

MINUTES OF REGULAR MEETING
OF
BOARD OF TRUSTEES
OF
YOUNGSTOWN STATE UNIVERSITY

Tod Hall
Thursday, December 7, 2017

Pursuant to notice duly given, a regular meeting (the three hundred fifty-fifth) of the Board of Trustees of Youngstown State University convened at 10:00 a.m., on Thursday December 7, 2017, in the Board Room in Tod Hall.

Ten trustees were present at the meeting, to-wit: Mr. Leonard D. Schiavone, chairperson of the board, who presided, Ms. Delores E. Crawford, Mr. David C. Deibel, Dr. Anita A. Hackstedde, Mr. James E. Roberts, Dr. John R. Jakubek, Ms. Molly S. Seals, Mr. Samuel W. Grooms, Mr. Capri S. Cafaro and Ms. Lexi E. Rager. Mr. Allan Metz was absent.

Also present were: Mr. James P. Tressel, President of the university; Mr. Neal McNally, Vice President for Finance and Administration; Ms. Holly A. Jacobs, Vice President and University General Counsel and Mr. Franklin S. Bennett, Jr., Secretary to the Board of Trustees. Also present were approximately 30 persons, including deans, members of the faculty, students, administrators, and members of the news media.

The chairperson called the meeting to order.

ITEM I – PROOF OF NOTICE OF MEETING.

Evidence was available to establish that pursuant to Article II, Section 1, of the board's *Bylaws*; written notice of today's regular meeting was timely provided to each of the trustees, the student trustees, and to the president.

ITEM II – DISPOSITION OF MINUTES FOR MEETINGS HELD SEPTEMBER 7, 2017, SEPTEMBER 20, 2017 AND OCTOBER 20, 2017.

Prior to the meeting, the secretary had provided draft copies of the minutes of the board's regular meeting held September 7, 2017 (#352) and also the board's special meetings held September 20, 2017 (#353) and October 20, 2017 (#354), to each trustee, the student trustees and the president. There being no additions, corrections, or revisions thereto, the minutes of the September 7, 2017, September 20, 2017 and October 20, 2017, meetings were approved as provided.

ITEM III – REPORT OF THE PRESIDENT OF THE UNIVERSITY

President Tressel said that alumni, faculty and staff across the university community have been working very hard on several initiatives that will have far-reaching importance to

the university. Mr. Tressel noted the work of Dr. Kevin Ball and the HLC Steering Committee as the campus prepares for the Higher Learning Commission's accreditation review and campus visit in March 2018. Mr. Tressel said that momentum continues to build as the \$100 million We See Tomorrow campaign progresses.

ITEM IV – REPORTS OF THE COMMITTEES OF THE BOARD.

The chairperson asked whether any trustee had an objection to the approval by unanimous consent of the resolutions recommended for adoption by the committees of the board. There being no objection to adoption by consent of any the proposed resolutions listed in the agenda, the chairperson stated that those recommended resolutions would be considered for adoption by consent. The board considered the following committee reports and recommendations:

1. Academic and Student Affairs Committee

Dr. Kevin Ball, Associate Provost for Academic Programs & Planning, introduced Dr. Robert Twomey, Assistant Professor of Art, who discussed his work in digital art. Dr. Twomey described how technology and art have combined in unexpected ways, and displayed several digital art projects. Dr. Twomey described his digital art exhibition entitled "A Machine for Living In," shown at Westminster College.

Dr. Ken Learman, Professor of Physical Therapy presented information regarding a proposed Doctor of Philosophy in Health Sciences and Dual DPT/PhD. Dr. Learman distributed a one-page document (a copy of which is attached to these minutes) describing the proposed doctorate. Dr. Learman said that the degree proposal should be ready for campus review in January and will thereafter come to the board of trustees for approval. Dr. Learman said there is great demand for doctoral faculty in the health sciences.

Mr. Mackenzi Brozovich, a graduate student in the Department of Counseling, School Psychology and Educational Leadership, described her work with opiate addiction and the success she has experienced within the academic program and course work and how she has and intends to apply that education in her licensure, employment and career.

Following the faculty and student presentations, the chairperson noted that the Academic and Student Affairs Committee was recommending six resolutions for adoption by the board. There being no objection thereto, the chairperson declared the following resolutions adopted by general consent:

Resolution to Modify
Student Travel Policy, 3356-8-07

YR 2018-20

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

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

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

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modifications of University Policy governing Student Travel, policy number 3356-8-07, effective December 7, 2017, shown as Exhibit A attached hereto.

Resolution to Modify
Research, Grants, and Sponsored Programs Policy, 3356-10-13

YR 2018-21

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;

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

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of University Policy governing Research, Grants, and Sponsored Programs, policy number 3356-10-13, shown as Exhibit B attached hereto.

Resolution to Change the Department Name of
Mechanical and Industrial Engineering to
Mechanical, Industrial, and Manufacturing Engineering

YR 2018-22

WHEREAS, the YSU Board of Trustees authorized the formation of a new Bachelor of Engineering program in Manufacturing Engineering on June 15, 2016, to be housed within the Mechanical and Industrial Engineering Department, and

WHEREAS, recent advances in digital manufacturing, particularly 3D printing, have enhanced the opportunities, complexities, and excitement surrounding manufacturing; and

WHEREAS, to help secure the success of the new degree program by marketing it at the national and international levels; and

WHEREAS, faculty in the Department of Mechanical & Industrial Engineering request the name of the department be changed in order to be reflective of its degree programs including the newly approved manufacturing engineering program;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University approves the department name change of Mechanical & Industrial Engineering to Mechanical, Industrial, and Manufacturing Engineering.

Resolution in Support of Shared Governance

YR 2018-23

WHEREAS, the Board of Trustees aspires to improve the climate of the university and to foster an environment of mutual respect to improve student success and institutional progress; and

WHEREAS, the Board of Trustees recognizes that seeking input, listening to it, and considering it as part of any decision making process strengthens confidence in the University, without diluting the responsibility and accountability of decision makers at all levels.

NOW, THEREFORE, BE IT RESOLVED that, the Board of Trustees of Youngstown State University (a) encourages and aspires to a spirit of shared governance at the University, (b) supports the aspirations expressed in the attached “Principles and Practice of Shared Governance”, which were composed by the YES Committee of the University, and (c) thanks the Committee for its vision and diligence.

BE IT FURTHER RESOLVED that, while the spirit of shared governance does not require specific structures for shared governance to flourish, the University continues to support and utilize exemplary structures of shared governance, which provide sound input for decision makers, such as the following examples:

(a). The Academic Senate of the University, created by policy adopted by the Board of Trustees, exercises primary responsibility for developing and revising policies applicable to the academic functions and activities of the University through elected representatives of the Faculty, the Administration, and the Student Body.

(b). The Graduate Council is comprised of representatives of the Faculty, the Administration, and the Student Body, to provide review and input on a broad range of issues related to the University's graduate programs.

(c). Search Committees are established to recommend applicants for employment in faculty positions and administrative positions, and they are regularly comprised of Students, Faculty, Administrators, and members of the Board of Trustees.

(d). Numerous University, college, and department level committees are regularly comprised of staff, students, faculty, and administrators to provide input on policies and operations.

(e). The By-Laws of the Board of Trustees were amended as of March 16, 2017, to add the President of the Academic Senate to serve as a member of the Academic and Student Affairs Committee of the Board of Trustees.

BE IT FURTHER RESOLVED that, although the Board of Trustees cannot delegate or dilute its legal or fiduciary responsibilities, it seeks to have its decisions better informed through shared governance, thereby strengthening the University.

BE IT FURTHER RESOLVED that, if any terms or conditions of this resolution and the attached document conflict or are inconsistent with Board Bylaws or Policy, then the Bylaws or Policy shall prevail.

Resolution to Approve
Duplicate Program Reporting for Youngstown State University

YR 2018-24

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

WHEREAS, Section 3345.35. of the Ohio Revised Code requires that boards of trustees of each state institution of higher education evaluate all courses and programs based on enrollment and student performance; and

WHEREAS, the Governor's Task Force on Affordability and Efficiency noted that the legislation required reporting for low enrollment courses but did not address report requirements for duplicate programs; and

WHEREAS, the Ohio Department of Higher Education (ODHE) identified duplicate programs within each region of the state with particular attention to co-located campuses; and

WHEREAS, Youngstown State University's completed a study of duplicate programs and completed its final action report; and

WHEREAS, each board of trustees shall submit a final action report on duplicate programs indicating decisions made for each targeted program and a timeline for action by December 31, 2017;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve Youngstown State University's Final Action Report on Duplicate Programs to be submitted to the Chancellor of the Ohio Department of Higher Education and will report a final action report after its December 2017 meeting.

Resolution to Approve
University Remediation Report for Youngstown State University

YR 2018-25

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

WHEREAS, Section 3345.062 of the Ohio Revised Code requires the president of each state University to issue a report by December 31, 2017 and each 31st day of December thereafter, regarding the remediation of students; and

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

WHEREAS, Youngstown State University completed the report for FY 17 as required by the Ohio Department of Higher Education;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve Youngstown State University's Remediation Report to be submitted to the Chancellor of the Ohio Department of Higher Education and the Superintendent of Public Instruction by December 31, 2017

2. Institutional Engagement Committee.

The chairperson said that the Institutional Engagement Committee was recommending two resolutions for adoption by the board. There being no objection thereto, the chairperson declared the following resolution adopted by general consent:

Resolution to Accept
Alumni Engagement and WYSU Memberships

YR 2018-26

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

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

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

Resolution to Approve
Youngstown State University Development and Service Agreement

YR 2018-27

WHEREAS, on December 16, 2014, Youngstown State University (“University”) and the Youngstown State University Foundation (“Foundation”) entered into a Development Service Agreement, which expanded the development services of the Foundation and resulted in the Foundation serving as a primary point of fundraising and solicitation for all funds raised for the support of the University and its students; and

WHEREAS, the University and the Foundation amended the Development Service Agreement to extend the initial term of the agreement through December 31, 2017; and

WHEREAS, the University and the Foundation mutually desire to enter into a new Development and Service Agreement; and

WHEREAS, the University and the Foundation have developed a new Youngstown State University Development and Service Agreement that continues the Foundation’s current provision of development functions and services to the University through June 30, 2020.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University hereby approves of the Youngstown State University Development and Service Agreement attached hereto as Exhibit D, and authorizes the

President to sign the Youngstown State University Development and Service Agreement.

3. Finance and Facilities Committee.

The chairperson said that the Finance and Facilities Committee was recommending six resolutions for adoption by the board. There being no objection thereto, the chairperson declared the following resolutions adopted by general consent:

Resolution to Approve
Room and Board Rates and Fees for
University Housing, Effective Fall Semester 2018

YR 2018-28

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, the University Housing is seeking an increase to its Room and Board Plans for FY18-19; and

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the room and board rates for University Housing, effective summer/fall semesters 2018, as shown in Exhibit E, attached hereto.

Resolution to Approve Room Rental Rates for
University Courtyard Apartments, Effective Fall Semester 2018

YR 2018-29

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, the University Courtyard Apartments were acquired by the University in 2011; and

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the room rental rates for the University Courtyard Apartments, effective fall semester 2018, as shown in Exhibit F, attached hereto.

Resolution to Modify and Amend the
FY 2018 Parking Services Budget and Reserve the Transportation Fee Increase

YR 2018-30

WHEREAS, the Youngstown State University Board of Trustees approved in June 2017 the annual operating budget for the University's general and auxiliary funds for fiscal year 2018, in accordance with University policy 3356-3-11; and

WHEREAS, the approved FY 2018 operating budget for Parking Services is based on a \$40 increase in the student transportation fee that became effective fall semester 2018; and

WHEREAS, the Board of Trustees approved the \$40 transportation fee in June 2017 to ensure that the University has sufficient funds to meet debt service obligations related to renovations made to the University's parking infrastructure; and

WHEREAS, the Board of Trustees also approved the \$40 increase in the transportation fee in June 2017 as part of an established long-term strategic plan to ensure that the University has sufficient plant reserves to fund the future replacement of the 1,278-space parking garage on 5th Avenue, which is expected to exhaust its useful life in nine to twelve years from now; and

WHEREAS, parking and transportation on campus remain integral components of student life at YSU, with over 75% of students driving to and parking on campus daily; and

WHEREAS, the Chancellor of Ohio Higher Education has asked the University to roll back the \$40 increase in the transportation fee to comply with new language in Am. Sub. House Bill 49, the operating appropriations legislation for the FY 2018 – FY 2019 biennium; and

WHEREAS, the roll-back of the \$40 increase in the transportation fee will result in a significant revenue shortfall for the University's Parking Services auxiliary, requiring a budget modification pursuant to University policy 3356-3-11.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve a reduced transportation fee and an amended FY 2018 budget for Parking Services, as shown in Exhibit G and made part hereof.

Resolution to Approve the
Penguin Tuition Promise, an Undergraduate Tuition Guarantee Program

YR 2018-31

WHEREAS, section 3345.48 of the Ohio Revised Code authorizes boards of trustees of state universities to establish an undergraduate tuition guarantee program; and

WHEREAS, a tuition guarantee program provides fixed tuition and fee rates for eligible undergraduate students for four consecutive years of attendance; and

WHEREAS, a tuition guarantee program provides students and their families with price-predictability as they plan for a four-year college education; and

WHEREAS, Youngstown State University has developed a plan for the implementation an undergraduate tuition guarantee program, the *Penguin Tuition Promise*, to become effective in the 2018-2019 academic year; and

WHEREAS, upon the approval of the Youngstown State University Board of Trustees, the *Penguin Tuition Promise* plan will be submitted to the Chancellor of Higher Education for final approval, as required by state law.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the Tuition Guarantee Plan for the *Penguin Tuition Promise* as shown in Exhibit H and made part hereof.

Resolution to Approve the
2017 Affordability and Efficiency Report

YR 2018-32

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

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

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

WHEREAS, Youngstown State University's 2017 efficiency and affordability report is a product of a collaborative process that included input from various levels of campus stakeholders to assess progress and capture examples of efficiencies, academic practices, policy reforms, cost savings, redeployment of savings and tangible benefits to students; and

WHEREAS, Youngstown State University's 2017 report provides evidence of affordability and efficiency in various categories, including direct savings, deferred revenue (direct savings to students), cost avoidance (that would otherwise increase expenses), funds raised (reducing pressure on fees), and savings or funds raised by auxiliary enterprises; and

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

WHEREAS, all sections of the report indicate that Youngstown State University continues to make substantial progress in all categories required by the report, including an updated five-year plan; and

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the 2017 efficiency and affordability report as shown in Exhibit I and made part hereof.

Resolution to Approve Interfund Transfers

YR 2018-33

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 J.

Mr. Roberts reported that the Audit Subcommittee met on December 6, 2017. The subcommittee received reports regarding enterprise risk management, open audit recommendations, audit matrix open audit recommendations and an update on the FY18 internal audit plan. The subcommittee received a report from Crowe Horwath, LLP, the university's external auditor, which advised the committee that the external auditor had completed its FY 2017 audit and had issued a clean, unqualified audit opinion.

Mr. Grooms reported that the Investment Subcommittee met on December 6, 2017. The subcommittee received reports from the Hartland, the university's investment advisors, regarding the university's endowment and non-endowment investments. The subcommittee approved a recommendation from Hartland recommendation to rebalance a portion of the non-endowment long-term investment pool.

4. University Affairs Committee.

The chairperson noted that the University Affairs Committee was recommending eleven resolutions for adoption by the board. There being no objection thereto, the chairperson declared the following resolutions adopted by general consent:

Resolution to Ratify Personnel Actions - Athletics

YR 2018-34

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

WHEREAS, new appointments and other personnel actions have been made subsequent to the September 7, 2017, meeting of the Board of Trustees; and

WHEREAS, such personnel actions are in accordance with the 2017-2018 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 K attached hereto.

Resolution to Modify
Family and Medical Leave Act (FMLA) Policy, 3356-7-05

YR 2018-35

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 Family and Medical Leave Act (FMLA) 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 Family and Medical Leave Act (FMLA), policy number 3356-7-05, shown as Exhibit L attached hereto. A copy of the policy indicating changes to be made is also attached.

Resolution to Modify
Leave of Absence Without Pay, Extended Childcare,
Excluded Professional/Administrative Staff Policy, 3356-7-06

YR 2018-36

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 Leave of Absence Without Pay, Extended Childcare, Excluded Professional/Administrative Staff 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 Leave of Absence Without Pay, Extended Childcare, Excluded Professional/Administrative Staff, policy number 3356-7-06, shown as Exhibit M attached hereto. A copy of the policy indicating changes to be made is also attached.

Resolution to Modify
Leave Without Pay for Extended Serious Health Conditions or Disability,
Excluded Professional/Administrative Staff Policy, 3356-7-08

YR 2018-37

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 Leave Without Pay for Extended Serious Health Condition or Disability, Excluded Professional/Administrative Staff 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 Leave Without Pay for Extended Serious Health Condition or Disability, Excluded Professional/Administrative Staff, policy number 3356-7-08, shown as Exhibit N attached hereto. A copy of the policy indicating changes to be made is also attached.

Resolution to Modify
Records Management Policy, 3356-9-09

YR 2018-38

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 Records Management 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 Records Management, policy number 3356-9-09, shown as Exhibit O attached hereto. A copy of the policy indicating changes to be made is also attached.

Resolution to Rescind
Professional Leave Without Pay,
Excluded Professional/Administrative Staff Policy, 3356-7-07

YR 2018-39

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 Professional Leave Without Pay, Excluded Professional/Administrative Staff, policy number 3356-7-07, shown as Exhibit P, attached hereto.

Resolution to Approve the
Reclassification of Eddie Howard from
Associate Vice President, Student Experience to Vice President, Student Affairs

YR 2018-40

WHEREAS, the duties of the Office of Student Experience have been realigned and redesigned to provide a comprehensive array of services and programs designed to ensure quality student experiences at YSU; and

WHEREAS, the position of Vice President, Student Affairs is an Executive Officer position pursuant to Board policy selection and annual evaluation of Executive Officers of the University, Policy Number 3356-9-01; and

WHEREAS, the duties and responsibilities of the Associate Vice President, Student Experience have been expanded and a recommendation has been made to reclassify his position to Vice President, Student Affairs; and

WHEREAS, a revised job description identifying the duties and responsibilities of the Vice President, Student Affairs has been attached to this document; and

WHEREAS, University Policy Number 3356-9-01 sets forth the selection procedures for selecting an Executive Officer and allows for modification; and

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the reclassification effective December 16, 2017 to Vice President, Student Affairs.

BE IT FURTHER RESOLVED, that the Board of Trustees hereby approves the appointment of Mr. Eddie Howard to the position of Vice President, Student Affairs through the reclassification process.

Resolution to Approve the
Recruitment of a Special Assistant to the President

YR 2018-41

WHEREAS, the Special Assistant to the President is a critical position that provides leadership, vision and direction in the administration of a comprehensive set of initiatives, services and polices related to institutional research, strategic planning implementation and assessment and an integrated approach to institutional effectiveness; and

WHEREAS, a revised job description identifying the duties and responsibilities of the Special Assistant to the President has been attached; and

WHEREAS, this position is an Administrative Officer pursuant to University Policy Number 3356-9-02 which sets forth the selection procedures for recruiting a qualified individual in this position.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the recruitment of a Special Assistant to the President.

Resolution to Ratify
Personnel Actions – Faculty/PA Staff

YR 2018-42

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

WHEREAS, new appointments and other personnel actions have been made subsequent to the September 7, 2017, meeting of the Board of Trustees; and

WHEREAS, such personnel actions are in accordance with the 2017-2018 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 Q attached hereto.

Resolution to Approve
Salary Increase for Excluded Staff

YR 2018-43

WHEREAS, The University employs a group of employees not subject to any bargaining unit referred to as excluded staff; and

WHEREAS, The President has recommended to the Board of Trustees a \$500.00 base salary increase for each full-time excluded staff hired prior to September 30, 2017 to become effective on January 1, 2018. This will apply on a pro-rated basis to less than full-time excluded staff; and

WHEREAS, The President is also recommending for this same group of employees the opportunity to participate in a vacation buyback program for up to thirty-two (32) accrued and unused vacation hours.

NOW THEREFORE BE IT RESOLVED, that the Board of Trustees does hereby approve the recommendation and authorizes the Office of Human Resources to implement these salary increases.

Resolution to Approve
Changes to the 2017-2020 OEA Collective Bargaining Agreement

YR 2018-44

WHEREAS, the YSU Board of Trustees approved the YSU/YSU-OEA collective bargaining agreement on October 20, 2017, and

WHEREAS, the agreement eliminates the rank of instructor and creates new ranks for lecturer and senior lecturer; and

WHEREAS, the timeline for promotion from lecturer to senior lecturer could not be implemented for the 2017-2018 academic year; and

WHEREAS, the administration desires to transition term faculty at the rank of instructor and some term faculty at the rank of assistant professor onto the lecturer track; and

WHEREAS, promotion from lecturer to senior lecturer will be accompanied by an increase in salary; and

WHEREAS, administration and OEA leadership have identified a procedure that can be used to carry out this process in a timely manner that considers the needs of the faculty and the administration; and

WHEREAS, such procedures are described as MOU 2017.4 and MOU 2017.5;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University approves the changes to the OEA bargaining unit agreement as described in the indicated MOU's.

5. Governance Committee

Mr. Schiavone stated that the Governance Committee recommends the adoption of the “Resolution to Amend the *Bylaws of the Board of Trustees of Youngstown State University*” included with the board’s meeting materials. Pursuant to the board’s *Bylaws*, the Governance Committee announced a proposed amendment to the *Bylaws* at the board’s regular meeting held September 7, 2017. The proposed bylaw amendment would create the position of a non-voting national/global trustee to be appointed by the board. Since the September announcement, the Governance Committee has received comments and suggested changes to the bylaw amendment, and that those suggestions have been considered by the committee, and the proposed bylaw has been amended as a result. Thereafter the trustees voted unanimously to adopt the following resolution:

Resolution to Amend the
Bylaws of the Board of Trustees of Youngstown State University

YR 2018-45

WHEREAS, the Board of Trustees of Youngstown State University is a self-governing body established under Chapter 3356 of the *Ohio Revised Code*; and

WHEREAS, the Board of Trustees has adopted *Bylaws* regarding its governance and policies regarding its procedures; and

WHEREAS, the Governance Committee of the Board of Trustees has recently undertaken a review of the Board's *Bylaws* and has determined that the *Bylaws* should be amended; and

WHEREAS, pursuant to Article IX, Section 3.A. of the *Bylaws*, the Governance Committee announced its proposed amendment to the *Bylaws* at the regular meeting of the Board of Trustees held September 7, 2017; and

WHEREAS, the Governance Committee has approved certain changes to the proposed amendment to the *Bylaws* as are reflected in the attached redlined version of Exhibit R.

NOW, THEREFORE, BE IT RESOLVED, effective immediately, that the Board of Trustees of Youngstown State University does hereby amend Article IV of its *Bylaws* to add a new paragraph B. to create the position of National/Global Trustee, as reflected in the redlined and clean versions of the amended *Bylaws* attached hereto as Exhibit R; and

BE IT FURTHER RESOLVED, that University administration is authorized and directed to take such actions as are necessary and appropriate to effect the amendment of the Board's *Bylaws*, including the republication of the *Bylaws* booklet.

6. Executive Committee

Mr. Schiavone said that he was very pleased to announce that the board of trustees and President Tressel have reached an agreement extending his term as YSU President until June 30, 2019, and that the committee recommends the adoption of the resolution hereafter following. Thereafter the trustees voted unanimously to adopt the following resolution:

Resolution to Approve
Employment Extension with Youngstown State University President James P. Tressel

YR 2018-46

WHEREAS, the Board of Trustees of Youngstown State University, approved the Presidential Employment Agreement executed by President Tressel and the Board's Chairperson on December 1, 2016 with an effective date of July 1, 2017, with three (3) renewal options of one (1) year terms through June 30, 2021; and

WHEREAS, President Tressel, to the satisfaction of the Board of Trustees, has served the University well during his tenure as President of the University; and

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

WHEREAS, the Board of Trustees of Youngstown State University and the President mutually desire to exercise the first renewal option of President Tressel's contract of employment; and

WHEREAS, the Executive Committee of the Board of Trustees is recommending the approval of the first renewal option for an additional year from July 1, 2018 to June 30, 2019, shown as Exhibit S.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the first renewal option and authorizes the Board's Chairperson to execute the Presidential Employment Agreement Extension, shown as Exhibit S attached hereto.

ITEM V – COMMUNICATIONS AND MEMORIALS

Mr. Tressel stated that the following persons associated with the university had passed away:

Officer Justin Leo, Girard Police Department
Courtney Ann Turner, student
Ryan John Lanzo, student
Toula Phillips, university supporter
Delores "Dee" Snyder, adjunct faculty

ITEM VI – UNFINISHED BUSINESS

The board considered no unfinished business.

ITEM VII – NEW BUSINESS

The committee considered no new business.

ITEM VIII – CHAIRPERSON’S REMARKS

Mr. Schiavone said that, since the board’s last regular meeting, a number of activities and initiatives had taken place. Mr. Schiavone noted the \$100 million “We See Tomorrow” fundraising campaign, several major donations (\$500,000 from the Centofanti Charitable Foundation, \$1.1 million from Chander and Karen Kohli, and \$1 million from Sam and Caryn Covelli), and continued student excellence (a team of three students won the Quiz Bowl at the annual meeting of the Midwest Chapter of the American College of Sports Medicine in Grand Rapids, Mich. Mr. Schiavone said that a team of senior Dental Hygiene students placed first at the Ohio Dental Hygienists Association’s poster presentation competition, that a dozen students recently attended the Propel Ohio Collegiate Leadership Summit, and that a group of 10 student members from Beta Gamma Sigma in the Williamson College of Business Administration attended the international organization’s Global Leadership Summit. For the third consecutive year, the Ethics Bowl team will be participating in the national finals in Chicago after again placing first in the regional competition in Indianapolis. Mr. Schiavone said that faculty and staff continue to earn impactful state and federal grants, including \$1.7 million in federal grants for the YSU Center for Human Services Development to fund after school programs at three area schools and \$2 million from the U.S. Department of Economic Development to help create the Mahoning Valley Innovation and Commercialization Center in downtown Youngstown. Mr. Schiavone welcomed the the reopening of the improved Wick Avenue, the ongoing construction of the Enclave student apartment complex along Wick Avenue, the new full dome projection system at the Ward Beecher Planetarium and the 50th anniversary of the YSU Nursing program.

ITEM IX – TIME AND PLACE OF UPCOMING REGULAR MEETINGS

Upon motion duly made and seconded, which received the affirmative vote of all trustees present, the trustees resolved to set the following dates and times for the next regular meetings of the board to be held in the Board Room in Tod Hall:

- 10:00 a.m., Thursday, March 15, 2018
- Noon, Thursday, June 7, 2018
- 10:00 a.m., Thursday, September 6, 2018

ITEM X – ADJOURNMENT

There being no further business to come before the board of trustees, and upon motion duly made and seconded, the meeting was duly adjourned by unanimous vote of the trustees at 10:50 a.m.

Chairperson

ATTEST:

Secretary to the Board of Trustees

3356-10-13 Research, grants, and sponsored programs.

Responsible Division/Office: Office of Research
Responsible Officer: Provost and Vice President for Academic Affairs
Revision History: July 1999; December 2009; June 2014; March 2016; December 2017
Board Committee: Academic and Student Affairs
Effective Date: December 7, 2017
Next Review: 2022

- (A) Policy statement. Believing that the quality of education and public service is grounded in scholarship, the university seeks to encourage and support research and scholarly and professional activity that strengthen its educational and service mission.
- (B) Definitions.
- (1) “Sponsored programs” are activities, including research, teaching, training or service programs, substantially funded by agencies external to the university and which require program technical, administrative, and fiscal accountability.
 - (2) “Grants, contracts, and cooperative agreements” are legal instruments governing the administration of sponsored programs.
 - (3) “Research” is legally defined as “... a systematic investigation, including research development, testing, and evaluation designed to develop or contribute to generalizable knowledge...” [45 CFR 46.102(d)]. It includes internally- and/or externally-sponsored research, or unfunded research, conducted by authorized faculty or staff.
- (C) Parameters.
- (1) The university, as an entity of state government, is legally authorized to serve as fiscal agent for sponsored programs undertaken with institutional approval by faculty and staff, who may be designated as principal investigators (for research projects) or project directors (on other activities).

- (2) University employees or students may not undertake sponsored programs involving university resources unless institutionally authorized to do so.
 - (3) The president, provost/vice president for academic affairs, associate vice president for research, and director of research services are specifically designated to serve as institutional officials with the authority to approve sponsored program proposals and agreements.
 - (4) Upon recommendation of the provost and associate vice president for research, the president may designate additional institutional officials as authorized to approve sponsored program proposals and agreements.
 - (5) The associate vice president for research is the university official having primary authority to oversee the appropriate conduct of sponsored program activities, systems, and services.
 - (6) The university research council is charged with assisting the associate vice president for research in stimulating sponsored program activity.
 - (7) All documents, reports, and/or other publications created under university auspices, notwithstanding the source of support, must appropriately acknowledge the university.
- (D) Procedures.
- (1) All sponsored programs are initiated by submission of a written proposal, including a properly completed Youngstown state university proposal routing form , identifying the nature of the research or other activity, an estimate of the time needed to complete it, and a full costing of all resources needed to support the project.
 - (a) Faculty proposals are forwarded by the principal investigator/project director to the department chair(s) and dean(s) of the academic unit(s) involved in the anticipated project. Following their review and approval, the proposal is submitted to the director of research services for review and submission clearance prior to approval by an authorized institutional official (usually the director of research services or associate vice president for research).

- (b) Proposals from other areas of the university must be forwarded to the appropriate supervisor and the provost/ vice president for academic affairs or other appropriate associate vice president prior to transmittal to the office of research services and approval by an authorized institutional official.
- (2) All sponsored program applications and award agreements must be reviewed by the director of research services and approved by an authorized institutional official (either the director of research services or associate vice president for research) before individuals can accept an award or begin any work.
- (3) Information on research policies, grants and sponsored programs is available from the office of research services in the following formats:
 - (a) The office of research services webpage at <https://cms.ysu.edu/administrative-offices/research/office-research-services>
 - (b) Grant development workshops offered by the office of research services each semester.
 - (c) Personal meetings with the director or staff members of the office of research services.
- (4) Other information on faculty research and related considerations is available in the collective bargaining agreement between Youngstown state university and Youngstown state university chapter of the Ohio education association.

3356-10-13 Research, grants, and sponsored programs.

Previous Policy Number:	1013.01
Responsible Division/Office:	Graduate Studies and Office of Research
Responsible Officer:	Provost and Vice President for Academic Affairs
Revision History:	July 1999; December 2009; June 2014; March 2016; <u>December 2017</u>
Board Committee:	Academic Quality and Student Success Affairs
Effective Date:	March 16, 2016 <u>December 7, 2017</u>
Next Review:	202 <u>4</u> <u>2</u>

- (A) Policy statement. Believing that the quality of education and public service is grounded in scholarship, the university seeks to encourage and support research and scholarly and professional activity that strengthen its educational and service mission.
- (B) Definitions.
- (1) “Sponsored programs” are activities, including research, teaching, training or service programs, substantially funded by agencies external to the university and which require program technical, administrative, and fiscal accountability.
 - (2) “Grants, contracts, and cooperative agreements” are legal instruments governing the administration of sponsored programs.
 - (3) “Research” is legally defined as “... a systematic investigation, including research development, testing, and evaluation designed to develop or contribute to generalizable knowledge...” [45 CFR 46.102(d)]. It includes internally- and/or externally-sponsored research, or unfunded research, conducted by authorized faculty or staff.
- (C) Parameters.
- (1) The university, as an entity of state government, is legally authorized to serve as fiscal agent for sponsored programs undertaken with institutional approval by faculty and staff, who may be designated as principal investigators (for research projects) or project directors (on other activities).

**Agenda Item E.1.c
Exhibit B**

- (2) University employees or students may not undertake sponsored programs involving university resources unless institutionally authorized to do so.
- (3) The president, provost/vice president for academic affairs, ~~and the~~ associate vice president for research, and director of research services are specifically designated to serve as ~~authorized~~ institutional officials with the ~~right~~authority to approve sponsored program proposals and agreements.
- (4) Upon recommendation of the provost and associate vice president for research, the president may designate additional institutional officials as authorized to approve sponsored program proposals and agreements.
- (45) The associate vice president for research is the university official having primary authority to oversee the appropriate conduct of sponsored program activities, systems, and services.
- (56) The university research council is charged with assisting the associate vice president for research in stimulating sponsored program activity. ~~The executive director of the public service institute has been assigned the responsibility for coordinating sponsored program activity undertaken by members of the institute staff.~~
- (67) All documents, reports, and/or other publications created under university auspices, notwithstanding the source of support, must appropriately acknowledge the university.

(D) Procedures.

- (1) All sponsored programs are initiated by submission of a written proposal, including a properly completed Youngstown state university proposal submission routing form (~~referred to as the blue sheet~~), identifying the nature of the research or other activity, an estimate of the time needed to complete it, and a full costing of all resources needed to support the project.
- (a) Faculty proposals are forwarded by the principal investigator/project director to the department chair(s) and dean(s) of the academic unit(s) involved in the anticipated project. Following their review and approval, the proposal is submitted to the director of ~~grants and sponsored programs~~research services for review and submission clearance prior to approval by an authorized institutional

official (usually the director of research services or associate vice president for research).

~~(b) — Public service institute staff members' proposals are delivered to the appropriate supervisor and then forwarded to the executive director of the public service institute for review and approval prior to submission to the director of grants and sponsored programs and final approval by an authorized institutional official.~~

(eb) Proposals from other areas of the university must be forwarded to the appropriate supervisor and the provost/ vice president for academic affairs or other appropriate associate vice president prior to transmittal to the director of grants and sponsored programs office of research services and approval by an authorized institutional official.

(2) All sponsored program applications and award agreements must be reviewed by the director of grants and sponsored programs research services and approved by an authorized institutional official (~~usually either~~ the director of research services or associate provost/dean of graduate studies and vice president for research) before individuals can accept an award or begin any work.

(3) Information on research policies, grants and sponsored programs is available from the office of grants and sponsored programs research services in the following formats:

~~(a) — The university's guide to sponsored programs development (available in hard copy or electronic file).~~

(ba) The office of grants and sponsored programs research services webpage at http://web.yzu.edu/gen/ysu/Grant_Proposal_Development_m946.html <https://cms.yzu.edu/administrative-offices/research/office-research-services>

(eb) Grant development workshops offered by the office of grants and sponsored programs research services each semester.

(dc) Personal meetings with the director or staff members of the office of grants and sponsored programs research services.

- (4) Other information on faculty research and related considerations is available in the collective bargaining agreement between Youngstown state university and Youngstown state university chapter of the Ohio education association.

3356-7-05 Family and Medical Leave Act (FMLA).

Responsible Division/Office: Human Resources
Responsible Officer: Vice President for Legal Affairs and Human Resources
Revision History: October 1997; August 2010; April 2012; December 2017
Board Committee: University Affairs
Effective Date: December 7, 2017
Next Review: 2017

- (A) Policy statement. Youngstown state university (university) is committed to complying with the Family and Medical Leave Act (“FMLA”).
- (B) Purpose. To provide employees with a basic understanding of their rights and obligations under the FMLA.
- (C) Scope. This policy applies to all employees eligible for leave under the FMLA (hereinafter referred to as leave or family and medical leave). In order for an employee to be eligible for leave pursuant to this policy, the employee is required to:
 - (1) Have been employed by the university for at least twelve months.
 - (2) Completed at least one thousand two hundred fifty hours (1250) worked during the twelve-month period immediately preceding the commencement of the leave.
- (D) Parameters.
 - (1) An eligible employee shall be permitted a total of twelve work weeks of unpaid leave during the twelve-month period measured forward from the first date the employee uses family and medical leave.
 - (2) Leave may be taken as paid or unpaid leave. Paid leave is in the form of accrued personal, sick or vacation leave or documented compensatory time.

- (3) Family and medical leave may be used for the following reasons:
 - (a) To care for the employee's child after the birth of the child.
 - (b) To care for a child after the child is placed with the employee for adoption or foster care.
 - (c) To care for the employee's spouse, child, or parent who has a serious health condition.
 - (d) Because of a serious health condition that makes the employee unable to perform the functions of the employee's position, including a workers' compensation qualifying injury.
 - (e) Because of any qualifying exigency arising out of the fact that the employee's spouse, son, daughter, or parent is a covered military member on active duty (or has been notified of an impending call or order to active duty) in support of a contingency operation. Qualifying exigencies are one or more of the following: short-notice deployment, military events and related activities, child care and school activities, financial and legal arrangements, counseling, rest and recuperation, and post-deployment activities.
- (4) An eligible employee may be permitted a total of twenty-six work weeks of leave during the twelve-month period measured forward from the first date the employee uses family and medical leave in order to care for a covered service member with a serious injury or health condition if the employee is the spouse, son, daughter, parent or next of kin of the service member. However, when family and medical leave is used for this reason and one or more of the reasons listed in paragraph (D)(3) of this rule, the eligible employee will be entitled to a maximum combined total of twenty-six work weeks of leave.
- (5) An eligible employee will be required to use any appropriate accrued paid leaves concurrent with unpaid family and medical leave.
- (6) In the event of the continuation, reoccurrence, or onset of a serious health condition of the employee, after such employee has

exhausted the twelve work weeks of leave as provided in this policy, the employee may continue to utilize any available accrued leaves or request an unpaid disability leave of absence in accordance with rule 3356-7-08 of the Administrative Code (see University Policy 3356-7-08 Leave without pay for extended serious health condition or disability, excluded professional/administrative staff) or the applicable collective bargaining agreement.

- (7) In any case in which both a husband and wife are employed by the university and both request leave due to the birth or placement with the employees of a child, the total number of work weeks of family and medical leave to which both employees are collectively entitled will be limited to twelve work weeks during the twelve-month period.
 - (8) It will not be considered a break in service when an employee takes leave in accordance with this policy, provided the employee returns to work at the expiration of the leave period. During any uncompensated portion of a leave period, employees shall not accumulate sick, vacation, personal, or any other accrued leave except as may be provided under the terms of a collective bargaining agreement.
 - (9) An eligible employee who takes leave in accordance with this policy shall, upon return from such leave, be restored to the position held by the employee when the leave commenced or a similar position of equivalent pay and benefits.
 - (10) During any period that an eligible employee takes leave in accordance with this policy, the university shall maintain the employee's group health care coverage under the conditions coverage would have been provided if the employee had continued in employment for the duration of the leave. The employee will be responsible for paying the employee's share of the health insurance costs during the leave. If the employee does not return from the leave, the university may recover the premiums it paid for maintaining the health care coverage during the period of unpaid family and medical leave.
- (E) Intermittent leave/reduced leave schedule.

- (1) Leave due to the serious health condition of the employee or the employee's spouse, child, or parent, or to care for a covered service member with a serious health condition or injury, may be taken intermittently or on a reduced leave schedule when medically necessary.
 - (2) An employee who takes intermittent leave or reduced leave schedule for planned medical treatments may be required to transfer temporarily to an alternative position which has equivalent pay and benefits and better accommodates the recurring periods of leave.
 - (3) Leave due to a qualifying exigency may also be taken on an intermittent or reduced leave schedule basis.
 - (4) The taking of leave intermittently or on a reduced leave schedule will not result in a reduction in the total amount of leave to which the employee is entitled in accordance with this policy.
 - (5) Leave due to the birth or placement of a child may not be taken on an intermittent or reduced leave schedule.
- (F) Procedures.
- (1) An employee desiring to take leave under FMLA should contact the human resources office at (330) 941-2137 to obtain information regarding eligibility for family and medical leave.
 - (2) Upon requesting family and medical leave, an eligible employee will receive a written notice from the university outlining the employee's rights and obligations.
 - (3) U.S. department of labor forms WH-380 shall be utilized by health care providers in supporting the leave request.
 - (4) An eligible employee will be required to provide the university with thirty days advance notice of the employee's intention to take family and medical leave. The only exception will be when unforeseen circumstances prevent the employee from providing the required notice.

- (5) The university will require an employee to provide medical certification from the employee's health care provider or the family member's health care provider in order to support a leave request to care for a spouse, child, or parent who has a serious health condition, or for leave due to serious health condition that makes the employee unable to perform the essential functions of the employee's position.

The university, at the university's expense, may require a second opinion on the validity of the certification. Should a conflict arise between the opinions of the two health care providers, a third opinion will be sought. The third opinion will be provided by a health care provider mutually agreeable to the employee and the university. The expense of a third opinion will be paid by the university.

- (6) An employee is required to provide appropriate certification in order to support a leave request because of a qualifying exigency or to care for a covered service member with a serious injury or health condition.
 - (7) As a condition of return to employment, an employee who has taken leave due to a serious health condition that made the employee unable to perform the essential functions of the employee's position, must submit certification from the employee's physician that the employee is able to resume work.
 - (8) All FMLA leaves, paid or unpaid, within a consecutive twelve-month period will be counted toward the twelve-week allocation under FMLA.
 - (9) U.S. department of labor forms WH-380 shall be utilized by health care providers in supporting the leave request.
 - (10) Employees covered by collective bargaining should refer to their respective labor agreements.
- (G) Prohibited conduct. The following conduct is prohibited and will result in employee discipline, up to and including termination, and possible loss of benefits:
- (1) Failure to submit required and/or complete documentation.

- (2) Engaging in fraud, misrepresentation or providing false information to the university or health care provider.
- (3) Having other employment during leave without the prior written approval of the chief human resources officer.
- (4) Failure to timely return from leave.

3356-7-05 Family and Medical Leave Act (FMLA).

~~Previous Policy Number: 7002.01~~
Responsible Division/Office: Human Resources
Responsible Officer: ~~Vice President for Finance and Administration~~ Legal Affairs and Human Resources
Revision History: October 1997; August 2010; April 2012; December 2017
Board Committee: University Affairs
Effective Date: ~~June 13, 2012~~ December 7, 2017
Next Review: 2017

- (A) Policy statement. ~~The Youngstown state university (university) is committed to complying with the providing-Family and Medical Leave Act ("FMLA"), leave in accordance with federal law.~~
- (B) Purpose. ~~To provide employees with a basic understanding of their rights and obligations under the FMLA. Under the provisions of the Family and Medical Leave Act of 1993, eligible employees may take up to twelve weeks of paid or unpaid leave per year for the employee's own serious illness, the birth of a child, the placement of a child for adoption or foster care, or the care of a child, spouse, or parent with a serious health condition. During the leave, health benefits are continued under the same terms and conditions as for active employees. Upon the employee's return from leave, restoration of employment to the same job or an equivalent job will occur.~~
- (C) Scope. This policy applies to all employees eligible for leave under the FMLA (hereinafter referred to as leave or family and medical leave). In order for an employee to be eligible for leave pursuant to this policy, the employee is required to:
- (1) Have been employed by the university for at least twelve months
 - (2) Completed at least one thousand two hundred fifty hours (1250) worked during the twelve-month period immediately preceding the commencement of the leave.

**Agenda Item E.4.b
Exhibit L**

(ED) Parameters.

~~(1) An employee who has been employed by the university for at least twelve months and who has completed at least one thousand two hundred fifty hours worked during the twelve-month period immediately preceding the commencement of the leave shall be eligible for family and medical leave as provided in this policy.~~

(21) An eligible employee shall be permitted a total of twelve work weeks of unpaid leave during the twelve-month period measured forward from the first date the employee uses family and medical leave.

(2) Leave may be taken as paid or unpaid leave. Paid leave is in the form of accrued personal, sick or vacation leave or documented compensatory time.

(3) Family and medical leave may be used for the following reasons:

- (a) To care for the employee's child after the birth of the child~~;~~
- (b) To care for a child after the child is placed with the employee for adoption or foster care~~;~~
- (c) To care for the employee's spouse, child, or parent who has a serious health condition~~;~~
- (d) Because of a serious health condition that makes the employee unable to perform the functions of the employee's position, including a workers' compensation qualifying injury~~;~~~~or~~
- (e) Because of any qualifying exigency arising out of the fact that the employee's spouse, son, daughter, or parent is a covered military member on active duty (or has been notified of an impending call or order to active duty) in support of a contingency operation. Qualifying exigencies are one or more of the following: short-notice deployment, military events and related activities, child care and school activities, financial and legal arrangements, counseling, rest and recuperation, and post-deployment activities.

- (34) An eligible employee may be permitted a total of twenty-six work weeks of leave during the twelve-month period measured forward from the first date the employee uses family and medical leave in order to care for a covered service member with a serious injury or health condition if the employee is the spouse, son, daughter, parent or next of kin of the service member. However, when family and medical leave is used for this reason and one or more of the reasons listed in paragraph (CD)(23) of this rule, the eligible employee will be entitled to a maximum combined total of twenty-six work weeks of leave.
- ~~(4) An eligible employee will be required to provide the employer with thirty days advance notice of the employee's intention to take family and medical leave. The only exception will be when unforeseen circumstances prevent the employee from providing the required notice.~~
- ~~(5) The university will require the employee to provide medical certification from the employee's health care provider or the family member's health care provider in order to support a leave request to care for a spouse, child, or parent who has a serious health condition, or for leave due to serious health condition that makes the employee unable to perform the essential functions of the employee's position. The university, at the university's expense, may require a second opinion on the validity of the certification. Should a conflict arise between the opinions of the two health care providers, a third opinion will be sought. The third opinion will be provided by a health care provider mutually agreeable to the employee and the university. The expense of a third opinion will be paid by the university. U.S. department of labor forms WH-380 shall be utilized by health care providers in supporting the leave request.~~
- (65) An eligible employee will be required to use any appropriate accrued paid leaves concurrent with unpaid family and medical leave.
- (76) In the event of the continuation, reoccurrence, or onset of a serious health condition of the employee, after such employee has exhausted the twelve work weeks of leave as provided in this policy, the employee may continue to utilize any available accrued leaves or request an unpaid disability leave of absence in accordance with rule 3356-7-08 of the Administrative Code ([see](#)

University Policy 3356-7-08 Leave without pay for extended serious health condition or disability, excluded professional/administrative staff) or the applicable collective bargaining agreement.

- ~~(8) The university will also require the employee to provide appropriate certification in order to support a leave request because of a qualifying exigency or to care for a covered service member with a serious injury or health condition.~~
- (97) In any case in which both a husband and wife, ~~both are~~ employed by the university, and both request leave due to the birth or placement with the employees of a child, the total number of work weeks of family and medical leave to which both employees are collectively entitled will be limited to twelve work weeks during the twelve-month period.
- ~~(10) Leave due to the serious health condition of the employee or the employee's spouse, child, or parent, or to care for a covered service member with a serious health condition or injury, may be taken intermittently or on a reduced leave schedule when medically necessary. The employer may require an employee who takes leave in this manner for planned medical treatments to transfer temporarily to an alternative position which has equivalent pay and benefits and better accommodates the recurring periods of leave. Leave due to a qualifying exigency may also be taken on an intermittent or reduced leave schedule basis.~~
- ~~— The taking of leave intermittently or on a reduced leave schedule will not result in a reduction in the total amount of leave to which the employee is entitled in accordance with this policy. Leave due to the birth or placement of a child may not be taken on an intermittent or reduced leave schedule.~~
- (48) It will not be considered a break in service when an employee takes leave in accordance with this policy, provided the employee returns to work at the expiration of the leave period. During any uncompensated portion of a leave period, employees shall not accumulate sick, vacation, personal, or any other accrued leave except as may be provided under the terms of a collective bargaining agreement.
- (29) An eligible employee who takes leave in accordance with this

policy shall, upon return from such leave, be restored to the position held by the employee when the leave commenced or a similar position of equivalent pay and benefits. ~~The employer will require the employee's physician to certify that the employee is able to resume work as a condition of return to employment.~~

- (130) During any period that an eligible employee takes leave in accordance with this policy, the university shall maintain the employee's group health care coverage under the conditions coverage would have been provided if the employee had continued in employment for the duration of the leave. The employee will be responsible for paying the employee's share of the health insurance costs during the leave. If the employee does not return from the leave, the university may recover the premiums it paid for maintaining the health care coverage during the period of unpaid family and medical leave.

~~(14) Upon requesting family and medical leave, an eligible employee will receive a written notice from the university outlining the employee's rights and obligations.~~

(E) Intermittent leave/reduced leave schedule.

- (1) Leave due to the serious health condition of the employee or the employee's spouse, child, or parent, or to care for a covered service member with a serious health condition or injury, may be taken intermittently or on a reduced leave schedule when medically necessary.
- (2) An employee who takes intermittent leave or reduced leave schedule for planned medical treatments may be required to transfer temporarily to an alternative position which has equivalent pay and benefits and better accommodates the recurring periods of leave.
- (3) Leave due to a qualifying exigency may also be taken on an intermittent or reduced leave schedule basis.
- (4) The taking of leave intermittently or on a reduced leave schedule will not result in a reduction in the total amount of leave to which the employee is entitled in accordance with this policy.
- (5) Leave due to the birth or placement of a child may not be taken on

an intermittent or reduced leave schedule.

(~~DF~~) Procedures.

- ~~(1) FMLA may be taken as paid or unpaid leave. Paid leave is in the form of accrued personal, sick or vacation leave or documented compensatory time.~~
- (21) An employee desiring to take leave under FMLA should contact the human resources office at (330) 941-2137 to obtain information regarding eligibility for FMLA family and medical leave.
- (2) Upon requesting family and medical leave, an eligible employee will receive a written notice from the university outlining the employee's rights and obligations.
- (3) U.S. department of labor forms WH-380 shall be utilized by health care providers in supporting the leave request.
- (4) An eligible employee will be required to provide the university with thirty days advance notice of the employee's intention to take family and medical leave. The only exception will be when unforeseen circumstances prevent the employee from providing the required notice.
- (5) The university will require an employee to provide medical certification from the employee's health care provider or the family member's health care provider in order to support a leave request to care for a spouse, child, or parent who has a serious health condition, or for leave due to serious health condition that makes the employee unable to perform the essential functions of the employee's position.

The university, at the university's expense, may require a second opinion on the validity of the certification. Should a conflict arise between the opinions of the two health care providers, a third opinion will be sought. The third opinion will be provided by a health care provider mutually agreeable to the employee and the university. The expense of a third opinion will be paid by the university.
- (6) An employee is required to provide appropriate certification in order to support a leave request because of a qualifying exigency

or to care for a covered service member with a serious injury or health condition.

(7) As a condition of return to employment, an employee who has taken leave due to a serious health condition that made the employee unable to perform the essential functions of the employee's position, must submit certification from the employee's physician that the employee is able to resume work.

(38) All FMLA leaves, paid or unpaid, within a consecutive twelve-month period will be counted toward the twelve-week allocation under FMLA.

(9) U.S. department of labor forms WH-380 shall be utilized by health care providers in supporting the leave request.

(410) Employees covered by collective bargaining should refer to their respective labor agreements.

(G) Prohibited conduct. The following conduct is prohibited and will result in employee discipline, up to and including termination, and possible loss of benefits:

(1) Failure to submit required and/or complete documentation.

(2) Engaging in fraud, misrepresentation or providing false information to the university or health care provider.

(3) Having other employment during leave without the prior written approval of the chief human resources officer.

(4) Failure to timely return from leave.

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3356-7-06 Leave of absence without pay, extended childcare, excluded professional/administrative staff.

Responsible Division/Office: Human Resources
Responsible Officer: Vice President for Legal Affairs and Human Resources
Revision History: March 1998; April 2012; December 2017
Board Committee: University Affairs
Effective Date: December 7, 2017
Next Review: 2022

- (A) Policy statement. The university is committed to employment practices that promote the health and welfare of its employees. Through its leave programs, it provides for and encourages preventative health care; physical, emotional, and mental well-being; professional growth and development; and civic responsibility.
- (B) Purpose. These procedures are designed to enable an excluded professional/administrative staff member to provide unpaid childcare leave in addition to the paid leave as delineated in rule 3356-7-14 of the Administrative Code (see university policy 3356-7-14 Maternity/parental leave – paid leave, excluded professional/ administrative staff).
- (C) Parameters.
- (1) “Childcare” is defined as pregnancy-related absences leading to, or care following, the birth of a child or adoption.
 - (2) An employee may request a leave of absence without pay for a period not to exceed six months for the purpose of childcare. The leave of absence without pay, extended childcare, shall run concurrently with all other paid and unpaid leave.
- (D) Procedures.
- (1) An employee requesting leave of absence without pay, extended childcare, must complete and forward to the office of human resources the “Request for Leave Form,” specifying the anticipated duration of the leave and appropriate medical documentation as

needed. Whenever possible, the staff member should provide notification thirty (30) days in advance of the need for leave.

- (2) In order to return to work, an employee shall provide a physician's statement certifying that the employee is released to return to work.
- (3) The university will maintain all group insurance benefits for a full-time employee who has been employed by the university for at least one year prior to the employee commencing an extended childcare leave without pay. The employee will be responsible for paying the employee's share of the health insurance cost during this leave. Failure of the employee to make payments in a timely manner may result in the loss of health insurance benefits.
- (4) If for some reason the employee is unable to return from his or her leave of absence without pay when said leave has been exhausted, the employee will be considered to be absent without authorized leave.
- (5) Employees covered by collective bargaining should refer to their respective labor agreements.

3356-7-06 Leave of absence without pay, extended childcare, excluded professional/administrative staff.

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~~Previous Policy Number: 7002.02~~

Responsible Division/Office: ~~Finance and Administration~~ Human Resources

Responsible Officer: ~~Vice President for Finance~~ Legal Affairs and ~~Administration~~ Human Resources

Revision History: March 1998; April 2012; December 2017

Board Committee: University Affairs

Effective Date: ~~June 13, 2012~~ December 7, 2017

Next Review: 201722

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

(B) Purpose. These procedures are designed to enable an excluded professional/administrative staff member to provide unpaid childcare leave in addition to the paid leave as delineated in rule 3356-7-14 of the Administrative Code (see university policy 3356-7-14 Maternity/parental leave – paid leave, excluded professional/ administrative staff).

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(C) Parameters.

(1) "Childcare" is defined as pregnancy-related absences leading to, or care following, the birth of a child or adoption.

(2) An employee may request a leave of absence without pay for a period not to exceed six months for the purpose of childcare. The leave of absence without pay, extended childcare, shall run concurrently with all other paid and unpaid leave.

(D) Procedures.

(1) An employee requesting leave of absence without pay, extended childcare, must complete and forward to the office of human resources the "Request for Leave Form," specifying the anticipated duration of the leave and appropriate medical documentation as needed. Whenever possible, the staff member should provide notification thirty (30) days in advance of the need for leave.

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Exhibit M**

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- (2) ~~Upon returning~~In order to return to work, an employee shall provide a physician's statement certifying that the employee is released to return to work.
 - (3) The university will maintain all group insurance benefits for a full-time employee who has been employed by the university for at least one year prior to the employee commencing an extended childcare leave without pay. The employee will be responsible for paying the employee's share of the health insurance cost during this leave. Failure of the employee to make payments in a timely manner may result in the loss of health insurance benefits.
 - (4) If for some reason the employee is unable to return from his or her leave of absence without pay when said leave has been exhausted, the employee will be considered to be absent without authorized leave.
 - (5) Employees covered by collective bargaining should refer to their respective labor agreements.

3356-7-08 Leave without pay for extended serious health condition or disability, excluded professional/administrative staff.

Responsible Division/Office: Human Resources
Responsible Officer: Vice President for Legal Affairs and Human Resources
Revision History: March 1998; April 2012; December 2017
Board Committee: University Affairs
Effective Date: December 7, 2017
Next Review: 2022

- (A) Policy statement. The university is committed to employment practices that promote the health and welfare of its employees. Through its leave programs, it provides for and encourages preventive health care; physical, emotional, and mental well-being professional growth and development; and civic responsibility.
- (B) Parameters.
- (1) Duration. An employee may request a leave without pay for his or her own extended serious health condition or disability. This leave may be granted for a period of up to six months for an extended serious health condition or disability following the exhaustion of all accrued paid sick and/or vacation leave and unpaid leave pursuant to the Family Medical Leave Act (“FMLA”).
 - (2) Extension. An employee may request up to an additional six-month period of leave without pay for his or her own extended serious health condition or disability. This extension of leave without pay may be approved for up to an additional six-month period. The employee must provide medical evidence from a physician (or duly qualified medical practitioner) indicating that the employee will be able to substantially and materially perform his or her job responsibilities by a specified date that is no later than one year from the beginning of the original leave without pay.
 - (3) Employees requesting a leave without pay for an extended serious health condition or disability may be required to undergo an

examination at the university's expense to confirm the state of the employee's health.

- (4) The university will maintain all group insurance benefits for a full-time employee who has been employed by the university for at least one year prior to the employee commencing a leave without pay for an extended serious health condition or disability. The employee will be responsible for paying the employee's share of the health insurance cost during this leave. Failure of the employee to make payments in a timely manner may result in the loss of health insurance benefits.
 - (5) Employees covered by collective bargaining should refer to their respective labor agreement.
- (C) Procedures.
- (1) Excluded professional/administrative staff requesting extended leave without pay for an extended serious health condition or disability should complete and forward to the office of human resources the "Request for Leave Form" specifying the reason for the leave and the anticipated duration of the leave and appropriate medical documentation as needed. Whenever possible, the staff member should provide notification thirty (30) days in advance of the need for leave.
 - (2) If the leave without pay for an extended serious health condition or disability request is granted, human resources will notify the appropriate supervisor, administrator and/or division director.
 - (3) An employee who does not return at the conclusion of the approved leave may be eligible to apply for disability retirement under one of the Ohio pension plans or for any long-term disability benefits provided by the university, or may otherwise be terminated by the university.

3356-7-08 Leave without pay for extended serious health condition or disability, excluded professional/administrative staff.

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~~Previous Policy Number: 7002.04~~

Responsible Division/Office: Human Resources

Responsible Officer: ~~Vice President for Finance~~ Legal Affairs and Administration Human Resources

Revision History: March 1998; April 2012; December 2017

Board Committee: University Affairs

Effective Date: ~~June 13, 2012~~ December 7, 2017

Next Review: ~~2017~~ 22

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

(B) Parameters.

(1) Duration. An employee may request a leave without pay for his or her own extended serious health condition or disability. This leave may be granted for a period of up to six months for an extended serious health condition or disability following the exhaustion of all accrued paid sick and/or vacation leave and unpaid leave pursuant to the Family Medical Leave Act ("FMLA").

(2) Extension. An employee may request up to an additional six-month period of leave without pay for his or her own extended serious health condition or disability. This extension of leave without pay may be approved for up to an additional six-month period. The employee must provide medical evidence from a physician (or duly qualified medical practitioner) indicating that the employee will be able to substantially and materially perform his or her job responsibilities by a specified date that is no later than one year from the beginning of the original leave without pay.

(3) Employees requesting a leave without pay for an extended serious health condition or disability may be required to undergo an

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Exhibit N

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examination at the university's expense to confirm the state of the employee's health.

- (4) The university will maintain all group insurance benefits for a full-time employee who has been employed by the university for at least one year prior to the employee commencing a leave without pay for an extended serious health condition or disability. The employee will be responsible for paying the employee's share of the health insurance cost during this leave. Failure of the employee to make payments in a timely manner may result in the loss of health insurance benefits.

- (56) Employees covered by collective bargaining should refer to their respective labor agreement.

(C) Procedures.

- (1) Excluded professional/administrative staff requesting extended leave without pay for an extended serious health condition or disability should ~~notify the chief human resources officer as soon as possible, complete and forward to the office of human resources the "Request for Leave Form" specifying the reason for the leave and the anticipated duration of the leave and appropriate medical documentation as needed. Whenever possible, the staff member should provide notification thirty (30) days in advance of the need for leave.~~

- ~~(2) A physician's (or duly qualified medical practitioner's) certification for leave without pay for an extended serious health condition or disability shall be submitted in writing to the chief human resources officer. This written request should specify the reason for the leave and the anticipated duration of the leave.~~

- (32) If the leave without pay for an extended serious health condition or disability request is granted, human resources will notify the appropriate supervisor, administrator and/or division director.

- (43) An employee who does not return at the conclusion of the approved leave may be eligible to apply for disability retirement under one of the Ohio pension plans or for any long-term disability benefits provided by the university, or may otherwise be terminated by the university.

3356-8-07 Student travel.

Responsible Division/Office: Academic Affairs
Responsible Officer: Provost and Vice President for Academic Affairs,
Associate Vice president for Student Experience
Revision History: June 2017; December 2017
Board Committee: Academic and Student Success
Effective Date: December 7, 2017
Next Review: 2022

- (A) Policy statement. Youngstown state university (“university”) recognizes that students can and do benefit from learning experiences which occur off-campus. The university seeks to provide safe opportunities and methods of transportation and to mitigate any risks that might be associated with student travel for off-campus activities and events.
- (B) Purpose. To provide the framework for planning and implementing student travel.
- (C) Scope. This policy applies to enrolled and matriculated undergraduate and graduate student travel and student organization travel to events or activities that are organized and/or sponsored by the university and to international travel for study abroad programs available through the university’s international programs office (“IPO”).

This policy does not apply to travel undertaken by individual students attending out-of-town athletic/recreational events; to students traveling to engage in domestic student teaching, internships, experiential practicum, observations or research; or to student athletes participating in intercollegiate athletics competitions under the sponsorship of the university’s athletics department.

- (D) Definitions for purposes of this policy.
 - (1) “Enrolled student.” A student who has been admitted to and is attending classes at the university.

- (2) “Matriculated student”. A student who has been admitted to the university has registered a major and is attending classes at the university towards a degree.
- (3) “Student organization.” A student group or organization officially registered and recognized by the university.
- (4) “Student organization member.” An enrolled or matriculated student who is a current member of a student organization.
- (5) “University-organized event or activity.” An event or activity that is planned and arranged by a member of the university’s faculty, staff, or a recognized student organization and is approved by the appropriate university official.
- (6) “University-sponsored event or activity.” An event or activity that is endorsed by the university through financial support or by sending student participants as official representatives of the university and is approved by the appropriate university official.
- (7) Appropriate university official.
 - (a) For approval of course or faculty-sponsored travel, the dean, or designee, of the applicable college is the appropriate university official.
 - (b) For approval of student organization travel, the associate vice president for student experience, or designee, is the appropriate university official. However, for student organizations traveling internationally, travel approval is required from both the associate vice president of student experience or designee and the associate provost for international and global initiatives or designee.
 - (c) For study abroad programs, the associate provost for international and global initiatives, or designee, is the appropriate university official.
 - (d) For travel on behalf of a program, office, or department not noted above, the appropriate university official will be the highest level administrator overseeing the program, office,

or department, excluding the president and vice presidents of the university.

- (8) Designated trip leader. A university representative/faculty member/advisor who serves as the point of contact to and from the university during travel. When no representative/faculty member/advisor is on a trip, a student may serve as the designated trip leader.
- (E) General requirements. The following requirements apply to all travel under this policy.
- (1) Enrolled students under the age of eighteen are not permitted to travel.
 - (2) Matriculated students under the age of 18 are permitted to travel provided that the student's parent/guardian completes and signs the "Off-Campus Travel and Assumption of Risk" form and the "Authorization for Emergency Medical Treatment" form.
 - (3) A student wishing to travel as part of a student organization event or activity must be a current member of the student organization.
 - (4) Unless otherwise specified, the university does not provide medical insurance for any student's participation in travel. All student participants should maintain medical insurance and are responsible for any medical costs they incur during and/or as a result of the trip.
 - (5) All students traveling internationally must obtain international travel medical insurance through the university's IPO.
 - (6) Participants in student travel are responsible for their own behavior and any resulting consequences. The university shall not be liable for any loss, damage, injury, or other consequence resulting from a participant's failure to comply with university rules and policies, including the student code of conduct, the direction of university employees, or applicable law.

- (7) Travel must be consistent with the goals of the academic unit, program, or department. Student organization travel must be consistent with the organization's mission statement.
- (8) Travel must have either a university representative or faculty member/advisor as a designated trip leader. However, if students are traveling on their own for the purpose of a recognized student organization and university funds are being utilized to support the activity, then the president or representative of the student organization or the designated trip leader must meet with the associate vice president of student experience, or designee, prior to the trip to review details of the trip.
- (9) Travel must be supported by an approved "Student Travel Authorization Form," with the exception that students on study abroad programs offered through the IPO will complete program specific form(s) in lieu of the authorization to travel form.
- (10) Participants must complete and submit an "Off-Campus Travel and Assumption of Risk" form and an "Authorization for Emergency Medical Treatment" to the office of the appropriate university official at least five business days prior to scheduled travel within the United States and at least thirty days prior to international travel. The appropriate university officials may alter these time periods within their discretion for travel, which cannot be preplanned, such as university-sponsored student travel for athletics playoff competition. Students on study abroad programs offered through the IPO will complete program-specific form(s) in lieu of these forms.
- (11) Friends and family of participants and designated trip leaders are not eligible to participate in student travel opportunities except in those instances where prior written permission of the appropriate university official has been given, appropriate forms have been submitted, and required insurance coverage has been obtained.
- (12) Students are responsible for making arrangements to complete all assignments and/or examinations that are scheduled during travel.
- (13) Sponsors or organizers of events or activities may impose additional requirements in order to address unique circumstances associated with a particular activity, destination, or travel.

- (F) Transportation. The university office, unit, or department planning or sponsoring an event or activity should be prepared to arrange for transportation by university-owned or rental vehicle; contracted/chartered transportation service; regularly scheduled transportation service (e.g., Greyhound, Amtrak, commercial airline service); or if necessary, personal vehicles. Contracting, purchasing, and insurance requirements can be found on the university's [procurement services website](#).

The following rules apply to transportation:

- (1) University-owned or leased vehicles may only be utilized in a manner compliant with rule 3356-4-18 of the Administrative Code (Corresponding university policy 3356-4-18 can be found in the ["University Policies" website](#).)
- (2) All university purchasing policies apply when procuring chartered or commercial transportation.
- (3) Personal vehicles may only be used on a voluntary basis. All participants choosing to ride in a private automobile do so voluntarily and at their own risk. The university shall not insure or accept liability for any damage, loss, or injury resulting from the use of a private vehicle. The university does not provide comprehensive or collision insurance for private vehicles driven on university business, and the vehicle owner/driver is responsible for insurance coverage for the vehicle. The university does carry non-owner excess liability coverage to protect the university, student, or employee in the event of a suit resulting from an automobile accident in which an employee was driving on university business.
- (4) Under no circumstance will a vehicle driver be reimbursed for fines for moving or parking violations.
- (5) Occupants of motor vehicles must use seat belts or other approved safety restraint devices as required by law or regulation at all times when the vehicle is in operation.
- (6) Occupants of motor vehicles shall not consume, possess, or transport any alcoholic beverages or illegal substances.

- (G) Accident and emergency procedures. Prior to travel, designated leaders and group participants should review the YSU [campus emergency management plan](#) and any appendices and follow applicable guidance and suggestions.
- (H) Accommodations for students with disabilities. Any student with a disability who requires accommodation, must contact the [office of disability services](#) for assistance in determining reasonable accommodations. The office of disability services will consult with the sponsoring unit regarding this determination.
- (I) Compliance. Failure to comply with any policy requirements may result in restrictions or loss of travel opportunities, travel funds and/or reimbursements. Students and student organizations are subject to sanctions under “The Student Code of Conduct” up to and including expulsion and loss of organization recognition. Employees are subject to discipline up to and including termination.

3356-8-07 Student travel.

Responsible Division/Office: Academic Affairs
Responsible Officer: Provost and Vice President for Academic Affairs,
Associate Vice president for Student Experience
Revision History: June 2017; December 2017
Board Committee: Academic and Student Success
Effective Date: ~~June 14, 2017~~ December 7, 2017
Next Review: 2022

(A) Policy statement. Youngstown state university (“university”) recognizes that students can and do benefit from learning experiences which occur off-campus. The university seeks to provide safe opportunities and methods of transportation and to mitigate any risks that might be associated with student travel for off-campus activities and events.

~~The procedures and requirements of this policy will take effect on August 23, 2017.~~

(B) Purpose. To provide the framework for planning and implementing student travel.

(C) Scope. This policy applies to enrolled and matriculated undergraduate and graduate student travel and student organization travel to events or activities that are organized and/or sponsored by the university and to international travel for study abroad programs available through the university’s international programs office (“IPO”).

This policy does not apply to travel undertaken by individual students attending out-of-town athletic/recreational events; to students traveling to engage in domestic student teaching, internships, experiential practicum, observations or research; or to student athletes participating in intercollegiate athletics competitions under the sponsorship of the university’s athletics department.

Agenda Item E.1.b
Exhibit A

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(D) Definitions for purposes of this policy.

- (1) “Enrolled student.” A student who has been admitted to and is attending classes at the university.
- (2) “Matriculated student”. A student who has been admitted to the university has registered a major and is attending classes at the university towards a degree.
- ~~(23)~~ “Student organization.” A student group or organization officially registered and recognized by the university.
- ~~(34)~~ “Student organization member.” An enrolled or matriculated student who is a current member of a student organization.
- ~~(45)~~ “University-organized event or activity.” An event or activity that is planned and arranged by a member of the university’s faculty, staff, or a recognized student organization and is approved by the appropriate university official.
- ~~(56)~~ “University-sponsored event or activity.” An event or activity that is endorsed by the university through financial support or by sending student participants as official representatives of the university and is approved by the appropriate university official.
- ~~(67)~~ Appropriate university official.
- (a) For approval of course or faculty-sponsored travel, the dean, or designee, of the applicable college is the appropriate university official.
- (b) For approval of student organization travel, the associate vice president for student experience, or designee, is the appropriate university official. However, for student organizations traveling internationally, travel approval is required from both the associate vice president of student experience or designee and the associate provost for international and global initiatives or designee.

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- (c) For study abroad programs, the associate provost for international and global initiatives, or designee, is the appropriate university official.
 - (d) For travel on behalf of a program, office, or department not noted above, the appropriate university official will be the highest level administrator overseeing the program, office, or department, excluding the president and vice presidents of the university.
- (78) Designated trip leader. A university representative/faculty member/advisor who serves as the point of contact to and from the university during travel. When no representative/faculty member/advisor is on a trip, a student may serve as the designated trip leader.
- (E) General requirements. The following requirements apply to all travel under this policy.
- (1) ~~No~~Enrolled students under the age of eighteen ~~is~~are not permitted to travel.
 - (2) Matriculated students under the age of 18 are permitted to travel provided that the student's parent/guardian completes and signs the "Off-Campus Travel and Assumption of Risk" form and the "Authorization for Emergency Medical Treatment" form.
 - (23) A student wishing to travel as part of a student organization event or activity must be a current member of the student organization.
 - (34) Unless otherwise specified, the university does not provide medical insurance for any student's participation in travel. All student participants should maintain medical insurance and are responsible for any medical costs they incur during and/or as a result of the trip.
 - (45) All students traveling internationally must obtain international travel medical insurance through the university's IPO.
 - (56) Participants in student travel are responsible for their own behavior and any resulting consequences. The university shall not be liable

for any loss, damage, injury, or other consequence resulting from a participant's failure to comply with university rules and policies, including the student code of conduct, the direction of university employees, or applicable law.

- (67) Travel must be consistent with the goals of the academic unit, program, or department. Student organization travel must be consistent with the organization's mission statement.
- (78) Travel must have either a university representative or faculty member/advisor as a designated trip leader. However, if students are traveling on their own for the purpose of a recognized student organization and university funds are being utilized to support the activity, then the president or representative of the student organization or the designated trip leader must meet with the associate vice president of student experience, or designee, prior to the trip to review details of the trip.
- (89) Travel must be supported by an approved "Student Travel Authorization ~~to Travel~~ Form," with the exception that students on study abroad programs offered through the IPO will complete program specific form(s) in lieu of the authorization to travel form.
- (910) Participants must complete and submit an "Off-Campus Travel and Assumption of Risk" form and an "Authorization for Emergency Medical Treatment" to the office of the appropriate university official at least five business days prior to scheduled travel within the United States and at least thirty days prior to international travel. The appropriate university officials may alter these time periods within their discretion for travel, which cannot be preplanned, such as university-sponsored student travel for athletics playoff competition. Students on study abroad programs offered through the IPO will complete program-specific form(s) in lieu of these forms.
- (101) Friends and family of participants and designated trip leaders are not eligible to participate in student travel opportunities except in those instances where prior written permission of the appropriate university official has been given, appropriate forms have been submitted, and required insurance coverage has been obtained.

- | (1~~4~~2) Students are responsible for making arrangements to complete all assignments and/or examinations that are scheduled during travel.
 - | (1~~2~~3) Sponsors or organizers of events or activities may impose additional requirements in order to address unique circumstances associated with a particular activity, destination, or travel.
- (F) Transportation. The university office, unit, or department planning or sponsoring an event or activity should be prepared to arrange for transportation by university-owned or rental vehicle; contracted/chartered transportation service; regularly scheduled transportation service (e.g., Greyhound, Amtrak, commercial airline service); or if necessary, personal vehicles. Contracting, purchasing, and insurance requirements can be found on the university's [procurement services website](#).

The following rules apply to transportation:

- (1) University-owned or leased vehicles may only be utilized in a manner compliant with rule 3356-4-18 of the Administrative Code (Corresponding university policy 3356-4-18 can be found in the "[University Policies](#)" website.)
- (2) All university purchasing policies apply when procuring chartered or commercial transportation.
- (3) Personal vehicles may only be used on a voluntary basis. All participants choosing to ride in a private automobile do so voluntarily and at their own risk. The university shall not insure or accept liability for any damage, loss, or injury resulting from the use of a private vehicle. The university does not provide comprehensive or collision insurance for private vehicles driven on university business, and the vehicle owner/driver is responsible for insurance coverage for the vehicle. The university does carry non-owner excess liability coverage to protect the university, student, or employee in the event of a suit resulting from an automobile accident in which an employee was driving on university business.
- (4) Under no circumstance will a vehicle driver be reimbursed for fines for moving or parking violations.

- (5) Occupants of motor vehicles must use seat belts or other approved safety restraint devices as required by law or regulation at all times when the vehicle is in operation.
- (6) Occupants of motor vehicles shall not consume, possess, or transport any alcoholic beverages or illegal substances.
- (G) Accident and emergency procedures. Prior to travel, designated leaders and group participants should review the YSU [campus emergency management plan](#) and any appendices and follow applicable guidance and suggestions.
- (H) Accommodations for students with disabilities. Any student with a disability who requires accommodation, must contact the [office of disability services](#) for assistance in determining reasonable accommodations. The office of disability services will consult with the sponsoring unit regarding this determination.
- (I) Compliance. Failure to comply with any policy requirements may result in restrictions or loss of travel opportunities, travel funds and/or reimbursements. Students and student organizations are subject to sanctions under “The Student Code of Conduct” up to and including expulsion and loss of organization recognition. Employees are subject to discipline up to and including termination.

3356-9-09 Records management.

Responsible Division/Office: Finance and Business Operations
Responsible Officer: Vice President for Finance and Business
Operations
Revision History: March 2012; December 2017
Board Committee: University Affairs
Effective Date: December 7, 2017
Next Review: 2022

- (A) Policy statement. In accordance with Ohio Revised Code Section 149.33, the board of trustees has full responsibility for establishing and administering a records retention program for Youngstown state university (university). The board of trustees directs the university to comply with all state and federal laws regarding the creation and disposition of university records.
- (B) Purpose. To ensure compliance with section 149.33 of the Revised Code for the establishment and administration of efficient and economical management methods applied to the creation, utilization, maintenance, retention, preservation, and disposition of the university's records.
- (C) Scope. This policy applies to all records of the University, both public and exempt, that are maintained and disposed in accordance with the university's records retention schedule.
- (D) Definitions (for purposes of this policy).
 - (1) "Records" are defined as any document, device, or item, regardless of physical form or characteristic, including a record created, generated, sent, communicated, received or stored by electronic means, that is created or received by or comes under the jurisdiction of the university and which serves to document the organization, functions, policies, decisions, procedures, operations, or other activities of the university. Records and their retention and associated retention schedules are numerated in the IUC manual. University records may include but are not limited to:

- (a) Financial records such as requisitions, purchase orders, invoices, bank data, and ledgers or journals.
 - (b) Administrative records such as correspondence, e-mails, reports, policy statements and related items both sent and received.
 - (c) Minutes of all university boards and committee meetings.
 - (d) Publications and other items issued by the university.
- (2) “Non-record materials” are documents, devices, or items in the university’s custody that do not meet the above definition because they are not needed to document the organization, functions, policies, decisions, procedures, operations, or other activities of the university. Examples of non-records include:
- (a) Rough notes and drafts which do not contain any information that needs to be preserved or which merely duplicate information that is being preserved in other documents that are records.
 - (b) Extra copies of documents kept only for reference.
 - (c) Stocks of publications and processed documents.
 - (d) Library or museum materials intended solely for reference or exhibition.
- (3) “Active record” means any records that relate to current business matters and are required to carry out the daily activities of the department.
- (4) “Disposal” means the removal of records from a department or office. It does not necessarily refer to record destruction, but rather the various processes of records retention, whether offsite storage, conversion, or destruction.
- (5) “Electronic record” means any record that is created, generated, communicated, received, maintained, or stored on any electronic medium owned by the university or controlled by the university or

a university employee. Examples include, but are not limited to: e-mail, word processing documents and spreadsheets, and databases.

- (6) “Permanent record” means a record that has continued historical or other value to warrant retention beyond the time they are needed for administrative, legal, or fiscal purposes.
 - (7) “Records custodian” means the employee responsible for records retention in their assigned area of university operations.
 - (8) “Records retention schedule” is a listing of various types of routine, administrative records maintained by university offices and departments.
 - (9) “Transitory records” are records which are needed for a limited time to complete a routine action, used in the preparation of final records, or are kept as information or convenience copies by offices or individuals who do not have primary responsibility for them. Examples are drafts of documents, telephone messages, and emails relating to the scheduling of meetings.
 - (10) “Unit leader” is a department chair, office director, or other administrator that directs the regular function of a unit of the university.
- (E) Procedures.
- (1) The program shall be directed by the vice president for finance and business operations and administered by the archives and special collections unit of Maag library, which shall have authority to develop administrative procedures and guidelines to implement this rule.
 - (2) The university hereby adopts the “Records Retention for Public Colleges and Universities in Ohio: A Manual” (hereafter, the “IUC manual”) as developed by the inter-university council of Ohio, as it may be amended by the university’s administration as its guidelines for the retention of its records. Records and their retention and associated retention schedules are numerated in the IUC manual.

- (3) University employees shall make such records as are necessary for the adequate and proper documentation of the organization, functions, policies, decisions, procedures, and essential transactions of the university and for the protection of the legal and financial rights of the state and persons directly affected by the university's activities.
- (4) The creation of unnecessary and duplicative records should be avoided. Duplicative records are not official and should not be used to represent official records. Duplicative records should not be retained and should be destroyed as soon as their immediate need has passed.
- (5) University records shall be retained for such period as is required by retention schedules established by the IUC manual and administered by university archives and may be disposed of only in accordance with disposition instructions issued by the university archives.
- (6) Each unit leader is responsible for ensuring that unit records (including electronic records) are maintained in such a way that they can be identified and retrieved on demand.
- (7) Each unit leader shall identify a records custodian to ensure (in conjunction with university archives) that records are maintained in accordance with the university's records retention schedule. Employees other than the records custodian may maintain records so long as the records custodian is aware of the records and is able to retrieve them.
- (8) Each unit shall develop a records inventory that describes the categories of records created and maintained by that unit.
- (9) Records may be maintained in paper or electronic format, so long as they may be identified and retrieved by the custodian. Maintenance and disposal of electronic records shall be determined by the content, not the medium. Digitized paper records (e.g., scanned documents) may be kept in lieu of paper records at the discretion of the unit leader and university archives.
- (10) University records shall not be removed or destroyed except in

accordance with the university's records retention schedule.

- (11) Detailed administration guidelines for Youngstown state university records retention are found at <http://www.yzu.edu/recordsmgmt/>.
- (F) Policy violation. Removal, destruction, mutilation, alteration, transfer, or other disposition of university records, except as authorized by this policy, is prohibited and may result in disciplinary action.

3356-9-09 Records management.

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~~Previous Policy Number: 9009.01 (new)~~
Responsible Division/Office: Finance and ~~Administration~~Business Operations
Responsible Officer: Vice President for Finance and
Administration Business Operations
Revision History: March 2012; December 2017
Board Committee: University Affairs
Effective Date: ~~March 14, 2012~~December 7, 2017
Next Review: ~~2017~~22

- (A) Policy statement. In accordance with Ohio Revised Code Section 149.33, the board of trustees has full responsibility for establishing and administering a records retention program for Youngstown state university (university). The board of trustees directs the university to comply with all state and federal laws regarding the creation and disposition of university records.
- (B) Purpose. ~~In~~To ensure compliance ~~of with~~ section 149.33 of the Revised Code for the establishment and administration of, ~~the board of trustees establishes a records management program to apply~~ efficient and economical management methods applied to the creation, utilization, maintenance, retention, preservation, and disposition of ~~its~~the university's records.
- (C) Scope. This policy applies to all records of the University, both public and exempt, that are maintained and disposed in accordance with the university's records retention schedule.

~~The program shall be directed by the vice president for finance and administration and administered by the archives and special collections unit of Maag library, which shall have authority to develop administrative procedures and guidelines to implement this rule.~~

~~Youngstown state university hereby adopts the "Records Retention for Public Colleges and Universities in Ohio: A Manual" (hereafter, the "TUC manual") as developed by the inter-university council of Ohio, as it may be amended by the university's administration as its guidelines for the retention of its records.~~

Agenda Item E.4.e
Exhibit O

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(ED) Definitions (for purposes of this policy).

(1) “Records” are defined as includes any document, device, or item, regardless of physical form or characteristic, including a record that is created, generated, sent, communicated, or received by or stored by electronic means, that is created or received by or comes under the jurisdiction of the university and which serves to document the organization, functions, policies, decisions, procedures, operations, or other activities of the university. Records and their retention and associated retention schedules are numerated in the IUC manual. University records may include but are not limited to:

- (a) Financial records such as requisitions, purchase orders, invoices, bank data, and ledgers or journals.
- (b) Administrative records such as correspondence, e-mails, reports, policy statements and related items both sent and received.
- (c) Minutes of all university boards and committee meetings.
- (d) Publications and other items issued by the university.

(2) “Non-record materials” are documents, devices, or items in the university’s custody that do not meet the above definition because they are not needed to document the organization, functions, policies, decisions, procedures, operations, or other activities of the university. Examples of non-records include:

- (a) Rough notes and drafts which do not contain any information that needs to be preserved or which merely duplicate information that is being preserved in other documents that are records.
- (b) Extra copies of documents kept only for reference.
- (c) Stocks of publications and processed documents. ~~and~~
- (d) Library or museum materials intended solely for reference or exhibition. ~~Personal records of employees that are clearly~~

~~marked as such and not intermingled with university records and third party records, which are temporarily in the custody of the university but do not serve to document the organization, functions, policies, decisions, procedures, operations, or other activities of the university, are also excluded from the definition of records. This rule does not apply to non-record materials, which may be retained or discarded at the discretion of the employees who create or receive them.~~

- ~~(3) “Active record” means any records that relate to current business matters and are required to carry out the daily activities of the department.~~
- ~~(4) “Disposal” means the removal of records from a department or office. It does not necessarily refer to record destruction, but rather the various processes of records retention, whether offsite storage, conversion, or destruction.~~
- ~~(5) “Electronic record” means any record that is created, generated, communicated, received, maintained, or stored on any electronic medium owned by the university or controlled by the university or a university employee. Examples include, but are not limited to: e-mail, word processing documents and spreadsheets, and databases.~~
- ~~(6) “Permanent record” means a record that has continued historical or other value to warrant retention beyond the time they are needed for administrative, legal, or fiscal purposes.~~
- ~~(7) “Records custodian” means the employee responsible for records retention in their assigned area of university operations.~~
- ~~(8) “Records retention schedule” is a listing of various types of routine, administrative records maintained by university offices and departments.~~
- ~~(9) “Transitory records” are records which are needed for a limited time to complete a routine action, used in the preparation of final records, or are kept as information or convenience copies by offices or individuals who do not have primary responsibility for them. Examples are drafts of documents, telephone messages, and emails relating to the scheduling of meetings.~~
- ~~(10) “Unit leader” is a department chair, office director, or other~~

administrator that directs the regular function of a unit of the university.

(DE) Procedures.

(1) The program shall be directed by the vice president for finance and business operations and administered by the archives and special collections unit of Maag library, which shall have authority to develop administrative procedures and guidelines to implement this rule.

(2) The university hereby adopts the "Records Retention for Public Colleges and Universities in Ohio: A Manual" (hereafter, the "IUC manual") as developed by the inter-university council of Ohio, as it may be amended by the university's administration as its guidelines for the retention of its records. Records and their retention and associated retention schedules are numerated in the IUC manual.

(13) University employees shall make such records as are necessary for the adequate and proper documentation of the organization, functions, policies, decisions, procedures, and essential transactions of the university and for the protection of the legal and financial rights of the state and persons directly affected by the university's activities.

(24) The creation of unnecessary and duplicative records should be avoided. Duplicative records are not official and should not be used to represent official records. Duplicative records should not be retained and should be destroyed as soon as their immediate need has passed.

(35) University records shall be retained for such period as is required by retention schedules established by the IUC manual and administered by university archives and may be disposed of only in accordance with disposition instructions issued by the university archives. ~~Removal, destruction, mutilation, alteration, transfer, or other disposition of university records, except as authorized by this rule, is prohibited and may result in disciplinary action.~~

~~(4) Each vice president or other officer having custody of university records shall designate one or more positions to administer the records in his or her division/department in accordance with the~~

~~requirements of this rule. Each position so designated and referenced in relevant job descriptions shall cooperate with the university archives preparing an inventory of such records and shall be responsible for working with the university/archivist to ensure divisional compliance with the administrative procedures and guidelines that are established to implement this policy.~~

- (6) Each unit leader is responsible for ensuring that unit records (including electronic records) are maintained in such a way that they can be identified and retrieved on demand.
- (7) Each unit leader shall identify a records custodian to ensure (in conjunction with university archives) that records are maintained in accordance with the university's records retention schedule. Employees other than the records custodian may maintain records so long as the records custodian is aware of the records and is able to retrieve them.
- (8) Each unit shall develop a records inventory that describes the categories of records created and maintained by that unit.
- (9) Records may be maintained in paper or electronic format, so long as they may be identified and retrieved by the custodian. Maintenance and disposal of electronic records shall be determined by the content, not the medium. Digitized paper records (e.g., scanned documents) may be kept in lieu of paper records at the discretion of the unit leader and university archives.
- (10) University records shall not be removed or destroyed except in accordance with the university's records retention schedule.
- (511) Detailed administration guidelines for Youngstown state university records retention are found at <http://www.yсу.edu/recordsmgт/>.
- (F) Policy violation. Removal, destruction, mutilation, alteration, transfer, or other disposition of university records, except as authorized by this policy, is prohibited and may result in disciplinary action.

**YOUNGSTOWN STATE UNIVERSITY
PROFESSIONAL ADMINISTRATIVE - ATHLETICS
PERSONNEL ACTIONS 7/16/17 THROUGH 10/15/17
APPOINTMENTS**

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	CONTRACT/ APPOINTMENT DATES	FTE	SALARY
Fink, Rebecca	Excluded	Assistant Director Athletics	Athletic Administration	8/1/2017	1.00	\$ 45,547.00
Griffin, Nicole	Excluded	Director of Operations Women Basketball	Basketball - Women's	7/16/2017	1.00	\$ 30,000.00
Lawrence, Jennifer*	Excluded	Assistant Coach, Director of Personnel	Basketball - Women's	7/16/2017	1.00	\$ 23,660.00
Stanko, Jacqueline	Excluded	Assistant Coach Swim & Diving	Swimming & Diving - Women's	8/1/2017	0.50	\$ 11,830.00
Sumner, Chris	Excluded	Assistant Director Athletic Sales & Events	Ticket Office	7/20/2017	1.00	\$ 50,101.00
Froehlich, Rachel*	Externally Funded	Athletic Academic Advisor	Athletic Administration	8/1/2017	1.00	\$ 32,338.00
Tomsich, John*	Externally Funded	Assistant Director Sales Development	Athletic Administration	7/18/2017	1.00	\$ 45,547.00
*New Positions						

YOUNGSTOWN STATE UNIVERSITY
PROFESSIONAL ADMINISTRATIVE - ATHLETICS
PERSONNEL ACTIONS 7/16/17 THROUGH 10/15/17
SALARY ADJUSTMENTS

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	CONTRACT/ APPOINTMENT DATES	NEW FTE	NEW SALARY	OLD FTE	PREVIOUS SALARY
Bricillo, Carmen	Excluded	Assistant Coach, Football	Football	7/1/2017	1.00	\$ 65,400.00	1.00	\$ 60,000.00
Crist, Brian	Excluded	Assistant Coach, Football	Football	7/1/2017	1.00	\$ 65,400.00	1.00	\$ 60,000.00
D'Alesio, Donald	Excluded	Assistant Coach, Football	Football	7/1/2017	1.00	\$ 31,900.00	1.00	\$ 29,000.00
Ganz, Joseph	Excluded	Assistant Coach, Football	Football	7/1/2017	1.00	\$ 38,500.00	1.00	\$ 35,000.00
Marlowe, Tim	Excluded	Assistant Coach, Football	Football	7/1/2017	1.00	\$ 33,000.00	1.00	\$ 30,000.00
McKissic-Luke, Nicolas	Excluded	Assistant Coach, Football	Football	7/1/2017	1.00	\$ 62,194.00	1.00	\$ 57,000.00
McNutt, Richard	Excluded	Assistant Coach, Football	Football	7/1/2017	1.00	\$ 70,500.00	1.00	\$ 63,000.00
Montgomery, Shane	Excluded	Assistant Coach, Football	Football	7/1/2017	1.00	\$ 105,000.00	1.00	\$ 100,000.00
Murphy, John	Excluded	Director of Football Operations	Football	7/1/2017	1.00	\$ 69,500.00	1.00	\$ 65,000.00
Pelini, Carl	Excluded	Assistant Coach, Football	Football	7/1/2017	1.00	\$ 85,000.00	1.00	\$ 77,000.00
Penniman, Richard	Excluded	Assistant Coach, Track & Field	Track	9/1/2017	0.25	\$ 6,401.00	0.25	\$ 6,275.00
Preto, Mark	Excluded	Assistant Coach, Football Video	Football	7/1/2017	1.00	\$ 34,000.00	1.00	\$ 31,254.00
Smith, Rollen	Excluded	Assistant Coach, Football Director Operations	Football	7/1/2017	0.25	\$ 8,000.00	0.25	\$ 7,140.00
Stoops, Ronald	Excluded	Assistant Coach, Football	Football	7/1/2017	1.00	\$ 85,000.00	1.00	\$ 80,000.00
Townsend, David	Excluded	Assistant Coach, Track & Field	Track	9/1/2017	0.50	\$ 14,398.00	0.50	\$ 14,116.00
<i>Merit Evaluation Salary Adjustment in accordance with Policy 3356-7-36</i>								

**YOUNGSTOWN STATE UNIVERSITY
PROFESSIONAL ADMINISTRATIVE AND FACULTY
PERSONNEL ACTIONS 7/16/17 THROUGH 10/15/17
APPOINTMENTS**

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	CONTRACT/ APPOINTMENT DATES	FTE	SALARY
Akers, Wendy	APAS	Costume Shop Specialist	Theater and Dance	8/16/2017	1.00	\$ 38,000.00
Benson, James	APAS	Temporary Systems Librarian	Maag Library	8/1/2017	0.25	\$ 14,950.00
Conrad, Abby	APAS	Coordinator, Center for Career Management	Dean - Business Administration	8/16/2017	1.00	\$ 38,000.00
Kettering, Charles	APAS	Theater Production Manager	Theater and Dance	8/28/2017	1.00	\$ 39,215.00
Kirkpatrick, Jennifer*	APAS	Studio Art Support Specialist	Art	8/16/2017	1.00	\$ 46,051.00
Nickells, Adam*	APAS	Web Developer	Marketing & Communications	9/16/2017	1.00	\$ 35,780.00
Ulbricht, Alexandra	APAS	Assistant Director, First Year Student Services	First Year Student Services	8/7/2017	1.00	\$ 48,000.00
Wormley, Jeffrey*	APAS	Project Manager	IT Customer Services	10/1/2017	1.00	\$ 65,000.00
Zhybak, Nataliya	APAS	Temporary Program Coordinator	English Language Institute	8/16/2017	0.60	\$ 14,400.00
Berardini, Claire	Excluded	Associate Provost Student Success	Student Success	7/16/2017	1.00	\$ 115,000.00
Moats, Jennifer	Excluded	Manager, Accounts Payable & Travel Services	Procurement Services	8/17/2017	1.00	\$ 56,000.00
Moring, Greg*	Excluded	Associate Dean CCAC	Art	7/16/2017	1.00	\$ 103,000.00
Pallante, Martha	Excluded	Associate Dean and Professor	Dean - CLASS	7/16/2017	1.00	\$ 103,156.00
Pintar, Jennifer	Excluded	Associate Provost Academic Affairs	Provost VP - Academic Affairs	8/1/2017	1.00	\$ 135,000.00
Yukech, James	Excluded	AVP and CIO	Chief Information Officer	9/16/2017	1.00	\$ 170,000.00
Dillon, Danielle	Externally Funded	Associate Director, CHSD	Ctr for Human Services Dev	9/1/2017	1.00	\$ 52,000.00
Johnson, Julianna	Externally Funded	Instruction Specialist	Rich Center for Autism	10/2/2017	1.00	\$ 21,175.00
Lyons, Stephen	Externally Funded	Instruction Specialist	Rich Center for Autism	10/2/2017	1.00	\$ 21,175.00
McIntyre, Beth*	Externally Funded	Site Coordinator	Ctr for Human Services Dev	10/9/2017	0.74	\$ 31,450.00
Mitchell, Stephen	Externally Funded	Instruction Specialist	Rich Center for Autism	10/2/2017	1.00	\$ 21,175.00

YOUNGSTOWN STATE UNIVERSITY
PROFESSIONAL ADMINISTRATIVE AND FACULTY
PERSONNEL ACTIONS 7/16/17 THROUGH 10/15/17
APPOINTMENTS

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	CONTRACT/ APPOINTMENT DATES	FTE	SALARY
Pinonnault, Christa	Externally Funded	Instruction Specialist	Rich Center for Autism	10/2/2017	1.00	\$ 21,175.00
Rodik, Craig*	Externally Funded	Site Coordinator	Ctr for Human Services Dev	10/9/2017	0.74	\$ 31,450.00
Arntsen, Christopher*	Faculty	Assistant Professor	Chemistry	8/16/2017	1.00	\$ 58,000.00
Bayrak, Coskun	Faculty	Chair and Professor	Computer Science & Info Systems	8/1/2017	1.00	\$ 150,682.00
Bileci, Meghan	Faculty	Instructor	Social Work	8/16/2017	1.00	\$ 41,489.00
Blackann, Joshua	Faculty	Assistant Professor	School of Technology	8/16/2017	1.00	\$ 61,000.00
Cahn-Lipman, Kivie	Faculty	Assistant Professor	Dana School of Music	8/16/2017	1.00	\$ 54,038.00
Cruz, Courtney	Faculty	Instructor	Teacher Education	8/16/2017	1.00	\$ 41,489.00
Denison, Maria	Faculty	Assistant Professor	Dana School of Music/Theater and Dance	8/16/2017	1.00	\$ 55,000.00
Deschenes, Richard	Faculty	Assistant Professor	Civil Environmental & Chemical Engineering	8/16/2017	1.00	\$ 65,000.00
Dicken, Todd	Faculty	Assistant Professor	Theater and Dance	8/16/2017	1.00	\$ 54,038.00
Disotell, Kevin	Faculty	Assistant Professor	Dean - STEM	8/1/2017	1.00	\$ 73,000.00
Doty, Sean-Michael	Faculty	Instructor	Kinesiology and Sport Science	8/16/2017	1.00	\$ 45,000.00
Ekoniak, Michael	Faculty	Instructor	Electrical & Computer Engineering	8/16/2017	1.00	\$ 65,000.00
Farris, Johnathan	Faculty	Assistant Professor	Art	8/16/2017	1.00	\$ 56,000.00
Foltz, Patricia*	Faculty	Instructor	Communication	8/16/2017	1.00	\$ 20,744.50
Genc, Omer	Faculty	Assistant Professor	Marketing	8/16/2017	1.00	\$ 105,000.00
Harrison, Guy*	Faculty	Instructor	Communication	8/16/2017	1.00	\$ 50,000.00
Labendz, Jacob	Faculty	Assistant Professor	History	8/16/2017	1.00	\$ 54,038.00
Lee, Ju Yup	Faculty	Assistant Professor	Human Ecology	8/16/2017	1.00	\$ 55,000.00

**YOUNGSTOWN STATE UNIVERSITY
PROFESSIONAL ADMINISTRATIVE AND FACULTY
PERSONNEL ACTIONS 7/16/17 THROUGH 10/15/17
APPOINTMENTS**

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	CONTRACT/ APPOINTMENT DATES	FTE	SALARY
Lyda, Kelsey*	Faculty	Instructor	Mechanical & Industrial Engineering	8/16/2017	1.00	\$ 50,000.00
Olshanski, Nicole	Faculty	Assistant Professor	Nursing	8/16/2017	1.00	\$ 60,000.00
Peck, Teresa*	Faculty	Instructor	Nursing	8/16/2017	1.00	\$ 50,000.00
Pettitt, Nicole	Faculty	Assistant Professor	English	8/16/2017	1.00	\$ 54,038.00
Powe, Nicolette*	Faculty	Assistant Professor	Health Professions	8/16/2017	1.00	\$ 58,000.00
Slipski, Ronald	Faculty	Instructor	Politics and International Relations	8/16/2017	1.00	\$ 41,489.00
Thomas, Wendy	Faculty	Instructor	Nursing	8/16/2017	1.00	\$ 51,400.00
Walker, Jason	Faculty	Assistant Professor	Mechanical & Industrial Engineering	8/16/2017	1.00	\$ 71,000.00
Woods, Sherri	Faculty	Assistant Professor	Social Work	8/16/2017	1.00	\$ 54,038.00
*New Positions						

YOUNGSTOWN STATE UNIVERSITY
PROFESSIONAL ADMINISTRATIVE AND FACULTY
PERSONNEL ACTIONS 7/16/17 THROUGH 10/15/17
SEPARATIONS

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	DATE OF SEPARATION	FTE	SALARY
Dicken, Todd*	APAS	Manager	Theater and Dance	8/15/2017	1.00	\$ 48,616.26
Rearдон, Maureen	APAS	Coordinator Social Work Internship	Social Work	7/31/2017	1.00	\$ 59,605.12
Zhybak, Nataliya	APAS	Temporary Program Coordinator	English Language Institute	8/21/2017	0.60	\$ 14,400.00
Benson, James	Excluded	Temporary Systems Librarian	Maag Library	7/31/2017	0.25	\$ 14,500.00
Johnson, Phyllis***	Excluded	Temporary Internship Coordinator	Social Work	7/15/2017	0.25	\$ 14,250.00
Kessler, Sarah	Excluded	Associate Director Records	Registration & Records	8/25/2017	1.00	\$ 58,120.00
Patton, Marcie	Excluded	Manager, Compensation Benefits	Human Resources	8/2/2017	1.00	\$ 82,000.00
Smith, Stephanie	Excluded	Director of Faculty Relations	Art	7/15/2017	0.00	\$ 13,253.00
Woods, Sherri*	Excluded	Director	Upward Bound	8/15/2017	1.00	\$ 61,674.30
Alpern, Alexa	Externally Funded	Digital Content Designer	Ward Beecher Planetarium	9/15/2017	1.00	\$ 42,000.00
Castor, Roberta	Externally Funded	Instruction Specialist 1	Rich Center for Autism	9/8/2017	1.00	\$ 23,773.00
McIntyre, Beth	Externally Funded	Site Coordinator	Ctr for Human Services Dev	10/10/2017	0.74	\$ 31,450.00
Mordocco, Danielle	Externally Funded	Assistant Coordinator Project PASS	School Partnership	8/11/2017	0.75	\$ 31,500.00
Mordocco, Danielle	Externally Funded	Coordinator	Ctr for Human Services Dev	8/11/2017	0.25	\$ 10,500.00
Mumaw, Cathy	Externally Funded	Lead Instruction Specialist	Rich Center for Autism	7/27/2017	1.00	\$ 33,208.00
O'Donnell, Skyler	Externally Funded	Lead Instruction Specialist	Rich Center for Autism	8/31/2017	1.00	\$ 28,825.00
Peck, Teresa*	Externally Funded	School Nurse	Rich Center for Autism	8/15/2017	0.75	\$ 40,875.00
Walker, Jason	Externally Funded	Addit Manuf Research Scientist	Mechanical & Industrial Engineering	8/15/2017	1.00	\$ 72,000.00
Williams, Carmella	Externally Funded	Assistant Director	Assoc Degree and Tech Prep Prgm	9/8/2017	1.00	\$ 45,320.00
Bahl, Mona	Faculty	Assistant Professor	Management	8/15/2017	1.00	\$ 113,322.00
Barnes, Diane	Faculty	Professor	History	8/15/2017	1.00	\$ 79,518.55
Clark, Kelly	Faculty	Clinical Instructor	Nursing	8/15/2017	1.00	\$ 52,025.10
Dombrosky, James	Faculty	Assistant Professor	Human Ecology	8/5/2017	1.00	\$ 56,954.00
Kalina-Hammond, Julie	Faculty	Instructor	Social Work	8/15/2017	1.00	\$ 40,800.00
Lee, Sung Hee	Faculty	Assistant Professor	Dept of Counseling, Sch Psychl & Ed	8/15/2017	1.00	\$ 61,812.00

**YOUNGSTOWN STATE UNIVERSITY
PROFESSIONAL ADMINISTRATIVE AND FACULTY
PERSONNEL ACTIONS 4/16/17 THROUGH 7/15/17
SEPARATIONS**

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	DATE OF SEPARATON	FTE	SALARY
Leonard, Scott	Faculty	Professor	English	8/15/2017	1.00	\$ 84,562.41
Munro, Philip	Faculty	Professor	Electrical & Computer Engineering	8/15/2017	1.00	\$ 116,799.00
Peng, Gang	Faculty	Associate Professor	Management	8/15/2017	1.00	\$ 103,316.00
Pintar, Jennifer **	Faculty	Professor and Chair	Provost VP - Academic Affairs	7/31/2017	1.00	\$ 97,200.00
Porter, David	Faculty	Professor	Politics and International Relations	8/15/2017	1.00	\$ 88,792.94
Rhee, Stephanie	Faculty	Assistant Professor	Social Work	8/15/2017	1.00	\$ 52,785.39
Stout, David	Faculty	Professor and Andrews Chair	Accounting & Finance	8/14/2017	1.00	\$ 170,517.00
<i>*Accepted position as Faculty</i>						
<i>**Accepted Professional Administrative Position</i>						
<i>***Still maintains Partnership Program Coordinator Position.</i>						

**YOUNGSTOWN STATE UNIVERSITY
PROFESSIONAL ADMINISTRATIVE AND FACULTY
PERSONNEL ACTIONS 7/16/17 THROUGH 10/15/17
RECLASSIFICATIONS**

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	CONTRACT/ APPOINTMENT DATES	FTE	NEW SALARY	PREVIOUS SALARY
Villone, Edward	APAS	Police Academy Commander	Peace Officers Training Academy	3/1/2017	1.00	\$ 55,618.00	\$ 43,054.60
<i>Position Audit requested and awarded. (Resulted in change in Classification)</i>							

YOUNGSTOWN STATE UNIVERSITY
PROFESSIONAL ADMINISTRATIVE AND FACULTY
PERSONNEL ACTIONS 7/16/17 THROUGH 10/15/17
PROMOTIONS

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	CONTRACT APPT. DATES	FTE	NEW SALARY	PREVIOUS SALARY
Alschuler, Mari	Faculty	Associate Professor	Social Work	8/16/2017	1.00	\$ 67,015.00	\$ 52,785.39
Beadling, Laura	Faculty	Associate Professor	English	8/16/2017	1.00	\$ 67,015.00	\$ 54,600.60
Dangol, Ramesh	Faculty	Associate Professor	Management	8/16/2017	1.00	\$ 121,500.21	\$ 115,588.44
Hardy, Lucas	Faculty	Associate Professor	English	8/16/2017	1.00	\$ 67,015.00	\$ 53,841.10
LaVine, Mary	Faculty	Associate Professor	Teacher Education	8/16/2017	1.00	\$ 67,015.00	\$ 53,841.35
Leskiw, Brian	Faculty	Professor	Chemistry	8/16/2017	1.00	\$ 78,474.00	\$ 67,830.46
McCormick, Missy	Faculty	Associate Professor	Art	8/16/2017	1.00	\$ 67,015.00	\$ 55,692.62
Mickens, Stacie	Faculty	Associate Professor	Dana School of Music	8/16/2017	1.00	\$ 67,015.00	\$ 53,841.10
Ovaska, Tomi	Faculty	Professor	Economics	8/16/2017	1.00	\$ 80,605.44	\$ 74,024.94
Sumell, Albert	Faculty	Professor	Economics	8/16/2017	1.00	\$ 80,192.95	\$ 73,620.54
Umble, Kathryn	Faculty	Professor	Dana School of Music	8/16/2017	1.00	\$ 78,474.00	\$ 67,477.39
Uppal, Yogesh	Faculty	Professor	Economics	8/16/2017	1.00	\$ 79,382.48	\$ 72,825.96
Wakefield, Thomas	Faculty	Professor	Mathematics & Statistics	8/16/2017	1.00	\$ 78,474.00	\$ 66,154.30
Weaver, Amy	Faculty	Associate Professor	Nursing	8/16/2017	1.00	\$ 67,015.00	\$ 58,721.00
Yudha, Cicilia	Faculty	Associate Professor	Dana School of Music	8/16/2017	1.00	\$ 67,015.00	\$ 53,841.10
<i>Promotions awarded in accordance with Article 15 of the Collective Bargaining Agreement.</i>							

YOUNGSTOWN STATE UNIVERSITY
PROFESSIONAL ADMINISTRATIVE AND FACULTY
PERSONNEL ACTIONS 7/16/17 THROUGH 10/15/17
SALARY ADJUSTMENTS/POSITION AUDITS

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	CONTRACT/ APPOINTMENT DATES	NEW FTE	NEW SALARY	OLD FTE	PREVIOUS SALARY
Eberth, Emilie ⑥	APAS	Coordinator STEM Outreach	Dean - STEM	4/1/2017	1.00	\$ 45,000.00	1.00	\$ 40,274.00
Laird, Julianne ③	Externally Funded	Instruction Specialist	Rich Center for Autism	8/16/2017	0.80	\$ 18,464.80	1.00	\$ 23,081.00
Laird, Julianne ⑤	Externally Funded	Instruction Specialist	Rich Center for Autism	9/16/2017	0.80	\$ 19,573.00	0.80	\$ 18,464.80
Lopes, Ashley ⑤	Externally Funded	Instruction Specialist 1	Rich Center for Autism	10/1/2017	1.00	\$ 25,199.00	1.00	\$ 23,773.00
Paidas, Alexis ③	Externally Funded	Instruction Specialist	Rich Center for Autism	8/15/2017	0.80	\$ 18,468.80	1.00	\$ 23,081.00
Paidas, Alexis ⑤	Externally Funded	Instruction Specialist	Rich Center for Autism	9/16/2017	0.80	\$ 19,573.00	0.80	\$ 18,468.80
Sicafuse, Jo Ann ③	Externally Funded	Instruction Specialist	Rich Center for Autism	9/16/2017	0.80	\$ 18,464.80	1.00	\$ 23,081.00
Sicafuse, Jo Ann ⑤	Externally Funded	Instruction Specialist	Rich Center for Autism	7/16/2017	0.80	\$ 19,573.00	0.80	\$ 18,464.80
Gergits, Julia ①	Faculty	Professor	English	7/31/2017	1.00	\$ 90,450.54	1.00	\$ 110,359.00
Keown, Daniel ④	Faculty	Assistant Professor	Teacher Education	8/16/2017	0.40	\$ 21,600.00	0.40	\$ 21,114.17
Keown, Daniel ④	Faculty	Assistant Professor	Dana School of Music	8/16/2017	0.60	\$ 32,400.00	0.60	\$ 31,671.24
Liscomb, Nora ④	Faculty	Instructor	Nursing	8/16/2017	1.00	\$ 51,000.00	1.00	\$ 50,000.00
McClusky, Paula ④	Faculty	Instructor	Nursing	8/16/2017	1.00	\$ 51,000.00	1.00	\$ 50,000.00
Merrill, Monica ④	Faculty	Assistant Professor	Criminal Justice & Forensic Sciences	8/16/2017	1.00	\$ 54,038.00	1.00	\$ 52,785.39
Schueller, Kriss ①	Faculty	Professor	Computer Science & Info Systems	7/31/2017	1.00	\$ 125,127.48	1.00	\$ 140,352.00
Shortreed, Mary ④	Faculty	Assistant Professor	Nursing	8/16/2017	1.00	\$ 60,000.00	1.00	\$ 54,167.00
Vergon, Charles ①	Faculty	Professor	Dept. of Counseling, Sch Psychl & Ed	7/31/2017	1.00	\$ 117,075.60	1.00	\$ 132,462.00
Wecht, Cary ②	Faculty	Professor Director of Faculty Development	Communication	8/16/2017	1.00	\$ 91,852.53	1.00	\$ 97,364.10
① Former Department Chair returned to Faculty			③ FTE Adjustment		④ Faculty applied accepted a different faculty position			
② Former Associate Dean returned to Faculty and Director of Faculty Development				⑤ Degree Adjustment		⑥ Position Audit/Administrative Review		

**YOUNGSTOWN STATE UNIVERSITY
PROFESSIONAL ADMINISTRATIVE AND FACULTY
PERSONNEL ACTIONS 7/16/17 THROUGH 10/15/17
SALARY ADJUSTMENTS PER CBA AND BOT POLICY**

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	CONTRACT/ APPOINTMENT DATES	NEW FTE	NEW SALARY	OLD FTE	PREVIOUS SALARY
Pallante, Martha	Excluded/Faculty	Associate Dean and Professor	Dean CLASS	7/1/2017	1.00	\$ 104,819.12	1.00	\$ 103,156.00
Christiansen Erb, Joy	Faculty	Acting Chair and Associate Professor	Art	7/1/2017	1.00	\$ 87,528.54	1.00	\$ 86,159.00
Crawford, Amy	Faculty	Associate Professor and Acting Chair	Communication	7/1/2017	1.00	\$ 86,843.10	1.00	\$ 85,487.00
Goldberg, Randall	Faculty	Director and Associate Professor	Dana School of Music	7/1/2017	1.00	\$ 86,697.00	1.00	\$ 83,897.00
Marie, Hazel	Faculty	Associate Professor and Chair	Mechanical & Industrial Engineering	7/1/2017	1.00	\$ 100,873.20	1.00	\$ 99,242.00
Mazuroski, Matthew	Faculty	Chair and Associate Professor	Theater and Dance	7/1/2017	1.00	\$ 84,697.00	1.00	\$ 81,897.00
Morawski, Dennis	Faculty	Associate Professor and Chair	Social Work	7/1/2017	1.00	\$ 95,454.96	1.00	\$ 93,930.00
O'Mansky, Matthew	Faculty	Associate Professor and Chair	Sociology Anthropology Gerontology	7/1/2017	1.00	\$ 86,508.54	1.00	\$ 85,159.00
Rowlands, Zara	Faculty	Associate Professor and Chair	Human Ecology	7/1/2017	1.00	\$ 88,669.92	1.00	\$ 87,278.00
Tomhave, Alan	Faculty	Chair and Associate Professor	Philosophy & Religious Studies	7/1/2017	1.00	\$ 84,697.00	1.00	\$ 83,181.00
Wagner, Patricia	Faculty	Associate Professor and Chair	Criminal Justice & Forensic Sciences	7/1/2017	1.00	\$ 86,159.08	1.00	\$ 83,836.00
Bonhomme, Brian	Faculty	Chair and Professor	History	7/1/2017	1.00	\$ 97,200.18	1.00	\$ 95,641.00
<i>All adjustments listed above are Department Chair Salary increases to align with Faculty Increases.</i>								

YOUNGSTOWN STATE UNIVERSITY
PROFESSIONAL ADMINISTRATIVE AND FACULTY
PERSONNEL ACTIONS 7/16/17 THROUGH 10/15/17
SALARY ADJUSTMENTS PER CBA AND BOT POLICY

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	CONTRACT/ APPOINTMENT DATES	NEW FTE	NEW SALARY	OLD FTE	PREVIOUS SALARY
Buchanan, Jeffrey	Faculty	Professor and Chair	English	7/1/2017	0.80	\$ 85,296.85	0.80	\$ 84,049.50
Buchanan, Jeffrey	Faculty	Professor (Chair English)	Teacher Education	7/1/2017	0.20	\$ 15,903.72	0.20	\$ 15,591.88
Coldren, Jeffrey	Faculty	Professor and Chair	Psychology	7/1/2017	1.00	\$ 102,882.60	1.00	\$ 101,212.00
Dick, Jeffrey	Faculty	Professor and Chair	Geological & Environmental Sciences	7/1/2017	1.00	\$ 102,914.22	1.00	\$ 101,243.00
Earnhardt, Adam*	Faculty	Professor and Chair	Communication	7/1/2017	1.00	\$ 96,156.00	1.00	\$ 93,356.00
Eunni, Rangamohan	Faculty	Professor and Chair	Management	7/1/2017	1.00	\$ 144,482.28	1.00	\$ 141,996.00
Islam, AKM	Faculty	Professor and Chair	Civil Environmental & Chemical Engineering	7/1/2017	1.00	\$ 106,008.90	1.00	\$ 104,277.00
Jalali, Jalali	Faculty	Professor and Chair	Electrical & Computer Engineering	7/1/2017	1.00	\$ 131,894.46	1.00	\$ 129,655.00
Keillor, Bruce	Faculty	Professor and Chair	Marketing	7/1/2017	1.00	\$ 134,519.94	1.00	\$ 132,229.00
Lamb, Carol	Faculty	Director and Professor	School of Technology	7/1/2017	1.00	\$ 96,156.00	1.00	\$ 93,356.00
Landgraff, Nancy	Faculty	Professor and Chair	Physical Therapy	7/1/2017	1.00	\$ 125,780.58	1.00	\$ 123,661.00
Matanin, Marica	Faculty	Professor and Acting Chair	Teacher Education	7/1/2017	1.00	\$ 103,209.00	1.00	\$ 101,532.00
Mistovich, Joseph	Faculty	Professor and Chair	Health Professions	7/1/2017	1.00	\$ 106,843.84	1.00	\$ 105,174.00
Porter, Tod	Faculty	Professor and Chair	Economics	7/1/2017	1.00	\$ 118,475.74	1.00	\$ 116,519.00
Protivnak, Jake	Faculty	Professor and Acting Chair	Dept. of Counseling, Sch Psychl & Ed	7/1/2017	1.00	\$ 96,156.00	1.00	\$ 93,356.00
Sarkissian, John	Faculty	Professor and Chair	Foreign Languages & Literatures	7/1/2017	1.00	\$ 104,429.94	1.00	\$ 102,729.00
Shaklee, Ronald	Faculty	Chair and Professor	Geography	7/1/2017	1.00	\$ 108,465.06	1.00	\$ 106,685.00
<i>All adjustments listed above are Department Chair Salary increases to align with Faculty Increases.</i>								

**YOUNGSTOWN STATE UNIVERSITY
PROFESSIONAL ADMINISTRATIVE AND FACULTY
PERSONNEL ACTIONS 7/16/17 THROUGH 10/15/17
SALARY ADJUSTMENTS PER CBA AND BOT POLICY**

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	CONTRACT/ APPOINTMENT DATES	NEW FTE	NEW SALARY	OLD FTE	PREVIOUS SALARY
Spalsbury, Angela	Faculty	Professor and Chair	Mathematics & Statistics	7/1/2017	1.00	\$ 100,201.20	1.00	\$ 98,642.00
Sracic, Paul	Faculty	Professor and Chair	Politics and International Relations	7/1/2017	1.00	\$ 103,369.14	1.00	\$ 101,689.00
Sturru, W. Greg	Faculty	Professor and Chair	Physics & Astronomy	7/1/2017	1.00	\$ 109,760.46	1.00	\$ 107,955.00
Wagner, Timothy	Faculty	Professor and Chair	Chemistry	7/1/2017	1.00	\$ 109,043.40	1.00	\$ 107,252.00
Wagner, Nancy	Faculty	Professor and Chair	Nursing	7/1/2017	1.00	\$ 96,156.00	1.00	\$ 93,356.00
Walker, Gary	Faculty	Professor and Chair	Biological Sciences	7/1/2017	1.00	\$ 102,527.64	1.00	\$ 100,864.00
Woodlock, Peter	Faculty	Professor and Chair	Accounting & Finance	7/1/2017	1.00	\$ 144,317.04	1.00	\$ 141,834.00
*Currently on sabbatical at 90% of salary.								
<i>All adjustments listed above are Department Chair Salary increases to align with Faculty Increases.</i>								

SUMMARY OF PERSONNEL ACTIONS
Professional Administrative - Athletics
7/16/17 through 10/15/17

Appointments – 7

New Positions – 3

- Professional Administrative Excluded – 1
- Professional Administrative Externally Funded – 2

Replacement Positions – 4

- Professional Administrative Excluded – 4

Separations – 0

Reclassifications – 0

Promotions – 0

Transfers – 0

Salary Adjustments – 15

- Professional Administrative Excluded – 15

Displacements – 0

Layoffs – 0

SUMMARY OF PERSONNEL ACTIONS
Professional Administrative and Faculty Employees
7/16/17 through 10/15/17

Appointments – 49

New Positions – 12 *(Notated with an asterisk *)*

- Professional Administrative Staff – 3
- Professional Administrative Excluded – 1
- Professional Administrative Externally Funded – 2
- Faculty – 6

Replacement Positions – 37

- Professional Administrative Staff – 6
- Professional Administrative Excluded – 5
- Professional Administrative Externally Funded – 5
- Faculty – 21

Separations – 32

- Professional Administrative Staff – 3
- Professional Administrative Excluded – 6
- Professional Administrative Externally Funded – 10
- Faculty – 13

Reclassifications – 1

- Professional Administrative Staff – 1

Promotions – 15

- Faculty – 15

Transfers – 0

Salary Adjustments/Position Audits – 18

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

Salary Adjustments per CBA & BOT Policy – 36

- Faculty – 35
- Professional Administrative Excluded/Faculty – 1

Displacements – 0

Layoffs – 0

SUMMARY OF PERSONNEL ACTIONS
Professional Administrative and Faculty Employees
7/16/17 through 10/15/17

Appointments – 49

New Positions – 12 *(Notated with an asterisk *)*

- Professional Administrative Staff – 3
- Professional Administrative Excluded – 1
- Professional Administrative Externally Funded – 2
- Faculty – 6

Replacement Positions – 37

- Professional Administrative Staff – 6
- Professional Administrative Excluded – 5
- Professional Administrative Externally Funded – 5
- Faculty – 21

Separations – 32

- Professional Administrative Staff – 3
- Professional Administrative Excluded – 6
- Professional Administrative Externally Funded – 10
- Faculty – 13

Reclassifications – 1

- Professional Administrative Staff – 1

Promotions – 15

- Faculty – 15

Transfers – 0

Salary Adjustments/Position Audits – 18

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

Salary Adjustments per CBA & BOT Policy – 36

- Faculty – 35
- Professional Administrative Excluded/Faculty – 1

Displacements – 0

Layoffs – 0



**RESOLUTION TO AMEND THE BYLAWS OF
THE BOARD OF TRUSTEES OF
YOUNGSTOWN STATE UNIVERSITY**

WHEREAS, the Board of Trustees of Youngstown State University is a self-governing body established under Chapter 3356 of the *Ohio Revised Code*; and

WHEREAS, the Board of Trustees has adopted *Bylaws* regarding its governance and policies regarding its procedures; and

WHEREAS, the Governance Committee of the Board of Trustees has recently undertaken a review of the Board's *Bylaws* and has determined that the *Bylaws* should be amended; and

WHEREAS, pursuant to Article IX, Section 3.A. of the *Bylaws*, the Governance Committee announced its proposed amendment to the *Bylaws* at the regular meeting of the Board of Trustees held September 7, 2017; and

WHEREAS, the Governance Committee has approved certain changes to the proposed amendment to the *Bylaws* as are reflected in the attached redlined version of Exhibit ____ .

NOW, THEREFORE, BE IT RESOLVED, effective immediately, that the Board of Trustees of Youngstown State University does hereby amend Article IV of its *Bylaws* to add a new paragraph B. to create the position of National/Global Trustee, as reflected in the redlined and clean versions of the amended *Bylaws* attached hereto as Exhibit ____; and

BE IT FURTHER RESOLVED, that University administration is authorized and directed to take such actions as are necessary and appropriate to effect the amendment of the Board's *Bylaws*, including the republication of the *Bylaws* booklet.

**Board of Trustees Meeting
December 7, 2017
YR 2018-_____**

Agenda Item

University Courtyard - Youngstown 2018-19 Rental Rate Proposal

Current Approved Rates for 2017-2018 School Year

Unit Type	Total Beds	Market Rent Per Bed Per Month	Monthly Gross Potential - Base Rent	Annual Gross Potential - Base Rent
1 bed 1 bath	8	\$805	\$6,440	\$77,280
2 bed 2 bath	88	\$680	\$59,840	\$718,080
4 bed 2 bath	312	\$590	\$184,080	\$2,208,960
			\$250,360	\$3,004,320

Proposed Rates for 2018-2019 school year.

Unit Type	Total Beds	Market Rent Per Bed Per Month	Monthly Gross Potential - Base Rent	Annual Gross Potential - Base Rent
1 bed 1 bath	8	\$815	\$6,520	\$78,240
2 bed 2 bath	88	\$690	\$60,720	\$728,640
4 bed 2 bath	312	\$600	\$187,200	\$2,246,400
			\$254,440	\$3,053,280

Rate Change Analysis

Unit Type	Total Beds	Total Rent 16-17	Total Rent 17-18	% Increase on Total Rent	\$ Increase on Total Rent
1 bed 1 bath	8	\$6,440	\$6,520	1.2%	\$80
2 bed 2 bath	88	\$59,840	\$60,720	1.5%	\$880
4 bed 2 bath	312	\$184,080	\$187,200	1.7%	\$3,120
Average		\$83,453	\$84,813	1.5%	\$1,360.0

Breakdown of Beds Currently Leased in the month of October 2017

Unit Type	Beds	# Leased 16-17	# Leased 17-18	% Leased 17-18
1 bed 1 bath	8	8	8	100.00%
2 bed 2 bath	88	88	88	100.00%
4 bed 2 bath	312	307	312	100.00%
Total	408	403	408	100.00%

Rental Rate History of University Courtyard-Youngstown

	2013-2014	2014-2015	2015-16	2016-17	2017-18	2018-19
1 bed 1 bath	\$735	\$757	\$780	\$780	\$805	\$815
2 bed 2 bath	\$620	\$639	\$660	\$660	\$680	\$690
4 bed 2 bath	\$535	\$551	\$570	\$570	\$590	\$600

Increase from prior year \$ or %						
	\$10	3%	3%	No increase	3% - 3.5%	\$10

*Round up

**UNIVERSITY MEMBERSHIPS
EXECUTIVE SUMMARY
Fiscal Year 2016-2017
July 1, 2016-September 30, 2016**

Memberships Received	Number of Members	Amount
WYSU-FM	117	\$ 8,984
Total University Members	117	\$ 8,984

**YOUNGSTOWN STATE UNIVERSITY
FY17 AFFORDABILITY AND EFFICIENCY SUMMARY TABLE**

		FY-17					
		Direct Savings	Deferred (direct student savings at YSU)	Cost Avoidance	Funds Raised	Savings or Funds Raised by Auxiliary Unit	
Campus Contracts							\$266,114
	General	\$67,000					
	Toner	\$112,614					
	Printers	\$73,500					
	Paper purchases	\$13,000					
Collaborative Contracts							\$1,280,000
	Computer hardware	\$1,000,000					
	Travel services (Athletics)					\$59,200	
	Outbound shipping	\$5,600					
	Scientific equip/supplies	\$87,000					
	Office supplies/equip	\$126,000					
	Misc	\$2,200					
Asset Review							\$60,008
	Surplus sales				\$25,008		
	Residenc hall ground lease					\$35,000	
Operations Review							\$1,000,000
	Barnes&Noble arrangement		\$1,000,000				
Affinity Partnerships/sponsorships							\$1,980,549
	Barnes & Noble arrangement				\$775,000		
	JPMorgan Chase				\$79,745		
	Various partnerships- Athletics					\$903,000	
	Pepsi				\$55,000		
	YSU Foundation (Scholarship of Excellence)				\$167,804		
Organizational Structure							\$516,105
	Software negotiations	\$30,000					
	Reorganization College of Education	\$75,000					
	Bad Student Debt			\$411,105			
Health Care Costs							\$1,600,000
	Reduction if YSU contribution			\$1,600,000			
Energy							\$2,855,607
	Steam Plant Implementation	\$2,255,607					
	Energy curtailment	\$100,000					
	Energy curtailment avoidance savings			\$500,000			
Textbook Affordability							\$326,421
	Negotiate costs	\$94,320					
	Standardize materials	\$32,264					
	Develop Digital Capabilities	\$33,600					
	Textook schoarships B&N	\$10,000					
	YSU textbook scholarships	\$156,237					
Graduation Incentive							\$1,720,000
	Change in Bulk-rate Tuition		\$1,720,000				
Summer Programs							\$35,488
	Jump Start Program		\$35,488				
Additional Efficiency Practices							
	Others savings Identified beyond Collaborative Contracts Above	\$538,000					\$4,469,715
	Institutional Scholarships (Increase from FY16)		\$3,931,715				
Total		\$4,811,942	\$6,687,203	\$2,511,105	\$1,102,557	\$997,200	\$16,110,007
Direct Savings	\$4,811,942						
Deferred Revenue (direct savings to students)	\$6,687,203						
Cost avoidance (that would otherwise increase expenses)	\$2,511,105						
Funds raised (reducing pressure on fees)	\$1,102,557						
Savings or Funds raised by auxillary enterprises	\$997,200						
GRAND TOTAL	\$16,110,007						

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

Category	Recommendation	Component	Description	FY 2017 (Estimate)	FY 2017 (Actual)	FY 2018 (Estimate)	FY 2019 (Estimate)	FY 2020 (Estimate)	FY 2021 (Estimate)	Subtotal	Budget Narrative/Explanation of Efficiency Savings \$ (attach additional sheets if necessary)	
Efficiency Savings	3A	Campus contracts	Require employees to use existing contracts for purchasing goods and services.	\$ 150,000	\$ 67,000	\$ 100,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 317,000	Board of Trustees passed a resolution June 2017 requiring the use of State and Local contracts; this savings will be significantly increased next year as a result	
	3A	Campus contracts	Savings linked to print management program (identified via 4B operations review in FY16 report)	\$ 142,000	\$ 199,114	\$ 178,255	\$ 262,255	\$ 281,255	\$ 281,255	\$ 1,003,020	Print management implementation (toner \$112,614; printers \$73,500; paper \$13,000)	
	3B	Collaborative contracts	Pursue new and/or strengthened joint purchasing agreements.	\$ 100,000	\$ 1,280,000	\$ 750,000	\$ 500,000	\$ 250,000	\$ 200,000	\$ 3,080,000	The University substantially optimized use of collaborative contracts (computer hardware \$1,000,000; travel services athletics \$59,300; outbound shipping \$5,600; scientific equip/supplies \$87,000; office equip supplies \$ 126,000; misc. \$2,200). There are savings in areas other than those in the Template as illustrated on next line.	
	3B	Collaborative contracts	Collaborative contracts beyond those categories identified in Template	\$ -	\$ 538,000							
	4B	Operations review	Conduct an assessment of non-academic operations that might be run more efficiently by a regional cooperative, private operator or other entity.	\$ 340,000	\$ 1,000,000	\$ 340,000	\$ 350,000	\$ 450,000	\$ 300,000	\$ 2,440,000	The result of this assessment created a new agreement with Barnes & Noble, the revenue for which is reported in the section below. The step to facilitate this action was the result of refinancing of Bonds at no additional cost to the University that provided for an additional \$5,000,000 bonds for this project to work...leveraging an additional \$1,000,000 from Barnes & Noble to outfit the Starbucks/Student Lounge and study space (reported on this line as value realized absent investment of YSU funds).	
	5C	Organizational structure	Each institution should review its organizational structure in line with best practices to identify opportunities to streamline and reduce costs	\$ 900,000	\$ 516,105	\$ 1,000,000	\$ 1,000,000	\$ 750,000	\$ 750,000	\$ 4,016,105	Savings derived from enhanced software contracts \$30,000; Reorganization College of Education \$75,000; Bad student debt reduction \$411,105)	
	5D	Health care costs	Like other employers, colleges and universities, have experienced rapid growth in health care costs	\$ -	\$ 1,600,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 3,600,000	Shifting share of employee share of health care costs from 6% to 15% reduces institutional expenditures by \$1,600,00 annually	
	5E	Data Centers	YSU had entered into a reciprocity agreement with the University of Akron to share data center space and is currently negotiating with Cleveland State University for a similar agreement	\$ 10,000	\$ -	\$ 17,000	\$ 17,000	\$ 20,000	\$ 20,000	\$ 74,000	See document regarding moving aspects of disaster recovery to the Ohio Supercomputer Center in FY18 and other aspects of enterprise technology in years thereafter	
	N/A	Energy	YSU's construction of a new steam plant will provide sustainable energy that is produced more efficiently and cleanly and at a significantly lower cost than purchasing stem from outside vendors	\$ 1,700,000	\$ 2,855,607	\$ 2,000,000	\$ 2,000,000	\$ 1,600,000	\$ 150,000	\$ 8,605,607	Steam plant implementation \$2,255,607; Energy curtailment \$100,000; Energy curtailment avoidance savings \$500,000)	
	6A	Textbook Affordability	Savings to students via negotiated costs of materials; standardizing materials; developing digital capabilities; Barnes & Noble; and YSU investment	\$ -	\$ 326,421						\$ 326,421	Savings to students via negotiated costs \$94,320; standardized materials \$32,264; develop digital capabilities \$33,600; B&N textbook scholarships \$10,000; YSU textbook scholarships \$156,237
	7A	Graduation Incentive	Change in bulk tuition rate	\$ -	\$ 1,720,000						\$ 1,720,000	Estimated savings to students for taking credit hours in the tuition plateau
	7E	Summer Programs	Jump Start Program	\$ -	\$ 35,488						\$ 35,488	Savings to students for enrollment in summer early-start courses/program
	N/A	Additional Efficiency Practices	Increased scholarships for students	\$ -	\$ 3,931,715						\$ 3,931,715	
	N/A	Compacts	Enterprise systems savings			\$ 130,200	\$ 130,200	\$ 130,200	\$ 130,200	\$ 520,800		
N/A	Compacts	Multimedia classroom savings			\$ 250,000	\$ 74,000	\$ 74,000	\$ 74,000	\$ 472,000			
			Subtotal Efficiency Savings	\$ 3,342,000	\$ 14,069,450	\$ 5,265,455	\$ 4,883,455	\$ 4,105,455	\$ 2,455,455	\$ 30,142,156		
Category	Recommendation	Component	Description	FY 2017		FY 2018	FY 2019	FY 2020	FY 2021	Subtotal	Budget Narrative/Explanation of New Resource Generation \$ (attach additional sheets if necessary)	
New Resource Generation	4A	Asset review	Conduct an assessment of non-core assets to determine their market value if sold, leased or otherwise repurposed.	\$ 80,000	\$ 25,008	\$ 160,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 865,008	Sale of surplus property (\$25,008)	
	4A	Asset review	YSU has outsourced the campus bookstore, effective June 2016. This has resulted in new commissions and sponsorship income	\$ 300,000	\$ 775,000	\$ 350,000	\$ 350,000	\$ 400,000	\$ 400,000	\$ 2,275,000	New Barnes & Noble agreement that provides general scholarship funding	
	4A	Asset review	YSU is working with the Ohio Department of Administrative Services regarding the possible sale or lease of a 408-bed student housing facility	\$ 500,000	\$ 35,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,035,000	Long-term land lease linked to residence hall (\$35,000)	
	4A	Asset review	YSU is engaged in discussion with external parties to develop partnerships to be the exclusive provider for on-line distance education programming	\$ -	\$ -	\$ 250,000	\$ 350,000	\$ 500,000	\$ 500,000	\$ 1,600,000	Not implemented not likely to be successful as too much tuition revenue is required in return	
	4C	Affinity partnerships and sponsorships	Upon determining assets and operations that are to be retained, evaluate opportunities for affinity relationships and sponsorships.	\$ 80,000	\$ 134,745	\$ 120,000	\$ 250,000	\$ 250,000	\$ 300,000	\$ 1,134,745	These are funds linked to affinity arrangements and sponsorships as discussed in the FY17 report (JP Morgan Chase (\$79,745); Pepsi (\$55,000))	
	4C	Affinity partnerships and sponsorships	Leveraging the YSU Foundation to support institutional strategic priorities, particularly academic excellence, student access and success and community engagement	\$ -	\$ 167,804						\$ 167,804	Funds raised to support student access and success
	4C	Affinity partnerships and sponsorships	Partnerships via YSU athletics	\$ -	\$ 903,000						\$ 903,000	Various partnerships with YSU Athletics that reduces pressure to increase fees
	4C	Affinity partnerships and sponsorships	YSU Foundation partnership	\$ -	\$ -	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 480,000	Student mobility support stations	
				Subtotal New Resource Generation	\$ 960,000	\$ 2,040,557	\$ 1,500,000	\$ 1,770,000	\$ 1,970,000	\$ 2,020,000	\$ 9,460,557	
TOTAL OF COMBINED INSTITUTIONAL OPPORTUNITIES FOR ENHANCED STUDENT AFFORDABILITY				\$ 4,302,000	\$ 16,110,007	\$ 6,765,455	\$ 6,653,455	\$ 6,075,455	\$ 4,475,455	\$ 39,602,713		

SPECIFIC RE-DEPLOYMENT OF SAVINGS TO STUDENTS: Please use the area below to describe, in detail, how you plan to re-deploy the institutional resources that are saved and/or generated through the task force components outlined above to reduce costs for students.

YSU intends to redeploy resources in a manner that will directly benefit students, enable access, help reduce the cost of attendance, reduce the time to degree and assure job placement as well as invest to attract and retain faculty and staff to stimulate academic excellence as follows:

- Continue investments in the Division of Student Success including the associate provost as well as targeted redeployment or investment in academic advisers and career counselors
- Continue investments in various types of scholarship program opportunities to help reduce the overall cost of attendance for families particularly aligned with a families ability to pay
- Reallocate resources in such a manner that academic program quality is enhanced, including investments in faculty and staff, in consideration of the tuition cap and the ability to implement a Tuition Guarantee
- Continue to invest in and raise funds to decrease the costs of textbooks and to enable the progress made in negotiated costs of course materials, particularly for the professional colleges and the high-cost materials in the STEM areas
- Implement a strategy that optimally deploys available resources to enhance technology-enable teaching and learning, particularly applications linked to individualized instruction and learning outcomes assessment
- Assure continued enhancement of the student employment strategy to further optimize the positive relationship between on-campus employment and student continuation and completion

SIGNIFICANT CHANGE(S) IN 5-YEAR GOALS FROM FY16 SUBMISSION TO FY17 SUBMISSION: Please use the area below to describe, in detail, significant deviation in your institution's 5-year goals from the FY16 submission to the FY17 submission, if applicable.

All areas of the report have been effectively responded to with significant progress made in all areas particularly Textbook Affordability and a Cost Diagnostic clearly illustrating the efficiency of the institution (lowered total cost of compensation; health care; and fringe benefits) and the lowest cost of tuition and total cost of attendance for IPEDS comparison institutions

The University is in a much better position to track and associate investments/savings with strategies/efficiencies/effectiveness but optimizing this links to an Enterprise system investment/enhancement

Substantially more savings than projected was secured via collaborative contracts, considering savings accrued in areas not "tracked" in the standardized categories

Combination of Asset and Operational Reviews resulted in a very successful Barnes & Noble arrangement

Significant increase in the University investment in scholarships and in Scholarships for Excellence

Increased negotiated cost-savings for textbooks as well as investment by the University in textbook scholarships

Improved business processes and interactions with students substantially reduced student "bad debt"

Full implementation of the Steam Plant resulted in an unprecedented substantial savings in energy consumption

YOUNGSTOWN STATE UNIVERSITY
Housing Charges 2018-2019

Fee Description	FY17-18 Actual	FY18-19		
		Proposed	\$ Change	%Change
Room & Board (per academic year) F2018 Cohort		\$9,400.00		NEW
Room & Board (per academic year) Continuing Students	\$9,090	\$9,312	\$222.00	2.30%
<i>Room</i>	\$5,558	\$5,671	\$113.00	2.00%
<i>Board</i>	\$3,532	\$3,641	\$109.00	3.00%
Residence Hall Application Fee (academic year and/or summer)		\$35	\$35.00	NEW
Single Room Surcharge (per semester)	\$900	\$1,400	\$500.00	55.56%
Weller House Apartments (per Academic Year-room only)	\$8,000	\$8,000	\$0.00	0.00%
Weller House Shared Apartment	\$7,000	\$7,000	\$0.00	0.00%
Weller House Family Apartments	\$10,000	\$10,000	\$0.00	0.00%
Student Housing During Academic Breaks				
1 - 3 days (no meals, per day)	\$26	\$26	\$0.00	0.00%
Per week (no meals, per week)	\$205	\$182	(\$23.00)	-11.22%
Summer				
Room and Board (10 meals per week)	\$260	\$285	\$25.00	9.62%
Apartments in Weller House rates prorated for current tenants/per month		\$400	\$400.00	NEW

University Courtyard - 10-Year Marketable Plan

Priority	Description	Estimated Total Cost	Estimated Fiscal Years	Comment
In process	Activity Center Upgrade	\$ 20,000	FY17,18	Upgrade activity center with tables, chairs, soft seating
1	Parking lot gates	\$ 20,000	FY18,19	Replacement of 3 gates is necessary due to continued malfunction and wear & tear.
1	Concrete sidewalk repair & curb stops	\$ 100,000	FY18,19	Settlement and spaulding of concrete causing trip hazards.
2	Unit Upgrades:			
	Appliance replacement	\$ 350,000	FY17,18,19	Upgrade/replace microwaves, dishwashers, stoves and refrigerators & garbage disposals
	Cabinetry & counter top replacement	\$ 250,000	FY17,18,19	Replace cabinets and counter tops as needed when replacing appliances
	Flooring replacement - interior units	\$ 315,000	FY17,18,19	Replace tile floor in 130 kitchens & 252 bathrooms
	Furniture inside the units	\$ 750,000	FY17,22,27	Upgrade couch, chair, bar stools, bed, dresser, desk, desk chairs, end tables
2	Landscape upgrades	\$ 150,000	FY17-FY27	Removal/replacement of trees/shrubs, install annual flowers for curb appeal and major clean up
2	Recreation/Clubhouse	\$ 300,000	FY20	Addition of a Rec/Clubhouse area by taking offline and converting 2 full units
3	Main fire alarm panel & smoke detectors	\$ 125,000	FY17,18,19	Upgrade the fire alarm panel and replace smoke detectors in each building to maintain proper function.
3	Lighting/surge protection	\$ 500,000	FY17,18	Install protection to protect the buildings from lighting and potential electrical surge.
3	Generator for both buildings	\$ 600,000	FY17,18	Install back up generator for both buildings
3	Storage shed/garage-overflow	\$ 25,000	FY17,18	Additional storage is needed due to limited storage within the building for items.
3	HVAC units	\$ 390,000	FY17-FY27	Replacement entire unit Current models are no longer manufactured.
				Replacement of toilets, tubs, hot water tanks, expansion tanks, backflow preventer (5) and related plumbing parts
3	Plumbing repairs/replacement	\$ 150,000	FY17-19, FY22-24	
	Sub-Total for 5 Year Plan	\$ 4,045,000		
University Courtyard - Future Improvements				
	Gator (maintenance golf cart)	\$ 5,000	FY18	Needed to transport equipment from one building to the other and for storage.
	Flooring - common area hallways	\$ 165,000	FY19,20,21,22	Resurface hallway floors and replace carpet in amenity areas. Two floors a year.
	Parking Lot and Basketball court	\$ 25,000	FY18-FY25	Sealcoat and restripe all parking lots and make minor repairs (complete every 2 years).
	Fitness Center upgrade	\$ 50,000	FY19,25	Upgrade fitness equipment with new equipment and activity center furniture and recreational items
	Drainage, gutters & downspout improvements	\$ 125,000	FY18,19	Will include some gutter/downspout changes repairs on the buildings.
	Paint exterior of buildings	\$ 200,000	FY18,19,20	Paint exterior trim and replace rotted trim as needed on both buildings.
	Light Poles in parking lot	\$ 150,000	FY19	Light poles are rusting out and require constant bulb/ballast replacement and replace bldg. wall pack lights to energy saving fixtures.
	Office equipment	\$ 26,000	FY19,22,26	Replacement of four office computers, printers and copier/fax/scan
	Computer labs	\$ 20,000	FY18,23,	Upgrade/replace 8 computers, 2 printers in the two computer labs.
	Office Furnishings	\$ 15,000	FY18	Replacement upgrade of desk, chairs, credenza and file cabinets for three offices.
	Unit door locks	\$ 100,000	FY18, 19	Upgrade unit door locks to eliminate card swipe and produce more functionality. One bldg. per year.
	Unit alarm and panic button system	\$ 60,000	FY18,19	Upgrade system to allow YSU PD to directly monitor system of 408 panic buttons & 130 door sensors and 254 window sensors.
	Replacement of perimeter fence	\$ 50,000	FY20	Replace perimeter fence that is showing signs of wear & tear.
	Camera upgrade and adding more	\$ 250,000	FY17,18,19,20	Add additional cameras, upgrade current cameras and software.
	Lighting (fixtures and upgrade to LED bulbs)	\$ 200,000	FY17,18,19,20	Replace fixtures on 4th floor each bldg; adapt current fixtures to accept LED cost saving bulbs.
	Roof replacement	\$ 900,000	FY23	Full replacement (original from 2003). Bldg. 100 in FY18, Bldg. 200 in FY19
	Window replacement	\$ 650,000	FY18,19,20,21	Replacement of 546 windows in both buildings.
	Sub-Total of Future Improvements	\$ 2,991,000		
	Total of 5 Year and Future Improvement Plans	\$ 7,036,000		
Completed in 2016:				
	Stairwells (6) resurface	\$ 61,000	Completed 7/2016	Resurface original concrete steps and landings with rubberized flooring.
	Replaced 2 of the 4 computers in the office	\$ 2,900	Completed 7/2016	Replaced the Resident Life Coordinator and Leasing Manager computer through RISE.
Completed in 2015:				
	Entry/exit doors to the building	\$ 53,000	Completed 7/2015	Replace 13 doors with heavy grade steel, new locks and new hardware.
Completed in 2012:				
	Replaced the fitness equipment	\$ 10,000	Completed 7/2012	Replaced original equipment with new 2 treadmills, 1 bike, 1 elliptical, 1 all-in-1
Completed in 2017:				
	Courtyard concrete replacement	\$ 84,545	Completed 7/2017	Thomas Pallotta & Sons-done through a combined contract with the stair project on the south side of building 100.
	Community Signage	\$ 8,832	Completed 10/2017	Completed by: Signs by Tomorrow. Replaced Courtyard large sign and small sign at Service Rd. entrance.
	HVAC units	\$ 9,941	Completed 2017	Replaced 8 HVAC units in (7) 2-bed units and (1) in 1 bed unit
	Install lobby/concierge desk	\$ 6,026	Complete 1/2017	Installed desk in the lobby area.

Housing Fee Comparisons (Dbl. Room w/ Full Meal Plan) for 2017-2018

OHIO

Institution	Fees	Type of Room	Room	Board
Kent State	\$11,620	Trad Dbl	\$6,876	\$4,744
Miami of OH	\$12,802	Multiple Occupancy	\$7,810	\$4,992
Ohio University	\$12,438	Double Occupancy	\$6,161	\$6,176
Ohio State	\$12,998	Dbl w/ ac	\$8,348	\$4,650
U of Akron	\$11,290	Trad Dbl	\$7,020	\$4,270
U of Cincinnati	\$11,118	Multiple Occupancy	\$6,624	\$4,494
Cleveland State	\$10,914	Dbl	\$7,054	\$3,860
U of Toledo	\$10,758	Dbl	\$7,108	\$3,680
Shawnee State	\$9,972	Apt./Townhouse	\$6,228	\$3,744
Bowling Green State U	\$9,892	Double Occupancy	\$5,580	\$4,312
Central State	\$9,934	Trad Dbl	\$5,340	\$4,594
Wright State	\$9,458	Trad Dbl	\$5,710	\$3,748
Youngstown State	\$9,090	Dbl	\$5,558	\$3,532

W. PA

Institution	Fees	Type of Room	Room	Board
Clarion	\$12,478	Trad Dbl	\$8,770	\$3,708
California U of PA	\$11,764	1 BR 1 BA Suite (Dbl)	\$6,592	\$5,172
Edinboro	\$9,454	Trad Dbl	\$5,840	\$3,614
Slippery Rock	\$7,058	Trad Dbl	\$3,488	\$3,570

To: Dr. Wim Steelant
Dean, College of Science, Technology, Engineering, and Mathematics

From: Hazel Marie *Hazel Marie*
Chair, Mechanical & Industrial Engineering

Date: August 10, 2017

Subject: Department Name Change

The faculty members within the Department of Mechanical and Industrial Engineering unanimously agreed that the department name should be changed so that it is reflective of all three degree programs offered within the department. The B.E. in Manufacturing Engineering was recently approved by the YSU Board of Trustees and the Ohio Department of Higher Education. This program will have its first full year start this academic year (2017-2018). Excerpts from the approved program proposal include:

“In the latter half of the 20th century, manufacturing lost its appeal for many. Relying heavily on processes that have been in use for anywhere from centuries to millennia, many felt that the high maturity manufacturing meant that there was little opportunity for significant innovation. However, with the recent advances in digital manufacturing, particularly 3D printing, the opportunities, complexity, and excitement surrounding manufacturing have grown exponentially. Over the next several decades, manufacturers will scramble to assimilate these new technologies in a rapidly evolving, highly competitive, and technology driven manufacturing industry. This program will prepare students for exciting careers in this new world of manufacturing and will provide our region with essential, high-value workforce assets to support our continued manufacturing success.”

“The proposed program will be part of an integrated career pathways network that supports stackable credentials and career ladders. Through this program and those relationships, students who might not have recognized the opportunities available to them in advanced manufacturing careers may enter the workforce pipeline at their current level of training and may grow to whatever level of academic attainment suits their ambitions.”

In order to secure the success of this program and to be able to market it at a national level, the faculty, as mentioned, all agreed that a department name change was warranted and voted 10-2 for that change to be **Department of Mechanical, Industrial, and Manufacturing Engineering**. This would allow for the acronym **MIME**. Thank-you for your consideration of this.

**PROFESSIONAL/ADMINISTRATIVE STAFF
POSITION DESCRIPTION**

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YOUNGSTOWN STATE UNIVERSITY

Issued:

Salary Grade: G12, Excluded

Reviewed By: EH/JG

FLSA Review: Exempt

Hiring Range: \$111,938 – \$151,630

TITLE: Vice President, Student Affairs

DEPARTMENT: Student Experience

JOB SUMMARY:

As a member of the President's Executive Team, provides leadership and direction in the administration of a comprehensive array of services, policies, and initiatives designed to ensure that the student's experience at YSU is optimized. To manage, direct, and supervise activities in the Student Experience Division: Campus Recreation; Student Activities/Greek Life; Student Government; Student Media (Jambar, Rookery Radio & Yo Magazine); Kilcawley Center; Women and Gender Resource Center; Student Conduct; Student Health Clinic; Housing & Residence Life; Student Counseling Center; and Student Outreach and Support. Supervise and oversee selected contracted services including, but not limited to; Chartwell's Dining; Barnes and Noble Bookstore; University Courtyard management; AVI Vending Management; Pepsi Pouring Rights Management; cleaning; CATV; laundry; Mercy Health physician services; Wee Care Day Care; Residential Partners like Flats at Wick, University Edge, and Enclave; and student health insurance.

ESSENTIAL FUNCTIONS & RESPONSIBILITIES:

Supervises, develops, and evaluates administrative and support staff within the Student Experience division; assigns and reviews work; establishes timeframes for the completion of assigned tasks; trains and orients new employees; approves/disapproves requests for paid leaves; interviews candidates for employment and recommends hiring; evaluates employee work performance; receives and responds to grievances; provides assistance with the development of unit work procedures and policies.

Provides strong, creative, energetic strategic leadership in order to design and implement a comprehensive program of services and activities for students in support of a holistic approach to higher education. Formulates goals and objectives for division and oversees achievement of those goals.

Ensures planning and development of programs and policies that encourage widespread involvement of students in many aspects of campus life, such as Homecoming and Welcome Week.

**Agenda Item E.4.g
Support Material**

**PROFESSIONAL/ADMINISTRATIVE STAFF
POSITION DESCRIPTION**

Page 2 of 3

Provides effective and efficient management of the Division for Student Experience and its human and financial resources. Ensures that resources are allocated effectively to achieve objectives of division. Reviews expenses, prepares periodic reports, and develops annual budget recommendations. Ensures that programs produce measurable results that are communicated to campus community.

Demonstrates a strategic, proactive approach to handling student issues and addressing the challenges associated with a diverse student body. Serves as advocate and spokesperson for students to campus community. Communicates, interprets, and advises President regarding student issues, and assists with development of strategies for resolution. Counsels students and parents, and responds to their needs and concerns, as well as those of external community.

Responsible for implementation and administration of comprehensive and ongoing Title IX training, prevention, and response programming for all students. This entails coordinating through the University's Student Experience Divisions with other departments and divisions across campus to ensure compliance with Title IX of the Educational Amendments of 1972. This is done in conjunction with and in coordination with the University Title IX Coordinator.

Selects and evaluates staff, determines goals, and sets standards of performance for Campus Recreation, Student Activities/Greek Life, Kilcawley Center, Student Health Clinic, Women and Gender Resource Center, Housing & Residence Life, Student Counseling Center and Student Outreach and Support.

Supervises procedures for use of space and monitors compliance with University policy on use of Kilcawley Center, Andrews Student Recreation & Wellness Center, and University housing facilities, including administration of University alcohol license.

Develops applicable contract specifications, monitors vendor compliance, and serves as liaison with contracted services including, but not limited to; Chartwells dining; University Courtyard management; AVI Vending Management; Pepsi Pouring Rights Management; cleaning; CATV; laundry; Mercy Health physician services; Wee Care Daycare; Residential Partners like Flats at Wick, University Edge, and Enclave; and student health insurance.

Oversees Student Experience marketing and development of new services and serves as advisor to Student Government Association and Student Media (Jambar, Rookery Radio & Yo Magazine).

Oversees student conduct. Revises Code of Conduct as needed. Ensures Division's support for VAWA Act, and Clery Act compliance.

Represents the University with visible presence at events with students, parents, and community. Represents University through service on community boards and committees.

Represents the Division for Student Experience to the University community, and promotes active involvement and participation of faculty in Student Affairs programs and co-curricular life of students.

Promotes active, safe, and healthy environment for all students and enhances opportunities for academic success of students.

**PROFESSIONAL/ADMINISTRATIVE STAFF
POSITION DESCRIPTION**

Page 3 of 3

OTHER FUNCTIONS & RESPONSIBILITIES: Performs other related duties as assigned.

REQUIRED CERTIFICATIONS AND/OR LICENSURES: None

SUPERVISION EXERCISED: Supervision and signature and signature authority is exercised over staff in Housing & Residence Life, Kilcawley Center, Student Health Clinic, Campus Recreation, Student Activities/Greek Life, Women and Gender Resource Center, Student Counseling Center and Student Outreach and Support.

REPORTS TO: President

MINIMUM QUALIFICATIONS:

Master's degree in Student Personnel, Higher Education, Business Administration, or a related field with 8 years of related administrative and managerial experience; excellent interpersonal and communication skills; proficient in Windows-based software applications; ability to work effectively in a diverse environment. Ability to meet flexible work schedule, including some evenings and weekends.

PREFERRED QUALIFICATIONS:

Demonstrated knowledge of student judicial processes and policies; skilled in mediating disputes.



Department of
Higher Education

John R. Kasich, Governor
John Carey, Chancellor



Affordability & Efficiency

FY2017 Efficiency Reporting Guidance

In the early part of 2015, Gov. John R. Kasich created the Ohio Task Force on Affordability and Efficiency in Higher Education to make recommendations to Ohio's colleges and universities based on three simultaneous principles 1) to be more efficient both in expense management and revenue generation 2) while offering an education of equal or higher quality and 3) decreasing costs to students and their families. The Task Force met several times during the course of 2015. In October, the Task Force issued a report with ten recommendations to advise colleges and universities on efficiency and academic practices to improve both the quality of education and lower costs for students. For additional information on each category and recommendation, please review the [Action Steps to Reduce College Costs report](#), issued by the Ohio Task Force on Affordability and Efficiency.

Section 3333.95 of the Ohio Revised Code requires the Chancellor of Higher Education to maintain an Efficiency Advisory Committee, composed of members from each of Ohio's public colleges and universities. The purpose of this committee is to generate efficiency reports for campuses, identify shared services opportunities, streamline administrative operations, and share best practices in efficiencies among colleges and universities. The law additionally requires an annual report to be completed by the Department of Higher Education. The college and university data captured from this report for fiscal year 2017 will allow ODHE to produce the 2017 Efficiency Advisory Committee Report by December 31, 2017, as required by law.

The template is structured into four sections:

- **Section 1: Efficiencies** – The first section captures practices likely to yield significant savings that can then be passed on to students. This includes Procurement, Administrative/Operational, and Energy.
- **Section 2: Academic Practices** – This section covers areas such as textbooks, time to degree incentives, and academic course and program reviews. While improvements to academic processes and policies may not convey immediate cost savings, there will likely be tangible benefits that improve the quality of education for students.
- **Section 3: Policy Reforms** – This section captures additional policy reforms recommended by the Task Force.
- **Section 4: Cost Savings, Redeployment of Savings & Tangible Benefits to Students** – The last section asks colleges and universities to provide, if applicable, cost savings in actual dollars saved for each of the recommendations. Furthermore, colleges and universities must advise if the savings have been redeployed as a cost savings to students or if they offered a benefit to the quality of education for students.

For any questions, please contact Sara Molski at 614-728-8335. Please submit your survey by email to smolski@highered.ohio.gov by **October 13, 2017**.

Agenda Item E.3.e
Exhibit I

Youngstown State University

Section I: Efficiency Practices

Procurement

Recommendation 3A | Campus contracts: Each college/university must require that its employees use existing contracts for purchasing goods and services, starting with the areas with the largest opportunities for savings. Please complete the section that aligns with the implementation status of your college/university.

Has the college/university implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

YES-This is a significant change from last year as **this is now a requirement.** Please see below.

On June 14, 2017, the YSU Board of Trustees adopted Resolution 3356-3-01 related to Purchasing. Item 3(E) states:

(3) All purchases for goods and services for which there is an existing university contract or price agreement with one or more preferred vendors **must be made from those vendors.***(emphasis added)* This applies regardless of payment method (purchase order, p-card, etc.). Some existing university contracts and agreements can be found on punch out catalogs on the university's online procurement system.

Importantly, the same item (3) further states:

Instances where significant cost savings can be achieved by purchasing from a vendor not on an existing university contract or price agreement requires approval by the director or procurement services prior to vendor commitment and/or actual purchase.

If the college/university has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the college/university has not implemented this recommendation and does not plan to do so, please provide the rationale.

If this recommendation was fully implemented in FY16 and no substantial changes occurred in FY17, please indicate below.

Based on 2017 YSU negotiated contracts, there was an estimated savings of \$67,000 for 2017. This amount does not include savings accrued from prior-year multi-year negotiated contracts. Therefore, actual savings for 2017 were greater than \$67,000.

Effective July 1, 2017, the University implemented a purchasing guideline requiring three written quotes on goods or services purchased for \$10,000 or more up to \$49,999. Purchases related to construction/renovation projects requires three written quotes for \$50,000 or more up to \$214,999. Exceptions require the approval of the Director of Procurement Services.

Recommendation 3B | Collaborative contracts: Ohio’s colleges and universities must pursue new and/or strengthened joint purchasing agreements in the following categories:

- Copier/printer services
- Computer hardware
- Travel services
- Outbound shipping
- Scientific Supplies and Equipment
- Office Supplies and Equipment

Were there any updates/changes in FY17? If yes, please complete the below chart.

Prior to revising the University’s Purchasing Policy in June 2017, employees were always strongly encouraged to use the preferred vendors identified in the University’s electronic procurement system, which are all on some sort of group purchasing agreement. However, this is now a requirement as noted above effective June 14, 2017.

For collaborative contracts and use of group purchasing agreements there was an estimated savings of \$1,818,000 for 2017. Of the \$1,818,000 estimated total savings, \$1,280,000 was in the six contract types identified in the Governor’s Taskforce Report and the remaining \$538,000 was from other contract types identified by the University. There is a plan to spend \$1,000,000 in computer hardware over the next 7 years. Using the 2017 negotiated discount rate of 35%, savings of approximately \$538,000 is anticipated for each of the next 6 years. There should be an increase in savings for all collaborative contracts and group purchasing agreements in future years because of the new University Purchasing Policy.

Contract Type	Is the college/university participating in joint contracts? [yes, no, plan to]	Include additional explanation here if needed. If the college/university chooses not to participate, please explain why.
Copier/printer services	YES	<p>It was determined during 2016 that copier/printer services could not be contracted to achieve a lower price than the existing and planned copier/printer management system. As a result of the efficiency strategy for printers on campus, toner purchases have been reduced by 50% (savings of \$112,614: FY17). The number of printers have been reduced by 20% (1,240 printers to 995). Thus, a potential capital expenditure was reduced by 245 printers or \$73,500 annually. All Enhanced Print Management project devices are Multifunctional Devices that permit printing and copying as well as electronic handling of documents such as scanning and emailing to reduce the need for and cost of paper and toner.</p> <p>The University purchases printers from various group purchasing agreements to</p>

Youngstown State University
2017 Affordability & Efficiency Report

		<p>leverage additional savings.</p> <p>As a result of the noted copier/printer efficiency strategies, paper costs are estimated to be reduced by \$13,000 per year.</p>
Computer hardware	YES	<p>The State of Ohio STS contracts were used to purchase \$1,971,000 of computer hardware with an estimated savings of over a \$1,000,000 at an estimated 35% discount. The University also uses several group purchasing agreements such as CDW and GovConnect for these types of purchases.</p>
Computer software	YES	<p>The Midwestern Higher Education Compact (MHEC) has been used for maintenance of Novell (Micro Focus) licenses. MHEC provides a 46% discount as compared to the 23% educational discount provided by the vendor's Academic License Agreement. In FY17, this reduced the University's financial outlay from \$74,804 to \$52,442 for a savings of \$22,362.</p>
Travel services	YES	<p>A private consultant conducted an assessment of Travel Service practices for the IUC-PG in April 2017 and determined that the use of a contracted vendor and use of credit cards to be both successful and a best practice.</p> <p>The University is proud of the fact that it implemented such a best practice beginning March 2014 when the use of a locally-negotiated Travel Services contract was mandated to secure optimal pricing.</p> <p>This requirement increased the use of institutional credit cards thereby decreasing the time and costs associated with processing reimbursement requests and increasing the success of the affinity partnership with the credit card agency.</p> <p>Rebates received for use of travel and Pcard credit card purchases for 2017 were \$79,745, up almost \$4,000 from the previous year (see section 4C Affinity partnerships and sponsorships).</p> <p>The University will consider the outcomes of an IUC-solicited travel management services request for proposal contract.</p> <p>The University utilizes the IUC Enterprise Fleet Program.</p> <p>The Department of Athletics has reduced travel expenses by a total of \$59,210 for air and bus charters.</p>
Outbound shipping	YES	<p>For outbound shipping the E&I group purchasing agreement is used for an estimated 26% discount with a savings of \$5,600 for 2017.</p>

Scientific supplies & equipment	YES	For scientific equipment and supplies, YSU uses both IUC and E&I group purchasing agreements with an estimated savings of at least \$87,000.
Office supplies & equipment	YES	The University purchases office supplies and equipment from both the IUC and NJPA group purchasing agreements for an estimated savings of \$126,000 using an estimated discount of 30%.

Assets and Operations

Recommendation 4 | Assets and Operations

4A Asset review: Each college/university must conduct an assessment of its noncore assets to determine their market value if sold, leased or otherwise repurposed. Where opportunities exist, colleges and universities must consider coordinating these efforts with other colleges and universities to reap larger benefits of scale. Please complete the section that aligns with the implementation status of your college/university.

Has the college/university implemented this recommendation? If yes, please provide an overview of the process used for the college/university's asset review and the key outcomes below or on additional pages:

YES

YSU continually reviews the utility and viability of its assets and operations from the perspectives of reducing costs, increasing revenue, gaining efficiency, or leveraging assets for cost-avoidance.

If the college/university has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the college/university has not implemented this recommendation and does not plan to do so, please provide the rationale.

If this recommendation was fully implemented in FY16 and no substantial changes occurred in FY17, please indicate below.

This was fully implemented in FY16 but additional progress has been made.

While not substantial, the sale of surplus assets generated \$25,008 (a 94% increase over the previous year).

Since 2016, the University has entered into two long-term ground-lease arrangements for the private development of student housing and student-focused amenities. Both lease agreements enable YSU to meet student demand, while at the same time generating revenue and limiting the University's exposure to debt and construction-related liabilities.

In addition to the 2016 private development lease that was reported in last year's report, YSU leased 2.1 acres of campus property in 2017 to another private developer (LRC) to develop a 194-bed student housing complex. This 40-year lease agreement was approved by Ohio Attorney General Mike DeWine, the Director of the Department of Administrative Services, and Governor Kasich. Per the terms of

the lease agreement, the developer will pay YSU \$1.4 million over the lease term. Proceeds from this agreement will generate approximately \$35,000 per year to support the University's general scholarship fund. Moreover, the project enables YSU to meet student demand while facilitating a \$10 million private investment in the YSU campus—without raising the University's debt service obligations.

4B Operations review: Each college/university must conduct an assessment of non-academic operations that might be run more efficiently by a regional cooperative, private operator or other entity. These opportunities must then be evaluated to determine whether collaboration across colleges and universities would increase efficiencies, improve service or otherwise add value. Please complete the section that aligns with the implementation status of your college/university.

Has the college/university implemented this recommendation? If so, please provide an overview of the process used for the college/university's operations review and the key outcomes below or on additional pages:

YES

Collaborative opportunities are regularly discussed, particularly via the InterUniversity Council meetings of the presidents and vice presidents of Ohio's public universities. Discussions continue about the possibility of leveraging across the State, health care and other benefits such as insurance, vision, dental, and disability.

If the college/university has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the college/university has not implemented this recommendation and does not plan to do so, please provide the rationale.

If this recommendation was fully implemented in FY16 and no substantial changes occurred in FY17, please indicate below.

This recommendation was implemented in 2016 and progress continues today. The University took advantage of a favorable interest rate environment and refinanced existing debt during FY 2017, thereby reducing debt service expenses by \$1.6 million and creating an economic gain of \$1.2 million, while at the same time raising \$5 million in new capital to support the construction of a new campus bookstore building. This opportunity leveraged a \$1 million investment by the University's bookstore partner, Barnes & Noble, to outfit and furnish the new building. The 2016 outsourcing of the University's bookstore to Barnes & Noble generated \$775,000 through a signing-incentive and sales commissions to support the University's general scholarship fund (also reported below in Affinity partnerships and sponsorships but not double counted in Section IV).

4C Affinity partnerships and sponsorships: Colleges and universities must, on determining assets and operations that are to be retained, evaluate opportunities for affinity relationships and sponsorships that can support students, faculty and staff. Colleges and universities can use these types of partnerships to generate new resources by identifying "win-win" opportunities with private entities that are interested in connecting with students, faculty, staff, alumni or other members of their communities. Please complete the section that aligns with the implementation status of your college/university.

Has the college/university implemented this recommendation? If yes, please provide an overview of the process used and the

key outcomes. Please identify partnerships/sponsorships within the below chart.

YES

YSU has and continues to evaluate opportunities for affinity partnerships that align with strategic and academic priorities with significant attention to minimizing “mission creep.” YSU intends to assure that affinity partnerships link in a significant manner to core strategic purposes.

If the college/university has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the college/university has not implemented this recommendation and does not plan to do so, please provide the rationale.

If this recommendation was fully implemented in FY16 and no substantial changes occurred in FY17, please indicate below.

This recommendation was implemented in FY16 but additional opportunities have emerged or are positioned for implementation in FY18 as noted below.

Please identify partnerships and sponsorships in effect for FY2017:

Partnerships/Sponsorships	Description
Barnes & Noble	\$775,000 was generated through a signing-incentive and commissions via a new arrangement with Barnes & Noble that occupies a new location on campus-including the bookstore and Starbucks Café. The University’s partnership with Barnes & Noble, and the resultant relocation of the bookstore, freed-up 18,000 square feet of I&G space in the University’s Student Center, which was reprogrammed as the new location for services that directly benefit YSU students, including the Student Counseling Center, the Office of Student Disability Services, the Student Government Association, and the Office of Student Activities.
JP Morgan Purchase-Card	\$79,745-rebate to the university that was generated as a function of expenditures charged to the P-cards; mandatory travel contract services resulted in a significant increase in the use of P-cards for travel
Under Armour; Rawling; The Game; Dolfin; Wilson/DeMarini	\$50,000 in Athletics apparel/equipment/supplies and sponsorships are expected to increase to greater than \$100,000 annually
Various sponsorships	\$853,000 Athletics sponsorship income from various companies or agencies
YSU Foundation	\$8.1 million in annual base support for student scholarships, including both merit- and need-based programs. \$50 million in gift funds raised and pledged to support projects that will directly benefit students, including renovations to the Jones Hall Student Success Center and other classroom buildings, the creation of an innovation and commercialization center, and student scholarships and work opportunities.

	\$120,000 expected for FY18 for Student Mobility Support Stations
	\$167,804 in Scholarship for Excellence Funds, a 3.5% increase from the previous year
Pepsi Contract	\$55,000-exclusive pouring rights contract similar to those secured by other Ohio public universities, sometime with Coca Cola
Concert at the stadium	\$1,453,853 in revenue through 16,208 tickets issued that created the opportunity for the regional community to experience and visit the YSU campus

Administrative Practices

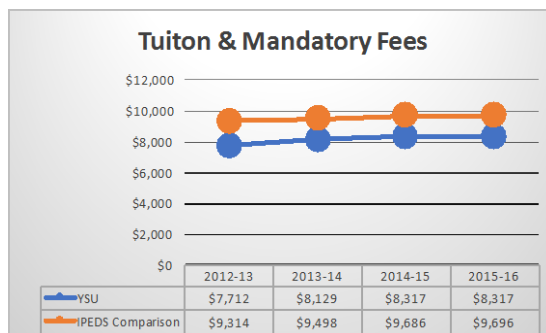
Recommendation 5 | Administrative cost reforms

5A Cost diagnostic: Each college/university must produce a diagnostic to identify its cost drivers, along with priority areas that offer the best opportunities for efficiencies. This diagnostic must identify, over at least a 10-year period:

- Key drivers of costs and revenue by administrative function and academic program;
- Distribution of employee costs — both among types of compensation and among units;
- Revenue sources connected to cost increases — whether students are paying for these through tuition and fees, or whether they are externally funded;
- Span of control for managers across the college/university — how many employees managers typically oversee, by the manager’s function; and
- Priority steps that would reduce overhead while maintaining quality — which recommendations would have the most benefit?

Please complete the section that aligns with the implementation status of your college/university.

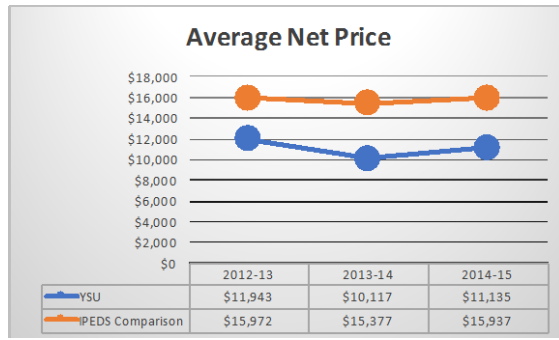
Has the college/university produced a cost diagnostic? If yes, please provide an overview of the process used and the key outcomes.



YES. This is a significant change from last year as a **Cost Diagnostic has been completed.** Please see below.

CONTEXT. YSU tuition and mandatory fees are less than the average cost of tuition of nearly all public universities in Ohio. In 2015-16 YSU tuition and mandatory fees was \$1,379 less than comparable public urban universities in Northern Ohio (Cleveland State University, University of Akron, and University of Toledo)

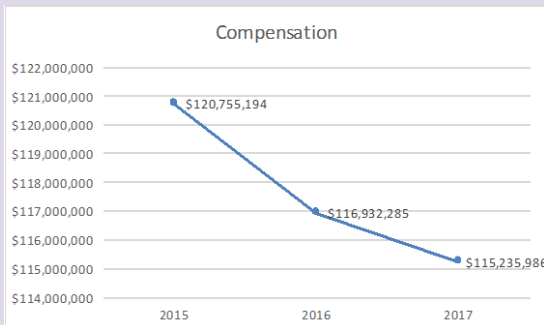
Perhaps more importantly, YSU's total cost of attendance is less than the average cost of tuition of most public universities in Ohio. In 2014-15 the total cost of attendance was \$4,802 less than comparable public urban universities in Northern Ohio (Cleveland State University, University of Akron, and University of Toledo)



While the same IPEDS assessment indicates little difference in management positions, YSU has fewer full-time equivalent staff for all IPEDS classification categories in the areas of instructional support, business & financial operations, computer/engineering/science, healthcare, and the "other" categories.

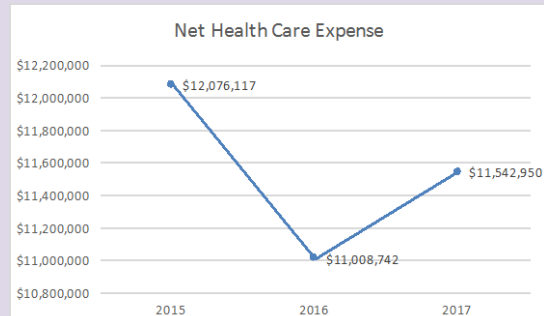
This cost diagnostic reviewed the information submitted via Ohio HEI and IPEDS. A more sophisticated Diagnostic will be completed at a later date; however, the top cost drivers and the outcomes of initiatives related to control those costs are reported below.

Please provide details on the result(s) of the assessment. What are the cost drivers, based on the categories above? Please discuss the college/university's priority areas that offer the best opportunities for recommendation.



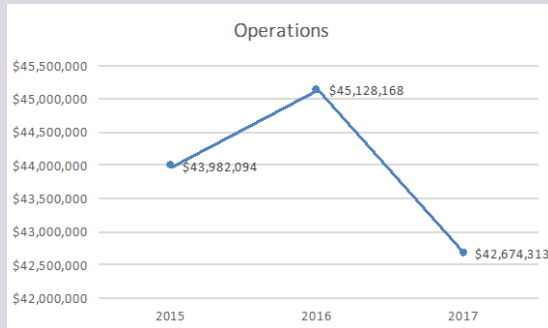
The primary cost driver for YSU is compensation. This cost has been reduced by \$5,519,208 over the previous three years. This has occurred during a time where enrollment has begun to stabilize. Compensation as a percentage of the general funds expenditures was 69.2%, 68.1%, and 67.6% for 2015, 2016, and 2017, respectively.

A significant cost driver is fringe-benefits. The fringe-benefit rate has decreased by 1.6% over the previous three years representing a savings of \$2,886,530 in FY17 compared to FY15. The fringe-benefit rates were 33.9%, 33.2% and 31.3% for FY15, 16, and 17, respectively.



A significant cost driver is health care. The net health care cost decreased by \$533,167 over the previous three years. Health care cost as a percentage of the general funds expenditures was 8.6%, 9.7%, and 9.4% for 2015, 2016, and 2017, respectively.

As reported in the Health Care portion of the efficiency report, the change in the proportion of health care costs paid by those insured through the Plan (6% to 15%) has reduced the annual expenditure for health care by \$1.6 million.

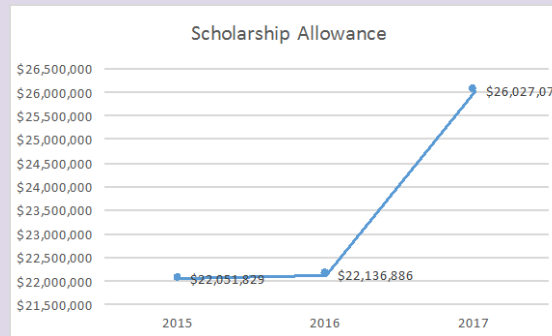


A significant cost driver is operations. The net cost of operations decreased by \$1,307,781 over the previous three years. Operational costs as a percentage of the general funds budget is 6.9%, 6.5%, and 6.4% for 2015, 2016, and 2017, respectively.

Each of these cost drivers have decreased significantly over the previous three years, concurrent with the declined enrollment experienced as the same time.

Investing in student success is a high priority. Investments in scholarships have compared to the average investment for

Specifically, the institutional investment in Excellence program increased \$1.1 million institution having enrolled a higher students. The contribution by the YSU 3.5% to \$167,804.



priority. Investments in scholarships have compared to the average investment for

student success via the Scholarship for or 37% from FY16 to FY17, reflecting the proportion of academically prepared Foundation to this program increased by

The cost of compensation is largely related to negotiated contracts. The YSU Board of Trustees has primary responsibility for the outcome of negotiations in which case they are exercising their fiduciary responsibilities in the best interests of the university.

It is anticipated that upcoming negotiations will result in an increased investment in compensation that will attract and retain the best faculty and staff, thereby contributing to student access and success, academic excellence and community engagement in mutually beneficial ways. This cost diagnostic will be updated for the FY18 report given the outcomes of negotiations expected to be successfully completed after the deadline for this Report. An important future emphasis will be Institutional Planning and Effectiveness that will take these changes into consideration as the University embarks upon a strategic planning process.

The University will assure a balanced budget by a combination of initiatives including the contributions of reduced costs, cost avoidance or increased revenues as illustrated in this document, as well as initiatives including but not limited to a strategic increase in enrollment (resident, non-resident, and international students), purposeful increases in matriculation, retention and persistence, as well as an assessment of the relationships between scholarships, discounting and other actions on net tuition revenue. The implementation of a Tuition Guarantee program will also be a component of this planning exercise as well as determining the successful actionable outcomes needed via successful fundraising efforts via the YSU Foundation as well as improvements in affinity relationships and sponsorships

across the institution.

While enrollment in NE-Ohio public institutions of higher education is lower than last year by an average 2.8%, enrollment for YSU is lower by only 0.9%. On the other hand, student FTE enrollment increased by 0.4% this fall as follows: 10,149, 10,034, 10,389, and 10,431 for FY15, FY16, FY17, and FY18, respectively

Even under these financial circumstances, the second largest class in the institution's history graduated during the 2016-2017 academic year. See the Section II. Academic Practices, Recommendation 7. Time to Degree, Item 7A, Education Campaign below.

If the college/university has not produced a cost diagnostic, is there a plan to? If yes, what is the implementation plan? If the college/university has not completed a cost diagnostic and does not plan to do so, please provide the rationale.

If this recommendation was fully implemented in FY16 and no substantial changes occurred in FY17, please indicate below.

The above information is new as a cost-diagnostic had not been completed for the FY16 report

5B Productivity measure: While the measure should be consistent, each college/university should have latitude to develop its own standards for the proper level of productivity in its units. This will allow, for instance, for appropriate differences between productivity in high-volume environments vs. high-touch ones.

What steps has the institution taken to improve the productivity measure score? Or, what are the institution's plans to improve your score? You may view your productivity measure score [here](#). For more information on the Productivity Measure, please visit [here](#).

Given the fact that YSU's tuition is the lowest in the State and expenditures are equal to or less than income, YSU represents a highly efficient organization. The University is now exploring an enterprise approach to help optimize the use of expenditures to achieve strategic outcomes associated with the Strategic Plan.

Some productivity measures via the Ohio Department of Education are expressed per management FTE; however, given the fact the University exists to serve its students, the appropriate values reflected in the productivity measures table should be relativized to student FTE to reflect institutional investments towards student success.

The Student Achievement Measure as endorsed by many higher education associations, should be used to reflect higher education institution productivity. Through student-level data tracking via the National Student Clearinghouse, this measure reveals those who graduated from or who continue attendance at the institution at which they initially enrolled as well as revealing those who graduated from or who continue attendance at a different institution from which they initially enrolled. In reality, this is a "System-Level" measure of student achievement.

These perspectives should be considered in the development of new indicators of institutional effectiveness.

Has the college/university implemented or considered utilizing Lean Six Sigma methodology as a tool to evaluate the college/university's processes?

YES

YSU uses process redesign, position necessity review, and value engineering in capital projects to reduce costs, as is the intent of using Lean Six Sigma methodology. YSU is also exploring how to implement an institution-wide Effectiveness Strategy to increase efficiency, but most importantly, to assure resources are utilized to gain optimal results for their investment-effectiveness.

5C Organizational structure: Each college/university should, as part or because of its cost diagnostic, review its organizational structure in line with best practices to identify opportunities to streamline and reduce costs. The college/university reviews should consider shared business services — among units or between college/university, when appropriate — for fiscal services, human resources and information technology. Please complete the section that aligns with the implementation status of your college/university.

Has the college/university reviewed its organizational structure? If yes, please provide an overview of the process used and the key outcomes.

YES

If the college/university has not reviewed the organizational structure, is there a plan to? If yes, what is the implementation plan? If the college/university has not completed a review and does not plan to do so, please provide the rationale.

If this recommendation was fully implemented in FY16 and no substantial changes occurred in FY17, please indicate below.

This recommendation was implemented in 2016; work continues to improve the institution's organizational structure

During FY17, YSU implemented shared governance for purchases related to information technology. As such, all technology purchases or renewals over \$10,000/year require a detailed Total Cost of Ownership and Return on Investment analysis. In one instance, this assessment will result in a savings of \$150,000 over a five-year period in hard cost savings (\$30,000 in each of the years 2017 through 2021) by transitioning from College-based licenses to University/enterprise licensing.

The reduction by one department in the College of Education created a cost savings associated with the secretary and chair stipend of \$75,000 per year.

Student advising, financial aid counseling, orientation and first year experiences by students have significantly reduced the institution's write-off of "bad debt" which decreased by 66% over three years. The write-off for bad student debt was \$1,001,602, \$753,976, and \$342,871 for FY15, FY16, and FY17, respectively. This is a decrease of \$411,105 from FY16 to FY17.

5D Health-care costs: A statewide working group should identify opportunities to collaborate on health-care costs.

(Optional) Has the college/university identified any healthcare reforms that the working group should consider? Please describe.

As described in the 2016 report, a statewide or regional consortium should be pursued to allow state colleges and universities to leverage purchasing power within the marketplace for health care insurance. Special legislation should be introduced that would remove health care insurance coverage from collective bargaining in the public sector. This would enable employee health care plans to be normalized across various campuses and public employers, creating the optimal health care cost to service relationship.

(Optional) Has the college/university achieved any expected annual cost savings through health-care efficiencies? Please explain how cost savings were estimated.

Through the collective bargaining process YSU continues to evaluate the appropriate distribution of costs between YSU and employees.

Significant and incremental savings have been accrued by the institution as 10 years ago the university paid 94% of the individual health care premium. The percentage is now 85%; with employee contribution to the health care premium at 15% as opposed to 6%, there is savings of \$1,600,000 per year.

5E Data centers: The College/university must develop a plan to move their primary or disaster recovery data centers to the State of Ohio Computer Center (SOCC). Please complete the section that aligns with the implementation status of your college/university.

Has the college/university implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

YES

The asset represented by the SOCC is appreciated. As can be seen from below, there is a plan to transition some aspects data center and other IT support to SOCC.

If the college/university has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the college/university has not implemented this recommendation, please provide the rationale.

If this recommendation was fully implemented in FY16 and no substantial changes occurred in FY17, please indicate below.

YSU assessed using the SOCC as the primary Data Center in FY17 since the University's Data Center hardware was due for refresh. It was determined to be unfeasible from a capital investment perspective because of the high cost to build in the level of redundancy and to maintain acceptable service levels. Even though the annual operating expenses were competitive with provisioning these services on-site, the SOCC did not offer a multi-tenant hosted model for virtualized servers at the time of the assessment.

The University plans to move disaster recovery for data recovery to the SOCC in FY18.

The University will assess the feasibility of migrating one-half of the high availability computing environment to the SOCC in FY19.

5F Space utilization: Each college/university must study the utilization of its campus and employ a system that encourages optimization of physical spaces. Please complete the section that aligns with the implementation status of your college/university. Please complete the section that aligns with the implementation status of your college/university.

Has the college/university implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

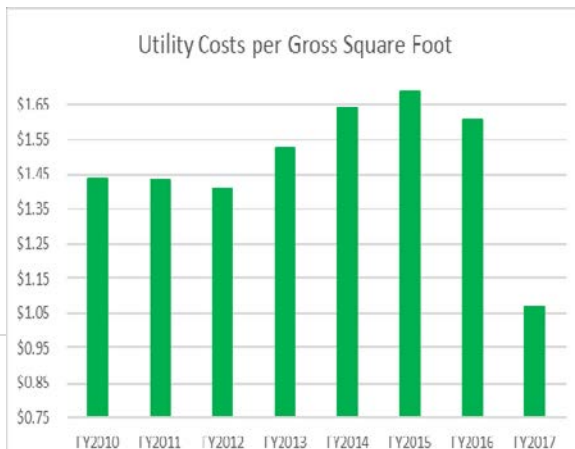
YES

Please provide details on the results of the assessment below or on additional pages:

If the college/university has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the college/university has not implemented this recommendation and does not plan to do so, please provide the rationale.

If this recommendation was fully implemented in FY16 and no substantial changes occurred in FY17, please indicate below.

The University conducted a comprehensive three-semester review and analysis of classroom/lab space utilization via AdAstra and ODHE to more effectively select and outfit rooms with permanent multimedia. A contracted vendor provided a utilization study of all spaces according to industry taxonomy. The report revealed some opportunities to optimize space and also to gain efficiency. This report will be the subject of review for possible implementation in whole or in part in the upcoming fiscal year.



Energy

Energy Efficiencies seek to refine sustainable methods utilized by college/university to procure and use energy (resulting in more efficient use of energy), including, but not

limited to lighting systems, heating & cooling systems, electricity, natural gas, and utility monitoring.

Were there any updates/changes to college/university energy efficiency projects in FY17? If yes, please complete the below chart.

There has been a significant focus on reducing utility costs. The outcome has been significant with a reduction in utilities costs of 5% (\$351,981) for FY16, and a 33.5% reduction in utility costs (\$2,255,607) for FY17. This is illustrated in the graphic reported to the YSU Board of Trustees June 14, 2017.

Project	Collaborative Partnership(s)	Explanation
Phase I energy conservation initiative	Johnson Controls, Inc.	The 10-year reduction in energy consumption was estimated to be \$11,200,000 annually over 10 years. The actual savings in FY17 year was \$1,260,000, that was \$60,000 more than projected
Phase II energy conservation initiative	Johnson Controls, Inc.	Construction of the on-campus steam plant is completed. The savings are captured in the utilities savings graphic above
Summer energy curtailments	Hess Energy & Calpine Energy	YSU's engagement in the energy curtailment program with Hess Energy and Calpine Energy produced savings of over \$100,000 in FY17. The energy cost avoidance is estimated to be in excess of \$500,000 for FY17.

Regional Compacts

Ohio Revised Code Section 3345.59 requires regional compacts of Ohio's public colleges and universities, with an executed agreement in place by June 30, 2018 for colleges and universities to collaborate more fully on shared operations and programs. Per O.R.C. §3345.59 {E} colleges and universities shall report within their annual efficiency report the efficiencies gained as a result of the compact. This provision will be included in the FY18 Efficiency Advisory Committee survey; therefore, institutions should prepare accordingly to meet this timeline.

The institution is currently engaged in two such compacts

Since March 2017, YSU has engaged in a collaborative effort with the University of Toledo, Kent State University, Wright State University and Miami of Ohio University to share best practices regarding Banner 9 upgrade efforts. As a result, KSU is crafting an MOU with YSU to share Database Administration Services between the two schools. This effort will increase knowledge sharing, employee satisfaction and retention, and mitigate separation-risk of these key resources. Within two years this collaboration will eliminate the

need for contractor DBA resources thereby lowering costs. In addition, the five CIO's are negotiating collectively with Ellucian (parent company of Banner) to negotiate a single MSA encompassing the five universities. This MSA could produce a one-time savings for YSU of \$250,000 in FY18 and reduce maintenance by \$370,000 over the five-year term of the agreement.

YSU is facilitating a collaborative effort with the other IUC universities to develop a standard hardware configuration for Multi-media Classroom (MMCR) hardware. Currently, YSU's MMCR hardware cost is \$10,000/unit. Based on best practices, the IUC-PG estimates that a negotiated standard would save 30% or \$3,000/unit. For YSU, the savings would be \$651,000 over 5 years or \$130,200 per year in capital cost avoidance upon MMCR refresh.

Section II: Academic Practices

Recommendation 6 | Textbook Affordability

6A Negotiate cost: Professional negotiators must be assigned to help faculty obtain the best deals for students on textbooks and instructional materials, starting with high-volume, high-cost courses. Faculty must consider both cost and quality in the selection of course materials. Please complete the section that aligns with the implementation status of your college/university.

Has the college/university implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

YES—significant progress has been made

If the college/university has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the college/university has not implemented this recommendation and does not plan to do so, please provide the rationale.

If this recommendation was fully implemented in FY16 and no substantial changes occurred in FY17, please indicate below.

This recommendation was implemented in FY16 but progress continues as described below.

Textbooks can cost the average University Student \$1,225. These costs have risen dramatically. From 1996 to 2004, the cost of a new textbook increased an average of 6 percent a year. That was more than twice the pace of inflation. The trend has continued unabated in recent years, with textbook prices climbing 6 percent a year between 2002 and 2013 while general household prices increased at an average of two percent annually. Textbook rental programs and digital options offer some opportunities to reduce costs for many students. Because textbooks are a reflection of an individual student's field of study, and the choices made by the faculty in those courses, students may not know the true cost of their education until they have enrolled in classes. Improving the affordability of textbooks and other course materials offers a direct way to lower the cost of a higher education for students. With these perspectives in mind, YSU engaged Barnes & Noble College, Inc. as a professional negotiator to help faculty obtain the best prices for students on

textbooks and instructional materials.

Using data provided by Barnes & Noble College, while the dollar amount of sales is down 3% in FY18, the actual number of units sold is up by 4% compared to the previous FY17 term. This data suggests that students are buying/renting more books at a lower cost. Specifically, **units of digital textbooks sold are up 124% compared to last fiscal year.** This decrease in total dollars sold and increase in digital textbook units purchased is partly due to an implemented pilot program called First Day ready. The new agreement with Barnes & Noble also produces a minimum \$10,000 annually for textbooks scholarships. In FY17, the University also awarded \$156,237 in textbook scholarship funds from the YSU general scholarship fund.

In the First Day Ready program, the cost of the course material is charged directly to the student bill allowing the student to have access to the course material in electronic form for the first day of class. Below are the test courses piloted in this program.

1) First Day Ready PSYC 1560 – The YSU Bookstore engaged in negotiation with McGraw Hill to lower the cost to 872 students for course materials for PSYC 1560. Contingent upon increased sell thru, the bookstore negotiated a retail price of \$85 for an eBook with an access code. As the same course materials originally cost \$212, the savings to the students is \$37, a 30% reduction and a savings of \$32,264..

2) First Day Ready Physical Therapy Majors - Negotiations with McGraw Hill offered a subscription to a product called AccessPhysiotherapy. The F.A. Davis PT collection enables students, educators, and practitioners to tap into the most current and reliable physiotherapy information available today. The ultimate goal is to provide users with the tools and resources they need to understand every aspect of physical therapy and to deliver the best patient care possible. The cost of the subscription, depending on the number of subscribers, can range from \$169 to \$185 per year. It is estimated the book costs for the 3-year program in prior years was around \$2,000. The first year was the heaviest and exceeded \$1,000. The subscription this Fall 2017 term is the most students will ever pay. Next year the Department of Physical Therapy II and I students will split the cost so the per year price will decrease by about 50%. In the third year, the cost per student will be based on 90 students. With the implementation of the subscription, YSU expects students will spend less than \$1,000 on the subscription over their three years. This represents a \$1,000 savings over three years of (\$29,970 savings per year).

The Williamson College of Business Administration negotiated, with Barnes & Noble's assistance, a subscription to materials designed to assist students in the new Master of Accountancy program with CPA review materials. The book vendor Gleim, sold the premium package for all four parts of the CPA exam to YSU for \$885. Gleim has a retail price on that premium package of approximately \$1,600. The goal with this initiative is to provide the CPA materials to students in the most cost-effective manner. This subscription represents a \$715 (45%) savings for each student. This represents total savings of \$64,350 (90 students).

Going into Spring 2018 and further into the 18-19 school year, Barnes & Noble will work with other departments/instructors to offer a first day ready model putting YSU at the **forefront of realizing these affordability opportunities.** With the implementation of this model for PSYC 1560, YSU has set an example for other initiations to follow towards achieving the important goal of reducing college costs for students.

In Fall 2016, YSU's Maag Library became actively engaged in increasing the number of print textbooks available to students through the Closed Course Reserves (3-hour loan periods). The library solicited copy donations from the faculty/departments, purchased textbooks from the YSU Barnes & Noble Bookstore (classes with 100 or more enrollment), and partnered with the Student Government Association for a student textbook donation campaign in exchange for athletic ticket vouchers. In fall 2016, the number of textbooks available through course reserves was 167, an increase of almost 60 required textbooks from the previous year.

In Fall 2017, the library followed similar strategies extending its textbook purchases to include classes with enrollment of 50 or more. Between the Maag and CRC locations, students are able to checkout 346 textbooks in 3-hour loans, an increase of 179 textbooks from fall 2016. These are required textbooks for 186 courses in the 1000, 2000, 3000, and 4000 levels. Some high-demand or high-enrollment courses have multiple textbook copies, in some cases up to three.

Older textbook editions along with previously required textbooks are available in the general collection that students can check out for the entire semester. Students are also encouraged to use OhioLINK as an alternative for their textbook needs.

Maag Library also created a dedicated page on its website tailored to textbook resources that is easy accessible by students. It provides instructions for how and where to find textbooks either through the library or the bookstore. It provides no-cost textbooks alternatives through Maag Library and the OhioLINK state consortium. To better serve the students in easily locating the textbooks, a detailed list includes all textbooks available at the Maag Library Course Reserves (three-hour loan periods) with course number, title, author, call number, and location. <http://www.maag.yosu.edu/textbook>

The library actively promotes to students the use of textbooks through various initiatives. Circulation staff have observed that some students are using the textbook services daily who otherwise would not be able to have access to the required course material. We have also observed an increased use of these resources by international students.

6B Standardize materials: Colleges and universities must encourage departments to choose common materials, including digital elements, for courses that serve a large enrollment of students. Please complete the section that aligns with the implementation status of your college/university.

Has the college/university implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

YES, the successful outcomes of several initiatives are outlined below

If the college/university has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the college/university has not implemented this recommendation and does not plan to do so, please provide the rationale.

If this recommendation was fully implemented in FY16 and no substantial changes occurred in FY17, please indicate below.

Implemented in FY16 but progress continues as illustrated below.

Standardized materials for common courses is reflected in Article 28.2 of our Ohio Education Association agreement as follows: “In multiple sections of sequential courses that are also prerequisites to advanced courses in the sequence, uniform texts will be selected.”

As noted above for the First Day Ready initiative for PSYC 1560, standardized materials are required for 872 students. This produced a savings of \$32,264

Blackboard Learn, as the university Learning Management System (LMS), provides a common shared repository specifically structured for academically oriented digital elements serving a large enrollment of students. A key outcome is a common online learning environment experience for students regardless of discipline. Additionally, YSU is adding Blackboard Collaborate functionally to further augment the interactive online learning experience and standardized methods of sharing lectures and course content.

In October 2015, Academic Senate approved a new category of General Education courses for First Year Experience (FYE). These courses serve as a cornerstone for new student success initiatives with goals of improving completion and retention of students. Each of the six colleges created at least one 2-4 credit hour course for FYE domain of General Education Requirements. Fifteen different FYE courses were created and approved to assist incoming students with the transition to college, the disciplines within the college, and YSU. Included in the 15 courses, for students designated as “undecided” or “exploratory,” are two courses designed to meet their needs to decide on a major and establish goals for their future educational success. Each of the fifteen courses allows YSU to fulfill mandates for first year students, including Federal Campus Sexual Violence Elimination (Campus SaVE) Act, and a call for career assessment by all incoming freshmen. Further, the potential mandate for students to participate in financial literacy training was also considered and added as a component to the courses. Students in the FYE courses are required to participate in college and campus activities and programs, as well as a common intellectual experience. Rather than reading a common book, YSU is unique in creating PenguinThink. The theme for PenguinThink 2017-18 is *The Unintended Consequences of Innovation*. Subsequently, consideration has been given to also include information literacy as well as diversity and inclusion themes.

In academic year 2016-17, FYE courses were piloted in 5 of the 6 undergraduate colleges. During the Fall 2016 semester, approximately 45 sections were offered serving 1100 students; for Spring 2017; 19 sections were offered, serving approximately 500 students. Fall 2017 includes 88 sections serving 2,346 students (100% of YSU's incoming freshman class).

Overview of First Year Experience Components shared via Blackboard9 to all sections:

- Sexual Violence/Alcohol Awareness: Title IX/Campus SaVe – on line training delivered by Campus Clarity: *Think About It*
- Career Planning: ODHE – delivered by YSU Career Services/ varies by course, but must contain OhioMeansJobs.com search; video with pre-class assignment on Blackboard.
- Financial Literacy: mandate may be coming soon – online training delivered by EverFi: *Transit: Financial Wellness*.
- Common Intellectual Experience: “PenguinThink” [2017-18: *The Unintended Consequences of Innovation*]. Includes a PenguinThink Contest yielding \$500 textbook scholarships in each college each term. Introductory information share on Blackboard for students; curricular support supplied to instructors. All Interactive Presentations posted on Blackboard.

- Proof of attendance and feedback at Interactive Presentations recorded through YSU app (oohlala.com).
- Campus Engagement/Activities: Participate in four activities with at least one being outside of the specific college/varies by college. Eventually attendance will be recorded through YSU app (oohlala.com). Currently students posting to Blackboard or other online platforms per instructor's direction.

6C Develop digital capabilities: Colleges and universities must be part of a consortium to develop digital tools and materials, including open educational resources, that provide students with high-quality, low-cost materials. Please complete the section that aligns with the implementation status of your college/university.

Please explain your efforts to develop digital tools and materials.

YES—significant progress has been made as illustrated below

In addition to becoming an Open Textbook Network Consortium member in September 2016, and hiring an Open Education Resource point-person, many efforts are underway regarding digital content that are also expanded upon in the subsequent section:

- Instigated a Barnes & Noble agreement for access to LoudCloud Open Access Resources providing supplemental resources for ten General Education Courses at a cost of \$50 per student. This approach is being considered for adoption by faculty for use in other circumstances
- The First Day Ready textbook cost reduction initiative was piloted resulting in savings of at least \$36,000
- The B&N Price-Match program saved students \$15,000; a program that will continue
- In an effort to encourage the adoption of Open Education Resources, the following incentives are available to faculty:
 - \$200 Open Textbook Network and Open Textbook Network course review
 - \$750 for Open Resource or LoudCloud adoption (with minimal changes in material) or \$1,500 for department making such a group decision
 - \$1000 for individual course LoudCloud adoption with some significant edits (editor would receive stipend)
 - Since incentivizing, total student savings for English 1550, Polit 1560 and Geo 2626 has totaled \$33,600
- Units of digital textbooks sold are up 124% compared to last fiscal year.

If the college/university has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the college/university has not implemented this recommendation and does not plan to do so, please provide the rationale.

If this recommendation was fully implemented in FY16 and no substantial changes occurred in FY17, please indicate below.

In March 2017, an Instructional Designer was hired in the Office of Distance Education to assist in the creation of online courses and materials and in the promotion and adoption of open educational resources.

Students are also encouraged to use OhioLINK as an alternative for their textbook needs. Maag Library also created a dedicated page within its website tailored to textbook resources that is easy accessible by students. It provides instructions in how and where to find textbooks either through the library or the bookstore. It provides no-cost textbooks alternatives through Maag Library and the OhioLINK

state consortium. To better serve the students in easily locating the textbooks, a detailed list includes all textbooks available at the Maag Library Course Reserves (three-hour loan periods) with course number, title, author, call number, and location. <http://www.maag.ysu.edu/textbook>

Via the appropriate campus consultation, YSU will interact with OSU about the possibility of joining the Unizin agreement.

Ohio Revised Code Section 3333.951(C) requires Ohio's public colleges and universities to report their efforts towards reducing textbook costs for students. Please discuss all practices implemented that ensure students have access to textbooks at an affordable price. Also, please identify efficiencies captured from your practices.

Working with deans, department chairs and faculty, the Office of Academic Affairs and the Undergraduate Student Government and University Libraries have played leadership roles focusing efforts at various areas within the institution to lower the costs of textbooks to make a degree from the University more affordable, notwithstanding the University's already highly competitive tuition and total cost of attendance (see the Cost Diagnostic section above).

Please see the compilation of activities and initiatives listed above undertaken by the University to reduce the costs of textbooks. Notable outcomes summarized from the above include:

- Report from the Barnes & Noble indicating total sales are down while the sale of individual items is up suggesting increased use by students of rental and lower-cost materials
- Availability and access of digital content is up 124%
- Directly negotiated contracts for course materials has produced a cost reduction to students of \$160,184
- In some circumstances, the costs for materials have been reduced by more than 50%
- The First-Day Ready initiative is a unique partnership with Barnes & Noble to reduce the cost of textbooks that will be expanded to the greatest extent possible
- While Barnes & Noble provides at minimum \$10,000 in textbook scholarships, the University provides \$157,237 in textbook scholarships

Ohio Revised Code Section 3333.951(D) requires Ohio's public colleges and universities to conduct a study to determine the current cost of textbooks for students enrolled in the institution and submit the study to the Chancellor by a date prescribed by the Chancellor. Please note that the study will be due on the same submission timeline as the FY18 Efficiency Advisory Committee survey; therefore, institutions should prepare accordingly to meet this timeline.

The Office of Academic Affairs will work with Barnes & Noble and via appropriate governance processes to conduct a study to determine the current cost of textbooks for students and will submit to the Chancellor via the FY18 Efficiency Advisory Committee survey.

Recommendation 7 | Time to Degree

7A Education campaign: Each college/university must develop a coordinated campaign to educate its full-time undergraduates about the course loads needed to graduate on time (two years for most associate degrees and four years for most bachelor's degrees). Please complete the section that aligns with the implementation status of your college/university.

Has the college/university implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

YES

If the college/university has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the college/university has not implemented this recommendation and does not plan to do so, please provide the rationale.

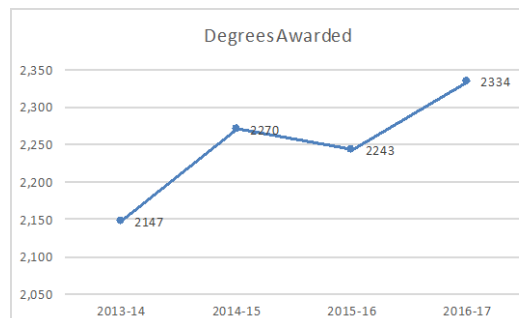
If this recommendation 7 was fully implemented in FY16 and no substantial changes occurred in FY17, please indicate below.

This has been implemented via advising practices, communications strategies, and via new student orientation.

Changing the bulk-rate from 12-15 SCH to 12-17 SCH has incentivized students to take more credits fostering earlier completion. Beginning in FY16, revenue was reduced by approximately \$860,000 per semester; thus, savings students \$1.7 million per academic year.

There has been a robust involvement in the College Credit Plus program. There are agreements with 46 school districts and in aggregate, over the past two-years, 2,852 students saved \$5,020,410 (\$2,453,922 for 2015-16 for 1,375 students, and \$2,593,086 for 2016-2017 for 1,450 students). The credit hours earned by these students will ultimately reduce the number of semesters in which they will enroll to complete their Bachelor's degree.

The focus of the faculty and staff on student access and success has produced a robust focus on degree completion. This focus created the second largest graduating class in 2017 in the history of the university.



Significant student success initiatives are underway, including those that will emerge from the efforts of the newly hired associate provost for student success. The objective is to do better than degree completion predicted by incoming academic preparation.

The catch-22 is that as an institution more successfully graduates students, total enrollment will decline absent a strategy to increase the number of new students' equal to the increased graduation success.

7B Graduation incentive: Colleges and universities should consider establishing financial incentives to encourage full-time students to take at least 15 credits per semester. Please complete the section that aligns with the implementation status of your college/university.

Has the college/university implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

YES

If the college/university has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the college/university has not implemented this recommendation and does not plan to do so, please provide the rationale.

If this recommendation was fully implemented in FY16 and no substantial changes occurred in FY17, please indicate below.

YSU already has the lowest tuition cost and estimated total cost of the other institutions in NE Ohio as well as the University of Toledo (see Cost Diagnostic)

The institution intends to create a Tuition Guarantee program as permitted by Ohio legislation and implemented by several other Ohio public universities.

7C Standardize credits for degree: Colleges and universities should streamline graduation requirements so that most bachelor's degree programs can be completed within 126 credit hours or less and associate degree programs can be completed within 65 credit hours or less. Exceptions are allowed for accreditation requirements. Please complete the section that aligns with the implementation status of your college/university.

Has the college/university implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

YES

If the college/university has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the college/university has not implemented this recommendation and does not plan to do so, please provide the rationale.

If this recommendation was fully implemented in FY16 and no substantial changes occurred in FY17, please indicate below.

During the previous academic year, the faculty evaluated every academic program and the total credit hours to complete the degree were reduced to 120 credit hours, absent those related to accreditation. Only 26 of 95 degree programs require more than 120 credit

hours to graduate due to the strict educational and practicum requirements of accrediting organizations, typically for professional degree programs

7D Data-driven advising: Colleges and universities should enhance academic advising services so that students benefit from both high-impact, personalized consultations and data systems that proactively identify risk factors that hinder student success. Please complete the section that aligns with the implementation status of your college/university.

Has the college/university implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

YES

If the college/university has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the college/university has not implemented this recommendation and does not plan to do so, please provide the rationale.

If this recommendation was fully implemented in FY16 and no substantial changes occurred in FY17, please indicate below.

An associate provost for student success has been hired and will help transform advising at YSU. This will include approaches to data analytics that instigates advising steps or indicators that allow anticipatory or “just-in-time” advising.

YSU implemented Starfish Early Alert in 2011 to enable academic support staff to identify students at risk for poor academic performance. During the 2016-2017 academic year, course instructors raised a total of 7,717 flags for students who had poor attendance, low grades, would have benefited from tutoring or academic coaching, and/or were possibly in need of a counseling support. Some students received more than one flag; the average number of flags per student was 2.35. Peer mentors, professional coaches, academic support coordinators, and Counseling Center staff intervened with students as appropriate.

7E Summer programs: Colleges and universities must develop plans to evaluate utilization rates for summer session and consider opportunities to increase productive activity. In particular, colleges and universities should consider adding summer-session options for high-demand classes and bottleneck courses that are required for degree completion. Please complete the section that aligns with the implementation status of your college/university.

Please provide details on the results of the assessment. In particular, please address whether the campus added summer session options for high-demand and bottleneck classes.

YES

If the college/university has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the college/university has not implemented this recommendation and does not plan to do so, please

provide the rationale.

If this recommendation was fully implemented in FY16 and no substantial changes occurred in FY17, please indicate below.

The Jump Start Summer program offers a menu of General Education courses at reduced tuition (\$500/class for up to 2 three credit classes). Board of Trustees and ODHE approvals were obtained for the tuition reduction and fee waiver. The program was designed to increase Fall matriculation and decrease cost and time to degree. Enrollment has been good, and the Fall matriculation rates of accepted incoming freshmen are higher than that of the general student body (94% vs. 33%). Collectively over 2015, 2016, and 2017, by successfully completing this program, 221 students saved an aggregate \$162,826 or \$726 per student). The savings for FY17 totaled \$35,488 or \$865 per student.

7F Pathway agreements: Colleges and universities should continue to develop agreements that create seamless pathways for students who begin their educations at community or technical colleges and complete them at universities. Please complete the section that aligns with the implementation status of your college/university.

Has the college/university implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

YES

Please provide details. In particular, how many articulation agreements does the college/university have with other Ohio colleges and universities (either 2+2 or 3+1)? Please provide a list.

A complete list of articulation agreements with other universities, community and technical colleges and school districts is attached.

There are a large number of Articulation Agreements with four-year and two-year institutions and technical centers. Currently, there are three agreements with four-year institutions, 45 agreements with two-year institutions, 53 agreements with technical centers, and two consortium agreements. The consortium agreements provide collaborative opportunities between YSU and other institutions including University of Akron, Cleveland State University, Kent State University, and the Northeast Ohio Medical University in offering the Master of Fine Arts and Master of Public Health as well as the BS to MD program.

If the college/university has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the college/university has not implemented this recommendation and does not plan to do so, please provide the rationale.

If this recommendation was fully implemented in FY16 and no substantial changes occurred in FY17, please indicate below.

YES--Progress and involvement continues in this category as reported below.

Delivery of academic programs on the Lakeland Community College Campus (or via hybrid delivery) served 21, 12, 46, and 21 students

in allied health, criminal justice, and social work bachelor's degrees, and the master's degree in social work, respectively.

Delivery of academic programs on the Lakeland Community College Campus (or via hybrid delivery) served 27, 14, 32, 59, and 11 students in allied health, public health, criminal justice, and social work bachelor's degrees, and the master's degree in social work, respectively.

In 2017 there were 60 transfer students who each transferred more than 30 credits to the institution potentially lowering each students' cost by the differential between 30 credits at a community college tuition cost versus the cost of tuition at YSU.

From an Information Technology perspective, YSU worked collaboratively with Jefferson County Community College (JCCC, now Eastern Gateway Community College EGCC) to acquire the Blackboard Learn Learning Management System (LMS) at a significant discount for a hosted solution. Hosting versus in-house hardware installation resulted in immediate and on-going improved data backup, data & application redundancy and system disaster recovery benefits. Such collaborations create important technology pathways allowing students greater focus on coursework instead of navigating intricacies of same purpose but different technology tools.

7G Competency-based education: Colleges and universities should consider developing or expanding programs that measure student success based on demonstrated competencies instead of through the amount of time students spend studying a subject. Please complete the section that aligns with the implementation status of your college/university.

Has the college/university implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

See the response to the next question

If applicable, please provide additional details. In particular, how many students does the college/university estimate the competency-based education programs will serve?

If the college/university has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the college/university has not implemented this recommendation and does not plan to do so, please provide the rationale.

The institution has considered this recommendation and has concluded it will not move substantially in this direction, absent the current professional programs that are offered that already have a component of competency based education build into their curriculum, particularly given that licensure/certification tests often require the demonstration of various professional competencies.

If this recommendation was fully implemented in FY16 and no substantial changes occurred in FY17, please indicate below.

See the statement above.

Recommendation 8 | Course and Program Evaluation

8 Duplicative Programs: Colleges and universities should review and address low-enrolled courses and programs and consolidate programs duplicated at other colleges and universities in your geographic area. Please indicate the section that aligns with the implementation status of your college/university. There is no need to provide your report.

Has the college/university implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

YES

If the college/university has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the college/university has not implemented this recommendation and does not plan to do so, please provide the rationale.

If this recommendation was fully implemented in FY16 and no substantial changes occurred in FY17, please indicate below.

This recommendation was implemented as reflected in the FY16 report. Nonetheless, assessment of low enrollment courses and programs is on-going.

Progress continues as illustrated in the table below.

**Course and Program Sharing: What courses/programs are currently being shared with other colleges and universities?
Course and Program Modifications: What courses/programs are currently being adjusted considering low enrollment or to increase enrollment?**

Partnering College/University	Explanation
<ul style="list-style-type: none"> • ICP (International Business/Trade/Commerce) CIP5211101 	Being considered for revision as a new program
<ul style="list-style-type: none"> • BSB Management (Management Information Systems General) CIP: 521201 	Restructured into a new program
<ul style="list-style-type: none"> • BSE ED-BSE Integrated Business Education (Business Teacher Education) CIP: 131325 • BA French (French Language and Literature) CIP: 160901 • BA Art History (Art History, Criticism and Conservation) CIP: 500703 • AA Marketing (Marketing) CIP: 521401 • AAS Drafting and Design (Drafting) CIP: 151301 	Programs that have been deleted or in the process of being deleted

Recommendation 9 | Co-located Campuses

Ohio Revised Code Section 3333.951 requires Ohio's co-located colleges/universities to annually review best practices and shared services in order to improve academic and other services and reduce costs for students. Co-located campuses are then required to report their findings to the Efficiency Advisory Committee.

Co-located Campus: NOT APPLICABLE

<p>Type of Shared Service or Best Practice (IE: Administrative,</p>	<p>Please explain in detail your findings related to this shared service or best practice.</p>
--	---

Academic, etc.)	

Please explain your approach and process to sharing services with your co-located campus.
Please identify and discuss best practices that have been identified by the co-located campuses.
Please provide your estimated cost savings from shared services between the co-located campuses.

Section III: Policy Reforms

Recommendation 10 | Policy Reforms

10A Financial advising: Ohio’s colleges and universities should make financial literacy a standard part of students’ education. Please complete the section that aligns with the implementation status of your college/university.

Has the college/university implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.
YES
If the college/university has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the college/university has not implemented this recommendation and does not plan to do so, please provide the rationale.
If this recommendation was fully implemented in FY16 and no substantial changes occurred in FY17, please indicate below. In academic year 2016-2017, 1,946 first-year students enrolled in pilot sections of First Year Experience classes. 1,067 (55%) of those

students completed *Financial Literacy 101*, a financial literacy tool provided by Decision Partners.

During the 2017-18 academic year, all first-year students (2,254 students) will take a First Year Experience class. Students in all sections are required to complete the *Transit: Financial Wellness* program already in place w/EverFi and Campus Clarity -- two companies that are joining together and already provides online training modules to HR for HR training as well as *Think About It* for on campus safety, sexual assault and bystander training.

10B Obstacles: The state Department of Higher Education and/or state legislature should seek to remove any obstacles in policy, rule or statute that inhibit the efficiencies envisioned in these recommendations.

What legislative obstacles or policy roadblocks, if any, inhibit efficiencies and affordability practices at the college/university?

- Recognition of the perspective of YSU's already low tuition (see Cost Diagnostic)
- Reducing barriers to monetizing assets such as the sale of property

Construction Reform

With the Construction Reform legislation in 2012, please describe the outcomes, efficiencies gained, and benefits to students from implementing this reform.

The University uses the standardized processes and procedures required for campus construction to optimize the price of construction.

Additional Practices

Are there additional efficiency practices your college/university implemented in FY17 to ensure students have access to an affordable and quality education? Please identify.

The institution determined there were savings above those captured in the standardized categories for item 3B Collaborative Contracts in the amount of \$538,000.

Section IV: Cost Savings, Redeployment of Savings & Tangible Benefits to Students

The following charts allow each college/university to report this information. For the first chart, please provide, if applicable, any actual cost savings to the college or university and/or students for fiscal year 2017 (or expected annual cost savings) for each of the recommendations from the Task Force. (Please note this does NOT include cost avoidance.)

For the second chart, please provide more detail as to how cost savings were deployed, specifically in the following categories: reductions in cost of attendance, student financial aid, student services, investment in efficiency and affordability tools, and student program improvements. Please use the explanation field to provide further detail.

Please use the chart below to capture, if applicable, FY17 cost savings, or expected annual savings, to the college/university in actual dollars:

Recommendation	If applicable, provide the actual FY17 cost savings, or expected annual cost savings, to the institution and/or student. Please specify. <small>*Put NA if no savings</small>
<i>Efficiency Practices</i>	
3A: Campus Contracts- <u><i>savings to institution</i></u>	\$67,000 via contracts; toner saving \$112,614; decreased annual capital outlay for printers \$73,500 (reduced printers by 245); reduced annual expenditure for copy/printer paper \$13,000
3B: Collaborative contracts- <u><i>savings to institution</i></u>	\$1,818,000 including areas beyond those identified by the Task Force (see additional efficiency practices below); for those identified by the Task Force \$1,280,000; savings from athletics travel \$59,200 per year
4A: Asset Review - <u><i>savings to institution</i></u>	\$25,008 funds secured via surplus sales; \$35,000/y for revenue from property lease related to private student housing development.
4B: Operations Review - <u><i>savings to institution</i></u>	\$1,000,000 investment by Barnes & Noble in bookstore location for student gathering space; \$775,000 commission towards the general scholarship fund via Barnes & Noble new agreement
4C: Affinity partnerships and sponsorships - <u><i>savings to institution</i></u>	Barnes & Noble \$775,000 (also noted above but not duplicated in summary below); JP Morgan-Chase \$79,745; Various sponsorships for athletics \$903,000; Pepsi \$55,000; Concert \$1,453,853 and 16,258 tickets for institutional exposure value; YSU Foundation \$8,100,000 scholarship funds; \$50,000,000 Student Success Center; \$1,200,000 Student Mobility initiative FY18; \$167,804 Scholarship of Excellence
5A: Cost diagnostic	Preliminary diagnostic completed revealing compensation and benefits are the primary cost-drivers for the institution; health care costs have decreased; operations are essential foundational costs without which campus operations would be impaired yet the cost of utilities has decreased significantly
5B: Productivity measure -	Comments provided; should be relativized to a per student FTE framework as opposed to a per management FTE framework

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5C: Organizational Structure - <u>savings to institution</u>	\$30,000 savings through improved negotiations for software; cost reduction of \$75,00 for reduction by one department in College of Education; Bad student debt decreased by \$411,105 from FY16 to FY17
5D: Health-care costs - <u>savings to institution</u>	\$1,600,000 associated with negotiated changes in employee contributions to proportion of health care costs 15% current (6% ten years ago)
5E: Data Centers - <u>not applicable</u>	Will move to data recovery to Ohio State Computer Center (OSCC) in FY18 and will evaluate moving ½ high value computing environment to OSCC
5F: Space utilization- <u>not applicable</u>	Participating in the Ohio Department of Higher Education pilot project related to efficiency of academic space utilization that compares historical enrolment and space use with actual to help inform course offering/space utilization decisions in the future
Energy projects – <u>savings to institution</u>	\$2,255,607 reduction in utilities costs (\$351,981 for utilities cost reduction in FY16 possibly not reported in FY16); \$100,000 savings linked to energy curtailment and at least \$500,000 cost avoidance via Hess and Calpine Energy
Regional compacts beginning FY18 - <u>savings to institution</u>	Reduced enterprise costs for Banner \$250,000 reduction in FY18 and \$74,000 reduction per year FY19-FY24; classroom multimedia reduction \$130,200 per year FY18-FY22
<i>Academic Practices and Policies</i>	
6A – 6C and textbook efficiency practices- <u>savings to students</u>	While dollar amount of sales is down 3% in FY18, the actual number of units sold is up by 4% compared to the previous beginning of term FY17. This data seems to indicate that students are buying/renting more books at a lower cost; \$126,584 for the combination of negotiated agreements for First-day Ready, Physiotherapy and Business accounting; Barnes & Noble agreement creates a minimum of \$10,000 per year in textbook scholarships, whereas the University invests \$156,237 per year in textbook scholarships; joined Open Textbook Network Consortium and hired an Open Education Resource person (\$56,000); The use of digital materials through Barnes & Noble is up 124% over one year ago; In one instance a change to digital content saved students \$33,600
7A: Education Campaign- <u>savings to students</u>	Beginning in FY16, \$1,720,000 in reduced revenue from students taking courses in the 15-17 credit hours bulk discount; in 2016-17, 1,450 students saved \$2,593,086 by enrolling in College Credit Plus courses which will reduce their time to degree regardless of the institution they attend to complete their college degree
7B: Graduation Incentive- <u>savings to students</u>	The University will implement a Tuition Guarantee in the future; Independent of an incentive, the University graduated the second largest class in history
7C: Standardize credits for degrees- <u>savings to students</u>	All programs absent those linked to accreditation requirements require 120 credit ours to graduate; only 26 of 95 programs require more than 120 credits to graduate and this is linked to those programs retaining accreditation; The First-Year Experience course in Fall 2017 included 88 sections serving 2,346 students (100% of YSU’s incoming freshman class).

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7D: Data-driven advising- <u>savings to students</u>	Early Alert System activated and utilized with 7,717 flags with an average of 2.35 flags per student, effect on retention and completion is underway and will be on-going														
7E: Summer programs- <u>savings to students</u>	Summer Early Start program produced 94% vs. 33% matriculation rate for students in the program vs. those not in the program; those in the Summer Early Start program saved \$35,488 or \$865 per student														
7F: Pathway agreements- <u>savings to students</u>	Substantial number of pathway agreements (103)														
7G: Competency-based education - <u>benefit to students</u>	Competency based education is incorporated into most all professional degree programs as this is assessed in practicum aspects of those degree programs														
8: Duplicative and low-enrollment courses and programs - <u>benefit to institution</u>	Assessment of duplicative and low-enrollment courses and programs is on-going														
9: Shared services at co-located campuses - <u>benefit to students</u>	There is a value for YSU hosting the Learning Management System (LMS) for EGCC and JVCC when students who transfer to YSU do not need to learn a different LMS														
Construction Reform	University utilizes all State of Ohio processes and procedures to optimize the cost of construction														
10A: Financial advising- <u>savings to students</u>	Implemented into First Year Experience classes in which 100% of the entering class enrolled														
Additional efficiency practices- <u>savings to institution</u>	There were efficiency savings in procurement practices beyond those requested in the standard efficiency reporting format equivalent to \$538,000 (see 3B collaborative contracts above)														
Total Expected Annual Cost Savings:	Given the information listed above the following efficiencies expressed in various categories emerged:														
	<table border="1"> <tr> <td>Direct Savings</td> <td>\$4,811,942</td> </tr> <tr> <td>Deferred Revenue (direct savings to students)</td> <td>\$6,687,203</td> </tr> <tr> <td>Cost avoidance (that would otherwise increase expenses)</td> <td>\$2,511,105</td> </tr> <tr> <td>Funds raised (reducing pressure on fees)</td> <td>\$1,102,557</td> </tr> <tr> <td>Savings or Funds raised by auxiliary enterprises</td> <td>\$997,200</td> </tr> <tr> <td></td> <td></td> </tr> <tr> <td>GRAND TOTAL</td> <td>\$16,110,007</td> </tr> </table>	Direct Savings	\$4,811,942	Deferred Revenue (direct savings to students)	\$6,687,203	Cost avoidance (that would otherwise increase expenses)	\$2,511,105	Funds raised (reducing pressure on fees)	\$1,102,557	Savings or Funds raised by auxiliary enterprises	\$997,200			GRAND TOTAL	\$16,110,007
	Direct Savings	\$4,811,942													
	Deferred Revenue (direct savings to students)	\$6,687,203													
	Cost avoidance (that would otherwise increase expenses)	\$2,511,105													
	Funds raised (reducing pressure on fees)	\$1,102,557													
	Savings or Funds raised by auxiliary enterprises	\$997,200													
GRAND TOTAL	\$16,110,007														

Please utilize the chart below to show how the total actual cost savings listed above were redeployed to either (1) reduce the cost of college for students or (2) to provide tangible benefits for the quality of students' education:

Youngstown State University
2017 Affordability & Efficiency Report

These savings noted above will permit YSU to invest more resources in core functions of instruction, instructional support, technology for enhanced teaching for value-added learning, and community engagement through service and applied research.

Category	Amount Invested for academic excellence and quality enhancement (or Student Costs Avoided)	Explanation
Reductions to the total cost of attendance (tuition, fees, room and board, books and materials, or related costs — such as technology)	\$1,720,000	<i>This represents the revenue reduction resulting from students taking courses in the bulk rate discussion that moved from 12-15 to 12-17 credit hours.</i>
Student financial aid	\$26,027,072 (\$3,931,715 increase over the previous year)	<i>Student scholarships offered by the university that effectively reduces costs and defers revenue</i>
Textbook Affordability	<i>Direct Savings to students of \$126,584 and University and Barnes & Noble and University textbook scholarships of \$166,237</i>	<i>Focused efforts on negotiating the costs of text books and the availability and use of scholarships for textbook purchases will have an impact on lowering the overall cost of a degree, particularly as these practices continue.</i>
Organizational arrangements and sponsorships that benefit the institution	\$775,000	A new agreement with Barnes & Noble generated this additional revenue to benefit the institution as a whole that also leveraged in investment by B&N in a Starbucks and student study areas in the new bookstore
Student success services, particularly with regard to completion and time to degree	\$115,000	Associate provost for student success was hired and is now working with the colleges and academic programs to engage in data-informed discussions related to student progress, completion, and placement
Investments in tools related to affordability and efficiency	\$262,000	Investment in upgrades, license continuation for StarFish and other site licenses related to student success
Improvements to high-demand/high-value student programs	\$56,000	Instructional Designer hired in Office of Distance Education to increase access to on-line courses and to increase access to open digital content
Investment in attraction and retention of faculty and staff via negotiated contracts	Investment to be finalized at a later date and reported in the FY18 Report	To assure student access and success, academic excellence, and engagement with the community in mutually beneficial ways

Youngstown State University
2017 Affordability & Efficiency Report

<p>As the result of BOT-endorsed and YSU Foundation Board-endorsed investment in academic excellence, student access and success and community engagement via fund-raising campaign</p>	<p>Investment to be realized over time</p>	<p>\$8.1 million in annual base support for student scholarships, including both merit- and need-based programs.</p> <p>\$50 million in gift funds raised and pledged to support projects that will directly benefit students, including renovations to the Jones Hall Student Success Center and other classroom buildings, the creation of an innovation and commercialization center, and student scholarships and work opportunities.</p>
---	--	---

**University Courtyard Apartments
Monthly Room Rental Rates**

<u>Unit Type</u>	<u>Proposed FY 2019</u>	<u>Actual FY 2018</u>	<u>Percent Increase</u>	<u>Dollar Increase</u>
1 Bed / 1 Bath	\$815.00	\$805.00	1.2%	\$10.00
2 Bed / 2 Bath	\$690.00	\$680.00	1.5%	\$10.00
4 Bed / 2 Bath	\$600.00	\$590.00	1.7%	\$10.00

Transportation Fee and Parking Services Budget Modification, FY 2018

	Adopted	Amended		Percent
	FY 2018	FY 2018	\$ Change	Change
Student Transportation Fee	\$155	\$115	(\$40)	-25.8%

	Adopted	Amended		Percent
	Budget	Budget		Change
	FY 2018	FY 2018	\$ Change	Change
EARNED INCOME				
Faculty & Staff Permits	\$540,000	\$540,000	\$0	0.0%
Student Transportation Fee/Permits	3,333,500	2,408,720	(924,780)	-27.7%
Parking Fines	50,000	50,000	0	0.0%
Parking Fees-Special Events	110,000	110,000	0	0.0%
Daily Parking Fees	51,000	51,000	0	0.0%
Parking Meters	6,000	6,000	0	0.0%
Parking Permits-Contracted Service	40,000	40,000	0	0.0%
Control Card Replacement	100	100	0	0.0%
Weekly Permits	15,000	15,000	0	0.0%
Total Earned Income	\$4,145,600	\$3,220,820	(\$924,780)	-22.3%
TOTAL RESOURCES	\$4,145,600	\$3,220,820	(\$924,780)	-22.3%
EXPENDITURES				
Permanent Staff	\$439,185	\$439,185	\$0	0.0%
Temporary Staff	417,000	417,000	0	0.0%
Fringe Benefits	223,093	223,093	0	0.0%
Administrative Charge	150,000	150,000	0	0.0%
Shuttle Service	363,000	363,000	0	0.0%
Other Operating	1,269,336	1,220,356	(48,980)	-3.9%
Debt Service	393,186	393,186	0	0.0%
Inst. Work Study Transfer	15,000	15,000	0	0.0%
Transfer for Capital Improvements	875,800	0	(875,800)	-100.0%
TOTAL EXPENDITURES	\$4,145,600	\$3,220,820	(\$924,780)	-22.3%

Board of Trustees Meeting
December 7, 2017
YR 2018-

Agenda Item E.3.c
Exhibit G

MEMORANDUM OF UNDERSTANDING

AMENDMENT TO YSU/YSU-OEA AGREEMENT,
AUGUST 18, 2017 – AUGUST 17, 2020

The parties mutually agree to clarify language set forth in the Collective Bargaining Agreement pertaining to promotion applicants to the rank of Senior Lecturer during the 2017-2018 academic year on a non-precedent setting basis.

Per the 2017-20 YSU/YSU-OEA Agreement, the rank of instructor has been eliminated. Effective January 1, 2018, all instructors will be converted to the position of lecturer at the same salary as currently being paid. Faculty converted to lecturers who do not wish to be considered for renewal shall notify administration no later than January 31, 2018.

For the 2017-18 academic year, the workload will remain as specified for an instructor in the 2014 – 17 agreement. Beginning with Fall 2018, lecturers and senior lecturers will be expected to teach 30 wh per year.

Following the schedule below, lecturers who have five or more years of service at YSU may apply for promotion to senior lecturer, according to the following schedule of amended deadlines:

Application submitted to Human Resources:	February 1, 2018 (5:00 p.m.)
Dean notified of applicants by Chief HR Officer:	February 10, 2018
DPC Recommendation and Notifications:	February 15, 2018
Chair Recommendation and Notifications:	March 22, 2018
Dean Recommendation and Notifications:	April 1, 2018
Provost Decision and Notification:	April 22, 2018

Furthermore, the parties mutually agree on a non-precedent setting basis that during the 2017-2018 academic year, colleges and departments shall evaluate applicants for Senior Lecturer according to the criteria currently used to evaluate faculty performance in teaching for promotion to the rank of Associate Professor.

MOU 2017.4, Entered into this ____ day of December, 2017

FOR THE ASSOCIATION

FOR THE UNIVERSITY

Albert Sumell, President
YSU Chapter of OEA

Martin Abraham, Provost
Youngstown State University

Jamal Tartir, Chief Negotiator
YSU Chapter of OEA

Allan Boggs, Chief Negotiator
Youngstown State University

cc: Kevin Reynolds, Chief HR Officer

**Agenda Item E.4.k
Support Material**

ARTICLE IV
BOARD COMMITTEES

A. Membership – All Trustees and Student Trustees shall be voting members of all Board standing committees, unless otherwise provided by these Bylaws.

B. *National/Global Trustees. In order to take advantage of the diverse talents, resources and experiences of friends and alumni of the university who can contribute to the current and future success of the university the position of National/Global Trustees has been established in accordance with the following guidelines:*

1. *The Board may nominate and appoint persons to the position of National/Global Trustee. National/Global Trustees shall be nominated and appointed by the Board of Trustees on the basis of one or more of the following criteria: success in chosen field or business; state or national prominence; ability to serve as an advocate for higher education; ability and willingness to offer advice to the Board and university president and/or demonstrated support for Youngstown State University.*
2. *There shall be no more than three (3) persons serving in the position of National/Global Trustee at any one time. National/Global Trustees shall serve staggered terms such that no more than one (1) such position expires in a calendar year.*
3. *Each National/Global Trustee shall be appointed for a three (3) year term and shall be eligible to serve a second consecutive three (3) year term. A National/Global Trustee that has served two consecutive terms shall not be eligible for reappointment as a National/Global Trustee until not less than one (1) year has passed since the conclusion of his or her term as a National/Global Trustee.*
4. *National/Global Trustees shall have no voting privileges on the Board, shall not be considered in determining whether a quorum is present and shall not be eligible to be an officer of the Board, but may otherwise participate in all activities of the Board.*
5. *National/Global Trustees shall not be compensated for their service but shall be paid their reasonable and necessary expenses in the same manner that applies to Trustees.*

6. *National/Global Trustees shall follow the Ohio ethics laws, including those set forth in Chapter 102 and Sections 2921.42 and 2932.43 of the Revised Code, the Board's Bylaws and University policy.*
7. *National/Global Trustees shall appointed by Board action after nomination by the Governance Committee of the Board in accordance with the process described for the nomination and election of Board officers set forth in Article IV, Section 6.a. of the Board's Bylaws*
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10. *National/Global Trustees shall be entitled to legal defense and indemnification against claims and liabilities that might arise from the performance of their duties on behalf of the Board to the fullest extent permitted by Ohio law. In addition, the National/Global Trustees will be considered a "volunteer" for purposes of coverage under the University's liability insurance.*

C. Committee Chairperson and Vice Chairperson - The Chairperson shall appoint the chairperson and vice chairperson of each standing committee, and members of such committees that are not otherwise composed of all of the trustees or as otherwise set forth herein, subject to the approval of the Board. Committee chairpersons and vice chairpersons shall be Trustees. The Chairperson will not be a chairperson or vice chairperson of a standing committee.

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[Continuing thereafter unchanged but for Paragraph/Section lettering.]

**ARTICLE IV
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Agenda Item

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7. National/Global Trustees shall appointed by Board action after ~~be nominated nomination and elected~~ by the Governance Committee of the Board in accordance with the process described for the nomination and election of Board officers set forth in Article- IV, Section 6.a. of the Board's Bylaws

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* Italics denotes new language.

[Continuing thereafter unchanged but for Paragraph/Section lettering.]

**PROFESSIONAL/ADMINISTRATIVE STAFF
POSITION DESCRIPTION**

Page 1 of 3



YOUNGSTOWN STATE UNIVERSITY

Issued:

Salary Range: L10, Excluded

Reviewed By: JT/HJ/JG

RFLSA Review: Exempt

Hiring Range: \$100,323 - \$120,000

TITLE: Special Assistant to the President

DEPARTMENT: Office of the President

JOB SUMMARY:

To serve as a member of the President's Cabinet; provides leadership, vision and direction in the administration of a comprehensive array of initiatives, services, and policies related to institutional research, strategic planning implementation and assessment, and an integrated approach to institutional effectiveness. Works with institutional leadership to develop, implement and enhance systems and processes to achieve the mission and realize the vision by supporting evaluation of process and changes in key performance indicators. Supports the Office of the President internally and externally. Acts as liaison to the Board of Trustees. Plans, manages, and evaluates operational, financial, and personnel activities of the Division of Institutional Effectiveness that includes Institutional Research and the Division of Student Success.

ESSENTIAL FUNCTIONS & RESPONSIBILITIES:

In support of Institutional Research, helps assure that competent and insightful capabilities are available to:

- Conduct data analytics for descriptive , predictive, and prescriptive purposes
- Assess progress on strategic initiatives and key performance indicators
- Support accurate submission by all levels of the University the necessary reports for agencies at the local, state, and federal levels and for accreditations
- Support a collaborative and shared-responsibility framework for data governance that will optimize the use of analytics for informed decision-making
- Partner with information technology services to assure enterprise systems support an integrated planning, implementation and assessment environment
- Educate and convene internal and external constituencies about institutional data analysis and analytics capabilities
- Communicate and collaborate internally and externally on matters related to Institutional Research

**Agenda Item E.4.h
Support Material**

**PROFESSIONAL/ADMINISTRATIVE STAFF
POSITION DESCRIPTION**

Page 2 of 3

In support of Institutional Effectiveness, assists YSU to achieve its mission and realize its vision by:

- Supporting the success of all aspects of strategic planning, implementation, assessment, reporting and adjusting the plan that includes
 - Consulting with academic, student support and administrative areas from an integrated planning perspective including the perspective that YSU is a learning organization
- Helping to create an environment of integrated planning that aligns resources (human, operational, capital, etc.) with strategies and tactics to achieve goals and objectives
- Helping to assure predictive and prescriptive analytics are utilized to improve all aspects of policies and operations
- Helping create an environment of data-informed and consultative decision-making
- Helping to strengthen a foundation of shared-responsibility for achieving goals

Supports the **Division of Student Success** in achieving the goals and objectives included in YSU's Student Success Plan (report submitted through the BOT to the chancellor of the Ohio Department of Higher Education on Student Completion and Retention.) Aligned with this responsibility include the following:

- Supports a consultative environment of faculty and staff involvement in all aspects of student access and success
- Ability to facilitate use of data and knowledge of student behaviors to enhance student matriculation, satisfaction, and persistence

Supports the **Office of the President** by leading an integrated planning approach to achieve the goals and objectives of the strategic plan including convening individuals and/or groups as appropriate, representing the institution internally and externally to advance and to enhance its position in higher education, and other duties as designated to facilitate the success of the responsibilities of the Office of the President and of the position. Aligned with this responsibility include the following:

- Ability to communicate effectively in written form as well as in public settings
- Experience and maturity to maintain composure and be diplomatic as well as maintain confidentiality

Supports the Board of Trustees by serving as the liaison to the Board. Aligned with this responsibility include the following:

- Understanding of the role and responsibilities of a Board to support training and development that helps optimize board discussions and deliberations and involvement in mission-critical and vision-achieving decisions
- Current knowledge of local, state and federal higher education issues, policies, regulations and trends

OTHER FUNCTIONS & RESPONSIBILITIES: Performs other related duties as assigned.

SUPERVISION EXERCISED: Supervision is exercised over professional/administrative and classified staff including their professional development and advancement, performance assessment, and adherence to regulations, policies, and procedures.

REPORTS TO: President

REQUIRED CERTIFICATIONS AND/OR LICENSURES: None

PHYSICAL REQUIREMENTS: None

MINIMUM QUALIFICATIONS:

Master's degree; minimum of fifteen (15) years of experience in college/university administration at the Dean's level or higher; seven (7) years of higher education supervisory experience; experience planning and managing budgets in excess of \$20 million; strong analytical skills, research knowledge and experience.

PREFERRED QUALIFICATIONS:

Doctoral degree in an academic discipline; significant experience as a faculty member at the level of professor; experience as a senior higher education administrator at the vice president level or higher; demonstrated experience and competency in a shared governance and collective bargaining environment; demonstrated experience proactively implementing analytics that have positively impacted academic excellence, student success and engagement with the community; significant experience associated with strategic planning, implementation, and assessment of progress in achieving the goals and objectives of the strategic plan of a higher education institution; demonstrated experience of positive outcomes of supporting the office of the President of a higher education institution; experience and successful outcomes of interactions with a Board of Trustees of a higher education institution.

I hereby acknowledge that I have reviewed this position description and fully understand my job duties and responsibilities in their entirety. I understand that I am responsible for the satisfactory execution of the essential functions described therein, under any and all conditions. I further understand that Youngstown State University may make modifications, additions, or deletions to this position description at any time, and will notify me of any changes by sending me a revised copy for my review and signature.

If I have any questions about my job duties and responsibilities, I will contact my immediate supervisor or a member of Human Resources.

Signature: _____

Date: _____

Print Name: _____

**RESOLUTION TO AMEND THE BYLAWS OF
THE BOARD OF TRUSTEES OF
YOUNGSTOWN STATE UNIVERSITY**

WHEREAS, the Board of Trustees of Youngstown State University is a self-governing body established under Chapter 3356 of the *Ohio Revised Code*; and

WHEREAS, the Board of Trustees has adopted *Bylaws* regarding its governance and policies regarding its procedures; and

WHEREAS, the Governance Committee of the Board of Trustees has recently undertaken a review of the Board's *Bylaws* and has determined that the *Bylaws* should be amended; and

WHEREAS, pursuant to Article IX, Section 3.A. of the *Bylaws*, the Governance Committee announced its proposed amendment to the *Bylaws* at the regular meeting of the Board of Trustees held September 7, 2017; and

WHEREAS, the Governance Committee has approved certain changes to the proposed amendment to the *Bylaws* as are reflected in the attached redlined version of Exhibit R

NOW, THEREFORE, BE IT RESOLVED, effective immediately, that the Board of Trustees of Youngstown State University does hereby amend Article IV of its *Bylaws* to add a new paragraph B. to create the position of National/Global Trustee, as reflected in the redlined and clean versions of the amended *Bylaws* attached hereto as Exhibit R; and

BE IT FURTHER RESOLVED, that University administration is authorized and directed to take such actions as are necessary and appropriate to effect the amendment of the Board's *Bylaws*, including the republication of the *Bylaws* booklet.

**Board of Trustees Meeting
December 7, 2017
YR 2018-_____**

Agenda Item E.5.a .

ARTICLE IV
BOARD COMMITTEES

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YOUNGSTOWN STATE UNIVERSITY
Interfund Transfers Requiring Board Approval
Transfers Outside of the Operating Budget
Requested Transfers for First Quarter 2018

FROM	TO	AMOUNT	REASON
Parking Services Plant Reserve (Auxiliary Plant Fund)	M-70 Parking Lot Re-pavement (Auxiliary Plant Fund)	\$650,000	Transfer to fund parking project.

Agenda E.3.f
Exhibit J

Youngstown State University Tuition Guarantee Plan: *The Penguin Tuition Promise*
Revised 11/22/2017

This plan is contingent upon the approval of the Chancellor of Ohio Higher Education, and subject to changes that may be required by the Ohio Department of Higher Education.

1. Introduction

The YSU Penguin Tuition Promise is a cohort-based, level-rate tuition and fee guarantee model that assures a student and his/her family a set of fixed rates for the pursuit of an undergraduate degree at Youngstown State University within the parameters outlined in this document. A student's tuition rate is established based on first enrollment and remains unchanged for four consecutive academic years. The Penguin Tuition Promise is designed to make the cost of college predictable and affordable, and encourages students to complete degree programs within four consecutive academic years. This program is governed by section 3345.48 of the Ohio Revised Code, and is subject to the approval of the Chancellor of the Ohio Department of Higher Education.

2. Communication of the Penguin Tuition Promise

These principles, along with the rates approved by the YSU Board of Trustees will be published on the websites of the YSU Bursar, Office of Financial Aid & Scholarships, other student service websites as may be appropriate, and in the university handbook and undergraduate catalog.

3. Definition of students included in the Penguin Tuition Promise

Beginning with the 2018-19 academic year, every new undergraduate degree-seeking first-year or transfer student will be part of the initial cohort of the Penguin Tuition Promise.

Each year, a new cohort rate may be established by the YSU Board of Trustees, as permitted by state law, to be effective for each new cohort that enrolls for the first time or transfers in during the academic year.

Additional details regarding the establishment of the student's cohort:

- a. Eligible students are assigned to a cohort based on the semester in which the student first enrolls as a degree-seeking student. Each academic year includes one summer, fall and spring term. Regardless of a student's initial term of enrollment, he/she will be eligible for the guaranteed cohort rate (in effect at the time of their initial enrollment) for four consecutive academic years.
- b. Establishment of the cohort group: Any new undergraduate degree-seeking transfer or first-year student registered for classes as of the day after the last day to withdrawal at 100% refund is considered "matriculated" for that Term. The first Term of enrollment establishes the cohort rate as outlined above. The establishment date is intentionally the same as the "no-refund" date. In addition this date has been chosen because all official

Agenda Item E.3.d

Exhibit H

transcripts include all classes enrolled as of this date. For flexible schedule classes, the published "no-refund" date is the cohort established date.

- c. Continuing students: Neither degree-seeking nor non-degree seeking continuing students (students admitted and matriculated prior to summer term 2018) are not part of the Penguin Tuition Promise. These students will follow the traditional tuition model.
- d. Non-degree students: Students admitted or enrolled as non-degree students whose initial term of enrollment is after spring term 2018 will be charged the newest cohort rate in effect at the time of enrollment but are not assigned to a Penguin Tuition Promise cohort. However, once a student is defined as degree-seeking, he/she will be placed into the appropriate cohort, based upon the initial term enrolled as an undergraduate degree-seeking student.
- e. Re-enrolling students: Students re-enrolled who were admitted in an undergraduate degree program prior to summer term 2018 will follow the traditional tuition model, just as the continuing students do, and are not part of the Penguin Tuition Promise. Re-enrolling students who were initially admitted summer term 2018 or later will be in their respective cohort rate and will follow the regular rules after four consecutive years have elapsed unless they have stopped out and are required to be re-admitted.
- f. Re-admitted students: Students who have stopped out for the period of time designated by the University as to be re-admitted will fall into the cohort for the academic year in which they are re-admitted. Currently, the period of time designated by the University is three consecutive terms.
- g. Students enrolled in the state of Ohio's College Credit Plus (CCP) program are not part of any guarantee cohort during CCP participation.

4. Length of Cohort Guaranteed Rate

A student in the Penguin Tuition Promise will have four consecutive years, including the initial summer, fall, or spring term of enrollment at the tuition cohort rate regardless of course load.

Because YSU's academic year begins with summer term, students whose first enrollment is summer term will have an automatic one (1) term extension at the end of their guaranteed cohort period.

5. Tuition and fees included and excluded from the Penguin Tuition Promise

Undergraduate resident tuition is the sum of the undergraduate instructional fee and mandatory general fees that are uniformly charged to a student cohort. Each incoming cohort is charged a unique, guaranteed rate for four consecutive years. Full-time students pay additional tuition at their cohort rate for credit hours taken in excess of the established 12-18 credit hour bulk rate during a given term. Part-time students pay instructional and mandatory on a prorated, per-credit hour basis at their cohort rate. Please see Appendix A for details.

Fees included in the Penguin Tuition Promise:

- a. The instructional fee covers instructional costs that eligible undergraduate students pay. Each incoming cohort is charged its unique, guaranteed instructional fee rate for four consecutive years.
- b. Mandatory fees include fees charged uniformly and universally to a student cohort as part of the blended general fee. A blended general fee significantly streamlines and reduces the



number of miscellaneous fees that would otherwise appear on a student bill. . An average per student cost has been determined and will be charged to all students in each eligible cohort, thereby minimizing unanticipated fee changes to a student's bill that might otherwise occur from year to year. The blended general fee includes:

- General fee
 - Information services fee
 - Career services fee
 - Matriculation fees
 - Graduation fee
 - Transportation fee
- c. Housing and dining rates are included in the Penguin Tuition Promise but may vary depending on students' chosen or available residence type and meal plan selection. Please see Appendix B for housing and meal plan costs that will become effective for the 2018-19 academic year for the first cohort of the Penguin Tuition Promise program and for continuing students.

Fees NOT included in the Penguin Tuition Promise:

- a. Nonresident surcharges.
- b. Program fees, lab and materials fees, and college fees that recognize the cost variation among different programs, courses and majors and which are not assessed uniformly or universally.
- c. Miscellaneous fines and service charges, such as late payment fees, library fines, and the (optional) duplicate diploma fee.

6. Cohort Pricing Model

After the first year, subsequent cohort increases will be determined by the combination of future biennial legislatively-prescribed tuition parameters and a rolling 5-year average of Consumer Price Index inflation (for all urban consumers).

7. Full-Time / Part-Time Students

Tuition and fees for the Penguin Tuition Promise are assessed on a per credit hour basis. YSU's full-time bulk rate is assessed to students taking 12 to 18 credit hours. Additional charges for hours taken above 18 credits shall be assessed at the per credit hour cohort rate.

8. Students Who Stop-Out or Withdraw and Return

If a student in the Penguin Tuition Promise cohort chooses to, for example withdraw (officially or unofficially), is financially suspended, administratively withdrawn, or is judicially suspended from YSU, the term(s) absent will count toward the four consecutive year guarantee. When this student re-enrolls, if four consecutive years have not been exhausted since initial enrollment, then the student will be charged the guaranteed rate for his/her original cohort. If four years have passed, then the re-enrolling student is moved to the cohort that went into effect the year immediately following his/her original cohort. The student will remain in that cohort for up to one year and if still enrolled after that cohort expires, will be placed into the next cohort until the student is no longer enrolled.

9. Programs Requiring More Than 128 Credit Hours



Students in programs that have been identified by the Ohio Department of Higher Education as requiring more than 128 hours to complete will automatically receive an additional term at the end of their fourth year of the guarantee. If a student internally transfers to one of these programs, he/she will receive the automatic extension of the Penguin Tuition Promise rate. A complete listing of undergraduate programs, including the number of credit hours required for graduation, can be viewed online at: http://www.ysu.edu/academics#t_bachelors-degrees

10. Students Completing More Than One Credential

Students may complete as many undergraduate degrees, majors and minors, as they are able within the four consecutive year guarantee of the Penguin Tuition Promise. Undergraduate students pursuing any level of course credit will have their fees assessed based on their guaranteed cohort rate.

11. Students Graduating in Fewer Than Four Years

Students who earn an undergraduate degree in fewer than four consecutive years will continue to be permitted to enroll in undergraduate classes at the initial cohort rate until four consecutive years have passed.

12. Students Who Require More Than Four Years to Graduate

Students who take more than four consecutive years to earn an undergraduate degree, are not in a program approved to require more than four years as defined in section 9 of this document, and are not part of an exception group (defined below), at the end of their fourth consecutive year, will automatically be placed into the next cohort that went into effect immediately after the student's original cohort. The student will remain in that cohort for the duration of the cohort, and if still enrolled after that cohort expires, will be placed into the next cohort until the student is no longer enrolled.

Students who take more than four consecutive years to earn an undergraduate degree will be given the opportunity to request an extension of their current cohort rate by the end of their fourth consecutive year until no later than 30 days after the end of their fourth consecutive year. Students who receive an approved extension will have an extension to not exceed one (1) term immediately following their fourth consecutive year.

13. Exceptions for Students Requiring More Than Four Consecutive Years

There will be some students who require more than four consecutive years to graduate due to circumstances beyond their control. Each case will be evaluated on its own merit. An appeals committee will be established to evaluate exceptional cases. In most cases, these extenuating circumstances fall within the precedents already established by YSU's long-standing Fees & Fines Appeals Committee, which will lay the foundation for a new process for appeals related to the Penguin Tuition Promise.

A student called to active military duty will be given an automatic extension of the guaranteed cohort rate for as many terms impacted by his/her time served. Documentation of military service is required for this exception.

A non-exhaustive list of examples of cases that could be considered for an exception appeal include:



- a. **Reasonable accommodation for disability:** If it is determined that additional terms are a reasonable accommodation of a student's disability, the Associate Provost for Student Success will make a recommendation for the appropriate continuation.
- b. **Medical Conditions:** A student who has extenuating medical issues may submit an appeal to extend the cohort rate. The appeal will be evaluated individually and a determination made based on the nature of the medical issue.
- c. **University Errors:** If it is determined that a University error caused a student to extend his/her enrollment beyond four years, then the student will be afforded additional terms to complete his/her degree.

If a student is not able to complete his/her degree program in the four consecutive years of their established cohort as a result of a required course being unavailable, YSU will provide the necessary courses in compliance with Ohio Revised Code section 3345.48. To be considered for this exception, a student must file an appeal through the Penguin Tuition Promise appeals committee by the last day to add a course in their final term.



Appendix A
Undergraduate Tuition & Fee Schedule
Academic Year 2018-19

	Current Tuition Schedule for continuing students	Proposed Tuition Schedule for new students entering AY 2018-19
Full-time Tuition & Fees per semester:		
Instructional Fee	\$3,240.00	\$3,434.40
General Fee	\$683.64	\$1,015.19
Information Services Fee	\$120.00	<i>Consolidate to General Fee</i>
Career Services Fee (avg.)	\$27.00	<i>Consolidate to General Fee</i>
Transportation Fee (mandatory flat fee at 6 SCH)	\$115.00	<i>Divide by 12 and consolidate to General Fee</i>
Registration/Matriculation (One-time flat fee)	\$80.00	<i>Divide by 12 and consolidate to General Fee</i>
Graduation Fee (One-time flat fee)	\$65.00	<i>Divide by 12 and consolidate to General Fee</i>
Total Tuition & Fees	<u>\$4,330.64</u>	<u>\$4,449.59</u>
Tuition Increase for Initial Cohort		2.75%
Average Room & Board per semester	\$4,545.00	\$4,700.00
Room & Board Increase for Initial Cohort		3.41%
Grand Total	<u>\$8,875.64</u>	<u>\$9,149.59</u>
Grand Total Increase for Initial Cohort		3.09%



**Appendix B
Room & Board Rates
Academic Year 2018-19**

Fee Description	FY 2018 Actual	FY 2019		
		Proposed	\$ Change	% Change
Room & Board (per academic year) fall 2018 Cohort	N/A	\$9,400.00	NEW	NEW
Room & Board (per academic year) Continuing Students	\$9,090.00	\$9,312.00	\$222.00	2.44%
<i>Room</i>	\$5,558.00	\$5,671.00	\$113.00	2.03%
<i>Board (12 or 8 meal plans)</i>	\$3,532.00	\$3,641.00	\$109.00	3.09%
Residence Hall Application Fee (academic year and/or summer)	N/A	\$35.00	NEW	NEW
Single Room Surcharge (per semester)	\$900.00	\$1,400.00	\$500.00	55.56%
Weller House Apartments per Academic Year (room only)	\$8,000.00	\$8,000.00	\$0.00	0.00%
Weller House Shared Apartment	\$7,000.00	\$7,000.00	\$0.00	0.00%
Weller House Family Apartments	\$10,000.00	\$10,000.00	\$0.00	0.00%
Student Housing During Academic Breaks				
1 - 3 days (no meals, per day)	\$26.00	\$26.00	\$0.00	0.00%
Per week (no meals, per week)	\$205.00	\$182.00	(\$23.00)	-11.22%
Summer				
Room and Board (10 meals per week)	\$260.00	\$285.00	\$25.00	9.62%
Apartments in Weller House rates prorated for current tenants/per month		\$400.00	\$400.00	NEW



Justification for FY18-19 University Courtyard Room Rental Rates Increase

Effective fall semester 2018, Housing Services proposes to raise the rental rates for the University Courtyard Apartments by \$10 for each unit type, which is a flat rate that will provide additional revenue needed to maintain these facilities and fund auxiliary overhead charge increase and maintain competitive rates.

Justification for FY18-19 University Housing & Dining Rates Increase

This is a request to increase the room and board fees as shown on attached. Chartwells contract allows for a 3% increase annually. We propose to increase the room rates for current students by 2.0 %. These will combine for a 2.3% proposed increase. The reason we are seeking an increase in room rates is we have decided to add Micro-fridges to each room. We anticipate an increase to salary rates with current negotiations. We have hired new staff who are doing so much more with programming for students and the re-creation of the living learning communities requires additional funding of events and activities. Additionally, the facilities audit has been completed and we need to invest monies into repairing and replacing systems.

We are also seeking an increase to single room costs – most universities charge a double cost (200%) for single rooms – we seek 150% for a single room. We will be adding some single rooms to our inventory for fall and so we needed a new rate for those rooms.

Additionally, we would like to change the break fees to not include meals. In the past, we charged for Pete's points. Now that the student's points roll over from fall to spring, we would like to not charge additional costs and let the students use accumulated points or pay on their own for food.

Finally, we have adjusted summer room fees to reflect an increase in room rents annually.

If the university moves forward with a four year guaranteed rate, we have proposed that cost which will stay for four years for entering students new to YSU in Summer/Fall 2018. This rate is estimated that even though we will lock in rates, most students will move to an apartment by junior year.

Youngstown State University Development and Service Agreement

This Agreement (“Agreement”) is made effective as of _____, 2017 and is made between Youngstown State University, an Ohio urban research institution (the “University”), and the Youngstown State University Foundation, an Ohio nonprofit corporation (the “Foundation”). The University and the Foundation are referred to individually as a “Party” and collectively as the “Parties”.

BACKGROUND INFORMATION

- A. The University is an urban research institution of higher education established and existing under the laws of the State of Ohio and assisted by support of the State of Ohio. Its mission is to emphasize a creative, integrated approach to education, scholarship and service.
- B. The Foundation is an Ohio nonprofit corporation exempt from federal income taxation under section 501(c)(3) of the Internal Revenue Code (the “Code”).
- C. On December 16, 2014, the University and the Foundation entered into a Development Function Transfer and Service Agreement.

NOW THEREFORE, in consideration of the mutual covenants and promises contained in this Agreement, the Parties agree as follows:

ARTICLE I PLEDGE OF COOPERATION

Section 1.1 Promotion of Mission. The Foundation and the University each agree to assist the other Party through consultation, cooperation and engagement on projects that benefit the University.

Section 1.2 Development Services. As of the effective date of this Agreement, the University hereby contracts with the Foundation for the Foundation to provide development services, including, but not limited to, solicitation of funds and donor development, donor stewardship, pledge and donation-related recordkeeping and accounting, donor acknowledgements, pledge payment collections and reminders.

Section 1.3 Acknowledgement Regarding Certain Fundraising Activities.

- a. The Parties hereby acknowledge and agree that the Penguin Club, WYSU and the Rich Center for Autism will continue to raise, collect and acknowledge their own funds; and in the event the Foundation receives funds designated for any of said organizations, the funds will be promptly transferred to such organization.
- b. The Parties also hereby agree and acknowledge that any individual division, department or college of the University may engage in its own fundraising activities. Any solicitation of

Agenda Item E.2.b
Exhibit D

donations, however, should be coordinated appropriately with the Foundation to ensure that donor contributions are directed to the Foundation for proper recording and/or processing.

- c. The Parties also hereby agree and acknowledge that student organizations will continue to have fundraisers and the Foundation will not be involved in those student fundraising functions.

Section 1.4 Independent Parties. The Foundation is a totally independent and autonomous Ohio nonprofit corporation that is exempt from federal income tax under the Code Section 501(c)(3) and shall maintain its independence from the University. The University is a state-assisted institution of higher education established pursuant to Ohio Revised Code Section 3356.01. Nothing in this Agreement, in the implementation of this Agreement, and nothing done in order to comply with this Agreement is intended to abrogate the independent status of either the University or the Foundation, merge the Parties, assume one into the other, or create a partnership or joint venture.

Section 1.5 Oversight Committee. Each of the Parties shall designate not more than three individuals to serve on an "Oversight Committee" to address operational issues between the Parties during the term of this Agreement (including any Renewal Terms). The Oversight Committee shall provide quarterly updates to the University Board of Trustees in accordance with Section 2.2 of this Agreement.

ARTICLE II FOUNDATION OBLIGATIONS

Section 2.1 Fund Raising Services Provided by the Foundation.

- a. The Foundation will take the necessary steps to fulfill the Foundation's obligations pursuant to this Agreement.

As often as is deemed necessary, in consultation with the University, the Foundation may conduct feasibility studies regarding donor interest for various fundraising programs. The Foundation will also provide advice to the University as the University develops its fundraising goals and plans.

- b. The Foundation agrees to service the collection of any of the University's outstanding pledges currently existing as of the effective date of this Agreement, except for those related to WYSU. These services shall include reminder notices and other efforts deemed necessary or appropriate by the Foundation to collect the pledges on behalf of the University. On a monthly basis, the Foundation shall provide a report to the University detailing all outstanding pledges. Notwithstanding the foregoing, for purposes of clarification, the actual pledges recorded in the financial records of the University shall not be transferred to the Foundation.
- c. The Foundation will develop and implement a plan and strategy for raising funds to effectuate the Plan (as that term is defined in Section 3.1), working cooperatively with the University. The Foundation President will be responsible for administration of the development and fundraising programs.

- d. With the exception of those organizations and activities described in Section 1.3, the Foundation will work cooperatively with the University in planning and coordinating all University events that have fundraising as a primary purpose, and Foundation staff will communicate with University events staff to assure events are executed and managed appropriately.
- e. The Foundation shall manage and track all donations received by the Foundation for the benefit of the University, whether designated gifts or undesignated gifts, real estate, life insurance expectancies, or endowed gifts. The Foundation will implement best practices in maintaining donor confidentiality and audit-compliant accounting and acknowledgement processes.
- f. The Foundation will work cooperatively with the University in an effort to reach the goals in the Plan. The Presidents of the University and the Foundation will work together to identify, cultivate and solicit gifts. The Chair of the Foundation will invite the President of the University to attend regular board meetings of the Foundation as a guest, unless the purpose of the meeting is to address a confidential matter.

Section 2.2 Reporting Obligations. The Foundation will, on a quarterly basis, provide to the University a report, containing an update regarding their fundraising efforts, including a listing of gifts received by the Foundation, the status of the financial goals set in the Plan, and an executive summary of the quarterly investment management report. Supplemental reports for multi-year pledges of \$50,000 or more to support non-endowed projects will be provided to the University's Controller Officer to facilitate cash flow projections for long-term financial planning. In the event that (a) a single gift is made to the University of \$100,000 or more or (b) a new fund is established for which the University will need to open accounts to accept the donations, the Foundation shall also include supporting documentation related to the gift or fund, including designation information. On an annual basis, and no later than October 8th of each year, the Foundation shall provide to the University a copy of its audited financial statements and management letter. The financial statements shall be included with the University's financial statements in accordance with Generally Acceptable Accounting Principles.

Section 2.3 Transfer of Funds to the University. On a monthly basis, the Foundation shall transfer non-endowed funds and pass-through gifts designated for the University that are intended for the University's regular operations (including but not limited to Annual Fund dollars, immediate program support, gifts to capital projects, immediate aid scholarship and event underwriting) (collectively, such funds are referred to herein as "University Funds") actually received by the Foundation for the benefit of the University to the University. Each transfer of University Funds must include all applicable donor information (including address) and designation information (if the gift has a designation).

Section 2.4 Gift Policies. The University developed University Policy 3356-5-07, "Gifts for the benefit of the university," that governs the acceptance of gifts, including conditional acceptance. The Foundation shall not accept, without the consent of the University Board of Trustees, any gift that imposes conditions, restrictions, obligations or contingent liabilities upon the University. All gifts accepted by the Foundation shall preserve donor intent, to the extent permissible under all applicable

laws. All philanthropic naming of physical spaces, programs, undertakings and any other naming rights shall be subject to approval by the University Board of Trustees.

Section 2.5 Management and Investment of Funds. The Foundation's Board of Trustees shall continue to direct the Foundation's management and investment of its funds. All gifts to endowment, unless specifically directed otherwise by the donor, will be received and managed by the Foundation. In the event the Foundation receives endowment funds designated for a University endowment, the funds shall be promptly transferred to the University.

On an annual basis YSU Foundation trustees will review the Foundation's annual spend policy, and distribute not less than the IRS required minimum distribution.

Section 2.6 Foundation Staff. The Foundation shall be the employer for all purposes with respect to all employees hired by the Foundation and shall be responsible for their wages and benefits.

Section 2.7 Indemnification. The Foundation agrees to defend, indemnify and hold harmless the University and any faculty, students, employees, trustees, officers, affiliates and agents (herein referred to collectively as the "Indemnified Persons") from and against any and all losses, liabilities, claims, suits, actions, losses, damages, demands, judgments or causes of action, assessments, costs or expenses (including without limitation reasonable documented attorney's fees and court costs) ("Damages"), arising out of a claim related to the activities to be carried out pursuant to the obligations of this Agreement, caused by the negligence of the Foundation, which the Indemnified Persons may hereafter incur, suffer and be required to pay as a result of (a) the Foundation's use of Confidential Information (as that term is defined in Section 6.1) (including any related data breaches), (b) any breach of this Agreement, or (c) any act or omission of the Foundation, its employees, affiliates, or agents. The Foundation's indemnification obligations hereunder shall be conditioned upon:

- (i) prompt written notice by the Indemnified Persons within six months of the Indemnified Persons having actual knowledge of any claim, action or demand for which indemnity is claimed;
- (ii) complete control of the defense and settlement thereof by the Foundation except as limited below, provided that such settlement places no liability or restrictions on the Indemnified Persons; and
- (iii) such reasonable cooperation by the Indemnified Persons, at the Foundation's request and expense, in the defense or settlement thereof.

The Foundation understands that the University is an institution operated pursuant to authority conferred by the State of Ohio, and as a state institution, pursuant to the constitution of the State of Ohio, it may not lend or give credit of the State or otherwise agree to provide indemnification. The Foundation acknowledges that it is expressly understood that this Agreement does not confer upon the Foundation any right or claim to indemnification by the University, be it expressed or implied. The Foundation further understands that by statute the Attorney General's Office represents the University and is fully charged with making decisions regarding litigation on behalf of the University.

This Agreement does not confer authority to the Foundation to make decisions on behalf of the University regarding litigation or litigation defense.

ARTICLE III UNIVERSITY OBLIGATIONS

Section 3.1 University Fundraising Plan. The Administrative Leadership of both the University and the Foundation will develop a comprehensive set of strategic objectives and priorities, including specific and measurable fundraising goals which will constitute the “Plan” for the University. The Plan shall be presented to the University and Foundation Boards for approval. Recognizing that the Plan is designed to be a long-term planning document that may change from time to time and may also include short-term goals, in the event that substantive changes are made to the Plan, the University and the Foundation shall resubmit the Plan to its respective Boards of Trustees for approval. On an annual basis, the University and the Foundation will provide the current Plan to the Boards of Trustees for review and a status report.

Section 3.2 Development Logistics. The University will transfer gifts to the Foundation if they are improperly received by the University. The University will designate accounting staff to review the supporting documentation for gifts received over \$100,000 or documentation for the establishment of new funds, when such funds are transferred to the University.

Section 3.3 Management and Investment of University Funds. The endowments recorded in the financial records of the University shall not be transferred to the Foundation, and those endowments shall be managed and invested, pursuant to University Board of Trustees policies. The University has developed appropriate policies to ensure that all future philanthropic endowed gifts, whether restricted or unrestricted, shall be deposited with the Foundation to be managed by the Foundation, unless specific donor intent demonstrates that the gift is to be given to the University for a restricted or unrestricted purpose. Donor intent shall be respected and complied with at all times to the extent permissible under applicable tax laws.

Section 3.4 Financial Statements. Prior to finalizing its annual financial statements, the University will ensure that the Foundation has the opportunity to review any portion of the University’s financial statements which includes or incorporates financial records or statements of the Foundation.

ARTICLE IV TERM AND TERMINATION

Section 4.1 Initial Term. Subject to earlier termination as hereinafter provided in this Article IV, this Agreement shall become effective on the date first listed above and shall continue in effect through June 30, 2020 (the “Initial Term”).

Section 4.2 Renewal Term(s).

- a. Renewal Terms. Following the end of the Initial Term, this Agreement shall automatically renew for additional three year terms, unless either of the Parties has provided one year’s prior written notice of its intention to not renew this Agreement or the Agreement has been otherwise terminated pursuant to Section 4.3 below.

Section 4.3 Termination. Unless the Parties mutually agree to an earlier termination of this Agreement, neither Party shall have the right to terminate this Agreement, except at the end of a Term, unless the Agreement is terminated for Cause. If either Party wishes to terminate the Agreement immediately for Cause, it shall promptly notify the other Party. Regardless of the reason for termination, following notice of non-renewal or termination, the Parties shall cooperate in good faith to take reasonable steps to transfer the development services to the University.

For purposes of this Agreement, “Cause” shall exist if either Party finds that one of the following has occurred with respect to the other Party:

- a. a Party has failed to perform and observe all material obligations and conditions to be performed or observed under this Agreement or a Party has breached any material representation, warranty, term or condition of this Agreement and has not cured the same after written notice from the other Party and a reasonable opportunity for cure, such cure period not to exceed 30 days, provided, however, that a Party that has been making a good faith effort to cure such breach will be provided reasonable opportunity to complete such cure efforts;
- b. a Party becomes insolvent, files for bankruptcy, or is placed in the control of the State of Ohio as part of a receivership or liquidation action;
- c. the Foundation (or any of its employees or agents) has committed any act or omission constituting theft, fraud, embezzlement, misappropriation of assets, willful misfeasance, or dishonesty, whether committed against the University or against a third party;
- d. the Foundation ceases to exist as a nonprofit corporation with 501(c)(3) status; or
- e. the University ceases to exist as a public university supported by the State of Ohio.

ARTICLE V REPRESENTATIONS AND WARRANTIES

Section 5.1 Representations and Warranties of the Foundation. The Foundation hereby represents and warrants to University that the statements contained herein are accurate and complete as of the date of this Agreement. The Foundation acknowledges that these representations and warranties are being made as an inducement for University to enter into this Agreement, that each representation and warranty is material to University, and that University is entering into and performing this Agreement in reliance upon each representation and warranty.

- a. Organization. The Foundation is a nonprofit corporation duly organized, validly existing, and in good standing under the laws of the State of Ohio.
- b. Power and Authority; Due Authorization. Foundation has all requisite power and authority to execute and deliver this Agreement and to take all actions contemplated by this Agreement. This Agreement constitutes a valid and binding agreement of Foundation, enforceable by University in accordance with its terms, except as such

enforceability may be limited by applicable bankruptcy, insolvency, reorganization, moratorium or other similar laws affecting creditors' rights generally and general equity principles.

- c. Consents; No Conflicts. Neither the execution and delivery of this Agreement by the Foundation nor the consummation of the transactions contemplated by this Agreement will violate any applicable law, rule or regulation or conflict with or result in the breach of any provision of any agreement, contract, order or instrument to which Foundation is a party or by which Foundation is bound or affected, or constitute a default (or an event which, with the giving of notice, the passage of time or otherwise would constitute a default) thereunder.
- d. Performance. The Foundation will perform the services and obligations set forth in this Agreement in compliance with all applicable laws.

Section 5.2 Representations and Warranties of the University. The University hereby represents and warrants to the Foundation that the statements contained herein are accurate and complete as of the date of this Agreement. The University acknowledges that these representations and warranties are being made as an inducement for Foundation to enter into this Agreement, that each representation and warranty is material to the Foundation, and that the Foundation is entering into and performing this Agreement in reliance upon each representation and warranty.

- a. Organization. The University is a state-assisted institution of higher education established pursuant to Ohio Revised Code Section 3356.01.
- b. Power and Authority; Due Authorization. The University has all requisite power and authority to execute and deliver this Agreement and to take all actions contemplated by this Agreement. This Agreement constitutes a valid and binding agreement of the University, enforceable by the Foundation in accordance with its terms, except as such enforceability may be limited by applicable bankruptcy, insolvency, reorganization, moratorium or other similar laws affecting creditors' rights generally and general equity principles.
- c. Consents; No Conflicts. Neither the execution and delivery of this Agreement by the University nor the consummation of the transactions contemplated by this Agreement will violate any applicable law, rule or regulation or conflict with or result in the breach of any provision of any agreement, contract, order or instrument to which the University is a party or by which the University is bound or affected, or constitute a default (or an event which, with the giving of notice, the passage of time or otherwise would constitute a default) thereunder.

ARTICLE VI CONFIDENTIAL INFORMATION

Section 6.1 Confidential Information. The University will provide to the Foundation access to

confidential or proprietary student, alumni and/or employee, as well as third party donor or potential donor information necessary for Development Functions (“Confidential Information”) which may be protected from disclosure by various state and federal privacy laws including but not limited to: the Personal Information Systems Act, Ohio Revised Code Section 1347.01, et seq. (PISA); the Family Educational Rights and Privacy Act, 20 U.S.C. Section 1232g, et seq. (FERPA); the Ohio Public Records Act, Ohio Revised Code Section 149.43, et seq. (PRA); and the Gramm-Leach-Bliley Act, 15 U.S.C. Sections 6801(b) and 6805(b)(2). Confidential Information shall not include information that (a) is or becomes generally available to the public other than through breach of this Agreement, (b) is communicated to either Party by a third party that had no confidentiality obligations with respect to such information, or (c) is required to be disclosed by law, including without limitation, pursuant to the terms of a court order, provided that either Party has given the other Party prior notice of such disclosure and an opportunity to contest such disclosure.

The Foundation, its employees, agents, contractors and subcontractors shall hold the Confidential Information in trust for the University’s benefit, and shall, in addition to their respective obligations hereunder, use best efforts at all times to adopt and follow procedures and practices to protect the confidentiality of the Confidential Information and prevent its disclosure to others without the express written consent of the University. The Foundation shall protect the Confidential Information disclosed to it by the University with at least the same degree of care as it normally exercises to protect its own confidential and proprietary information of a similar nature, but with no less than a reasonable standard of care for confidential and proprietary information of a similar nature.

The Confidential Information provided to the Foundation by the University is proprietary and confidential and remains the property of the University subject to the rights of the Foundation in accordance with the terms of the Agreement. The Foundation, its employees, agents, contractors and subcontractors shall hold the Confidential Information in trust for the University and Foundation’s benefit, and shall use the Confidential Information only for the purpose identified herein, or reproduce the Confidential Information only to the extent necessary for the above purpose, and shall not disclose the Confidential Information to any third party without prior written approval of the University.

The University and the Foundation will comply with all federal, state and local laws that apply to either Party with respect to Confidential Information.

Section 6.2 Non-disclosure and Re-Disclosure. Neither the Foundation, nor any of its employees, agents, contractors or subcontractors shall sell, release, transfer, reprint, duplicate, recreate, disclose or permit the disclosure to any other person or entity of any of the Confidential Information or of any files, compilation, study, report or analysis or data base containing, based on or derived from the Confidential Information without the express written consent of the University, and in full compliance with applicable state and federal privacy laws. The Foundation may, however, disclose the Confidential Information to its employees, consultants and contractors with a need to know, provided that Foundation binds those employees, consultants and contractors, with respect to the Confidential Information, to a written confidentiality agreement to protect re-disclosure of the information.

Section 6.3 Public Records. The Foundation acknowledges that as a public university, certain

types of documents are subject to the Ohio Public Records law. The Foundation understands that its information given to the University shall be considered a public record, unless an applicable exemption under Ohio's public records laws applies.

Section 6.4 Data Breaches. The Foundation shall maintain the privacy of Confidential Information and shall be financially responsible for any damages, losses, costs, and expenses, including notification expenses, if and to the extent that any security breach relating to protected Confidential Information results from acts or omissions of the Foundation, or its personnel, or its contractors or subcontractors. To the extent requested by the University, the Foundation shall also be administratively responsible for notifications of such data breaches. The Foundation agrees to notify the University immediately of any data breach or potential data breach of Confidential Information.

The University shall maintain the privacy of its Confidential Information and shall be financially and administratively responsible for any notifications to affected persons, if and to the extent that any security breach relating to protected Confidential Information results from acts or omissions of the University, or its personnel, or its contractors or subcontractors.

ARTICLE VII INTELLECTUAL PROPERTY

Section 7.1 Trademarks and Logos. Throughout the term of this Agreement, the University grants to the Foundation a non-exclusive, non-transferable, royalty-free license to use such trademarks, service marks, trade names, logos, symbols, insignias, crests and other intellectual property (collectively, the "Marks") as the University may make available to the Foundation. The Foundation shall not sublicense or otherwise assign the rights granted herein without the prior written consent of the University.

ARTICLE VIII MISCELLANEOUS PROVISIONS

Section 8.1 Fiduciary Responsibility. Each Party is responsible for exercising fiduciary responsibility to the other and with respect to its respective investments and funds as well as to the donors and donor intent for any funds it receives, whether directly or indirectly.

Section 8.2 Return of Information. The Parties agree that upon request of the University or upon termination of this Agreement, the Foundation shall return to the University all Confidential Information and all documents, papers, equipment, data and other materials which may contain or be derived from Confidential Information provided to the Foundation. The Foundation shall also provide any information and materials deemed necessary for the University to re-start its own development program.

Section 8.3 Audit. The Foundation shall engage a professional accounting firm to conduct an annual financial audit of the Foundation and provide the University with a copy of such audited financial statements promptly upon completion of the audit. The financial statements shall be included with the University's financial statements in accordance with Generally Acceptable Accounting Principles subject to the requirement of Section 3.4. Additionally, the University shall

have the right to conduct its own additional audit of the Foundation's books and records, not more than once per calendar year, at the sole expense of the University.

Section 8.4 Governing Law. This Agreement shall be governed by and construed in accordance with the laws of the State of Ohio. Any action or proceeding against any of the parties relating in any way to this Agreement or the subject matter hereof shall be brought and enforced exclusively in the federal or state courts in Ohio.

Section 8.5 Entire Agreement and Modifications. This Agreement is intended as the complete, final and exclusive statement of the parties with respect to the subject matter hereof, and supersedes any prior agreements or understandings between the parties hereto. This Agreement may be amended, modified or supplemented only by a written agreement signed by the Foundation and the University. Any waiver of the terms and conditions of this Agreement must be in writing signed by the party granting such waiver and shall not operate as a waiver of, or estoppel with respect to, any subsequent or other failure to perform.

Section 8.6 Severability. All of the provisions of this agreement are severable. If any provision of this Agreement is rendered invalid or unenforceable by state or federal statute or regulations or declared null and void by any court of competent jurisdiction, the remaining provisions of this Agreement will remain in full force and effect.

Section 8.7 Cooperation. The Parties agree to enter into and execute any additional agreements or documents necessary in order to effectuate the terms of this Agreement.

Section 8.8 Notices. Any notice or communication required or permitted to be given hereunder shall be in writing and delivered personally, by a nationally-recognized overnight delivery service, or by United States certified mail, postage prepaid with return receipt requested, addressed to the University and Foundation as follows or to such other persons or places as either of the Parties may hereafter designate in writing. Such notice shall be effective when received or on the date of personal delivery or date of certified or overnight mail delivery, whichever is earlier. Rejection or other refusal to accept such notice shall not affect the validity or effectiveness of the notice given.

If to the University: Office of the President
Youngstown State University
One University Plaza
Youngstown, Ohio 44555

with a copy to:

Office of the General Counsel
Youngstown State University
One University Plaza
Youngstown, Ohio 44555

If to the Foundation: Youngstown State University Foundation
Attn: President

655 Wick Ave.
Youngstown, Ohio 44502

with a copy to:

E. Carroll "Ted" Thornton, Jr., Esq.
Manchester, Newman & Bennett
201 E. Commerce Street, Level 2
Youngstown, Ohio 44503

[Signatures Appear on Following Page.]

IN WITNESS WHEREOF, the Parties intending to be legally bound have executed this Agreement on the date indicated below their respective signatures.

YOUNGSTOWN STATE UNIVERSITY

YOUNGSTOWN STATE UNIVERSITY
FOUNDATION

By: _____

By: _____

Printed Name

Printed Name

Title

Title

Date

Date

Principles and Practice of Shared Governance

Youngstown State University[†]

Shared Governance is the transparent process by which the University community (i.e., faculty, staff, administrators, alumni, and students) influences decisions on matters of policy and procedure, and/or to present alternatives on such matters. Shared governance fosters mutually reinforcing relationships that expand cooperation and develop leadership while facilitating judicious, yet creative, university governance.

Shared Governance includes issues of values, culture, management, finance, and administration. The intent of this process is to balance efficiency and effectiveness with equity and fairness within the context of our operating frameworks, such as legislation or accreditation. Consideration and utilization of data is paramount.

At the core of successful Shared Governance is open communication among the constituents of the University. Seeking input, listening to it, and considering it as part of a decision-making process strengthens confidence among the various components of the University to mutually benefit each other and the 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.

Practice of Shared Governance

- A. The University shall have procedures and formal structures providing for appropriate collaboration and communication between and among administration, faculty, staff, and students. The structures and procedures shall be developed cooperatively, disseminated widely prior to adoption, and reviewed periodically according to procedures and timelines established in the documents governing institutional practice.
- B. Recognizing the institution's main educational focus on its students, identification of subject matter appropriate for administration, alumni, faculty, staff, and student participation in the shared governance process shall recognize:
 1. The responsibility of administrators for forming and articulating a vision for the institution, providing strategic leadership, and managing human resources, finances, and operations;
 2. The central role of faculty, including part-time faculty, in teaching, scholarship, and service, including assessment of these activities through peer review. This is further

evidenced by having representation on the Board of Trustees Academic and Student Affairs Committee and by actively participating in the Academic Senate, the Graduate Council, and university and departmental committees.

3. Staff provides a unique awareness of day to day operations that are essential in the consideration of university and college level decision making and in the development of policy and procedures, as evidenced by their inclusion in university and college level committees.
 4. The students' interests in matters pertaining to student life and the academic environment; and
 5. The role of each constituency in the selection of key institutional administrators.
- C. Exigent circumstances may require institutional leaders to act promptly in the best interest of the institution without full benefit of shared governance. In such cases, representative bodies shall be informed and will comment on actions taken.
- D. Shared governance requires a commitment of resources and time from the institution. The University shall support faculty, staff, and students in their responsibilities to shared governance.
- E. The final responsibility for decision making, including solicitation of input through shared governance, rests with the President and the Board of Trustees, who are ultimately held accountable by University constituencies, the public and its elected leaders.
- F. Collective bargaining is an avenue of input separate and distinct from Shared Governance.

Endorsed by the Academic Senate on November 1, 2017. As modified by Board of Trustees on December 6, 2017.

Prepared by the YSU Excellence Steering (YES) Committee: Martin Abraham (Co-Chair), Rayann Atway (Student), Chet Cooper (Co-Chair/Faculty, CSTEM), Ramesh Dangol (Faculty, WCBA), Rosalyn Donaldson (Staff), Adam Earnhardt (Faculty, CCAC), Rachel Faerber-Ovaska (Part-time Faculty), Amy Flick (Faculty, CLASS), Meghan Fortner (Part-time Faculty), Connie Frisby (Staff), Max Grubb (Faculty, CCAC), Holly Jacobs (Administration), Neal McNally (Administration), Phyllis Paul (Dean, CCAC), Maura Picciano (Staff), Ted Roberts (Board of Trustees), Carole Weimer (Board of Trustees), Mary Yacovone (Faculty, BCHHS)

[†] Adapted, in part, and with permission, from "Principles and Practices of Shared Governance" from the University of Louisiana at Monroe (<http://www.ulm.edu/sharedgovernance/>)