

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

Tod Hall
Wednesday, December 15, 2010

Pursuant to notice duly given, a regular meeting (the three hundredth) of the Board of Trustees of Youngstown State University convened at 3:00 p.m., on Wednesday December 15, 2010, in the Board Room in Tod Hall.

Ten trustees were present at the meeting, to-wit: Mr. Scott R. Schulick, chairperson of the board, who presided, Ms. Millicent S. Counts, Dr. John R. Jakubek, Dr. Sudershan K. Garg, Mr. Harry Meshel, Mrs. Carole S. Weimer, Mr. Leonard D. Schiavone, Ms. De-lores E. Crawford, Ms. Lyndsie A. Hall and Mr. Ryan A. Meditz. Mr. Larry D. DeJane was absent.

Also present were: Dr. Cynthia E. Anderson, President; Dr. Ikram Khawaja, Provost and Vice President for Academic Affairs; Mr. Eugene P. Grilli, Vice President for Finance and Administration; Ms. Holly A. Jacobs, University General Counsel; Mr. John Fahey, Vice President for Student Affairs; Ms. Shannon Tirone, Executive Associate to the President and Mr. 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.

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 MEETING HELD OCTOBER 1, 2010.

Prior to the meeting, the secretary had provided draft copies of the minutes of the board's regular meeting held October 1, 2010 (#299) to each trustee, the student trustees and the president. There being no additions, corrections, or revisions thereto, the minutes of the said meeting were approved as provided.

ITEM III – REPORT OF THE PRESIDENT OF THE UNIVERSITY.

Dr. Anderson thanked the faculty and staff who recently contributed to the campus and community by serving as Salvation Army bell-ringers; helping to raise \$50,000 toward the United Way annual campaign; teaching and assisting the 700+ YSU students who graduated in December and participating in 2020 Strategic Planning Process. Dr. Anderson reported

that implementation and prioritization of the 2020 Strategic Plan are the next steps in its process. The Strategic Plan will be a fluid document that will be assessed at least annually. Dr. Anderson wished everyone a joyous holiday season and thanked the campus and community for a wonderful first six months of her presidency.

ITEM IV – REPORTS OF THE COMMITTEES OF THE BOARD.

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

1. Academic and Student Affairs Committee

Dr. Khawaja provided a staff report. Dr. Khawaja reported that since his report to the board in October, the university had begun several initiatives. Faculty development initiatives are well underway to encourage the use of technology in teaching and learning. Four “learning communities” are examining ways to provide access to technology expertise to those faculty members desiring to become more proficient in distance learning. Dr. Khawaja said that a “boot camp” would be held on December 16 during which the 75 faculty members that signed up for the program would receive training to hone their distance education skills. Dr. Khawaja stated that he is gratified and pleased with the response of the faculty to this program.

Dr. Khawaja briefly described several examples of targets and initiatives within the colleges. Dr. Khawaja reported that the “News Outlet” is a student initiative of the Journalism department, has been very successful, and has received nearly \$200,000 in external funding since its inception. Dr. Khawaja stated that the Art department has engaged in several collaborative activities with external parties, including a collaborative with Engineering that resulted in the donation of a large steel-making furnace from the Ajax Tocco Magnethermic corporation in Warren, Ohio. Dr. Khawaja reported that 4 YSU students advanced to the National Moot Court finals. Dr. Khawaja stated that the university continues to recruit excellent faculty and that 23 faculty position searches are currently underway. Dr. Khawaja stated the fall semester was very productive both in terms of meeting the needs of students and by developing a strategic plan for the next decade.

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

Resolution to Approve Requests for
Student Directory Information from External Organizations Policy

YR 2011-29

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 an Institutional Policy governing Requests for Student Directory Information from External Organizations, policy number 5014.01 of the *University Guidebook*, shown as Exhibit A attached hereto.

Resolution to Modify Continuing Education Unit Policy

YR 2011-30

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

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

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

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of the Institutional Policy governing Continuing Education Unit, policy number 1011.01 of the *University Guidebook*, shown as Exhibit B attached hereto. A copy of the policy indicating changes to be made is also attached.

Resolution to Modify
Integrity in Research – Use of Human Participants Policy

YR 2011-31

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

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

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

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of the Institutional Policy governing Integrity in Research – Use of Human Participants, policy number 1014.01 of the *University Guidebook*, shown as Exhibit C attached hereto. A copy of the policy indicating changes to be made is also attached.

Resolution to Modify
Research Misconduct Policy

YR 2011-32

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

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

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

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of the Institutional Policy governing Research Misconduct, policy number 1016.01 of the *University Guidebook*, shown as Exhibit D attached hereto. A copy of the policy indicating changes to be made is also attached.

Resolution to Modify Student Media Policy

YR 2011-33

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

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

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

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of the Institutional Policy governing Student Media, policy number 8002.01 of the *University Guidebook*, shown as Exhibit E attached hereto. A copy of the policy indicating changes to be made is also attached.

Resolution to Modify
Professional Conduct of Faculty,
Department Chairpersons and Exempt Professional/Administrative Employees Policy

YR 2011-34

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

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

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

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of the Institutional Policy governing Professional Conduct of Faculty, Department Chairpersons and Exempt Professional/Administrative Employees, policy number 9006.01 of the *University Guidebook*, shown as Exhibit F attached hereto. A copy of the policy indicating changes to be made is also attached.

Resolution Recognizing Accreditation
By the National Council for Accreditation of
Teacher Education for the Beeghly College of Education

YR 2011-35

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 members of the Unit Accreditation Board of the National Council for Accreditation of Teacher Education, on October 22, 2010, granted continuing accreditation without qualifications to the undergraduate and graduate programs in the Beeghly College of Education, at Youngstown State University;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University congratulates Drs. Dora Bailey, Margaret Briley, and Richard Baringer, chairpersons of the Departments of Teacher Education, Counseling and Special Education, and Educational Foundations, Research, Technology and Leadership, respectively; Drs. Lauren Cummins, Kenneth Miller, Gail Saunders-Smith, Michael Theall, Richard McEwing, and Randy Hoover, and Mrs. Betty Greene, committee chairs; Mr. Gene Soltis, Information System Coordinator; Ms. Therese Kightlinger, Coordinator of Student Field Experiences; Ms. Leslie Reedy, graduate assistant; Ms. Cheryl Masek, administrative assistant; Dr. Alison Harmon, associate dean; Dr. Mary Lou DiPillo, associate dean and NCATE coordinator; and Dr. Philip Ginnetti, then dean, 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.

[This Resolution was read aloud by the secretary, after which the chairperson acknowledged those persons in attendance recognized by the resolution.]

Resolution Recognizing Accreditation
Of the Dr. Madeleine Haggerty Dental Hygiene Program

YR 2011-36

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

WHEREAS, YSU's Dental Hygiene Program recently engaged in the extensive self-study and documentation required for continuing accreditation by the American Dental Association Commission on Dental Accreditation; and

WHEREAS, the Commission granted the Dental Hygiene Program full accreditation, "without reporting requirements," in August 2010; and

WHEREAS, the accreditation classification indicates that the program achieves or exceeds the basic requirements for accreditation;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University congratulates Dr. Madeleine Haggerty, program director;

Dr. Debbie Juruaz, Professor Maureen Vendemia, Professor Diane Kandray, Professor Alice Guerra, program faculty; Mrs. Bonnie Winters, program secretary; Professor Joseph Mistovich, chair, Department of Health Professions; and Dean Joseph Mosca and Associate Dean Tammy King of the Dr. Dominic A. and Helen M. Bitonte College of Health and Human Services 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.

[This Resolution was read aloud by the secretary, after which the chairperson acknowledged those persons in attendance recognized by the resolution.]

Resolution to Approve
The Basic Framework and Core of
YSU 2020: The Strategic Plan of Youngstown State University 2011-2020

YR 2011-37

WHEREAS, Youngstown State University revisited the mission, vision, and core values in 2008 in response to Ohio's *Strategic Plan for Higher Education 2008-2017*; and

WHEREAS, Dr. Cynthia E. Anderson and the Board of Trustees initiated the process of strategic planning for the next decade and defined the Cornerstones upon which to build the University's next strategic plan; and

WHEREAS, the University created a Strategic Planning Steering Committee with wide representation to develop and implement a strategic plan for Youngstown State University, to support the intentions of the President and Board of Trustees for the years 2011 to 2020; and

WHEREAS, the Steering Committee, through the Cornerstone Subcommittees, has produced a Basic Framework and Core for the Board's review and approval;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University approves the Basic Framework and Core of *YSU 2020: The Strategic Plan of Youngstown State University, 2011-2020*.

2. External Relations Committee.

The chairperson noted that the External Relations Committee was recommending four resolutions for adoption by the board. There being no objection thereto, the chairperson declared the following resolution adopted by general consent:

Resolution to Accept Development Gifts

YR 2011-38

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 her recommendation for action by the Board; and

WHEREAS, the President has reported that the gifts as listed in Exhibit H attached hereto are being held pending acceptance and she 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.

Resolution to Name
The Cafaro Family Lobby and Track in
The Watson and Tressel Training Site (WATTS)

YR 2011-39

WHEREAS, Youngstown State University implemented a Campaign in conjunction with the University's milestone Centennial Anniversary; and

WHEREAS, a significant capital component of the Centennial Campaign is a new indoor practice facility for Penguin Student Athletes; and

WHEREAS, the Cafaro Family has provided a leadership gift of \$1,000,000 to assist in the costs associated with the construction of this much-needed facility; and

WHEREAS, the Cafaro Family has a profound history of philanthropic support of YSU and the community at large; and

WHEREAS, since 1994 the family has made leadership gifts of \$1,000,000 to the construction of Cafaro House, \$250,000 toward the construction of the Andrews Student Recreation and Wellness Center, and \$100,000 to the YSU Nursing program; and

WHEREAS, the Cafaro Family has annually supported The YSU Athletic Department, The College of Fine and Performing Arts, The Williamson College of Business Administration, The YSU Foundation, and numerous student scholarships for many years; and

WHEREAS, Anthony Cafaro, Sr. is a 1968 graduate of YSU and has served as a Board member to the YSU Foundation for many years; his son William is a 1992 graduate of YSU; his son Anthony Jr. served in 2010 on the YSU Presidential Search Committee; and

WHEREAS, Mrs. Phyllis Cafaro served on the leadership cabinet of the Centennial Campaign, the most successful fund-raising campaign in YSU history; and

WHEREAS, the University and the Board of Trustees wish to provide appropriate recognition to the Cafaro Family for their significant contribution and commitment to the students of Youngstown State University;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University designates the Lobby and Track in the WATTS (Watson and Tressel Training Site), The Cafaro Family Lobby and Track; and

BE IT FURTHER RESOLVED, that a copy of this Resolution be presented to the Cafaro Family.

[This Resolution was read aloud by the secretary, after which the chairperson acknowledged Mr. Anthony Cafaro, Sr. who was in attendance at the meeting.]

Resolution to Modify
Display of the Flag of the United States of America Policy

YR 2011-40

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 ones, or the deletion of Policies no longer needed; and

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

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of the Institutional Policy governing Display of the Flag of the United States of America, policy number 5001.01 of the *University Guidebook*, shown as Exhibit I attached hereto. A copy of the policy indicating changes to be made is also attached.

Resolution to Modify
Electronic Media Rights Policy

YR 2011-41

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 ones, or the deletion of Policies no longer needed; and

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

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of the Institutional Policy governing Electronic Media Rights, policy number 5006.01 of the *University Guidebook*, shown as Exhibit J attached hereto. A copy of the policy indicating changes to be made is also attached.

3. Finance and Facilities Committee.

Mr. Grilli provided a staff report. Mr. Grilli stated that the \$3 million cut-back in the FY 2011 state support will affect more than 200 areas and departments on campus. Mr. Grilli reported that the university is pulling together and working as a team to meet ongoing budget challenges. Mr. Grilli stated that a budget taskforce has been created to provide transparency and strategic plan support as these challenges are addressed. Mr. Grilli reported that the external audit of FY 2010 has been very successfully completed. Mr. Grilli stated that the process of implementing bond issuance proceeds is going well. Mr. Grilli reported that requests for proposals (RFPs) are underway for university banking and credit card services. Mr. Grilli stated that the conversion to the Federal Direct Loan program was successfully completed.

Mr. Grilli reported that poor weather conditions have caused some delays in the WATTS facility construction project. Mr. Grilli stated that architectural drawings have been completed on the Pollock House project, that the bidding process should take place in Janu-

ary and construction should begin in the spring of 2011. Mr. Grilli stated that Mrs. Ruth M. Werry has begun as Manager of Payroll Operations. Mr. Grilli reported that Mr. Kevin Reynolds, Chief Human Resources Officer, has made a quick and significant positive impact in that area. Mr. Grilli reported that use of the Banner system continues to be expanded in the employee hiring processes. Mr. Grilli reported that a wellness program is underway and that more than 700 employees are taking part in the program. Mr. Grilli concluded his remarks by saying that while many challenges lie ahead, the university has accomplished much in the last months.

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

Resolution to Approve Chargebacks Policy

YR 2011-42

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 an Institutional Policy governing Chargebacks, policy number 3009.02 of the *University Guidebook*, shown as Exhibit K attached hereto.

Resolution to Approve
Memberships, Dues, Certifications and Licensing Fees Policy

YR 2011-43

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 an Institutional Policy governing Memberships, Dues, Certifications and Licensing Fees, policy number 3013.01 of the *University Guidebook*, shown as Exhibit L attached hereto.

Resolution to Approve
Identity Theft Red Flags Policy

YR 2011-44

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 an Institutional Policy governing Identity Theft Red Flags, policy number 4012.02 of the *University Guidebook*, shown as Exhibit M attached hereto.

Resolution to Modify
Use of University Computing Resources Policy

YR 2011-45

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

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

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

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of the Insti-

tutional Policy governing Use of University Computing Resources, policy number 4009.01 of the *University Guidebook*, to be retitled as Responsible Use of University Technology Resources, shown as Exhibit N attached hereto. A copy of the policy indicating changes to be made is also attached.

Resolution to Approve Interfund Transfers

YR 2011-46

WHEREAS, Policy Number 3010.01, Budget Transfers, of the *University Guidebook*, requires Board of Trustees approval for interfund transfers of \$100,000 or more; and

WHEREAS, certain accounting adjustments and transfers outside the operating budget are necessary;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve transfers outside the operating budget, as detailed in Exhibit O.

Resolution to Approve
The Establishment of College Fees Effective Fall Term 2011

YR 2011-47

WHEREAS, Ohio law also provides that each Board of Trustees of state-assisted colleges and universities may establish special purpose fees and service charges to be assessed on enrolled students; and

WHEREAS, Ohio law provides that fees charged for instruction shall not be considered a price for services but shall be considered to be an integral part of the state government financing program in support of higher education opportunities for students;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the establishment of separate college fees for the College of Fine and Performing Arts and for the Williamson College of Business Administration, as described in Exhibit P, to become effective Fall Term 2011 and to remain in effect until changed by the Board of Trustees, except as may otherwise be specifically noted.

Resolution to Authorize
Purchase of Properties for Campus Improvement

YR 2011-48

WHEREAS, Youngstown State University has identified an area surrounding the campus, and within its Ohio Board of Regents (OBOR) boundary, which it seeks to acquire property needed for the benefit of the University; and

WHEREAS, the following parcels are needed for campus improvement, and final approval is sought in accordance with the *University Guidebook*:

Owner	Address	Parcel No.	Purchase Price	Appraised Value
YSU Foundation	345 Custer	53-005-0-168	\$ 9,500	\$ 9,500
YSU Foundation	617 Ford Avenue	53-005-0-170	\$ 4,600	\$ 4,600
YSU Foundation	611 Ford Avenue	53-005-0-095	\$ 2,500	\$ 2,500

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does authorize the acquisition of the aforementioned properties.

Resolution to Approve
Amendments to the Centennial Campus Master Plan

YR 2011-49

WHEREAS, in April of 2003, Youngstown State University commenced a comprehensive planning process to update the 1984 University Long Range Facilities Development Plan; and

WHEREAS, on March 18, 2005, the Board of Trustees of Youngstown State University endorsed the framework for an updated long range development plan, titled the Centennial Campus Master Plan, a long-term plan for campus construction and facility improvement; and

WHEREAS, on December 13, 2006, the Board of Trustees of Youngstown State University endorsed the implementation of the Centennial Campus Master Plan; and

WHEREAS, on December 16, 2009, the Board of Trustees of Youngstown State University adopted Resolution YR 2010-36 amending and updating the adopted Centennial Campus Master Plan; and

WHEREAS, the University seeks to further update the Centennial Campus Master Plan by amending the Centennial Master Plan as identified in Exhibit Q;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby adopt the amendments to the Centennial Campus Master Plan as identified in Exhibit Q.

Dr. Garg reported that the Audit Subcommittee met recently and received a report from Mr. Dennis Obyc of the accounting firm of Crowe Horwath, the university's external auditor. Dr. Garg stated that the external audit resulted in a "clean" opinion letter from the external auditor and was submitted to the state on time.

Mr. Schiavone reported that the Investment Subcommittee met recently and received reports from Hartland & Co., the university's investment advisors. Mr. Schiavone stated that the university's non-endowment investment portfolio is performing well and in most cases better than its respective benchmarks. Mr. Schiavone reported that Phase II of the reallocation and repositioning of the university's non-endowment investment portfolio has been completed. Mr. Schiavone stated that the remaining phases in the process will take place over the next year.

4. Internal Affairs Committee.

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

Resolution to Approve
Americans with Disabilities Act (ADA) Policy

YR 2011-50

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 an Institutional Policy governing Americans with Disabilities Act (ADA), policy number 7001.02 of the *University Guidebook*, shown as Exhibit R attached hereto.

Resolution to Approve
Fringe Benefits, Full-Time
Professional/Administrative Employees (Exempt) Policy

YR 2011-51

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 an Institutional Policy governing Fringe Benefits, Full-Time Professional/Administrative Employees (Exempt), policy number 7015.00 of the *University Guidebook*, shown as Exhibit S attached hereto, and does hereby rescind the former corresponding policy numbers 7015.02, 7015.03, 7015.06, 7015.07, 7015.09, and 7015.10. Copies of the rescinded policies are also attached.

Resolution to Modify
Conflicts of Interest Policy

YR 2011-52

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

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

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

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of the Institutional Policy governing Conflicts of Interest, policy number 7001.01 of the *University Guidebook*, shown as Exhibit T attached hereto. A copy of the policy indicating changes to be made is also attached.

Resolution to Modify
Military (Uniformed Service) Leave Policy

YR 2011-53

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

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

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

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of the Institutional Policy governing Military (Uniformed Service) Leave, policy number 7002.08 of the *University Guidebook*, shown as Exhibit U attached hereto. A copy of the policy indicating changes to be made is also attached.

Resolution to Modify
Drug-Free Environment Policy

YR 2011-54

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

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

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

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of the Institutional

Policy governing Drug-Free Environment, policy number 7006.01 of the *University Guidebook*, shown as Exhibit V attached hereto. A copy of the policy indicating changes to be made is also attached.

Resolution to Modify
Political Activities of Employees Policy

YR 2011-55

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

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

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

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of the Institutional Policy governing Political Activities of Employees, policy number 7012.01 of the *University Guidebook*, shown as Exhibit W attached hereto. A copy of the policy indicating changes to be made is also attached.

Resolution to Modify
Nepotism and Potential Conflicts in Employment Policy

YR 2011-56

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

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

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

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of the Institutional Policy governing Nepotism and Potential Conflicts in Employment, policy num-

ber 7013.01 of the *University Guidebook*, shown as Exhibit X attached hereto. A copy of the policy indicating changes to be made is also attached.

Resolution to Modify
Fringe Benefits, Employee Fee Remission Program Policy

YR 2011-57

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

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

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

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of the Institutional Policy governing Fringe Benefits, Employee Fee Remission Program, policy number 7015.01 of the *University Guidebook*, shown as Exhibit Y attached hereto. A copy of the policy indicating changes to be made is also attached.

Resolution to Modify
Fringe Benefits to Part-Time Faculty Policy

YR 2011-58

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

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

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

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of the Institutional Policy governing Fringe Benefits to Part-Time Faculty, policy number 7015.05 of the *University Guidebook*, shown as Exhibit Z attached hereto. A copy of the policy indicating changes to be made is also attached.

Resolution to Modify
Part-Time Professional/Administrative Staff Policy

YR 2011-59

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

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

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

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of the Institutional Policy governing Part-Time Professional/Administrative Staff, policy number 7021.03 of the *University Guidebook*, to be retitled as Part-Time Professional/Administrative Staff (Exempt), shown as Exhibit AA attached hereto. A copy of the policy indicating changes to be made is also attached.

Resolution to Ratify
Faculty/Staff Appointments

YR 2011-60

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 October 1, 2010, meeting of the Board of Trustees; and

WHEREAS, such appointments are in accordance with the 2010-2011 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 BB attached hereto.

Resolution to Modify
Contracts – Coaches in Intercollegiate Athletics Policy

YR 2011-61

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

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

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

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of the Institutional Policy governing Contracts - Coaches in Intercollegiate Athletics, policy number 7016.02 of the *University Guidebook*, shown as Exhibit CC attached hereto. A copy of the policy indicating changes to be made is also attached.

Resolution to Approve
Intercollegiate Athletics Minority Opportunity Plan

YR 2011-62

WHEREAS, Youngstown State University is committed to providing an environment that values all individuals and groups and that is free of discrimination; and

WHEREAS, the Minority Opportunity Plan for the Department of Intercollegiate Athletics complements Youngstown State University's Diversity Plan of Action; and

WHEREAS, the Department of Intercollegiate Athletics Minority Opportunity Plan supports both the missions of the Department, as well as the University; and

WHEREAS, the 2001-2010 Intercollegiate Athletics Minority Opportunity Plan has been fulfilled to the extent possible; and

WHEREAS, the Intercollegiate Athletics Senior Administrative Staff and the Intercollegiate Athletics Council (which includes faculty, staff and students) have

reviewed and recommended the 2010-2020 Intercollegiate Athletics Minority Opportunity Plan;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees does hereby accept the Intercollegiate Athletics Minority Opportunity Plan for 2010-2020 as shown in the attached Exhibit DD; to be effective immediately.

ITEM V – COMMUNICATIONS AND MEMORIALS

The chairperson recognized Mr. Anthony Cafaro, Sr., who addressed the board and thanked it for the Resolution acknowledging the Cafaro family’s gift in support of the WATTS facility. Mr. Cafaro stated that he and the Cafaro family are pleased to continue their long-standing support of Youngstown State University.

ITEM VI – UNFINISHED BUSINESS

The board considered no unfinished business.

ITEM VII – NEW BUSINESS

The board considered no new business

ITEM VIII – TIME AND PLACE OF UPCOMING REGULAR MEETINGS

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

- 3:00 p.m., Friday, March 11, 2011
- 3:00 p.m., Friday, June 17, 2011
- 3:00 p.m., Friday, September 30, 2011

ITEM IX – ADJOURNMENT

Upon motion duly made and seconded, the meeting was duly adjourned by unanimous vote of the trustees at 3:45 p.m.

Chairperson

ATTEST:

Secretary to the Board of Trustees

NEW POLICY
UNIVERSITY GUIDEBOOK

Title of Policy: Requests for Student Directory Information from External Organizations

Responsible Division: Student Affairs

Approving Officer: Vice President for Student Affairs

Revision History: November 2010 (new)

Resolution Number: YR 2011-

Board Committee: Academic & Student Affairs

EFFECTIVE DATE:

Next review: 2013

Policy: Requests for student directory information from external organizations are approved and provided by the Office of the Vice President for Student Affairs. Directory information is defined by the Family Education Rights and Privacy Act (FERPA).

Definitions:

- Youngstown State University defines directory information as name; address (campus and home); telephone listing (campus and home); e-mail address (campus and home); date and place of birth; academic major; participation in officially recognized activities and intercollegiate athletics; weight and height of members of intercollegiate athletic teams; dates of attendance; degrees and awards received; most recent educational institution attended; class rank; and photographic, electronic, or video images of the individual.

Agenda Item E.1.b.
Exhibit A

Parameters:

1. Requests for directory information for currently registered students will be evaluated and cleared by the Office of the Vice President for Student Affairs. The Office of the Vice President for Student Affairs will review each request to ensure that it adheres to FERPA guidelines and the University policy.
2. Students may request that their directory information not be released to external organizations by completing and signing the request form. All forms are available in the Office of the Registrar.

Procedures:

1. Requests for directory information from external organizations must be submitted in writing via memo or e-mail.
2. A three-week lead time is recommended. Complex list requests may require a longer lead time.
3. In cases in which the information cannot be provided within the standard timeframe, the requester will be notified.

UNIVERSITY GUIDEBOOK**Title of Policy: Continuing Education Unit**

Responsible Division/Office: University Outreach

Approving Officer: Provost & Vice President for Academic Affairs

Revision History: January 1999; October 2010

Resolution Number(s): YR 1999-85; YR 2011-

Board Committee: Academic and Student Affairs

EFFECTIVE DATE:

Next review: 2013

Policy: The Continuing Education Unit (CEU) for non-credit courses, workshops, seminars, and conferences is coordinated through the Metro College in collaboration with the academic units.

Parameters:

- Continuing Education Units offered by Metro and the academic units are offered in accordance with the professional requirements of each profession (Attorneys, Accountants, Nursing, etc.) and standards required by the Ohio CEU Board.
- Continuing Education Units (CEU's) may not be used to satisfy diploma or degree requirements of any kind.
- To assist academic units in providing CEUs, interdepartmental agreements may be developed between Metro College and academic departments regarding marketing their programs in the Metro course catalog and providing registration support.

REDLINE VERSION
UNIVERSITY GUIDEBOOK

October 2010

Subject/Title of Policy: Continuing Education Unit

Responsible Division/Office: University Outreach

Approving Officer: Provost & Vice President for Academic Affairs

Revision History: January 1999; ~~March 2010~~; October 2010

Resolution Number(s): YR 1999-85; YR 2011-

Board Committee: Academic and Student Affairs

EFFECTIVE DATE:

Next review: 2013

<u>Developed by:</u> Sandra W. Stephan	<u>Authorized by:</u> James J. Scanlon
<u>Title:</u> Interim Executive Director	<u>Title:</u> Provost
Metropolitan College	<u>EFFECTIVE:</u> June 11, 1999
<u>Date:</u> January, 1999	

Policy: The Continuing Education Unit (CEU) for non-credit courses, workshops, seminars, and conferences is coordinated through the Metro College in collaboration with the academic units. ~~The University may award the Continuing Education Unit (CEU) for non-credit courses, workshops, seminars, and conferences that have been recommended by the Academic Senate.~~

~~RESOLUTION NUMBER: YR 1999-85~~

Parameters:

- Continuing Education Units offered by Metro and the academic units are offered in accordance with the professional requirements of each profession (Attorneys, Accountants, Nursing, etc.) and standards required by the Ohio CEU Board. ~~The Academic Senate's University Outreach Committee is responsible for making recommendations on the awarding of the Continuing Education Unit (CEU).~~
- Continuing Education Units (CEU's) may not be used to satisfy diploma or degree requirements of any kind.

- To assist academic units in providing CEUs, interdepartmental agreements may be developed between Metro College and academic departments regarding marketing their programs in the Metro course catalog and providing registration support. Procedures for participation, for maintaining records and reporting systems, and for awarding CEU's are outlined in one of two publications, *Manual for Awarding and Recording the Continuing Education Unit* and *Participant Information*, available in the Office of University Outreach.

UNIVERSITY GUIDEBOOK

Title of Policy: Integrity in Research - Use of Human Participants

Responsible Division/Office: School of Graduate Studies & Research
Approving Officer: Provost & Vice President for Academic Affairs
Revision History: June 1999; November 2010
Resolution Number(s): YR 1999-87; YR 2007-27; YR 2011-
Board Committee: Academic & Student Affairs
EFFECTIVE DATE:
Next review: 2013

Policy: The University conducts research with integrity requiring the protection of the rights, well-being, and personal privacy of all persons utilized as participants. The University is responsible for the development of procedures that are in conformance with, but not limited to, relevant federal and state regulations. All research conducted under University auspices that involves human subjects shall fall under the purview of this policy and its procedures.

Parameters:

- The Associate Provost for Research and Dean of Graduate Studies and Research is responsible for the administration of this policy and its procedures.
- The Associate Provost for Research and Dean of Graduate Studies and Research annually forms an Institutional Review Board composed of both University and non-University personnel. The committee is charged with maintaining review procedures for research projects and programs that utilize human subjects.

Procedure: The Institutional Review Board has established procedures that are in accordance with federal regulations to review, approve, modify, or disapprove research activities involving human participants. These procedures and other information concerning human subjects issues and procedures are described in *Human Subjects Research: Regulations and Procedures*, which is available in the Office of Grants and Sponsored Programs.

REDLINE
UNIVERSITY GUIDEBOOK

Subject: Title of Policy: **Integrity in Research - Use of Human Participants**

Responsible Division/Office: School of Graduate Studies & Research

Approving Officer: Provost & Vice President for Academic Affairs

Revision History: June 1999; November 2010

Resolution Number(s): YR 1999-87; YR 2007-27; YR 2011-

Board Committee: Academic & Student Affairs

EFFECTIVE DATE:

Next review: 2013

Developed by: Peter J. Kasvinsky

Authorized by: James J. Scanlon

Title: Dean of Graduate Studies

Title: Provost

Approved: June 11, 1999

Revised:

Policy: The University conducts research with integrity requiring the protection of the rights, well-being, and personal privacy of all persons utilized as participants. The University is responsible for the development of procedures that are in conformance with, but not limited to, relevant federal and state regulations. All research conducted under University auspices that involves human subjects shall fall under the purview of this policy and its procedures.

RESOLUTION NUMBER: YR 1999 87; YR 2007 27

Parameters:

- The Associate Provost for Research and Dean of Graduate Studies and Research -is responsible for the administration of this policy and its procedures.
- The Associate Provost for Research and Dean of Graduate Studies and Research annually forms an Institutional Review Board ~~Human Subjects Review Committee~~ composed of both University and non-University personnel. The committee is charged with maintaining review procedures for research projects and programs that utilize human subjects.

Procedure: The ~~Institutional Review Board Human Subjects Review Committee~~ has established procedures that are in accordance with federal regulations to review, approve, modify, or disapprove research activities involving human participants. These procedures and other information concerning human subjects issues and procedures are described in *Human Subjects Research: Regulations and Procedures*, which is available in the Office of Grants and Sponsored Programs.

UNIVERSITY GUIDEBOOK

Title of Policy: Research Misconduct

Responsible Division/Office: School of Graduate Studies and Research
Approving Officer: Provost and Vice President for Academic Affairs
Revision History: 1990; 2000; 2006; 2010
Resolution Number(s): YR 1990-39; YR 2000-72; YR 2006-41; YR 2011-
Board Committee: Academic and Student Affairs

EFFECTIVE DATE:

Next review: 2013

Policy: In accordance with the requirements of 42 CFR Part 93, Subpart A – C, “General, Definitions, and Responsibilities of Institutions,” the Board of Trustees of Youngstown State University does hereby establish the following policy respecting research misconduct alleged to have occurred in an externally sponsored program.

Purpose:

Among the basic principles of Youngstown State University are the pursuit of truth and the responsible exercise of academic freedom. From these principles derive such ideals and values as the freedom and openness of inquiry, academic honesty, and integrity in scholarship and teaching. The University affirms and honors the preservation, growth, and flourishing of these values throughout all its activities, including teaching and learning, research, scholarly inquiry, and creative scholarly endeavor. Accordingly, research misconduct is inimical to the concept of academic freedom and its responsible exercise. It is from this background that the Board of Trustees implements this policy for handling allegations of misconduct in research. This policy will be applied to all externally funded grants or sponsored programs at Youngstown State University.

Definitions:

Definitions used in this policy shall conform to those cited in 42 CFR Part 93:

- "Research misconduct" for purposes of this policy means fabrication, falsification, plagiarism in proposing, performing, or reviewing research, or in reporting research results.
- "Fabrication" is making up data or results and recording or reporting them.
- "Falsification" means manipulating research materials, equipment, or processes, or changing or omitting data or results such that the research is not accurately represented by the research record.
- "Plagiarism" is the appropriation of another person's ideas, processes, results, or words without giving appropriate credit.
- "Complainant" is the individual who alleges that research misconduct has taken place and makes a formal allegation.
- "Respondent" is the person against whom an allegation of research misconduct is made, or who is the subject of the research misconduct proceeding.
- "Research Integrity Officer" (RIO) for the purpose of this policy is the Associate Provost for Research and Dean of Graduate Studies and Research. The RIO means the institutional official responsible for: (1) assessing allegations of research misconduct to determine whether they fall within the definition of research misconduct, are covered by 42 CFR Part 93, and warrant an inquiry on the basis that the allegation is sufficiently credible and specific so that potential evidence of research misconduct may be identified; (2) overseeing inquires and investigations; and (3) the other responsibilities described in this policy.
- "Deciding Official" (DO) for the purpose of this policy shall be the appropriate principal administrative officer in which division of the University the Respondent holds appointment. The DO is the institutional official who makes final determinations on allegations of research misconduct and any institutional administrative actions. The Deciding Official will not be the same individual as the Research Integrity Officer and should have no direct prior involvement in the institution's inquiry, investigation, or allegation assessment.

Nothing in these definitions shall be deemed to include honest error or differences in opinion as research misconduct.

Regulations:

- It is a violation of this policy for any member of the faculty, professional administrative staff, or classified staff, an individual working under an independent contract for services, or a student to engage in research misconduct, to retaliate against anyone making a good faith allegation of research misconduct, to obstruct the inquiry into or investigation of allegations of research misconduct, or to make other than in good faith allegations of research misconduct.
- Except as otherwise required by this policy or by Federal, State, or local law or regulation, it is a violation of this policy for any member of the faculty, professional administrative staff, or classified staff, an individual providing services pursuant to an independent contract, or a member of the student body to violate the confidentiality of a proceeding under this policy.
- A finding of research misconduct under this policy requires that:
 1. There be a significant departure from accepted practices of the relevant research community; and
 2. The misconduct be committed intentionally, knowingly, or recklessly; and
 3. The allegation be proven by a preponderance of the evidence.

Procedures:

Any person, upon observing or having evidence of suspected research misconduct or believing specific actions, activities, or conduct constitutes research misconduct (as defined in "Definitions" above), may make an allegation. Such person contemplating making an allegation may, and is encouraged to, first discuss the contemplated allegation in absolute confidence and privacy with the Associate Provost for Research and Dean of Graduate Studies and Research as Authorized Institutional Official for research, grants and sponsored programs (Policy 1013.01) and RIO, who will advise the person(s) about the procedures to be followed under this policy. The phases of process under this policy are divided into four areas: 1. Allegations, 2. Assessment and Inquiry, 3. Investigation, and 4. Resolution. Details of each of these steps may be found in the *Guide to Sponsored Programs Development* and incorporated by reference.

- Allegations:

1. An allegation of research misconduct may be through any means of communication. The disclosure may be by written or oral statement or other communication to an institutional official or, in the case of research funded by the US Department of Health and Human Services (HHS), to an HHS official, but it may not be anonymous. Anonymous allegations are by their nature made “*not* in good faith” under this policy.
2. If an allegation of research misconduct is made to an institutional official, other than to the RIO, details of the substance of the allegation shall be transmitted to the RIO in writing, within one working day. If the allegation is against the Associate Provost for Research and Dean of Graduate Studies and Research, it shall be transmitted to the Provost for disposition and the Provost will appoint an individual to act for/as the RIO in implementing this policy.
3. If the Associate Provost for Research and Dean of Graduate Studies and Research is in a conflict of interest situation, s/he shall be replaced in the proceedings by the appointment of a substitute RIO by the Provost.

- Assessment and Inquiry:

1. The RIO will initially assess allegations of research misconduct to determine whether they fall within the definition of research misconduct, are covered by 42 CFR Part 93, and warrant an inquiry on the basis that the allegation is sufficiently credible and specific so that potential evidence of research misconduct may be identified. Only those allegations that meet each of these requirements will result in an Inquiry. The RIO will inform the complainant if the allegation is insufficient to result in an Inquiry.
2. Upon determination by the RIO that a formal allegation of research misconduct falls within the definition of research misconduct, is covered by 42 CFR Part 93 or other federal agency guidelines, and warrants an inquiry on the basis that the allegation is sufficiently credible and specific so that potential evidence of research misconduct may be identified, the RIO will notify the person(s) against whom an allegation is made about the allegation.

Additional procedural information regarding both the Assessment/Inquiry and Investigation phases is described in detail in the *Guide to Sponsored Programs Development*, available from the Office of Grants and Sponsored Programs or the Office of the Associate Provost for Research and Dean, School of Graduate Studies and Research.

- Resolution

1. Misconduct

Upon receiving a Research Misconduct Investigation Report from the RIO in which the allegation of misconduct is in whole or in part substantiated, the appropriate principal administrative officer (the DO) makes final determinations on allegations of research misconduct and any institutional administrative actions and shall be responsible for initiating applicable disciplinary proceedings in accordance with Board policy and/or provisions of an applicable collective bargaining agreement as appropriate. Appeal of disciplinary action is permitted in accordance with Board policy and/or provisions of an applicable collective bargaining agreement as appropriate, but must be completed within 120 days of initiation of appeal in accordance with federal regulations.

2. Absence of Misconduct

If the results of the inquiry and/or investigation reveal that allegations of misconduct are not supported, then any party making an allegation or against whom an allegation is made and previously notified about the possibility of misconduct or the need to conduct an investigation should be informed of those findings in writing. In announcing a finding that the allegations are not supported, the RIO should consult with the person(s) who were the subject of the allegations to determine (a) whether the announcement should be a public announcement and (b) what organizations beyond those initially informed should receive the information about the findings of no misconduct as a means to restore, repair, or reassure the reputation of those involved. The RIO should normally be guided by whether or not a public announcement will be helpful or cause further harm in restoring the reputations of those against whom the allegations were made and should give weight to their views in determining which additional organizations, if any, should be notified.

Notification to Federal Agencies

- The RIO shall immediately notify the cognizant Federal funding agency and the Office of Research Integrity if at any time during an inquiry or investigation conducted under this policy it is determined that any of the following conditions exist:

1. Health or safety of the public is at risk, including an immediate need to protect human or animal subjects.
 2. Research activities should be suspended.
 3. Federal or Department of Health and Human Services resources or interests are threatened.
 4. There is an immediate need to protect the interests of those involved in the research misconduct proceedings.
 5. It is probable that the alleged incident is going to be reported publicly prematurely, in order to protect the rights of those involved and to safeguard evidence.
 6. There is a reasonable indication of possible violations of civil or criminal law.
 7. The research community or public should be informed.
- When alleged misconduct involves employees or students conducting research supported by Federal agency sponsors, additional agency notification requirements apply, as follows:
 1. When, on the basis of an inquiry, it is determined that an investigation is warranted, the RIO shall notify the cognizant Federal funding agency in writing on or before the date the investigation begins that an investigation is being commenced. The notification should inform the cognizant Federal agency at a minimum of the name of the person(s) against whom the allegation(s) have been made, the general nature of the allegation(s), and the Federal grant application(s) or award(s) involved.
 2. The RIO must submit the final report of an investigation to the cognizant Federal funding agency if the investigation concerns research being supported by Federal funds. This report to the cognizant Federal agency must describe the policies and procedures under which the investigation was conducted, how and from whom information relevant to the investigation was obtained, the findings, and the basis for the findings. It must include the actual text or an accurate summary of the views of any individual(s) found to have engaged in misconduct, as well as a description of any sanctions or corrective actions taken by the University.

See also Policy 9006.01.

REDLINE VERSION

UNIVERSITY GUIDEBOOK

~~Subject:~~ **Title of Policy: Research Misconduct**

Responsible Division/Office: School of Graduate Studies and Research

Approving Officer: Provost and Vice President for Academic Affairs

Revision History: 1990; 2000; 2006; 2010

Resolution Number(s): YR 1990-39; YR 2000-73; YR 2006-41; YR 2011-

Board Committee: Academic and Student Affairs

EFFECTIVE DATE:

Next review: 2013

Developed by: Peter J. Kasvinsky	Authorized by: Robert K. Herbert
Title: Dean of Graduate Studies and Research	Title: Provost
Approved: 1990	
Revised: 2000	
Revised: 2006	EFFECTIVE: June 23, 2006

Policy: In accordance with the requirements of 42 CFR Part 93, Subpart A – C, “General, Definitions, and Responsibilities of Institutions,” the Board of Trustees of Youngstown State University does hereby establish the following policy respecting research misconduct alleged to have occurred in an externally sponsored program.

RESOLUTION NUMBER: YR 1990 39; YR 2000 72; YR 2006 41

Purpose:

Among the basic principles of Youngstown State University are the pursuit of truth and the responsible exercise of academic freedom. From these principles derive such ideals and values as the freedom and openness of inquiry, academic honesty, and integrity in scholarship and teaching. The University affirms and honors the preservation, growth, and flourishing of these values throughout all its activities, including teaching and learning, research, scholarly inquiry, and creative scholarly endeavor. Accordingly, research misconduct is inimical to the concept of academic freedom and its responsible exercise. It is from this background that the Board of Trustees implements this policy for handling allegations of misconduct in research. This policy will be applied to all externally funded grants or sponsored programs at Youngstown State University.

Definitions:

Definitions used in this policy shall conform to those cited in 42 CFR Part 93:

- "Research misconduct" for purposes of this policy means fabrication, falsification, plagiarism in proposing, performing, or reviewing research, or in reporting research results.
- "Fabrication" is making up data or results and recording or reporting them.
- "Falsification" means ~~the~~ manipulating research materials, equipment, or processes, or changing or omitting data or results such that the research is not accurately represented by the research record.
- "Plagiarism" is the appropriation of another person's ideas, processes, results, or words without giving appropriate credit.
- "Complainant" is the individual who alleges that research misconduct has taken place and makes a formal allegation.
- "Respondent" is the person against whom an allegation of research misconduct is made, or who is the subject of the research misconduct proceeding.
- "Research Integrity Officer" (RIO) for the purpose of this policy is the Associate Provost for Research and Dean of Graduate Studies and Research. The RIO means the institutional official responsible for: (1) assessing allegations of research misconduct to determine whether they fall within the definition of research misconduct, are covered by 42 CFR Part 93, and warrant an inquiry on the basis that the allegation is sufficiently credible and specific so that potential evidence of research misconduct may be identified; (2) overseeing inquiries and investigations; and (3) the other responsibilities described in this policy.
- "Deciding Official" (DO) for the purpose of this policy shall be the appropriate principal administrative officer in which division of the University the Respondent holds appointment. The DO is the institutional official who makes final determinations on allegations of research misconduct and any institutional administrative actions. The Deciding Official will not be the same individual as the Research Integrity Officer and should have no direct prior involvement in the institution's inquiry, investigation, or allegation assessment.

Nothing in these definitions shall be deemed to include honest error or differences in opinion as research misconduct.

Regulations:

- It is a violation of this policy for any member of the faculty, professional administrative staff, or classified staff, an individual working under an independent contract for services, or a student to engage in research misconduct, to retaliate against anyone making a good faith allegation of research misconduct, to obstruct the inquiry into or investigation of allegations of research misconduct, or to make other than in good faith allegations of research misconduct.
- Except as otherwise required by this policy or by Federal, State, or local law or regulation, it is a violation of this policy for any member of the faculty, professional administration administrative staff, or classified staff, an individual providing services pursuant to an independent contract, or a member of the student body to violate the confidentiality of a proceeding under this policy.
- A finding of research misconduct under this policy requires that:
 1. There be a significant departure from accepted practices of the relevant research community; and
 2. The misconduct be committed intentionally, knowingly, or recklessly; and
 3. The allegation be proven by a preponderance of the evidence.

Procedures:

Any person, upon observing or having evidence of suspected research misconduct or believing specific actions, activities, or conduct constitutes research misconduct (as defined in "Definitions" above), may make an allegation. Such person contemplating making an allegation may, and is encouraged to, first discuss the contemplated allegation in absolute confidence and privacy with the Associate Provost for Research and Dean of Graduate Studies and Research as Authorized Institutional Official for research, grants and sponsored programs (Policy 1013.01) and RIO, who will advise the person(s) about the procedures to be followed under this policy. The phases of process under this policy are divided into four areas: 1. Allegations, 2. Assessment and Inquiry, 3. Investigation,

and 4. Resolution. Details of each of these steps may be found in the Guide to Sponsored Programs Development and incorporated by reference.

- Allegations:

~~1. — Any person, upon observing or having evidence of suspected research misconduct or believing specific actions, activities, or conduct constitutes research misconduct (as defined in “Definitions” above), may make an allegation. Such person contemplating making an allegation — may, and is encouraged to, first discuss the contemplated allegation in absolute confidence and privacy with the Associate Provost for Research and Dean of Graduate Studies and Research as Authorized Institutional Official for research, grants and sponsored programs (Policy 1013.01), who will advise the person(s) about the procedures to be followed under this policy.~~

12. — An allegation of research misconduct may be through any means of communication. The disclosure may be by written or oral statement or other communication to an institutional official or, in the case of research funded by the US Department of Health and Human Services (HHS), to an HHS official, but it may not be anonymous. Anonymous allegations are by their nature made “not in good faith” under this policy.

23. If an allegation of research misconduct is made to an institutional official, other than to the ~~Associate Provost for Research and Dean of Graduate Studies and Research~~RIO, details of the substance of the allegation shall be transmitted to the RIO Dean in writing, within one working day. If the allegation is against the Associate Provost for Research and Dean of Graduate Studies and Research, it shall be transmitted to the Provost for disposition and the Provost will appoint an individual to act for/as the ~~Associate Provost for Research and Dean of Graduate Studies and Research~~RIO in implementing this policy.

34. If the Associate Provost for Research and Dean of Graduate Studies and Research is in a conflict of interest situation, s/he shall be replaced in the proceedings by the appointment of a substitute RIO by the Provost.

- Assessment and Inquiry:

1. The RIO will initially assess allegations of research misconduct to determine whether they fall within the definition of research misconduct, are covered by 42 CFR Part 93, and warrant an inquiry on the basis that the allegation is sufficiently credible and specific so that potential evidence of research misconduct may be identified. Only those allegations that meet each of these requirements will result in an Inquiry. The RIO will inform the complainant if the allegation is insufficient to result in an Inquiry.

- ~~2.1.~~—Upon determination by the RIO that receiving a formal allegation of research misconduct falls within the definition of research misconduct, areis covered by 42 CFR Part 93 or other federal agency guidelines, and warrants an inquiry on the basis that the allegation is sufficiently credible and specific so that potential evidence of research misconduct may be identified, the Associate Provost for Research and Dean of Graduate Studies and Research~~RIO~~ will notify the person(s) against whom an allegation is made about the allegation.

Additional procedural information regarding both the Assessment/Inquiry and Investigation phases is described in detail in the Guide to Sponsored Programs Development, available from the Office of Grants and Sponsored Programs or the Office of the Associate Provost for Research and Dean, School of Graduate Studies and Research.

~~The person(s) about whom an allegation is made may have at their expense a representative of their choice present during any subsequent proceeding in which they may be asked or required to be involved.~~

- ~~2.~~ Upon notifying the person(s) against whom an allegation is made, the Associate Provost for Research and Dean of Graduate Studies and Research will conduct an inquiry in order to determine whether or not an allegation or apparent instance of research misconduct warrants an investigation. In conducting this inquiry, the Associate Provost for Research and Dean of Graduate Studies and Research shall be responsible for gathering information and conducting initial fact finding to justify his/her decision about the need for a formal investigation. All materials such as research records, instrumentation, research documents, copies of publications, etc., which are necessary to conduct the research misconduct proceeding will be taken into the custody of the Associate Provost for Research and Dean of Graduate Studies and Research, inventoried, and sequestered in a secure manner. If access to evidence by users, other than the respondent, is required, documentation or other evidence will be

~~copied to represent an accurate record of original evidence and the copies will be secured. The Associate Provost for Research and Dean of Graduate Studies and Research is responsible for preparing a written report that states what evidence was reviewed, summarizes interviews conducted, and includes the conclusions of the inquiry. The inquiry report will indicate whether an investigation is warranted. The respondent(s) may respond in writing with comments about any part of the inquiry report within ten (10) days of receipt of the inquiry report, and if they choose to make written comments, those comments shall be made part of the formal inquiry.~~

- ~~3. An inquiry must be completed within sixty (60) calendar days of its initiation unless circumstances warrant a longer period. If the inquiry takes longer than sixty (60) days to complete, the record of the inquiry shall include documentation of the reasons for exceeding such period. Results of the inquiry, including the inquiry report, will be transmitted to both to the individual(s) who made the original allegation and to the respondent.~~

- Resolution

1. Misconduct

Upon receiving a Research Misconduct Investigation Report from the RIO in which the allegation of misconduct is in whole or in part substantiated, the appropriate principal administrative officer (the DO) makes final determinations on allegations of research misconduct and any institutional administrative actions and shall be responsible for initiating applicable disciplinary proceedings in accordance with Board policy and/or provisions of an applicable collective bargaining agreement as appropriate. Appeal of disciplinary action is permitted in accordance with Board policy and/or provisions of an applicable collective bargaining agreement as appropriate, but must be completed within 120 days of initiation of appeal in accordance with federal regulations.

2. Absence of Misconduct

If the results of the inquiry and/or investigation reveal that allegations of misconduct are not supported, then any party making an allegation or against whom an allegation is made and previously notified about the possibility of misconduct or the need to conduct an investigation should be informed of those findings in writing. In announcing a finding that the allegations are not supported, the RIO should consult with the person(s) who were the subject of the allegations to determine (a) whether the announcement should be a public announcement and (b) what organizations

beyond those initially informed should receive the information about the findings of no misconduct as a means to restore, repair, or reassure the reputation of those involved. The RIO should normally be guided by whether or not a public announcement will be helpful or cause further harm in restoring the reputations of those against whom the allegations were made and should give weight to their views in determining which additional organizations, if any, should be notified.

Notification to Federal Agencies

- The RIO shall immediately notify the cognizant Federal funding agency and the Office of Research Integrity if at any time during an inquiry or investigation conducted under this policy it is determined that any of the following conditions exist:
 1. Health or safety of the public is at risk, including an immediate need to protect human or animal subjects.
 2. Research activities should be suspended.
 3. Federal or Department of Health and Human Services resources or interests are threatened.
 4. There is an immediate need to protect the interests of those involved in the research misconduct proceedings.
 5. It is probable that the alleged incident is going to be reported publicly prematurely, in order to protect the rights of those involved and to safeguard evidence.
 6. There is a reasonable indication of possible violations of civil or criminal law.
 7. The research community or public should be informed.
- When alleged misconduct involves employees or students conducting research supported by Federal agency sponsors, additional agency notification requirements apply, as follows:

1. When, on the basis of an inquiry, it is determined that an investigation is warranted, the RIO shall notify the cognizant Federal funding agency in writing on or before the date the investigation begins that an investigation is being commenced. The notification should inform the cognizant Federal agency at a minimum of the name of the person(s) against whom the allegation(s) have been made, the general nature of the allegation(s), and the Federal grant application(s) or award(s) involved.
2. The RIO must submit the final report of an investigation to the cognizant Federal funding agency if the investigation concerns research being supported by Federal funds. This report to the cognizant Federal agency must describe the policies and procedures under which the investigation was conducted, how and from whom information relevant to the investigation was obtained, the findings, and the basis for the findings. It must include the actual text or an accurate summary of the views of any individual(s) found to have engaged in misconduct, as well as a description of any sanctions or corrective actions taken by the University.

See also Policy 9006.01.

UNIVERSITY GUIDEBOOK

Title of Policy: Student Media

Responsible Division/Office: Office of the Dean, CLASS
Approving Officer: Vice President - Academic Affairs
Revision History: March 1998; October 2010
Resolution Number(s): YR 1998-58; YR 2011-
Board Committee: Academic & Student Affairs
EFFECTIVE DATE:
Next review: 2013

Policy: Youngstown State University recognizes and supports the establishment and operation of student media organizations as important media for communication to the University and as training laboratories for students. The official student media organizations are *The Jambar*, a student-operated newspaper; *thejambar.com*, a student-operated online news medium; *The Penguin Review*, a student literary magazine; and *Rookery Radio*, a student-operated internet radio station.

Parameter:

- Individuals involved with student media and the student press are expected to follow all professional media standards and guidelines that address matters such as libel, indecency, personal attack and harassment, slander, undocumented allegations, and other forms of irresponsible media presentation.

Procedures:

1. The Student Media Committee oversees official student media and is responsible for reviewing complaints, offering recommendations, selecting the publication staff, and ensuring execution of publication responsibilities.
2. The Dean of the College of Liberal Arts and Social Sciences appoints the Student Media Committee.

3. Each official student media organization has a faculty and/or staff advisor. The advisor is responsible for helping students understand the nature, function, and ethics of student media, for providing instruction that will result in quality media presentations, and for serving as a liaison to the Student Media Committee.
4. Concerns regarding a particular article or presentation of an official student media organization may be directed to the current editor/director or advisor of the respective organization. Other questions may be directed to the Student Media Committee chairperson, the Dean of the College of Liberal Arts and Social Sciences, or the Provost/Vice President for Academic Affairs.
5. Guidelines and information related to responsible journalism and student publications may be found in *The Student Media Committee Governing Document*.

REDLINE VERSION
UNIVERSITY GUIDEBOOK

Subject: Title of Policy: Student Publications Media

Responsible Division/Office: Office of Student Life the Dean, CLASS

Approving Officer: Vice President - Student Academic Affairs

Revision History: March 1998; October 2010

Resolution Number(s): YR 1998-58; YR 2011-

Board Committee: Academic & Student Affairs

EFFECTIVE DATE:

Next review: 2013

<u>Developed by: Martin T. Manning</u>	<u>Jane Kestner</u>	<u>Authorized by: Cynthia E. Anderson</u>	<u>Shearle Furnish</u>
<u>Title: Associate Director</u>	<u>Chair, Student Media Committee</u>	<u>Title: Vice President</u>	<u>Dean</u>
<u>Student Life</u>	<u>Associate Dean, CLASS</u>	<u>Student Affairs</u>	<u>CLASS</u>
<u>Date: March, 1998</u>	<u>October 20, 2010</u>	<u>Date: June, 1998</u>	<u>October 20, 2010</u>
		<u>EFFECTIVE: June 26, 1998</u>	<u>January 1, 2011</u>

Policy: Youngstown State University recognizes and supports the establishment and operation of student publications media organizations and the student press as an important medium media for communication to the University and as a training laboratory laboratories for students. The official student publications media organizations are The Jambar, a student-operated newspaper; thejambar.com, a student-operated online news medium; and The Penguin Review, a student literary magazine; and Rookery Radio, a student-operated internet radio station.

RESOLUTION NUMBER: YR 1998 - 58

Parameter:

- Individuals involved with student publications media and the student press are expected to follow all professional journalism media standards and guidelines which that address matters such as libel, indecency, personal attacks and harassment, slander, undocumented allegations, and other forms of irresponsible journalism media presentation.

Procedures:

1. The Student Publications Media Committee oversees the official student publications media and is responsible for reviewing complaints, offering recommendations, selecting the publication staff, and ensuring the execution of publication responsibilities.

2. The ~~Vice President for Student Affairs~~ Dean of the College of Liberal Arts and Social Sciences appoints the Student ~~Publications-Media~~ Committee.
3. Each official student ~~publication-media organization~~ has a faculty and/or staff advisor. The advisor is responsible for helping students understand the nature, function, and ethics of ~~the~~ student ~~press~~ media, for providing instruction that will result in ~~a~~ quality ~~publication-media presentations~~, and for serving as a liaison to the Student ~~Publications-Media~~ Committee.
4. Concerns regarding a particular article or ~~issue-presentation~~ of an official student ~~publications-media organization~~ may be directed to the current editor/director or advisor of the respective ~~publication~~ organization. Other questions may be directed to the Student ~~Publications-Media~~ Committee chairperson, the ~~Executive Director of Student Life~~ Dean of the College of Liberal Arts and Social Sciences, or the Provost/Vice President for Student Academic Affairs.
5. Guidelines and information related to responsible journalism and student publications may be found in *The Student ~~Publications-Media~~ Committee Governing Document*.

UNIVERSITY GUIDEBOOK

**Title of Policy: Professional Conduct of Faculty, Department
Chairpersons, and Professional/Administrative Employees**

Responsible Division/Office: Office of the President

Approving Officer: President

Revision History: 2000; December 2003; December 2010

Resolution Number(s): YR 2000-63; YR 2004-32; YR 2011-

Board Committee: Academic & Student Affairs

EFFECTIVE DATE:

Next review: 2013

Policy: Faculty, department chairpersons, and professional/administrative employees are expected to demonstrate professional conduct that exhibits the values of honesty, integrity, competence, respect, and responsibility. The parameters and procedures defined herein serve as the framework for defining, and investigating allegations of, professional misconduct, and the administration of sanctions against those found to have violated this policy.

This Policy and procedures apply to all full-time and part-time faculty, department chairpersons, and professional/administrative employees with respect to allegations of professional misconduct as defined herein, and supersede and replace Board Policy 9006.01, which was effective March 10, 2000.

Allegations of professional misconduct related to sponsored programs, use of human subjects in research, use and care of animals in research, research misconduct, conflicts of interest and/or commitment in sponsored programs, non-discrimination and equal opportunity, sexual harassment, and computer use shall be reviewed pursuant to procedures provided in Board policies governing these areas. The applicable policies are the following:

Board Policy 1013.01—Research, Grants, and Sponsored Programs
Board Policy 1014.01—Integrity in Research - Use of Human Participants
Board Policy 1015.01—Integrity in Research - Use and Care of Animals
Board Policy 1016.01—Research Misconduct
Board Policy 1017.01—Objectivity in Research - Avoidance of Conflicts of
Interest and/or Commitment in Sponsored Research
Board Policy 2001.01—Equal Opportunity / Affirmative Action Complaint
Procedures
Board Policy 2001.03—Discrimination/Harassment
Board Policy 4009.01—Use of University Computing Resources

I. PROFESSIONAL MISCONDUCT

A. 'Professional misconduct' for purposes of this Policy means:

- 1) Fabrication, falsification, plagiarism, or other intentional deception in proposing, awarding, administering, conducting, and/or presenting or reporting results of scientific research, administrative or scholarly inquiry, or creative endeavors.
- 2) Recommending or awarding grants, leaves, travel requests, promotions, professional awards or recognitions, or other funds or resources in violation of applicable University policies, agreements, contracts, grants, laws, and regulations.
- 3) Use of grants, facilities, equipment, supplies, or other University resources in violation of applicable University policies, agreements, contracts, grants, laws, and regulations.
- 4) Selective reporting of favorable results, or intentional omission of conflicting data, as an outcome of research or inquiry.
- 5) Improper use or release of information, ideas, or data in violation of applicable University policies, agreements, contracts, grants, laws, and regulations.
- 6) Stealing, destroying, or otherwise taking or using without permission the property of others or products or research produced by others, such as data, equipment, supplies, computer programs, notes or other records, manuscripts, or specimen collections.
- 7) Misrepresentation of one's credentials.

B. No person shall:

- 1) Disregard the procedures contained herein.
- 2) Retaliate against anyone making a good faith allegation of professional misconduct.
- 3) Obstruct the inquiry into or investigation of allegations of professional misconduct.
- 4) Deliberately make false allegations of professional misconduct.

Such actions may also be considered to be professional misconduct and a violation of this Policy and subject to the procedures herein or other disciplinary measures.

C. Nothing in this section shall be interpreted to include unintentional error, omission, or oversight or to obviate sincere and genuine differences in interpretations or judgments regarding policies, resources, or data.

II. DEFINITIONS

- A. 'Fabrication' means the creation of nonexistent or fictitious data or results.
- B. 'Falsification' means the manipulation or alteration of data for the creation or reporting of false results.
- C. 'Plagiarism' means representing the work of another person, including the person's words, ideas, or methods, as one's own in public or private forums or media.
 - 1) Determinations of plagiarism, including allegations related to classes, shall include consideration of:
 - a. the purpose and character of the use, including whether such use is of a self-interested nature or is for purposes other than an educational or professional mission;

- b. the nature of the work, including whether published and copyrighted and whether part of the generally accepted body of knowledge in a field, discipline, or area;
 - c. the amount and substantiality of the portion used in relation to the work as a whole; and
 - d. the effect of the use upon the audience and upon the potential market for or value of the work.
- 2) In general, use of the work of another person should be accompanied by proper citation or acknowledgment. However, the requirements and specificity of citation or acknowledgment may be determined by the expectations or common practices of the forum, medium, or discipline within which the use occurs. If a generally accepted code of professional ethics for a particular discipline contains additional or different provisions related to plagiarism, then that code shall apply to members of that profession. Accordingly, the fact that the work of another person is not cited or acknowledged shall not, itself, mandate a finding of plagiarism.
- 3) In no case shall a finding of plagiarism apply to written or oral representations that are part of casual conversations, strictly private communications between individuals, or other personal exchanges in which a faculty member, department chairperson, or professional/administrative staff member is not acting as a representative of the University or in his/her professional role.
- D. Nothing in these definitions shall be interpreted to include unintentional error, omission, or oversight or to obviate sincere and genuine differences in interpretations or judgments regarding policies, resources, or data.

III. PROCEDURES

A. Professional Conduct Committee

- 1) A standing Professional Conduct Committee ("Committee") in the Academic Senate will be responsible for addressing allegations of professional misconduct in accordance with this Policy. The Committee and any subcommittee will receive appropriate legal and secretarial support in connection with their work.

- 2) The Committee shall consist of twelve (12) members. Six (6) members shall be tenured faculty, one (1) from each undergraduate college appointed by the chair of the Academic Senate, and six (6) members shall be professional/administrative employees appointed by the President of the University. At least two (2) tenured faculty members of the Committee shall be regular members of the graduate faculty. Members of the Committee shall serve for staggered three- (3) year terms. Initially two (2) faculty members and two (2) non-faculty members shall be appointed for a one- (1) year term, two (2) faculty members and two (2) non-faculty members shall be appointed for a two- (2) year term, and two (2) faculty members and two (2) non-faculty members shall be appointed for a three- (3) year term. The Committee shall elect its own chairperson ("Chairperson"), who shall serve a three- (3) year term as chairperson and member. The Committee shall operate under majority rule, and a quorum shall consist of seven (7) members.

B. Allegation of Professional Misconduct

- 1) A person who believes that a faculty member, department chairperson, or professional/administrative staff member has engaged in professional misconduct as defined by this Policy shall meet with the Committee Chairperson to discuss the issue in strict confidence. This meeting must occur not later than thirty (30) days after the complainant observes or discovers the alleged professional misconduct and in any case not later than three (3) years after the alleged occurrence of the professional misconduct.
- 2) If the Chairperson is uncertain as to whether the alleged professional misconduct is subject to review pursuant to this Policy or another Board policy, the Chairperson shall raise the question with the chair of the Academic Senate. The chair of the Academic Senate, the President of the University, and the Provost/Vice President for Academic Affairs, or their designees, shall confer and determine by a majority vote which policy is appropriately applied to the alleged professional misconduct. In cases where the alleged misconduct involves a sponsored program, the Associate Provost for Research/Dean of Graduate Studies and Research shall be consulted prior to the determination.
- 3) The Chairperson shall listen to the concerns of the complainant and advise the complainant as to how to file a formal allegation of professional misconduct and the procedures that must be followed under this Policy once a formal allegation is made. A complainant who wishes to file a formal allegation of professional misconduct must do so not later than fourteen (14) days after the meeting with the Chairperson.

- 4) A formal allegation of professional misconduct is not made unless and until it is received in writing by the Chairperson and may not be made anonymously.

C. Inquiry into Formal Allegation

- 1) Not later than seven (7) days from the receipt of a formal allegation of professional misconduct, the Chairperson shall notify the person against whom the allegation is made. The person against whom a formal allegation is made may be present during any inquiry proceeding along with, at his/her expense, representatives of his/her choice.
- 2) Upon receiving a formal allegation, the Chairperson shall call a meeting of the Committee to inquire as to whether the allegation warrants a formal investigation. In conducting this inquiry, the Committee shall be responsible for gathering information and conducting an initial fact finding process to justify its decision regarding the need for a formal investigation. Not later than twenty-eight (28) days from the receipt of a formal allegation of professional misconduct by the Chairperson, the Committee shall determine whether a formal investigation of the allegation is appropriate. At least seven (7) votes in the affirmative shall be required to determine that a formal investigation is appropriate.
- 3) If a formal investigation is determined not to be appropriate, the Chairperson shall within seven (7) days of that determination notify the complainant and the person against whom the formal allegation of professional misconduct was made that the allegation has been rejected. The Chairperson shall make no public announcement regarding such determination, unless he/she deems it necessary to protect the reputation of the person against whom an allegation was made.

D. Investigation of a Formal Allegation

- 1) If the Committee determines that a formal investigation of the allegation is appropriate, the Chairperson shall notify the complainant and the person against whom the allegation of professional misconduct was made within seven (7) days after that determination that a formal investigation of the allegation will be conducted. Not later than fourteen (14) days after the vote of the Committee, and with the advice of the Committee, the Chairperson shall appoint a Case Investigation Subcommittee

("Subcommittee") consisting of five (5) members comprised of tenured faculty, administrators, and/or professional staff with appropriate background and knowledge to conduct a thorough and authoritative evaluation of the evidence and information bearing upon the allegation. At least one (1) member of the Subcommittee shall be a member of the Committee. The Chairperson shall also designate the chairperson of the Subcommittee. The Subcommittee may include tenured faculty, administrators, or professional staff from outside the University in cases where individuals within the University would not have the required expertise or would be subject to an actual or apparent conflict of interest.

- 2) The Subcommittee shall investigate the allegation of professional misconduct and determine whether the allegation is justified. The investigation shall include interviews with the person against whom the allegation has been made, if possible, and an examination of all pertinent evidence and information bearing upon the allegation. A quorum shall be present whenever testimony is given in connection with an investigation. A quorum shall consist of no fewer than three (3) members of the Subcommittee. The Subcommittee shall keep detailed records of its investigation, including transcripts of all testimony.
- 3) The person against whom the allegation is made and his/her representatives shall be provided with all documents, records, statements and any other information and material gathered or used by the Subcommittee. If the investigation includes interviews, testimony, or the appearance of any person before all or part of the Subcommittee, the person against whom the allegation has been made and/or representatives of his/her choice may be present and question any such persons. In addition, they shall have the right to obtain documents, records, and information, and to interview witnesses, including the complainant, regarding the allegation. All persons being interviewed, giving testimony, or otherwise making an appearance before all or part of the Subcommittee may have representatives of their choice present to advise them. Any person who chooses to have the aid of representatives shall do so at his/her own expense.

- 4) Not later than sixty (60) days from its appointment, the Subcommittee shall file a report of its investigation with the Committee, except that it may request an extension from the Chairperson for no more than an additional thirty (30) days to complete its work. The report of the Subcommittee shall include all of the information and records gathered in its investigation.

E. Finding of a Substantiated Allegation

- 1) Not later than twenty-one (21) days from receipt of the report of the Subcommittee, the Committee shall vote to determine whether or not the formal allegation of professional misconduct is substantiated by the evidence. At least seven (7) votes in the affirmative shall be required to find that the allegation is substantiated. If the allegation is substantiated, the Committee may also recommend penalties or sanctions, provided at least seven (7) members of the Committee agree on penalties and sanctions.
- 2) Not later than fourteen (14) days after a finding by the Committee that the allegation of professional misconduct is substantiated, the Chairperson shall prepare a Professional Misconduct Report and shall provide copies of this report to the person against whom the finding of professional misconduct was made, his/her immediate administrative superior, the person who made the allegation, the chair of the Academic Senate, the President of the University, the vice president of the division where the person against whom the finding was made works, and the chairperson of the University Board of Trustees. This report shall include the formal allegation, findings of fact, and any recommended penalties or sanctions.

F. Finding of an Unsubstantiated Allegation

If at least seven (7) members of the Committee do not affirmatively vote that the allegation is substantiated, then the allegation will be found to be unsubstantiated, and the Chairperson shall promptly notify the person who was the subject of the allegation, his/her immediate administrative superior, the person who made the allegation, the chair of the Academic Senate, the President of the University, the vice president of the division where the person against whom the allegation was made works, the chairperson of the University Board of Trustees, and others deemed appropriate by the Chairperson, including professional societies.

G. Appeal of a Substantiated Allegation

- 1) Not later than fourteen (14) days after receipt of the Professional Misconduct Report, the person found to have engaged in professional misconduct may file an appeal of the Professional Misconduct Report, as to the formal allegation, application of the Policy, procedures followed, findings of fact, and recommended penalties or sanctions, with the President of the University. If the person found to have engaged in professional misconduct is the President of the University, the appeal shall be filed with the chairperson of the University Board of Trustees.
- 2) The person with whom the appeal is filed shall appoint a committee to review the appeal and make a recommendation. The person with whom the appeal is filed, or any committee he/she appoints in connection with the appeal, may conduct whatever level of review they determine to be appropriate, including interviewing witnesses and reviewing documents. If the recommended penalty or sanction in the Professional Misconduct Report is termination, then a de novo review of the allegation shall be conducted on appeal.
- 3) Not later than thirty (30) days after an appeal is filed, the person with whom the appeal is filed shall issue a decision on the appeal. If the appeal is upheld, the person granting the appeal shall promptly notify all appropriate parties. This notification shall include the rationale for granting the appeal. If the appeal is denied, the person denying the appeal shall promptly notify all appropriate parties, including the immediate administrative superior of the person determined to have engaged in professional misconduct. This notification shall include the rationale for denying the appeal. Alternatively, the person with whom the appeal is filed may modify any part of the Professional Misconduct Report.

H. Administrative Implementation of Sanctions

- 1) Absent an appeal, or if the appeal is denied or a modified Professional Misconduct Report is issued, the immediate administrative superior of the person found to have engaged in professional misconduct may implement, or engage the process to implement, any recommended sanctions of the Professional Misconduct Report, impose his or her own sanctions, or take other action. If the person found to have engaged in professional misconduct is a member of the YSU-OEA bargaining unit, any sanctions imposed must be administered in a manner consistent with the YSU/YSU-OEA Agreement.

If the person found to have engaged in professional misconduct is a member of the YSU-APAS bargaining unit, any sanctions imposed must be administered in a manner consistent with the YSU/YSU-APAS Agreement. If the person found to have engaged in professional misconduct is not a member of any bargaining unit, any sanctions imposed must be administered in a manner consistent with applicable University policies.

- 2) Should the immediate administrative superior decline to implement or to engage the process to implement the recommendations of the Professional Misconduct Report or the determination of the person with whom the appeal was filed, he/she shall issue an explanation in writing to the Chairperson, the chair of the Academic Senate, the President of the University, the vice president of the division where the person against whom the finding was made works, and the chairperson of the University Board of Trustees.

I. Records

The Chairperson shall maintain all documentation related to the Committee's actions regarding formal allegations and arrange for the safe storage of all records of the Committee's and Subcommittee's meetings, inquiries, investigations, votes, and recommendations, for a period of three (3) years after a finding on the allegation.

J. Conflict of Interest

No person shall serve on the Committee or Subcommittee, in a given case, if such a person is the person against whom an allegation of professional misconduct has been made, or if such person has a personal interest in the outcome of the case. No person shall hear an appeal of a finding of professional misconduct, in a given case, if such person is the person found to have engaged in professional misconduct or if such person has a personal interest in the outcome of the case. If there is a need to appoint a temporary or permanent replacement member of the Committee or Subcommittee, the original appointing person shall appoint the replacement. If the chair of the Academic Senate has a conflict of interest in a given case, the President of the University shall appoint the replacement. If the President of the University has a conflict in a given case, the chairperson of the University Board of Trustees shall appoint the replacement.

REDLINE VERSION
UNIVERSITY GUIDEBOOK

**Subject: Title of Policy: Professional Conduct of Faculty, Department
Chairpersons, and Professional/Administrative Employees**

Responsible Division/Office: Office of the President

Approving Officer: President

Revision History: 2000; December 2003; ~~April 2010~~ December 2010

Resolution Number(s): YR 2000-63; YR 2004-32; YR 2011-

Board Committee: Academic & Student Affairs

EFFECTIVE DATE:

Next review: 2013

Developed by: David C. Sweet

Authorized by: David C. Sweet

Title: President

Title: President

Approved: December 17, 2003

EFFECTIVE: December 17, 2003

Policy: Faculty, department chairpersons, and professional/administrative employees are expected to demonstrate professional conduct that exhibits the values of honesty, integrity, competence, respect, and responsibility. The parameters and procedures defined herein, serve as the framework for defining, and investigating allegations of, professional misconduct, and the administration of sanctions against those found to have violated this policy.

RESOLUTION NUMBER: YR 2000-63; YR 2004-32

This Policy and procedures apply to all full-time and part-time faculty, department chairpersons, and professional/administrative employees with respect to allegations of professional misconduct as defined herein, and ~~supereedessupersede~~ and replaces Board Policy 9006.01, which was effective March 10, 2000.

Allegations of professional misconduct related to sponsored programs, use of human subjects in research, use and care of animals in research, ~~scientifie-research~~ misconduct, conflicts of interest and/or commitment in sponsored programs, non-discrimination and equal opportunity, sexual harassment, and computer use shall be reviewed pursuant to procedures provided in Board policies governing these areas. The applicable policies are the following:

Board Policy 1013.01—Research, Grants, and Sponsored Programs
Board Policy 1014.01—Integrity in Research - Use of Human Participants
Board Policy 1015.01—Integrity in Research - Use and Care of Animals
Board Policy 1016.01—~~Scientific Research~~ Misconduct
Board Policy 1017.01—Objectivity in Research - Avoidance of Conflicts of Interest and/or Commitment in Sponsored Research
Board Policy 2001.01—Equal Opportunity / Affirmative Action Complaint Procedures
Board Policy 2001.03 Discrimination/Harassment
~~Board Policy 2002.01—Equal Opportunity Discrimination Complaint Procedures~~
~~Board Policy 2003.01—Sexual Harassment~~
Board Policy 4009.01—Use of University Computing Resources

I. PROFESSIONAL MISCONDUCT

A. 'Professional misconduct' for purposes of this Policy means:

- 1) Fabrication, falsification, plagiarism, or other intentional deception in proposing, awarding, administering, conducting, and/or presenting or reporting results of scientific research, administrative or scholarly inquiry, or creative endeavors.
- 2) Recommending or awarding grants, leaves, travel requests, promotions, professional awards or recognitions, or other funds or resources in violation of applicable University policies, agreements, contracts, grants, laws, and regulations.
- 3) Use of grants, facilities, equipment, supplies, or other University resources in violation of applicable University policies, agreements, contracts, grants, laws, and regulations.
- 4) Selective reporting of favorable results, or intentional omission of conflicting data, as an outcome of research or inquiry.
- 5) Improper use or release of information, ideas, or data in violation of applicable University policies, agreements, contracts, grants, laws, and regulations.
- 6) Stealing, destroying, or otherwise taking or using without permission the property of others or products or research produced by others, such as data, equipment, supplies, computer programs, notes or other records, manuscripts, or specimen collections.
- 7) Misrepresentation of one's credentials.

B. No person shall:

- 1) Disregard the procedures contained herein.
- 2) Retaliate against anyone making a good faith allegation of professional misconduct.
- 3) Obstruct the inquiry into or investigation of allegations of professional misconduct.
- 4) Deliberately make false allegations of professional misconduct.

Such actions may also be considered to be professional misconduct and a violation of this Policy and subject to the procedures herein or other disciplinary measures.

- C. Nothing in this section shall be interpreted to include unintentional error, omission, or oversight or to obviate sincere and genuine differences in interpretations or judgments regarding policies, resources, or data.

II. DEFINITIONS

- A. 'Fabrication' means the creation of nonexistent or fictitious data or results.
- B. 'Falsification' means the manipulation or alteration of data for the creation or reporting of false results.
- C. 'Plagiarism' means representing the work of another person, including the person's words, ideas, or methods, as one's own in public or private forums or media.
- 1) Determinations of plagiarism, including allegations ~~involving official meetings of related to~~ classes, shall include consideration of:
 - a. the purpose and character of the use, including whether such use is of a self-interested nature or is for purposes other than an educational or professional mission;

- b. the nature of the work, including whether published and copyrighted and whether part of the generally accepted body of knowledge in a field, discipline, or area;
 - c. the amount and substantiality of the portion used in relation to the work as a whole; and
 - d. the effect of the use upon the audience and upon the potential market for or value of the work.
- 2) In general, use of the work of another person should be accompanied by proper citation or acknowledgment. However, the requirements and specificity of citation or acknowledgment may be determined by the expectations or common practices of the forum, medium, or discipline within which the use occurs. If a generally accepted code of professional ethics for a particular discipline contains additional or different provisions related to plagiarism, then that code shall apply to members of that profession. Accordingly, the fact that the work of another person is not cited or acknowledged shall not, itself, mandate a finding of plagiarism.
- 3) In no case shall a finding of plagiarism apply to written or oral representations that are part of casual conversations, strictly private communications between individuals, or other personal exchanges in which a faculty member, department chairperson, or professional/administrative staff member is not acting as a representative of the University or in his/her professional role.
- D. Nothing in these definitions shall be interpreted to include unintentional error, omission, or oversight or to obviate sincere and genuine differences in interpretations or judgments regarding policies, resources, or data.

III. PROCEDURES

A. Professional Conduct Committee

- 1) A standing Professional Conduct Committee ("Committee") in the Academic Senate will be responsible for addressing allegations of professional misconduct in accordance with this Policy. The Committee and any subcommittee will receive appropriate legal and secretarial support in connection with their work.

- 2) The Committee shall consist of twelve (12) members. Six (6) members shall be tenured faculty, one (1) from each undergraduate college appointed by the chair of the Academic Senate, and six (6) members shall be professional/administrative employees appointed by the President of the University. At least two (2) tenured faculty members of the Committee shall be regular members of the graduate faculty. Members of the Committee shall serve for staggered three- (3) year terms. Initially two (2) faculty members and two (2) non-faculty members shall be appointed for a one- (1) year term, two (2) faculty members and two (2) non-faculty members shall be appointed for a two- (2) year term, and two (2) faculty members and two (2) non-faculty members shall be appointed for a three- (3) year term. The Committee shall elect its own chairperson ("Chairperson"), who shall serve a three- (3) year term as chairperson and member. The Committee shall operate under majority rule, and a quorum shall consist of seven (7) members.

B. Allegation of Professional Misconduct

- 1) A person who believes that a faculty member, department chairperson, or professional/administrative staff member has engaged in professional misconduct as defined by this Policy shall meet with the Committee Chairperson to discuss the issue in strict confidence. This meeting must occur not later than thirty (30) days after the complainant observes or discovers the alleged professional misconduct and in any case not later than three (3) years after the alleged occurrence of the professional misconduct.
- 2) If the Chairperson is uncertain as to whether the alleged professional misconduct is subject to review pursuant to this Policy or another Board policy, the Chairperson shall raise the question with the chair of the Academic Senate. The chair of the Academic Senate, the President of the University, and the Provost/Vice President for Academic Affairs, or their designees, shall confer and determine by a majority vote which policy is appropriately applied to the alleged professional misconduct. In cases where the alleged misconduct involves a sponsored program, the Associate Provost for Research/Dean of Graduate Studies and Research shall be consulted prior to the determination.
- 3) The Chairperson shall listen to the concerns of the complainant and advise the complainant as to how to file a formal allegation of professional misconduct and the procedures that must be followed under this Policy once a formal allegation is made. A complainant who wishes to file a formal allegation of professional misconduct must do so not later than fourteen (14) days after the meeting with the Chairperson.

- 4) A formal allegation of professional misconduct is not made unless and until it is received in writing by the Chairperson and may not be made anonymously.

C. Inquiry ~~Into~~-into Formal Allegation

- 1) Not later than seven (7) days from the receipt of a formal allegation of professional misconduct, the Chairperson shall notify the person against whom the allegation is made. The person against whom a formal allegation is made may be present during any inquiry proceeding along with, at his/her expense, representatives of his/her choice.
- 2) Upon receiving a formal allegation, the Chairperson shall call a meeting of the Committee to inquire as to whether the allegation warrants a formal investigation. In conducting this inquiry, the Committee shall be responsible for gathering information and conducting an initial fact finding process to justify its decision regarding the need for a formal investigation. Not later than twenty-eight (28) days from the receipt of a formal allegation of professional misconduct by the Chairperson, the Committee shall determine whether a formal investigation of the allegation is appropriate. At least seven (7) votes in the affirmative shall be required to determine that a formal investigation is appropriate.
- 3) If a formal investigation is determined not to be appropriate, the Chairperson shall within seven (7) days of that determination notify the complainant and the person against whom the formal allegation of professional misconduct was made that the allegation has been rejected. The Chairperson shall make no public announcement regarding such determination, unless he/she deems it necessary to protect the reputation of the person against whom an allegation was made.

D. Investigation of a Formal Allegation

- 1) If the Committee determines that a formal investigation of the allegation is appropriate, the Chairperson shall notify the complainant and the person against whom the allegation of professional misconduct was made within seven (7) days after that determination that a formal investigation of the allegation will be conducted. Not later than fourteen (14) days after the vote of the Committee, and with the advice of the Committee, the Chairperson shall appoint a Case Investigation Subcommittee

("Subcommittee") consisting of five (5) members comprised of tenured faculty, administrators, and/or professional staff with appropriate background and knowledge to conduct a thorough and authoritative evaluation of the evidence and information bearing upon the allegation. At least one (1) member of the Subcommittee shall be a member of the Committee. The Chairperson shall also designate the chairperson of the Subcommittee. The Subcommittee may include tenured faculty, administrators, or professional staff from outside the University in cases where individuals within the University would not have the required expertise or would be subject to an actual or apparent conflict of interest.

- 2) The Subcommittee shall investigate the allegation of professional misconduct and determine whether the allegation is justified. The investigation shall include interviews with the person against whom the allegation has been made, if possible, and an examination of all pertinent evidence and information bearing upon the allegation. A quorum shall be present whenever testimony is given in connection with an investigation. A quorum shall consist of no fewer than three (3) members of the Subcommittee. The Subcommittee shall keep detailed records of its investigation, including transcripts of all testimony.
- 3) The person against whom the allegation is made and his/her representatives shall be provided with all documents, records, statements and any other information and material gathered or used by the Subcommittee. If the investigation includes interviews, testimony, or the appearance of any person before all or part of the Subcommittee, the person against whom the allegation has been made and/or representatives of his/her choice may be present and question any such persons. In addition, they shall have the right to obtain documents, records, and information, and to interview witnesses, including the complainant, regarding the allegation. All persons being interviewed, giving testimony, or otherwise making an appearance before all or part of the Subcommittee may have representatives of their choice present to advise them. Any person who chooses to have the aid of representatives shall do so at his/her own expense.

- 4) Not later than sixty (60) days from its appointment, the Subcommittee shall file a report of its investigation with the Committee, except that it may request an extension from the Chairperson for no more than an additional thirty (30) days to complete its work. The report of the Subcommittee shall include all of the information and records gathered in its investigation.

E. Finding of a Substantiated Allegation

- 1) Not later than twenty-one (21) days from receipt of the report of the Subcommittee, the Committee shall vote to determine whether or not the formal allegation of professional misconduct is substantiated by the evidence. At least seven (7) votes in the affirmative shall be required to find that the allegation is substantiated. If the allegation is substantiated, the Committee may also recommend penalties or sanctions, provided at least seven (7) members of the Committee agree on penalties and sanctions.
- 2) Not later than fourteen (14) days after a finding by the Committee that the allegation of professional misconduct is substantiated, the Chairperson shall prepare a Professional Misconduct Report and shall provide copies of this report to the person against whom the finding of professional misconduct was made, his/her immediate administrative superior, the person who made the allegation, the chair of the Academic Senate, the President of the University, the vice president of the division where the person against whom the finding was made works, and the chairperson of the University Board of Trustees. This report shall include the formal allegation, findings of fact, and any recommended penalties or sanctions.

F. Finding of an Unsubstantiated Allegation

If at least seven (7) members of the Committee do not affirmatively vote that the allegation is substantiated, then the allegation will be found to be unsubstantiated, and the Chairperson shall promptly notify the person who was the subject of the allegation, his/her immediate administrative superior, the person who made the allegation, the chair of the Academic Senate, the President of the University, the vice president of the division where the person against whom the allegation was made works, the chairperson of the University Board of Trustees, and others deemed appropriate by the Chairperson, including professional societies.

G. Appeal of a Substantiated Allegation

- 1) Not later than fourteen (14) days after receipt of the Professional Misconduct Report, the person found to have engaged in professional misconduct may file an appeal of the Professional Misconduct Report, as to the formal allegation, application of the Policy, procedures followed, findings of fact, and recommended penalties or sanctions, with the President of the University. If the person found to have engaged in professional misconduct is the President of the University, the appeal shall be filed with the chairperson of the University Board of Trustees.
- 2) The person with whom the appeal is filed shall appoint a committee to review the appeal and make a recommendation. The person with whom the appeal is filed, or any committee he/she appoints in connection with the appeal, may conduct whatever level of review they determine to be appropriate, including interviewing witnesses and reviewing documents. If the recommended penalty or sanction in the Professional Misconduct Report is termination, then a de novo review of the allegation shall be conducted on appeal.
- 3) Not later than thirty (30) days after an appeal is filed, the person with whom the appeal is filed shall issue a decision on the appeal. If the appeal is upheld, the person granting the appeal shall promptly notify all appropriate parties. This notification shall include the rationale for granting the appeal. If the appeal is denied, the person denying the appeal shall promptly notify all appropriate parties, including the immediate administrative superior of the person determined to have engaged in professional misconduct. This notification shall include the rationale for denying the appeal. Alternatively, the person with whom the appeal is filed may modify any part of the Professional Misconduct Report.

H. Administrative Implementation of Sanctions

- 1) Absent an appeal, or if the appeal is denied or a modified Professional Misconduct Report is issued, the immediate administrative superior of the person found to have engaged in professional misconduct may implement, or engage the process to implement, any recommended sanctions of the Professional Misconduct Report, impose his or her own sanctions, or take other action. If the person found to have engaged in professional misconduct is a member of the YSU-OEA bargaining unit, any sanctions imposed must be administered in a manner consistent with the YSU/YSU-OEA Agreement.

If the person found to have engaged in professional misconduct is a member of the YSU-APAS bargaining unit, any sanctions imposed must be administered in a manner consistent with the YSU/YSU-APAS Agreement. If the person found to have engaged in professional misconduct is not a member of any bargaining unit, any sanctions imposed must be administered in a manner consistent with applicable University policies.

- 2) Should the immediate administrative superior decline to implement or to engage the process to implement the recommendations of the Professional Misconduct Report or the determination of the person with whom the appeal was filed, he/she shall issue an explanation in writing to the Chairperson, the chair of the Academic Senate, the President of the University, the vice president of the division where the person against whom the finding was made works, and the chairperson of the University Board of Trustees.

I. Records

The Chairperson shall maintain all documentation related to the Committee's actions regarding formal allegations and arrange for the safe storage of all records of the Committee's and Subcommittee's meetings, inquiries, investigations, votes, and recommendations, for a period of three (3) years after a finding on the allegation.

J. Conflict of Interest

No person shall serve on the Committee or Subcommittee, in a given case, if such a person is the person against whom an allegation of professional misconduct has been made, or if such person has a personal interest in the outcome of the case. No person shall hear an appeal of a finding of professional misconduct, in a given case, if such person is the person found to have engaged in professional misconduct or if such person has a personal interest in the outcome of the case. If there is a need to appoint a temporary or permanent replacement member of the Committee or Subcommittee, the original appointing person shall appoint the replacement. If the chair of the Academic Senate has a conflict of interest in a given case, the President of the University shall appoint the replacement. If the President of the University has a conflict in a given case, the chairperson of the University Board of Trustees shall appoint the replacement.

YSU 2020: *The Strategic Plan of Youngstown State University, 2011–2020*

2020 Strategic Vision:

Youngstown State University will become a national model for student success, academic excellence, resource stewardship, and regional engagement.

In summer 2010, Youngstown State University set out to envision the future: What will Youngstown State University “be” and “look like” in the year 2020? The result of that visioning process is the plan outlined here—*YSU 2020: The Strategic Plan of Youngstown State University, 2011–2020*.

The plan will chart institutional directions and help us align priorities, investments, and initiatives over the next decade. It establishes the framework for carrying out the Mission, Vision, and Core Values approved by the Youngstown State University Board of Trustees in December 2008:

- Provides access to a broad range of undergraduate programs;
- Offers graduate programs in selected areas of excellence, including those that meet the needs of the region;
- Supports economic development through applied learning and research;
- Integrates teaching and learning, scholarship, and civic engagement;
- Fosters understanding of diversity, sustainability, and global perspectives; and
- Advances the intellectual and cultural life of the city, region, and world.

Youngstown State University Mission Statement

Youngstown State University—an urban research university—emphasizes a creative, integrated approach to education, scholarship, and service. The University places students at its center; leads in the discovery, dissemination, and application of knowledge; advances civic, scientific, and technological development; and fosters collaboration to enrich the region and the world.

The University

- Creates diverse educational experiences that develop ethical, intellectually curious students who are invested in their communities;

Youngstown State University Vision Statement

Youngstown State University will become a national model for university-community engagement that enhances teaching and learning, student and faculty research, and community well-being. The University will expand its regionally focused mission to include national and international emphases, while working with other colleges and universities, business and industry, and the K-12 community to stimulate the economic, technological, and cultural rebirth of Ohio.

This Vision will be supported by

- Leading scholars and practitioners using multidisciplinary approaches to address societal challenges;
- Engagement of undergraduate and graduate students in research;
- Strategic development of undergraduate and graduate programs;
- Curricular and co-curricular integration of professional and liberal education, problem-solving, critical thinking, and communication skills;
- An emphasis on applied learning and community engagement; and
- Respect for the deep and rich diversity of the communities we serve.

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 integrate curricular and cocurricular activities; 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; foster sustainability; and bring about the greater good of the collective whole—be it the University, the city of Youngstown, the state of Ohio, the region, or beyond.

Context for Planning:

YSU 2020, like the Mission, Vision, and Core values, builds on a process that began in 2007–2008, when the Chancellor of the University System of Ohio issued *Ohio’s Strategic Plan for Higher Education 2008–2017*. That plan classified Youngstown State University as an “Urban Research University” with an obligation to “provide the Youngstown area with the talent and research base for the growth of new companies and industry

to replace those that have been lost to a changing economy” (p. 48). The state plan also laid the groundwork for an outcomes-based (rather than enrollment-driven) state funding formula and established a mandate for dramatically increasing the number of students enrolled in Ohio’s colleges and universities by 230,000 by the year 2017.

The new funding formula and YSU’s evolving mission—along with the declining state and national economy and shrinking state support—pose both challenges and opportunities that the University must address. In the words of YSU Board chair Scott Schulick, “the stakes are high.” We can’t just continue to do exactly what we’ve always done, in the way that we’ve always done it. *YSU 2020* offers a framework for addressing challenges and opportunities. It offers direction for making Youngstown State University a dynamic and positive force for education, renewal, and poverty reduction in the region and beyond.

The Strategic-Planning Process:

Dr. Cynthia E. Anderson took office as YSU’s seventh President on July 1, 2010. A few weeks later, the Youngstown State University Board of Trustees, President Anderson, and the President’s Cabinet gathered for a planning retreat, facilitated by Dr. Ellen Chaffee, a consultant from the Association of Governing Boards of Universities and Colleges. This group defined four critical “cornerstones,” or focuses, upon which to build the University’s next strategic plan:

- **institutional accountability and sustainability**, or good stewardship of the institution’s financial, physical, and human resources;
- **student success**;
- **transition to the urban research university mission**; and
- **regional engagement**.

The 52-member Strategic Planning Steering Committee—chaired by Dr. Ikram Khawaja, YSU’s Provost and Vice President for Academic Affairs; and Mr. Eugene Grilli, Vice President for Financial Affairs—met for the

first time on July 15, 2010. Committee members included faculty, staff, students, administrators, Board of Trustees members, and community representatives (see **Appendix A**). By the end of the meeting, all had received an overview of the focused and fast-paced planning process that would follow. In addition, each had volunteered to serve on one or more of the four “cornerstone groups” to begin the work of planning.

A fifth group volunteered to manage communications related to the planning process, so that the campus and area communities could stay informed about the planning process and participate if they desired. The University conducted more than 20 focus groups with various campus constituencies and members of the community at large. In addition, interested parties could respond anonymously to web-based questionnaires. Several hundred people participated in one or more of these data-gathering activities.

Instead of the typical 12-18 months normally devoted to a major strategic-planning process, the Steering Committee and cornerstone groups were given four months: August, to get organized; September, to gather data; October, to organize components of the plan; and November, to write the document that would go to the Board of Trustees in December 2010.

Some Guiding Principles:

In addition to the core values stated earlier, YSU is committed to two overarching principles that can be seen in each of the four cornerstones and that must guide each of the University’s activities and initiatives:

- commitment to diversity and inclusiveness, in the broadest sense; and
- commitment to “continuous quality improvement,” or a “culture of assessment.”

Commitment to inclusiveness and diversity must make itself felt in the University’s daily activities; in hiring decisions; and in the University’s

recruitment and retention initiatives. It applies equally to employees in every category; to traditional and nontraditional students of every description; to campus visitors; and to companies that do business with the University.

Likewise, a commitment to widespread assessment, or continuous quality improvement, applies not only to teaching and learning but also to every initiative, activity, and Division of the University. By defining outcomes, evaluating how well we meet them, and using the results to adjust course if necessary, we can align budget with priorities, make informed budget decisions, and facilitate positive change.

Organization of the Planning Document:

Following this introductory “chapter” are four discrete chapters that form the core of the plan—one chapter for each of the four cornerstones of *YSU 2020*. The four chapters present the four cornerstones in detail.

Each **cornerstone chapter, or section**, is organized as follows:

- The cornerstone begins with a **narrative overview**, outlining three or four **themes, or topics**, around which that section of the plan is organized.

- After the narrative overview, a series of **summary tables** follow, outlining **priorities, initiatives, and metrics** that can be used to measure progress in achieving that portion of the plan. The priorities are both numbered and described in narrative format.
- Each cornerstone section ends with a **more detailed table** projecting, in broad terms, the **level of expense** associated with each initiative; the **estimated number of new people**, if any, required to carry out the initiative; and the **person(s) responsible** for overseeing the initiative.

The **priorities** are significant strategic objectives or goals that span multiple divisions of the University and sometimes the University as a whole. **Initiatives** are specific projects or actions that will support achievement of the strategic priorities. **Metrics** are measurable data points that can be tracked *backward* to establish a baseline, and *forward* to 2020, to determine whether the University meets the 2020 goals.

Some of the metrics are particularly significant and constitute a set of measurements known as “**Board Metrics**,” since the Board of Trustees will track these metrics regularly to assess progress on the plan. The Board Metrics and Metric Scorecards appear in **Appendix B**.

Accountability and Sustainability Cornerstone

Cornerstone Overview:

Definition: Accountability and Sustainability

Accountability and sustainability entail aligning the University's resources and investments to meet broad strategic goals and maintain institutional vitality.

Although described as a cornerstone, **Accountability and Sustainability** are foundational to the *entire* strategic plan, in that the other cornerstones rest on the ability of the institution to manage its collective resources effectively; if one resource area is threatened, none of the other cornerstones will succeed. YSU aspires to become a national model for resource stewardship, which entails making careful choices about *all* of the University's resources—fiscal, physical, and human.

The first Accountability and Sustainability Cornerstone theme is Fiscal Health. The Fiscal Health section describes processes through which the YSU administration and Board of Trustees can align budget priorities with strategic initiatives. These processes will provide tools to make difficult budget decisions. As fiscal stewards, we must be efficient and strategic, focusing limited resources in ways that best advance the University's vision and goals. The ever-changing economic dynamics of the state, nation, and community challenge us to manage fiscal resources prudently. The Board Metric that gives the clearest "snapshot" of the University's fiscal health is the financial ratio index, an index based on three financial ratios that can be tracked from year to year.

The second Accountability and Sustainability theme is Human Resources Health. As stewards of human resources, we must collectively and individually develop and support *all* of the individuals who make up our campus community. We must examine YSU's policies,

procedures, and processes to identify practices that build a climate of collegiality and mutual support. The Board Metric for this theme is an index based on an Employee Satisfaction Survey that will be administered every other year; the higher the index score, the more robust our human resources health.

The third cornerstone theme is Facilities Health. As stewards of our physical facilities, we need to create a comprehensive facilities plan that emphasizes maintenance, renovations, and safety of our physical resources, as well as environmentally sound practices. The Board Metric for this theme is the "percent of facilities in satisfactory condition or needing only minor rehabilitation," one of the accountability measures in Ohio's *Strategic Plan for Higher Education 2008–2017* (p. 104).

The final Accountability and Sustainability theme is a Culture of Shared Responsibility—a theme that spans not only this cornerstone, but the other three cornerstones as well. A transparent, inclusive culture involves respecting and valuing all employees, regardless of demographic identities. It also involves developing policies and procedures that improve administrative efficiencies and result in real savings of precious resources, broadly defined. At the same time, it acknowledges the *critical value of assessment* for monitoring not just student learning, but also the University's effectiveness in bringing about real strategic change and realignment of expenditures. The Board Metric for this theme is an index derived from Employee Satisfaction Survey questions that specifically address campus cultural change.

To summarize, the Board Metrics are	→	Fiscal Health:	An index of pertinent financial ratios
		Human Resources Health:	Employee Satisfaction index
		Facilities Health:	% of buildings in satisfactory condition or needing only minor rehabilitation
		Shared Responsibility:	Employee Satisfaction campus cultural change indicators

Cornerstone Summary:

Theme 1: Fiscal Health		Board Metric: <i>Index of Pertinent Financial Ratios (Senate Bill 6 Ratio)</i>
Initiatives	Priorities/Rationale	2020 Metrics
<p>1. Identify and implement a new approach to University budgeting, which includes cost-benefit analyses, that is transparent and flexible.</p> <p>2. Align budget priorities with strategic priorities.</p>	<p>1. <i>A transparent and responsive budget system</i></p> <p>The fiscal health of the University involves decisions that are supported and guided by the university’s mission, vision, and profile. Clear communication, transparency, and understanding are vital as the University embarks on restructuring the process by which it budgets its funds.</p> <p>The evolving character of YSU as defined by the strategic plan will need at its core a fiscal condition that is robust, well managed, and responsive to demands and challenges. The worldwide fiscal challenges of 2008 provided a harsh lesson to higher education. In an unstable economy, a structural budget deficit can occur with little warning, as evidenced by the October 2010 “lapse,” or postponement, of \$3 million in state subsidy. Short-term budget crises invariably threaten long-term plans. Thus, the fiscal sustainability of institutions must be addressed at two levels: survival in the short term, and budgeting to achieve long-term goals and priorities.</p> <p>Through fundraising/development, the University will support unmet needs for scholarships and projects as appropriate.</p> <p>2. <i>Strategic finance</i></p> <p>Stable and sustainable revenue sources are the counter to fiscal hazard. As YSU aspires to higher levels of quality and transitions to an urban research institution, requests for spending to support programs will increase and the University budget will face increasing pressure. Financial equilibrium of identical increases in revenue and expenses will become more difficult to maintain.</p> <p>Hence, the process by which the University budget is developed and implemented is a critical element of the strategic plan. The process needs to align budget with priorities, recognize revenue and spending needs, and provide</p>	<p>1. Financial health ratios</p> <p>2. Standard & Poor’s, Moody’s ratings</p> <p>3. Auxiliaries profit and loss</p> <p>4. Extent to which annual development goals are met</p>

<p>3. Identify and implement strategies to bring auxiliary revenues to a level at or above expenditures.</p> <p>4. Create a central database and financial analyses that support financial decisions.</p>	<p>for stability in the face of short- or long-term interruptions in revenue resources. Analysis of current resources and spending patterns will lay the foundation for responsibility- and performance-centered budgeting. Ideal outcomes will be enhanced effectiveness of spent dollars and incentives for resource growing.</p> <p>As part of a comprehensive strategic-finance strategy, the University will develop a clearer understanding of the role of auxiliaries (e.g., the bookstore, parking) and assure that the business practices of each auxiliary are directed to achieving and maintaining the auxiliary's self-supporting capacity.</p> <p>Core to the strategic plan and to strategic finance is a reliable, accurate, and well-developed database connected to a culture that embraces the need to systematically assess or measure its processes. Management of resources in all respects relies on measures that identify progress and problems, while enabling the University to address short-term needs and strategic priorities.</p>	
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Theme 2: Human Resources Health		Board Metric: <i>Employee Satisfaction Index</i>
Initiatives	Priorities/Rationale	2020 Metrics
<p>1. Develop effective mentoring systems for all employees, including those in leadership roles.</p> <p>2. Establish formal training opportunities for all employees, including those in leadership roles.</p> <p>3. Develop effective ways to improve campus community satisfaction.</p>	<p><i>1. Systematic and effective professional development</i></p> <p>In a professional climate increasingly known for the serial careers of employees, complex organizations are challenged to recruit, develop, and retain excellent employees for the long term. Youngstown State University recognizes the critical role that effectively trained and cooperatively functioning staff and faculty play in the achievement of the University's mission. Thus, YSU will assure the professional health of its human resources by pursuing and/or maintaining the following priorities:</p> <ul style="list-style-type: none"> To achieve cross-training for efficient daily operations, development of employees qualified for advancement, an institution-wide spirit of teamwork and service-mindedness, a diverse workforce at all levels of 	<p>1. Number of employee development/training opportunities per year</p> <p>2. Number of participants in employee development/training opportunities</p>

<p>4. Negotiate labor contracts that strengthen labor-management objectives.</p> <p>5. Explore alternative negotiations models.</p> <p>6. Establish a culture of customer service.</p>	<p>the organizational chart, and enhanced employee satisfaction, YSU will provide access to broad-based programs of professional development. Employee development will be provided <i>internally</i> through organized mentoring systems and training offered by Human Resources, as well as throughout the academic and non-academic divisions. It will be facilitated <i>externally</i> through opportunities to travel for training.</p> <p>2. Improved labor/management relations</p> <p>Contract negotiation based on discovery of mutual interests has proven effective at YSU. Simultaneously with implementing principles of shared governance, YSU will seek the partnership of its four collective bargaining units to explore effective models of negotiation and achieve contracts that strengthen labor/management relations, institutional integrity, and employee satisfaction.</p> <p>3. Exemplary customer service</p> <p>“Customer service” is a phrase frequently encountered at the mall. However, to some extent all employees and all students, as well as external clients such as vendors, parents, and visitors, are “customers,” and as such they will be treated with respect and courtesy at all levels. Seminars or workshops will be developed to enhance customer-service experiences throughout the University.</p>	<p>3. Diverse learning environment survey</p> <p>4. Employee Satisfaction Survey results</p> <p>5. Student FTE/FT faculty FTE</p>
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Theme 3: Facilities Health Board Metric: % of Buildings in Satisfactory Condition or Needing Only Minor Rehabilitation		
Initiatives	Priorities/Rationale	2020 Metrics
<p>1. Utilize the Capital Campaign for facilities.</p> <p>2. Coordinate safety and the physical plant.</p> <p>3. Develop and implement a comprehensive facilities plan aligned</p>	<p>1. A comprehensive facilities plan focused on cost-effectiveness, environmental responsibility, and safety of the physical plant</p> <p>The University aspires to a comprehensive facilities plan that primarily emphasizes renovation of existing building stock. The focus of renovation will be on stabilization and modernization of existing structures. Inherent in these refurbishment projects will be the institution’s commitment to cost efficiency, environmental responsibility, safety, and accommodation of the diverse needs of students, faculty, staff, and the community. Enhancing the existing infrastructure</p>	<p>1. % of buildings in satisfactory condition or needing only minor rehabilitation</p> <p>2. % of buildings over 25 years</p>

<p>with programming.</p> <p>4. Update the facilities master plan on a regular cycle.</p> <p>5. Develop an equipment-replacement policy.</p> <p>6. Engage employees and students in developing environmentally friendly policies and practices.</p>	<p>reflects a response that is consistent with Ohio’s fiscal challenges and consequent lack of significant support for new capital projects.</p> <p>2. <i>Equipment-replacement and deferred-maintenance standards</i></p> <p>Beyond major renovation projects, a policy will be established for scheduling equipment replacement and a plan will be set forth developing definitive and realistic standards for deferred maintenance. Equipment-replacement and deferred-maintenance standards will assure an inclusive, state-of-the-art learning environment that facilitates students’ reaching their fullest potential. These standards will also lead to a quality physical plant that fosters the energy to maximize the talents and productivity of the University’s human resources.</p> <p>3. <i>Environmental footprint reduction</i></p> <p>Responsible stewardship of resources, alignment of budgetary priorities with campus needs, and concerted efforts at sustainable practices will result in a resurgence of the institution’s infrastructure. This will contribute to facilities initiatives that complement enrollment growth, enhance and support academic program expansion, and establish laboratory settings that promote world-class research. The integrity of Youngstown State University’s natural beauty will be retained as we engage in planning that emphasizes efficiency, environmental sustainability, thoughtfulness, and fiscal responsibility.</p>	<p>old (maintenance age)</p> <p>3. Utilities costs per gross square foot (GSF) per FTE</p> <p>4. Energy consumption/ GSF</p> <p>5. % of general fund used for maintenance</p> <p>6. Deferred maintenance</p> <p>7. Environmental footprint index</p>
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Theme 4: Culture of Shared Responsibility		Board Metric: <i>Employee Satisfaction Campus Cultural Change Indicators</i>
Initiatives	Priorities/Rationale	2020 Metrics
	<p>1. <i>A transparent, inclusive culture</i></p> <p>Throughout conversations related to the Accountability and Sustainability cornerstone ran an elusive theme related to our shared culture, our sense of belonging to a family or a team—the YSU team. Cultures change over time. We seek to build a transparent, inclusive culture characterized by respect for all employees and students regardless of identity and ability level. Ideally, all will perceive that they are cared for as members of the YSU team. Threads and</p>	<p>1. Employee satisfaction with culture</p> <p>2. Savings garnered from improved administrative</p>

<ol style="list-style-type: none"> 1. Systematically review, simplify, and automate business processes. 2. Explore and implement shared services as needed. 3. Update and implement the Technology Master Plan on an ongoing basis. 4. Form an IT steering committee to align IT priorities with strategic priorities. 5. Implement shared-governance recommendations. 6. Establish effective communication systems. 7. Develop needed assessment instruments, and implement regular institutional assessments. 	<p>initiatives that support this concept may be found throughout this and the other cornerstones.</p> <p>2. <i>Efficient and effective administrative processes and decision-making</i></p> <p>One strongly voiced concern during the cornerstone conversations dealt with the frustrating inefficiencies of YSU’s business processes. Hence, solutions to these inefficiencies should improve employee morale as well as garner cost savings—especially important in these fiscally challenging times.</p> <p>Other concerns focused on the interrelated topics of decision-making and communication. If employees perceive that decisions are top-down, made without input from those affected, morale declines. And when communication of decisions or processes or plans is intermittent, one-way, or nonexistent, morale declines further. A culture of shared responsibility requires respectful, ongoing, and open communication.</p> <p>3. <i>A culture of assessment</i></p> <p>Measurement permeates this entire strategic plan. “Continuous quality improvement” requires that regular assessments be undertaken and that results be openly shared and used to facilitate needed change. Assessment should become as routine as checking one’s e-mail—and decisions based on assessment should become the norm.</p>	<p>efficiencies</p> <p>3. % of programs/units providing proficient or exemplary assessment reports</p>
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Detailed Cornerstone Template:

Definition: Accountability and Sustainability

Accountability and sustainability entail aligning the University's resources and investments to meet broad strategic goals and maintain institutional vitality.

By 2020, YSU will have achieved a ____% increase in an **index of pertinent financial ratios.**

By 2020, YSU will have achieved a ____% increase in the **employee satisfaction index.**

By 2020, YSU will have achieved ____% of **facilities in satisfactory condition or needing only minor rehabilitation.**

By 2020, YSU will have achieved a ____% increase in the **campus cultural change index.**

Key to \$/People columns in tables below: All numbers are estimates. Each \$ sign indicates an estimate of \$50,000. Numbers in People column refer to FTE, not the number of employees; 1 FTE may be split among multiple individuals.

Themes and Board Metrics	2020 Metrics	Priorities	Initiatives	Resources: \$	Resources: people	Who?
1. Fiscal Health <i>Board Metric: Index of Pertinent Financial Ratios (Senate Bill 6 Ratio [SB6])</i>	1. Financial health ratios	1. A transparent and responsive budget system	1. Identify and implement a new approach to University budgeting, which includes cost-benefit analyses, that is transparent and flexible.	\$\$	1 FTE	VPFA/Budget Director
	2. Standard & Poor's, Moody's ratings	2. Strategic finance				
	3. Auxiliaries profit and loss		2. Align budget priorities with strategic priorities.	-\$	0	VPFA/Budget Director
	4. Extent to which annual development goals are met		3. Identify/implement strategies to bring auxiliary revenues to a level at or above expenditures.	-\$	0	VPFA
			4. Create a central database and	-\$	0	VPFA

Themes and Board Metrics	2020 Metrics	Priorities	Initiatives	Resources: \$	Resources: people	Who?
			financial analyses that support financial decisions.			
2. Human Resources Health <i>Board Metric: Employee satisfaction index</i>	1. Number of employee development/training opportunities per year	1. Systematic and effective professional development	1. Develop effective mentoring systems for all employees, including those in leadership roles.	0	.5 FTE	Chief HR Officer (CHRO)
	2. Number of participants in employee development/training opportunities	2. Improved labor/management relations	2. Establish formal training opportunities for all employees, including those in leadership roles.	\$\$	1 FTE	CHRO
	3. Diverse learning environment survey	3. Exemplary customer service	3. Develop effective ways to improve campus community satisfaction.	0	0	CHRO
	4. Employee Satisfaction Survey results		4. Negotiate labor contracts that strengthen labor-management objectives.	0	1-2 FTE	Admin/Unions
	5. Student FTE/FT faculty FTE		5. Explore alternative negotiations models.	0	0	HR/Unions
			6. Establish a culture of customer service.	\$.5FTE	CHRO
3. Facilities Health <i>Board Metric: % of buildings in satisfactory condition or</i>	1. % of buildings in satisfactory condition or needing only minor	1. A comprehensive facilities plan focused on cost-effectiveness, environmental	1. Utilize the Capital Campaign for facilities.	0	0	Development
			2. Coordinate safety and	\$.5 FTE	Director of

Themes and Board Metrics	2020 Metrics	Priorities	Initiatives	Resources: \$	Resources: people	Who?
<i>needing only minor rehabilitation</i>	rehabilitation	responsibility, and safety of the physical plant	the physical plant.			Facilities (DF)
	2. % of buildings over 25 years old (maintenance age)	2. Equipment-replacement and deferred-maintenance standards	3. Develop and implement a comprehensive facilities plan aligned with programming.	\$\$\$\$	8-10 FTE	DF
	3. Utilities costs per gross square foot (GSF) per FTE	3. Environmental footprint reduction	4. Update the facilities master plan on a regular cycle.	0	0	DF
	4. Energy consumption/GSF		5. Develop an equipment-replacement policy.	\$\$	0	DF
	5. % of general fund used for maintenance		6. Engage employees and students in developing environmentally friendly policies and practices.	0	.5 FTE	VPs, DF
	6. Deferred maintenance					
	7. Environmental footprint index					
4. Culture of Shared Responsibility <i>Board Metric: Employee satisfaction campus cultural change indicators</i>	1. Employee satisfaction with culture 2. Savings garnered from improved administrative efficiencies	1. A transparent, inclusive culture 2. Efficient and effective administrative processes and decision-making	1. Systematically review, simplify, and automate business processes. 2. Explore and implement shared services as needed.	\$ -\$	1 FTE 0	VPs VPFA

Themes and Board Metrics	2020 Metrics	Priorities	Initiatives	Resources: \$	Resources: people	Who?
	3. % of programs/ units providing proficient or exemplary assessment report	3. A culture of assessment	3. Update and implement the Technology Master Plan on an ongoing basis. 4. Form an IT steering committee to align IT priorities with strategic priorities. 5. Implement shared-governance recommendations. 6. Establish effective communication systems. 7. Develop needed assessment instruments, and implement regular institutional assessments.	\$\$ 0 0 0 0	1 FTE 0 0 0 .5 FTE	Director IT (DIT) DIT VPs VPs CHRO

Student Success Cornerstone

Cornerstone Overview:

Definition: Student Success

Student success is defined as "academic achievement, satisfaction, and productive post-college performance."

A student offered the definition above at one of the early **Student Success Cornerstone** group meetings. Student success, in each of these senses, is paramount for Youngstown State University; and thus the structure, policies, and practices of the institution must facilitate the success of students and graduates. The University offers countless avenues through which individuals can progress toward their educational, personal, and career goals. Strengthening those opportunities will remain a central driver for everything we do at YSU.

The profile of YSU students will change considerably over this planning cycle and beyond, reflecting state and national trends, demographic shifts, decreasing numbers of high school graduates, growth of the new community college, and characteristics of the "Millennial Generation." Given these shifts, the range of student characteristics and needs will be broad. **The shifts represent an important opportunity to strengthen YSU's infrastructure and resources to enhance the quality of the educational experience for a dynamic and diverse student body.**

Students from many backgrounds—including first-generation students, returning adults, students with disabilities, and international students—bring varied perspectives and skill sets to the institution. Regardless of their individual abilities and aspirations, undergraduate and graduate students who come to YSU need support to achieve their goals and be successful. They may require **differing types and amounts of support during different stages of their academic careers.** This is especially true

for undergraduates. Addressing diverse student needs and providing multiple entry points for programs and services are key factors in supporting student success. In large part, student achievements depend on how well YSU's mission, vision, goals, policies, and practices advocate for and adhere to basic tenets of student learning and development. Specific measures to facilitate student success are outlined on succeeding pages.

The first Student Success theme is Academic Achievement. Experiencing success in the classroom reinforces students' efforts to learn and master educational fundamentals, and this success leads to graduation. The Board Metric for this theme is the "6-year graduation rate" (i.e., the percentage of students who graduate within 6 years)—a standard state and national measure of student success.

The second Student Success theme is Student Satisfaction with Academic and Non-Academic Experiences. Students who are satisfied are likely to experience greater student and post-graduation success. The Board Metric for this theme is an index derived from satisfaction-measuring instruments such as the National Survey of Student Engagement (or NSSE, known as the "Nessie").

The third Student Success theme is Readiness for Post-College Success. The Board Metric for this theme is an index of test and licensing-examination scores (e.g., Graduate Record Examination and Praxis scores).

To summarize, the Board Metrics are —> Academic Achievement: 6-year graduation rate
Student Satisfaction: Index of satisfaction measurements
Post-College Success: Index of pertinent educational testing and licensing scores

Cornerstone Summary:

Theme 1: Academic Achievement		Board Metric: 6-Year Graduation Rate
Initiatives	Priorities/Rationale	2020 Metrics
<ol style="list-style-type: none"> 1. Implement a University College or similar idea—e.g., a freshman boot camp or seminar. 2. Align systems of advising. 3. Improve orientation processes and programs. 4. Examine and revise admissions and retention requirements. 5. Tighten and improve enforcement of academic-progress policies and procedures (esp. conditional admission). 6. Implement dual enrollment with EGCC. 7. Coordinate academic programming with EGCC. 	<p>At YSU, students have access to a rigorous academic experience marked by high-quality teaching, research, and creative activity that prepare students to become responsible and engaged local and global citizens. Yet, for all students to achieve their potential while members of our campus community, certain priorities must be strengthened and initiatives must be undertaken.</p> <p><i>1a. Exceptional academic advising and student-progress support systems</i> <i>1b. Teaching-and-learning focused professional development</i> <i>1c. Collaboration between Academic and Student Affairs</i></p> <p>It is well known that the quality of academic advising is critical to academic achievement and student success. The divisions of Student Affairs and Academic Affairs must collaborate to ensure that all advisors, whether professional college advisors or faculty members, provide the best guidance for all students, no matter a student’s ability level or entry point into YSU.</p> <p>This collaboration must extend beyond the area of advising to explore and enhance the direct connection between effective teaching and student academic achievement. Student success is based on productive partnerships between the student and an array of faculty members, advisors, mentors, tutors, and representatives of similar student-progress support systems who collaboratively provide direction and counseling both <i>in</i> and <i>outside</i> the classroom.</p> <p><i>2. Collaboration between Eastern Gateway Community College and Youngstown State University</i></p> <p>The connection between Eastern Gateway Community College and YSU must be strengthened to facilitate easy movement between the two institutions without unnecessary loss of credit or course duplication. The growth of EGCC will enhance YSU’s ability to migrate from an open-access university to an urban</p>	<ol style="list-style-type: none"> 1. 6-year graduation rate 2. Graduation rates of minority and first-generation college students 3. Number of STEM graduates (a component of state funding formula) 4. Degrees awarded 5. Retention rates 6. Average ACT of entering freshmen (a component of

<p>8. Develop a major marketing campaign to position YSU as a University of choice (e.g., YSU Success Stories). Recruit underrepresented students, the best students, and students outside the immediate area.</p> <p>9. Create an Enrollment Management Team.</p> <p>10. Develop collaborative partnerships with PK-12.</p> <p>11. Create early-warning processes to improve student success.</p> <p>12. Improve course-completion rates.</p> <p>13. Enhance learning-assessment endeavors.</p> <p>14. Support faculty development in teaching and learning.</p>	<p>research university. Close collaboration between EGCC and YSU will ensure that the students of our region are served seamlessly by both institutions.</p> <p>3. More aggressive recruiting/marketing of YSU as a destination university</p> <p>The quality of the educational opportunities at YSU tend to be undervalued or unknown, even locally. As discussions continue about establishing higher or more selective admissions requirements for YSU, initiatives must be undertaken to aggressively recruit students of diverse demographics, both regionally and outside our traditional recruiting area. <i>National and international</i> recruiting, featuring <i>selected exemplary programs</i>, will produce a more dynamic and diverse student body. Similarly, aggressive marketing will supplement recruiting efforts. Such marketing initiatives must feature YSU as a <i>university of first choice</i>, rather than as a fall-back position—especially for local students.</p> <p>4. Engaged assessment of student learning</p> <p>YSU must continue its efforts to make assessment of student learning outcomes a priority. Assessment must engage everyone involved in the educational process, rather than being perceived as a nagging chore to be endured. The results of assessments are critical for strengthening programs and ultimately for ensuring student success, both in the classroom and in the post-college worlds our students will enter. Furthermore, as we develop non-traditional course-delivery systems and flexible credit options, assessment of learning becomes the critical barometer for measuring the effectiveness of such options, as well as their comparability to traditional systems.</p>	<p>state funding formula)</p> <p>7. Collegiate Learning Assessment (CLA) scores</p> <p>8. Enrollees age 25 and older</p> <p>9. Course-completion rates (a component of state funding formula)</p> <p>10. % of students on warning, probation, and suspension</p> <p>11. Number of study-abroad students</p> <p>12. Number of international students</p>
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Theme 2: Student Satisfaction with Academic and Non-Academic Experiences

Board Metric: *Index of Student Satisfaction Measures*

Initiatives	Priorities/Rationale	2020 Metrics
<ol style="list-style-type: none"> 1. Formalize exit interviews. 2. Use data to make improvements. 3. Raise more money for scholarships. 4. Expand service-learning initiatives. 5. Ensure that courses are available when needed. 6. Reduce cost to students by improving time to completion of degree. 7. Streamline academic experiences—e.g., 3-yr degrees, credit for life experiences. 	<ol style="list-style-type: none"> 1. <i>Satisfaction with academic experiences related to</i> <ul style="list-style-type: none"> • <i>teaching and learning</i> • <i>advising</i> • <i>facilities</i> • <i>technology</i> • <i>learning outcomes</i> • <i>engagement</i> <p>Academic achievement and satisfaction are inextricably linked. Academic achievement exerts a major influence on the college experience and ultimately on student satisfaction. The content knowledge that students acquire and their accompanying perception of preparedness to enter their chosen profession contribute to an overall sense of confidence, pride, and satisfaction. At the same time, satisfaction with the academic experience can lead to higher achievement. Engaged and satisfied learners are often more successful learners.</p> 2. <i>Satisfaction with non-academic experiences and campus life</i> <p>While academic achievement is an important component of student satisfaction, alone it cannot yield the degree of satisfaction that we hope our students attain upon program completion. In addition to intellectual needs, we seek to meet the affective needs of our students.</p> <p>Providing a variety of student organizations, sports events, artistic performances, wellness experiences, and other extracurricular activities that meet a myriad of interests encourages students to become involved in university life beyond the classroom. Such involvement promotes feelings of connectedness and a sense of belonging to our campus community. Participation in service learning and in community activities yields a sense of self-fulfillment and promotes the</p> 	<ol style="list-style-type: none"> 1. Index of student satisfaction survey results related to academic and non-academic experiences 2. Students' average out-of-pocket costs 3. Exit-interview results 4. Number of courses and programs that are online, flexibly scheduled, or distance education

<p>8. Offer flexibly scheduled, alternative delivery, and distance-education courses and programs.</p>	<p>development of well-rounded individuals who better understand and are ready to assume their place in our diverse society.</p> <p>As we provide experiences that engage the <i>whole</i> student, we offer opportunities for our students to grow, to reach their full potential, and to enhance the quality of their lives. And as students feel an overall satisfaction with their YSU experience, they become both natural ambassadors for recruiting new students to YSU and supportive alumni who encourage the University's future growth and development.</p> <p>3. <i>Affordable programs</i></p> <p>The “cost value” of a YSU education, particularly in comparison to the cost of education at peer institutions that offer programs of equal quality, has always been and continues to be a priority at YSU. As we constantly strive to increase private funds for scholarships, we ensure that higher education is affordable and within reach for all students—particularly first-generation college students—who desire to attend YSU.</p> <p>A critical part of affordability that has received insufficient attention is the amount of time it takes students to complete a degree. We must take steps to improve students' ability to complete their degrees more quickly.</p> <p>4. <i>Flexible course and program delivery</i></p> <p>Strategically developed alternative course and program delivery (e.g., online courses, 3-year baccalaureate programs) based on “best practices” provides greater flexibility for students who must juggle multiple responsibilities. Flexible delivery can help students graduate in a more timely manner, leading to savings of money and time and ultimately to greater satisfaction.</p>	
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Theme 3: Readiness for Post-College Success		Board Metric: <i>Index of Pertinent Educational Testing and Licensing Scores</i>
Initiatives	Priorities/Rationale	2020 Metrics
<ol style="list-style-type: none"> 1. Increase internship, cooperative-education, service-learning, and study-abroad opportunities. 2. Enhance job fairs and professional days—e.g., Press Day. 3. Provide interview training and preparation. 4. Publish lists of companies/agencies that recruit on campus. 	<p>1. <i>Preparation for work or further education in a diverse, global, and technological world</i></p> <p>Public higher education in the twenty-first century is challenged by ever greater demands for both inclusion and accountability. The stakes are high for students and institutions alike.</p> <p>Youngstown State University provides education of life-long value. Particularly to leverage the institution’s impact on economic development, YSU seeks to prepare graduates for further education or for work in diverse, global, and technological environments.</p> <p>YSU students will have access to appropriate resources to enable them to graduate with skills and experiences that make them competitive for employment or for higher study, and students will benefit from assistance in seeking post-college opportunities and making effective applications. Particularly important are the opportunities to explore careers through internships, cooperative-education experiences, service-learning experiences, and study-abroad experiences. Through such activities, students will additionally form relationships with mentors who will enhance the students’ post-college success.</p> <p>Recognizing the value that experience plays in the job market and other applicant pools, YSU will strive to increase opportunities for students to amass practical experience while they study.</p>	<ol style="list-style-type: none"> 1. Job placements 2. Graduate-school placements 3. GRE, MCAT, LSAT scores 4. License and certification scores

Detailed Cornerstone Template:

Definition: Student Success

Student success is defined as "academic achievement, satisfaction, and productive post-college performance."

- By 2020, YSU will have achieved a **6-year graduation rate** greater than 43%.
- By 2020, YSU will have improved the **index of satisfaction** by ____%.
- By 2020, YSU will have increased the overall **test scores + licensing exams index** by ____%.

Key to \$/People columns in tables below: All numbers are estimates. Each \$ sign indicates an estimate of \$50,000. Numbers in People column refer to FTE, not the number of employees; 1 FTE may be split among multiple individuals.

Themes and Board Metrics	2020 Metrics	Priorities	Initiatives	Resources: \$	Resources: people	Who?
1. Academic Achievement <i>Board Metric: 6-year graduation rate</i>	1. 6-year graduation rate	1. a: Exceptional academic advising and student-progress support system b: Teaching-and-learning focused professional development c: Collaboration between Academic and Student Affairs	1. Implement a University College or similar idea—e.g., a freshman boot camp or seminar.	\$	0	Academic Affairs (AA) + Student Affairs (SA)
	2. Graduation rates of minority and first-generation college students		2. Align systems of advising.	0	0	AA
	3. Number of STEM graduates (a component of state funding formula)		3. Improve orientation processes and programs.	\$	0	AA + SA
	4. Degrees awarded	2. Collaboration between Eastern Gateway Community College and Youngstown State University	4. Examine and revise admissions and retention requirements.	\$\$ (Short-term small enrollment decline)	0	AA +SA + Senate
	5. Retention rates		5. Tighten and improve enforcement of academic-progress policies and procedures (esp. conditional admission).	\$ (Short-term small enrollment decline)	0	AA + SA
	6. Average ACT of entering freshmen (a					

Themes and Board Metrics	2020 Metrics	Priorities	Initiatives	Resources: \$	Resources: people	Who?
	component of state funding formula)	3. More aggressive recruiting/marketing of YSU as a destination university	6. Implement dual enrollment with EGCC.	0	0	SA + AA
	7. Collegiate Learning Assessment (CLA) scores		7. Coordinate academic programming with EGCC.	0	0	AA + SA
	8. Enrollees age 25 and older	4. Engaged assessment of student learning	8. Develop a major marketing campaign to position YSU as a University of choice (e.g., YSU Success Stories). Recruit underrepresented students, the best students, and students outside the immediate area.	\$\$	0	Marketing + SA
	9. Course-completion rates (a component of state funding formula)		9. Create an Enrollment Management Team.	0	0	SA
	10. % of students on warning, probation, and suspension		10. Develop collaborative partnerships with PK-12.	0	0	AA
	11. Number of study-abroad students		11. Create early-warning processes to improve student success.	0	0	SA + AA
	12. Number of international students		12. Improve course-completion rates.	\$?	0	SA + AA
			13. Enhance learning-assessment endeavors.	\$	0	AA + SA
			14. Support faculty development in teaching and learning.	\$\$?	AA

Themes and Board Metrics	2020 Metrics	Priorities	Initiatives	Resources: \$	Resources: people	Who?
2. Student satisfaction with academic and non-academic experiences <i>Board Metric: Index of student satisfaction measures</i>	1. Index of student satisfaction survey results related to academic and non-academic experiences	1. Satisfaction with academic experiences related to <ul style="list-style-type: none"> • teaching and learning • advising • facilities • technology • learning outcomes • engagement 2. Satisfaction with non-academic experiences and campus life 3. Affordable programs 4. Flexible course and program delivery	1. Formalize exit interviews.	\$\$	1 FTE	SA
			2. Use data to make improvements.	0	0	SA
			3. Raise more money for scholarships.	0	0	Development
	2. Students' average out-of-pocket costs		4. Expand service-learning initiatives.	\$	1 FTE	AA + SA
	3. Exit-interview results		5. Ensure that courses are available when needed.	\$?	AA
	4. Number of courses and programs that are online, flexibly scheduled, or distance education		6. Reduce cost to students by improving time to completion of degree.	\$?	AA + SA
			7. Streamline academic experiences—e.g., 3-yr degrees, credit for life experiences.	\$	1 FTE	AA
			8. Offer flexibly scheduled, alternative delivery, and distance-education courses and programs.	\$?	AA

Themes and Board Metrics	2020 Metrics	Priorities	Initiatives	Resources: \$	Resources: people	Who?
3. Readiness for post-college success <i>Board Metric: Index of pertinent testing + licensing examination scores</i>	1. Job placements	1. Preparation for work or further education in a diverse, global, and technological world	1. Increase internship, cooperative-education, service-learning, and study-abroad opportunities.	\$\$	1-2FTE	AA + SA + others?
	2. Graduate-school placements		2. Enhance job fairs and professional days—e.g., Press Day.	\$	0	AA + SA
	3. GRE, MCAT, LSAT scores		3. Provide interview training and preparation.	0	0	Career Services
	4. License and certification scores		4. Publish lists of companies/agencies that recruit on campus.	0	0	Career Services

Urban Research University Transition Cornerstone

Cornerstone Overview:

Definition: Urban Research Transition—Adapted from the Senate-Approved Document

Youngstown State University contributes to the development and application of knowledge for the betterment of students and, thus, the communities in which they live and work. The University strives to improve the quality of life in the region and is the primary link to the global community. As an urban research university, YSU is guided by three core principles:

- *Faculty research and scholarship are integrated into teaching and learning to improve graduate and undergraduate student experiences;*
- *YSU answers important questions and solves real problems by sharing information, expertise, and resources with the community;*
- *YSU invests in research, academic, and other programs that enrich the intellectual, cultural, and economic life of the community.*

In the *Strategic Plan for Higher Education 2008–2017*, the Chancellor designated Youngstown State University an “Urban Research University.” Early in 2010, the Academic Senate at YSU affirmed the designation and described in detail what it entails (see **Appendix C**). Subsequently, the Urban Research Transition Cornerstone Committee—in recognition of the fact that the University has a long way to go to fully embrace and fulfill an expanded research mission—added the word “Transition” to the cornerstone name. The work of the cornerstone group produced three broad themes, as well as numerous priorities and initiatives, described in the following pages. It should be noted here that many of the initiatives, in particular, overlap with initiatives in two other cornerstones: Student Success and Regional Engagement.

The first Urban Research University Cornerstone theme is Innovation and Discovery, which addresses research needs of the region as well as basic and applied research activities for faculty, graduate students, and undergraduate students. The Board Metric that tracks these activities is an index comprising total publications plus one-third of citations in a

given year—the latter in recognition of the fact that citations come after publication and thus are a lagging indicator.

The second cornerstone theme is Funding to Support Research. Grants and philanthropic giving are critical to research endeavors of the institution, especially in lean budget times, and collaborative internal and external partnerships enhance our funding success. The Board Metric for this theme is total external research funding.

The third theme is Quality Academic Programs, a theme that entails an expansion of graduate programming, as well as academic relevance and rigor. While research enhances the education of undergraduate students, graduate students, especially, can be active and productive researchers. Further, academic relevance and rigor address the necessity that programs be relevant to “real world” careers and that they be challenging, so that students will be well prepared for life beyond the University and for the careers they enter. The two Board Metrics addressing academic programs are the ratio of graduate to undergraduate students and the ratio of full-time to part-time faculty.

To summarize, the Board Metrics are	→	Innovation and Discovery:	An index of peer-reviewed publications and citations
		Funding to Support Research:	Total external research funding
		Quality Academic Programs:	G/UG student ratio
			FT/PT faculty ratio

Cornerstone Summary:

Theme 1: Innovation & Discovery		Board Metric: <i>Index of Peer-Reviewed Publications, Citations</i>
Initiatives	Priorities/Rationale	2020 Metrics
<ol style="list-style-type: none"> 1. Provide technical support for grant-writing and statistical analysis. 2. Re-engineer processes to reduce time, paperwork, and divisional barriers to research and scholarly activity. 3. Implement changes to increase time for faculty research without reducing teaching capacity. 4. Expand and enhance undergraduate research opportunities. 5. Publicize research outcomes. 6. Create an outreach office to provide research and consulting services to the community. 7. Establish a reward system to facilitate faculty applied research in the community. 8. Create opportunities for interdisciplinary collaboration (e.g., “community of scholars”). 9. Develop an assessment system to evaluate outcomes 	<p><i>1. Collaborative research to address urban and regional needs</i></p> <p>We have a special obligation to the city and the region in which the University is located to develop and apply research expertise to improve the quality of life. Poverty, crime, chronic disease, an aging and under-educated population, and economic revitalization present research problems that require interdisciplinary approaches. We can partner within the University and with other educational institutions, businesses, and organizations to address such issues. Working collaboratively will require removal of impediments, such as duplicative paperwork and outdated regulations. We must examine and streamline policies and processes to become more efficient and make it easy for the community to access the expertise of the University. The outcomes (e.g., job creation, partner satisfaction) of these collaborative projects will be routinely assessed.</p> <p><i>2. Faculty and student scholarship</i></p> <p>Creation and dissemination of knowledge are the essence of a university. Youngstown State University encourages the full spectrum of scholarship, including basic and applied research, creative works, and other intellectual contributions. An increased emphasis on research productivity will enhance, rather than detract from, teaching. We will carefully cultivate the relationship between scholarship and teaching by expanding undergraduate research opportunities and encouraging the scholarship of teaching and learning.</p> <p>YSU will strengthen its capacity for research by providing ongoing training, technical support, and recognition of faculty and staff efforts. Disseminating research outcomes more widely to the general public will increase public understanding of the value of faculty and student scholarship and enhance the academic reputation of the University.</p>	<ol style="list-style-type: none"> 1. Peer-reviewed publications 2. Citations 3. Creative works 4. Inventions, patents, and licenses 5. Number and outcomes of regionally based research projects

of collaborative and regional research projects.		
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Theme 2: Funding to Support Research		Board Metric: Total Research Funding from External Sources
Initiatives	Priorities/Rationale	2020 Metrics
<ol style="list-style-type: none"> 1. Benchmark and apply best practices in grant management. 2. Develop comprehensive policy re: start-up packages for new faculty to enhance their research activities. 3. Provide training for faculty in grant development and management to develop self-sufficiency. 4. Reevaluate indirect cost rate when eligible. 5. Provide fundraising training for the academic sector. 6. Reinvest funds from research into research. 7. Design policies to work effectively with YSURF to enhance research accomplishments. 	<p>1. Support for grant development and management</p> <p>To transform YSU into an Urban Research University, limited resources must be redirected to research activities that are greater in scope than current research activities. YSU's four new Centers of Excellence need new funds in order to flourish. Expectations of research productivity from faculty and students are increasing. To address the economic-development and jobs-creation needs of the region, YSU's research and scholarly activities must be expanded. To that end, in these challenging times of significantly limited resources, the most prudent approach is to enhance external grants efforts.</p> <p>The Office of Grants and Sponsored Programs drastically needs additional personnel to assist faculty in developing and managing grants. Given that no new money is available internally for this purpose, one solution is to increase grant activity to such a level that indirect costs will be able to support the additional personnel. In addition, faculty would benefit from workshops in grant development and management, so that they wouldn't depend so heavily on staff and might become more self-sufficient in this arena.</p> <p>2. Philanthropic funding for academic initiatives</p> <p>An additional source of revenue is from philanthropic donations directed to research enterprises, such as endowed chairs or a specific research program or project. Modest sums are occasionally given for such purposes; however, with more concerted efforts from the Development Office, these sums would expand. Further, fundraising workshops for the Academic Division could enhance philanthropic funding, since faculty, for example, might become effective at successfully soliciting donations for their projects.</p> <p>The initiatives expand on these concepts.</p>	<ol style="list-style-type: none"> 1. Total external grant \$ 2. Number of external grants funded 3. Philanthropic total targeted for academic initiatives 4. Academic endowments \$ 5. Grants submission \$ 6. Number of grant submissions 7. Funding received from for-profit organizations

Theme 3: Quality Academic Programs		Board Metrics: Graduate/Undergraduate Student Ratio; FT/PT Faculty Ratio
Initiatives	Priorities/Rationale	2020 Metrics
<ol style="list-style-type: none"> 1. Add/implement selected graduate programs. 2. Develop combined bachelor's/master's programs 3. Create innovative mechanisms to fund graduate students. 4. Develop marketing and recruitment strategies targeting graduate students and highly able undergraduate students. 5. Examine admissions standards for graduate students. 6. Conduct regional needs assessment. 7. Examine/establish methods to regularly assess the quality of academic programs. 8. Examine tenure and promotion guidelines to ensure quality faculty. 9. Advance Centers of Excellence to national prominence. 10. Review and revise General Education Requirements to address Higher Learning Commission issues. 	<p>1. Expansion of graduate education</p> <p>As noted in Ohio's <i>Strategic Plan for Higher Education</i> (p. 48), past practices in the state have restricted the growth of both undergraduate and graduate programs at Youngstown State University. State policy now encourages the expansion of programs at YSU, especially graduate education, to provide the "talent and research base" needed to attract new businesses and create jobs. Expansion of graduate programs will require innovative approaches at a time of scarce resources. We must build on our strengths and carefully select programs to be added, to maintain quality and to meet demonstrated needs. Systematic needs assessment will identify programs that are most likely to contribute to economic development. We can attract more graduate students by providing funding and offering combined bachelor's/master's programs, which may reduce the time and cost needed to earn a degree. Graduate students recruited from outside the immediate locale contribute to the economy, vitality, and diversity of the community and may remain in the area after graduation.</p> <p>2. Academic rigor and relevance</p> <p>A relevant education exposes students to diverse points of view and cultures. Students learn not only from their teachers, but also from one another. The quality of classroom interaction is affected by the abilities and backgrounds of participating students. Therefore, we must recruit a diverse and academically motivated student body. To attract high-ability students, we will effectively communicate YSU's quality, opportunities, and distinctive characteristics to the region and beyond.</p> <p>One of YSU's distinctive characteristics is its general education program. However, the innovative design of the program has proved difficult to implement and assess, and thus the Higher Learning Commission has challenged us to address general education compliance/assessment issues.</p> <p>We will ensure the quality and continued relevance of academic programs through assessment processes, such as learning-outcomes assessment, annual program planning and reporting, and accreditation reviews. Because a quality faculty is key to the design and delivery of rigorous academic programs, we must recruit effective scholars and teachers, provide them ongoing development and support, and evaluate them</p>	<ol style="list-style-type: none"> 1. Graduate/undergraduate student ratio 2. FT/PT faculty ratio 3. Number of degrees awarded 4. Number of master's and doctoral students 5. Number of graduate students from outside the region 6. Number of master's and doctoral degrees awarded 7. Mean Graduate Record Examination (GRE) score

	appropriately. To that end, departments and colleges will be encouraged to examine their tenure standards and promotion guidelines in light of standard practices (e.g., external review of candidates) at peer institutions.	
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Detailed Cornerstone Template:

Definition: Urban Research Transition: Adapted from the Senate-Approved Document

Youngstown State University contributes to the development and application of knowledge for the betterment of students and, thus, the communities in which they live and work. The University strives to improve the quality of life in the region and is the primary link to the global community. As an urban research university, YSU is guided by three core principles:

- Faculty research and scholarship are integrated into teaching and learning to improve graduate and undergraduate student experiences;
- YSU answers important questions and solves real problems by sharing information, expertise, and resources with the community;
- YSU invests in research, academic, and other programs that enrich the intellectual, cultural, and economic life of the community.

By 2020, YSU will have achieved a ____% increase in the **peer-reviewed publications/citations** index.

By 2020, YSU will increase **total research funding** by ____% .

By 2020, YSU will increase the **graduate/undergraduate student ratio** by ____%.

By 2020, YSU will improve the **FT/PT faculty ratio** by ____%.

Key to \$/People columns in tables below: All numbers are estimates. Each \$ sign indicates an estimate of \$50,000. Numbers in People column refer to FTE, not the number of employees; 1 FTE may be split among multiple individuals.

Themes and Board Metrics	2020 Metrics	Priorities	Initiatives	Resources: \$	Resources: people	Who?
1. Innovation and Discovery <i>Board Metric: Index of peer-reviewed publications, 1/3 of annual citations</i>	1. Peer-reviewed publications 2. Citations 3. Creative works 4. Inventions, patents, and	1. Collaborative research to address urban and regional needs 2. Faculty and student scholarship	1. Provide technical support for grant-writing and statistical analysis. 2. Re-engineer processes to reduce time, paperwork, and divisional barriers to research and scholarly activity.	\$ 0	1-2 FTE 0	Assoc Provost for Research (APR) VPs

Themes and Board Metrics	2020 Metrics	Priorities	Initiatives	Resources: \$	Resources: people	Who?
	licenses 5. Number and outcomes of regionally based research projects, and licenses		3. Implement changes to increase time for faculty research without reducing teaching capacity. 4. Expand and enhance undergraduate research opportunities. 5. Publicize research outcomes. 6. Create an outreach office to provide research and consulting services to the community. 7. Establish a reward system to facilitate faculty applied research in the community 8. Create opportunities for interdisciplinary collaboration (e.g., "community of scholars"). 9. Develop an assessment system to evaluate outcomes of collaborative and regional research projects.	0 \$ 0 \$\$ 0 0 0	0 1-2 FTE 0 1-2 FTE 0 0 0	CBA Academic Div/senate Marketing [e.g., <i>Frontiers</i>] YSURF Provost Academic Division Academic Division
2. Funding to Support Research <i>Board Metric: Total research funding from external sources</i>	1. Total external grant \$ 2. Number of external grants funded 3. Philanthropic	1. Support for grant development and management 2. Philanthropic funding for academic initiatives	1. Benchmark and apply best practices in grant management. 2. Develop comprehensive policy re: start-up packages for new	0 \$	0 0	APR APR+Colleges

Themes and Board Metrics	2020 Metrics	Priorities	Initiatives	Resources: \$	Resources: people	Who?
	<ul style="list-style-type: none"> total targeted for academic initiatives 4. Academic endowments \$ 5. Grant submissions \$ 6. Number of grant submissions 7. Funding received from for-profit organizations 		<ul style="list-style-type: none"> faculty. 3. Provide training for faculty in grant development and management to develop self-sufficiency. 4. Reevaluate indirect cost rate when eligible. 5. Provide fundraising training for the academic sector. 6. Reinvest funds from research into research. 7. Design policies to work effectively with YSURF. 	<ul style="list-style-type: none"> 0 -\$ 0 0 0 0 	<ul style="list-style-type: none"> 0 0 0 0 0 0 	<ul style="list-style-type: none"> APR+Colleges APR, Grants Office Development Provost Provost
3. Quality Academic Programs <i>Board Metrics: Graduate/undergraduate student ratio FT/PT faculty ratio</i>	<ul style="list-style-type: none"> 1. Graduate/undergraduate student ratio 2. FT/PT faculty ratio 3. Number of degrees awarded 4. Number of master's and doctoral students 5. Number of graduate students from outside the region 6. Number of master's and doctoral degrees awarded 	<ul style="list-style-type: none"> 1. Expansion of graduate education 2. Academic rigor and relevance 	<ul style="list-style-type: none"> 1. Add/implement selected graduate programs. 2. Develop combined bachelor's/master's programs. 3. Create innovative mechanisms to fund graduate students. 4. Develop marketing and recruitment strategies targeting graduate students and highly able undergraduate students. 5. Examine admissions standards for graduate students. 6. Conduct regional needs assessment. 	<ul style="list-style-type: none"> \$\$\$ \$\$ 0 \$ 0 0 	<ul style="list-style-type: none"> 1-3FTE 1-2FTE 0 0 0 0 	<ul style="list-style-type: none"> Provost Provost Grad School Provost + SA Provost ?

Themes and Board Metrics	2020 Metrics	Priorities	Initiatives	Resources: \$	Resources: people	Who?
	7. Mean Graduate Record Examination (GRE) score		7. Examine/establish methods to regularly assess the quality of academic programs. 8. Examine tenure and promotion guidelines to ensure quality faculty. 9. Advance Centers of Excellence to national prominence. 10. Review and revise General Education Requirements to address Higher Learning Commission issues.	0 0 \$\$ 0	0 0 1-2 FTE 0	Provost Provost/ Colleges Provost/ Directors of Centers Senate

Regional Engagement Cornerstone

Cornerstone Overview:

Definition: Regional Engagement

Regional engagement refers to activities that enhance the quality of life, well-being, and economic development of communities in and around Youngstown and the surrounding region. YSU has a positive impact on the region through active mutual engagement, not merely by existence.

The Regional Engagement Cornerstone supports positive change in the community and region. Economic, geopolitical, and tourism organizations have developed many “Quality of Life” indices over the last decade to examine cities across the globe. Common themes include safety and security, the economy and jobs, health, education, diversity, and cultural and intellectual life, among others. By engaging various components of the community in robust, collaborative partnerships, YSU can foster improvements in nearly all of these arenas, as well as provide appropriate access to educational opportunities to aid in poverty reduction.

Not surprisingly, the themes and priorities explored by the Regional Engagement Cornerstone group overlap with those addressed in other cornerstones. This overlap is logical, since using the University’s resources wisely, increasing student success, and fulfilling YSU’s urban research mission depend upon and facilitate regional engagement.

The first Regional Engagement Cornerstone theme is Providing Value to Business, Industry, and Non-Profit Organizations. Economic development and job creation are major themes across the state and nation. A quality education is critical for finding a job and keeping it, for starting one’s own company, and for strengthening the economy. However, providing community value goes beyond job training. The specific focus of this cornerstone theme is development of partnerships and joint projects with for-profit and not-for-profit organizations in the community. Faculty, staff, and students can engage collaboratively with

these organizations for mutual benefit. The Board Metric for this theme is the number of community-engagement activities and projects.

The second cornerstone theme is Artistic and Cultural Engagement. Active engagement through artistic and cultural programming enriches the campus and regional communities. New partnerships can enhance this richness. An added benefit is that the region will become more attractive to businesses and industries seeking a home. Instead of reporting that Cleveland and Pittsburgh are nearby, communities can report the well-developed arts and cultural life of the immediate region. The Board Metric for this theme is an index based on number of attendees at cultural programs plus the number of programs that broaden demographic diversity—e.g., that attract students in the region’s schools, that expand the age range of the populace served.

The third theme is YSU’s impact on the general Health and Wellness of the community. Undergraduate and graduate programs in the Bitonte College of Health and Human Services and in other colleges provide direct services to the community. Additionally, graduates of YSU’s health and human services programs work in the region. Students and faculty collaborate with community-based health organizations to prepare students to enter their chosen careers and benefit the community in turn. The Board Metrics for this theme are the number of students completing internships in health and human services fields and the number of students and graduates passing discipline-related certification/licensure exams.

To summarize, the Board Metrics are —————>

Business/NPO Value:	Number of community-engagement activities/projects
Artistic/Cultural Engagement:	Index of no. of attendees + no. of programs that broaden demographic diversity
Health and Wellness:	Number of students completing internships in health and human services
	Number of students passing discipline-related certification/licensing exams

Cornerstone Summary:

Theme 1: Providing Value to Business, Industry, and Non-Profit Organizations		Board Metric: <i>Number of community-engagement activities/projects</i>
Initiatives	Priorities/Rationale	2020 Metrics
<ol style="list-style-type: none"> 1. Develop strong relationships with regional economic-development agencies. 2. Improve coordination between community-outreach units and academic departments. 3. Increase coordination and communication between academic units related to economic development and community engagement. 4. Establish policies to reduce barriers to partnerships. 5. Develop a partner-satisfaction instrument. 	<p><i>1. Symbiotic partnerships and projects</i></p> <p>Youngstown State University views economic impact as a symbiotic relationship with businesses, industry, technological enterprises, and non-profit organizations. Through technology innovation and transfer, dissemination of research in mutually beneficial ways, and promotion of economic-development collaborations, YSU will strive to seek, cultivate, and sustain appropriate bilateral engagements between faculty, staff, students, and regional business, technological enterprises, industry, and non-profit organizations. These efforts may, in some instances, intersect with priorities of the Urban Research University Transition Cornerstone. Furthermore, scholarship activities by faculty—especially those within the University Centers of Excellence in the Williamson College of Business Administration and the College of Science, Technology, Engineering, and Mathematics—will play a prominent role.</p> <p>Work with non-profits will focus on developing relationships between University faculty and the respective organization’s professional staff that result in collaborative research initiatives and resources for professional development. In addition, University students will have the opportunity to engage in both service-learning activities and internships. Such efforts will enhance organizational services while providing faculty with research venues and students with quality learning experiences.</p> <p>YSU will also collaborate and coordinate programming among academic and outreach units to more effectively prioritize and engage in economic-development initiatives that bring value to the University and the region. By collaborating with regional initiatives that have an economic impact, YSU seeks to support innovation, the creation of new businesses, the retention of businesses, poverty-intervention activities, and the activities of non-profit organizations. Through information-sharing and collaboration, we seek to learn about the complementary strengths of regional organizations and support a culture of shared objectives and inclusion. Although many factors influence economic development—some beyond the direct control of YSU—the collective efforts noted above will facilitate job creation and retention within the region as well as address those elements that undermine economic prosperity.</p>	<ol style="list-style-type: none"> 1. Number of relationships/partnerships, with development of partner-satisfaction instrument 2. Number of economic-development and community-engagement initiatives 3. Number of enrollments in continuing education (non-credit-bearing) 4. Number of students completing internships

Theme 2: Enriching Quality of Life Through Artistic and Cultural Engagement

Board Metric: *Index of number of attendees + number of programs that broaden demographic diversity*

Initiatives	Priorities/Rationale	2020 Metrics
<ol style="list-style-type: none"> 1. Collect attendance/visitor demographic information to establish a baseline for target determination. 2. Promote artistic and cultural offerings for business attraction and retention. 3. Offer diverse arts and cultural programming to broaden audience demographics. 	<p>1. <i>Diverse on- and off-campus programming, both individual and collaborative, to enhance quality of life in the region</i></p> <p>Creative culture is crucial to establishing and sustaining a region’s quality of life. Varied and comprehensive cultural and artistic offerings, linked to quality academic programming, will allow Youngstown State University to take the lead in supporting arts and culture initiatives within the institution and the community at large. Urban renewal and economic vitality are a positive byproduct of a community that prioritizes its cultural base, and YSU aspires to lead the region in diverse arts and culture programming, collaborations, and outreach activities. Such activities encourage and embrace diversity in all its forms.</p> <p>2. <i>Business attraction/retention via artistic and cultural programming</i></p> <p>YSU commits itself to growth and sustainability in its arts and cultural programming, such that the economic impact of arts and culture—accomplished through the University’s educational mission to its students and its mission of supporting cultural growth and sustainability in the region—is widely recognized in the region and beyond. As a regional leader in arts and cultural programming, the University also plays a role in business attraction and retention, as well as increased tourism.</p> <p>Whether through museums, theater and music programming, art exhibitions, or other community-outreach activities—both on campus and within the community—we will offer accessible public programming to engage citizens of our region.</p>	<ol style="list-style-type: none"> 1. Number of attendees at University arts and cultural events 2. Number of programs targeting diverse demographics 3. Number of relationships with regional arts and cultural entities

Theme 3: Increasing Regional Health and Wellness

Board Metrics: *Number of students completing discipline-related internships and Number of graduates passing discipline-related certification/licensing exams*

Initiatives	Priorities/Rationale	2020 Metrics
<ol style="list-style-type: none"> 1. Collaborate with stakeholders to secure training funds (e.g., federal grants) and sites for workforce development. 2. Conduct health and human services symposia for the public, and offer continuing-education courses for providers. 3. Use results of the Regional Health Assessment 2020 for improving the well-being of the community. 4. Assure an adequate workforce to provide access to services for vulnerable populations; include education and prevention. 5. Explore additional health-related academic programs, plus alternative delivery methods. 6. Engage faculty and students with the community workforce re: health and wellness. 	<p>1. <i>Mutually sustaining relationships with health and human services entities</i></p> <p>Youngstown State University has developed and will continue to develop productive collaborative relationships with health and human services entities. YSU works with these organizations to further develop the health and human services infrastructure through for-credit programming and continuing-education offerings.</p> <p>In addition, the majority of YSU’s health and human services students engage in clinical internships at regional health and human services organizations. Through these mutually beneficial collaborations, students develop professional skills and requisite professional ethics and values. For the majority of students, the process culminates in a high level of professional competence that ultimately leads to licensure and certification in their respective fields, which corresponds to an increased pool of well-qualified entry-level practitioners available for regional employment.</p> <p>2. <i>A strong health and human services infrastructure</i></p> <p>Two major contributors to the quality of life in a given community are the health-care system and the network of human services. The comprehensiveness of the health and human services infrastructure, the level of employee expertise, the scope and depth of professionals in the workforce, and accessibility for consumers are <i>all</i> critical components that define the integrity of a community’s care systems.</p> <p>Youngstown State University excels at educating students in health and human services. The University’s curricula in the health and human service disciplines prepare professionals with a strong theoretical foundation complemented by state-of-the-art, evidence-based practical skills—contributing to the region’s health and human service enterprise both intellectually and pragmatically.</p> <p>Producing qualified graduates for employment in the health and human service</p>	<ol style="list-style-type: none"> 1. Number of students completing discipline-related internships in health and human services 2. Number of health and human services students and graduates passing national certification and licensing exams 3. Number of graduates employed by regional health-care, human services, public health, and correctional organizations

industries is only one aspect of YSU's multifaceted contribution to creating, sustaining, and retaining a viable workforce. Faculty engage with community organizations through service opportunities and share their expertise through board membership, professional consultation, provision of continuing-education seminars/workshops, and research collaboration. Links among YSU's programs in health professions, criminal justice, and sociology address civic priorities in crime prevention and community health, thereby enhancing economic prosperity and quality of life in the region and community at large. Moreover, these efforts contribute to stability of the health and human services workforce.

3. Health and human services prevention and education initiatives

In addition to for-credit programming and continuing-education offerings, YSU faculty and students work with health-care and social services professionals to offer education and both primary (i.e., prevention) and secondary (maintenance) interventions in the community. Residents well educated about their health-care options will have a greater life expectancy and higher quality of life. Residents who live in poverty require even greater efforts at education and prevention.

Detailed Cornerstone Template:

Definition: Regional Engagement

Regional engagement refers to activities that enhance the quality of life, well-being, and economic development of communities in and around Youngstown and the surrounding region. YSU has a positive impact on the region through active mutual engagement, not merely by existence.

By 2020, YSU will have achieved a ___% increase in **community-engagement activities and projects**.

By 2020, YSU will have achieved a ___% increase in **cultural collaborations and number of attendees at cultural events**.

By 2020, YSU will have achieved a ___% increase in the **number of students completing internships in health and human services fields**.

Key to \$/People columns in tables below: All numbers are estimates. Each \$ sign indicates an estimate of \$50,000. Numbers in People column refer to FTE, not the number of employees; 1 FTE may be split among multiple individuals.

Themes and Board Metrics	2020 Metrics	Priorities	Initiatives	Resources: \$	Resources: people	Who?
1. Business/NPO Value <i>Board Metric: Number of community-engagement activities/projects</i>	1. Number of relationships/partnerships, with development of partner-satisfaction instrument	1. Symbiotic partnerships and projects	1. Develop strong relationships with regional economic-development agencies.	0	0	Division or unit heads
	2. Number of economic-development and community-engagement initiatives		2. Improve coordination between community-outreach units and academic departments.	0	0	Associate Provost for Community Outreach (APCO)
	3. Number of enrollments in continuing education (non-credit-bearing)		3. Increase coordination and communication between academic units related to economic development and community	0	0	Provost
	4. Number of students					

Themes and Board Metrics	2020 Metrics	Priorities	Initiatives	Resources: \$	Resources: people	Who?
	completing internships		engagement. 4. Establish policies to reduce barriers to partnerships. 5. Develop a partner-satisfaction instrument.	0 0	0 0	? APCO?
2. Enriching Quality of Life Through Artistic and Cultural Engagement <i>Board Metric: Index of number of attendees + number of programs that broaden demographic diversity</i>	1. Number of attendees at University arts and cultural events 2. Number of programs that broaden demographic diversity 3. Number of relationships with regional arts and cultural entities	1. Diverse on- and off-campus programming, both individual and collaborative, to enhance quality of life in the region 2. Business attraction/retention via artistic and cultural programming	1. Collect attendance/visitor demographic information to establish a baseline for target determination. 2. Promote artistic and cultural offerings for business attraction and retention. 3. Offer diverse arts and cultural programming to broaden audience demographics.	0 \$ \$\$	0 0 0	Deans Marketing/Deans Deans
3. Increasing Regional Health and Wellness <i>Board Metrics: Number of students completing internships in health and human services fields + number of graduates passing discipline-related</i>	1. Number of students completing discipline-related internships in health and human services	1. Mutually sustaining relationships with health and human services entities 2. A strong health and human services infrastructure	1. Collaborate with stakeholders to secure training funds (e.g., federal grants) and sites for workforce development 2. Conduct health and	0 \$	0 .5 FTE	Office of Grants & Sponsored Programs/Community Agencies Dean/ Metro

Themes and Board Metrics	2020 Metrics	Priorities	Initiatives	Resources: \$	Resources: people	Who?
<i>certification/licensing exams</i>	2. Number of health and human services students and graduates passing national certification and licensing exams	3. Health and human services prevention and education initiatives	human services symposia for the public, and offer continuing-education courses for providers.			College
	3. Number of graduates employed by regional health-care, human services, public health, and correctional organizations		3. Use results of the Regional Health Assessment 2020 for improving the well-being of the community.	\$	1 FTE	Provost
			4. Assure an adequate workforce to provide access to services for vulnerable populations; include education and prevention.	0	0	Dean BCHHS
			5. Explore additional health-related academic programs, plus alternative delivery methods.	\$	1-2 FTE	Provost, Dean BCHHS
			6. Engage faculty and students with the community workforce re: health and wellness.	0	0	Dean BCHHS

APPENDICES

Appendix A: Members, Strategic Planning Steering Committee

Appendix B: Board Metrics: Youngstown State University in 2020

Appendix C: Youngstown State University: An Urban Research University

(Approved by the Academic Senate April 7, 2010)

Appendix A

Members, Strategic Planning Steering Committee

Co-Chairs: Ikram Khawaja and Gene Grilli

COMMITTEE MEMBERS	Affiliation	CORNERSTONE GROUPS/COMMITTEES				
		Communi-cation	Regional Engagement	Student Success	Accountability & Sustainability	Urban Research
Martin Abraham	YSU STEM				X	X
Cyndy Anderson*	YSU President					
Eugenia Atkinson	Community			X		
Jonelle Beatrice	YSU Student Affairs			X		
Dianne Bitonte Miladore	NEOUCOM Board of Trustees			X		
Bege Bowers*	YSU Provost's Office	X**				
Brian Brennan	YSU ACE				X	
Joyce Brooks	Community			X		
Ron Chordas	YSU University Outreach		X			
Ron Cole	YSU Marketing	X				
Chester Cooper*	YSU Academic Senate		X**			
Delores Crawford	YSU Board of Trustees		X			
Bryan DePoy*	YSU Fine & Performing Arts		X**			
Mary Lou DiPillo	YSU Beeghly College of Education			X		X
Adam Earnhardt*	YSU Fine & Performing Arts	X**				X
Janice Elias	YSU Bitonte College of Health and Human Services	X				X**
Jack Fahey*	YSU Student Affairs	X		X**		
Shearle Furnish*	YSU College of Liberal Arts & Social Sciences			X	X	

COMMITTEE MEMBERS	Affiliation	CORNERSTONE GROUPS/COMMITTEES				
		Communi- cation	Regional Engagement	Student Success	Accountability & Sustainability	Urban Research
Patrick Gaughan	YSU Williamson College of Business Administration		X			
Michael Glonek	YSU APAS		X			
Gene Grilli*	YSU Financial Affairs				X**	
Bob Hogue	YSU Academic Senate	X				
Michael Hripko	YSU STEM		X			X
Sylvia Imler	YSU Beeghly College of Education			X		
Peter Kasvinsky	YSU Graduate Studies				X	X
Ikram Khawaja*	YSU Provost	X				X**
Betty Jo Licata	YSU Williamson College of Business Administration		X			
Sherry Linkon	YSU College of Liberal Arts & Social Sciences			X		
Rick Marsico	YSU Technology				X	
Neal McNally	YSU Budget				X	
Nicholas Meditz	YSU Student Government			X		
Cindy Miller	YSU Human Resources	X			X	
Ross Morrone	YSU Web Site	X				
Joseph Mosca	YSU Bitonte College of Health and Human Services		X		X	
Martin Pallante	Community		X			
Gabriel Palmer-Fernandez	YSU College of Liberal Arts & Social Sciences					X
Mark Peters	Community					X
C. Reid Schmutz	YSU Foundation			X**		
Scott Schulick*	YSU Board of Trustees					
Gary Sexton	WYSU-FM	X				
Raymond Shaffer	YSU Williamson College of Business Administration				X	

COMMITTEE MEMBERS	Affiliation	CORNERSTONE GROUPS/COMMITTEES				
		Communi- cation	Regional Engagement	Student Success	Accountability & Sustainability	Urban Research
Bruce Sherman	Community/Alumni				X**	
Jan Strasfeld	Community/Youngstown Foundation		X			
Ronald Strollo	YSU Athletics				X	
David Stout	YSU Williamson College of Business Administration					X
Albert J. Sumell	YSU College of Liberal Arts & Social Sciences		X			
Shannon Tirone*	YSU President's Office					
Mark Van Tilburg	YSU Marketing	X				
Patricia Veisz	YSU Small Business Development Center	X	X			
Carole Weimer	YSU Board of Trustees			X		
Nancy White*	YSU OEA		X	X	X	X
Dante Zambrini	Eastern Gateway CC Board of Trustees			X		
52		12	14	14	13	11

**Strategic Planning Steering Committee Executive Subcommittee*

** Cornerstone Group/Committee Co-Chairs

Appendix B

Youngstown State University in 2020

YSU: A national model for student success, academic excellence, resource stewardship, and regional engagement

BOARD METRICS

By 2020, YSU will achieve benchmark levels on each of the metrics below:

Current*

2020*

Student Success

Academic Achievement
Student satisfaction
Post-College Success

Six-year graduation rate (standard nationally reported graduation rate)
Index of pertinent student-satisfaction-measuring instruments
Index of educational test scores + % passing certification/license exams

XX	XX
XX	XX
XX	XX

Urban Research

Innovation, Discovery
Funding for Research
Quality Academic Programs

Index of peer-reviewed publications + citations
Total external research funding
Graduate/Undergraduate student ratio
FT faculty/PT faculty ratio

XX	XX
XX	XX
XX	XX
XX	XX

Regional Engagement

Business/NPO Value
Artistic, Cultural Engagement
Health/Wellness

Number of community-engagement activities/projects
Index of no. of attendees cultural events + no. of programs that broaden diversity
Number of students completing health and human services internships
Number of students/graduates passing certification/licensing exams

XX	XX
XX	XX
XX	XX
XX	XX

Accountability/Sustainability

Fiscal Health
Human Resources Health
Facilities Health
Cultural Health

Index of pertinent financial ratios (Senate Bill 6 ratios)
Employee Satisfaction index
% of buildings in satisfactory condition or needing only minor rehabilitation
Employee Satisfaction campus cultural change indicators

XX	XX
XX	XX
XX	XX
XX	XX

*Please note that the data have not been inserted for the current and 2020 columns. We are verifying the data before their use.

Appendix C

Youngstown State University: An Urban Research University

Youngstown State University, as a member of the global community of scholars, contributes to the development and application of knowledge for the betterment of humankind. The University strives to improve the quality of life and strengthen the economy of the region, and forms the major regional conduit to the global community. As is fitting for an urban research university, YSU faculty and students participate in basic and applied scholarship that enriches teaching and learning and engages with local and global communities. Scholarship at YSU may be directed toward identifying and addressing the social, cultural, and economic needs of nearby urban neighborhoods and the city of Youngstown, but because not all nearby communities are urban, research at YSU is not confined to urban issues. YSU, as an urban research university, is made stronger and more competitive through linkage with its urban location, as the urban location is made stronger and more competitive through linkage with a high-quality research university.

Core Principles

Scholars/Teachers. *Faculty scholarship is integrated, as appropriate, into teaching and learning activities and facilitates undergraduate and graduate student research.* Scholarship at YSU informs and energizes teaching but does not displace teaching and learning in importance. Scholarship at YSU provides an education that is both up-to-date and grounded in best practices—qualities necessary for developing a globally competitive workforce. At YSU, basic and applied scholarship is original and innovative, allowing for diverse scholarly interests and methodologies. It is not bounded by the walls of the University's labs or classrooms, but is disseminated according to the highest standards of each discipline. Faculty and students engage in scholarship that applies theory learned in the classroom to the world beyond in all fields, from the arts and humanities to the sciences. The University pursues scholarship opportunities within internships, service learning, and action research projects that may also benefit the community.

Scholarly Engagement. *YSU is committed to seeking joint benefit through mutual sharing of information, expertise, and resources, with the recognition that expertise is also found in the community.* Community engagement is necessary for university-based scholarship to be relevant to and advance the public sphere. Community is defined broadly and includes (but is not limited to) academic, discipline-specific, geographic, and professional communities. YSU faculty, staff, and students partner with local, regional, and global businesses, community agencies, and leaders to identify important community research needs. YSU shares its resources to answer important questions, solve community-related problems, and advance best practices in all disciplines. It provides access to equipment, to faculty and student expertise, and to other resources that foster collaboration on funded projects with community entities.

Resource Alignment. *The institution will invest in new and existing academic programs that will augment YSU's research-related skill base.* To strengthen its research portfolio, YSU will continue to develop master and doctoral-level programs that advance the intellectual, cultural, and economic life of the region and nation. Innovative scholarship will enhance existing Centers of Excellence and create opportunities for new Centers of Excellence that facilitate faculty and student research, while also serving the community. Research, new academic programs, and Centers of Excellence will differentiate YSU as an urban research university meeting the distinct needs of the northeast Ohio community and beyond.

Approved by the Youngstown State University Academic Senate April 7, 2010

**UNIVERSITY GIFTS
EXECUTIVE SUMMARY
JULY-SEPTEMBER 2010**

Gifts Received	Number of Gifts	Amount
Alumni Relations	161	\$ 9,795
University Development	719	2,864,752
WYSU-FM	293	22,879
Total University Gifts	1,173	\$ 2,897,426
YSU Foundation	295	\$ 440,005

	Number of Gifts	Amount
ALUMNI RELATIONS		
Cash-One Year Single & Joint Members	139	\$ 4,480
Cash-Four Year Single & Joint Members	12	1,065
Cash-Single & Joint Life Members	9	3,250
\$1,000 - \$9,999	1	1,000
Total Cash	161	9,795
Total Alumni Relations	161	\$ 9,795
UNIVERSITY DEVELOPMENT		
Major Gifts Campaign	57	\$ 2,438,000
Centennial Campaign	1	250
Total Major Gifts Campaign Pledged Cash	58	2,438,250
Non-Cash	0	-
Total Major Gifts Campaign	58	\$ 2,438,250
Annual Fund		
\$50,000-\$99,000	1	\$ 70,000
\$10,000 - \$49,999	4	100,917
\$1,000 - \$9,999	51	108,712
\$500 - \$999	23	12,730
Below \$500	504	66,671
Total Annual Fund Pledged Cash	583	\$ 359,030
Non-Cash	14	19,469
Total Annual Fund	597	\$ 378,499
Underwriting	53	\$ 22,808
Total Underwriting Pledge Cash	53	22,808
Non-Cash	11	25,195
Total Underwriting	64	\$ 48,003
Total University Development	719	\$ 2,864,752
WYSU-FM		
\$500 - \$999	1	\$ 606
Below \$500	292	22,273
Total Pledged Cash	293	22,879
Total WYSU-FM	293	\$ 22,879
TOTAL GIFTS		
Grand Total Gifts	1173	\$ 2,897,426

Youngstown

STATE UNIVERSITY

ALUMNI RELATIONS CASH CONTRIBUTIONS BY RANK

One Year Single and Joint Members

Charles Africa	Robert Gorse
Susan Agostinelli	Krista Gray
Barbara Anderson	Joanne Gross
David & Kim Bacchetti	Joseph & Joan Guido
Leila Bahour	James Guy
Eugene Bailey	Julie Halaparda
Richard Baldwin	Michael Hannum
Lucile Bartelmay	Timothy Hart
Sarah Bates	Inez Heal
M. Joan Beatty	Matthew Hiner
M. Frank Beck	Shannon Hodge
Susan Bellej	Robert Holinbaugh
Bonnie Bennett	Maurice Igou
Jane Berry	William Kasiara
Charles & Theresa Billock	Jasjit Kaur
Brian Bober	George Kimbrough
Robert Borovitcky	Michael Klapchar
Mary Brosko	Elaine Klenotic
Carol Burke	Robert Korenic
Russell Campbell	Linda Lamanna
Allison Carmichael	David & Patricia Leo
Thomas & Mary Carney	James & Marilyn Leslie
Melissa Chetsko	John Lewis
Phillip & Marilyn Chuey	John Lightner
Sarah Colangelo	William & Linda Livosky
Darrell & Karen Combs	Paul Lubonovich
David Combs	Kenneth & Beverly Lunn
Karen Conklin & Gary Offerdahl	Karen MacDonald
Mildred Cornicelli	William Manser
Edward Crepage	Gilbert Marquis
Verna DelDuca	Patrick Marzula
Joanne Diana	John Massie
James Dicaprio	Joseph Maxin
Nino Di Iullio	Ann McGeary
John & Jody Donchess	Michael & Denise McKee
Archie & Angela Finamore	Martha Menk
Michael Foxman	Charles & Monica Merrell
William Frolund	Dr. Lois Nora
Steve & Jane Furgas	David O'Reilly
Rebecca Geltz	Timothy & Sonia Philibin
Denise Georgalas	Jason Piette
J. James & Judith Gerlach	Ronald Ples
Kevin Gnipp	Joyce Pogany
Jeff Gorman	Barry Poor

C. Edward Powell
Diane Reinke
Ralph & Christine Ricci
William Richardson
Paul & Suzanne Ripple
Jessica Sacco
Clare Salata
Richard Sandy
Mary Sartori
Frederick & Beverly Sauer
Elaine Scheel
Jeffrey & Mary Sebest
Howard Seidel
Joseph Seifert
James Sell
Amanda Shina-Cutright
Peter & Stephanie Sicafuse
Cheryll Smith
Richard Sobotka
Niki Stamos
Richard & Rhonda Steigerwald
Thomas & Sandra Stephenson
Richard Sternagel

Mattie Stevens
James & Angela Stille
Norman & Anita Stothard
Earl Stringer
Janet Strohmeyer
Bruce Stroney
Frances Stuber
Florence Swierz
Paul Takacs
Arthur Thompson
Sybil Torella
Anne Trefethern
Bruce Tropea
Chiu-Ching Tsang
Norma Udell
Victor Ugran
Josephine Virgalitte
James & Marsha Walkama
Daniel Wargo
Kayshia Washington
Roy Yancey
Edward Yatsco
Florence Yuhas

Total One Year Single and Joint Members:

\$4,480.00

Four Year Single and Joint Members

William Bennett
Deanna Cool
Warren & Debra Gratz
Glynis Herns
Andrew Hornyak
Brian Macala

Carl & Patricia Morell
Stephen Poling
David & Jennifer Ristvey
Daniel Schiavone
Gloria Slocum
Dolores Tralick

Total Four Year Single and Joint Members:

\$1,065.00

Single and Joint Life Members

Erica Cross
James & Susan DeToro
Mary Devine
Diana Devito
Guenther Hladiuk & Mary Ann Kessler

Brenten Lamoncha
ms consultants, inc.
Robert Senich
Lora Werkmeister

Total Single and Joint Life Members:

\$3,250.00

YSU Centennial Club - \$1,000-\$9,999

Mr. & Mrs. John Wheeler

Total Cash Contributions:

\$1,000.00

Youngstown

STATE UNIVERSITY

UNIVERSITY DEVELOPMENT
PLEGED CASH CONTRIBUTIONS BY RANK
Fiscal Year 2010-2011 First Quarter
July 1, 2010-September 30, 2010

MAJOR GIFTS

AHEPA Lincoln 89 Foundation Inc.
Cynthia E. Anderson
Ward Beecher Foundation
James W. Bollman
Randy Boone
Matthew G. Brouse
Ronald L. Brown
The Cafaro Company
Community Foundation of
the Mahoning Valley
Alan W. Cope
Patrick C. Crummey
Peter Davila
Edward J. DeBartolo
Terry Dittmer
Dennis M. Dlugosz
Connie Eddy
Gregory S. Ekoniak
Elliott N. Fedd
James J. Geller
Matthew A. Hogg
Martin J. Hutchinson
Christopher J. Inglis
Michael A. La Flamme
Reginald E. Lee
John A. Longano
Mac Orthopaedics LLC
Bradley J. MacGregor
Robert P. McGinty
Eric J. Meek

Frank D. Page
Thomas N. Paolucci
Jeffrey L. Patterson
David G. Peters
Douglas P. Phillips
Matthew L. Porter
John B. Quintana
Brian R. Radakovich
Matthew J. Richardson
Richard M. Shepas
Matthew K. Shipton
Stephen A. Six
Keith A. Snoddy
John D. Steele
John J. Stefancin
Nicholas A. Terracina
Robert M. Tucker
Christopher J. Vecchione
David J. Vecchione
Dominic P. Vecchiarelli
Patrick S. Walker
W. & C. Watson Foundation
R. J. Wean Foundation
Nancy A. White
Denver C. Williams
Thomas M. Zetts
Jared C. Zwick
Donald G. Zwisler

Total Major Gifts Campaign Pledged Cash Contributions: \$2,438,000.00

CENTENNIAL CAMPAIGN

PNC Bank Corporation

Total Centennial Campaign Pledged Cash Contributions: \$250.00

ANNUAL FUND

1908 Society - \$50,000-\$99,000

Roberta M. Hannay

Heritage Society - \$10,000-\$49,999

Cynthia E. Anderson

Nicholas J. Cool

Ikram Khawaja

The Youngstown Foundation

Centennial Club - \$1,000-\$9,999

A. P. O'Horo Company

Aaron's Inc.

Ward Beecher Foundation

Thomas A. Bodnovich

Reginald L. Brown

Bruce M. Burge

Anne K. Christman

Thomas O. Clingan

Community Foundation of

Mahoning Valley

Covelli Enterprises

Mark J. Dantonio

Barbara S. Drabkin

Exxon Company

Susan R. Ferrier

First Energy Foundation

Jennifer L. Hanuschak

Herman B. Jackson

John R. Jakubek

Kenneth S. Kacenga

Jane E. Kestner

Jane F. Lamb Charitable Foundation

Trenton J. Lykes

Francis D. Lyons

Michael J. Morley

Joseph L. Mosca

ms consultants inc.

National Association of

Purchasing Management

John A. Nevothne

Richard R. Peterson

Virginia K. Phillips

Thomas K. Rohanna

Anthony J. Rozzo

Schermer Charitable Trust

Estate of Eugene Schlabaugh

Score Chapter 112

Kyle R. Smith

Michael M. Sullivan

Luke A. Swartz

David C. Sweet

James M. Sydlowski

Janice Travaglini

Donald J. Treadwell

Ronald P. Volpe

W. & C. Watson Foundation

R. J. Wean Foundation

J. Bradley Williamson

Arthur D. Wolfcale

Eric E. Wolford

Ryan S. Wood

Youngstown Road Runners Club

John D. Zelenak

YSU Circle - \$500-\$999

Elisabeth A. Alexander

Avalon Golf & Country Club Inc.

Pamela J. Balent

Mark A. Brown

Heather A. Cox

Geraldine Dawson

Mary R. Dimitriou

Thomas A. Finnerty

Margaret A. Hewitt

Robert A. Hogue

Linda A. Hulburt-Blosser

Nathaniel R. Jones

Paul J. McFadden

David Mirkin

Doris J. Perry

Terri S. Sargi

Gina M. Schiavone

Helen R. Stambaugh

Susan C. Trock

Christopher J. Vecchione

Charles B. Vergon

Youngstown Business Incubator

Olga Ziobert

YSU Friends - \$1-\$499

Greg C. Adams
Michael E. Adams
Karen Adlaka
Samuel Adu-Poku
Ronald P. Aey
AFA Community Partners
AIG Matching Grants Program
Air Reserve Base Community Council
Victor Alberini
Florence A. Allen
J. T. Allen
Mary A. Allgood
Judith Ameduri
Cathleen G. Anderson
Gayle A. Anderson
J. J. Anderson
John D. Anderson
Anonymous
Donald P. Anzelmo
Jacquelyn A. Asbury
Ashton Insurance
Peter J. Asimakopoulos
Eugenia C. Atkinson
Joseph M. Audia
Paul M. Avdey
B & J Electric of Poland Inc.
Michael A. Baca
Jamy G. Backus
Phyllis M. Bacon
Michael J. Balala
Lorraine M. Balog
William T. Bancroft
Vilma D. Baragona
John B. Barkett
Daniel H. Becker
George D. Beelen
William J. Bees
Heather A. Belgin
Benedictine Sisters
Cynthia J. Benfer
Franklin S. Bennett
Rebecca C. Bennett
Richard Bernacki
Susan M. Berndt
Debra N. Beronja
Elmer J. Berstling
David J. Betras
Paul D. Biery
Anthony W. Bilchik
Christine Bilski
William C. Binning
Thomas A. Blaski
Lawrence A. Blazina
Steven M. Blazina
Blood & Cancer Center
Ana M. Bobby
Arthur R. Boccieri
Betsy R. Bodine
Laura E. Boich
Craig A. Bonar
Harold R. Booher
Theodore & Christine Bosela
Cheryl L. Bosley
Eleanor R. Bostwick
Eugene S. Bova
Kevin H. Boyd
James A. Bozin
Ruth K. Bradshaw
Martin A. Bramlett
Kenneth Brayer
Toby Brenner
William J. Bresnahan
Raymond J. Briya
Joyce E. Brooks
Daniel W. Brubaker
Buckeye Civil Design LLC
William Bunkley
Lee J. Burdman
Jacquelyn M. Burgan
Marilynn S. Butler
CA Incorporated
Raymond M. Caciiale
Donald & Gloria Cagigas
Martin & Catherine Cala
Mary A. Camardo
Michael A. Caparso
Kenneth A. Carano
Carmelite Monastery
Carney McNicholas Inc.
Coreena A. Casey
Thomas J. Cavalier

Lorie L. Ceremuga
James P. Cerimele
Rosaria D. Chantrill
Donald L. Charles
Y. T. Chiu
Lee C. Coates
Leslie H. Cochran
Eddie L. Colbert
College of Fine and Performing Arts
Committee for Prosecuting Attorney
Dennis Watkins
Committee to Elect Rimedio-Righetti
Carole A. Conti
Chester R. Cooper
Alan W. Cope
Amy L. Cossentino
William H. Countryman
Kimberly A. Cox
Nancy D. Cox
Terry E. Craig
Richard A. Crepage
James R. Criscione
Michael J. Crogan
Erik J. Cromer
Troy A. Cross
Brenda M. Crouse
Elizabeth M. Crowll
Ella M. Crump
CT Consultants
E. J. Curtiss
Wilma K. Cwynar
D & G Mechanical Inc.
Helen M. Dailey
Debra A. D'Alesio
Peter E. Dalton
William C. Dando
Rosemary D'Apolito
Martha A. Davies
Darrell L. Davis
Daniel P. DeGenova
David C. Deibel
Richard A. Delisio
Elizabeth C. DeLuca
Lorain C. Dennison
Bryan W. DePoy
Daryl J. Dickson

Edward A. DiGregorio
Athena M. DiIullo
Mary L. DiPillo
Denise A. Donnan
Julie A. Downie
Dr. Dominic & Helen Bitonte
Family Foundation
Susanne H. Dreier
Renee A. Drissen
J. B. Drummond
Mary L. Dubos
Grace Ducay
Frank R. Duesing
Willard G. Duff
Bobbie A. Dunn
Larry P. Dunn
Shannon R. Dunne-Gamble
Adam C. Earnhardt
Eaton Corporation
Joseph & Karen Edwards
Jeanette S. Engle
Suzyn S. Epstein
Myron A. Esposito
Robert H. Evans
Everly Group Inc.
Samuel T. Fasline
Eleanor B. Ferrar
Loretta Filipan
Tom S. Flores
James M. Fortunato
Mary J. Fournier
Kenneth K. Fox
Shari N. Francis
Linda S. Frank
David Franken
Joyce L. Frattaroli
Robert C. Freeland
Nicholas A. Froslear
Terry A. Fullum
Rex A. Funge
Darla J. Funk
John F. Geletka
Charlotte Gelhaar
Joseph M. Genova
James S. Gentile
J. James Gerlach

Patricia M. Gillis
Margaret M. Gittis
Jerry Glandorf
Kathleen L. Globeck
Michael J. Glonek
Peggy J. Gocala
William A. Goodwin
Francis R. Gottron
Dorothy L. Gould
Governor Insurance
Joshua A. Graham
Warren W. Gratz
Rowena A. Greco
Greentree Counseling Center Inc.
Paul T. Gucwa
David R. Gundry
Lyndsie A. Hall
James J. Halloran
Mark S. Halls
David H. Hamilton
Brenda K. Hamrick-Gibson
Bernard J. Hamrock
Teresa A. Hams
Guohong Han
Florence Harshman
Mollie A. Hartup
Teresita E. Hartz
Thomas E. Hawley
Jeanne M. Herman
James W. Herr
Nancy L. Hetrick
Natalie E. Hillegas
Michael L. Hillman
David S. Hinkle
Gary L. Hirst
Hively Construction Company
Guenther A. Hladiuk
Walter J. Hogan
Sandra E. Horton-Teague
Kenneth J. Horvath
Mary M. Hovanes
Michael A. Hripko
Claudia J. Hritz
Geoffrey L. Hulme
Neil D. Humphrey
Craig B. Hunting

John P. Hyden
John G. Ingram
Jeffrey J. Jablonski
Paul C. Jagnow
Jalal Jalali
C. Gilbert James
Edward A. James
Robert C. Jazwinski
John Perdue Inc.
Colin D. Johnson
Paul Johnson
Gregory Jones II
Janet M. Jordan
Joseph T. Joseph
Philomena Jurey
Joanne M. Kane
John Kasich
Bernadette H. Kennedy
Alexa E. Kensinger
John A. Kicz
Jessie C. Kinsley
William J. Kish
Leland W. Knauf
Connie Knecht
Jean J. Knowlton
Lacey J. Kogelnik
James M. Kohut
Joseph R. Kohut
Chad M. Kolat
Joseph B. Kope
Kathleen M. Kopkash
Joe Kordupel
Anthony J. Kos
Bernard J. Kosar, Sr.
Alan R. Kretzer
Robert S. Krichbaum
Frank R. Krieder
William C. Kroeger
Johanna Krontiris-Litowitz
Harry A. Kruger
Kathleen E. Kuhley
Matthew M. Kunic
Shelly R. Laberto
Renee M. LaCivita
Robert E. LaCivita
David A. Laird

Nancy Landgraff
Phillip J. Latessa
Thomas J. Lavin
Hae-Jong Lee
Louise M. Leone
James J. Lepore
Robert A. Levin
Charles W. Lewis
Susan M. Lieber
Lincoln Financial Group
Linda M. Livingston
Rhonda L. Lucivjansky
Michael J. Luzar
Michael J. Lyda
Gilbert A. Macali
Lewis W. Macklin
Dona M. Madacsi
Joseph F. Malmisur
John J. Maluso
Frank J. Mancini
David A. Mangun
Sue A. Manos
Marathon Oil Company
Patricia D. Martin
Joseph A. Massie
Thomas W. Masters
Donna J. Mastromatteo
James E. Mateyko
Donald H. Mathews
Anthony Matlak
Willa S. Mattern
Elizabeth A. Mc Garry
Gertrude McCabe
Yulanda McCarty-Harris
Benjamin L. McGee
Robert L. McIntosh
Richard P. McLaughlin
Terry McRoberts
G. L. Mears
Nicholas J. Meditz
Anthony L. Mehle
Charles J. Melnick
Howard D. Mettee
Robert P. Milich
Cynthia D. Miller
Susanne M. Miller

Daryl W. Mincey
Sam Mirkin
Ronald J. Mistovich
Kathy A. Mock
Joseph R. Molinari
Robert A. Monfort
Loretta A. Moore
Greg G. Morgione
Hunter Morrison
William J. Morrow
Debra L. Moy
Thomas J. Mucci
Angela K. Mudrak
Kathleen E. Mumaw
Martin Murphy
Michal A. Naffah
Margaret J. Naples
Gary L. Neville
Jerry E. Newburn
Joseph S. Nohra
Douglas M. Nolfi
Kelly Nolte
Carl A. Nunziato
Bernard M. Oakes
Robert R. Oakley
Michael J. O'Brien
Sean J. O'Brien
Martin J. O'Connell
Robert A. O'Leary
Eric T. Olinger
Leonard A. Olson
Thomas W. O'Malia
Susan M. O'Neill
Barbara C. Orton
Gregory J. Panuccio
Parker Hannifin Corporation
Concetta J. Parks
Judy A. Pavalko
Penny L. Pavelko
Lynne A. Perencevic
William G. Perrine
Kimberly A. Perry
Timothy Peterson
Terry B. Philipin
Terry F. Phinney
Fred Pisani

PNC Bank Corporation
Joyce A. Pogany
Donald B. Pompelia
Eveyn Porter
Peggy J. Potts
Jerylie Powers
John W. Powers
Procter & Gamble
Douglas M. Pusateri
Robert C. Pushay
Alfred P. Raghanti
Michael E. & Sandra Rakocy
Amanda K. Reardon
Thomas Reardon
Jane M. Reid
Raymond M. Repasky
Kevin W. Reynolds
Robert Ricchiuti
Paul J. Ricciuti
Lawrence H. Richards
Claudette Richardson-Clinkscales
Victor A. Richley
William R. Roesti
Hassan A. Ronaghy
Constance R. Rosselli
Glenn C. Rossi
Peter P. Rossi
Roth Blair Roberts Strasfeld & Lodge
Ray B. Rubrake
Jeanne M. Rumble
Henry J. Russo
RYCA Developers Inc.
Helen E. Salandra
Charles P. Sammarone
Mary E. Sandy
David B. Sarver
Karol J. Satrum
Gail A. Saunders-Smith
Mario Savric
James J. Scanlon
Scott R. Schulick
C. Jean Schwartz
John L. Sciortino
Albert J. Scoccia
Patricia A. Seachman
Teresa M. Selee

Allen J. Seman
Seven Seventeen Credit Union Inc.
Gary A. Sexton
Sharon L. Shanks
Sherman Creative Promotions Inc.
Russell A. Shood
Robert J. Siffrin
Roseanne M. Silberman
Robert J. Sinkovich
James H. Sisek
Michael Slanco
Clarence R. Smith
Robert F. Smith
Randall G. Smrek
Chandrakant V. Sodha
Raymond W. Soloman
Anne A. Soos
William L. Spencer
Judith A. Stanfar
State Farm Companies Foundation
Alice Stavich-Klempay
Sonja Stefanadis
Stephen L. Steh
Edward C. Stellner
Leenisha J. Stennis
Leon Stennis
Anthony H. Stocks
Janice E. Strasfeld
Michelle Sturgiss
Gerald W. Susar
Kelly Susey
Frank J. Tarantine
James Tavolario
Patricia D. Taylor
Lawrence A. Teaberry
Richard L. Terlecki
Craig E. Tessmer
Georgina M. Thornton
Shannon Tirone
Tracey Winbush Campaign
Cathy Traverse
Jane L. Treasic
Patricia A. Trell
Trumbull Business College Inc.
John A. Vamvakis
D. Gregory Van Dussen

Becky L. Varian
 William G. Vendemia
 Diane S. Vettori
 Fred W. Viehe
 Cindy E. Vinarsky
 Regis W. Visconti
 John A. Vogel
 Charles E. Wack
 Jean L. Walker
 Marilyn K. Ward
 Sarah E. Ward
 Joseph V. Warino
 Frank C. Watson
 Christopher E. Weber
 Alice A. Webster
 Fred R. Weimer
 Mary L. Weingart
 Wheatland Steel Processing
 William Wheelock
 Jack M. White
 Charles Whitman
 Janet O. Wigton
 Janet B. Williams
 Paul J. Williams

Edward A. Wilson
 Hasheen A. Wilson
 Winner Aviation
 Edward F. Winsen
 Alicia F. Wolf
 David L. Yeager
 Beth A. Yeatts
 Ralph E. Yingst
 Miranda R. Young
 Regina A. Young
 Warren M. Young
 James J. Yozwiak
 Charlene H. Yusko
 Robert G. Zamar
 Dante J. Zambrini
 Robert I. Zedaker
 Larry A. Zielke
 Lisa R. Zigo
 Andrew Zlatkoff
 Thomas G. Zogakis
 Scott M. Zoldan
 John A. Zuraw
 Lucille F. Zyznar

Total Annual Fund Cash Contributions: \$359,030

ANNUAL FUND NON-CASH CONTRIBUTIONS

Carrabba's Italian Grill	\$ 4,186	SMARTS - Food
Aladdin's Eatery	3,700	SMARTS - Food
City Printing	3,000	SMARTS - Printing Service
Edward's Florist Shops Inc.	2,613	SMARTS - Floral Arrangements
Giannios Candy Company	1,585	SMARTS - Assorted Chocolates
Tropea's Fine Pastry	1,200	SMARTS - Pastry
Cassese's MVR Inc.	815	SMARTS - Food
Samantha L. Grbinick	824	SMARTS - Art Supplies
Cafe Cimmento	400	SMARTS - Caesar Salad
Mocha House Cafe & Eatery	365	SMARTS - Coffee
Trinkle Signs & Displays	356	SMARTS - Vinyl Graphics
AM Party Rentals	175	SMARTS - Party Supplies
Dom's Ice House	150	SMARTS - Ice
Clarendedale Cake	<u>\$ 100</u>	SMARTS - Cakes

Total Non-Cash Contributions: \$19,469

UNDERWRITING

Centennial Club - \$1,000-\$9,999

Farmers National Bank & Trust Co.
Dallas W. Hartman
Deborah R. Kaleel
Ohio Department of Tourism
Outback Steakhouse
Denise D. York

YSU Circle - \$500-\$999

Anonymous
Ohio Lottery Commission

YSU Friends - \$1-\$499

Anonymous
B & J Electric of Poland Inc.
Daniel H. Becker
Ana M. Bobby
Craig A. Bonar
Bege K. Bowers
Alan W. Cope
George Csepegi
D & G Mechanical Inc.
Allen V. Deibel
Peter J. DiLoreto
James E. Ellashek
Larry M. Everly
Fairfield Animal Hospital
Mark S. Finamore

Wendy F. Gavalier
Ed Gough
Governor Insurance
Jeffrey L. Hum
John R. Janoso
Mark J. Kolmacic
Renee M. LaCivita
Byron R. Mastriana
Nicholas P. Megyesi
Daryl W. Mincey
Montgomery Laboratories Inc.
James W. Morrison
John P. O'Brien
Paul E. O'Brien
Sean J. O'Brien
William G. Perrine
Premier HR Services LLC
Rien Construction Company
Rusty's South Side Grill
John M. Santinoceto
John G. Sayle
Nicholas J. Scarsella
Clarence R. Smith
William L. Smith
G. Richard Terhanko
Wheatland Steel Processing
Thomas W. White
Victor "Pete" J. Wicks
Edward A. Wilson
Scott M. Zoldan

Total Underwriting Cash Contributions: \$22,808

UNDERWRITING – NON-CASH CONTRIBUTIONS

Clear Channel-Youngstown	\$14,025
WYSU FM 88.5	2,500
Chalet Premier	1,768
WKBN TV	1,625
Struthers Beer, Wine & Spirits	1,511
Mastropietro Winery Inc.	1,187
Markko Vineyard	837
L'uva Bella Winery	726
John P. Najeway	680
The Metro Monthly	239
The Review Newspapers	<u>\$ 97</u>

SMARTS - Advertising Sponsor
SMARTS - Underwriting Support
SMARTS - Underwriting Support
SMARTS - Media Sponsor
SMARTS - Underwriting Support
SMARTS - Underwriting Support
SMARTS - Underwriting Support
SMARTS - Underwriting Support
SMARTS - Underwriting Support
SMARTS - Advertising
SMARTS - Advertising

Total Non-Cash Contributions: \$25,195

Youngstown

STATE UNIVERSITY

WYSU-FM PLEDGED CASH CONTRIBUTIONS BY RANK

\$500 - \$999

Independent Charities

Below \$500

Dr. Mike K. Abbott & Dr. Kristen Park
Dr. Jeannette M. Abi-Nader
Dr. Martin A. Abraham
Mrs. Vivian Abram
Mrs. Evaline E. Abram-Diroll
Mr. & Mrs. David F. Alter
Mrs. Leigh Altier
Mr. & Mrs. Neil H. Altman
Atty. & Mrs. C. John Amstutz
Atty. LuWayne Annos
Atty. Phillip S. Arbie
Mr. & Mrs. Kenneth J. Ayers
Mr. & Mrs. Kenneth C. Bailey
Mrs. Ellen W. Banks
Mr. & Mrs. Charles J. Bannon
Mr. David E. Barenfeld
Mr. Ben Barnes & Dr. Diane Barnes
Ms. Beth Bartlett
Judge Alfred Benedict
Mr. John O. Beniston
Miss Cherise Benton
Mr. & Mrs. George M. Bernardich
Ms. Karen A. Bertolasio
Mr. Rick Blackson & Mrs. Mary Jo Maluso
Ms. Cynthia M. Blevins
Mr. & Mrs. James N. Bobby
Ms. Mary Rita Bodnovich
Ms. Kathy Bouquet
Ms. Melinda S. Bowen-Houck
Mr. Terrance Bowman
Ms. Carol F. Bretz
Ms. Kathy L. Brown
Ms. Mary L. Brown
Mr. & Mrs. Ray B. Brugler
Mr. & Mrs. Donald L. Bumback
Dr. Diana Q. Burkhart
Mr. Craig A. Butrick
Dr. & Mrs. Martin Cala
Dr. & Mrs. Frank A. Castronovo
Mr. & Mrs. Joseph F. Catullo
Dr. Linda A. Causey

Mrs. Kathy Chaffe-Gaige
Dr. & Mrs. Harold Chevlen
Mr. & Mrs. Ed H. Childs
Rev. Patricia Christ
Mr. & Mrs. Wentworth B. Clapham, Jr.
Mr. & Mrs. Albert F. Clare, Jr.
Mr. Jay Cohen
Mr. & Mrs. Wendell Cole
Dr. & Mrs. Chet Cooper
Mr. Brian R. Corbin
Mr. Denis M. Crawford
Ms. Jessica L. Cutts
Mrs. Kris A. Deemer
Ms. Geraldine A. DiCola
Mrs. Cynthia J. Droba
Mr. Wade M. Drouhard
Mr. John T. Dugan
Mr. Donald W. Dunlap
Mr. & Mrs. Al A. Eibel
Ms. Martha A. Eicher
Mrs. Jackie A. Eldridge
Ms. Jean S. Engle
Dr. Kent J. Englehardt
Mrs. Lori A. Factor
Mr. & Mrs. Donald E. Feindt
First Energy Foundation
Mr. William Fletcher
Mr. & Mrs. Philip D. Ford
Mr. & Mrs. Richard M. France
Mr. Bruce A. Frankford
Mr. Frank P. Frankovich
Mr. & Mrs. Richard E. Fruit
Mr. Leo W. Fry
Ms. Rosemary Fuller
Mr. Glenn Garwig
Mr. & Mrs. David George
Dr. & Mrs. Robert D. Gillette
Dr. Alan & Dr. Margaret Gittis
Mrs. Rosemary H. Glod
Ms. Marjorie Goldstone
Mr. & Mrs. Francis R. Gottron

Mr. Charles F. Greene
Mr. & Mrs. James B. Greene
Dr. & Mrs. Joseph S. Gregori
Mr. Lynn B. Griffith, III
Ms. Chris J. Guarnieri
Mr. & Mrs. Jack Hale
Mr. Mark A. Hanley
Mr. James D. Hardy & Ms. Karen A. Fry
Mr. & Mrs. William C. Harry
Rev. & Mrs. Ronald G. Hartman
Ms. Mary J. Hedberg
Mrs. Roberta J. Heiensi
Mrs. Mary Lou Henneman
Ms. Diva S. Higby
Dr. & Mrs. James C. Higgins
Mr. & Mrs. A. William Holdford
Sister Yvonne Homing
Mrs. Betty J. Hoyt
Ms. Pauline Hruby
Mr. & Mrs. Michael Hubicz
Mr. & Mrs. Sadiq S. Husain
Mr. & Mrs. Alan P. Hutchison
Mr. & Mrs. Michael A. Iberis
Mr. & Mrs. James E. Itts
Ms. Marian I. Izak
Mr. C. Gilbert James, Jr.
Atty. Carl G. James
Mrs. Kimberly A. Jenkins
Ms. Mary K. Johnson
Ms. Roberta A. Johnson
Ms. June F. Jones
Dr. & Mrs. Richard W. Jones
Ms. Susan D. Jones
Mr. & Mrs. Steven M. Kalavsky
Mr. & Mrs. Michael V. Kalpich, Jr.
Miss Rosemarie A. Kascher
Ms. Becky Keck
Dr. Patricia R. Kelvin
Ms. Patricia Kennedy
Mr. & Mrs. Rex W. Knisley
Mr. & Mrs. Paul J. Kobulnicky
Dr. & Mrs. Friedrich W. Koknat
Mr. & Mrs. Richard Krajec
Mrs. Carol A. Krauss
Dr. Desai & Dr. Indira Krishnarao
Mr. & Mrs. A. Frederick Kroen
Dr. & Mrs. James J. Krumpak
Ms. Mary Krupa
Mrs. Diann Kuder
Lake Milton Nature & Arts Council

Mr. George Lancaster
Mr. & Mrs. Larry A. Lapidus
Ms. Debbie Lapmardo
Dr. Edward J. Largent, Jr.
Mr. Lawrence A. Latsko
Miss Adrienne Lehotsky
Dr. & Mrs. Milton J. Lenhart
Dr. & Mrs. Keith J. Lepak
Mrs. Michele Lepore-Hagan
Ms. Marie S. Lew
Mr. & Mrs. Richard T. Lewis
Mr. & Mrs. Robert Limmer
Dr. Sherry L. Linkon
Mrs. Annette E. Liston
Mr. Harvey & Dr. Jodie Litowitz
Mr. Daniel P. Lyden
Mr. & Mrs. Joseph F. Malmisur
Ms. Mary Grace Manning
Dr. Hank Markowitz
Mr. & Mrs. Richard L. Marsh
Father Gordon Kelly Marshall
Dr. Agnes Martinko
Ms. Carole E. Martyn'Dow
Dr. & Mrs. Robert J. Marx
Dr. & Mrs. Gus Mavrigian
Ms. E. Carol Maxwell
Mrs. Yulanda McCarty-Harris
Mr. Michael McCaskey
Ms. Claranne L. McCloud
Dr. George E. McCloud
Dr. Maggie H. McCloud
Mr. Robert J. McDowell
Mr. & Mrs. George M. McKelvey
Ms. Tara L. McKibben
Mr. & Mrs. Jimma McWilson
Mr. Ralph W. & Dr. Carol R. Mehler
Mr. & Mrs. Gerald S. Merolla
Mr. Howard D. Mettee
Mrs. Martha B. Mitchell
Ms. Noreen E. Moderalli
Dr. & Mrs. Christopher H. Moinet
Mr. & Mrs. Louis P. Molvin
Mr. Jack Monda & Dr. Betty Jo Licata
Ms. Diana Runciman Moore
Mrs. Lundy A. Morehouse
Ms. Hannah R. Moses
Mrs. Sue A. Motzer
Ms. Angela Mudrak
Dr. Philip C. Munro
Rev. Richard Murphy

Mr. & Mrs. Thomas A. Murphy
Mr. Ray Nakley, Jr.
Mr. Philip Nash
Mr. & Mrs. Gerald A. Nunziato
Ms. Lorraine Nuzzi
Ms. Carole A. O'Brien
Mr. & Mrs. Michael Occhiogrosso
Mr. Daniel J. O'Connell
Dr. Monica F. Ondrusko
Mr. & Mrs. Anthony G. Paglia
Dr. Gabriel F. Palmer-Fernandez
Mrs. Ursula Panasiuk
Atty. & Mrs. James L. Pazol
Mr. & Mrs. Henry A. Pearce, III
Dr. & Mrs. James A. Perkins
Mr. James R. Petuch
Ms. Donnamarie Polak
Mr. John Polanski
Dr. & Mrs. David H. Pollack
Ms. Linda Porter
Mr. & Mrs. Jeffrey L. Proch
Mrs. Elaine B. Raffety
Mr. & Mrs. Thomas A. Ramos
Ms. Connie Raupach
Rev. James E. Ray
Mr. Steven Reale
Mr. & Mrs. Patrick C. Reardon
Mr. & Mrs. Jack R. Reed
Ms. Kaye Reiber
Atty. & Mrs. James R. Ries
Ms. Judy A. Rogers
Ms. Mary Lou Rogers
Mrs. Joyce A. Rowlands
Father Joseph S. Rudjak, Jr.
Mr. & Mrs. Liviu M. Sacui
Dr. Mary Lee Sandusky
Ms. Margaret A. Sandy
Ms. Jennifer Santone
Dr. Patricia J. Sarro
Mr. Richard S. Scarsella
Dr. Lawrence I. Schmetterer
Mr. & Mrs. Eric J. Schmidt
Sister Susan M. Schorsten
Mr. F. William Scragg
Mr. & Mrs. Daniel Scudier
Mr. Thomas Seckler
Ms. Nancy L. Shaffer
Mrs. Rebekah A. Sheeler
Mr. Larry C. Sherer
Mr. & Mrs. Bruce E. Sherman

Mrs. Barbara Sherwood
Ms. Marybeth Signoriello
Dr. Jeffrey & Dr. Dorothy Siminovitch
Mr. Stephen J. Simunich
Dr. Barbara M. Sitko
Mrs. Darlene G. Smith
Dr. Grace L. Smith
Dr. Melissa T. Smith
Mr. & Mrs. Stephen Sniderman
Dr. & Mrs. Anthony E. Sobota
Dr. Angela Spalsbury
Mr. & Mrs. Curt Spivey
State Farm Companies Foundation
Mrs. Patricia B. Stearns
Mr. Matthew A. Stefanak
Mr. George M. Stevens
Mr. Marc C. Stewart
Mr. James M. Stipetich
Mrs. Ethel L. Stiver
Mr. & Mrs. Stephan J. Stoyak
Dr. Sharon Stringer & Dr. Ron Shaklee
Mr. & Mrs. Robert D. Summers
Mr. James R. Swager
Ms. Florence K. Swierz
Mr. & Mrs. Ralph J. Teets
Dr. Linda J. Tessier
Dr. & Mrs. Michael Theall
Mrs. Joann Thompson
Dr. Stephanie A. Tingley
Mr. & Mrs. Ross F. Tittle
Mr. Christopher N. Travers
Trinity United Methodist Church
Mr. & Mrs. James P. Valiensi
Mr. Richard Van Petten
Mrs. Jan M. Vaughn
Mr. & Mrs. Wendell B. Wagner
Dr. & Mrs. David S. Waldman
Mrs. Barbara Walko
Ms. Denise Walters-Dobson
Mr. & Mrs. R. David Wardale
Ms. Regina A. Waris
Mr. & Mrs. Murray Warner
Ms. Anne W. Waters
Dr. Kurt & Dr. Margot Wegner
Mr. Paul Whipple
Mr. & Mrs. William A. Whitehouse
Mr. Chuck Whitman
Ms. Clara K. Wick
Mr. & Mrs. Thomas C. Wick
Ms. Kay L. Wind

Dr. & Mrs. Eric J. Wingler
Ms. Desiree M. Winkle
Mr. & Mrs. Larry D. Wire
Atty. & Mrs. Robert P. Wushinske
Mr. Jack A. Yarbrough

Mr. & Mrs. Richard J. Yauger
Ms. Noreen Yazvac
Ms. Marian L. Zeigler
Mr. & Mrs. Dennis A. Zitello
Mr. James C. Zupanic

Total Cash Contributions

\$22,879

UNIVERSITY GUIDEBOOK

Title of Policy: Display of the Flag of the United States of America

Responsible Division/Office: University Advancement
Approving Officer: Vice President for University Advancement
Revision History: May 1997; October 2010
Resolution Number(s): YR 1997-49; YR 2011-
Board Committee: External Relations
EFFECTIVE DATE: 2010
Next review: 2013

Policy: The Flag of the United States of America displayed in the Veterans' Plaza and at other campus locations shall be displayed in accordance with The United States Flag Code as found in Title 4 of the *United States Code* and the section of Title 36 which provides instructions on display of the Flag during the rendition of the national anthem. The Flag shall be flown at half-staff only during periods of national mourning as declared by the President of the United States, on Memorial Day, or as proclaimed by the Governor of the State of Ohio.

Procedures:

1. When used on a speaker's platform, the Flag, if displayed flat, should be displayed above and behind the speaker, and if displayed from a staff in an auditorium, should be displayed in advance of the audience and at the speaker's right as the speaker faces the audience.
2. No other flag or pennant should be placed above or, if on the same level, to the right of the Flag of the United States of America.
3. The Flag, when flown at half-staff, should be hoisted to the peak for an instant and then lowered to the half-staff position. The Flag should be again raised to the peak before it is lowered for the day.
4. On Memorial Day, the Flag should be displayed at half-staff until noon only, then raised to the peak of the staff.

REDLINE VERSION
UNIVERSITY GUIDEBOOK

Title of Policy: Display of the Flag of the United States of America

Responsible Division/Office: University Advancement

Approving Officer: Vice President for University Advancement

Revision History: May 1997; October 2010

Resolution Number(s): YR 1997-49; YR 2011-

Board Committee: External Relations

EFFECTIVE DATE: 2010

Next review: 2013

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UNIVERSITY GUIDEBOOK

Title of Policy: Electronic Media Rights

Responsible Division/Office: University Advancement

Approving Officer: President

Revision History: May 1998; October 2010

Resolution Number(s): YR 1999-11; YR 2011-

Board Committee: External Relations

EFFECTIVE DATE:

Next review: 2013

Policy: To gain the greatest possible external exposure for the University and to realize income when feasible, the President, or designee, grants electronic media rights.

Parameters:

- All transmissions and/or distributions shall meet any applicable regulations placed upon the University by affiliated governing groups.
- Electronic media includes radio, television, internet, and any other transmission and/or distribution medium utilized to transmit non-instructional University events on a live or delay basis.

Procedures:

1. The Vice President for University Advancement, or designee, is responsible for the external distribution of electronic media programs.
2. Program initiatives that have the potential of generating income are subject to bid.
3. The Vice President for University Advancement identifies, communicates appropriate electronic standards, reviews external programming activities, recommends new program initiatives, and packages all programs with income potential for bid.
4. The Vice President for University Advancement recommends action to the President for the final decision.

REDLINE VERSION
UNIVERSITY GUIDEBOOK

<u>Title of Policy:</u>	Electronic Media Rights
<u>Responsible Division/Office:</u>	University Advancement
<u>Approving Officer:</u>	President
<u>Revision History:</u>	May 1998; October 2010
<u>Resolution Number(s):</u>	YR 1999-11; YR 2011-
<u>Board Committee:</u>	External Relations
<u>EFFECTIVE DATE:</u>	2010
<u>Next review:</u>	2013

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NEW POLICY

*UNIVERSITY GUIDEBOOK***Title of Policy: Chargebacks**

Responsible Division/Office: Budget Office

Approving Officer: Vice President for Finance & Administration

Revision History: December 2010 (new)

Resolution Number: YR 2011-

Board Committee: Finance & Facilities

EFFECTIVE DATE:

Next review: 2013

Policy: The University is committed to financial accountability. In certain instances, chargebacks provide an effective method by which to ensure financial accountability and the appropriate allocation of costs.

Purpose: To establish a policy to create, modify and authorize chargebacks and related processes.

Definitions:

- **Chargeback** – The allocation of costs by charging departments for certain goods or services that have been provided by another department. Chargebacks are a way to control and allocate costs and not a mechanism for increasing the operating budget for departments providing goods and/or services.

Parameter:

- Certain departments on campus need resources to perform certain functions, to provide specific services and/or materials. In some cases, resources are provided to departments so that they may provide goods and/or services to other departments. The cost of certain goods and/or services may be charged-back (i.e., billed) to the departments that request the goods and/or services.
- Chargebacks for auxiliary overhead and employee fringe benefits are excluded from this policy.
- Authorized chargebacks shall be included in the University's operating budget as adopted by the Board of Trustees.

- The Vice President for Finance & Administration shall establish procedures and guidelines for chargeback processes.
- The establishment of new chargebacks and the modification of existing chargebacks should be approved prior to implementation and as part of the annual budget process.
- Chargebacks may be assessed only by departments that have been approved and designated to do so. Only the financial managers of these departments may authorize chargebacks.
- A chargeback may be assessed when the goods and/or services are requested by the department receiving the goods and/or services. A chargeback also may be assessed when essential services are provided, even for services not explicitly requested (i.e., Police security services for an event on campus).
- Chargebacks should reflect the direct cost of the goods and/or services provided. The department providing goods/services should be able to clearly demonstrate and document how the chargeback is calculated.
- Exceptions to this policy may be approved by the President.

December 2010

NEW POLICY

UNIVERSITY GUIDEBOOK

Title of Policy: Memberships, Dues, Certifications and Licensing Fees

Responsible Division/Office: Financial Services

Approving Officer: Vice President for Finance & Administration

Revision History: May 2010

Resolution Number: FY 2010-

Board Committee: Finance & Facilities

EFFECTIVE DATE:

Next review: 2013

Policy: Memberships, dues, professional certifications or licensing fees are eligible for payment by the University only if there is a direct benefit to the University. Under compelling circumstances only, the President or appropriate Vice President may authorize the payment of individual memberships, dues, fees or certifications.

Parameters:

1. The direct benefits to the University of memberships, certifications, and licensing fees must outweigh the associated costs.
2. Memberships should normally be institutional in nature, held in the name of the University, a University department, or functional job title. The types of organizations that may qualify for membership include:
 - Accrediting organizations
 - Associations of colleges and universities for such functions as: academic, administrative, finance, business services, intercollegiate athletics, or other auxiliary enterprises
 - Secondary school organizations
 - Governmental sponsored groups
 - Industrial and commercial organizations
 - Professional societies
 - Other organizations related to work being performed

3. Professional memberships, dues, licenses or certifications in the name of an individual are generally not authorized. Exceptions may be authorized under the following circumstances when an institutional membership is not available and the best interests of the university are served by such membership:
 - The dues, professional licensing, certification or testing fees are integrally related to an employee's job-duties or essential to the research responsibilities of faculty. Examples include, but are not limited to: engineers, certified public accountant or radioactive materials licenses, notary fees, and World Safety Officer memberships.
 - Membership is required for the purchase of a journal.
 - Membership allows a periodical or journal to be purchased at a discounted rate, and the expected savings from the discount exceeds the cost of membership.
 - Membership included in a conference registration fee allows for a reduced rate to attend the conference, and the savings over the non-member registration fee rate **is greater than** the cost of **individual membership in the organization**.
4. Written justification must be maintained for memberships, dues, certifications, and licenses paid by the University in the name of an employee.
5. Memberships paid with University funds cannot negatively impact the University's image or mission, nor have arbitrary or discriminatory membership policies. Fraternal and political organizations are specifically excluded, and community/civic organizations are allowable only for executive or development officers whose duties include significant responsibilities to represent the University in the community.
6. Only the President or his/her designee may authorize written exceptions to this policy.

December 2010

NEW POLICY

UNIVERSITY GUIDEBOOK

Title of Policy: Identity Theft Red Flags Policy

Responsible Division/Office: Financial Services
Approving Officer: Vice President for Finance & Administration
Revision History: November 2010 (new)
Resolution Number: FY 2011-
Board Committee: Finance & Facilities
EFFECTIVE DATE:
Next review: 2013

Policy: The University will establish an Identity Theft Prevention Program designed to detect, prevent and mitigate identity theft in connection with the opening of a covered account or an existing covered account and to provide for continued administration of the Program in compliance with Part 681 of Title 16 of the Code of Federal Regulations implementing Sections 114 and 315 of the Fair and Accurate Credit Transactions Act (FACTA) of 2003.

Purpose:

The purpose of this policy is to enable appropriate university officials to develop and implement policies and procedures to address the risks of identity theft to its students, faculty, staff, vendors and other customers.

Definitions:

All terms used in this policy that are defined in 16 C.F.R. §681.2 shall have the same meaning provided therein.

Parameters:

1. The requirements of this policy apply to all university departments and organizations, which: regularly arrange for the extension, renewal or continuation of credit; defer payment for services rendered and/or regularly extend, renew, or continue credit; or, use consumer reports to conduct credit or background checks on prospective employees.

2. This policy incorporates by reference university policies and procedures to the extent necessary to accomplish the purpose of this policy and to comply with 16 C.F.R. §681.2, including but not limited to:
 - a. Policy 4009.01 Responsible Use of University Technology Resources
 - b. Policy 3006.02 Cash Collection Sites
 - c. Policy 9006.01 Professional Conduct
 - d. Policy 4012.01 Sensitive Information
 - e. Policy 3003.02 Contract Compliance/Administration
3. At a minimum, the University's Identity Theft Prevention Program will include:
 - a. Guidelines for identifying patterns, practices or specific activities that indicate the possible existence of an identity theft
 - b. Identification of reasonable and appropriate action steps that will be taken when a pattern, practice or specific activity has been detected
 - c. Processes for requiring that accounts accessed or managed by external vendors on behalf of the university have implemented an appropriate program
 - d. Training to educate employees on the program
 - e. Periodic review and updates to the program
 - f. Annual program reporting to appropriate university leadership
4. In administering the program, the Vice President for Finance and Administration (CFO) shall:
 - a. Assign specific responsibility for the program's implementation
 - b. Review reports prepared pursuant to section (8) below
 - c. Approve all material changes to the program as necessary to address changing identity theft risks
5. The Program shall include procedures to ensure that the activities of service providers are conducted in accordance with reasonable policies and procedures designed to detect, prevent and mitigate the risk of identity theft whenever the organization engages a service provider to perform an activity in connection with one or more covered accounts.

6. The Program shall include relevant red flags from the following categories as appropriate:
 - a. Alerts, notifications, or other warnings received from consumer reporting agencies or service providers, such as fraud detection services
 - b. The presentation of suspicious documents
 - c. The presentation of suspicious personal identifying information
 - d. The unusual use of, or other suspicious activity related to, a covered account
 - e. Notice from customers, victims of identity theft, law enforcement authorities, or other persons regarding possible identity theft in connection with covered accounts

7. The Program shall provide for appropriate responses to detected red flags to prevent and mitigate identity theft. The response shall be commensurate with the degree of risk posed. Appropriate responses may include:
 - a. Monitor a covered account for evidence of identity theft
 - b. Contact the customer
 - c. Change any passwords, security codes or other security devices that permit access to a covered account
 - d. Reopen a covered account with a new account number
 - e. Not open a new covered account
 - f. Close an existing covered account
 - g. Notify law enforcement
 - h. Determine no response is warranted under the particular circumstances

8. *Program reports.* Each annual report shall address material matters related to the program and shall evaluate:
 - a. The effectiveness of the program in accomplishing its purpose
 - b. Any service provider arrangements
 - c. Any significant incidents involving identity theft that may have occurred and the university's response to those incidents
 - d. All recommendations for material changes to the program

UNIVERSITY GUIDEBOOK**Title of Policy: Responsible Use of University Technology Resources**

Responsible Division/Office: Information Technology
Approving Officer: Vice President for Finance and Administration
Revision History: August 1999; November 2010
Resolution Number(s): YR 2000-56; YR 2011-
Board Committee: Finance & Facilities
EFFECTIVE DATE:
Next review: 2013

Policy: University technology resources are provided to the University community to support its academic and administrative functions in accordance with its teaching, research, and service missions. These resources are intended to be used for the educational and business purposes of the University in compliance with this policy.

General Statement:

Technology resources (computing, networking and data) are provided to the University community in order to fulfill the mission of the University.

While the University recognizes the importance of academic freedom and freedom of expression, as a public employer, the University also has a responsibility to comply with all federal and state laws and regulations, as well as the obligation to fulfill its mission.

Use of University owned technology to access resources other than those supporting the academic, administrative, educational, research and services missions of the University or for more than limited, responsible personal use conforming to this policy is prohibited.

Technology resources provided by the University are the property of the University. University owned technology is not intended to supersede the need for technology purchases for personal purposes.

As the University is a public entity, information in an electronic form may also be subject to disclosure under the Ohio Public Records Act to the same extent as if they existed on paper. All use is subject to the identification of each individual using technology resources (authentication).

Use of technology is subject to the requirements of legal and ethical behavior and is intended to promote a productive educational and work environment.

Agenda Item E.3.e.

Exhibit N

Policy:

All users of University owned technology resources (computing, networking and data), regardless of affiliation with the University, must:

- Use only those technology resources that they are authorized to use and use them only in the manner and to the extent authorized.
- Protect the confidentiality, integrity and availability of technology resources.
- Comply with all federal, Ohio, and other applicable law as well as applicable regulations, contracts, and licenses.
- Comply with all applicable policies at Youngstown State University.
- Respect the right of other technology users to be free from harassment or intimidation.
- Respect copyrights, intellectual-property rights, and ownership of files and passwords.
- Respect the privacy of other users and their accounts, regardless of whether those accounts are securely protected.
- Respect the finite capacity of technology resources and limit use so as not to consume an unreasonable amount of or abuse those resources or to interfere unreasonably with the activity of other users or to disrupt the authorized activities of the University.
- Limit personal use of university technology resources so that such use does not interfere with one's responsibilities to the University.
- Refrain from any attempt to circumvent information technology security systems.
- Refrain from the use of any radio spectrum space on any YSU-owned or YSU-occupied property, unless it is part of an approved wireless services deployment by the University.
- Refrain from using technology resources for personal commercial purposes or for personal financial or other gain.
- Refrain from stating or implying that they speak on behalf of the university and from using university trademarks and logos without authorization to do so.

Scope:

This policy applies to all users and uses of university owned technology resources (including those acquired through grant processes) as well as to any non-YSU and/or remote technology devices while connected to the YSU network.

User Responsibilities:

- By using any YSU technology resources, users are agreeing to this policy and agree to the security practices of the University.
- Users are responsible for any activity performed using their usernames and passwords except when account security is compromised by actions beyond the users control.
- Users are responsible for any activity performed on University owned technology devices assigned to them except when the device is compromised by actions beyond the users control.
- There is no expectation of personal privacy when using University resources. (See section below regarding privacy)
- Potential violations regarding use of technology resources should be reported to the appropriate supervisor(s) or manager(s).
- Users are responsible for ensuring that critical data are backed up and available to be restored for systems not administered by Information Systems Technology. This includes critical information contained on technology devices oriented to individual use (e.g., desktops, laptops, smart phones, and similar such devices).
- Users are responsible for maintaining data in compliance with the University records retention plan.
- Users are responsible for ensuring that sensitive information to which they have access is guarded against theft. (See the Sensitive Information Policy Guidebook Policy #4012.01 for more information.)
- Personal use of computing resources not otherwise addressed in this policy or these procedures will generally be permitted if such use does not consume a significant amount of resources, does not interfere with the performance of an individual's job or other University responsibilities, and is otherwise in compliance with University policies.

No Expectation of Privacy:

While the university does not routinely monitor individual usage of its technology resources, the normal operation and maintenance of the university's computing, network and data resources require the backup and caching of data and communications, the logging of activity, the monitoring of general usage patterns, the scanning of systems and network ports for anomalies and vulnerabilities, and other such activities that are

necessary for the delivery of services. Technology users should be aware, however, that their use of university technology resources is not completely private.

For uncommon situations, when specifically authorized in conjunction with the Office of the General Counsel, the university may also specifically monitor the activity and accounts of individual users of university technology resources, including individual login sessions and communications, without notice, when:

- a. The user has given permission or has voluntarily made activity and accounts accessible to the public, for example by posting to a publicly accessible web page or providing publicly accessible network services.
- b. Supervisors and assigned personnel need to access accounts, files or communications used for university business when an employee becomes unavailable.
- c. An account appears to be engaged in unusual or unusually excessive activity, as indicated by the monitoring of general activity and usage patterns.
- d. System managers initiate access to user accounts, files or communications when there is reason to believe that the user is interfering with the performance of a system.
- e. It reasonably appears necessary to do so to protect the integrity, security or functionality of the university or other technology resources or to protect the university from liability.
- f. There is reasonable cause to believe that the user has violated, or is violating, this policy.
- g. It is otherwise required or permitted by law, University policy or work rules.

The university, in its discretion, may disclose the results of any such general or individual monitoring, including the contents and records of individual communications, to appropriate university personnel or law enforcement agencies and may use those results in appropriate university disciplinary proceedings.

Security:

The University employs various measures (i.e. the University's Information Security Practices) to protect the security of information technology resources and user accounts; however users should be aware that the University cannot provide good security without user participation. Users should increase their technology security awareness, and fully employ access restrictions for their accounts including using strong passwords, guarding passwords diligently and changing passwords regularly to help safeguard their use of technology.

Additional Policy Ramifications:

Users must abide by all applicable restrictions whether or not they are built into the computing system, network, or information resource, and whether or not they can be circumvented by technical or other means. Individuals who engage in electronic communications with persons in other states or countries or on other systems or networks may also be subject to the laws of those states and countries and the rules and policies of those technology systems and information resources.

Examples of Unacceptable Use:

As a further aid to policy compliance, the following non-exhaustive list is provided of activities that are prohibited.

- Using technology resources to engage in fraud, defamatory, abusive, unethical, indecent, obscene, pornographic and/or unlawful activities is prohibited.
- Using technology resources to procure, solicit, or transmit material that is in violation of sexual, racial or other harassment or hostile workplace laws is prohibited.
- Any form of harassment by electronic means (e.g., email, web access, phone, paging) whether through language, content, frequency or size of messages is prohibited.
- Making fraudulent offers of products, items, or services using any university technology resource is prohibited.
- Using technology resources for unauthorized or inappropriate financial gain, unauthorized solicitation, or activities associated with a for-profit business, or engaging in an activity that involves a conflict of interest. (Refer to 7001.01 – Conflicts of Interest, and 7005.01 – Solicitation and Distribution of Materials, Employees.)
- Creating or forwarding chain letters, Ponzi or other pyramid schemes is prohibited.
- Broadcasting of unsolicited mail or messages is prohibited. Examples include chain letters, virus hoaxes, spam mail, and other email schemes that may cause excessive network traffic. Sending large number of electronic mail messages for official University purposes necessitates following the University's procedures for the electronic distribution of information.
- Sending junk mail or advertising material to individuals who did not specifically request such material (email spam) is prohibited.
- Violations of the rights of any person or company protected by copyright, trade secret, patent or other intellectual property, or similar laws or regulations, including but not limited to, the installation or distribution of pirated or other software products that are not appropriately licensed is prohibited.
- Unauthorized copying and downloading of copyrighted material including, but not limited to, digitization and distribution of photographs from magazines, books or other copyrighted sources, copyrighted music and films and the installation of any copyrighted software for which an active license has not been procured is prohibited.
- Circumventing user authentication or security of any host, network or account is prohibited.
- Revealing your account password to others or allowing use of your account by others is prohibited. This prohibition extends to family, other household members, friends, and/or co-workers.

- Attempts to log on to another user's account (secured or otherwise), remove or modify files, access protected files, or in any way alter another user's account are prohibited.
- Sending electronic communications in such a way that masks the source or makes it appear to come from another source is prohibited
- Personal use beyond limited responsible use is prohibited.

Individual University staff may be exempted from these restrictions on a case-by-case basis (with written authorization as identified above) in the course of performing legitimate job responsibilities.

Special procedures exist and must be followed to ensure that accounts for employees are secured with passwords known to only the account holder but accessible to the area supervisor if needed as authorized by this policy.

Under no circumstances is an employee of Youngstown State University authorized to engage in any activity that is unethical or illegal under local, state or federal law while utilizing University-owned resources.

REDLINE VERSION

UNIVERSITY GUIDEBOOK

Title of Policy: Responsible Use of University ~~Computing~~ Technology Resources

Responsible Division/Office: Information Technology
 Approving Officer: Vice President for Finance and Administration
 Revision History: August 1999; November 2010
 Resolution Number(s): YR 2000-56; YR 2011-
 Board Committee: Finance & Facilities
EFFECTIVE DATE:
 Next review: 2013

Policy: ~~Computing, networking, and information~~ University technology resources are provided to the University community to support its academic and administrative functions in accordance with its teaching, research, and service missions. These resources are intended to be used for the educational and business purposes ~~and the business~~ of the University in compliance with this policy.

~~RESOLUTION NUMBER: YR 2000-56~~

General Statement:

Technology resources (computing, networking and data) are provided to the University community in order to fulfill the mission of the University.

~~Respectful of the rights privileges~~ While the University recognizes the importance of academic freedom and freedom of expression, as a public employer, the University also has a responsibility to comply with all federal and state laws and regulations, as well as the obligation to fulfill it's-its mission, ~~— as well as the responsibilities and limitation associated with these rights.~~

Use of University owned technology to access resources other than those supporting the academic, administrative, educational, research and services missions of the University or for more than limited, ~~social purposes incidental/responsible~~ personal use conforming to this policy is prohibited.

Technology resources provided by the University are the property of the University, and all use is subject to the University owned technology is not intended to supersede the need for technology purchases for personal purposes. ~~identification of each individual using technology resources (authentication).~~

As the University is a public entity, information in an electronic form may also be subject to disclosure under the Ohio Public Records Act to the same extent as if they existed on paper. All use is subject to the identification of each individual using technology resources (authentication).

Use of technology is subject to the requirements of legal and ethical behavior and is intended to promote a productive educational and work environment.

Policy:

All users of University owned technology resources (computing, networking and data), regardless of affiliation with the University, must:

- Use only those technology resources that they are authorized to use and use them only in the manner and to the extent authorized.
- Protect the confidentiality, integrity and availability of technology resources.
- Comply with all federal, Ohio, and other applicable law as well as applicable regulations, contracts, and licenses.
- Comply with all applicable policies at Youngstown State University.
- Respect the right of other technology users to be free from harassment or intimidation.
- Respect copyrights, intellectual-property rights, and ownership of files and passwords.
- Respect the privacy of other users and their accounts, regardless of whether those accounts are securely protected.
- Respect the finite capacity of technology resources and limit use so as not to consume an unreasonable amount of or abuse those resources or to interfere unreasonably with the activity of other users or to disrupt the authorized activities of the University.
- Limit personal use of university technology resources so that such use does not interfere with one's responsibilities to the University.
- Refrain from any attempt to circumvent information technology security systems.
- Refrain from the use of any radio spectrum space on any YSU-owned or YSU-occupied property, unless it is part of an approved wireless services deployment by the University.
- Refrain from using technology resources for personal commercial purposes or for personal financial or other gain.

- Refrain from stating or implying that they speak on behalf of the university and from using university trademarks and logos without authorization to do so.

Scope:

This policy applies to all users and uses of university owned technology resources (including those acquired through grant processes) as well as to any non-YSU and/or remote technology devices while connected to the YSU network.

User Responsibilities:

- By using any YSU technology resources, users are agreeing to this policy and agree to the security practices of the University.
- Users are responsible for any activity performed using their usernames and passwords except when account security is compromised by actions beyond the users control.
- Users are responsible for any activity performed on University owned technology devices assigned to them except when the device is compromised by actions beyond the users control.
- There is no expectation of personal privacy when using University resources. (See section below regarding privacy)
- ~~PU~~Users Appropriate supervisors or managers are responsible for reporting to the YSU Tech Desk suspicious activity potential violations regarding ~~or suspicious~~ use of technology resources should be reported to the appropriate supervisor(s) or manager(s).
- Users are responsible for ensuring that critical data ~~are~~is backed up and available to be restored for systems not administered by Information Systems Technology. This includes critical information contained on technology devices oriented to individual use (e.g., desktops, laptops, smart phones, and similar such devices).
- Users are responsible for maintaining data in compliance with the University records retention plan.
- Users are responsible for ensuring that sensitive information to which they have access is guarded against theft. (See the Sensitive Information Policy Guidebook Policy #4012.01 for more information)
- Personal use of computing resources not otherwise addressed in this policy or these procedures will generally be permitted if such use does not consume a significant amount of resources, does not interfere with the performance of an individual's job or other University responsibilities, and is otherwise in compliance with University policies.

No Expectation of Privacy:

While the university does not routinely monitor individual usage of its technology resources, the normal operation and maintenance of the university's computing, network and data resources require the backup and caching of data and communications, the logging of activity, the monitoring of general usage patterns, the scanning of systems and network ports for anomalies and vulnerabilities, and other such activities that are necessary for the delivery of services. Technology users should be aware, **therefore however**, that their use of university technology resources is not completely private.

For uncommon situations, wWhen specifically authorized in conjunction with the Office of the General Counsel, the university may also specifically monitor the activity and accounts of individual users of university technology resources, including individual login sessions and communications, without notice, when:

- a. The user has given permission or has voluntarily made activity and accounts accessible to the public, for example by posting to a publicly accessible web page or providing publicly accessible network services.
- b. Supervisors and assigned personnel need to access accounts, files or communications used for university business when an employee becomes unavailable.
- c. An account appears to be engaged in unusual or unusually excessive activity, as indicated by the monitoring of general activity and usage patterns.
- d. System managers initiate access to user accounts, files or communications when there is reason to believe that the user is interfering with the performance of a system.
- e. It reasonably appears necessary to do so to protect the integrity, security or functionality of the university or other technology resources or to protect the university from liability.
- f. There is reasonable cause to believe that the user has violated, or is violating, this policy.
- g. It is otherwise required or permitted by law, University policy or work rules.

The university, in its discretion, may disclose the results of any such general or individual monitoring, including the contents and records of individual communications, to appropriate university personnel or law enforcement agencies and may use those results in appropriate university disciplinary proceedings.

Security:

The University employs various measures (i.e. the University's Information Security Practices) to protect the security of information technology resources and user accounts; however users should be aware that the University cannot ~~guarantee complete provide~~ good security without user participation. Users should increase their technology security awareness, and fully employ access restrictions for their accounts including using strong passwords, guarding passwords diligently and changing passwords regularly to help safeguard their use of technology.

Additional Policy Ramifications:

Users must abide by all applicable restrictions whether or not they are built into the computing system, network, or information resource, and whether or not they can be circumvented by technical or other means. Individuals who engage in electronic communications with persons in other states or countries or on other systems or networks may also be subject to the laws of those states and countries and the rules and policies of those technology systems and information resources.

Examples of Unacceptable Use:

As a further aid to policy compliance, the following non-exhaustive list is provided of activities that are prohibited.

- Using technology resources to engage in fraud, defamatory, abusive, unethical, indecent, obscene, pornographic and/or unlawful activities is prohibited.
- Using technology resources to procure, solicit, or transmit material that is in violation of sexual, racial or other harassment or hostile workplace laws is prohibited.
- Any form of harassment by electronic means (e.g., email, web access, phone, paging) whether through language, content, frequency or size of messages is prohibited.
- Making fraudulent offers of products, items, or services using any university technology resource is prohibited.
- Using technology resources for unauthorized or inappropriate financial gain, unauthorized solicitation, or activities associated with a for-profit business, or engaging in an activity that involves a conflict of interest. (Refer to 7001.01 – Conflicts of Interest, and 7005.01 – Solicitation and Distribution of Materials, Employees.)
- Creating or forwarding chain letters, Ponzi or other pyramid schemes is prohibited.

- Broadcasting of unsolicited mail or messages is prohibited. Examples include chain letters, virus hoaxes, spam mail, and other email schemes that may cause excessive network traffic. Sending large number of electronic mail messages for official University purposes necessitates following the University's procedures for the electronic distribution of information.
- Sending junk mail or advertising material to individuals who did not specifically request such material (email spam) is prohibited.
- Violations of the rights of any person or company protected by copyright, trade secret, patent or other intellectual property, or similar laws or regulations, including but not limited to, the installation or distribution of pirated or other software products that are not appropriately licensed is prohibited.
- Unauthorized copying and downloading of copyrighted material including, but not limited to, digitization and distribution of photographs from magazines, books or other copyrighted sources, copyrighted music and films and the installation of any copyrighted software for which an active license has not been procured is prohibited.
- Circumventing user authentication or security of any host, network or account is prohibited.
- Revealing your account password to others or allowing use of your account by others is prohibited.. This prohibition extends to family, other household members, friends, and/or co-workers ~~and/or supervisors~~.
- Attempts to log on to another user's account (secured or otherwise), remove or modify files, access protected files, or in any way alter another user's account are prohibited.
- Sending electronic communications in such a way that masks the source or makes it appear to come from another source is prohibited
- ~~Excessive P~~ersonal use beyond limited incidental responsible use is prohibited.

Individual University staff may be exempted from these restrictions on a case-by-case basis (with written authorization as identified above) in the course of performing legitimate job responsibilities.

Special procedures exist and must be followed to ensure that accounts for employees are secured with passwords known to only the account holder but accessible to the area supervisor if needed as authorized by this policy.

Under no circumstances is an employee of Youngstown State University authorized to engage in any activity that is unethical or illegal under local, state or federal law while utilizing University-owned resources.

Procedures:

1. ~~Concerns regarding Responsible Use of Technology Resources violations should be directed to the Tech Desk.~~
2. ~~The Tech Desk will notify the appropriate area of the violation concern. The system administrator for the technology system on which violations of this policy are alleged to have occurred may address such violations on an interim basis and will immediately report these activities to the IT security group within Information Technology Services. These actions include protecting the system from misuse or damage. When a violation has been observed, the system administrator may issue warnings and/or informational correspondence. Such correspondence may be accompanied by referral to the violator's supervisor, or if a student to the instructor, for appropriate action.~~
3. ~~Students violating this policy will be subject to disciplinary action in accordance with "The Code of Student Rights, Responsibilities, and Conduct".~~
4. ~~Employees violating this policy will be subject to disciplinary action in accordance with applicable collective bargaining agreements and/or other University policies and procedures.~~
5. ~~Violations of this policy can result in the immediate removal of privileges pending final resolution.~~



YOUNGSTOWN STATE UNIVERSITY
Interfund Transfers Requiring Board Approval
Transfers Outside of the Operating Budget
Requested Transfers for Second Quarter 2010

FROM	TO	AMOUNT	REASON
Property Acquisition Fund (Unrestricted Plant Fund)	Unrealized Investment Reserve (Designated Fund)	\$250,000	Transfer of funds to fund portion of gap of fair value over cost of investments as of 9-30-10. See Tab 9 for additional detail.
General Fund	Unrealized Investment Reserve (Designated Fund)	\$242,390	Transfer 1st quarter FY2011 realized investment income in excess of budgeted to fund portion of gap of fair value over cost of investments as of 9-30-10. See Tab 9 for additional detail.
Unallocated Plant Fund (Unrestricted Plant Fund)	Unrealized Investment Reserve (Designated Fund)	\$153,848	Transfer 1st quarter FY2011 realized investment income attributable to Plant Funds to fund portion of gap of fair value over cost of investments as of 9-30-10. See Tab 9 for additional detail.

Agenda Item E.3.f.
Exhibit O

YOUNGSTOWN STATE UNIVERSITY
Proposal for New College Fees
(proposed fees to take effect Fall 2011 semester)

	<u>Fee per Semester</u>
College of Fine and Performing Arts	
Undergraduates, per credit hour	\$7.00
Undergraduates, bulk rate, 12-16 hours	\$84.00
Williamson College of Business Administration	
Undergrad with junior standing and above, per credit hour	\$12.00
Undergrad with junior standing and above, bulk rate, 12-16 hours	\$144.00

YSU Board of Trustees
Finance and Facilities Committee
Resolution to Approve Establishment of College-Based Fees
December 2, 2010

The Youngstown State Board of Trustees approved college-based fees for the Bitonte College of Health and Human Services in June 2009 and for two additional colleges—the College of Liberal Arts and Social Sciences and the College of Science, Technology, Engineering, and Mathematics—in December 2009. The purpose of these fees was to recognize the differential cost of instruction and to provide additional funds for college-specific use. The attached resolution asks the Board of Trustees to approve college-based fees for the College of Fine and Performing Arts (FPA) and the Williamson College of Business Administration (WCBA).

FPA

The proposed \$84 bulk rate (\$7 per credit hour) college fee to be assessed to students in the College of Fine and Performing Arts will be used primarily to purchase, maintain, and repair instructional equipment and to support instructional-related activities. The fee, which is expected to generate approximately \$156,000 annually, will be assessed to all undergraduate students in the College, since these students take equipment-intensive courses throughout their academic career.

Current course fees are expended annually, with little left over to fund the “large-ticket” equipment and technology needed to maintain the quality of academic programs and to produce the related musical, theatrical, dance, and other performances that students and faculty in the College offer throughout the year. A college fee is needed to ensure that the College of Fine and Performing Arts can continue to provide students with outstanding academic experiences, as well as to provide the exceptional Fine and Performing Arts programming for which the College is known.

WCBA

The proposed \$144 bulk rate (\$12 per credit hour) WCBA College Fee to be assessed to students of junior and senior standing will be used to generate an estimated \$237,000 annually. Approximately one third of this money will be accumulated in a reserve account to fund new technologies and for cyclical replacement of equipment in the existing computer labs and classrooms. The remainder of the money will be used to fund priorities such as software, student services, technology staff, student academic and professional-development activities, student professional-development travel to academic conferences, and a professional portfolio program that will enable students to showcase their professional-development/co-curricular work for potential employers and admission to graduate programs.

Other expenses, such as wages for student lab assistants and supplies, will continue to be funded through traditional course fees.

Youngstown State University Campus Master Plan Chronology and Recommended Amendments

The Youngstown State University Board of Trustees adopted the *Campus Master Plan* on December 13, 2006 (YR 2007-20). The Board adopted amendments to this Plan on December 16, 2009 (YR 2010-36). At that time the staff recommended that the Board consider amendments to this Plan on an annual basis at their regular December meeting. In this way, the Board will be assured that the University's campus plan accurately reflects the changes that the Board has considered and adopted over the course of that calendar year and remains a useful guide document to the Board, the Administration and the community.

The staff recommends that the Board consider amending the text and maps in the *Camus Master Plan* to reflect the following changes”

Amendment 10-01: M-2 Parking Garage

Existing Language:

M-2 Parking Garage Replacement

- Professionally evaluate replacement options for this functionally obsolete structure including one or more replacement garages and surface lots.
- Maintain the existing structure in safe and serviceable condition until 2010.
- Demolish the existing structure and replace it with a set of tiered parking lots on the footprint of the existing garage.
- Reserve a suitable site for a new classroom/office building connecting Cushwa and DeBartolo Halls

Proposed Language:

M-2 Parking Garage

- Professionally evaluate the existing garage and develop a program of renovations necessary to keep this structure in a safe and serviceable condition for a period of 10 to 15 years.
- Develop a program of remote lots and shuttle busses to provide temporary replacement for this garage during the period of renovation.
- Consider the development of parking revenue streams sufficient to enable the replacement of this renovated structure at the end of its useful life.

Amendment 10-02: Thomas Sacherman House

Existing Language:

Thompson Sacherman House

- Secure the building envelope of the House by making deferred maintenance investments in roof, gutter, windows, and siding to insure that the building is weather-tight and suitable for renovation.
- Undertake such investment in a manner consistent with the Secretary of Interior Standards.
- Consider reuse of the building for university departments and centers that would benefit from the location and would suitably use the building.

Proposed Language:

- Document this historic property to Secretary of the Interior Standards and catalogue the documentation with the University Archivist.
- Deconstruct or demolish the property and landscape the remaining parcel.
- Consider reuse of this property for an academically-related purpose such as an urban garden.

Amendment 10-02: Carpenters' Hall

Existing Language: None

Proposed Language

- Acquire the Carpenters' Hall on Rayen Avenue for University expansion.
- Incorporate the existing parking lot in the University's parking inventory and make necessary improvements to bring the lot to University standards/
- Secure the building envelope of the building by making deferred maintenance investments in roof, gutter, windows, and siding to insure that the building is weather-tight and suitable for renovation.
- Professionally evaluate the building for reuse for non-academic purposes.

UNIVERSITY GUIDEBOOK
(NEW POLICY)

Title of Policy:	Americans with Disabilities Act (ADA)
Responsible Office:	Human Resources
Approving Officer:	Vice President for Finance & Administration
<i>Revision History:</i>	October 2010
Resolution Number(s):	YR 2011-
Board Committee:	Internal Affairs
EFFECTIVE DATE:	
Next review:	2013

Policy: Youngstown State University is committed to providing reasonable accommodations for qualified individuals with disabilities in a fair and equitable manner, and in accordance with applicable federal and state law. All personnel who are responsible for the implementation of the university's mission are charged to support this policy.

Parameters:

- This policy applies to faculty, staff, applicants for employment, and students.
- The Americans with Disabilities Act prohibits discrimination in the workplace on the basis of disability and requires that employers provide reasonable accommodations to qualified individuals with disabilities. It is the intent of this policy and the associated procedures to establish uniform guidelines in order to promote a work and educational environment at Youngstown State University that is free of discrimination and harassment and fosters university compliance with federal and state law pertaining to qualified individuals with disabilities.
- The Americans with Disabilities Act (ADA), and Section 504 of the Rehabilitation Act of 1973, require Youngstown State University to provide appropriate employment and educational accommodations to employees and students with documented disabilities unless doing so would create an undue hardship, compromise the health and safety of members of the university community, or fundamentally alter the nature of the University's employment or academic mission. The University will engage in an interactive process with the student or employee to determine the individual's disability status and particularized accommodation needs.

- The Chief Human Resources Officer in collaboration with the Director of Equal Opportunity and Diversity and the Assistant Director, Center for Student Progress Disability Services are authorized to develop procedures for the implementation of this policy.

NEW POLICY

UNIVERSITY GUIDEBOOK

This policy rescinds the following:

- 7015.02 Fringe Benefits – Discount programs
- 7015.03 Fringe Benefits – Use of University Facilities
- 7015.06 Fringe Benefits – Employee Parking
- 7015.07 Fringe Benefits – Retirement
- 7015.09 Fringe Benefits – Deferred Compensation
- 7015.10 Fringe Benefits – Tax-Deferred Annuity Contribution

Title of Policy: Fringe Benefits, Full-Time Professional/Administrative Employees (Exempt)

Responsible Office/Division: Human Resources

Approving Officer: Vice President for Finance & Administration

Revision History: New policy December 2010

Resolution Number: FY 2011-

Board Committee: Internal Affairs

EFFECTIVE DATE:

Next review: 2013

Policy: The University is committed to employment practices that promote the health and welfare of its employees and to ensure the ability to recruit and retain high quality employees. Through its various fringe benefits packages, it offers employees incentives to pursue additional education; to take advantage of events, activities and performances offered; and to otherwise enhance each employee's standard of living.

Parameter(s):

(A) The University may provide these and other fringe benefits for full-time Professional/Administrative employees:

1. Discount programs

Employees may receive discounts for the purchase of Athletic and Theatre tickets and for Bookstore purchases for the personal use of employees and their immediate family as follows:

Athletic and Theatre tickets – 50% discount

Bookstore purchases – 20% discount for purchases over \$5.00

2. Use of University facilities

Employees may use the resources of the Maag Library and campus recreational facilities and areas during normal hours of operation when the use does not conflict with scheduled activities.

3. Parking program

All persons who operate or expect to operate a motor vehicle on University property must obtain and display a valid YSU parking permit. Permits are provided by the University. Further, any person who operates a motor vehicle on University property is expected to abide by the University Traffic and Parking rules and regulations.

4. Retirement programs

State Teachers Retirement System (STRS) is a state retirement system that offers both a defined benefit and a defined contribution plan for members of the faculty. Participation involves contributions from the individual and the University based upon annual gross salary.

The employee contribution to the defined contribution plan (STRS Ohio Alternative Retirement Plan) will be in an equal amount as for the defined benefit plan. The University will contribute for each eligible employee electing to participate in the STRS Ohio ARP an amount equal to the amount that would have been contributed to the defined benefit plan. STRS may apportion some amount of the University's contribution to the STRS defined benefit plan.

Public Employees Retirement System (PERS) is a state retirement system which is a defined benefit plan for non-teaching employees. Participation involves contributions from the individual and the University based upon annual gross salary.

5. Deferred compensation program

Eligible employees who are members of the Public Employees Retirement System (PERS) and State Teachers Retirement System (STRS) may participate in the Ohio Public Employees Deferred Compensation Program. Under this program, eligible employees may defer a portion of their income from current liability for state and federal taxes via available investment options.

6. Tax-deferred annuity program

Eligible employees may elect to defer a portion of their income to an annuity contract or custodial account within the provisions of the *Internal Revenue Code*.

The University assumes no responsibility regarding the advisability or appropriateness of any annuity contract or custodial account or for any tax consequences resulting from such investments.

- (B) Employees who are members of a bargaining unit are provided with fringe benefits in accordance with the terms and conditions of the appropriate collective bargaining agreement.
- (C) The Chief Human Resources Officer is authorized to develop procedures to implement these benefit programs.

UNIVERSITY GUIDEBOOK

RESCINDED by POLICY 7015.00

Subject: Fringe Benefits, Discount Programs

Developed by: Jean R. Wainio
Title: Interim Executive Director
Human Resources
Date: December, 1998

Authorized by: G. L. Mears
Title: Executive Vice President
EFFECTIVE: March 12, 1999

Policy: The University is committed to employment practices that promote the health and welfare of its employees. Through its various fringe benefits packages, it offers employees incentives to pursue additional education; to take advantage of events, activities and performances offered; and to otherwise enhance each employee's standard of living.

RESOLUTION NUMBER: YR 1999 - 61

Discount Programs: A variety of University events, activities, performances, and services are made available to employees at discounted rates. Included are the following:

- Campus Bookstore Discount – All full-time employees and .50 FTE or greater part-time employees may receive a 20% discount on all purchases in excess of \$5.00. This discount applies only to items purchased for the personal use of employees and members of their immediate family.
- Intercollegiate Athletic Ticket Discount – All full-time employees and .50 FTE or greater part-time employees may receive a 50% discount on Intercollegiate Athletic tickets. This discount applies only to tickets purchased for the personal use of employees and members of their immediate family.
- University Theatre Discount – All full-time employees and .50 FTE or greater part-time employees may receive a 50% discount on University Theatre tickets. This discount applies only to tickets purchased for the personal use of employees and members of their immediate family.

Parameters:

- Employees participating in any of these programs must present a current, validated University identification card to receive the discount.
- Details on each of these programs are available in the office offering the discount.

UNIVERSITY GUIDEBOOK

RESCINDED by POLICY 7015.00

Subject: Fringe Benefits, Use of University Facilities

Developed by: Jean R. Wainio
Title: Interim Executive Director
Human Resources
Date: January, 1999

Authorized by: G. L. Mears
Title: Executive Vice President
EFFECTIVE: March 12, 1999

Policy: The University is committed to employment practices that promote the health and welfare of its employees. Through its various fringe benefits packages, it offers employees incentives to pursue additional education; to take advantage of events, activities and performances offered; and to otherwise enhance each employee's standard of living.

RESOLUTION NUMBER: YR 1999 - 62

Parameter:

- Employees may use the resources of Maag Library, the recreational facilities in Beeghly Center and Stambaugh Stadium, the Tennis and Track Complex, and other campus recreational areas during regular hours of operation when the use does not conflict with scheduled activities. (The Office of Campus Recreation publishes a schedule of recreational activities and open recreation periods.)

Procedure:

A valid University Identification Card is required to be presented at the library to checkout books and may also be required to utilize other resources.

UNIVERSITY GUIDEBOOK

RESCINDED by POLICY 70015.00

Subject: Fringe Benefits - Employee Parking

Developed by:	Jean R. Wainio	Authorized by:	G. L. Mears
Title:	Interim Executive Director	Title:	Executive Vice President
	Human Resources	EFFECTIVE:	June 11, 1999
Date:	April, 1999		

Policy: The University is committed to employment practices that promote the health and welfare of its employees. Through its various fringe benefits packages, it offers employees incentives to pursue additional education; to take advantage of events, activities and performances offered; and to otherwise enhance each employee's standard of living.

RESOLUTION NUMBER: YR 1999 - 108

Parameters:

- To promote safety and convenience for all members of the University community, a series of traffic and parking rules and regulations have been developed. Any person operating a motor vehicle on University property is expected to learn and abide by all of these rules and regulations.
- All persons who operate or expect to operate a motor vehicle on University property must obtain and display a valid parking permit. Parking permits are provided as a fringe benefit to all full- and part-time faculty and staff.

Procedures:

1. Parking permit applications are mailed to all current employees prior to the beginning of the fall term. Upon receipt of a completed application, the Office of Parking Services will issue a valid parking permit.
2. Newly appointed employees may make application for a parking permit at the Office of Parking Services.
3. Each year the Office of Parking Services publishes *Parking Services*, which lists all of the traffic and parking rules and regulations and other related information. Copies of

this publication are provided to each person receiving a parking permit. Additional copies are available in the Office of Parking Services.

4. Employees covered by collective bargaining should refer to their respective agreement.

UNIVERSITY GUIDEBOOK

RESCINDED by POLICY 7015.00

Subject: Fringe Benefits - Retirement

Developed by:	Jean R. Wainio	Authorized by:	G. L. Mears
Title:	Interim Executive Director	Title:	Executive Vice President
	Human Resources	EFFECTIVE:	September 28, 2001
Approved:	May 1999		
Revised:	September 28, 2001		

Policy: The University is committed to employment practices that promote the health and welfare of its employees. Through its various fringe benefits packages, it offers employees incentives to pursue additional education; to take advantage of events, activities and performances offered; and to otherwise enhance each employee's standard of living.

RESOLUTION NUMBERS: YR 1999-108; YR 2000-21; YR 2002-14

Retirement Plans:

- State Teachers Retirement System (STRS) is a state retirement system that offers both a defined benefit and a defined contribution plan for members of the faculty. Participation involves contributions from the individual and the University based upon annual gross salary. The University contributes 14% and the employee contributes 9.3%.

The employee contribution to the defined contribution plan (STRS Ohio Alternative Retirement Plan) will be in the amount, set forth above, for the defined benefit plan. The University will contribute for each eligible employee electing to participate in the STRS Ohio ARP an amount equal to the amount that would have been contributed to the defined benefit plan. STRS may apportion some amount of the University's contribution to the STRS defined benefit plan.

- Public Employees Retirement System (PERS) is a state retirement system which is a defined benefit plan for non-teaching employees. Participation involves contributions from the individual and the University based upon annual gross salary. The University contributes 13.31% and the employee contributes 8.5%.

- The Alternative Retirement Program (ARP) is a defined contribution plan which was implemented for full-time faculty and professional/administrative staff effective January 1, 1999. Participation involves contributions from the individual and the University based upon annual gross salary. The employee contribution to the ARP will be in the amount, set forth above, pertaining to the state retirement system in which the employee would otherwise participate. The University will contribute for each eligible employee electing to participate in the ARP an amount equal to the amount which would have been contributed to the respective state retirement system to which the employee would otherwise participate less an amount, mandated by statute, which is required to be paid to the relevant state retirement system.

The following companies are participants in the ARP:

Aetna Life Insurance & Annuity Co., Anchor National Life Insurance Co.,
The Equitable Life Assurance Co., Great American Life Insurance Co.,
Lincoln National Life Insurance Co., Metropolitan Life Insurance Co.,
Nationwide Life Insurance Co., TIAA-CREF, and Variable Annuity Life
Insurance Co.

Parameters:

- Employees who elect to participate in an ARP irrevocably waive their right to participate in an eligible state retirement system while continuously employed at the University.
- Employees who elect to participate in an ARP are forever barred from claiming or purchasing service credit under any state retirement system for the period that an election to participate in an ARP is effective.
- Employees who elect to participate in an eligible state retirement system irrevocably waive their right to participate in an ARP while continuously employed at the University.

Procedures:

1. The Office of Human Resources will distribute information concerning each of the retirement programs to all new employees during orientation.

UNIVERSITY GUIDEBOOK

RESCINDED by POLICY 7015.00

Subject: Fringe Benefits - Deferred Compensation Program

Developed by: Debra L. Fitzsimons
Title: Executive Director
Financial Services
Date: June, 1999

Authorized by: G. L. Mears
Title: Executive Vice President
EFFECTIVE: September 10, 1999

Policy: The University is committed to employment practices that promote the health and welfare of its employees. Through its various fringe benefits packages, it offers employees incentives to pursue additional education; to take advantage of events, activities and performances offered; and to otherwise enhance each employee's standard of living.

RESOLUTION NUMBER: YR 1999 - 108/2000 - 22

Parameters:

- Eligible employees who are members of the Public Employees Retirement System (PERS) and State Teachers Retirement System (STRS) may participate in the Ohio Public Employees Deferred Compensation Program. Under this program, eligible employees may defer a portion of their income from current liability for state and federal taxes via available investment options.
- This program is administered by the Ohio Deferred Compensation Board, which is solely responsible for advising eligible employees regarding participation in the program.

Procedure: Information regarding this program is available in the Office of Payroll.

UNIVERSITY GUIDEBOOK

RESCINDED by POLICY 7015.00

Subject: Fringe Benefits - Tax-Deferred Annuity Contributions

Developed by:	Debra L. Fitzsimons	Authorized by:	G.L. Mears
Title:	Executive Director Financial Services	Title:	Executive VP Finance
Date:	June, 1999		
Effective:	June, 1999		

Policy: The University is committed to employment practices that promote the health and welfare of its employees. Through its various fringe benefits packages, it offers employees incentives to pursue additional education; to take advantage of events, activities and performances offered; and to otherwise enhance each employee's standard of living.

RESOLUTION NUMBER: YR 1999 - 108/2000-23

Parameters:

- Eligible employees may elect to defer a portion of their income to an annuity contract or custodial account within the provisions of the *Internal Revenue Code*.
- The University assumes no responsibility regarding the advisability or appropriateness of any annuity contract or custodial account or for any tax consequences resulting from such investments.

Procedure: Information regarding these annuity programs is available in the Office of Payroll.

UNIVERSITY GUIDEBOOK**Title of Policy: Conflicts of Interest**

Responsible Office/Division: Human Resources

Approving Officer: Vice President for Finance & Administration

Revision History: August 1997; December 2010

Resolution Number(s): YR 1998-16; YR 2011-

Board Committee: Internal Affairs

EFFECTIVE DATE:

Next Review: 2013

Policy: All employees are to avoid conflicts of interest and conflicts of commitment in the conduct of University business. Employees are also expected to avoid even the appearance of a conflict or impropriety.

Purpose: A conflict typically exists when financial or other personal considerations compromise or have the potential for or the appearance of compromising a person's objectivity in meeting University responsibilities, including research activities.

Employees may not engage in activities that interfere with performing job duties and responsibilities at the University. Employees are expected to avoid any situation which compromises job performance, loyalty, or stewardship to the University. This may be considered a conflict of commitment.

Employees are expected to avoid participating in decisions or actions on behalf of the University which may result in personal gain to the employee, or the employee's family or business associates. This may be considered a conflict of interest.

There are two main conflict of interest provisions in Ohio's ethics laws that apply to full and part time employees of the University. First, Ohio Revised Code §102.03 prohibits employees from soliciting or accepting or influencing one to give anything of value when it comes from a party who is interested in a pending matter or doing or seeking to do business with the University. Second, Ohio Revised Code §§2921.42 and 2921.43 prohibit public employees from having an interest in a public contract. These statutes also prohibit a public employee's family and business associates from having an interest in a public contract. There may be an exception to this prohibition, but it must be approved in advance through the Office of Contract Compliance. The employee must report the conflict on the "Conflict of Interest Certification Form". The following procedures are designed to ensure integrity in the conduct of University business.

Procedures:

1. Annually, all employees authorized to sign for expenditures or involved in making purchasing decisions on behalf of the University are required to complete a "Conflict of Interest Certification" form. The forms are retained in the Office of Financial Services and the Office of Procurement Services. The Contract Compliance Officer and the Executive Director of Financial Services will review these forms and make any determinations necessary.
2. Employees are under a continuing obligation to update information on this form should circumstances change.
3. An employee unsure of the applicability of any of these procedures may consult with the Office of Financial Services or the Office of Procurement Services.
4. Employees are also expected, as soon as possible, to disclose to their department head any of the following:
 - Any employment at the University in addition to primary employment (i.e., part-time teaching position, etc.);
 - Outside employment;
 - Other interests or activities that require commitments of time that may interfere with meeting University obligations;
 - Use of supplies, equipment, or university resources for non-University purposes;
 - Receipt of gifts or entertainment, of more than nominal value, from suppliers of goods or services;
 - Receipt of gifts or entertainment, of more than nominal value, from persons associated or seeking association with the University; or

- Use of confidential or privileged information acquired in the course of employment at the University for non-University purposes.
5. Department head will review the disclosed information to determine whether a conflict of interest, the appearance of a conflict of interest, or the potential for a conflict of interest exists. If the department head is uncertain as to whether a specific situation constitutes a conflict of interest, they shall consult with their superior.
 6. If it is determined that a conflict of interest, the appearance of a conflict of interest, or the potential for a conflict of interest does exist, the department head and employee will together develop a written statement of action to manage, reduce, or eliminate the conflict situation. If the statement is mutually agreed upon, a copy will be submitted to the next highest level of authority.
 7. If the department head and employee cannot mutually agree upon a statement of action, the situation will be referred to the appropriate dean/executive director or vice president for final determination.

REDLINE VERSION

UNIVERSITY GUIDEBOOK

Subject: Title of Policy: **Conflicts of Interest**

Responsible Office/Division: **Human Resources**

Approving Officer: **Vice President for Finance & Administration**

Revision History: **August 1997; December 2010**

Resolution Number(s): **YR 1998-16; YR 2011-**

Board Committee: **Internal Affairs**

EFFECTIVE DATE:

Next Review: **20123**

<u>Developed by:</u> Shirley A. Carpenter	<u>Authorized by:</u> Leslie H. Cochran
<u>Title:</u> Executive Director	<u>Title:</u> President
Human Resources	<u>Date:</u> December, 1997
<u>Date:</u> August 27, 1997	EFFECTIVE: December 14, 1997

Policy: All employees are to avoid conflicts of interest and conflicts of commitment in the conduct of University business. Employees are also expected to avoid even the appearance of a conflict or impropriety.

RESOLUTION NUMBER: **YR 1998-16**

Purpose: A conflict typically exists when financial or other personal considerations compromise or have the potential for or the appearance of compromising a person's objectivity in meeting University responsibilities, including research activities. ~~These procedures are designed to ensure integrity in the conduct of University business.~~

Procedures:

1. Employees may not engage in activities that interfere with performing job duties and responsibilities at the University. Employees are expected to avoid any situation which compromises job performance, loyalty, or stewardship to the University. This may be considered a conflict of commitment.

2.

Employees are expected to avoid participating in decisions or actions on behalf of the University which may result in personal gain to the employees, or the employee's families or business associates. This may be considered a conflict of interest.

3.

~~Employees are expected to avoid any situation which compromises job performance, loyalty, or stewardship to the University.~~

There are two main conflict of interest provisions in Ohio's ethics laws that apply to full and part time employees of the University. First, Ohio Revised Code Section §102.03 prohibits employees from soliciting or accepting or influencing one to give anything of value when it comes from a party who is interested in a pending matter or doing or seeking to do business with the University. Second, Ohio Revised Code §§Sections 2921.42 and 2921.43 prohibit public employees from having an interest in a public contract. These statutes also prohibit a public employee's family and business associates from having an interest in a public contract. There may be an exception to this prohibition, but it must be approved in advance through the Office of Contract Compliance. The employee must report the conflict on the "Conflict of Interest Attestation Certification Form". The following procedures are designed to ensure integrity in the conduct of University business.

Procedures:

1. Annually, all employees authorized to sign for expenditures or involved in making purchasing decisions on behalf of the University are required to complete a "Conflict of Interest Attestation Certification" form. The forms are retained in the Office of Financial Services and the Office of Procurement Services. The Contract Compliance Officer and the Executive Director of Financial Services will review these forms and make any determinations necessary.
2. Employees are under a continuing obligation to update information on this form should circumstances change.
3. An employee unsure of the applicability of any of these procedures may consult with the Office of Financial Services or the Office of Procurement Services.

4. Employees are also expected, as soon as possible, to disclose to their department head supervisors any of the following:
- Any employment at the University in addition to primary employment (i.e., limited service part-time teaching position, etc.);
 - Outside employment;
 - Other interests or activities that require commitments of time that may interfere with meeting University obligations;
 - Use of supplies, equipment, or university resources for non-University purposes;
 - Receipt of gifts or entertainment, of more than nominal value, from suppliers of goods or services;
 - Receipt of gifts or entertainment, of more than nominal value, from persons associated or seeking association with the University; or
 - Use of confidential or privileged information acquired in the course of employment at the University for non-University purposes.
5. Department head Supervisors will review the disclosed information to determine whether a conflict of interest, the appearance of a conflict of interest, or the potential for a conflict of interest exists. If the department head supervisor is uncertain as to whether a specific situation constitutes a conflict of interest, they ~~supervisor~~ shall consult with ~~their his or her immediate superior~~ superior.
6. If it is determined that a conflict of interest, the appearance of a conflict of interest, or the potential for a conflict of interest does exist, the department head supervisor and employee will together develop a written statement of action to manage, reduce, or eliminate the conflict situation. If the statement is mutually agreed upon, a copy will be submitted to the next highest level of authority.
7. If the department head supervisor and employee cannot mutually agree upon a statement of action, the situation will be referred to the appropriate dean/executive director or vice president for final determination.
8. ~~Annually, all full time faculty, department chairpersons, full time professional/ administrative staff, and other employees authorized to sign for expenditures or involved in making purchases on behalf of the University are required to complete a "Conflict of Interest" form. The forms signed by professional/administrative staff are retained in the Office of Human Resources, and those completed by faculty and department chairpersons are retained in the appropriate college dean's office.~~

9. ~~Employees are under a continuing obligation to update information on this form should circumstances change.~~

10. ~~An employee unsure of the applicability of any of these procedures may consult with the Office of Human Resources~~

UNIVERSITY GUIDEBOOK**Title of Policy: Military (Uniformed Service) Leave**

Responsible Division/Office: Human Resources

Approving Officer: Vice President for Finance and Administration

Revision History: October 1998; November 2010

Resolution Number(s): YR 1998-16; YR 1999-105; YR 2011-

Board Committee: Internal Affairs

EFFECTIVE DATE:

Next review: September 2010

Policy: The purpose of this policy is to demonstrate the University's support for its employees who are part of the uniformed services and to outline the rights and responsibilities of such employees. As defined in Section 5923.05 of the *Ohio Revised Code*, "Uniformed services means the armed forces, the Ohio organized militia when engaged in active duty for training, inactive duty training, or full-time national guard duty, the commissioned corps of the public health service, and any other category of persons designated by the president of the United States in time of war or emergency."

Parameters:

1. Employees included in the above definition are eligible for uniformed services benefits and reemployment rights in accordance with state and federal law.
2. Leaves of absence for service in the uniformed services shall be granted in accordance with Chapters, 5903, and 5923 of the *Ohio Revised Code* and Chapter 123: 1-34 of the *Ohio Administrative Code*.
3. Reinstatement and reemployment of employees in the uniformed services shall be in accordance with the Uniformed Services Employment and Reemployment Rights Act of 1994 (38 U.S.C. 4301, et seq.) and Chapter 123: 1-34 of the *Ohio Administrative Code*.

Agenda Item E.4.d.
Exhibit U

4. Generally, permanent public employees, as defined in Section 5923.05 of the Ohio Revised Code, who are members of uniformed services, as defined above, are entitled to a leave with pay for such time as they are performing service in the uniformed services for up to one month days in any calendar year. Paid leave may not exceed one hundred seventy-six hours in any calendar year.
5. Any permanent public employee called to the uniformed services for a period in excess of one month (176 hours) because of an executive order issued by the President of the United States or because of an act of Congress, or because of an order to perform duty issued by the Governor pursuant to Sections 5919.29 or 5923.21 of the Revised Code, may receive, during this period, the difference between the employee's gross monthly wage or salary from the University and his/her gross uniformed service pay and allowances received in a particular month.
6. Leave without pay will be granted in the event of voluntary or involuntary induction into uniformed service and in compliance with federal and state statutes.
7. Employees on uniformed service leave without pay beyond thirty days have the right to elect continuation of health care coverage for up to eighteen months, but will be responsible for the full premium for the coverage elected. Employees on uniformed service leave without pay for up to thirty days will be given the option of making direct payments of the employee's share of the health insurance premium.
8. Employees who accrue more than five years of cumulative uniformed service leaves of absence are excluded from University reemployment and fringe benefit rights, except as provided in *38 U.S.C. 4312*, as amended.

REDLINE VERSION
UNIVERSITY GUIDEBOOK

Subject: Title of Policy: **Military (Uniformed Service) Leave**
Responsible Division/Office: Human Resources
Approving Officer: Vice President for Finance and Administration
Revision History: October 1998; November 2010
Resolution Number(s): YR 1998-16; YR 1999-105; YR 2011-
Board Committee: Internal Affairs
EFFECTIVE DATE:
Next review: September 2010

Developed by: Jean R. Wainio Authorized by: G. L. Mears
Title: Interim Executive Director Title: Executive Vice President
Human Resources EFFECTIVE: June 11, 1999
Date: October, 1998

Policy: The purpose of this policy is to demonstrate the University's support for its employees who are part of the uniformed services and to outline the rights and responsibilities of such employees. University is committed to employment practices that promote the health and welfare of its employees. Through its Leave programs, it provides for and encourages preventive health care; physical, emotional, and mental well-being; professional growth and development; and civic responsibility. As defined in Section 5923.05 of the Ohio Revised Code, "Uniformed services means the armed forces, the Ohio organized militia when engaged in active duty for training, inactive duty training, or full-time national guard duty, the commissioned corps of the public health service, and any other category of persons designated by the president of the United States in time of war or emergency.

RESOLUTION NUMBER: YR 1998-16/1999-105

Definition: As defined in Section 5903.01 of the Ohio Revised Code, "Uniformed services means the armed forces, the Ohio organized militia when engaged in active duty for training, inactive duty training, or full-time national guard duty, the commissioned corps of the public health service, and any other category of persons designated by the president of the United States in time of war or emergency."

Parameters:

1. Employees included in the above definition are eligible for uniformed services benefits and reemployment rights in accordance with state and federal law.
2. Leaves of absence for service in the uniformed services shall be granted in accordance with Chapters ~~5901~~, 5903, and 5923 of the *Ohio Revised Code* and Chapter 123: 1-34 of the *Ohio Administrative Code*.
3. Reinstatement and reemployment of employees in the uniformed services shall be in accordance with the Uniformed Services Employment and Reemployment Rights Act of 1994 (38 U.S.C. 4301, et seq.) and Chapter 123: 1-34 of the *Ohio Administrative Code*.
- ~~The Office of Human Resources has specific information concerning uniformed service leaves of absence.~~
4. Generally, permanent public employees, as defined in Section 5923.05 of the Ohio Revised Code, who are members of uniformed services, as defined above, are entitled to a leave with pay for such time as they are performing service in the uniformed services on active duty for up to one month thirty one days in any calendar year. Paid leave may not exceed one hundred seventy-six hours in any calendar year.
5. Any permanent public employee called to the uniformed services for a period in excess of one month (176 hours) because of an executive order issued by the President of the United States or because of an act of Congress, or because of an order to perform duty issued by the Governor pursuant to Sections 5919.29 or 5923.21 of the Revised Code, may receive, during this period, the difference between the employee's gross monthly wage or salary from the University and his/her gross uniformed service pay and allowances received in a particular month.
6. Leave without pay will be granted in the event of voluntary call-up or involuntary induction into uniformed service (i.e., more than thirty one days) and in compliance with federal and state statutes.
7. Employees on military (uniformed service) leave without pay beyond thirty one days have the right to elect continuation of health care medical coverage for up to eighteen months, but will be responsible for the full premium for the coverage elected. Employees on uniformed service leave without pay for up to thirty days will be given the option of making direct payments of the employee's share of the health insurance premium.

8. Employees who accrue more than five years of cumulative uniformed service leaves of absence are excluded from University reemployment and fringe benefit rights, except as provided in 38 U.S.C. 4312, as amended.

Procedures:

- ~~1. Before uniformed service leave will be granted, employees are required to submit to the supervisor written orders or a statement from an appropriate official indicating the nature of the service duty.~~
- ~~2. Prior to being granted the leave, the employee must complete the appropriate leave application.~~
- ~~3. The supervisor will forward the service orders and the leave application to the Office of Human Resources.~~
- ~~4. Employees must apply for reemployment in a timely manner and in accordance with the Uniformed Services Employment and Reemployment Rights Act of 1994. Applications for reemployment are made through the Office of Human Resources.~~
- ~~5.1 Employees covered by collective bargaining should refer to their respective agreement.~~

UNIVERSITY GUIDEBOOK**Title of Policy: Drug-Free Environment**

Responsible Office/Division: Human Resources

Approving Officer: Vice President for Finance & Administration

Revision History: September 1998; December 2009

Resolution Number(s): YR 1999-31; YR 2010-

Board Committee: Internal Affairs

EFFECTIVE DATE:

Next review: 2012

Policy: Youngstown State University prohibits the unlawful manufacture, distribution, dispensation, possession, sale or use of illicit drugs, controlled substances, and alcohol by any student, employee, or visitor on University property, at locations where University business is being conducted, as part of any University activities, or in the workplace. All employees, students, and visitors are required to abide by this policy. Any failure to do so will result in disciplinary action against the violator and/or expulsion from University property.

Purpose: These procedures are designed to create and maintain an environment which sustains the general health and well-being of students, employees, and visitors and also to comply with the Drug-Free Workplace Act of 1988 and the Drug-Free Schools and Communities Act Amendments of 1989. The University has also addressed this issue in the Conduct on Campus/Persona Non Grata Policy (7022.01). Violators may be ejected from University-owned or controlled property and subject to criminal prosecution and/or University discipline.

Procedures:

1. At least once a year, the University will publish and distribute this policy and its procedures, along with additional information as required by the Drug-Free Workplace Act of 1988 and the Drug-Free Schools and Communities Act Amendments of 1989, to each student and employee.
2. Throughout the academic year, the University will conduct alcohol and drug abuse prevention programs for students and employees.
3. Students violating this policy will be subject to disciplinary action in accordance with "The Code of Student Rights, Responsibilities, and Conduct," as published in *Penguin Playbook* (Student Handbook). Sanctions may include warning, probation, suspension, expulsion, or referral for prosecution.
4. Employees violating this policy will be subject to disciplinary action in accordance with applicable collective bargaining agreements and/or other University policies and procedures. Sanctions may include warning, reprimand, suspension, removal or termination, or referral for prosecution. Employees violating this policy may also be required to participate in a drug or alcohol abuse assistance or rehabilitation program.
5. Any employee convicted of a criminal drug statute violation occurring in the workplace is required to notify his/her supervisor of such conviction within five days of conviction. Upon such notification, the supervisor must immediately notify the Office of Human Resources of the same. Within thirty days of such notice, the University will take appropriate personnel action against the employee or require the employee's participation in a drug abuse assistance or rehabilitation program.
6. When the convicted employee is employed in a unit of the University that is responsible for the performance of a federal grant or contract, the Office of Human Resources will notify the federal agency sponsoring the grant or contract within ten days after notification of the employee's conviction.
7. Employees, students, or visitors who violate this policy may be subject to the Conduct on Campus/Persona Non Grata Policy, 7022.01.

REDLINE VERSION

UNIVERSITY GUIDEBOOK

Subject/Title of Policy: Drug-Free EnvironmentResponsible Office/Division: Human ResourcesApproving Officer: Vice President for Finance & AdministrationRevision History: September 1998; December 2009Resolution Number(s): YR 1999-31; YR 2010-Board Committee: Internal AffairsEFFECTIVE DATE:Next review: 2012Developed by: Jean R. WainioAuthorized by: G. L. MearsTitle: Interim Executive DirectorTitle: Executive Vice PresidentHuman ResourcesEFFECTIVE: December 11, 1998Date: September, 1998

Policy: Youngstown State University prohibits the unlawful manufacture, distribution, dispensation, possession, sale or use of illicit drugs, controlled substances, and alcohol by any student, ~~or employee,~~ or visitor on University property, at locations where University business is being conducted, as part of any University activities, or in the workplace. All employees, ~~and students,~~ and visitors are required to abide by this policy. Any failure to do so will result in disciplinary action against the violator and/or expulsion from University property.

RESOLUTION NUMBER: YR 1999-31

Purpose: These procedures are designed to create and maintain an environment which sustains the general health and well-being of students, employees, and visitors and also to comply with the Drug-Free Workplace Act of 1988 and the Drug-Free Schools and Communities Act Amendments of 1989. The University has also addressed this issue in the Conduct on Campus/Persona Non Grata Policy (7022.01). Violators may be ejected from University-owned or controlled property and subject to criminal prosecution and/or University discipline.

Procedures:

1. At least once a year, the University will publish and distribute this policy and its procedures, along with additional information as required by the Drug-Free Workplace Act of 1988 and the Drug-Free Schools and Communities Act Amendments of 1989, to each student and employee.
2. Throughout the academic year, the University will conduct alcohol and drug abuse prevention programs for students and employees.
3. Students violating this policy will be subject to disciplinary action in accordance with "The Code of Student Rights, Responsibilities, and Conduct," as published in *Penguin Playbook* (Student Handbook). Sanctions may include warning, probation, suspension, expulsion, or referral for prosecution.
4. Employees violating this policy will be subject to disciplinary action in accordance with applicable collective bargaining agreements and/or other University policies and procedures. Sanctions may include warning, reprimand, suspension, removal or termination, or referral for prosecution. Employees violating this policy may also be required to participate in a drug or alcohol abuse assistance or rehabilitation program.
5. Any employee convicted of a criminal drug statute violation occurring in the workplace is required to notify his/her supervisor of such conviction within five days of conviction. Upon such notification, the supervisor must immediately notify the Office of Human Resources of the same. Within thirty days of such notice, the University will take appropriate personnel action against the employee or require the employee's participation in a drug abuse assistance or rehabilitation program.
6. When the convicted employee is employed in a unit of the University that is responsible for the performance of a federal grant or contract, the Office of Human Resources will notify the federal agency sponsoring the grant or contract within ten days after notification of the employee's conviction.
7. Employees, students, or visitors who violate this policy may be subject to the Conduct on Campus/Persona Non Grata Policy, 7022.01.

UNIVERSITY GUIDEBOOK**Title of Policy: Political Activities of Employees**

Responsible Office/Division: Human Resources

Approving Officer: Vice President for Finance & Administration

Revision History: October 1998; December 2010

Resolution Number(s): YR 1999-37; YR 2011-

Board Committee: Internal Affairs

EFFECTIVE DATE:

Next review: 2013

Policy: The University supports employee participation in political activities as an important component of the democratic process. Standards of personal and professional ethics, applicable laws and regulations, appropriate utilization of resources, and the best interest of the University govern such participation.

Parameters:

1. University employees are free to express political opinions; however, such expression cannot imply official University endorsement, sanction, or action.
2. Faculty and professional/administrative staff are free to run for or hold an elective office or serve in an appointed office insofar as the process of attaining and holding such office does not infringe upon fulfillment of responsibilities as employees of the University.
3. The *Ohio Revised Code* (124.57) prohibits classified employees from engaging in certain political activities, including soliciting or receiving political contributions or participating in certain partisan activities. The *Ohio Administrative Code* (123:1-46-02) sets forth guidelines regarding prohibited and permitted political activity for classified employees.

**Agenda Item E.4.f.
Exhibit W**

REDLINE VERSION

UNIVERSITY GUIDEBOOK

Subject: Title of Policy: Political Activities of Employees

Responsible Office/Division: Human Resources

Approving Officer: Vice President for Finance & Administration

Revision History: October 1998; December 2010

Resolution Number(s): YR 1999-37; YR 2011-

Board Committee: Internal Affairs

EFFECTIVE DATE:

Next review: 2013

<u>Developed by:</u> Jean R. Wainio	<u>Authorized by:</u> G. L. Mears
<u>Title:</u> Interim Executive Director	<u>Title:</u> Executive Vice President
Human Resources	EFFECTIVE: 12-11-98
<u>Date:</u> October, 1998	

Policy: The University supports employee participation in political activities as an important component of the democratic process. Standards of personal and professional ethics, applicable laws and regulations, appropriate utilization of resources, and the best interest of the University govern such participation.

RESOLUTION NUMBER: YR 1999-37

Parameters:

- 1. University employees are free to express political opinions; however, such expression cannot imply official University endorsement, sanction, or action.
- 2. Faculty and professional/administrative staff are free to run for or hold an elective office or serve in an appointed office insofar as the process of attaining and holding such office does not infringe upon fulfillment of responsibilities as employees of the University.

3. The *Ohio Revised Code* (124.57) prohibits classified employees from engaging in certain political activities, including soliciting or receiving political contributions or participating in certain partisan activities. The *Ohio Administrative Code* (123:1-46-02) sets forth guidelines regarding prohibited and permitted political activity for classified employees.

Procedures:

- ~~1. Employees considering running for elective office must first meet with their immediate supervisor to determine if campaigning for or holding such office would infringe upon the fulfillment of University responsibilities.~~
- ~~2. If the supervisor and employee disagree on the impact of seeking or holding the office, the matter is referred to the Provost or appropriate Vice President for final determination.~~
- ~~3. If it is determined that running for an office would infringe upon the employee's ability to fulfill University responsibilities, the employee may: choose not to pursue the office; apply for a leave without pay (see 7002.03); or resign from the University.~~
- ~~4. If it is determined that holding an elected or appointed office would infringe on the employee's ability to fulfill University responsibilities, the employee may choose not to hold the office; seek a leave without pay for up to four years; or resign from the University.~~
- ~~5. The leave without pay may be extended, if it is determined by the Provost or appropriate Vice President to be in the best interest of the University.~~
- ~~6.1. Employees covered by collective bargaining should refer to their respective agreement for additional information.~~

UNIVERSITY GUIDEBOOK**Title of Policy: Nepotism and Potential Conflicts in Employment****Situations**

Responsible Division/Office:	Human Resources
Approving Officer:	Vice President for Finance & Administration
Revision History:	December 1998; November 2010
Resolution Number(s):	YR 1999-107; YR 2011-
Board Committee:	Internal Affairs
EFFECTIVE DATE:	
Next review:	2013

Policy: The University fosters an environment in which all individuals are treated with mutual respect and trust. Employment practices are designed to ensure fair and equitable treatment for all employees, as well as creating confidence in the integrity of the hiring process. Employment practices that may provide unfair advantage, real or perceived, because of personal relationships or positions of influence are prohibited. Employees may not authorize, or use the authority or influence of their position to authorize, any of the employment practices, as defined herein, for the benefit of a relative or business associate.

Definitions:

- **Employment Practices** include: the ability or power to effectively hire, transfer, suspend, layoff, recall, promote, discharge, assign or reassign duties, reward, discipline, or influence grievances/appeals.
- **Relatives** include: spouse, child, parent, grandparent, brother, sister, step-parent, step-child, step-brother, step-sister, parent-in-law, brother-in-law, sister-in-law, son-in-law, daughter-in-law, aunt, uncle, nephew, niece, and any individual residing in the same household.
- **University Officials** include: members of the Board of Trustees, Executive Officers, Administrative Officers, and other employees in a position to in any way affect employment practices.

- **Business Associate** includes any individuals, companies or organizations with which the official is acting together to pursue a common business purpose. Examples would be partners in a partnership, co-owners of a business, an outside employer and co-members of an LLC.

Parameters:

- Employment practices are fundamentally based on the fulfillment of appropriate qualifications and performance standards. Thus, while there is no prohibition of relatives and business associates being employed simultaneously at the University; there are restrictions as to whether an employee may authorize employment practices that directly affect another relative or business associate.
- *Ohio Revised Code* §2921.42 (A) (1) provides that no public (University) official shall knowingly authorize or employ the authority or influence of his/her office to secure authorization of any public contract in which he/she, a member of his/her family, or any business associates has an interest. Violation of this section may constitute a felony.
- University officials have the responsibility to exercise their control, influence, or authority in a manner that maintains confidence in the integrity of the University's administrative and personnel decision-making. This responsibility includes avoiding even the appearance of a conflict of interest between personal and University interests (see 7001.01 Conflict of Interest).
- University officials shall not attempt to influence an employment practice that directly affects a relative or business associate.
- Normally, the University will not hire, transfer, promote or employ relatives in such capacity in which they would directly supervise or be in a position to initiate or participate in institutional decisions involving direct benefit to a relative. However, should that occur, the conflict must be disclosed and the University should determine the action steps to be taken to manage the conflict. The employee should apprise the supervisor and in consultation with the appropriate dean/vice president and Chief of Human Resources, resolve the situation and avoid the conflict.

- If a relationship develops during the course of employment that would create a conflict, the appropriate supervisor, in consultation with the appropriate dean/vice president and the Executive Director of Human Resources, will confer with the individuals involved to resolve the situation and avoid the conflict.
- In rare and unusual situations when it is determined to be in the best interest of the University, exceptions may be made. Such exceptions are to be made through the Provost or appropriate Vice President and with the approval of the President.

Procedures:

1. The University requires full disclosure of any relationship as defined above at the time of application or at any time that such a relationship might occur during the course of employment.
2. Employees maintain an obligation to ensure that all employment practices are based on appropriate professional qualifications and performance standards.
3. If there is any indication, real or perceived, that employment practices may be contrary to these parameters or procedures, it is the responsibility of the employee to bring the situation to the attention of the immediate supervisor.
4. Upon receiving notification of such possible influence, the immediate supervisor and appropriate dean/vice president will consult with the Chief Human Resources Officer.
5. An employee who violates this policy may be subject to disciplinary action and the employment practice may be reversed.

REDLINE VERSION
UNIVERSITY GUIDEBOOK

Subject/Title of Policy: Nepotism and Potential Conflicts in Employment Situations

Responsible Division/Office: Human Resources

Approving Officer: Vice President for Finance & Administration

Revision History: December 1998; November 2010

Resolution Number(s): YR 1999-107; YR 2011-

Board Committee: Internal Affairs

EFFECTIVE DATE:

Next review: 2013

Developed by: Jean R. Wainio

Title: Interim Executive Director

Human Resources

Date: December, 1998

Authorized by: G. L. Mears

Title: Executive Vice President

EFFECTIVE: June 11, 1999

Policy: The University fosters an environment in which all individuals are treated with mutual respect and trust. Employment practices are designed to ensure fair and equitable treatment for all employees., as well as creating confidence in the integrity of the hiring process. Employment practices that may provide unfair advantage, real or perceived, because of personal relationships or positions of influence are prohibited. Employees may not authorize, or use the authority or influence of their position to authorize, any of the employment practices, as defined herein, for the benefit of a relative or business associate .

RESOLUTION NUMBER: YR 1999-107

Definitions:

- **Employment Practices** include: the ability or power to effectively hire, transfer, suspend, layoff, recall, promote, discharge, assign or reassign duties, reward, discipline, or influence grievances/appeals.
- **Relatives** include: spouse, child, parent, grandparent, brother, sister, step-parent, step-child, step-brother, step-sister, parent-in-law, brother-in-law, sister-in-law, son-in-law, daughter-in-law, aunt, uncle, nephew, niece, and any individual residing in the same household.

- **University Officials** include: members of the Board of Trustees, Executive Officers, Administrative Officers, and other employees in a position to in any way affect employment practices.
- Business Associate includes any individuals, companies or organizations with which the official is acting together to pursue a common business purpose. Examples, would be partners in a partnership, co-owners of a business, an outside employer and co-members of an LLC.

Parameters:

- Employment practices are fundamentally based on the fulfillment of appropriate qualifications and performance standards. Thus, while there is no prohibition of relatives and business associates being employed simultaneously at the University; there are restrictions as to whether an employee may authorize employment practices that directly affect another relative or business associate.
- *Ohio Revised Code* §2921.42 (A) (1) provides that no public (University) official shall knowingly authorize or employ the authority or influence of his/her office to secure authorization of any public contract in which he/she, a member of his/her family, or any business associates has an interest. Violation of this section may constitute a felony.
- University officials have the responsibility to exercise their control, influence, or authority in a manner that maintains confidence in the integrity of the University's administrative and personnel decision-making. This responsibility includes avoiding even the appearance of a conflict of interest between personal and University interests (see 7001.01 Conflict of Interest).
- University officials shall not attempt to influence anthe employment practice that , directly affectspromotion, tenure, or recognition of a relative or business associaterelative, professional associate, or friend.
- ~~Relationship by family, marriage, or partnership will constitute neither an advantage nor a deterrent to appointment in the University provided the individual meets and fulfills the appropriate appointment standards.~~
- Normally, the University will not hire, transfer, promote or employ relatives in such capacity in which they would directly supervise or be in a position to initiate or participate in institutional decisions involving direct benefit to a relative. However, should that occur, the conflict must be disclosed and the University should determine the action steps to be taken to manage the conflict. The employee should apprise the

- supervisor and in consultation with the appropriate dean/vice president and Chief of Human Resources, resolve the situation and avoid the conflict.
- If a relationship develops during the course of employment that would create a conflict~~be inconsistent with the above parameters~~, the appropriate supervisor, in consultation with the appropriate dean/vice president and the Executive Director of Human Resources, will confer with the individuals involved to resolve the situation and avoid the conflict. ~~In all cases, the needs of the University determine the resolution.~~
- ~~If an employment relationship exists in which individuals work together in the same department, evaluations and recommendations concerning performance and/or salary will be addressed in the best interest of the University.~~
- In rare and unusual situations when it is determined to be in the best interest of the University, exceptions may be made. Such exceptions are to be made through the Provost or appropriate Vice President and with the approval of the President.

Procedures:

1. The University requires full disclosure of any relationship as defined above at the time of application or at any time that such a relationship might occur during the course of employment.
2. Employees maintain an obligation to ensure that all employment practices are based on appropriate professional qualifications and performance standards.
3. If there is any indication, real or perceived, that employment practices may be contrary to these parameters or procedures, it is the responsibility of the employee to bring the situation to the attention of the immediate supervisor.
4. Upon receiving notification of such possible influence, the immediate supervisor and appropriate dean/vice president will consult with the Chief Human Resources Officer~~personnel in the Office of Human Resources~~.
5. ~~If an executive or administrative officer determines that undue influence has been made for non-professional reasons, the subject of the influence will be disqualified for further consideration~~An employee who violates this policy and the individual exercising the influence may be subject to disciplinary action and the employment practice may be reversed.

UNIVERSITY GUIDEBOOK

Title of Policy: Fringe Benefits, Employee Fee Remission Program

Responsible Office/Division: Human Resources

Approving Officer: Vice President for Finance & Administration

Revision History: December 1998; September 2001; December 2010

Resolution Number(s): YR 1999-60; YR 2002-12; YR 2011-

Board Committee: Internal Affairs

EFFECTIVE DATE:

Next review: 2013

Policy: The University is committed to employment practices that promote the health and welfare of its employees. Through its various fringe benefits packages, it offers employees incentives to pursue additional education; to take advantage of events, activities and performances offered; and to otherwise enhance each employee's standard of living.

Parameters:

- Instructional and general fees remission for up to eighteen semester hours per academic year and six semester hours each summer session are available to full-time and .75 FTE employees.
- Instructional fee remission is available for spouses and same sex domestic partners (signed affidavit required) of full-time and .75 FTE employees.

- Instructional fee remission is available for full-time and .75 FTE employees' dependent children to the end of the academic year during which the dependent child reaches age twenty-five.
- Instructional and general fees remission are available for retirees, their spouses, and dependent children (to the end of the academic year during which the dependent reaches age twenty-five).
- Dependent children of an employee who dies are eligible for fee remission of instructional and general fees until they reach the end of the academic year during which the dependent reaches age twenty-five.
- A surviving spouse of an employee who dies is eligible for remission of instructional and general fees as long as they remain unmarried.
- A part-time employee whose appointment equals or exceeds .5 FTE receives remission of one-half of the instructional and general fees for up to six semester hours during the fiscal year of employment.
- Part-time faculty who teach two or more workload hours in a given semester at the University receive remission for one-half of the instructional fee for up to three credit hours per term, regardless of the number of hours taught. The maximum benefit per academic year cannot exceed nine credit hours. Credit hours may be accrued and used during the fall and spring semesters of an academic year and the summer term that follows spring semester. The Office of Financial Aid and Scholarships administers this program
- Fee remission is available to eligible employees enrolling in classes bearing YSU credit (including classes audited).
- Enrollment in classes is restricted to times that do not interfere with the performance of an employee's assigned duties and responsibilities.
- In those cases where a supervisor has granted permission to enroll in classes during regular work hours, arrangements must be made to make up missed work time.

Procedures:

1. An employee wishing to enroll in a University class that is offered during normal work hours must initiate a discussion of the matter with their appropriate academic department chairperson or department/unit supervisor well in advance of the class registration period.
2. If the discussion results in a decision that such enrollment will not interfere with the performance of assigned duties and responsibilities, the employee may proceed to register for the class.
3. Employees are required to annually complete a Tuition Remission Form and forward it to the Office of Human Resources prior to taking advantage of the fee remission benefit. Tuition Remission Forms may be obtained from the Office of Human Resources or the Office of Financial Aid and Scholarships.
4. The Office of Human Resources will certify eligibility of the applicant and forward the form to the Office of Financial Aid and Scholarships for processing.
5. Employees covered by collective bargaining should refer to their respective agreement.

REDLINE VERSION**UNIVERSITY GUIDEBOOK**

Subject/Title of Policy: Fringe Benefits, Employee Fee Remission Program

Responsible Office/Division: Human Resources

Approving Officer: Vice President for Finance & Administration

Revision History: December 1998; September 2001; December 2010

Resolution Number(s): YR 1999-60; YR 2002-12; YR 2011-

Board Committee: Internal Affairs

EFFECTIVE DATE:

Next review: 2013

Developed by: Jean R. Wainio

Authorized by: G. L. Mears

Title: Interim Executive Director

Title: Executive Vice President

Human Resources

EFFECTIVE: September 28, 2001

Approved: December 1998

Revised: September 28, 2001

Policy: The University is committed to employment practices that promote the health and welfare of its employees. Through its various fringe benefits packages, it offers employees incentives to pursue additional education; to take advantage of events, activities and performances offered; and to otherwise enhance each employee's standard of living.

RESOLUTION NUMBERS: YR 1999-60; YR 2002-12

Parameters:

- Instructional and general fees remission for up to eighteen semester hours per academic year and six semester hours each summer session are available to full-time and .75 FTE employees.
- Instructional fee remission is available for spouses and same sex domestic partners (signed affidavit required) of full-time and .75 FTE employees.

- Instructional fee remission is available for full-time and .75 FTE employees' dependents children to the end of the academic year during which the dependent child reaches age twenty-~~five~~.
- Instructional and general fees remission are available for retirees, their spouses, and dependent childrens (to the end of the academic year during which the dependent reaches age twenty-~~five~~).
- Dependent children of an employee who dies are eligible for fee remission of instructional and general fees until they reach the end of the academic year during which the dependent reaches age twenty-~~five~~.
- A surviving spouse of an employee who dies is eligible for remission of instructional and general fees as long as they remain unmarried.
- A part-time employee whose appointment equals or exceeds .5 FTE receives remission of one-half of the instructional and general fees for up to six semester hours during the fiscal year of employment.
- Part-time faculty who teach two or more workload hours in a given semester at the University receive remission for one-half of the instructional fee for up to three credit hours per term, regardless of the number of hours taught. The maximum benefit per academic year cannot exceed nine credit hours. Credit hours may be accrued and used during the fall and spring semesters of an academic year and the summer term that follows spring semester. The Office of Financial Aid and Scholarships administers this program
- Fee remission is available to eligible employees enrolling in classes bearing YSU credit (including classes audited).
- Enrollment in classes is restricted to times that do not interfere with the performance of an employee's assigned duties and responsibilities.
- In those cases where a supervisor has granted permission to enroll in classes during regular work hours, arrangements must be made to make up missed work time.

Procedures:

1. An employee wishing to enroll in a University class that is offered during normal work hours must initiate a discussion of the matter with their appropriate academic department chairperson or department/unit supervisor well in advance of the class registration period.
2. If the discussion results in a decision that such enrollment will not interfere with the performance of assigned duties and responsibilities, the employee may proceed to register for the class.
3. Employees are required to annually complete a Tuition Remission Form and forward it to the Office of Human Resources prior to taking advantage of the fee remission benefit. Tuition Remission Forms may be obtained from the Office of Human Resources or the Office of Financial Aid and Scholarships.
4. The Office of Human Resources will certify eligibility of the applicant and forward the form to the Office of Financial Aid and Scholarships for processing.
5. Employees covered by collective bargaining should refer to their respective agreement.

UNIVERSITY GUIDEBOOK

Title of Policy:	Fringe Benefits to Part-Time Faculty
Responsible Division/Office:	Human Resources
Approving Officer:	Vice President for Finance & Administration
<i>Revision History:</i>	December 1998; September 2001; November 2010
Resolution Number(s):	YR 1998-88; YR 2002-13; YR 2010-
Board Committee:	Internal Affairs
EFFECTIVE DATE:	
Next review:	2013

Policy: The University is committed to employment practices that promote the health and welfare of its employees. Through its various fringe benefits packages, it offers employees incentives to pursue additional education; to take advantage of events, activities and performances offered; and to otherwise enhance each employee's standard of living.

(A) The University may provide these and other fringe benefits for part-time faculty:

1. **Fee Remission.** Part-time faculty who teach two or more workload hours in a given semester at the University receive remission of one-half of the instructional fee for up to three credit hours per term, regardless of the number of hours taught. The maximum benefit per academic year cannot exceed nine credit hours. Credit hours may be accrued and used during the fall and spring semesters of an academic year and the summer term that follows spring semester. The Office of Financial Aid and Scholarships administers this program.
2. **Parking.** Part-time faculty will be given a parking permit that entitles them to use University parking facilities for any term they teach. To obtain a permit, a copy of the executed part-time faculty appointment form must be presented at the Office of Parking Services.

**Agenda Item E.4.i.
Exhibit Z**

3. **Retirement.** Part-time faculty are enrolled in the State Teachers Retirement System (STRS). Participation involves contributions from the individual and the University based upon annual gross salary. The part-time faculty member's service during any academic year is reported to STRS on a pro-rated basis in which forty workload hours are the equivalent of one year of service.
4. **Discounts.** Part-time faculty receive a discount of 20% on all purchases of \$5 or more at the University Bookstore with the presentation of a valid Identification Card. They also receive discounts on tickets to intercollegiate athletic events and the University Theater
5. **Facility Use.** Part-time faculty are entitled to use Maag Library and the recreational facilities in Beeghly Center and Stambaugh Stadium. A valid Identification Card is required.
6. Further information about part-time faculty can be found in the current edition of the *Part-Time Faculty Manual*. Copies are available in the Office of the Provost.

REDLINE VERSION
UNIVERSITY GUIDEBOOK

Subject/Title of Policy: **Fringe Benefits to Part-Time Faculty**

Responsible Division/Office: Human Resources

Approving Officer: Vice President for Finance & Administration

Revision History: December 1998; September 2001; November 2010

Resolution Number(s): YR 1998-88; YR 2002-13; YR 2010-

Board Committee: Internal Affairs

EFFECTIVE DATE: _____

Next review: 2013

Developed by: Jean R. Wainio

Authorized by: G. L. Mears

Title: Interim Executive Director

Title: Executive Vice President

Approved: December 1998

EFFECTIVE: September 28, 2001

Revised: September 28, 2001

Policy: The University is committed to employment practices that promote the health and welfare of its employees. Through its various fringe benefits packages, it offers employees incentives to pursue additional education; to take advantage of events, activities and performances offered; and to otherwise enhance each employee's standard of living.

~~RESOLUTION NUMBERS: YR 1999-88; YR 2002-13~~

Procedures:

(A) The University may provide these and other fringe benefits for part-time faculty:

1. **Fee Remission.** Part-time faculty who teach two or more workload hours in a given semester at the University receive remission of one-half of the instructional fee for up to three credit hours per term, regardless of the number of hours taught. The maximum benefit per academic year cannot exceed nine credit hours. Credit hours may be accrued and used during the fall and spring semesters of an academic year and the summer term that follows spring semester. The Office of Financial Aid and Scholarships administers this program.
2. **Parking.** Part-time faculty will be given a parking permit that entitles them to use University parking facilities for any term they teach. To obtain a permit, a copy of the executed part-time faculty appointment form must be presented at the Office of Parking Services (see 7015.06 Fringe Benefits, Parking).

3. **Retirement.** Part-time faculty are enrolled in the State Teachers Retirement System (STRS). Participation involves contributions from the individual and the University based upon annual gross salary. ~~of each individual is funded by an employer contribution equal to 14% of gross pay, and an employee contribution of 9.3%.~~ The part-time faculty member's service during any academic year is reported to STRS on a pro-rated basis in which forty workload hours are the equivalent of one year of service (see 7015.07 Fringe Benefits, Retirement Plans).

4. **Discounts.** Part-time faculty receive a discount of 20% on all purchases of \$5 or more at the University Bookstore with the presentation of a valid Identification Card. They also receive discounts on tickets to intercollegiate athletic events and the University Theater (see 7015.02 (Fringe Benefits), Discount Programs).

5. **Facility Use.** Part-time faculty are entitled to use Maag Library and the recreational facilities in Beeghly Center and Stambaugh Stadium. A valid Identification Card is required (see 7015.03 Fringe Benefits, Use of University Facilities).

6. Further information about part-time faculty can be found in the current edition of the Part-Time Faculty Manual (1997 Edition). Copies are available in the Office of the Provost.

UNIVERSITY GUIDEBOOK

Title of Policy:	Part-Time Professional/Administrative Staff (Exempt)
Responsible Division/Office:	Human Resources
Approving Officer:	Vice President for Finance & Administration
<i>Revision History:</i>	March 1999; April 2010
Resolution Number(s):	YR 1999-115; YR 2010-
Board Committee:	Internal Affairs
EFFECTIVE DATE:	
Next review:	2013

Policy: It is the policy of the University to ensure the employment of staff members with experience, degrees, and other credentials appropriate to their responsibilities.

Parameters:

1. Part-time professional/administrative staff perform non-teaching duties of a professional, administrative, or research nature, are not in the classified civil service, and are not covered by existing Ohio Civil Service position classifications and regulations.
2. An appointment as a part-time professional/administrative staff member is for a specified period of time.
3. Part-time professional/administrative staff are employed on an FTE basis assuming a forty-hour workweek.
4. Eligibility for University benefits is determined by the individual's FTE status.

REDLINE VERSION
UNIVERSITY GUIDEBOOK

Subject: Title of Policy: **Part-Time Professional/Administrative Staff
(Exempt)**

Responsible Division/Office: Human Resources

Approving Officer: Vice President for Finance & Administration

Revision History: March 1999; April 2010

Resolution Number(s): YR 1999-115; YR 2010-

Board Committee: Internal Affairs

EFFECTIVE DATE:

Next review: 2013

Developed by: Jean R. Wainio

Authorized by: G. L. Mears

Title: Interim Executive Director

Title: Executive Vice President

Human Resources

EFFECTIVE: June 11, 1999

Date: March, 1999

Policy: ~~It is the policy of t~~The University to ensure the employment ofs staff members with experience, degrees, and other credentials appropriate to their responsibilities.

~~RESOLUTION NUMBER: YR 1999-115~~

~~**Purpose:** These procedures are designed to assure that qualified individuals are appointed as professional/administrative staff members and that systems for their development and improvement are identified.~~

Parameters:

- Part-time professional/administrative staff perform non-teaching duties of a professional, administrative, or research nature, are not in the classified civil service, and are not covered by existing Ohio Civil Service position classifications and regulations.
- An appointment as a part-time professional/administrative staff member is for a specified period of time.
- Part-time professional/administrative staff are employed on an FTE basis assuming a forty-hour workweek.
- Eligibility for University benefits is determined by the individual's FTE status.

Procedures:

1. ~~When a staff vacancy occurs, the appropriate supervisor will review the need for the position and forward a recommendation to the Dean or Executive Director.~~
2. ~~The recommendation received by the Dean or Executive Director will be reviewed. After review, the Dean or Executive Director will submit a recommendation to fill, modify, or eliminate the position to the Provost or appropriate Vice President.~~
3. ~~The Provost or Vice President will review the recommendation and determine whether further consideration is appropriate. If the position is less than .50 FTE, the Provost or Vice President may authorize the filling of the position. If the position is more than .50 FTE, the Provost or Vice President forwards a recommendation to the President.~~
4. ~~The President authorizes the filling of .50 FTE or greater University staff positions, following discussion of each request by the President's Cabinet.~~
5. ~~Filling of all authorized positions (regardless of the FTE status) must utilize recruitment activities that conform to the Affirmative Action procedures (2001.02) and Procedures for the Selection of Administrative Officers (9001.01).~~
6. ~~The offer of employment is extended by the Provost or appropriate Vice President upon the recommendation of the Dean or Executive Director and the person responsible for the employing unit.~~
7. ~~The Office of Human Resources prepares the official offer of employment.~~
8. ~~If continuing employment is appropriate, a recommendation to reappoint will be initiated each spring by the employing unit.~~
- 9.1. ~~Terms and conditions of employment of part time professional/administrative staff are outlined in the YSU APAS Agreement, except for coaches, externally funded staff (7021.04), managerial staff, and staff employed for less than .27 FTE who are exempted from collective bargaining.~~

**YOUNGSTOWN STATE UNIVERSITY
PERSONNEL ACTIONS
JULY 1, 2010-SEPTEMBER 30, 2010**

FACULTY APPOINTMENTS FOR BOARD OF TRUSTEES APPROVAL

NAME	GENDER/RACE*	POSITION NEW or REPLACEMENT Vacated Salary	TITLE	DEPARTMENT	CONTRACT/ APPOINTMENT DATES	SALARY	COMMENTS
July 2010							
Dr. Brandt Payne	M/C	New	Assistant Professor	Dana School of Music	7/12/2010	\$56,931	
August 2010							
Dr. Charlla Allen	F/B	Replacement \$57,158	Assistant Professor	Social Work	8/16/2010	\$51,238	\$5,920 decrease
Ms. Charmaine Banach	F/C	Replacement \$56,925	Assistant Professor	Art	8/16/2010	\$53,000	\$3,925 decrease
Dr. Deborah Benyo	F/C	Replacement \$56,628	Assistant Professor	Biological Sciences	8/16/2010	\$51,238	\$5,390 decrease
Dr. Jacob Breland	M/C	Replacement \$96,248	Assistant Professor	Management	8/16/2010	\$97,000	\$752 increase
Mr. Stephen Chalmers	M/C	Replacement \$50,972	Assistant Professor	Art	8/16/2010	\$53,000	\$2,028 increase
Ms. Susan Clutter	F/C	Replacement \$60,995	Assistant Professor	Criminal Justice & Forensic Sciences	8/16/2010	\$51,238	\$9,757 decrease
Dr. Pedro Cortes-Velasco	M/H	Replacement \$71,243	Assistant Professor	Civil/Env. & Chemical Eng.	8/16/2010	\$65,000	\$6,243 decrease
Dr. Roy Counts	M/C	Replacement \$110,611	Assistant Professor	Accounting & Finance	8/16/2010	\$112,000	\$1,389 increase
Dr. Wilhelmina Djoletto	F/B	New	Assistant Professor	EFRTL	8/16/2010	\$51,238	
Dr. Audrey Ellenwood	F/C	New	Associate Professor	Counseling & Special Education	8/16/2010	\$86,000	
Dr. Giles Falinski	M/C	Replacement \$64,178	Assistant Professor	Criminal Justice & Forensic Sciences	8/16/2010	\$51,238	\$12,940 decrease
Dr. Grace Heo	F/A	Replacement \$64,418	Assistant Professor	Social Work	8/16/2010	\$51,238	\$13,180 decrease
Dr. Marsha Huber	F/A	Replacement \$44,117	Associate Professor	Accounting & Finance	8/16/2010	\$115,000	\$70,883 increase

**YOUNGSTOWN STATE UNIVERSITY
PERSONNEL ACTIONS
JULY 1, 2010-SEPTEMBER 30, 2010**

FACULTY APPOINTMENTS FOR BOARD OF TRUSTEES APPROVAL							
NAME	GENDER/RACE*	POSITION NEW or REPLACEMENT Vacated Salary	TITLE	DEPARTMENT	CONTRACT/ APPOINTMENT DATES	SALARY	COMMENTS
Ms. Susan Kearns	F/C	Replacement \$53,005	Instructor	Health Professions	8/16/2010	\$50,000	\$3,005 decrease
Dr. Rajender Kondakindi	M/C	New	Post-Doctoral	Chemistry	8/16/2010	\$50,000	
Mr. Robert Korenic	M/C	Replacement \$80,205	Assistant Professor	School of Technology	8/16/2010	\$58,000	\$22,205 decrease
Dr. Karen Larwin	F/C	Replacement \$105,879	Assistant Professor	EFRTL	8/16/2010	\$60,000	\$45,879 decrease
Dr. J. Carol Mercer	F/C	Replacement \$61,162	Assistant Professor	Counseling & Special Education	8/16/2010	\$52,238	\$8,924 decrease
Dr. Carla Simonini	F/C	Replacement \$64,572	Assistant Professor	Foreign Languages & Literatures	8/16/2010	\$51,238	\$13,334 decrease
Dr. Jason Smith	M/C	Replacement \$53,445	Assistant Professor	Human Performance & Exercise Science	8/16/2010	\$53,000	\$445 decrease
Dr. Ruigang Wang	M/A	Replacement \$113,807	Assistant Professor	Chemistry	8/16/2010	\$56,500	\$57,307 decrease
Dr. Melinda Wolford	F/C	New	Assistant Professor	Counseling & Spec. Ed./Ctr. Of Excel.	8/16/2010	\$51,238	
REHIRES							
Mr. Christopher Barzak	M/C	Rehire	Assistant Professor	English	8/16/2010	\$51,238	
Dr. Lewis Caccia	M/C	Rehire	Assistant Professor	English	8/16/2010	\$51,991	
Ms. Lori Carlson	F/C	Rehire	Instructor	Mathematics & Statistics	8/16/2010	\$50,607	
Mr. Daniel Coyne	M/C	Rehire	Instructor	School of Technology	8/16/2010	\$57,739	

**YOUNGSTOWN STATE UNIVERSITY
PERSONNEL ACTIONS
JULY 1, 2010-SEPTEMBER 30, 2010**

FACULTY APPOINTMENTS FOR BOARD OF TRUSTEES APPROVAL							
NAME	GENDER/RACE*	POSITION <i>NEW or REPLACEMENT Vacated Salary</i>	TITLE	DEPARTMENT	CONTRACT/ APPOINTMENT DATES	SALARY	COMMENTS
Ms. Cynthia Daniels	F / B	Rehire	Instructor	Nursing	8/16/2010	\$47,237	
Ms. Christine Dennison	F/C	Rehire	Instructor	Marketing	8/16/2010	\$46,009	
Ms. Beverly Gartland	F/C	Rehire	Instructor	Sociology, Anthropology, &	8/16/2010 – 12/15/2010	\$23,123	
Mr. Daryl Gross	M/C	Rehire	Instructor	School of Technology	8/16/2010	\$42,849	
Dr. Jolien Helsel	F/C	Rehire	Assistant Professor	Economics	8/16/2010	\$53,579	
Mr. William Hrinko	M/C	Rehire	Instructor	School of Technology	8/16/2010	\$57,846	
Mr. Edmund Ickert	M/C	Rehire	Instructor	Computer Science & Info. Systems	8/16/2010	\$52,746	
Ms. Jaietta Jackson	F/B	Rehire	Instructor	Communication	8/16/2010	\$42,048	
Ms. Madalyn Janosik	F/C	Rehire	Instructor	Nursing	8/16/2010	\$63,962	
Ms. Laura McCaskey	F/C	Rehire	Instructor	Marketing (Nonprofit)	8/16/2010	\$40,365	
Dr. Jill McCullough	F/C	Rehire	Assistant Professor	Accounting & Finance	8/16/2010	\$70,000	
Ms. Colleen McLean	F/C	Rehire	Instructor	Geological & Environmental	8/16/2010	\$39,832	
Ms. Renee McManus	F/C	Rehire	Assistant Professor	Nursing	8/16/2010	\$55,288	
Ms. Dorian Mermer	F/C	Rehire	Instructor	Communication	8/16/2010	\$42,048	
Ms. Kathleen Mumaw	F/C	Rehire	Assistant Professor	Accounting & Finance	8/16/2010	\$51,238	
Dr. Barbara O'Connor	F/C	Rehire	Assistant Professor	Teacher Education	8/16/2010	\$52,756	

**YOUNGSTOWN STATE UNIVERSITY
PERSONNEL ACTIONS
JULY 1, 2010-SEPTEMBER 30, 2010**

FACULTY APPOINTMENTS FOR BOARD OF TRUSTEES APPROVAL							
NAME	GENDER/RACE*	POSITION <i>NEW or REPLACEMENT Vacated Salary</i>	TITLE	DEPARTMENT	CONTRACT/ APPOINTMENT DATES	SALARY	COMMENTS
Ms. Cathy Parrott	F/C	Rehire	Assistant Professor	Physical Therapy	8/16/2010	\$85,473	
Dr. Elsa Parsegian	F/ C	Rehire	Professor	Accounting	8/16/2010	\$119,991	
Mr. Thomas Pittman	M/C	Rehire	Instructor	English	8/16/2010	\$39,832	
Mr. Michael Pontikos	M/C	Rehire	Instructor	Marketing	8/16/2010	\$40,365	
Ms. Sueann Rendano	F/C	Rehire	Instructor	Nursing	8/16/2010	\$50,043	
Ms. Molly Roche	F/C	Rehire	Instructor	Nursing	8/16/2010	\$50,043	
Mr. Joseph Sanson	M/C	Rehire	Instructor	School of Technology	8/16/2010	\$46,575	
Mr. Guy Shebat	M/C	Rehire	Instructor	English	8/16/2010	\$39,832	
Ms. Cynthia Shields	F/C	Rehire	Assistant Professor	Nursing	8/16/2010	\$55,288	
Ms. Mary Shortreed	F/C	Rehire	Instructor	Nursing	8/16/2010	\$45,661	
Mr. Frank Sole	M/C	Rehire	Assistant Professor	Management	8/16/2010	\$51,238	
Dr. Kathryn Tessmer	F/C	Rehire	Assistant Professor	Human Performance & Exercise Science	8/16/2010	\$53,978	
Ms. Bonnie Thompson	F/C	Rehire	Instructor	Nursing	8/16/2010	\$45,661	
Ms. Cynthia Vigliotti	F/C	Rehire	Assistant Professor	English	8/16/2010	\$51,238	
Ms. Donna Walsh	F/C	Rehire	Instructor	Marketing	8/16/2010	\$41,778	
Ms. Amy Weaver	F/C	Rehire	Instructor	Nursing	8/16/2010	\$47,237	
Ms. Karla Wyant	F/C	Rehire	Instructor	Social Work	8/16/2010	\$42,367	
Mr. Mark Zetts	M/C	Rehire	Instructor	Human Ecology	8/16/2010	\$54,163	
Mr. Larry Zielke	M/C	Rehire	Instructor	Management	8/16/2010	\$52,215	
September 2010							
None.							

**YOUNGSTOWN STATE UNIVERSITY
PERSONNEL ACTIONS
JULY 1, 2010-SEPTEMBER 30, 2010**

PROFESSIONAL/ADMINISTRATIVE APPOINTMENTS FOR BOARD OF TRUSTEES APPROVAL (in accordance with ORC 124.11 A(7) a&b)							
NAME	GENDER/RACE*	POSITION <i>NEW or REPLACEMENT Vacated Salary</i>	TITLE	DEPARTMENT	CONTRACT/ APPOINTMENT DATES	SALARY	COMMENTS
July 2010							
Mr. Lyonel Anderson	M/B	New	Assistant Strength and Conditioning Coach	Intercollegiate Athletics	7/1/2010	\$23,660	
Mr. William Binning	M/C	New	Government Relations Specialist	Office of the President	7/1/2010	\$39,000	Part time .5 FTE
Mr. John Cullen	M/C	New	Assistant Women's Basketball Coach, Quality	Intercollegiate Athletics	7/1/2010	\$28,000	
Ms. Tysa Egleton	F/B	Replacement \$62,391	Associate Registrar	Registration	7/1/2010	\$58,000	\$4391 decrease
Mr. Matthew Novotny	M/C	Replacement \$108,223	Executive Director, Student Services	Student Affairs	7/1/2010	\$92,000	\$16,223 decrease
Mr. Martyn Moss	M/C	New	Manager of Building Services	Facilities	7/26/2010	\$52,100	
August 2010							
Mr. Martin Bramlett	M/C	New	Director of Labor Relations & Employee Development	Human Resources	8/2/2010	\$90,000	
Ms. Mollie Hartup	F/C	New	Assistant Director, Alumni Relations	Alumni Relations	8/2/2010	\$48,436	
Ms. Marla Carano	F/C	Replacement \$38,976	Program Coordinator, Metro Credit	Metro Credit	8/16/2010	\$39,476	\$500 increase
Ms. Kylie Gamalier	F/C	Replacement \$32,169	Assistant Coach, Women's Swimming and Diving	Intercollegiate Athletics	8/23/2010	\$32,169	
Ms. Michelle Jordan	F/C	Replacement \$12,186	Assistant Coach, Softball	Intercollegiate Athletics	8/23/2010	\$17,745	Part time .75 FTE \$5,559 increase*

**YOUNGSTOWN STATE UNIVERSITY
PERSONNEL ACTIONS
JULY 1, 2010-SEPTEMBER 30, 2010**

PROFESSIONAL/ADMINISTRATIVE APPOINTMENTS FOR BOARD OF TRUSTEES APPROVAL (in accordance with ORC 124.11 A(7) a&b)							
NAME	GENDER/RACE*	POSITION NEW or REPLACEMENT Vacated Salary	TITLE	DEPARTMENT	CONTRACT/ APPOINTMENT DATES	SALARY	COMMENTS
Mr. Mark Klysner	M/C	Replacement \$18,277	Head Coach, Men's Tennis	Intercollegiate Athletics	8/1/2010	\$17,745	Part time .75 FTE \$532 decrease
Mr. Brian Keidel	M/C	Replacement \$26,892	Assistant Coach, Football	Intercollegiate Athletics	8/9/2010	\$26,892	
September 2010							
Mr. Richard Penniman	M/C	New	Assistant Coach, Track and	Intercollegiate	9/1/2010	\$5,915	Part time .25 FTE
Ms. Jennifer Schneider	F/C	Replacement \$5,484	Co-Coach, Cheerleaders	Intercollegiate Athletics	9/1/2010	\$5,484	Part time .25 FTE
Ms. Marijean Benedik	F/C	Replacement \$59,365	Director, Career and Counseling Services	Career Services	9/7/2010	\$53,574	\$5,791 decrease
Mr. James Stipetich	M/C	Replacement \$47,970	Academic Advisor	Dean's Office BCOE	9/7/2010	\$36,284	\$11,686 decrease
Mr. Christopher Hartman	M/C	New	Associate Broadcast Engineer	WYSU-FM	9/20/2010	\$34,521	
Mr. William Herman	M/C	Replacement \$12,060	Assistant Coach, Baseball	Intercollegiate Athletics	9/16/2010	\$18,258	Part time .5 FTE \$6,198 increase
Mr. Benjamin Blake	M/C	Replacement \$58,916	University Archivist	Maag Library	9/27/2010	\$60,000	\$1,084 increase
CLASSIFIED APPOINTMENTS FOR INFORMATION ONLY							
NAME	GENDER/RACE*	POSITION NEW or REPLACEMENT Vacated Salary	TITLE	DEPARTMENT	CONTRACT/ APPOINTMENT DATES	SALARY	COMMENTS
July 2010							
Ms. Christine Bosela	F/C	New	Account Clerk 2	University Development	7/19/2010	\$15,652.00	Part Time .5 FTE

**YOUNGSTOWN STATE UNIVERSITY
PERSONNEL ACTIONS
JULY 1, 2010-SEPTEMBER 30, 2010**

CLASSIFIED APPOINTMENTS FOR INFORMATION ONLY

NAME	GENDER/RACE*	POSITION <i>NEW or REPLACEMENT Vacated Salary</i>	TITLE	DEPARTMENT	CONTRACT/ APPOINTMENT DATES	SALARY	COMMENTS
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August 2010

Mr. Michael Zupcsan	M/C	New	Network Administrator 2	Media & Academic Computing	8/1/2010	\$61,505.60	
Mr. Kenneth Boardman	M/C	Replacement \$35,131	Groundskeeper II	Grounds	8/16/2010	\$30,264.00	\$4,867 decrease

September 2010

Ms. Jennifer Miller	F/C	New	Secretary	STEM - Research & Economic Devel.	9/27/2010	\$32,115.20	Temporary Ending 4/30/2011
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NAME	GENDER/RACE*	CATEGORY OF EMPLOYMENT	TITLE	DEPARTMENT	SEPARATION DATE	VACANT POSITION SALARY	COMMENTS
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RETIREMENTS:

Ms. Mary Eckard	F/C	P/A	Senior Academic Advisor	Dean's Office BCOE	8/31/2010	\$47,970	Retirement
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SEPARATIONS:

Ms. Deanna Theodore	F/C	P/A	Co-Coach Cheerleading	Intercollegiate Athletics	7/31/2010	\$5,484	
Ms. Jessica Ewald	F/C	P/A	Asst. Coach, Women's Swimming and Diving	Intercollegiate Athletics	8/15/2010	\$32,169	
Ms. Thomas Henry	M/C	P/A	Research Fellow	Physics & Astronomy	8/31/2010	\$26,220	
Ms. Shannon Reesh	F/C	P/A	Senior Coordinator	Center for Student Progress	8/7/2010	\$38,785	
Mr. Craig Antush	M/C	P/A	Assistant Coach, Baseball	Intercollegiate Athletics	9/15/2010	\$13,259	
Mr. Eugene Crosby	M/C	P/A	Assistant Coach, Football	Intercollegiate Athletics	9/29/2010	\$26,892	
Mr. Geoffrey Trees	M/C	P/A	Research Fellow	Physics & Astronomy	9/3/2010	\$26,220	

A = Asian or Pacific Islander, origins in any of the original peoples of the Far East, Southeast Asia, Pacific Islands, or Indian subcontinent.

B = Black (not of Hispanic origin), origins in any of the black racial groups.

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.

***Does not impact the general fund**

**YOUNGSTOWN STATE UNIVERSITY
EXTERNALLY FUNDED PERSONNEL ACTIONS
JULY 1, 2010-SEPTEMBER 30, 2010**

FACULTY APPOINTMENTS FOR BOARD OF TRUSTEES APPROVAL							
NAME	GENDER/RACE*	POSITION NEW or REPLACEMENT Vacated Salary	TITLE	DEPARTMENT	CONTRACT/ APPOINTMENT DATES	SALARY	COMMENTS
July 2010							
None.							
August 2010							
None.							
September 2010							
None.							
PROFESSIONAL/ADMINISTRATIVE APPOINTMENTS FOR BOARD OF TRUSTEES APPROVAL (in accordance with ORC 124.11 A(7) a&b)							
NAME	GENDER/RACE*	POSITION NEW or REPLACEMENT Vacated Salary	TITLE	DEPARTMENT	CONTRACT/ APPOINTMENT DATES	SALARY	COMMENTS
July 2010							
Ms. Jennifer Caldararo	F/C	New	Instruction Specialist I	Rich Center for Autism	7/1/2010	17,160	
Ms. Julie Robinson	F/C	New	Research Associate	Urban and Regional Studies	7/1/2010	\$15,000	Part time .5 FTE
August 2010							
None.							
September 2010							
Ms. Angel DeWolfee	F/C	Replacement \$17,160	Instruction Specialist	Rich Center for Autism	9/1/2010	\$17,160	
Ms. Michelle Haniford	F/C	Replacement \$17,160	Instruction Specialist	Rich Center for Autism	9/1/2010	\$17,160	
Ms. Heather Selock	F/C	Replacement \$17,160	Instruction Specialist	Rich Center for Autism	9/1/2010	\$17,160	
Ms. Jessica Wilson	F/C	Replacement \$17,160	Instruction Specialist	Rich Center for Autism	9/1/2010	\$17,160	

**YOUNGSTOWN STATE UNIVERSITY
EXTERNALLY FUNDED PERSONNEL ACTIONS
JULY 1, 2010-SEPTEMBER 30, 2010**

CLASSIFIED APPOINTMENTS FOR INFORMATION ONLY							
NAME	GENDER/RACE*	POSITION NEW or REPLACEMENT Vacated Salary	TITLE	DEPARTMENT	CONTRACT/ APPOINTMENT DATES	SALARY	COMMENTS
July 2010							
None.							
August 2010							
None.							
September 2010							
None.							

NAME	GENDER/RACE*	CATEGORY OF EMPLOYMENT	TITLE	DEPARTMENT	SEPARATION DATE	VACANT POSITION SALARY	COMMENTS
RETIREMENTS:							
None.							
SEPARATIONS:							
None.							

- A = Asian or Pacific Islander, origins in any of the original peoples of the Far East, Southeast Asia, Pacific Islands, or Indian subcontinent.
- B = Black (not of Hispanic origin), origins in any of the black racial groups.
- 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.

UNIVERSITY GUIDEBOOK

Title of Policy: Contracts - Coaches in Intercollegiate Athletics

Responsible Office/Division: Intercollegiate Athletics

Approving Officer: Vice President for Finance & Administration

Revision History: Sept 1999; Sept 2003; November 2010

Resolution Number(s): YR 2000-19; YR 2004-15; YR 2011-

Board Committee: Internal Affairs

EFFECTIVE DATE:

Next review: 2013

Policy: Executive and administrative officers and designated professional/administrative staff may receive multiple-year contracts of employment. Following performance evaluation and review, such contracts may be renewed.

Parameters:

- Intercollegiate Athletics coaches in all sports are professional/administrative staff.
- Contracts of Intercollegiate Athletics head coaches are negotiated at the time of the recruitment and selection process.
- Contracts of coaches of fall term sports other than football will terminate on January 31, contracts of football coaches will terminate on the last of February; contracts of coaches of winter sports (men's and women's basketball, swimming, and diving) will terminate on April 30, and contracts of spring term sports (baseball, softball, track, tennis, and golf) will terminate on June 30.

- When it is in the best interest of the University, the President, upon the recommendation of the Executive Director of Intercollegiate Athletics, may present other appointment plans for specific coaches to the Internal Affairs Committee of the Board of Trustees.

Procedures

1. The term of the initial contract offered to a coach will be determined during the recruitment and selection process.
2. All head coaches are evaluated annually by the Executive Director of Intercollegiate Athletics, or designee, and contracts may be renewed through negotiation.
3. Contract term can be modified through the use of the regular appointment process.
4. All head coaches annually evaluate their assistants and submit their recommendations to the Executive Director of Intercollegiate Athletics.

REDLINE VERSION**UNIVERSITY GUIDEBOOK****Title of Policy: Contracts - Coaches in Intercollegiate Athletics**Responsible Office/Division: Human ResourcesApproving Officer: PresidentRevision History: Sept 1999; Sept 2003; November 2010Resolution Number(s): YR 2000-19; YR 2004-15; YR 2011-Board Committee: Internal Affairs**EFFECTIVE DATE:**Next review: 2013Developed by: Hugh ChatmanAuthorized by: David C. SweetTitle: Executive DirectorTitle: PresidentHuman Resources**EFFECTIVE: September 24, 2003**Approved: September 10, 1999Revised: September 24, 2003

Policy: Executive and administrative officers and designated professional/administrative staff may receive multiple-year contracts of employment. Following performance evaluation and review, such contracts may be renewed.

~~RESOLUTION NUMBER: YR 2000-19; YR 2004-15~~**Parameters:**

- Intercollegiate Athletics coaches in all sports are professional/administrative staff.
- Contracts of Intercollegiate Athletics head coaches are negotiated at the time of the recruitment and selection process.
- Contracts of coaches of fall term sports other than football will terminate on January 31, contracts of football coaches will terminate on the last of February; contracts of coaches of winter sports (men's and women's basketball, swimming, and diving) will terminate on April 30, and contracts of spring term sports (baseball, softball, track, tennis, and golf) will terminate on June 30.

- When it is in the best interest of the University, the President, upon the recommendation of the Executive Director of Intercollegiate Athletics, may present other appointment plans for specific coaches to the Internal Affairs Committee of the Board of Trustees.

Procedures

1. The term of the initial contract offered to a coach will be determined during the recruitment and selection process.
2. All head coaches are evaluated annually by the Executive Director of Intercollegiate Athletics, or designee, and contracts may be renewed through negotiation.
3. Contract term can be modified through the use of the regular appointment process.
4. All head coaches annually evaluate their assistants and submit their recommendations to the Executive Director of Intercollegiate Athletics.

2010-2020 Minority Opportunity Plan

Annual Goal (NCAA Program Area)	Individual Responsible	Steps to Achieve Goal	Action Taken
Ensure Athletics Department Mission Statement addresses Diversity. (#1)	Athletics Director	Intercollegiate Athletics Council (IAC) will review mission statement.	
Annually compare athletic mission statement with University mission to ensure consistency.(#1)	Athletics Director	IAC will compare both mission statements.	
Ensure diversity commitment and expectations are communicated to staff, coaches and student-athletes annually.(#1)	Athletics Director	Mission Statement appears in Operations Manual (staff) and Student-Athlete Handbook (student-athletes) and is distributed annually.	
Assess athletic activities to evaluate consistency with written diversity statements. (#2)	Athletics Director	<ul style="list-style-type: none"> -Minority freshmen attend orientation for university support groups/programs. -Sport Supervisors review minority presence on rosters annually with head coaches. -Analyze responses to exit interviews and student-athlete input forms. 	
Assess campus climate through evaluation of various campus constituencies .(#2)	Director of Assessment	Assessment Team annually conducts campus climate surveys through Survey Monkey.	
Identify institutional and athletic dept. programs and strategies for recruiting staff and student-athletes from diverse backgrounds.(#3)	Athletics and Equal Opportunity Directors	<ul style="list-style-type: none"> -Office of Equal Opportunity and Diversity posts all job openings in minority-targeted publications. -Black Coaches Association is consulted in high profile coaching hires. -Supervisors discuss minority recruiting efforts with all head coaches. -Minority freshmen orientation hopefully engages minority students on campus. 	
Ensure athletic department hiring procedures are in compliance with law and demonstrate a commitment to diversity. (#4)	Athletics Director	<ul style="list-style-type: none"> -Office of Equal Opportunity approves all athletic department hires. -IAC to annually review past year's hiring procedures. 	

2010-2020 Minority Opportunity Plan

Explanation of any hiring that is different from institutional hiring practice. (#4)	Athletics Director	IAC will review any hiring that was not consistent with university hiring procedures.	
Description of hiring practice of high profile positions since previous self study. (#4)	IAC	Women's Basketball Coach – 2008 Chief Human Resource Officer - 2009 President – 2010 – search firm? Head Football Coach – 2009	
Programs or services provided to address retention and acclimation of diverse staff and student-athletes. (#5)	Athletics Director	-Minority Groups presentation to freshmen -Contracts of staff are equitable -Coaches can join Professional Coaching Organizations -International Students Mentoring Program	
Collaboration between athletics and institutional units to enhance diversity efforts in programs, activities, and services. (#6)	Athletics Director	-Minority Groups presentation to freshmen -SWA participates on University Diversity Council	
Programs for athletic staff to address diversity issues.(#7)	Athletics Director	Coach's Input Forms	
Programs for student-athletes to address diversity issues. (#8)	Athletics Director	SAAC Exit Interviews Input Forms	
Involvement of athletic staff and student-athletes from diverse backgrounds in the governance and decision-making processes of the athletics department. (#9)	Athletics Director	-Minority Groups presentation to freshmen -Coaches can join Professional Coaching Organizations -Student-Athlete Advisory Committee -Presidential Mentors Program	
Provision of leadership opportunities for all student-athletes. (#9)	Athletics Director	Student-Athlete Advisory Committee Intercollegiate Athletics Council	
Provision of leadership opportunities for athletic staff (#9)	Athletics Director	-Professional Coaching Organizations -NCAA and League Committees -Search Committees	
Evaluate Minority Plan annually to ensure of implementation. (#2)	Intercollegiate Athletics Council	Reviewed Annually	