

# BOARD OF TRUSTEES



## AGENDA

**Thursday, December 5, 2019**



**YOUNGSTOWN  
STATE  
UNIVERSITY**

## **BOARD OF TRUSTEES' MEETING**

**Thursday, December 5, 2019  
10:00 a.m.**

**Tod Hall  
Board Meeting Room**

### **AGENDA**

- A. Roll Call
- B. Proof of Notice of Meeting
- C. Disposition of Minutes
- D. Report of the President of the University
- E. Report of the Committees of the Board
  1. Academic Excellence and Student Success Committee
    - a. Faculty Presentation – Patricia Veisz, Small Business Development Center, WCBA  
Faculty Presentation – Jennifer Behney, World Languages and Cultures, CLASS  
Student Presentation – Carla J. Colantone, Dental Hygiene, BCHHS  
Student Presentation – Nadine P. Jones and Zachary W. Mayer, CLASS (Co-Presenters)
    - b. Resolution to Modify Support and Assistance to Veterans and Service Members Policy, 3356-8-05
    - c. Resolution to Approve Textbook Selection Policy, 3356-10-23
    - d. Resolution to Approve University Remediation Report for Youngstown State University
  2. Institutional Engagement Committee
    - a. Resolution to Accept WYSU Memberships
    - b. Resolution to Modify Advertising/Sponsorship Policy, 3356-5-02 (Previous Policy Number, 5002.01)
    - c. Youngstown State University Board of Trustees' Resolution to Take Charge of Our Future: A Plan for Strategic Action Community Engagement and Values/Mission/Vision
  3. Finance and Facilities Committee
    - a. Resolution to Amend and Align Tuition and Fees for Online and Related Programs
    - b. Resolution to Reduce the Out-of-State Surcharge for the YSU MFA-Creative Writing Program, Effective Fall 2020
    - c. Resolution to Approve the 2019 Affordability and Efficiency Report
    - d. Resolution to Approve Interfund Transfers
    - e. Resolution to Renew and Amend the Internal Audit Charter
    - f. Report of the Audit Subcommittee, Michael A. Peterson, Chair
    - g. Report of the Investment Subcommittee, Charles T. George, Vice Chair
  4. University Affairs Committee
    - a. Resolution to Ratify Personnel Actions - Athletics
    - b. Resolution to Approve the Intercollegiate Athletics 2021-2025 Gender Equity Plan
    - c. Resolution to Modify Conflicts of Interests and Conflicts of Commitment Policy, 3356-7-01
    - d. Resolution to Modify and Retitle Outside Consulting Services – Faculty Policy, 3356-7-18
    - e. Resolution to Modify and Retitle Outside Consulting Services/Employment by Professional/Administrative Staff, Including Deans and Chairpersons Policy, 3356-7-34
    - f. Resolution to Ratify Personnel Actions – Faculty/PA Staff



- 5. Executive Committee
  - a. Resolution Related to Improving Responsiveness to Serious Misconduct
  - b. Resolution to Approve Third Presidential Employment Agreement Extension and Second Amendment with Youngstown State University President James P. Tressel
- F. Communications, Memorials, News Updates
- G. Unfinished Business
- H. New Business
- I. Chairperson's Remarks
- J. Dates and Times of Upcoming Regular Meetings of the Board
  - Tentative Meeting Dates:
    - 10 a.m., Thursday, March 5, 2020
    - 10 a.m., Thursday, June 4, 2020
    - 10 a.m., Thursday, September 3, 2020
- K. Adjournment

# **DIVIDER**

## **ACADEMIC EXCELLENCE AND STUDENT SUCCESS COMMITTEE**



**YOUNGSTOWN  
STATE  
UNIVERSITY**

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

**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 Support and Assistance to Veterans and Service Members, policy number 3356-8-05, shown as **Exhibit A** attached hereto.

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

~~Previous Policy Number:~~ ~~————~~ ~~New~~

Responsible Division/Office: Student ~~Success and Student Experience~~ Affairs

Responsible Officer: Vice President of Student Success and Experience

Revision History: December 2014; December 2019

Board Committee: Academic ~~Quality~~ Excellence and Student Success

**Effective Date:** ~~December 16, 2014~~ December 5, 2019

Next Review: ~~2019~~ 2024

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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 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 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.
  - (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.

**Agenda Item E.1.b  
Exhibit A**



- (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) 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) 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) 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.

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

Responsible Division/Office: StudentAffairs  
Responsible Officer: Vice President of Student Success and Experience  
Revision History: December 2014; December 2019  
Board Committee: Academic Excellence and Student Success  
**Effective Date: December 5, 2019**  
Next Review: 2024

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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 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 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.
  - (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) 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) 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) 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.



**RESOLUTION TO APPROVE  
TEXTBOOK SELECTION POLICY, 3356-10-23**

**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 adoption of University Policy governing Textbook Selection Policy, policy number 3356-10-23, shown as **Exhibit B** attached hereto.



## NEW POLICY

### **3356-10-22 Textbook selection policy**

Responsible Division/Office:	Office of Academic Affairs
Responsible Officer:	Provost and Vice President for Academic Affairs
Revision History:	December 2019
Board Committee:	Academic Excellence and Student Success
<b>Effective Date:</b>	December 5, 2019
Next Review:	2024

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- (A) Policy statement. Youngstown state university (university) is committed to providing affordable high quality educational access for students. Affordable high quality educational access includes minimizing the cost of textbooks and instructional materials while correspondingly ensuring instructional quality and the academic freedom of faculty to select textbooks and instructional materials.
- (B) Purpose. To comply with Revised Code section 3345.025 and the Higher Education Opportunity Act of 1965, as amended , assist students in the timely procurement of materials, and to ensure instructional quality.
- (C) Parameters.
  - (1) Textbook and course materials selection
    - (a) A faculty member may select the textbook(s) and instructional materials to be used in his/her courses unless the faculty member teaches a multi-section or sequential course, in which case the department faculty who are involved in teaching the course(s) shall provide for textbook selection. In multiple sections of sequential courses that are also prerequisites to advanced courses in the sequence, uniform texts will be selected.
    - (b) Faculty members shall provide written notification regarding textbook and course material selection to the department chair no later than seven (7) calendar days prior to the date established on the university calendar of operations as the textbook order due date.

- (c) A faculty member's failure to provide textbook information pursuant to this policy shall result in a default to the textbook and course materials previously utilized by the faculty member in that course, if available, or if not available, equivalent textbook and/or course material to be used for the upcoming academic term shall be selected in consultation with the faculty member.
- (2) Cost
  - (a) Cost should be an important consideration when selecting textbooks and other course materials that students are required to purchase. Faculty should consider whether the cost of their adopted textbooks and other materials is suitable for their discipline and the course subject. When textbooks and other materials are markedly different in cost but are comparable in content and quality, the university recommends that faculty select the less-costly option.
  - (b) The university recommends that faculty select open-access textbooks and materials when they are appropriate for the faculty members discipline and course content.
- (3) Faculty recognize that self-authored materials shall be used pursuant to university policy 3356-7-01.



**RESOLUTION TO APPROVE  
UNIVERSITY REMEDIATION REPORT  
FOR YOUNGSTOWN STATE UNIVERSITY**

**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, 2017, 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 FY 19 as required by the Ohio Department of Higher Education;

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Trustees of Youngstown State University does hereby approve Youngstown State University's Remediation Report to be submitted to the Chancellor of the Ohio Department of Higher Education and the Superintendent of Public Instruction by December 31, 2019.

## 2019 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 (FY19 actual).

Number of Students	Description (if needed)
745	Consistent with the 2017 report, of the 10,967 undergraduate degree-seeking students who were enrolled at any point during the Summer 2018, Fall 2018, and Spring 2019 terms, a total of 3,851 students were placed into at least one developmental course in either composition, mathematics, or reading and study skills. Of those students, 745 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.
633	Of the 3,111 new (first-time and transfer) undergraduate degree-seeking students who were enrolled at any point during the Summer 2018, Fall 2018, and Spring 2019 terms, a total of 1,405 students were placed into at least one developmental course in either composition, mathematics, or reading and study skills. Of those students, 633 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 (FY19 actual).

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	Costs to the university	\$316,625 (2018-\$453,900)
Costs to the student	Costs to the student	\$771,075 (2018-\$1,105,387)
Costs to the state	Costs to the state	\$208,064 (2018-\$259,560)

Includes help centers (Writing Center, Math Assistance Center, Center for Student Progress, and Testing Center), faculty, and classrooms) at ~\$425 per student (given FY17 cost per student).  
Includes total credit hours multiplied by cost per credit for all students taking a course designated as remedial at ~\$1,035 per student (given FY17 cost per student).  
This is the sum of SSI for Completed and At-Risk FTE as given in Appendix A of the report request

### 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. <b>ENG 1509: Academic English for Non-native Speakers</b> is a three-credit course that helps students develop writing and reading comprehension skills in English. Open to students on the basis of the placement process, this course must be taken until a grade of C or better is achieved. <b>ENG 1541: Introduction to College Writing</b> 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. Passing either of these courses enables students to progress to English 1549: Writing I with Support, a four-credit hour version of Writing I that emphasizes development of 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. Placement is based upon students' Math ACT score, Math SAT score, or proficiency as demonstrated by their score on an ALEKS placement assessment. <b>MATH 1500: Mathematics Preparation for Algebra Placement</b> is a two-credit hour course intended to prepare STEM and business majors for their college-level mathematics requirement through time spent remedial in the ALEKS product. Students who place into remedial math but who wish to fulfill their mathematics graduation requirement may enroll in designated sections of non-remedial math to which additional hours of remedial instruction are added, if their placement permits. These sections include: MATH 1510: College Algebra and MATH 1510C: Co-requisite Support for College Algebra; MATH 1511: Trigonometry and MATH 1511C: Co-requisite Support for Trigonometry; MATH 2623: Quantitative Reasoning and MATH 2623C: Co-requisite Support for Quantitative Reasoning, MATH 2651: Mathematics for Early Childhood Teachers 1 and MATH 2651C: Co-requisite Support for Mathematics for Early Childhood Teachers 1; STAT 2625: Statistical Literacy and Critical Reasoning and STAT 2625C: Co-requisite Support for Statistical Literacy and Critical Reasoning. These co-requisite courses have greatly reduced the number of students taking stand-alone remedial mathematics courses at YSU.
Reading and Study Skills	The University provides two three-credit hour instructional options for students who, based upon their ACT Reading score or proficiency as demonstrated by their ACCUPLACER reading test score and their high school GPA, require remediation in reading and study skills. <b>RSS 1510A: Advanced College Success Skills</b> is designed to develop students' skills essential for college studying; the primary focus is improving the comprehension and retention of information in college textbooks. <b>RSS 1510C: STEM Advanced College Success Skills</b> is designed to help students in STEM disciplines develop study skills by focusing on improving comprehension and retention of information in textbook and lecture materials.

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

- Lack of student preparation at the K-12 level
- Prescriptive placement policies (over reliance on a single assessment measure)
- Deferred entry into higher education (adult students returning to higher education)
- Other (any other cause identified by the university)

Cause	Description
Lack of student preparation	Consistent with the 2017 report, 9,335 students enrolled for one or more terms between Summer 2018 and Spring 2019 were 25 years of age or younger. 3,483 (37.3%) required remedial instruction in at least one subject area. These students account for 90.4% of all undergraduate students who required remedial instruction during these terms.
Deferred entry	Consistent with the 2017 report, 1,632 students enrolled for one or more terms between Summer 2018 and Spring 2019 were over the age of 25. 368 (22.6%) required remedial instruction in at least one subject area. These students account for 9.6% 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	2,900 New students enrolled for one or more terms between Summer 2018 and Spring 2019 were 25 years of age or younger. 1,382 (47.7%) required remedial instruction in at least one subject area. These students account for 98.4% of all new students who required remedial instruction during these terms.
Deferred entry	211 New students enrolled for one or more terms between Summer 2018 and Spring 2019 were over the age of 25. 23 (10.9%) required remedial instruction in at least one subject area. These students account for 1.6% of all new students who required remedial instruction during these terms.



**DIVIDER**

**INSTITUTIONAL ENGAGEMENT  
COMMITTEE**



## RESOLUTION TO ACCEPT WYSU MEMBERSHIPS

**WHEREAS**, Board policy provides that the President shall compile a list of memberships to the University for each meeting of the Board of Trustees and present the list accompanied by his recommendation for action by the Board; and

**WHEREAS**, the President has reported that the memberships as listed in **Exhibit C** attached hereto are being held pending acceptance and he recommends their acceptance;

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Trustees does hereby accept these memberships on behalf of Youngstown State University and requests that the President acknowledge the acceptance of these memberships.



**UNIVERSITY MEMBERSHIPS  
EXECUTIVE SUMMARY  
Fiscal Year 2018-2019  
July 1, 2018-September 30, 2018**

<b>Memberships Received</b>	<b>Number of Members</b>	<b>Amount</b>
WYSU-FM	551	\$ 61,211
<b>Total University Members</b>	<b>551</b>	<b>\$ 61,211</b>





**YOUNGSTOWN  
STATE  
UNIVERSITY**

**RESOLUTION TO MODIFY  
ADVERTISING/SPONSORSHIP POLICY, 3356-5-02  
(PREVIOUS POLICY NUMBER 5002.01)**

**WHEREAS**, the Institutional 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 Advertising/Sponsorship Policy number 3356-5-02 (Previous Policy Number 5002.01) of the *University Guidebook*, shown as **Exhibit D** attached hereto. A copy of the policy indicating changes to be made is also attached.

**Board of Trustees Meeting  
December 5, 2019  
YR 2020-**

**Agenda Item E.2.b**

3356-5-02 Advertising/sponsorship procedurespolicy.

~~Previous Policy Number: 5002.01~~

Responsible Division/Office: University Relations

Responsible Officer: Associate Vice President of University Relations

Revision History: September 1997; June 2010; June 2015;  
December 2019

Board Committee: Institutional Engagement

**Effective Date:** ~~June 17, 2015~~December 5, 2019

Next Review: 20204

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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.
- ~~(B)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.
- ~~(C) Purpose. To maintain the consistency of the university's public image and to ensure appropriate use of the university's name and brand.~~
- (D) Definition. 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, over \$1500.00 and above.

**Agenda Item E.2.b  
Exhibit D**

(DE) 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 benefiting 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 ~~for advertising~~ 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.

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

Responsible Division/Office: University Relations  
Responsible Officer: Associate Vice President of University Relations  
Revision History: September 1997; June 2010; June 2015;  
December 2019  
Board Committee: Institutional Engagement  
**Effective Date: December 5, 2019**  
Next Review: 2024

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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) Definition. 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, \$1500.00 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 benefiting 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.



**YOUNGSTOWN STATE UNIVERSITY  
BOARD OF TRUSTEES'  
RESOLUTION TO TAKE CHARGE OF OUR FUTURE: A PLAN FOR  
STRATEGIC ACTION  
COMMUNITY ENGAGEMENT AND VALUES/MISSION/VISION**

**WHEREAS**, Youngstown State University will Take Charge of its Future through a campus-involved creation of a Plan for Strategic Action that has been informed by prior Board Resolutions (December 6, 2018; March 7, 2019; June 6, 2019; September 5, 2019); and

**WHEREAS**, both during and prior to the Fall, 2019 Semester, significant engagement with the academic areas via the leadership of the Provost has taken place via engaging conversations and interactions with the deans, department chairs, and department faculty, including conversations regarding academic excellence, student success, and interdisciplinary collaborations; and

**WHEREAS**, also during the Fall, 2019 Semester, significant engagement with academic support areas has occurred resulting in the creation of “unit-specified mission, quality, and attributes statements” along with outlines of topical areas for “unit-specified procedures”, finalized through consultation with faculty and staff in both the academic and non-academic areas, constituting a major step in the development of President-endorsed procedures as anticipated by the June 6, 2019 Board Resolution; and

**WHEREAS**, an important component of the Plan for Strategic Action will include optimizing our Collective Impact with the Region that intersects in significant and substantial ways with Academic Distinction and Discovery of Knowledge, Student Futures and Lifelong Learning and Collective Impact with the Region as illustrated by the President at an April 2019 Town Hall meeting; and

**WHEREAS**, it is important to ensure that the substantial and collective energies of the institution’s faculty, staff and students via the departments, colleges, clubs, student groups and other collectives of individuals and groups be categorized and organized so as to optimize our Collective Impact with the Region;

**NOW, THEREFORE, BE IT RESOLVED**, that a framework for an optimized Collective Impact with the Region focused on what helps regions and communities thrive, in particular Prosperity and Equity; Health; Education; and Arts & Culture is hereby endorsed through the development of a mutually beneficial Plan for Strategic Action, so as to include as part of the University’s visioning, consideration of an institutional focus on our mission-critical role as an anchor institution; and



The Office of Academic Affairs and other identified institutional stakeholders most involved in community engagement will develop an approach to catalog such activities and initiatives and to develop appropriate policies and procedures including an approach to assess and prioritize mutually beneficial Collective Impact with the Region and will annually update the Board's Institutional Engagement Committee on the initiatives, actions and outcomes of implementing such an approach; and

**BE IT FURTHER RESOLVED** that Faculty, Students and Staff will continue to be engaged so as to inform and enhance the mission, vision, and values statements of the University as it continually adapts to changing times for the benefit of academic excellence, student success, and mutually beneficial community engagement.



# **DIVIDER**

## **FINANCE & FACILITIES COMMITTEE**



**RESOLUTION TO AMEND AND ALIGN TUITION AND FEES FOR  
ONLINE AND RELATED PROGRAMS**

**WHEREAS**, Ohio law provides that Boards of Trustees of state-assisted institutions of higher education shall supplement state subsidies by income from charges to students, including an "instructional fee" for educational and associated operational support of the institution and a "general fee" for non-instructional services, and that these two fees shall encompass all charges for services assessed uniformly to all enrolled students and shall be identified as "tuition"; and

**WHEREAS**, Ohio law also provides that each Board may establish special purpose fees, service and housing charges, fines and penalties and that a tuition surcharge shall be paid by all students who are not residents of Ohio; and

**WHEREAS**, the Board has established tuition and fees unique to online programs offered in partnership with Academic Partnerships, LLC; and

**WHEREAS**, the University has determined that it is necessary to amend and realign certain tuition and fees as a result of its partnership with Academic Partnerships, LLC; and

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Trustees of Youngstown State University does hereby approve the changes in tuition and fees, as detailed in **Exhibit E**.

## Tuition and Fees for Online AP & Non-AP Programs

Fee Description	Current Rates, Non-AP	Current AP Rates, Proposed New Non-AP Rates
<b>Master of Business Administration<sup>1</sup></b>		
<b>Tuition and Fees:</b>		
In-state		\$450.00
Instructional	\$446.59	
Information Service Fee	\$10.20	
Program Fee	\$50.00	
Per credit hour total	\$506.79	\$450.00
Distance Education Fee (per course)	\$100.00	
Course Fees (range from \$20 - \$350)	\$20 - \$350	
<b>Non-resident Surcharge:</b>		
Non-resident Surcharge	\$278.20	\$5.00
<b>Master of Science in Education<sup>2</sup></b>		
<b>Tuition and Fees:</b>		
In-state		\$415.00
Instructional	\$446.59	
General Fee	\$58.11	
Information Service Fee	\$10.20	
Per credit hour total	\$514.90	\$415.00
Distance Education Fee (per course)	\$100.00	
Course Fees (range from \$20 - \$350)	\$20 - \$350	
Health Center Fee (per semester)	\$34.00	
<b>Non-resident Surcharge:</b>		
Non-resident Surcharge	\$250.00 <sup>3</sup>	\$5.00

*Non-AP programs will be assessed the same tuition and fees, including the non-resident surcharge, as the corresponding AP online program as described below:*

<sup>1</sup> Non-AP online MBA will be assessed the same as the AP MBA online program, effective Spring 2020.

<sup>2</sup> MSED non-AP programs that are no longer offered on campus and only offered exclusively online, where students were previously enrolled in these programs and will now be enrolled in the AP online curriculum, will be assessed the same as the MSED AP online programs, effective Fall 2019.

<sup>3</sup> Affordable Tuition Advantage rate, if applicable, is \$15.00 per credit hour.

**Note:** Students enrolled in a non-AP program that will no longer be offered on campus who will be enrolled in the AP online curriculum will be assessed the same as the corresponding AP online program.

**Agenda Item E.3.a  
Exhibit E**



**RESOLUTION TO REDUCE THE OUT-OF-STATE SURCHARGE FOR  
THE YSU MFA-CREATIVE WRITING PROGRAM,  
EFFECTIVE FALL 2020**

**WHEREAS**, Ohio law provides that Boards of Trustees of state-assisted institutions of higher education shall supplement state subsidies by income from charges to students, including an "instructional fee" for educational and associated operational support of the institution and a "general fee" for non-instructional services, and that these two fees shall encompass all charges for services assessed uniformly to all enrolled students and shall be identified as "tuition"; and

**WHEREAS**, Ohio law also provides that each Board may establish special purpose fees, service and housing charges, fines and penalties and that a tuition surcharge shall be paid by all students who are not residents of Ohio; and

**WHEREAS**, the tuition of all Universities in the North Eastern Ohio Master of Fine Arts (NEOMFA) consortium is equal, the lower out-of-state surcharge set by NEOMFA partner universities makes it more difficult to attract students to enroll in the MFA program at YSU;

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Trustees of Youngstown State University does hereby approve this resolution to reduce the out-of-state surcharge for the YSU MFA-Creative Writing Program, effective Fall 2020 as detailed in **Exhibit F**.

**Proposal to reduce out-of-state surcharges for YSU MFA-Creative Writing Program,  
effective Fall 2020**

**Background:**

YSU offers the Master of Fine Arts in Creative Writing Program through a consortial program with the University of Akron, Cleveland State University and Kent State University. The tuition charged to all students in this program is standardized at all partnership universities. It has recently come to my attention that Cleveland State University has reduced their out-of-state surcharge to \$3.85 per credit hour, while YSU charges \$15.00 - \$250.00 per credit hour or \$180.00 - \$3,000 per semester (Cost varies with Affordable Tuition Advantage). Since all students can take classes at all of the partner campuses, this difference in the out of state surcharge makes YSU less attractive than Cleveland State University.

NEOMFA out-of-state tuition rates by campus:

CSU:	\$ 3.85 per credit
KSU:	\$463.00 per credit
YSU:	\$250.00 per credit (\$15.00 per credit for Affordable Tuition Advantage)
UAkron:	\$305.88 per credit

**Proposed Resolution:**

Resolution to lower the out of state surcharge for the YSU MFA-Creative Writing program to \$5.00/credit hour, effective Fall 2020.



**RESOLUTION TO APPROVE THE  
2019 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 2019 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 2019 report provides evidence of affordability and efficiency in various categories, including direct savings, deferred revenue (direct savings to students), cost avoidance (that would otherwise increase expenses), funds raised (reducing pressure on fees), and savings or funds raised by auxiliary enterprises; 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 2019 efficiency and affordability report as shown in **Exhibit G** and made part hereof.





Department of  
Higher Education

Mike DeWine, Governor  
Randy Gardner, Chancellor



Affordability & Efficiency

## FY19 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 periodically at the call of the chancellor.

Affordability and efficiency in higher education are high among the DeWine-Husted administration's policy priorities; however, as compared to prior years, this year's template is increasingly focused on identifying quantifiable measures of progress in evaluating how well we are addressing affordability and efficiency. DHE's preference for report responses is, to the degree feasible, quantitative data as opposed to narrative responses. Please respond with specific numbers where available. In addition, some questions included in the past are not included this year in recognition of the progress made in implementing earlier recommendations. Finally, you will notice some new points of emphasis that reflect unique priorities of the DeWine-Husted administration.

The FY19 reporting template asks for updates on several topics included in prior reports and continues to require Ohio's IHEs to conduct an annual study to determine the cost of textbooks for students enrolled in the institution pursuant to revised code section 3333.951(C). The FY19 template also continues to request information on efficiencies gained as a result of the "regional compacts" as outlined in revised code section 3345.59.

New to the reporting template this year are information requests regarding online and/or competency-based delivery models for education, financial literacy efforts related to college debt and debt collection practices. Eliminated from the reporting template are some specific questions related to contracting as well as administrative and academic practices, although the new template does request some institutional data on expenditures that may relate to contracting and other operational practices.

**Your Efficiency Report Contact:** Sara Molski, Project Manager, Fiscal and Legal Affairs, 614-728-8335, [smolski@highered.ohio.gov](mailto:smolski@highered.ohio.gov). Please provide your institution's efficiency report by **Friday, November 1, 2019** via email to [smolski@highered.ohio.gov](mailto:smolski@highered.ohio.gov)

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

- **Section I: Operational Efficiencies** – This section captures practices likely to yield significant savings that may be shared with students or benefit the institution generally. Topics include controlling costs in procurement, employee benefits, utilities and avoidance of duplication.
- **Section II: Academic Practices** – This section covers areas more directly related to instruction, such as the cost of textbooks, time-to-degree, and academic course and program reviews. Generally, our hope is that academic improvements may reduce student costs and/or improve student outcomes such as graduation rates, time to degree, student loan debt, etc.
- **Section III: Policy Reforms** – This section captures state IHE responses to suggested policy reforms originating in gubernatorial task force efforts, legislative joint committee reports, student loan debt advisory group reports, etc. In recent years, a number of stakeholder perspectives have been shared with institutions. Our hope is that institutions will respond to this stakeholder feedback.
- **Section IV: Student Benefit** – This section asks institutions to provide cost savings and/or resource generation in actual dollars for any major initiatives within the past fiscal year. Emphasis should be placed on highlighting major initiatives that may be considered best practices, rather than responding to specific recommendations from the Ohio Task Force on Affordability and Efficiency in Higher Education October 2015 report. To facilitate understanding, IHE's should advise if savings have been redeployed to students to reduce costs, or if they have been reinvested in some other manner for the benefit of students.
- **Section V: Future goals** – This section corresponds to Master Recommendation 2 of the Ohio Task Force on Affordability. It is designed to allow each institution to benchmark its respective five-year goals to its actual institutional cost savings or avoidance. In the spirit of continuous improvement, this section allows you to revise and/or update your five-year goals as needed. In addition, the DeWine-Husted administration would like to know more about possible roles the state could play in supporting your institutional goals; your input is requested in this section.

**For purposes of this report, efficiency is defined as quality versus cost as a means to measure value:**

- 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: Operational Efficiency

Affordability and efficiency in higher education are high among the DeWine-Husted administration's policy priorities. DHE continues to encourage institutions to consider the Ohio Task Force on Affordability and Efficiency's October 2015 report "Action Steps to Reduce College Costs" (Task Force) linked here: [www.ohiohighered.org/sites/ohiohighered.org/files/uploads/affordability-efficiency/Action-Steps-to-Reduce-College-Costs\\_100115.pdf](http://www.ohiohighered.org/sites/ohiohighered.org/files/uploads/affordability-efficiency/Action-Steps-to-Reduce-College-Costs_100115.pdf). Although this year's template does not require each IHE to report on every recommendation of the Task Force, we are requesting that IHE's provide the most recent information available on selected items.

As presented in Recommendation 3B of the Task Force, IHE's have access to multiple joint purchasing agreements in the following categories:

- Copier/printer services
- Computer hardware
- Travel services
- Outbound shipping
- Scientific supplies and equipment
- Office supplies and equipment

Contract Type	Did your IHE participate in joint contracts in FY19? [yes, no, worked toward]	Monetary Impact
Copier/printer services	Worked toward	By fast tracking the second half of an internal Print Management project and moving to a cost ceiling, overall cost will be reduced.
Computer hardware	YES	<p>YSU used several collaborative contracts in FY19 for computer hardware:</p> <ul style="list-style-type: none"> <li>• Brown/Dell IUC-PG contract savings of \$446,950.</li> <li>• Apple state of Ohio contract savings of \$26,399.</li> <li>• Logicalis state of Ohio contract with additional YSU negotiated discounts resulting in savings of \$350,897.</li> </ul> <p>In Addition, YSU implemented a centrally-managed computer refresh strategy that reduced computer hardware refresh costs by 10% or \$254,000.</p>

Travel services	YES	YSU uses the IUC-PG contract with Enterprise for rental vehicles. Total savings in FY19 of \$53,591.
Outbound shipping	YES	YSU continued to use several collaborative contracts in FY19 for outbound shipping. The E&I cooperative contract with FedEx resulted in savings of \$878. The state of Ohio contract with UPS resulted in savings of \$1,722.
Scientific supplies & equipment	YES	YSU continued to use collaborative contracts from IUC-PG for scientific supplies/equipment. Total savings for this category is \$183,282.
Office supplies & equipment	YES	YSU continued to use collaborative contracts from IUC-PG (Office Depot) and Sourcewell (Staples) for office supplies/equipment. Total savings for this category is \$207,450.
Insurance (additional category added by YSU)	YES	YSU's participation in the IUC Risk Management & Insurance Consortium resulted in property and casualty insurance savings of \$477,129.

Per recommendation 4C of the Task Force, IHE's should evaluate opportunities for affinity relationships and sponsorships that can support students, faculty, and staff. Institutions can use these types of partnerships to generate new resources by identifying "win-win" opportunities with private entities that are interested in connecting with students, faculty, staff, alumni, or other members of their communities. Please complete the section below with the implementation status of your institution.

Did your institution initiate any new partnerships or sponsorships in FY19? If yes, please complete the below table for those new relationships.

Partnerships/Sponsorships	Description	Revenue Generated
LRC Realty / Enclave Student Housing	Public-private partnership (new)	\$35,000 in annual lease rental income to YSU.
Print Management, ComDoc as partner	Continued work toward implementing IUC contract	None to date
Commercial Card Program, JP Morgan as partner	Rebate on joint IUC-PG contract	\$78,613
Misc. Supplier Rebates	YSU negotiated rebates	\$19,066
Office Supplies & Equipment Rebates	FY19 rebates on Sourcewell contract (Staples) & IUC-PG contract (Office Depot)	\$23,856
Hallmark Campus Communities/ The Edge Student Housing	Public-private partnership (existing)	\$51,000 in annual lease rental income to YSU.

Barnes & Noble	Partnership (existing)	\$500,000 in annual commissions paid to YSU.
Chartwells	Partnership (existing)	YSU's outsourced dining and catering services generates \$523,000 in annual commission revenue that supports Student Affairs operations.
Under Armour; Rawling; The Game; Dolfin; Wilson/DeMarini	Sponsorships (existing)	\$50,000 in Athletics apparel/equipment/supplies and sponsorships are expected to increase to greater than \$100,000 annually
Athletics Sponsorships	Sponsorships (existing)	\$850,000 Athletics sponsorship income from various companies or agencies
YSU Foundation	Affinity Partnership (existing)	\$8.1 million in annual base support for student scholarships, including both merit- and need-based programs.  \$90 million in gift funds raised and pledged to support projects that will directly benefit students, including renovations to the Jones Hall Student Success Center and other classroom buildings, the creation of an innovation and commercialization center, and student scholarships and work opportunities.
Pepsi Cola	Pouring Rights Sponsorship (existing)	\$55,000
Mercy Health	Sponsorship (existing)	\$50,000
<b>New Athletic Sponsorships:</b>		
Boardman Coin & Jewelry	Athletics (Football Videoboard)	\$1,550
CoreLife Eatery	Athletics (Print, Interactive Events)	\$1,500
Curbstone Coaches	Athletics (Radio)	\$475



DiBella's Subs	Athletics (Interactive Events)	\$2,000
Fast Trac Convenience Stores	Athletics (Print, Interactive Events)	\$4,500
Five Guys	Athletics (Signage)	\$2,500
Kedplasma	Athletics (Print, Interactive Events)	\$3,000
Knightline Embroidery & Screenprint	Athletics (Signage)	\$2,000
Life Storage	Athletics (Videoboard)	\$4,250
Meridian Healthcare	Athletics (Fliers Handout)	\$250
Morrone Mechanical	Athletics (Penguin Club Events)	\$3,760
National Safety Council – Ohio Chapter	Athletics (Print, Signage)	\$3,750
Neil Kennedy Recovery Centers	Athletics (Print)	\$1,560
Ohio Air National Guard	Athletics (Signage)	\$1,800
Ohio Living Park Vista	Athletics (Print)	\$3,250
One Health Ohio	Athletics (Print, Videoboard)	\$5,850
Raising Cane's Chicken Fingers	Athletics (Print, Interactive Events)	\$5,000
Rally's	Athletics (Signage, Interactive Events)	\$10,250
Roof Rite, Inc.	Athletics (Signage)	10,175
Shepherd of the Valley	Athletics (Print)	\$2,500
SportClips	Athletics (Print, Interactive Events)	\$1,500
Taylor Kia	Athletics (Print, Signage)	\$3,000
Texas Roadhouse	Athletics (Interactive Events)	\$2,000
Wentz Financial Group	Athletics (Radio)	\$2,000
Youth Intensive Services	Athletics (Print, Interactive Events)	\$575

If the IHE realized efficiencies gained in FY19 from already existing relationships, please identify, specifically including revenue generated. *Include in the table above or add a similar table.*

Employee health benefits continue to be a major cost driver for all IHE's. The Task Force recommendations addressed this issue in 5D, recommending that a statewide working group identify opportunities to collaborate on health-care costs. At this point we are especially

interested in learning about best practices that could be applicable around the state. Please provide the following information if your institution has generated any significant savings or health benefits improvements in FY 19

What initiatives or plan changes did the IHE implement in FY19 to manage or reduce healthcare costs?

**YSU took a number of steps to reduce or otherwise control health care insurance costs, including:**

- Implemented a second PPO plan with a target price differential from the main PPO plan of -10% to allow choice for employees - 7/1/2018.
- Completed a RFP for Stop loss for the 7/1/2019 plan year.
- Added MMO's SmartChoice Program - 8/1/2019.
- Added MMO's Payment Integrity Program - 9/1/2019.
- Implemented MMO/ESI's SaveonSP program -10/1/19.
- Developed an RFP for medical and pharmacy benefits, with a desired effective date of 7/1/2020.
- Continuously conducted open enrollment education sessions to promote proper use of the health plan and to educate employees on all of the tools available.

Has the institution achieved any expected annual cost savings through healthcare efficiencies in FY19? Please explain how cost savings were estimated. **YSU believes that the steps we've taken have helped to mitigate growth in healthcare inflation. However, given the upward national trend in healthcare costs, these actions taken by YSU have not necessarily resulted in savings as measured by reduced healthcare costs in FY 2019 compared to FY 2018.**

Energy Efficiencies seek to refine sustainable methods utilized by the institution to procure and use energy (resulting in more efficient use of energy), including but not limited to lighting systems, heating & cooling systems, electricity, natural gas, and utility monitoring. Again, we are especially interested in learning about best practices that could be applicable around the state. Please provide the following information if your institution has undertaken any significant energy savings projects in FY19.

FY19 Projects/Initiatives	Efficiencies Gained, including Monetary Impact
<b>Summer Energy Curtailment Program</b>	YSU's participation in the energy curtailment program with Hess Energy and Calpine Energy produced estimated savings of approximately \$200,000 in FY19.
<b>Campus Utility Distribution Upgrades</b>	\$881,012 (cost-avoidance funded by state capital expenditures for deferred maintenance); and resulting energy savings [estimate under development by Facilities Engineering staff]

Has the institution gained efficiencies in FY19 from previously implemented projects/strategies? If yes, please discuss cumulative efficiencies gained.

**Yes. The university's Phase I energy initiative implemented in 2008 focused on lighting and control enhancements, and continues to generate calculated estimated savings of \$1.2 million annually, and cumulatively \$14.4 million since inception in 2008.**

**YSU's Phase II energy initiative was implemented in 2016 and involved the construction of an on-campus steam utility plant that resulted in energy savings of approximately \$2 million per year, and cumulatively \$6 million since construction was completed in 2016.**

The Task Force charged DHE with developing a common measurement of administrative productivity. However, the Task Force also acknowledged that each institution should have the latitude to develop its own standards of the proper level of productivity for its campus units. DHE will provide specific financial data for each institution as part of this year's reporting process. The Efficiency Advisory Committee will need to continue to evaluate this data and determine how best to utilize it taking into account the significant diversity of IHE's and their missions throughout Ohio.

Specific institutional measures to be evaluated include:

- Average Expenditure per Student
- Total Revenue per Student
- Facility Cost per Student
- Square Feet per Student

### **Regional Compacts**

Ohio Revised Code 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. Per O.R.C. §3345.59 {E} colleges and universities shall report within their annual efficiency reports the efficiencies gained as a result of the compact.

Please discuss efficiencies gained or opportunities for future partnerships as a result of each of the categories within the compact.

<b>Category</b>	<b>Description</b>	<b>Monetary Impact</b>
Reducing duplication of academic programming	Discussions underway with the Northeast Ohio Regional Compact.	TBD
	On September 5, 2019, the YSU Board of Trustees passed its "Take Charge of Future for Sustainability" resolution outlining an academic program effectiveness and advancement process. According to the resolution, this	TBD



	<p>academic program effectiveness and advancement process will have actionable steps and outcomes with the Board to be updated no later than the March 2020 Board meeting regarding the process, feedback loops, and critical steps that will be utilized. Preliminary recommendations and insights are due no later than the December 2020 Board meeting. Well-considered recommended actions are due no later than the March and/or June 2021 Board meetings with the Office of Academic Affairs having engaged in consequential shared governance throughout the process.</p>	
<p>Implementing strategies to address workforce education needs of the region</p>	<p>YSU's Mahoning Valley Innovation and Commercialization Center (MVICC) will be a workforce development, education, and entrepreneurial hub, connecting creative minds with the modern equipment of advanced manufacturing and the knowledge of the regional business community. By working collaboratively with the Mahoning Valley Manufacturers Coalition, Eastern Gateway Community College, Career and Technical Center, other K-12 educational providers, and area incubators, this multi-stakeholder center will become a driving force for economic growth and prosperity in the region.</p> <p>YSU is currently working with Jennifer Oddo, IBM Manager for Apprenticeships, to make YSU a leader in facilitating business with apprentices and awarding college credit through PLA for the training.</p> <p>The Health Professions Department in YSU's Bitonte College of Health and Human Services is working this fall with the Youngstown City Fire Department to train their firefighters to be emergency responders. The first step of the plan involves training 30 of the current YFD firefighters to the Emergency Medical Technology (EMT) level. The second step of the action plan is to train a critical mass of the new YFD EMTs to the paramedic level in the subsequent year so that YFD can begin to provide its own advanced life support service.</p>	<p>\$12 million in capital expenditures expected over the next 18 months.</p>

	<p>YSU is actively involved in three state committees working to increase the number of individuals with post-secondary workforce credentials: (1) Prior Learning Assessment, (2) Competency Based Education, and (3) Finish for Your Future: Adult Learner Working Group.</p> <p>Deans in each of the academic colleges have been tasked with created advisory boards (if boards do not already exist in that college) consisting of community business leaders and executives.</p>	
Sharing resources to align educational pathways and to increase access within the region	<p>Via the NEO Regional Compact, YSU is working with Kent State University, the University of Akron, Cleveland State University, and NEOMED to develop shared procurement strategies to take advantage of campus proximity to streamline the acquisition and delivery of goods and services common among these institutions. Areas under serious consideration include:</p> <ul style="list-style-type: none"> <li>• Custodial Cleaning Equipment</li> <li>• Emergency Repair Services</li> <li>• Energy (Electricity and/or Natural Gas)</li> <li>• Janitorial and Sanitary Supplies</li> <li>• MRO Supplies (including tools)</li> <li>• Service Contracts (janitorial and/or maintenance services)</li> <li>• Systems Controls contracts</li> </ul>	To be determined; \$100,000 to \$200,000 in annual savings possible.
Reducing operational and administrative costs to provide more learning opportunities and collaboration in the region	Operational and administrative cost reductions are anticipated in response to Inner University Council collaborative efforts (IUC-PG) regarding print management partnership with ComDoc.	± \$10,000 before soft costs and energy calculations.
Enhancing career counseling and experiential learning opportunities for students	<i>CJFS 4807: Criminal Justice Internships</i> Students (undergraduate) from Lakeland Community College and Lorain County Community College register for and complete 3 – 12 academic hours through YSU.	\$3,522 savings to students
Enhancing career counseling and experiential learning opportunities for students	<i>SCWK 4825: Field Work in Social Services</i> Students (undergraduate) from Lakeland Community College and Lorain County Community College register for and complete 6 academic hours through YSU.	\$8,386 savings to students



Enhancing career counseling and experiential learning opportunities for students	SCWK 6904: Field Education 1 Students (graduate) from Lakeland Community College and Lorain County Community College register for and complete 3 academic hours through YSU.	\$3,438 savings to students
Enhancing career counseling and experiential learning opportunities for students	SCWK 7000: Advanced Direct Practice 1 Students (graduate) from Lakeland Community College and Lorain County Community College register for and complete 3 academic hours through YSU.	\$4,361 savings to students
Enhancing career counseling and experiential learning opportunities for students	Northeast Ohio Teacher Education Day: 12-school consortium in NEO providing a career fair/interview day for teacher education candidates. This event lowers the cost and competition for participating universities to provide the most school districts and educational organizations for student networking and interviews.	\$3,500 (estimate)
Enhancing career counseling and experiential learning opportunities for students	Northeast Consortium of Career Advancement (NCCA) and Professional Development consortium for NEO Career Services: Shared monetary resources provide professional development opportunities for staff across participating NEO universities	\$5,000 (estimate)
Enhancing career counseling and experiential learning opportunities for students	Ohio Means Internships and Co-Ops (OMIC2): Ohio grant. PI – YSU College of STEM, Co-lead YSU WCBA, and partnered with MCCTC, EGCC, CCTC, and TCTC (Rust Belt area). The Grant built relationships between all parties, provided scholarships for interns/co-op students from the various institutions and monetary reimbursements for employers. This grant led to the creating of the RAPID grants for our Tri-County area (Mahoning, Columbiana, and Trumbull).	YSU Total Grant Award: \$832,984
Enhancing career counseling and experiential learning opportunities for students	Ohio Means Internships and Co-Ops (OMIC3) assists with recruitment and awareness for the STEM Professional Services office to the College of STEM students. The OMIC Graduate Assistant currently attends Regional and State meetings. Also, the GA participated and co-presented at the 2019 OCEA Conference.	YSU Total Grant Award: \$29,000
Enhancing career counseling and experiential learning opportunities for students	Ohio Means Internships and Co-Ops (OMIC 4) – Regional Grant: Ohio grant shared with 9 NE OH 2- and 4-year higher education institutions (Stark State ( PI), CSU, UA, KSU, YSU, Lakeland CC, Lorain CCC, North Central State, Tri-C). The YSU sub grant emphasis is on scholarships and	YSU Total Grant Award: \$30,500

	monetary employer reimbursements for employers who offer internships/co-ops to Science students.	
Enhancing career counseling and experiential learning opportunities for students	Ohio Cooperative Education Association (OCEA) – State organization: This group shares knowledge and resources within Experiential Learning. Working together to build a cohesive network between 4-year, 2-year Higher Ed institutions, high school guidance counselors, employers, State of Ohio, and bordering states.	
Enhancing career counseling and experiential learning opportunities for students	Ohio Export Internship Program: YSU, through the Williamson College of Business, is one of 4 Universities to take part of the Export Program through the State of Ohio. WCBA Export Program recruits students for program across YSU’s campus as well as University of Akron students. Students attend an Export course in the spring semester in WCBA delivered by the Director of Ohio SBDC Export Assistance Network. After taking course in Exporting, students are placed with company in Ohio for a full-time, 12-week, paid internship within Ohio. Internship is credit-bearing. Relationships are built with exporting companies and companies are reimbursed half of the intern wages through Ohio Development Services Agency.	
Collaboration and pathways with information technology centers, adult basic and literacy education programs and school districts	Oracle Database Administrator’s (DBA) are a unique and highly desired skillset for universities that need them to maintain their core systems environment. Through a contract with Kent State University, Youngstown State University is leveraging a pool of Oracle DBA talent at half the cost of maintaining the talent within the YSU IT Services team.  YSU is exploring the possibility of creating a shared database management position with Kent State University and the University of Akron.  YSU’s Maag Library is pursuing initial discussions of increased collaboration with the Mahoning County Public Library system.	\$152,400 savings/year

	<p>Through the Alternative Credit Project (ACP) provided through the American Council on Education, YSU offers alternative pathways for non-traditional/adult learners and active military/veteran students designed to accelerate time to degree completion. ACP provides students access to a pool of online courses at low cost that YSU will accept toward their degree. ACP is designed to make YSU four-year degrees more attainable by lowering costs and increasing flexibility. ACP encourages greater acceptance of students' alternative credit and creates a more flexible pathway toward post-secondary education attainment for the more than 32 million non-traditional students who may have some college credit but no degree (<a href="http://cms.yzu.edu/ysu/althernative-credit-project">http://cms.yzu.edu/ysu/althernative-credit-project</a>). YSU accepts selected courses from: Straighterline, Saylor, Ed4Online, JumpCourse, Pearson, and Sophia. The courses accepted were reviewed and approved by YSU faculty and are taught using a competence-based education format.</p> <p>In addition to the above efforts, YSU also collaborates regionally on teacher education strategies with the following institutions:</p> <ul style="list-style-type: none"> <li>• Ashland University</li> <li>• Baldwin Wallace University</li> <li>• Cleveland State University</li> <li>• Hiram College</li> <li>• Lake Erie College</li> <li>• Malone University</li> <li>• Notre Dame College</li> <li>• University of Akron</li> <li>• University of Mount Union</li> <li>• Ursuline College</li> <li>• Walsh University</li> </ul>	
<p>Enhancing the sharing of resources between institutions to expand capacity and capability for research and development</p>	<p>YSU collaborated with Columbiana County Career &amp; Technical Center on the RAPIDS 3 grant to support regional manufacturing workforce education equipment. Specifically, the collaboration facilitated the procurement of advanced nondestructive evaluation equipment (CT</p>	<p>\$716,666</p>

	scanner) and advanced CNC cutting equipment (CNC waterjet), to be housed at YSU's Excellence Training Center.	
Identifying and implementing the best use of university regional campuses	Not applicable to YSU	N/A

## Section II: Academic Practices

### Textbook Affordability

#### Textbook Cost Study

Ohio Revised Code Section 3333.951(D) requires Ohio's public colleges and universities to annually conduct a study to determine the current cost of textbooks for students enrolled in the institution and submit the study to the Chancellor. Please attach the analysis of textbook costs developed by your institution labeled "[Institution Name - Academic Year - Textbook Cost Study]" Please summarize the results of your institution's study below.

Category	Amount
Average cost for textbooks that are new	\$71.71
Average cost for textbooks that are used	\$67.28
Average cost for rental textbooks	\$41.98 (used)
Average cost for eBook	\$43.00

#### Reducing Textbook Costs for Students

Ohio Revised Code Section 3333.951(C) requires Ohio's public colleges and universities to report their efforts toward reducing textbook costs for students. Please discuss all initiatives implemented, including those referenced below that ensure students have access to affordable textbooks.

1. Does your institution offer inclusive access purchasing of college textbooks? If yes, what percentage of courses participate? **Yes, YSU's Inclusive Access Courses make up a little over 5% of courses.**
2. Does your institution offer open educational resources (OER) in lieu of purchased materials? If yes, what percentage of courses participate? How many non-duplicative students benefit currently from OER? **Yes, 17 courses used free textbooks, with 383 students having benefited from this initiative, resulting in savings to students totaling \$44,730 in FY 2019.**
3. Is your institution a member of an organization that works to develop high-quality, low-cost materials including OER? If yes, what organization? Please describe. **Yes, YSU is a member of the Open Textbook Network that is operated by the University of Minnesota. These books can be downloaded for no cost, or printed at low cost. All textbooks are either used at multiple**



higher education institutions; or affiliated with an institution, scholarly society, or professional organization. YSU's main library offers 676 textbooks, with more being added all the time. YSU also partners with Top Hat, which provides interactive and fully customizable OER textbooks. YSU also partners with Barnes & Noble to promote the LoudCloud courseware platform that lowers the cost of learning materials, is easy to personalize, and ensures students have the course materials they need for academic success. Lastly, YSU is a member of OhioLINK, which provides access to an Open Course Content Library and inclusive access initiative with commercial publishers. YSU participates in webinars and workshops hosted by OhioLINK.

4. What other practices does your institution utilize to improve college textbook affordability? **YSU's bookstore partner, Barnes & Noble College, offers a price-match guarantee program that ensures that students are receiving the best possible price for books and course materials. This program results in annualized savings to students of \$15,000.**

Please provide any relevant information in the table below.

Initiative	Explanation of Initiative	Cost Savings to Students
Open Education Resources	Student access to free textbooks.	\$44,730
YSU Bookstore Price Match Program	Barnes & Noble program matches the lowest price (advertised by other vendors) for books and instructional materials sold.	\$15,000
First-Day Ready (inclusive access) and general affordability initiatives, including digital materials, e-books and textbook rentals.	Please see YSU's textbook cost study as required by Ohio Revised Code Section 3333.951(D) and attached to this report.	\$783,564

### Textbook Selection Policy

Ohio Revised Code Section 3345.025 requires the board of trustees of each state IHE to adopt a textbook selection policy for faculty to use when choosing and assigning textbooks and other instructional materials. The policy shall include faculty responsibilities and actions faculty may take in selecting and assigning textbooks and other instructional materials. Examples of topics addressed within such a policy include textbook adoption deadlines, faculty ethics rules on personal use/resale of publisher-provided free textbooks, disclosure of personal interest/royalties and textbook ownership of faculty-use books.

1. Has your institution's board of trustees adopted a textbook selection policy consistent with Ohio Revised Code 3345.025? **No, not yet. However, a draft policy has been developed and will be presented to the YSU Board of Trustees for approval in December 2019 or March 2020. The draft policy is attached.**
2. Has your institution adopted a faculty textbook auto-adoption policy that assigns the previous semester's version of a textbook when a faculty member does not actively select a new edition by the federally-required date of class registration? **Article 28.2 of YSU's faculty agreement covers textbook and course materials selection as follows: "A faculty member may select the**

textbook(s) to be used in his/her courses unless the faculty member teaches a multi-section or sequential course, in which case the department faculty who are involved in teaching the course(s) shall provide for textbook selection. In multiple sections of sequential courses that are also prerequisites to advanced courses in the sequence, uniform texts will be selected. To assist the University to comply with Section 133 of the Higher Education Opportunity Act written notification shall be provided to the Chair regarding textbook and course material selection no later than seven (7) calendar days prior to the date established on the University Calendar of Operations as the Textbook Order Due Date. A faculty member's failure to provide textbook information by the date established in this article and section shall result in a default to the textbook and course materials previously utilized by the faculty in that course, if available, or if not available, equivalent textbook and/or course material to be used for the upcoming academic term shall be selected in consultation with the faculty." Similar language will be incorporated into YSU's new policy referenced above.

Please attach the policy in full length and label the file as "[Institution Name – Academic Year – Textbook Selection Policy]."

**Time to Degree**

Reducing time to degree is one of the most effective ways to reduce student costs. The Task Force offered several recommendations for assisting students in reducing time to degree, including developing an educational campaign to increase student awareness on the importance of maintaining an adequate course load, providing incentives for students to attend full-time and graduate on time. Institutions have also been encouraged to review academic programs to assure the number of hours necessary to earn a degree aligned with recommended standards.

**Standardize Credits**

Recommendation 7C of the Task Force was for institutions to streamline graduation requirements so that most bachelor's degree programs can be completed within 126 credit hours or less, and associate degree programs can be completed within 65 credit hours or less.

Please provide a spreadsheet list of every degree program at your institution that requires more than 65 credit hours to complete an associate degree and/or 126 credit hours to complete a bachelor's degree, list the number of credit hours required in a separate column and label the file "[Institution Name – Academic Year – Time to Degree Standardization]" Please complete the table below.

Percent of Programs that require more than the recommended minimum credit hours to earn a degree	Percent of FTE in programs that require more than the recommended minimum credit hours to earn a degree
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Bachelor's degree: 25.9% Associate degree: 56.7%	All YSU programs that require more than the recommended minimum credit hours are professionally accredited programs in music, education, health and human services, and engineering. The additional accreditation requirements required by these accredited programs are anticipated and allowed by ODHE guidelines.
<b>Average number of credit hours earned by students awarded an associate degree in FY 19</b>	<b>Average number of credit hours earned by students awarded a baccalaureate degree in FY 19</b>
105.035 average hours earned FY19	143.999 average hours earned FY19

### Alternative Delivery Methods

Online and competency-based education are both growing dramatically as delivery platforms for higher education across the United States. Recommendation 7G of the Task Force was for institutions to consider developing or expanding programs that measure student success based on demonstrated competencies instead of through the amount of time students spend studying a subject.

1. Does your institution offer competency-based education? If yes, please provide a list of enrollment, degrees and course offerings. **No.**
2. Has your institution seen a difference in completion rates relative to traditional modes of education?
3. Have students experienced cost savings? How is the fiscal impact quantified?

Flexible delivery methods, such as distance learning, provide an opportunity to improve access by providing students with additional opportunities to complete their education. In fact, enrollment in such programs has increased dramatically in recent years.

1. Does your institution offer distance-based or online education? If yes, please provide a list of enrollment, degrees and course offerings.

**YSU online degree programs:**

- 6 Undergraduate
- 6 Graduate programs for FY19 (6 new for Fall 2019 for a total of 12)
- 1 Post-Master's certificate

○ **Online degree enrollments:**



Undergraduate Programs	Enrollments
Registered Nurse to Bachelor of Science in Nursing	49
Bachelor of General Studies	18
Bachelor of Science in Applied Science, Criminal Justice	23
Bachelor of Science in Respiratory Care	16
Bachelor of Science in Applied Science, Allied Health	52
Bachelor of Science in Applied Science, Public Health	15
<b>Graduate Programs</b>	
Master of Arts in Financial Economics	11
Master of Business Administration	68
Master of Health and Human Services	49
Master of Respiratory Care	17
Master of Science in Criminal Justice	12
Master of Science in Engineering	0
<b>1 Post Master's Certificate</b>	
Nurse Education	0
<b>Total</b>	<b>330</b>

- o **Total Online course offerings: 838 for FY19. This total includes all online courses, not just the ones associated with online programs and also would include duplicate sections.**

2. Has your institution seen a difference in completion rates relative to traditional modes of education? **Completion rates for YSU's online students have been very similar to completion rates for on-campus students.**

3. Have your students experienced cost savings? How is the fiscal impact quantified? **Yes, certain fees are not charged to online students, such as the general and parking fees, and the student health center fee. Fee savings to online students is estimated to be \$30,000 based on YSU's online enrollment of 330.**

#### **Course and Program Evaluation**

Recommendation 8 of the Task Force was for institutions to evaluate courses and programs for enrollment and consideration of continuation. Per O.R.C 3345.35, the colleges and universities need to address this recommendation every five years. The next applicable date is FY22.

Is your institution currently undertaking, or within the past year undertook, a review of course and degree enrollment for consideration of possible changes such as continuation or termination? If yes, please explain and list specific courses and degrees. **On September 5,**

2019, the YSU Board of Trustees passed its “Take Charge of Future for Sustainability” resolution outlining an academic program effectiveness and advancement process. According to the resolution, this academic program effectiveness and advancement process will have actionable steps and outcomes with the Board to be updated no later than March 2020 regarding the process, feedback loops, and critical steps that will be utilized. Preliminary recommendations and insights are due no later than the December 2020 Board meeting. Well-considered recommended actions are due no later than the March and/or June 2021 Board meetings with the Office of Academic Affairs having engaged in consequential shared governance throughout the process.

What steps, if any, did your IHE take in FY19 to share courses/programs with partnering institutions? **Once YSU has fully implemented its academic program effectiveness and advancement process, YSU will pursue these discussions with potential partner institutions.**

If you implemented course/program sharing, please discuss efficiencies gained, including cumulative efficiencies to date.

**Co-located Campuses**

Ohio Revised Code Section 3333.951 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. Co-located campuses are then required to report their findings to the Efficiency Advisory Committee. (Reference also recommendation 9 from the Task Force.)

Co-located campus: \_\_\_\_\_ **Not applicable to YSU** \_\_\_\_\_

Type of Shared Service or Best Practice (IE: Administrative, Academic, etc.)	Please include an explanation of this shared service.	Monetary Impact from Shared Service

**Section III: Policy Reforms**

**Financial Advising**

Recommendation 10A of the Task Force was for institutions to provide financial literacy as a standard part of students’ education. In addition, the Ohio Attorney General’s Student Loan Debt Advisory Group report of June 2017 made a similar recommendation as well as

other proposals on how to improve processing of student accounts and debts. The report can be found at: [www.ohioattorneygeneral.gov/Files/Publications-Files/Publications-for-Schools/Ohio-Attorney-General-s-Student-Loan-Debt-Collecti.aspx](http://www.ohioattorneygeneral.gov/Files/Publications-Files/Publications-for-Schools/Ohio-Attorney-General-s-Student-Loan-Debt-Collecti.aspx)

1. Has your institution considered the Ohio Attorney General's Student Loan Debt Advisory Group report recommendation on financial literacy? If so, please describe your institution's implementation. **Yes, YSU has given consideration to financial literacy recommendations. Action has been taken in the form of increased participation by the Bursar and Financial Aid offices in new student orientation events. Nuances of securing education funding, common financial problems, financial aid acceptance and procedure tips, actions to avoid and remedies for issues are all topics of presentations. Additionally, YSU's collections area has taken a very resolution-centered approach to student debt. Resolutions/collections staff works to offer in-depth support/counsel to educate students with financial challenges and misunderstandings with a goal of minimizing consequences, aiding a return to studies, and helping ensure better future outcomes. Students receive education on basic debt management, financial aid trouble spots, as well as financial advocacy between departments.**
2. Does your institution provide a standard course for incoming students that includes financial literacy education? **Yes, beginning with the 2017-18 academic year, all first-year YSU students are required take a First Year Experience course that includes financial literacy and advising coursework. In 2017-2018, 2,501 new students completed the online financial literacy module Transit (an Everfi, Inc. product) as part of the First Year Experience course. However, since not all freshmen are able to take the First Year Experience course in their first semester, only 81% of incoming freshmen completed module. In order to increase participation among new freshmen in the 2018-2019 academic year, YSU introduced the financial literacy training to students and their parents at summer Orientation and communicated that students were required to complete the module between the time they attended Orientation/registered for classes and the start of the term. This strategy resulted in 93% of freshman who completing the financial literacy module. During the 2019-2020 academic year, staff from the Financial Aid Office, the Bursar's Office, International Programs, and Student Success are designing a custom YSU financial literacy program so that we can deepen learning and be more proactive in ensuring our new students not only have education in basic financial literacy but also just-in-time education about YSU's financial aid and billing processes and policies.**
3. Does the course explain the institution's debt collection practices, fees, notifications and referral process to the AG? **Key information regarding notifications, fees, collections, and Attorney General certification of defaulted accounts is communicated through a variety of delivery channels. During orientation, Bursar's Office presenters cover topics such as bill notification methods, how to read and understand billing statements, late fees, and that bills are due in full on the due dates stated on each invoice as well as that short term in-semester pay plans are available for those who would benefit from spreading their balance over the semester. Students acknowledge their understanding of financial responsibility and policies electronically by signing a Promise to Pay/financial responsibility statement at registration. This document provides notice that payment in full is due on statement due date, that there is a deadline for withdrawals with refunds, and that the student is responsible for any costs incurred in the collection of a balance. Throughout a student's career, the Bursar Office website and YSU Bulletin remain excellent readily available sources of billing and**



policy information. For defaulting students, our collections/resolutions team conducts robust outreach in the form of letter, email, and call campaigns targeted to students who have not adhered to due dates and are at risk for Attorney General certification. The goal of these campaigns is to create student awareness of the Ohio Revised Code certification requirement, the impacts of their past due status and Attorney General certification, and that the university offers an alternative.

4. Does the institution have a process to inform students that they do not have to accept the entire student loan amount for which they are eligible? **Yes, YSU uses step-by-step instructions on how to accept the financial aid offer. YSU additionally displays aggregate individual student federal loan amounts borrowed and requires students to acknowledge that they have reviewed their aggregate federal student loan amounts borrowed to date before they can accept federal loans for a new award year.**

#### **Financial Aid**

Ohio IHEs should strive to meet guidance issued by the U.S. Department of Education (USDE) on April 15, 2019: (<https://ifap.ed.gov/eannouncements/041519RecWhatPostInstShouldWork2Avoid.html>).

The guidance calls for not describing loans as "awards", including the total cost of attendance in letters, breaking costs down into clear components, avoiding comingling grants, scholarships, loans and work-study together, and always including a net cost calculation in financial aid letters. The State of Ohio also wishes to ensure that financial aid dollars it provides are supplementing financial aid for students, not supplanting dollars that would otherwise be given to a similar or identical student.

1. What strategies does your institutions use to coordinate multiple forms of financial aid (institutional or otherwise) for students that are certain or likely to receive state-sponsored financial aid in the form of OCOG, Choose Ohio First, Ohio National Guard Scholarships, War Orphans Scholarships, etc. or other state aid? **YSU's Office of Financial Aid and Scholarships makes every effort to award and communicate all available financial aid resources. One of our main objectives is to offer students and their parents a complete financial aid package as early as possible to plan for college expenses. Packaging is the process by which YSU strives to meet a student's financial need without exceeding total cost of attendance. YSU offers financial aid support through institutional and YSU Foundation scholarships, federal grants, state of Ohio grant and scholarship estimates, federal and institutional work study employment, federal student loans, and federal parent loans for undergraduate students.**

YSU offers merit based scholarships to new incoming freshman and transfer students on the basis of admissions data (ACT/SAT, GPA, and transfer hours) when they have been accepted for admission on a weekly rolling basis that are renewable. No separate application is required. YSU also offers numerous miscellaneous scholarships through the Youngstown State University Foundation, a separate entity, through the use of an online application we developed. From these online applications, college and donor selection committees return award recipient listings to the Office of Financial and Scholarships to integrate into the financial aid offer. Outside resources such as one time miscellaneous scholarships are also processed upon receipt to boost the offer of gift aid that does not require repayment.

A student's demonstrated financial need determines whether he/she is offered the federal Pell grant, Supplemental Educational Opportunity grant, and the estimated Ohio College Opportunity Grant. The YSU College of Science, Technology, Engineering, and Math serves as the awarding authority for the Choose Ohio First (COF) Program and provides the COF recipient rosters to the Office of Financial Aid and Scholarships to process and strengthen offers of total gift aid. COF funds can reduce or eliminate the necessity to accept loans. Ohio National Guard and Ohio War Orphan funds are included in offers when we know eligibility or with anticipated renewable award determination information. To summarize, YSU prioritizes the awarding of merit based institutional and YSU Foundation scholarship offers of gift aid as soon as students have been accepted for admission as the first means of assistance they can depend on. Federal and state grant estimates, work study employment, and loans are added to the offer package once the FAFSA has been received.

2. Which of the April 15, 2019 recommendations made by the USDE regarding financial aid letters has your institution implemented? If you have chosen not to implement a particular recommendation, please explain why. YSU has implemented the following recommendations:
- Recommendation 1: We are implementing recommendation #1 for the 2020-21 award year by updating the name from Financial Aid Award offer to Financial Aid Offer.
  - Recommendation 2: Providing the total cost of attendance has been in place since YSU voluntarily implemented the Financial Aid Shopping sheet (now referred to as the College Financing Plan) for all students during the 2014-15 award year through the online self-service functionality available in our Ellucian Banner ERP system. YSU releases College Financing Plans with Financial Aid Offers together.
  - Recommendation 3: The College Financing Plans we release to all prospective and current YSU students with completed Free Application for Federal Student Aid (FAFSA) results breaks down cost of attendance components separately. This transparency has been in place for YSU since the 2014-15 award year with display of books and supplies, transportation, housing and meals, tuition and fees, and other education costs as separate line items.
  - Recommendation 4: The College Financing Plans we release through the online self-service function lists grants, scholarships, work-study, and loans separately so all students that read the College Financing Plans we issue will notice their grants, scholarships, work-study, and loans are listed in separate boxes. YSU distributes a "How to Accept Your Financial Aid Offer" step-by-step guide that also provides detailed descriptions for all financial aid funds. An online tutorial video that we created about "How to Accept Your Financial Aid Offer" provides step-by-step instructions on how to accept offers of aid through the Penguin portal and offers valuable information.
  - Recommendation 5: The College Financing Plans we release through the online self-service function has always clarified loans being offered are federal and we are further providing this clarification on the Financial Aid Offer documents effective for the 2020-21 award year.
  - Recommendation 6: The College Financing Plans we release through the online self-service function have always listed Parent PLUS loans separate from student loans. In addition, Financial Aid Offer documents list Parent PLUS loans last.
  - Recommendation 7: As explained under recommendation 4, YSU distributes a "How to Accept Your Financial Aid Offer" step-by-step guide with each offer of aid to prospective and current students. This step-by-step guide has been part of our education efforts and distributed by YSU since the 2008-09 award year. In addition, an online

**YouTube tutorial video on “How to Accept Your Financial Aid Offer” provides step-by-step instructions on how to accept offers of aid through the Penguin portal in addition to providing valuable information.**

- **Recommendation 8: The College Financing Plans we release through the online self-service function have always listed net costs.**
- **To summarize, YSU issues College Financing Plans to all prospective and current students and recommends that they be reviewed together with the Financial Aid Offer because the College Financing Plans have all 8 recommendations implemented. The College Financing Plan document provides transparency for students so they have more detail about need-based and merit-based scholarships and grants available to them with a more clear distinction between loans that must be repaid and grants such as the Ohio College Opportunity Grant that do not require repayment. YSU’s Financial Aid Offers list grants, scholarships, and work-study employment before federal student loans. The offers also list Federal PLUS loans last. A step-by-step guide, available in paper and PDF formats, and through an online YouTube tutorial video provides first-generation families with comprehensive instructions. YSU is updating Financial Aid Offer documents for the 2020-21 award year to also include recommendations 1 and 5. Recommendations 2, 4, 6, and 8 could not be extended to the Financial Aid Offer document for the 2020-21 award year due to limited information technology (IT) and financial aid office staffing resources. Projects such as the IT cloud migration have earlier deadlines that must be met by IT and Financial Aid staff members. YSU will continue efforts to improve the clarity and understandability of financial aid offers for students and families as often as possible.**

#### **Certification Practices**

Ohio Revised Code 131.02 requires state IHE’s to certify their outstanding debt to the Ohio Attorney General’s office (AGO) for collection either 45 days after the amount is due or within 10 days after the start of the next academic session, whichever is later. However, Ohio’s institutions certify their outstanding debt pursuant to varying policies and practices. To ensure that all Ohio students are treated fairly and uniformly, the recommendation #7 of the Student Loan Debt Advisory Group report is that state institutions adopt uniform certification practices that emphasize transparency for both debtors and the AGO. The advisory group recommended that the Ohio Bursars Association, in partnership with the Ohio Association of Community Colleges and the Inter-University Council, facilitate this effort.

Specifically, institutions were asked to develop uniform practices for collecting debt with attention to the type, content, and frequency of notices issued to students; and the fees and other collection costs applied to student debts.

1. **Has your institution reviewed its certification practices per the 2017 AG Student Loan Debt Advisory Group report? If yes, explain. YSU has reviewed the 2017 AG Student Loan Debt Advisory Group Report and is taking action to advance the goal of developing uniform certification practices among 4-year institutions. YSU took a very active role in a group formed by the Ohio Inter-University Council (IUC) to address certification recommendations from this report. The group’s objective was to assess current practices among 4-year public universities and develop a plan of action with consideration for current practices. Through survey and assessment, the group determined that many institutions were functioning under varied pre-existing understandings with regard to certification requirements. In taking a deeper look at Ohio Revised Code (ORC), under ORC 131.02 (A) (9), it was found that beyond the timelines of 45 days after past due or 10 days into the**



**new semester, the Office of the Attorney General and institutions had authority to establish certification timelines at “any other appropriate time determined by the attorney general and the officer, employee, or agent responsible for administering the law under which the amount is payable on the basis of statutory requirements or ordinary business processes of the state agency to which the payment is owed.” (ORC 131.02 (A) (9)) Through its discussions, the IUC group recognized the value/benefit of having formal documented uniform certification standards, but that accommodating all existing business practices could prove challenging. The final IUC solution/strategy was to develop and present a document that could be used by the Ohio Office of the Attorney General (OAG) to formalize a blanket MOU under which all 4-years schools could function. To ensure that existing practices were accommodated, the IUC group used a parameter model which incorporated max/min standards that were identified through survey findings and information exchanges. IUC finalized a document and circulated it to the legal offices of all 4-year schools to obtain formal support/approval. After securing approvals, this document was forwarded to the Ohio Office of the Attorney General for review/consideration. This topic may have lost momentum during administration changes at the OAG but has had a resurgence since the Fall 2019 Ohio Bursar Association meeting which included decision makers of the new OAG administration. Schools and OAG will benefit from having a formal documented arrangement.**

- 2. When your institution certifies debt to the Attorney General, are late fees or other penalties that your institution charged to the student included before certification, thereby leading to collection fees applied to prior collection fees? While YSU has reviewed its transaction coding and determined that it does capture the level of detail needed to segregate late fees and penalty charges, it will need to rewrite the processes used to extract information from the system into the flat file format required for bulk information transfer to the OAG. The Bursar’s Office initially assigned this project to their internal Systems Analyst. Concerned about expected delays, YSU communicated with the OAG about the complexity of modifying existing processes to accommodate the new format. An understanding of the challenge was conveyed by an OAG representative as the OAG had also been experiencing its own complications. The Bursar’s Office has escalated the project to YSU’s central IT department. A formal work order is in place to ensure this process modification is completed.**
- 3. Does your institution provide student debtors with opportunities for settlement of debt before certification to the AG? If not, has your institution explored options with the AG to allow settlement? YSU performs extensive outreach with students prior to OAG certification. While YSU does not settle principle balances prior to certification, we do offer financial counseling and support, alternative funding information, appeal education to those eligible for fee reductions due to cause/life event and gives the option of converting a balance into a longer term repayment solution in lieu of certification. After certification, YSU typically will waive interest assessed in the OAG system to resolve a balance. YSU also settles certified balances based on OAG situational assessments and age of debt.**

## **Section IV: Students Benefit**

When institutions save money, they ideally invest a portion of those savings into student benefits, such as reduced fees, increased institutional aid, quality improvements, etc.

For fiscal year 2019 only, please explain what, if anything, your institution is doing that is a new benefit for your students. Answers may be financial benefits or intangibles such as efforts to improve career counseling, undergraduate teaching, research, etc. If you have targeted financial aid for tuition, fees, room and board, books, technology or other expenses, please explain the focus of cost reduction.

If you have seen a significant savings from an initiative in the past fiscal year, please describe that here.

Category	Initiative	FY19 (Actual)
Cost savings/avoidance to the institution in FY19 ONLY	Outsourcing student health clinic to Mercy Health, eliminating annual personnel and operating costs from YSU's budget.	\$200,000
	Centrally managed PC/laptop refresh program	More efficient use of resources but no aggregate reduction in costs.
	Strategic use of temporary staffing in lieu of permanently replacing staff.	\$375,600
New resource generation for the institution in FY19 ONLY	New ground lease with private partner LRC Realty for Enclave student housing development, generating annual rental income to YSU.	\$35,000
	Rent increase associated with YSU's ground lease with Hallmark Campus Communities for Edge Student Housing phase 2.	\$23,510
Cost savings/avoidance to students in FY19 ONLY	A 10% increase in institutional student aid, raising total scholarship spending to \$1,287,000.	\$1,182,000
	Opening of a privately-operated student health clinic on campus, providing a wide array of medical services to students for a flat \$34 fee assessed once per semester.	\$600,300
	Online program fee structure reductions (implemented in FY19 but effective in FY20)	N/A, student savings will be in FY 2020
	New Chancellor-approved fee waiver, effective FY19, for eligible non-resident students	\$62,000

**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.

## Section V: Future Goals

This year's template does not require updates on every recommendation of the Task Force. Nonetheless, it is important that each institution continue to track its progress on achieving its Five-year goals that have been identified in prior years' submissions. An updated copy of the five-year goal template is attached. Please provide the data to complete the template, including information already provided in Section IV. In addition, if you have any updates or changes that need to be made to your five-year goals submitted in 2016, please update.

See attached MasterRecommendation2. Template to complete.

The DeWine-Husted administration recognizes that each institution of higher education in Ohio 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.

1. Please provide your thoughts and suggestions regarding ways that the State of Ohio can further support strength, resiliency and reputational excellence in Ohio's post-secondary education system. **YSU appreciates the State of Ohio's efforts to prioritize and invest in higher education. Suggestions for strengthening Ohio's IHE:**
  - o **Ohio should continue to invest in and increase State Share of Instruction funding, Ohio College Opportunity Grants, and state capital funding appropriations, which directly impact student success at Ohio's IHE.**
  - o **Rather than flat percentage-based tuition caps for all universities, Ohio should consider a tuition policy that recognizes universities that already have comparatively low tuition that is below the statewide average and, in some cases, below the national average.**
  - o **Ohio should adopt a differential tuition policy that would enable universities to strategically set tuition prices for specific student cohorts, thereby eliminating the need to seek the Chancellor's approval for fee waivers. This would enable universities to respond to wide variations in market demand and price sensitivity.**
  
2. What legislative obstacles or policy roadblocks, if any, inhibit efficiencies and affordability practices at the IHE's?
  - o **The existing requirement to seek the Chancellor's approval for fee waivers slows down universities' efforts to reduce tuition and fees for certain student cohorts. Ohio's policy on waivers could be more narrowly applied to prohibit waiving fees arbitrarily and for unethical reasons, i.e., nepotism.**

- **There exist barriers to monetizing assets. In order for an IHE to sell or lease property, for example, state rules presently require reviews and approvals of multiple state entities, including the Department of Administrative Services, the Attorney General's Office, and the Governor's Office—a process that takes months, even years to complete.**

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Thank you for completing the FY19 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.

# **Required Attachments**



## Youngstown State University Textbook Cost Study Analysis

Sales (in-store & online)	2018		2019		% Change		Average cost per type		
	\$	Units	\$	Units	\$	Units	2018	2019	Var
New Textbooks	\$2,041,140	24,817	\$1,653,293	23,054	-19%	-7%	\$82.25	\$71.71	-\$10.53
Used Textbooks	407,677	5,972	419,102	6,229	3%	4%	\$68.26	\$67.28	-\$0.98
Publisher Rentals	0	0	22,979	250	0%	0%	\$0.00	\$91.92	\$91.92
New Textbook Rentals	260,918	3,875	196,048	2,824	-25%	-27%	\$67.33	\$69.42	\$2.09
Used Textbook Rentals	351,055	8,012	379,250	9,033	8%	13%	\$43.82	\$41.98	-\$1.83
Printed Access Cards	145,236	1,237	171,523	2,051	18%	66%	\$117.41	\$83.63	-\$33.78
Digital Courseware	0	0	2,250	21	0%	0%	\$0.00	\$107.14	\$107.14
eTextbooks	45,184	1,062	57,963	1,348	28%	27%	\$42.55	\$43.00	\$0.45
<b>Total Textbooks</b>	<b>\$3,251,210</b>	<b>44,975</b>	<b>\$2,902,408</b>	<b>44,810</b>	<b>-11%</b>	<b>0%</b>	<b>\$72.29</b>	<b>\$64.77</b>	<b>-\$7.52</b>
\$ Students Saved	<b>\$765,780</b>		<b>\$783,564</b>						
% Students Saved	<b>19.06%</b>		<b>21.26%</b>						

## **Youngstown State University Textbook Policy (DRAFT – 10/31/19)**

Responsible Division/Office: Office of Academic Affairs  
Responsible Officer: Provost and Vice-President for Academic Affairs  
Revision History:  
Board Committee: Academic Affairs & Student Success  
Effective Date:  
Next Review:

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- (A) Policy statement. Youngstown State University respects the academic freedom of faculty to select textbooks and other material to promote student learning. When selecting suitable course materials faculty should consider quality, cost, and the availability of textbooks and instructional materials.
- (B) Purpose. To comply with existing university policy and federal and state laws, assist students in timely procurement of materials, and ensure instructional quality.
- (C) Guidelines.
  - (1) Textbook and course materials selection
    - (a) A faculty member may select the textbook(s) to be used in his/her courses unless the faculty member teaches a multi-section or sequential course, in which case the department faculty who are involved in teaching the course(s) shall provide for textbook selection. In multiple sections of sequential courses that are also prerequisites to advanced courses in the sequence, uniform texts will be selected. To assist the University to comply with Section 133 of the Higher Education Opportunity Act written notification shall be provided to the Chair regarding textbook and course material selection no later than seven (7) calendar days prior to the date established on the University Calendar of Operations as the Textbook Order Due Date.
    - (b) A faculty member's failure to provide textbook information by the date established in this article and section shall result in a default to the textbook and course materials previously utilized by the faculty in that course, if available, or if not available, equivalent textbook and/or course material to be used for the upcoming academic term shall be selected in consultation with the faculty member.
  - (2) Cost
    - (a) Cost should be an important consideration when selecting textbooks and other course materials that students are required to purchase. Faculty should consider whether the cost of their adopted textbooks and other materials is suitable for their discipline and the course subject. When textbooks and other materials are markedly different in cost but are comparable in content and quality, Youngstown State University recommends that faculty select the less-costly option.
    - (b) Youngstown State University recommends that faculty select open-access textbooks and materials when they are appropriate for the faculty members discipline and course content.
  - (3) Conflict of Interest

- (a) No university employee is to receive private gain arising from the sale of textbooks or other materials used in a Youngstown State University course in which the employee is an instructor. Therefore, an employee/instructor, including full and part-time faculty, who wishes to use self-authored materials must:
  - (i) Waive royalties or other type of personal gain, or
  - (ii) Designate the university or a recognized professional organization or honorary to receive such royalties or gain. This option must ensure that there will be no potential for future personal gain by the employee.
  - (iii) Both of these options require an instructor to submit documentation of adherence to the above requirements to the appropriate dean and the provost/vice president for academic affairs. Written approval must be received from the appropriate dean and the provost/vice president of academic affairs prior to the use of self-authored materials. The written request and approval must identify the instructor, the course(s), the educational materials, the options being utilized, and will be retained by the appropriate dean.

## Youngstown State University 2019 Time to Degree Standardization

<b>Major</b>	<b>Minimum Number of Credit Hours for Program Completion</b>
Music Education Instrumental Jazz (BM)	138
Music Education Bass (BM)	134
Music Education Bassoon (BM)	134
Music Education Cello (BM)	134
Music Education Clarinet (BM)	134
Music Education Euphonium (BM)	134
Music Education Flute (BM)	134
Music Education Guitar (BM)	134
Music Education Harp (BM)	134
Music Education Horn (BM)	134
Music Education Instrumental (BM)	134
Music Education Keyboard (BM)	134
Music Education Oboe (BM)	134
Music Education Organ (BM)	134
Music Education Percussion (BM)	134
Music Education Piano (BM)	134
Music Education Saxophone (BM)	134
Music Education Trombone (BM)	134
Music Education Trumpet (BM)	134
Music Education Tuba (BM)	134
Music Education Viola (BM)	134
Music Education Vocal (BM)	134
Music Performance Bass (BM)	127
Music Performance Bassoon (BM)	127
Music Performance Cello (BM)	127
Music Performance Clarinet (BM)	127
Music Performance Euphonium (BM)	127
Music Performance Flute (BM)	127
Music Performance Guitar (BM)	127
Music Performance Harp (BM)	127
Music Performance Horn (BM)	127
Music Performance Instrument (BM)	127
Music Performance Oboe (BM)	127
Music Performance Organ (BM)	127
Music Performance Percussion (BM)	127
Music Performance Piano (BM)	127
Music Performance Saxophone (BM)	127
Music Performance Trombone (BM)	127
Music Performance Trumpet (BM)	127
Music Performance Tuba (BM)	127
Music Performance Viola (BM)	127
Music Performance Violin (BM)	127

## Youngstown State University 2019 Time to Degree Standardization

<b>Major</b>	<b>Minimum Number of Credit Hours for Program Completion</b>
Art Education (BSE)	129
Early Childhood Intervention Specialist (BSE)	134
Integrated Language Arts Education (BSE)	127
Integrated Sciences Education (BSE)	144
Middle Childhood Education Undetermined (BSE)	127
Middle Childhood Language Arts Math Track (BSE)	127
Middle Childhood Language Arts Social Studies Track (BSE)	134
Middle Childhood Language Arts Science Track (BSE)	130
Middle Childhood Math Science Track (BSE)	136
Middle Childhood Math Social Studies Track (BSE)	137
Middle Childhood Science Social Studies Track (BSE)	140
Coordinated Program Dietetics (BSA)	132
Dietetic Technician (AAS)	68
Emergency Medical Services (AAS)	73
Medical Assisting Technology (AAS)	72
Medical Laboratory Technology (AAS)	72
Pre Dietetic Technician (AAS)	68
Pre Medical Laboratory Tech (AAS)	70
Long Term Care Administration (BSA)	128
Chemical Engineering (BE)	127
Civil and Construction Engineering Tech A (AAS)	72
Civil and Construction Engineering Tech B (BSA)	136
Civil Engineering (BE)	127
Electrical Utility Tech Power Plant Track (ATS)	68
Electrical Utility Tech Power Plant Track (ATS)	68
Electrical Utility Tech Power Plant Track (ATS)	68
Electrical Utility Tech Power Plant Track (ATS)	68
Electrical Engineering Computer Digital Track (BE)	131
Electrical Utility Technology (ATS)	68



## Youngstown State University 2019 Time to Degree Standardization

<b>Major</b>	<b>Minimum Number of Credit Hours for Program Completion</b>
Electrical Engineering Tech A (AAS)	68
Electrical Engineering Tech B (BSA)	129
Electrical Engineering Biomedical Track (BE)	129
Mechanical Engineering (BE)	129
Mechanical Engineering Tech A (AAS)	67
Mechanical Engineering Tech B (BSA)	129
Pre Electric Utility Tech (ATS)	68
Pre Engineering and Tech A (AAS)	68
Pre Engineering and Tech B (BE)	129
Pre Information Technology A (AAS)	66

**MASTER RECOMMENDATION 2: FIVE-YEAR GOAL FOR INSTITUTIONAL EFFICIENCY SAVINGS AND NEW RESOURCE GENERATION**

Category	Recommendation	Component	Description	FY 2019 (Revised Estimate)	FY 2019 (Actual)	FY 2020 (Estimate)	FY 2021 (Estimate)	Subtotal	Budget Narrative/Explanation of Efficiency Savings \$\$ (attach additional sheets if necessary)
Efficiency Savings	3B	Collaborative contracts	Savings linked to contracts shared with the IUC and other collaborations	\$2,000,000	\$2,002,658	\$2,100,000	\$2,100,000	\$8,202,658	BOT passed resolution in 2017 requiring use of standard contracts.
	5C	Organizational structure	Each institution should review its organizational structure in line with best practices to identify opportunities to streamline and reduce costs	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,000,000	Base savings from President Tresser's 2015 re-organization of YSU management and executive staff structures. Savings represents salaries and estimated fringe benefits.
	5D	Health care costs	Like other employers, colleges and universities, have experienced rapid growth in health care costs	\$500,000	\$500,000	\$500,000	\$500,000	\$2,000,000	Estimated savings from YSU plan design changes.
	5E	Data Centers	YSU has a data center space and is currently negotiating with Cleveland State University for a	\$17,000	\$17,000	\$17,000	\$17,000	\$68,000	
	N/A	Energy	Energy savings	\$4,000,000	\$4,281,012	\$4,100,000	\$4,100,000	\$16,481,012	Includes savings from YSU having built steam utility plant, as well as other utility system upgrades YSU has made to address deferred infrastructure maintenance.
	6A	Textbook Affordability	Savings to students via negotiated costs of materials; standardizing materials; developing digital capabilities; Barnes & Noble; and YSU investment	\$1,000,000	\$843,294	\$1,000,000	\$1,000,000	\$3,843,294	
	7A	Graduation Incentive	Change in bulk tuition rate (estimated student savings)	\$1,700,000	\$1,700,000	\$1,700,000	\$1,700,000	\$6,800,000	Base and ongoing savings to students
	N/A	Additional Efficiency Practices	Increased scholarships for students	\$28,000,000	\$30,888,809	\$29,000,000	\$29,000,000	\$116,888,809	YSU's scholarship allowance is reported on YSU's audited financial statements and represents actual savings to students receiving scholarships and aid.
	ORC	Regional Compacts	Various compacts with other higher ed. institutions in northeast Ohio.	\$2,000,000	\$1,799,757	\$2,000,000	\$2,000,000	\$7,799,757	
Subtotal Efficiency Savings				\$40,217,000	\$43,032,530	\$41,417,000	\$41,417,000	\$165,083,530	
Category	Recommendation	Component	Description	FY 2019 (Estimate)	FY 2019 (Actual)	FY 2020	FY 2021	Subtotal	Budget Narrative/Explanation of New Resource Generation \$\$ (attach additional sheets if necessary)
New Resource Generation	4A	Asset Review	Conduct an assessment of non-core assets to determine their market value if sold, leased or otherwise repurposed.	\$20,000,000	\$19,378,333	\$23,000,000	\$23,000,000	\$85,378,333	Estimated cost-avoidance to YSU for allowing private developers build and operate on-campus student housing
	4C	Affinity partnerships and sponsorships	Affinity Partnership with the YSU Foundation	\$90,000,000	\$94,739,963	\$100,000,000	\$100,000,000	\$384,739,963	Affinity Partnership with the YSU Foundation, which successfully has raised millions of dollars as part of the We See Tomorrow Campaign
	4C	Affinity partnerships and sponsorships	Sponsorships and other affinity agreements	\$2,000,000	\$2,312,530	\$2,200,000	\$2,200,000	\$8,712,530	YSU has a wide variety of external sponsors, largely for YSU Athletic events and programs.
Subtotal New Resource Generation				\$112,000,000	\$116,430,826	\$125,200,000	\$125,200,000	\$478,320,826	
<b>TOTAL OF COMBINED INSTITUTIONAL OPPORTUNITIES FOR ENHANCED STUDENT AFFORDABILITY</b>				<b>\$ 152,217,000</b>	<b>\$ 159,463,356</b>	<b>\$ 166,617,000</b>	<b>\$ 166,617,000</b>	<b>\$ 643,404,356</b>	

**SPECIFIC RE-DEPLOYMENT OF SAVINGS TO STUDENTS:** Please use the area below to describe, in detail, how you plan to re-deploy the institutional resources that are saved and/or generated through the task force components outlined above to reduce costs for students. YSU will continue to invest in student scholarships to make college more affordable for students, and to mitigate the debt burden from students and parents. YSU's commitment to scholarships is evident in the numbers reported above. In addition, savings and efficiencies that YSU has generated will enable YSU to maintain one of the most affordable tuition rates in the state and region—3rd lowest in the state of Ohio, and well below the state and national averages. Furthermore, the savings and efficiencies YSU has generated will continue to enable YSU to invest in the many initiatives and programs outlined in the 2019 Efficiency Report.

**SIGNIFICANT CHANGE(S) IN 5-YEAR GOALS FROM FY16 SUBMISSION TO FY17 SUBMISSION:** Please use the area below to describe, in detail, significant deviation in your Institution's 5-year goals from the FY16 submission to the FY17 submission, if applicable. Changes from year to year may result from the fact that staff contributions to this annual report will often change from year to year, due to employee turnover, etc. Additionally, the methodologies used in calculating savings and efficiency estimates are evaluated each year and refined, as may be appropriate and as new information becomes available to YSU's data reporters.



**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, as detailed in **Exhibit H**.



YOUNGSTOWN STATE UNIVERSITY  
Interfund Transfers Requiring Board Approval  
Transfers Outside of the Operating Budget  
Requested Transfers for Second Quarter 2020

*Transfer portion of FY19 Auxiliary operating excess to fund portion of FY19 General Fund and Scholarship Operating Deficits*

<u>FROM</u>	<u>AMOUNT</u>
<i>Auxiliary Plant Reserve Funds</i>	
Parking Plant Reserve	\$ 766,993
Housing Services Plant Reserve	697,468
Andrews Recreation & Wellness Center Plant Reserve	74,616
Total	<u>\$ 1,539,077</u>
<u>TO</u>	
Operating Carry Fwd	<u>\$ 1,539,077</u>

*Transfer portion of FY19 Technology/Lab Material, College, and Program fees excess funds to carryforward funds.*

<u>FROM</u>	<u>AMOUNT</u>
Operating Carry Fwd	<u>\$ 218,833</u>
<u>TO</u>	
<i>Designated Funds</i>	
Technology/Lab Material Fee Carryforward	\$ 118,342
College Fees Carryforward	59,411
Program Fees Carryforward	41,080
Total	<u>\$ 218,833</u>

**Agenda Item E.3.d**  
**Exhibit H**



**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 Charter is reviewed and approved by the audit subcommittee annually as part of its oversight of the internal audit function; and

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Trustees of Youngstown State University does hereby renew the Internal Audit Charter, as shown in **Exhibit I** and made part hereof.



**REDLINE**

**Youngstown State University  
Internal Audit Charter**

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**Introduction:**

Internal Auditing is an independent and objective assurance and consulting activity that is guided by a philosophy of adding value to improve the operations of Youngstown State University (“the University”). 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 governance, risk management, and internal control.

**Role:**

The internal audit activity is established by the Board of Trustees (“Board”) and its responsibilities are defined by the Audit Subcommittee (“Subcommittee”) of the Board as part of its oversight role.

**Professionalism:**

The internal audit activity will govern itself by adherence to the Institute of Internal Auditors’ mandatory guidance including the Definition of Internal Auditing, Code of Ethics, and the *International Standards for the Professional Practice of Internal Auditing (Standards)*. This mandatory guidance constitutes principles of the fundamental requirements for the professional practice of internal auditing and for evaluating the effectiveness of the internal audit activity’s performance.

The Institute of Internal Auditors’ Practice Advisories, Implementation Guides, and Position Papers will also be adhered to as applicable to guide operations. In addition, the internal audit activity will adhere to the University relevant policies and procedures.

**Authority:**

The internal audit activity, with strict accountability and confidentiality and safeguarding records and information, is authorized full, free, and unrestricted access to any and all of the University’s records, physical properties, and personnel pertinent to carrying out any audit engagement. All employees are expected to assist the internal audit activity in fulfilling its roles and responsibilities. The internal audit activity will also have free and unrestricted access to the Subcommittee and the Board.

**Agenda Item E.3.e  
Exhibit I**

**Organization:**

The Director of Internal Audit (“Director”) will report functionally to the Subcommittee and administratively (i.e. day to day operations) to the Vice President for Finance & Business Operations.

The Subcommittee will:

- Approve the internal audit charter.
- Approve the risk based internal audit plan
- Approve the internal audit budget and resource plan
- Receive communication from the Director on the internal audit activity’s performance relative to its plan and other matters.
- Approve decisions regarding the appointment and removal of the Director.
- Make appropriate inquiries of management and the Director of Internal Audit to determine whether there is inappropriate scope or resource limitations.

**Independence and Objectivity:**

The internal audit activity will remain free from interference by any element in the University, including matters of audit selection, scope, procedures, frequency, timing, or report content to permit maintenance of a necessary, independent and objective mental attitude.

Internal auditors will have no direct operational responsibility or authority over any of the activities audited. Accordingly, they will not implement internal controls, develop procedures, install systems, prepare records, or engage in any other activity that may impair an internal auditor’s judgment.

Internal auditors will exhibit the highest level of professional objectivity in gathering, evaluating, and communicating information about the activity or process being examined. Internal auditors will make a balanced assessment of all the relevant circumstances and not be unduly influenced by their own interests or by others in forming judgments.

The Director will confirm to the Subcommittee, at least annually, the organizational independence of the internal audit activity.

**Responsibility:**

The scope of internal auditing encompasses, but is not limited to, the examination and evaluation of the adequacy and effectiveness of the University’s governance, risk management, and internal controls as well as the quality of performance in carrying out assigned responsibilities to achieve the University’s stated goals and objectives. This includes:

- Evaluating risk exposure relating to achievement of the University's strategic objectives.
- Evaluating the reliability and integrity of information and the means used to identify, measure, classify, and report such information.
- Evaluating the systems established to ensure compliance with those policies, plans, procedures, laws, and regulations which could have a significant impact on the University.
- Evaluating the means of safeguarding assets and, as appropriate, verifying the existence of such assets.
- Evaluating the effectiveness and efficiency with which resources are employed.
- Evaluating operations or programs to ascertain whether results are consistent with established objectives and goals and whether the operations or programs are being carried out as planned.
- Monitoring and evaluating governance processes.
- Monitoring and evaluating the effectiveness of the University's risk management processes.
- Performing consulting and advisory services related to governance, risk management and control as appropriate for the University.
- Reporting periodically on the internal audit activity's purpose, authority, responsibility, and performance relative to its plan.
- Reporting significant risk exposures and control issues, including fraud risks, governance issues, and other matters needed or requested by the Subcommittee.
- Evaluating specific operations at the request of the Subcommittee or management, as appropriate.

**Internal Audit Plan:**

At least annually, the Director will submit to senior management and the Subcommittee an internal audit plan for review and approval by the Subcommittee. The internal audit plan will consist of a summary work schedule as well as budget and resource requirements for the next fiscal year. The Director will communicate the impact of resource limitations and significant interim changes to senior management and the Subcommittee. The internal audit plan will be developed based on a prioritization of the audit universe using a risk-based methodology, including input of senior management and the Subcommittee. The Director will review and adjust the plan, as necessary, in response to changes in the University's business, risks, operations, programs, systems, and controls. Any significant deviation from the approved internal audit plan will be communicated to senior management and the Subcommittee.

**Reporting and Monitoring:**

A written report will be prepared and issued by the Director or designee following the conclusion of each internal audit engagement and will be distributed as appropriate. Internal audit results will also be communicated to the Audit Subcommittee. The internal audit report will include management’s response and corrective action plan in regard to the specific findings and recommendations. Management's response should include a timetable for anticipated completion of action to be taken and an explanation for any corrective action that will not be implemented. The internal audit activity will be responsible for appropriate follow-up on engagement findings and recommendations. All significant findings will remain in an open issues file until cleared.

The Director will periodically report to senior management and the Subcommittee on the internal audit activity’s purpose, authority, and responsibility, as well as performance relative to its plan. Reporting will also include significant risk exposures and control issues, including fraud risks, governance issues, and other matters needed or requested by senior management or the Subcommittee.

**Internal Audit Activity Charter**

Approved this 5<sup>th</sup> day of December, 2019.

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Director, Internal Audit

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Chair of Audit Subcommittee

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Vice President of Finance & Business Operations

**Youngstown State University**  
**Internal Audit Charter**

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The Institute of Internal Auditors’ Practice Advisories, Implementation Guides, and Position Papers will also be adhered to as applicable to guide operations. In addition, the internal audit activity will adhere to the University relevant policies and procedures.

**Authority:**

The internal audit activity, with strict accountability and confidentiality and safeguarding records and information, is authorized full, free, and unrestricted access to any and all of the University’s records, physical properties, and personnel pertinent to carrying out any audit engagement. All employees are expected to assist the internal audit activity in fulfilling its roles and responsibilities. The internal audit activity will also have free and unrestricted access to the Subcommittee and the Board.



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- Receive communication from the Director on the internal audit activity’s performance relative to its plan and other matters.
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- Make appropriate inquiries of management and the Director of Internal Audit to determine whether there is inappropriate scope or resource limitations.

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The Director will confirm to the Subcommittee, at least annually, the organizational independence of the internal audit activity.

**Responsibility:**

The scope of internal auditing encompasses, but is not limited to, the examination and evaluation of the adequacy and effectiveness of the University’s governance, risk management, and internal controls as well as the quality of performance in carrying out assigned responsibilities to achieve the University’s stated goals and objectives. This includes:

- Evaluating risk exposure relating to achievement of the University’s strategic objectives.
- Evaluating the reliability and integrity of information and the means used to identify, measure, classify, and report such information.
- Evaluating the systems established to ensure compliance with those policies, plans, procedures, laws, and regulations which could have a significant impact on the University.
- Evaluating the means of safeguarding assets and, as appropriate, verifying the existence of such assets.
- Evaluating the effectiveness and efficiency with which resources are employed.
- Evaluating operations or programs to ascertain whether results are consistent with established objectives and goals and whether the operations or programs are being carried out as planned.
- Monitoring and evaluating governance processes.
- Monitoring and evaluating the effectiveness of the University's risk management processes.
- Performing consulting and advisory services related to governance, risk management and control as appropriate for the University.
- Reporting periodically on the internal audit activity’s purpose, authority, responsibility, and performance relative to its plan.
- Reporting significant risk exposures and control issues, including fraud risks, governance issues, and other matters needed or requested by the Subcommittee.
- Evaluating specific operations at the request of the Subcommittee or management, as appropriate.

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**Internal Audit Activity Charter**

Approved this 5<sup>th</sup> day of December, 2019.

\_\_\_\_\_  
Director, Internal Audit

\_\_\_\_\_  
Chair of Audit Subcommittee

\_\_\_\_\_  
Vice President of Finance & Business Operations

**DIVIDER**

**UNIVERSITY AFFAIRS  
COMMITTEE**



**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 5, 2019, meeting of the Board of Trustees; and

**WHEREAS**, such personnel actions are in accordance with the 2019-2020 Budget and with University policies 3356-2-02, Equal Opportunity and Affirmative Action Recruitment and Employment; 3356-7-36, Hiring and Selection Process, Contracts and Compensation for Intercollegiate Athletic Coaches; 3356-9-02, Selection and Annual Evaluation of Administrative Officers of the University; and 3356-7-42, Selection of Professional/Administrative Staff;

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

**SUMMARY OF PERSONNEL ACTIONS**  
**Athletics Employees**  
**7/16/19 through 10/15/19**

**Appointments – 9**

**New Positions – 2**

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

**Replacement Positions – 7**

- Classified – 1
- Professional Administrative Excluded – 6

**Separations – 3**

- Professional Administrative Excluded – 3

**Reclassification/Position Adjustments – 1**

- Professional Administrative Excluded – 1





**YOUNGSTOWN STATE UNIVERSITY  
ATHLETICS EMPLOYEES  
PERSONNEL ACTIONS 7/16/19 THROUGH 10/15/19  
SEPARATIONS**

<b>EMPLOYEE NAME</b>	<b>EMPLOYEE TYPE</b>	<b>POSITION TITLE</b>	<b>DEPARTMENT</b>	<b>DATE OF SEPARATON</b>	<b>FTE</b>	<b>SALARY</b>
Altomare, Louis	Excluded	Assistant Coach Strength Conditioning	Training Room	8/28/2019	1.00	\$ 31,694.11
Richmond, Mark	Excluded	Assistant Coach Quality Control	Basketball - Men's	7/15/2019	1.00	\$ 51,510.00
Trenkle, Brady	Excluded	Assistant Coach Basketball	Basketball - Men's	6/15/2019	1.00	\$ 75,000.00

**YOUNGSTOWN STATE UNIVERSITY  
ATHLETICS EMPLOYEES  
PERSONNEL ACTIONS 7/16/19 THROUGH 10/15/19  
RECLASSIFICATIONS/POSITION ADJUSTMENTS**

<b>EMPLOYEE NAME</b>	<b>EMPLOYEE TYPE</b>	<b>NEW POSITION TITLE/ OLD POSITION TITLE</b>	<b>NEW DEPARTMENT/ OLD DEPARTMENT</b>	<b>CONTRACT APPT. DATES</b>	<b>FTE</b>	<b>NEW SALARY</b>	<b>PREVIOUS SALARY</b>
Molinari, Joseph	Excluded	Assistant Coach Men's Basketball QC/ Assistant Coach Men's Basketball	Basketball - Men's	8/16/2019	1.00	\$ 77,265.00	\$ 77,265.00



**RESOLUTION TO APPROVE  
INTERCOLLEGIATE ATHLETICS  
2021-2025 GENDER EQUITY PLAN**

**WHEREAS**, Youngstown State University is committed to providing athletic opportunities that are funded to insure equal access, participation, and support for men and women alike in compliance with Title IX; and

**WHEREAS**, in 1994 the Youngstown State University Board of Trustees approved its first five-year gender equity plan which committed \$696,000 to fund scholarships, staffing, operating budgets and physical facilities to enhance the women's intercollegiate athletic programs; and

**WHEREAS**, in 1999, 2004, 2010, and 2015 the Youngstown State University Board of Trustees approved three consecutive gender equity plans that committed total of \$1.7 million to fund scholarships, staffing, operating budgets and physical facilities to enhance women's intercollegiate athletic programs over the past 20 years; and

**WHEREAS**, the University is committed to a continuing practice of increasing opportunities for women;

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Trustees does hereby accept and approve the 2021-2025 Gender Equity Plan, totaling \$500,000, as shown in the attached **Exhibit K**.

**INTERCOLLEGIATE ATHLETICS  
2021-25 GENDER EQUITY PLAN  
NARRATIVE**

The senior administrative staff in the Department of Intercollegiate Athletics, the Student-Athlete Advisory Committee, and the Intercollegiate Athletics Council fully support that the financial commitment in the 2021-25 Gender Equity Plan is a necessary step to address the stagnant level of female participation and the continued disparity in operating expenses. Under federal law, Youngstown State is expected to be in compliance with all treatment issues e.g. budgets, locker rooms, practice facilities, competitive facilities, support personnel, etc., while simultaneously expanding participation opportunities for women. Hence, it is necessary for us to establish a plan to comply with treatment inequities as well as participation inequities.

The Plan includes adding a women's sport in order to increase participation opportunities for women. In addition, the Plan will continue to assist in increasing the operating budgets for the existing female varsity sport programs that will address current inequities. The Plan is fiscally responsible during these economic conditions, while continuing to provide a quality student-athlete experience.

The 2021-25 Gender Equity Plan provides for all varsity program areas to be monitored, evaluated, and addressed on a continuing basis as follows:

1. The Executive Director of Athletics meets formally on a monthly basis with each supervisor of respective sports.
2. The athletic administrators that oversee sport programs meet on a periodic basis through the year to review the entire department's goals, including those related to equity issues. The administrative team includes:
  - The Executive Director of Athletics
  - Associate Director of Athletics (SWA)
  - Three Assistant Directors
3. The Executive Director of Athletics and supervisor of each sport meet formally with each head coach at the conclusion of his/her sport season. This meeting includes a review of the Coach's Input Form, which has all 17 gender issues included. Also, the annual evaluation of each head coach of a female sport has a gender equity component that emphasizes squad size and scholarship goals.
4. All supervisors and head coaches have informal discussions throughout the year to address any and all concerns related to their program.
5. The Student-Athlete Advisory Committee, which is composed of two representatives from each sport, meets on a monthly basis throughout the year and allows for any comments and/or concerns to be brought forth to the athletic administration.



**INTERCOLLEGIATE ATHLETICS  
2021-25 GENDER EQUITY PLAN  
NARRATIVE**

6. At the conclusion of each sport season, each student-athlete is provided a Student-Athlete Input Form that includes an anonymous comment section to be completed if there are any concerns he/she feels the athletic administration should be aware of regarding their program.
7. All student-athletes have the opportunity to complete an Exit Interview, which includes questions related to gender issues. The results of these interviews are compiled once every three to four years. The results are provided to the President, Executive Director of Athletics, FAR, Intercollegiate Athletics Council and all athletic department staff.
8. YSU's Sexual Harassment Policy is distributed annually to athletic staff via the Operation's Manual, and to student-athletes via the Student-Athlete Handbook.
9. Any hiring of a sport coach or administrator that has a minimum .50 full-time equivalency or higher must be approved by the Office of Equal Opportunity and Diversity.
10. The Intercollegiate Athletics Council is an institutional committee appointed by the President that makes recommendations regarding existing and proposed policies in athletics. The Faculty Athletics Representative meets with three head coaches annually, randomly selected by the IAC, and survey each with the Gender Equity Assessment tool to evaluate the applications of our gender equity plan. The FAR will make an annual report of his/her findings to the IAC.
11. The FAR and Executive Director of Athletics will make annual presentations to the IAC regarding progress of the gender equity plan. The IAC is the final authority on evaluating the implementation of the gender equity plan. The IAC will monitor the impact the gender equity plan has on the Equity in Athletics Disclosure Act.



**RESOLUTION TO MODIFY  
CONFLICTS OF INTERESTS AND  
CONFLICTS OF COMMITMENT POLICY,  
3356-7-01**

**WHEREAS**, University Policies are 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; and

**WHEREAS**, the Conflicts of Interests and Conflicts of Commitment policy has been reviewed pursuant to the five-year review cycle, and formatted in accordance with Policy 3356-1-09, Development and Issuance of University Policies.

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Trustees of Youngstown State University does hereby approve the modification of the University Policy Conflicts of Interests and Conflicts of Commitment, policy number 3356-7-01, shown as **Exhibit L** attached hereto. A copy of the policy indicating changes to be made is also attached.

**3356-7-01 Conflicts of interest and conflicts of commitment.**

Responsible Division/Office: ~~Human Resources~~ Controller's Office  
Responsible Officer: Vice President for ~~Legal Affairs and Human Resources~~ Finance and Business Operations  
Revision History: August 1997; December 2010; September 2012; March 2018; December 2019  
Board Committee: University Affairs  
**Effective Date:** ~~March 15, 2018~~ December 5, 2019  
Next Review: 20234

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- (A) Policy statement. All employees have a fundamental responsibility to act in the best interests of Youngstown state university ("university") and are to avoid conflicts of interest and conflicts of commitment in the conduct of university business. As part of this responsibility, the university expects all employees to apply their time and effort appropriately and to avoid any situation which conflicts with or gives the appearance of conflict in objectivity or job performance.
- (B) Purpose. To educate university employees about conflicts of interest and conflicts of commitment and to provide guidance on addressing and managing such conflict.
- (C) Guidelines.
- (1) A conflict of interest typically exists when financial, professional, or other personal considerations directly or indirectly affect or benefit, or have the appearance of affecting or benefiting, an employee or the employee's family or business associates. Employees are expected to avoid participating in decisions or actions on behalf of the university which may result in or appear to result in such benefit.
- (2) A conflict of commitment typically exists when an employee engages in outside activities, either paid or unpaid, that ~~interferes~~ with the performance of university job duties and responsibilities. Employees are expected to avoid any situation which compromises, or appears to compromise, their loyalty to the university and commitment to their university responsibilities.

Full-time faculty and administrative appointments should be regarded as full-time employment responsibilities to the university. All outside activities, whether for compensation or otherwise, must not be performed at the expense of the individual's primary responsibilities to the university.

- (3) State ethics laws.
- (a) Section 102.03 of the Revised Code prohibits employees from soliciting or accepting or influencing one to give anything of value when it comes from a party who is interested in a pending matter or doing or seeking to do business with the university.
- (b) Sections 2921.42 and 2921.43 of the Revised Code prohibit public employees from having an unlawful interest in a public contract and from accepting payment from another entity for the performance of one's YSU duties.
- (i) ~~(e)~~—These statutes also prohibit a public employee's family and business associates from having an unlawful interest in a public contract.
- (ii) The Revised Code provides certain exceptions to these prohibitions; however, all exceptions must be approved in advance through the office of contract compliance.
- (~~dc~~) An employee must report ~~the~~ any potential conflict on the "Conflict of Interest Certification Form." The following procedures are designed to ensure integrity in the conduct of university business.
- (D) Use of self-authored material in a course taught by the author/co-author. Educational materials authored by instructors can be valuable and unique course resources. However, in order to avoid even the appearance of a conflict of interest, no university employee is to receive private gain arising from the sale of textbooks or other materials used in a Youngstown state university course in which the employee is an instructor. Therefore, an employee/instructor, including full and part-time faculty, who wishes to use self-authored materials must:
- (1) Waive royalties or other type of personal gain, or
- (2) Designate the university or a recognized professional organization or honorary to receive such royalties or gain. This option must



ensure that there will be no potential for future personal gain by the employee.

- (3) Both of these options require an instructor to submit documentation of adherence to the above requirements to the appropriate dean and the provost/vice president for academic affairs. Written approval must be received from the appropriate dean and the provost/vice president of academic affairs prior to the use of self-authored materials. The written request and approval must identify the instructor, the course(s), the educational materials, the options being utilized, and will be retained by the appropriate dean.
  - (4) Employee/instructors are prohibited from bypassing these requirements through arrangements between or among fellow employees/instructors for the use of each other's self-authored materials for private gain.
- (E) Annual reporting requirements.
- (1) All employees:
    - (a) ~~a~~Authorized to sign for expenditures; ~~or~~
    - (b) ~~i~~nvolvement in making or influencing purchasing decisions on behalf of the university; or
    - (c) Whose family or business associates or oneself is doing business with the university;
    - (d) ~~a~~Are required to complete a "Conflict of Interest Certification Form" annually.
  - (2) The employee shall submit the completed form to their immediate supervisor for review and each reviewer shall forward to the next level. This process continues until the form is reviewed and signed by the appropriate vice president/provost.
  - (3) The contract compliance officer and the controller will review these forms and make any determinations necessary. The forms are retained in the office of contract compliance and will be shared with other offices as appropriate.
  - (~~3~~4) Employees are under a continuing obligation to update information on the form as circumstances change.



- (F) Use of university resources. University resources are to be used only in the interest of the university. Employees may not use university resources, facilities, personnel, equipment or confidential information as part of their outside consulting activities or for any other non-university purpose ([see policy 3356-4-19 Use of university equipment](#)).
- (G) Additional disclosure requirements. Any employee, whether or not they meet the criteria of (E) (1) (a)-(c), must also complete the Conflict of Interest Certification Form in order to make the following disclosures.
- (1) Employees are also required, annually or as soon as possible, to disclose to their department head any of the following:
- (a) Any employment at the university in addition to primary employment (i.e., part-time teaching position, etc.).
  - (b) Outside employment that may interfere or conflict with the primary employment of the university.
  - (c) Other interests or activities that require commitments of time that may interfere with meeting university obligations.
  - (d) Use of supplies, equipment, or university resources for non-university purposes.
  - (e) Receipt of gifts or entertainment of more than nominal value from suppliers of goods or services.
  - (f) Receipt of gifts or entertainment of more than nominal value from persons associated or seeking association with the university.
  - ~~(g) Use of confidential or privileged information acquired in the course of employment at the university for non-university purposes.~~
- (2) The appropriate department head will review the disclosed information to determine whether a conflict of interest or commitment, the appearance of a conflict, or the potential for a conflict exists. If the department head is uncertain as to whether a specific situation constitutes a conflict of interest, they will consult with their supervisor.
- (3) If it is determined that a conflict of interest, the appearance of a

conflict of interest, or the potential for a conflict of interest, does exist, the department head and employee will together develop a written statement of action to protect the university by managing, reducing, or eliminating the conflict situation. If the statement is mutually agreed upon, a copy will be submitted to the next highest level of authority for approval.

- (4) If the department head and employee cannot mutually agree upon a statement of action, or if the statement of action is not approved by the next highest level of authority, the situation will be referred to the appropriate dean/executive director or vice president for final determination.
  - (5) An employee unsure of the applicability of this policy should consult with the office of the controller or the office of contract compliance.
- (H) Policy violations. Violations of this policy, including failure to disclose required information or the knowing submission of an incomplete, erroneous, or misleading "Conflict of Interest Certification Form" may result in discipline up to and including termination in accordance with applicable disciplinary policies and collective bargaining agreements.

**3356-7-01 Conflicts of interest and conflicts of commitment.**

Responsible Division/Office: Controller's Office  
Responsible Officer: Vice President for  
Finance and Business Operations  
Revision History: August 1997; December 2010; September 2012;  
March 2018; December 2019  
Board Committee: University Affairs  
**Effective Date: December 5, 2019**  
Next Review: 2024

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- (A) Policy statement. All employees have a fundamental responsibility to act in the best interests of Youngstown state university ("university") and are to avoid conflicts of interest and conflicts of commitment in the conduct of university business. As part of this responsibility, the university expects all employees to apply their time and effort appropriately and to avoid any situation which conflicts with or gives the appearance of conflict in objectivity or job performance.
- (B) Purpose. To educate university employees about conflicts of interest and conflicts of commitment and to provide guidance on addressing and managing such conflict.
- (C) Guidelines.
- (1) A conflict of interest typically exists when financial, professional, or other personal considerations directly or indirectly affect or benefit, or have the appearance of affecting or benefiting, an employee or the employee's family or business associates. Employees are expected to avoid participating in decisions or actions on behalf of the university which may result in or appear to result in such benefit.
  - (2) A conflict of commitment typically exists when an employee engages in outside activities, either paid or unpaid, that interfere with the performance of university job duties and responsibilities. Employees are expected to avoid any situation which compromises, or appears to compromise, their loyalty to the university and commitment to their university responsibilities.

Full-time faculty and administrative appointments should be regarded as full-time employment responsibilities to the university. All outside activities, whether for compensation or otherwise, must not be performed at the expense of the individual's primary responsibilities to the university.

- (3) State ethics laws.
  - (a) Section 102.03 of the Revised Code prohibits employees from soliciting or accepting or influencing one to give anything of value when it comes from a party who is interested in a pending matter or doing or seeking to do business with the university.
  - (b) Sections 2921.42 and 2921.43 of the Revised Code prohibit public employees from having an unlawful interest in a public contract and from accepting payment from another entity for the performance of one's YSU duties.
    - (i) These statutes also prohibit a public employee's family and business associates from having an unlawful interest in a public contract.
    - (ii) The Revised Code provides certain exceptions to these prohibitions; however, all exceptions must be approved in advance through the office of contract compliance.
  - (c) An employee must report any potential conflict on the "Conflict of Interest Certification Form." The following procedures are designed to ensure integrity in the conduct of university business.
- (D) Use of self-authored material in a course taught by the author/co-author. Educational materials authored by instructors can be valuable and unique course resources. However, in order to avoid even the appearance of a conflict of interest, no university employee is to receive private gain arising from the sale of textbooks or other materials used in a Youngstown state university course in which the employee is an instructor. Therefore, an employee/instructor, including full and part-time faculty, who wishes to

use self-authored materials must:

- (1) Waive royalties or other type of personal gain, or
  - (2) Designate the university or a recognized professional organization or honorary to receive such royalties or gain. This option must ensure that there will be no potential for future personal gain by the employee.
  - (3) Both of these options require an instructor to submit documentation of adherence to the above requirements to the appropriate dean and the provost/vice president for academic affairs. Written approval must be received from the appropriate dean and the provost/vice president of academic affairs prior to the use of self-authored materials. The written request and approval must identify the instructor, the course(s), the educational materials, the options being utilized, and will be retained by the appropriate dean.
  - (4) Employee/instructors are prohibited from bypassing these requirements through arrangements between or among fellow employees/instructors for the use of each other's self-authored materials for private gain.
- (E) Annual reporting requirements.
- (1) All employees:
    - (a) Authorized to sign for expenditures;
    - (b) Involved in making or influencing purchasing decisions on behalf of the university; or
    - (c) Whose family or business associates or oneself is doing business with the university;
    - (d) Are required to complete a "Conflict of Interest Certification Form" annually.
  - (2) The employee shall submit the completed form to their immediate supervisor for review and each review shall forward to the next

level. This process continues until the form is reviewed and signed by the appropriate vice president/provost.

- (3) The contract compliance officer and the controller will review these forms and make any determinations necessary. The forms are retained in the office of contract compliance and will be shared with other offices as appropriate
  - (4) Employees are under a continuing obligation to update information on the form as circumstances change.
- (F) Use of university resources. University resources are to be used only in the interest of the university. Employees may not use university resources, facilities, personnel, equipment or confidential information as part of their outside consulting activities or for any other non-university purpose (see policy 3356-4-19 Use of university equipment).
- (G) Additional disclosure requirements. Any employee, whether or not they meet the criteria of (E) (1) (a)-(c), must also complete the Conflict of Interest Certification Form in order to make the following disclosures.
- (1) Employees are also required, annually or as soon as possible, to disclose to their department head any of the following:
    - (a) Any employment at the university in addition to primary employment (i.e., part-time teaching position, etc.).
    - (b) Outside employment that may interfere or conflict with the primary employment of the university.
    - (c) Other interests or activities that require commitments of time that may interfere with meeting university obligations.
    - (d) Use of supplies, equipment, or university resources for non-university purposes.
    - (e) Receipt of gifts or entertainment of more than nominal value from suppliers of goods or services.
    - (f) Receipt of gifts or entertainment of more than nominal value from persons associated or seeking association with



the university.

- (2) The appropriate department head will review the disclosed information to determine whether a conflict of interest or commitment, the appearance of a conflict, or the potential for a conflict exists. If the department head is uncertain as to whether a specific situation constitutes a conflict of interest, they will consult with their supervisor.
  - (3) If it is determined that a conflict of interest, the appearance of a conflict of interest, or the potential for a conflict of interest, does exist, the department head and employee will together develop a written statement of action to protect the university by managing, reducing, or eliminating the conflict situation. If the statement is mutually agreed upon, a copy will be submitted to the next highest level of authority for approval.
  - (4) If the department head and employee cannot mutually agree upon a statement of action, or if the statement of action is not approved by the next highest level of authority, the situation will be referred to the appropriate dean/executive director or vice president for final determination.
  - (5) An employee unsure of the applicability of this policy should consult with the office of the controller or the office of contract compliance.
- (H) Policy violations. Violations of this policy, including failure to disclose required information or the knowing submission of an incomplete, erroneous, or misleading "Conflict of Interest Certification Form" may result in discipline up to and including termination in accordance with applicable disciplinary policies and collective bargaining agreements.



**RESOLUTION TO MODIFY AND RETITLE  
OUTSIDE CONSULTING SERVICES - FACULTY POLICY,  
3356-7-18**

**WHEREAS**, University Policies are being reviewed and re-conceptualized 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;

**WHEREAS**, the Outside Consulting Services - Faculty policy has been reviewed pursuant to the five-year review cycle, and formatted in accordance with Policy 3356-1-09, Development and Issuance of University Policies, and has been updated and modified to more clearly reflect the university's administrative oversight of intercollegiate athletics.

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Trustees of Youngstown State University does hereby approve the modification of the University Policy governing Outside Consulting Services - Faculty, policy number 3356-7-18, to be retitled as Outside Consulting Services/Employment - Faculty, shown as **Exhibit M** attached hereto. A copy of the policy indicating changes to be made is also attached.

3356-7-18 **Outside consulting services/employment – faculty.**

~~Previous Policy Number: 7004.01~~

Responsible Division/Office: Legal Affairs~~Finance and Administration~~/Human Resources;  
Academic Affairs

Responsible Officer: Vice President for-~~Finance and Administration~~Legal Affairs and  
Human Resources; Vice President for Academic Affairs/Provost

Revision History: April 1999; December 2013; December 2019

Board Committee: University Affairs

**Effective Date: December 18, 2013, 2019**

Next Review: 201824

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- (A) Policy statement. The university supports faculty participation in activities in the government, industry, and other private institutions that generally serve the academic interest of the university. Students, the university, and the state of Ohio generally benefit from experiences faculty bring to the classroom and the recognition that such experiences bring to the faculty and university. Therefore, faculty may provide professional consulting services to entities or individuals outside the university and receive compensation for such services as long as the services do not create a conflict of commitment with the performance of their university duties, compete with the interests and work of the University, ~~conflict with applicable university policy~~, or violate any university policy or state or federal statute or applicable research or grant-funding guidelines.
- (B) Purpose. The purpose of this policy is to establish guidelines under which faculty may engage in outside paid consulting services and the reporting requirements which arise when faculty engage in such services outside of their university duties and in their areas of general professional expertise. This policy does not apply to external professional activities that are expected of faculty in their professional roles, such as work on peer review panels and advisory bodies for other universities or publishers.
- (C) Scope. This policy applies to all full-time faculty who perform the duties of an educator, instructor or professor and whose primary position does not involve the performance of, or authority to perform administrative or supervisory functions. This policy does not apply to employees covered by 3356-7-34 Outside consulting services/employment-full-time university employees.
- (D) Definition. In general, “consulting” is defined as professional activity related to the person’s field or discipline, where a fee-for-service or equivalent relationship with a third party exists.



(ED) ~~Procedures~~Parameters.

- (1) ~~This policy does not apply to professional/administrative staff, including deans and chairs.~~ Faculty providing consulting services should also refer to rules 3356-7-01 Conflicts of interest and conflicts of commitment, 3356-5-12 Licensing of university names and marks and 3356-4-19 Use of university equipment of the Administrative Code.
- (2) The prohibitions contained in Ohio's ethics laws in sections 102.03(D) and (E) of the Revised Code, do not apply to faculty who are educators and whose position does not involve administrative or supervisory functions.
  - (a) Section 102.03(D) and (E) prohibit public employees from soliciting, accepting, or using their position to secure anything of value if the thing of value is of such a character as to have a substantial and improper influence upon the employee with respect to their duties. These specific sections do not apply to the faculty.
  - (b) However, sections 102.04 and 2921.43 of the Revised Code prohibit all faculty, regardless of whether they perform administrative or supervisory duties, from receiving payment from a third party for the performance of their official duties.
  - (c) Also, section 2921.42 of the Revised Code prohibits all faculty from having an unlawful interest in a public contract i.e., authorizing or influencing the university to enter into a contract that benefits the employee, family or business associates or simply benefitting from a contract with the University unless the exceptions in section 2921.42(C) of the Revised Code are met.
- (23) Generally, the proportion of a faculty member's professional effort devoted to consulting should not exceed one business day per week. Acceptance of a faculty appointment at the university requires that the faculty member make a commitment to the university consistent with the faculty appointment and academic rank. Outside consulting should not conflict with the overriding commitment made to the university. Outside activities that should not interfere with the faculty members' commitment to the university include, but are not limited to, other public or private employment, consulting, teaching, research or memberships on corporate boards.
- (3) ~~Prior to the commencement of any consulting activity, faculty must fully complete and receive approval of an outside consulting form. In order to insure that a consulting arrangement is in compliance with this policy, the form must be completed on an annual basis for each new and ongoing consulting arrangement and shall be submitted for approval/disapproval to the department chair and~~

~~college dean prior to the commencement of any consulting activity. The form shall be retained in the office of human resources.~~

- (4) University facilities, supplies, equipment, and resources, including letterhead (collectively referred to as “resources”) may not be utilized when providing consulting services without appropriate compensation and prior written approval of the vice president for finance and administration and the provost. Faculty shall not use the university name or the fact that they are affiliated with the university in a manner that suggests that the university approves the product or service that is the subject of the consulting or that would suggest university involvement or approval of the consulting activity, purpose or findings.
- (5) Under Ohio law, the university owns any intellectual property that results from research or investigation conducted by employees within the scope of their employment or with funding, equipment, or infrastructure provided by or through the university. Approval for the use of university resources does not negate the university’s rights to and interest in discoveries, inventions, or patents pursuant to Ohio law.
- (6) Consulting services may not be offered for activities provided by the university as part of its ~~usual~~ operations, unless otherwise approved in consultation with the provost. Faculty may not enter into consulting arrangements that compete with the interests and work of the university.

(F) Procedures.

- (1) Faculty shall annually complete the outside consulting/employment disclosure form. The completed form shall be submitted for approval/disapproval at least thirty days prior to the commencement of any consulting activity.
- (2) The faculty shall submit the form to the chair for review and approval/disapproval. The request will be forwarded to the dean and then to the provost/designee for review and approval/disapproval. Final approval is within the discretion of the provost/designee.
- (3) The completed form will be forwarded to the office of human resources. The office of human resources will forward a copy of the completed form to the signatories.
- (4) The office of human resources will also provide copies of the form to the office of research in order to assist with conflicts checks in that office. Otherwise, the office of human resources will maintain the forms and information, in accordance with university retention schedules.



(5) The form must be completed on an annual basis for each new and ongoing consulting arrangement. Faculty are under a continuing duty to update the form when circumstances change.

(G) Policy Violations.~~(7)~~

(1) Faculty are responsible for any damages or claims for damages which may arise in connection with their outside consulting activities. The limited immunity conferred by section 9.86 of the Revised Code does not apply to consulting activities.

(2) Failure to adhere to this policy, including but not limited to failure to properly report outside consulting services/ employment, may result in corrective action/discipline up to and including termination.

~~(8) Faculty providing consulting services should also refer to rules 3356-7-01 and of the Administrative Code.~~



**3356-7-18      Outside consulting services/employment – faculty.**

Responsible Division/Office: Legal Affairs/Human Resources; Academic Affairs  
Responsible Officer: Vice President for Legal Affairs and Human Resources;  
Vice President for Academic Affairs/Provost  
Revision History: April 1999; December 2013; December 2019  
Board Committee: University Affairs  
**Effective Date: December 5, 2019**  
Next Review: 2024

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- (A) Policy statement. The university supports faculty participation in activities in the government, industry, and other private institutions that generally serve the academic interest of the university. Students, the university, and the state of Ohio generally benefit from experiences faculty bring to the classroom and the recognition that such experiences bring to the faculty and university. Therefore, faculty may provide professional consulting services to entities or individuals outside the university and receive compensation for such services as long as the services do not create a conflict of commitment with the performance of their university duties, compete with the interests and work of the University, or violate any university policy or state or federal statute or applicable research or grant-funding guidelines.
- (B) Purpose. The purpose of this policy is to establish guidelines under which faculty may engage in outside paid consulting services and the reporting requirements which arise when faculty engage in such services outside of their university duties and in their areas of general professional expertise. This policy does not apply to external professional activities that are expected of faculty in their professional roles, such as work on peer review panels and advisory bodies for other universities or publishers.
- (C) Scope. This policy applies to all full-time faculty who perform the duties of an educator, instructor or professor and whose primary position does not involve the performance of, or authority to perform administrative or supervisory functions. This policy does not apply to employees covered by 3356-7-34 Outside consulting services/employment-full-time university employees.
- (D) Definition. In general, “consulting” is defined as professional activity related to the person’s field or discipline, where a fee-for-service or equivalent relationship with a third party exists.
- (E) Parameters.
- (1) Faculty providing consulting services should also refer to rules 3356-7-01 Conflicts of interest and conflicts of commitment, 3356-5-12 Licensing of university names and marks and 3356-4-19 Use of university equipment of the Administrative Code.

- (2) The prohibitions contained in Ohio's ethics laws in sections 102.03(D) and (E) of the Revised Code, do not apply to faculty who are educators and whose position does not involve administrative or supervisory functions.
  - (a) Section 102.03(D) and (E) prohibit public employees from soliciting, accepting, or using their position to secure anything of value if the thing of value is of such a character as to have a substantial and improper influence upon the employee with respect to their duties. These specific sections do not apply to the faculty.
  - (b) However, sections 102.04 and 2921.43 of the Revised Code prohibit all faculty, regardless of whether they perform administrative or supervisory duties, from receiving payment from a third party for the performance of their official duties.
  - (c) Also, section 2921.42 of the Revised Code prohibits all faculty from having an unlawful interest in a public contract i.e., authorizing or influencing the university to enter into a contract that benefits the employee, family or business associates or simply benefitting from a contract with the University unless the exceptions in section 2921.42(C) of the Revised Code are met.
- (3) Generally, the proportion of a faculty member's professional effort devoted to consulting should not exceed one business day per week. Acceptance of a faculty appointment at the university requires that the faculty member make a commitment to the university consistent with the faculty appointment and academic rank. Outside consulting should not conflict with the overriding commitment made to the university. Outside activities that should not interfere with the faculty members' commitment to the university include, but are not limited to, other public or private employment, consulting, teaching, research or memberships on corporate boards.
- (4) University facilities, supplies, equipment, and resources, including letterhead (collectively referred to as "resources") may not be utilized when providing consulting services without appropriate compensation and prior written approval of the vice president for finance and administration and the provost. Faculty shall not use the university name or the fact that they are affiliated with the university in a manner that suggests that the university approves the product or service that is the subject of the consulting or that would suggest university involvement or approval of the consulting activity, purpose or findings.
- (5) Under Ohio law, the university owns any intellectual property that results from research or investigation conducted by employees within the scope of their employment or with funding, equipment, or infrastructure provided by or through the university. Approval for the use of university resources does not negate the

university's rights to and interest in discoveries, inventions, or patents pursuant to Ohio law.

- (6) Consulting services may not be offered for activities provided by the university as part of its operations, unless otherwise approved in consultation with the provost. Faculty may not enter into consulting arrangements that compete with the interests and work of the university.

(F) Procedures.

- (1) Faculty shall annually complete the outside consulting/employment disclosure form. The completed form shall be submitted for approval/disapproval at least thirty days prior to the commencement of any consulting activity.
- (2) The faculty shall submit the form to the chair for review and approval/disapproval. The request will be forwarded to the dean and then to the provost/designee for review and approval/disapproval. Final approval is within the discretion of the provost/designee.
- (3) The completed form will be forwarded to the office of human resources. The office of human resources will forward a copy of the completed form to the signatories.
- (4) The office of human resources will also provide copies of the form to the office of research in order to assist with conflicts checks in that office. Otherwise, the office of human resources will maintain the forms and information, in accordance with university retention schedules.
- (5) The form must be completed on an annual basis for each new and ongoing consulting arrangement. Faculty are under a continuing duty to update the form when circumstances change.

(G) Policy Violations.

- (1) Faculty are responsible for any damages or claims for damages which may arise in connection with their outside consulting activities. The limited immunity conferred by section 9.86 of the Revised Code does not apply to consulting activities.
- (2) Failure to adhere to this policy, including but not limited to failure to properly report outside consulting services/ employment, may result in corrective action/discipline up to and including termination.



**RESOLUTION TO MODIFY AND RETITLE  
OUTSIDE CONSULTING SERVICES/EMPLOYMENT  
BY PROFESSIONAL/ADMINISTRATIVE STAFF,  
INCLUDING DEANS AND CHAIRPERSONS POLICY,  
3356-7-34**

**WHEREAS**, University Policies are being reviewed and re-conceptualized 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;

**WHEREAS**, the Outside Consulting Services/Employment by Professional/Administrative Staff, including Deans and Chairpersons policy has been reviewed pursuant to the five-year review cycle, and formatted in accordance with Policy 3356-1-09, Development and Issuance of University Policies, and has been updated and modified to more clearly reflect the university's administrative oversight of intercollegiate athletics.

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Trustees of Youngstown State University does hereby approve the modification of the University Policy governing Outside Consulting Services/Employment by Professional/Administrative Staff, including Deans and Chairpersons, policy number 3356-7-34, to be retitled as Outside Consulting Services/Employment – Full-time University Employees, shown as **Exhibit N** attached hereto. A copy of the policy indicating changes to be made is also attached.

**3356-7-34** **Outside consulting services/employment by ~~professional/~~ ~~administrative staff, including deans and chairpersons~~ full-time university employees.**

Responsible Division/Office: Legal Affairs and Human Resources  
Responsible Officer: VP for Legal Affairs and Human Resources  
Revision History: April 1999; December 2013; September 2019;  
December 2019  
Board Committee: University Affairs  
**Effective Date:** ~~September~~December 5, 2019  
Next Review: 2024

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- (A) Policy statement. Youngstown state university (“university”) ~~staff~~employees are responsible for meeting the expectations and responsibilities of their positions with the university. At the same time, the university recognizes that employees, staff, the university, and the community can benefit from ~~staff~~employee involvement in and support of outside organizations and industry. ~~Staff~~Employees may engage in outside consulting services/employment provided that the consulting services/employment does not: interfere with the performance of their university responsibilities, and/or job performance, - create a conflict of interest, or violate any university policy or state or federal statute~~applicable laws.~~
- (B) Purpose. To establish guidelines which allow employees ~~staff~~ to engage in outside consulting/employment activities while continuing to fulfill their work responsibilities and commitment to the university.
- (C) Scope. This policy applies to all full-time university employees, i.e., professional/administrative staff, including deans and chairpersons, classified staff and all faculty with administrative/supervisory duties. ~~Professional/administrative staff covered by a collective bargaining agreement should also consult the applicable article(s) of the collective bargaining agreement. This policy does not apply to faculty covered by 3356-7-18 Outside consulting/employment services-full-time faculty.~~
- (D) Definition. In general, “outside consulting services or employment” is defined as professional activity related to a person’s field or discipline, where a fee-for-service or equivalent relationship with a third party exists.



~~person agrees to use their professional capabilities to further the agenda of a third party based on a fee-for-service or equivalent relationship or in return for prospective gain.~~

(E) Parameters.

- (1) All ~~staff members~~employees ~~of state-assisted universities~~subject to this policy are covered by Ohio's ethics laws in Chapters 102. (ethics) and 2921. (offenses against justice and public administration) of the Revised Code. ~~Professional/ administrative staff~~
- (2) Employees providing consulting services should also refer to the university policies and rules 3356-7-01, "Conflicts of interest and conflicts of commitment," 3356-5-12, "Licensing of university names and marks," and 3356-4-19, "Use of university equipment" of the Administrative Code.
- (23) Outside consulting services/employment is generally allowed unless it interferes with an ~~staff member's~~employee's university duties or presents a conflict of interest regarding these duties. A conflict of interest typically exists when financial, professional, or other personal considerations directly or indirectly affect or benefit, or have the appearance of affecting or benefiting, an employee or the employee's family or business associates. (See ~~university policy/rule~~ 3356-7-01, "Conflicts of interest and conflicts of commitment" of the Administrative Code).
- (34) Failure to adequately perform university responsibilities due to involvement in outside consulting/employment is considered neglect of duty and may result in corrective action up to and including termination, regardless of whether the activity has been reported or approved.
- (45) Any outside consulting services/employment should be performed outside of an ~~employee's~~staff member's regular work schedule. When this is not possible, the ~~staff member~~employee may use accrued vacation or personal leave, provided such leave is approved in advance.
- (56) University facilities, supplies, equipment, and resources, including letterhead, the university name and logo (collectively referred to as "resources") may not be utilized when providing consulting services/employment without the prior written approval of the vice president for finance and business operations and the provost or appropriate vice president and appropriate compensation for the use. Approval for the use of university resources does not negate



the university's rights to and interest in discoveries, inventions, or patents pursuant to Ohio law.

- (67) ~~An employee staff member~~ may not use their affiliation with the university in a manner that suggests university approval of or involvement with the service/employment or any product, activity, purpose or findings of the service or work.

(F) Procedures.

- (1) All ~~professional/administrative full time employees staff members~~ engaged in outside consulting/employment shall annually complete the human resources ~~professional/administrative staff~~ outside consulting/-employment disclosure form. The completed form should be submitted to the ~~staff member's~~ employee's immediate supervisor at least thirty days prior to the time when consulting services are expected to begin.
- (2) If the supervisor supports the request, the request is forwarded to the next level. This process continues until the request (with endorsements) is received by the provost or appropriate vice president. Final approval is within the discretion of the appropriate vice president/provost.
- (3) The completed form shall be forwarded to the office of human resources where it is retained in accordance with university retention schedules.
- (4) Prior approval may be rescinded at any time if the outside consulting/employment interferes with an employee's ~~staff member's~~ university duties or presents a conflict of interest regarding these duties.
- (5) The office of human resources will forward a copy of the completed form, whether approved or disapproved, via university email to ~~all signatories~~ the staff member. The office of human resources will also forward a copy to the office of research. Otherwise, the office of human resources will maintain the forms and information in accordance with university retention schedules.
- (6) All ~~professional/administrative staff members~~ employees are ~~under~~ under a continuing duty to update the form when circumstances change. ~~a continuing duty to:~~
  - ~~(a) Update a previously submitted request form when changes occur to their outside consulting/employment.~~

~~(b) Submit a request form when they engage in previously unreported outside consulting services/employment.~~

(G) Policy violations. Failure to adhere to this policy, including but not limited to failure to properly report outside consulting services/employment, may result in corrective action/discipline up to and including termination.

**3356-7-34      Outside consulting services/employment – full-time university employees.**

Responsible Division/Office: Legal Affairs and Human Resources  
Responsible Officer: VP for Legal Affairs and Human Resources  
Revision History: April 1999; December 2013; September 2019;  
December 2019  
Board Committee: University Affairs  
**Effective Date: December 5, 2019**  
Next Review: 2024

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- (A) Policy statement. Youngstown state university (“university”) employees are responsible for meeting the expectations and responsibilities of their positions with the university. At the same time, the university recognizes that employees, the university, and the community can benefit from employee involvement in and support of outside organizations and industry. Employees may engage in outside consulting services/employment provided that the consulting services/employment does not: interfere with the performance of their university responsibilities and/or job performance, create a conflict of interest, or violate any university policy or state or federal statute.
- (B) Purpose. To establish guidelines which allow employees to engage in outside consulting/employment activities while continuing to fulfill their work responsibilities and commitment to the university.
- (C) Scope. This policy applies to all full-time university employees, i.e., professional/administrative staff, deans and chairpersons, classified staff and all faculty with administrative/supervisory duties. This policy does not apply to faculty covered by 3356-7-18 Outside consulting/employment services-full-time faculty.
- (D) Definition. In general, “outside consulting services or employment” is defined as professional activity related to a person’s field or discipline, where a fee-for-service or equivalent relationship with a third party exists.
- (E) Parameters.
  - (1) All employees subject to this policy are covered by Ohio’s ethics laws in Chapters 102. (ethics) and 2921. (offenses against justice and public administration) of the Revised Code.

- (2) Employees providing consulting services should also refer to the university policies and rules 3356-7-01, Conflicts of interest and conflicts of commitment, 3356-5-12, Licensing of university names and marks, and 3356-4-19, Use of university equipment of the Administrative Code.
  - (3) Outside consulting services/employment is generally allowed unless it interferes with an employee's university duties or presents a conflict of interest regarding these duties. A conflict of interest typically exists when financial, professional, or other personal considerations directly or indirectly affect or benefit, or have the appearance of affecting or benefiting, an employee or the employee's family or business associates. (See 3356-7-01 Conflicts of interest and conflicts of commitment of the Administrative Code).
  - (4) Failure to adequately perform university responsibilities due to involvement in outside consulting/employment is considered neglect of duty and may result in corrective action up to and including termination, regardless of whether the activity has been reported or approved.
  - (5) Any outside consulting services/employment should be performed outside of an employee's regular work schedule. When this is not possible, the employee must use accrued vacation or personal leave, provided such leave is approved in advance.
  - (6) University facilities, supplies, equipment, and resources, including letterhead, the university name and logo (collectively referred to as "resources") may not be utilized when providing consulting services/employment without the prior written approval of the vice president for finance and business operations and the provost or appropriate vice president and appropriate compensation for the use. Approval for the use of university resources does not negate the university's rights to and interest in discoveries, inventions, or patents pursuant to Ohio law.
  - (7) An employee may not use their affiliation with the university in a manner that suggests university approval of or involvement with the service/employment or any product, activity, purpose or findings of the service or work.
- (F) Procedures.

- (1) All full time employees engaged in outside consulting/employment shall annually complete the human resources outside consulting/employment disclosure form. The completed form should be submitted to the employee's immediate supervisor at least thirty days prior to the time when consulting services are expected to begin.
  - (2) If the supervisor supports the request, the request is forwarded to the next level. This process continues until the request (with endorsements) is received by the provost or appropriate vice president. Final approval is within the discretion of the appropriate vice president/provost.
  - (3) The completed form shall be forwarded to the office of human resources where it is retained in accordance with university retention schedules.
  - (4) Prior approval may be rescinded at any time if the outside consulting/employment interferes with an employee's university duties or presents a conflict of interest regarding these duties.
  - (5) The office of human resources will forward a copy of the completed form, whether approved or disapproved, via university email to all signatories. The office of human resources will also forward a copy to the office of research. Otherwise, the office of human resources will maintain the forms and information in accordance with university retention schedules.
  - (6) All employees are under a continuing duty to update the form when circumstances change.
- (G) Policy violations. Failure to adhere to this policy, including but not limited to failure to properly report outside consulting services/employment, may result in corrective action/discipline up to and including termination.





**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 5, 2019, meeting of the Board of Trustees; and

**WHEREAS**, such personnel actions are in accordance with the 2019-2020 Budget and with University policies 3356-2-02, Equal Opportunity and Affirmative Action Recruitment and Employment; 3356-9-02, Selection and Annual Evaluation of Administrative Officers of the University; 3356-7-42, Selection of Professional/Administrative Staff; and 3356-7-43, Externally Funded Professional/Administrative Staff;

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

**SUMMARY OF PERSONNEL ACTIONS**  
**Professional Administrative and Faculty Employees**  
**7/16/19 through 10/15/19**

**Appointments – 21**

**New Positions – 7** *(Notated with an asterisk \*)*

- Professional Administrative Staff – 3
- Faculty – 4

**Replacement Positions – 14**

- Professional Administrative Staff – 6
- Professional Administrative Excluded – 1
- Professional Administrative Externally Funded – 2
- Faculty – 5

**Separations – 26**

- Professional Administrative Staff – 7
- Professional Administrative Excluded – 8
- Professional Administrative Externally Funded – 1
- Faculty – 10

**Reclassifications/Position Adjustments – 15**

- Professional Administrative Staff – 2
- Professional Administrative Excluded – 12
- Faculty – 1

**Promotions – 34**

- Professional Administrative Externally Funded – 1
- Faculty – 33

**Salary Adjustments – 8**

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

**Transfers – 2**

- Professional Administrative Staff – 2

**YOUNGSTOWN STATE UNIVERSITY  
PROFESSIONAL ADMINISTRATIVE AND FACULTY  
PERSONNEL ACTIONS 7/16/19 THROUGH 10/15/19  
APPOINTMENTS**

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	CONTRACT/ APPOINTMENT	FTE	SALARY
				DATES		
Davies, Kit Na*	APAS	Research Analyst	Institutional Research & Analytics	9/3/2019	1.00	\$ 52,000.00
Hanni, Michael*	APAS	Coordinator Student Conduct	Housing & Residence Life	9/3/2019	1.00	\$ 36,593.00
Meyerl, Aaron	APAS	Research Analyst	Institutional Research & Analytics	9/3/2019	1.00	\$ 58,000.00
Newman, Kelly	APAS	Coordinator Learning Resources	Nursing	8/16/2019	1.00	\$ 52,000.00
Pfingstl, Rebecca	APAS	Career & Academic Advisor 1	Career and Academic Advising	9/3/2019	1.00	\$ 34,000.00
Phillips, Desja	APAS	Academic Advisor 1	Dean - Health & Human Services	7/16/2019	0.50	\$ 16,169.00
Rager, Lexi	APAS	Coord Student Recruit & Engmnt	Honors College	8/1/2019	1.00	\$ 39,000.00
Reardon, Amanda	APAS	Coord Membership & Marketing	Andrews Student Recr & Wellness Ctr	7/16/2019	1.00	\$ 39,607.00
Wolfgang, Susan*	APAS	Coord Preclinical TESOL Placmnt	Student Field Experiences	9/3/2019	0.50	\$ 24,693.00
Orlando, Terri	Excluded	Academic Budget Officer	Provost VP - Academic Affairs	9/3/2019	1.00	\$ 66,000.00
Volpini-Hann, Stephanie	Externally Funded	Program Coordinator	Ctr for Human Services Dev	7/24/2019	1.00	\$ 46,800.00
Smith, Ashley	Externally Funded	School Nurse	Rich Center for Autism	9/16/2019	0.60	\$ 25,560.00
Class, Danielle	Faculty	Lecturer	Nursing	8/12/2019	1.00	\$ 46,125.00
Dillon, Gregory	Faculty	Professor	Mech Ind Manufacturing Engineering	8/12/2019	1.00	\$ 115,569.00
Falcone, Alyssa*	Faculty	Ives Visiting Professor	World Languages and Cultures	8/12/2019	1.00	\$ 60,000.00
Flinn, Barbara*	Faculty	Lecturer	English	8/12/2019	1.00	\$ 41,489.00
Heasley, Randi	Faculty	Lecturer	Nursing	8/12/2019	1.00	\$ 48,000.00
Huising, Cynthia	Faculty	Lecturer	Physics & Astronomy	8/12/2019	1.00	\$ 41,489.00
Ickert, Edmund*	Faculty	Assistant Professor	Physical Therapy	8/12/2019	1.00	\$ 73,000.00
Rosler, Brenda*	Faculty	Lecturer	Teacher Education	8/12/2019	1.00	\$ 41,489.00
Russell, Janelle	Faculty	Lecturer	Chemistry	8/12/2019	1.00	\$ 45,000.00
<b>*New Positions</b>						

**YOUNGSTOWN STATE UNIVERSITY**  
**PROFESSIONAL ADMINISTRATIVE AND FACULTY**  
**PERSONNEL ACTIONS 7/16/19 THROUGH 10/15/19**  
**SEPARATIONS**

<b>EMPLOYEE NAME</b>	<b>EMPLOYEE TYPE</b>	<b>POSITION TITLE</b>	<b>DEPARTMENT</b>	<b>DATE OF SEPARATON</b>	<b>FTE</b>	<b>SALARY</b>
Bodnar, Joshua	APAS	Coord Student Develop Retention	Honors College	10/4/2019	1.00	\$ 46,359.00
Harrison, Cynthia	APAS	Assistant Reference Librarian	Maag Library	8/16/2019	1.00	\$ 48,839.96
Johnson, Ahjah	APAS	Program Coord Residence Life	Housing & Residence Life	8/14/2019	1.00	\$ 41,208.00
Kalasky, Marion	APAS	Learning Resource Coordinator	Nursing	9/30/2019	1.00	\$ 51,479.80
Kennedy, Alexandra	APAS	Asst Director, First Year Student	First Year Student Services	10/1/2019	1.00	\$ 49,449.60
Krauss, Ronald	APAS	Broadcast Engineer	WYSU - FM	10/1/2019	1.00	\$ 62,654.20
Mark-Sracic, Susan	APAS	Asst Dir Supplemental Instruction	Center for Student Progress	8/9/2019	1.00	\$ 46,298.22
Dillon, Gregory	Excluded	Interim AVP Research	Mech Ind & Manufacturing Engineering	7/21/2019	1.00	\$ 163,200.00
Floyd, Arlene	Excluded	Director Coll Tech Prep Spec Projects	College Access and Transition	8/31/2019	1.00	\$ 74,889.32
Mach, Emily	Excluded	Manager Scholarships Spec Programs	Financial Aid and Scholarships	9/6/2019	1.00	\$ 50,875.56
Tanner, Ian	Excluded	Associate Director Residence Life	Housing & Residence Life	10/11/2019	1.00	\$ 50,371.63
Ziobert, Randall	Excluded	Manager Tech Maintenance Services	Computer Science & Info Systems	8/30/2019	1.00	\$ 76,255.00
Sahli, Daniel	Excluded	Director	Envir Occupational Health & Safety	7/31/2019	1.00	\$ 95,652.80
Kuboff, Andrew	Excluded	Temporary Coordinator	College Access and Transition	8/12/2019	1.00	\$ 38,886.48
Stauffer, Leah	Excluded	Temporary Coordinator	International Programs Office	9/30/2019	1.00	\$ 36,569.00
Davis-Bloom, Breannah	Externally Funded	Instruction Specialist	Rich Center for Autism	8/31/2019	1.00	\$ 23,123.40
Aspiranti, Kathleen	Faculty	Assistant Professor	Counseling, School Psych & Ed Leadership	8/11/2019	1.00	\$ 69,316.65
Curtin, Larry	Faculty	Associate Professor	Chemistry	8/28/2019	1.00	\$ 78,527.51
Dillon, Gregory	Faculty	Professor	Mech Ind & Manufacturing Engineering	8/16/2019	1.00	\$ 115,569.00
Flick, Amy	Faculty	Senior Lecturer	English	8/10/2019	1.00	\$ 47,500.00
Lepak, Keith	Faculty	Associate Professor	Politics and International Relations	8/11/2019	1.00	\$ 84,223.18
Martin, Audra	Faculty	Assistant Professor	Social Work	7/24/2019	1.00	\$ 54,038.00
Thompson, Robert	Faculty	Assistant Professor	Art	8/13/2019	1.00	\$ 57,084.93
Vercellino, Anthony	Faculty	Assistant Professor	Civil Environmental Chemical Engineering	8/1/2019	1.00	\$ 72,702.50
Wallace, Jessica	Faculty	Assistant Professor	Kinesiology and Sport Science	7/15/2019	1.00	\$ 64,566.00
Waller, Bruce	Faculty	Professor	Philosophy & Religious Studies	8/11/2019	1.00	\$ 94,566.52

**YOUNGSTOWN STATE UNIVERSITY**  
**PROFESSIONAL ADMINISTRATIVE AND FACULTY**  
**PERSONNEL ACTIONS 7/16/19 THROUGH 10/15/19**  
**RECLASSIFICATIONS/POSITION ADJUSTMENTS**

<b>EMPLOYEE NAME</b>	<b>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>
Robich, Laura	APAS	Coord Clinical Student Services/Externally Funded Coord Clinical Student Services	Nursing	9/1/2019	1.00	\$ 48,227.50	\$ 49,192.05
Zupcsan, Michael	APAS	Technology Support Engineer/Desktop Engineer	IT Customer Services	6/16/2019	1.00	\$ 72,114.00	\$ 72,114.00
Anderson, Carolyn	Excluded	Associate Director/Asst Director	Student Activities	7/16/2019	1.00	\$ 52,843.71	\$ 50,327.34
Byers, Joy	Excluded	Executive Director/Director	Campus Rec & Intramural Sports	7/16/2019	1.00	\$ 81,946.03	\$ 78,043.84
Driscoll, Erin	Excluded	Executive Director/Director	Student Activities	7/16/2019	1.00	\$ 79,981.64	\$ 76,172.99
Fuhrman, Hillary	Excluded	Interim Director Inst Tch Lrn/ Director of Assessment	Provost VP - Academic Affairs/Assessment	8/16/2019	1.00	\$ 77,746.00	\$ 67,745.96
Leeper, Kathleen	Excluded	Associate Director/Coordinator	Kilcawley Center	7/16/2019	1.00	\$ 64,076.41	\$ 62,513.57
McCracken, David	Excluded	Director/Interim Director	Procurement Services	8/16/2019	1.00	\$ 80,000.00	\$ 67,728.00
McGranahan, Gina	Excluded	Associate Director/Asst Director	Disability Services	3/16/2019	1.00	\$ 53,479.46	\$ 50,980.44
McNicholas, Ryan	Excluded	Associate Director/Assistant Director	Andrews Student Recr & Wellness Center	7/16/2019	1.00	\$ 52,379.00	\$ 49,449.60
Ruse, Elaine	Excluded	Executive Director/Director	Financial Aid and Scholarships	7/16/2019	1.00	\$ 118,555.42	\$ 112,909.92
Sipusic, David	Excluded	Assoc Gnl Cnsl Rsrch Exec Dir/ Assoc Gnl Cnsl Rsrch EEO Comp	General Counsel	7/1/2019	1.00	\$ 135,060.00	\$ 105,060.00
Williams. Patrick	Excluded	Manager Veterans Resource Ctr/ Associate Director	Veterans Affairs	7/16/2019	1.00	\$ 62,463.31	\$ 62,463.31
Young, John	Excluded	Executive Director/Director	Kilcawley Center	7/16/2019	1.00	\$ 79,981.64	\$ 76,172.99
Kromholz, Joseph	Faculty	Lecturer/Assistant Professor	Dana School of Music	8/12/2019	1.00	\$ 43,589.00	\$ 54,038.00



**YOUNGSTOWN STATE UNIVERSITY**  
**PROFESSIONAL ADMINISTRATIVE AND FACULTY**  
**PERSONNEL ACTIONS 7/16/19 THROUGH 10/15/19**  
**PROMOTIONS**

<b>EMPLOYEE NAME</b>	<b>EMPLOYEE TYPE</b>	<b>NEW POSITION TITLE/ OLD POSITION TITLE</b>	<b>NEW DEPARTMENT/ OLD DEPARTMENT</b>	<b>CONTRACT APPT. DATES</b>	<b>FTE</b>	<b>NEW SALARY</b>	<b>PREVIOUS SALARY</b>
Dobson, Rachael	Externally Funded	Assoc Dir Behavioral Prog/ Board Cert Behavior Analyst	Rich Center for Autism	8/1/2019	1.00	\$ 71,400.00	\$ 59,751.60
Badawy, Rebecca	Faculty	Associate Professor/ Assistant Professor	Management	8/12/2019	1.00	\$ 126,662.20	\$ 119,728.00
Butcher, Michael	Faculty	Professor/Associate Professor	Biological Sciences	8/12/2019	1.00	\$ 78,474.00	\$ 70,209.51
Choo, Kyosung	Faculty	Associate Professor/ Assistant Professor	Mech Ind & Manufacturing Engineering	8/12/2019	1.00	\$ 78,421.06	\$ 72,702.50
Costarell, Michael	Faculty	Professor/Associate Professor	School of Technology	8/12/2019	1.00	\$ 80,925.05	\$ 73,682.00
Curnalia, Rebecca	Faculty	Professor/Associate Professor	Communication	8/12/2019	1.00	\$ 78,474.00	\$ 70,209.51
Fuller, Adam	Faculty	Associate Professor/ Assistant Professor	Politics and International Relations	8/12/2019	1.00	\$ 67,015.00	\$ 59,325.25
Ge, Weiqing	Faculty	Professor/Associate Professor	Physical Therapy	8/12/2019	1.00	\$ 92,157.53	\$ 83,421.00
Genna, Douglas	Faculty	Associate Professor/ Assistant Professor	Chemistry	8/12/2019	1.00	\$ 68,110.08	\$ 62,643.00
Gitimu, Priscilla	Faculty	Professor/Associate Professor	Human Ecology	8/12/2019	1.00	\$ 78,474.00	\$ 70,414.00
Grubb, Max	Faculty	Senior Lecturer/Lecturer	Communication	8/12/2019	1.00	\$ 59,174.67	\$ 55,388.95
Han-Haas, Guohong	Faculty	Professor/Associate Professor	Management	8/12/2019	1.00	\$ 115,603.88	\$ 107,515.00
Hughes, Tiffany	Faculty	Associate Professor/ Assistant Professor	Sociology Anthropology Gerontology	8/12/2019	1.00	\$ 67,015.00	\$ 60,316.15
Jackson, John	Faculty	Professor/Associate Professor	Chemistry	8/12/2019	1.00	\$ 91,050.97	\$ 83,560.95
Jalics, Jozsi	Faculty	Professor/Associate Professor	Mathematics & Statistics	8/12/2019	1.00	\$ 78,474.00	\$ 70,547.00
Kerns, Lucy	Faculty	Associate Professor/ Assistant Professor	Mathematics & Statistics	8/12/2019	1.00	\$ 67,015.00	\$ 58,700.54
Lisko, Susan	Faculty	Professor/Associate Professor	Nursing	8/12/2019	1.00	\$ 78,474.00	\$ 70,547.61

**YOUNGSTOWN STATE UNIVERSITY**  
**PROFESSIONAL ADMINISTRATIVE AND FACULTY**  
**PERSONNEL ACTIONS 7/16/19 THROUGH 10/15/19**  
**PROMOTIONS**

<b>EMPLOYEE NAME</b>	<b>EMPLOYEE TYPE</b>	<b>NEW POSITION TITLE/ OLD POSITION TITLE</b>	<b>NEW DEPARTMENT/ OLD DEPARTMENT</b>	<b>CONTRACT APPT. DATES</b>	<b>FTE</b>	<b>NEW SALARY</b>	<b>PREVIOUS SALARY</b>
Martin, Holly	Faculty	Associate Professor/ Assistant Professor	Civil Environmental & Chemical Engineering	8/12/2019	1.00	\$ 75,661.07	\$ 70,009.82
Martin, John	Faculty	Associate Professor/ Assistant Professor	School of Technology	8/12/2019	1.00	\$ 70,141.06	\$ 64,624.45
Mossayebi, Faramarz	Faculty	Professor/Associate Professor	Electrical & Computer Engineering	8/12/2019	1.00	\$ 107,176.35	\$ 99,294.00
O'Dell, Valerie	Faculty	Professor/Associate Professor	Nursing	8/12/2019	1.00	\$ 78,474.00	\$ 70,547.61
Petruska, Karin	Faculty	Professor/Associate Professor	Accounting & Finance	8/12/2019	1.00	\$ 140,333.03	\$ 131,641.00
Roche, Molly	Faculty	Associate Professor/ Assistant Professor	Nursing	8/12/2019	1.00	\$ 67,015.00	\$ 58,000.00
Root, Jena	Faculty	Professor/Associate Professor	Dana School of Music	8/12/2019	1.00	\$ 78,474.00	\$ 70,547.00
Rossi, John	Faculty	Senior Lecturer/Lecturer	Marketing	8/12/2019	1.00	\$ 73,450.57	\$ 69,316.65
Saenger, Christina	Faculty	Associate Professor/ Assistant Professor	Marketing	8/12/2019	1.00	\$ 126,391.73	\$ 119,503.15
Schwartz, Jeremy	Faculty	Associate Professor/ Assistant Professor	Accounting & Finance	8/12/2019	1.00	\$ 133,069.11	\$ 126,017.67
Sethi, Swati	Faculty	Senior Lecturer/Lecturer	Psychology	8/12/2019	1.00	\$ 47,500.00	\$ 42,526.00
Sharma, Suresh	Faculty	Associate Professor/ Assistant Professor	Civil Environmental & Chemical Engineering	8/12/2019	1.00	\$ 75,661.07	\$ 70,009.82
Smith, Suzanne	Faculty	Associate Professor/ Assistant Professor	Health Professions	8/12/2019	1.00	\$ 67,015.00	\$ 58,335.00
Wallace, Darrell	Faculty	Professor/Associate Professor	Mech Ind & Manufacturing Engineering	8/12/2019	1.00	\$ 85,405.17	\$ 78,052.85
Wang, Alice	Faculty	Professor/Associate Professor	Dana School of Music	8/12/2019	1.00	\$ 78,474.00	\$ 70,547.20
Wang, Ying	Faculty	Professor/Associate Professor	Marketing	8/12/2019	1.00	\$ 114,402.26	\$ 106,342.69
Yacovone, Mary	Faculty	Professor/Associate Professor	Health Professions	8/12/2019	1.00	\$ 78,474.00	\$ 70,209.51

**YOUNGSTOWN STATE UNIVERSITY  
PROFESSIONAL ADMINISTRATIVE AND FACULTY  
PERSONNEL ACTIONS 7/16/19 THROUGH 10/15/19  
SALARY ADJUSTMENTS**

<b>EMPLOYEE NAME</b>	<b>EMPLOYEE TYPE</b>	<b>POSITION TITLE</b>	<b>DEPARTMENT</b>	<b>CONTRACT/ APPOINTMENT DATES</b>	<b>NEW FTE</b>	<b>NEW SALARY</b>	<b>OLD FTE</b>	<b>PREVIOUS SALARY</b>
Wells, Tasha	APAS	Systems Engineer	IT Infrastructure Services	8/1/2019	1.00	\$ 68,938.94	1.00	\$ 68,438.94
Howard, Eddie	Excluded	Vice President Student Affairs	Student Experience	9/1/2019	1.00	\$ 150,232.10	1.00	\$ 146,732.10
Barzak, Christopher	Faculty	Professor	English	8/12/2019	1.00	\$ 82,446.75	1.00	\$ 72,392.27
Huber, Marsha	Faculty	Professor	Accounting & Finance	8/12/2019	1.00	\$ 122,656.08	1.00	\$ 131,741.00
Johnson, Carl	Faculty	Professor	Biological Sciences	8/12/2019	1.00	\$ 74,445.30	1.00	\$ 80,699.51
Lewis, Lillian	Faculty	Assistant Professor	Art	8/12/2019	0.40	\$ 22,709.00	0.70	\$ 38,772.27
Lewis, Lillian	Faculty	Assistant Professor	Teacher Education	8/12/2019	0.60	\$ 34,064.00	0.03	\$ 16,616.69
Oder, Tom	Faculty	Professor	Physics & Astronomy	8/12/2019	1.00	\$ 113,101.00	1.00	\$ 82,757.00

**YOUNGSTOWN STATE UNIVERSITY  
PROFESSIONAL ADMINISTRATIVE AND FACULTY  
PERSONNEL ACTIONS 7/16/19 THROUGH 10/15/19  
TRANSFERS**

<b>EMPLOYEE NAME</b>	<b>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>
Reesh, Shannon	APAS	Counselor Penguin Service Ctr/ Academic Advisor 2	Registration & Records/ Dean CCAC	9/1/2019	1.00	\$ 41,208.00	\$ 41,208.00
Scott, Brenda	APAS	Coord Transition Mentor Prgs/ Program Coordinator OCAT	First Year Student Services/ College Access & Transition	8/16/2019	1.00	\$ 44,676.00	\$ 44,676.00

# **DIVIDER**

**EXECUTIVE COMMITTEE**



**RESOLUTION RELATED TO IMPROVING  
RESPONSIVENESS TO SERIOUS MISCONDUCT**

**WHEREAS**, Youngstown State University is committed to creating a safe and secure campus environment and an accepting and inclusive campus culture for all students, employees and visitors; and

**WHEREAS**, Youngstown State University recognizes that violence on university and college campuses, including sexual assault, is an increasing issue of concern across the nation; and

**WHEREAS**, Youngstown State University has demonstrated its commitment to proactively address these concerns through the development and implementation of Title IX training and other programs on campus; and

**WHEREAS**, a student conduct process has been in place to adjudicate reported incidents of student misconduct.

**NOW, THEREFORE, BE IT RESOLVED**, that the Youngstown State University Board of Trustees requests the University administration develop additional policies and procedures related to the consequences and outcomes associated with findings of serious misconduct, including but not limited to, sexual misconduct and acts of violence, and

**BE IT FURTHER RESOLVED**, that the proposed policies and procedures incorporate best practices used by other universities, colleges and other entities that have already implemented similar rules, including the definition of serious misconduct, the administrative processes for enforcing the new policies and procedures and an appeals process in the case of unique and compelling circumstances; and

**BE IT FURTHER RESOLVED**, that in developing such proposed policies and procedures there be appropriate consultation with representative bodies of students, the Academic Senate, and University academic leadership; and that

The proposed policies and procedures be presented for consideration no later than the next Board meeting that also includes approaches to assure the campus is well educated on sexual harassment and misconduct via robust campus-wide engagement in Title IX education.





**RESOLUTION TO APPROVE THIRD PRESIDENTIAL EMPLOYMENT  
AGREEMENT EXTENSION AND SECOND AMENDMENT WITH  
YOUNGSTOWN STATE UNIVERSITY  
PRESIDENT JAMES P. TRESSEL**

**WHEREAS**, the Board of Trustees of Youngstown State University approved the Presidential Employment Agreement (“Presidential Employment Agreement”) executed by President James P. Tressel (“President”) and the Board’s Chairperson on December 1, 2016 with an effective date of July 1, 2017; and

**WHEREAS**, the President’s salary has remained the same since his first employment contract effective June 20, 2014 and will so remain, and

**WHEREAS**, the Presidential Employment Agreement provides for three (3) one-year renewals at the mutual option of the Board and the President; and

**WHEREAS**, the Board and the President entered into a First Presidential Employment Agreement Extension (July 1, 2018 - June 30, 2019), and a Second Presidential Employment Agreement Extension and Amendment (July 1, 2019 - June 30, 2020); and

**WHEREAS**, President Tressel has shown exceptional leadership during his tenure as President of Youngstown State University and the Board of Trustees recognizes his many accomplishments; and

**WHEREAS**, the Board of Trustees and President Tressel have met pursuant to *Section 3.0 Term of Appointment; Extension* of the Presidential Employment Agreement to discuss an extension; and

**WHEREAS**, the Board of Trustees and President Tressel mutually desire to extend and amend the Presidential Employment Agreement; and

**WHEREAS**, the Executive Committee of the Board of Trustees is recommending the approval of the Third Presidential Employment Agreement Extension and Second Amendment for an additional one (1) year term from July 1, 2020 through June 30, 2021.

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Trustees of Youngstown State University does hereby approve the Third Presidential Employment Agreement Extension and Second Amendment and authorizes the Board’s Chairperson to execute same, shown as **Exhibit P** attached hereto.

**THIRD PRESIDENTIAL EMPLOYMENT AGREEMENT  
EXTENSION AND SECOND AMENDMENT**

This THIRD PRESIDENTIAL EMPLOYMENT AGREEMENT EXTENSION AND SECOND AMENDMENT (“Agreement”) is made by and between the Board of Trustees of Youngstown State University (the “Board”) and James P. Tressel (the “President”) and is effective as of the \_\_\_\_\_ day of \_\_\_\_\_, 2019 (the “Effective Date”).

**RECITALS:**

**WHEREAS**, the Board and the President entered into a Presidential Employment Agreement effective as of July 1, 2017 with an Initial Term ending June 30, 2018 (“Presidential Employment Agreement”); and

**WHEREAS**, the President’s salary has remained the same since his first employment contract effective June 20, 2014 and will so remain; and

**WHEREAS**, the Presidential Employment Agreement provides for three (3) one-year renewals at the mutual option of the Board and the President; and

**WHEREAS**, the Board and the President entered into a First Presidential Employment Agreement Extension (July 1, 2018 - June 30, 2019), and a Second Presidential Employment Agreement Extension and Amendment (July 1, 2019 - June 30, 2020); and

**WHEREAS**, the Board and the President mutually desire to extend and amend the Presidential Employment Agreement, as set forth below.

**NOW, THEREFORE**, the parties agree as follows:

1. **Mutual Extension**

The Board and the President mutually agree to extend the Presidential Employment Agreement for an additional term of one (1) year commencing on July 1, 2020 and terminating on June 30, 2021.

2. **Automobile**

Section 9.1 of the Presidential Employment Agreement shall be amended to increase the automobile allowance to \$750.00 per month. No other amendments to this section will be made.

3. **Return to Employment; Professional Leave**

The second sentence of the first paragraph of Section 20.1 of the Presidential Employment Agreement shall be amended by deleting the phrase “one (1) year” and replacing with “six-month.”

**Agenda Item E.5.b  
Exhibit P**

The first sentence of the fourth paragraph of Section 20.1 of the Presidential Employment Agreement shall be deleted in its entirety and replaced with the following:

“President may elect to assume an administrative appointment pursuant to this Section immediately after the Term or sabbatical / leave of absence to perform such duties as economic development, community relations and/or fundraising.”

The first sentence of the fifth paragraph of Section 20.1 of the Presidential Employment Agreement shall be deleted in its entirety and replaced with the following:

“The salary for Mr. Tressel performing such responsibilities will be set at One Hundred Thousand Dollars (\$100,000.00) annually and shall be subject to increases and other benefits as determined by the Board or University policies except for the salary set forth herein.”

4. **Effect of this Agreement**

This Third Presidential Employment Agreement Extension and Second Amendment is made pursuant to Article 3.1 of the Presidential Employment Agreement, and except as expressly stated herein, all other terms and conditions of the Presidential Employment Agreement shall remain the same and in full force and effect.

**IN WITNESS WHEREOF**, the parties have executed this Agreement as of the Effective Date first above written.

BOARD OF TRUSTEES OF  
YOUNGSTOWN STATE UNIVERSITY

\_\_\_\_\_  
DAVID C. DEIBEL, CHAIRPERSON

\_\_\_\_\_  
JAMES P. TRESSEL, PRESIDENT

Date: \_\_\_\_\_

Date: \_\_\_\_\_