, 904.226.1445 / 703.236.0034
- CDR (ret), US Navy, Kent Michaelis, 717.421.6003

**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 September 19, 2024, meeting of the Board of Trustees; and

**WHEREAS**, such personnel actions are in accordance with the 2024-2025 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; 3356-7-36, Hiring and Selection Process, Evaluation and Compensation for Intercollegiate Athletic Coaches; and 3356-7-46, Supplemental Pay Assignments for Full and Part-time Faculty and Professional/Administrative Staff and Secondary Appointments for Full-time Faculty;

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Trustees of Youngstown State University does hereby ratify and confirm the personnel actions, attached hereto.

**Board of Trustees Meeting  
December 12, 2024  
YR 2025-36**



## **SUMMARY OF PERSONNEL ACTIONS**

### **Faculty & Department Chairs**

**07/16/2024 through 10/15/2024**

#### **Separations – 14**

- Faculty Tenured – 11
- Faculty Term – 2
- Department Chair – 1

#### **Appointments – 22**

##### **New Positions – 7**

- Faculty Term – 7

##### **Replacement Positions – 15**

- Faculty Tenure Track – 6
- Faculty Term – 9

#### **Position Adjustments – 5**

- Faculty Tenure Track – 2
- Faculty Term – 2
- Department Chair – 1

#### **Tenure with Promotion – 2**

- Faculty Tenured – 2

#### **Promotion Only – 8**

- Faculty Tenured – 6
- Faculty Term – 2



**YOUNGSTOWN STATE UNIVERSITY**  
**FACULTY DEPARTMENT CHAIRS**  
**PERSONNEL ACTIONS 7/16/2024 THROUGH 10/15/2024**  
**SEPARATIONS**

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT/PROGRAM	DATE OF SEPARATION	FTE	SALARY	SEPARATION TYPE
<b>Term Appointments</b>							
Deger, Gwendolyn	Faculty	Lecturer	Teacher Education	8/15/2024	1.00	\$ 47,000.00	Resignation
Herman McMillan, Emily	Faculty	Lecturer	Counseling, School Psychology & Educational Leadership	8/15/2024	1.00	\$ 50,702.85	Resignation
<b>Tenured Appointments</b>							
Behney, Jennifer	Faculty	Associate Professor	World Languages and Cultures	8/15/2024	1.00	\$ 96,529.61	Resignation
Boczkowska, Ewelina	Faculty	Professor	Dana School of Music	8/17/2024	1.00	\$ 88,199.99	VSRP
Bruns, Kristin	Faculty	Associate Professor	Counseling, School Psychology & Educational Leadership	8/15/2024	1.00	\$ 75,703.06	Resignation
Cortes, Pedro	Faculty	Professor	Civil Environmental & Chemical Engineering	8/15/2024	1.00	\$ 89,774.45	Resignation
Griswold, David	Faculty	Associate Professor	Physical Therapy	8/15/2024	1.00	\$ 94,465.42	Resignation
Hunter, Allen	Faculty	Professor	Chemistry	8/31/2024	1.00	\$ 106,241.10	Retirement
Kirova, Alena	Faculty	Associate Professor	English	9/20/2024	1.00	\$ 70,406.52	Resignation
Leightner, Amanda	Faculty	Associate Professor	Health Professions	8/15/2024	1.00	\$ 73,250.94	Resignation
Onwudiwe, Christian	Faculty	Assistant Professor	Criminal Justice	8/15/2024	1.00	\$ 70,357.03	Death
Turel, Tacibaht	Faculty	Professor	Hospitality Mgt & Merchandising	8/17/2024	1.00	\$ 85,776.38	VSRP
Yun, Misook	Faculty	Professor	Dana School of Music	8/17/2024	1.00	\$ 90,430.91	VSRP
Sturuss, William	Chairpersons	Chair and Professor	Physics & Astronomy	9/30/2024	0.00	\$ 122,396.40	Retirement

**YOUNGSTOWN STATE UNIVERSITY**  
**FACULTY DEPARTMENT CHAIRS**  
**PERSONNEL ACTIONS 7/16/2024 THROUGH 10/15/2024**  
**APPOINTMENTS**

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT/PROGRAM	APPOINTMENT DATE	FTE	SALARY
<b>Term Appointments</b>						
Butler, Michael	Faculty	Lecturer	Dana School of Music & University Theatre	8/19/2024	1.00	\$ 60,000.00
Compton, Kathleen	Faculty	Lecturer	Health Professions	8/16/2024	1.00	\$ 45,000.00
DeCarlo, Carl*	Faculty	Lecturer	Chemical & Biological Sciences	9/1/2024	1.00	\$ 55,384.20
DiCarlo, Melanie*	Faculty	Lecturer	School of Computer Science, Information, and Engineering Technology	8/16/2024	1.00	\$ 60,000.00
Fieldhouse, Jackie	Faculty	Lecturer	Nursing	8/19/2024	1.00	\$ 53,000.00
Galich, Lisa*	Faculty	Lecturer	Health Professions	8/16/2024	1.00	\$ 50,000.00
Gramann, Rachel	Faculty	Lecturer	School of Computer Science, Information, and Engineering Technology	8/19/2024	1.00	\$ 60,000.00
Hudson, Monica*	Faculty	Lecturer	Nursing	8/16/2024	1.00	\$ 53,000.00
Jerome, John	Faculty	Lecturer	Nursing	8/16/2024	1.00	\$ 53,000.00
Kearns, Angela*	Faculty	Lecturer	Social Work	8/16/2024	1.00	\$ 51,000.00
Laverick-Miller, Tracy*	Faculty	Lecturer	Health Professions	8/16/2024	1.00	\$ 50,000.00
Ricciulli-Ciolli, Angela	Faculty	Lecturer	Chemical & Biological Sciences	8/19/2024	1.00	\$ 52,000.00
Snyder, Andrea	Faculty	Lecturer	Psychological Sciences and Counseling	8/16/2024	1.00	\$ 47,000.00
Surdoval-Fetkovich, Meri	Faculty	Lecturer	Health Professions	8/19/2024	1.00	\$ 44,443.00
Wakefield, Daniel	Faculty	Lecturer	Teacher Education & Leadership Studies	8/19/2024	1.00	\$ 45,000.00
Yensel, Jennifer*	Faculty	Principal Lecturer	Psychological Sciences and Counseling	8/16/2024	1.00	\$ 57,000.00
<b>Tenure Track Appointments</b>						
Abbaspourtamijani, Ali	Faculty	Assistant Professor	Chemical & Biological Sciences	8/19/2024	1.00	\$ 63,000.00
Chung, Miri	Faculty	Assistant Professor	Management and Marketing	8/19/2024	1.00	\$ 115,000.00
Citrak, Susan	Faculty	Assistant Professor	Chemical & Biological Sciences	8/19/2024	1.00	\$ 64,173.00
Copland, Amy	Faculty	Assistant Professor	Art	8/19/2024	1.00	\$ 75,000.00
Lyu, Zefeng	Faculty	Assistant Professor	Rayen School of Engineering	8/19/2024	1.00	\$ 78,000.00
Stevens, Madeleine	Faculty	Assistant Professor	Psychological Sciences and Counseling	8/19/2024	1.00	\$ 75,000.00
*New Positions						

**YOUNGSTOWN STATE UNIVERSITY**  
**FACULTY DEPARTMENT CHAIRS**  
**PERSONNEL ACTIONS 7/16/2024 THROUGH 10/15/2024**  
**POSITION/SALARY ADJUSTMENTS**

<b>EMPLOYEE NAME</b>	<b>EMPLOYEE TYPE</b>	<b>NEW POSITION TITLE/ OLD POSITION TITLE</b>	<b>NEW DEPARTMENT/ OLD DEPARTMENT</b>	<b>APPOINTMENT DATE</b>	<b>FTE</b>	<b>NEW SALARY</b>	<b>OLD SALARY</b>
McKay, Eiryn	Faculty	Lecturer	Centofanti School of Nursing	8/19/2024	1.00	\$ 53,000.00	\$ 48,898.80
Gilliland, Robert	Faculty	Assistant Professor/ Senior Lecturer	School of Computer Science, Information, and Engineering Technology	8/19/2024	1.00	\$ 78,000.00	\$ 58,733.56
Wright, Melody	Faculty	Lecturer	Centofanti School of Nursing	8/19/2024	1.00	\$ 58,000.00	\$ 53,000.00
Yelamanchi, Bharat	Faculty	Assistant Professor/Lecturer	Rayen School of Engineering	8/16/2024	1.00	\$ 78,000.00	\$ 62,000.00
Balaz, Snjezana	Chair/Faculty	Acting Chair & Assoc. Professor/Assoc. Professor	Physics Astronomy Geology & Environmental Science	10/11/2024	1.00	\$ 98,378.43	\$ 80,696.43

**YOUNGSTOWN STATE UNIVERSITY**  
**FACULTY DEPARTMENT CHAIRS**  
**PERSONNEL ACTIONS 7/16/2024 THROUGH 10/15/2024**  
**PROMOTIONS**

EMPLOYEE NAME	EMPLOYEE TYPE	NEW POSITION TITLE/ OLD POSITION	DEPARTMENT	APPOINTMENT DATE	FTE	NEW SALARY	OLD SALARY
<b>Term Appointments</b>							
Flinn, Barbara	Faculty	Senior Lecturer/ Lecturer	English & World Languages	8/16/2024	1.00	\$ 50,882.00	\$ 45,349.66
Russell, Janelle	Faculty	Senior Lecturer/ Lecturer	Chemical & Biological Sciences	8/16/2024	1.00	\$ 51,109.45	\$ 47,754.36
<b>Tenured Appointments</b>							
Alschuler, Mari	Faculty	Professor/ Associate Professor	Social Work	8/16/2024	1.00	\$ 81,611.49	\$ 74,717.15
Bagley, Morgan	Faculty	Associate Professor/ Assistant Professor	Graduate Studies in Health and Rehabilitation Sciences	8/16/2024	1.00	\$ 71,215.34	\$ 69,995.43
Beadling, Laura	Faculty	Professor/ Associate Professor	English & World Languages	8/16/2024	1.00	\$ 81,611.49	\$ 74,717.15
Dangol, Ramesh	Faculty	Professor/ Associate Professor	Management & Marketing	8/16/2024	1.00	\$ 147,903.27	\$ 139,709.09
Renne, Ian	Faculty	Professor/ Associate Professor	Chemical & Biological Sciences	8/16/2024	1.00	\$ 82,137.33	\$ 75,232.68
Stourman, Nina	Faculty	Professor/ Associate Professor	Chemical & Biological Sciences	8/16/2024	1.00	\$ 83,489.90	\$ 76,558.73
Venkataraman, Meenakshi	Faculty	Associate Professor/ Assistant Professor	Social Work	8/16/2024	1.00	\$ 69,026.00	\$ 59,066.83
Weaver, Amy	Faculty	Professor/ Associate Professor	Centofanti School of Nursing	8/16/2024	1.00	\$ 82,937.31	\$ 76,016.97



## **SUMMARY OF PERSONNEL ACTIONS**

### **Professional Administrative - (Excludes Athletics)**

**7/16/2024 through 10/15/2024**

#### **Separations – 16**

- Professional Administrative Staff – 10
- Professional Administrative Excluded – 3
- Professional Administrative Externally Funded – 3

#### **Appointments – 22**

##### **Replacement Positions – 16**

- Professional Administrative Staff – 8
- Professional Administrative Excluded – 4
- Professional Administrative Externally Funded – 4

##### **New Positions – 6**

- Professional Administrative Staff – 1
- Professional Administrative Excluded – 1
- Professional Administrative Externally Funded – 4

#### **Reclassifications/Position Adjustments – 6**

- Professional Administrative Staff – 2
- Professional Administrative Excluded – 4

#### **Promotions – 11**

- Professional Administrative Staff – 6
- Professional Administrative Excluded – 5

#### **Salary Adjustments – 7**

- Professional Administrative Staff – 1
- Professional Administrative Excluded – 6

#### **Transfers – 2**

- Professional Administrative Staff – 1
- Professional Administrative Excluded – 1

**YOUNGSTOWN STATE UNIVERSITY**  
**PROFESSIONAL ADMINISTRATIVE**  
**PERSONNEL ACTIONS 7/16/2024 THROUGH 10/15/2024**  
**SEPARATIONS**

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	DATE OF SEPARATION	FTE	SALARY	SEPARATION TYPE
Brewer, Jonathon	APAS	Coordinator Audio Video Engineer	Dean -CCAC	8/21/2024	1.00	\$ 47,003.25	Resignation
Conley, Morgan	APAS	Counselor Financial Aid	Financial Aid & Scholarships	9/5/2024	1.00	\$ 37,214.25	Resignation
Gallo, Nicholas	APAS	Coordinator Center Career Management	Dean - WCBA	7/26/2024	1.00	\$ 41,500.00	Resignation
McClendon, Migdalia	APAS	Assistant Director	Undergraduate Admissions	10/15/2024	1.00	\$ 61,228.36	Retirement
Mims, Donquail	APAS	Coordinator Transition and Mentoring Programs	Belonging Empowerment & Engagement	9/27/2024	1.00	\$ 41,814.00	Resignation
Missik, Lauren	APAS	Coordinator Community Standards Student Conduct	Dean of Students	10/11/2024	1.00	\$ 47,003.25	Resignation
Noday, Linda	APAS	Coordinator	Accessibility Services	9/30/2024	1.00	\$ 39,426.33	Resignation
Phillips, Desja	APAS	Senior Academic Advisor 1	Dean - WCBA	8/15/2024	1.00	\$ 46,087.50	Resignation
Trifonoff, Jaccob	APAS	Coordinator Theatrical Production Facilities Support	Theater and Dance	8/30/2024	1.00	\$ 48,927.34	Resignation
Ware, Johnny	APAS	Assistant Director	Honors College	8/16/2024	1.00	\$ 44,956.04	Resignation
Miller, Megan	Excluded	Assistant Registrar	Registration & Records	8/9/2024	1.00	\$ 62,424.00	Resignation
Ruse, Elaine	Excluded	Associate Vice President	Student Enrollment & Business Services	8/31/2024	1.00	\$ 139,331.65	Retirement
Tressel, James	Excluded	Special Assistant to the Board of Trustees for Philanthropy and Engagement	VP - Finance & Business Operations	8/31/2024	1.00	\$ 113,722.86	Resignation
Chapman, Gabrielle	Externally Funded	Instruction Specialist	Rich Center for Autism	8/7/2024	0.60	\$ 13,302.43	Resignation
LaRiccia, Dawn	Externally Funded	Instruction Specialist	Rich Center for Autism	7/31/2024	1.00	\$ 28,560.00	Resignation
Lawson, Benjamin	Externally Funded	Coordinator Skill Acquisition and Strategy Laboratory	Psychology	8/9/2024	0.50	\$ 18,727.20	Resignation

**YOUNGSTOWN STATE UNIVERSITY**  
**PROFESSIONAL ADMINISTRATIVE**  
**PERSONNEL ACTIONS 7/16/2024 THROUGH 10/15/2024**  
**APPOINTMENTS**

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	APPOINTMENT DATE	FTE	SALARY
Blaze, Billy	APAS	Coordinator Membership & Marketing	Andrews Student Recreation & Wellness Center	8/16/2024	1.00	\$ 43,888.00
Horst, Josiah	APAS	Coordinator Competitive Sports and Recreational Youth Programs	Club Sports	8/16/2024	1.00	\$ 43,888.00
Martin, Paige	APAS	Coordinator	Undergraduate Admissions	9/16/2024	1.00	\$ 40,000.00
Primus, Sheena	APAS	Business Systems Administrator	IT Data Analytics	9/3/2024	1.00	\$ 68,500.00
Richardson, Stephanie	APAS	Coordinator Continuous Improvement	Institute Teaching & Learning	9/16/2024	1.00	\$ 44,000.00
Sah, Garrett	APAS	Coordinator Social Media & Communications	Marketing & Communications	9/3/2024	1.00	\$ 45,000.00
Sheely, Savannah*	APAS	Coordinator Social Media & Communications	Marketing & Communications	9/16/2024	1.00	\$ 45,000.00
Worley, Kelly	APAS	Coordinator	Undergraduate Admissions	9/3/2024	1.00	\$ 40,000.00
Yargo, David	APAS	Technology Trainer	IT Training Services	9/3/2024	1.00	\$ 46,500.00
Beckett, Brian*	Excluded	Program Director YSU Driving School	Dean - STEM	9/3/2024	1.00	\$ 85,000.00
Burkett, Heather	Excluded	Assoc. Director Systems Support Services	Undergraduate Admissions	7/16/2024	1.00	\$ 70,000.00
Frammartino, John	Excluded	Associate Bursar	University Bursar	8/16/2024	1.00	\$ 65,000.00
Habuda, Christine	Excluded	Executive Assistant to the Provost	Provost VP - Academic Affairs	9/23/2024	1.00	\$ 57,000.00
McKenney, Melissa	Excluded	Director	Financial Aid and Scholarships	7/16/2024	1.00	\$ 98,000.00
Campana, Dalton*	Externally Funded	Coordinator Community Health Fitness and Wellness	Master of Public Health	9/3/2024	1.00	\$ 45,000.00
Cashbaugh, George	Externally Funded	Instruction Specialist	Rich Center for Autism	9/16/2024	1.00	\$ 28,000.00
Cashbaugh, Marissa	Externally Funded	Instruction Specialist	Rich Center for Autism	9/16/2024	1.00	\$ 28,000.00
Frazier, Kelley*	Externally Funded	Manager CDC REACH	Master of Public Health	10/1/2024	1.00	\$ 65,313.00
Ibrahim-Ojoawo, Atinuke*	Externally Funded	Coordinator Community Health Fitness and Wellness	Master of Public Health	9/3/2024	1.00	\$ 45,000.00
Oder, Molly*	Externally Funded	Registered Dietitian	Master of Public Health	8/1/2024	1.00	\$ 62,000.00
Reese, Emily	Externally Funded	Co-Coordinator English Festival	English	8/16/2024	0.25	\$ 6,922.50
Sheikh, Saarib	Externally Funded	Instructor Networking Telecommunication	Workforce Education Innovation	8/16/2024	1.00	\$ 68,500.00
*New Positions						

**YOUNGSTOWN STATE UNIVERSITY  
PROFESSIONAL ADMINISTRATIVE  
PERSONNEL ACTIONS 7/16/2024 THROUGH 10/15/2024  
RECLASSIFICATIONS/POSITION ADJUSTMENTS**

<b>EMPLOYEE NAME</b>	<b>NEW EMPLOYEE TYPE / PREVIOUS EMPLOYEE TYPE</b>	<b>NEW POSITION TITLE/ PREVIOUS POSITION TITLE</b>	<b>NEW DEPARTMENT/ PREVIOUS DEPARTMENT</b>	<b>APPOINTMENT DATES</b>	<b>NEW FTE/ OLD FTE</b>	<b>NEW SALARY</b>	<b>PREVIOUS SALARY</b>
Hake, Anthony	APAS	Website Manager and Portal Administrator/Project Coordinator & Website Content Creator	Marketing & Communications	4/1/2024	1.00	\$ 49,293.58	\$ 44,408.63
Meyerl, Aaron	APAS	Senior Research Analyst/ Research Analyst	Institutional Research & Analytics	5/16/2024	1.00	\$ 70,253.26	\$ 63,866.60
Orlando, Terri	Excluded	Academic Budget Officer	Provost VP - Academic Affairs	10/1/2024	0.8/ 1.00	\$ 61,125.58	\$ 76,406.98
Chizmar, Melissa	Excluded	Program Coordinator	Community Engagement	9/1/2024	0.8/ 1.00	\$ 40,750.38	\$ 50,937.98
Smith, Levi	Excluded	Budget Administrator	Tressel Institute Leadership & Teamwork	7/16/2024	0.75/ 1.00	\$ 44,808.35	\$ 59,744.46
Veisz, Patricia	Excluded	Temporary Director	Dean - WCBA	7/16/2024	0.8/ 1.00	\$ 67,917.31	\$ 84,896.64



**YOUNGSTOWN STATE UNIVERSITY**  
**PROFESSIONAL ADMINISTRATIVE**  
**PERSONNEL ACTIONS 7/16/2024 THROUGH 10/15/2024**  
**PROMOTIONS**

<b>EMPLOYEE NAME</b>	<b>EMPLOYEE TYPE / PREVIOUS EMPLOYEE TYPE</b>	<b>NEW POSITION TITLE / PREVIOUS POSITION TITLE</b>	<b>NEW DEPARTMENT/ PREVIOUS DEPARTMENT</b>	<b>APPOINTMENT DATE</b>	<b>FTE</b>	<b>NEW SALARY</b>	<b>PREVIOUS SALARY</b>
Dittrich, James	APAS /ACE	Website Engineer/Web Programmer	Marketing & Communications	9/8/2024	1.00	\$ 70,100.00	\$ 61,859.20
Ferradino, Darla	APAS /ACE	Coordinator Registration/ Data Administration Specialist 1	Registration & Records	9/22/2024	1.00	\$ 50,000.00	\$ 38,168.00
Henline, Emily	APAS	Senior Academic Advisor 1/ Academic Advisor 2	Dean - WCBA	8/16/2024	1.00	\$ 48,000.00	\$ 42,255.09
Latronica, Brandon	APAS /ACE	Systems Engineer/ Systems Technician 2	IT Infrastructure Services	9/22/2024	1.00	\$ 76,788.00	\$ 51,854.40
Schneider, Jeremy	APAS /ACE	Technology Support Engineer/ Technology Support Technician 2	IT Customer Services	8/25/2024	1.00	\$ 69,500.00	\$ 57,636.80
Soltis, Eugene	APAS /ACE	Network Engineer/ Technology Support Technician 2	IT Infrastructure Services/ IT Customer Services	10/6/2024	1.00	\$ 72,488.00	\$ 52,332.80
Hans, Tiffany	Excluded	Manager Delivery Services/ Interim Manager Delivery Services	Delivery Services	7/16/2024	1.00	\$ 56,565.00	\$ 53,060.40
Holdridge, Shannon	Excluded/APAS	Director of Advising/Senior Academic Advisor 2	Dean - CCAC	7/16/2024	1.00	\$ 70,000.00	\$ 59,466.44
Korda, Dalton	Excluded/APAS	Associate Director/ Assistant Director	Andrews Student Rec. & Wellness Ctr./Kilcawley Ctr.	8/1/2024	1.00	\$ 54,000.00	\$ 44,696.80
Moorer, Susan	Excluded/APAS	Associate Director/Assistant Director	Belonging, Empowerment & Engagement	9/16/2024	1.00	\$ 73,692.99	\$ 70,183.80
Morrone, Ross	Excluded	Academic Marketing & Enrollment Strategy Officer/Chief Marketing Officer	Provost VP - Academic Affairs/Marketing & Communications	7/16/2024	1.00	\$ 108,000.00	\$ 99,095.60

**YOUNGSTOWN STATE UNIVERSITY**  
**PROFESSIONAL ADMINISTRATIVE**  
**PERSONNEL ACTIONS 7/16/2024 THROUGH 10/15/2024**  
**SALARY ADJUSTMENTS**

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	APPOINTMENT DATES	NEW FTE	NEW SALARY	OLD FTE	PREVIOUS SALARY
Kale, Veronica	APAS	Coordinator	Housing	8/16/2024	1.00	\$ 45,456.04	1.00	\$ 44,956.04
Bowyer, Brittany	Excluded	Executive Assistant	VP - Finance & Business Operations	9/1/2024	1.00	\$ 57,258.55	1.00	\$ 45,258.55
Hubert, Christine	Excluded	Director	Undergraduate Admissions	7/16/2024	1.00	\$ 104,703.00	1.00	\$ 98,776.41
Lantz, Dana	Excluded	Executive Director Equal Opportunity & Human Resources	Equal Opportunity Policy Development & Human Resources	9/1/2024	1.00	\$ 137,083.10	1.00	\$ 126,928.80
Lewis-Aey, Jennifer	Excluded	Executive Director Human Resources and CHRO	Human Resources	9/1/2024	1.00	\$ 137,083.10	1.00	\$ 126,928.80
Miltner, Ross	Excluded	Associate General Counsel	General Counsel	9/1/2024	1.00	\$ 120,341.00	1.00	\$ 111,426.84
Spencer, William	Excluded	Associate Director Planning and Construction	Facilities Maintenance	7/16/2024	1.00	\$ 95,000.00	1.00	\$ 90,202.68

**YOUNGSTOWN STATE UNIVERSITY  
PROFESSIONAL ADMINISTRATIVE  
PERSONNEL ACTIONS 7/16/2024 THROUGH 10/15/2024  
TRANSFERS**

<b>EMPLOYEE NAME</b>	<b>NEW EMPLOYEE TYPE/ PREVIOUS EMPLOYEE TYPE</b>	<b>NEW POSITION TITLE/PREVIOUS POSITION TITLE</b>	<b>NEW DEPARTMENT/ PREVIOUS DEPARTMENT</b>	<b>CONTRACT APPOINTMENT DATES</b>	<b>FTE</b>	<b>NEW SALARY</b>	<b>PREVIOUS SALARY</b>
DuBos, Nicholas	APAS	International Student & Scholar Advisor/Coordinator International Student Services	International Programs Office	8/16/2024	1.00	\$ 52,171.74	\$ 52,171.74
Bell, Cynthia	Excluded	Executive Assistant	President/ Provost VP - Academic Affairs	9/23/2024	1.00	\$ 71,385.25	\$ 71,385.25



## **SUMMARY OF PERSONNEL ACTIONS**

### **Athletic Employees**

### **7/16/2024 through 10/15/2024**

#### **Separations – 5**

- Professional Administrative Excluded – 4
- Professional Administrative Externally Funded – 1

#### **Appointments – 4**

##### **Replacement Positions – 4**

- Professional Administrative Excluded – 3
- Professional Administrative Externally Funded – 1

#### **Reclassification/Position Adjustments – 1**

- Professional Administrative Excluded – 1

#### **Promotions – 2**

- Professional Administrative Excluded – 2

#### **Salary Adjustments – 2**

- Professional Administrative Staff – 1
- Professional Administrative Excluded – 1

#### **Transfers – 1**

- Professional Administrative Staff – 1

**YOUNGSTOWN STATE UNIVERSITY**  
**ATHLETICS EMPLOYEES**  
**PERSONNEL ACTIONS 7/16/2024 THROUGH 10/15/2024**  
**SEPARATIONS**

<b>EMPLOYEE NAME</b>	<b>EMPLOYEE TYPE</b>	<b>POSITION TITLE</b>	<b>DEPARTMENT</b>	<b>DATE OF SEPARATION</b>	<b>FTE</b>	<b>SALARY</b>	<b>TYPE OF SEPARATION</b>
Bertolini, Daniel	Excluded	Head Coach	Baseball	7/27/2024	1.00	\$ 68,465.74	Non-renewal
Davis, Shane	Excluded	Assistant Coach	Baseball	7/27/2024	1.00	\$ 36,611.68	Non-renewal
Reagan, Kelsey	Excluded	Assistant Coach	Swimming & Diving - Women's	8/25/2024	1.00	\$ 51,000.00	Resignation
Rodenberg, James	Excluded	Assistant Coach Sports Performance	Training Room	9/9/2024	1.00	\$ 67,773.90	Non-renewal
Spencer, Jaysen	Externally Funded	Director	Athletic Administration	7/31/2024	1.00	\$ 52,020.00	Resignation

**YOUNGSTOWN STATE UNIVERSITY**  
**ATHLETICS EMPLOYEES**  
**PERSONNEL ACTIONS 7/16/2024 THROUGH 10/15/2024**  
**APPOINTMENTS**

<b>EMPLOYEE NAME</b>	<b>EMPLOYEE TYPE</b>	<b>POSITION TITLE</b>	<b>DEPARTMENT</b>	<b>CONTRACT/ APPOINTMENT DATES</b>	<b>FTE</b>	<b>SALARY</b>
Johnson, Evan	Excluded	Assistant Coach	Baseball	9/3/2024	1.00	\$ 25,000.00
Maddox, William	Excluded	Assistant Coach	Baseball	8/1/2024	1.00	\$ 35,000.00
Moser, Dylan	Excluded	Assistant Coach	Baseball	8/1/2024	1.00	\$ 35,000.00
Daum, Sarah	Externally Funded	Assistant Director Athletics Sales and Development	Athletic Administration	8/1/2024	1.00	\$ 52,000.00

**YOUNGSTOWN STATE UNIVERSITY**  
**ATHLETICS EMPLOYEES**  
**PERSONNEL ACTIONS 7/16/2024 THROUGH 10/15/2024**  
**POSITION ADJUSTMENTS**

<b>EMPLOYEE NAME</b>	<b>NEW EMPLOYEE TYPE/ OLD EMPLOYEE TYPE</b>	<b>NEW POSITION TITLE/ OLD POSITION TITLE</b>	<b>NEW DEPARTMENT/ OLD DEPARTMENT</b>	<b>CONTRACT/ APPOINTMENT DATES</b>	<b>NEW FTE/ OLD FTE</b>	<b>NEW SALARY</b>	<b>PREVIOUS SALARY</b>
Penniman, Richard	Excluded	Assistant Coach	Track - Women's	7/1/2024	0.5/ 0.25	\$ 15,300.00	\$ 7,278.27

**YOUNGSTOWN STATE UNIVERSITY**  
**ATHLETICS EMPLOYEES**  
**PERSONNEL ACTIONS 7/16/2024 THROUGH 10/15/2024**  
**PROMOTIONS**

<b>EMPLOYEE NAME</b>	<b>NEW EMPLOYEE TYPE/ OLD EMPLOYEE TYPE</b>	<b>NEW POSITION TITLE/ OLD POSITION TITLE</b>	<b>NEW DEPARTMENT/ OLD DEPARTMENT</b>	<b>CONTRACT/ APPOINTMENT DATES</b>	<b>FTE</b>	<b>NEW SALARY</b>	<b>PREVIOUS SALARY</b>
King, Rebecca	Excluded/ APAS	Associate Director Athletic Academic Services/Senior Athletic Academic Coordinator	Academic Counseling	9/16/2024	1.00	\$ 52,000.00	\$ 47,251.59
Welch, Brian	Excluded/ Externally Funded	Assistant Athletic Director Athletic Academic Services/ Athletic Academic Coordinator	Academic Counseling	9/16/2024	1.00	\$ 60,000.00	\$ 44,825.57



**YOUNGSTOWN STATE UNIVERSITY**  
**ATHLETICS EMPLOYEES**  
**PERSONNEL ACTIONS 7/16/2024 THROUGH 10/15/2024**  
**SALARY ADJUSTMENTS**

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	CONTRACT/ APPOINTMENT DATES	FTE	NEW SALARY	PREVIOUS SALARY
King, Rebecca	APAS	Senior Athletic Academic Coordinator	Academic Counseling	3/1/2024	1.00	\$ 46,144.07	\$ 43,946.74
Garrison, Mason	Excluded	Assistant Coach for Sports Performance	Training Room	8/1/2024	1.00	\$ 67,774.00	\$ 43,064.40

**YOUNGSTOWN STATE UNIVERSITY**  
**ATHLETICS EMPLOYEES**  
**PERSONNEL ACTIONS 7/16/2024 THROUGH 10/15/2024**  
**TRANSFERS**

<b>EMPLOYEE NAME</b>	<b>NEW EMPLOYEE TYPE/ OLD EMPLOYEE TYPE</b>	<b>NEW POSITION TITLE/ OLD POSITION TITLE</b>	<b>NEW DEPARTMENT/ OLD DEPARTMENT</b>	<b>CONTRACT/ APPOINTMENT DATES</b>	<b>FTE</b>	<b>NEW SALARY</b>	<b>PREVIOUS SALARY</b>
Chapman, Madison	APAS	Coordinator Social Media Creative Content	Athletic Facilities Rental/ Marketing & Communication	7/16/2024	1.00	\$ 39,000.00	\$ 39,000.00

**SUMMARY OF PERSONNEL ACTIONS**  
**Supplemental and Secondary Pay Assignments**  
**7/16/2024 through 10/15/2024**

**Supplemental Pay Assignments – 125**

**General/Restricted Funded Assignments – 115**

- Professional Administrative Staff – 13
- Professional Administrative Excluded – 8
- Professional Administrative Externally Funded – 1
- Full-time Faculty – 61
- Part-time Faculty – 31
- Department Chair – 1

**Grant Funded Assignments – 10**

- Professional Administrative Externally Funded – 1
- Full-time Faculty – 5
- Part-time Faculty – 4

**Faculty Secondary Appointments – 12**

- Full-time Faculty – 10
- Department Chair – 2

**Faculty Banked Workload Payments – 65**

- Full-time Faculty – 58
- Department Chair – 7

**YOUNGSTOWN STATE UNIVERSITY**  
**SUPPLEMENTAL PAY ASSIGNMENTS AND SECONDARY APPOINTMENTS**  
**RECEIVED 7/16/2024 - 10/15/2024**  
**GENERAL FUND SUPPLEMENTAL PAY ASSIGNMENTS**

LAST NAME	FIRST NAME	EMPLOYMENT TYPE	ORIGINATING DEPARTMENT	RECEIVED IN HR	DATES DUTIES PERFORMED	PAYMENT AMOUNT
Welch	Holly	Part-time Faculty	TELS	7/17/2024	07/1/24-08/17/24	\$ 1,125.00
Holdridge	Shannon	Excluded	Cliffe College of Creative Arts	7/22/2024	06/01/24-07/15/24	\$ 1,050.00
Beese	Jane	Full-time Faculty	Distance Education	7/18/2024	7/1/24-8/17/24	\$ 1,500.00
Marino	Robert	Part-time Faculty	Distance Education	7/18/2024	7/1/24-8/17/24	\$ 1,000.00
Jeffords	Charles	Full-time Faculty	Distance Education	7/18/2024	7/1/24-8/17/24	\$ 250.00
Beese	Jane	Full-time Faculty	Distance Education	7/18/2024	7/1/24-8/17/24	\$ 250.00
Schafer	Holly	Part-time Faculty	Distance Education	7/18/2024	7/1/24-8/17/24	\$ 500.00
Wallace	Debra	Full-time Faculty	Distance Education	7/18/2024	7/1/24-8/17/24	\$ 1,000.00
Heasley	Randi	Full-time Faculty	Distance Education	7/18/2024	7/1/24-8/17/24	\$ 1,250.00
Weaver	Amy	Full-time Faculty	Distance Education	7/18/2024	7/1/24-8/17/24	\$ 750.00
Varga	Barbara	Part-time Faculty	Distance Education	7/18/2024	7/1/24-8/17/24	\$ 375.00
Mikula	Vincent	Full-time Faculty	Distance Education	7/18/2024	7/1/24-8/17/24	\$ 375.00
Shields	Cynthia	Full-time Faculty	Distance Education	7/18/2024	7/1/24-8/17/24	\$ 625.00
Mikula	Vincent	Full-time Faculty	Distance Education	7/18/2024	7/1/24-8/17/24	\$ 625.00
Wright	Melody	Full-time Faculty	Distance Education	7/18/2024	7/1/24-8/17/24	\$ 375.00
Hoyson	Patricia	Full-time Faculty	Distance Education	7/18/2024	7/1/24-8/17/24	\$ 375.00
Isaacs	Diana	Part-time Faculty	Distance Education	7/18/2024	7/1/24-8/17/24	\$ 375.00
Jerome	John	Part-time Faculty	Distance Education	7/18/2024	7/1/24-8/17/24	\$ 375.00
Han-Haas	Helen	Full-time Faculty	Distance Education	7/18/2024	7/1/24-8/17/24	\$ 8,950.00
Hoon Choi	Jeong	Full-time Faculty	Distance Education	7/18/2024	7/1/24-8/17/24	\$ 8,950.00
Eunni	Rangamohan	Full-time Faculty	Distance Education	7/18/2024	7/1/24-8/17/24	\$ 4,200.00
Cummins	Lauren	Full-time Faculty	Distance Education	7/18/2024	7/1/24-8/17/24	\$ 750.00
Jones	Jessie	APAS	Mathematics and Statistics	7/19/2024	2/5/24-8/15/24	\$ 1,700.00
Makara	David	Part-time Faculty	Psychological Sciences & Counseling	7/22/2024	07/22/24-08/16/24	\$ 1,500.00
Yu	Feng	Full-time Faculty	CSIET	7/23/2024	08/01/24-08/15/24	\$ 4,995.65
Bowser	Presley	Excluded	Sokolov Honors College	7/25/2024	7/1/24-08/30/24	\$ 700.00

**YOUNGSTOWN STATE UNIVERSITY**  
**SUPPLEMENTAL PAY ASSIGNMENTS AND SECONDARY APPOINTMENTS**  
**RECEIVED 7/16/2024 - 10/15/2024**  
**GENERAL FUND SUPPLEMENTAL PAY ASSIGNMENTS**

LAST NAME	FIRST NAME	EMPLOYMENT TYPE	ORIGINATING DEPARTMENT	RECEIVED IN HR	DATES DUTIES PERFORMED	PAYMENT AMOUNT
Bower	Brittany	Excluded	Finance and Business Operations	7/25/2024	07/25/24-8/31/24	\$ 1,250.00
Deger	Gwendolyn	Full-time Faculty	TELS	7/19/2024	07/9/24-08/17/24	\$ 5,000.00
Schoenfeld	Melissa	Excluded	Facilities	8/9/2024	10/01/23-12/31/24	\$ 7,000.00
Hartup	Mollie	Excluded	Sokolov Honors College	8/5/2024	10/01/24-03/31/25	\$ 4,500.00
Keown	David	Full-time Faculty	Office of Research Services	8/6/2024	08/16/24-08/15/25	\$ 1,000.00
Iagulli	Lauren	Full-time Faculty	BCCHS Dean's Office	8/9/2024	08/01/24-08/01/25	\$ 12,000.00
Buehler	My Hoang	APAS	International Programs Office	8/12/2024	08/19/24-10/19/24	\$ 1,762.40
Vitulo	Jina	APAS	International Programs Office	8/12/2024	08/19/24-10/19/24	\$ 1,772.80
Larwin	Karen	Full-time Faculty	Office of Research Services	8/6/2024	08/16/24-08/15/25	\$ 2,000.00
Welch	Holly	Part-time Faculty	TELS	8/7/2024	08/26-12/08/24	\$ 2,150.00
Brkic	Ivica	Part-time Faculty	Student Success	8/9/2024	7/16-7/19/24	\$ 200.00
Dean	Taylor	APAS	Student Success	8/9/2024	7/16-7/19/24	\$ 200.00
Fugett	Sara	Excluded	Student Success	8/9/2024	7/16-7/19/24	\$ 200.00
Horvak	Lillian	APAS	Student Success	8/9/2024	7/16-7/19/24	\$ 200.00
McCabe	Ashley	Part-time Faculty	Student Success	8/9/2024	7/16-7/19/24	\$ 200.00
McCurry	Rebecca	APAS	Student Success	8/9/2024	7/16-7/19/24	\$ 200.00
Santangelo	Christopher	APAS	Student Success	8/9/2024	7/16-7/19/24	\$ 200.00
Shaughnessy	Justin	Part-time Faculty	Student Success	8/9/2024	7/16-7/19/24	\$ 200.00
Woodruff	Evan	APAS	Student Success	8/9/2024	7/16-7/19/24	\$ 200.00
Zvara	Lynn	Part-time Faculty	Student Success	8/9/2024	7/16-7/19/24	\$ 200.00
Robich	Laura	APAS	Nursing	8/23/2024	8/23/24-12/7/24	\$ 5,000.00
Vinkler	Susan	APAS	Nursing	8/26/2024	08/26/24-12/7/24	\$ 5,000.00
Zetts	Mark	Part-time Faculty	Health Professions	8/24/2024	08/26/24-12/07/24	\$ 2,500.00
Spinosa	Amanda	Part-time Faculty	ART	8/17/2025	08/26/24-12/07/24	\$ 3,550.00
Slipski	Ronald	Part-time Faculty	Humanities and Social Science	8/26/2024	08/27/24-01/20/25	\$ 3,000.00
Yelamanchi	Bharat	Full-time Faculty	Rayen School of Engineering	9/3/2024	08/1/24-08/15/24	\$ 762.00

**YOUNGSTOWN STATE UNIVERSITY**  
**SUPPLEMENTAL PAY ASSIGNMENTS AND SECONDARY APPOINTMENTS**  
**RECEIVED 7/16/2024 - 10/15/2024**  
**GENERAL FUND SUPPLEMENTAL PAY ASSIGNMENTS**

LAST NAME	FIRST NAME	EMPLOYMENT TYPE	ORIGINATING DEPARTMENT	RECEIVED IN HR	DATES DUTIES PERFORMED	PAYMENT AMOUNT
McCormick	Daniel	APAS	Athletics	8/27/2024	09/7/24-10/26/24	\$ 1,500.00
Davis	Ron	Full-time Faculty	Distance Education	9/6/2024	9/6/2024	\$ 2,000.00
Massaro	Megan	Excluded	IT Services	9/9/2024	04/01/24-07/31/24	\$ 3,653.60
Mincher	Jenine	Full-time Faculty	Health Professions	9/9/2025	7/1/24-7/31/24	\$ 9,530.00
Lee	Hae-Jong	Part-time Faculty	Dana School of Music	9/12/2024	11/09/24-12/06/24	\$ 1,600.00
Umble	James	Part-time Faculty	Dana School of Music	9/12/2024	8/26/24-12/04/24	\$ 650.00
Stegeman	Rachel	Part-time Faculty	Dana School of Music	9/12/2024	09/30/24-12/6/24	\$ 650.00
Carter-Denni	Stephanie	Part-time Faculty	Dana School of Music	9/12/2024	09/30/24-12/06/24	\$ 750.00
Treybig	Dana	Part-time Faculty	Dana School of Music	9/12/2024	09/30/24-12/06/24	\$ 650.00
Laird	Susan	Part-time Faculty	Sociology	9/19/2024	09/02/24-12/09/24	\$ 1,031.25
Davis	Ron	Full-time Faculty	Distance Education	9/23/2024	9/19/2024	\$ 2,000.00
McCormick	Dan	APAS	Student Experience	9/23/2024	10/01/24-06/30/25	\$ 2,964.55
Bagley	Morgan	Full-time Faculty	Institute for Teaching and Learning	9/24/2024	07/16/24-09/16/24	\$ 100.00
Italiano	Kristen	Externally Funded	Distance Education	10/11/2024	10/10/2024	\$ 2,000.00
Cody	Kathy	APAS	College of Graduate Studies	10/11/2024	10/1/24-01/31/25	\$ 3,116.10
Fusillo	Ida	Full-time Faculty	Distance Education	10/11/2024	8/26/24-12/14/24	\$ 1,250.00
Smith	Stephanie	Full-time Faculty	Distance Education	10/11/2024	8/26/24-12/14/24	\$ 250.00
Smith	Stephanie	Full-time Faculty	Distance Education	10/11/2024	8/26/24-12/14/24	\$ 250.00
Smith	Stephanie	Full-time Faculty	Distance Education	10/11/2024	8/26/24-12/14/24	\$ 250.00
Jackson	Jaietta	Full-time Faculty	Distance Education	10/11/2024	8/26/24-12/14/24	\$ 3,500.00
Jackson	Jaietta	Full-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 500.00
Tyus	Jeff	Full-time Faculty	Distance Education	10/11/2024	8/26/24-12/14/24	\$ 2,500.00
Jeffords	Charles	Full-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 1,750.00
Mlakar	Melissa	Part-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 1,250.00
Jeffords	Charles	Full-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 750.00
Marino	Robert	Part-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 250.00

**YOUNGSTOWN STATE UNIVERSITY**  
**SUPPLEMENTAL PAY ASSIGNMENTS AND SECONDARY APPOINTMENTS**  
**RECEIVED 7/16/2024 - 10/15/2024**  
**GENERAL FUND SUPPLEMENTAL PAY ASSIGNMENTS**

LAST NAME	FIRST NAME	EMPLOYMENT TYPE	ORIGINATING DEPARTMENT	RECEIVED IN HR	DATES DUTIES PERFORMED	PAYMENT AMOUNT
Marino	Robert	Part-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 250.00
Beese	Jane	Full-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 750.00
Larwin	Karen	Full-time Faculty	Distance Education	10/11/2024	8/26/24-12/14/24	\$ 250.00
Larwin	Karen	Full-time Faculty	Distance Education	10/11/2024	8/26/24-12/14/24	\$ 500.00
Larwin	Karen	Full-time Faculty	Distance Education	10/11/2024	8/26/24-12/14/24	\$ 250.00
Larwin	Karen	Full-time Faculty	Distance Education	10/11/2024	8/26/24-12/14/24	\$ 250.00
Ratican	Crystal	Full-time Faculty	Distance Education	10/11/2024	8/26/24-12/14/24	\$ 750.00
Bateman	Patrick	Full-time Faculty	Distance Education	10/11/2024	8/26/24-10/19/24	\$ 750.00
Kana	David	Part-time Faculty	Distance Education	10/11/2024	8/26/24-12/14/24	\$ 1,000.00
Onitsuka	Yukitada	Part-time Faculty	Distance Education	10/11/2024	8/26/24-12/14/24	\$ 1,500.00
Krummel	Christopher	Full-time Faculty	Distance Education	10/11/2024	8/26/24-12/14/24	\$ 1,000.00
Harvey	Stephen	Part-time Faculty	Distance Education	10/11/2024	8/26/24-12/14/24	\$ 1,000.00
Calcagni	Laura	Full-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 500.00
Heasley	Randi	Full-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 750.00
Weaver	Amy	Full-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 1,000.00
Shortreed	Mary	Full-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 250.00
Mikula	Vincent	Full-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 1,250.00
Shields	Cynthia	Full-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 500.00
Shields	Cynthia	Full-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 250.00
Mikula	Vincent	Full-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 250.00
Wright	Melody	Full-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 1,250.00
Mikula	Vincent	Full-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 1,250.00
Wright	Melody	Full-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 125.00
Hoyson	Patricia	Full-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 125.00
Isaacs	Diana	Part-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 125.00
Hoyson	Patricia	Full-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 125.00

**YOUNGSTOWN STATE UNIVERSITY**  
**SUPPLEMENTAL PAY ASSIGNMENTS AND SECONDARY APPOINTMENTS**  
**RECEIVED 7/16/2024 - 10/15/2024**  
**GENERAL FUND SUPPLEMENTAL PAY ASSIGNMENTS**

LAST NAME	FIRST NAME	EMPLOYMENT TYPE	ORIGINATING DEPARTMENT	RECEIVED IN HR	DATES DUTIES PERFORMED	PAYMENT AMOUNT
Sumell	Albert	Full-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 9,950.00
Petruska	Karin	Full-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 10,350.00
Yang	Xiaolou	Full-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 4,250.00
Tomhave	Alan	Excluded	Distance Education	10/11/2024	8/26/24-12/14/24	\$ 750.00
Vopat	Mark	Full-time Faculty	Distance Education	10/11/2024	8/26/24-12/14/24	\$ 930.00
Fusillo	Ida	Full-time Faculty	Distance Education	10/11/2024	8/26/24-12/14/24	\$ 2,500.00
Sracic	Paul	Full-time Faculty	Distance Education	10/11/2024	8/26/24-12/14/24	\$ 500.00
Cripe	Kathleen	Chair	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 750.00
Dugan	Charles	Part-time Faculty	Distance Education	10/11/2024	8/26/24-12/14/24	\$ 250.00
Walker	Jennifer	Part-time Faculty	Distance Education	10/11/2024	8/26/24-12/14/24	\$ 4,750.00
Robbins	Zachary	Part-time Faculty	Distance Education	10/24/2024	8/26/24-12/14/24	\$ 2,430.00



**YOUNGSTOWN STATE UNIVERSITY**  
**SUPPLEMENTAL PAY ASSIGNMENTS AND SECONDARY APPOINTMENTS**  
**RECEIVED 7/16/2024 - 10/15/2024**  
**GRANT FUNDED SUPPLEMENTAL PAY ASSIGNMENTS**

LAST NAME	FIRST NAME	EMPLOYMENT TYPE	ORIGINATING DEPARTMENT	RECEIVED IN HR	DATES DUTIES PERFORMED	PAYMENT AMOUNT
Park	Byung Wook	Full-time Faculty	Rayen School of Engineering	7/17/2024	8/1/24-08/15/24	\$4,026.00
Frank	David	Full-time Faculty	Psychological Sciences & Counseling	7/17/2024	07/01/24-08/15/24	\$6,950.00
Rogers	Richard	Full-time Faculty	Criminal Justice and Consumer Science	9/25/2024	10/01/23-05/15/24	\$8,302.00
Powe	Nicolette	Full-time Faculty	Graduate School of Health & Rehabilitation Services	9/25/2024	10/01/23-05/15/24	\$7,979.00
Loveland	Scott	Externally Funded	APEX Accelerator/WCBA	10/7/2024	09/01/24-08/31/25	\$5,000.00
Farris	Jaelyn	Part-time Faculty	Psychological Sciences & Counseling	10/7/2024	9/1/24-12/15/24	\$3,078.00
Farris	Jaelyn	Part-time Faculty	Psychological Sciences & Counseling	10/7/2024	9/1/24-12/15/24	\$3,076.98
Farris	Jaelyn	Part-time Faculty	Psychological Sciences & Counseling	10/7/2024	9/1/24-12/15/24	\$3,078.00
Juergensen	James	Full-time Faculty	Psychological Sciences & Counseling	10/7/2024	9/01/24-05/15/25	\$6,155.00
Farris	Jaelyn	Part-time Faculty	Psychological Sciences & Counseling	10/7/2024	9/1/24-12/15/24	\$3,078.00

**YOUNGSTOWN STATE UNIVERSITY**  
**SUPPLEMENTAL PAY ASSIGNMENTS AND SECONDARY APPOINTMENTS**  
**RECEIVED 7/16/2024 - 10/15/2024**  
**FACULTY SECONDARY APPOINTMENTS**

LAST NAME	FIRST NAME	EMPLOYMENT TYPE	DEPARTMENT	JOB TITLE	BEGIN DATE	END DATE	PAYMENT AMOUNT
Bateman	Patrick	Faculty	Management and Marketing	Lariccia Family Endowed Professor of Business	7/1/2024	6/30/2025	\$15,000.00
Bateman	Patrick	Faculty	Management and Marketing	Director, MBA Program	8/16/2024	8/15/2025	\$17,000.00
Fluker	Amy	Faculty	Humanities and Social Sciences	Robert W. Reeder I Memorial Endowed Professorship in History	8/26/2024	8/25/2025	\$6,952.50
Fuller	Adam	Faculty	Humanities and Social Sciences	Clayman Professor of Judaic and Holocaust Studies	8/26/2024	8/25/2025	\$9,000.00
Li	Frank	Faculty	Rayen School of Engineering	Friedman Endowed Chair of Engineering	11/1/2024	5/1/2025	\$35,000.00
Pallante	Martha	Faculty	Humanities and Social Sciences	Charles Darling Distinguished Chair in American Social History	8/26/2024	8/25/2025	\$28,338.00
Beese	Jane	Faculty	Teacher Education and Leadership Studies	Program Coordinator of educational leadership and Educational Administration	7/14/2024	8/16/2024	\$4,000.00
Andrews	Corey	Faculty	English & World Languages	Grace Ruth Memorial Endowed Professorship in English	8/26/2024	8/15/2025	\$6,900.00
Carucci	Joe	Chair	Dana School of Music and University Theatre	Director, Dana School of Music and University Theatre	8/30/2024	6/30/2025	\$4,800.00
Yelamanchi	Bharat	Faculty	Rayen School of Engineering	Enynon-Beyer Memorial Chair of Metallurgy	11/1/2024	5/1/2025	\$10,000.00
Durrell	Patrick	Faculty	Physics, Astronomy, Geology, and Environmental Sciences	Dr. Warren M. Young Endowed Chair Position in Physics and Astronomy	8/19/2024	8/15/2025	\$7,018.68
Wakefield	Thomas	Chair	Mathematics and Statistics	Coordinator for COFS & Aviation Curriculum	10/31/2024	6/30/2025	\$10,000.00

**YOUNGSTOWN STATE UNIVERSITY**  
**SUPPLEMENTAL PAY ASSIGNMENTS AND SECONDARY APPOINTMENTS**  
**7/16/2024 - 10/15/2024**  
**FACULTY BANKED WORKLOAD PAYMENTS**

NAME	EMPLOYMENT TYPE	JOB TITLE	PAYMENT DATE	PAYMENT AMOUNT
Armstrong, Felicia P.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 5,625.00
Arslyanyilmaz, Abdu	Chair	FT Bank Overload Payout	10/15/2024	\$ 7,500.00
Balaz, Snjezana	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 3,750.00
Balendiran, Ganesaratnam K.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 22,500.00
Beese, Jane	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 625.00
Bellas, Christopher M.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 11,875.00
Borra, Venkata Shesha Vamsi	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 1,875.00
Bruns, Kristin	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 625.00
Butcher, Michael T.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 3,750.00
Caguiat, Jonathan J.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 11,250.00
Choo, Kyosung	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 1,875.00
Coldren, Jeffrey T.	Chair	FT Bank Overload Payout	10/15/2024	\$ 1,875.00
Colwell, Kelly L.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 2,500.00
Cripe, M Kathleen L.	Chair	FT Bank Overload Payout	10/15/2024	\$ 625.00
Curnalia, Rebecca M.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 2,212.50
Diggins, Thomas P.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 2,500.00
Earnhardt, Adam C.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 4,375.00
Ehsani, Sahar	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 5,625.00
Fehlbaum, Amanda	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 625.00
Fluker, Amy L.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 1,875.00
Gordon, Jay L.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 1,875.00
Jackson, Carrie R.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 4,375.00
Jeffords, Charles W.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 625.00
Keown, Daniel	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 1,875.00
Kerns, G. Jay	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 2,712.50
Kress, Victoria E.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 1,462.50

**YOUNGSTOWN STATE UNIVERSITY**  
**SUPPLEMENTAL PAY ASSIGNMENTS AND SECONDARY APPOINTMENTS**  
**7/16/2024 - 10/15/2024**  
**FACULTY BANKED WORKLOAD PAYMENTS**

NAME	EMPLOYMENT TYPE	JOB TITLE	PAYMENT DATE	PAYMENT AMOUNT
Learman, Kenneth E.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 4,375.00
Li, Frank X.	Chair	FT Bank Overload Payout	10/15/2024	\$ 22,500.00
Linkous, Clovis A.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 16,250.00
Madsen, Thomas L.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 625.00
Martin, Holly J.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 8,125.00
Merrill, Monica M.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 1,875.00
Miller, Kenneth L.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 7,500.00
Min, Xiangjia	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 1,875.00
Myers, Nathan	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 11,250.00
Nguyen, Nguyet T.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 3,125.00
O'Leary, Patrick M.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 1,250.00
Pallante, Martha I.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 1,875.00
Panaitof, Stefania C.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 1,875.00
Park, Byung-Wook	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 5,625.00
Pesch, Alexander H.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 1,875.00
Pettitt, Nicole	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 625.00
Prieto Langerica, Alicia	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 4,037.50
Priour, Donald J.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 2,500.00
Protivnak, Jake J.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 625.00
Ratican, Crystal L.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 625.00
Renne, Ian J.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 2,500.00
Rogers, Richard L.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 6,875.00
Schwartz, Jeremy T.	Chair	FT Bank Overload Payout	10/15/2024	\$ 1,875.00
Sethi, Swati N.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 625.00
Sharma, Suresh	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 5,087.50
Simeonsson, Josef B.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 15,000.00
Simonelli, David A.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 5,625.00

**YOUNGSTOWN STATE UNIVERSITY**  
**SUPPLEMENTAL PAY ASSIGNMENTS AND SECONDARY APPOINTMENTS**  
**7/16/2024 - 10/15/2024**  
**FACULTY BANKED WORKLOAD PAYMENTS**

NAME	EMPLOYMENT TYPE	JOB TITLE	PAYMENT DATE	PAYMENT AMOUNT
Sisco, Dolores V.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 1,875.00
Solomon, Constantin V.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 10,625.00
Spearman, Patrick T.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 3,750.00
Stourman, Nina V.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 15,000.00
Sullins, John R.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 5,625.00
Van Dussen, Daniel J.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 5,000.00
VanVoorhis, Richard W.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 625.00
Wagner, Patricia B.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 3,750.00
Wagner, Timothy R.	Chair	FT Bank Overload Payout	10/15/2024	\$ 8,750.00
Wakefield, Thomas P.	Chair	FT Bank Overload Payout	10/15/2024	\$ 1,875.00
Yelamanchi, Bharat	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 1,875.00
Yu, Feng	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 9,375.00

**RESOLUTION TO MODIFY HONORARY DEGREES AND COMMENCEMENT  
SPEAKERS POLICY, 3356-10-5**

**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  
December 12, 2024  
YR 2025- 37**

**3356-10-05 Honorary degrees and commencement speakers.**

Responsible Division/Office: Academic Affairs  
Responsible Officer: Provost and VP for Academic Affairs  
Revision History: October 1997; July 2009; June 2011;  
June 2013; December 2015; December 2020;  
March 2021  
Board Committee: Academic Excellence and Student Success  
**Effective Date: March 4, 2021**  
Next Review: 2026

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- (A) Policy statement. The board of trustees shall review and authorize the list from which commencement speakers and honorary degree candidates will be recommended by the academic events committee of the academic senate to the president. [The board of trustees may also recognize and authorize board members to receive honorary degrees for exceptional service to the university.](#) The board of trustees shall grant honorary degrees in recognition of a significant impact on the university, on the community, state or nation, or on society. Such degrees will be conferred at commencements, special convocations, and other events. The honorary degree shall be clearly designated on the diploma as “Honorary degree of” followed by the name of the degree.
- (B) The following honorary degrees are those usually awarded at Youngstown state university:
- (1) Bus. D. (doctor of business), customarily awarded to a person making a unique contribution in the business community.
  - (2) LL.D. (doctor of laws), customarily awarded to a person distinguished in general service to the state, to learning and to mankind.
  - (3) LH.D. (doctor of humane letters), customarily awarded to a person distinguished in the humanities.
  - (4) Sc.D. (doctor of science), customarily awarded to a person distinguished in the sciences.
  - (5) Lett.D. (doctor of letters), customarily awarded to an acknowledged scholar in a particular discipline.

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- (6) Mus.D. (doctor of music), customarily awarded to a distinguished performer or composer.

(C) Procedures for selecting and approving candidates.

- (1) Criteria for nomination of commencement speakers and honorary degree candidates are determined by the provost/vice president for academic affairs, subject to board of trustees' approval.
- (2) Faculty, staff, board of trustees members and/or anyone associated with the university may submit nominations for commencement speakers and/or honorary degree candidates to the academic events committee of the academic senate or directly to the provost/vice president for academic affairs.
- (3) Per the academic senate bylaws, the academic events committee of the academic senate "shall be responsible for making recommendations concerning policy governing academic events such as graduation ceremonies, honors convocations, inaugural ceremonies, and recommend candidates for honorary degrees and commencement speakers to the university's president."
- (4) The academic events committee will review the credentials of all the nominated candidates and will submit a list of no less than fifteen and no more than twenty recommended candidates for approval by the board of trustees during its regular June meeting. The list may be amended and reapproved by the board at any time throughout the year.

(D) Selection of the commencement speaker.

- (1) The provost, in consultation with the president, shall select a commencement speaker from the board-approved list.
- (2) The president will inform the board of the selection of the commencement speaker no later than the board meeting preceding the commencement ceremony.

(E) Selection of the honorary degree recipient.

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- (1) Only the board of trustees is authorized to approve the awarding of an honorary degree.
- (2) The provost, in consultation with the president, shall recommend candidates for an honorary degree from the approved list for recognition at an appropriate event.
- (3) The board shall approve the awarding of the degree no later than the board meeting preceding the event at which the honorary degree is to be conferred.
- (4) In addition to the process set forth above, the board of trustees will choose to award an honorary degree to a trustee whose service has been exceptional and who serves to completion the full term as appointed by the governor. Such honorary degree may be awarded at a board of trustees meeting in special recognition of such trustee.

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### 3356-10-05 Honorary degrees and commencement speakers.

Responsible Division/Office: Academic Affairs  
Responsible Officer: Provost and VP for Academic Affairs  
Revision History: October 1997; July 2009; June 2011;  
June 2013; December 2015; December 2020;  
March 2021; ~~December 2024~~  
Board Committee: Academic Excellence and Student Success  
**Effective Date:** ~~December 12, 2024,~~  
Next Review: 2029,

Deleted: March 4, 2021

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(A) Policy statement. The board of trustees shall review and authorize the list from which commencement speakers and honorary degree candidates will be recommended by the academic events committee of the academic senate to the president. The board of trustees may also recognize and authorize board members to receive honorary degrees for exceptional service to the university. The board of trustees shall grant honorary degrees in recognition of a significant impact on the university, on the community, state or nation, or on society. Such degrees will be conferred at commencements, special convocations, and other events. The honorary degree shall be clearly designated on the diploma as “Honorary degree of” followed by the name of the degree.

(B) The following honorary degrees are those usually awarded at Youngstown state university:

- (1) Bus. D. (doctor of business), customarily awarded to a person making a unique contribution in the business community.
- (2) LL.D. (doctor of laws), customarily awarded to a person distinguished in general service to the state, to learning and to mankind.
- (3) LH.D. (doctor of humane letters), customarily awarded to a person distinguished in the humanities.
- (4) Sc.D. (doctor of science), customarily awarded to a person distinguished in the sciences.
- (5) Lett.D. (doctor of letters), customarily awarded to an acknowledged scholar in a particular discipline.

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- (C) Procedures for selecting and approving candidates.
- (1) Criteria for nomination of commencement speakers and honorary degree candidates are determined by the provost/vice president for academic affairs, subject to board of trustees' approval.
  - (2) Faculty, staff, board of trustees members and/or anyone associated with the university may submit nominations for commencement speakers and/or honorary degree candidates to the academic events committee of the academic senate or directly to the provost/vice president for academic affairs.
  - (3) Per the academic senate bylaws, the academic events committee of the academic senate "shall be responsible for making recommendations concerning policy governing academic events such as graduation ceremonies, honors convocations, inaugural ceremonies, and recommend candidates for honorary degrees and commencement speakers to the university's president."
  - (4) The academic events committee will review the credentials of all the nominated candidates and will submit a list of no less than fifteen and no more than twenty recommended candidates for approval by the board of trustees during its regular June meeting. The list may be amended and reapproved by the board at any time throughout the year.
- (D) Selection of the commencement speaker.
- (1) The provost, in consultation with the president, shall select a commencement speaker from the board-approved list.
  - (2) The president will inform the board of the selection of the commencement speaker no later than the board meeting preceding the commencement ceremony.
- (E) Selection of the honorary degree recipient.

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- (1) Only the board of trustees is authorized to approve the awarding of an honorary degree.
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- (4) In addition to the process set forth above, the board of trustees will choose to award an honorary degree to a trustee whose service has been exceptional and who serves to completion the full term as appointed by the governor. Such honorary degree may be awarded at a board of trustees meeting in special recognition of such trustee.

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**3356-10-05 Honorary degrees and commencement speakers.**

Responsible Division/Office: Academic Affairs  
Responsible Officer: Provost and VP for Academic Affairs  
Revision History: October 1997; July 2009; June 2011;  
June 2013; December 2015; December 2020;  
March 2021; December 2024  
Board Committee: Academic Excellence and Student Success  
**Effective Date: December 12, 2024**  
Next Review: 2029

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## **RENEWING THE PLAN FOR STRATEGIC ACTIONS TO TAKE CHARGE OF OUR FUTURE**

**WHEREAS**, the *Plan for Strategic Actions to Take Charge of Our Future* (“Plan”) was endorsed by the Board of Trustees of Youngstown State University (“YSU or University”) in June 2020;

**WHEREAS**, leadership proposed and the Board agreed that substantial progress had been made implementing the Plan, and that a renewed Plan was presented and approved by the Board in September 2023;

**WHEREAS**, in the interim, Bill Johnson was appointed president and presented the State of the University, and Jennifer Pintar was appointed provost and vice president of academic affairs and presented the State of Academic Affairs, both in August, 2024;

**WHEREAS**, the Plan was updated to include the major points made in both the State of the University and State of Academic Affairs presentations;

**WHEREAS**, while the themes and major areas of focus remained the same as in the previous versions of the Plan, there was the addition of an area of focus titled, “Cultivate a culture of caring, empowerment and inspiration amongst all faculty and staff, and throughout YSU.”

**NOW THEREFORE BE IT RESOLVED**, that the Board of Trustees endorses the Plan as presented and that is attached as a component of this Resolution;

**BE IT ALSO RESOLVED**, that the Board understands such a Plan is a working document and may be adjusted over time and that progress on implementing the Plan will occur via appropriate future committee meetings or meetings of the Board.

**Board of Trustees**

**Meeting December 12, 2024**

**YR 2025 - 38**



**State of the University & State of Academic Affairs**  
**Alignment with Youngstown State University**  
*Plan for Strategic Actions to Take Charge of Our Future*  
**December, 2024**

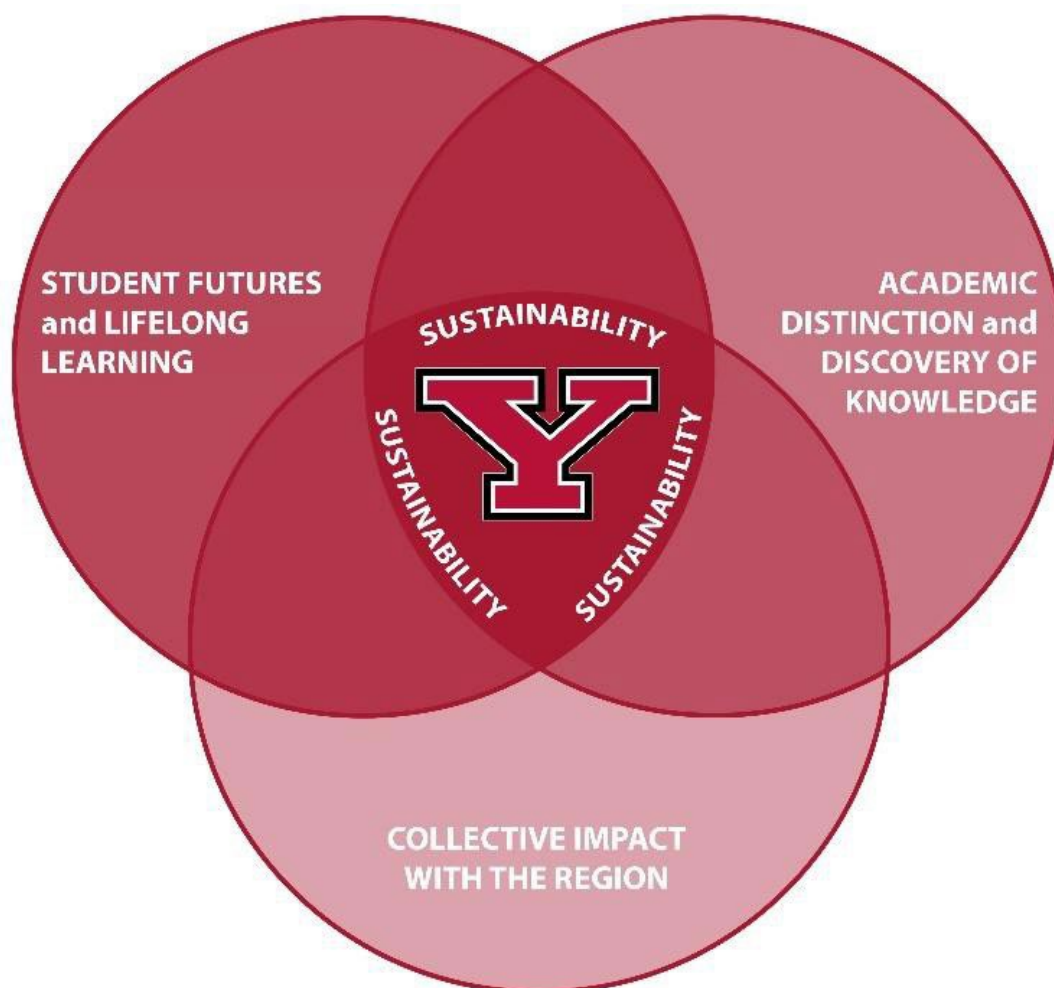
## STRATEGIC PLAN OVERARCHING PERSPECTIVES

***Brand objective:***

YSU will be THE Anchor University of Northeast Ohio

***Operational vision:***

YSU is An Institution of Opportunity: YSU inspires individuals, enhances futures, and enriches lives.



### ***Institutional themes:***

- STUDENT FUTURES & LIFELONG LEARNING
  - ...create environments that empower students to acquire intellectual and social capital and experiences to realize individual aspirations and prepare them to meet the challenges of their generation

We will:

- Adopt a student-centered approach to all University operations and policies that values and includes all students.
  - Ensure curricula, systems, policies and practices increase academic persistence and facilitate steady progress to graduation.
  - Adopt a coordinated approach to admissions, matriculation, persistence, completion and the career success of our students.
  - Develop an approach to the admission and matriculation process, as well as effective and cost-effective support services, that improves the retention and completion strategy, that in particular, attends to academic performance achievement gaps between non-PELL and PELL recipients.
- ACADEMIC DISTINCTION AND DISCOVERY OF KNOWLEDGE
  - ...foster the development of a community that will grow intellectually, socially, and ethically in which individuals put knowledge into practice

We will:

- Continuously evolve an academic portfolio that serves students and the region for on-going career success
  - Implement a continuous, purposeful strategy to improve teaching, learning and any area identified for national research distinction.
  - Adopt and integrate university-wide learning outcomes throughout the curriculum, including credentials for distinction.
  - Develop internships, service, experiential and applied learning projects with local businesses and organizations that provide opportunities for students to apply their knowledge in scholarly and career-preparing activities.
  - Implement continuous and regular assessment of student learning outcomes and best teaching practices to ensure that every student has a fair and equal opportunity to succeed.
  - Improve student, faculty, and staff access to advanced technologies, equipment, and facilities.

- **COLLECTIVE IMPACT ACROSS THE REGION**

- ...create deliberate, mutually beneficial, educational, civic, industry, and philanthropic partnerships that achieve equal opportunities and access to innovative regional development that supports sustainable regional prosperity

We will:

- Listen to the needs of the community and collaboratively address those needs.
- Actively collaborate with community partner organizations which share in our mission.
- Develop activities that demonstrate impact and purpose in accordance with the university's mission.
- Communicate the impact and value of community engagement activities.
- Strategically align community engagement goals and activities with regional educational needs via both degrees and industry credentials.
- Ensure that current and future partnerships provide equal opportunities and access to inclusive and accessible systems and best practices.

- **SUSTAINABILITY**

- ...there will be continuous quality improvement processes that reflect a commitment to alignment of resources with Plan implementation, and that integrate with and facilitate the institution's long-term goals and objectives.

We will:

- Focus on enhancing organizational effectiveness improving efficiencies.
- Prioritize as part of the budget process, academic program quality; enrollment as a marketing and communication strategy directly impacting admissions; finance and facilities; human resources; and information technology.
- Ensure all aspects of the institution, from its overarching mission and vision to specific objectives and metrics, align with strategic priorities.

## **INSTITUTIONAL VALUES**

We—the faculty, staff, administrators, and students of Youngstown State University—hold the following values essential to achieving the mission and realizing the vision.

- Centrality of Students – We put students first, fostering their holistic and lifelong success.
- Excellence and Innovation – We bring academic excellence and innovation to learning and life for all stakeholders.

- Integrity and Human Dignity – We root all behaviors, decisions and actions in the achievement of integrity, mutual respect, collegiality, and inclusion.
- Collaboration and Public Engagement – We embrace collaboration and create innovative partnerships to foster sustainability and enrich our university, our culture, and our region.

## ***THE ACTION PLAN***

The following integrates the basic elements of the previous versions of the Plan’s overarching perspective with action steps that reflect the seamless integration of the President’s State of the University and the Provost’s State of Academic Affairs.

The integration of these two addresses by the president and the provost align with the following objectives/goals:

- Optimize the academic portfolio
- Improve the student experience for the thousands of students who trust their future to YSU
- Increase enrollment purposefully and strategically
- Seamlessly integrate with businesses, industries and service organizations
- Cultivate a culture of empowerment and inspiration among all faculty, staff, and leadership team throughout YSU
- Assure a strong financial outlook

## **OPTIMIZE THE ACADEMIC PORTFOLIO**

PREVIOUS VERSION OVERARCHING PERSPECTIVE: Develop a culture of assessment that optimizes the academic portfolio to ensure the quality of academic program majors, minors, and other credentials

*State of University:* YSU is in the people business, and therefore will provide a robust repertoire of educational choices, not just so students have a successful career but also to assure future generations of Americans are sustained by an informed and educated citizenry.

*State of Academic Affairs:* Continuously assess the academic portfolio to assure it is relevant to academic priorities and aligned with workforce needs of the region considering education from a broad perspective including credentials, upskilling/reskilling, and associates, bachelor, masters, and selective doctoral degree programs.

- **ACTION:** Establish the Academic Master Plan that will assure the academic portfolio is optimized via a robust process of assessment and actions that includes the rigorous evaluation of potential new programs that strategically serve the educational, workforce and career needs of the region

- **ACTION:** Implement universal learning outcomes and transform general education to enhance the value of a degree
- **ACTION:** Develop a culture of assessment that ensures the quality of academic program majors, minors, and other credentials

## **IMPROVE THE STUDENT EXPERIENCE FOR STUDENTS WHO TRUST THEIR FUTURE TO YSU**

- PREVIOUS VERSION OVERARCHING PERSPECTIVE: Implement best practices that address student needs throughout the student life cycle to increase persistence, completion and postgraduate success.

*State of the University:* Students are our central focus. We must welcome them, embrace them, and empower them to be a member of the Penguin family. We engage and support them to pursue a degree for which they are prepared and interested, facilitate availability of various types of aid to reduce their personal financial burden in pursuit of their college education, optimize the availability of internships and co-ops, and work collaboratively with them to prepare for their successful career.

*State of Academic Affairs:* Our students deserve our very best not only educational experience, but also a totality of experience unlike they ever expected or even imagined. This requires each faculty and staff member to be inspired, motivated and committed to support the success of each and every student in every way possible. Such an environment will assure the quality of the YSU experience, the outcome of which will differentiate our alumni from others and assure our graduates are employees of choice.

- **ACTION:** Implement a comprehensive fund-raising campaign to fully fund the renovation of the Kilcawley Student Center to assure a highly functional location for student organizations, provide a variety in foods and beverages, and gathering space that is welcoming and inviting
- **ACTION:** Improve the advising processes and centralize the leadership of undergraduate academic advising in the Office of Academic Affairs
- **ACTION:** Implement a comprehensive student retention solution
- **ACTION:** Mandate individual coaching for students placed on academic warning
- **ACTION:** Implement automated GPA recalculation for students who successfully repeat a course.

## **INCREASE ENROLLMENT PURPOSEFULLY AND STRATEGICALLY**

- PREVIOUS VERSION OVERARCHING PERSPECTIVE: Develop integrated recruitment and enrollment strategies that align with integrated marketing and communications strategies to gain market share.

*State of the University:* There is a direct relationship between enrollment and the financial well-being of a university, and the competition among all institutions of higher learning is becoming epically intense. YSU provides an outstanding educational experience that is very affordable, making a degree from YSU highly valuable. To optimize enrollment, we must cast a wider net and go “student hunting” where the students are and use tools and methods that resonate with them. In other words, YSU must be competitive and earn/gain market share, a component of which is to further build the YSU brand so all potential college eligible students “Know Y” YSU is the place to be, and “Know Y” YSU should be their first-choice educational opportunity.

*State of Academic Affairs:* With a robust Academic Master Plan, we must be very strategic in how we market specific academic programs. Components of every academic program’s dashboard include information regarding student interests that directly reflect program demand; available career opportunities, including knowledge and skills necessary to compete for jobs associated with the major; and an indication of how saturated the market might be for a particular academic program. This is why the Office of Academic Affairs is aligning marketing with every aspect of academic program evaluation, redesign and/or creation.

- **ACTION:** Implement a strategic communications function that synergizes our communications, marketing, branding, advertising, social and digital media, and local and national press relationships as well as connect with alumni as recruiters and ambassador for enrollment.
- **ACTION:** Implement the Enterprise Enrollment Plan that includes not only cultivation for matriculation, but that also addresses student persistence and creates a Strategic Enrollment Plan tailored to focus on many of the areas addressed below.
  - **ACTION:** Increase yield in current catchment area, and extend beyond current catchment into Cleveland and Pittsburgh areas to increase yield
  - **ACTION:** Enhance the newly prototyped Penguin Prep program to attract college-capable students who might otherwise get overlooked
  - **ACTION:** Expand recruiting into the veteran and active-duty military markets
  - **ACTION:** Introduce new undergraduate online programs tailored to individuals with some college and no degree
  - **ACTION:** Expand College Credit Plus high school programs
  - **ACTION:** Strategically enhance and expand graduate programs
  - **ACTION:** Build on the success of international student cultivation and matriculation, including optimizing the student experience
  - **ACTION:** Introduce new aviation and CDL programs to address serious workforce deficiencies in the commercial aviation and commercial transportation industries.

## **SEAMLESSLY INTEGRATE WITH BUSINESSES, INDUSTRIES, SCHOOL DISTRICTS, AND SERVICE ORGANIZATIONS**

- PREVIOUS VERSION OVERARCHING PERSPECTIVE : YSU will be recognized as a Carnegie community-engaged campus, will assure a presence in Washington and Columbus to optimize support for YSU, and will cultivate relationships with businesses, industries, school districts, and regional service organizations.

*State of the University:* YSU is THE ANCHOR institution of higher learning in this region, and we intend to further enhance that status by cultivating a robust partnership with businesses, industries, school districts and other. The outcomes will include elements of mutually beneficial opportunities such as creating internships/co-ops, experiential education, data mining and “education-to-work” pathways. Our engagement with service organizations will be strategic and mutually beneficial to those that they serve and will directly connect to our academic programs. The idea here is to create a synchronous and synergistic integration between the faculty that educates and trains the workforce (i.e. the students) and the businesses and industries in our community that so desperately need that workforce.

*State of Academic Affairs:* We will strive to assure that when they graduate, every student will have had a rich experience of experiential and service learning also accompanied by relevant student employment and/or an internship or co-op experience. This will be achieved via the efforts of each college but will also be leveraged via our focus on workforce education and innovation taking advantage of the Watson Team Center, the Williamson Innovation Park, and the Excellence Training Center.

- **ACTION:** Each college will develop and implement a plan to assure each student has experiential and service-learning experiences.
- **ACTION:** Each college will evolve a strategy to assure each student has workforce experiences via university employment, internships or co-ops
- **ACTION:** Each college will actively seek to foster student experiences aligned with the IT Workforce Accelerator, Data Mine, Excellence Training Center, Williamson Innovation Park, Tressel Institute for Leadership and Team work, and/or Online Skills Accelerator programs

## **CULTIVATE A CULTURE OF CARING, EMPOWERMENT AND INSPIRATION AMONGST ALL FACULTY AND STAFF, AND THROUGHOUT YSU**

OVERARCHING PERSPECTIVE: Talent will be attracted and retained at YSU being known for instigating a culture that values and respects all individuals and fosters innovation in the workplace and professional development for the success of all employees.

*State of the University:* The strength of the institution is based upon the collective strengths of the faculty and staff. Those collective strengths will be cultivated by attending to a work environment that values and respects all employees.

*State of Academic Affairs:* Talented faculty and staff bring strength to the institution through their dedication and innovations that provides an exceptional educational experience. Those talents will be valued by the institution as through actions that support on-going learning and development.

- **ACTION:** Implement KNOW Y Fridays both within and via outside the university to extend and enhance brand awareness
- **ACTION:** Implement a Thought Leader Series to enhance institutional awareness and stimulate discussion on a broad range of topics important to students and society as a whole
- **ACTION:** Implement an Innovation Investment Fund, to provide the opportunity for interdisciplinary collaboration to explore, assess, or implement innovative strategies associated with teaching and learning and/or student success

## **ASSURE A STRONG FINANCIAL OUTLOOK**

PREVIOUS VERSION OVERARCHING PERSPECTIVE: Align institutional resources with strategic priorities by optimizing resource allocation to enhance overall effectiveness contributing to a vibrant future state as reflected by appropriate senate bill six ratios and other pertinent measures of institutional performance.

*State of the University:* To achieve the mission and realize the vision, YSU must continue to operate within its financial resources, including state funding, tuition, federal financial aid, and philanthropic revenue sources. In addition, YSU must have a strong presence in Columbus and in Washington to be proactively engaged with discussions and legislative actions that impact and influence YSU's economic well-being. In addition to faculty research, YSU must secure additional funds via government grants and/or contracts to support the quality of the physical environment with an emphasis on teaching and learning, and deferred maintenance. The YSU Foundation plays a significant role supporting student and institutional success and that relationship will be optimized to serve the best interests of YSU. In addition, YSU will appropriately value the role that Intercollegiate Athletics contributes to the student experience but also to enhancing the YSU brand.

*State of Academic Affairs:* YSU is in the business of educating future generations of workforce, including the doers, makers, and builders, as well as the visionaries, engineers, and creators of next generation innovations and problem solutions. Thus, the academic programs associated with YSU's academic portfolio is what attracts students, significantly impacting enrollment, as well as serving the workforce needs of the region. We will value this perspective by assuring our academic programs are aligned with student career



aspirations and the workforce needs of the region. The assessment of academic program dashboards on an annual basis will help assure such a successful outcome.

- **ACTION:** We will aggressively pursue appropriate state and federal contracts and grants to improve the quality of the student experience and the physical environment with a particular emphasis on reducing deferred facility maintenance
- **ACTION:** We will produce academic program dashboards that will be used to support continuous quality improvement without which programs will be rated as Detailed Analysis, a designation requiring action to grow enrollment and increase the number of graduates (Focus Plus) or be eliminated from the portfolio.
- **ACTION:** We will continue to assess space utilization and take steps to optimize how space is utilized on campus, particularly increasing campus activities during the summer

## BOARD-LEVEL KEY PERFORMANCE INDICATORS (KPI)

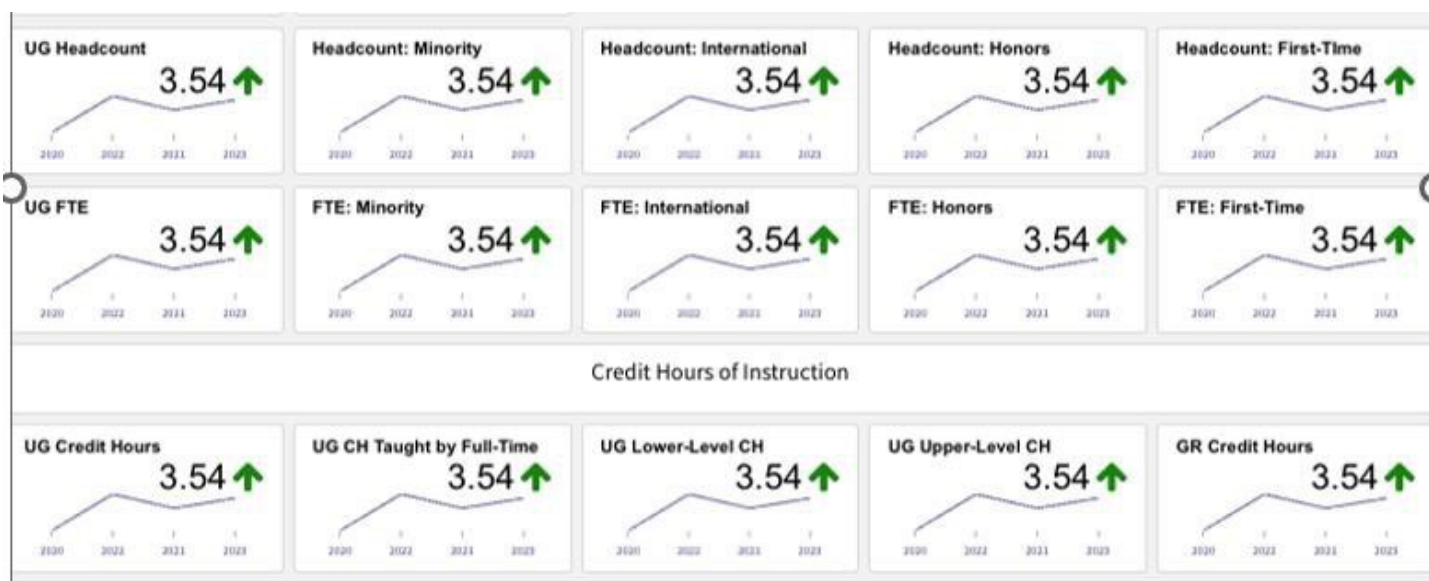
The following variables reflecting 2023 are those chosen by the Board of Trustees upon adoption of the *Plan for Strategic Actions to Take Charge of Our Future*.

These “lag” indicators attest to overall institutional performance across 15 variables. Available in On Board Resources are the variables identified as “lead” indicators that YSU tracks and more directly influences on a day-to-day and operational basis.

It is intended that TAKING ACTION associated with the Goals of the Plan will positively influence the “lead” indicator variables and that there will be consequential improvement in the “lag” indicator variables.

This is not withstanding the typical other measures that also indicate additional aspects of institutional well-being, such as Audited Financial Statement, HLC annual data feed, legislatively required and/or Ohio Department of Education implemented assessment outcomes, etc.

FOR ILLUSTRATION PURPOSES...EACH GRAPHIC WILL BE ASSOCIATED WITH EACH “LAG” INDICATOR VARIABLE AS COMMENTED UPON BELOW...



The following are observations and actions steps as appropriate for each of the Board of Trustees Key Performance Indicators. These observations are from Key Performance Indicators in 2023.

- *Yield of admitted students:* While yield of admitted students has declined for both YSU and peer institutions. For fall 2022, institutions receiving Title IV funds had a yield rate of 21%. (<https://nces.ed.gov/ipeds/TrendGenerator/app/answer/10/103>).
- *Headcount and full-time equivalent enrollment:* Both headcount and full-time equivalent enrollment have declined over both a one-year (-0%; -2%) and five-year

timeframe (-13%; -19%). The Enterprise Enrollment strategy focusing on market share is intended to stabilize and/or reverse this trend.

- *Cohort persistence*: While persistence in years 1 and 2 is relatively flat (77%), persistence in the following years remains problematic. Implementing a student anticipatory and preventative advising, and support strategy is intended to improve persistence across all years.
- *4- and 6-y graduation rates (2017 cohort)*: Both 4- and 6-year graduation rates have increased year over year (over one year (16%; 103%) and over 5-years (+5%; +32%). The 4- and 6-y graduation rates are now 32% and 51%, respectively, for the Fall 2017 cohort while they were 16% and 39%, respectively, for the Fall 2012 cohort.
- *4- and 6-y graduation rates minorities (2017 cohort)*: The 4- and 6-year graduation rate for minority students has increased 129% and 75%, respectively. This remains 12% and 29% lower, respectively, compared to all students. Further analysis is required to understand the underlying reason(s) for such an outcome so support can be enhanced in strategic ways.
- *Associate's degrees awarded*: The number of associate's degree completions has decreased by 26% over five years (133 to 98). Strategies aligned with Workforce Education and Innovation are intended to reverse this trend.
- *Bachelor's degrees awarded*: Bachelor's degrees awarded has increased 8% over 5-years and decreased 3% over one-year. The number of degrees awarded in 2022-23 is 8% higher than the average of 2017 - 2019. While increasing the number of graduates is a measure of academic program success, this does create a dynamic tension with constructing the incoming classes. Implementing for fall 2025, 15 online undergraduate degrees, 5 per year over three years, will increase the number of bachelor's degrees awarded.
- *Master's degrees awarded*: The number of Master's degrees awarded has increased 80% over 5-years and 23% over 1-year. This is the result of a very purposeful implementation of offering Master's degree programs online. It is also related to strategic marketing of Master's degree in the College of Science, Technology, Engineering, and Mathematics. Strategies are emerging to aligning Master degree offerings to businesses/industries and governmental agencies requiring Master's degree for career advancement (Air Force, etc.).
- *Doctoral degrees awarded*: The number of Doctoral degrees awarded has increased 30% and 22% over 5- and 1-year(s), respectively. This is the result of a very purposeful enhancement of (physical therapy) or implementation of such degrees in recent years (nurse practitioner and anesthetist).
- *Percent of full-time faculty teaching*: It is known that the more exposure students have to full-time faculty the better the student experience. Thus it is important to assess how

this varies across course offering levels. Academic Affairs will consider this information and determine how this factors into the offering of course sections across the colleges.

- *Diversity of instruction:* The diversity of the students and that of the full-time faculty are roughly equivalent over the past five years. There are no established criteria for this measure other than to be aware of this relationship. Should this remain a Board Key Performance Indicator?
- *Distance education enrollment:* The percent of students enrolled in distance education is illustrated above. The information is reflected in an IPEDS Customized Feedback Report. A significant proportion of undergraduate students enroll in at least one such course. As expected, given the implementation of online master's programs, a large proportion of graduate students are enrolled totally in online degree programs.
- *Graduate compensation outcomes:* Individuals in Mahoning County with a high school diploma earn on average \$25,341. Average earning for Mahoning County with a Bachelor's degree is on average \$43,259. Given these facts, a Bachelor's degree from YSU adds value given the average mean income for a YSU Bachelor's degree recipient is \$58,958. [https://www.opendatanetwork.com/entity/0500000US42049-0500000US39099/Erie\\_County\\_PA-Mahoning\\_County\\_OH/jobs.earnings.median\\_earnings?year=2018](https://www.opendatanetwork.com/entity/0500000US42049-0500000US39099/Erie_County_PA-Mahoning_County_OH/jobs.earnings.median_earnings?year=2018)
- *National Survey of Student Engagement:* The most recent administration of this survey instrument indicates that YSU students are satisfied with their experiences overall. In addition, most students would choose to attend YSU again. These results not dissimilar to those of 2018.
- *Senate Bill 6 Score:* Senate Bill 6 composite score is a measure of institutional fiscal stability. YSU's score has consistently been above 3.0 and has been as high as 4.2 for FY21 (linked to federal funds related to COVID). It is the institution's objective to have a SB 6 score no lower than 2.7.

## GRADUATE OUTCOME REPORT FOR ACADEMIC YEAR 2022-2023

## EXECUTIVE SUMMARY

The Graduate Outcome Report is a summary of employment and continuing education decisions made by Youngstown State University graduates who completed degrees during the 2022-2023 academic year.

**Who had the opportunity to take the survey:** The survey was distributed through Handshake (the university's career management system) to 2,864 individuals who received degrees in August 2022, December 2022, and May 2023.

**How the data was collected:** Students who did not respond to the survey were sent multiple emails over a period of six months after graduation. In addition, staff gathered student knowledge rate data (defined by the national Association of Colleges and Employers) via current social media profiles, information reported by the Alumni Office and faculty, and pre-graduation exit interviews.

**Knowledge Rate:** The YSU total knowledge rate is 41.82%. Out of 2,864 graduates, there were 1,198 reported student outcomes.

**Career Outcomes Definition:** Respondents that are either working as an employee, freelancer, and contract worker, accepted in a program of additional education, in the military, or in a service position (AmeriCorps, Peace Corps, etc.).

**Career Outcomes Rate:** The YSU total career outcome rate is 77.37%. Out of the 1,198 respondents, 927 had outcomes related to a career.

**Ohio Retention Rate:** 77.6% of respondents remained in Ohio.

## Reported Salaries by Degree Type:

Associate	Bachelor	Master	Doctorate
Responses = 4	Responses = 243	Responses = 72	Responses = 7
Mean: \$49,160	Mean: \$58,958	Mean: \$71,311	Mean: \$89,260
Median: \$38,428	Median: \$57,500	Median: \$66,560	Median: \$100,000

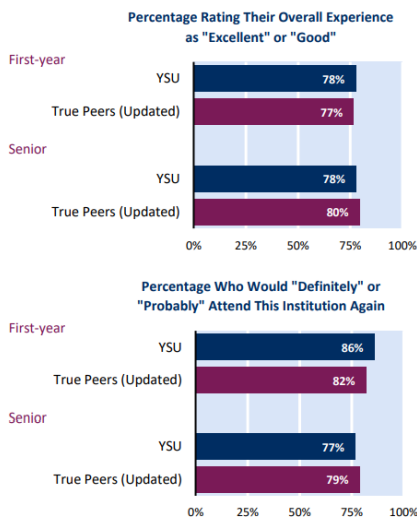
Prepared January 2024

GRADUATE OUTCOME REPORT 2022-2023



## Satisfaction with YSU

Students rated their overall experience at the institution, and whether or not they would choose it again.



## Historical Data

YSU's S.B. 6 composite scores have fluctuated over the last 10 years but have remained stable since inception.

