

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

Tod Administration Building  
Tuesday, September 24, 2002

Pursuant to notice duly given, a regular meeting (the two hundred thirty-eighth) of the Board of Trustees of Youngstown State University convened at 3:00 p.m., Tuesday, September 24, 2002, in the Board Room in Tod Administration Building.

Seven trustees were present at the meeting, to-wit: Mr. Joseph S. Nohra, chairperson of the board, who presided, Mrs. Eugenia C. Atkinson, Dr. Chander M. Kohli, Mr. Larry E. Esterly, Mr. F. W. Knecht III, Mr. John L. Pogue and Mr. Larry D. DeJane. Absent were Mr. Charles B. Cushwa III and Dr. H. S. Wang. Also present were student trustees Mr. Jeffrey J. Parks and Mr. Matthew Pastier.

Also present were: Dr. David C. Sweet, President; Dr. Tony Atwater, Provost and Vice President for Academic Affairs; Mr. John L. Habat, Vice President - Administration, Dr. Cynthia E. Anderson, Vice President - Student Affairs, Mr. Terry R. Ondreyka, Vice President - Financial Affairs, and Franklin S. Bennett, Jr., secretary to the board of trustees. Also present were approximately 45 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 REGULAR MEETING HELD JUNE 28, 2002 AND SPECIAL MEETINGS HELD AUGUST 16, 2002 AND AUGUST 23, 2002.**

Prior to the meeting, the secretary had provided draft copies of the minutes of the board's regular meeting held on June 28, 2002 and special meetings held August 16, 2002 and August 23, 2002 to each trustee, the student trustees, and the president.

There being no additions, corrections, or revisions thereto, the minutes were approved as mailed.

**ITEM III - OATH OF OFFICE OF NEW TRUSTEE LARRY D. DeJANE.**

The chairperson reported that Governor Taft had appointed Larry D. DeJane as a trustee for the term expiring May 2011. The chairperson requested the secretary to the board to administer the oath of office to Mr. DeJane. Thereupon, the secretary administered the oath to Mr. DeJane, and he was invited to take his seat with the board of trustees.

**ITEM IV - OATH OF OFFICE OF NEW STUDENT TRUSTEE - MATTHEW PASTIER.**

The chairperson reported that Governor Taft had appointed Mr. Matthew Pastier as a student trustee for the term expiring May 2004. The chairperson requested the secretary to the board to administer the oath of office to Mr. Pastier. Thereupon, the secretary administered the oath to Mr. Pastier, and he was invited to take his seat with the board of trustees.

**ITEM V - REPORT OF THE PRESIDENT OF THE UNIVERSITY.**

Dr. Sweet reported that on September 23rd he delivered the third "State of the University" address of his presidency. Dr. Sweet stated that his address focused upon the Centennial Strategic Plan developed for the next six years. Copies of Dr. Sweet's 2002 State of the University address and a summary of the Centennial Strategic Plan are attached to these minutes. Dr. Sweet summarized the priorities and goals set forth in his address and the strategic plan.

**ITEM VI - REPORTS OF THE COMMITTEES OF THE BOARD.**

The board considered the following committee reports and recommendations:

1. Academic and Student Affairs Committee

Dr. Atwater discussed three institutional priorities in academic division: reinstatement of academic program review, reform of the Metropolitan College, and new direction of the Center for International Studies and Programs. Dr. Atwater stated that academic program review had been suspended while the university underwent the conversion from quarters to semesters. Dr. Atwater stated that systematic academic program reviews would soon be resumed, and described the eight departments scheduled for review in the near future.



Dr. Atwater described modifications to the Metropolitan College in the areas of continuing education, adult education and individualized instruction, and workforce education. Dr. Atwater described the changes and improvements in the Center for International Studies and Programs. Dr. Atwater stated that the Center had been relocated to a more central location on campus, that improvements had been instituted in the processing of foreign student admissions, and that the Center's emphasis and leadership had been redefined.

Dr. Anderson provided a PowerPoint report on the enrollment management plan. Dr. Anderson reported that the university had retained STAMATS Communications, Inc. as consultants in the creation of the plan. Specific areas of planning include undergraduate admissions and enrollment, graduate enrollment, academic advisement, student retention, market research and financial aid. Dr. Anderson described the planning process and timeline that will result in an integrated enrollment management plan in March 2003.

Following the reports, the chairperson recognized Mrs. Atkinson, chairperson of the Academic and Student Affairs Committee who stated that the committee was recommending six resolutions for adoption by the board. On behalf of the committee, Mrs. Wilkes then moved the adoption of the following resolution:

Resolution to Authorize  
Conferral of Honorary Degree

**YR 2003-6**

BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby authorize the conferral of a Doctor of Science (D.Sc.) Degree, *honoris causa*, upon Lois Nora, with all the rights and privileges attendant thereto.

Following discussion, the motion received the affirmative vote of all trustees present. The chairperson declared the motion carried and the resolution adopted.

On behalf of the committee, Mrs. Atkinson then moved for adoption of the following resolution:

Resolution to Approve A Bachelor of Science  
In Applied Science Degree in Forensic Science

**YR 2003-7**

WHEREAS, the Bureau of Criminal Investigation in Columbus, Ohio, has indicated a strong and growing need for forensic scientists in Ohio and throughout the nation; and

WHEREAS, no other university in Ohio currently offers a degree in forensic science; and

WHEREAS, the Bitonte College of Health and Human Services and the College of Arts and Sciences have faculty with the requisite credentials to offer an interdisciplinary program in forensic science;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University approves the offering of a Bachelor of Science in Applied Science degree in Forensic Science subsequent to approval of said degree by the Ohio Board of Regents; and

BE IT ALSO RESOLVED that the Board of Trustees commends the two colleges for cooperating to develop an interdisciplinary program much needed by the state and nation.

Following discussion, the motion received the affirmative vote of all trustees present. The chairperson declared the motion carried and the resolution adopted.

On behalf of the committee, Mrs. Atkinson then moved for adoption of the following resolution:

Resolution to Approve a Bachelor of Science  
In Business Administration Degree in Human Resource Management

YR 2003-8

WHEREAS, Youngstown State University currently offers a Bachelor of Science in Business Administration in Management-Human Resource Track; and

WHEREAS, a change in program title from "Management-Human Resource Track" to "Human Resource Management" will identify the program more explicitly for students and employers; and

WHEREAS, the proposed degree primarily reflects this name change, with no change in course requirements except the replacement of two semester hours of non-business electives with two semester hours of electives in human resource management;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University approves the offering of a Bachelor of Science in Business Administration degree in Human Resource Management subsequent to approval of said degree by the Ohio Board of Regents.

Following discussion, the motion received the affirmative vote of all trustees present. The chairperson declared the motion carried and the resolution adopted.

On behalf of the committee, Mrs. Atkinson then moved for adoption of the following resolution:

Resolution to Approve  
An Associate of Technical Study Degree in Business Technology

YR 2003-9

WHEREAS, an Associate of Technical Study degree provides opportunities for collaboration within the University and for partnerships with entities outside the University; and

WHEREAS, the proposed degree offers flexibility, enabling the University to develop technical concentrations responsive to emerging and changing business needs; and

WHEREAS, the Williamson College of Business Administration and other colleges in the University have faculty with the requisite credentials to offer an interdisciplinary Associate of Technical Study in Business Technology degree;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University approves the offering of an Associate of Technical Study degree in Business Technology subsequent to approval of said degree by the Ohio Board of Regents.

Following discussion, the motion received the affirmative vote of all trustees present. The chairperson declared the motion carried and the resolution adopted.

On behalf of the committee, Mrs. Atkinson then moved for adoption of the following resolution:

Resolution to Approve Changing the Name  
Of the Bachelor of Engineering in Civil and Environmental  
Engineering to Bachelor of Engineering in Civil Engineering

YR 2003-10

WHEREAS, the Accreditation Board for Engineering and Technology (ABET) defines separate accrediting criteria for civil engineering programs and environmental engineering programs; and

WHEREAS, the current Bachelor of Engineering in Civil and Environmental Engineering program at Youngstown State University is accredited under ABET's criteria for civil engineering programs; and

WHEREAS, ABET recently began discouraging the use of "Environmental" in the title of programs not separately accredited under criteria for environmental engineering programs;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University approves changing the name of the Bachelor of Engineering degree in Civil and Environmental Engineering to the Bachelor of Engineering degree in Civil Engineering, subsequent to approval of said name change by the Ohio Board of Regents.

Following discussion, the motion received the affirmative vote of all trustees present. The chairperson declared the motion carried and the resolution adopted.

On behalf of the committee, Mrs. Atkinson then moved for adoption of the following resolution:

Resolution to Approve  
Establishing, Altering, or Abolishing Educational, Research,  
And Public Service Centers, Institutes and Laboratories Policy

YR 2003-11

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

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

WHEREAS, action is required by the Board of Trustees

prior to replacing and/or implementing modified or newly created policies, or to rescind existing policies;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the creation of the Institutional Policy governing Establishing, Altering, or Abolishing Educational, Research, and Public Service Centers, Institutes, and Laboratories, policy number 1021.01 of the *University Guidebook*, shown as Exhibit A attached hereto.

Following discussion, the motion received the affirmative vote of all trustees present. The chairperson declared the motion carried and the resolution adopted.

## 2. External Relations Committee

The chairperson recognized Mr. DeJane, vice chairperson of the External Relations Committee who stated that the committee was recommending one resolution for adoption by the board. On behalf of the committee, he then moved the adoption of the following resolution:

### Resolution to Accept Development Gifts

**YR 2003-12**

WHEREAS, Board policy provides that the President shall compile a list of gifts 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 gifts as listed in Exhibit B 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 gifts on behalf of Youngstown State University and requests that the President acknowledge the acceptance of these gifts and express our gratitude to the donors for their generosity in support of the University.

Following discussion, the motion received the affirmative vote of all trustees present. The chairperson declared the motion carried and the resolution adopted.

### 3. Finance and Facilities Committee.

The chairperson recognized Mr. Ondreyka who provided a staff report. Mr. Ondreyka reported on three items: (1) State Share of Instruction (SSI). Mr. Ondreyka stated in adopting the 2003 budget, the board assumed SSI of \$44 million. In July the Ohio Board of Regents (OBOR) proposed a reallocation of SSI which would result in a reduction of YSU's SSI of approximately \$3 million. Various higher education constituencies have advanced alternative proposals to that of OBOR. Mr. Ondreyka stated that each of the proposals results in the shifting of funds among institutions and systems, thereby creating different scenarios of "winners" and "losers." Dr. Sweet stated that the administration will actively participate in the funding negotiations and processes over the next few months until the issue is resolved. (2) Current Budget Forecast. Mr. Ondreyka stated that the modification of employee contracts and OBOR's proposed reduction in SSI will significantly affect the 2003 budget previously adopted by the board. Staff will continue to monitor developments and provide prompt updates to the trustees. (3) Budget Balancing Summary. Mr. Ondreyka described measures undertaken to balance the 2003 budget as adopted, including one-time reallocations, departmental base cuts, and cuts in personnel, operations, auxiliaries and other areas.

The chairperson recognized Mr. Habat who summarized the recent discovery and remediation of black mold in an area of Beeghly Center. Mr. Habat briefly described the campus-wide committees and activities regarding health, hygiene, and working conditions.

The chairperson recognized Mr. Esterly, chairperson of the Finance and Facilities Committee, who stated that the Finance and Facilities Committee had no recommendations for action by the board.

### 4. Internal Affairs Committee.

The chairperson recognized Dr. Kohli, chairperson of the Internal Affairs Committee, who stated that the committee was recommending one resolution for adoption by the board. On behalf of the committee, he then moved for adoption of the following resolution:

Resolution to Ratify  
Faculty Staff Appointments

YR 2003-13

WHEREAS, the policies of the Board of Trustees direct

the President to appoint such employees as are necessary to effectively carry out the operation of the University; and

WHEREAS, new appointments have been made subsequent to the June 28, 2002, meeting of the Board of Trustees; and

WHEREAS, such appointments are in accordance with the 2002-2003 Budget and with the University policy on Equal Employment Opportunity;

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

Following discussion, the motion received the affirmative vote of all trustees present. The chairperson declared the motion carried and the resolution adopted.

5. Executive Committee.

Modifications to President's Employment Contract

**YR 2003-14**

The secretary to the board reported that the Executive Committee had met and was recommending that the board of trustees approve the following modifications to Dr. Sweet's contract of employment as President of Youngstown State University: (1) that the annual housing allowance payable to Dr. Sweet be increased by \$14,000.00; (2) that Dr. Sweet's annual salary be increased by \$11,520.00; and (3) that these modifications be made effective as of July 1, 2002. Dr. Kohli moved the adoption of the Executive Committee's recommendations as reported by the secretary to the board. Mr. Knecht seconded the motion. Following discussion, the motion received the affirmative vote of all trustees present. The chairperson declared the motion carried and the recommendations approved and adopted.

6. Trusteeship Committee

No report.

**ITEM VII - COMMUNICATIONS, MEMORIALS**

The chairperson recognized the secretary to the board who read the following resolution:

Resolution Recognizing Accreditation of Programs  
In the Rayen College of Engineering and Technology

YR 2003-15

WHEREAS, the Rayen College of Engineering and Technology offers engineering programs to meet regional and national needs; and

WHEREAS, national accreditation bears testimony to the rigor and excellence of academic programs; and

WHEREAS, faculty and administrators in the Rayen College of Engineering have recently engaged in the extensive self-study and documentation required for continued accreditation of its baccalaureate chemical engineering, civil engineering, electrical engineering, industrial and systems engineering, and mechanical engineering programs; and

WHEREAS, the Engineering Accreditation Commission of the Accreditation Board for Engineering and Technology in August 2002 granted full reaccreditation to those programs, commending the motivation of students, the quality of faculty and programs, and the institution's library facilities, which it deems "equivalent to those at the best tier-one research institutions";

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University congratulates Dr. Daniel Suchora, Professor of Mechanical and Industrial Engineering and Self-Study Coordinator; Dr. Martin Cala, Program Coordinator, Industrial and Systems Engineering; Dr. Jalal Jalali, Chair, Department of Electrical and Computer Engineering; Dr. Scott Martin, Chair, Department of Civil/Environmental Engineering; Dr. Douglas Price, Program Coordinator, Chemical Engineering; Dr. Shawn Kim, Chair, Department of Mechanical and Industrial Engineering; program faculty; Dr. Charles A. Stevens, former Dean of the College; current Dean, Dr. Cynthia S. Hirtzel; and Mr. Thomas Atwood, former Executive Director of Maag Library; on this significant achievement; and

BE IT ALSO RESOLVED that a copy of this resolution be presented to each of the departments, programs, and individuals named in this resolution.

Mrs. Atkinson moved the adoption of the resolution as read by the secretary to the board. Mr. Esterly seconded the motion. Follow-



ing discussion, the motion received the affirmative vote of all trustees present. The chairperson declared the motion carried and the resolution adopted.

The chairperson recognized the secretary to the board who read the following resolution:

Resolution Recognizing Accreditation  
Of Programs in the Dana School of Music

**YR 2003-16**

WHEREAS, the Dana School of Music has a long-established tradition of offering baccalaureate and graduate programs to meet regional and national needs; and

WHEREAS, national accreditation bears testimony to the rigor and excellence of academic programs; and

WHEREAS, faculty and administrators in the Dana School of Music have recently engaged in the extensive self-study and documentation required for continued accreditation; and

WHEREAS, the Commission on Accreditation of the National Association of Schools of Music in June 2002 granted full reaccreditation to the Dana School of Music, commending the School for its "excellent self-study" and the "high quality" of its programs;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University congratulates Dr. Tedrow Perkins, Acting Director of the Dana School of Music; Mr. Joseph Edwards, Associate Dean of Fine and Performing Arts and former Director of the Dana School of Music; Dr. Darla Funk, Assistant Director of the Dana School of Music and Coordinator of Music Education and Graduate Studies in Music; Dr. Robert Rollin, Coordinator, Theory/Composition; Dr. Ronald Gould, former Coordinator, Music History; program faculty; and Dean George McCloud on this significant achievement; and

BE IT ALSO RESOLVED that a copy of this resolution be presented to each of the individuals named in this resolution.

Mrs. Atkinson moved the adoption of the resolution as read by the secretary to the board. Mr. Esterly seconded the motion.

Following discussion, the motion received the affirmative vote of all trustees present. The chairperson declared the motion carried and the resolution adopted.

The chairperson recognized the secretary to the board who read the following resolution:

Resolution Recognizing  
Accreditation of the Theater Program

YR 2003-17

WHEREAS, Youngstown State University offers programs to meet regional and national needs; and

WHEREAS, national accreditation bears testimony to the rigor and excellence of academic programs; and

WHEREAS, the theater program recently engaged in the extensive self-study and documentation required for accreditation; and

WHEREAS, the Commission on Accreditation of the National Association of Schools of Theatre in April 2002 granted full accreditation to the theater program, commending the program, the "competence and commitment" of theater faculty, and the institution's support of the program;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University congratulates Dr. Frank Castronovo, Director of Theater; full-time theater faculty members Dr. Dennis Henneman, John Murphy, and Jane Shanabarger, who along with Dr. Castronovo served on the self-study committee; other program faculty; Dr. Daniel O'Neill, current chair of the Department of Communication and Theater; Dr. Fred Owens, former chair of the Department of Communication and Theater; and Dean George McCloud on this significant achievement; and

BE IT ALSO RESOLVED that a copy of this resolution be presented to each of the individuals named in this resolution.

Mrs. Atkinson moved the adoption of the resolution as read by the secretary to the board. Mr. Esterly seconded the motion. Following discussion, the motion received the affirmative vote of all trustees present. The chairperson declared the motion carried and the resolution adopted.

**ITEM VIII - UNFINISHED BUSINESS**

The board considered no unfinished business.

**ITEM IX - NEW BUSINESS**

The chairperson recognized the secretary to the board who read the following resolution:

Resolution of Congratulations

**YR 2003-18**

WHEREAS, Mr. Bruce R. Beeghly served faithfully as a Trustee of Youngstown State University for nine years, and generously devoted his time, talents, skills, and efforts to the best interests of the University, its students, faculty, and staff; and

WHEREAS, Mr. Beeghly served with distinction on the Academic Affairs, Budget and Finance, Building and Property, Equal Opportunity, Intercollegiate Athletics, Development, Executive, Student Services, and Personnel Relations Committees, and served as Vice Chairperson and Chairperson of the Board of Trustees; and

WHEREAS, Mr. Beeghly has demonstrated a life-long dedication to education by previously serving two terms on the Liberty Board of Education, currently serving on the Board of Trustees for the Youngstown State University Foundation, and continuing a family tradition of philanthropic support for education; and

WHEREAS, Mr. Beeghly served as a member of the Ohio Board of Regent's Higher Education Funding Commission and developed a thorough understanding of funding issues pertaining to Ohio public universities; and

WHEREAS, Mr. Beeghly was recently appointed to a nine-year term. to the Ohio Board of Regents by Governor Bob Taft; and

WHEREAS, the citizens of Ohio will benefit from Mr. Beeghly's steadfast efforts to preserve and enhance state support of higher education;

NOW, THEREFORE, BE IT RESOLVED, that the members of the Board of Trustees express their congratulations to

Mr. Bruce R. Beeghly for his appointment to the Ohio Board of Regents and express their best wishes for his efforts to promote the welfare and best interests of the students, faculty, and staff of Ohio public higher education and the community which it serves; and

BE IT FURTHER RESOLVED that a copy of this Resolution be furnished to Mr. Beeghly.

Mr. Knecht moved the adoption of the resolution as read by the secretary to the board. Mr. Esterly seconded the motion. Following discussion, the motion received the affirmative vote of all trustees present. The chairperson declared the motion carried and the resolution adopted.

Mr. Parks reported that Student Government would be sponsoring a Red Cross blood drive on campus from 9:00 a.m. until 4:00 p.m. on October 22 and 23.

**ITEM X - TIME AND PLACE OF UPCOMING REGULAR MEETINGS**

**YR 2002-19**

Upon motion made by Dr. Kohli, seconded by Mr. Esterly, 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:

3:00 p.m. on Wednesday, December 18, 2002  
3:00 p.m. on Friday, March 21, 2003  
3:00 p.m. on Friday, June 20, 2003

**ITEM XI - ADJOURNMENT**

Upon motion duly made and seconded, the meeting was duly adjourned by unanimous vote of the trustees at 4:15 p.m.

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Chairperson

ATTEST:

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Secretary to the Board of Trustees



## UNIVERSITY GUIDEBOOK

### Subject: Establishing, Altering, or Abolishing Educational, Research, and Public Service Centers, Institutes, and Laboratories

Developed by: Peter J. Kasvinsky  
 Title: Dean, School of Graduate Studies  
 Date: September 2002

Authorized by: Tony Atwater  
 Title: Provost  
 EFFECTIVE: September 24, 2002

**Policy:** Educational, Research, and Public Service Centers, Institutes, and Laboratories may be established, altered, or abolished upon recommendation by the President and approval by the Board of Trustees.

RESOLUTION NUMBER: YR 2002 -

#### Purpose:

- In striving to fulfill its mission, Youngstown State University is actively involved in the creation of centers, institutes, or laboratories (CIL) to strengthen and enrich the educational (teaching and learning), research (and scholarship), and public service activities of faculty and students. Centers, institutes, and laboratories will provide undergraduate and graduate students expanded facilities and opportunities for involvement in research, educational, and service programs in their discipline. These units will also enable student participation in professional and discipline-related job opportunities that can support the economic development of the state and region by providing technical assistance and training and facilitation of technology transfer.

#### Definition:

- For purposes of this policy, a center, institute, or laboratory is defined as a budgetary unit of the institution. Resources used to establish a center/institute/laboratory budget may come from the general fund, endowment, or external grants or sponsored programs. The designation as a University Center/Institute/Laboratory does not refer to informal collaborations formed for short-term purposes (primarily grant-seeking) that do not receive budget lines in the Annual Budget.

**Procedures:**

1. Proposals to establish CIL will be forwarded to the President through the Provost after review by the appropriate academic dean(s) or executive director.
2. Proposals will include:
  - Statement of need and purpose
  - Description of the CIL and manner in which the arrangement will meet the stated need
  - Identification of personnel/departments to be involved
  - Delineation of responsibilities of the University and other involved parties
  - Estimation of needs for fiscal resources, space, and equipment
  - Description of how these needs will be met
  - Work plan and budget for three years including the sources of fiscal commitments
  - Description of where administrative responsibility is housed and the lines of responsibility. Where multiple resources are utilized in the establishment of a center or institute, the administrative unit contributing the largest fiscal resource will normally be designated as the responsible unit.
3. Proposals will be circulated to all entities or individuals that might be involved for review and feedback prior to submission to the President. All approvals to commit resources will be in writing and appended to the proposal during this process.
4. The Provost will determine whether review by the Office of the General Counsel is required. When there are issues of ownership of intellectual property arising from the research or service mission of the CIL, the General Counsel will review the CIL proposal.
5. When the CIL involves research and/or sponsored programs, the Director of Grants and Sponsored Programs and the Dean of the School of Graduate Studies must also review the proposal.
6. Upon completion of this consultative process, the President will submit the proposal with his/her recommendation to the Board of Trustees for authorization of the implementation of the proposed center, institute, or laboratory. Upon such authorization, the President will establish a budget sufficient to fund the CIL and identify the lines of responsibility, if different from those suggested by the proposal.
7. Centers, institutes, and laboratories will be evaluated on a periodic basis. Newly established CIL will be evaluated within three years of their creation, and all CIL will be evaluated at least once in every five-year period.
8. Further information is available in *Guidelines and Procedures for the Creation and Evaluation of Centers, Institutes, and Laboratories*, available in the School of Graduate Studies.

**Development Gifts  
Executive Summary  
April 1 - June 30, 2002**

	Number of Gifts	Amount
<b>ALUMNI RELATIONS</b>		
Cash - Below \$500	1	\$100.00
<b>Total Cash</b>	<b>1</b>	<b>\$100.00</b>
Non-Cash	0	0.00
<b>Total Alumni Relations</b>	<b>1</b>	<b>\$100.00</b>
<b>MAAG LIBRARY</b>		
Cash - \$1,000 - \$4,999	1	\$1,000.00
Cash - Below \$500	17	1,036.95
<b>Total Cash</b>	<b>18</b>	<b>\$2,036.95</b>
Non-Cash	1827	N/A
<b>Total Maag Library</b>	<b>1845</b>	<b>\$2,036.95</b>
<b>UNIVERSITY DEVELOPMENT</b>		
Major Gifts - \$10,000+	6	\$555,000.00
Cash - \$5,000+	2	12,778.59
Cash - \$1,000 - \$4,999	9	11,650.00
Cash - \$500 - \$999	15	8,938.68
Cash - Below \$500	315	21,665.88
<b>Total Cash</b>	<b>347</b>	<b>\$610,033.15</b>
Non-Cash	9	\$154,944.62
<b>Total University Development</b>	<b>356</b>	<b>\$764,977.77</b>
<b>WYSU-FM</b>		
Cash - Below \$500	771	\$54,642.00
<b>Total Cash</b>	<b>771</b>	<b>\$54,642.00</b>
Non-Cash	0	0.00
<b>Total WYSU-FM</b>	<b>771</b>	<b>\$54,642.00</b>
<b>TOTAL GIFTS</b>		
<b>Grand Total Gifts</b>	<b>2973</b>	<b>\$821,756.72</b>



**ALUMNI RELATIONS  
CASH CONTRIBUTIONS BY RANK**

**Below \$500**

Judge Robert Milich

**Total Cash Contributions:**

**\$100.00**





MAAG LIBRARY  
CASH CONTRIBUTIONS BY CATEGORY

**Beckman Memorial Collection**

Dr. Paul E. Beckman in memory of Mary & Mark Beckman

**Candace Gay Memorial Fund**

Professor Thomas Gay in memory of Candace Gay

**Miscellaneous**

James T. Chengelis, M.D., in memory of Theodore & Evelyn H. Chengelis

Mrs. Mary Fecych, Mrs. Theresa Hickey, Mrs. Margaret Bell, Mrs. Cathleen Lynch, Mrs. Virginia

Wolfgang, Sr. Marcia Welch, & Mrs. June Maltbie in memory of Helen Humphrey Beatty

Friends on 8 West Ext., St. Elizabeth in memory of Jack Hunter

Richard & Sally Gunn in memory of Frieda C. Ambert

Richard & Sally Gunn in memory of Betty Ann Blott

Richard & Sally Gunn in memory of Evelino LaRocca

Richard & Sally Gunn in memory of Mary Louise Fannin Major

Richard & Sally Gunn, and Daisy Crespi in memory of Wilma Leet

Carolyn Kordupel in memory of Margaret Felix

Paul & Prof. Virginia Monseau in memory of Viola Ricci Nash

Helen I. Morgan in memory of Dottie Fagan

New Castle Music Club Chorus in memory of Trudy S. Mosher

Hildegard Schnuttgen

Dennis & Lois Snowberger, Gary & Melissa Snowberger, & Penny & George Eschelmann

in memory of Fred A. Taylor

YSU Counseling Graduate Students in memory of Henry "Hank" A. Gallagher

YSU Office of English Journal, Virginia Monseau, editor, Maureen Vinion, & Susanne Miller

in memory of John "Jack" Lynch

**Total Cash Contributions**

**\$2,036.95**

# NON-CASH CONTRIBUTIONS

## Books

Anonymous	Michele Lorubbio
Bill Ambert	Ewa Maciejewska
Anti-Defamation League of B'nai B'rith	Mahoning County Treatment Alternative to Street Crimes
Thomas Atwood	Helen Mines
Louise Aurilio	Angela Mudrak
Boven Publishing	National Conference on Beach Preservation Technology
Zach Buchmann	National Lawyers Association Foundation
Randall Burkey	Ocean of Love
Business Journal	Yuichi Ogushi
Camouflaged Aggression	Perry Dean Rogers/Partners Architects
Dr. Robert V.C. Carr	Jane Pollack
Case Western Reserve	Regnery Publishing, Inc.
Dr. Guang-Hwa "Andy" Chang	Jean Romeo
Dr. Hai Yang Chen	Jan Schnall
Professor Carl F. Chuey	Kenneth R. Senter
Civil War Roundtable	Social Science Research Center
College English Association	Dr. Daniel Suchora
William R. Cook	Dr. David C. Sweet
Thaddeas Dillon	Frank J. Tarantine
Thomas Fabek	Teachers Handbooks
Foundation for Science & Technology	Scott J. Troy
Debbie Garchar	United States Energy Association
General Motors	John & Melissa Valinsky
Geo Books Publishing Company	Donna Wainio
Bart Hendrickx	Rich Walker
Cameron Hughes	Charles P. Wentz
Investment Company Institute	Joan R. White
Dr. Alan M. Jacobs	Dr. Judy Wilkinson
Judy Kerr	YSU Human Ecology
Professor James A. Kiriazis	Syd Ruth Zoss
Joseph W. Koterski	
Paul J. Leeba	
Edward Locke	

## Total Books

1,666

## Miscellaneous

Louise Aurilio	Business Journal
Dr. George Beelen	Carl F. Chuey
Bluffton College	Lesley Gent

## Total Miscellaneous Items

161



**UNIVERSITY DEVELOPMENT  
CASH CONTRIBUTIONS BY RANK**

**Major Gifts**

<u>Donor</u>	<u>Amount</u>	<u>Restriction</u>
D.D. & Velma Davis	100,000.00	Recreation & Wellness Ctr.
Friends of Music Association	10,000.00	Friends of Music Scholarship
Mr. & Mrs. Anthony J. Lariccia	400,000.00	Recreation & Wellness Ctr.
Mrs. Jacqueline Lynch	10,000.00	Terry Lynch Scholarship
Mr. & Mrs. Shorty Navarro	25,000.00	Navarro Family Endowment
Raymond John Wean Foundation	10,000.00	McDonough Museum

**\$5,000 - \$9,999**

Anne K. Christman Fund  
Mr. Frank M. Ellis

**\$1,000 - \$4,999**

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 Robert & Amy Cicchillo  
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 Ms. Shawn Lee Connors  
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 Ms. Tracy L. D'Andrea  
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**Total Cash Contributions:**

**\$610,033.15**

## NON-CASH CONTRIBUTIONS

Boardman Steel, Inc.	\$ 38,500.00	Marquee Supports for Facilities
Cedar Steel Service	343.00	Steel for Sculptures for SMARTS Program
Hearn Paper Company	40.00	Paper for Sculptures for SMARTS Program
Dr. & Mrs. Kenneth M. Kuhn	1,237.62	Student-Athlete Opthamology Services
Mr. John Lightfoot	1,010.00	Artists Video For SMARTS Program
Dr. Ronald V. Shaklee	50.00	Tickets for Youngstown Connection to attend Tony Leonardi Legacy Concert
Mr. Clarence R. Smith, Jr.	109,080.00	Gems, Jewelry & Mineral Specimens for the Clarence R. Smith Mineral Museum
Wedgewood Pizza	84.00	Pizzas for 2002 Phonathon
YSU Foundation	<u>4,600.00</u>	Youngstown City Property Lot #11807
<b>Total Non-Cash Contributions:</b>	<b>\$154,944.62</b>	





WYSU-FM  
CASH CONTRIBUTIONS BY RANK

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Donna Romack  
Lois Romito  
Clara Ross  
Vincent Rossi  
Janice Roszcyk  
Joe Rouzzo  
Isabel Rudge  
Richard & Sally Rugen  
Lees Ruoff  
Ronald Rupe  
Donna Rupert  
K.M. Rusback

Walter & Laurissa Rusnak  
William & Linda Russell  
John Rutherford  
Nancy Sadler  
Salem Community Theatre, Inc.  
Steve & Cyndy Saluga  
Mary Catherine Sanders  
Larry Sapir  
Pauline Saternow  
Lowell & Ellen Satre  
Kurt Sauer  
Gina Saulino  
Mary Saxon  
Jeanette Sberna  
Dr. Joanne Scarvell  
Eric Schafart  
Glenn & Sara Schaft  
Leonard & Gina Schiavone  
Dr. Lawrence Schmetterer  
Beatrice Schmidt  
Hildegard Schnuttgen  
Ron & Helene Schulz  
Helmut Schumacher  
Dan & Sara Scudier  
Lorena Sears  
Tom Sebben  
Linda Seeley  
Brian Selius  
Seraphim  
Gary & Sue Sexton  
Mary Sferra  
Richard Shafer  
Dr. Sharon Shanks  
D.D. Shasby  
James & Ann Sheasley  
Rebekah Sheeler  
Michael Shepherd  
Joseph & Jennifer Shesko  
Stephen Shuppy  
Frances Siemen  
Natalie Simchick  
Richard & Wendy Simon  
Millie Sinkovich  
Sam Sirochman  
Sisters of Humility of Mary

Sleepy Hollow Sleep Shop  
William & Gloria Slocum  
Smaltz Studio  
Jeffrey Smiley  
Noralee Smiley  
Gary Smith  
Jennifer Smith  
Lynda Smith  
Patricia Smith  
Paul Smith  
Timothy Smith  
David Smyntek  
Dr. Dolores & Mr. Philip Snyder  
Tom & Susan Snyder  
Mr. Sockel  
Dr. & Mrs. Karl Soller  
Katherine Soman  
Michael Sovik  
Regina Speaker  
Richard Speicher  
Dr. Leonard Spiegel  
Chris Spensley  
Tina Spinosa  
Alan Spitaler  
St. Columba Cathedral  
Janet Stavole  
Donald Steele  
Mr. & Mrs. Bradley Stephens  
David & Roselyn Stephens  
Jerome Stephens  
Susan Stevens  
Richard Stevenson  
Marc Stewart  
Dr. & Mrs. Anthony Stocks  
Stephan Stoyak  
Dan Streit  
Ann Stroble  
Linda Strom  
Dr. Arlon Stubbe  
Doris Stuel  
Sri Chandra Swami  
Barbara Swanson  
Florence Swierz  
Susan Taczak  
Tim Takach

Florence Talkington  
Lois Tamplin  
Jacqualine Tarnasky  
Philip Terman  
L.J. Tessier & Tara McKibben  
Gary & Joanne Thiel  
Dr. Julie Thomas  
Robert & Grayce Thomas  
Kevin Thompson  
Dan & Nancy Tidrick  
Dennis Tillis  
Lucille Tilly-Gay  
Karen Timlin  
Erin Timms  
Jerrald Townsend  
Tri-County Tower Service  
Jim Tropea  
Klara Trusova  
J. Hilton Turner  
Kevin Turner  
Howard Turney  
Emmet & Martha Tyrell  
Pearl Ulicny  
Anne Ungard  
Sagar Vallabh  
Lynn VanGilder  
Helen VanGorder  
Alexandra VanSuch  
Paul Vasko  
Frank & Elizabeth Verterano  
Diane Vicarel  
Jim Villani  
Mrs. Victor Vlad  
Catherine Vodrey  
Stephen Volovar  
David Vosburgh  
Ruth Wack  
Barbara Wakefield  
Gary Walborn  
Rolaan Waldman  
Charles Walker  
Dick Walton  
R. David Wardale  
Sieglinde Warren  
Jan Wase



Eleanor Watanakunakorn	Sam & Patricia Woodings
Louis & Joanne Weisz	Peter & Liz Wozniak
Rev. Peg Welch	Arlene Wright
Jeanne Wellman	Veda Wright
Richard & Barbara Wells	Elizabeth Wrona
William & Penny Wells	Milton Yarmy
Ben Welsh	Anthony Yereb
Elaine Welsh	Warren Young
M. Frederic Welter	Youngstown Music Teachers Assoc
Mr. & Mrs. William Weltman	Youngstown Opera Guild
John Wendle	YSU New Music Society
Dr. John White	Neil Yutkin
Sam & Margaret White	Charles Zallow, Sr.
C. Bruce Williams	Dante Zambrini
David Williams	William & Victoria Zeiger
Jay & Sonja Williams	Dennis & Patricia Zitello
Todd Williams	Judge & Mrs. Julius Zlotnick
Sonya Wilt	Thomas Zocolo
Eric Wingler	Beverly Zona
James & Joyce Winner	Sarah Zuckerman
Constance Witt	John Zuppo
Darlene Wolf	
Arthur Wolfcale	
Clarence Wood	
<b>Total Cash Contributions:</b>	<b>\$54,642.00</b>

**YOUNGSTOWN STATE UNIVERSITY  
PERSONNEL ACTIONS  
APRIL 1, 2002 - JUNE 30, 2002**

**FACULTY APPOINTMENTS FOR BOARD OF TRUSTEES APPROVAL**

NAME	GENDER/ RACE*	TITLE	DEPARTMENT	CONTRACT/ APPOINTMENT DATE	SALARY/FTE/ BASE SALARY	COMMENTS
NONE						

**PROFESSIONAL/ADMINISTRATIVE APPOINTMENTS FOR BOARD OF TRUSTEES APPROVAL**

NAME	GENDER/ RACE*	TITLE	DEPARTMENT	CONTRACT/ APPOINTMENT DATE	SALARY/FTE/ BASE SALARY	COMMENTS
Mr. Robert Bacon	M/B	Upward Bound Teacher	Upward Bound	06/06/02-07/25/02	\$2,237 .3594 FTE \$44,955	New hire; externally funded.
Ms. Patricia Benetis	F/	Skill Center Teacher	Metropolitan College	04/01/02-06/30/02	\$4,680 .50 FTE \$37,440	Contract extension; externally funded.
Mr. John D. Bralich	M/C	Research Associate I/GIS Analyst	Center for Urban Studies	04/01/02-06/30/02	\$5,922 1.00 FTE \$23,690	Contract extension; externally funded.
Ms. Claudia Brenneisen	F/C	Skill Center Coordinator	Metropolitan College	04/01/02-06/30/02	\$9,360 .75 FTE \$49,920	Contract extension; externally funded.
Mr. Ross C. Burns	M/C	Assistant Coach, Men's Basketball	Intercollegiate Athletics	06/01/02-04.30/03	\$24,945 1.00 FTE \$27,213	New hire.
Mr. William Randolph Carroll	M/C	Assistant Coach, Men's Basketball	Intercollegiate Athletics	05/01/02-04.30/03	\$44,020 1.00 FTE \$44,020	New hire.
Ms. Lenore Collupy	F/C	Lead Instructional Assistant	Rich Center Autism/Teacher Education	06/13/02-08/16/02	\$3,133 .50 FTE \$34,667	Contract extension; externally funded.

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C = White (not of Hispanic origin), origins in the original peoples of Europe, North Africa, or the Middle East.  
H = Hispanic-Mexican, Puerto Rican, Cuban, Central/South American or other Spanish culture.  
N = American Indian or Alaskan Native, origins in any of the original peoples of North America.  
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**YOUNGSTOWN STATE UNIVERSITY  
PERSONNEL ACTIONS  
APRIL 1, 2002 - JUNE 30, 2002**

**PROFESSIONAL/ADMINISTRATIVE APPOINTMENTS FOR BOARD OF TRUSTEES APPROVAL**

<b>NAME</b>	<b>GENDER/ RACE*</b>	<b>TITLE</b>	<b>DEPARTMENT</b>	<b>CONTRACT/ APPOINTMENT DATE</b>	<b>SALARY/FTE/ BASE SALARY</b>	<b>COMMENTS</b>
Ms. Ellen Cornwell	F/C	Skill Center Teacher	Metropolitan College	04/01/02-06/30/02	\$2,808 .30 FTE \$37,440	Contract extension; externally funded.
Ms. Lisa A. Croyle	F/C	Staff Auditor	Internal Audit	05/13/02-06/30/02	\$4,371 1.00 FTE \$31,000	New hire.
Mr. Paul DeLisio	M/C	Skill Center Teacher	Metropolitan College	04/01/02-06/30/02	\$6,552 .70 FTE \$37,440	Contract extension; externally funded.
Ms. Cynthia A. Dominic	F/C	Lead Instructional Assistant	Rich Center Autism/Teacher Education	06/13/02-08/16/02	\$3,133 .50 FTE \$34,667	Contract extension; externally funded.
Ms. Mary Jo Ferguson	F/C	Teacher Assistant	Rich Center Autism/Teacher Education	06/13/02-08/16/02	\$1,880 .50 FTE \$20,800	New hire; externally funded.
Mr. Thomas Foley	M/C	Coordinator	Communication and Theater	06/01/02-06/30/02	\$1,119 .50 FTE \$26,849	Contract extension.
Ms. Brenda Grant	F/B	Upward Bound Teacher	Upward Bound	06/06/02-07/25/02	\$2,593 .4166 FTE \$44,955	Rehire; externally funded.
Ms. Suzanne Groves	F/	Upward Bound Teacher	Upward Bound	06/06/02-07/25/02	\$2,593 .4166 FTE \$44,955	Rehire; externally funded.
Ms. Anita Isabella-Shuster	F/C	Lead Instructional Assistant	Rich Center Autism/Teacher Education	06/13/02-08/16/02	\$3,133 .50 FTE \$34,667	Rehire; externally funded.
Ms. Barbara Ann Jamis	F/C	Teacher Assistant	Rich Center Autism/Teacher Education	06/13/02-08/16/02	\$1,880 .50 FTE \$20,800	Rehire; externally funded.

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**YOUNGSTOWN STATE UNIVERSITY  
PERSONNEL ACTIONS  
APRIL 1, 2002 - JUNE 30, 2002**

**PROFESSIONAL/ADMINISTRATIVE APPOINTMENTS FOR BOARD OF TRUSTEES APPROVAL**

<b>NAME</b>	<b>GENDER/ RACE*</b>	<b>TITLE</b>	<b>DEPARTMENT</b>	<b>CONTRACT/ APPOINTMENT DATE</b>	<b>SALARY/FTE/ BASE SALARY</b>	<b>COMMENTS</b>
Ms. Linda M. Krieger	F/C	Administrative Coordinator-BSMD Program (Temporary)	Dean's Office-College of Arts and Sciences	06/13/02-08/16/02	\$1,560 .20 FTE \$31,200	Contract ended 05/18/02; rehired.
Ms. Rosemary E. Kent	F/C	Assistant Director-Federal Programs	Financial Aid and Scholarships	04/01/02-06/30/02	\$8,000 1.00 FTE \$32,000	New hire; from CCS to P/A.
Ms. Shelley Lowry	F/C	Lead Instructional Assistant	Rich Center Autism/Teacher Education	06/13/02-08/16/02	\$3,133 .50 FTE \$34,667	Rehire; externally funded.
Mr. Stacy Madison	M/C	Teacher Assistant	Rich Center Autism/Teacher Education	06/13/02-08/16/02	\$1,880 .50 FTE \$20,800	Rehire; externally funded.
Mr. Steven Melek	M/C	Skill Center Teacher	Metropolitan College	04/01/02-06/30/02	\$5,616 .60 FTE \$37,440	Contract extension; externally funded.
Mr. James Pepperney	M/C	Skill Center Teacher	Metropolitan College	04/01/02-06/30/02	\$3,510 .375 FTE \$37,440	Contract extension; externally funded.
Ms. Lisa Paulus	F/C	Financial Aid Counselor- Federal Programs	Financial Aid and Scholarships	04/22/02-06/30/02	\$5,046 1.00 FTE \$26,067	New hire; externally funded.
Mr. Charles H. Sager	M/C	Skill Center Teacher	Metropolitan College	04/01/02-06/30/02	\$6,552 .70 FTE \$37,440	Contract extension; externally funded.
Mr. Mario Sallee	M/B	Upward Bound Teacher	Upward Bound	06/06/02-07/25/02	\$2,593 .4166 FTE \$44,955	Rehire; externally funded.
Ms. Valerie Spain	F/C	Skill Center Lead Teacher	Metropolitan College	04/01/02-06/30/02	\$8,580 .75 FTE \$45,760	Contract extension; externally funded.

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**YOUNGSTOWN STATE UNIVERSITY  
PERSONNEL ACTIONS  
APRIL 1, 2002 - JUNE 30, 2002**

**PROFESSIONAL/ADMINISTRATIVE APPOINTMENTS FOR BOARD OF TRUSTEES APPROVAL**

<b>NAME</b>	<b>GENDER/ RACE*</b>	<b>TITLE</b>	<b>DEPARTMENT</b>	<b>CONTRACT/ APPOINTMENT DATE</b>	<b>SALARY/FTE/ BASE SALARY</b>	<b>COMMENTS</b>
Mr. Jeffrey Thomas	M/C	Skill Center Teacher	Metropolitan College	04/01/02-06/30/02	\$6,552 .70 FTE \$37,440	Contract extension; externally funded.
Ms. Jean R. Wainio	F/C	Associate Executive Director (Temporary)	Human Resources	05/01/02-06/30/02	\$12,085 1.00 FTE \$72,512	Rehire.
Ms. Celeste Michelle Wilson	F/M	College Tech Prep Assistant	Associate Degree and Tech Prep Programs	05/13/02-06/30/02	\$1,100 .3750 \$20,800	New hire; externally funded.
Mr. Harold Wilson	M/	Skill Center Teacher	Metropolitan College	04/01/02-06/30/02	\$6,552 .70 FTE \$37,440	Contract extension; externally funded.
Ms. Claudette Womack	F??	Financial Aid Counselor- Federal Programs	Financial Aid and Scholarships	04/17/02-06/30/02	\$5,347 1.00 FT \$26,067	New hire.
Ms. E. Meredith Young	F/C	Director	Undergraduate Admissions	04/15/02-06/30/02	\$13,833 1.00 FTE \$65,000	New hire.

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**2002 State of the University Address**  
**Youngstown State University**  
**President David C. Sweet**  
**September 23, 2002**

Welcome and good afternoon to the Board of Trustees, faculty, staff, students, and YSU Foundation representatives. It is my privilege and honor to deliver the 2002 State of the University address. This is my third such presentation, and I am pleased to report that the state of Youngstown State University is strong and vibrant. The University is also challenged by economic realities that are as difficult as any in the thirty-five years since we became a public university.

As you know, this past year we completed work on the University's Centennial Strategic Plan – a plan that will focus our attention over the next five years leading to our one-hundredth anniversary in 2008. We anticipate this milestone with a strong sense of accomplishment, proudly acknowledging ninety-five years of dedication by faculty and staff who have served generations of students. We have much to celebrate since my last State of the University address.

I am proud of the fourth successive semester increase in enrollment we have just experienced. We have almost one thousand more students on campus today than we had two years ago.

Our academic programs are outstanding, and I am pleased to see YSU increasingly recognized as a leading undergraduate-centered public university in Ohio.

The Ohio Board of Regents "Report Card" for 2001 largely confirms this:

- Among Ohio public institutions, YSU has the highest percentage of first-year students taught by full professors.
- YSU's first-year to second-year retention rate exceeded national and state averages for open-admissions four-year institutions.
- YSU provides scholarships to a larger percentage of first-year students than any other public institution in northeast Ohio.
- And in northeast Ohio, YSU has the lowest percentage of first-year students who need to take out educational loans.

Our students excel in competition with other institutions. For example, pass rates for YSU education students in the national teachers' certificate examination and completion rates for YSU BS/MD students in the NEOUCOM consortium exceed Kent State University and The University of Akron. There are many other examples of YSU students who surpass the competition.

Last week I attended a luncheon meeting in Cleveland where I met with twenty business and community leaders – all highly respected executives of the city's most influential companies, professional firms, non-profit organizations, and government agencies – and all of them proud graduates of Youngstown State University.

Each person stood up and described the key role YSU played in his or her life and how this University opened up doors of knowledge and opportunity. I heard how you, as outstanding faculty and staff members, supported these students – many of whom were the first ones in their families to attend college – and how your steadfast dedication guided these students forward. Whether it is the professional successes of our graduates, student academic competitions, or comparative data, it is clear to me that YSU is the best public university in Northeast Ohio for undergraduate education.

We also need to recognize that our institutional excellence is bound to public policy issues and trends. Higher education is in the midst of an historical restructuring in Ohio – one that does not bode well for the future of our state. Just two years ago, the state provided almost 55 percent of YSU's general fund budget; today, the percent is down to 40 – an amazing and alarming reduction. In the next fiscal year, the state share is likely to fall even further to around 35 percent. For the most part, students have had to make up the difference in higher tuition costs. Despite these increases, tuition at YSU is the lowest among Ohio's comprehensive public universities.

Increased tuition has not been the only way we have had to deal with lower state allocations, as we have had to make significant sacrifices and budget cuts as well – more than \$3 million in this fiscal year alone and \$5.5 million over the past four years.

For the leanest public university in Ohio with the lowest operating costs – as reported by the Board of Regents – these cuts have been difficult, and indeed painful. Clearly, YSU's ability to maintain and enhance the quality of our programs and to fulfill our mission and vision are challenged with each new state cut. We have and will



continue to make sacrifices at every level of the University – but let me emphasize that we cannot sacrifice the quality of our academic programs.

In spite of these budgetary challenges, we will strive together to accomplish our strategic vision and plan. With the leadership of Provost Atwater and Dr. Bege Bowers, the University last year developed our Centennial Strategic Plan. The plan represents the input of many faculty and staff, as well as assistance from members of the external community. I am pleased that the plan effectively incorporates the top recommendations made by the Operations Improvement Task Force to improve our administrative operations, and many recommendations have already been implemented.

The strategic plan begins with the Mission Statement that proudly embraces YSU's role as an open access institution providing high-quality education through a broad range of affordable certificate, associate, baccalaureate and graduate programs. It also affirms that we are dedicated:

- to outstanding teaching, scholarship, and service;
- to fostering student-faculty relationships that enrich teaching and learning, develop scholarship, and encourage public service; and
- to promoting diversity and an understanding of global perspectives that advance the intellectual, cultural, and economic life of the state and region.

The Vision Statement set forth in the strategic plan is a declaration of the institution's future intentions and directions. It is ambitious, but let us also be realistic that it entails having adequate resources to accomplish our broad goals. It reads:

- Youngstown State University will become a national model for student-centered comprehensive urban universities, transforming its students into successful professionals, scholars, citizens, and leaders.
- Building upon its YMCA tradition of developing the body, mind, and spirit, the University will provide a full range of services and amenities to meet the needs of residential, commuter, and offsite students.
- In partnership with schools and the corporate, public, and non-profit communities, YSU will promote diversity and excellence in teaching,



research, and service to increase the educational attainment, economic prosperity, and environmental vitality of the region.

- The University will be a center for intellectual and cultural activity and a catalyst for public engagement.

Ten critical issues or priorities advance the University forward. Let's take a brief moment to look at them and report our progress in each area.

- Enrollment/Retention is the first critical issue and states: YSU will build enrollment strategically and manage it effectively. The quality of our academic programs increasingly draws students from outside our immediate region; our growing residential capacity will accommodate them. Thanks to our developmental skills programs and other efforts, we are doing a better job retaining existing students. We increased enrollment last fall by 3.9 percent. This fall enrollment again increased by 3.7 percent. This is the first time since 1989 and 1990 that the University achieved enrollment increases for two successive years. Special note should be given to the College of Health and Human Services, which increased its enrollment this fall by an impressive 14.4 percent; all colleges are working toward our enrollment goals. The University has begun work with STAMATS, a foremost marketing communications firm, to develop a comprehensive enrollment management plan and brand identity campaign, which will be available next spring. In addition, the Office of Undergraduate Admissions has launched an initiative to increase enrollment from Northeast Ohio with the hiring of a Cleveland-based admissions recruiter.
- The second critical issue is Programs/Teaching, Learning and Research and states: YSU will promote excellence in teaching, learning, service and research – and prepare students to undertake civic and leadership responsibilities – through programs and educational experiences that meet student and workforce needs. This fall we hired thirty-five new faculty members, the largest entering group since the mid-nineties. These faculty have earned degrees and received training from some of the finest institutions in North America and are well prepared to serve our students. In the past year we introduced new programs, such as an

associate degree in Electric Utility Technology, master's degrees in Environmental Studies and Social Work, and an on-site MBA program with First Energy Corporation. A collaborative master's degree in public administration with Cleveland State University is offered for the first time. And this spring we will initiate a certificate program in non-profit management. Let me also congratulate the College of Engineering and Technology for earning reaccreditation, as well as our Theater Program, which also was reaccredited.

- The third critical issue is Financial Resources – YSU will manage these efficiently and strategically. We will aggressively seek new sources of revenue, such as working to obtain a state funding formula more favorable to institutions focusing on open access and undergraduate education. The formula is currently structured to the detriment of undergraduate-focused universities. A doctoral student brings a university as much as five times what it receives for a first-year student. In many cases, this doctoral student is assigned to teach undergraduate students. The economics are clear.

Last Friday I testified before the Ohio House Select Committee on Higher Education. I identified three elements of current state policy that hamper our ability to lead the transformation of the Mahoning Valley – 1) the inadequate funding of higher education in general; 2) the flaws in the funding formula that work to the disadvantage of metropolitan universities with an undergraduate focus, such as YSU; and 3) the “mission creep” that wastefully results in duplication of programs between two- and four-year public institutions.

In expanding our resources, YSU must also be encouraging increased private philanthropic investment in the University. The restructuring of the Development Office in the last year and its strengthened relationship with the YSU Foundation will produce greater resources for our faculty, staff, and students.

And we will continue to seek reciprocal agreements with Pennsylvania in order to receive state funding for the nearly 1,000 students who attend YSU from our service area in western Pennsylvania.

The fourth critical issue is Image/Market. YSU will develop and communicate a positive, shared institutional identity and market its strengths and successes aggressively. In the past year, the Office of Marketing and Communications developed and implemented the comprehensive “Success Stories” recruitment advertising campaign to support enrollment goals and prepared a new student viewbook.

- The fifth critical issue is Student Services/Alumni Relations, including a range of student services and facilities necessary for a student-centered university to attract, support, retain, advance, and graduate students. Last October we opened the Sweeney Welcome Center, providing an attractive and centrally-located setting for the Office of Undergraduate Admissions. YSU expanded its commitment to the Center for Student Progress which boasts an impressive 85.9 percent retention rate for students who engage services from this office five or more times in a year. In response to a student initiative and proposal, the University plans to build a new Student Recreation and Wellness Center, the funding for which will be derived largely from private philanthropy. We are now halfway toward this goal with exciting plans for a kick-off campaign later this fall. In this process, the University has received the largest single gift in our history.
- Critical issue six is Diversity. YSU will provide a climate of respect for all people, its students, faculty, and staff. It does not necessarily mean that YSU will always be out in front on cutting-edge social issues, but it does and will always mean there will be a fair hearing and a concerned consideration of such matters. We have achieved progress with minority enrollment. This fall minority enrollment increased 13.7 percent, with a gain of African-American students of 16.7 percent. There are now approximately 1,619 minority students on campus, by our count the largest number in the University’s history. The new *Freshman Readers Dialogue* provides all incoming freshman students with a Youngstown perspective of race relations based on the autobiography, *Dancing with Strangers*, by Mel Watkins, former local resident and *New York Times* book

review editor. Mr. Watkins will be here on October 9 for a special presentation in the Chestnut Room.

- Technology is critical issue seven. It is essential that YSU pursue an integrated approach in using technology to meet the academic, research, student service, and administrative goals of the University. In the last year, a new University website and common e-mail or CUE-mail system were developed with the potential of greatly improving communications among faculty, staff, and students. On July 1, we consolidated Information Technology Services under a chief technology officer. Committee members have been appointed to prepare a comprehensive technology master plan to ensure the strategic and efficient use of technology on campus. I am committed to secure the necessary funds to implement the plan.
- Critical issue eight is Community Engagement. The University will undertake community partnerships to serve and address the cultural, intellectual, educational, social, and economic needs of the region. In the coming year, we will focus on two major areas: our partnerships with local K-12 schools, involving every college on this campus, and the economic development and revitalization of Youngstown. Last year YSU provided pre-college experiences to 15,700 students in 48 different programs. These students participated in activities such as the new Academic Achievers program, the Dana Vocal Performance Clinic, the Ohio Business Week 2002, and the English Festival involving more than 2,700 students. The University will also expand our historic role in contributing to the economic development of the region through workforce development as well as targeting niche areas for investing in research and development and technology transfer. New initiatives, such as the partnership between the College of Engineering and Technology and Parker Hannafin in the field of hydraulics will be undertaken as well as ongoing support for the Presidential Academic Centers for Excellence in Research or PACER Centers. The University just received a \$3 million state grant for the establishment of the Mahoning Valley Education and Training Institute, providing job seekers with skills assessment and development and linking them with the needs of employers, in partnership with seventeen different area organizations. Last week the Choffin

Career Center and YSU hosted Governor Bob Taft who officially announced this new program.

- Human Resources Development is critical issue nine. Clearly, good labor-management relations are key to any successful human resources development strategy, and I appreciate that direct and ongoing communication leads the way in fostering a healthy climate. I also am pleased that the University successfully negotiated new three-year contracts with the faculty and classified staff. As you know, these contractual negotiations are challenging and at times draining for all parties involved and replete with opportunities to learn how to do it better the next time around. In hindsight, we appreciate how some things could have been approached differently, and this administration has learned valuable lessons. Everyone involved in both negotiations worked with dedication and sincere commitment to obtain agreements in the best interest of the University. And I thank all involved for their hard work. Next year we will negotiate two bargaining unit contracts with APAS and the FOP, and we will work for successful outcomes. During this year, we will also complete and implement the results for the professional/administrative pay equity study for the professional staff.
- And critical issue ten is Facilities/University Neighborhood. It states: YSU will develop and maintain a safe, attractive, convenient and functional physical plant and will work with the community to develop the campus periphery and surrounding neighborhood. Both the campus master plan and space utilization study will be completed, recommendations prioritized, and implementation commenced in the coming year. In 2001-2002, we launched a classroom improvement initiative, which has renovated fifteen classrooms in Cushwa Hall and two classrooms, dance studio, and performance area in Beeghly Center. We will continue to invest in classroom improvement, and we have earmarked funds in the next capital budget for this purpose. As you know, however, the capital budget was scheduled for this past July but has been delayed by the state's financial plight. We also renovated three labs in Ward Beecher Hall at \$1.5 million and have nearly completed a \$2.5 million renovation of Beeghly Center.

Last month we gained approval for the \$2.7 million Bliss Hall addition which will include more than 18,000 square feet, primarily serving the Department of Art. In the last year, YSU took active steps with the city of Youngstown in developing joint urban planning efforts that may well become a national model for mid-sized cities. Through our Center for Urban Studies and with the leadership of Hunter Morrison, we are working with the city in an unprecedented fashion in preparing the City's Comprehensive Plan for 2010. As part of this effort, YSU strengthened its partnership with the Northside Citizens' Coalition last year to preserve and renew the Wick Park neighborhood. We have also joined with the Wick Avenue Neighbors, such as St. John's Church, The Butler Institute of American Art, the Arms Family Museum of Local History, the Youngstown Main Public Library, and other churches and institutions in our area in planning for the future of Smoky Hollow. The University, with our partners in the YSU Foundation, held a groundbreaking last May for the \$22 million University Courtyard student apartments on Wick Oval. Developed and operated by the Ambling Company, this 408-bed facility due to open next August, will be the cornerstone of the work of the Wick Neighbors in the revitalization of the Smoky Hollow neighborhood. At YSU we have maintained a safety record that is among the best of all public universities in Ohio. As we consider campus safety, let us remember that it not only involves the work of the University police force; it also requires the active participation of each of us – such as knowing what actions to take in building or campus emergencies. The tragic events of September 11 and the anthrax threat made it clear to us that we all have an obligation to assist the safety of others. Furthermore, we also require your participation in other situations, such as handling chemicals and remediating environmental problems.

Our actions in addressing these ten critical issues, I am confident, will lead Youngstown State University toward its proud centennial and will set the stage for its greater success. Much of this work will be accomplished through standing and special committees. I ask for your support in becoming active partners in moving the University toward our centennial goals.

We can also point with pride to the distinguished accomplishments of our faculty and staff. Here are a few examples:

- Janet Del Bene was honored nationally by Iota Sigma Pi as outstanding woman chemist, joining the ranks of Marie Curie and two other Nobel Prize winners.
- Stacey Lowery Bretz received a three-year Fund for the Improvement of Secondary Education (or FIPSE) grant at \$332,000 to design, disseminate, and evaluate a graduate degree program in chemistry education for high school chemistry teachers. She is the first YSU faculty member to secure a highly-competitive FIPSE grant and the only such grant to any university chemistry department in 2001.
- Professors Joseph Mistovich, Marlene McClelland, John Russo and Sherry Linkon, and Ted Bosela published either scholarly books or textbooks.
- William Greenway received the Helen and Laura Krut Ohioana Poetry Award, presented by the Ohioana Library Association. He also co-edited an anthology of state poetry for the Ohio Bicentennial Year Commission.
- The Dana Wind Ensemble, under the direction of Steve Gage and John Venesky, was one of a handful of ensembles chosen from hundreds nationally to be featured in performance at the 2002 National Music Educators Conference.

Furthermore, YSU students earned state and national distinction:

- Jeff Parks, YSU student Board of Trustee Member and President of the Student Government Association, was featured on the cover of the national *Student Leader Magazine* for his active role in the YSU student community.
- Two YSU students, Sara O'Brien and Tony Spano, organized the sale of 9-11 "United We Stand" T-shirts that resulted in the 9-11 memorial flagpole. The commemoration ceremony two weeks ago drew all of us together in a truly inspiring event as we honored the victims of last year's attacks, including the memory of YSU graduate, Terry Lynch, who died at the Pentagon.



- Henry Gomez, current *Jambar* editor, was selected for a highly competitive Pulliam Fellowship at the *Indianapolis Star Tribune*.
- YSU students Bob Shuttleworth, Teresa Selee, and Tom Wakefield received outstanding honors at the 2002 MathFest of the Mathematical Society of America – they were three out of eight national recipients. They were also part of teams that competed in the International Competition on Mathematical Modeling held earlier this year. Out of 325 institutions from 11 countries, their teams were the twelfth top award-winning teams internationally.
- Forty-eight YSU student athletes were named to the 2001-2002 Horizon League Academic Honor Roll.

I could easily go on with our numerous student accomplishments, but I want to return now to the Centennial Strategic Plan, to a section that arguably may be the most important statement for us as individuals working side by side to fulfill YSU's mission and to see a vision become reality. The four statements that comprise the institution's core values express the fundamental principles by which we strive to come together as a community working on behalf of the University.

- The first core value – the Centrality of Students – holds that we are a student-centered institution committed to the education, development, well-being, and success of students of all ages and from all walks in life. We strive to foster their personal, social, emotional, and career growth, as well as their capacities for lifelong learning, civic responsibility, and leadership.
- The second core value – Excellence and Innovation – applies to learning, teaching, research, and creative activity both inside the classroom and out. We strive to offer outstanding academic programs; to foster intellectual inquiry, exploration and discovery; to transcend traditional boundaries ... and to excel in research and scholarly activity, including the “scholarship of teaching and learning.”
- The third core value – Integrity and Human Dignity – supports ethical behavior in scholarly and other endeavors, recognizes the dignity and worth of



all people, respects differences among the human race, and celebrates the diversity that enriches the University and the world.

- The fourth core value – Collegiality and Public Engagement – pledges to work to enrich the cultural environment, establish partnerships, provide leadership, address community workforce needs, and bring about the greater good of the collective whole.

Our core values are guiding lights. Let us keep them ever present in our minds and in the manner in which we relate as individuals and as a community.

In closing, I want to state my utmost appreciation for your contributions to our University's excellence. There is no secret to YSU's success – it is founded on the hard work and commitment of its faculty and staff. We are moving forward with confidence, pride, and determination that Youngstown State University will accomplish even greater success in the year ahead. Thank you.

*Designing Our Future in  
the 21st Century:*

*The Centennial Strategic Plan  
of Youngstown State University*

May 10, 2002



# Table of Contents

Youngstown State University Mission Statement .....	1
Youngstown State University Vision Statement .....	2
Youngstown State University Core Values .....	3
Defining Principles for the Strategic Planning Process .....	4
Youngstown State University Priority Statements .....	5
Centennial Strategic Plan .....	6



## YSU Mission Statement

Youngstown State University provides open access to high-quality education through a broad range of affordable certificate, associate, baccalaureate, and graduate programs.

The University is dedicated to

- outstanding teaching, scholarship, and service and to forging connections among these three interactive components of its mission;
- fostering student-faculty relationships that enrich teaching and learning, develop scholarship, and encourage public service;
- promoting diversity and an understanding of global perspectives;
- advancing the intellectual, cultural, and economic life of the state and region.

*Approved by the Board of Trustees June 2001*



# *Youngstown State University Vision*

## YSU Vision Statement

Youngstown State University will become a national model for student-centered comprehensive urban universities, transforming its students into successful professionals, scholars, citizens, and leaders.

Building upon its tradition of developing the body, mind, and spirit, YSU will provide a full range of services and amenities to meet the needs of residential, commuter, and offsite students.

In partnership with schools and the corporate, public, and non-profit communities, YSU will promote diversity and excellence in teaching, research, and service to increase the educational attainment, economic prosperity, and environmental vitality of the region.

The University will be a center for intellectual and cultural activity and a catalyst for public engagement.

*Draft Endorsed by the Board of Trustees March 14, 2002*



# *Youngstown State University Core Values*

We—the faculty, staff, administrators, and students of Youngstown State University—hold the following values essential to achieving the University’s mission:

## *Centrality of Students*

We are a student-centered institution committed to the education, development, well-being, and success of students of all ages and from all walks in life. In concert with our mission to help students grow intellectually, we strive to foster their personal, social, emotional, and career growth, as well as their capacities for lifelong learning, civic responsibility, and leadership.

## *Excellence and Innovation*

We value excellence and innovation inside the classroom and out. Thus, we strive to offer outstanding academic programs; to foster intellectual inquiry, exploration, and discovery; to transcend traditional boundaries; to apply and perfect knowledge; to encourage creativity; to provide effective tools, technologies, and facilities for learning; and to excel in research and scholarly activity, including the “scholarship of teaching and learning”—an area of research that explores how individuals teach and learn.

## *Integrity/Human Dignity*

As a campus community, we expect all conduct to be rooted in integrity, mutual respect, and civility. We value ethical behavior in scholarly and other endeavors; believe in the dignity and worth of all people; strive to foster an appreciation of, and respect for, differences among the human race; and celebrate the diversity that enriches the University and the world.

## *Collegiality and Public Engagement*

As scholar-citizens of many extended and interconnected communities, we pledge to work collegially and cooperatively to enrich the cultural environment; establish productive partnerships; provide responsible leadership; address community and workforce needs; and bring about the greater good of the collective whole—be it the University, the Mahoning Valley, the state, the region, or beyond.

*Endorsed by the Board of Trustees November 14, 2001*



# *Defining Principles*

## **Youngstown State University**

### **Defining Principles for the Strategic Planning Process**

YSU's strategic plan represents a shared vision of what YSU seeks to become and specific strategies to achieve it. An open and continuous endeavor, the strategic planning process is designed to guide a dynamic University capable of responding in a timely fashion to new opportunities and changing internal and external circumstances. The plan reflects campus- and community-wide collaboration and discussion.

The Strategic Plan will

- represent YSU's commitment to provide all students open access to a high-quality education.
- state how YSU interacts with and responds to community needs and opportunities.
- guide development of annual action plans and budgets, connecting human and other resources to identified priorities and supporting initiatives.
- guide the University in identifying programs and activities that will be initiated, continued, and discontinued.
- establish a vision for achieving identified priorities by YSU's centennial year in 2008.

*Endorsed by the Board of Trustees November 14, 2001*



# *Youngstown State University Priority Statements*

## *Critical Issue 1: Enrollment/Retention*

YSU will build enrollment strategically and manage it effectively.

## *Critical Issue 2: Programs/Teaching, Learning, and Research*

YSU will promote excellence in teaching, learning, service, and research—and prepare students to undertake civic and leadership responsibilities—through programs and educational experiences that meet student and workforce needs.

## *Critical Issue 3: Financial Resources*

YSU will manage resources efficiently and strategically, leverage them effectively, and develop additional resources to fulfill its mission.

## *Critical Issue 4: Image/Market*

YSU will develop and communicate a positive, shared institutional identity and market its strengths and successes aggressively.

## *Critical Issue 5: Student Services/Alumni Relations*

YSU will provide the range of student services necessary for a student-centered University to attract, support, retain, advance, and graduate students. YSU will also maintain ongoing and lifelong relationships with its alumni.

## *Critical Issue 6: Diversity*

YSU will provide a climate of respect for all people. Its students, faculty, staff, and course content will increasingly reflect the diversity of the community, the nation, and the world.

## *Critical Issue 7: Technology*

YSU will pursue an integrated approach in using technology to meet the academic, research, student-services, and administrative goals of the University.

## *Critical Issue 8: Community Engagement*

YSU will undertake community partnerships to serve and address the cultural, intellectual, educational, social, and economic needs of the region.

## *Critical Issue 9: Human Resources Development*

YSU will further develop a competent, motivated, diverse, and competitively paid workforce committed to carrying out the mission of the University.

## *Critical Issue 10: Facilities/University Neighborhood*

YSU will develop and maintain a safe, attractive, convenient, and functional physical plant responsive to the present and future needs of students, staff, alumni, and the community. The University will work with the community to enhance the safety, aesthetics, and vitality of the campus periphery and surrounding neighborhood.



# Centennial Strategic Plan

## Critical Issue 1: Enrollment/Retention

**Priority:** *YSU will build enrollment strategically and manage it effectively.*

**Goal 1:** **Develop a long-term enrollment-management plan that places particular emphasis on retention (see also Critical Issue 1, Goal 4).**

Strategy 1.1: Develop enrollment targets for particular student populations (e.g., undergraduate students, graduate students, high-achieving students, international students, underrepresented students, residential students).

Strategy 1.2: Correlate development of enrollment targets with projected human and fiscal resources.

**Goal 2:** **Increase student recruitment/retention to achieve specified enrollment targets.**

Strategy 2.1: Increase interactions with potential students on and off campus to increase the number of inquiries and registrations.

Strategy 2.2: Convert a larger percentage of inquiries to successful applications and enrollments.

Strategy 2.3: Use technology to streamline and improve the application and admissions process (e.g., web-based applications).

Strategy 2.4: Assess the financial aid/scholarship structure, and consider new strategies for using scholarships to attract targeted student populations (e.g., high-achieving students, students from outside the region, underrepresented populations).

Strategy 2.5: Anticipate and meet the special/scheduling needs of various student populations.

**Goal 3:** **Make the enrollment process more convenient, efficient, and user-friendly.**

Strategy 3.1: Streamline/integrate placement testing, initial orientation and advising, and registration for incoming students.

Strategy 3.2: Facilitate review of transfer credits and orientation for transfer students.

**Goal 4:** **Maximize the retention and success of enrolled students.**

Strategy 4.1: Improve the advising process for all students.

Strategy 4.2: Develop programming to improve initial University experiences and increase retention.

Strategy 4.3: Provide services and centers of support to address the developmental needs of a diverse student population.

Strategy 4.4: Assess the effectiveness of all centers and programs designed to help students succeed.

## **Critical Issue 2: Programs/Teaching, Learning, and Research**

**Priority:** *YSU will promote excellence in teaching, learning, service, and research—and prepare students to undertake civic and leadership responsibilities—through programs and educational experiences that meet student and workforce needs.*

**Goal 1: Establish, maintain, and enhance educational programs in a timely fashion to meet the University's mission and foster excellence.**

Strategy 1.1: Expand programs and course work that attract and retain the best and brightest students, while continuing to serve the needs of other student populations.

Strategy 1.2: Develop and expand continuing-education, workforce-development, and non-credit programming, as well as certificate, associate, baccalaureate, and graduate programs that meet the employment needs of the region, state, and nation.

Strategy 1.3: Examine and facilitate expansion of graduate programming.

Strategy 1.4: Reinstigate a program-review process.

Strategy 1.5: Develop programs and experiences—within general education, academic programs, and extracurricular activities—to enhance students' leadership and citizenship abilities.

Strategy 1.6: Support and continue to strengthen the general-education curriculum.

Strategy 1.7: Strengthen internship and graduate-assistantship programs.

Strategy 1.8: Expand international-studies and studies-abroad programs.

**Goal 2: Increase timely student access to and success in educational programs.**

Strategy 2.1: Develop and enhance “seamless” educational experiences (e.g., programs through which exceptional high school students can acquire

college credit; associate programs that logically lead to “2+2” baccalaureate degrees; five-year BS/MS programs).

Strategy 2.2: Support a variety of instructional modes of delivery for academic programs.

Strategy 2.3: Offer classes at times and in locations that meet student needs.

Strategy 2.4: Assure that general-education requirements enable timely completion of academic programs and degrees.

Strategy 2.5: Monitor, evaluate, and enhance academic student services and academic advising (see also **Critical Issues 1** and **5**).

**Goal 3: Identify, encourage, and recognize excellence and innovation in teaching, scholarship, and service—and in the integration of these areas.**

Strategy 3.1: Support advancement of an initiative designed to enhance the scholarship of teaching and learning (e.g., CATALYST).

Strategy 3.2: Evaluate services and increase support of mechanisms that enhance classroom and laboratory instruction (e.g., Center for Teaching and Learning Technology, faculty workshops).

Strategy 3.3: Increase faculty-development opportunities for integrating new technologies into instruction.

Strategy 3.4: Support efforts that integrate teaching, scholarship, and service.

**Goal 4: Identify and develop ways to enhance research and scholarship.**

Strategy 4.1: Develop, evaluate, and enhance mechanisms for rewarding excellence in scholarship.

Strategy 4.2: Review and streamline processes related to grant attainment, approval, and implementation.

### **Critical Issue 3: Financial Resources**

**Priority:** *YSU will manage resources efficiently and strategically, leverage them effectively, and develop additional resources to fulfill its mission.*

**Goal 1: Develop stable sources of revenue that maximize income while ensuring fairness to students.**

Strategy 1.1: Determine the desired ratios among the major revenue streams:

- State support
- Tuition and fees
- Gifts
- Investments
- Grants
- Auxiliary/Business services

Strategy 1.2: Use these ratios to set prices and lobby for changes in the state-funding formula.

Strategy 1.3: Simplify and consolidate tuition and fee structures, taking into account costs to be covered, effective student relations, and constraints of market and demand.

Strategy 1.4: Offset realistic tuition and fees with effective, efficient financial aid.

Strategy 1.5: Explore additional sources of revenue, such as patents, licenses, and foundations.

**Goal 2: Review and modify the budget process and management policies to promote efficiency and effectiveness.**

Strategy 2.1: Establish a clearly defined budget process.

Strategy 2.2: Establish policies under which operational units will be allowed to carry forward general-fund balances.

Strategy 2.3: Establish policies that allow some portion of grant-generated and other salary savings to be retained by operational units.

Strategy 2.4: In coordination with Strategy 2.3, above, establish policies to allow operational units to make proposals for moving funds between salary and operational categories at the beginning of each fiscal period.

**Goal 3: Establish a resource-allocation plan that encourages and rewards the achievement of institutional goals.**

Strategy 3.1: Set responsibility for resource allocation as close as feasible to the unit accountable for achieving a set of institutional goals.

Strategy 3.2: Establish an annual process that makes funds available to achieve special goals and initiatives according to a goal-driven plan.

**Goal 4: Adopt strategies to leverage capital dollars.**

Strategy 4.1: Leverage state-appropriated and University and Foundation capital dollars to finance infrastructure needs identified by campus strategic plans.

**Goal 5: In partnership with the YSU Foundation, initiate a capital campaign to support YSU's strategic plan.**

Strategy 5.1: Raise funds to support

- Scholarships
- Endowed faculty chairs
- Academic enrichment
- Library
- Facility enhancement
- Research

## Critical Issue 4: Image/Market

**Priority:** *YSU will develop and communicate a positive, shared institutional identity and market its strengths and successes aggressively.*

**Goal 1: Establish, implement, and manage themes for the University's marketing communication program.**

Strategy 1.1: Develop the brand image campaign upon which a comprehensive marketing communication program will be built.

**Goal 2: Conduct a comprehensive, integrated YSU marketing communication (IMC) program.**

Strategy 2.1: Develop and sustain campus-wide consensus for a marketing communication plan.

Strategy 2.2: Develop and provide services to assist University constituencies such as undergraduate admissions, the graduate school, development, alumni relations, and others to fulfill their marketing needs.

Strategy 2.3: Identify and use external communication vehicles, including University broadcast media.

**Goal 3: Manage a comprehensive on-campus communications program to inform employees and students, as well as to promote campus pride.**

Strategy 3.1: Develop and use the University website, electronic bulletin boards, mass e-mail, the *Jambar* student newspaper, and other vehicles to inform employees and students.

Strategy 3.2: Establish better labor/management communication (see also **Critical Issue 9, Strategy 3.1**).

**Goal 4: Play a leadership role in community efforts to shape and advance a new image for the Mahoning Valley and surrounding region (see also Critical Issue 8).**

Strategy 4.1: Partner with key community stakeholders and regional marketing-communication professionals to project a new vision.

Strategy 4.2: Expand and encourage faculty, staff, and student involvement in key community initiatives and partnerships.

## **Critical Issue 5: Student Services/Alumni Relations**

**Priority:** *YSU will provide the range of student services necessary for a student-centered University to attract, support, retain, advance, and graduate students. YSU will also maintain ongoing and lifelong relationships with its alumni.*

**Goal 1: Create a welcoming environment for all students and visitors, providing access to campus resources.**

Strategy 1.1: Make efficient and friendly service a campus priority.

Strategy 1.2: Create a student/alumni “swipe” card for use of University services.

**Goal 2: Provide opportunities that enrich the educational experience.**

Strategy 2.1: Encourage all students to participate in community service and student organizations as part of their academic curriculum.

Strategy 2.2: Encourage students to participate in internship/co-op programs.

Strategy 2.3: Facilitate opportunities to study abroad.

Strategy 2.4: Provide services that increase retention (see **Critical Issue 1, Goal 4**).

Strategy 2.5: Increase opportunities and compensation for on-campus employment.

**Goal 3: Provide facilities and services that enrich campus life and are accessible to students and alumni.**

Strategy 3.1: Develop a comprehensive Student Services Center that encompasses all areas of direct service to students.

Strategy 3.2: Build a “Student Recreation and Wellness Center,” and create programs to provide recreational, health, and wellness activities.

Strategy 3.3: Increase the availability and desirability of student housing.

Strategy 3.4: Review and enhance services for international students.

Strategy 3.5: Provide more on-campus entertainment and activities.

**Goal 4: Develop systems to ensure a lifelong relationship with alumni.**

Strategy 3.1: Establish more alumni chapters.

Strategy 3.2: Provide alumni a lifelong e-mail address.

Strategy 3.3: Involve alumni in the student-recruitment process.

Strategy 3.4: Provide lifelong career services to Alumni Society members.

Strategy 3.5: Facilitate payment of alumni dues.

Strategy 3.6: Develop mechanisms to involve alumni in University events related to their activities and areas of interest when they were students.

## Critical Issue 6: Diversity

**Priority:** *YSU will provide a climate of respect for all people. Its students, faculty, staff, and course content will increasingly reflect the diversity of the community, the nation, and the world.*

**Goal 1. Increase the diversity of the student body, faculty, and staff.**

Strategy 1.1: Establish and maintain policies and procedures to ensure success in increasing campus diversity.

Strategy 1.2: Engage in ongoing outreach to identified communities through direct personal contact by University staff and faculty, targeted advertising and recruitment publications, the University website, and on- and off-campus programming.

Strategy 1.3: Conduct effective, fully inclusive job searches.

**Goal 2. Educate the campus and the community about diversity and its importance in modern life.**

Strategy 2.1: Enhance the diversity component of the University curriculum.

Strategy 2.2 Ensure that University communications reflect the diversity of the YSU community and send the message that the institution values and respects differences.

Strategy 2.3: Provide educational programming and workshops that focus on diversity issues.

**Goal 3. Foster a climate of respect at the University for all individuals, regardless of their ethnicity, race, gender, physical function, sexuality, religion, or class.**

Strategy 3.1: Provide administrative support for offices and centers that provide services to underrepresented groups.

Strategy 3.2: Educate the campus community about University policies and procedures that address offensive/discriminatory language and/or behavior.

Strategy 3.3: Provide all University employees with equal access to health care and other fringe benefits.

## **Critical Issue 7: Technology**

**Priority:** *YSU will pursue an integrated approach in using technology to meet the academic, research, student-services, and administrative goals of the University.*

**Goal 1: Integrate, coordinate, and provide technology\* and information systems.**

Strategy 1.1: Establish a technology leadership and communication structure.

Strategy 1.2: Develop a coordinated and prioritized technology plan.

Strategy 1.3: Create and revise technology policies and operating procedures.

Strategy 1.4: Review, upgrade, and integrate administrative computing systems.

Strategy 1.5 Develop and implement a methodology for institutional technology funding.

**Goal 2: Maintain a current and reliable networked technology infrastructure.**

Strategy 2.1: Develop and implement a reliability and backup strategy.

Strategy 2.2: Provide support for data, voice, video, and future technologies.



Strategy 2.3: Provide network applications and services to facilitate the use of the network.

**Goal 3: Provide access to technology and information that is up-to-date and user-oriented.**

Strategy 3.1: Ensure accessibility to technology for traditional, non-traditional, and special-needs students.

Strategy 3.2: Ensure faculty and staff accessibility to technology.

**Goal 4: Implement effective use of technology in teaching and learning.**

Strategy 4.1: Provide multimedia capabilities in all classrooms.

Strategy 4.2: Provide faculty and staff training in and support for the use of technology (see also strategies under **Critical Issue 2, Goal 3**).

Strategy 4.3: Support distance learning (see also **Critical Issue 2, Strategy 2.2**).

*\*For the purposes of this section, TECHNOLOGY is defined as the entire array of mechanical, electronic, and virtual devices and processes used by the YSU community to carry out various missions. It includes, but is not limited to, the hardware and software associated with personal computers, computer networks, mainframe computing, information systems, academic computing, research computing, and administrative computing, as well as systems such as external communication and information transfer, distance learning, and voice, data, and video communication.*

## **Critical Issue 8: Community Engagement**

**Priority:** *YSU will undertake community partnerships to serve and address the cultural, intellectual, educational, social, and economic needs of the region.*

**Goal 1: Create an academic, cultural, and diverse community environment that retains and enhances local and regional intellectual capital.**

Strategy 1.1: Maintain the intellectual capital of the region by offering a comprehensive set of continuing professional-development degree and non-degree programs.

Strategy 1.2: Become a leader in promoting academic excellence in grades P-12, and collaborate with stakeholders to offer appropriate programs and services.

Strategy 1.3: Partner with local school systems to develop solutions to improve the schools' "report card" scores.

**Goal 2: Partner with local government, business, and non-profit entities to encourage local business and economic development.**

Strategy 2.1: Provide the Regional Chamber and local entities the data and expertise needed to advance economic-development initiatives.

**Goal 3: Maintain and enhance the cultural environment.**

Strategy 3.1: Partner with area arts organizations to sustain and enhance services.

**Goal 4: Offer curricula and programming to promote University-community partnerships and/or activities.**

Strategy 4.1: Create high-school-to-graduate-school programs to pique interest at the high school level for the arts, marketing, technology development, information technology, law, engineering, etc.

Strategy 4.2: Expand curricula that provide students an opportunity to participate in an internship/practicum experience in their discipline.

Strategy 4.3: Establish strong community liaisons for each department or program (e.g., external advisory committees).

Strategy 4.4: Establish more engaged and user-friendly relationships with community groups.

**Goal 5: Maximize the University's use of broadcast outlets to enhance community engagement and awareness.**

Strategy 5.1: Maintain and develop community-oriented program initiatives via WYSU-FM.

Strategy 5.2: Develop program initiatives via PBS 45/49.

Strategy 5.3: Develop program initiatives via commercial broadcast, public-access cable, and minority media outlets.

## **Critical Issue 9: Human Resources Development**

**Priority:** *YSU will further develop a competent, motivated, diverse, and competitively paid workforce committed to carrying out the mission of the University.*

**Goal 1: Develop a highly qualified, flexible, and diverse faculty and staff.**

Strategy 1.1: Recruit new faculty and staff strategically and through an informative and streamlined process.

Strategy 1.2: Enhance retention of new faculty and staff.

Strategy 1.3: Optimize use of the web for human-resource development.

Strategy 1.4: Use faculty and staff contracts to respond to strategic needs of the University and provide incentives for flexibility.

**Goal 2: Improve the use, training, placement, assignments, and leadership experiences of student employees.**

Strategy 2.1: Use and train work-study students more effectively.

Strategy 2.2: Provide more equitable and attractive employment opportunities for graduate students.

**Goal 3: Create a climate that is welcoming and respectful of faculty and staff; improve campus morale.**

Strategy 3.1: Facilitate and improve communication across campus, including communication between the administration and the bargaining units (see also **Critical Issue 4, Strategy 3.2**).

Strategy 3.2: Develop training programs for supervisors, with emphasis on improving employee morale.

Strategy 3.3: Provide appropriate working conditions.

Strategy 3.4: Ensure that YSU's workforce represents a broad cross-section and that non-majority members are valued.

Strategy 3.5: Recognize employee excellence and accomplishment both formally and informally.

**Goal 4: Use the strategic plan and University mission to prioritize faculty and staff placement and hiring.**

Strategy 4.1: Benchmark institutional personnel functions and activities against those of institutions with mission and goals the same as or similar to YSU's.

Strategy 4.2: Reexamine workload/job title/job-classification policies, especially for duplication of effort.

Strategy 4.3: Create an inventory of faculty and staff and their areas of expertise to be used in matching personnel with institutional needs, outreach, and planning efforts.

**Goal 5: Provide incentives for faculty/staff retention.**

Strategy 5.1: Conduct effective and regular evaluations of all University employees and positions.

Strategy 5.2: Maintain adequate staffing.

## **Critical Issue 10: Facilities/University Neighborhood**

**Priority:** *YSU will develop and maintain a safe, attractive, convenient, and functional physical plant responsive to the present and future needs of students, staff, alumni, and the community. The University will work with the community to enhance the safety, aesthetics, and vitality of the campus periphery and surrounding neighborhood.*

### **Goal 1: Improve the campus and its facilities.**

Strategy 1.1: Complete and implement a Campus Master Plan.

Strategy 1.2: Inventory, maintain, and upgrade existing facilities.

Strategy 1.3: Assess and improve classroom and learning environments.

Strategy 1.4: Evaluate the use of external and leased facilities and the use of internal facilities by external users.

Strategy 1.5: Make the campus and its facilities more inviting and user-friendly.

### **Goal 2: Maintain YSU as the safest campus in the state.**

Strategy 2.1: Work with campus and community security officers to maintain and improve the safety of the campus and surrounding neighborhood.

Strategy 2.2: Increase the safety of the area surrounding campus through improved structures, enhanced lighting, and expanded services and activities (see also **Critical Issue 10, Goal 4**).

### **Goal 3: Expand use of campus facilities.**

Strategy 3.1: Explore ways to making campus facilities available for multiple uses by internal and external entities.

Strategy 3.2: Enhance public radio and television facilities to serve YSU and the community.

Strategy 3.3: Support current on-campus summer programs, and explore ways to bring additional members of the community to campus.

Strategy 3.4: Use YSU facilities to maximize opportunities to improve campus-life programming.

**Goal 4: Improve the aesthetics and economic and cultural vitality of the campus periphery and surrounding neighborhood.**

Strategy 4.1: Establish clearer campus boundaries through well-integrated signage and an aesthetically attractive perimeter.

Strategy 4.2: Engage the city and community in efforts to enhance the campus neighborhood.

Strategy 4.3: Explore additional partnerships to use or develop downtown facilities for the mutual benefit of YSU and the community.