



## **BOARD OF TRUSTEES' MEETING**

**Thursday, September 2, 2021  
10:00 a.m.**

**Kilcawley Center  
Presidents' Suites**

### **AGENDA**

- A. Roll Call
- B. Proof of Notice of Meeting
- C. Disposition of Minutes
- D. Oath of Office of Reappointed Trustee, Anita A. Hackstedde
- E. Oath of Office of New Student Trustee, Elsa Khan
- F. Report of the President of the University
- G. Report of the Committees of the Board
  - 1. Academic and Student Affairs Committee
    - a. **Faculty Presentation** – Dr. Wendy Case, Lecturer of Violin; National String Project Consortium Grant; Youngstown State University String Project
    - Student Presentation** - Rachel Hritz, BFA Studio Art, Painting/Printmaking; Andrews Street and Deibel Park Murals; and
    - Student Presentation** - Guinathon - Student Dance Group - raises funds for Akron Children's Hospital
    - Intercollegiate Athletic Presentation** - Doug Kuberski and Student, Emma Dockery
  - b. Resolution to Modify Affiliated Scholars Policy, 3356-10-03
  - c. Resolution to Authorize Conferral of Honorary Degree – Aliyah Sabree
  - d. Resolution Related to Academic Program Enhancement and Effectiveness Initiative (APEEI) Recommendations
  - e. Resolution to Modify Graduate Faculty Policy, 3356-10-02
  - f. Resolution to Authorize Associate Degree in Nursing
  - g. Resolution to Modify Integrity in Research – Use of Human Participants Policy, 3356-10-14
  - h. Resolution to Modify Integrity in Research – Use and Care of Animals Policy, 3356-10-15
- 2. Institutional Engagement Committee
  - a. Resolution to Accept WYSU Memberships
  - b. Resolution to Accept Gift of Real Estate
- 3. Finance and Facilities Committee
  - a. Resolution to Modify Cellular Equipment Usage Policy, 3356-4-12
  - b. Resolution to Approve Proposed Housing and Courtyard Room Rates and Other Charges
  - c. Resolution to Approve Interfund Transfers Related to FY21 Year-End Operating Performance
  - d. Resolution to Approve Interfund Transfers
  - e. Report of the Audit Subcommittee, Michael A. Peterson, Chair
  - f. Report of the Investment Subcommittee, Capri S. Cafaro, Chair

4. University Affairs Committee
  - a. Resolution to Ratify Personnel Actions – Athletics
  - b. Resolution to Modify Equal Opportunity and Affirmative Action Recruitment and Employment Policy, 3356-2-02
  - c. Resolution to Modify Courtesy Vehicle Program Policy, 3356-3-09
  - d. Resolution to Modify Licensing of University Names and Marks Policy, 3356-5-12
  - e. Resolution to Modify Nepotism and Potential Conflicts in Employment Situations Policy, 3356-7-26
  - f. Resolution to Rescind Development and Authorization of Institutional Procedures Policy, 3356-1-10
  - g. Resolution to Modify and Retitle Divisional Administrative Procedures Policy, 3356-1-11
  - h. Resolution to Ratify Personnel Actions – Faculty/PA Staff

5. Governance Committee

- a. Resolution Related to Higher Learning Commission (HLC) Interim Report on Academic Program Enhancement and Effectiveness Initiative (referenced as Program Review in the HLC Assurance Document)

H. Communications, Memorials, News Updates

I. Unfinished Business

J. New Business

K. Chairperson's Remarks

L. Dates and Times of Upcoming Regular Meetings of the Board

Tentative Meeting Dates: 10 a.m., Thursday, December 2, 2021  
10 a.m., Thursday, March 3, 2022  
10 a.m., Thursday, June 22, 2022

M. Adjournment

OATH OF OFFICE

I, Anita A. Hackstedde, promise and swear to support the Constitution of the United States and the Constitution of the State of Ohio, and to faithfully discharge the duties of the office, as a Member of the Youngstown State University Board of Trustees to which I have been appointed by Governor Mike DeWine for the term designated. This I shall do as I shall answer unto God.

Anita A. Hackstedde

(Appointee)

STATE OF OHIO

COUNTY OF Columbiana

Personally sworn to before me, a Notary Public in and for said County, and subscribed to in my presence this 7<sup>th</sup> day of June, 2021.

Deborah E. Vogt  
Notary Public

DEBORAH E. VOGT  
Notary Public, State of Ohio  
My Commission Expires November 8, 2024

STATE OF OHIO  
**Executive Department**

OFFICE OF THE GOVERNOR

*Columbus*

I, Mike DeWine, Governor of the State of Ohio, do hereby appoint Anita A. Hackstedde, from Columbiana, Columbiana County, Ohio, as a Member of the Youngstown State University Board of Trustees for a new term beginning June 4, 2021 and ending at the close of business April 30, 2030, replacing Anita A. Hackstedde, whose term expired.



IN WITNESS WHEREOF, I have hereunto subscribed my name and caused the Great Seal of the State of Ohio to be affixed, at Columbus, this 4th day of June in the year of our Lord, Two Thousand and Twenty One.

A handwritten signature in blue ink that reads "Mike DeWine".

Mike DeWine  
Governor

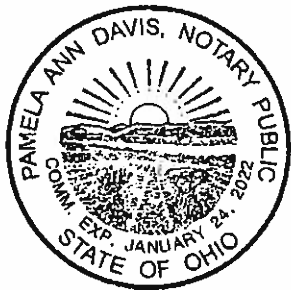
**OATH OF OFFICE**

**I, Elsa Khan, promise and swear to support the Constitution of the United States and the Constitution of the State of Ohio, and to faithfully discharge the duties of the office, as a Member of the Youngstown State University Board of Trustees to which I have been appointed by Governor Mike DeWine for the term designated. This I shall do as I shall answer unto God.**

Elsa Khan  
(Appointee)

**STATE OF OHIO**  
**COUNTY OF Maoning**

**Personally sworn to before me, a Notary Public in and for said County, and subscribed to in my presence this 9 day of June, 2021.**



Pamela Ann Davis  
Notary Public

STATE OF OHIO  
**Executive Department**

OFFICE OF THE GOVERNOR

*Columbus*

I, Mike DeWine, Governor of the State of Ohio, do hereby appoint Elsa Khan, from Youngstown, Mahoning County, Ohio, as a Member of the Youngstown State University Board of Trustees for a term beginning June 4, 2021 and ending at the close of business April 30, 2023, replacing Victoria M. Woods, whose term expired.



IN WITNESS WHEREOF, I have hereunto subscribed my name and caused the Great Seal of the State of Ohio to be affixed, at Columbus, this 4th day of June in the year of our Lord, Two Thousand and Twenty One.

A handwritten signature in blue ink that reads "Mike DeWine". The signature is written in a cursive style and is positioned above a horizontal line.

Mike DeWine  
Governor

**ACADEMIC EXCELLENCE AND STUDENT SUCCESS  
COMMITTEE**



**RESOLUTION TO MODIFY  
AFFILIATED SCHOLARS POLICY, 3356-10-03**

**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 Affiliated Scholars policy has been reviewed 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 Affiliated Scholars, policy number 3356-10-03, shown as Exhibit \_\_ attached hereto. A copy of the policy indicating changes to be made is also attached.

**Board of Trustees Meeting  
September 2, 2021  
YR 2022-**



**3356-10-03    Affiliated scholars.**

~~Previous Policy Number: 1003.01~~

Responsible Division/Office: Office of ~~Academic Affairs~~the Provost

Responsible Officer: Provost and VP for Academic Affairs

Revision History: March 1998; March 2007; March 2011;  
December 2016;~~;~~ September 2021

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

**Effective Date:** ~~December 1, 2016~~September 2, 2021

Next Review: 2026~~7~~+

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- (A) Policy statement. The university encourages the affiliation of non-university individuals engaged in appropriate scholarly activity. Such appointments are either externally funded or non-remunerative.
- (B) Definition. “Affiliated scholars” are individuals with a record of ongoing scholarship or research who are ~~not full-time faculty~~ independent scholars, visitors, or adjunct faculty. Affiliated scholars are expected to hold the appropriate terminal degree and to be engaged in ongoing scholarly activity.
- (C) Parameters.
- (1) ~~The associate vice president for research, or designee, in cooperation with the college dean and the university research council, is responsible for the nomination of affiliated scholars. Offers of appointment as affiliated scholars are the responsibility of the provost/vice president for academic affairs. An affiliated scholars appointment is temporary and does not carry university duties.~~
  - (2) Affiliated scholars have access to university facilities and services, as defined by the appropriate department chair and dean.
  - (3) Usual and customary charges for the use of university facilities and services are the responsibility of the affiliated scholar.
  - (4) Affiliated scholars will credit Youngstown state university in publications stemming from scholarly activity conducted while

affiliated with the university. Copies of publications will be provided to the director of research services, associate vice president for research.

- (3) ~~Affiliated scholars have access to university facilities and services, as defined by the appropriate dean.~~
- (4) ~~Usual and customary charges for the use of university facilities and services are the responsibility of the affiliated scholar.~~
- (5) Affiliated scholars may serve as principal investigator, responsible for preparing applications for externally funded grants, sponsored agreements and contracts, when such approval is included in the letter of appointment. When applying for external funding and invoking the university affiliation, ~~The affiliated scholars will follow university procedures and will assign to Youngstown state university indirect cost reimbursement awarded by the~~ sponsor or sponsoring agency grantor.
- (6) The university administers any grant monies awarded to the affiliated scholar whose grant application names Youngstown state university as the institutional affiliation.

(D) Procedures.

- (1) An affiliated scholar request and/or endorsement letter from a faculty member, who takes responsibility for the affiliated scholar, ~~needs to shall~~ be submitted to the department chair.
- (2) The department chair, in cooperation with the dean of the college and the director of research services are responsible for the review and the nomination of the affiliated scholar to the provost and vice president of academic affairs.
- (3) Offers of appointment as affiliated scholars are the responsibility of the provost and vice president for academic affairs.

**3356-10-03    Affiliated scholars.**

Responsible Division/Office:    Office of Academic Affairs  
Responsible Officer:            Provost and VP for Academic Affairs  
Revision History:                March 1998; March 2007; March 2011;  
   December 2016; September 2021  
Board Committee:                Academic Excellence and Student Success  
**Effective Date:**                **September 2, 2021**  
Next Review:                      2026

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- (A)    Policy statement. The university encourages the affiliation of non-university individuals engaged in appropriate scholarly activity. Such appointments are either externally funded or non-remunerative.
  
- (B)    Definition. “Affiliated scholars” are individuals with a record of ongoing scholarship or research who are independent scholars, visitors, or adjunct faculty. Affiliated scholars are expected to hold the appropriate terminal degree and to be engaged in ongoing scholarly activity.
  
- (C)    Parameters.
  - (1)    An affiliated scholars appointment is temporary and does not carry university duties.
  
  - (2)    Affiliated scholars have access to university facilities and services, as defined by the appropriate department chair and dean.
  
  - (3)    Usual and customary charges for the use of university facilities and services are the responsibility of the affiliated scholar.
  
  - (4)    Affiliated scholars will credit Youngstown state university in publications stemming from scholarly activity conducted while affiliated with the university. Copies of publications will be provided to the director of research services.
  
  - (5)    Affiliated scholars may serve as principal investigator, responsible for preparing applications for externally funded grants, sponsored agreements and contracts, when such approval is included in the

letter of appointment. The affiliated scholars will follow university procedures and assign to Youngstown state university indirect cost reimbursement awarded by the sponsor or sponsoring agency.

- (6) The university administers any grant monies awarded to the affiliated scholar whose grant application names Youngstown state university as the institutional affiliation.

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- (1) An affiliated scholar request and/or endorsement letter from a faculty member, who takes responsibility for the affiliated scholar, shall be submitted to the department chair.
- (2) The department chair, in cooperation with the dean of the college and the director of research services are responsible for the review and the nomination of the affiliated scholar to the provost and vice president of academic affairs.
- (3) Offers of appointment as affiliated scholars are the responsibility of the provost and vice president for academic affairs.



**YOUNGSTOWN  
STATE  
UNIVERSITY**

**RESOLUTION TO AUTHORIZE  
CONFERRAL OF HONORARY DEGREE**

**BE IT RESOLVED**, that the Board of Trustees of Youngstown State University does hereby authorize the conferral of a Doctor of Laws, honoris causa, upon Aliyah Sabree, with all the rights and privileges attendant thereto.

**Board of Trustees Meeting  
September 2, 2021  
YR 2022-**

**Aliyah Sabree**  
**Biography**  
**<https://judgesabree.com>**

Aliyah Sabree is currently a judge presiding over traffic and misdemeanor cases at the 36th district court, adjudicating approximately 1,200 cases per month.

Prior to her current position, Aliyah was appointed as Associate General Counsel for the Detroit Water and Sewerage Department (DWSD). In this role, she litigated on behalf of the department, reviewed contracts and negotiations, drafts ordinances, appeared before City Council, provided legal opinions to DWSD employees, and prepared intergovernmental cooperative agreements.

In 2014, Sabree was appointed by the Mayor of the City of Detroit to serve as his Liaison to the City Council. She served as the chief communicator between the City's Legislative and Executive branches and was responsible for lobbying the Administration's legislative priorities. She advised the Mayor and his cabinet members on all issues pertaining to City Council.

Preceding her appointment to the Mayor's Office, Sabree was appointed by the Detroit Board of Police Commissioners as the attorney and advisor for the Board. She conducted trial board appeals before the Board and the Police Chief. Additionally, she analyzed proposed rules and policies proffered by the Police Department, conducted training sessions for Commissioners, and advised the Board on a wide range of legal issues that affected the Board and the Police Department.

Sabree began her career with the Wayne County Prosecutor's Office as an Assistant Prosecuting Attorney in the Special Operations Division where she spent close to four years prosecuting violent habitual offenders. While there, she tried over thirty capital jury trials and conducted educational training sessions in schools across Wayne County on a variety of topics, including the criminal justice system, sexting, cyber-bullying, and truancy.

In 2010 Sabree earned her Juris Doctorate from Michigan State University College of Law with a concentration in Alternative Dispute Resolution. She was an Executive Board Member for the Black Law Students Association and a member of the Diversity Consortium. She earned her Bachelor of Science in Biology from Youngstown State University while on a full athletic scholarship for basketball.

Sabree values education and family and is an active member of the Detroit community. She serves as an advisory board member for the Boll Family YMCA and a junior board member for the Wish Upon a Teen Organization. She is a member of the Kiwanis Club No.1 and the Wolverine Bar Association. Sabree volunteers with the Big Brothers Big Sisters Organization and is an active member of Delta Sigma Theta Sorority, Inc.

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

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

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

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



- (1) Only the board of trustees is authorized to approve the awarding of an honorary degree.
- (2) The provost, in consultation with the president, shall recommend candidates for an honorary degree from the approved list for recognition at an appropriate event.
- (3) The board shall approve the awarding of the degree no later than the board meeting preceding the event at which the honorary degree is to be conferred.

Academic Excellence and Student Success  
Youngstown State University  
Board of Trustees  
September 1, 2021

Background materials related to recommendations associated with the Academic Program Enhancement and Effectiveness Initiative (APEEI).

The approach included multiple constituencies across time and those groups had opportunities for input into the process at various times during the process.

**December 6, 2017**

## **Principles and Practice of Shared Governance**

### **Youngstown State University**

#### **Principles of Shared Governance**

- Shared governance expects those who will be affected by a decision on policy or procedures can be informed and can influence governance decisions by their input.
- Shared governance relies upon consistent, trustworthy communication that is multidirectional and reciprocal and focused on our mutual goals of student success and institutional effectiveness.
- Shared governance requires mutual accountability of all members of the University community for the proper execution of their roles in a timely manner.
- Shared governance permeates all levels of decision-making within the University community.
- Full and active participation at all levels of shared governance is encouraged.
- Recommendations made through shared governance processes can influence university decision making.

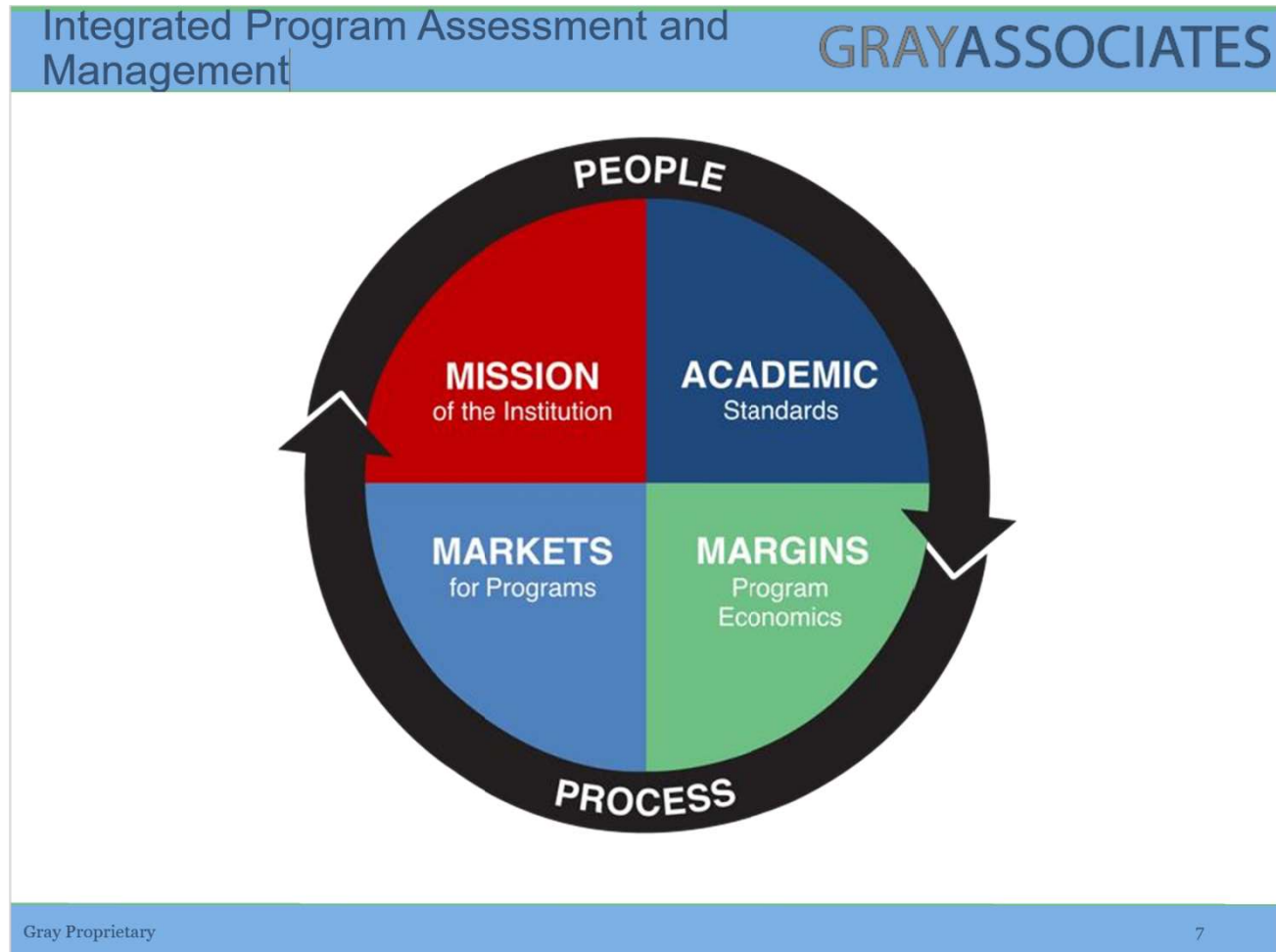


Figure 1: The Framework for APEEI had overarching principles associated with mission and standards.

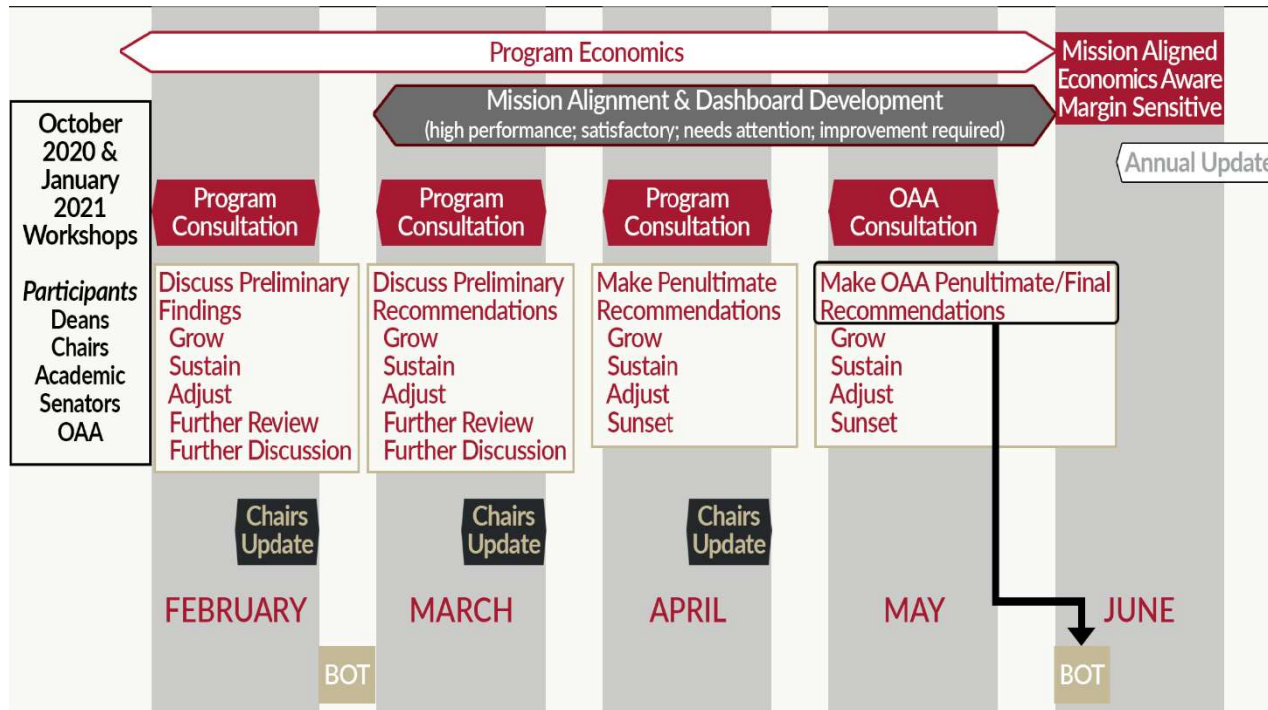


Figure 2: The ultimate perspective is for academic programs to exist in the context of alignment with the mission, inconsideration of economics, being sensitive to margin.

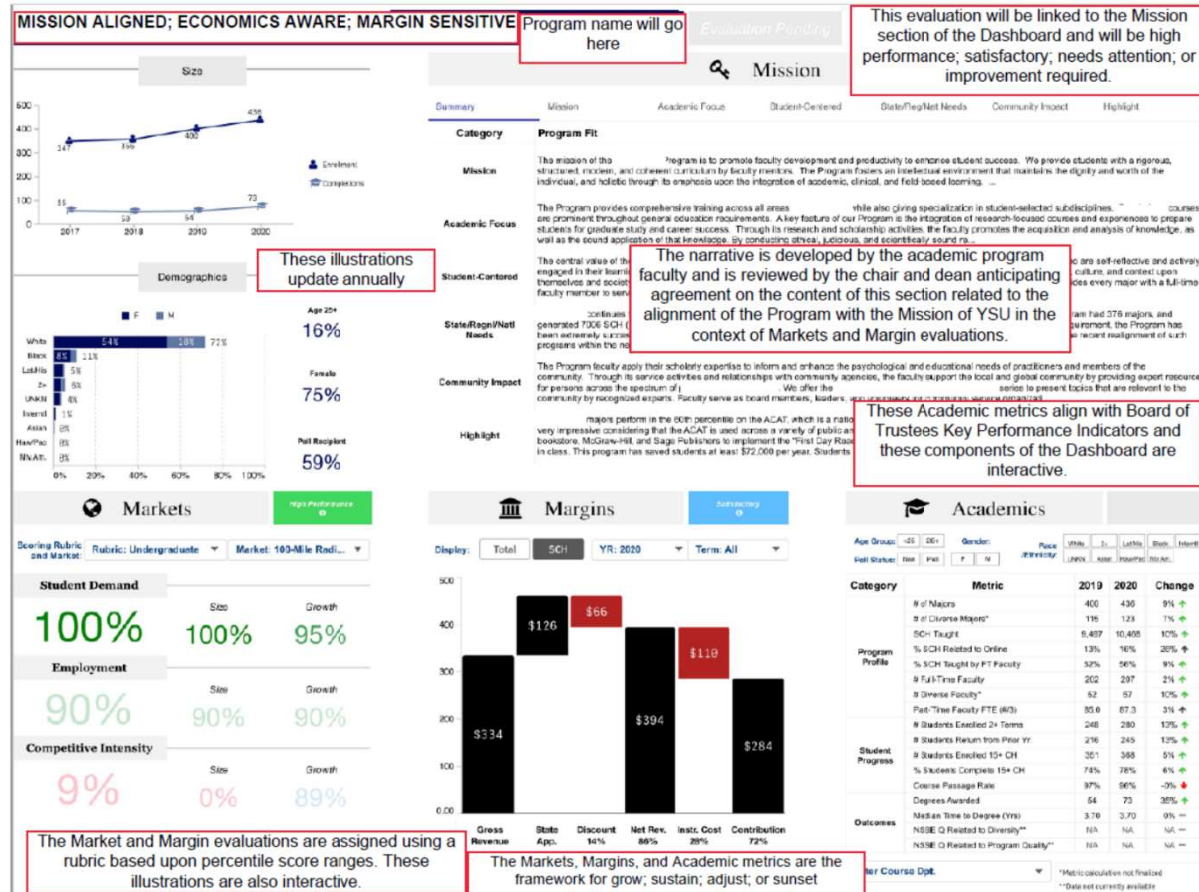
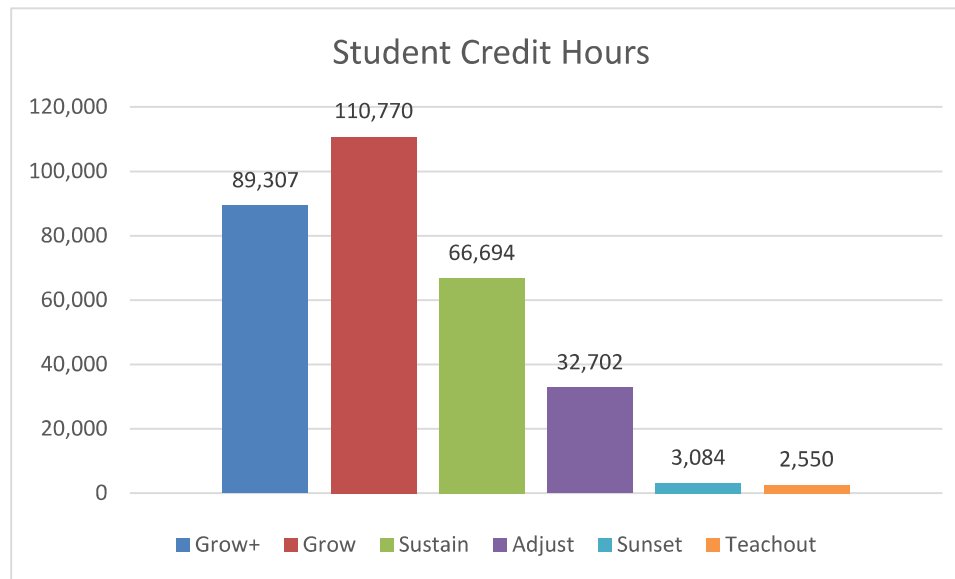
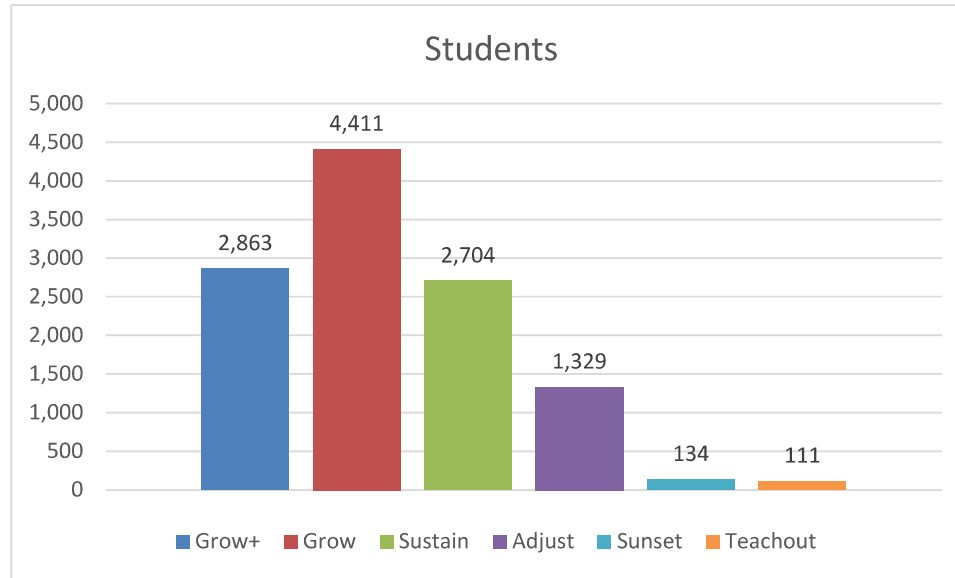


Figure 3: The APEEI process resulted in a Dashboard mimicking this illustration for each academic program that will help inform goals and strategies to align with the Plan for Strategic Actions to Take Charge of Our Future.

The following graphics (2019-2020) align with the handout titled: 2021 APEEI



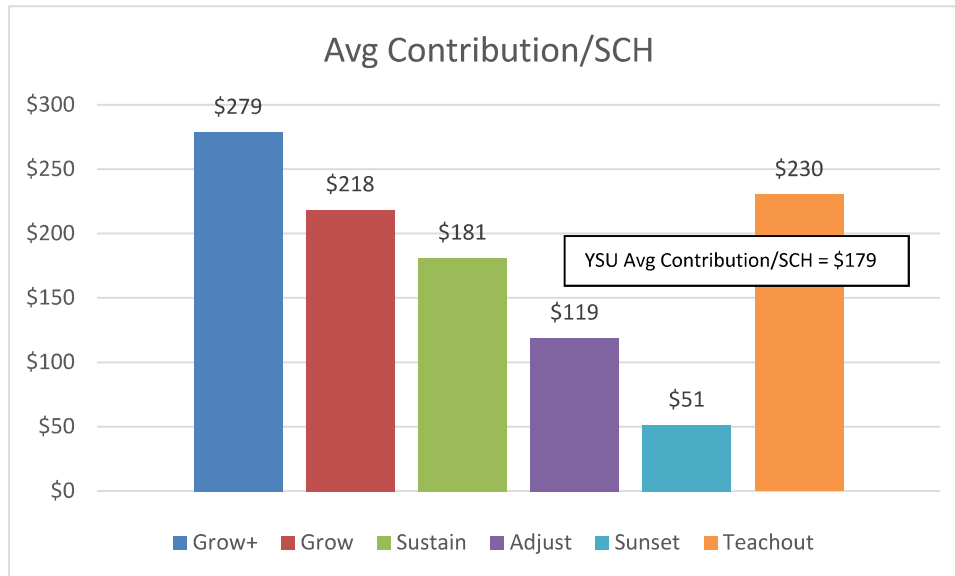
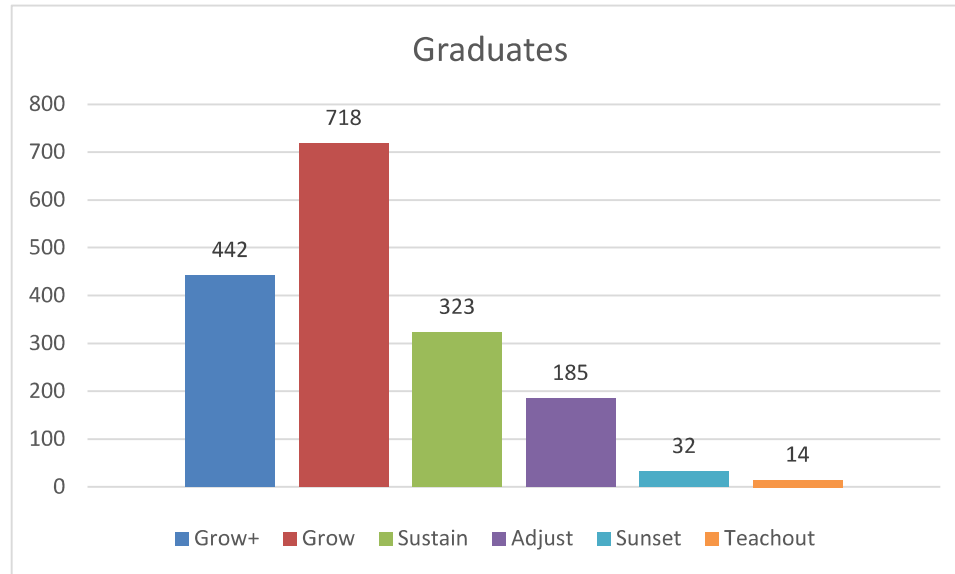


Figure 4: Teachout programs have students in them that are completing their degrees. These are programs that were sunsetted prior to APEEI.



**RESOLUTION RELATED TO ACADEMIC PROGRAM ENHANCEMENT  
AND EFFECTIVES INITIATIVE (APEEI) RECOMMENDATIONS**

**WHEREAS**, findings related to the Academic Program Enhancement and Effectiveness Initiative (APEEI) were presented in a preliminary fashion to the Governance Committee of the Board of Trustees in June 2021; and

**WHEREAS**, the Governance Committee directed Provost Smith to use the months between the June and September meetings to further discuss the recommendations associated with APEEI and continue to interact with the Academic Senate, preferably in advance of the Board's September meetings; and

**WHEREAS**, additional discussion and consultation has occurred over the summer and the students of impacted programs will be advised as to completing their program of student via teach-out plans.

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Trustees of Youngstown State University does endorse the recommendations associated with grow+, grow, sustain, adjust, and sunset as illustrated in the attached document; and

**BE IT FURTHER RESOLVED**, that these recommendations and the annual update associated with such an APEEI process align with the Plan for Strategic Actions to Take Charge of Our Future and any evolving adjustments there-to.

**Board of Trustees Meeting  
September 2, 2021  
YR 2022-**





**RESOLUTION TO MODIFY  
GRADUATE FACULTY POLICY, 3356-10-02**

**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 Graduate Faculty policy has been reviewed 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 Graduate Faculty, policy number 3356-10-02, shown as Exhibit \_\_ attached hereto. A copy of the policy indicating changes to be made is also attached.

**Board of Trustees Meeting  
September 2, 2021  
YR 2022-**

**3356-10-02 Graduate faculty.**

~~Previous Policy Number: 1002.01~~  
Responsible Division/Office: College of Graduate Studies  
Responsible Officer: Provost and Vice President for Academic Affairs  
Revision History: December 1997; March 2007; March 2011;  
December 2016; 2021  
Board Committee: Academic Excellence and Student AffairsSuccess  
**Effective Date:** ~~December 1, 2016~~September 2, 2021  
Next Review: ~~2021~~2026

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- (A) Policy statement. The graduate faculty shall consist of the president of the university, the provost/vice president for academic affairs, the dean of the college of graduate studies, the deans of the colleges, and faculty members qualified to teach graduate courses as determined by the dean of graduate studies and the graduate faculty.
- (B) Definition. Graduate faculty membership includes:
- (1) ~~Category three members who are not employed by Youngstown state university and whose academic entitlements are determined by the dean of graduate studies in consultation with the graduate council;~~ Category one. Category one faculty members are full and part-time faculty members employed by the Youngstown state university (university) who are selected by the College of Graduate Studies Committee (committee) and Graduate Council based on evidence of scholarship and professional development in the field or discipline appropriate to graduate faculty membership requirements established by the committee.
- (a) All category one faculty may teach and supervise master's and doctoral level work and serve on or serve as a chairperson/advisor of mater's level thesis committees and doctoral level dissertation committees. Those faculty serving as chairpersons/advisors of doctoral committees shall meet advanced requirements determined by the appropriate college departments and approved by the dean

of graduate studies in addition to those necessary for category one members.

(b) Full-time category one faculty have full rights and privileges in governance of the college of graduate studies.

(c) Part-time category one faculty do not have the above full rights and committee privileges but may be appointed to serve on specific committees.

~~(2) Category two members who may teach and supervise master's level graduate work and participate fully in activities of graduate studies committees and may vote in graduate faculty meetings;~~  
Category two. Category two faculty members are full and part-time faculty members employed by the university who are appointed by the dean of graduate studies upon recommendation of the chair of the department and dean of the college selected by the committee based on evidence of scholarship and professional development. Graduate faculty may be approved with a master's degree plus three years of significant and relevant professional experience in lieu of a terminal degree.

(a) All category two faculty may teach and supervise master's level graduate work and serve as a member of master's thesis committees.

(b) Full-time category two faculty may participate fully in activities of graduate studies committees and may vote in graduate faculty meetings.

(c) Part-time category two faculty do not have the above full rights and committee privileges but may be appointed to serve on specific committees.

~~(3) Category one members who may teach and supervise master's and doctoral level work and have full rights and privileges in governance of the college of graduate studies. In addition, those faculty serving as chairpersons of doctoral committees shall meet~~

~~advanced requirements determined by the appropriate college departments and approved by the dean of graduate studies in addition to those necessary for category one members. Category three. Category three members are not employed by the university and their academic entitlements are determined by the dean of graduate studies in consultation with the graduate council.~~

(C) Parameters.

- (1) The graduate council is the representative governance unit for the graduate faculty and the college of graduate studies.
- (2) Criteria and internal college procedures for appointment to the graduate faculty are recommended by the individual colleges and approved by the graduate council.
- (3) The graduate faculty recommends and maintains standards for graduate admissions, courses, programs, and degrees, plus rules and procedures to give uniformity to the quality of graduate instruction throughout the university. It shall make recommendations concerning curricular activities required for graduate degrees and make suggestions to the departments concerning courses for graduate credit. It shall encourage the development and improvement of graduate work and research.
- (4) Graduate council policies and procedures are found in the “College of Graduate Studies Academic Policy Book.”

**3356-10-02 Graduate faculty.**

Responsible Division/Office: College of Graduate Studies  
Responsible Officer: Provost and Vice President for Academic Affairs  
Revision History: December 1997; March 2007; March 2011;  
December 2016; 2021  
Board Committee: Academic Excellence and Student Success  
**Effective Date: September 2, 2021**  
Next Review: 2026

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- (A) Policy statement. The graduate faculty shall consist of the president of the university, the provost/vice president for academic affairs, the dean of the college of graduate studies, the deans of the colleges, and faculty members qualified to teach graduate courses as determined by the dean of graduate studies and the graduate faculty.
- (B) Definition. Graduate faculty membership includes:
- (1) Category one. Category one faculty members are full and part-time faculty members employed by the Youngstown state university (university) who are selected by the College Graduate Studies Committee (committee) and Graduate Council based on evidence of scholarship and professional development in the field or discipline appropriate to graduate faculty membership requirements established by the committee.
- (a) All category one faculty may teach and supervise master's and doctoral level work and serve on or serve as a chairperson/advisor of mater's level thesis committees and doctoral level dissertation committees. Those faculty serving as chairpersons/advisors of doctoral committees shall meet advanced requirements determined by the appropriate college departments and approved by the dean of graduate studies in addition to those necessary for category one members.

- (b) Full-time category one faculty have full rights and privileges in governance of the college of graduate studies.
    - (c) Part-time category one faculty do not have the above full rights and committee privileges but may be appointed to serve on specific committees.
  - (2) Category two. Category two faculty members are full and part-time faculty members employed by the university who are appointed by the dean of graduate studies upon recommendation of the chair of the department and dean of the college based on evidence of scholarship and professional development. Graduate faculty may be approved with a master's degree plus three years of significant and relevant professional experience in lieu of a terminal degree.
    - (a) All category two faculty may teach and supervise master's level graduate work and serve as a member of master's thesis committees.
    - (b) Full-time category two faculty may participate fully in activities of graduate studies committees and may vote in graduate faculty meetings.
    - (c) Part-time category two faculty do not have the above full rights and committee privileges but may be appointed to serve on specific committees.
  - (3) Category three. Category three members are not employed by the university and their academic entitlements are determined by the dean of graduate studies in consultation with the graduate council.
- (C) Parameters.
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- (2) Criteria and internal college procedures for appointment to the graduate faculty are recommended by the individual colleges and approved by the graduate council.
- (3) The graduate faculty recommends and maintains standards for graduate admissions, courses, programs, and degrees, plus rules and procedures to give uniformity to the quality of graduate instruction throughout the university. It shall make recommendations concerning curricular activities required for graduate degrees and make suggestions to the departments concerning courses for graduate credit. It shall encourage the development and improvement of graduate work and research.
- (4) Graduate council policies and procedures are found in the “College of Graduate Studies Academic Policy Book.”



**RESOLUTION TO APPROVE ASSOCIATE DEGREE IN NURSING  
(ASSOCIATE OF APPLIED SCIENCE)**

**WHEREAS**, Youngstown State University offered an associate degree program in nursing from 1967-1989; and

**WHEREAS**, YSU decided to close the associate program when the bachelor's program gained in popularity in 1979-1984 and other diploma programs were meeting the need for nurses; and

**WHEREAS**, YSU's community health and practice partners have recently expressed a need for a larger registered nursing workforce in Youngstown and the Mahoning Valley; and

**WHEREAS**, YSU has maintained a consistent record of training excellent nursing graduates; and

**WHEREAS**, representatives from hospitals and health care facilities expressed significant interest in adding more educational opportunities for students interested in nursing during a recent Centofanti School of Nursing Advisory Council meeting.

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Trustees of Youngstown State University does approve of the Centofanti School of Nursing offering an Associate Degree in Nursing program.

**Board of Trustees Meeting  
September 2, 2021  
YR 2022-**



**Student Demand**  
Score: 29 Percentile: 99

Category	Pctl	Criterion	Value	Score
Size	98	Inquiry Volume (12 Months)	177	8
	95	Int'l Page Views (12 Months)	4,519	NS
	98	Google Search Volume (3 Months)*	29,888	8
	99	On-ground Completions at In-Market Institutions	2,473	NS
	99	Online Completions by In-Market Students	135	NS
	99	Sum of On-ground and Online Completions	2,608	10
Growth	0	Inquiry Volume YoY Change (Units)	-1,096	-2
	98	Google Search YoY Change (Units)*	4,876	2
	99	Completion Volume YoY Change (Units)	119	2
	36	Inquiry Volume YoY Change (%)	-86%	-1
	86	Google Search YoY Change (%)*	20%	1
	62	Completion Volume YoY Change (%)	5%	1

**Competitive Intensity**  
Score: -2 Percentile: 24

Category	Pctl	Criterion	Value	Score
Volume of Competition	99	Campuses with Graduates**	38	-6
	98	National Online Institutions (Units)**	52	NS
	98	Institutions with Online In-Market Students**	24	NS
	1	Institutions YoY Change (Units)**	-3	2
	97	Average Completions by Local Institution	65	3
	97	Median Completions by Local Institution	40	3
	41	YoY Median Program Change (Units)	-2	-2
	59	YoY Median Program Change (%)	-6%	-1
	68	Nat'l Online % of Institutions	4%	NS
	64	Nat'l Online % of Completions	4%	NS
Market Saturation	19	Average Cost per Inquiry**	\$7	1
	86	Google Search * Cost per Click**	\$20	-1
	85	Google Competition Index**	0.62	-1

**Employment\***  
Score: 25 Percentile: 98

Category	Pctl	Criterion	Value	Score
Size (Direct Prep)	99	Job Postings Total (12 Months)*	20,872	8
	99	BLS Current Employment*	87,178	8
	98	BLS Annual Job Openings*	5,632	4
Size (Generalist)	98	BLS Share of Generalist Employment*	6,377	NS
	98	BLS Share of Generalist Openings*	572	NS
Growth (Direct Prep)	54	BLS 1-Year Historical Growth*	2%	1
	37	BLS 3-Year Historic Growth (CAGR)*	-1%	0
	81	BLS 10-Year Future Growth (CAGR)*	0.7%	NS
Saturation (Direct Prep)	59	Job Postings per Graduate*	2.8	-2
	47	BLS Job Openings per Graduate*	0.7	-2
Wages (Direct Prep)	95	BLS 10th-Percentile Wages*	\$62,759	8
	85	DLG Mean Wages*	\$60,626	NS
National American Community Survey Bachelor's Degree Outcomes	81	Nat'l ACS Wages (Age < 30)	\$52,186	NS
	42	Nat'l ACS Wages (Age 30-60)	\$82,780	NS
	31	Nat'l ACS % with Any Graduate Degree	28%	NS
	34	Nat'l ACS % with Masters	21%	NS
	47	Nat'l ACS % with Doct/Prof Degree	7%	NS
	11	Nat'l ACS % Unemp. (Age <30)**	2%	NS
	8	Nat'l ACS % Unemp. (Age 30-60)**	1%	NS
	100	Nat'l ACS % in Direct Prep Jobs	82%	NS

**CIP Description:**  
A program that generally prepares individuals in the knowledge, techniques and procedures for promoting health, providing care for sick, disabled, infirmed, or other individuals or groups. Includes instruction in the administration of medication and treatments, assisting a physician during treatments and examinations, Referring patients to physicians and other health care specialists, and planning education for health maintenance.

**Degree Fit:**  
Score: -1 Percentile: 58

Category	Pctl	Criterion	Value	Score
NHEBI Natl 2 Year	93	Cost Index**	1.72	-1
	69	Student: Faculty Index	1.08	0

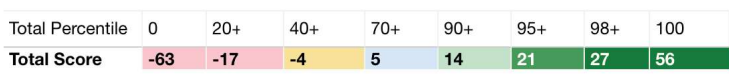
**National Completions by Level**  
Score: 0

Award Level	Completions (National)	Completions (Market)	Inquiries (Market)
Certificate	1%	7%	3%
Associates	32%	28%	0%
Bachelors	59%	56%	51%
Postbaccalaureate Certificate	0%	0%	0%
Masters	7%	7%	17%
Post-masters Certificate	0%	0%	0%
Doctoral	0%	1%	0%
Unknown	0%	0%	29%

**National Workforce Ed. Attainment**  
Score: 0

Award Level	BLS Educational Attainment
No College	1%
Some College	5%
Associates	31%
Bachelors	48%
Masters	12%
Doctoral	3%

\* - Google search, employment data and Jobs Per Grad Ratio do not filter by award level.  
 \*\* - Color scale in reverse.  
 NA - No data available/not currently tracked.  
 NS - Not Scored in Rubrics (values = 0).  
 2-Yr - Associates & certificate programs only.  
 PCTL - Percentile





**RESOLUTION TO MODIFY AND RETITLE  
INTEGRITY IN RESEARCH –  
USE OF HUMAN PARTICIPANTS POLICY, 3356-10-14**

**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 Integrity in Research – Use of Human Participants 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 governing Integrity in Research – Use of Human Participants, policy number 3356-10-14, to be retitled as Use of Human Subjects, shown as Exhibit \_\_ attached hereto. A copy of the policy indicating changes to be made is also attached.

**3356-10-14 Integrity in research—use of human participants. Use of hHuman subjects.**

~~Previous Policy Number:~~ ~~1014.01~~

Responsible Division/Office: Office of Research Services

Responsible Officer: Provost and Vice President for Academic Affairs

Revision History: June 1999; December 2010; June 2016;

September 2021

Board Committee: Academic Excellence and Student AffairsSuccess

**Effective Date:** ~~June 15, 2016~~September 2, 2021

Next Review: ~~2021~~2026

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(A) Policy statement. The university ~~is committed to~~conducts research with integrity requiring the protection of the rights, well-being, and personal privacy of all human subjects in research persons utilized as participants. ~~The university is responsible for the development of procedures that are in~~ conformance with, but not limited to, relevant federal and state regulations. All research projects conducted under university auspices ~~that~~ involving human subjects, samples or data obtained from them, directly or indirectly, with or without consent must follow university procedures and receive approval from the Institutional Review Board (“IRB”). ~~regardless of funding or funding source shall fall under the purview of this policy and its procedures.~~

(B) Purpose. To promote research best practices that meet high ethical standards and adhere to all applicable federal and state laws for research involving human subjects.

(C) Scope. This policy applies to all faculty, staff and students involved in human subjects research at the university.

(D) Parameters.

~~(1) The associate provost for research and dean of graduate studies and research is responsible for the administration of this policy and its procedures.~~

~~(12)~~ The director of research services~~associate provost vice president for research and dean of graduate studies and research~~ annually

forms an IRB committee composed institutional review board composed of both university and non-university personnel. ~~The committee is charged with maintaining review procedures for research projects and programs that utilize human subjects.~~

- (2) The IRB committee provides oversight and monitors all research involving human subjects in accordance with federal regulations (45 CFR 46, 21 CFR 50, and 21 CFR 56), the Belmont Report of the National Commission for the Protection of Human Subjects and Behavioral Research, the Food and Drug administration, human research ethical codes and university policy, to protect the rights and welfare of human subjects while participating in research.
- (3) The IRB is charged with:
- (a) Maintaining review procedures for research projects and programs that utilize human subjects.
  - (b) Reviewing all research involving human subjects. This review process includes authority to approve, require modification, disapprove, suspend or terminate activities that fall within its jurisdiction.
  - (c) Conducting continuing review of approved and ongoing research, including requiring progress reports, observing the informed consent process, auditing study conduct and progress.

(EC) Procedures.

- (1) The IRB institutional review board has established procedures that are in accordance with federal and state regulations regulations to review, approve, modify, or disapprove research activities involving human participants. These procedures and other information concerning human subjects issues and procedures are available in the office of grants and sponsored programs research research services or online at <https://ysu.edu/office-research-services/human-subjects-research-irb>.

(2) All human subjects studies should be prepared and submitted to the office of research services via the electronic submission system for processing and reviewing.-

**3356-10-14 Use of human subjects.**

Responsible Division/Office: Office of Research Services  
Responsible Officer: Provost and Vice President for Academic Affairs  
Revision History: June 1999; December 2010; June 2016;  
September 2021  
Board Committee: Academic Excellence and Student Success  
**Effective Date: September 2, 2021**  
Next Review: 2026

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- (A) Policy statement. The university is committed to the protection of the rights, well-being, and personal privacy of all human subjects in research in conformance with, but not limited to, relevant federal and state regulations. All research projects conducted under university auspices involving human subjects, samples or data obtained from them, directly or indirectly, with or without consent must follow university procedures and receive approval from the Institutional Review Board (“IRB”), regardless of funding or funding source.
- (B) Purpose. To promote research best practices that meet high ethical standards and adhere to all applicable federal and state laws for research involving human subjects.
- (C) Scope. This policy applies to all faculty, staff and students involved in human subjects research at the university.
- (D) Parameters.
  - (1) The director of research services annually forms an IRB committee composed of both university and non-university personnel.
  - (2) The IRB committee provides oversight and monitors all research involving human subjects in accordance with federal regulations (45 CFR 46, 21 CFR 50, and 21 CFR 56), the Belmont Report of the National Commission for the Protection of Human Subjects and Behavioral Research, the Food and Drug administration, human research ethical codes and university policy, to protect the

rights and welfare of human subjects while participating in research.

- (3) The IRB is charged with:
  - (a) Maintaining review procedures for research projects and programs that utilize human subjects.
  - (b) Reviewing all research involving human subjects. This review process includes authority to approve, require modification, disapprove, suspend or terminate activities that fall within its jurisdiction.
  - (c) Conducting continuing review of approved and ongoing research, including requiring progress reports, observing the informed consent process, auditing study conduct and progress.

(E) Procedures.

- (1) The IRB has established procedures that are in accordance with federal and state regulations. These procedures and other information concerning human subjects issues and procedures are available in the office of research services or online at <https://ysu.edu/office-research-services/human-subjects-research-irb>.
- (2) All human subjects studies should be prepared and submitted to the office of research services via the electronic submission system for processing and reviewing.



**RESOLUTION TO MODIFY AND RETITLE  
INTEGRITY IN RESEARCH –  
USE AND CARE OF ANIMALS POLICY, 3356-10-15**

**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 Integrity in Research – Use and Care of Animals 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 governing Integrity in Research – Use and Care of Animals, policy number 3356-10-15, to be retitled as Animal Care and Use, shown as Exhibit \_\_ attached hereto. A copy of the policy indicating changes to be made is also attached.



**3356-10-15 Animal Care and Use Integrity in research—use and care of animals.**

Responsible Division/Office: Office of Research Services  
Responsible Officer: Provost and Vice President for Academic Affairs  
Revision History: December 1999; March 2007; March 2011;  
March 2017, September 2021  
Board Committee: Academic Excellence and Student Affairs Success  
**Effective Date:** ~~March 16, 2017~~ September 2, 2021  
Next Review: ~~2027~~2026

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(A) Policy statement. The university is committed to ensuring conducts research with integrity requiring the humane care and treatment and care of all animals utilized in such research, teaching and other activities. ~~The university has developed and maintains procedures, which are~~ in conformance with, but not limited to, relevant federal and state regulations. All activities involving animals are subject to review by the Institutional Animal Care and Use Committee (“IACUC”), regardless of funding or funding source.

(B) Purpose. To ensure compliance with federal and state regulations to humanely, efficiently, effectively, and legally use live vertebrate animals in research, teaching and other activities, conducted on behalf of the university.

(C) Scope. ~~This policy applies to all YSU faculty, staff and students who work with vertebrate animals in research, teaching and other activities performed at the university or through collaborations.~~

~~BD~~(D) Parameters.

- (1) In accordance with the Health Research Extension Act of 1985 (Pub. L. No. 99-158), the chief executive officer, i.e., the president, is required to annually appoint an IACUC institutional animal care and use committee (“IACUC”) as specified by federal regulations. At Youngstown state university the presidential authority to appoint the IACUC is delegated to the ~~associate vice president for~~

research director of the office of research services as the authorized institutional official (IO) of the university.

- (2) The IACUC provides oversight of the university's animal care and use program components and facilities in accordance with the United State Public Health Service (PHS) policy on Humane Care and Use of Laboratory Animals by the National Research Council, and the Animal Welfare Act by the United States Department of Agriculture and their applicable laws and regulations.

~~is charged with reviewing all research projects and programs that involve animals. This review process will be in accordance with all state and federal regulations and it will include authority to approve, require modification, disapprove, or suspend research activities involving vertebrate animals.~~

- (3) The IACUC is ~~further~~ charged with:

- (a) ~~is charged with reviewing all new research and teaching projects and activities programsthat involve animals, as well as significant changes to the use of animals in ongoing projects.- This review process includes the authority to will be in accordance with all state and federal regulations and it will include authorityapprove, require modification, withhold approvaldisapprove, or suspendresearch activitiesinvolving vertebrate animals.~~

~~Requiring adequate scientific justification prior to approval, including consideration of alternative or in vitro methods, of use of live animals, especially when any pain or suffering is a possible result.~~(b) Conducting annual reviews Maintaining appropriate systematic continuing review andand monitoring of previously or approved and ongoing protocols, including complete review at least every three years and maintaining a and aprocess to suspend or terminate approval of research that is not being conducted in accordance with the committee's requirements or that has been associated with unexpected results.

- (c) Overseeing and reviewing the university's animal care and use program, training and inspection of all university's animal facilities, at least semi-annually. comprehensive

~~veterinary care program for all animal colonies that includes diagnostic resources, preventative medicine, postsurgical care, and a mechanism for emergency care.~~

- (d) ~~Reporting findings of the semi-annual animal care and use program reviews and inspections, and making recommendations about the program and the animal facilities to the IO~~ Assuring a training program for both researchers and animal care technicians that includes information on the humane practice of animal care and use and training to minimize animal distress.
- (e) ~~Informing the investigator(s) and IO in writing of the decision to approve or withhold approval of the proposed activity involving the use of animals~~ Maintaining an adequate system to track, report, and maintain compliance with the Animal Welfare Act, "Guide for the Care and Use of Laboratory Animals," the Health Research Extension Act of 1985, and applicable state and federal law.

~~(EE)~~ Procedures. Persons contemplating research utilizing the use of live animals or animal tissues should contact the IACUC at [YSUIACUC@ysu.edu](mailto:YSUIACUC@ysu.edu) for information through the office of research for the proper on forms and current procedures. Applications, modifications, and transfer forms must be submitted to [YSUIACUC@ysu.edu](mailto:YSUIACUC@ysu.edu).

~~(D)~~ Note: Further information may be found in the "Guide to Sponsored Program Development," Pub. L. No. 99-158 (1985) and Pub. L. No. 89-544 (1966), as amended, (Pub. L. No. 91-597, Pub. L. No. 94-279, and Pub. L. No. 99-198), 7 U.S.C. 2131 et seq. Implementing regulations are published in the Code of Federal Regulations, Title 9, Chapter 1, subchapter (A), parts (1), (2), and (3), and are administered by the U.S. department of agriculture.

**3356-10-15 Animal care and use**

Responsible Division/Office: Office of Research Services  
Responsible Officer: Provost and Vice President for Academic Affairs  
Revision History: December 1999; March 2007; March 2011;  
March 2017, September 2021  
Board Committee: Academic Excellence and Student Success  
**Effective Date: September 2, 2021**  
Next Review: 2026

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- (A) Policy statement. The university is committed to ensuring the humane care and treatment of all animals utilized in research, teaching and other activities, in conformance with, but not limited to, relevant federal and state regulations. All activities involving animals are subject to review by the Institutional Animal Care and Use Committee (“IACUC”), regardless of funding or funding source.
- (B) Purpose. To ensure compliance with federal and state regulations to humanely, efficiently, effectively, and legally use live vertebrate animals in research, teaching and other activities, conducted on behalf of the university.
- (C) Scope. This policy applies to all YSU faculty, staff and students who work with vertebrate animals in research, teaching and other activities performed at the university or through collaborations.
- (D) Parameters.
  - (1) In accordance with the Health Research Extension Act of 1985 (Pub. L. No. 99-158), the chief executive officer, i.e., the president, is required to annually appoint an IACUC as specified by federal regulations. At Youngstown state university the presidential authority to appoint the IACUC is delegated to the director of the office of research services as the authorized institutional official (IO) of the university.
  - (2) The IACUC provides oversight of the university’s animal care and use program components and facilities in accordance with the United State Public Health Service (PHS) policy on Humane Care

and Use of Laboratory Animals by the National Research Council, and the Animal Welfare Act by the United States Department of Agriculture and their applicable laws and regulations.

- (3) The IACUC is charged with:
- (a) Reviewing all new research and teaching projects and activities that involve animals, as well as significant changes to the use of animals in ongoing projects. This review process includes the authority to approve, require modification, withhold approval, or suspend activities.
  - (b) Conducting annual reviews and monitoring of previously approved and ongoing protocols, including complete review at least every three years and maintaining a process to suspend or terminate approval of research that is not being conducted in accordance with the committee's requirements or that has been associated with unexpected results.
  - (c) Overseeing and reviewing the university's animal care and use program, training and inspection of all university's animal facilities, at least semi-annually.
  - (d) Reporting findings of the semi-annual animal care and use program reviews and inspections, and making recommendations about the program and the animal facilities to the IO.
  - (e) Informing the investigator(s) and IO in writing of the decision to approve or withhold approval of the proposed activity involving the use of animals.
- (E) Procedures. Persons contemplating research utilizing the use of live animals or animal tissues should contact the IACUC at [YSUIACUC@ysu.edu](mailto:YSUIACUC@ysu.edu) for information on forms and procedures. Applications, modifications, and transfer forms must be submitted to [YSUIACUC@ysu.edu](mailto:YSUIACUC@ysu.edu).

**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 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.

**Board of Trustees Meeting  
September 2, 2021  
YR 2022-**

**University Memberships  
Executive Summary  
Fiscal Year 2020-2021  
July 1, 2020 - June 30, 2021**

Memberships Received	Number of Members	Amount
WYSU-FM	1,334	\$338,771
<b>Total WYSU-FM</b>	<b>1,334</b>	<b>\$338,771</b>
<b>** \$15,912 in Annual Fund Gifts to WYSU are not included in these totals.</b>		



**UNIVERSITY MEMBERSHIPS  
EXECUTIVE SUMMARY  
Fiscal Year 2019-2020  
July 1, 2019-June 30, 2020**

<b>Memberships Received</b>	<b>Number of Members</b>	<b>Amount</b>
WYSU-FM	1,325	\$ 233,250
<b>Total University Members</b>	<b>1,325</b>	<b>\$ 233,250</b>



**RESOLUTION TO ACCEPT GIFT OF REAL ESTATE**

**WHEREAS**, Youngstown State University Board of Trustees policy provides that the Board of Trustees may be the recipient of gifts of real estate as determined by the President and as recommended to the Institutional Engagement Committee of the Board of Trustees; and

**WHEREAS**, the Youngstown State University Foundation owns real estate located within the University's campus as identified on the property map ("Real Estate") attached hereto as Exhibit A; and

**WHEREAS**, the Youngstown State University Foundation seeks to gift the Real Estate to the Board of Trustees for use by the University; and

**WHEREAS**, the President recommends that the Board of Trustees accept the gift of Real Estate from the Youngstown State University Foundation.

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Trustees does hereby accept the gift of Real Estate from the Youngstown State University Foundation.

**Gift Declaration: Property  
to be Gifted from  
YSU Foundation to YSU**

-  YSU Foundation to YSU
-  YSU-Owned Property
-  Other Property

**Part YCL 914  
Bryson St  
Property**

**Exhibit A**



0 12.5 25 50



Feet

Prepared by:  
Youngstown State University  
Department of Humanities  
and Social Sciences  
Geography and Urban-  
Regional Studies Program  
Source: Mahoning County  
Enterprise GIS files,  
2017 orthophoto  
7/19/2021

**Madison Avenue Fwy**

**Service**

**Bryson St**

**Wick Ave**

# **FINANCE AND FACILITIES COMMITTEE**



**RESOLUTION TO MODIFY  
CELLULAR EQUIPMENT USAGE POLICY,  
3356-4-12**

**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 Cellular Equipment Usage 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 Cellular Equipment Usage, policy number 3356-4-12, shown as Exhibit \_\_ attached hereto. A copy of the policy indicating changes to be made is also attached.

**Board of Trustees Meeting  
September 2, 2021  
YR 2022-**

**3356-4-12 Cellular equipment usage.**

~~Previous Policy Number: 4011.01~~

Responsible Division/Office: Information Technology Services

Responsible Officer: VP for Finance and Business Operations

Revision History: January 2005; June 2011; March 2016; [September 2021](#)

Board Committee: Finance and Facilities

**Effective Date:** ~~March 16, 2016~~ [September 2, 2021](#)

Next Review: ~~2021~~ [2026](#)

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- (A) Policy statement. Youngstown state university (“YSU”) provides cellular capable equipment to employees who, by the nature of their work, are approved to use cellular phones and other devices to conduct university business. Technical support will only be provided for designated university-issued cellular equipment.
- (B) Purpose. This policy establishes guidelines to satisfy the need for university-owned cellular capable equipment. The provisions of this policy apply to all employees of YSU, including those who acquire cellular equipment and services through grants or contracts. This policy also allows the university to meet internal revenue services (“IRS”) regulations and its fiduciary responsibility to the taxpayers of the state of Ohio.
- (C) Procedures.
- (1) The university shall leverage strategic sourcing opportunities by maintaining a single carrier cellular solution in the delivery of its university-issued cellular equipment and services. University-issued cellular equipment shall be limited to standard offerings: a standard voice phone, a standard smartphone, and a standard cellular mobile data accessory (i.e., USB modem). The current standard offering in each category shall be based on the availability of current commercial models and all standard offerings will be provided technical support through [the](#) YSU tech desk.

- (2) Cellular equipment not conforming to the standard offerings, university-owned or otherwise, does not qualify for technical support for device operation or connectivity to university systems.
- (3) Requests for a cellular-capable device may be made any time during the fiscal year and must be procured centrally through the university's office of information technology services ("ITS"). Cellular capable devices acquired with university funds may not be purchased with a departmental purchasing card or through any other means.
  - (a) Requests for nonstandard devices, as determined by ITS, should be accompanied by written justification and the signature approval of the requestor's supervisor and appropriate executive level officer, ~~as defined by rule 3356-7-35 of the Administrative Code~~. Any additional costs associated with nonstandard devices will be borne by the requesting department.
  - (b) Additional accessories for university-issued equipment should be procured locally through the originating department.
  - (c) University-issued cellular equipment and services may be used for incidental personal cellular purposes as defined by IRS tax law and in accordance with rule 3356-4-09 of the Administrative Code. Employees must reimburse the university for any liability incurred through the personal use of the issued cellular equipment. Amounts, if any, to be reported on an employee's W-2 form for non-incidental personal use will comply with IRS guidelines.
  - (d) University-issued cellular equipment and services shall be billed to the assigned department through a monthly chargeback process. The financial manager of the assigned budget must approve the initial requests for university-issued cellular equipment and/or services and for changes in equipment and/or services.
  - (e) Use of the cellular devices in any manner contrary to local, state, or federal laws will constitute misuse and may result

in the loss of use of university cellular equipment and/or other actions according to rule 3356-4-09 of the Administrative Code.

- (f) Use of the university-issued cellular equipment must comply with rule 3356-4-13 of the Administrative Code with regard to the transmission and storage of sensitive information on the cellular equipment.
- (g) Note that university-issued cellular devices are owned by the university. Business-related activity on a cellular-capable device is subject to public records and other applicable laws, regulations, policies, and procedures. Employees should refrain from the use of university-provided cellular equipment while driving.



**3356-4-12 Cellular equipment usage.**

Responsible Division/Office: Information Technology Services  
Responsible Officer: VP for Finance and Business Operations  
Revision History: January 2005; June 2011; March 2016; September 2021  
Board Committee: Finance and Facilities  
**Effective Date: September 2, 2021**  
Next Review: 2026

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- (A) Policy statement. Youngstown state university (“YSU”) provides cellular capable equipment to employees who, by the nature of their work, are approved to use cellular phones and other devices to conduct university business. Technical support will only be provided for designated university-issued cellular equipment.
- (B) Purpose. This policy establishes guidelines to satisfy the need for university-owned cellular capable equipment. The provisions of this policy apply to all employees of YSU, including those who acquire cellular equipment and services through grants or contracts. This policy also allows the university to meet internal revenue services (“IRS”) regulations and its fiduciary responsibility to the taxpayers of the state of Ohio.
- (C) Procedures.
  - (1) The university shall leverage strategic sourcing opportunities by maintaining a single carrier cellular solution in the delivery of its university-issued cellular equipment and services. University-issued cellular equipment shall be limited to standard offerings: a standard voice phone, a standard smartphone, and a standard cellular mobile data accessory (i.e., USB modem). The current standard offering in each category shall be based on the availability of current commercial models and all standard offerings will be provided technical support through the YSU tech desk.

- (2) Cellular equipment not conforming to the standard offerings, university-owned or otherwise, does not qualify for technical support for device operation or connectivity to university systems.
- (3) Requests for a cellular-capable device may be made any time during the fiscal year and must be procured centrally through the university's office of information technology services ("ITS"). Cellular capable devices acquired with university funds may not be purchased with a departmental purchasing card or through any other means.
  - (a) Requests for nonstandard devices, as determined by ITS, should be accompanied by written justification and the signature approval of the requestor's supervisor and appropriate executive level officer. Any additional costs associated with nonstandard devices will be borne by the requesting department.
  - (b) Additional accessories for university-issued equipment should be procured locally through the originating department.
  - (c) University-issued cellular equipment and services may be used for incidental personal cellular purposes as defined by IRS tax law and in accordance with rule 3356-4-09 of the Administrative Code. Employees must reimburse the university for any liability incurred through the personal use of the issued cellular equipment. Amounts, if any, to be reported on an employee's W-2 form for non-incidental personal use will comply with IRS guidelines.
  - (d) University-issued cellular equipment and services shall be billed to the assigned department through a monthly chargeback process. The financial manager of the assigned budget must approve the initial requests for university-issued cellular equipment and/or services and for changes in equipment and/or services.
  - (e) Use of the cellular devices in any manner contrary to local, state, or federal laws will constitute misuse and may result in the loss of use of university cellular equipment and/or

other actions according to rule 3356-4-09 of the Administrative Code.

- (f) Use of the university-issued cellular equipment must comply with rule 3356-4-13 of the Administrative Code with regard to the transmission and storage of sensitive information on the cellular equipment.
- (g) Note that university-issued cellular devices are owned by the university. Business-related activity on a cellular-capable device is subject to public records and other applicable laws, regulations, policies, and procedures. Employees should refrain from the use of university-provided cellular equipment while driving.



**RESOLUTION TO APPROVE PROPOSED HOUSING AND  
COURTYARD ROOM RATES AND OTHER CHANGES**

**WHEREAS**, Ohio law provides that each Board of Trustees of state-assisted institutions of higher education may establish special purpose fees, service charges, and fines and penalties; and

**WHEREAS**, University Housing is seeking to adjust certain housing rates and charges;

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Trustees of Youngstown State University does hereby approve the proposed adjustments to rates, as shown in exhibit \_\_, attached hereto.

**Board of Trustees Meeting  
September 2, 2021  
YR 2022-**

### **Courtyard Apartments Rates and Fees Effective FY22**

Previous years, residents in Courtyard Apartments were required to maintain a renter or liability policy during their lease term, which provided limits of liability to third parties in an amount not less than \$100,000 per lease term. Residents were required to provide Courtyard management with a written proof of compliance. For fall 2021, RISE is now requiring a Resident Shield fee (\$120) of which covers damage protection and liability protection beyond the normal wear and tear within the apartment. This is required to be paid prior to moving in.

### **Courtyard Apartments Rates and Fees Effective FY23**

Rates have not increased since fall 2019 for Courtyard Apartments. A proposed increase of no more than 2.4% for 1 bed and 1 bath is being requested for the 2022-2023 school year.

- a. FY 2020-2021
  - i. \$835 1 Bed and 1 Bath
  - ii. \$710 2 Bed and 2 Bath
  - iii. \$620 4 bed and 2 Bath
- b. FY 2021-2021
  - i. \$835 1 Bed and 1 Bath
  - ii. \$710 2 bed and 2 Bath
  - iii. \$620 4 Bed and 2 Bath
- c. Proposed FY 2022-2023
  - i. \$855 1 Bed and 1 Bath (2.4%)
  - ii. \$725 2 bed and 2 Bath (2.1%)
  - iii. \$630 4 Bed and 2 Bath (1.6%)

### **Housing & Residence Life Proposed Rate Changes for FY23**

In looking ahead, Housing & Residence Life proposes the following changes for consideration:

- 1) Continuation of increase to the room & board rate for the incoming Penguin Tuition Promise cohort (\$5,008/semester and \$10,016/academic year). While the \$10,016 charge will remain the same for students in the Fall 2022 cohort for all 4 years (should they choose to continue living on campus), per the Chartwells contract, board charges are expected to continue to increase annually by 3% (\$121). This \$10,016 cohort price includes a 4% (\$241) increase to the room portion of 'room & board' to assist in absorbing the offset over the span of the 4-year PTP as room revenue is reduced each year to accommodate for the increase in board. Example below:
  - FY 23- Fall 2022 Cohort pricing of \$10,016 (room = \$5,850 and board = \$4,166)
  - FY 24- Fall 2022 Cohort pricing remains \$10,016 (room = \$5,725 and board = \$4,291)
  - FY 25- Fall 2022 Cohort pricing remains \$10,016 (room = \$5,596 and board = \$4,420)
  - FY 26- Fall 2022 Cohort pricing remains \$10,016 (room = \$5,463, and board = \$4,553)
- 2) Summer rates increase of 1.5% (\$36) to account for the CPI increase we see annually from Chartwells Dining for meals
- 3) The temporary reduced single room COVID rate (\$500 compared to the previous \$1,440) will be eliminated as access to the COVID vaccine continues, restrictions lift and the pandemic ultimately eases. The

temporary reduced rate was received very well by our residential population and did prompt consideration for a permanent reduction of some degree. Moving forward, Housing proposes the new single room upcharge of \$750/semester in order to make single room accommodations more financially accessible for more YSU students to consider.

4) A change to the tiered housing cancellation fee structure is also proposed:

- Currently, there is a detailed timeline that lists four different cancellation scenarios and costs. In order to streamline this structure, the cancel fee will be one amount (\$250) that matches the pre-payment amount (also \$250)
- This \$250 cancel fee would be charged in any instance where a student cancels their housing contract beyond May 13 (academic year contracts) or December 16 (spring only housing contracts). Before these dates, cancellation would result in no charge to the student
- In instances where a student cancels and is no longer a registered YSU student, a cancellation fee would not be charged. This enrollment-friendly strategy attempts to leave the door open for future transfer opportunities should the student ultimately reconsider YSU down the road

**Courtyard Apartments Rates and Fees – Effective Fall 2021**

**DAMAGE AND CLEANING CHARGES**

Following is a non-exclusive list of common damages/cleaning issues and the associated dollar amount that will be charged to the tenant. It is not a complete list because some incidents must be handled on a case-by-case basis. All amounts for charges assessed to tenants are due with the following months' rent payment. If charges are assessed at move-out, fees will be deducted from the security deposit. No charges will be assessed without fully considering "reasonable wear and tear".

ALL PRICES SUBJECT TO CHANGE AT ANYTIME WITHOUT NOTIFICATION-Major repairs will be handled on a case-by-case basis.

Apartment swipe card	\$55.00
Mail box/Bedroom key replacement	\$55.00 each key
Laundry key	\$55.00
Screen replacement	\$33.00
Fire extinguisher replacement	\$65.00 approx.
Smoke alarm tampering	\$100.00 (plus replacement cost, if applicable)
Door repair only (minor niches-fill and paint)	\$45.00
Interior door replacement (door jamb replacement may be extra)	\$120.00 approx.
Exterior (unit) Door Repair (replacement)	\$350.00 approx.
Window glass replacement	\$50.00
Blind bracket replacement-large blind	\$20.00
Blind bracket replacement-small blind	\$10.00
Carpet stains, tears or burns needing a replacement section	\$75.00-\$2,000.00 depending on damage
Carpet deodorize	\$40.00-\$200.00 depending on damage
Carpet cleaned (bedroom only)	\$40.00
Carpet cleaned in entire apartment	\$130.00-\$150.00 (depending on unit type)
Vinyl flooring (kitchen/bath)	Vendor replacement costs
Removal of sticky of double-sided tape	\$10.00 per room
Pin holes (quantity or 8 pin holes)	\$10.00 per room
Cleaning (this fee will be charged for the following if they are not cleaned upon move-out: appliances (inside/outside), cabinets (inside/outside), counter tops, sinks, toilets, tub, floors swept/mopped, carpets vacuumed, blinds dusted/wiped down, ceiling fan blades, windows, bedroom and closets.	\$25.00 each room
Garbage disposal replacement due to resident neglect/damage	\$85.00 approx.
Drain cleaning (due to resident neglect or failure to comply with maintenance instruction)	\$45.00

Garbage removal	\$30.00 per bag
Replace door knob (interior)	\$20.00
Replace/rekey dead bolt (bedroom door)	\$35.00
Replace door stop	\$10.00
Clean furniture	\$75.00
<b>Furniture Replacement Cost</b>	
TV stand	\$250.00 or vendor replacement costs
Cocktail table-large	\$260.00 or vendor replacement costs
Cocktail table-small	\$160.00 or vendor replacement costs
End table	\$140.00 or vendor replacement costs
Sofa	\$650.00 or vendor replacement costs
Living room chair	\$450.00 or vendor replacement costs
Mattress	\$250.00 or vendor replacement costs
Bed frame	\$150.00 or vendor replacement costs
4-drawer chest	\$300.00 or vendor replacement costs
Desk chair	\$100.00 or vendor replacement costs
Bar stools	\$90.00 or vendor replacement costs
Computer desk	\$250.00 or vendor replacement costs
Nightstand	\$140.00 or vendor replacement costs
Ceiling fan	\$100.00 or vendor replacement costs
All light fixtures/towel bars/toilet paper holder/toilet/faucets/shower head	\$25/hr. plus manufacturer replacement costs
<b>2021-2022 Rates</b>	<b>2021-2022 Rates</b> <b>2022-2023 Rates</b>
1 Bed and 1 bath	\$835      \$855
2 Bed and 2 Bath	\$710      \$725
4 Bed and 2 Bath	\$620      \$630
<b>RISE Resident Shield</b>	
Damage Protection & Liability Protection	\$120.00 Damage Protection covers you for damages that go beyond the normal wear and tear of apartment living. For \$120 per lease term, any damage costing up to one month's rent is covered on move-out. Stains, broken furniture, and similar issues won't be a worry. Liability Protection shields you from liability of up to \$100K. For \$120.00 per lease term, you are protected in the case of a major incident. Avoid out-of-pocket expenses should damages require flooring replacement, water extraction, and similar big-budget repairs.



**YOUNGSTOWN STATE UNIVERSITY**  
**Housing Charges - Effective FY23**

Fee Description	AY 21-22	AY 22-23		
	FY2022	FY2023	FY2023	FY2023
	Actual	Proposed	\$ Change	%Change
<b>Room &amp; Board</b> (per academic year) F2022 Cohort		\$10,016.00	NEW	NEW
Room		\$5,850.00	NEW	NEW
Board (12 meals plan)		\$4,166.00	NEW	NEW
<b>Room &amp; Board</b> (per academic year) F2021 Cohort	\$9,775.00	\$9,775.00	\$0.00	0.00%
Room	\$5,730.00	\$5,609	(\$121.00)	-2.11%
Board (12 meals plan)	\$4,045.00	\$4,166.00	\$121.00	3.00%
<b>Room &amp; Board</b> (per academic year) F2020 Cohort	\$9,700.00	\$9,700.00	\$0.00	0.00%
Room	\$5,655	\$5,534	(\$121.00)	-2.14%
Board (12 meals plan)	\$4,045.00	\$4,166.00	\$121.00	3.00%
<b>Room &amp; Board</b> (per academic year) F2019 Cohort	\$9,700.00	\$9,700.00	\$0.00	0.00%
Room	\$5,655	\$5,534	(\$121.00)	-2.14%
Board (12 meals plan)	\$4,045.00	\$4,166.00	\$121.00	3.00%
<b>Room &amp; Board</b> (per academic year) F2018 Cohort & Continuing Students	\$9,400	\$9,400.00	\$0.00	0.00%
Room	\$5,355	\$5,234	(\$121.00)	-2.26%
Board (12 or 8 meal plans)	\$4,045.00	\$4,166.00	\$121.00	3.00%
<b>Residence Hall Application Fee</b> (academic year and/or summer)	\$35	\$35	\$0.00	0.00%
<b>Residence Hall Pre-Payment</b> (must be paid before room selection/assignment occurs and is ultimately deducted from bill)	\$250	\$250	\$0.00	0.00%
<b>Single Room Upcharge</b> (per semester)	\$1,440	\$750	(\$690.00)	-48.00%
<b>*Reduced COVID Rate continues into AY 21-22</b>	\$500	N/A	\$0.00	0%
<b>Weller House One-Bedroom Apartment (small)</b> academic year, room only	\$150/week, \$600/month	\$150/week, \$600/month	\$0.00	0.00%
<b>Weller House One-Bedroom Apartment (large)</b> academic year, room only	\$165/week, \$650/month	\$165/week, \$650/month	\$0.00	0.00%
<b>Weller House Two-Bedroom Apartment (small)</b> academic year, room only	\$190/week, \$750/month	\$190/week, \$750/month	\$0.00	0.00%
<b>Weller House Two-Bedroom Apartment (large)</b> academic year, room only	\$200/week, \$800/month	\$200/week, \$800/month	\$0.00	0.00%
<b>Weller House Three-Bedroom Apartment</b> (academic year, room only)	\$225/week, \$900/month	\$225/week, \$900/month	\$0.00	0.00%
<b>*Weller House remains offline for use as dedicated isolation housing into AY 21-22</b>				
<b>Expanded Housing Rate</b> (overoccupied rooms)	\$4,100	\$4,100	\$0.00	0.00%
<b>Student Housing Outside of Contracted Period</b>				
Nightly room rate (no meals)	\$27	\$27	\$0.00	0.00%
Flat fee room rate for winter break (no meals)	\$250	\$250	\$0.00	0.00%
<b>Cancellation Fee</b>				
Before April 1 (academic year) or December 15 (spring only)	\$0	N/A (we propose the below cancellation fee structure moving forward)	\$0.00	0.00%
After April 1 and before June 15 (academic year)	\$250	N/A (we propose the below cancellation fee structure moving forward)	\$0.00	0.00%
After June 15 and before August 1 (academic year) or after December 15 and before January move-in day (spring only)	\$300	N/A (we propose the below cancellation fee structure moving forward)	\$0.00	0.00%
After August 1 and before August move-in day (academic year/fall only)	\$350	N/A (we propose the below cancellation fee structure moving forward)	\$0.00	0.00%
Before May 13 (academic year) or December 16 (spring only)	N/A (we are currently using the above tiered structure)	\$0	\$0.00	0.00%
After May 13 (academic year) or December 16 (spring only)	N/A (we are currently using the above tiered structure)	\$250	\$0.00	0.00%
<b>Summer</b>	Summer 2021	Summer 2022		
Room and Board (meals included)	\$2,380 per 7-week term	\$2,416 per 7-week term	\$36.00	1.50%
Weller House (prorated for current tenants, monthly, no meals)	See monthly Weller rates above	See monthly Weller rates above	\$0.00	0.00%
<b>Summer Event Rates</b>				
Rooms with community bathrooms (Lyden, Cafaro, Kileawley)	\$40/night, per room	\$40/night, per room	\$0.00	0%
Rooms with private or semi-private bathrooms (Cafaro, Wick)	\$60/night, per room	\$60/night, per room	\$0.00	0%
Apartment-style housing (Weller- as available)	see attached	see attached	\$0.00	0%
Linens (for rental by summer event groups only)	\$25.00	\$25.00	\$0.00	0%

Bed Adjustment Fee	\$10.00	\$10.00	\$0.00	0%
Additional Staffing Fee (for groups with minors, or at request of group)	\$120/night/desk	\$120/night/desk	\$0.00	0%
Late Check-In or Check-Out Fee (price per hour beyond pre-arranged check-in or check-out time)	\$50/hour	\$50/hour	\$0.00	0%

H&RL Damage Billing Charge List

Effective FY23	
<b>Beds</b>	
Bed (replacement cost)	240
Loft kits (replacement cost)	\$180.00
Rebunk beds	10.00/person
Mattress (replacement cost)	180
<b>Carpet</b>	
Clean Stain (Cleaning contractor)	35
Room clean (Steam Action)	75
<b>Ceiling</b>	
Plastic light cover	20
2'x2' tile	20
4'x2' tile	20
1'x1' tile	10
Paint ceiling (Lyden/Cafaro House 4th floor rooms)	\$65.00
<b>Closets/Wardrobes</b>	
Door Repair (chips)	20
Door Replacement	50
Shelf Replacement	20
Closet handle	10
Mirror	15
Towel rack	20
<b>Desks</b>	
Recover desk chair	90
Desk chair (replacement cost)	150
Desk top	35
<b>Walls</b>	
Baseboard damage	5.00 per foot
Small hole (ie nail hole, tack hole)	3.00 per hole
Paint 1 wall	50
Paint room	200
Patch Hole	65
Cable jack	10
Utility Cover	10
<b>Doors</b>	
Adhesive Removal	2.00 per sticker
Door stop	20
Lost keys	55
Number plate (replacement cost)	30
Refinish	50.00/side
Peep holes	10
Door knob (replacement cost)	20
Door Frame (paint)	35
Door (replacement cost)	250
<b>Windows</b>	
Broken window	75
Broken lock (replacement cost)	10
Repair Screen	15
Replace Screen	40
Replace Security Screen	125
Repair blinds (Lyden House)	25
Replace blinds (Lyden House)	65
Replace blind slat (Lyden House)	5
<b>Restrooms</b>	
Faucet aerators	5
Intentional clogging(includes cleaning fee)	60
Mirror	100
Paper towel dispenser (replacement cost)	50

Shower curtains	10
Soap Dispenser	25
Toilet tissue dispenser	25
Wastebasket	30
Stall doors	100
<b>Emergency Equipment</b>	
Fire alarm indicator	100
Refill/Replace 5lb CO2 Extinguisher	130
Refill/Replace Water pressure	80
Refill/Replace 10lb Dry Extinguisher	60
Smoke Sensor Damage (replacement cost)	180
Smoke Detector	100
Fire bubble	50
<b>Heater/Air Conditioning Units</b>	
Unit Switch	60
Radiator Cover Damage	40
<b>Common Areas</b>	
Wall lights	100
Round lights	100
Chrome defusers	85
Broken window	200
Large bulletin board	100
Ceiling light (2'x2')	125
Coffee Table (replacement cost)	260
Lobby Chair (replacement cost)	400
Lobby Chair (recover)	300
Lobby Couch (replacement cost)	800
Lobby Couch (recover)	600
Tables (repair)	35
Exit Sign (replacement cost)	100
Recover pool table	250
Trash can (replacement cost)	100
<b>Miscellaneous</b>	
Room Clean	50
Improper Checkout	35
Packing up room (includes Improper checkout)	60
Clean up vomit	65
Room waste basket	10
Mailbox key replacement	5
Replace vacuum	100
Toilet seat	25
Water fountain (replacement cost)	360
Pool Stick	15
Ping pong paddle	5
Motion sensors	75
Labor rate	20.00 per hour



**RESOLUTION TO APPROVE  
INTERFUND TRANSFERS RELATED TO  
FY 2021 YEAR-END OPERATING PERFORMANCE**

**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; 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; and

**WHEREAS**, the University strategically utilized federal COVID-19 relief funds during the course of FY 2021, resulting in year-end fund balances in the general and auxiliary funds, which have been transferred to the Operating Carry-Forward Fund in accordance with the University's year-end accounting procedures.

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Trustees of Youngstown State University does hereby approve the transfer of funds from the Operating Carry-Forward Fund, as detailed in Exhibit \_\_.

**Board of Trustees Meeting  
September 2, 2021  
YR 2022-**

EXHIBIT \_\_\_\_

**YOUNGSTOWN STATE UNIVERSITY**  
**Interfund Transfers Requiring Board Approval**  
**Related to Year-End FY 2021 Operating Performance**

	<b>From</b>	<b>To</b>
Operating Carry-forward fund	\$13,732,794	
FY 2022 General Fund Budget (already approved as part of FY22 budget)		\$4,295,904
COVID-19 Projects designated fund		4,972,066
<b>Academic Funds:</b>		
Tech./Lab Material Fee Carry-forward		1,276,928
College Fees Carry-forward		1,103,180
Program Fees Carry-forward		148,446
Subtotal		2,528,554
<b>Auxiliary Plant Funds:</b>		
Housing Services Plant Reserve		989,450
Andrews Rec Center Plant Reserve		321,311
Parking Services Plant Reserve		316,414
Kilcawley Center Plant Reserve		309,095
Subtotal		1,936,270
<b>Total</b>	<b>\$13,732,794</b>	<b>\$13,732,794</b>



**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 \_\_.



**YOUNGSTOWN STATE UNIVERSITY**  
**Interfund Transfers Requiring Board Approval**  
**Transfers Outside of the Operating Budget**  
**Requested Transfers for Fourth Quarter 2021 & First Quarter 2022**

FROM	TO	AMOUNT	REASON
<b>Fourth Quarter 2021</b>			
Higher Education Emergency Relief Fund - Institutional Portion (Restricted Fund)	Stabilization Reserve (Designated Fund)	\$1,068,498	Transfer for reimbursement of estimated FY20 faculty costs associated with the transition to remote learning.
Higher Education Emergency Relief Fund - Institutional Portion (Restricted Fund)	Stabilization Reserve (Designated Fund)	\$7,976,830	Transfer for reimbursement of estimated lost revenue for FY20 and FY21.
<b>First Quarter 2021</b>			
<i>Debt Service Reserve Funds</i>		<i>Debt Service Funds</i>	
		<i>Transfers totaling \$2,536,287 to fund portion of FY22 Debt Service.</i>	
General Fund Debt Service Reserve (Unrestricted Plant Fund)	Bond Fund - Series 2016	\$1,975,536	Portion supported by General Fund
General Fund Debt Service Reserve (Unrestricted Plant Fund)	Bond Fund - Series 2021	\$328,768	Portion supported by General Fund
WCBA Gifts (Restricted Plant Fund)	Bond Fund - Series 2016	\$231,983	Portion attributed to the WCBA
<i>Debt Service Funds</i>		<i>Debt Service and Reserve Funds</i>	
		<i>Transfers to close out refunded debt service funds to new debt service and reserve funds and a transfer to move excess funds in note payable debt service fund to reserve fund.</i>	
Bond Fund - Series 2011	Bond Fund Series 2021	\$426,311	Portion supported by Housing.
Bond Fund - Series 2010	Bond Fund Series 2021	\$110,521	Portion supported by Parking.
Bond Fund - Series 2011	Housing Debt Service Reserve (Unrestricted Plant Fund)	\$953,577	Residual to Debt Service Reserve.
Bond Fund - Series 2010	Parking Debt Service Reserve (Unrestricted Plant Fund)	\$284,682	Residual to Debt Service Reserve.
Equipment Note Payable	General Fund Debt Service Reserve (Unrestricted Plant Fund)	\$342,006	Residual resulted from close out of project escrow fund.



FROM	TO	AMOUNT	REASON
<b>Other</b>			
Stabilization Reserve (Designated Fund)	COVID-19 Projects Fund (Designated Fund)	\$2,815,070	Transfer to fund projects.
Sick Leave Conversion Fund (Designated Fund)	Beeghly Center Training Room (Restricted Plant Fund)	\$550,000	Interfund Loan to provide bridge financing for project.

**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 June 3, 2021, meeting of the Board of Trustees; and

**WHEREAS**, such personnel actions are in accordance with the 2020-2021 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 \_\_\_ attached hereto.

**Board of Trustees Meeting  
September 2, 2021  
YR 2022-**

**SUMMARY OF PERSONNEL ACTIONS**  
**Athletics Employees**  
**4/16/21 through 7/15/21**

**Appointments – 4**

**New Positions –1** *(Notated with an asterisk \*)*

- Professional Administrative Excluded – 1

**Replacement Positions – 3**

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

**Separations – 6**

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

**Salary Adjustments – 16**

- Professional Administrative Excluded – 16

**Reinstatements – 6**

- Professional Administrative Excluded – 6

**YOUNGSTOWN STATE UNIVERSITY  
ATHLETICS EMPLOYEES  
PERSONNEL ACTIONS 4/16/21 THROUGH 7/15/21  
APPOINTMENTS**

<b>EMPLOYEE NAME</b>	<b>EMPLOYEE TYPE</b>	<b>POSITION TITLE</b>	<b>DEPARTMENT</b>	<b>CONTRACT/ APPOINTMENT DATES</b>	<b>FTE</b>	<b>SALARY</b>
Kosnosky, Michael	ACE	Athletic Facilities Specialist	Athletic Facilities Rental	7/6/2021	1.00	\$ 26,499.20
Burk, Tyler*	Excluded	Assistant Director of Compliance	Athletic Administration	6/1/2021	1.00	\$ 43,500.00
Reagan, Kelsey	Excluded	Assistant Coach Swimming	Swimming & Diving - Women's	4/16/2021	1.00	\$ 35,000.00
Spencer, Jaysen	Externally Funded	Director	Athletic Administration	6/16/2021	1.00	\$ 45,000.00
<b>*New Positions</b>						

**YOUNGSTOWN STATE UNIVERSITY  
ATHLETICS EMPLOYEES  
PERSONNEL ACTIONS 4/16/21 THROUGH 7/15/21  
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>	<b>TYPE OF SEPARATION</b>
Webber, Jason	ACE	Athletic Facilities Specialist	Athletic Facilities Rental	4/18/2021	1.00	\$ 26,894.40	Resign
Lapso, Steven	APAS	Assistant Athletic Trainer	Training Room	5/31/2021	1.00	\$ 44,133.77	Resign
Cavaiani, Jessica	Excluded	Assistant Coach Swimming	Swimming & Diving - Women's	6/10/2021	1.00	\$ 35,000.00	Resign
Slay, Jason	Excluded	Assistant Coach Basketball Men's	Basketball - Men's	6/18/2021	1.00	\$ 103,020.00	Resign
Wollet, Emily	Excluded	Associate Director	Athletic Administration	7/15/2021	1.00	\$ 53,960.85	Resign
Spiegel, Allan	Externally Funded	Special Assistant to Executive Director of Athletics	Athletic Administration	6/9/2021	1.00	\$ 35,568.00	Resign

**YOUNGSTOWN STATE UNIVERSITY**  
**ATHLETICS EMPLOYEES**  
**PERSONNEL ACTIONS 4/16/21 THROUGH 7/15/21**  
**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>
Bujnoch, Austen	Excluded	Assistant Football Coach	Football	7/1/2021	1.00	\$ 60,900.00	1.00	\$ 50,000.00
Campbell, Brian	Excluded	Head Softball Coach	Softball	7/1/2021	1.00	\$ 60,898.86	1.00	\$ 53,570.40
Gorby, Brian	Excluded	Head Coach Track and CC	Track - Men's	7/1/2021	1.00	\$ 68,588.63	1.00	\$ 63,750.00
Harvey, Evan	Excluded	Assistant Football Coach QC	Football	7/1/2021	1.00	\$ 41,155.73	1.00	\$ 35,568.00
Hernandez, Ulises	Excluded	Head Coach Men's Tennis	Men's Tennis	7/1/2021	1.00	\$ 35,447.64	1.00	\$ 30,906.00
Kuberski, Doug	Excluded	Head Coach Bowling	Women's Bowling	7/1/2021	1.00	\$ 40,683.83	1.00	\$ 34,854.42
McClendon, Kenneth	Excluded	Assistant Football Coach	Football	7/1/2021	1.00	\$ 60,900.00	1.00	\$ 50,000.00
Mettille, Tyler	Excluded	Assistant Coach Track Field	Track - Women's	7/1/2021	1.00	\$ 45,616.14	1.00	\$ 40,126.80
Miklos, Nathan	Excluded	Head Coach Women's Golf	Golf - Women's	7/1/2021	1.00	\$ 42,939.58	1.00	\$ 39,171.30
Rupe, Eric	Excluded	Assistant Coach Track Field CC	Track - Men's	7/1/2021	0.50	\$ 12,007.46	0.25	\$ 6,003.73
Schaefer, Joseph	Excluded	Assistant Football Coach	Football	7/1/2021	1.00	\$ 91,756.00	1.00	\$ 80,000.00
Sommers, Matthew	Excluded	Assistant Coach Director Sports Performance	Training Room	7/1/2021	1.00	\$ 47,705.00	1.00	\$ 45,000.00
Sopel, Mickael	Excluded	Head Coach Women's Tennis	Women's Tennis	7/1/2021	1.00	\$ 53,724.29	1.00	\$ 52,406.28
Spalding, Devon	Excluded	Assistant Football Coach	Football	7/1/2021	1.00	\$ 46,209.95	1.00	\$ 35,568.00
Tomei, Megan	Excluded	Assistant Coach Track Field Throws	Track - Women's	7/1/2021	1.00	\$ 40,541.32	1.00	\$ 35,037.00
Zilles, Sara	Excluded	Assistant Softball Coach	Softball	7/1/2021	1.00	\$ 40,745.34	1.00	\$ 36,828.62

**YOUNGSTOWN STATE UNIVERSITY  
ATHLETICS EMPLOYEES  
PERSONNEL ACTIONS 4/16/21 THROUGH 7/15/21  
REINSTATEMENTS**

<b>EMPLOYEE NAME</b>	<b>EMPLOYEE TYPE</b>	<b>POSITION TITLE</b>	<b>DEPARTMENT</b>	<b>CONTRACT/ APPOINTMENT DATES</b>	<b>FTE</b>	<b>SALARY</b>
Davis, Shane	Excluded	Assistant Coach Baseball	Baseball	7/1/2021	1.00	\$ 24,495.20
Penniman, Richard	Excluded	Assistant Coach Track Field	Track - Women's	7/12/2021	0.25	\$ 6,858.48
Reese, Daniel	Excluded	Asst Coach Men's Basketball	Basketball - Men's	7/1/2021	1.00	\$ 52,282.65
Rupe, Eric	Excluded	Asst Coach Track Field CC	Track - Men's	7/1/2021	0.50	\$ 12,007.46
Smith, Rollen	Excluded	Asst Football Coach - Dir Opr	Football	7/1/2021	0.25	\$ 10,456.53
Townsend, David	Excluded	Assistant Coach Track Field	Track - Women's	7/1/2021	0.50	\$ 15,624.75





**RESOLUTION TO MODIFY  
EQUAL OPPORTUNITY AND AFFIRMATIVE ACTION RECRUITMENT  
AND EMPLOYMENT POLICY,  
3356-2-02**

**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 Equal Opportunity and Affirmative Action Recruitment and Employment 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 Equal Opportunity and Affirmative Action Recruitment and Employment, policy number 3356-2-02, shown as Exhibit \_\_ attached hereto. A copy of the policy indicating changes to be made is also attached.

**Board of Trustees Meeting  
September 2, 2021  
YR 2022-**

**3356-2-02 Equal opportunity and affirmative action recruitment and employment.**

~~Previous Policy Number: 2001.02~~  
Responsible Division/Office: Equal Opportunity, [Title IX](#) and Policy Development  
~~Responsible Officer: Vice President for Legal Affairs and Human Resources~~  
Responsible Officer: Director, Equal Opportunity, Title IX and Policy Development  
Revision History: August 2010; March 2011; September 2016; [September 2021](#)  
Board Committee: University Affairs  
**Effective Date:** ~~September 15, 2016~~ [September 2, 2021](#)  
Next Review: ~~2021~~[2026](#)

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- (A) Policy statement. Youngstown state university is committed to the principles of affirmative action and equality of treatment and opportunity without regard to sex (including pregnancy), race, religion, color, age, national origin, sexual orientation, gender identity and/or expression, disability, veteran or military status or any other basis protected by law (protected class status).
- (B) Principles.
- (1) It is the responsibility of the entire university to create a campus environment that values all individuals and groups, to provide for equality of opportunity, and to maintain openness to diversity of ideas and experiences.
  - (2) The commitment of the university is ~~promulgated~~[directed](#), in part, by the affirmative action plan.
  - (3) The affirmative action plan outlines the parameters of the university's affirmative action practices in recruitment and employment, which are reported regularly to the board of trustees.
- (C) Procedures.

- (1) University employment and personnel actions and access to university-sponsored training, education, tuition assistance, social and recreational programs will be administered in accordance with applicable state and federal regulations, executive orders, and university policies.
- (2) The office of equal opportunity, [Title IX](#) and policy development is responsible for the development and implementation of the university's equal opportunity and affirmative action policies and for receiving complaints of discrimination or harassment based on protected class status.
- (3) The office of equal opportunity, [Title IX](#) and policy development in coordination with the office of human resources shall monitor recruitment and employment practices for compliance with applicable legal requirements and university policies.
- (4) The office of equal opportunity, [Title IX](#) and policy development in conjunction with the office of human resources may require additional and/or specific efforts outside of the standard employment search process in furtherance of the university's equal employment and affirmative action goals. Such efforts include but are not limited to the drafting of job postings, the selection of applicants for interview, and advertisement and recruitment methods.
- (5) Specific information regarding equal opportunity recruitment and employment is found on the office of equal opportunity, [Title IX](#) and policy development website at <http://cms.ysu.edu/administrative-offices/equal-opportunity-and-policy-compliance/equal-opportunity-and-policy>.
- (6) The university's affirmative action plan is available for viewing in the office of equal opportunity, [Title IX](#) and policy development.

**3356-2-02 Equal opportunity and affirmative action recruitment and employment.**

Responsible Division/Office: Equal Opportunity, Title IX and Policy Development  
Responsible Officer: Director, Equal Opportunity, Title IX and Policy Development  
Revision History: August 2010; March 2011; September 2016; September 2021  
Board Committee: University Affairs  
**Effective Date: September 2, 2021**  
Next Review: 2026

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- (A) Policy statement. Youngstown state university is committed to the principles of affirmative action and equality of treatment and opportunity without regard to sex (including pregnancy), race, religion, color, age, national origin, sexual orientation, gender identity and/or expression, disability, veteran or military status or any other basis protected by law (protected class status).
- (B) Principles.
- (1) It is the responsibility of the entire university to create a campus environment that values all individuals and groups, to provide for equality of opportunity, and to maintain openness to diversity of ideas and experiences.
  - (2) The commitment of the university is directed, in part, by the affirmative action plan.
  - (3) The affirmative action plan outlines the parameters of the university's affirmative action practices in recruitment and employment, which are reported regularly to the board of trustees.
- (C) Procedures.
- (1) University employment and personnel actions and access to university-sponsored training, education, tuition assistance, social and recreational programs will be administered in accordance with

applicable state and federal regulations, executive orders, and university policies.

- (2) The office of equal opportunity, Title IX and policy development is responsible for the development and implementation of the university's equal opportunity and affirmative action policies and for receiving complaints of discrimination or harassment based on protected class status.
- (3) The office of equal opportunity, Title IX and policy development in coordination with the office of human resources shall monitor recruitment and employment practices for compliance with applicable legal requirements and university policies.
- (4) The office of equal opportunity, Title IX and policy development in conjunction with the office of human resources may require additional and/or specific efforts outside of the standard employment search process in furtherance of the university's equal employment and affirmative action goals. Such efforts include but are not limited to the drafting of job postings, the selection of applicants for interview, and advertisement and recruitment methods.
- (5) Specific information regarding equal opportunity recruitment and employment is found on the office of equal opportunity, Title IX and policy development website at <http://cms.ysu.edu/administrative-offices/equal-opportunity-and-policy-compliance/equal-opportunity-and-policy>.
- (6) The university's affirmative action plan is available for viewing in the office of equal opportunity, Title IX and policy development.



**RESOLUTION TO MODIFY  
COURTESY VEHICLE PROGRAM POLICY,  
3356-3-09**

**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 Courtesy Vehicle Program 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 Courtesy Vehicle Program, policy number 3356-3-09, shown as Exhibit \_\_ attached hereto. A copy of the policy indicating changes to be made is also attached.

**Board of Trustees Meeting  
September 2, 2021  
YR 2022-**

**3356-3-09      Courtesy vehicle program.**

~~Previous Policy Number: 3008.01~~

Responsible Division/Office: Athletics

Responsible Officer: Vice President for Legal Affairs and  
~~Human~~

Resources: [Executive Director of Athletics](#)

Revision History: September 1999; March 2007; September 2011;  
June 2016; [September 2021](#)

Board Committee: University Affairs

**Effective Date:** ~~June 15, 2016~~ [September 2, 2021](#)

Next Review: ~~2021~~ [2026](#)

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(A) Policy statement. Youngstown state university (“university”) may participate with area car dealerships to secure vehicles (“courtesy vehicles”) for the use of athletic department coaches and university staff in order to recruit student-athletes, attend and engage in community programs, participate in fundraising for the university, and aid in the performance of university functions. In accepting the use of such vehicles, the university is authorized to make any appropriate expenditure for the protection and maintenance of these vehicles. Specifically, the university has a program in place for the acceptance of courtesy vehicles to be used by university employees. The program is monitored by the executive director of athletics and the director of environmental and occupational health and safety.

(B) Parameters.

- (1) The executive director of athletics, or designee, is responsible for assigning the vehicles to specific individuals. The vehicles may be used for both business and personal use. Drivers should consult the university’s travel rules regarding business travel reimbursement.
- (2) In order to comply with state and federal tax regulations, drivers must track personal mileage use.
- (3) The vice president for finance and business operations, or designee, is responsible for signing the lease agreements for all of

the courtesy vehicles.

- (4) The executive director of athletics has primary responsibility to notify the director of environmental and occupational health and safety (“EOHS”) each time vehicle changes are made so that the insurance coverage can be modified accordingly. The director of EOHS is responsible for the insurance program that provides coverage for vehicles in the program and is responsible for ensuring that drivers have been certified to drive a courtesy vehicle and have been educated on the insurance program. Drivers may be responsible for a deductible for property damage while driving a courtesy vehicle.
- (5) Leases must be in the university’s name so that vehicles can be covered by the institution’s insurance policy.
- (6) University staff are personally responsible for all traffic offense fines, citations, and violations, and for the care and upkeep of the courtesy vehicle, including but not limited to vehicle registration, maintenance, parts, equipment, and repairs.

(C) Procedures.

- (1) Upon picking up a courtesy vehicle from the dealership, authorized personnel must comply with the EOHS insurance program requirements, including but not limited to defensive driving courses and annual driving record reviews.
- (2) The executive director of athletics must inform the office of EOHS when the vehicle is returned to the dealership.
- (3) Athletics staff member must immediately report any changes in his/her license status (restrictions, suspensions, revocations, expirations) and vehicle accidents or damage to the executive director of athletics. The executive director of athletics will inform the office of EOHS of these changes.



**3356-3-09      Courtesy vehicle program.**

Responsible Division/Office: Athletics  
Responsible Officer: Vice President for Legal Affairs and  
Human Resources; Executive Director of  
Athletics  
Revision History: September 1999; March 2007; September 2011;  
June 2016; September 2021  
Board Committee: University Affairs  
**Effective Date: September 2, 2021**  
Next Review: 2026

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- (A) Policy statement. Youngstown state university (“university”) may participate with area car dealerships to secure vehicles (“courtesy vehicles”) for the use of athletic department coaches and university staff in order to recruit student-athletes, attend and engage in community programs, participate in fundraising for the university, and aid in the performance of university functions. In accepting the use of such vehicles, the university is authorized to make any appropriate expenditure for the protection and maintenance of these vehicles. Specifically, the university has a program in place for the acceptance of courtesy vehicles to be used by university employees. The program is monitored by the executive director of athletics and the director of environmental and occupational health and safety.
- (B) Parameters.
- (1) The executive director of athletics, or designee, is responsible for assigning the vehicles to specific individuals. The vehicles may be used for both business and personal use. Drivers should consult the university’s travel rules regarding business travel reimbursement.
  - (2) In order to comply with state and federal tax regulations, drivers must track personal mileage use.
  - (3) The vice president for finance and business operations, or designee, is responsible for signing the lease agreements for all of

the courtesy vehicles.

- (4) The executive director of athletics has primary responsibility to notify the director of environmental and occupational health and safety (“EOHS”) each time vehicle changes are made so that the insurance coverage can be modified accordingly. The director of EOHS is responsible for the insurance program that provides coverage for vehicles in the program and is responsible for ensuring that drivers have been certified to drive a courtesy vehicle and have been educated on the insurance program. Drivers may be responsible for a deductible for property damage while driving a courtesy vehicle.
- (5) Leases must be in the university’s name so that vehicles can be covered by the institution’s insurance policy.
- (6) University staff are personally responsible for all traffic offense fines, citations, and violations, and for the care and upkeep of the courtesy vehicle, including but not limited to vehicle registration, maintenance, parts, equipment, and repairs.

(C) Procedures.

- (1) Upon picking up a courtesy vehicle from the dealership, authorized personnel must comply with the EOHS insurance program requirements, including but not limited to defensive driving courses and annual driving record reviews.
- (2) The executive director of athletics must inform the office of EOHS when the vehicle is returned to the dealership.
- (3) Athletics staff member must immediately report any changes in his/her license status (restrictions, suspensions, revocations, expirations) and vehicle accidents or damage to the executive director of athletics. The executive director of athletics will inform the office of EOHS of these changes.

**RESOLUTION TO MODIFY  
LICENSING OF UNIVERSITY NAMES AND MARKS POLICY,  
3356-5-12**

**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 Licensing of University Names and Marks 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 Licensing of University Names and Marks, policy number 3356-5-12, shown as Exhibit \_\_ attached hereto. A copy of the policy indicating changes to be made is also attached.

**3356-5-12 Licensing of university names and marks.**

~~Previous Policy Number: 5013.01~~  
Responsible Division/Office: Athletics  
Responsible Officer: Vice President for Legal Affairs and  
~~Human~~  
Resources: [Executive Director of Athletics](#)  
Revision History: March 1999; October 2010; June 2016;  
[September 2021](#)  
Board Committee: University Affairs  
**Effective Date:** ~~June 15, 2016~~ [September 2, 2021](#)  
Next Review: ~~2021~~ [2026](#)

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- (A) Policy statement. Youngstown state university has registered or otherwise protected the names, logos, symbols, indicia, insignia, trade names, service marks, and trademarks (collectively, identity marks) of the university and its programs. The department of athletics is responsible for licensing and monitoring ~~of~~ the identity marks of the university.
- (B) Purpose. To protect the university's identity marks, to promote the university in a consistent and positive manner, and to provide information and guidelines for the university's identity marks.
- (C) Scope. This policy applies to use of university identity marks, whether for internal or external use and whether for commercial or noncommercial purposes.
- (D) Guidelines.
  - (1) Commercial use of the university's identity marks must conform to the official university sanctioned identity marks.
  - (2) Royalty commissions received through the sale of licensed items will be used for student scholarships.
  - (3) The department of athletics is responsible for monitoring the appropriate use of university identity marks by external (non-university) users to ensure that the institution is promoted positively and that the products meet quality standards.

- (4) Internal use of university identity marks by university departments, offices or units for the promotion of the university, such as stationary or business cards, catalogs, promotional publications, or other university publications, must adhere to the official university identity marks as determined by the office of marketing [and](#) communications [and the department of athletics](#).
  - (5) The university reserves the right to take appropriate action when confronted with unauthorized use of its identity marks. Such actions may include confiscation of the goods, financial penalties, cease and desist orders and other legal action.
  - (6) The university does not license the use of its name for the following purposes:
    - (a) Sexually suggestive, obscene, or disparaging products;
    - (b) Inherently dangerous products.
- (E) Procedures.
- (1) Any individual, business, or organization interested in using the ~~university's name, nicknames, abbreviations, logos, seal, mascots, slogans, etc.,~~ [university identity marks](#) should contact the department of athletics.
  - (2) A copy of the intended design and the product on which it is to be displayed must be submitted to the department of athletics [through the university licensing agent](#) for review and approval.
  - (3) Anyone planning to purchase goods or services incorporating ~~the university name or other symbols~~ [identity marks](#) should confirm that the vendor is an authorized licensee.
  - (4) If appropriate, a licensing agreement will be executed between the university licensing agent and the individual, business, or organization.
  - (5) In special instances, such as a limited distribution of an item that will not be sold for profit, licensing requirements may be waived in

writing and signed by the vice president for finance and business operations, or designee.

- (6) Licensing guidelines and authorized licensee lists may be obtained from the ~~office of university relations~~[department of athletics](#).
- (7) Additional procedures for using university ~~symbols~~[identity marks](#) (i.e., publications) and related information can be ~~found on the website of the office of marketing and communications at~~ <http://web.yzu.edu/marketcomm> obtained from the Chief marketing officer.

**3356-5-12 Licensing of university names and marks.**

Responsible Division/Office: Athletics  
Responsible Officer: Vice President for Legal Affairs and Human Resources; Executive Director of Athletics  
Revision History: March 1999; October 2010; June 2016; September 2021  
Board Committee: University Affairs  
**Effective Date: September 2, 2021**  
Next Review: 2026

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- (A) Policy statement. Youngstown state university has registered or otherwise protected the names, logos, symbols, indicia, insignia, trade names, service marks, and trademarks (collectively, identity marks) of the university and its programs. The department of athletics is responsible for licensing and monitoring the identity marks of the university.
- (B) Purpose. To protect the university's identity marks, to promote the university in a consistent and positive manner, and to provide information and guidelines for the university's identity marks.
- (C) Scope. This policy applies to use of university identity marks, whether for internal or external use and whether for commercial or noncommercial purposes.
- (D) Guidelines.
  - (1) Commercial use of the university's identity marks must conform to the official university sanctioned identity marks.
  - (2) Royalty commissions received through the sale of licensed items will be used for student scholarships.
  - (3) The department of athletics is responsible for monitoring the appropriate use of university identity marks by external (non-university) users to ensure that the institution is promoted positively and that the products meet quality standards.

- (4) Internal use of university identity marks by university departments, offices or units for the promotion of the university, such as stationary or business cards, catalogs, promotional publications, or other university publications, must adhere to the official university identity marks as determined by the office of marketing and communications and the department of athletics.
  - (5) The university reserves the right to take appropriate action when confronted with unauthorized use of its identity marks. Such actions may include confiscation of the goods, financial penalties, cease and desist orders and other legal action.
  - (6) The university does not license the use of its name for the following purposes:
    - (a) Sexually suggestive, obscene, or disparaging products;
    - (b) Inherently dangerous products.
- (E) Procedures.
- (1) Any individual, business, or organization interested in using the university's identity marks should contact the department of athletics.
  - (2) A copy of the intended design and the product on which it is to be displayed must be submitted to the department of athletics through the university licensing agent for review and approval.
  - (3) Anyone planning to purchase goods or services incorporating university identity marks should confirm that the vendor is an authorized licensee.
  - (4) If appropriate, a licensing agreement will be executed between the university licensing agent and the individual, business, or organization.
  - (5) In special instances, such as a limited distribution of an item that will not be sold for profit, licensing requirements may be waived in writing and signed by the vice president for finance and business operations, or designee.



- (6) Licensing guidelines and authorized licensee lists may be obtained from the department of athletics.
- (7) Additional procedures for using university identity marks (i.e., publications) and related information can be obtained from the Chief marketing officer.

**RESOLUTION TO MODIFY  
NEPOTISM AND POTENTIAL CONFLICTS IN EMPLOYMENT  
SITUATIONS POLICY,  
3356-7-26**

**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 Nepotism and Potential Conflicts in Employment Situations 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 Nepotism and Potential Conflicts in Employment Situations, policy number 3356-7-26, shown as Exhibit \_\_ attached hereto. A copy of the policy indicating changes to be made is also attached.

**Board of Trustees Meeting  
September 2, 2021  
YR 2022-**

**3356-7-26 Nepotism and potential conflicts in employment situations.**

~~Previous Policy Number: 7013.01~~

Responsible Division/Office: Human Resources

Responsible Officer: ~~VP~~VP for ~~Legal Affairs and~~ Human Resources;  
[Director of Equal Opportunity, Title IX and  
Policy Development](#)

Revision History: December 1998; December 2010; June 2016;  
December 2016; [September 2021](#)

Board Committee: University Affairs

**Effective Date:** ~~December 1, 2016~~ [September 2, 2021](#)

Next Review: ~~2021~~ [2026](#)

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- (A) Policy statement. The university fosters an environment in which all individuals are treated with mutual respect and trust. Employment practices are designed to ensure fair and equitable treatment for all employees, as well as creating confidence in the integrity of the hiring process. Employment practices that may provide unfair advantage, real or perceived, because of personal relationships or positions of influence are prohibited. Employees may not authorize, or use the authority or influence of their position to authorize, any of the employment practices as defined herein for the benefit of a family member or business associate.
- (B) Definitions.
- (1) Nepotism is the practice of applying favoritism, without regard to merit, through authority or influence by someone in a position of power or authority toward family members or other for whom the employee has a relationship or is legally responsible. Favoritism is shown by giving preferential treatment in any employment practice to family members as defined in this policy.
  - (2) Employment practices include: the ability or power to effectively hire, transfer, suspend, lay off, recall, promote, discharge; assign or reassign duties; reward, discipline, or influence grievances/appeals.
  - (3) Family members are defined as: parents, grandparents, children of any age, grandchildren, spouse, or siblings (regardless of where these family members reside) and anyone to whom he or she is

related by blood or marriage (aunts, uncles, nieces, nephews, cousins, and in-laws) and who is also residing in the same household with the employee.

- (4) University officials include: members of the board of trustees, executive officers, administrative officers, and other employees in a position to in any way affect employment practices.
- (5) Business associate includes: any individuals, companies, or organizations with which the official is acting together to pursue a common business purpose. Examples would be partners in a partnership, co-owners of a business, an outside employer, and co-members of an LLC.

(C) Parameters.

- (1) Employment practices are fundamentally based on the fulfillment of appropriate qualifications and performance standards. Thus, while there is no prohibition of family members and business associates being employed simultaneously at the university, there are restrictions as to whether an employee may authorize employment practices that directly affect another family member or business associate.
- (2) Division (A)(1) of section 2921.42 of the Revised Code provides that no public (university) official shall knowingly authorize or employ the authority or influence of his/her office to secure authorization of any public contract in which he/she, a family member, or any business associates has an interest. Violation of this section may constitute a felony.
- (3) University officials have the responsibility to exercise their control, influence, or authority in a manner that maintains confidence in the integrity of the university's administrative and personnel decision-making. This responsibility includes avoiding the appearance of a conflict of interest between personal and university interests (see rule 3356-7-01 of the Administrative Code).

- (4) University officials shall not attempt to influence an employment practice that directly affects a family member or business associate.
  - (5) Normally the university will not hire, transfer, promote, or employ family members in such capacity in which they would directly supervise or be in a position to initiate or participate in institutional decisions involving direct benefit to a family member. However, should that occur, the conflict must be disclosed and the university should determine the action steps to be taken to manage the conflict. The employee should apprise the supervisor and in consultation with the appropriate dean/vice president and chief of human resources officer, resolve the situation and avoid the conflict.
  - (6) If a relationship develops during the course of employment that would create a conflict, the appropriate supervisor, in consultation with the appropriate dean/vice president and the chief human resources officer, will confer with the individuals involved to resolve the situation and avoid the conflict.
  - (7) In rare and unusual situations when it is determined to be in the best interest of the university, exceptions may be made. Such exceptions are to be made through the provost or appropriate vice president and with the approval of the president.
- (D) Procedures.
- (1) The university requires full disclosure of any relationship as defined above at the time of application or at any time that such a relationship might occur during the course of employment.
  - (2) Employees maintain an obligation to ensure that all employment practices are based on appropriate professional qualifications and performance standards.
  - (3) If there is any indication, real or perceived, that employment practices may be contrary to these parameters or procedures, it is the responsibility of the employee to bring the situation to the attention of the immediate supervisor.

- (4) Upon receiving notification of such possible influence, the immediate supervisor and appropriate dean/vice president will consult with the chief human resources officer.
- (5) An employee who violates this policy may be subject to disciplinary action and the employment practice may be reversed.

**3356-7-26 Nepotism and potential conflicts in employment situations.**

Responsible Division/Office: Human Resources  
Responsible Officer: AVP for Human Resources; Director of Equal Opportunity, Title IX and Policy Development  
Revision History: December 1998; December 2010; June 2016; December 2016; September 2021  
Board Committee: University Affairs  
**Effective Date: September 2, 2021**  
Next Review: 2026

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- (A) Policy statement. The university fosters an environment in which all individuals are treated with mutual respect and trust. Employment practices are designed to ensure fair and equitable treatment for all employees, as well as creating confidence in the integrity of the hiring process. Employment practices that may provide unfair advantage, real or perceived, because of personal relationships or positions of influence are prohibited. Employees may not authorize, or use the authority or influence of their position to authorize, any of the employment practices as defined herein for the benefit of a family member or business associate.
- (B) Definitions.
- (1) Nepotism is the practice of applying favoritism, without regard to merit, through authority or influence by someone in a position of power or authority toward family members or other for whom the employee has a relationship or is legally responsible. Favoritism is shown by giving preferential treatment in any employment practice to family members as defined in this policy.
  - (2) Employment practices include: the ability or power to effectively hire, transfer, suspend, lay off, recall, promote, discharge; assign or reassign duties; reward, discipline, or influence grievances/appeals.
  - (3) Family members are defined as: parents, grandparents, children of any age, grandchildren, spouse, or siblings (regardless of where these family members reside) and anyone to whom he or she is related by blood or marriage (aunts, uncles, nieces, nephews,

cousins, and in-laws) and who is also residing in the same household with the employee.

- (4) University officials include: members of the board of trustees, executive officers, administrative officers, and other employees in a position to in any way affect employment practices.
- (5) Business associate includes: any individuals, companies, or organizations with which the official is acting together to pursue a common business purpose. Examples would be partners in a partnership, co-owners of a business, an outside employer, and co-members of an LLC.

(C) Parameters.

- (1) Employment practices are fundamentally based on the fulfillment of appropriate qualifications and performance standards. Thus, while there is no prohibition of family members and business associates being employed simultaneously at the university, there are restrictions as to whether an employee may authorize employment practices that directly affect another family member or business associate.
- (2) Division (A)(1) of section 2921.42 of the Revised Code provides that no public (university) official shall knowingly authorize or employ the authority or influence of his/her office to secure authorization of any public contract in which he/she, a family member, or any business associates has an interest. Violation of this section may constitute a felony.
- (3) University officials have the responsibility to exercise their control, influence, or authority in a manner that maintains confidence in the integrity of the university's administrative and personnel decision-making. This responsibility includes avoiding the appearance of a conflict of interest between personal and university interests (see rule 3356-7-01 of the Administrative Code).
- (4) University officials shall not attempt to influence an employment practice that directly affects a family member or business associate.



- (5) Normally the university will not hire, transfer, promote, or employ family members in such capacity in which they would directly supervise or be in a position to initiate or participate in institutional decisions involving direct benefit to a family member. However, should that occur, the conflict must be disclosed and the university should determine the action steps to be taken to manage the conflict. The employee should apprise the supervisor and in consultation with the appropriate dean/vice president and chief human resources officer, resolve the situation and avoid the conflict.
  - (6) If a relationship develops during the course of employment that would create a conflict, the appropriate supervisor, in consultation with the appropriate dean/vice president and the chief human resources officer, will confer with the individuals involved to resolve the situation and avoid the conflict.
  - (7) In rare and unusual situations when it is determined to be in the best interest of the university, exceptions may be made. Such exceptions are to be made through the provost or appropriate vice president and with the approval of the president.
- (D) Procedures.
- (1) The university requires full disclosure of any relationship as defined above at the time of application or at any time that such a relationship might occur during the course of employment.
  - (2) Employees maintain an obligation to ensure that all employment practices are based on appropriate professional qualifications and performance standards.
  - (3) If there is any indication, real or perceived, that employment practices may be contrary to these parameters or procedures, it is the responsibility of the employee to bring the situation to the attention of the immediate supervisor.
  - (4) Upon receiving notification of such possible influence, the immediate supervisor and appropriate dean/vice president will consult with the chief human resources officer.

- (5) An employee who violates this policy may be subject to disciplinary action and the employment practice may be reversed.



**RESOLUTION TO RESCIND  
DEVELOPMENT AND AUTHORIZATION OF INSTITUTIONAL  
PROCEDURES POLICY, 3356-1-10**

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

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

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

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Trustees of Youngstown State University does hereby rescind the University Policy governing Development and Authorization of Institutional Procedures, policy number 3356-1-10, shown as Exhibit \_\_, attached hereto.

**3356-1-10 Development and authorization of institutional procedures.**

Previous Policy Number: 0002.00  
Responsible Division/Office: Office of the President  
Responsible Officer: President  
Revision History: June 1997; March 2010; March 2016  
Board Committee: University Affairs  
**Effective Date: March 16, 2016**  
Next Review: 2021

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- (A) Policy statement. The university’s board of trustees empowers the president to adopt and implement rules and regulations consistent with board policies which are necessary for the operation of the university.
- (B) Purpose. To provide guidance for the establishment of institutional procedures to insure the effective operation of the university.
- (C) Definition. “Institutional procedures” are defined as operating guidelines established by the university to assist in the implementation of university policies established by the board of trustees.
- (D) Parameters.
  - (1) An institutional procedure shall describe the scope and directive of the procedures and reference any applicable board policy.
  - (2) Institutional procedures may be developed or revised by the president, his/her designee, or the individual accountable for any department or unit (chairperson, director, executive director, etc.). Senates, councils, and committees may also develop or revise institutional procedures through the appropriate department or unit.
  - (3) Accuracy of the procedures is the responsibility of the individual accountable for the development of the procedure.
- (E) Procedures.

- (1) A new institutional procedure shall be noted as such during the review process. Proposed revisions to an existing institutional procedure shall be clearly identified and contrasted with existing language.
- (2) A draft of a new or revised procedure shall be forwarded to the appropriate divisional vice president for timely review and feedback. After review within the division, the appropriate vice president shall forward the procedure to the president to determine if further review is necessary.
- (3) The president may utilize a university body to facilitate discussion and obtain campus-wide perspective and input.
- (4) After all reviews have been completed, the appropriate divisional vice president, or his/her designee, shall insure that the procedure includes a designation of the responsible division/office, an effective date, and is published on the web page of the division/office responsible for its implementation.
- (5) Institutional procedures should be reviewed on a regular basis to insure relevance and applicability.

**RESOLUTION TO MODIFY AND RETITLE  
DIVISIONAL ADMINISTRATIVE PROCEDURES POLICY,  
3356-1-11**

**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 Divisional Administrative Procedures 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 governing Divisional Administrative Procedures, policy number 3356-1-11, to be retitled as Development and Authorization of Administrative Procedures, shown as Exhibit \_\_ attached hereto. A copy of the policy indicating changes to be made is also attached.

3356-1-11 ~~Divisional administrative procedures.~~Development and authorization of administrative procedures.

~~Previous Policy Number:~~ ~~0005.00~~

Responsible Division/Office: Office of the President

Responsible Officer: President

Revision History: March 2000; March 2010; March 2016;  
September 2021

Board Committee: University Affairs

**Effective Date:** ~~March 16, 2016~~September 2, 2021

Next Review: ~~2021~~2026

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- (A) Policy statement. The Youngstown state university board of trustees has endorsed the collegial system of governance and recognizes that the day-to-day internal administration of the university is best achieved by delegating formal authority to the president, who, in turn, delegates appropriate authority to various administrative officers to establish administrative procedures to execute the plans and programs of the university and administer university affairs. The president delegates to the divisions of the university responsibility and authority for academic affairs, business and financial affairs, development and community affairs, and student affairs finance and business operations, and legal affairs and human resources.
- (B) Purpose. To provide guidance for the establishment of administrative procedures and to establish a process for the divisions of the university to promulgate procedures to execute the plans and programs of the university and administer university affairs.
- (C) Definition. Divisional administrative procedures (“administrative procedures”) are operational guidelines established by divisions of the university to assist in the implementation of university policies and the goals and objectives of the division. Administrative procedures may impact the entire university community.
- (D) Parameters.

- (1) The drafting and review of administrative procedures shall follow, to the extent possible, the format contained in rule 3356-1-09 of the Administrative Code (“Development and issuance of university policies”).
  - (2) An administrative procedure shall describe the scope and directive of the procedure and reference any applicable board policy.
  - (3) An administrative procedure shall identify which division authorized the procedure, the department or unit within the division that is responsible for implementation of the procedure, and its effective date.
  - ~~(3)~~(4) ———Administrative procedures may be developed or revised by the individual accountable for any department or unit (chairperson, director, executive director, etc.). Divisional councils or committees may also develop or revise administrative procedure through the appropriate department or unit. ~~When revising existing administrative procedures, proposed modifications should be clearly identified and contrasted with existing language.~~ Accuracy of the administrative procedures is the responsibility of the individual accountable for the department or unit involved with development of these administrative procedures.
  - ~~(4)~~(5) ———In the event of a conflict between a university policy and an administrative procedure, the university policy shall take precedence. The division shall notify the office of equal opportunity and policy development of the conflict, and the office of equal opportunity and policy development shall inform the board of trustees in order that the board of trustees may take appropriate action.
  - ~~(5)~~ ———Accuracy of the administrative procedures is the responsibility of the individual accountable for the department or unit involved with development or revision of these administrative procedures.
- (E) Procedures.



- (1) A new administrative procedure shall be noted as such during the review process. Proposed revisions to an existing procedure shall be clearly identified and contrasted with existing language.
- (2) A draft of the new or revised administrative procedure shall be forwarded to ~~departments, units, councils, committees, or others affected~~ the appropriate divisional administrator, for timely review and feedback to the divisional vice president. When the scope of the administrative procedures extends beyond the division, the draft will be forwarded to the appropriate division(s) for review.
- (3) After the review is completed, a final draft of the administrative procedure shall be forwarded to the president and vice presidents to determine if further review is necessary.
- (4) The president may facilitate discussion and obtain campus-wide perspective and input by presenting the administrative procedure to an appropriate university body.
- (5) Upon completion of the review and drafting process, the appropriate vice president, or designee, shall insure that the administrative procedure is in the appropriate format and is posted on the website of the appropriate division, department, or unit.

**3356-1-11      Development and authorization of administrative procedures.**

Responsible Division/Office: Office of the President  
Responsible Officer: President  
Revision History: March 2000; March 2010; March 2016;  
September 2021  
Board Committee: University Affairs  
**Effective Date: September 2, 2021**  
Next Review: 2026

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- (A) Policy statement. The Youngstown state university board of trustees has endorsed the collegial system of governance and recognizes that the day-to-day internal administration of the university is best achieved by delegating formal authority to the president, who, in turn, delegates appropriate authority to various administrative officers to establish administrative procedures to execute the plans and programs of the university and administer university affairs. The president delegates to the divisions of the university responsibility and authority for academic affairs, business and financial affairs, development and community affairs, and student affairs finance and business operations, and legal affairs and human resources.
- (B) Purpose. To provide guidance for the establishment of administrative procedures and to establish a process for the divisions of the university to promulgate procedures to execute the plans and programs of the university and administer university affairs.
- (C) Definition. Divisional administrative procedures (“administrative procedures”) are operational guidelines established by divisions of the university to assist in the implementation of university policies and the goals and objectives of the division. Administrative procedures may impact the entire university community.
- (D) Parameters.

- (1) The drafting and review of administrative procedures shall follow, to the extent possible, the format contained in rule 3356-1-09 of the Administrative Code (“Development and issuance of university policies”).
  - (2) An administrative procedure shall describe the scope and directive of the procedure and reference any applicable board policy.
  - (3) An administrative procedure shall identify which division authorized the procedure, the department or unit within the division that is responsible for implementation of the procedure, and its effective date.
  - (4) Administrative procedures may be developed or revised by the individual accountable for any department or unit (chairperson, director, executive director, etc.). Divisional councils or committees may also develop or revise administrative procedure through the appropriate department or unit. Accuracy of the administrative procedures is the responsibility of the individual accountable for the department or unit involved with development of these administrative procedures.
  - (5) In the event of a conflict between a university policy and an administrative procedure, the university policy shall take precedence. The division shall notify the office of equal opportunity and policy development of the conflict, and the office of equal opportunity and policy development shall inform the board of trustees in order that the board of trustees may take appropriate action.
- (E) Procedures.
- (1) A new administrative procedure shall be noted as such during the review process. Proposed revisions to an existing procedure shall be clearly identified and contrasted with existing language.
  - (2) A draft of the new or revised administrative procedure shall be forwarded to the appropriate divisional administrator, for timely review and feedback to the divisional vice president. When the scope of the administrative procedures extends beyond the

division, the draft will be forwarded to the appropriate division(s) for review.

- (3) After the review is completed, a final draft of the administrative procedure shall be forwarded to the president and vice presidents to determine if further review is necessary.
- (4) The president may facilitate discussion and obtain campus-wide perspective and input by presenting the administrative procedure to an appropriate university body.
- (5) Upon completion of the review and drafting process, the appropriate vice president, or designee, shall insure that the administrative procedure is in the appropriate format and is posted on the website of the appropriate division, department, or unit.

**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 June 3, 2021, meeting of the Board of Trustees; and

**WHEREAS**, such personnel actions are in accordance with the 2020-2021 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 \_\_\_ attached hereto.

**Board of Trustees Meeting  
September 2, 2021  
YR 2022-**

**SUMMARY OF PERSONNEL ACTIONS**  
**Professional Administrative and Faculty Employees**  
**4/16/21 through 7/15/21**

**Appointments – 21**

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

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

**Replacement Positions – 14**

- Professional Administrative Staff – 10
- Professional Administrative Excluded – 3
- Faculty – 1

**Separations – 25**

- Professional Administrative Staff – 4
- Professional Administrative Excluded – 5
- Faculty – 16

**Reclassifications/Position Adjustments – 8**

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

**Promotions – 10**

- Professional Administrative Staff – 4
- Professional Administrative Excluded – 6

**Salary Adjustments – 18**

- Professional Administrative Staff – 9
- Professional Administrative Excluded – 9

**Transfers – 2**

- Professional Administrative Staff – 2

**YOUNGSTOWN STATE UNIVERSITY  
PROFESSIONAL ADMINISTRATIVE AND FACULTY  
PERSONNEL ACTIONS 4/16/21 THROUGH 7/15/21  
APPOINTMENTS**

<b>EMPLOYEE NAME</b>	<b>EMPLOYEE TYPE</b>	<b>POSITION TITLE</b>	<b>DEPARTMENT</b>	<b>CONTRACT/ APPOINTMENT DATES</b>	<b>FTE</b>	<b>SALARY</b>
Bibler, Cheri*	APAS	Business Systems Admin 1	IT Application Services	7/1/2021	1.00	\$ 65,975.00
Erjavec, Veronica	APAS	Coordinator	Housing	6/1/2021	1.00	\$ 35,568.00
Gaston, Christopher*	APAS	Student Systems Admin	Registration & Records	6/1/2021	1.00	\$ 55,000.00
Gran, Zackary	APAS	Coordinator, Grants Accounting	Controller's Office	6/21/2021	1.00	\$ 46,500.00
Hartenstein, Kevin	APAS	Coordinator Center Student Progress	Academic Success Center	5/17/2021	1.00	\$ 36,000.00
Hazy, Virginia*	APAS	Program Coordinator Strategic Comm	Dean Cliffe College of Creative Arts	7/12/2021	1.00	\$ 60,000.00
Korda, Dalton	APAS	Temporary Coordinator Facility Ops	Kilcawley Center	5/16/2021	1.00	\$ 35,568.00
Kroliski, Joel*	APAS	Business Systems Admin 1	IT Application Services	4/19/2021	1.00	\$ 55,567.00
Markowski, Dale	APAS	Coordinator	Housing	6/1/2021	1.00	\$ 35,568.00
Merlino, Aaron	APAS	Information Security Engineer	IT Security Services	6/16/2021	1.00	\$ 73,488.00
Muir, Lauren*	APAS	Coordinator, Gifts Accounting	Controller's Office	6/3/2021	1.00	\$ 46,500.00
Queen, Michael*	APAS	Coordinator Student Involvement	Student Activities	7/1/2021	1.00	\$ 36,540.00
Rogers Limpose, Melissa	APAS	Broadcast Engineer	WYSU - FM	6/16/2021	1.00	\$ 42,615.00
Shaffer, Samantha	APAS	Coordinator Student Conduct	Housing	6/16/2021	1.00	\$ 45,000.00
Stanley, Jacob	APAS	Coordinator	Undergraduate Admissions	6/16/2021	1.00	\$ 35,568.00
Phillips, Desja	APAS	Academic Advisor 1	Dean BCHHS	5/24/2021	0.50	\$ 14,843.14
Basich, Christopher*	Excluded	Intermittent Microsite Content Developer	Teacher Education	7/6/2021	0.50	\$ 26,000.00
Gocala, John	Excluded	Intermittent Academy Co-Commander	Peace Officers Training Academy	7/1/2021	0.50	\$ 32,240.00
Hollabaugh, Lorraine	Excluded	Executive Assistant	Dean of Students	5/3/2021	1.00	\$ 43,000.00
Sweeney, Stanley	Excluded	Director Kilcawley Ctr Student Union	Kilcawley Center	6/16/2021	1.00	\$ 75,000.00
Campbell, Matthew	Faculty	Assistant Professor/Program Director	Master of Athletic Training	5/11/2021	1.00	\$ 71,750.00
<b>*New Positions</b>						

**YOUNGSTOWN STATE UNIVERSITY**  
**PROFESSIONAL ADMINISTRATIVE AND FACULTY**  
**PERSONNEL ACTIONS 4/16/21 THROUGH 7/15/21**  
**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>	<b>SEPARATION TYPE</b>
Blinn, Shanna	APAS	Academic Advisor 2	Dean - WCBA	4/30/2021	1.00	\$ 46,112.44	Resigned
Hancharenko, Michael	APAS	Information Security Architect	IT Security Services	5/21/2021	1.00	\$ 85,609.72	Resigned
Hartwig, Katilyn	APAS	Coord Social Media Digital Mktg	Marketing & Communications	6/4/2021	1.00	\$ 40,209.02	Resigned
Jiang, Shuiping	APAS	Asst Director International Admissions Recruitment	International Programs Office	6/25/2021	1.00	\$ 58,794.22	Resigned
Clowes, Josephine	Excluded	Executive Assistant - Provost	Provost VP - Academic Affairs	7/15/2021	1.00	\$ 67,663.96	Retired
King, Tammy	Excluded	Associate Dean BCHHS	Dean - BCHHS	7/15/2021	1.00	\$ 105,726.86	Retired
O'Malley, Molly	Excluded	Associate Director	Human Resources	4/30/2021	1.00	\$ 55,000.00	Resigned
Pieren, Jennifer	Excluded	Temp Program Administrator	Health Professions	7/15/2021	1.00	\$ 65,000.00	Temp Appt Ended
Weir, Mark	Excluded	Director	Equal Opp. Policy Compliance	7/15/2021	1.00	\$ 90,842.50	Resigned
Bosso, Frank	Faculty	Professor	Kinesiology and Sport Science	5/31/2021	1.00	\$ 89,517.81	Retired
Disotell, Kevin	Faculty	Assistant Professor	Mechanical Engineering	5/14/2021	1.00	\$ 76,696.00	Resigned
Falcone, Alyssa	Faculty	Ives Visiting Professor	World Languages and Cultures	5/15/2021	1.00	\$ 60,000.00	Non-renewal
Husain, Shakir	Faculty	Professor	Civil Environmental & Chemical Engineering	5/15/2021	1.00	\$ 110,780.47	Retired
Jerryson, Michael	Faculty	Professor	Philosophy & Religious Studies	7/9/2021	1.00	\$ 84,467.00	Deceased
Lyons, Joseph	Faculty	Associate Professor	Master Health Human Services	5/9/2021	1.00	\$ 71,500.00	Retired
Mithy, Sharmin	Faculty	Lecturer	Mechanical Engineering	5/15/2021	1.00	\$ 28,000.00	Temp Appt Ended
Mossayebi, Faramarz	Faculty	Professor	Electrical Engineering	7/10/2021	1.00	\$ 107,176.00	Deceased
Payne, Brandt	Faculty	Associate Professor & Director	Dana School of Music	5/8/2021	1.00	\$ 78,230.71	Resigned
Reese, Steven	Faculty	Professor	English	5/15/2021	1.00	\$ 94,342.41	Retired
Saunders-Smith, Gail	Faculty	Associate Professor	Teacher Education	5/31/2021	1.00	\$ 70,893.43	Retired
Shaklee, Ronald	Faculty	Professor	Geography	5/15/2021	1.00	\$ 96,378.95	Retired
Walker, Gary	Faculty	Professor	Biology	6/30/2021	1.00	\$ 89,140.95	Retired
Walter, Phillip	Faculty	Lecturer	Electrical Engineering	5/15/2021	1.00	\$ 29,000.00	Resigned
Wardeh, Muhammad	Faculty	Lecturer	Mechanical Engineering	5/15/2021	1.00	\$ 28,000.00	Temp Appt Ended
Wright, Amy	Faculty	Lecturer	Theater and Dance	5/15/2021	1.00	\$ 44,587.50	Non-renewal



**YOUNGSTOWN STATE UNIVERSITY**  
**PROFESSIONAL ADMINISTRATIVE AND FACULTY**  
**PERSONNEL ACTIONS 4/16/21 THROUGH 7/15/21**  
**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>
Haskins, Jacob	APAS	Case Manager/Housing Coordinator	Dean of Students/Housing	6/1/2021	1.00	\$ 43,000.00	\$ 35,519.90
Wells, Brian	APAS	Senior Academic Advisor 1/ Academic Advisor 2	Dean Bitonte College of Health & Human Services	5/1/2021	1.00	\$ 50,626.97	\$ 45,626.97
Davidson, Katrena	Excluded	AVP Finance and Controller/ Controller	Controller's Office	5/16/2021	1.00	\$ 124,115.41	\$ 118,205.15
Gordon, Amy	Excluded	Director/ Manager	Comprehensive Testing Center	5/1/2021	1.00	\$ 56,559.00	\$ 45,066.04
Lewis-Aey, Jennifer	Excluded	Executive Director, HR Operations/ Director	Human Resources	6/1/2021	1.00	\$ 105,000.00	\$ 84,991.50
Morrone, Ross	Excluded	Chief Marketing Officer/ Director	Marketing & Communications	6/1/2021	1.00	\$ 92,000.00	\$ 77,780.10
Cripe, M. Kathleen	Faculty	Department Chair & Assoc. Professor/ Associate Professor	Teacher Education & Leadership Studies	7/1/2021	1.00	\$ 95,569.43	\$ 72,887.43
Matanin, Marcia	Faculty	Department Chair & Professor/ Professor	Teacher Education & Leadership Studies	7/1/2021	1.00	\$ 91,653.94	\$ 112,538.80

**YOUNGSTOWN STATE UNIVERSITY  
PROFESSIONAL ADMINISTRATIVE AND FACULTY  
PERSONNEL ACTIONS 4/16/21 THROUGH 7/15/21  
PROMOTIONS**

<b>EMPLOYEE NAME</b>	<b>NEW EMPLOYEE TYPE/OLD EMPLOYEE</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>
Hinebaugh, Lorraine	APAS	Software Integration Architect/ Software Integration Engineer	IT Application Services	5/1/2021	1.00	\$ 85,202.61	\$ 77,456.92
McNickle, Sarah	APAS	Systems Admin 1 Educator Prep/ Financial Aid Loan Specialist	Dean - BCLASSE/Financial Aid and Scholarships	4/26/2021	1.00	\$ 48,376.00	\$ 35,776.00
Wells, Nicole	APAS	Clinical Coordinator Graduate/ Senior Academic Advisor 1	Nursing/Dean - HHS	5/1/2021	1.00	\$ 47,000.00	\$ 46,900.03
Zupcsan, Michael	APAS	IT Customer Services Architect/ Technology Support Engineer	IT Customer Services	5/1/2021	1.00	\$ 84,510.00	\$ 73,556.28
Cupp, Olivia	Excluded	Director/ Associate Director	Housing	7/1/2021	1.00	\$ 74,095.00	\$ 55,408.80
Gardner, Ann	Excluded	Associate Director/ Assistant Director	Human Resources/ General Counsel	7/1/2021	1.00	\$ 73,080.00	\$ 57,794.22
Greco, Michael	Excluded	Associate Director/ Assistant Director	Academic Success Center	4/16/2021	1.00	\$ 55,800.00	\$ 51,000.00
McNicholas, Ryan	Excluded	Director/ Associate Director	Andrews Student Recreation & Wellness Ctr	7/1/2021	1.00	\$ 71,050.00	\$ 52,379.00
Osborn, Brandi	Excluded	Classification Compensation Officer/ Human Capital Management Analyst	Human Resources	7/1/2021	1.00	\$ 53,795.00	\$ 40,684.80
Shargo, Megan	Excluded/ACE	Executive Assistant - Provost/ Academic Operations Specialist 1	Provost VP - Academic Affairs/Management	6/7/2021	1.00	\$ 44,000.00	\$ 36,025.60

**YOUNGSTOWN STATE UNIVERSITY**  
**PROFESSIONAL ADMINISTRATIVE AND FACULTY**  
**PERSONNEL ACTIONS 4/16/21 THROUGH 7/15/21**  
**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>
Alberti, Joseph	APAS	Tech Support Instruct Design	Distance Learning	7/1/2021	1.00	\$ 60,265.88	1.00	\$ 59,265.88
Beverly, Michael	APAS	Program Advisor-Academic Coach	Academic Success Center	7/1/2021	1.00	\$ 60,712.30	1.00	\$ 59,712.30
Cardwell, Michael	APAS	Assistant Director Retail Operations	Kilcawley Center	7/1/2021	1.00	\$ 53,210.17	1.00	\$ 52,210.17
DeLucia, Angela	APAS	Assistant to Director	McDonough Museum	7/1/2021	1.00	\$ 41,462.17	1.00	\$ 40,462.17
Evans, Troy	APAS	Systems Architect	IT Infrastructure Services	7/1/2021	1.00	\$ 86,858.57	1.00	\$ 85,858.57
Mattiussi, Carla	APAS	Coordinator Career Development	Career Exploration & Development	7/1/2021	1.00	\$ 47,464.26	1.00	\$ 46,464.26
Moorer, Susan	APAS	Assistant Director, Student Outreach	Dean of Students	7/1/2021	1.00	\$ 65,053.70	1.00	\$ 64,053.70
Swindler, Theresa	APAS	Internship Coordinator	Social Work	7/1/2021	1.00	\$ 61,738.42	1.00	\$ 60,738.42
Wells, Nicole	APAS	Clinical Coordinator Graduate	Nursing	7/1/2021	1.00	\$ 48,705.00	1.00	\$ 47,705.00
Berlinski, Claudia	Excluded	Director	McDonough Museum	5/16/2021	0.50	\$ 35,029.50	1.00	\$ 70,059.00
Bettura, Justin	Excluded	Associate Director	IT Infrastructure Services	6/1/2021	1.00	\$ 97,101.25	1.00	\$ 88,273.86
Bettura, Justin	Excluded	Associate Director	IT Infrastructure Services	7/1/2021	1.00	\$ 99,557.77	1.00	\$ 98,557.77
Donaldson, Rosalyn	Excluded	Director ACT Prog Manager	IT Customer Services	5/16/2021	1.00	\$ 92,000.00	1.00	\$ 89,500.00
Donaldson, Rosalyn	Excluded	Director ACT Prog Manager	IT Customer Services	7/1/2021	1.00	\$ 94,380.00	1.00	\$ 93,380.00
Herman, Jeanne	Excluded	University Registrar	Registration & Records	5/16/2021	1.00	\$ 107,781.00	1.00	\$ 96,934.61
McGiffin, Maura	Excluded	Associate Director PSC	Registration & Records	7/1/2021	1.00	\$ 54,795.00	1.00	\$ 53,795.00
Page, Leslie	Excluded	Director	First Year Student Services	7/1/2021	1.00	\$ 68,199.39	1.00	\$ 67,199.39
Smith, Brien	Excluded	Provost & VP Acad. Affairs	Provost VP - Academic Affairs	7/1/2021	1.00	\$ 253,750.00	1.00	\$ 235,000.00

**YOUNGSTOWN STATE UNIVERSITY  
PROFESSIONAL ADMINISTRATIVE AND FACULTY  
PERSONNEL ACTIONS 4/16/21 THROUGH 7/15/21  
TRANSFERS**

<b>EMPLOYEE NAME</b>	<b>NEW EMPLOYEE TYPE/OLD EMPLOYEE TYPE</b>	<b>NEW POSITION TITLE/ OLD POSITION TITLE</b>	<b>NEW DEPARTMENT/ OLD DEPARTMENT</b>	<b>CONTRACT APPT. DATES</b>	<b>FTE</b>	<b>NEW SALARY</b>	<b>PREVIOUS SALARY</b>
Reardon, Amanda	APAS	Coordinator Campus Rec & Admissions/Coordinator Membership & Marketing	Andrews Student Recreation & Wellness Center	7/1/2021	1.00	\$ 41,005.13	\$ 41,005.13
VanSuch, Theresa	APAS	Coordinator, Grant Funds/ Coordinator Restricted Funds	Controller's Office	5/16/2021	1.00	\$ 57,794.22	\$ 57,794.22

**GOVERNANCE  
COMMITTEE**

Although Youngstown State University has recently put in place procedures for regular program review, the team is concerned there was a long period without any true program review occurring, particularly at the undergraduate level. In addition, while preliminary feedback from the piloting of the new process is favorable and processes are now in place to potentially allow for successful review, it is too early for the site visit team to evaluate the effectiveness of this new approach. As a result, the team recommends an embedded monitoring report in the regularly scheduled Year Four evaluation.

This monitoring report needs to provide evidence of adherence to an established schedule of program reviews at the undergraduate as well as the graduate level, with examples of completed program reviews.

- Provide narrative and illustrations of the entirety of the process undertaken 2020-2021 to evolve to the Dashboard level for ALL programs (UG&G)

The examples provided need to include the departmental self-study and documentation of review having occurred at all levels specified in the new program review model.

- Provide the one-page illustration of a Dashboard and indicate one exists for every program at every level and/or send a Dashboard for all ~145 programs
  - If the one-page illustration, provide a brief narrative that describes the attributes and purposes of the sections of the Dashboard

Finally, the report should include evidence of how information from the program review process was used to inform changes at the department, college, and/or institutional level.

- Provide narrative that responds to the continuous improvement process expectation by highlighting the components of the Dashboard that link to goals and strategies associated with the Plan for Strategic Actions to Take Charge of Our Future
  - Draw out in the illustration how elements of responding to this section should/will influence the Academic metrics table
- Provide an illustration and narrative of the annual approach to reviewing/assessing/evaluating the Dashboard in the context of shifts in categories of grow+; grow; sustain; adjust; sunset
  - Every later Winter update market and program economics data
  - Every Spring in consideration of updated data adjust goals and strategies
  - Implement beginning Fall semester



**RESOLUTION RELATED TO HIGHER LEARNING COMMISSION (HLC)  
INTERIM REPORT ON ACADEMIC PROGRAM ENHANCEMENT AND  
EFFECTIVENESS INITIATIVE (PROGRAM REVIEW)**

**WHEREAS**, Youngstown State University was re-accredited through 2027 with an interim report requested in September 2021 to address Academic Program Review as follows, “As a result, the team recommends an embedded monitoring report in the regularly scheduled Year Four evaluation. (p.40);” and

**WHEREAS**, the previous Strategic Plan was through 2020 and concurrent with and following the re-accreditation process a new strategic plan was in development that was guided by several resolutions, components of which related to Academic Program Review as follows:

- ...BE IT FURTHER RESOLVED, that the Board of Trustees endorses the use of an external resource to assist with the academic program effectiveness and enhancement initiative (program prioritization) in consideration of the optimal use of instructional resources as well as the quality, distinction, and sustainability of the academic programs; and...*March 2020*: Resolution related to strategic allocation and reallocation of resources
- Whereas...an academic program effectiveness and advancement process should have actionable steps and outcomes with the Board to be updated no later than March 2020...preliminary recommendations and insights no later than December 2020; and with well-considered recommended actions no later than March and/or June 2021 Board meetings having engaged in consequential shared governance throughout the process... *September 2019*: Resolution related to sustainability
- Whereas...the academic program effectiveness and advancement process...context for a clear and strong linkage between educational experience and employability. *September 2019*: Resolution related to sustainability
- Resolved...annual process of optimization, prioritization, and potential investment to align with the budget to support the strategic plan will be foundational to the continued vibrancy and success of YSU... *December 2018*: Resolution to approve a planning process
- Resolved...annual process of optimization, prioritization, and potential investment to align with the budget to support the strategic plan will be foundational to the continued vibrancy and success of YSU... *December 2018*: Resolution to approve a planning process

**WHEREAS**, the Board approved a Resolution endorsing the strategic plan titled the Plan for Strategic Actions to Take Charge of Our Future (Plan) that included the following goals and strategies related to Academic Program Review, including



Academic Program Review being titled the Academic Program Enhancement and Effectiveness Initiative (APEEI):

- **GOAL:** Develop a culture of assessment that ensures the quality of academic program majors, minors, and other credentials
  - **Strategy:** Complete program effectiveness and enhancement review including rubrics for recommendations regarding actionable outcomes

**WHEREAS**, the Plan website directly referenced the APEEI process to provide a method of communication with the campus community that also illustrated the process, outcomes of steps in the process, as well as presentations and data related to the process; and

**WHEREAS**, an external partner was involved in data analysis and representation of market (student interest, jobs, and competition) and program economics (revenue, expense, and contribution margin) for every program of study and the representation of the data was discussed with the faculty members associated with each program of study; and

**WHEREAS**, there was involvement over a four-month period by department chairs with faculty to assess the market and economics information and to develop narrative for each program of study related to mission; academic focus; student-centeredness; regional/state/national needs; community impact, including highlights; and

**WHEREAS**, a Dashboard including this information is developed for each program including academic metrics and goals and strategies associated with implementing the *Plan*, that also includes an overall program rating, and ratings associated with market, program economics, and eventually academic metrics; and

**WHEREAS**, the underlying data will be updated annually that will align with an annual assessment process for growing, sustaining, adjusting or sunseting academic programs, with the results of the process being reported annually to the Board of Trustees.

**NOW, THEREFORE, BE IT RESOLVED**, that this Resolution and background materials as well as actions taken by the Board of Trustees as recommended via the Academic Excellence and Student Success Committee for the first APEEI be submitted to the Higher Learning Commission with an appropriate letter of transmittal from President Tressel.

**Board of Trustees Meeting  
September 2, 2021  
YR 2022-**



## HLC Interim Report—Program Review

### Youngstown State University

September 2021

#### Overview

This interim report documents Youngstown State University's (YSU) academic program review initiative, which began in advance of and was formalized following its Higher Learning Commission (HLC) reaccreditation review in 2018. This academic program review initiative, known formally as the Academic Program Enhancement and Effectiveness Initiative (APEEI), was integrated into YSU's new strategic plan, which was developed concurrent with and following the reaffirmation process. Not only was academic program review integrated into this new strategic plan, but the initiative played a pivotal role in implementing that plan beginning in 2019 and continuing into the current academic year and beyond. This report—in combination with attached materials including YSU Board of Trustee resolutions, APEEI timelines, example program dashboards and scorecards, and links to additional materials on YSU's strategic planning website—outlines the scope of the APEEI initiative, documents the initiative's progress, and demonstrates YSU's full compliance with the Higher Learning Commission's request for an interim report regarding academic program review. In particular, it responds to the Assessment Team's monitoring report recommendations:

This monitoring report needs to provide evidence of adherence to an established schedule of program reviews at the undergraduate as well as the graduate level, with examples of completed program reviews. The examples provided need to include the departmental self-study and documentation of review having occurred at all levels specified in the new program review model. Finally, the report should include evidence of how information from the program review process was used to inform changes at the department, college, and/or institutional level.

#### YSU Strategic Plan

YSU's strategic plan was in development in advance of and was formalized following the 2018 HLC reaffirmation of accreditation process. The implementation of this strategic plan is documented on the [YSU strategic planning website](#), which outlines the five phases of this project: [Organization & Conversation](#), [Development](#), [Review & Feedback](#), [Preparation & Publication](#), and [Implementation](#).

Confronted by many challenges including concerns regarding the perceived value, cost, and time associated with attaining a college degree, declining numbers of high school graduates in the region, differences in the diversity of university student populations relative to that of the communities YSU serves, and community issues such as health, education, arts/culture, and economics that impact regional prosperity, the YSU Board of Trustees endorsed a 2020

strategic plan. This plan, titled [Plan for Strategic Actions to Take Charge of Our Future](#), was based upon the ideals of engaging university constituents, incorporating the spirit of shared governance and shared responsibility with consequential governance, building public trust by increasing collaboration aligned with community solutions, and inspiring the entire university community to continuously improve.

Multiple components of the strategic plan relate directly to academic program review including:

- ...BE IT FURTHER RESOLVED, that the Board of Trustees endorses the use of an external resource to assist with the academic program effectiveness and enhancement initiative (program prioritization) in consideration of the optimal use of instructional resources as well as the quality, distinction, and sustainability of the academic programs; and...*March 2020*: Resolution related to strategic allocation and reallocation of resources
- Whereas...an academic program effectiveness and advancement process should have actionable steps and outcomes with the Board to be updated no later than March 2020...preliminary recommendations and insights no later than December 2020; and with well-considered recommended actions no later than March and/or June 2021 Board meetings having engaged in consequential shared governance throughout the process... *September 2019*: Resolution related to sustainability
- Whereas...the academic program effectiveness and advancement process...context for a clear and strong linkage between educational experience and employability. *September 2019*: Resolution related to sustainability
- Resolved...annual process of optimization, prioritization, and potential investment to align with the budget to support the strategic plan will be foundational to the continued vibrancy and success of YSU... *December 2018*: Resolution to approve a planning process
- Resolved...annual process of optimization, prioritization, and potential investment to align with the budget to support the strategic plan will be foundational to the continued vibrancy and success of YSU... *December 2018*: Resolution to approve a planning process

Within the *Plan for Strategic Actions to Take Charge of Our Future* is a [Plan for Academic Actions](#) that outlines strategic actions (goals and strategies to achieve those goals) for 2020 and beyond. The fifth goal, “Develop a culture of assessment that ensures the quality of academic program majors, minors, and other credentials,” directly impacts academic program review at YSU. That goal contains two strategies:

- Strategy: Complete program effectiveness and enhancement review including rubrics for recommendations regarding actionable outcomes.
- Strategy: Develop a mechanism to continually identify, assess, and implement new academic programs, badges, credentials, certifications, or coursework integration.

Charged by the YSU Board of Trustees and guided by the strategic plan’s goal and strategies, YSU modified its previous approach to program review to create a more comprehensive and

fully-integrated academic program enhancement and effectiveness initiative. All of the materials contained and discussed in this interim report are publicly available on the [Academic Program Enhancement and Effectiveness Initiative](#) site of the YSU strategic planning website. The site contains a wealth of information including the initiative timeline, YSU Board of Trustee-related items, documentation of campus presentations, and an academic program dashboard illustration.

### **Academic Program Enhancement and Effectiveness Initiative (APEEI)**

As YSU began the roll-out of APEEI, it established the following objectives:

- Assure campus-wide awareness of the Initiative including the process, criteria for decision-making, timeline, feedback loops, decision points in time, and decision-makers.
- Optimize campus engagement at the most ideal points in the process to secure legitimately informed consideration of the emerging recommendations for decision-making.
- Optimize campus engagement to include a strategic overlap and integration of awareness and engagement.

One of the first steps taken by YSU academic leadership was a recognition of the need for more data regarding its academic programs as well as expertise in evaluating, optimizing, and enhancing academic programs. Thus, it was decided to issue a request for proposals seeking a higher education-focused firm in support of APEEI.

YSU issued a request for proposals on December 31, 2019. This request for proposals (RFP #20-123119) emphasized the pivotal role the desired firm would play in YSU's academic program review efforts:

This Request for Proposals (RFP) seeks to secure a collaboratively-oriented, higher education focused firm with vast and broad expertise in assisting institutions to evaluate, optimize, and enhance academic programs. Preference is given to firms with experience in high quality and multiple market knowledge inputs and projects, significant experience engaging academic communities in discussions prioritizing current and potential new programs of study, creating an understanding for data-informed decision-making regarding course and program offering for efficiency and effectiveness, as well as understanding in a comprehensive manner the marginal cost of courses, academic programs, college profiles, and institutional financial measures that facilitates creating a vibrant future that is sustainable.

The RFP assessment team included the Chair of the YSU Academic Senate, a previous president of the Ohio Education Association, a dean, a department chairperson, an associate provost, two vice presidents, and the director of procurement.

From a group of four respondents to the RFP, the committee recommended Gray Associates, Inc., a data analytics, software, and strategy consulting firm focused on higher education. Gray Associates assists universities in developing data-informed academic program strategies that maximize outcomes for students, institutions, and their constituencies. The Gray Associates subscription software is exclusively built for evaluating academic program portfolios and for analyzing competitive and employer markets. YSU immediately began partnering with Gray Associates by providing and verifying 2016-2020 academic data that were aligned with YSU audited financial statements.

The [Gray Associates Program Evaluation System \(PES\)](#) provides data on student demand, employment, and competition for every each academic program in a variety of defined markets. Because PES allows the use of custom scoring rubrics and customized visualizations, the YSU team was able to customize its scoring rubric at the beginning of the Program Assessment Workshop (discussed in the next section). The PES provides comprehensive, current data on student demand, jobs, and competition by census tract with more than 55 million qualified inquiries, Google search volumes for 200 programs, all Title IV completions, Bureau of Labor Statistics jobs, wages, and employments trends, and current job postings from Burning Glass Technologies. And because PES scores every academic program in YSU's markets, the access to an array of market data also enables YSU to identify new markets that are considered to be a good fit for its programs.

### **Program Portfolio Assessment Workshop**

The first major APEEL event was conducted on October 29-30, 2020, with Gray Associates supporting the YSU leadership-structured discussions. The purpose of the two-day Program Assessment Workshop was to evaluate all of YSU's current academic programs as well as to evaluate potential new academic programs. All of the YSU academic leadership participated including the Office of Academic Affairs, deans, chairpersons, and representative members of the Academic Senate.

In his email invitation to workshop participants, Provost Brien Smith emphasized the role of the workshop participants' knowledge and expertise in interpreting the data provided by Gray Associates:

The University has engaged Gray Associates to assist us in the assessment, using their market data on student demand, employment, and competition in the markets we serve. Gray has also worked with us to model the revenue, instructional cost, and margins for our programs, classes, and sections. While this data should inform our program assessment, your knowledge and judgment remain critical to the effective outcome of this work.

The goal of the Workshop is to achieve this combination of data and judgment. The Workshop will enable us to understand, discuss, and integrate the data on market opportunity, workforce requirements, and financial contribution so we can better assess

the health of each current and potential program. During the discussion, we should also keep in mind the Plan for Strategic Actions to Take Charge of Our Future and the priorities it has set for us. WE (emphasis not added) look forward to your participation in the Workshop both as stewards of the University and as experts in your disciplines and the communities we serve.

Consistent with their normal practices, representatives from Gray Associates facilitated the workshop sessions but did not make any program recommendations during or after the workshop. In fact, during interactions with the academic leadership and faculty, it is emphasized that Gray makes neither recommendations nor decisions but will offer observations if asked. It was reiterated at the workshop that all preliminary findings and recommendations would flow through the appropriate shared governance processes. Following these shared governance processes assured the continued engagement of the deans and chairpersons, through whom the department faculty would become and remain involved. In the closing of his workshop invitation, Provost Smith noted, “Completing this work over this academic year will help assure our academic program portfolio aligns with our mission, vision, and values and contributes to academic vibrancy and regional vitality.”

The two-day workshop culminated in preliminary findings regarding YSU’s current academic program portfolio as well as potential new academic programs. The first day considered market opportunities for possible new programs, whereas the second day focused on an assessment of YSU current portfolio of more than 147 majors/degrees from the perspectives of market, economics, and competition. The market assessment considered student demand, employment, competition, and alignment with degrees offered. The economic assessment considered gross revenue, discounts, net revenue, instructional costs, and contribution margin. The competition assessment included the saturation of the market by other institutions in the defined market including their numbers of graduates.

After customizing the PES scoring rubric at the beginning of the workshop, the YSU collective group rated nearly every academic program (a handful of programs were not able to be scored by two scoring teams due to time constraints) as either Grow, Sustain, Adjust, Further Review, or Further Discussion.

Because the results were only considered to be preliminary findings, and because YSU had scheduled much additional consultation to occur in order to eventually create preliminary and then final recommendations, the workshop outcomes were presented at a very general level to the YSU Board of Trustees during its APEEI update at the December 2020 quarterly meeting as follows:

*Preliminary Findings*

Rating Type	# of Programs
Grow	22
Sustain	47

Adjust	14
Further Review	17
Further Discussion	25

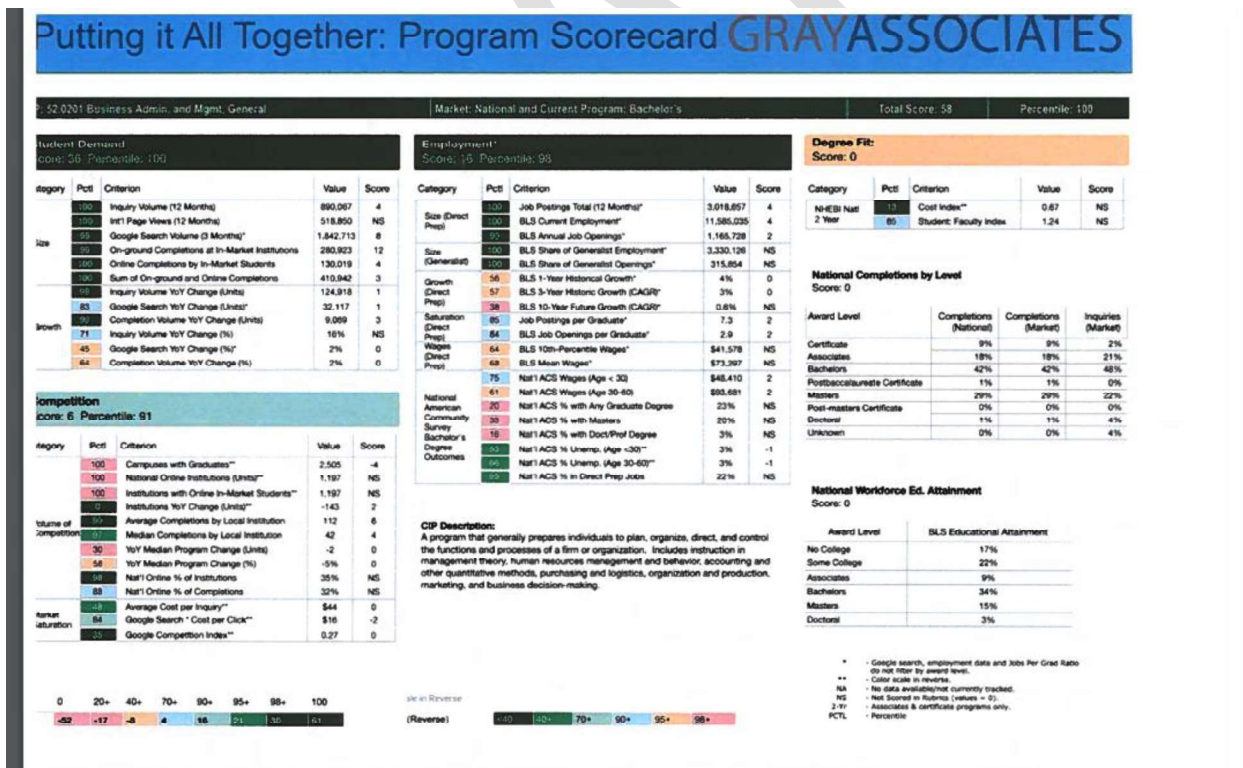
### Approach to New Programs

A total of 28 potential new program findings were identified by Gray for consideration and were then considered and rated by YSU breakout teams.

- One program was identified as high-interest by four of the five breakout teams and received the most votes (13) from the full group.
- Five programs received between six to eight votes.
- Seven programs received four or five votes.
- There was a moderate level of interest in an additional 15 programs.

### Program Scorecards and Department Meetings

Following and based upon the criteria established at the October 2020 Program Assessment Workshop, Gray Associates collaborated with YSU to create scorecards for every YSU academic program (see appendices for selected examples of YSU Program Scorecards).



Gray Associates, in collaboration with members of YSU's Office of Academic Affairs, conducted another workshop on January 19, 2021, to discuss the scorecards and the process for gathering additional data to build Academic Dashboards. (Faculty, chairs, and deans compiled this

information during the Spring 2021 semester. The role of the Academic Dashboards in APEEI will be discussed in greater detail later in this report.)

Recognizing that YSU faculty members would benefit from further conversation about the content of their Program Scorecards, individualized, hour-long virtual sessions were scheduled with every YSU academic department. In collaboration with members of the YSU Office of Academic Affairs, a Gray Associates analyst explained and discussed with faculty members of each academic program the content of the various scorecards and how that data might be used by the faculty to reflect critically on the markets and economics for their programs.

As can be seen on the samples, each Program Scorecard provides a wealth of data in the categories of Student Demand, Employment Opportunities, Degree Fit, and Competitive Intensity in addition to National Completions by Level and Program Economics (see appendices for scorecard definitions). Following their virtual session, faculty members engaged with their chairs and deans throughout spring semester to discuss opportunities for continuous improvement and growth for their programs.

### **Program Dashboards: Mission Alignment and Continuous Improvement**

During the spring 2021 semester, faculty members in each academic program were charged with adding narrative content to their Program Dashboards, the APEEI feature that allows academic programs to demonstrate how they are mission aligned, economics aware, and margin sensitive (see appendices for sample Program Dashboards).

Each Program Dashboard features **Size** (enrollment and completions) and **Demographics** illustrations that update annually. The **Markets** and **Margins** sections of the dashboard draw upon the Program Scorecard evaluations and are assigned a score using a rubric based upon percentile score ranges. These illustrations are interactive using drop-down menus. The **Academics** metrics of the dashboard align with YSU Board of Trustees Key Performance Indicators. These components of the dashboard are also interactive using drop-down menus. The Markets, Margins, and Academics metrics provide the framework for decisions about whether to grow, sustain, adjust, or sunset each individual program.

The Program Dashboards build upon the information provided in the Program Scorecards by allowing programs to describe and document their mission alignment and goals and proposed actions for continuous improvement. In the section for **Goals and Actions for Continuous Improvement**, each program notes significant goals and proposed actions for continuous improvement. Each goal is tagged according to its strategic impact related to one of three central themes of the YSU mission associated with the Plan for Strategic Actions to Take Charge of Our Future:

- Academic Distinction & Discovery of Knowledge
- Student Futures & Lifelong Learning
- Collective Impact with the Region

After a program records each individual goal, its strategic impact, the proposed action, and the status of that goal, there is space provided on the dashboards for departmental chairpersons and deans to provide comments and notes. The Review Cycle Information section of the dashboard allows programs to note any program or institutional accreditor reviews impacting or affecting that program. Program Dashboards will be updated during each spring semester as part of the continuous improvement cycle.

The **Mission** section of the dashboards allow academic programs to demonstrate in detail how the program aligns with YSU's mission. Each of the categories in the Mission section relates to aspects of YSU's mission: Academic Focus, Student-Centered, State/Regional Needs, and Community Impact. The Highlight category allows a program to note particular areas and examples of excellence in terms of performance and mission alignment. This narrative content was developed by the academic program faculty members in collaboration with the program's chairperson and dean. This collaboration continued throughout the spring 2021 semester until consensus was reached on the content of the section related to the alignment of the program with the YSU mission in the context of market and margin evaluations. This section of the dashboard will also continue to be updated annually during the spring semester.

Once all the data was compiled, the Academic Dashboards enabled deans and department chairpersons to engage in consensus-building discussions with their faculty members about the strength of each academic program's connection to the YSU mission.

Following these discussions during the spring 2021 semester, each dean was charged with assigning a Mission score for each academic program in the college. This Mission score was used later in the APEEI process to help determine that academic program's overall evaluation.

In consultation with deans, it was decided that the Mission score would be best determined at the college level through a college committee. Most deans elected to draw upon their Dean's Advisory Committee for this task. Deans determined the size of their college committee, but all committees had to include "significant faculty representation of 50% or more." To determine the Mission score, each committee was encouraged to ask a series of questions for each academic program including:

- Is the program connected to the university mission?
- What level of connection does the program have to the mission?
- Does this program influence the university's mission?
- What impact does this program have on the university's mission?
- What branch of the mission is being affected?

If a program was determined to be "High Performance" based upon the answers to these Mission questions, the program was assigned a score of 3. If the program was considered "Satisfactory," it was scored as a 2. If the program was deemed "Needs



Attention/Improvement,” it was scored as a 1. All programs were assigned a Mission score by their college in spring 2021.

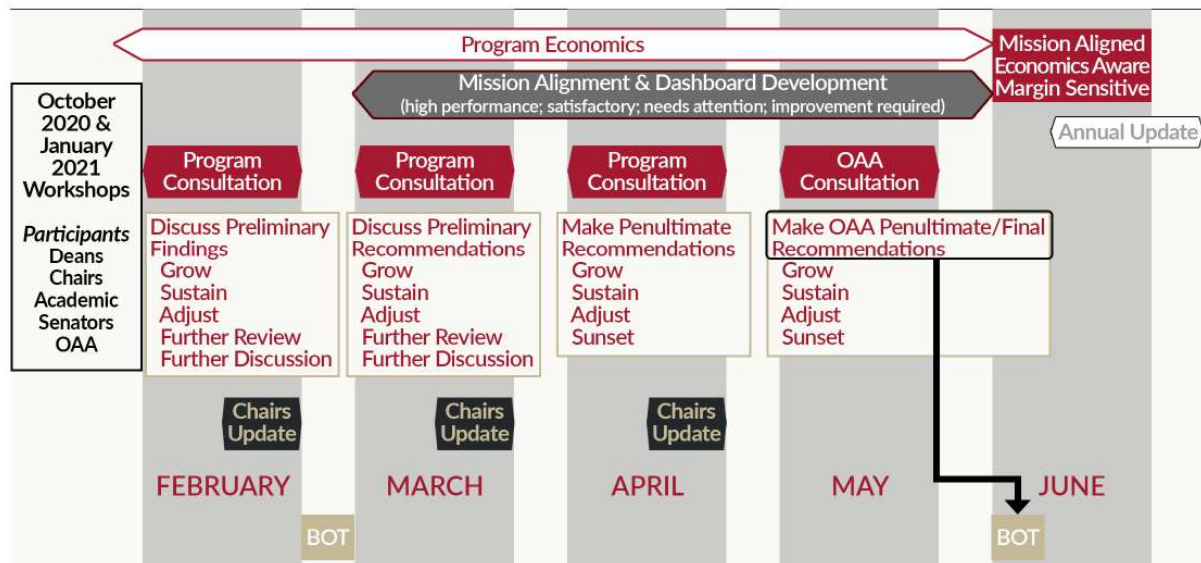
### From Preliminary Findings to Final Recommendations

Once each college had assigned the Mission evaluation for each academic program in the college, APEEI advanced to the next phase of making recommendations. Each program’s Mission score was added to two data scores from the Program Scorecard (the Scorecard Composite Percentile and the Economic Total Contributions Data) for final consideration. Thus, the final assessment considered:

- Scorecard Composite Percentile (strength of program’s potential): 1-3 points
- Economic Total Contributions Data (strength of program’s performance): 1-3 points
- Mission Data (strength of program’s connection to the mission): 1-3 points

The total of the three categories represented the final “score” for each program. The attached appendices contain more information about the scoring breakdown for each of the categories, but in general, the highest scoring programs were placed in a recommendation category as a starting point for reviewing for potential growth (Grow). Programs falling into the middle category would be tasked with aiming for efficiency, but the majority would be sustained (Sustain). Finally, while all programs merit review, the programs grouped in the lowest category would merit further careful review (Adjust/Sunset).

### Timeline for Academic Program Enhancement and Effectiveness Initiative



As can be seen in the [Timeline for Academic Program Enhancement and Effectiveness Initiative](#), APEEI began with preliminary findings at the October 2020 and January 2021 workshops with the goal of culminating in final recommendations by the Provost to the YSU Board of Trustees

at its June quarterly meeting. In January and February 2021, the preliminary findings from the workshops were shared with the faculty. These findings were categorized as Grow, Sustain, Adjust, Further Review, and Further Discussion. In March 2021, the deans and chairs continued to consult with program faculty, progressing to preliminary recommendations based upon the same categories of Grow, Sustain, Adjust, Further Review, and Further Discussion. As was discussed earlier, the YSU Board of Trustees was updated at its March quarterly meeting about the progress of the initiative.

In April and May 2021, the deans, in consultation with their chairs and faculty members, were charged with making penultimate recommendations for their programs according to the categories of Grow, Sustain, Adjust, and Sunset. The Provost's charge to the deans was that all of the faculty in their colleges had to be informed of the deans' recommendations before the official end of the spring 2021 semester.

Once the deans issued their penultimate recommendations, the Provost consulted with the deans on numerous occasions before submitting his recommendations (see appendices) to the YSU Board of Trustees at the June quarterly meeting. One of the products of the discussions with the deans was the realization of a need for a new category termed "Grow+" to signify programs especially situated for growth. Concerned that faculty members might become fixated on their program's category rather than the overall goal of continuous improvement, the Provost added the following note to the list of recommendations: "This represents a snapshot in time of a continuous improvement process for which programs are positioned to improve and the institution can be better assured it has the most effective academic portfolio. As such, this document is to be taken in its entirety with no column or program individually identified."

A Board of Trustees resolution from June 2, 2021, documents the institution's intent to "close the loop" regarding resource allocation based upon the Provost's recommendations including:

- The Office of Academic Affairs will prioritize program resource allocation aligned with the findings of APEEI and the Plan for Strategic Actions to Take Charge of Our Future.
- The Office of Academic Affairs will work with Academic Senate and Graduate Council to conduct an impact study on programs that have been identified for Sunset, designated as Inactive, or to reduce complexity of the academic programs.
- Office of Academic Affairs recommendations related to item #2 above will be presented to the Academic Excellence and Student Success Committee of the Board of Trustees in September 2021.

Note: Two sample timelines are included as appendices. The [Timeline for Academic Program Enhancement and Effectiveness Initiative](#) linked on the YSU strategic planning website provides a condensed summary of the APEEI activities that began in October 2020 and progressed to final recommendations to the YSU Board of Trustees at the June 2021 and September 2021 quarterly meetings.

## Shared Governance

The APEEI process embodies all tenets of shared governance at YSU. Faculty across campus were engaged in the process over several years, including monthly meetings in spring 2021 and individual meetings with each department seeking feedback from faculty, chairs, deans, academic affairs representatives and board members as well as members of YSU's Academic Senate. As was reported in the [YSU Board of Trustees summary of the June 2 and 3 meetings](#), Dr. Chet Cooper, Academic Senate chair, told the committee that he is "pleased" and "proud" of the shared governance principles followed in the APEEI process. Faculty were involved throughout the process, he said, from the selection of a consultant to analysis of data. Some people may disagree with the recommendations, "but they can't say that shared governance wasn't taken into account," Cooper told trustees.

## Academic Program Enhancement and Effectiveness Decisions

Decisions regarding the rating of YSU's academic programs as either Grow+, Grow, Sustain, Adjust, and Sunset will be shared with the YSU Board of Trustees at its September quarterly meeting (see appendices for 2021 APEEI decisions). During his presentation to the board of trustees, Provost Brien Smith will discuss the number of academic programs in each rating category. APEEI results will guide priorities for investment in Grow+ programs and any new programs being introduced. The Provost's presentation will feature graphs illustrating the number of students, student credit hours, graduates, and average contribution/student credit hour for each of the rating categories. Smith will also discuss the number of students that will be affected by programs identified in the Sunset category and describe teach-out plans already implemented and underway. Smith will close his presentation by reporting his discussions with the chair and members of the executive committee of the YSU Academic Senate. **This presentation was accompanied by the endorsement via Resolution (attached) of the provost's recommendations by the Academic Excellence and Student Success Committee of the Board of Trustees.**

**Following that action, the Governance Committee of the Board of Trustees accepted the recommendation from the Academic Excellence and Student Success Committee to endorse the provost's recommendations and approved a resolution outlining the strong intersection of evolving and implementing the Plan for Strategic Actions to Take Charge of Our Future and APEEI (as illustrated in the introductory comments of this document).**

**On September 2, 2021 the Youngstown State University Board of Trustees formally adopted both resolutions at their regularly scheduled meeting.**

## Ongoing Review: College of Graduate Studies Working Group

During the transition to APEEI, the College of Graduate Studies formed a working group to develop a process to streamline program review for those graduate programs accredited by an external accrediting agency. Several programs participated in this review process during spring

2020. Self-study documents and other information were reviewed by members of the working group and were evaluated using YSU's existing program review criteria. Members of the working group consisted of graduate faculty, graduate program directors, and College of Graduate Studies administrators including: Dr. Morgan Bagley, Dr. Jane Beese, Dr. Brian Bonhomme, Dr. Pam Epler, Dr. Ou Hu, Dr. Ken Learman, Dr. Sal Sanders, and Dr. Dolores Sisco. Programs were asked to provide additional information as needed.

The following programs were reviewed during spring 2020:

- Doctor of Physical Therapy (DPT)
- Master of Athletic Training (MAT)
- Master of Business Administration (MBA)
- Master of Science in Education in Counseling (MSEd)
- Master of Science in Nursing—Family Nurse Practitioner track MSN)
- Master of Science in Nursing—Nurse Anesthetist Track (MSN)
- Master of Science in Nursing—Nurse Education Track (MSN)
- Master of Science in Nursing—Adult Gerontology Acute Care Nurse Practitioner (MSN)

The College of Graduate Studies reported these programs to the Ohio Department of Higher Education (ODHE) and the Chancellor's Council on Graduate Studies (CCGS) as existing degree programs reviewed during the academic year. A more detailed explanation of the process/plan and links to previous reviews can be found at the YSU [Graduate Program Review](#) website.

#### **Next Steps: Curricular Efficiency**

During spring and summer 2021, the Curricular Efficiency Team met regularly to explore Gray Associates data and brainstorm ways to improve curricular efficiency across all YSU academic programs. Led by an Associate Provost, this team consisted of seven academic chairpersons representing each of the colleges. The team's meetings resulted in a set of data-informed concepts to present to faculty members, program coordinators/directors, chairs, and deans during a six-hour workshop during summer 2021. Using anonymous but representative data from the Gray Associates database, presenters at the workshop outlined and explained the current curricular inefficiencies and patterns observed by the team. Feedback was solicited from more than 60 workshop participants regarding whether ideas in the Curricular Efficiency Resource Toolkit (CERT) seemed reasonable and what additions could be made to the CERT based upon their knowledge of their own programs.

Following this workshop, one-hour meetings were scheduled with each academic department to further explore ideas within the CERT and other opportunities that might be unique to the department. These departmental meetings were open to faculty members, program coordinators/directors, chairs, and deans. Feedback from the workshop and individual departmental meetings were then discussed by the Curricular Efficiency Team and integrated into the CERT document.

In fall 2021, a series of narrated resources will be provided to departments for viewing during departmental meetings as faculty strive for increased curricular efficiency based upon the spring and summer 2021 work of the committee members and workshop participants. By utilizing these resources, faculty in each academic program will be able to conduct a thorough review of the courses currently being offered as well as inactive courses remaining in the catalog. Faculty in these programs will also consider Higher Education Information (HEI) classification, course capacity sizes, workload, course contact hours, and the necessity of listed pre-requisites and co-requisites.

Upon completion of this review, each program will be required to conduct curricular mapping (core courses and electives) and a curricular complexity review. Faculty in each academic program will also make curricular revisions by officially deleting from the academic catalog any courses not currently utilized by the program. Faculty in the programs will consider curricular rotation to ensure courses are taught in the correct sequence with the correct frequency to allow students to progress through the program. Additionally, faculty will conduct a thorough review of the DFW grades as well as the non-attendance F grades assigned in program courses.

**An Annual Continuous Improvement Cycle**

During the 2020-2021 academic year, faculty members in every academic program were actively engaged in compiling, composing, and updating the dashboards for their programs. Although a representative sampling of program dashboards was included in this report, dashboards currently exist for every YSU academic program.

Now that YSU has completed one full cycle of program review under APEEI, the initiative will follow an annual cycle of continuous improvement at both the undergraduate and graduate levels.

Goals and Actions for Continuous Improvement					
#	Goal	Strategic Impact	Proposed Action	Status	Comment
				!!	

Review Cycle Information			
Program Accreditor Review	Institutional Accreditor Review	Reviewed By	Initials and Date
No Input	No Input	Academic Leadership	No Input
		Dean	No Input
		Program Chair	No Input
		Program Director	No Input

Program Little P's
Integrated Language Arts Eduo Integrated Math Education Integrated Sciences Education Integrated Social Studies Eduo Health Education Family and Consumer Sciences Ed Physical Education Life Sciences Education French Education

In Year 2 and beyond, APEEI will focus on the Goals and Actions for Continuous Improvement outlined in each program dashboard. The dashboards were

intentionally constructed to encourage this perspective on ongoing and continuous improvement:

For instance, the Status and Comment columns in the dashboards allow a program to indicate recent progress on goals and proposed actions in pursuit of those goals. The Review Cycle Information box at the bottom of each dashboard provides space to note information regarding Program Accreditor Reviews and Institutional Accreditor Reviews. There is also space for initials and dates of review at each level: Program Director, Program Chair, Dean, and Academic Leadership.

As this report has documented, the results of the first iteration of APEEI informed changes at the department, college, and/or institutional level. YSU will continue to “close the loop” with its annual approach to reviewing, assessing, and evaluating the program dashboards in the context of shifts in the Grow+, Grow, Sustain, Adjust, and Sunset categories. Each year, the market and program economics data in the program dashboards will be automatically updated in the December-January time period. **Once the dashboards are updated (and continuing throughout the spring semester), faculty will consider the updated data, update progress on goals and proposed actions in pursuit of those goals, and adjust goals and strategies as needed. Academic leadership will have the opportunity to inform and update the YSU Board of Trustees at the June quarterly meetings before implementing changes beginning in the following fall semester.**

DRAFT											
ACADEMIC PROGRAM ENHANCEMENT & EFFECTIVENESS											
Mission Aligned; Market Aware; Margin Sensitive											
Fall			Winter			Spring			Summer		
September			December/January			March			June		
			Market/Competition and Audited Financials Updates				Engage faculty in reassessment of Dashboard attributes for continuous improvement				
Colleges/Departments/Programs support faculty to implement goals and strategies specified in the Dashboard to enhance the academic programs						Engage faculty to assess progress and propose adjustments			OAA/Colleges/Departments adjust goals and strategies specified in the Dashboard having consulted with faculty		
			OAA convenes deans/chairs to update on progress and faculty engagement						OAA convenes deans/chairs to update on progress and faculty engagement		
On-going and continuous curricular enhancement, effectiveness, efficiency and instructional excellence for enhanced teaching for learning											
BOT:			BOT: Collective Impact with the Region			BOT:			BOT: Update on APEEI adjustments (grow+; grow; sustain; adjust; sunset)		

Figure 1: Draft Illustration of an annual approach to APEEI.

**Significant** progress has occurred during recent academic years as YSU implemented both a new strategic plan as well as the Academic Program Enhancement and Effectiveness Initiative. Close alignment between the strategic plan and APEEI helped ensure the success of both initiatives. The first iteration of APEEI was challenging yet productive, and the necessary processes and procedures have now been established and implemented in order to ensure continued success in the future.

## Conclusion

This report has met the expectations of the reaccrediting team as YSU has:

- Provided evidence of adherence to an established schedule of program reviews at the undergraduate as well as the graduate level, with examples of completed program reviews;
- Provided examples of departmental self-study and documentation of review having occurred at all levels specified in the new program review model; and
- Provided evidence of how information from the program review process was used to inform changes at the department, college, and/or institutional level.

DRAFT



August 27, 2021

Higher Learning Commission  
230 South LaSalle Street  
Suite 7-500  
Chicago, IL 60604

Dear Peer Review Team Members,

It is my pleasure to submit the attached interim report documenting Youngstown State University's significant progress and achievement with program review since its last reaffirmation of accreditation visit. As the report and its appendices documents, YSU has dedicated substantial time and effort to implementing its Academic Program Enhancement and Effectiveness Initiative (APEEI).

Fully integrated into YSU's 2020 strategic plan, academic program review played a pivotal role in implementing that plan beginning in 2019. The APEEI process embodies and has enacted all tenets of shared governance at YSU, and its efforts have the full support and endorsement of the YSU Board of Trustees.

As this report highlights, the first iteration of APEEI has already informed changes at the department, college, and institutional levels. We hope that the following report exceeds the expectations of the review team as YSU has:

- Provided evidence of adherence to an established schedule of program reviews at the undergraduate as well as the graduate level, with examples of completed program reviews;
- Provided examples of departmental self-study and documentation of review having occurred at all levels specified in the new program review model; and
- Provided evidence of how information from the program review process was used to inform changes at the department, college, and/or institutional level.

Sincerely,

James P. Tressel  
President  
Youngstown State University