



MEETING MINUTES
BOARD OF TRUSTEES
YOUNGSTOWN STATE UNIVERSITY
COMMITTEE MEETINGS
Sept. 1, 2021
Kilcawley Center, YSU campus

ATTENDANCE

Members Present: John Jakubek, Charles George, Allen L. Ryan, James E. Roberts, Joseph Kerola, Galatiani Lopuchovsky, Anita A. Hackstedde, Michael Peterson (present for University Affairs Committee only), Molly S. Seals, Eric A. Spiegel, Elsa Khan.

Members Absent: Capri S. Cafaro, Helen Lafferty.

Guests Present: Jim Tressel, Sharyn Zembower, Jennifer Pintar, Claire Berardini, Julie Gentile, Sarah Parker, John Colla, Kelli Miller, Neal McNally, Rich White, John Hyden, Jim Yukech, Joy Polkabila-Byers, Katrena Davidson, Mike Sherman, Kevin Ball, Brien Smith, Holly Jacobs, Ron Cole, Shannon Tirone, Greg Morgione, Ross Morrone, Amy Cossentino, Jennifer Oddo, David Sipusic, Paul McFadden, Ron Strollo, Cindy Kravitz, Chet Cooper, Nicole Kent-Strollo, Ann Gardner, Nicole Kent-Strollo, Cynthia Kravitz, Elaine Ruse, Sev Van slambrouck.

The meeting started with the board citing the Pledge of Allegiance.

I. BOARD MEETING SCHEDULE - Sept. 1-2, 2021

YSU BOARD OF TRUSTEES

(All meetings in Presidential Suites, Kilcawley Center)

Wednesday, Sept. 1, 2021

10:00 a.m. Investment Subcommittee

10:30 a.m. Audit Subcommittee

11:00 a.m. Finance and Facilities

12:00 p.m. Lunch

12:30 p.m. Academic Excellence and Student Success

2:00 p.m. Governance

3:00 p.m. Institutional Engagement

4:00 p.m. University Affairs Committee

5:00 p.m. Executive Committee

Thursday, Sept. 2, 2021

10:00 a.m., Board Meeting

II. INVESTMENT SUBCOMMITTEE

(Committee resolutions, supporting documents and background materials are included in addendum that follows the agenda.)

In the absence of Subcommittee Chair Cafaro, Board Chair Jakubek served as chair of the meeting.

A. Disposition of the Minutes

Draft copies of the minutes of the subcommittee's meeting held June 2, 2021, were provided to the trustees prior to the meeting. There being no corrections, additions or deletions thereto, the minutes of the meetings were approved as provided.

B. Old Business

No Old Business

C. Committee Items

1. Investment Subcommittee Discussion Item

a. Quarterly Portfolio Asset Allocation and Investment Portfolio Review.

Sarah Parker and John Colla of Clearstead reported that the university's long term investment pool amounts to \$65.2 million, a \$10.3 million net investment gain in the past 12 months.

2. Investment Subcommittee Action Item

a. Resolution to Approve Clearstead's Recommendation to Rebalance the Non-Endowment Long-Term Investment Pool

Trustee George moved and Trustee Kerola seconded to approved the resolution. motion and resolution were unanimously approved.

3. Background Materials

No background materials.

D. New Business

No New Business

E. Adjournment

(Committee resolutions, supporting documents and background materials are included in addendum that follows the agenda.)

Addendum

**YSU Board of Trustees
Investment Subcommittee
Sept. 1, 2021**

- Quarterly Investment Performance Report
- Resolution to Rebalance Investment Pool

September 1, 2021

**YOUNGSTOWN STATE
UNIVERSITY**



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1. 2021 Initiatives
2. Capital Markets Update
3. Non-Endowment Assets: Performance & Asset Allocation Review
4. Asset Allocation & Investment Policy Review
 - ORC Compliance Review
5. Fee Analysis

APPENDIX

Endowment Assets: Performance & Asset Allocation Review
Supporting Information

2021 OVERSIGHT DASHBOARD

		1Q	2Q	3Q	4Q	COMMENTS:
STRATEGIC / ADMINISTRATIVE	Investment Policy Review			✓		
	Strategic Asset Allocation Review			✓		
	Peer Review				<input type="checkbox"/>	
	2022 Oversight Dashboard				<input type="checkbox"/>	
	STAR Ohio/Plus Annual Review			✓		Completed in 3Q 2021
PORTFOLIO	Fixed Income Review				<input type="checkbox"/>	
	Alternative Investments Review		✓			Review Alternatives; Revisit 2022
	Global Equity Review					TBD
	Alternative Strategy Recommendation		✓			Weatherlow Fund
PERFORMANCE	Capital Markets Review	✓	✓	✓	<input type="checkbox"/>	
	Quarterly Performance Review	✓	✓	✓	<input type="checkbox"/>	
	Endowed Account Review / Oversight	✓	✓	✓	<input type="checkbox"/>	
OTHER	Fee Review			✓		
	ORC Compliance Review			✓		
	Clearstead Firm Update	✓				
	Responsible Investing	✓				Potential Presentation at Board Advance

LAST REVIEWED	
Investment Policy:	09/02/2020
Strategic Asset Allocation:	09/02/2020
Fee Review:	12/02/2020

MEETING SCHEDULE	
1Q:	March 3, 2021
2Q:	June 2, 2021
3Q:	September 1, 2021
4Q:	December 1, 2021



CAPITAL MARKETS UPDATE

QUARTERLY THEMES

WHAT HAPPENED LAST QUARTER?

- Equities had another strong quarter as large cap growth came back into favor leading markets higher
 - U.S. equity markets outperformed international, supported by a swifter economic reopening
- Economic reopening continued
 - Shortages in workers, semi-conductors, shipping containers, and houses for sale, among other items, created supply/demand imbalances creating price pressures
 - Corporate earnings exceeded expectations
- The yield curve flattened as short-term interest rates moved higher while longer-term rates fell

WHAT WE'RE FOCUSING ON


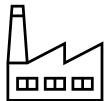

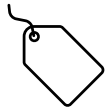


- Herd immunity, and a “normal” pre-pandemic academic year
- Core inflation and expectations in the short-run
 - Inflation expectations of near 3% for the next year
 - Inventory normalization is expected to relieve pressures that may gradually move inflation back down to long-term expectations (approximately 2.0%-2.5%)
- Earnings outlook and the potential to exceed higher expectations
- Low interest rate environment and its effects on portfolio returns

HISTORICAL ASSET CLASS RETURNS

<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>Q1 2021</u>	<u>Q2 2021</u>	<u>2021</u>
REITs 20.1%	Sm/Mid 36.8%	REITs 27.2%	REITs 2.3%	Sm/Mid 17.6%	Em Mkt 37.3%	Cash 1.9%	Large Cap 31.5%	Sm/Mid 20.0%	Sm/Mid 10.9%	REITs 11.7%	REITs 21.2%
Em Mkt 18.2%	Large Cap 32.4%	Large Cap 13.7%	Large Cap 1.4%	Hi Yld 17.5%	Dev Intl 25.0%	US Bonds 0.0%	REITs 28.1%	Large Cap 18.4%	REITs 8.5%	Large Cap 8.6%	Sm/Mid 17.0%
Dev Intl 17.3%	Dev Intl 22.8%	Sm/Mid 7.1%	US Bonds 0.6%	Large Cap 12.0%	Large Cap 21.8%	Glb Bond -0.9%	Sm/Mid 27.8%	Em Mkt 18.3%	Large Cap 6.2%	Sm/Mid 5.4%	Large Cap 15.3%
Sm/Mid 17.9%	Hdg Fnds 9.0%	US Bonds 6.0%	Cash 0.1%	Em Mkt 11.2%	Sm/Mid 16.8%	Hi Yld -2.3%	Dev Intl 22.0%	Hdg Fnds 10.9%	Dev Intl 3.5%	Dev Intl 5.2%	Dev Intl 8.8%
Large Cap 16.0%	Hi Yld 7.4%	Hdg Fnds 3.4%	Hdg Fnds -0.3%	REITs 9.3%	Glb Bond 9.3%	Hdg Fnds -4.0%	Em Mkt 18.4%	Glb Bond 9.5%	Hdg Fnds 2.5%	Em Mkt 5.1%	Em Mkt 7.5%
Hi Yld 15.6%	REITs 3.2%	Hi Yld 2.5%	Dev Intl -0.8%	US Bonds 2.7%	REITs 9.3%	Large Cap -4.4%	Hi Yld 14.4%	Dev Intl 7.8%	Em Mkt 2.3%	Hi Yld 2.8%	Hdg Fnds 4.8%
Hdg Fnds 4.8%	Cash 0.1%	Cash 0.0%	Sm/Mid -2.9%	Glb Bond 1.9%	Hdg Fnds 7.8%	REITs -4.4%	US Bonds 8.8%	US Bonds 7.5%	Hi Yld 0.9%	Hdg Fnds 2.7%	Hi Yld 3.7%
US Bonds 4.2%	US Bonds -2.0%	Em Mkt -2.2%	Hi Yld -4.6%	Dev Intl 1.0%	Hi Yld 7.5%	Sm/Mid -10.0%	Hdg Fnds 8.4%	Hi Yld 6.2%	Cash 0.0%	US Bonds 1.8%	Cash 0.0%
Glb Bond 1.8%	Em Mkt -2.6%	Glb Bond -2.8%	Glb Bond -4.8%	Hdg Fnds 0.5%	US Bonds 3.5%	Dev Intl -13.8%	Glb Bond 5.0%	Cash 0.5%	US Bonds -3.4%	Glb Bond 0.6%	US Bonds -1.6%
Cash 0.1%	Glb Bond -4.9%	Dev Intl -4.5%	Em Mkt -14.9%	Cash 0.3%	Cash 0.9%	Em Mkt -14.6%	Cash 2.3%	REITs -5.9%	Glb Bond -5.9%	Cash 0.0%	Glb Bond -5.3%

Past performance is not a guarantee of future results. Asset classes represented by: Large Cap – S&P 500 Index; Sm/Mid – Russell 2500 Index; Dev Intl – MSCI EAFE Index; Em Mkt – MSCI Emerging Markets Index; Hi Yld – Bank of America Merrill Lynch U.S. High Yield Master II; U.S. Bonds – Barclays Capital U.S. Aggregate; Glb Bond – Barclays Capital Global Treasury ex U.S.; REITs – NAREIT ALL REITs; Hdg Fnds – HFRI FOF: Diversified Index; Cash – Merrill Lynch 91-day Tbill. Data as of 6/30/2021. Source: Morningstar Direct.

ECONOMIC OUTLOOK: THE SECOND HALF OF 2021

AREA	STATUS	UPDATE & EXPECTATIONS
 Labor Markets	Gaining Strength; But Uneven	U.S. to average 500,000 jobs per month July-Dec; Unemployment rate nears 5%
 Manufacturing	Remains Strong	Durable goods orders average +1.5% MoM July-Dec; Capacity utilization hits 76.5%
 Services	Rebound Continues	Rebound in healthcare, education, and travel/leisure continues through calendar year end (CYE) 2021
 Inflation	Softens Off Current Highs	Core CPI moderates in the second half of 2021 and approaches 3% by CYE
 Fixed Income Markets	10-Year Remains Range Bound	Spreads remain near historic lows; Fed stays the course
 Equity Markets	Volatility to Increase; Markets Trend Higher	Probability of a correction increasing though not apparent, magnitude of a correction can vary dependent on a number of factors; markets likely to become more volatile and maintain positive returns for 2021

Clearstead expectations for July 2021 to December 2021, as of June 30, 2021

U.S. ECONOMIC PROJECTIONS

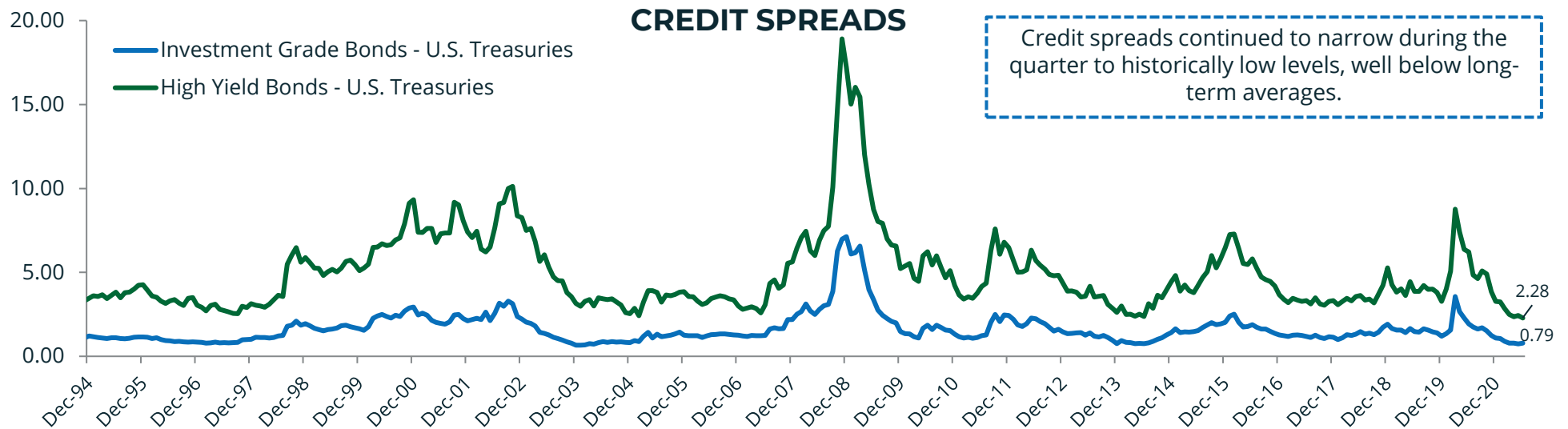
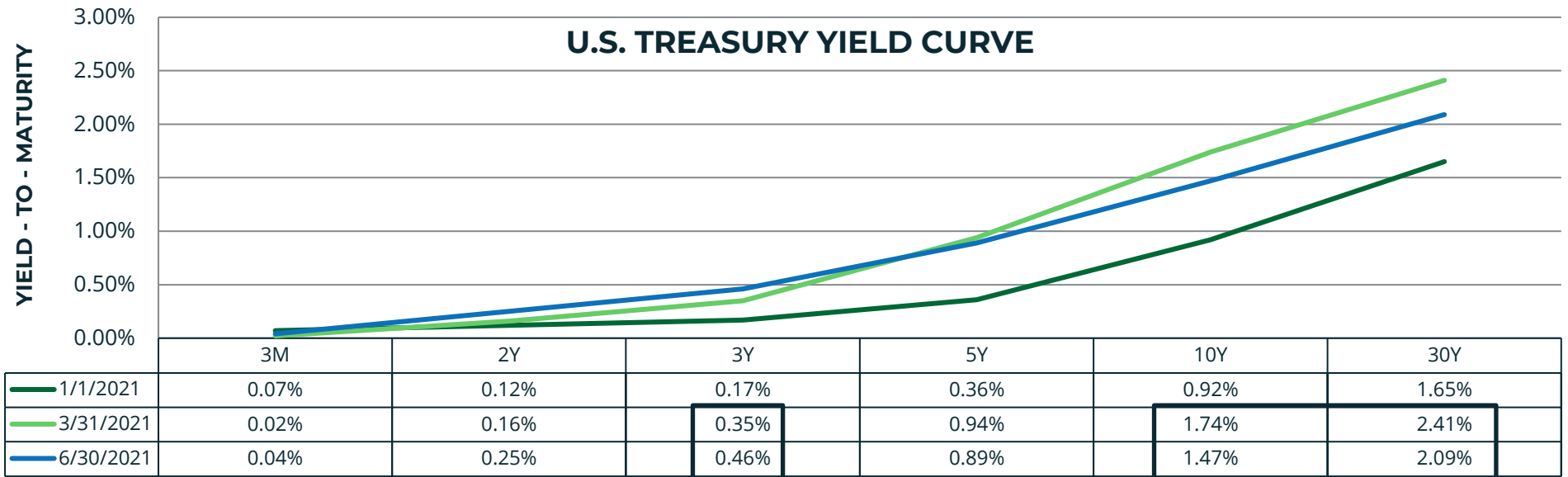
FEDERAL RESERVE BOARD MEMBERS & BANK PRESIDENTS

		2021	2022	2023	LONGER RUN*
GDP	June 2021	7.0%	3.3%	2.4%	1.8%
	March 2021	6.5%	3.3%	2.2%	1.8%
	December 2020	4.2%	3.2%	2.4%	1.8%
Unemployment Rate	June 2021	4.5%	3.8%	3.5%	4.0%
	March 2021	4.5%	3.9%	3.5%	4.0%
	December 2020	5.0%	4.2%	3.7%	4.1%
Core PCE Inflation	June 2021	3.0%	2.1%	2.1%	
	March 2021	2.2%	2.0%	2.1%	
	December 2020	1.8%	1.9%	2.0%	
Federal Funds Rate	June 2021	0.1%	0.1%	0.6%	2.5%
	March 2021	0.1%	0.1%	0.1%	2.5%
	December 2020	0.1%	0.1%	0.1%	2.5%
# of implied 25 bps rate changes year	June 2021	0	0	2	
	March 2021	0	0	0	
	December 2020	0	0	0	

*Longer-run projections: The rates to which a policymaker expects the economy to converge over time – maybe in five or six years – in the absence of further shocks and under appropriate monetary policy.

Source: Federal Reserve.
Data as of 6/16/2021. Past performance is not a guarantee of future results.

FIXED INCOME: LOW YIELD ENVIRONMENT



Source: Bloomberg. Data as of 6/30/2021. US Treasuries - BarCap US Gov't 10-Yr Treasury; Investment Grade Bonds - BarCap BAA Corp; High Yield Bonds - BarCap US High Yield. Past performance is not a guarantee of future results.



**NON-ENDOWMENT ASSETS:
PERFORMANCE & ASSET ALLOCATION
REVIEW**

YOUNGSTOWN STATE UNIVERSITY

2021 FISCAL YEAR INVESTMENT SUMMARY

FISCAL YEAR (FY) ACTIVITY (LONG-TERM POOL)

- Started the FY with **\$57.8 million** in assets
- Net cash flow of -\$2.9 million; **Investment gains of \$10.3 million**
- Proactively rebalanced investment portfolios throughout the year; one new investment manager
- Ending FY total (Long-Term Pool) assets of **\$65.2 million**

FY RESULTS

- Operating & Short-Term Pool **+0.1%** vs. Benchmark +0.1%
- Strong absolute and relative returns from the Long-Term Pool
 - Long-Term Pool **+18.7%** vs. Benchmark **+16.4%**
 - 10-Year Annualized Return from the Long-Term Pool: **+6.0%** vs. Benchmark **+5.7%**
 - Outpaced respective benchmarks in domestic equity, international equity and fixed income; alternatives managers provided mixed results as 2/3 outperformed their stated benchmark
 - Active managers added significant value – **~85%** of active managers in the Long-Term Pool outperformed while the average amount of alpha was **over 3.7%**

FIDUCIARY OVERSIGHT / NOTABLE INITIATIVES

- Strategic asset allocation and investment policy analysis
- Fee review
- Socially responsible investing education
- Ohio Revised Code review and compliance
- Investment education and analysis

NON-ENDOWMENT PERFORMANCE REVIEW (AS OF 6/30/2021)

NON-ENDOWMENT ASSETS	MARKET VALUE (\$MM)	QTD	YTD	1 YR	2 YR	3 YR	5 YR	7 YR	10 YR	2020	2019	2018	SINCE INCEPTION ⁴
Total Non-Endowment Assets	\$75.443	3.2%	5.4%	16.1%	9.5%	8.0%	7.0%	5.2%	4.8%	9.5%	11.5%	-1.5%	4.5%
<i>Benchmark¹</i>		1.8%	2.8%	8.7%	5.9%	5.4%	4.7%	3.7%	3.4%	5.9%	8.7%	-0.4%	3.4%
Operating & Short-Term Pool	\$10.210	0.0%	0.0%	0.1%	1.1%	1.5%	1.2%	0.9%	0.7%	1.1%	2.4%	1.7%	0.6%
<i>Benchmark²</i>		0.0%	0.0%	0.1%	0.9%	1.4%	1.2%	0.9%	0.7%	0.8%	2.3%	1.9%	0.6%
Long-Term Pool	\$65.233	3.7%	6.5%	18.7%	10.2%	8.8%	7.9%	6.0%	6.0%	8.8%	15.3%	-3.4%	6.1%
<i>Benchmark³</i>		3.3%	5.2%	16.4%	10.0%	8.6%	7.7%	5.9%	5.7%	10.0%	14.2%	-2.4%	5.6%

1) 45% BofA Merrill Lynch 91-Day T-Bill / 17% BofA Merrill Lynch US Corp & Gov 1-3 Yrs / 11% BbgBarc US Govt/Credit Int TR / 8% Total Alternatives Benchmark / 15% Russell 3000 / 4% MSCI EAFE.

2) 95% BofA Merrill Lynch 91-Day T-Bill / 5% Barclays 1-3 Yr. Govt.

3) 27% Russell 3000 / 8% MSCI EAFE / 15% Total Alternatives Benchmark / 30% BofA Merrill Lynch US Corp & Gov 1-3 Yrs / 20% BbgBarc US Govt/Credit Int TR.

4) Inception date for Long-Term and Short-Term Pools: June 2010, Inception Date for Total Non-Endowment Assets: March 2004.

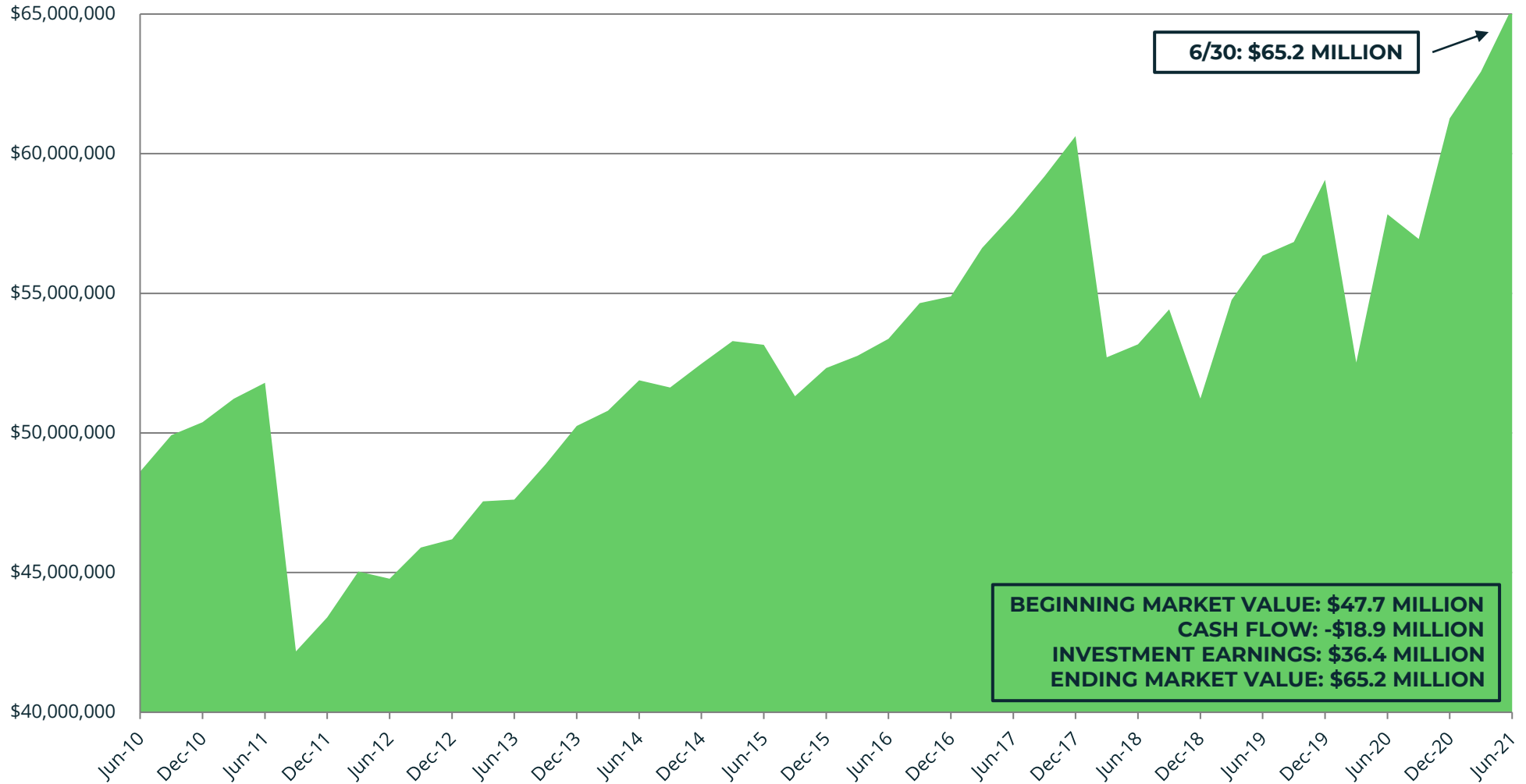
ATTRIBUTION OF MARKET VALUE

TOTAL UNIVERSITY ASSETS	2020 Q3	2020 Q4	2021 Q1	Second Quarter	One Year
Beginning Market Value	\$58,037,868	\$81,155,893	\$66,471,553	\$73,087,043	\$58,037,868
Contributions	\$24,009,125	\$4,260	\$18,009,372	\$54,212	\$42,076,968
Withdrawals	-\$2,909,826	-\$19,004,737	-\$13,063,584	\$0	-\$34,978,146
Net Cash Flow	\$21,099,299	-\$19,000,477	\$4,945,788	\$54,212	\$7,098,822
Net Investment Change	\$2,018,725	\$4,316,137	\$1,669,702	\$2,302,063	\$10,306,628
Ending Market Value	\$81,155,893	\$66,471,553	\$73,087,043	\$75,443,318	\$75,443,318
Net Change	\$23,118,024	-\$14,684,340	\$6,615,490	\$2,356,275	\$17,405,449

LONG-TERM POOL	2020 Q3	2020 Q4	2021 Q1	Second Quarter	One Year
Beginning Market Value	\$57,832,762	\$56,950,176	\$61,263,903	\$62,931,975	\$57,832,762
Contributions	\$9,060	\$4,257	\$9,163	\$0	\$22,479
Withdrawals	-\$2,909,761	-\$4,257	-\$9,163	\$0	-\$2,923,180
Net Cash Flow	-\$2,900,701	\$0	\$0	\$0	-\$2,900,701
Net Investment Change	\$2,018,114	\$4,313,727	\$1,668,072	\$2,301,319	\$10,301,232
Ending Market Value	\$56,950,176	\$61,263,903	\$62,931,975	\$65,233,293	\$65,233,293
Net Change	-\$882,587	\$4,313,727	\$1,668,072	\$2,301,319	\$7,400,531

ATTRIBUTION OF MARKET VALUE CHANGE: LONG-TERM POOL

**LONG-TERM POOL MARKET VALUE CHANGE
(07/01/2010 - 6/30/2021)**



PORTFOLIO RECOMMENDATIONS (ACTION)

YOUNGSTOWN STATE UNIVERSITY

AS OF JULY 30, 2021

	TICKER	MARKET VALUE (CURRENT)	% OF PORTFOLIO	CHANGES	MARKET VALUE (POST CHANGES)	% OF PORTFOLIO	POLICY TARGET	POLICY RANGE	TACTICAL +/-
Total Operating & Short Term		\$10,210,027	100.0%	\$0	\$10,210,027	100.0%	100.0%		
Operating Assets		\$10,184,841	99.8%		\$10,184,841	99.8%		60-100%	
JPMorgan 100% U.S. Treas. MM Instl	JTSXX	\$10,093,689	98.9%		\$10,093,689	98.9%			
Star Plus*	-	\$0	0.0%		\$0	0.0%			
Star Ohio*	-	\$91,152	0.9%		\$91,152	0.9%			
Short-Term Assets		\$25,186	0.2%		\$25,186	0.2%		0-40%	
Vanguard Short-Term Federal Adm	VSGDX	\$25,186	0.2%		\$25,186	0.2%			
Total Long Term Reserves Pool		\$65,593,756	100.0%	\$0	\$65,593,757	100.0%	100.0%		
Domestic Equity		\$21,507,460	32.8%		\$20,657,460	31.5%	27.0%	20-35%	4.5%
Large Cap		\$14,217,179	21.7%		\$13,717,179	20.9%			
Vanguard Instl Index	VINIX	\$14,217,179	21.7%	-\$500,000	\$13,717,179	20.9%			
Small/Mid Cap		\$7,290,281	11.1%		\$6,940,281	10.6%			
Vanguard Mid Cap Index Adm	VIMAX	\$3,493,127	5.3%		\$3,493,127	5.3%			
Loomis Sayles Small Growth N2	LSSNX	\$1,733,365	2.6%		\$1,733,365	2.6%			
Victory Integrity Small Cap Value Y	VSVIX	\$2,063,789	3.1%	-\$350,000	\$1,713,789	2.6%			
International Equity		\$5,934,749	9.0%		\$5,934,749	9.0%	8.0%	0-15%	1.0%
William Blair International Growth I	BIGIX	\$3,023,711	4.6%		\$3,023,711	4.6%			
Dodge & Cox International Stock	DODFX	\$2,911,039	4.4%		\$2,911,039	4.4%			
Total Equity		\$27,442,209	41.8%		\$26,592,209	40.5%	35.0%	25-45%	5.5%
Alternatives		\$7,343,034	11.2%		\$7,143,451	10.9%	15.0%	0-20%	-4.1%
JPMorgan Strategic Income Opps Fd	JSOSX	\$1,592,787	2.4%		\$1,592,787	2.4%			
Wells Fargo Adv Absolute Return I	WABIX	\$1,550,664	2.4%		\$1,550,664	2.4%			
Diamond Hill Long-Short Y	DIAYX	\$1,599,583	2.4%	-\$1,599,583	\$0	0.0%			
Weatherlow Fund*	-	\$2,600,000	4.0%	\$1,400,000	\$4,000,000	6.1%			
Fixed Income		\$30,807,377	47.0%		\$31,857,377	48.6%	50.0%	35-75%	-1.4%
Short Term Fixed Income		\$17,432,810	26.6%		\$18,482,810	28.2%	30.0%	25-45%	-1.8%
YSU Short Term Bond	-	\$11,705,446	17.8%	\$525,000	\$12,230,446	18.6%			
Lord Abbett Short Duration	LLDYX	\$3,741,569	5.7%	\$525,000	\$4,266,569	6.5%			
DFA Five-Year Global	DFGBX	\$1,985,795	3.0%		\$1,985,795	3.0%			
Intermediate Fixed Income		\$13,374,566	20.4%		\$13,374,566	20.4%	20.0%	10-30%	0.4%
JPMorgan Core Bond Fund R6*	JCBUX	\$5,704,614	8.7%		\$5,704,614	8.7%			
YSU Intermediate Term Fixed	-	\$4,625,068	7.1%		\$4,625,068	7.1%			
Prudential High Yield Bond R6	PHYQX	\$3,044,884	4.6%		\$3,044,884	4.6%			
Cash & Cash Equivalents		\$1,137	0.0%		\$720	0.0%	0.0%	0-5%	0.0%
Equity Account Cash	-	\$1,137	0.0%	-\$417	\$720	0.0%			
Total University Assets		\$75,803,783			\$75,803,783				

SUMMARY OF RECOMMENDATIONS

- Trim equities, reallocate to fixed income
- Move on from Diamond Hill, reallocate proceeds to Weatherlow
 - Many key personnel departures to the team over the past year
 - Meaningful outflows from the strategy
 - Did not provide as much downside protection as expected in recent volatile periods
 - Would be exiting on a rebound; Up +13.4% CYTD

*As of 6/30/2021



**ASSET ALLOCATION & INVESTMENT
POLICY REVIEW**

HOLISTIC REVIEW OF RISK



ORGANIZATION



STRATEGIC INVESTMENT APPROACH



INVESTMENT PORTFOLIO

LEVELS OF RISKS

ORGANIZATION	STRATEGIC INVESTMENT APPROACH	INVESTMENT PORTFOLIO
Leadership	Current and effective IPS	Standard deviation
Governance	Pool structure	Correlation
Investment Committee	Strategic asset allocation	Beta
Reliance on investment assets	Discipline to approach	Downside capture
Operational health	Liquidity	Maximum drawdown
Ohio Revised Code	Cash management	Tracking error, R ²
Key financial metrics	Rebalancing	Tactical positioning

OBJECTIVES & RISK CONSIDERATIONS

PORTFOLIO OBJECTIVES

The YSU non-endowment assets have performed well over a full market cycle.

Asset allocation is the most important determinant of portfolio risk and return - looking forward, it is important to align the asset allocation, structure and risk/return objectives of the non-endowment assets with those of the strategic focus of YSU.

- Compliance with Ohio Revised Code 3345.05 (25% average rule*)
- Support YSU cash-flow and financial needs both currently and in the future
- Target a prudent level of investment return once risks have been mitigated

RISK CONSIDERATIONS

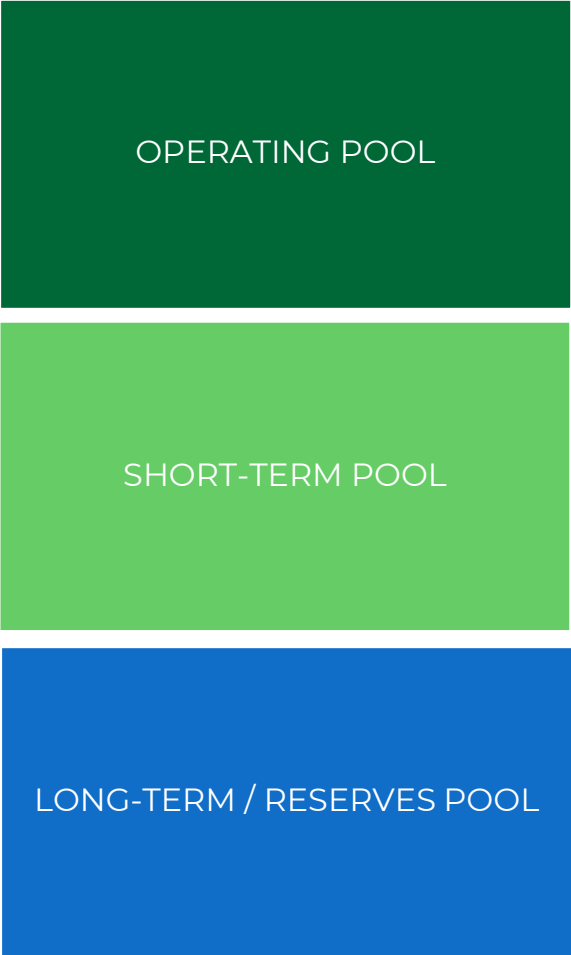
- Ohio Revised Code 3345.05
 - ❖ Short-Term pool provides compliance; additionally, approximately 10-15% of the Long-Term Pool assets provide additional support
- Liquidity
 - ❖ 100% of the Non-Endowment assets have daily liquidity
- Cash flow forecast
 - ❖ YSU does not anticipate needing to withdraw funds from the Long-Term Pool in the near-term
- Market value volatility
 - ❖ YSU staff and trustees have expressed a willingness to accept modest increase in investment risk in pursuit of a higher investment return
- Cash flow cyclical
 - ❖ The University's cash flows fluctuate over the year due to operations
- Financial statement sensitivity
 - ❖ The University's balance sheet and key financial metrics are sensitive to the University's investment strategy

*A minimum of 25% of the average amount of the University's investment portfolio over the course of the previous fiscal year must be invested according to ORC guidelines (i.e. US government bonds, cash equivalents)

LIQUIDITY MANAGEMENT & INVESTMENT POOL STRUCTURE

- Separate guidelines and asset allocation targets
- The University can allocate assets between investment pools with respect to cash needs
- Allowable asset ranges established between investment pools

COMBINED



ASSET POOL	PURPOSE
Operating Pool	Assets needed in the next 6 months
Short-Term Pool	Contingency to operating accounts
Long-Term / Reserves Pool	Non-Endowment investment assets for reserves & auxiliaries

LONG-TERM POOL GROWTH

CALENDAR YEAR	INVESTMENT ASSETS CASH OUTFLOW	INVESTMENT ASSETS CASH INFLOW	YEAR END (12/31) EQUITY %	YEAR END (12/31) ALTERNATIVES %	YEAR END (12/31) FIXED INCOME %	CALENDAR YEAR RETURN	MARKET VALUE (12/31)
2010	-	+\$46,871,000 <i>(Creation of LT Pool)</i>	19.2%	0%	80.8%	+5.5%	\$50,383,000
2011	-\$8,000,000	-	24.9%	0%	75.1%	+1.9%	\$43,392,000
2012	-	-	27.1%	0%	72.9%	+6.4%	\$46,190,324
2013	-	-	33.8%	0%	66.2%	+8.7%	\$50,249,454
2014	-	-	37.7%	0%	62.3%	+4.5%	\$52,491,768
2015	-	-	35.0%	11.9%	53.2%	-0.5%	\$52,324,443
2016	-	-	36.5%	15.6%	47.9%	+4.0%	\$54,892,466
2017	-	-	37.0%	15.1%	47.8%	+10.5%	\$60,625,347
2018	-\$8,000,000	-	33.2%	15.0%	51.8%	-3.4%	\$51,238,803
2019	-	-	35.9%	14.8%	49.2%	+15.3%	\$59,067,298
2020	-\$2,900,000	-	38.7%	11.2%	50.2%	+8.8%	\$66,471,553
CYTD 2021*	-	-	41.6%	11.3%	47.2%	+6.5%	\$65,233,293

*2021 figures as of 6/30/2021 and do not represent year-end or calendar year information.

FORWARD LOOKING ANALYSIS (LONG-TERM POOL)

	YSU LONG-TERM POOL CURRENT ALLOCATION
U.S. Equity	33%
International Equity	9%
Alternative Investments	11%
Fixed Income: Short-Term	27%
Fixed Income: Intermediate-Term	<u>20%</u>
Total	100%
*10-Year Forecasted Return	4.4%
*10-Year Forecasted Returns (75th - 25th Percentile Outcomes)	2.9% - 5.9%
*Forecasted (Annual) Volatility	7.1%

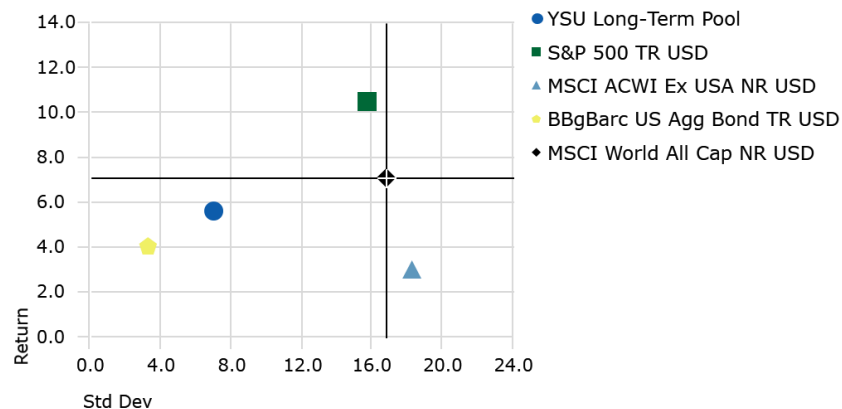
The model does not take into account the potential alpha added from active management and tactical asset allocation.

LONG-TERM POOL STATISTICS & CALENDAR YEAR RETURNS

Risk-Reward

Time Period: Since Common Inception (12/1/2007) to 6/30/2021

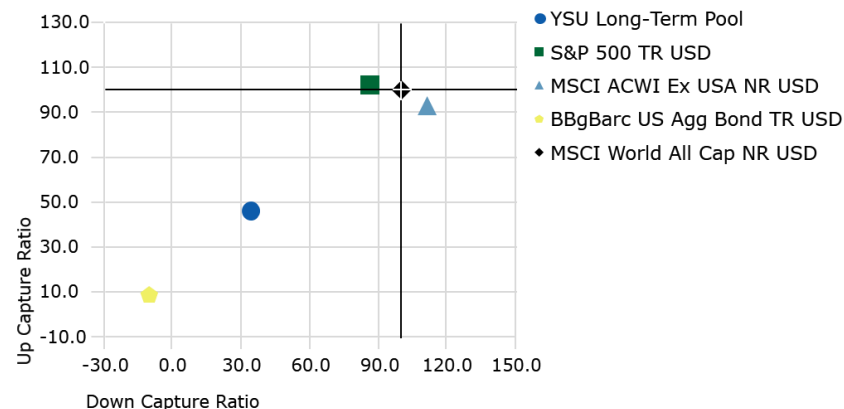
Calculation Benchmark: MSCI World All Cap NR USD



Up/Down Capture

Time Period: Since Common Inception (12/1/2007) to 6/30/2021

Calculation Benchmark: MSCI World All Cap NR USD



Performance

Time Period: Since Common Inception (12/1/2007) to 6/30/2021

	Return	Std Dev	Sharpe Ratio	Up Capture Ratio	Down Capture Ratio	Alpha	Beta	R2
YSU Long-Term Pool	5.64%	7.07%	0.71	45.82%	34.09%	2.00%	0.41	94.75%
S&P 500 TR USD	10.44%	15.72%	0.63	102.29%	86.54%	3.63%	0.91	94.98%
MSCI ACWI Ex USA NR USD	2.97%	18.35%	0.13	93.02%	111.27%	-4.02%	1.05	93.05%
BBgBarc US Agg Bond TR USD	4.02%	3.28%	1.04	8.19%	-10.11%	3.28%	0.02	0.64%
MSCI World All Cap NR USD	7.05%	16.81%	0.38	100.00%	100.00%	0.00%	1.00	100.00%

Calendar Year Return

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	YTD
YSU Long-Term Pool	-17.01	15.55	9.87	2.15	9.16	10.38	6.54	0.50	5.03	10.34	-2.87	15.71	11.37	4.95
S&P 500 TR USD	-37.00	26.46	15.06	2.11	16.00	32.39	13.69	1.38	11.96	21.83	-4.38	31.49	18.40	15.25
MSCI ACWI Ex USA NR USD	-45.53	41.45	11.15	-13.71	16.83	15.29	-3.87	-5.66	4.50	27.19	-14.20	21.51	10.65	9.16
BBgBarc US Agg Bond TR USD	5.24	5.93	6.54	7.84	4.21	-2.02	5.97	0.55	2.65	3.54	0.01	8.72	7.51	-1.60
MSCI World All Cap NR USD	-40.97	31.83	13.74	-6.13	16.03	27.45	4.44	-0.78	8.24	22.51	-9.52	27.40	15.97	13.34

Source: Morningstar. Past performance is not a guarantee of future results.

YSU ASSET ALLOCATION GUIDELINES

Clearstead has reviewed YSU's Asset Allocation Guidelines and recommends **no changes** to the current guidelines at this time.

OPERATING & SHORT-TERM POOL		ALLOCATION	
Asset Class/Investment Strategy	Pool Target	Pool Range	Total Range
Total Cash/Operating Assets	n/a	60-100%	
Total Short-Term Fixed Income	n/a	0-40%	
			25-50%
LONG TERM / RESERVES POOL			
Total Domestic Equity	27%	20-35%	
Total International Equity	8%	0-15%	
Total Equity	35%	25-45%	
Total Alternatives	15%	0-20%	
Total Short-Term Fixed Income	30%	25-45%	
Total Intermediate-Term Fixed Income	20%	10-30%	
Cash	0%	0-5%	
	100%		50-75%

- The current asset allocation strategy conservatively factors:
- Adherence with State of Ohio guidelines
 - Contingency for cash flow fluctuations in operating funds
 - Adequate liquidity
 - Growth opportunity through equity allocation
 - Diversification with the incorporation of alternative investments
- Mitigates impact of equity market volatility on YSU balance sheet & income statement



ORC COMPLIANCE

ORC COMPLIANCE REVIEW (AS OF 6/30/2021)

	TOTAL NON-ENDOWMENT ORC 3345.05 DEFINED ASSETS*	% FROM SHORT-TERM POOL	% FROM LONG-TERM POOL
9/30/20	40%	30%	10%
12/31/20	22%	8%	14%
3/31/21	27%	14%	13%
6/30/21	25%	14%	12%
<i>Average</i>	<i>28%</i>	<i>16%</i>	<i>12%</i>

YSU is in-line with the Ohio Revised Code 3345.05 Compliance requirements.

OHIO REVISED CODE 3345.05 COMPLIANCE	
	COMPLIANT
Over 25% of Total Portfolio in Cash Equivalents/Govt Securities (average amount over previous FY)	Yes
Investment policy adopted in public session	Yes
Quarterly Investment Committee meetings	Yes
Recommend changes to the Board's Investment Policy that assist in meeting the Committee's fiduciary duties	Yes
Retain an investment advisor who meets the qualifications	Yes

*A minimum of 25% of the average amount of the University's investment portfolio over the course of the previous fiscal year must be invested according to ORC guidelines (i.e., US government bonds, cash equivalents). Analysis does not include cash equivalent or government security exposure in Long-Term Pool fixed income managers invested in through mutual funds. With this exposure, YSU's allocation and average would be higher.



FEE ANALYSIS

FEE REVIEW

YOUNGSTOWN STATE UNIVERSITY INVESTMENTS

AS OF JUNE 30, 2021

NON-ENDOWMENT ASSETS FEE REVIEW

	Market Value (\$)	Estimated Annual Fee (\$)	Expense Ratio (%)	Morningstar Category Average Fee (%)	Morningstar Institutional Average Fee (%)
Total Operating & Short Term					
JPMorgan 100% U.S. Tr Sec MM Inst	\$10,093,689	\$21,197	0.21%	-	-
Vanguard Short-Term Federal Adm	\$25,184	\$25	0.10%	0.75%	0.56%
STAR Plus*	\$0	\$0	0.08%	-	-
STAR Ohio*	\$91,152	\$74	0.08%	-	-
Total Operating & ST Investment Management Fee	\$10,210,025	\$21,296	0.03%		
Total Domestic Equity	\$21,168,827	\$44,381			
Vanguard Institutional Index	\$13,887,907	\$4,861	0.04%	0.95%	0.73%
Vanguard Mid Cap Index Adm	\$3,448,894	\$1,724	0.05%	1.08%	0.84%
Loomis Sayles Sm Growth N	\$1,707,702	\$14,003	0.82%	1.23%	1.04%
Victory Integrity Small Value Y	\$2,124,324	\$23,792	1.12%	1.24%	1.05%
Total International Equity	\$5,947,446	\$52,338			
William Blair International Growth I	\$2,973,915	\$33,605	1.13%	1.14%	0.98%
Dodge & Cox Internat'l Stock	\$2,973,531	\$18,733	0.63%	1.15%	0.94%
Total Alternatives*	\$7,348,969	\$68,721			
JPMorgan Strategic Income Opps Sel	\$1,591,848	\$12,416	0.78%	1.21%	1.09%
Wells Fargo Adv Absolute Return Instl	\$1,580,457	\$13,592	0.86%	1.00%	1.08%
Diamond Hill Long-Short Y	\$1,576,664	\$16,713	1.06%	2.16%	1.62%
Weatherlow Fund	\$2,600,000	\$26,000	1.00%	-	-
Total Fixed Income	\$30,766,916	\$76,623			
JPMorgan Core Bond	\$5,648,042	\$19,203	0.34%	0.81%	0.54%
YSU Intermediate Term Bond	\$4,616,457	\$6,925	0.15%	0.81%	0.54%
PGIM High Yield R6	\$3,044,884	\$12,789	0.42%	1.02%	0.79%
YSU Short Term Bond	\$11,746,414	\$17,620	0.15%	0.75%	0.49%
Lord Abbett Short Duration Income I	\$3,741,569	\$14,966	0.40%	0.75%	0.49%
DFA Five-Yr Global Fxd-Inc I	\$1,969,550	\$5,121	0.26%	0.83%	0.71%
Total Cash & Cash Equivalents	\$1,136	\$0			
Federated Government Obligations	\$1,136	\$0	0.00%	-	-
Total LT/Reserves Pool Investment Management Fee	\$65,233,294	\$242,064	0.37%		
Total Assets	\$75,443,319	\$263,359	0.35%		
Clearstead Consulting Fees		\$49,500	0.07%		
Trustee & Custody Fee (PNC)		\$22,633	0.03%		
Total Non-Endowment Assets Fees		\$335,492	0.44%		

*Star Ohio fees estimates from the annual report. Alternatives expenses depicted are management and administration expenses, and do not include dividend and interest payments on short sales. Weatherlow Fund fee is management expense only, and does not include underlying investment management expenses or performance based fees.

FEE REVIEW

ENDOWMENT ASSETS FEE REVIEW

	Market Value (\$)	Estimated Annual Fee (\$)	Annual Manager Fee (%)	Manager	Morningstar Institutional Average Fee (%)
YSU Endowment Fund					
YSU Endowment Fund Fees	\$14,574,619	\$72,873	0.50%	Huntington	n/a

YSU Endowment Fund does not include any investment management expenses that may be used by Huntington.



APPENDIX



**ENDOWMENT ASSETS:
PERFORMANCE & ASSET ALLOCATION
REVIEW**

ENDOWMENT ASSETS: PERFORMANCE & ASSET ALLOCATION (AS OF 6/30/2021)

ENDOWMENT ASSETS	MARKET VALUE (\$MM)	ASSET ALLOCATION	COMPOSITION	QTD	YTD	1 YR	2 YR	3 YR	5 YR	7 YR	2020	2019	2018	SINCE INCEPTION ³
YSU Endowment Fund	\$14.575	85% Equity / 5% Alts / 11% Fixed Income & Cash	Stocks, Bonds, Mutual Funds	8.0%	10.9%	30.4%	18.1%	15.2%	12.5%	10.1%	16.3%	23.8%	-4.8%	10.6%
			Benchmark ¹	5.8%	8.3%	23.0%	15.6%	13.6%	11.9%	9.9%	14.7%	22.2%	-2.3%	10.7%

COMPLIANCE

- Asset Allocation Guidelines: 70% Equities (60-80%) / 30% Cash & Fixed Income (20-40%)
 - YSU Endowment **(Out of Compliance)**

1) Benchmark: 60% S&P 500 / 40% BBgBarc US Aggregate.
2) Inception date: 06/2013,

ENDOWMENT HOLDINGS

YSU ENDOWMENT (HUNTINGTON)

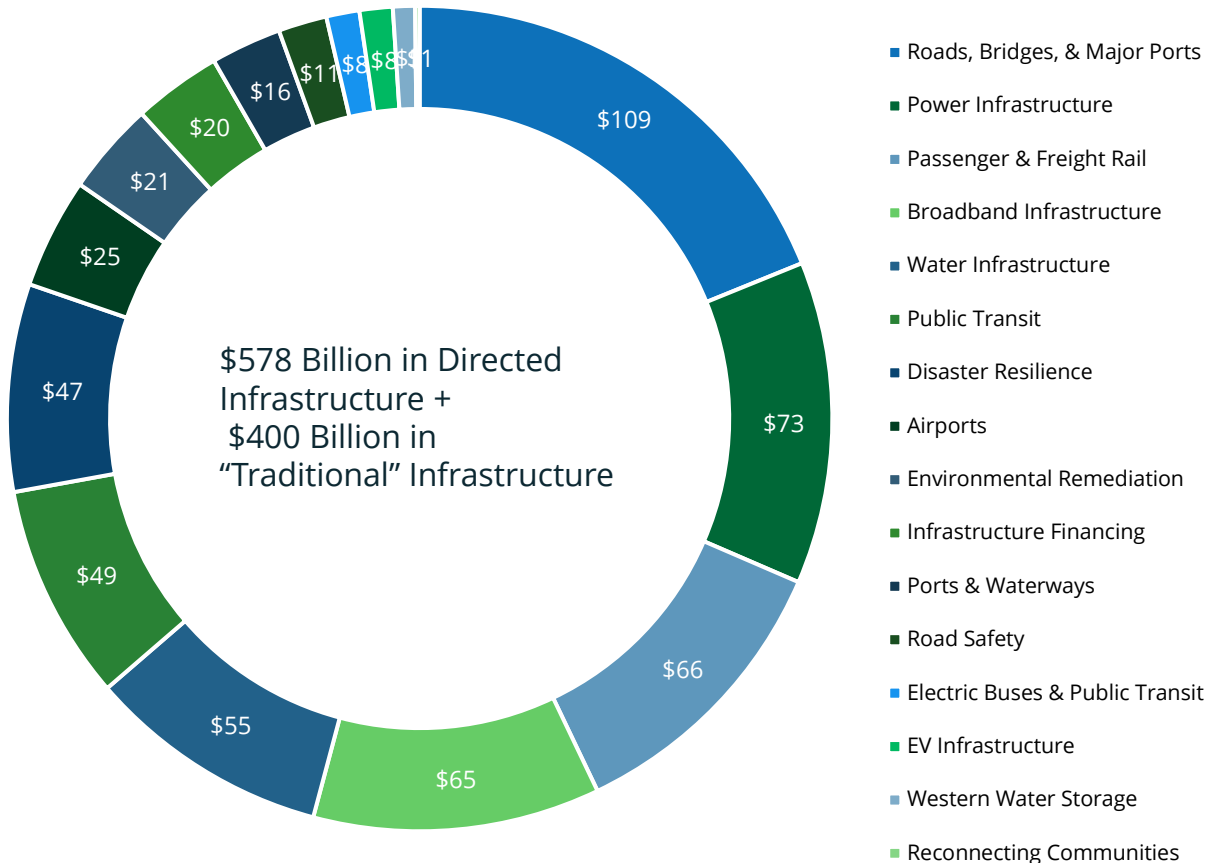
- Equity Mutual Funds – 15% (2-10 Mutual Funds & ETFs)
- Stocks – 70% (40-60 U.S. Large/Mid-Cap Stocks)
- Alternatives – 5% (Commodity and Real Estate Mutual Funds & ETFs)
- Fixed Income Mutual Funds – 2% (Federated Total High Yield, Invesco Preferred Portfolio)
- Bonds – 8% (5-10 Bonds, U.S. Corporate / Gov't / Asset Backed Debt)
- Cash – 1%



SUPPORTING INFORMATION

BIDEN'S BUILDING BACK BETTER PLANS

\$978 BILLION INFRASTRUCTURE (2022-2027)



KEY POINTS:

- \$1.2 Trillion if extended for additional 3 yrs. (2028-2030)
- About ≈ \$200 billion in annual infrastructure spending
- Spending offset by \$200 billion in new revenue:
 - Public-private partnerships
 - Municipal bonds
 - IRS enforcement efforts
- \$125 billion from un-used COVID stimulus

- Bipartisan bill with 5 moderate Republicans and 5 moderate Democrats supporting it
- Passage will still be difficult; vote on bill unlikely until October; likely paired w/ Democratic-sponsored \$3+ trillion "progressive" spending bill

Source: Clearstead, WSJ, White House.

GLOBAL ECONOMY OUTLOOK: 2021-2022 FORECASTS

	2021 REAL GDP GROWTH ESTIMATES					2022 REAL GDP GROWTH ESTIMATES				
	WB	OECD	BBG	GOLDMAN	AVG.	WB	OECD	BBG	GOLDMAN	AVG.
U.S.	6.8%	6.9%	6.6%	6.8%	6.8%	4.2%	3.6%	4.1%	4.7%	4.2%
EU	4.2%	4.3%	4.5%	5.2%	4.6%	4.4%	4.4%	4.2%	4.5%	4.4%
China	8.5%	8.5%	8.5%	8.5%	8.5%	5.4%	5.8%	5.5%	5.7%	5.6%
Japan	2.9%	2.6%	2.6%	2.7%	2.7%	2.6%	2.0%	2.4%	3.2%	2.6%
UK	n/a.	7.2%	6.7%	8.1%	7.3%	n/a	5.5%	5.4%	5.5%	5.5%
India	8.3%	9.9%	9.6%	9.3%	9.3%	7.5%	8.2%	6.9%	7.4%	7.5%

Overall, consensus is evolving that the U.S. economy will grow between 6.5% - 7.0% (real) in 2021.

- U.S. growth will decelerate to approximately 4% in 2022

Economic growth is likely to shift away from the manufacturing/tradable sector toward services in the second half of 2021

- In 2022, global growth may shift more towards Europe and away from the U.S. and China

Source: Clearstead, OECD, Goldman Sachs, Bloomberg, World Bank.
Forecasts as of 6/2021.

GLOBAL ECONOMY: FURTHER RECOVERY DURING THE QUARTER

		Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	12M Trend
Global	Mfg	50.6	51.8	52.4	53.0	53.8	53.8	53.6	53.9	54.9	55.8	56.0	55.5	
	Serv	50.7	52.0	52.0	52.9	52.2	52.2	51.6	52.8	54.7	57.0	59.4	59.4	
US	Mfg	50.9	53.1	53.2	53.4	56.7	57.1	59.2	58.6	59.1	60.5	62.1	62.1	
	Serv	50.0	55.0	54.6	56.9	58.4	55.3	58.3	59.8	60.4	64.7	70.4	64.8	
Eurozone	Mfg	51.8	51.7	53.7	54.8	53.8	55.2	54.8	57.9	62.5	62.9	63.1	63.4	
	Serv	54.7	50.5	48.0	46.9	41.7	47.3	45.4	45.7	49.6	50.5	55.2	58.0	
UK	Mfg	53.3	55.2	54.1	53.7	55.6	57.5	54.1	55.1	58.9	60.9	65.6	63.9	
	Serv	56.5	58.8	56.1	51.4	47.6	49.9	39.5	49.5	56.3	61.0	62.9	61.7	
Japan	Mfg	45.2	47.2	47.7	48.7	49.0	50.0	49.8	51.4	52.7	53.6	53.0	52.4	
	Serv	45.4	45.0	46.9	47.7	47.8	47.7	46.1	46.3	48.3	49.5	46.5	47.2	
China	Mfg	52.8	53.1	53.0	53.6	54.9	53.0	51.5	50.9	50.6	51.9	52.0	51.3	
	Serv	54.1	54.0	54.8	56.8	57.8	56.3	52.0	51.5	54.3	56.3	55.1	55.1	
India	Mfg	46.0	52.0	56.8	58.9	56.3	56.4	57.7	57.5	55.4	55.5	50.8	48.1	
	Serv	34.2	41.8	49.8	54.1	53.7	52.3	52.8	55.3	54.6	54.0	46.4	46.4	
S. Korea	Mfg	46.9	48.5	49.8	51.2	52.9	52.9	53.2	55.3	55.3	54.6	53.7	53.9	

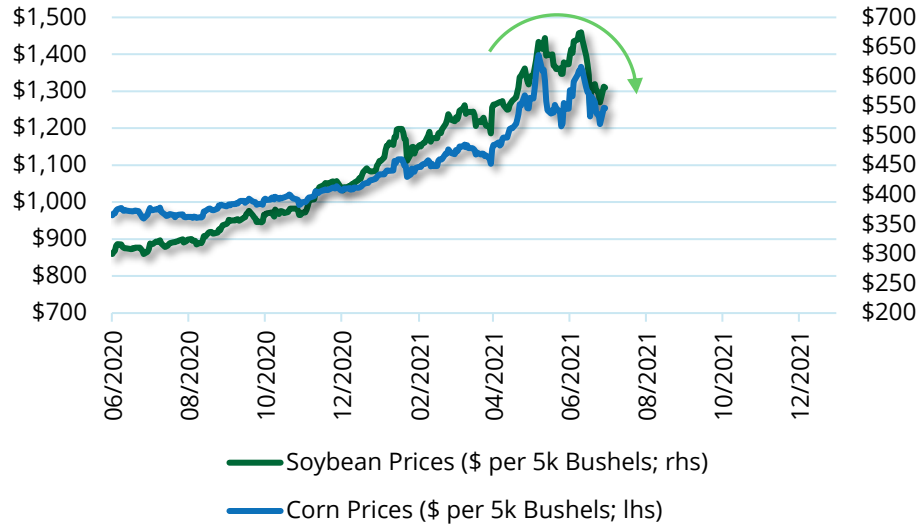
The global manufacturing PMIs continued to move higher during Q2 in most markets, and service sector PMIs began to catch-up in several countries as vaccine campaigns reached critical mass.

- The service sector in Japan and India — both with faltering vaccine campaigns — have been the most noticeable outliers in the service sector PMI rebound
- PMI data generally confirms a continued economic recovery in most countries, which suggests a further economic rebound for the rest of 2021

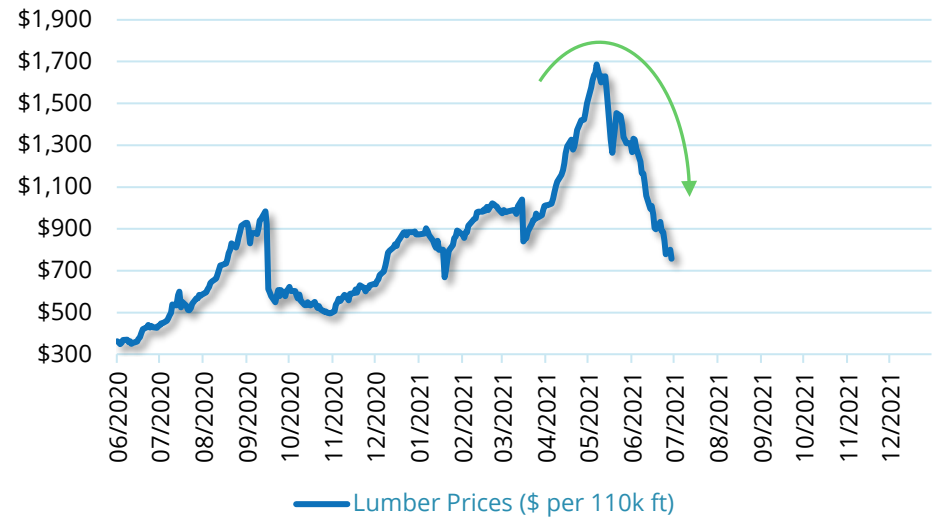
Source: Bloomberg, Markit/HIS.
Data as of 3/31/2021.

Q2-2021 – THE “MAY” OF PEAK EVERYTHING?

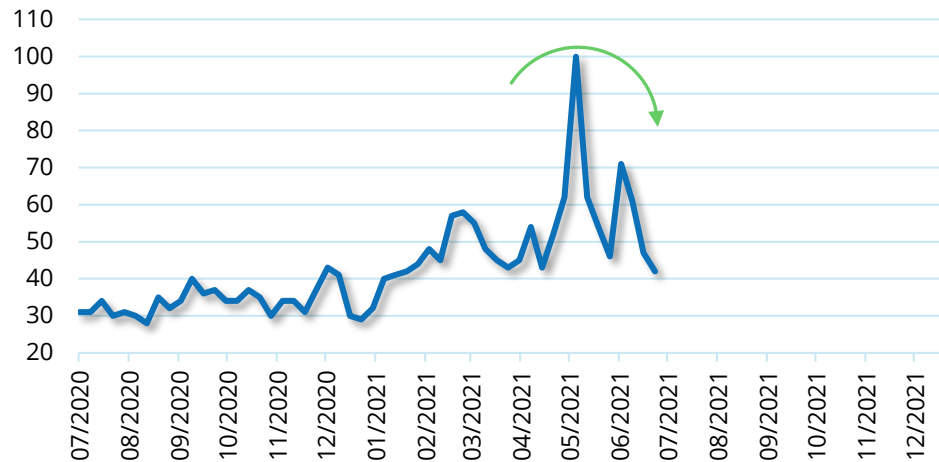
U.S. Corn Soybean Prices



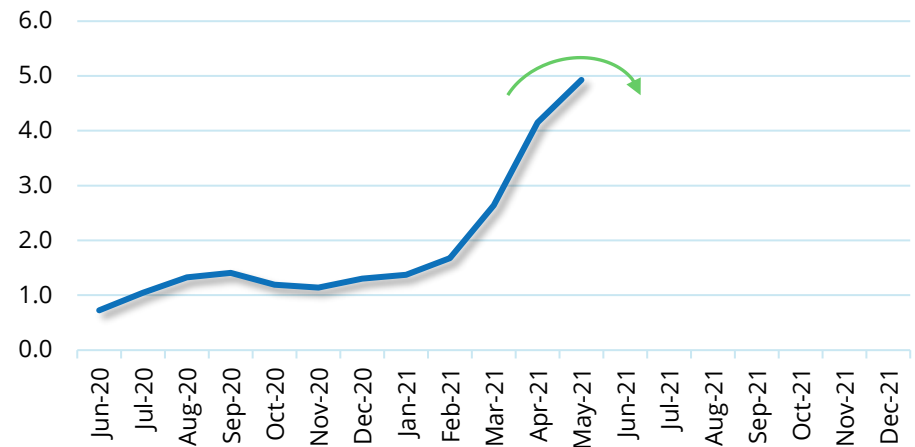
U.S. Lumber Prices



Google Searches "Inflation"

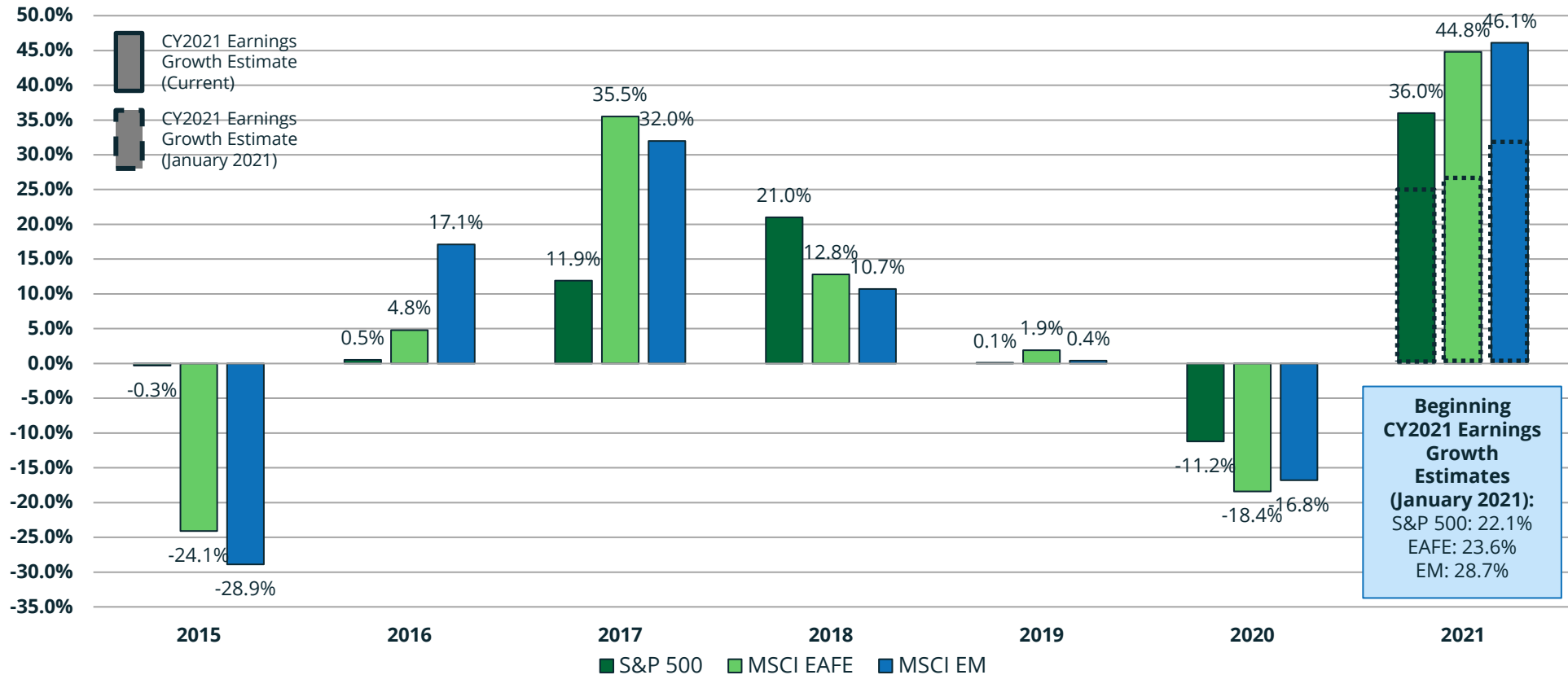


Headline CPI (% YoY)



GLOBAL EARNINGS OUTLOOK

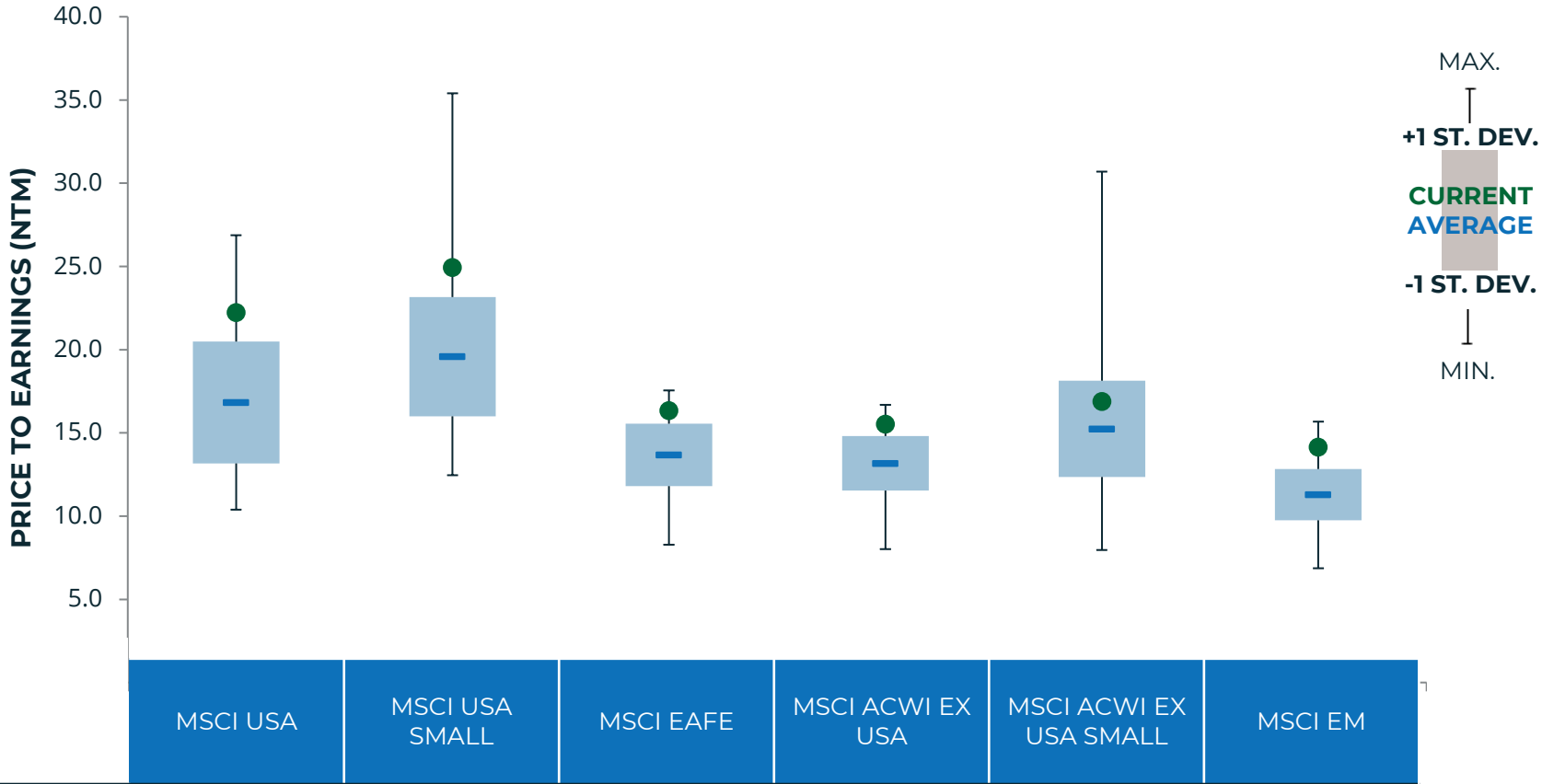
EARNINGS OUTLOOK BY YEAR



- Earnings improved in the final months of CY2020 for EPS
- Expectations are for a robust rebound in earnings in CY2021 – largely predicated on continuing widespread vaccinations and a significant rebound in global economic activity
 - Earnings are expected to show incredible growth year-over-year in Q2 2021 compared to last year (Q1 2020), but are likely to be only up approximately 7% from 2019 earnings levels (U.S.)

Source: Bloomberg, FactSet, Goldman Sachs.
 Data as of 6/30/2021.

GLOBAL EQUITY VALUATIONS: AS OF 6/30/2021



Current P/E (NTM)	22.2	24.9	16.3	15.5	16.9	14.1
Average P/E (NTM)	16.8	19.6	13.7	13.2	15.2	11.3

Source: Bloomberg as of 6/30/2021. Average taken over full index history. MSCI USA- 1994 - Current; MSCI USA Small- 1994 - Current; MSCI EAFE- 2003 - Current; MSCI ACWI ex USA- 2003 - Current; MSCI ACWI ex USA Small- 1994 - Current; MSCI EM- 2003 - Current.

EXECUTIVE SUMMARY

	Ending June 30, 2021			2021	YTD
	Market Value 3/31/21 (\$)	Market Value 6/30/21 (\$)	% of Portfolio	Q2 (%)	(%)
Total University Assets	73,087,043	75,443,318	100.0	3.2	5.4
<i>Total Policy Benchmark</i>				1.8	2.8
Total Operating & Short Term	10,155,068	10,210,025	13.5	0.0	0.0
<i>Total Operating & Short Term Benchmark</i>				0.0	0.0
Total Long Term/ Reserves Pool	62,931,975	65,233,293	86.5	3.7	6.5
<i>Total Long Term/ Reserves Fund Benchmark</i>				3.3	5.2
Total Domestic Equity	19,681,481	21,168,827	28.1	7.6	15.7
<i>Russell 3000</i>				8.2	15.1
Total International Equity	5,548,911	5,947,445	7.9	7.2	10.3
<i>MSCI EAFE</i>				5.2	8.8
Total Alternatives	7,182,924	7,348,970	9.7	1.8	6.7
<i>Total Alternatives Benchmark</i>				2.8	4.9
Total Fixed Income	30,477,525	30,766,915	40.8	0.9	0.3
<i>Total Fixed Income Benchmark</i>				0.4	-0.3
Total Cash & Cash Equivalents	41,134	1,136	0.0	0.0	0.0
<i>ICE BofA 91 Days T-Bills TR</i>				0.0	0.0

Total Policy Benchmark: 45% ICE BofA 91 Days T-Bills / 17% ICE BofA 1-3 Yr US Corp & Govt / 11% BbgBarc US Govt/Credit Int / 8% Total Alternatives Benchmark / 15% Russell 3000 / 4% MSCI EAFE. Total Operating & Short-Term Benchmark: 95% ICE BofA 91 Days T-Bills / 5% BbgBarc US Govt 1-3 Yr. Total Long-Term / Reserves Fund Benchmark: 27% Russell 3000 / 8% MSCI EAFE / 15% Total Alternatives Benchmark / 30% ICE BofA 1-3 Yr US Corp & Govt / 20% BbgBarc US Govt/Credit Int, Total Alternatives Benchmark: 100% HFRI Fund of Funds Composite. Total Fixed Income Benchmark: 64% ICE BofA 1-3 Yr US Corp & Govt / 36% BbgBarc US Govt/Credit Int.

ASSET ALLOCATION GUIDELINES COMPLIANCE

As of June 30, 2021

Total Plan Asset Allocation Policy	Range	Current
Operating & Short-Term Pool	25% - 50%	14%
Long Term/ Reserves Pool	50% - 75%	86%

Operating & Short-Term Pool	Range	Current
Operating Assets	60% - 100%	100%
Short-Term Assets	0% - 40%	0%

Long Term/ Reserves Pool	Target	Range	Current
Domestic Equity	27%	20% - 35%	32%
International Equity	8%	0% - 15%	9%
Total Equity	35%	25% - 45%	42%
Alternatives	15%	0%-20%	11%
Short-Term Fixed Income	30%	25% - 45%	27%
Intermediate Fixed Income	20%	10% - 30%	20%
Cash & Cash Equivalents	0%	0% - 5%	0%

In Line
 Within Tolerance
 Review

SCHEDULE OF ASSETS

	Asset Class	Market Value 3/31/21 (\$)	Market Value 6/30/21 (\$)	% of Total Plan	% of Pool
Total University Assets		73,087,043	75,443,318	100.0	100.0
Total Operating & Short Term		10,155,068	10,210,025	13.5	100.0
JPMorgan 100% U.S. Tr Sec MM Inst	Cash	10,092,970	10,093,689	13.4	98.9
Vanguard Short-Term Federal Adm	US Fixed Income Short Term	25,177	25,184	0.0	0.2
STAR Ohio	Cash	36,919	91,152	0.1	0.9
Total Long Term/ Reserves Pool		62,931,975	65,233,293	86.5	100.0
Total Domestic Equity		19,681,481	21,168,827	28.1	32.5
Vanguard Institutional Index	US Stock Large Cap Core	12,795,452	13,887,907	18.4	21.3
Vanguard Mid Cap Index Adm	US Stock Mid Cap Core	3,205,820	3,448,894	4.6	5.3
Loomis Sayles Sm Growth N	US Stock Small Cap Growth	1,640,168	1,707,702	2.3	2.6
Victory Integrity Small Value Y	US Stock Small Cap Value	2,040,040	2,124,324	2.8	3.3
Total International Equity		5,548,911	5,947,445	7.9	9.1
William Blair International Growth I	International	2,707,646	2,973,915	3.9	4.6
Dodge & Cox Internat'l Stock	International	2,841,266	2,973,531	3.9	4.6
Total Alternatives		7,182,924	7,348,970	9.7	11.3
JPMorgan Strategic Income Opps Sel	Absolute Return	2,200,764	1,591,848	2.1	2.4
Wells Fargo Adv Absolute Return Instl	All Assets	2,295,109	1,580,457	2.1	2.4
Weatherlow Fund Offshore Fund I Ltd	Hedge Fund	--	2,600,000	3.4	4.0
Diamond Hill Long-Short Y	Long/Short Equity	2,687,050	1,576,664	2.1	2.4
Total Fixed Income		30,477,525	30,766,915	40.8	47.2
JPMorgan Core Bond	US Fixed Income Core	5,540,486	5,648,042	7.5	8.7
YSU Intermediate Term Bond	US Fixed Income Core	4,563,260	4,616,457	6.1	7.1
PGIM High Yield R6	US Fixed Income High Yield	2,959,497	3,044,884	4.0	4.7
YSU Short Term Bond	US Fixed Income Short Term	11,731,031	11,746,414	15.6	18.0
Lord Abbett Short Duration Income I	US Fixed Income Short Term	3,717,311	3,741,569	5.0	5.7
DFA Five-Yr Global Fxd-Inc I	Global Fixed Income	1,965,939	1,969,550	2.6	3.0
Total Cash & Cash Equivalents		41,134	1,136	0.0	0.0
PNC Govt MMkt	Cash	41,134	1,136	0.0	0.0

PERFORMANCE SUMMARY

	Ending June 30, 2021								Calendar Years			Inception (%)	Inception Date
	2021 Q2 (%)	YTD (%)	1 Yr (%)	2 Yrs (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)	2020 (%)	2019 (%)	2018 (%)		
Total University Assets	3.2	5.4	16.1	9.5	8.0	7.0	5.2	4.8	9.5	11.5	-1.5	4.5	Mar-04
<i>Total Policy Benchmark</i>	1.8	2.8	8.7	5.9	5.4	4.7	3.7	3.4	5.9	8.7	-0.4	3.4	
Total Operating & Short Term	0.0	0.0	0.1	1.1	1.5	1.2	0.9	0.7	1.1	2.4	1.7	0.6	Jun-10
<i>Total Operating & Short Term Benchmark</i>	0.0	0.0	0.1	0.9	1.4	1.2	0.9	0.7	0.8	2.3	1.9	0.6	
Total Long Term/ Reserves Pool	3.7	6.5	18.7	10.2	8.8	7.9	6.0	6.0	8.8	15.3	-3.4	6.1	Jun-10
<i>Total Long Term/ Reserves Fund Benchmark</i>	3.3	5.2	16.4	10.0	8.6	7.7	5.9	5.7	10.0	14.2	-2.4	5.6	
Total Domestic Equity	7.6	15.7	45.3	22.6	17.7	17.4	13.5	14.2	18.5	30.4	-5.7	15.9	Jun-10
<i>Russell 3000</i>	8.2	15.1	44.2	23.9	18.7	17.9	14.0	14.7	20.9	31.0	-5.2	16.2	
Total International Equity	7.2	10.3	41.7	18.5	11.9	12.7	6.3	6.6	16.7	26.7	-17.8	7.1	Sep-10
<i>MSCI EAFE</i>	5.2	8.8	32.3	12.1	8.3	10.3	5.0	5.9	7.8	22.0	-13.8	6.6	
<i>MSCI ACWI ex USA</i>	5.5	9.2	35.7	13.7	9.4	11.1	5.3	5.4	10.7	21.5	-14.2	6.1	
Total Alternatives	1.8	6.7	15.3	3.3	4.0	4.2	--	--	-3.7	14.3	-6.0	2.5	Mar-15
<i>Total Alternatives Benchmark</i>	2.8	4.9	18.4	6.8	5.5	5.3	--	--	5.4	11.7	-4.3	3.7	
Total Fixed Income	0.9	0.3	2.5	3.7	4.4	2.8	2.6	2.5	5.2	6.6	0.9	2.6	Jun-10
<i>Total Fixed Income Benchmark</i>	0.4	-0.3	0.4	2.8	3.6	2.2	2.1	2.0	4.4	5.1	1.4	2.1	
Total Cash & Cash Equivalents	0.0	0.0	0.0	0.6	0.8	--	--	--	0.4	1.5	--	0.8	Mar-18
<i>ICE BofA 91 Days T-Bills TR</i>	0.0	0.0	0.1	0.9	1.3	1.2	0.9	0.6	0.7	2.3	1.9	1.4	

Total Policy Benchmark: 45% ICE BofA 91 Days T-Bills / 17% ICE BofA 1-3 Yr US Corp & Govt / 11% BBgBarc US Govt/Credit Int / 8% Total Alternatives Benchmark / 15% Russell 3000 / 4% MSCI EAFE. Total Operating & Short-Term Benchmark: 95% ICE BofA 91 Days T-Bills / 5% BBgBarc US Govt 1-3 Yr. Total Long-Term / Reserves Fund Benchmark: 27% Russell 3000 / 8% MSCI EAFE / 15% Total Alternatives Benchmark / 30% ICE BofA 1-3 Yr US Corp & Govt / 20% BBgBarc US Govt/Credit Int, Total Alternatives Benchmark: 100% HFRI Fund of Funds Composite. Total Fixed Income Benchmark: 64% ICE BofA 1-3 Yr US Corp & Govt / 36% BBgBarc US Govt/Credit Int.

PERFORMANCE REPORT CARD

	% of Portfolio	Ending June 30, 2021								Calendar Years			Inception (%)	Inception Date
		2021 Q2 (%)	YTD (%)	1 Yr (%)	2 Yrs (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)	2020 (%)	2019 (%)	2018 (%)		
Total University Assets	100.0	3.2	5.4	16.1	9.5	8.0	7.0	5.2	4.8	9.5	11.5	-1.5	4.5	Mar-04
<i>Total Policy Benchmark</i>		1.8	2.8	8.7	5.9	5.4	4.7	3.7	3.4	5.9	8.7	-0.4	3.4	
Total Operating & Short Term	13.5	0.0	0.0	0.1	1.1	1.5	1.2	0.9	0.7	1.1	2.4	1.7	0.6	Jun-10
<i>Total Operating & Short Term Benchmark</i>		0.0	0.0	0.1	0.9	1.4	1.2	0.9	0.7	0.8	2.3	1.9	0.6	
JPMorgan 100% U.S. Tr Sec MM Inst	13.4	0.0	0.0	0.0	0.6	1.1	1.0	0.7	0.5	0.3	2.0	1.7	0.5	Sep-11
<i>ICE BofA 91 Days T-Bills TR</i>		0.0	0.0	0.1	0.9	1.3	1.2	0.9	0.6	0.7	2.3	1.9	0.6	
Vanguard Short-Term Federal Adm	0.0	0.3	0.1	0.9	2.9	3.4	2.0	1.9	1.7	4.5	4.2	1.4	1.6	Sep-10
<i>BBgBarc US Govt 1-5 Yr TR</i>		0.1	-0.5	-0.3	2.5	3.3	1.8	1.8	1.6	4.3	4.2	1.5	1.6	
STAR Ohio	0.1	0.0	0.1	0.2	0.9	1.4	--	--	--	0.7	2.3	--	1.4	Jun-18
<i>ICE BofA 91 Days T-Bills TR</i>		0.0	0.0	0.1	0.9	1.3	1.2	0.9	0.6	0.7	2.3	1.9	1.3	
Total Long Term/ Reserves Pool	86.5	3.7	6.5	18.7	10.2	8.8	7.9	6.0	6.0	8.8	15.3	-3.4	6.1	Jun-10
<i>Total Long Term/ Reserves Fund Benchmark</i>		3.3	5.2	16.4	10.0	8.6	7.7	5.9	5.7	10.0	14.2	-2.4	5.6	
Total Domestic Equity	28.1	7.6	15.7	45.3	22.6	17.7	17.4	13.5	14.2	18.5	30.4	-5.7	15.9	Jun-10
<i>Russell 3000</i>		8.2	15.1	44.2	23.9	18.7	17.9	14.0	14.7	20.9	31.0	-5.2	16.2	
Vanguard Institutional Index	18.4	8.5	15.2	40.8	23.0	18.7	17.6	14.1	14.8	18.4	31.5	-4.4	16.2	Jun-10
<i>S&P 500</i>		8.5	15.3	40.8	23.0	18.7	17.6	14.1	14.8	18.4	31.5	-4.4	16.2	
Vanguard Mid Cap Index Adm	4.6	7.6	15.3	46.9	21.1	16.5	15.7	12.2	13.1	18.2	31.0	-9.2	14.3	Sep-10
<i>Vanguard Mid Cap Index Benchmark</i>		7.6	15.3	46.9	21.1	16.5	15.8	12.2	13.2	18.2	31.1	-9.2	14.4	
Loomis Sayles Sm Growth N	2.3	4.1	7.2	45.4	22.4	16.9	20.3	14.3	14.0	34.3	26.7	0.6	25.7	Aug-19
<i>Russell 2000 Growth</i>		3.9	9.0	51.4	25.1	15.9	18.8	13.1	13.5	34.6	28.5	-9.3	30.1	
Victory Integrity Small Value Y	2.8	4.1	27.7	81.1	17.3	8.6	12.3	7.9	10.5	1.2	23.1	-18.6	11.8	Sep-10
<i>Russell 2000 Value</i>		4.6	26.7	73.3	19.6	10.3	13.6	9.3	10.8	4.6	22.4	-12.9	11.9	
Total International Equity	7.9	7.2	10.3	41.7	18.5	11.9	12.7	6.3	6.6	16.7	26.7	-17.8	7.1	Sep-10
<i>MSCI EAFE</i>		5.2	8.8	32.3	12.1	8.3	10.3	5.0	5.9	7.8	22.0	-13.8	6.6	
<i>MSCI ACWI ex USA</i>		5.5	9.2	35.7	13.7	9.4	11.1	5.3	5.4	10.7	21.5	-14.2	6.1	
William Blair International Growth I	3.9	9.8	8.4	42.6	25.1	16.1	15.0	9.0	8.9	32.0	30.7	-17.7	11.1	Jun-12
<i>MSCI ACWI ex USA</i>		5.5	9.2	35.7	13.7	9.4	11.1	5.3	5.4	10.7	21.5	-14.2	7.9	

PERFORMANCE REPORT CARD

	% of Portfolio	2021 Q2 (%)	Ending June 30, 2021							Calendar Years			Inception (%)	Inception Date
			YTD (%)	1 Yr (%)	2 Yrs (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)	2020 (%)	2019 (%)	2018 (%)		
Dodge & Cox Internat'l Stock	3.9	4.7	12.2	40.4	11.6	7.5	10.2	3.5	5.5	2.1	22.8	-18.0	6.2	Sep-10
MSCI EAFE		5.2	8.8	32.3	12.1	8.3	10.3	5.0	5.9	7.8	22.0	-13.8	6.6	
Total Alternatives	9.7	1.8	6.7	15.3	3.3	4.0	4.2	--	--	-3.7	14.3	-6.0	2.5	Mar-15
Total Alternatives Benchmark		2.8	4.9	18.4	6.8	5.5	5.3	--	--	5.4	11.7	-4.3	3.7	
JPMorgan Strategic Income Opps Sel	2.1	0.3	0.6	2.4	1.6	1.9	2.9	2.3	2.6	1.6	4.0	0.8	1.7	Sep-18
BBgBarc US Universal TR		2.0	-1.1	1.1	4.4	5.6	3.5	3.5	3.7	7.6	9.3	-0.3	6.1	
Wells Fargo Adv Absolute Return Instl	2.1	0.5	5.3	13.1	3.1	3.0	4.3	2.0	--	-2.9	11.2	-5.6	2.1	Mar-15
HFRF Fund of Funds Composite Index		2.8	4.9	18.2	9.0	6.3	6.1	4.1	3.8	10.9	8.4	-4.0	4.0	
Weatherlow Fund Offshore Fund I Ltd	3.4	--	--	--	--	--	--	--	--	24.7	13.6	-3.1	--	Jun-21
HFRF Fund of Funds Composite Index		2.8	4.9	18.2	9.0	6.3	6.1	4.1	3.8	10.9	8.4	-4.0	--	
Diamond Hill Long-Short Y	2.1	4.2	13.4	30.1	9.5	9.7	9.1	6.3	8.1	-0.2	23.2	-6.9	6.8	Mar-15
HFRX Equity Hedge Index		5.1	7.9	20.4	8.6	4.1	5.3	2.9	2.4	4.6	10.7	-9.4	2.8	
Total Fixed Income	40.8	0.9	0.3	2.5	3.7	4.4	2.8	2.6	2.5	5.2	6.6	0.9	2.6	Jun-10
Total Fixed Income Benchmark		0.4	-0.3	0.4	2.8	3.6	2.2	2.1	2.0	4.4	5.1	1.4	2.1	
JPMorgan Core Bond	7.5	1.9	-1.0	1.1	4.6	5.6	3.3	3.4	3.5	8.1	8.3	0.2	3.9	Aug-17
BBgBarc US Aggregate TR		1.8	-1.6	-0.3	4.1	5.3	3.0	3.3	3.4	7.5	8.7	0.0	3.7	
YSU Intermediate Term Bond	6.1	1.2	-0.7	0.6	4.3	5.2	3.0	2.8	2.9	7.5	7.2	0.8	3.8	Mar-04
BBgBarc US Govt/Credit Int TR		1.0	-0.9	0.2	3.6	4.7	2.6	2.7	2.8	6.4	6.8	0.9	3.5	
PGIM High Yield R6	4.0	2.9	4.4	16.4	7.5	8.0	7.9	6.0	--	5.7	16.3	-1.2	7.2	Dec-16
BBgBarc US High Yield TR		2.7	3.6	15.4	7.4	7.4	7.5	5.5	6.7	7.1	14.3	-2.1	6.6	
YSU Short Term Bond	15.6	0.1	0.0	0.6	2.6	3.2	2.1	1.8	1.6	3.7	4.3	1.6	2.5	Mar-04
ICE BofA 1-3 Yrs US Corp & Govt TR		0.1	0.0	0.5	2.3	3.0	1.9	1.7	1.5	3.3	4.1	1.6	2.3	
Lord Abbett Short Duration Income I	5.0	0.7	1.1	4.3	3.0	3.6	3.0	2.6	3.0	3.2	5.6	1.4	3.5	Mar-18
ICE BofA 1-3 Yrs US Corp & Govt TR		0.1	0.0	0.5	2.3	3.0	1.9	1.7	1.5	3.3	4.1	1.6	2.9	
DFA Five-Yr Global Fxd-Inc I	2.6	0.2	0.2	0.6	1.3	2.4	1.5	1.9	2.2	1.5	4.0	1.7	2.0	Jun-13
FTSE WGBI 1-5 Yr Hdg USD		0.1	-0.3	0.1	2.0	2.8	1.9	1.9	1.9	3.2	3.9	2.1	1.9	
Total Cash & Cash Equivalents	0.0	0.0	0.0	0.0	0.6	0.8	--	--	--	0.4	1.5	--	0.8	Mar-18
ICE BofA 91 Days T-Bills TR		0.0	0.0	0.1	0.9	1.3	1.2	0.9	0.6	0.7	2.3	1.9	1.4	

PERFORMANCE REPORT CARD

	% of Portfolio	2021 Q2 (%)	Ending June 30, 2021							Calendar Years			Inception (%)	Inception Date
			YTD (%)	1 Yr (%)	2 Yrs (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)	2020 (%)	2019 (%)	2018 (%)		
PNC Govt MMkt	0.0	0.0	0.0	0.0	0.6	0.8	--	--	--	0.4	1.5	--	0.8	Mar-18
ICE BofA 91 Days T-Bills TR		0.0	0.0	0.1	0.9	1.3	1.2	0.9	0.6	0.7	2.3	1.9	1.4	

Total Policy Benchmark: 45% ICE BofA 91 Days T-Bills / 17% ICE BofA 1-3 Yr US Corp & Govt / 11% BBgBarc US Govt/Credit Int / 8% Total Alternatives Benchmark / 15% Russell 3000 / 4% MSCI EAFE. Total Operating & Short-Term Benchmark: 95% ICE BofA 91 Days T-Bills / 5% BBgBarc US Govt 1-3 Yr. Total Long-Term / Reserves Fund Benchmark: 27% Russell 3000 / 8% MSCI EAFE / 15% Total Alternatives Benchmark / 30% ICE BofA 1-3 Yr US Corp & Govt / 20% BBgBarc US Govt/Credit Int, Total Alternatives Benchmark: 100% HFRI Fund of Funds Composite. Total Fixed Income Benchmark: 64% ICE BofA 1-3 Yr US Corp & Govt / 36% BBgBarc US Govt/Credit Int.



DEFINITIONS & DISCLOSURES

DEFINITIONS & DISCLOSURES

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Past performance is no guarantee of future results. Investing involves risk, including risk of loss. Diversification does not ensure a profit or guarantee against loss.

All indices are unmanaged and performance of the indices includes reinvestment of dividends and interest income, unless otherwise noted. An investment cannot be made in any index.

Stock markets, especially foreign markets, are volatile and can decline significantly in response to adverse issuer, political, regulatory, market, or economic developments. Foreign securities are subject to interest-rate, currency-exchange-rate, economic, and political risks, all of which are magnified in emerging markets. The securities of smaller, less well-known companies can be more volatile than those of larger companies. Growth stocks can perform differently from the market as a whole and other types of stocks and can be more volatile than other types of stocks. Value stocks can perform differently from other types of stocks and can continue to be undervalued by the market for long periods of time.

Lower-quality debt securities generally offer higher yields, but also involve greater risk of default or price changes due to potential changes in the credit quality of the issuer. Any fixed income security sold or redeemed prior to maturity may be subject to loss.

The municipal market is volatile and can be significantly affected by adverse tax, legislative, or political changes and by the financial condition of the issuers of municipal securities. Interest rate increases can cause the price of a debt security to decrease. A portion of the dividends you receive may be subject to federal, state, or local income tax or may be subject to the federal alternative minimum tax. Generally, tax-exempt municipal securities are not appropriate holdings for tax advantaged accounts such as IRAs and 401(k)s.

Stock markets, especially foreign markets, are volatile and can decline significantly in response to adverse issuer, political, regulatory, market, or economic developments. Foreign securities are subject to interest-rate, currency-exchange-rate, economic, and political risks, all of which are magnified in emerging markets. The securities of smaller, less well-known companies can be more volatile than those of larger companies. Growth stocks can perform differently from the market as a whole and other types of stocks and can be more volatile than other types of stocks. Value stocks can perform differently from other types of stocks and can continue to be undervalued by the market for long periods of time.

The commodities industry can be significantly affected by commodity prices, world events, import controls, worldwide competition, government regulations, and economic conditions.

Changes in real estate values or economic conditions can have a positive or negative effect on issuers in the real estate industry, which may affect your investment.

Index Definitions:

The **S&P 500 Index** is a broad-based market index, comprised of 500 large-cap companies, generally considered representative of the stock market as a whole. The **S&P 400 Index** is an unmanaged index considered representative of mid-sized U.S. companies. The **S&P 600 Index** is a market-value weighted index that consists of 600 small-cap U.S. stocks chosen for market size, liquidity and industry group representation.

The **Russell 1000 Value Index**, **Russell 1000 Index** and **Russell 1000 Growth Index** are indices that measure the performance of large-capitalization value stocks, large-capitalization stocks and large-capitalization growth stocks, respectively. The **Russell 2000 Value Index**, **Russell 2000 Index** and **Russell 2000 Growth Index** are indices that measure the performance of small-capitalization value stocks, small-capitalization stocks and small-capitalization growth stocks, respectively. The **Russell Midcap Value Index**, **Russell Midcap Index** and **Russell Midcap Growth Index** are indices that measure the performance of mid-capitalization value stocks, mid-capitalization stocks and mid-capitalization growth stocks, respectively. The **Russell 2500 Value Index**, **Russell 2500 Index** and **Russell 2500 Growth Index** measure the performance of small to mid-cap value stocks, small to mid-cap stocks and small to mid-cap growth stocks, respectively, commonly referred to as "smid" cap. The **Russell 3000 Value Index**, **Russell 3000 Index** and **Russell 3000 Growth Index** measure the performance of the 3,000 largest U.S. value stocks, 3,000 largest U.S. stocks and 3,000 largest U.S. growth stocks, respectively, based on total market capitalization.

The **Wilshire 5000 Index** represents the broadest index of the U.S. equity market, measuring the performance of all U.S. equity securities with readily available price data. The **Wilshire Micro Cap Index** is a market capitalization-weighted index comprised of all stocks in the Wilshire 5000 Index below the 2,501st rank.

The **MSCI EAFE (Europe, Australasia, Far East) Index** is designed to measure developed market equity performance, excluding the U.S. and Canada. The **MSCI Emerging Markets (EM) Index** is designed to measure global emerging market equity performance. The **MSCI World Index** is designed to measure global developed market equity performance. The **MSCI World Index Ex-U.S. Index** is designed to measure the equity market performance of developed markets and excludes the U.S. The **MSCI Europe Index** is an unmanaged index considered representative of developed European countries. The **MSCI Japan Index** is an unmanaged index considered representative of stocks of Japan. The **MSCI Pacific ex Japan Index** is an unmanaged index considered representative of stocks of Asia Pacific countries excluding Japan.

The **U.S. 10-Year Treasury Yield** is generally considered to be a barometer for long-term interest rates.

Merrill Lynch 91-day T-bill Index includes U.S. Treasury bills with a remaining maturity from 1 up to 3 months.

The **Barclays Capital (BC) U.S. Treasury Index** is designed to cover public obligations of the U.S. Treasury with a remaining maturity of one year or more. The **BC Aggregate Bond Index** is an unmanaged, market value-weighted performance benchmark for investment-grade fixed-rate debt issues, including government, corporate, asset-backed, and mortgage-backed securities with maturities of at least one year. The **BC U.S. Credit Bond Index** is designed to cover publicly issued U.S. corporate and specified foreign debentures and secured notes that meet the specified maturity, liquidity, and quality requirements; bonds must be SEC-registered to qualify. The **BC U.S. Agency Index** is designed to cover publicly issued debt of U.S. Government agencies, quasi-federal corporations, and corporate or foreign debt guaranteed by the U.S. Government. The **BC CMBS Index** is designed to mirror commercial mortgage-backed securities of investment-grade quality (Baa3/BBB-/BBB- or above) using Moody's, S&P, and Fitch respectively, with maturity of at least one year. The **BC MBS Index** covers agency mortgage-backed pass-through securities (both fixed-rate and hybrid ARM) issued by Ginnie Mae (GNMA), Fannie Mae (FNMA), and Freddie Mac (FHLMC). The **BC U.S. Municipal Bond Index** covers the U.S. dollar-denominated, long-term tax-exempt bond market with four main sectors: state and local general obligation bonds, revenue bonds, insured bonds, and pre-refunded bonds. The **BC TIPS Index** is an unmanaged market index made up of U.S. Treasury Inflation Linked Index securities. The **BC U.S. Government Bond Index** is a market value-weighted index of U.S. Government fixed-rate debt issues with maturities of one year or more. The **BC ABS Index** is a market value-weighted index that covers fixed-rate asset-backed securities with average lives greater than or equal to one year and that are part of a public deal; the index covers the following collateral types: credit cards, autos, home equity loans, stranded-cost utility (rate-reduction bonds), and manufactured housing. The **BC Global Aggregate Index** is composed of three sub-indices: the U.S. Aggregate Index, the Pan-European Aggregate Index, and the Asian-Pacific Aggregate Index. In aggregate the index is created to be a broad-based measure of the performance of investment grade fixed rate debt. The **BC U.S. Corporate Long Aa Index** is an unmanaged index representing public obligations of U.S. corporate and specified foreign debentures and secured notes with a remaining maturity of 10 years or more. The **BC U.S. Corporate High-Yield Index** measures the market of USD-denominated, non-investment grade, fixed-rate, taxable corporate bonds. The **BC Intermediate Corporate Index** includes dollar-denominated debt from U.S. and non-U.S. industrial, utility, and financial institutions issuers with a duration of 1-10 years. The **BC U.S. Treasury Long Index** is an unmanaged index representing public obligations of the U.S. Treasury with a remaining maturity of one year or more. The **BC U.S. Government 10 Year Treasury Index** measures the performance of U.S. Treasury securities that have a remaining maturity of less than 10 years. The **BC BAA Corporate Index** measures the performance of the taxable Baa rated fixed-rate U.S. dollar-denominated corporate bond market. The **BC Global Treasury ex US Index** includes government bonds issued by investment-grade countries outside the United States, in local currencies, that have a remaining maturity of one year or more and are rated investment grade or higher. The **BC Emerging Market Bond Index** is an unmanaged index that total returns for external-currency-denominated debt instruments of the emerging markets. The **BC U.S. Securitized Bond Index** is a composite of asset-backed securities, collateralized mortgage-backed securities (RMBS-eligible) and fixed rate mortgage-backed securities. The **BC Quality Distribution AAA, B, and CC-D indices** measure the respective credit qualities of U.S. corporate and specified foreign debentures and secured notes. The **BC Universal Index** represents the union of the U.S. Aggregate Index, the U.S. High Yield Corporate Index, the 144A Index, the Eurozone Index, the Emerging Markets Index, and the non-ERISA portion of the CMBS Index. The **BC 1-3 Year Government Credit Index** is an unmanaged index considered representative of performance of short-term U.S. corporate bonds and U.S. government securities with maturities from one to three years. The **BC Long-term Government Index** is an unmanaged index reflecting performance of the long-term government bond market. The **BC Intermediate Aggregate Index** measures the performance of intermediate-term investment grade bonds. The **BC Intermediate 1-3 Year Government/Credit Index** measures the performance of U.S. Dollar denominated U.S. Treasuries, government-related and investment grade U.S. corporate securities that have a remaining maturity of greater than one year and less than ten years.

The **Bank of America ML U.S. High Yield Index** tracks the performance of below investment grade US Dollar Denominated corporate bonds publicly issued in the US market. Qualifying bonds have at least one year remaining term to maturity, are fixed coupon schedule and minimum outstanding of \$100 million.

The **HFRF Funds of Funds Index (HFRF FOF)** is an equal weighted index designed to measure the performance of hedge fund of fund managers. The more than 800 multi-strategy constituents are required to have at least \$50 million in assets under management and a trading track record spanning at least 12 months. The index includes both on and offshore funds and all returns are reported in USD.

The **NCREIF Property Index (NPI)** represents quarterly time series composite total rate of return measure of a very large pool of individual commercial real estate properties acquired in the private market. The index represents apartments, hotels, industrial properties, office buildings and retail properties which are at least 60% occupied and owned or controlled, at least in part by tax-exempt institutional investors or its designated agent. In addition these properties that are included must be investment grade, non-agricultural and income producing and all development projects are excluded. Constituents included in the NPI be valued at least quarterly, either internally or externally, using standard commercial real estate appraisal methodology. Each property must be independently appraised a minimum of once every three years.

The **FTSE NAREIT All REITS Index** is a market capitalization-weighted index that is designed to measure the performance of all tax-qualified Real Estate Investment Trusts (REITs) that are listed on the New York Stock Exchange, the American Stock Exchange, or the NASDAQ National Market List.

The **Dow Jones U.S. Select Real Estate Securities Index** is a float-adjusted market capitalization-weighted index of publicly traded real estate securities such as real estate investment trusts (REITs) and real estate operating companies (REOCs).

The **Cambridge PE Index** is a representation of returns for over 70% of the total dollars raised by U.S. leveraged buyout, subordinated debt and special situation managers from 1986 to December 2007. Returns are calculated based on the pooled time weighted return and are net of all fees. These pooled means represent the end to end rate of return calculated on the aggregate of all cash flows and market values reported by the general partners of the underlying constituents in the quarterly and annual reports.

The **University of Michigan Consumer Sentiment Index** is a consumer confidence index published monthly by the University of Michigan and Thomson Reuters. The index is normalized to have a value of 100 in December 1964.

VIX - The CBOE Volatility Index (VIX) is based on the prices of eight S&P 500 index put and call options.

Gold - represented by the dollar price of one troy ounce.

WTI Crude - West Texas Intermediate is a grade of crude oil used as a benchmark in oil pricing.

The **Affordability Index** measures of a population's ability to afford to purchase a particular item, such as a house, indexed to the population's income

The **Homeownership %** is computed by dividing the number of owner-occupied housing units by the number of occupied housing units or households.

HFR Emerging Markets: Asia ex-Japan, Global Index, Latin America Index, Russia/Eastern Europe Index. The constituents of the HFR Emerging Markets indices are selected according to their Regional Investment Focus only. There is no investment Strategy criteria for inclusion in these indices. Funds classified as Emerging Markets have a regional investment focus in one of the following geographic areas: Asia ex-Japan, Russia/Eastern Europe, Latin America, Africa or the Middle East. **HFR EH: Energy/Basic Materials** strategies which employ investment processes designed to identify opportunities in securities in specific niche areas of the market in which the Manager maintains a level of expertise which exceeds that of a market generalist. **HFR EH: Equity** Market Neutral strategies employ sophisticated quantitative techniques of analyzing price data to ascertain information about future price movement and relationships between securities, select securities for purchase and sale. **HFR EH: Short-Biased** strategies employ analytical techniques in which the investment thesis is predicated on assessment of the valuation characteristics on the underlying companies with the goal of identifying overvalued companies. **HFR EH: Technology/Healthcare** strategies employ investment processes designed to identify opportunities in securities in specific niche areas of the market in which the Manager maintain a level of expertise which exceeds that of a market generalist in identifying opportunities in companies engaged in all development, production and application of technology, biotechnology and as related to production of pharmaceuticals and healthcare industry.

HFR ED: Distressed Restructuring strategies which employ an investment process focused on corporate fixed income instruments, primarily on corporate credit instruments of companies trading at significant discounts to their value at issuance or obliged (par value) at maturity as a result of either formal bankruptcy proceeding or financial market perception of near term proceedings.

HFR ED: Private Issue/Regulation D strategies which employ an investment process primarily focused on opportunities in equity and equity related instruments of companies which are primarily private and illiquid in nature. **HFR Macro: Systematic Diversified** strategies have investment processes typically as function of mathematical, algorithmic and technical models, with little or no influence of individuals over the portfolio positioning. **HFR RV: Fixed Income - Asset Backed** includes strategies in which the investment thesis is predicated on realization of a spread between related instruments in which one or multiple components of the spread is a fixed income instrument backed physical collateral or other financial obligations (loans, credit cards) other than those of a specific corporation. **HFR RV: Fixed Income - Convertible Arbitrage** includes strategies in which the investment thesis is predicated on realization of a spread between related instruments in which one or multiple components of the spread is a convertible fixed income instrument.

HFR RV: Fixed Income - Corporate includes strategies in which the investment thesis is predicated on realization of a spread between related instruments in which one or multiple components of the spread is a corporate fixed income instrument. **HFR RV: Multi-Strategies** employ an investment thesis is predicated on realization of a spread between related fixed income instruments in which one or multiple components of the spread contains a fixed income, derivative, equity, real estate, MLP or combination of these or other instruments. **HFR RV: Yield Alternatives** index strategies employ an investment thesis is predicated on realization of a spread between related instruments in which one or multiple components of the spread contains a derivative, equity, real estate, MLP or combination of these or other instruments. Strategies are typically quantitatively driven to measure the existing relationship between instruments and, in some cases, identify attractive positions in which the risk adjusted spread between these instruments represents an attractive opportunity for the investment manager.

The **Consumer Price Index (CPI)** is an inflationary indicator that measures the change in the cost of a fixed basket of products and services, including housing, electricity, food, and transportation. The CPI is published monthly. Unless otherwise noted, the CPI figure is as of the date this report is created.

The **Credit Suisse Leveraged Loan Index** is a market value-weighted index designed to represent the investable universe of the U.S. dollar-denominated leveraged loan market.

The **Dow Jones-UBS Commodity Index** measures the performance of the commodities market. It consists of exchange-traded futures contracts on physical commodities that are weighted to account for the economic significance and market liquidity of each commodity.

The **S&P 500 Value Index**, **Index S&P 500 Index** and **S&P 500 Growth Index** are a broad-based market indices that measure the performance of large-capitalization value companies, large-capitalization companies and large-capitalization growth companies, respectively. The **S&P 400 MidCap Value Index**, **Index S&P MidCap 400 Index** and **S&P 400 MidCap Growth Index** are indices that measure the performance of mid-sized value companies, mid-sized companies and mid-sized growth companies, respectively. The **S&P 600 SmallCap Index** is a market-value weighted index that consists of 600 small-cap U.S. stocks chosen for market size, liquidity and industry group representation. The **S&P 900 Index** combines the large-cap S&P 500 and the S&P MidCap 400. **S&P Completion Index TR** is a sub-index of the S&P Total Market Index (TMI), including all stocks eligible for the S&P TMI and excluding all current constituents of the S&P 500. **S&P Global Ex US Property Index** defines and measures the investable universe of publicly traded property companies domiciled in developed and emerging markets excluding the U.S.

The **Russell 1000 Value Index**, **Russell 1000 Index** and **Russell 1000 Growth Index** are indices that measure the performance of large-capitalization value stocks, large-capitalization stocks and large capitalization growth stocks, respectively. The **Russell 2000 Value Index**, **Russell 2000 Index** and **Russell 2000 Growth Index** are indices that measure the performance of small-capitalization value stocks, small-capitalization stocks and small-capitalization growth stocks, respectively. The **Russell Midcap Value Index**, **Russell Midcap Index** and **Russell Midcap Growth Index** are a broad-based market indices that measure the performance of large-capitalization value companies, large-capitalization companies and large-capitalization growth companies, respectively. The **Russell 2500 Value Index**, **Russell 2500 Index** and **Russell 2500 Growth Index** measure the performance of small to mid-cap value stocks, small to mid-cap stocks and small to mid-cap growth stocks, respectively, commonly referred to as "SMID" cap. The **Russell 3000 Value Index**, **Russell 3000 Index** and **Russell 3000 Growth Index** measure the performance of the 3,000 largest U.S. value stocks, 3,000 largest U.S. stocks and 3,000 largest U.S. growth stocks, respectively, based on total market capitalization. The **Russell Microcap Index** measures the performance of the microcap segment of the U.S. equity market. The **Russell Top 200 Value Index** measures the performance of the especially large cap segment of the U.S. equity universe represented by stocks in the largest 200 by market cap that exhibit value characteristics. The **Russell Developed ex-US Large Cap Index** measures the performance of the largest investable securities in developed countries globally, excluding companies assigned to the United States.

DEFINITIONS & DISCLOSURES

The **Wilshire 5000 Index** represents the broadest index for the U.S. equity market, measuring the performance of all U.S. equity securities with readily available price data. The **Wilshire Micro Cap Index** is a market capitalization-weighted index comprised of all stocks in the Wilshire 5000 Index below the 2,501st rank. The **Wilshire 4500 Index** is comprised of all stocks in the Wilshire 5000 Index minus the stocks in the S&P 500. The **Wilshire Real Estate Securities Index (RESI)** is comprised of publicly traded real estate equity securities.

All MSCI indices are gross, defined as With Gross Dividends. Gross total return indices reinvest as much as possible of the company's dividend distributions. The reinvested amount is equal to the total dividend amount distributed to persons residing in the country of the dividend-paying company. Gross total return indices do not, however, include any tax credits. The **MSCI EAFE (Europe, Australasia, Far East) Gross Index** is designed to measure developed market equity performance, excluding the U.S. and Canada. The **MSCI Emerging Markets (EM) Gross Index** is designed to measure global emerging market equity performance. The **MSCI World Gross Index** is designed to measure global developed market equity performance. The **MSCI World Index Ex-U.S. Gross Index** is designed to measure the equity market performance of developed markets and excludes the U.S. The **MSCI Europe Gross Index** is an unmanaged index considered representative of developed European countries. The **MSCI Japan Gross Index** is an unmanaged index considered representative of stocks of Japan. The **MSCI Pacific ex. Japan Gross Index** is an unmanaged index considered representative of stocks of Asia Pacific countries excluding Japan. The **MSCI AC (All Country) Asia ex Japan Gross Index** is a free float-adjusted market capitalization weighted index that is designed to measure the equity market performance of Asia, excluding Japan. The **MSCI ACWI Gross Index** is a free float-adjusted market capitalization weighted index that is designed to measure the equity market performance of developed and emerging markets, excluding U.S. The **MSCI ACWI ex US Small Cap Growth Gross Index** is a market capitalization weighted total return index measured in U.S. dollars based on share prices and reinvested net dividends that is designed to measure the equity market performance of the small cap growth segments of developed and emerging markets, excluding the U.S. The **MSCI Canada Gross Index** is designed to measure the performance of the large and midcap segments of the Canada market. The **MSCI EAFE Small Cap Gross Index** measures the performance of small cap stocks in European, Australasia, and Far Eastern markets. The **MSCI EAFE Value Gross Index** is a market capitalization-weighted index that monitors the performance of value stocks from Europe, Australasia, and the Far East. The **MSCI EM Latin America Gross Index** is a free float-adjusted market capitalization weighted index that is designed to measure the equity market performance of emerging markets in Latin America. The **MSCI Pacific Free ex Japan Gross Index** measures the performance of the Australian, Hong Kong, New Zealand, and Singapore equity markets. The **MSCI World Small Cap Gross Index** is designed to measure the equity market performance of the small cap segment of developed markets. The **MSCI US Small Cap 1750 Index** represents the universe of small capitalization companies in the U.S. equity market. The **MSCI US Mid Cap 450 Index** represents the universe of medium capitalization companies in the U.S. equity market. The **MSCI US Mid Cap Value Index** represents the value companies of the MSCI US Mid Cap 450 Index. The **MSCI US Prime Market 750 Index** represents the universe of large and medium capitalization companies in the U.S. equity market. The **MSCI US Prime Market Value Index** represents the value companies of the MSCI US Prime Market 750 Index. The **MSCI US Prime Market Growth Index** represents the growth companies of the MSCI US Prime Market 750 Index.

The **Barclays Capital® (BC) U.S. Treasury Index** is designed to cover public obligations of the U.S. Treasury with a remaining maturity of one year or more. The **BC Aggregate Bond Index** is an unmanaged, market value-weighted performance benchmark for investment-grade fixed-rate debt issues, including government, corporate, asset-backed, and mortgage-backed securities with maturities of at least one year. The **BC U.S. Credit Bond Index** is designed to cover publicly issued U.S. corporate and specified foreign debentures and secured notes that meet the specified maturity, liquidity, and quality requirements; bonds must be SEC-registered to qualify. The **BC U.S. Agency Index** is designed to cover publicly issued debt of U.S. Government agencies, quasi-federal corporations, and corporate or foreign debt guaranteed by the U.S. Government. The **BC CMBS Index** is designed to mirror commercial mortgage-backed securities of investment-grade quality (Baa3/BBB-/BBB- or above) using Moody's, S&P, and Fitch respectively, with maturity of at least one year. The **BC CMBS Index** covers agency mortgage-backed pass-through securities (both fixed-rate and hybrid ARMs) issued by Ginnie Mae (GNMA), Fannie Mae (FNMA), and Freddie Mac (FHLMC). The **BC U.S. Municipal Bond Index** covers the U.S. dollar-denominated, long-term tax-exempt bond market with four main sectors: state and local general obligation bonds, revenue bonds, insured bonds, and pre-refunded bonds. The **BC US TIPS Index** is an unmanaged market index made up of U.S. Treasury Inflation Linked Index securities. The **BC U.S. Government Bond Index** is a market value-weighted index of U.S. Government fixed-rate debt issues with maturities of one year or more. The **BC ABS Index** is a market value-weighted index that covers fixed-rate asset backed securities with average lives greater than or equal to one year and that are part of a public deal; the index covers the following collateral types: credit cards, auto, home equity loans, stranded-cost utility (rate-reduction bonds), and manufactured housing. The **BC Global Aggregate Index** is composed of three sub-indices: the U.S. Aggregate Index, the Pan-European Aggregate Index, and the Asian-Pacific Aggregate Index. In aggregate the index is created to be a broad-based measure of the performance of investment grade fixed rate debt on a global scale. The **BC US Corporate Long Aa Index** is an unmanaged index representing public obligations of U.S. corporate and specified foreign debentures and secured notes with a remaining maturity of 10 years or more. The **BC U.S. Corporate High-Yield Index** measures the market of USD-denominated, non-investment grade, fixed-rate, taxable corporate bonds. The **BC Intermediate Corporate Index** includes dollar-denominated debt from U.S. and non-U.S. industrial, utility, and financial institutions issuers with a duration of 1-10 years. The **BC U.S. Treasury Long Index** is an unmanaged index representing public obligations of the U.S. Treasury with a remaining maturity of one year or more. The **BC U.S. Government 10 Year Treasury Index** measures the performance of U.S. Treasury securities that have a remaining maturity of less than 10 years. The **BC BAA Corporate Index** measures the performance of the taxable Baa rated fixed-rate U.S. dollar-denominated corporate bond market. The **BC Global Treasury ex US Index** includes government bonds issued by investment-grade countries outside the United States, in local currencies, that have a remaining maturity of one year or more and are rated investment grade or higher. The **BC Emerging Market Bond Index** is an unmanaged index that total returns for external-currency-denominated debt instruments of the emerging markets. The **BC U.S. Securitized Bond Index** is a composite of asset-backed securities, collateralized mortgage-backed securities (ERISA-eligible) and fixed rate mortgage-backed securities. The **BC Quality Distribution AAA, B, and CC-D Indices** measure the respective credit qualities of U.S. corporate and specified foreign debentures and secured notes. The **BC Universal Index** represents the union of the U.S. Aggregate Index, the U.S. High Yield Corporate Index, the 144A Index, the Eurodollar Index, the Emerging Markets Index, and the non-ERISA portion of the CMBS Index. The **BC 1-3 Year Government Credit Index** is an unmanaged index considered representative of performance of short-term U.S. corporate bonds and U.S. government bonds with maturities from one to three years. The **BC 1-5 Year Government Credit Index** is an unmanaged index considered representative of performance of short-term U.S. corporate bonds and U.S. government bonds with maturities from one to five years. The **BC Long-term Government Index** is an unmanaged index reflecting performance of the long-term government bond market. The **BC Intermediate Aggregate Index** measures the performance of intermediate-term investment grade bonds. The **BC Intermediate 1-3 Year Government/Credit Index** measures the performance of U.S. Dollar denominated U.S. Treasury, government-related and investment grade U.S. corporate securities that have a remaining maturity of greater than one year and less than ten years. The **BC U.S. 1-3 Year Government Bond Index** is composed of Treasury bond and agency bond and agency bond indices that have maturities of one to three years. The **BC U.S. 1-5 Year Government Bond Index** is composed of Treasury bond and agency bond indices that have maturities of one to five years. The **BC 1-3 Year US Treasury Index** measures the performance of the U.S. Treasury securities that have a maturity between 1 to 3 years. The **BC Government Credit Index** measures the performance of U.S. Government and corporate bonds rated investment grade or better, with maturities of at least one year.

The **BC High Yield Index** covers the universe of fixed rate, non-investment grade debt. Pay-in-kind (PIK) bonds, Eurobonds, and debt issues from countries designated as emerging markets (e.g., Argentina, Brazil, Venezuela, etc.) are excluded, but Canadian and global bonds (SEC registered) of issuers in non-EMG countries are included. Original issue zeroes, step-up coupon structures, and 144-A's are also included. The **BC Intermediate Government Index** measures the performance of intermediate U.S. government securities. The **BC Intermediate Government/Credit Bond Index** measures the performance of intermediate term U.S. government and corporate bonds. The **BC U.S. Long Term Corporate Index** measures the performance of investment-grade, fixed-rate, taxable securities issued by industrial, utility, and financial companies, with maturities greater than 10 years. The **BC Global Credit Hedged USD Index** contains investment grade and high yield credit securities from the Multiverse represented in US Dollars on a hedged basis. The **BC Long A+ U.S. Credit Index** measures the performance of investment grade corporate debt and agency bonds that are dollar denominated and have a maturity of greater than 10 years. The **BC U.S. Gov/Credit 5-10 Year Index** includes all medium and larger issues of U.S. government, investment-grade corporate, and investment-grade international dollar-denominated bonds that have maturities between 5 and 10 years and are publicly issued.

The **Cambridge U.S. Private Equity Index** is a representation of returns for over 70% of the total dollars raised by U.S. leveraged buyout, subordinated debt and special situation managers from 1986 to December 2007. Returns are calculated based on the pooled time weighted return and are net of all fees. These pooled means represent the end to end rate of return calculated on the aggregate of all cash flows and market values reported by the general partners of the underlying constituents in the quarterly and annual reports. Please Note: the performance of this index lags by 1 quarter.

The **Bank of America (BoFA) Merrill Lynch (ML) 91-day T-bill Index** includes U.S. Treasury bills with a remaining maturity from 1 up to 3 months. The **BoFA ML U.S. High Yield Master Index & Bank of America ML U.S. High Yield Master II Indices** track the performance of below investment grade US Dollar Denominated corporate bonds publicly issued in the US market. Qualifying bonds have at least one year remaining term to maturity, are fixed coupon schedule and minimum outstanding of \$100 million. The **BoFA ML All US Convertibles Index** consists of convertible bonds traded in the U.S. dollar denominated investment grade and non investment grade convertible securities sold into the U.S. market and publicly traded in the United States. The **BoFA ML US Corp & Govt 1-3 Yrs Index** tracks the performance of U.S. dollar-denominated investment grade government and corporate public debt issued in the U.S. domestic bond market with at least 1 yr and less than 3 yrs remaining to maturity, including U.S. Treasury, U.S. agency, foreign government, supranational and corporate securities. The **BoFA ML U.S. High-Yield BB-B Constrained Index** is a modified market capitalization-weighted index of U.S. dollar-denominated, below-investment-grade corporate debt publicly issued in the U.S. domestic market. The **BoFA Merrill Lynch US Treasury 1-3 Year Index** tracks the performance of the direct sovereign debt of the U.S. Government having a maturity of at least one year. The **BoFA ML Treasury Current 2 Year Index** tracks the most recently issued 2-year U.S. Treasury note. The **BoFA ML CMBS Fixed Rate AAA Index** is a subset of the BoFA ML U.S. Fixed Rate CMBS Index including all securities rated AAA. The **BoFA ML U.S. Fixed Rate CMBS Index** tracks the performance of U.S. dollar-denominated investment grade fixed rate commercial mortgage-backed securities publicly issued in the U.S. domestic market. The **BoFA ML U.S. Dollar 3-Month LIBOR Index** represents the London interbank offered rate (LIBOR) with a constant 3-month average maturity.

The **Citi Select MLP Index** is a USD denominated, price return index, comprised of the common units of up to 30 of the most liquid market limited partnerships in the Energy Sector. The **Citigroup World Government Bond Index (WGBI) 1-5 Year Hedged USD Index** is a comprehensive measure of the total return performance of the government bond markets of approximately 22 countries with maturities ranging from one to five years. The **Citigroup WGBI Index** is a market capitalization weighted bond index consisting of the government bond markets of the multiple countries. The **Citigroup WGBI ex US Index** is a market capitalization weighted bond index consisting of the government bond markets of the multiple countries, excluding the U.S. The **Citigroup 3-Month US Treasury Bill Index** performance is an average of the last 3-Month Treasury Bill issues.

The **NCREIF Property Index (NPI)** represents quarterly time series composite total rate of return measure of a very large pool of individual commercial real estate properties acquired in the private market. The index represents apartments, hotels, industrial properties, office buildings and retail properties which are at least 60% occupied and owned or controlled, at least in part by tax-exempt institutional investors or its designated agent. In addition these properties that are included must be investment grade, non-agricultural and income producing and all development projects are excluded. Constituents included in the NPI are valued at least quarterly, either internally or externally, using standard commercial real estate appraisal methodology. Each property must be independently appraised a minimum of once every three years. Please Note: the performance of this index lags by 1 quarter. The **NCREIF Timberland Index** is a quarterly time series composite return measure of investment performance of a large pool of individual timber properties acquired in the private market for investment purposes only.

The **Ibbotson Intermediate Government Bond Index** is measured using a one-bond portfolio with a maturity near 5 years.

The **JPMorgan Emerging Markets Bond Index Plus (EMBI+)** Index tracks total returns for traded external debt instruments (external meaning foreign currency denominated fixed income) in the emerging markets. The **JPMorgan GBI Global ex-US Index** represents the total return performance of major non-U.S. bond markets.

The **HFR Funds of Funds Index (HFRi FOF)** is an equal weighted index designed to measure the performance of hedge fund of fund managers. The more than 800 multi-strategy constituents are required to have at least \$50 million in assets under management and a trading track record spanning at least 12 months. The index includes both on and offshore funds and all returns are reported in USD. **HFR Relative Value Index** tracks investment managers who maintain positions in which the investment thesis is predicated on realization of a valuation discrepancy in the relationship between multiple securities. Managers employ a variety of fundamental and quantitative techniques to establish investment theses, and security types range broadly across equity, fixed income, derivative or other security types. Fixed income strategies are typically quantitatively driven to measure the existing relationship between instruments and, in some cases, identify attractive positions in which the risk adjusted spread between these instruments represents an attractive opportunity for the investment manager. RV position may be involved in corporate transactions also, but as opposed to ED exposures, the investment thesis is predicated on realization of a pricing discrepancy between related securities, as opposed to the outcome of the corporate transaction. **HFRi Fund of Funds Conservative Index** is an equal-weighted index representing funds or funds that invest with multiple managers focused on consistent performance and lower volatility via absolute strategies. **HFRi ED: Merger Arbitrage** strategies which employ an investment process primarily focused on opportunities in equity and equity related instruments of companies which are currently engaged in a corporate transaction.

The **FTSE All-World ex US Index** comprises large and midcap stocks providing coverage of developed and emerging markets, excluding the U.S. The **FTSE NAREIT Developed Index** is a global market capitalization weighted index composed of listed real estate securities from developed market countries in North America, Europe, and Asia. The **FTSE NAREIT Developed ex US Index** is a global market capitalization weighted index composed of listed real estate securities from developed market countries in North America, Europe, and Asia, excluding the U.S. The **FTSE High Dividend Yield Index** comprises stocks that are characterized by higher than average dividend yields, and is based on the US component of the FTSE Global Equity Index Series (GEIS). The **FTSE NAREIT All REITS Index** is a market capitalization-weighted index that is designed to measure the performance of all tax-qualified Real Estate Investment Trusts (REITs) that are listed on the New York Stock Exchange, the American Stock Exchange, or the NASDAQ National Market List. The **FTSE NAREIT Equity REIT Index** is an unmanaged index reflecting performance of the U.S. real estate investment trust market.

The **Consumer Price Index (CPI)** is an inflationary indicator that measures the change in the cost of a fixed basket of products and services, including housing, electricity, food, and transportation. The CPI is published monthly. Please Note: the performance of this index lags by 1 month.

The **Credit Suisse Leveraged Loan Index** is a market value-weighted index designed to represent the investable universe of the U.S. dollar-denominated leveraged loan market. The **Dow Jones (DJ) UBS Commodity Index** measures the performance of the commodities market. It consists of exchange-traded futures contracts on physical commodities that are selected to account for the economic significance and market liquidity of each commodity. The **DJ U.S. Total Stock Market Index** is an all-inclusive measure composed of all U.S. equity securities with readily available prices. The **DJ U.S. Completion Total Stock Market Index** is a subset of the DJ U.S. Total Stock Market Index that excludes components of the S&P 500. The **Dow Jones U.S. Weighted Real Estate Securities Index** is a float-adjusted market capitalization-weighted index of publicly traded real estate securities such as real estate investment trusts (REITs) and real estate operating companies (REOCs).

The **Dow Jones Target Date (Today, 2010, 2015, 2020, 2025, 2030, 2035, 2040, 2045, 2050, 2055) Indices** were created to benchmark portfolios of stocks, bonds and cash. Each index is made up of composite indices representing these three asset classes. The asset class indices are weighted differently within each target date index depending on the time horizon. Each month, the allocations among the asset class indices are rebalanced to reflect an increasingly conservative asset mix.

The **Morningstar Lifetime Allocation Index** series consists of 13 Indices (Income, 2000, 2000S, 2010, 2015, 2020, 2025, 2030, 2035, 2040, 2045, 2050, 2055) available in three risk profiles: aggressive, moderate, and conservative. The indices are built on asset allocation methodologies developed by Ibbotson Associates, a leader in asset allocation research and a Morningstar company since 2006. The indices provide pure asset-class exposure to global equities, global fixed-income, commodities, and Treasury Inflation-Protected Securities (TIPS) by using existing Morningstar indices as allocation building blocks. The portfolio allocations are held in proportions appropriate to the U.S. investor's number of years until retirement. The Conservative, Moderate and Aggressive risk profiles are for investors who are comfortable with below-average exposure to equity market volatility, investors who are comfortable with average exposure to equity market volatility and well-funded investors who are comfortable with above average exposure to equity market volatility, respectively.

These reports are not to be construed as an offer or the solicitation of an offer to buy or sell securities mentioned herein. Information contained in these reports are based on sources and data believed reliable. The information used to construct these reports was received via a variety of sources. These reports are for informational purposes only and are not intended to satisfy any compliance or regulatory conditions set forth by any governing body of the securities industry. These reports do not take the place of any brokerage statements, any fund company statements, or tax forms. You are urged to compare this report with the statement you receive from your custodian covering the same period. Differences in positions may occur due to reporting dates used and whether certain assets are not maintained by your custodian. There may also be differences in the investment values shown due to the use of differing valuation sources and methods. Past performance is no guarantee of future results. Investing involves risk, including risk of loss. Diversification does not ensure a profit or guarantee loss.

This evaluation report has been prepared for the exclusive use of a specific client and no part of it may be used by any investment manager without permission of that client and Clearstead.

Evaluation of investment managers covers both quantitative and qualitative aspects. In addition to the investment performance evaluation, we monitor ownership structure, track key-employee information, and hold regular meetings with each investment management organization employed by our clients.

The data presented in this report have been calculated on a time-weighted rate of return basis. All returns are net of investment advisory fees, but gross of Clearstead advisory fees and custodian fees, unless otherwise labeled. The deduction of Clearstead advisory fees and custodian fees would have the effect of decreasing the indicated investment performance.

The performance data shown represent past performance. Past performance is not indicative of future results. Current performance data may be lower or higher than the performance data presented.

Returns for periods longer than one year are annualized. Each number is independently rounded.

A current copy of Hartland & Co.'s ADV-Part 2 is available to all clients upon request.



**YOUNGSTOWN
STATE
UNIVERSITY**

**RESOLUTION TO APPROVE
CLEARSTEAD'S RECOMMENDATION TO REBALANCE THE
NON-ENDOWMENT LONG-TERM INVESTMENT POOL**

WHEREAS, the Investment Subcommittee of the Board of Trustees of Youngstown State University is responsible for identification of asset classes, strategic asset allocation, acceptable asset ranges above and below the strategic asset allocation, and selecting investment managers, pursuant to University policy 3356-3-10; and

WHEREAS, the Investment Subcommittee has consulted with the University's investment advisors and recommends rebalancing the Non-Endowment Long-Term Investment Pool.

NOW, THEREFORE, BE IT RESOLVED, that the Investment Subcommittee of the Board of Trustees of Youngstown State University does hereby approve the rebalance, as detailed in Exhibit ___.

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

PORTFOLIO RECOMMENDATIONS (ACTION)

YOUNGSTOWN STATE UNIVERSITY

AS OF JULY 30, 2021

	TICKER	MARKET VALUE (CURRENT)	% OF PORTFOLIO	CHANGES	MARKET VALUE (POST CHANGES)	% OF PORTFOLIO	POLICY TARGET	POLICY RANGE	TACTICAL +/-
Total Operating & Short Term		\$10,210,027	100.0%	\$0	\$10,210,027	100.0%	100.0%		
Operating Assets		\$10,184,841	99.8%		\$10,184,841	99.8%		60-100%	
JPMorgan 100% U.S. Treas. MM Instl	JTSXX	\$10,093,689	98.9%		\$10,093,689	98.9%			
Star Plus*	-	\$0	0.0%		\$0	0.0%			
Star Ohio*	-	\$91,152	0.9%		\$91,152	0.9%			
Short-Term Assets		\$25,186	0.2%		\$25,186	0.2%		0-40%	
Vanguard Short-Term Federal Adm	VSGDX	\$25,186	0.2%		\$25,186	0.2%			
Total Long Term Reserves Pool		\$65,593,756	100.0%	\$0	\$65,593,757	100.0%	100.0%		
Domestic Equity		\$21,507,460	32.8%		\$20,657,460	31.5%	27.0%	20-35%	4.5%
Large Cap		\$14,217,179	21.7%		\$13,717,179	20.9%			
Vanguard Instl Index	VINIX	\$14,217,179	21.7%	-\$500,000	\$13,717,179	20.9%			
Small/Mid Cap		\$7,290,281	11.1%		\$6,940,281	10.6%			
Vanguard Mid Cap Index Adm	VIMAX	\$3,493,127	5.3%		\$3,493,127	5.3%			
Loomis Sayles Small Growth N2	LSSNX	\$1,733,365	2.6%		\$1,733,365	2.6%			
Victory Integrity Small Cap Value Y	VSVIX	\$2,063,789	3.1%	-\$350,000	\$1,713,789	2.6%			
International Equity		\$5,934,749	9.0%		\$5,934,749	9.0%	8.0%	0-15%	1.0%
William Blair International Growth I	BIGIX	\$3,023,711	4.6%		\$3,023,711	4.6%			
Dodge & Cox International Stock	DODFX	\$2,911,039	4.4%		\$2,911,039	4.4%			
Total Equity		\$27,442,209	41.8%		\$26,592,209	40.5%	35.0%	25-45%	5.5%
Alternatives		\$7,343,034	11.2%		\$7,143,451	10.9%	15.0%	0-20%	-4.1%
JPMorgan Strategic Income Opps Fd	JSOSX	\$1,592,787	2.4%		\$1,592,787	2.4%			
Wells Fargo Adv Absolute Return I	WABIX	\$1,550,664	2.4%		\$1,550,664	2.4%			
Diamond Hill Long-Short Y	DIAYX	\$1,599,583	2.4%	-\$1,599,583	\$0	0.0%			
Weatherlow Fund*	-	\$2,600,000	4.0%	\$1,400,000	\$4,000,000	6.1%			
Fixed Income		\$30,807,377	47.0%		\$31,857,377	48.6%	50.0%	35-75%	-1.4%
Short Term Fixed Income		\$17,432,810	26.6%		\$18,482,810	28.2%	30.0%	25-45%	-1.8%
YSU Short Term Bond	-	\$11,705,446	17.8%	\$525,000	\$12,230,446	18.6%			
Lord Abbett Short Duration	LLDYX	\$3,741,569	5.7%	\$525,000	\$4,266,569	6.5%			
DFA Five-Year Global	DFGBX	\$1,985,795	3.0%		\$1,985,795	3.0%			
Intermediate Fixed Income		\$13,374,566	20.4%		\$13,374,566	20.4%	20.0%	10-30%	0.4%
JPMorgan Core Bond Fund R6*	JCBUX	\$5,704,614	8.7%		\$5,704,614	8.7%			
YSU Intermediate Term Fixed	-	\$4,625,068	7.1%		\$4,625,068	7.1%			
Prudential High Yield Bond R6	PHYQX	\$3,044,884	4.6%		\$3,044,884	4.6%			
Cash & Cash Equivalents		\$1,137	0.0%		\$720	0.0%	0.0%	0-5%	0.0%
Equity Account Cash	-	\$1,137	0.0%	-\$417	\$720	0.0%			
Total University Assets		\$75,803,783			\$75,803,783				

SUMMARY OF RECOMMENDATIONS

- Trim equities, reallocate to fixed income
- Move on from Diamond Hill, reallocate proceeds to Weatherlow
 - Many key personnel departures to the team over the past year
 - Meaningful outflows from the strategy
 - Did not provide as much downside protection as expected in recent volatile periods
 - Would be exiting on a rebound; Up +13.4% CYTD

*As of 6/30/2021



III. AUDIT SUBCOMMITTEE

(All subcommittee resolutions, supporting documents and background materials are included in addendum that follows the agenda.)

In the absence of Subcommittee Chair Peterson, Board Chair Jakubek served as chair of the meeting.

A. Disposition of Minutes

Draft copies of the minutes of the subcommittee's meeting held June 2, 2021, were provided to the trustees prior to the meeting. There being no corrections, additions or deletions thereto, the minutes of the meetings were approved as provided.

B. Old Business

No Old Business

C. Committee Items

1. Audit Subcommittee Discussion Items

Kelli L. Miller, director of Internal Audit, updated the board on several items **(materials included in addendum)**:

- a. Donor Restricted Fund Audit Report
- b. Audit Matrix Open Audit Recommendation Update
- c. FY21 Fourth Quarter Internal Audit Plan Update
- d. Anonymous Reporting Hotline Stats Update
- e. Enterprise Risk Management Update

2. Audit Subcommittee Action Item

- a. No action items

3. Background Materials

- a. No material this quarter

D. New Business

E. Adjournment

(All subcommittee resolutions, supporting documents and background materials included in addendum that follows.)

Addendum

YSU Board of Trustees, Audit Subcommittee

Sept. 1, 2021



One University Plaza, Youngstown, Ohio 44555

Office of Internal Audit

330.941.2015

www.yzu.edu

Internal Audit Report

Date: July 29, 2021

To: Katrena Davidson, Controller

From: Kelli L. Miller

RE: Internal Audit Testing – Donor Restricted Funds

Audit #: FY2021-02

Background

Donors contribute gifts that support the educational and strategic objectives of Youngstown State University. These gifts can be in the form of cash, securities, property, or other assets. Donors may specify the purpose of the gift, hence establishing “restrictions” on the use of the gift. Additionally, gifts may be endowed, where the principal portion of the gift is invested in perpetuity, with the generated earnings used to fund expenditures in accordance with established gift restrictions. Gifts may be made directly to the University or via an affiliated organization (i.e. Youngstown State University Foundation, The Penguin Club, and WYSU).

Engagement

Internal Audit reviewed the system of internal controls related to the University’s administration and monitoring of donor restricted funds.

An audit is designed to provide reasonable, but not absolute assurance regarding the effectiveness of internal controls. An audit involves sampling, rather than testing 100% of a population of transaction items. Internal Audit promotes continuous improvements and effective internal controls. However, management is responsible for the design, implementation, and operating effectiveness of internal controls.

Objectives

The primary objective of this engagement is to evaluate the adequacy and effectiveness of University controls, which ensure the effective administration of donor restricted funds.

Specific objectives include assessing:

- The efficiency and effectiveness of operational procedures and processes
- Reliability and integrity of financial and operational information
- Compliance with the donor intent and applicable University policies

Scope

The scope of this engagement included a review of the University processes related to administration and monitoring of donor restricted funds. The engagement focused on the period from July 1, 2020 through January 31, 2021.



Specific procedures included:

- Review of University and department policies and procedures which address gift acceptance and documentation of donor intent for use of the gift as well as communication of gift restrictions to users
- Inquiries of University staff including process walkthroughs
- Test of University transactions and supporting documentation related to receipt, documentation, and communication of donor intent and ultimate expenditure of gifts

Testing included the flow of funds from point of receipt, in cases where funds were originally received and then transferred to the University, by an external affiliated organization.

Conclusion

Overall, the audit indicated that the system of internal controls is operating effectively. However, Internal Audit observed several areas for improvement to strengthen the system of internal controls. Therefore, the audit opinion is *effective, opportunities for improvement*.

The observations and audit recommendations are presented in this report along with managements' responses. Management's response includes a planned implementation date for corrective action. Internal Audit will perform follow-up procedures subsequent to the indicated implementation date to verify that corrective actions have been taken.



Kelli L Miller, CPA
Director of Internal Audit

cc:
J. Tressel
N. McNally
Audit Subcommittee

Observations, Recommendations, and Responses

Increased focus on training, communication and adherence to procedures is necessary to improve efficiency and best practices related to administration of restricted giving throughout the university and affiliated organizations.

Observation:

- Stakeholders noted a lack of timely, consistent and relevant restricted giving information.
- Foundation reported that monthly information reports were suspended during the past year and only provided to users upon request. This change was instituted at the time of the university restructuring.
- Chairs and Department Heads indicated an interest in education and training related to handling of donor-restricted funds.

Recommendation:

Current procedures and communication mechanisms need to be reassessed and evaluated in order to ensure that individuals throughout the university have the training and necessary information to administer restricted giving, use of restricted funds and relationships with donors in an effective and efficient manner.

Management response:

A work group has been convened to assess and evaluate training, communication and adherence to procedures for the purpose of improving efficiency and ensuring continued effectiveness in handling of donor restricted funds. Initially, this work group will include representation from the Controller's Office and the YSU Foundation. Consideration will be given to the need to involve stakeholders from other areas within the university as well.

AUDIT RECOMMENDATIONS STATUS - FY2021 Q4

Audit Recommendation Number / Name Audit Date Issued Risk Category Risk Level Division Original Deadline <i>Revised Deadline</i> Current Status	Summary of Recommendation	Summary of Response	Current Status Comment	Prior Status Comment
2018-02-04 Risk assessment and monitoring federal grant subrecipients Research Compliance Audit 2/11/19 research Moderate Academic Affairs 3/31/2020 <i>12/31/2021</i> ON SCHEDULE	Develop and implement procedures for subrecipient risk assessment and monitoring.	ORS and Grants Accounting are currently finalizing a formal sub-recipient risk assessment process based partially on the federal demonstration partnership best practices documentation. Of greater concern is the likelihood of sub-recipients failing to meet the terms and conditions of the sub award in a consistent and timely manner. Therefore, much of the focus of this issue will be on development of clear assessment protocols.	Final resolution has been delayed due to staffing shortages and COVID-19. Completion timeline contingent on staffing and remote work considerations. Temporary measures are in place to strengthen oversight until implementation completed.	Final resolution has been delayed due to staffing shortages and COVID-19. Completion timeline contingent on staffing and remote work considerations. Temporary measures are in place to strengthen oversight until implementation completed.
2018-02-05 Principal investigator communication and training Research Compliance Audit 2/11/19 research Moderate Academic Affairs 1/31/2020 <i>12/31/2021</i> DEADLINE REVISED	Develop formal, ongoing periodic training for PI's and potential PI's that is aligned with funding agency guidelines. Ensure required trainings are monitored for completion.	Management believes that the audit items can be substantially addressed as a result of the hiring a new Director of Research, Compliance and Initiatives (Dr. Van slambrouck) and the implementation of an ERA system. Pertinent tasks planned include: 1) Develop training materials on the use of the ERA software and establish procedures for proposal development and submission, consistent with relevant requirements. 2) Develop training videos which meet the scheduling needs of faculty, staff and students. 3) Develop a recordkeeping process within the ERA software for monitoring training.	ERA system training has been the focus. This has been conducted in conjunction with roll-out of new system in module format. This is an ongoing task that will extend well into FY 22 and future years.	ERA system training has been the focus. This has been conducted in conjunction with roll-out of new system in module format. This is an ongoing task that will extend well into FY 21 and future years.
2018-02-10 Pre-approval of travel expenses charged to grants Research Compliance Audit 2/11/19 Financial Low Finance and Business Operations 1/1/2020 <i>12/31/2021</i> ON SCHEDULE	Include Grants Accounting in the Concur automated approval workflow routing for expenses charged to grant funds.	Grants Accounting understands the desire to automate workflow approvals in Concur rather than relying on manual routing. We are exploring the use of automated workflows for travel reimbursements in Concur.	Procurement position vacancies and COVID implications continue to delay progress. Target dates contingent on staffing and remote work.	Procurement position vacancies and COVID implications continue to delay progress. Target dates contingent on staffing and remote work.

Audit Recommendation Number / Name Audit Date Issued Risk Category Risk Level Division Original Deadline <i>Revised Deadline</i> Current Status	Summary of Recommendation	Summary of Response	Current Status Comment	Prior Status Comment
2018-02-11 Electronic research administration system Research Compliance Audit 2/11/19 research Low 7/31/2020 <i>12/31/2021</i> ON SCHEDULE	Develop a formal implementation plan for the ERA system software to enable appropriate oversight and management of the project.	A viable ERA system was identified and purchased. However, the vendor went out of business, rendering the selected platform impractical. The Office of Research has begun the process of evaluating alternative systems and a potential ERA system has been identified. The procurement of the system is expected in 1st quarter 2020 and implementation will follow.	System has been purchased and is being utilized by a limited number of users. There are still some issues that are being addressed. Wide distribution delayed while known issues are addressed.	System has been purchased and is being utilized by a limited number of users. There are still some issues that are being addressed. Wide distribution delayed while known issues are addressed.
2020-01-01 Policies and Procedures Student Organizations Audit 02/17/20 Financial Low Student Experience 8/31/2020 <i>8/31/2021</i> ON SCHEDULE	Update policies to address financial management requirements including tax status, accounting concepts, record keeping, contract requirements, funding mechanisms and procedures, disbursement controls, agency account and off-campus cash accounts.	Policies will be developed in this area.	Progress delayed due to COVID related priorities and recent restructuring in this department.	Progress delayed due to COVID related priorities and recent restructuring in this department.
2020-01-02 Training Oversight Student Organizations Audit 02/17/20 Academic Affairs Low Student Experience 8/31/2020 <i>8/31/2021</i> ON SCHEDULE	Improve student organization training and oversight of training compliance.	Will review and update training delivery methods and subject matter as well as monitoring compliance with training requirements.	Progress delayed due to COVID related priorities and recent restructuring in this department.	COVID implications have delayed progress. Revised target dates contingent on COVID related priorities, staffing and remote work.
2020-01-03 Activity Management Student Organizations Audit 02/17/20 Academic Affairs Low Student Experience 8/31/2020 <i>8/31/2021</i> ON SCHEDULE	Review and update policies, clarify roles and responsibilities and reinforce training related to use of campus space.	Will review and update policies regarding use of space and provide updates to students, advisors and reservationists.	Progress delayed due to COVID related priorities and recent restructuring in this department.	COVID implications have delayed progress. Revised target dates contingent on COVID related priorities, staffing and remote work.

Audit Recommendation Number / Name Audit Date Issued Risk Category Risk Level Division Original Deadline Current Status	Summary of Recommendation	Summary of Response	Current Status Comment	Prior Status Comment
2020-01-04 Travel Management Student Organizations Audit 02/17/20 Academic Affairs Low Student Experience 8/31/2020 8/31/2021 ON SCHEDULE	Clarify roles and responsibilities, reinforce training and modify record retention with regard to student organization travel.	Will clarify roles, enhance training and retain student travel records for three years.	Progress delayed due to COVID related priorities and recent restructuring in this department.	COVID implications have delayed progress. Revised target dates contingent on COVID related priorities, staffing and remote work.
2020-01-05 Cash Account Signers and Cash Handling Student Organizations Audit 02/17/20 Financial Low Student Experience 8/31/2020 8/31/2021 ON SCHEDULE	Clarify roles and responsibilities and monitor compliance with policies related to cash account signers.	Working to bring all organizations into compliance. Will communicate with advisors regarding this policy. Also additional training and policy development in this area. Will develop component of annual registration to document compliance with account signatory policies.	Progress delayed due to COVID related priorities and recent restructuring in this department.	Progress delayed due to COVID related priorities and recent restructuring in this department.
2021-01-01 Monitoring and oversight of Rich Center Agreement Rich Center 9/30/20 Financial Moderate Academic Affairs 7/31/2021 CLOSED	Review and update agreement between YSU and Rich Center and enhance ongoing monitoring and oversight.	Committee will be established to review and update existing agreement. Revisions to be presented to YSU leadership. A process will be established to monitor on a consistent basis.	Administration has determined that agreement is not warranted given relationship between Center and University. This comment has been adequately addressed and is closed 8/12/2021.	
2021-01-02 Monitoring Compliance with Agreement Rich Center 9/30/20 Financial Moderate Academic Affairs 7/31/2021 CLOSED	Develop procedures to ensure compliance with terms of agreement including assignment of responsibility, evaluation and compliance communication.	Working to establish procedures, assign monitoring responsibility, institute annual compliance review and create process for communication of compliance matters.	Administration has determined that agreement is not warranted given relationship between Center and University. This comment has been adequately addressed and is closed 8/12/2021.	

Audit Recommendation Number / Name Audit Date Issued Risk Category Risk Level Division Original Deadline Current Status	Summary of Recommendation	Summary of Response	Current Status Comment	Prior Status Comment
2021-01-03 Monitoring Compliance with YSU Policies Rich Center 9/30/20 human resources Moderate Academic Affairs 7/31/2021 12/31/2021 PENDING CLOSE	Enhance compliance with YSU policies via training processes and review and approval of Rich Center specific policies and procedures.	Rich Center Autism (RCA) administration will review current policies and procedures, identify deficiencies and seek YSU BOT approval for Rich Center specific policies and procedures.	Draft documents have been submitted to IA, review underway.	
2021-01-04 Affiliated Organization Policy - Friends of Rich Center Rich Center 9/30/20 N/A University Relations 6/30/2022 ON SCHEDULE	Educate and inform as to relationship between University, Rich Center and Friends. Execute a Memorandum of Agreement (MOA) to guide relationship between these parties. Ensure alignment with Affiliated Organization Policies.	RCA Administration will advocate for MOA between Friends and YSU which aligns with Affiliated Organization Policy.	Draft documents have been prepared and are being reviewed by YSU, Rich Center and Friends.	
2021-01-05 Fiscal Practices and External Reporting of Friends of Rich Center Rich Center 9/30/20 N/A University Relations 6/30/2022 ON SCHEDULE	Develop policies and procedures and train staff in order to enhance fiscal practices and external reporting of Rich Center.	Procedures will be developed to address fiscal and reporting matters.		
2021-Adv-02 Noncompliance in Purchasing Contracts Individual Staff Training Advisory-Purchasing Contracts 4/19/2021 Financial Moderate Finance and Business Operations 9/1/2021 CLOSED	Director of EOHS, must be certain that she understands and fully complies with procurement requirements, including but not limited to, properly processing a purchase requisition, executing a bid waiver, and related budget requirements. Specifically the following should be undertaken: <ul style="list-style-type: none"> •Thoroughly read all policies, procedures and department guidance related to procurement and contract requirements. •Consider the need to refresh e-cube training. •Consider one-on-one consultation with procurement team. 	Staff member will utilize the procurement services website to review all applicable procurement documents. Additionally, she will enroll in eCube refresher training. Finally, she will schedule a face-to-face meeting with Director of Procurement to discuss document review and training.	Training completed. IA participated in final meeting. Evident that staff had completed training.Comment closed 7/20/21.	

Audit Recommendation Number / Name Audit Date Issued Risk Category Risk Level Division Original Deadline <i>Revised Deadline</i> Current Status	Summary of Recommendation	Summary of Response	Current Status Comment	Prior Status Comment
2021-Adv-03 Noncompliance in Purchasing Contracts Enhanced Training Advisory-Purchasing Contracts 4/19/2021 Financial Moderate Finance and Business Operations 12/31/2021 ON SCHEDULE	The stated mission of Procurement Services is to provide assistance for the purchase and payment of quality goods and services at competitive costs in accordance with University guidelines and applicable laws. In this case, there were numerous indications that a key user managing a significant contract needed assistance with the process. Procurement Services should evaluate user knowledge and conduct consultations and training when circumstances warrant. Procurement services should also consider the need for new employee training in this area (particularly at the supervisory level) and refresher training for key employees involved in non-routine transactions.	Training opportunities, including eCUBE training are communicated to new employees when they are given access as a new user to Banner Finance. It is up to the employee to schedule training, the training is not mandated. Additionally, Procurement Services is in process of evaluating all aspects of training including content, frequency of availability, and delivery methods.		
2021-02-04 Training, communication and adherence to procedures re Donor Restricted Funds 7/29/2021 Financial Low Finance and Business Operations 7/31/2022 NEW	Current procedures and communication mechanisms need to be reassessed and evaluated in order to ensure that individuals throughout the university have the training and necessary information to administer restricted giving, use of restricted funds and relationships with donors in an effective and efficient manner.	Work group has been convened. This group will include representatives from University and Foundation. The group will assess and evaluate training, communication and adherence to procedures for the purpose of ensuring continued effectiveness, improving efficiency and establishing best practices.		

Youngstown State University
Office of Internal Audit
Audit Plan Quarterly Update
Fiscal Year 2021
April 1, 2021 - June 30, 2021

	July 2020 - June 2021					Total	Budget	Difference
	July - Sep	Oct - Dec	Jan - Mar	Apr - Jun	FY21 to date as of June 30			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4				
Audit and Assurance:								
Audit Engagements:								
Rich Center for Autism	175	34	0	0	209	160	49	
Donor Restricted Funds	0	30	100	45	175	170	5	
Banner User Access	0	0	30	15	45	280	-235	
Faculty Workload	0	30	10	10	50	208	-158	
Continuous Auditing/Analytics	133	249	220	220	822	600	222	
Open Audit Recommendation Follow-up	10	70	30	30	140	140	0	
Hotline Monitoring	25	30	30	15	100	60	40	
	343	443	420	335	1541	1618	-77	
Advisory	40	57	110	125	332	360	-28	
Administrative & Planning:								
Administrative	40	27	48	40	155	240	-85	
Audit Risk Assessment, Annual Planning, Audit Subcommittee Prep and Meetings	20	15	20	40	95	90	5	
ERM Assistance	15	15	25	20	75	80	-5	
Professional Development & Training	4	25	10	10	49	40	9	
Holiday, Vacation/Sick	87	73	43	66	269	136	133	
	166	155	146	176	643	586	57	
Total Hours	549	655	676	636	2516	2564	-48	

Comment
Completed
Completed
Preliminary
Postponed
FY21-Q3
Cares, Intl, Detect, Compliance, Pcard

YSU Anonymous Reporting Hotline
Aggregated Statistics
Fiscal Year 2022 Quarter 1
As of 8/2/2021

Hotline Activity	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Fiscal Year To Date Total
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Reports received	1				1
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Closed					
Unsubstantiated/insufficient information	-				-
Process enhancements noted	-				-
Investigation	1				1
Referred	-				0
Total Closed	1				1

Under review at quarter end	0				
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Reporting Method	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Fiscal Year To Date Total
Ethicspoint Phone	-				0
Ethicspoint Website	1				1
Total:	1				1

Reporter Anonymity	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Fiscal Year To Date Total
Anonymous	1				1
Not anonymous	-				-
Total:	1				1

End of Audit Subcommittee
Addendum

IV. FINANCE AND FACILITIES COMMITTEE

(All committee resolutions, supporting documents and background materials are included in addendum that follows the agenda.)

In the absence of Subcommittee Chair Peterson and Vice Chair Cafaro, Board Chair Jakubek served as chair of the meeting.

A. Disposition of Minutes

Draft copies of the minutes of the subcommittee's meeting held June 2, 2021, were provided to the trustees prior to the meeting. There being no corrections, additions or deletions thereto, the minutes of the meetings were approved as provided.

B. Old Business

No Old Business

C. Committee Items

1. Finance and Facilities Consent Agenda

a. Resolution to Modify Cellular Equipment Usage Policy, 3356-4-12

Trustee Hackstedde moved, Trustee George seconded and the committee unanimously approved the resolution.

2. Finance and Facilities Action Items

a. Resolution to Approve Housing and Courtyard Room Rates and Other Charges

Trustee Seals moved, Trustee George seconded and the committee unanimously approved the resolution.

Prior to the vote, Joy Pokabla Byers, associate vice president for Student Experience, reported that rent charges at Courtyard Apartments have not increased since 2019. The resolution calls for increases of 1.6 to 2.4 percent for 2022-23. The resolution also calls for increasing room-and-board charges by \$362 per academic year for university residence halls for the 2022-23 school year.

b. Resolution to Approve Interfund Transfers Related to FY21 Year-End Operating Performance

Trustee George moved, Trustee Kerola seconded and the committee unanimously approved the resolution.

The resolution says that YSU used federal COVID-19 relief funds in FY2021 in a way that resulted in year-end fund balances in the general and auxiliary funds amounting to nearly \$14 million. Those funds will be transferred to the general fund budget (\$4.3 million), COVID-19 Projects (\$4.97M), Academic Funds (\$2.5M) and Auxiliary Plant Funds (\$1.9M). McNally emphasized that the fund balance is due to COVID-19 relief funds received from the state and federal governments. McNally cautioned that the large balance is "very likely to be an anomaly" and that the university cannot expect such balances moving forward. Trustee Eric Spiegel asked what the year-end balance would have been without the infusion of COVID-19 funds. McNally said it's hard to say, but "it certainly wouldn't have looked this positive." Spiegel cautioned: "Winter's coming, literally and figuratively." Tressel emphasized that a lot of the university's COVID-19 funding went directly to students. Ruse confirmed that, noting that nearly \$12 million in assistance has been allocated to students during the pandemic.

c. Resolution to Approve Interfund Transfers

Trustee George moved, Trustee Kerola seconded and the committee unanimously approved the resolution.

3. Finance and Facilities Discussion Items

a. Planning and Construction Projects Update

John Hyden, associate vice president of Facilities, and Rich White, director of Planning and Construction, updated the board on various construction projects on campus, including continued renovations in the Physical Therapy department in Cushwa Hall, maintenance to the Lincoln and Wick avenue decks, upgrades to Ward Beecher Hall, Kilcawley Center restrooms renovations and various other campus work. Projects in development include IT infrastructure upgrades, greenhouse renovations, utility distribution upgrades and expansion, elevator safety work, and renovations in Moser Hall.

Hyden also noted that Fifth Avenue through campus is open after extensive improvements, although parts of the project (i.e. landscaping and traffic control devices) have yet to be finished. “It looks really good; it will only look better,” he said. “It’s really going to be transformative.”

President Tressel asked White and Hyden to update the committee on planning for the future of the university’s student center – Kilcawley Center. White said the university has contracted with WTW to conduct a feasibility study on Kilcawley’s future. White said WTW did a similar study in 2010, but the plan did not go forward due to lack of funding. He said the study will be finished by April 2022. Hyden said a core committee has been formed to oversee the discussion. Polkabila Byers said all campus stakeholders will be involved, especially students.

Hyden also updated the committee on ongoing discussions regarding parking, noting that demolition of the Fifth Avenue parking deck has been under consideration for quite some time. “It’s going to have to come down before long,” he said. The site of the deck, the corner of Fifth and Lincoln avenues, is a possible future site for a new student center, he said. If the deck is removed, the university would help replace the loss of parking spaces by possibly constructing a new two-level parking deck west of Fifth Avenue, possibly behind Taco Bell, Hyden said.

b. Information Technology Services Strategic Plan Update

Jim Yukech, associate vice president and chief information officer, updated the committee on the Information Technology Services Strategic Plan – Technological Innovation for Strategic Transformation. He said ITS’ accomplishments over the past five years to shore-up the university’s IT infrastructure are “unbelievable,” noting that 217 multimedia classrooms across campus have been updated, the capacity of the university’s WiFi network has doubled, a laptop refresh schedule has been implemented and a new laptop loaner program are now in place for all students and full-time faculty and staff. Yukech said key challenges remain, including data security, integrity and governance, student success support, IT staffing, data-enabled culture creation, digital integration, data governance, adapting to change. All of those challenges are addressed in the ITS Strategic Plan, he said.

c. Report of the Audit Subcommittee

d. Report of Investment Subcommittee

e. Executive Session

Chair Jakubek moved and Trustee George seconded to enter Executive Session for consideration of specialized details of security arrangements where disclosure of the matters discussed might reveal information that could be used for the purpose of committing or avoiding prosecution for a violation of the law (ORC 121.11(G)(6).

Roll Call: Yes - Jakubek, George, Hackstedde, Kerola, Roberts, Ryan and Seals. No - none.

The committee entered executive session at 11:35 a.m.

The committee returned to public session at 12:10 p.m.

4. Background Materials

- a. Budget and Interfund Transfers for the quarter Ending June 30, 2021, Reportable under Policy 3356-3-11.1, Budget Transfers
- b. Fourth quarter Diversity and EDGE Spend Report

D. New Business

No New Business

E. Adjournment

(All committee resolutions, supporting documents and background materials included in addendum that follows.)

Addendum

YSU Board of Trustees Finance and Facilities Committee Sept. 1, 2021



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

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

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

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

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

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of the University Policy Cellular Equipment Usage, policy number 3356-4-12, shown as Exhibit __ attached hereto. A copy of the policy indicating changes to be made is also attached.

3356-4-12 Cellular equipment usage.

~~Previous Policy Number: 4011.01~~

Responsible Division/Office: Information Technology Services

Responsible Officer: VP for Finance and Business Operations

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

Board Committee: Finance and Facilities

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

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

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

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

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

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

3356-4-12 Cellular equipment usage.

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

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**YOUNGSTOWN
STATE
UNIVERSITY**

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

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

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

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

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

Courtyard Apartments Rates and Fees Effective FY22

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

Courtyard Apartments Rates and Fees Effective FY23

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

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

Housing & Residence Life Proposed Rate Changes for FY23

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

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

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

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

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

Courtyard Apartments Rates and Fees – Effective Fall 2021

DAMAGE AND CLEANING CHARGES

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

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

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

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

YOUNGSTOWN STATE UNIVERSITY

Housing Charges - Effective FY23

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

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

H&RL Damage Billing Charge List

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

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

FY 2021* and FY 2020 Operating Performance General & Auxiliary Funds

8/30/21 (subject to accounting & audit adjustments)

	<u>FY2021*</u>	<u>FY2020</u>	<u>Difference</u>	<u>% Change</u>
Revenue	\$171,113,437	\$173,139,192	(\$2,025,755)	-1.2%
Expenses	145,425,820	165,658,661	(20,232,841)	-12.2%
Transfers Out (In)	11,954,823	4,936,291	7,018,532	142.2%
Total Expenses & Transfers	<u>157,380,643</u>	<u>170,594,952</u>	<u>(13,214,309)</u>	-7.7%
Ending Balance	<u>\$13,732,794</u> *	<u>\$2,544,240</u>	<u>\$11,188,554</u>	439.8%

*The FY 2021 ending balance was directly impacted by one-time federal COVID-19 relief funding authorized by the Coronavirus Aid, Relief & Economic Security Act, the Coronavirus Relief & Recovery & Supplemental Appropriations Act, and the American Rescue Plan Act. To date, YSU's institutional funding from these federal COVID relief funds totals \$38.7 million, of which \$27.9 million were expensed, encumbered and transferred by the University during FY 2021 in accordance with restricted uses prescribed by the U.S. Treasury Department and the U.S. Department of Education.



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

WHEREAS, University Policy Number 3356-3-11.1, Budget Transfers, requires Board of Trustees approval for inter-fund transfers of \$100,000 or more for operating purposes; and

WHEREAS, certain accounting and budget adjustments and transfers outside the operating budget are necessary during the course of a fiscal year and at the end of a fiscal year; and

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

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

EXHIBIT ____

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

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



**YOUNGSTOWN
STATE
UNIVERSITY**

**RESOLUTION TO APPROVE
INTERFUND TRANSFERS**

WHEREAS, University Policy Number 3356-3-11.1, Budget Transfers, requires Board of Trustees approval for inter-fund transfers of \$100,000 or more for operating purposes or for any purpose other than a specific capital improvement project, for capital improvements or construction projects of \$500,000 or more, and for transfers out of operating reserves regardless of amount; and

WHEREAS, certain accounting and budget adjustments and transfers outside the operating budget are necessary during the course of a fiscal year and at the end of a fiscal year.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the transfer of funds, as detailed in Exhibit __.

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



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

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

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

YSU Capital Projects Summary:

Board Projects Update 7/27/2021

Projects in Progress:

Edmund J. Salata Complex Renovations
YSU 2021-1

\$360k (Capital Funds) YSU Staff. United Contractors

The Salata Complex is home to Facilities, Grounds, Planning and Construction, Central Receiving and the Mail Room. This project will replace inefficient windows, renovate the restrooms, replace stairs, upgrade some finishes and also will include minor HVAC upgrades. This project was successfully bid and United Contractors was the low bidder. This project is underway and will be complete by October 2021.

Cushwa Hall Physical Therapy Renovations 3
YSU 2021-2

\$327k (Capital Funds) YSU Staff. Murphy Contracting

This project will use the remaining funds in the Cushwa Hall Physical Therapy capital line to continue work in restrooms, stairwells and other support areas. This project was successfully bid and Murphy Contracting is the low bidder. This project will be complete for Fall 2021.

Parking Deck Renovations
YSU 2021-4

\$600k (Local Funds) Walker Consultants. Ram Construction

This project will be the maintenance and upgrades to the M30 and M60 parking decks. This project was successfully bid and Ram Construction was the low bidder. This project is underway and will be complete for the start of Fall semester.

Ward Beecher Science Hall Renovations 3
YSU 2021-5

\$290k (Capital Funds) YSU Staff. B&B Contractors

This project will use remaining capital funds to continue upgrades in Ward Beecher. Work on the entryways, stairwells and minor HVAC upgrades will be completed. This project was successfully bid and B&B Contractors had the low bid. This project has begun and will be complete by late September/early October.

Campus Development
YSU 2122-10

\$750k (Capital Funds) YSU Staff. Daniel Terreri and Son

This project will be the upgrade and/or replacement of concrete walks, brick walks, drive entrances, retaining walls, accessibility ramps and exterior stairs and railings across campus. This project was successfully bid and Daniel Terreri and Son are the low bidders. This project is underway and will be complete before the start of Fall classes.

Kilcawley Restroom Renovations
YSU 2021-13

\$285k (Local Funds) YSU Staff. Murphy Contracting

This project will be the renovation of several restrooms within Kilcawley Center. Successfully bid, this project is underway and will be complete by late August/early September.

Projects Currently at Controlling Board:

- Utility Distribution Upgrades and Expansion A/E – *GPD Group*
- Property Acquisition – *Lacivita Property (Flower Shop)*
- Workforce Development – *ETC Equipment*

RFQ's Posted to OFCC Website for Design Services:

- None at this time.

Projects Currently Advertised for Bids:

- Stambaugh Stadium Classroom and Beeghly Physical Therapy Room

Projects in Development for 2021/2022:

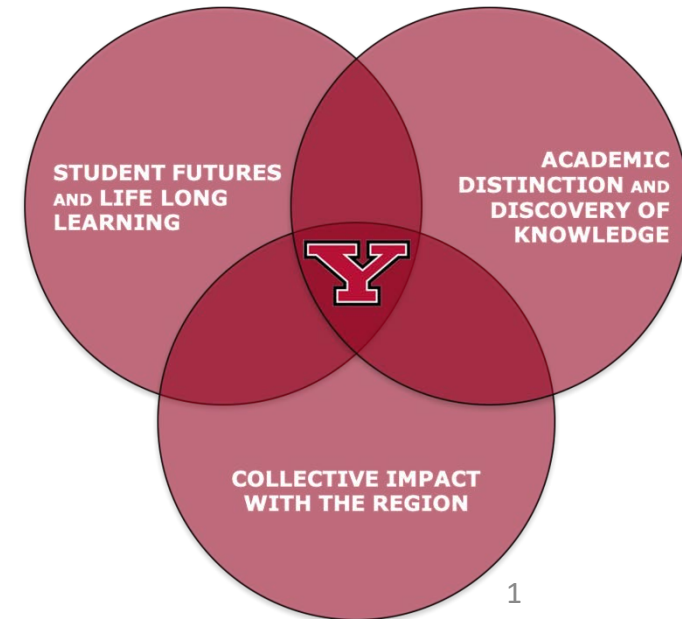
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|--|-------------|
| • Building Envelope Renovations | \$2,100,000 |
| • Utility Distribution Upgrades/Expansion | \$2,250,000 |
| • Moser Hall Renovations Phase 1 | \$1,300,000 |
| • Elevator Safety Repairs and Replacements | \$1,500,000 |
| • IT Infrastructure Upgrades | \$1,000,000 |
| • Greenhouse Renovations | \$460,000 |
| • Early Head Start Classroom Renovation BCOE | \$50,000 |



YSU IT Strategic Technology Plan

*Technological Innovation for
Strategic Transformation*

Board of Trustees Meeting
September 1, 2021

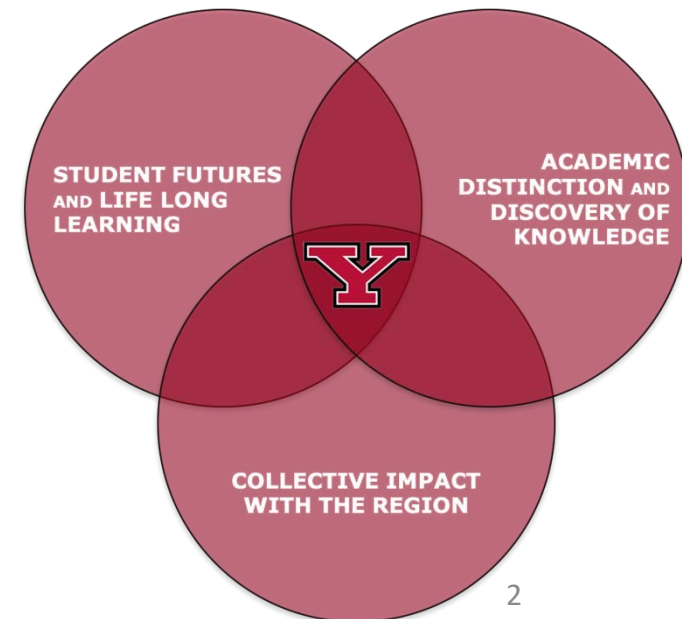




Take Charge of Our Future Resolution

Technology-related statements:

- Attain a level of technological capacity and competency
- Integrated systems in order to achieve strategic objectives including:
 - Program optimization and prioritization
 - Student success strategies - including degree maps and auditing
 - Teaching and learning outcomes assessment
 - Student portfolios
 - Accreditation, and other quality and effectiveness enhancement technologies
- Use reliable data created through a governance structure to generate and analyze information to create insights for well-informed decision-making





IT Guiding Principles:

FY21-FY23

Student Success & Experience

- Improving student capabilities and experience by implementing and optimizing enabling technologies for academic achievement.

Optimization

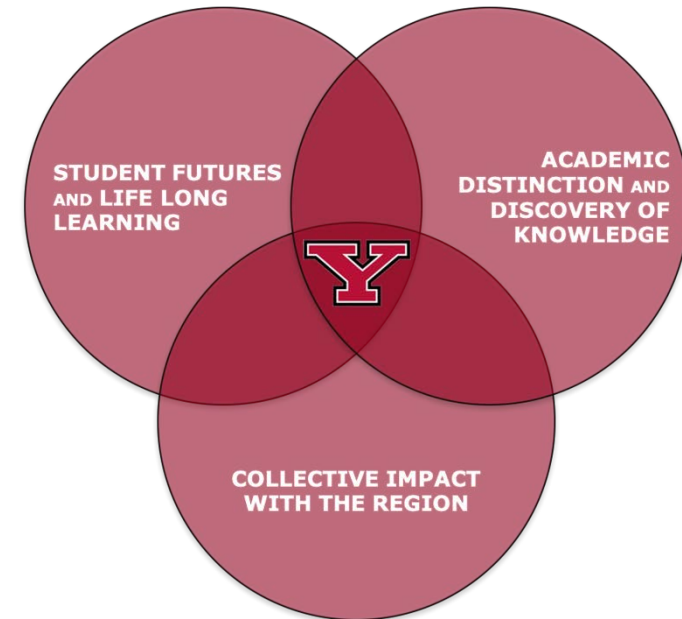
- Implementing new, or enhancing existing, technologies to generate a positive Return on Investment (ROI) and enable process transformation.

Engagement

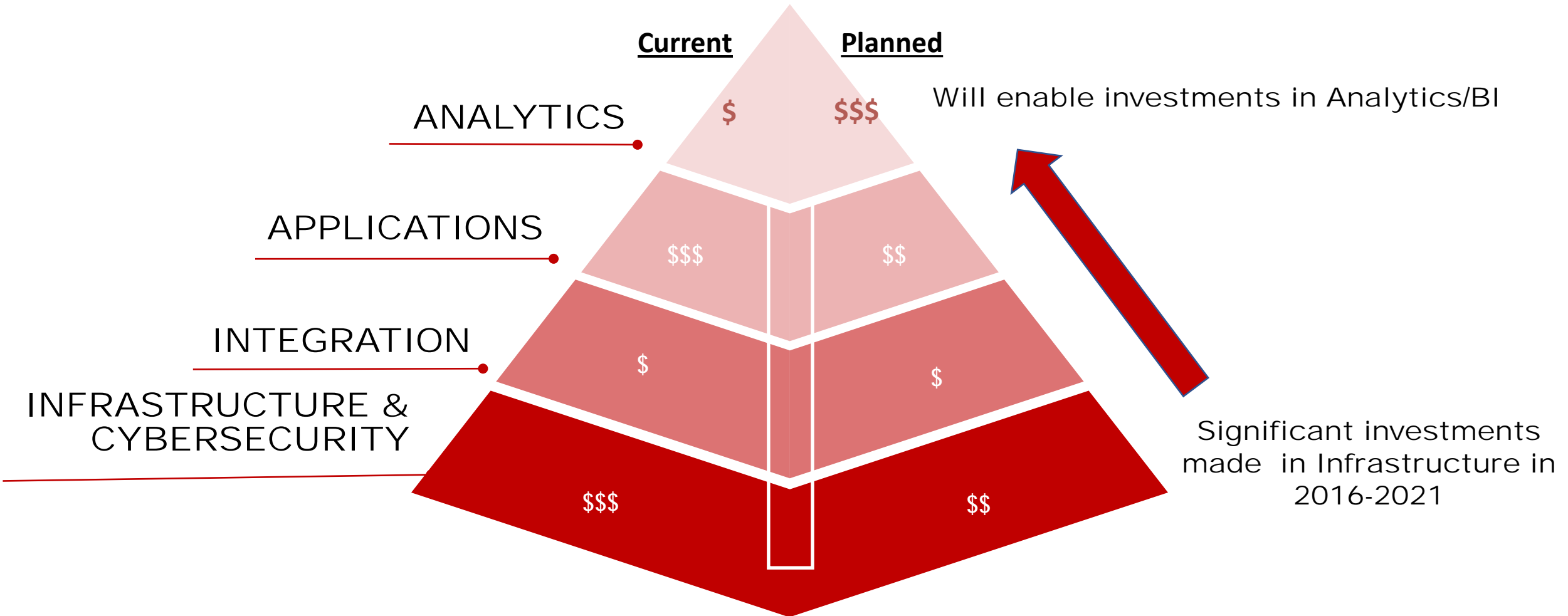
- Engage Internally & Regionally to promote standardization and consolidation of IT services.

Innovation

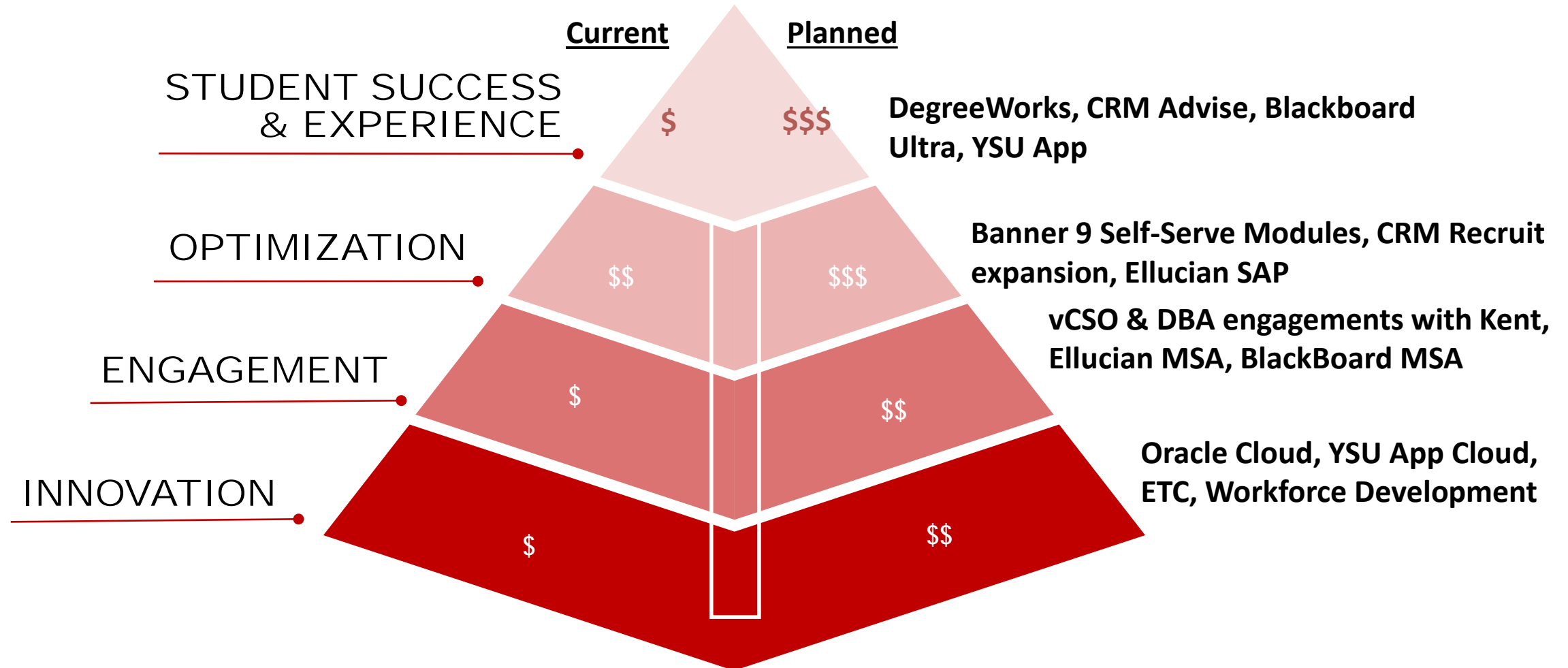
- Implement forward-looking technologies that address the educational and research needs of faculty, graduate students, undergraduates and research partners.



Traditional Technology Investment Pyramid



Technology Investment IT Guiding Principles



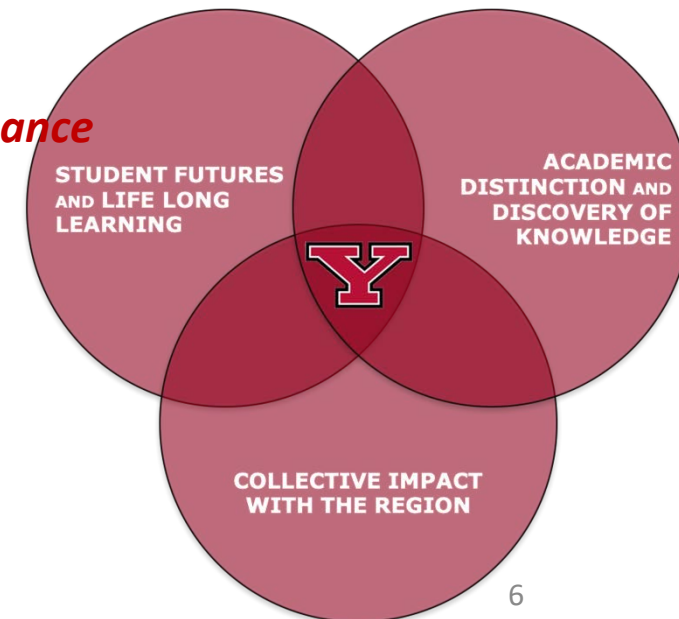


Higher Education Technology

Key Challenges

1. Data Security => *vCSO, MFA, Ransomware Plan*
2. Student Success Support => *CRM Recruit/Advise/Advance & Banner 9 Self-serve*
3. IT Staffing => *ITS Career Ladder, Flexible Work Policy*
4. Data-enabled Culture Creation => *Take Charge of our Future Resolution*
5. Digital Integration => *Core “First” approach, Ellucian Ethos*
6. Data Governance => *Addressing Integrity through IT Governance*
7. Adapting to Change => *Leadership as “Change Agents”*

All of these “Key Challenges” are addressed in the IT Strategic Plan



Information Technology Services

Key Performance Indicators (KPI's)

- How has IT supported the academic mission of YSU?
- How has IT helped advance academic excellence?
- How has IT impacted the teaching-learning process?

How do we quantify these metrics?

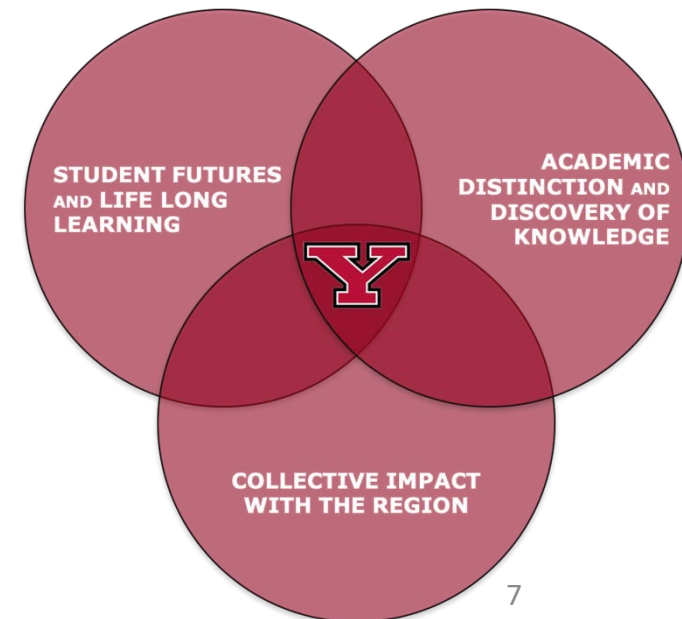
Total number of training programs offered and the total number of participants

% of IT investment by academic & business initiatives

% of IT efforts committed towards student experience and success initiatives

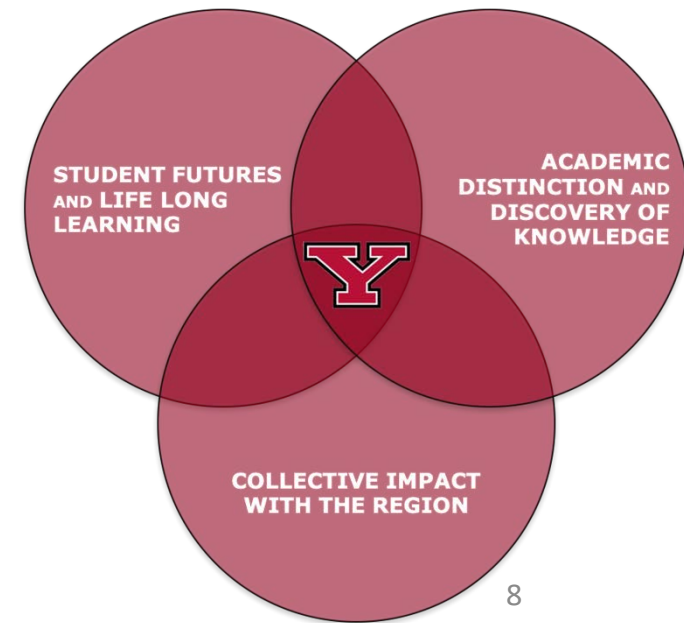
IT Customer Satisfaction Scores (CSAT) delineated by Faculty, Students & Staff

Availability of core systems



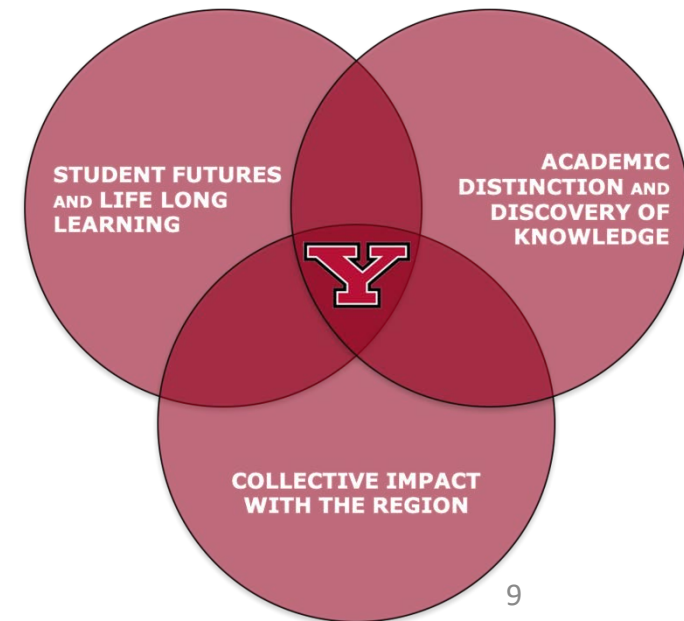


Questions ?



Appendix

- Mapping YSU ITS Tactics to Take Charge of Our Future Resolution
(not presented at Board of Trustees Meeting)





PENULTIMATE Plan for Strategic Actions to Take Charge of Our Future Resolution



GOAL: IMPLEMENT BEST PRACTICES THAT ADDRESS STUDENT NEEDS THROUGHOUT THE STUDENT LIFE CYCLE TO INCREASE PERSISTENCE, COMPLETION AND POSTGRADUATE SUCCESS

BUSINESS STRATEGIES:

Strategy: Ensure all students benefit from holistic, relational and developmental academic advising

Strategy: Develop and deploy comprehensive, integrated and proactive student intervention strategies

Strategy: Enhance student experiences through implementation of specific initiatives designed to actively engage them in co-curricular and extra-curricular

Strategy: Improve support and resources for students facing non-academic challenges

Strategy: Focus on post-graduation planning across the student life cycle to reinforce the value of completion

SUPPORTING IT TACTICS:

- **CRM Advise implementation (In-process)**
- **Banner Self-Service Advisement module (Planned)**
- **DegreeWorks implementation (In-process)**
- **Assess Blackboard Analytics capabilities (Planned)**
- **TeleHealth Counseling Solution (Complete)**
- **eSports Initiative Start-up (In-process)**
- **Develop IT student internships (Planned)**
- **Student Laptop Loaner Program (Complete)**
- **CRM Advance implementation (Planned)**
- **IT Support of Mercy Health Clinic (Complete)**

PENULTIMATE Plan for Strategic Actions to Take Charge of Our Future Resolution



GOAL: DEVELOP A RECRUITMENT AND ENROLLMENT STRATEGY THAT ALIGNS WITH A COMPLETION STRATEGY

BUSINESS STRATEGIES:

Strategy: Develop an integrated and comprehensive market and brand communication strategy to distinguish the value of the YSU degree.

Strategy: Develop an enrollment cultivation strategy linked to the value proposition of earning a YSU degree for each program of study

Strategy: Expand and enhance outreach and engagement with students prior to enrollment

Strategy: Develop innovative approaches to increase enrollment and completion of under-represented

Strategy: Develop and enhance partnerships and collaboration agreements with international Universities

SUPPORTING IT TACTICS:

- **CRM Recruit Implementation (In-process)**
- **ZeeMee System implementation (Complete)**

GOAL: CREATE FRAMEWORKS TO OPTIMIZE STUDENT AND POSTGRADUATE SUCCESS

BUSINESS STRATEGIES:

Strategy: Institute specific initiatives to help guide student success objectives and strategies: create the working group to implement the strategy

Strategy: Establish consultation and timely reporting expectations to inform the campus community about institutional progress related to student

Strategy: Create timely reports and dashboards related to student

Strategy: Create a structure of feedback to assess the impact and influence of student success objectives and strategies

SUPPORTING IT TACTICS:

- **CRM Advise Reporting (In-process)**
- **Degreeworks Implementation (In-process)**
- **Banner HEI Reporting (Complete)**
- **Videoconferencing and Learning Management System tools provide student engagement metrics (Complete)**
- **Banner Faculty Load and Compensation for Program Costing (Planned)**
- **WebFOCUS Dashboarding (In-process)**

PENULTIMATE Plan for Strategic Actions to Take Charge of Our Future Resolution



GOAL: BRING INNOVATIVE, STUDENT-CENTERED TEACHING TO SCALE IN ORDER TO PROMOTE LIFE-LONG LEARNING AND INCREASE RETENTION

BUSINESS STRATEGIES:

Strategy: Define expectations and provide training opportunities for faculty to learn and apply best pedagogical practices

Strategy: Enhance the quality and capacity of technological support that promotes learning. Provide faculty and students with the support and infrastructure needed to excel in technology-based learning

Strategy: Coordinate with the Institute for Teaching and Learning to develop tools for the improvement, evaluation and assessment of teaching

Strategy: Implement a faculty development and mentoring plan

SUPPORTING IT TACTICS:

- **Explore Universal Design for Learning in college based Professional Learning Communities (Planned)**
- **Develop Educational Technologies and Student-centered knowledge base content (In-process)**
- **Develop short video based instructional guides (In-process)**
- **Coordinate assessment of training programs with ACT (Planned)**
- **Redesign full and part-time faculty orientations (Planned)**
- **Develop Faculty Certification/Badges program (Planned)**

PENULTIMATE Plan for Strategic Actions to Take Charge of Our Future Resolution



GOAL: DEVELOP A CULTURE OF ASSESSMENT THAT ENSURES THE QUALITY OF ACADEMIC PROGRAM MAJORS, MINORS, AND OTHER CREDENTIALS

BUSINESS STRATEGIES:

Strategy: Complete program effectiveness and enhancement review including rubrics for recommendations regarding actionable outcomes

Strategy: Develop a mechanism to continually identify, assess, and implement new academic programs, badges, credentials, certifications or coursework integration

SUPPORTING IT TACTICS:

- **Annual WebFOCUS reporting for Student Success (Complete)**
- **SmartEvals automation and optimization (Complete)**
- **Genius SIS with Blackboard LMS integration to track Workforce Development Program participation (Planned)**
- **NeoEd Talent Management System implementation (Planned)**
- **Banner data provided for Gray Associates Program Assessment (Complete)**



PENULTIMATE Plan for Strategic Actions to Take Charge of Our Future Resolution



GOAL: ESTABLISH UNIVERSAL LEARNING OUTCOMES TO ENHANCE THE VALUE OF A YSU DEGREE

BUSINESS STRATEGIES:

Strategy: Develop a plan to integrate diversity, equity, and inclusion throughout the university, including in purchasing, hiring, and in the curriculum

Strategy: Revise General Education Requirements to reflect the learning outcomes approved by Academic Senate

SUPPORTING IT TACTICS:

- **Assess and remediate internal and public-facing documents for EIT compliance (In Process)**
- **ACT Program initiatives to address DEI in the classroom (Planned)**

PENULTIMATE Plan for Strategic Actions to Take Charge of Our Future Resolution



GOAL: CONDUCT AND SUPPORT RESEARCH THAT PROVIDES RELEVANT AND MEANINGFUL EDUCATIONAL EXPERIENCES FOR STUDENTS AND FACULTY THAT ADDS VALUE TO AREA CITIZENS AND REGIONAL PARTNERS.

BUSINESS STRATEGIES:

Strategy: Identify areas of research, service, and scholarship, in alignment with the Mahoning Valley Innovation and Commercialization Consortium, that focus on teaching and life-long learning and mutually beneficial community engagement

Strategy: Establish definitions and evaluation criteria for the designation and continuance of university centers and institutes. Inventory, document, and periodically evaluate all campus Centers, Institutes for outcomes, impact, and continued relevance

Strategy: Update University policies and guidelines, including promotion and tenure documents, to reflect the importance of the scholarship of teaching, life-long learning and community-based research

SUPPORTING IT TACTICS:

- **Facilitate installation of all technology components in the ETC (Complete)**
- **IT Services continued support of all academic research initiatives (Ongoing)**

GOAL: YSU WILL BE RECOGNIZED AS A COMMUNITY-ENGAGED CAMPUS BY THE CARNEGIE FOUNDATION IN EDUCATION; HEALTH; PROSPERITY AND EQUITY; AND ARTS AND CULTURE.

BUSINESS STRATEGIES:

Strategy: Aggressively pursue and secure regional, state, national, and foundation funding in support of university and community priorities

Strategy: Inventory, communicate, and coordinate all community engagement activities

Strategy: Develop a framework to optimize, coordinate, and manage community engagement

Strategy: Establish community engagement and experiential learning as key components of the YSU educational experience through an enhanced new student experience, and enhanced coordination of community and business engagement initiatives

Strategy: Update University policies and guidelines for tenure, advancement, and promotion across departments and divisions to reflect the importance of community engagement initiatives and activities

Strategy: Broadly incorporate community engagement and experiential learning into curriculum

SUPPORTING IT TACTICS:

- **Established Guest WiFi campus-wide to enable community engagement for campus visitors (In process)**
- **Activate guest accounts for limited access to YSU computing resources (Ongoing)**
- **IT Engagement with Workforce Development Program (In-process)**
- **IT Engagement with Excellence Training Center (ETC) (In-process)**
- **IT Support of numerous community outreach initiatives (On-going)**



YOUNGSTOWN STATE UNIVERSITY
Reportable Budget and Interfund Transfers
Quarter Ended June 30, 2021

BUDGET TRANSFERS WITHIN THE OPERATING BUDGET (i.e., General Fund and Auxiliaries):

FROM	TO	AMOUNT	REASON
Police wages and fringe benefits	Institution Wide Budget Reserve	\$1,553,144	Transfer to reflect expenses defrayed due to direct charges to the Coronavirus Relief Fund.

TRANSFERS OUTSIDE OF THE OPERATING BUDGET:

FROM	TO	AMOUNT	REASON
General Fund	Sick Leave Conversion Fund (Designated Fund)	\$2,361,950	Transfer to fund unfunded liability.
General Fund	General Fund Operating Contingency (Designated Fund)	\$1,051,227	Transfer to fund operating contingency at 5% level.
General Fund Plant Reserve (Unrestricted Plant Fund)	Property Acquisition Fund (Unrestricted Plant Fund)	\$570,000	Approved by Board in March.
Parking Services	M30 & M60 Parking Deck Renovations (Auxiliary Plant Fund)	\$550,000	Approved by Board in December.
Kilcawley Center Plant Reserve (Auxiliary Plant Fund)	Kilcawley Ctr Restroom Renovations (Auxiliary Plant Fund)	\$350,000	Transfer to fund project.
General Fund	Research Incentive Carryforward Fund (Designated Fund)	\$329,349	Transfer residual funds to carryforward fund.
Institutional Work Study 20-21 (Designated Fund)	General Fund and Auxiliaries	\$278,649	Transfer portion of current year funding back to operating budgets.
Institutional Work Study 20-21 (Designated Fund)	YSU Match FWS 20-21 (Restricted Fund)	\$171,152	Transfer funds equal to current year usage of Institutional Work Study funds.
YSU Match FWS 20-21 (Restricted Fund)	General Fund	\$161,795	Transfer residual match funds to General Fund.
Institutional Work Study 20-21 (Designated Fund)	Institutional Work Study 21-22 (Designated Fund)	\$126,494	Transfer current year residual funds to next award year fund.
YSU Match FSEOG 20-21 (Restricted Fund)	General Fund	\$116,795	Transfer residual match funds to General Fund.
General Fund	Legal Contingency Reserve (Designated Fund)	\$115,899	Transfer to fund estimated legal liabilities.

FROM	TO	AMOUNT	REASON
Parking Services Plant Reserve (Auxiliary Plant Fund)	Parking Repairs & Renovations (Auxiliary Plant Fund)	\$110,000	Transfer to fund projects.
General Fund	Capital Facilities Project (Unrestricted Plant Fund)	\$107,334	Transfer administrative fees earned on locally administered state projects.
General Fund	Athletics	\$94,165	Transfer to fund year end deficit.
Higher Education Emergency Relief Fund - Institutional Portion (Restricted Fund)	Stabilization Reserve (Designated Fund)	\$76,316	Transfer for reimbursement of FY20 unemployment expenses.
General Fund	Bahamian Scholarship Fund (Agency Fund)	\$72,559	Transfer to fund deficit.
Outdoor Athletic Facilities Gift Fund (Restricted Plant Fund)	Debt Service Reserve - Outdoor Athletic Facilities (Restricted Fund)	\$50,000	Transfer gifts to reserve fund.
Higher Education Emergency Relief Fund - Institutional Portion (Restricted Fund)	MVICC/ETC State Fund FY20 & FY21 (Restricted Fund)	\$50,000	Transfer for reimbursement of lost revenue.
General Fund	Unrestricted Gifts Carryforward (Designated Fund)	\$48,986	Transfer current year residual funds to carryforward fund.
Higher Education Emergency Relief Fund - Institutional Portion (Restricted Fund)	Housing Services (Auxiliary Fund)	\$39,480	Transfer to reimburse student housing adjustments.
Unrestricted Gifts (Designated Fund)	Unrestricted Gifts Carryforward (Designated Fund)	\$39,382	Transfer current year residual funds to carryforward fund.
Resch Academic Achiever Scholarship Fund (Restricted Fund)	Resch Strategic Fund (Restricted Fund)	\$31,982	Transfer per donor request.
General Fund	Grounds Equipment Replacement (Unrestricted Plant Fund)	\$30,000	Transfer to fund purchases.

Youngstown State University
Fiscal Year 2021 Fourth Quarter Diversity Spend Report
April 1, 2021 through June 30, 2021

	FY2021				FY2020			
	4th QTR	Percent of Addressable	YTD	Percent of Addressable	4th QTR	Percent of Addressable	YTD	Percent of Addressable
Diversity Spend - Goods and Services (excludes EDGE and construction)								
MBE - Ohio Certified	\$ 83,454	2.02%	\$ 317,728	2.34%	\$ 107,521	3.97%	\$ 1,156,040	6.60%
MBE - Other Certified	3,390	0.08%	3,818	0.03%	377	0.01%	500	0.00%
Disability Challenged	189,728	4.59%	528,649	3.90%	59,861	2.21%	486,742	2.78%
Recycled Materials	260	0.01%	65,923	0.49%	6,427	0.24%	25,440	0.15%
Veteran Owned	0	0.00%	3,506	0.03%	0	0.00%	35,498	0.20%
Woman Owned	56,210	1.36%	81,863	0.60%	504	0.02%	26,530	0.15%
Total Diversity Spend	\$ 333,041	8.06%	\$ 1,001,486	7.38%	\$ 174,689	6.45%	\$ 1,730,749	9.89%
Total Addressable Spend - Goods and Services	\$ 4,133,262	100.00%	\$ 13,567,264	100.00%	\$ 2,710,006	100.00%	\$ 17,506,035	100.00%
EDGE Spend - Goods, Services, and Construction								
EDGE - Ohio Certified - Construction	\$ 882,125	14.74%	\$ 1,267,125	7.03%	\$ -	0.00%	\$ 360,147	1.18%
Total EDGE Spend	\$ 882,125	14.74%	\$ 1,267,125	7.03%	\$ -	0.00%	\$ 360,147	1.18%
Total Addressable Spend - Goods, Services, and Construction	\$ 5,985,437	100.00%	\$ 18,019,663	100.00%	\$ 3,973,353	100.00%	\$ 30,453,198	100.00%

Definitions:

MBE (Minority Business Enterprise): The MBE program is designed to assist minority businesses in obtaining state government contracts for goods and services. (Unlike the Encouraging Diversity, Growth and Equity program, the MBE program does not apply to construction contracts.) The State of Ohio developed the program because it recognized the need to encourage, nurture and support the growth of minority businesses to foster their development and increase the number of qualified competitors in the marketplace.

EDGE (Encouraging Diversity, Growth, and Equity Program): The EDGE program is designed to assist socially and economically disadvantaged businesses in obtaining state government contracts in the following areas: construction, architecture and engineering; professional services; goods and services; and information technology services. (In contrast to the Minority Business Enterprise program, the EDGE program does apply to construction contracts.) The State of Ohio developed the program because it recognizes the need to encourage, nurture, and support the growth of economically and socially disadvantaged businesses to foster their development and increase the number of qualified competitors in the marketplace.

Youngstown State University (YSU) does not discriminate on the basis of race, color, national origin, sex, sexual orientation, gender identity and/or expression, disability, age, religion or veteran/military status in its programs or activities. Please visit YSU's Commitment to Accessibility webpage for contact information for persons designated to handle questions about this policy.

Youngstown State University
Diversity Spend Detail Report - Goods and Services
(excludes EDGE and construction)
April 1, 2021 through June 30, 2021

Minority Business Enterprise (MBE) - Ohio Certified

Name	Address	Type of Contract	Purchases
Brown Enterprise Solutions	5935 Wilcox Place, Suite E, Dublin, Ohio 43016	Computer Supplies	\$ 15,059
BES Solutions	5935 Wilcox Place, Suite E, Dublin, Ohio 43016	Office/Janitorial Supplies	68,395
Subtotal - MBE - Ohio Certified			\$ 83,454

Minority Business Enterprise (MBE) - Other Certified

Name	Address	Type of Contract	Purchases
CPS US Inc.	2984 Triverton Pike Road, Madison, Wisconsin 53711	Software Supplies	\$4,449
NEWEGG Inc.			\$927
Staples - Tier 2	4170 Highlander Parkway, Richfield, Ohio 44286	Office Supplies	\$ 2,463
Subtotal - MBE - Other Certified			\$ 3,390

Disability Challenged

Name	Address	Type of Contract	Purchases
Compass Family Services	535 Marmion Avenue, Youngstown, Ohio 44502	Janitorial Services	\$ 189,728
Subtotal - Disability Challenged			\$ 189,728

Recycled Materials

Name	Address	Type of Contract	Purchases
Staples - Tier 2	4170 Highlander Parkway, Richfield, Ohio 44286	Office Supplies	\$ 260
Subtotal - Recycled Materials			\$ 260

Veteran Owned

Name	Address	Type of Contract	Purchases
Subtotal - Veteran Owned			\$ -

Youngstown State University
Diversity Spend Detail Report - Goods and Services
(excludes EDGE and construction)
April 1, 2021 through June 30, 2021

Woman Owned			
Name	Address	Type of Contract	Purchases
Protect-N-Shred	P.O. Box 85, Cortland, Ohio 44410	Document Shredding	1,204
Roar Postal Supplies & Solutions	10600 W. 108th Terrace, Overland Park, Kansas 66210	Postal Supplies	284
Ryan Carpet Sales & Services Inc.	70 Victoria Road, Austintown, Ohio 44515	Flooring	52,250
Staples - Tier 2	4170 Highlander Parkway, Richfield, Ohio 44286	Office Supplies	207
The Workroom	301 Superior Street, Rossford, Ohio 43460	Sewing Service	2,265
	Subtotal - Woman Owned		\$ 56,210
	Total Diversity Spend		\$ 333,041

Youngstown State University
EDGE Spend Detail Report
April 1, 2021 through June 30, 2021

Encouraging Diversity, Growth, and Equity (EDGE) - Ohio Certified
--

	Address	Project	Purchases
Brock & Assoc. Builders Inc.	11201 South Avenue, North Lima, OH 44452	Excellence Training Center	775,000
Daniel A. Terreri & Sons, Inc.	12274 Mahoning Avenue, North Jackson, OH 44451	Campus Development	66,000
RAM Construction Services	100 Corporation Center Building 4, Broadview Heights, OH 44147	YSU M30/M60 Parking Garage Reno 2021	5,125
The Murphy Contracting Company	285 Andrews Ave PO Box 1833, Youngstown, OH 44501	Fedor Hall Renovations	\$ 36,000
	Total EDGE Spend		<u>\$ 882,125</u>

End of Finance and Facilities Committee Addendum

V. ACADEMIC EXCELLENCE AND STUDENT SUCCESS COMMITTEE

(All Committee resolutions, supporting documents and background materials included in addendum that follows.)

A. Disposition of Minutes.

Draft copies of the minutes of the committee's meeting held June 2, 2021, were provided to the trustees prior to the meeting. There being no corrections, additions or deletions thereto, the minutes of the meetings were approved as provided.

B. Old Business

No Old Business

C. Committee Items

1. Academic Excellence and Student Success Consent Agenda Item

a. Resolution to Modify Affiliated Scholars Policy, 3356-10-03

Moved by Trustee George, seconded by Trustee Kerola and unanimously approved by the committee.

2. Academic Excellence and Student Success Action Items

a. Resolution to Authorize Conferral of Honorary Degree - Aliyah Sabree

Moved by Trustee Hackstedde, seconded by Trustee George and unanimously approved by the committee.

b. Resolution Related to Academic Program Enhancement and Effectiveness Initiative (APEEI) Recommendations

Moved by Trustee Roberts, seconded by Trustee George and unanimously approved by the committee.

Prior to the vote, Provost Brien Smith reminded the committee that APEEI, commonly known as program review, is a self-study of academic programs to ensure alignment with the university's mission and with the goal to enhance quality and effectiveness. The university's program review process started nearly a year ago; recommendations were previously endorsed in June by the board's Governance Committee. Each of approximately 140 programs was placed in one of five categories: Grow , Grow, Sustain, Adjust and Sunset. Details regarding the timeline, process and consultation, as well as information about the programs in these categories, are available in the committee agenda. "We will use this information to prioritize resources strategically within academic affairs," Smith said.

c. Resolution to Modify Graduate Faculty Policy, 3356-10-02

Moved by Trustee George, seconded by Trustee Hackstedde and unanimously approved by the committee.

d. Resolution to Authorize Associate Degree in Nursing

Moved by Trustee Kerola, seconded by Trustee Hackstedde and unanimously approved by the committee.

The resolution notes that YSU offered an associate's program in Nursing from 1967 to 1989 and that community health and practice partners have recently expressed a need for a larger registered nursing workforce in the region. Provost Smith said the degree is another way YSU can help "provide a stream of nurses who can not only enter the system, but stay in the area." Trustee Hackstedde, president and chief executive of Salem Regional Medical Center, also indicated that such a program is needed for the region.

e. Resolution to Modify and Retitle Integrity in Research - Use of Human Participants Policy, 3356-10-14

Moved by Trustee Roberts, seconded by Trustee Hackstedde and unanimously approved by the committee.

f. Resolution to Modify and Retitle Integrity in Research - Use and Care of Animals Policy, 3356-10-15

Moved by Trustee Roberts, seconded by Trustee Hackstedde and unanimously approved by the committee.

3. Academic Excellence and Student Success Discussion Items

a. Enrollment Optimization Update Fall 2021 and Beyond

Mike Sherman, vice president for Institutional Effectiveness and Board Professional, and Elaine Ruse, associate vice president of Student Enrollment and Business Services, reported on a variety of enrollment initiatives, including the evolution of a new enrollment and scholarship strategy for international students that will be reviewed with the board in December. They also reported on phone calls and other contacts made over the summer by each college that resulted in 398 additional student registrations. Ruse reported on several recruitment efforts from students in the Sokolov Honors College, including 988 handwritten letters to prospective students thanking them for visiting campus and asking them to apply, 3,415 phone calls to students about enrolling in the Honors College, and five networking nights with 16 Honors alumni.

Sherman announced that Fall Semester 2021 enrollment (on the third day of the semester) is down 3.7 percent overall. That includes a 9.4 percent drop in the number of undergraduate students, but a 42.1 percent increase in graduate enrollment largely related to increases in online graduate-level programs. "I'm hopeful that even in a declining market that we're able to hold our own," Provost Smith said.

b. APEEI - Curricular Efficiency Insights and Actions

Provost Smith and Associate Provost Jennifer Pintar reported on the ongoing Curricular Efficiency initiative across campus. The initiative aims to ensure that academic programs are both effective and efficient, resulting in a student-centered focus (retention, program progress and graduation rates), as well as opportunities to reduce costs. The goal is to integrate curricular efficiency data, tools and thinking in routine decisions, i.e. course scheduling, budgeting, evaluating hiring needs, new course development/approval, technology, space, etc.

c. Hazing Update

Joy Polkabra Byers, associate vice president of Student Experience, informed trustees of the state's new anti-hazing law, known as Collin's Law. She said the law revises the definition of hazing, increases penalties and increases reporting requirements. YSU is now working to help students and the university community understand the new law and to complete required compliance training. The university will align its policies following a template to be provided by the state.

4. Background Materials

- a. Welcome Week Schedule**
- b. Office of Research Services Yearly Report**
- c. Current Accreditation Activity - September 2021**
- d. Academic Program Updates - September 2021**

D. New Business

1. Update on Collin's Law and Anti-Hazing Policy

Joy Polkabila Byers, associate vice president of Student Experience, informed trustees of the state's new anti-hazing law, known as Collin's Law. She said the law revises the definition of hazing, increases penalties and increases reporting requirements. YSU is now working to help students and the university community understand the new law and to complete required compliance training. The university will align its policies following a template to be provided by the state.

Provost Smith recognized his four associate provosts: Jen Pintar, Kevin Ball, Claire Berardini and Amy Cossentino. They are a lot of what makes us look great, he said.

E. Adjournment

(All Committee resolutions, supporting documents and background materials included in addendum that follows.)

Addendum

YSU Board of Trustees Academic Excellence and Student Success Committee Sept. 1, 2021



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

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

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

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

WHEREAS, the Affiliated Scholars policy has been reviewed and formatted in accordance with Policy 3356-1-09, Development and Issuance of University Policies.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of the University Policy Affiliated Scholars, policy number 3356-10-03, shown as Exhibit ___ attached hereto. A copy of the policy indicating changes to be made is also attached.

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

3356-10-03 Affiliated scholars.

~~Previous Policy Number: 1003.01~~
Responsible Division/Office: Office of ~~Academic Affairs~~the Provost
Responsible Officer: Provost and VP for Academic Affairs
Revision History: March 1998; March 2007; March 2011;
December 2016;~~;~~ September 2021
Board Committee: Academic Excellence and Student ~~Affairs~~Success
Effective Date: ~~December 1, 2016~~September 2, 2021
Next Review: 2026~~7~~

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

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

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

(D) Procedures.

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

3356-10-03 Affiliated scholars.

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

- (A) Policy statement. The university encourages the affiliation of non-university individuals engaged in appropriate scholarly activity. Such appointments are either externally funded or non-remunerative.

- (B) Definition. “Affiliated scholars” are individuals with a record of ongoing scholarship or research who are independent scholars, visitors, or adjunct faculty. Affiliated scholars are expected to hold the appropriate terminal degree and to be engaged in ongoing scholarly activity.

- (C) Parameters.
 - (1) An affiliated scholars appointment is temporary and does not carry university duties.

 - (2) Affiliated scholars have access to university facilities and services, as defined by the appropriate department chair and dean.

 - (3) Usual and customary charges for the use of university facilities and services are the responsibility of the affiliated scholar.

 - (4) Affiliated scholars will credit Youngstown state university in publications stemming from scholarly activity conducted while affiliated with the university. Copies of publications will be provided to the director of research services.

 - (5) Affiliated scholars may serve as principal investigator, responsible for preparing applications for externally funded grants, sponsored agreements and contracts, when such approval is included in the

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

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

(D) Procedures.

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



**YOUNGSTOWN
STATE
UNIVERSITY**

**RESOLUTION TO AUTHORIZE
CONFERRAL OF HONORARY DEGREE**

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

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

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

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

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

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

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

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

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

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

3356-10-05 Honorary degrees and commencement speakers.

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

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

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

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

2021 APEEI

GROW +		GROW		SUSTAIN		ADJUST		SUNSET	
College	Program	College	Program	College	Program	College	Program	College	Program
Bachelor's Level		Associate's Level		Associate's Level		Associate's Level		Associate's Level	
STEM	Electrical Engineering	STEM	Information Technology A	BCLASSE	Associate of Arts	BCLASSE	Early Childhood PreK	STEM	Electric Utility Technology
WCBA	Finance	STEM	Civil and Construction Engineering Technology A	WCBA	Business Administration	Bachelor's Level		BCHHS	Medical Laboratory Technology
WCBA	Accounting	STEM	Electrical Engineering Technology A	BCHHS	Criminal Justice	BCHHS	Medical Laboratory Science	BCHHS	Emergency Medical Services
WCBA	Business Administration	STEM	Mechanical Engineering Technology A	Bachelor's Level		BCHHS	Respiratory Care	BCHHS	<i>Dietetic Technician</i>
BCHHS	Nursing RN-BSN	BCHHS	Hospitality Management	BCLASSE	Psychology	BCHHS	Hospitality Management	STEM	<i>Computer Information Systems A</i>
WCBA	Marketing Management	Bachelor's Level		BCLASSE	Early Childhood Intervention Specialist	WCBA	Communication Studies	BCHHS	<i>Medical Assisting Technology</i>
STEM	Mechanical Engineering	CCCA	Music Performance	BCLASSE	General Studies	BCHHS	Merch Fashion and Interiors	STEM	<i>Drafting and Design Technology</i>
BCHHS	Nursing BSN	WCBA	Human Resource Management	BCHHS	Long Term Care Administration	BCHHS	Dietetics	BCHHS	<i>Social Services Technology</i>
STEM	Computer Science	STEM	Biology	CCCA	Theater	WCBA	Journalism	Bachelor's Level	
Masters Level		BCLASSE	Political Science	BCLASSE	Middle Childhood	WCBA	Advertising and Public Relations	BCHHS	Gerontology
WCBA	Business Administration	STEM	Geology	CCCA	Art Education	BCHHS	Dental Hygiene	BCLASSE	Italian Education
BCHHS	Nursing MSN	STEM	Electrical Engineering Technology B	BCLASSE	Adolescent /Young Adult Education	WCBA	Business Economics	BCLASSE	Italian
Doctoral Level		BCLASSE	History	CCCA	Theater Studies	WCBA	Telecommunication Studies	STEM	Manufacturing Engineering
BCHHS	Physical Therapy	BCHHS	Public Health	CCCA	Studio Art	WCBA	Economics	BCLASSE	Religious Studies
BCLASSE	Educational Leadership	STEM	Information Technology B	BCLASSE	Sociology	WCBA	Information & Supply Chain	CCCA	Music Theory
		BCHHS	Social Work	BCLASSE	English	Masters Level		CCCA	Music History and Literature
		BCHHS	Criminal Justice	BCLASSE	Anthropology	STEM	Chemical Engineering	BCHHS	<i>Family and Consumer Studies</i>
		STEM	Mathematics	BCLASSE	Spanish Education	STEM	Electrical Engineering	STEM	<i>Computer Information Systems B</i>
		STEM	Chemistry	BCLASSE	Geography	BCHHS	Respiratory Care	CCCA	<i>Dance Management</i>
		BCHHS	Allied Health	BCLASSE	Philosophy	WCBA	Financial Economics	BCLASSE	<i>French</i>
		STEM	Industrial and Systems Engineering	CCCA	Music Composition	BCHHS	Health and Human Services	CCCA	<i>Art History</i>
		BCLASSE	Special Education	Masters Level		BCLASSE	Applied Behavior Analysis	Masters Level	
		STEM	Civil and Construction Engineering Technology B	BCHHS	Adult/ Gerontology Acute Care Nurse	WCBA	Professional Communication	CCCA	Music History and Literature
		BCHHS	Exercise Science	BCLASSE	Intervention Services	BCLASSE	English	CCCA	Art Education
		STEM	Forensic Science	BCLASSE	Special Education	WCBA	Economics	BCLASSE	American Studies
		STEM	Civil Engineering	BCLASSE	Teacher Education	STEM	Chemistry	CCCA	Interdisciplinary Visual Arts
		STEM	Chemical Engineering	CCCA	Music Composition	WCBA	Accountancy	BCHHS	Gerontology
		STEM	Mechanical Engineering Technology B			BCLASSE	History	BCLASSE	Creative Writing
		BCLASSE	Professional and Technical Writing			STEM	Computing and Information		
		BCLASSE	Spanish						
		STEM	Environmental Science			Education Specialist			
		STEM	Physics Astronomy			BCLASSE	School Psychology		
		STEM	Biochemistry						
		STEM	Physics			Suspend: Masters Level			
		CCCA	Music Education			CCCA	Music Education		
		Masters Level							
		CCCA	Music Performance						
		BCLASSE	Counseling						
		CCCA	Music Jazz Studies						
		BCHHS	Social Work						
		BCHHS	Public Health						
		BCHHS	Athletic Training						
		STEM	Industrial and Systems Engineering						
		BCLASSE	Educational Administration						
		STEM	Mathematics						
		BCHHS	Criminal Justice						
		STEM	Mechanical Engineering						
		STEM	Civil and Environmental Engineering						
		STEM	Engineering Management						
		STEM	Biological Sciences						
		STEM	Environmental Science						
		Doctoral Level							
		STEM	Materials Science and Engineering						

NOTE: Programs in bolded italic were teach-out programs previously identified by the departments

Board of Trustees
Resolution
June 2, 2021

1. OAA will prioritize program resource allocation aligned with the findings of APEEI and the Plan for Strategic Actions to Take Charge of our Future.

2. OAA will work with Academic Senate and Graduate Council to conduct an impact study on programs that have been identified for Sunset, designated as inactive, or to reduce complexity of the academic programs.

3. OAA recommendations related to item #2 above will be presented to the Academic Excellence and Student Success Committee of the Board of Trustees in September 2021

This represents a snapshot in time of a continuous quality improvement process for which programs are positioned to improve and the institution can be better assured it has the most effective academic portfolio.

As such, this document is to be taken in its entirety with no column or program individually identified.



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

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

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

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

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

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

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

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

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

December 6, 2017

Principles and Practice of Shared Governance
Youngstown State University

Principles of Shared Governance

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

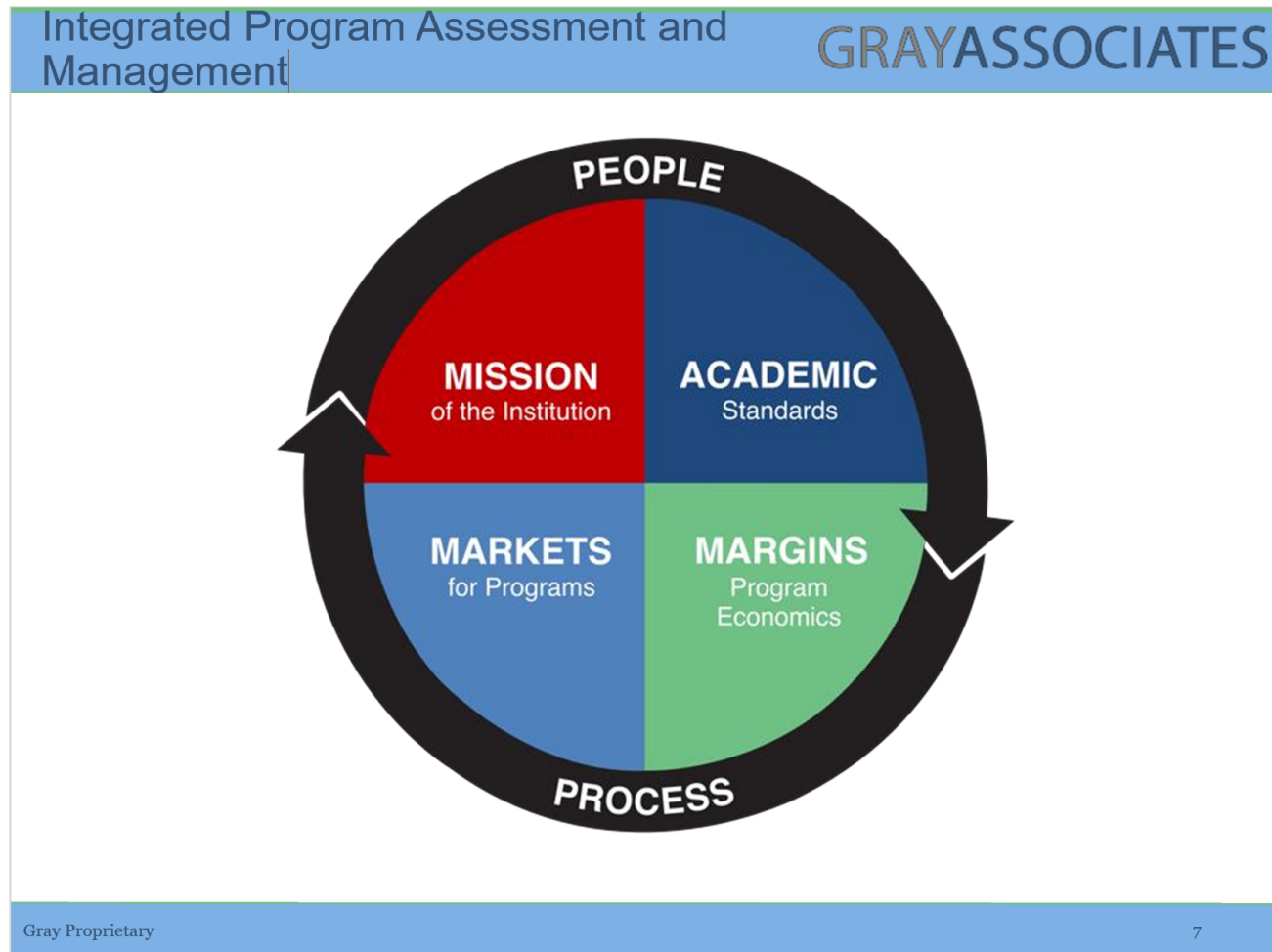


Figure 1: The Framework for APEEI had overarching principles associated with mission and standards.

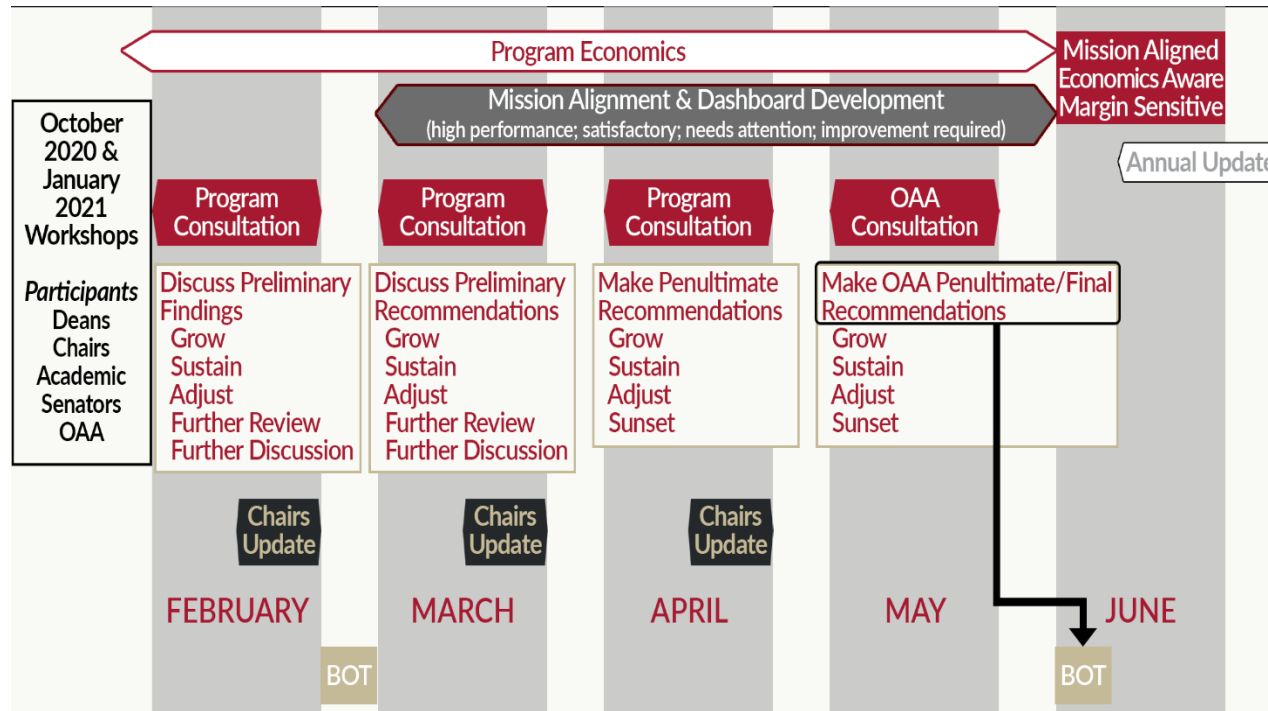


Figure 2: The ultimate perspective is for academic programs to exist in the context of alignment with the mission, inconsideration of economics, being sensitive to margin.

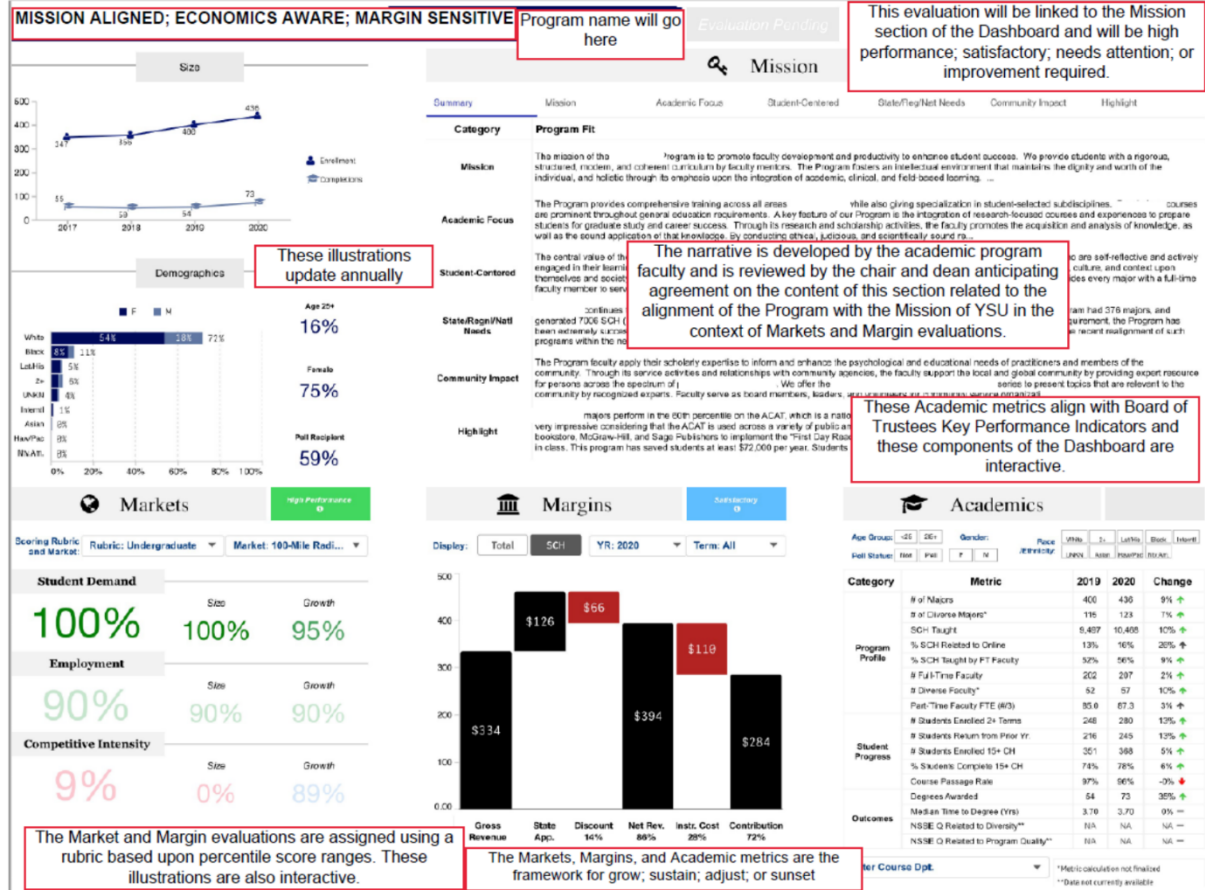
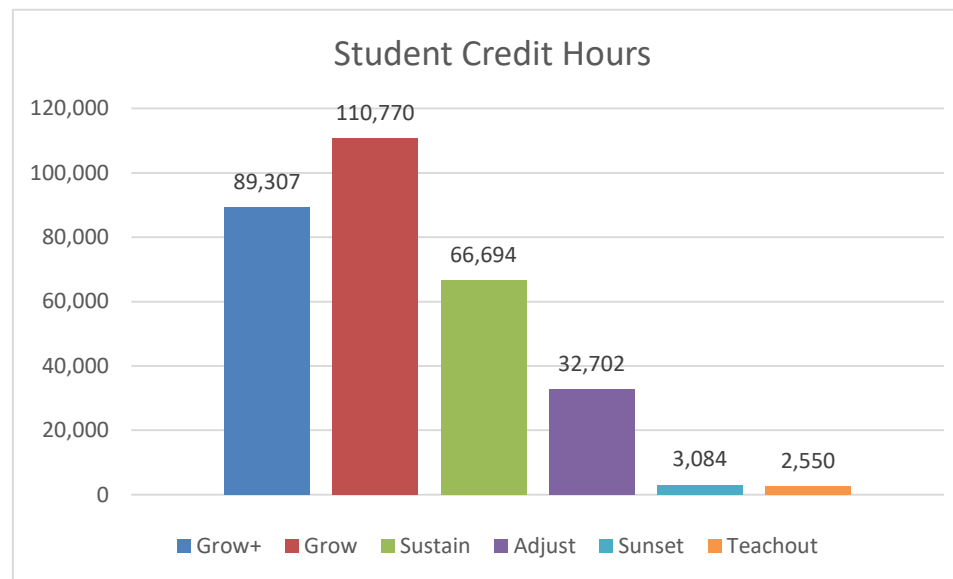
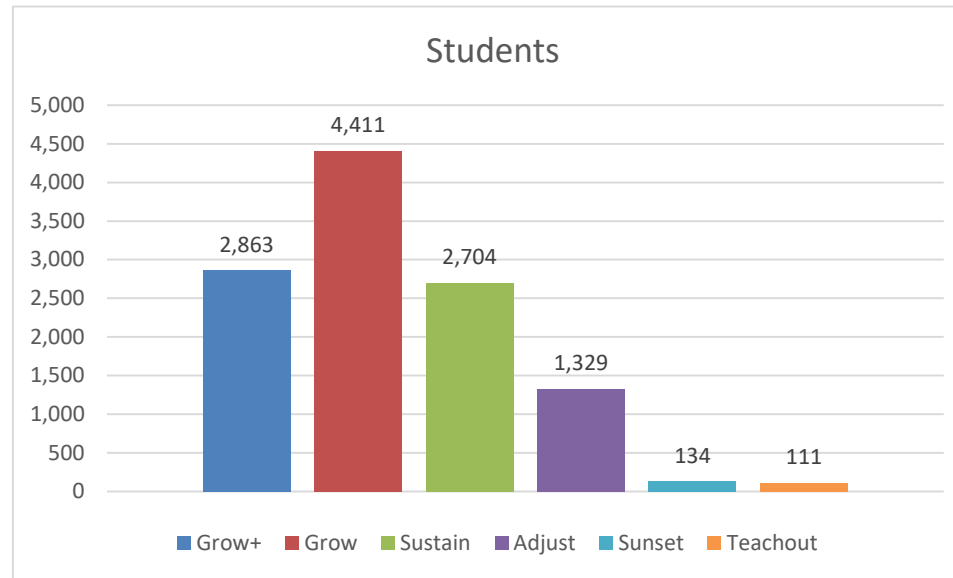


Figure 3: The APEEI process resulted in a Dashboard mimicking this illustration for each academic program that will help inform goals and strategies to align with the Plan for Strategic Actions to Take Charge of Our Future.

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



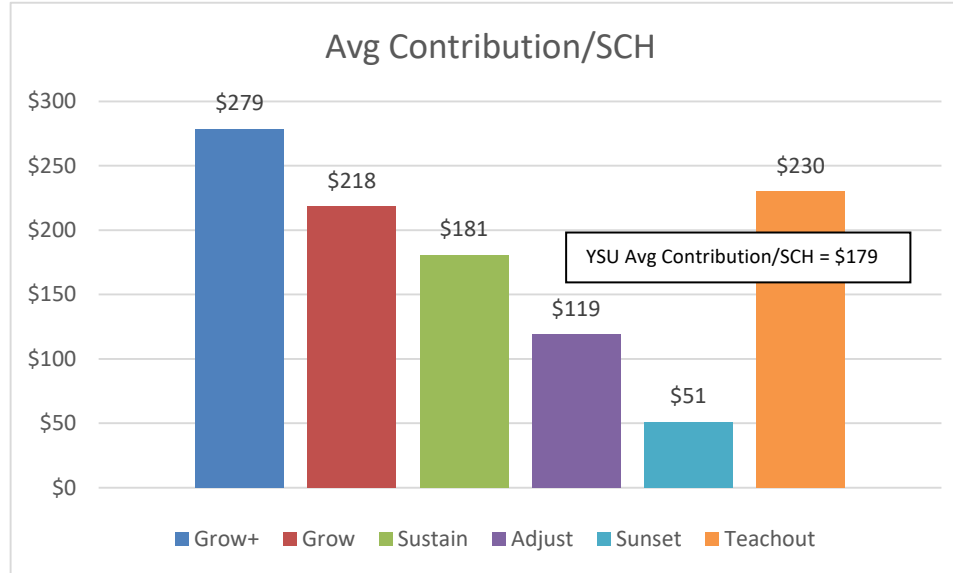
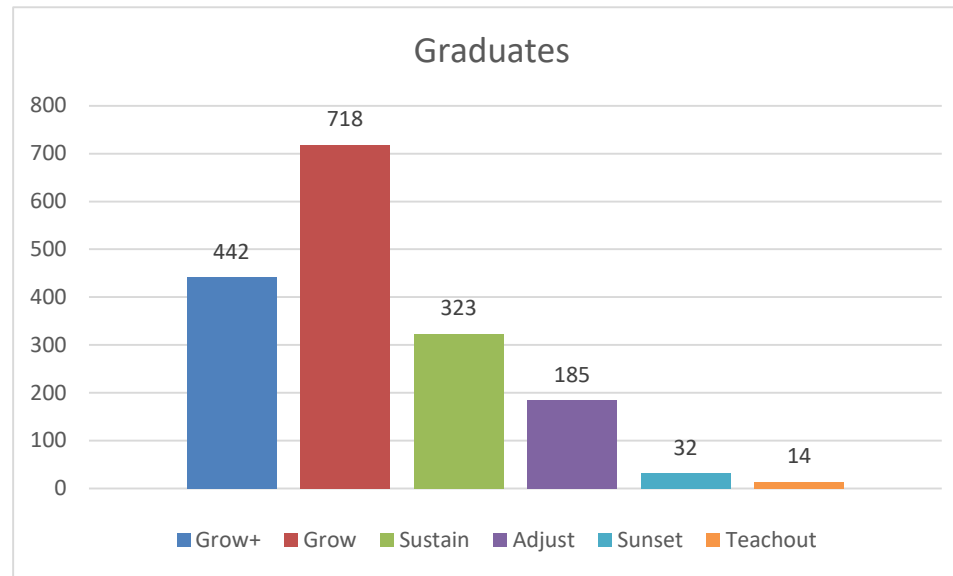


Figure 4: Teachout programs have students in them that are completing their degrees. These are programs that were sunsetted prior to APEEI.



Explanation of Modifications to University Policy:

3356-10-02 Graduate faculty

The policy was modified to align with changes to graduate faculty status approved by members of the graduate council including the ability of well-qualified part-time faculty to be considered for category one status, which is required to serve as the chairperson/advisor of a dissertation or thesis committee.

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



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

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

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

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

WHEREAS, the Graduate Faculty policy has been reviewed and formatted in accordance with Policy 3356-1-09, Development and Issuance of University Policies.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of the University Policy Graduate Faculty, policy number 3356-10-02, shown as Exhibit __ attached hereto. A copy of the policy indicating changes to be made is also attached.

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

3356-10-02 Graduate faculty.

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

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

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

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

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

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

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

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

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

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

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

(C) Parameters.

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

3356-10-02 Graduate faculty.

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

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

- (b) Full-time category one faculty have full rights and privileges in governance of the college of graduate studies.
 - (c) Part-time category one faculty do not have the above full rights and committee privileges but may be appointed to serve on specific committees.
 - (2) Category two. Category two faculty members are full and part-time faculty members employed by the university who are appointed by the dean of graduate studies upon recommendation of the chair of the department and dean of the college based on evidence of scholarship and professional development. Graduate faculty may be approved with a master's degree plus three years of significant and relevant professional experience in lieu of a terminal degree.
 - (a) All category two faculty may teach and supervise master's level graduate work and serve as a member of master's thesis committees.
 - (b) Full-time category two faculty may participate fully in activities of graduate studies committees and may vote in graduate faculty meetings.
 - (c) Part-time category two faculty do not have the above full rights and committee privileges but may be appointed to serve on specific committees.
 - (3) Category three. Category three members are not employed by the university and their academic entitlements are determined by the dean of graduate studies in consultation with the graduate council.
- (C) Parameters.
- (1) The graduate council is the representative governance unit for the graduate faculty and the college of graduate studies.

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



**YOUNGSTOWN
STATE
UNIVERSITY**

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

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

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

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

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

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

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

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

CIP: 51.3801 Registered Nursing

Market: 100-Mile Radius

Modality: All

Award Level: Associates and Below

Select Program

CIP: 51.3801 Registered Nursing

Market: 100-Mile Radius

Total Score: 51

Percentile: 99

Student Demand

Score: 29 Percentile: 99

Category	Pctl	Criterion	Value	Score
Size	93	Inquiry Volume (12 Months)	177	8
	95	Int'l Page Views (12 Months)	4,519	NS
	93	Google Search Volume (3 Months)*	29,888	8
	99	On-ground Completions at In-Market Institutions	2,473	NS
	99	Online Completions by In-Market Students	135	NS
Growth	99	Sum of On-ground and Online Completions	2,608	10
	0	Inquiry Volume YoY Change (Units)	-1,096	-2
	98	Google Search YoY Change (Units)*	4,876	2
	99	Completion Volume YoY Change (Units)	119	2
	86	Inquiry Volume YoY Change (%)	-86%	-1
86	Google Search YoY Change (%)*	20%	1	
62	Completion Volume YoY Change (%)	5%	1	

Competitive Intensity

Score: -2 Percentile: 24

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

Total Percentile	0	20+	40+	70+	90+	95+	98+	100
Total Score	-63	-17	-4	5	14	21	27	56

Employment*

Score: 25 Percentile: 98

Category	Pctl	Criterion	Value	Score
Size (Direct Prep)	99	Job Postings Total (12 Months)*	20,872	8
	99	BLS Current Employment*	87,178	8
	98	BLS Annual Job Openings*	5,632	4
Size (Generalist)	98	BLS Share of Generalist Employment*	6,377	NS
	98	BLS Share of Generalist Openings*	572	NS
Growth (Direct Prep)	54	BLS 1-Year Historical Growth*	2%	1
	37	BLS 3-Year Historic Growth (CAGR)*	-1%	0
Saturation (Direct Prep)	81	BLS 10-Year Future Growth (CAGR)*	0.7%	NS
	59	Job Postings per Graduate*	2.8	-2
Wages (Direct Prep)	47	BLS Job Openings per Graduate*	0.7	-2
	95	BLS 10th-Percentile Wages*	\$62,759	8
National American Community Survey Bachelor's Degree Outcomes	85	BLS Mean Wages*	\$83,626	NS
	81	Nat'l ACS Wages (Age < 30)	\$52,186	NS
National American Community Survey Bachelor's Degree Outcomes	42	Nat'l ACS Wages (Age 30-60)	\$82,780	NS
	31	Nat'l ACS % with Any Graduate Degree	28%	NS
National American Community Survey Bachelor's Degree Outcomes	34	Nat'l ACS % with Masters	21%	NS
	47	Nat'l ACS % with Doct/Prof Degree	7%	NS
National American Community Survey Bachelor's Degree Outcomes	11	Nat'l ACS % Unemp. (Age <30)**	2%	NS
	8	Nat'l ACS % Unemp. (Age 30-60)**	1%	NS
100	Nat'l ACS % in Direct Prep Jobs	82%	NS	

CIP Description:

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

** Color Scale in Reverse

Percentile (Reverse)	<40	40+	70+	90+	95+	98+
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Degree Fit:
Score: -1 Percentile: 58

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

National Completions by Level

Score: 0

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

National Workforce Ed. Attainment

Score: 0

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

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



Explanation of Modifications to University Policy:

3356-10-14 Integrity in research – use of human participants.

The policy was updated and modified to be in accordance with policy 3356-1-09, Development and issuance of university policies – (F) (3) Policy format. The changes to the order and requirements include:

- Addition of (B) purpose
- Addition of (C) scope
- Addition of information (D) to ensure comprehension and compliance with the policy, such as applicable regulations, Institutional Review Board (IRB) charges, procedures available online and electronic submission.
-

In addition, “Integrity in research” was removed from the title, aligning with the title of this policy at other institutions, and the policy statement was rewritten with no major changes to content. The new title is “Use of human subjects.”



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

WHEREAS, University Policies are being reviewed and re-conceptualized on an ongoing basis; and

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

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

WHEREAS, the Integrity in Research – Use of Human Participants policy has been reviewed pursuant to the five-year review cycle, and formatted in accordance with Policy 3356-1-09, Development and Issuance of University Policies.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of the University Policy governing Integrity in Research – Use of Human Participants, policy number 3356-10-14, to be retitled as Use of Human Subjects, shown as Exhibit __ attached hereto. A copy of the policy indicating changes to be made is also attached.

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

~~Previous Policy Number: 1014.01~~

Responsible Division/Office: Office of Research Services

Responsible Officer: Provost and Vice President for Academic Affairs

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

September 2021

Board Committee: Academic Excellence and Student AffairsSuccess

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

Next Review: ~~2021~~2026

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

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

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

(D) Parameters.

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

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

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

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

(EC) Procedures.

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

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

3356-10-14 Use of human subjects.

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

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

rights and welfare of human subjects while participating in research.

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

(E) Procedures.

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



Explanation of Modifications to University Policy:

3356-10-15 Integrity in research – use and care of animals.

The policy was updated and modified to be in accordance with policy 3356-1-09, Development and issuance of university policies – (F)(3) Policy format. The changes to the order and requirements include:

- Addition of (B) purpose
- Addition of (C) scope
- Addition of information (D) to ensure comprehension and compliance with the policy, such as applicable regulations, Institutional Animal Care and Use Committee (IACUC) charges and procedures.
- The sentences in the previous version's IACUC charges were removed since these were redundant, as these are included in semi-annual animal care and use program review or are inherent to the review process by the IACUC committee

In addition, “Integrity in research” was removed from the title and the title was updated to “Animal care and use,” aligning with the title of this policy at other institutions. The policy statement was rewritten with no major changes to content.



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

WHEREAS, University Policies are being reviewed and re-conceptualized on an ongoing basis; and

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

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

WHEREAS, the Integrity in Research – Use and Care of Animals policy has been reviewed pursuant to the five-year review cycle, and formatted in accordance with Policy 3356-1-09, Development and Issuance of University Policies.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of the University Policy governing Integrity in Research – Use and Care of Animals, policy number 3356-10-15, to be retitled as Animal Care and Use, shown as Exhibit __ attached hereto. A copy of the policy indicating changes to be made is also attached.

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

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

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

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

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

~~BD~~(D) Parameters.

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

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

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

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

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

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

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

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

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

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

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

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

3356-10-15 Animal care and use

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

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

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

- (3) The IACUC is charged with:
 - (a) Reviewing all new research and teaching projects and activities that involve animals, as well as significant changes to the use of animals in ongoing projects. This review process includes the authority to approve, require modification, withhold approval, or suspend activities.
 - (b) Conducting annual reviews and monitoring of previously approved and ongoing protocols, including complete review at least every three years and maintaining a process to suspend or terminate approval of research that is not being conducted in accordance with the committee's requirements or that has been associated with unexpected results.
 - (c) Overseeing and reviewing the university's animal care and use program, training and inspection of all university's animal facilities, at least semi-annually.
 - (d) Reporting findings of the semi-annual animal care and use program reviews and inspections, and making recommendations about the program and the animal facilities to the IO.
 - (e) Informing the investigator(s) and IO in writing of the decision to approve or withhold approval of the proposed activity involving the use of animals.

- (E) Procedures. Persons contemplating research utilizing the use of live animals or animal tissues should contact the IACUC at YSUIACUC@ysu.edu for information on forms and procedures. Applications, modifications, and transfer forms must be submitted to YSUIACUC@ysu.edu.

Office of International Programs-Institutional Effectiveness

- An International Enrollment Strategy has been drafted.
 - Principle element is connectedness to the institutional diversity, equity and inclusion strategy
 - Aligned with a proposed scholarship strategy targeting specified regions of the world
 - Feedback is being sought from various campus constituencies
 - Anticipate presenting to the Board of Trustees in December 2021

University Bursar-Finance & Administration

- FY22 Budget that included a significant reduction in the out-of-state surcharge also applicable to International students (more than 1,250 eligible individuals were contacted)
- Working with the Registrar, Student Success, Student Affairs, and others, has adjusted deadlines and expectations associated with automatic disenrollment
 - Automatic disenrollment has been unautomated to facilitate the desirable action which is enrollment
 - Appropriate office reaches out to assist with reconciling the issue typically associated with automated disenrollment
 - 190 students registered whose outstanding balance was discharged given established operating guidelines and principles

Office of Admissions-Student Enrollment & Business Services, Student Affairs

Application initiatives

- Acceptance Phone Calls (Freshman and Transfer Students)
 - Since April, all accepted students have been called to congratulate them on their acceptance – this offers us an opportunity to have a personal connection with the student
 - Beginning August 3, the phone calls emphasis was to congratulate them but also provide their Banner ID, YSU username and Portal instructions to assist them with registering for orientation as soon as possible
- Missing Credentials Phone Calls
 - Beginning August 3, phone calls were made daily to students who were missing documents needed to make their admissions decision. These calls were made to both freshmen and transfer students. So far, 66 calls (emails sent if not able to contact student) were done and 28 students have been admitted, to date.
- Application Processing
 - Once the Admissions Office has all of the required documents, the review of the application to make an admissions decision is done within a 24- to 48-hour period

Orientation Reservations

- Text campaigns
 - Began weekly texts to admitted freshman the week of April 4 to register for orientation
 - 165 reservations were made the same day – after text was sent out
 - 153 reservations were made the following day – after text sent out
 - 4 “no show” text messages were sent to those who did not attend their scheduled session – encourage them to reschedule
 - 46 students rescheduled since starting the campaign

- 2 targeted messages were sent to those who had their final high school transcripts sent to YSU but did not register for orientation – total of 241 students
 - 48 students registered
- Phone Calls by our Admissions Ambassadors
 - Our AAs called the 241 students who had final high schools sent but didn't register
- Post card
 - A post card was sent to the those who didn't attend their scheduled orientation session and those not registered

Reduction in Out-Of-State Surcharge (Freshmen and Transfer Students)

- Email – sent at the end of June to over 1,250 students
- Post cards sent to both freshman and transfer students with messages to apply, complete applications started but not submitted, or register for orientation (register for classes if they were transfer students)

Housing (Freshmen)

- Housing campaign to encourage students to live on campus and complete housing application – sent two emails

Register for classes (Transfer Students)

- Email sent to accepted transfer students to explain next steps in their enrollment process

June Penguin Preview Day

- Hosted a special session for the 2021 high school seniors
- Of the 197 students who attended the June program, 75 were interested in Fall 2021 (73 freshmen and 2 transfers)
 - 70 accepted (includes 6 of the walk-ins; 4 accepted after the program)
 - 67 – registered for orientation (14 registered the day of PPD or afterward)
 - 65 attended orientation and registered for Fall 2021
 - 1 withdrew
 - 1 Did not attend
 - 3 never registered for orientation
 - 1 student denied admission
 - 2 did not apply
 - 2 Transfers
 - 1 accepted and registered
 - 1 applied but did not submit credentials for decision

Office of Financial Aid and Scholarships-Student Enrollment & Business Services, Student Affairs

- Outreach Campaigns to New and Continuing Students that needed to complete their 2021-2022 Free Application for Federal Student Aid (FAFSA) or that need to complete federal verification.
 - FAFSA renewal emails were sent to continuing students on January 27, March 1, and April 28 to encourage FAFSA completion.
 - 5,412 students were emailed on January 27
 - 4,142 students were emailed on March 1
 - 3,446 students were emailed on April 28
 - New students registered for orientation that needed to complete their 2021-2022 FAFSA or needing to complete federal verification.
 - For the May and June orientations, 444 students have been contacted, 280 have completed their FAFSA, 15 are selected for verification.

- For the July orientations, 98 students have been contacted, 43 have completed their FAFSA, and 8 are selected for verification.
 - For the August orientations, 80 students are being contacted, 7 have completed their FAFSA, and 6 are selected for verification.
 - Following up with the May and June orientations, 150 students are being contacted again, 38 have completed their FAFSA, 14 are selected for verification.
- Financial Suspension Outreach Campaigns
 - In May and July, AOP students registered for summer 1 and summer 2 were contacted to prevent them from being dropped while their financial aid was being finalized because these students were at risk of being financially suspended.
- V-1 Federal Verification Tracking Group Outreach Campaign
 - As a result of changes issued by the U.S. Department of Education regarding the V1 verification tracking group, verification status codes were updated to complete for 921 students. 631 students were then packaged with nearly 300 new students receiving financial aid offers in the mail and the remaining 330 continuing students receiving their financial aid offers via email.
 - 84 continuing students not registered for fall as well as 47 new students who did not attend orientation were contacted to offer assistance with registering or signing up for orientation and to assist with accepting their financial aid offers.
- Professional Judgement (Loss of Income) Outreach Campaign
 - As a requirement of HEERF III, conducted direct outreach to financial aid applicants about the opportunity for a financial aid adjustment due to recent unemployment of a family member or the student or other circumstances.
 - 15,937 continuing and new students were emailed on July 19 to encourage students who have experienced a financial hardship during the calendar year 2020, or into 2021, to contact the Office of Financial Aid and Scholarships to discuss a potential reassessment of their federal and state grant aid eligibility.

University Relations-Marketing and Communication-Institutional Effectiveness

ZeeMee Matriculation Enhancement Social Media Platform

- Assess the impact and effectiveness of ZeeMee app on incoming Fall 2021 class engagement and melt. To do this, we will
 - Involve the Enrollment Optimization Team in the assessment methodology and analysis of the impact/influence of such social media strategies on matriculation
 - Sample Fall 2021 ZeeMee app users to ascertain **engagement** (did ZeeMee influence decisions to attend/not attend, Orientation in particular).
 - Target date: late-October 2021
- Build out ZeeMee engagement strategies for 2022 recruitment calendar
 - Schedule polling, events, bulk messaging, announcements (as needed)
 - Schedule live sessions including chat events with campus departments (housing night, academic departments, meet current students, etc.), speed-friending, virtual world events.
 - Target date: early-October 2021
- Creation of faculty influencer team to interact with students on social media channels (ZeeMee, etc.).
 - Target date: on-going
- Assess opportunities for optimal integration of such technologies with EAB enrollment strategies including alternate social media platforms
 - Explore options for using data from ZeeMee for student prospecting (identifying students who are on ZeeMee but not identified as prospects at YSU).
 - Target date: on-going

Student Success-Academic Affairs

Orientation

- Conducted 17 virtual Orientation sessions (I'll provide updated attendance after we get attendance for the 8/19 session)
 - Registered but cancelled prior to event = 36/1801 = 2%
 - Strong Start = 6
 - Honors = 1
 - Regular admit = 29
 - Registered but did not attend = 89/1801 = 4.9%
 - Strong Start = 26
 - Honors = 5
 - Regular Admit = 57
 - Admitted with restrictions = 1
 - Registered and attended = 1676/1801 = 93.1%
 - (Attended and then cancelled enrollment = 4/1676 = 0.2%)
- Contacting students who did not attend to encourage them to reschedule
- IGNITE - August 23, 24 & 25
- Contacting students and encouraging them to sign up for an IGNITE date

Student Success Seminar (YSU 1500)

- Tracking YSU 1500 drops and contacting students to re-register
- 61 sections of YSU 1500 scheduled for Fall 2021
- COVID grant supported summer training program for Success Specialists
- Introducing a customized textbook for YSU 1500

Advising redesign

- Reduction of advising loads beginning Fall 2021 to support holistic, student-success approach to advising and enable optimization of CRM Advise
- CRM Advise live on August 16; the Implementation Team will be reconfigured to monitor the system and make recommendations for future configuration
- Directors of Advising positions approved/posted to ensure that standards of advising practice are met
- Directors of Advising and Deans to work in partnership with Associate Provost, Student Success to develop/implement universal standards for advising at YSU

Registrar-Institutional Effectiveness

- Implemented DegreeWorks (PenguinPass) degree audit system
 - Can now determine the percent of a degree completed and attributes of academic progress (courses in major; gen ed; electives)
- At the beginning of June, each college was given a list of students having completed Spring 2020 in good standing who were not registered for fall 2021.
 - Periodically, updated lists were distributed to each college for outreach efforts made by the Advisors and Academic Departments.
- In July, the Registrar's Office distributed degree audits for all juniors and seniors not registered. As outreach efforts continued, emphasis was placed on juniors and seniors.
 - To date, 51% of this group of students not registered as of 07/02/2021 are now registered.
- The first table shows all students, the second illustrates results for juniors and seniors.

Colleges	Not Registered 07/02/21	# Registered as of 8/30/2021	% Registered
CLASSE	284	96	34%
CCA	44	21	48%
HHS	274	86	31%
STEM	281	118	42%
WCBA	152	77	51%
Total	1035	398	38%

Colleges	Jrs & Srs Not Registered 07/02/21	# Registered as of 8/30/2021	% Registered
CLASSE	113	58	51%
CCA	18	13	72%
HHS	131	55	42%
STEM	134	70	52%
WCBA	46	29	63%
Total	442	225	51%

Social Work-Academic Affairs

Over the past year we have trained all full and part time faculty on delivering these concepts.

- Increase PLA across main campus and introduce it to our partnership programs and notifying local community colleges
- Accepting all courses that students take and counting them toward their degree. Programs often say all credits count but they don't count toward what is needed for the degree. We are willing to count other majors' courses for our courses. We are willing to count other university courses for our courses. This makes us a more favorable transition to our major and to YSU from other institutions.
- Encouraging faculty to offer incompletes to help students' complete classes and be retained in the program. They do not need permission to offer an "I" but they need to have worked collaboratively with the student, the department and campus resources before giving a C, D or F.
- Offering students endless attempts to redo work to successfully complete the course.

Regularly reach out by phone and email to all students that had previously taken social work classes but are not currently registered

Sokolov Honors College-Academic Affairs

Prospective / Incoming Student Initiatives

- 170 prospective student visits on-campus
- 988 handwritten letters to students asking them to apply, thanking them for visiting, etc.
- 3,415 phone calls to students about honors with an additional 1,490 phone calls for Admissions initiatives (4,905 total calls)
- 36 honors students at the Summer Weekend Waddle; event to begin building honors community and reduce summer melt
- 22 CCP in Honors participants; began taking honors courses on campus, attended honors events, and developed mentorships with current honors students who also participated in CCP

Returning Student Initiatives

- 180 students at "Spring Ahead Strong" sessions; honors info, session led by Anne Lally on wellness and self-care; extra segment for seniors on preparing for the job market / graduate school
- 61 virtual study spaces offered throughout spring semester for students to gather online and support one another academically
- 251 contacts from staff to students not registered for classes S21 or F21
- Over 600 mid-semester meetings with freshman students in fall and spring semester led by teaching assistants to ensure honors progress and wellbeing
- Over 51,000 volunteer hours with 644 organizations in and around Youngstown, connecting students to YSU, the greater community, and each other
- 5 networking nights spanning 16 honors alumni to expose students to potential careers and connect them with the wider honors community

FALL 2021 SEMESTER BILLING BUDGET

We want you to be able to make a financial plan for the fall semester before your bill is due in August. Use this form to budget the costs of tuition and fees so that you have an estimate of your financial responsibilities!

<p>Full-Time Registration</p>	<p>(12-18 credits) List the estimated tuition and fees for fall semester here. Ohio Resident — List \$4,977 Non-Resident—List \$5,157</p>	<p>EXPENSE</p>
<p>Course Fees</p>	<p>Some courses have additional fees. List an estimated total for fall semester here. Course fees can range and are hard to estimate. We recommend listing an estimate between \$75–\$500</p>	<p>+ EXPENSE</p>
<p>Living On Campus</p>	<p>List the estimated room and board for fall semester here. Residence Halls — List \$4,888 University Courtyard — List \$5,010 Off Campus Housing — Check your lease, but do not list.</p>	<p>+ EXPENSE</p>
<p>Parking Pass</p>	<p>Some students need to park on campus. List an estimated total for fall semester here. Commuter Permit — List \$45 Overnight Permit — List \$90</p>	<p>+ EXPENSE</p>
<p>YSU Financial Aid Offer</p>	<p>Review your offer. List gift aid. If you plan on using self-help aid, list that too. Parent Plus Loan — List amount if parent applied and was approved. Work Study — Do not list; you must get a campus job for these funds.</p>	<p>- ASSET</p>
<p>Estimated Bill Balance for Fall Semester</p>	<p>Take the total red and subtract the total green to get your balance.</p>	<p>= TOTAL</p>

Negative Balance (For example, -\$1,000)
Yay! You should have enough funds to pay your YSU bill. You will also receive a refund of the excess funds to cover some of your indirect costs. We recommend setting up direct deposit for your refund.

Zero Balance (For example, \$0)
Yay! You should have enough funds to pay your YSU bill. You will need to find a way to cover your indirect costs.

Positive Balance (For example, \$1,000)
You may not have enough funds to pay your YSU bill. Your options are:
• Pay Balance by Sept 2
• Enroll in Payment Plan by Aug 5
• Reexamine Financial Aid Offer

Payment Plan (Five Payments Available)
Payment 1: \$50 + _____
Payment 2: _____
Payment 3: _____
Payment 4: _____
Payment 5: _____

Fall 2021 Billing Budget



YOUNGSTOWN STATE UNIVERSITY
Penguin Service Center
A ONE-STOP FOR CAMPUS

Penguin Service Center

WE PROVIDE ENROLLMENT COUNSELING AND PROBLEM RESOLUTION FOR:

REGISTRATION & RECORDS

Course Registration
Enrollment Verification
FERPA Release
Information Changes
Transcript Requests

FINANCIAL AID

Offer Explanation
Award Acceptance
Aid Eligibility
Loan Disbursement

STUDENT BILLING

Account Holds
Billing Statements
Fee/Charge Explanation
Direct Deposit Assistance
Payment Plans



M-Th 8am-5pm & F 9am-5pm
330-941-6000 • onestop@ysu.edu
second floor, Meshel Hall

Let's Get Started!

These virtual appointments are designed to help you gain a better understanding of your estimated YSU tuition bill for fall 2021 and provide a tool you may utilize to budget for future terms.

You will also have the opportunity to discuss and submit a FERPA release form, if you wish.

FALL 2021 SEMESTER BILLING BUDGET

We want you to be able to make a financial plan for the fall semester before your bill is due in August. Use this form to budget the costs of tuition and fees so that you have an estimate of your financial responsibilities!

Full-Time Registration	(12-18 credits) List the estimated tuition and fees for fall semester here. Ohio Resident — List \$4,977 Non-Resident — List \$5,157	EXPENSE	<input type="text"/>
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Estimated Bill Balance for Fall Semester	Take the total red and subtract the total green to get your balance.	=	TOTAL <input type="text"/>

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- Enroll in Payment Plan by Aug 5
- Reexamine Financial Aid Offer

Payment Plan (Five Payments Available)

Payment 1: \$50 + _____
Payment 2: _____
Payment 3: _____
Payment 4: _____
Payment 5: _____

For questions, contact the Penguin Service Center at (330) 941-6000.



Let's Look at Estimated Tuition Charges First!

Full-Time Registration

(12-18 credits)

List the estimated tuition and fees for fall semester here.

Ohio Resident — List \$4,977

Non-Resident—List \$5,157



Next, You May Have Some Course Fees

Course Fees

Some courses have additional fees.

List an estimated total for fall semester here.

Course fees can range and are hard to estimate.

We recommend listing an estimate between **\$75–\$500**



EXPENSE	
---------	--

Are You Living On Campus?

Living On Campus

List the estimated room and board for fall semester here.

Residence Halls — List **\$4,888**

University Courtyard — List **\$5,010**

Off Campus Housing — Check your lease, but do not list.



EXPENSE

Will You Be Needing A Parking Pass?

Parking Pass

Some students need to park on campus.
List an estimated total for fall semester here.

Commuter Permit — List **\$45**

Overnight Permit — List **\$90**

+

EXPENSE

Are You Using Any Gifted or Self-Help Aid?

YSU Financial Aid Offer

Review your offer. List gift aid.

If you plan on using self-help aid, list that too.

Parent Plus Loan — List amount if parent applied and was approved.

Work Study — Do not list; you must get a campus job for these funds.

ASSET

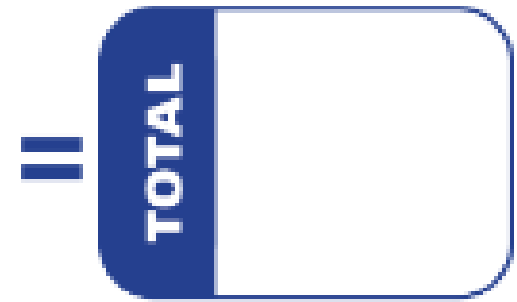


Let's Do The Math!

$$\begin{aligned} \text{Tuition + Course Fees + Housing + Parking Pass} &= \underline{\hspace{2cm}} \\ &\quad - \text{Financial Aid Offer} \underline{\hspace{2cm}} \end{aligned}$$

**Estimated Bill
Balance
for Fall
Semester**

Take the total red and subtract the total green to get your balance.



What's Your Result?

Negative Balance **(For example, -\$1,000)**

Yay! You should have enough funds to pay your YSU bill. You will also receive a refund of the excess funds to cover some of your indirect costs. We recommend setting up direct deposit for your refund.

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- Enroll in Payment Plan by Aug 5
- Reexamine Financial Aid Offer

Payment Plan **(Five Payments Available)**

	<u>Due Dates</u>
Payment 1: \$50 + _____	August 5
Payment 2: _____	September 2
Payment 3: _____	October 1
Payment 4: _____	November 2
Payment 5: _____	December 2



Office of the Registrar, Penguin Service Center
 Authorization and Request for RELEASE OF RECORDS
 and INFORMATION (FERPA)
 Second Floor, Meshel Hall
 Phone: 330-941-6000
 Email: onestop@ysu.edu

This authorization shall be considered as a waiver of any and all of my rights and/or privileges as provided under the Family Education Rights and Privacy Act of 1974 (FERPA) and/or Gramm-Leach-Bliley Act of 1999 (GLBA).

I, _____, hereby authorize the disclosure, furnishing and release of the following information relating to or concerning me to the person(s) listed below without my further consent:

Print Name: _____ Relationship: _____

Print Name: _____ Relationship: _____

- Academic Grades/Records Academic Advising Billing Records
- Financial Aid Records Housing Information/Action Student Conduct
- Student Outreach & Support Office Other Information (please specify): _____

NOTE TO STUDENT: To finalize the processing of your authorization, you must deliver this form **IN PERSON** to the Office of the Registrar, Penguin Service Center along with photo identification. This form will not be accepted without proof of identification in order to ensure the protection of your information.

Student Signature: _____

Student ID#: _____ Date: _____

This authorization can be withdrawn at any time. In the future, if you wish to rescind your request to release records, you must return to the office where you submitted this form and sign below:

I hereby cancel my request to release information to the above named individual(s).

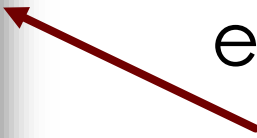
Student Signature: _____ Date: _____

FOR OFFICE USE ONLY		
[] Student ID Verified	[] Comments Placed in Banner	[] Staff Initials
Rev. 11/20/20		



FERPA is a federal law that protects your educational records.

YSU cannot disclose any educational record without **specific, written consent** from you



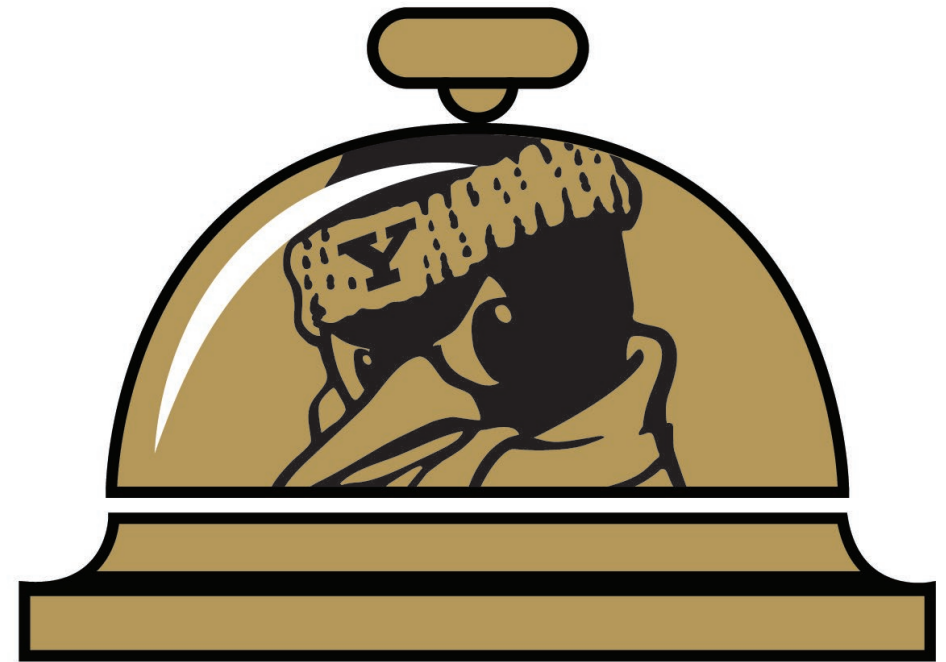
CONTACT US!

330-941-6000

onestop@ysu.edu

second floor, Meshel Hall

Monday – Thursday 8am-5pm
& Friday 9am-5pm

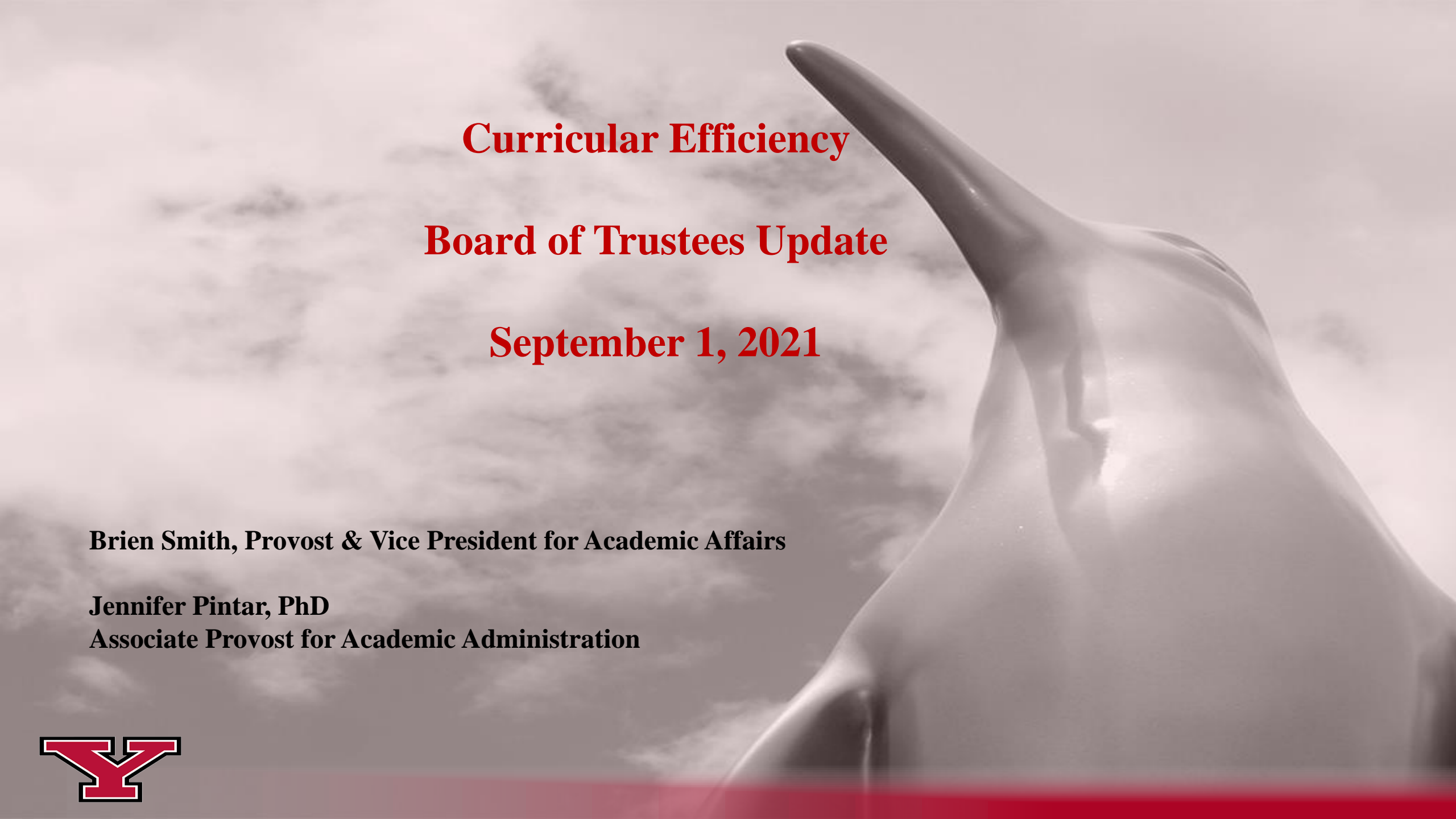


YOUNGSTOWN STATE UNIVERSITY
Penguin Service Center
A ONE-STOP FOR CAMPUS

Curricular Efficiency Team Workshop

Who: Chairs/Directors, Deans, Program coordinators/directors
When: July 20, 2021 9am-3pm
Where: Ohio Room, Kilcawley Center

- 9:00-9:10 am Opening remarks: Provost Smith
- 9:10-9:50 am What is and why do we need to consider curricular efficiency?: Jenn Pintar
- 9:50am - 1 pm Walk through Curricular Efficiency Team Idea Box
 - 9:50-10:20am Consider Necessity of Course Offerings: Gregg Sturuss
 - 10:20-10:50am Explore Measures of Student Success: Sara Michaliszyn and Alan Tomhave
 - 10:50-11:00am BREAK
 - 11-11:30am Review Appropriate Pedagogy with Today's Learner in Mind: Joy Christiansen Erb
 - 11:30-12noon LUNCH BREAK – please bring your own meal/drinks
 - 12-12:30pm Curricular Mapping to Identify Academic Gaps, Redundancies and Misalignments: Hillary Fuhrman
 - 12:30-1:00pm Carousel Development to Examine Curricular Rotation: Jeremy Schwartz
- 1-1:30pm Discuss adds/changes to Curricular Efficiency Team Idea Box using illustrative data set: Breakout Session
- 1:30-2pm Report out session
- 2-2:30pm How do you perceive moving this forward with your faculty members: Breakout Session #2
- 2:30-3pm Report out session



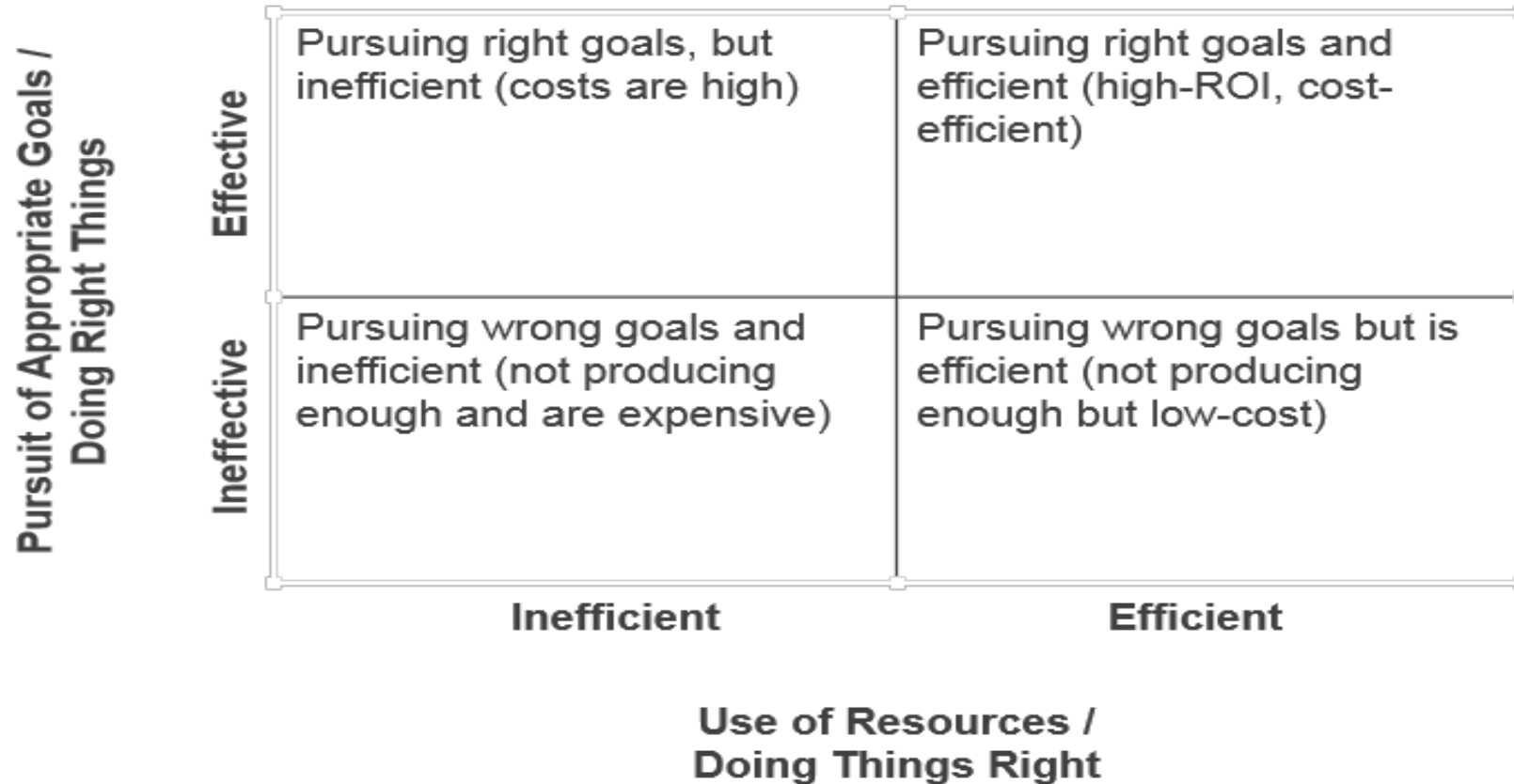
Curricular Efficiency
Board of Trustees Update
September 1, 2021

Brien Smith, Provost & Vice President for Academic Affairs

Jennifer Pintar, PhD
Associate Provost for Academic Administration



Curricular Efficiency



Curricular Improvement

January

- First Curricular Efficiency Team meeting

July 20 Workshop

- Understand YSU's Overall Curricular Efficiency
- Present "Idea Box" or "Tool kit" developed by Curricular Efficiency Team

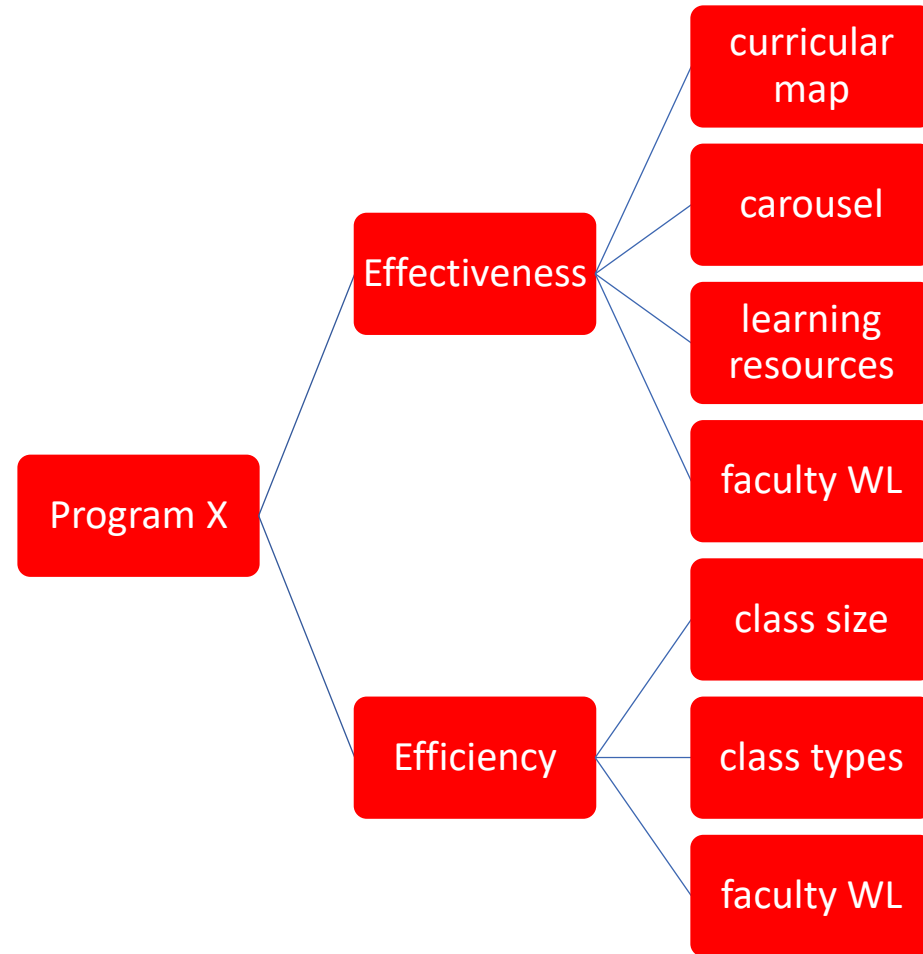
July 21-30 Individual Department Meetings

- Understand individual department-level efficiency and opportunities
- Modify current CET document

August 23rd Kickoff Meetings

- Identify opportunities by academic department faculty members

Both Effectiveness & Efficiency



Why are we doing this? How does it impact the institution?

- Student Centered Focus
 - Retain students
 - Improve graduation rates
 - Control student and YSU costs
 - Ensure student learning by aligning the program content to learning outcome
- Ensure the Strategic Plan for Action is a living document
 - Free-up funds to Invest in our growth and Take Charge of our Future
 - Tool for sustainable management of a university
 - Create space in faculty schedules to allow for increased time for activities that align with the Strategic Plan
- Find opportunities to reduce costs
 - Determine ways to identify the “least-bad” ways to cut academic costs.
 - To minimize the extent to which budget cuts translate into higher workloads or inferior education

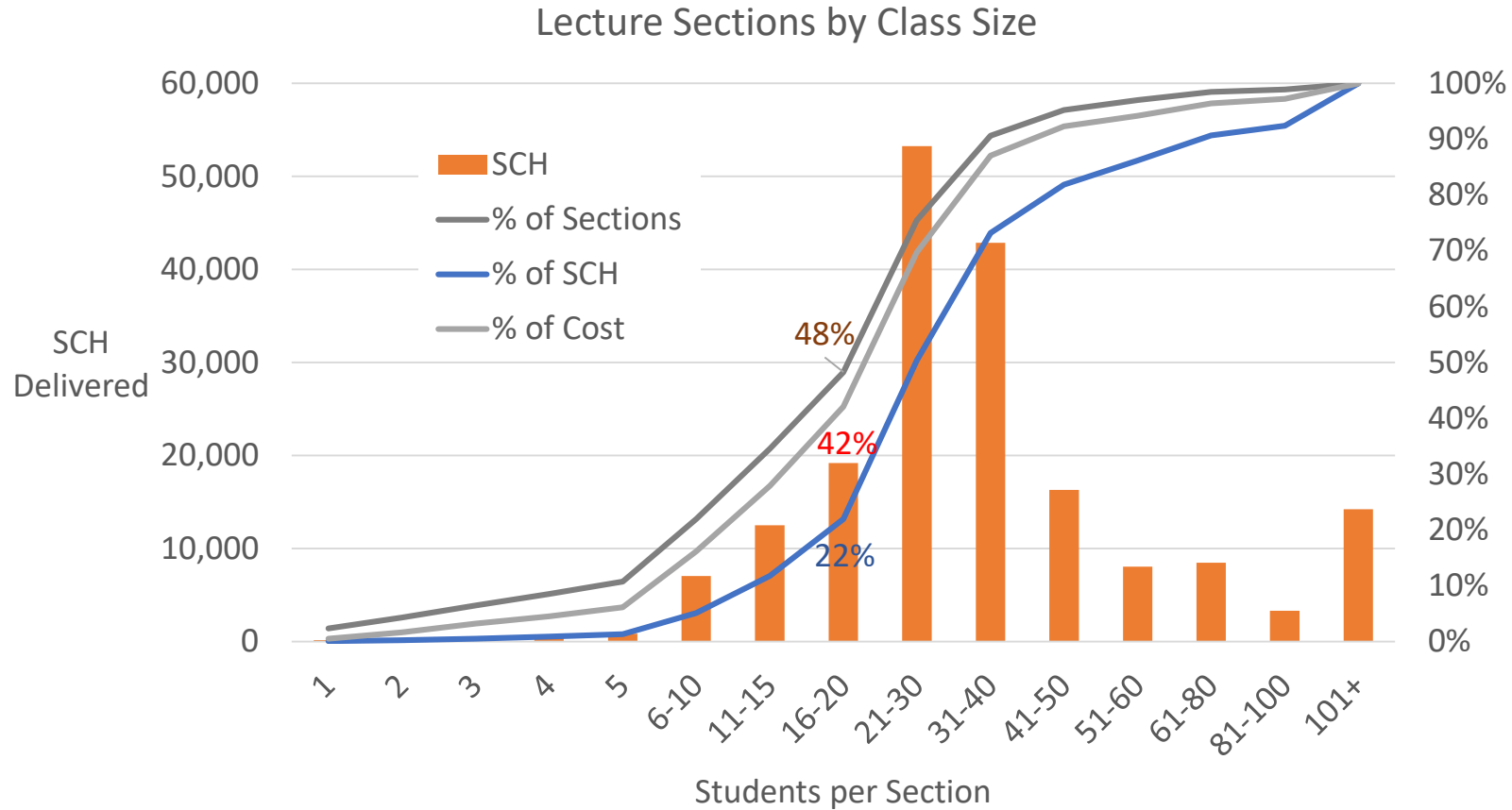
Next Steps

Integrate curricular efficiency data, tools, and thinking in routine decisions

- Course scheduling
- Budgeting
- Evaluating hiring needs
- Program and curricular planning
- New course development/approval
- Reviewing requests for independent studies and other customized offerings

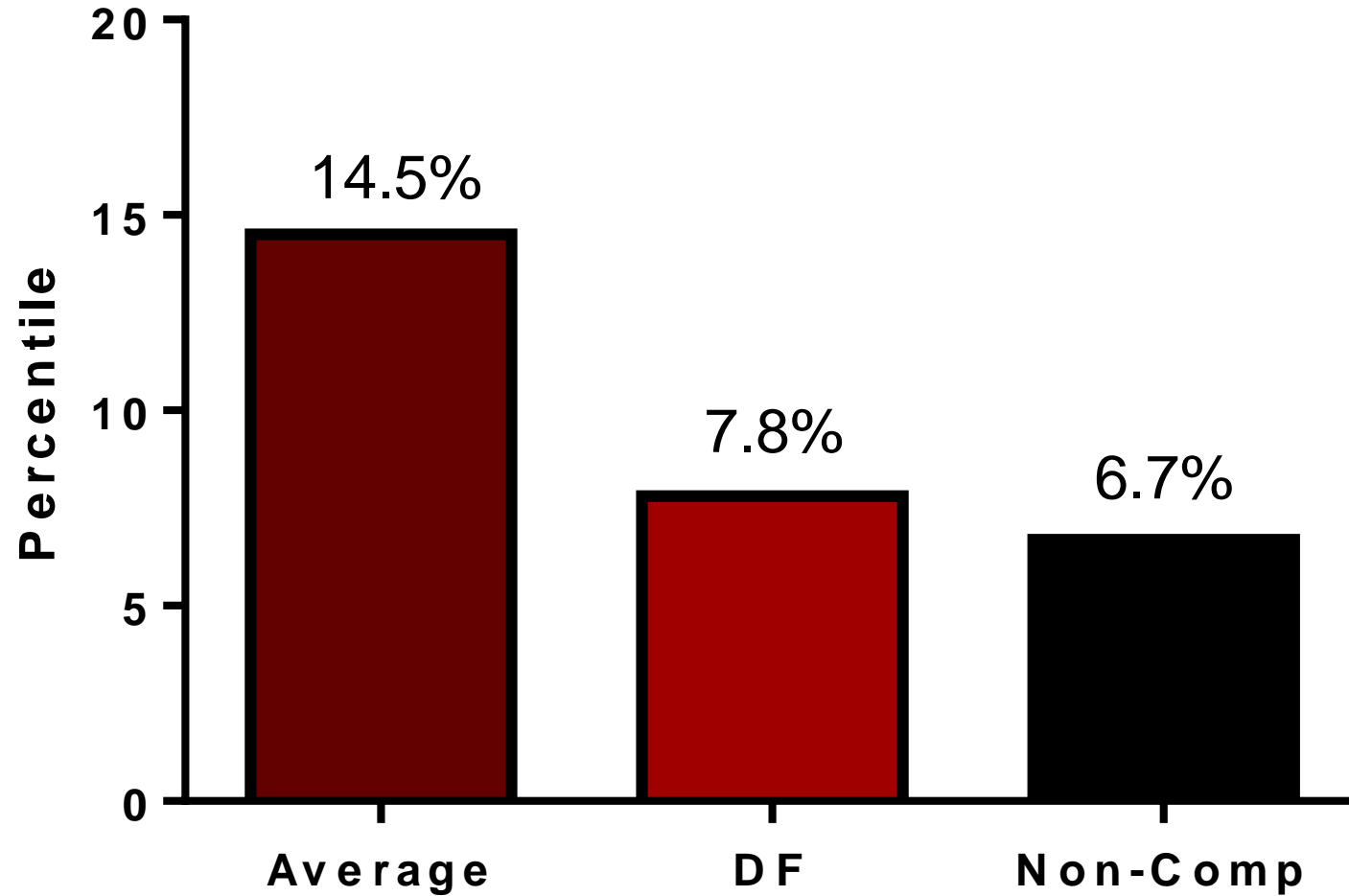
Class Size Effect on Costs and Students

22% of lecture SCH are delivered in classes with 20 or fewer students; these classes account for 42% of lecture costs and 48% of sections.



Cross-listed courses are treated as one section with all students combined.
Fall and Spring semesters only.
Includes all section types with "LE" as component.

YSU's F20 Average DFW Rate

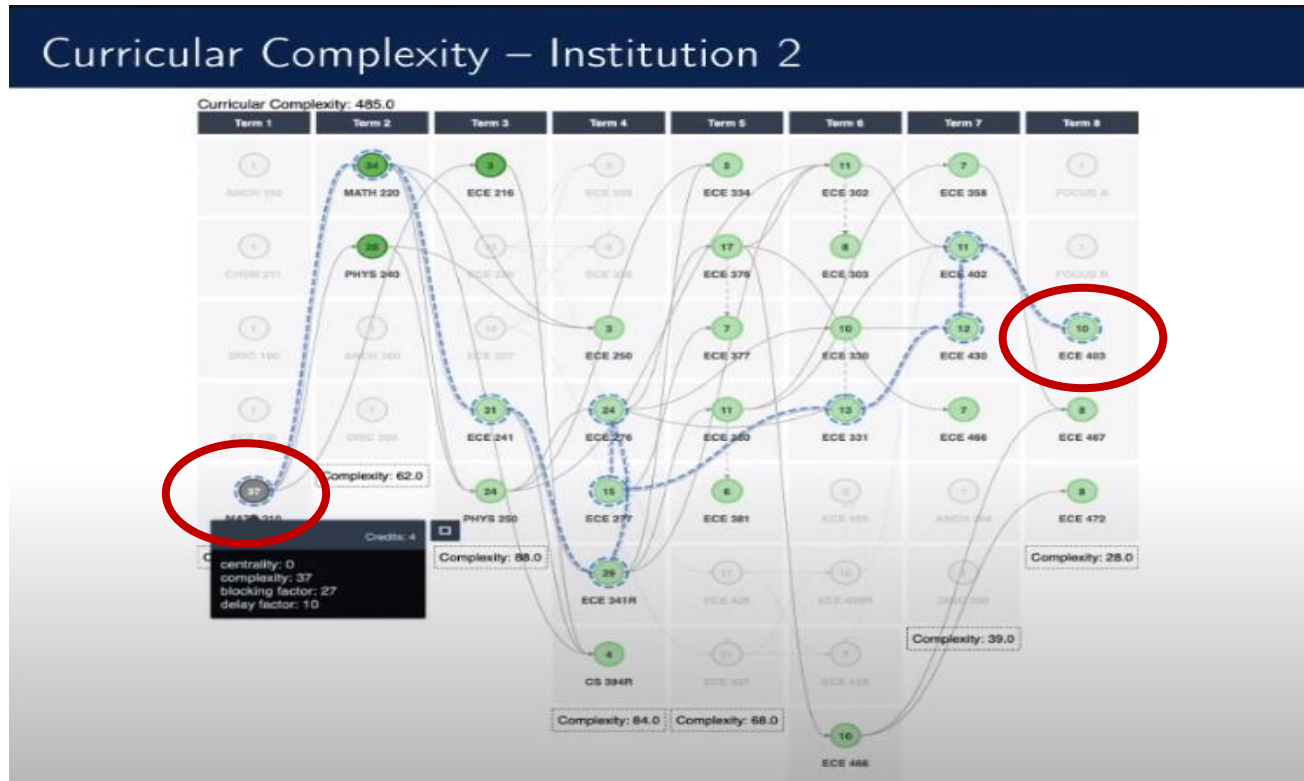


Course Proliferation

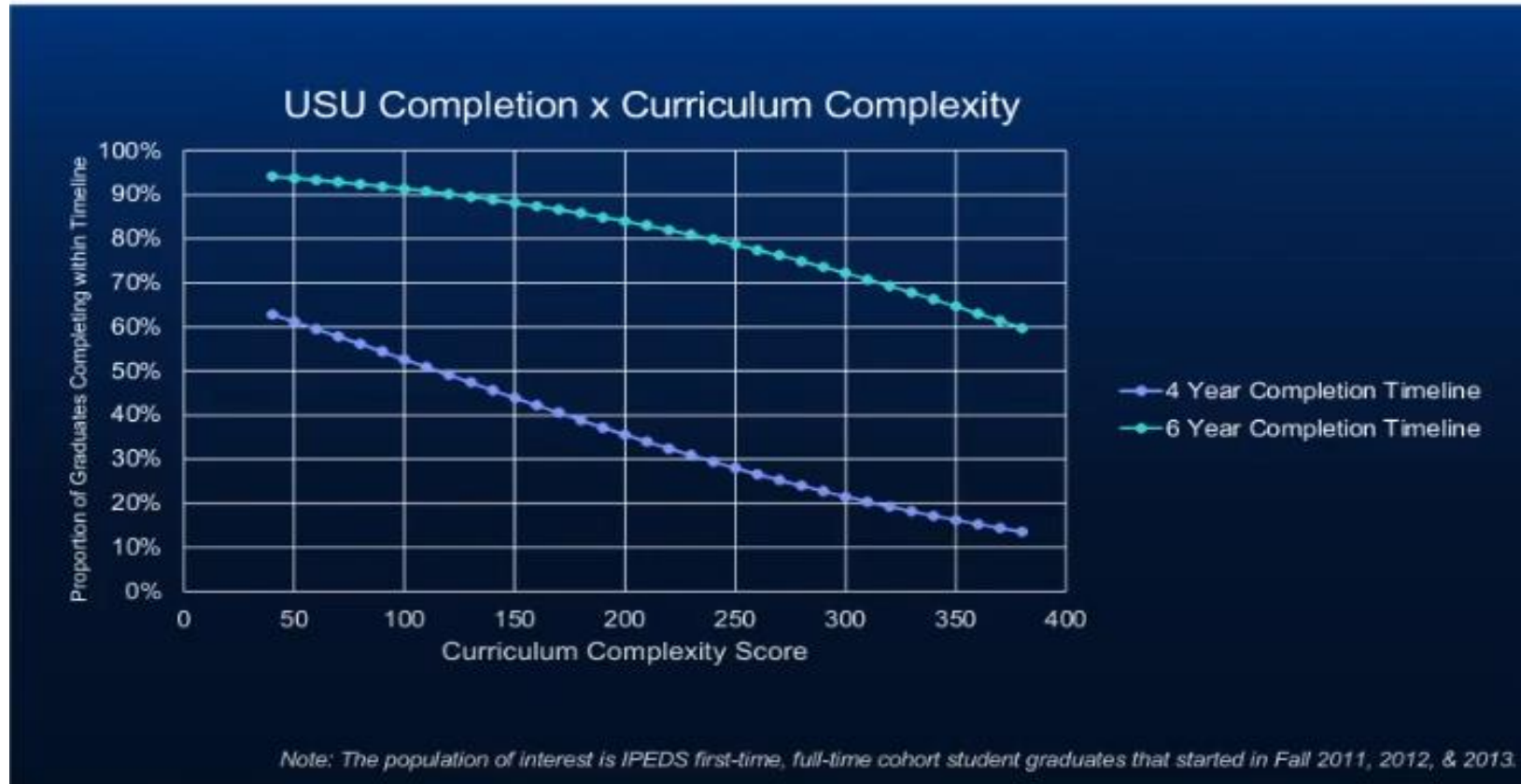
Course Proliferation questions and tools:

- What courses make sense in your curriculum?
- Do you have under-enrolled courses that do not fulfill a learning outcome?
- Can you revise your curriculum or combine this course with another?
- Do you frequently rely on course substitutions for the same under-enrolled course? Can it be deleted and replaced with an existing course?
- Consider necessity of course offerings
- Are all tracks currently offered within a program necessary?
- If so, can crossover courses be implemented
- Are all electives necessary?
- Can the program withstand having all electives?
- Delete courses on books that may attract students but will never be taught

Curricular Complexity



Quality vs. Complexity



Strategic Planning

INITIATIVES

- **Academic Program Enhancement and Effectiveness** - APEEI is supported by Gray Associates having developed an information interface with data on nearly all fields of study catalogued in the U.S. Department of Education's Classification of Instructional Programs (CIP). With the Gray Associates platform, it is possible to assess competitors' program offerings, local and national student demand, and employment opportunities for over 1,000 fields of study. These data are useful in identifying new programs to be considered, and opportunities for enhancing the viability of the current academic programs.
- **Curricular efficiency** - Curricular efficiency and effectiveness focuses on improving student/academic success through a variety of different measures that ultimately improves, among others, student learning, student retention, graduation rates and costs both to the student and the University. Curricular effectiveness focuses on doing the right things in pursuit of appropriate goals and using resources to their fullest. The curricular efficiency team has reviewed course data from across the University and developed tools to assist programs and the University

<https://ysu.edu/strategic-planning/cei>

ABOUT

PRESENTATIONS

RESOURCE TOOLKIT

Curricular efficiency and effectiveness focuses on improving student/academic success through a variety of different measures that ultimately improves, among others, student learning, student retention, graduation rates and costs both to the student and the University. Curricular effectiveness focuses on doing the right things in pursuit of appropriate goals and using resources to their fullest. The curricular efficiency team has reviewed course data from across the University and developed tools to assist programs and the University in the following:

- Student Centered Focus
 - Retain students
 - Improve graduation rates
 - Control student and YSU costs
 - Ensure student learning by aligning the program content to learning outcomes
- Ensure the Strategic Plan for Action is a living document
 - Support sustainable management of a university
 - Create space in faculty schedules to allow for increased time for activities that align with the Strategic Plan
 - Free-up funds to Invest in our growth and Take Charge of our Future
- Find opportunities to reduce costs
 - Determine ways to identify the "least-bad" ways to cut academic costs.
 - To minimize the extent to which budget cuts translate into higher workloads or inferior education

This website will provide a timeline of the process (see below); a summary of our July 20 workshop and a summary of feedback from the participants (see Presentation tab); and Action items (see Resource Toolkit tab) to guide the departments through the Curricular Efficiency Resource Toolkit (CERT).

Curricular Efficiency

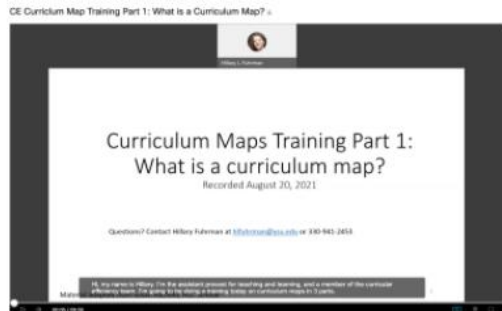
ABOUT

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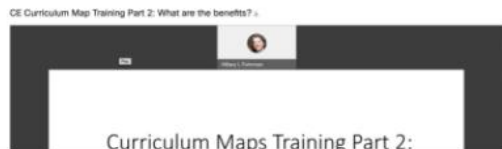
CURRICULUM MAP TRAINING VIDEOS

(all links use the password: Penguins1)



[CE Curriculum Map Training Part 1: What is a curriculum map?](#)

- Walkthrough 00:00-7:55
- Purposes of a curriculum map 7:55-9:38



DEANS EXCEL SPREADSHEET

- Spreadsheet
- Instructions



[Dean's Excel Spreadsheet Instructions](#)

(password: Penguins1)

-
- **Workload Policy** (needed for Columns T, U and V)
 - **HEI Classifications** (needed for columns Y-AP)
 - **Course Level for Review** (needed for Column AX - Repeat Class Regulation)
 - **Subsidy** (needed for Column AX - Repeat Class Regulation)

YSU Soccer vs. Marshall

5:00pm

Farmers National Bank Field

The Penguins play host to the Thundering Herd in their 2021 fall home opener. Kickoff at Farmers National Bank Field is set for 5 p.m. Admission is free.

Grill and Chill Tailgate

4:30pm - 6:30pm

Veterans Plaza, Outside Andrews Student Recreation and Wellness Center

Rain Location: The Cove & Campus Rec Lobby

Presented By: Campus Recreation & Student Activities

Ready to pre-game Penguin style? Whether you're the king of cornhole, a fight song aficionado, or an armchair quarterback, you'll find something fun waiting for you. Music by DJ Kickdrum, pics with Pete, and hot dogs fresh off the grill, plus t-shirt giveaways, and plenty of great prizes. We've even lined up a special entrance to the game for you—creating a human tunnel to welcome the football team onto Beede Field before you take your seats in the student section. We're ready to kick off the football season! Are you?

For more information, contact ramarkowitz@ysu.edu at 330-941-1964.

YSU Football vs. Incarnate Word

7:00pm

Stambaugh Stadium

The Penguins are in action against the Cardinals at Stambaugh Stadium to open the 2021 fall season. Kickoff is set for 7 p.m. Students can obtain a free ticket by showing their YSU ID at the Athletics Ticket Office prior to the contest.

Friday, September 3

Tie Dye: Make Your Rainbow!

11:00am - 1:00pm

Outside Kilcawley - Facing the Campus Core under the Overhang

Presented By: First Year Student Services

Come and tie dye a YSU Shirt! Shirts are provided to students for free and will be available in a variety of sizes on a first come, first served basis. We can't wait to see your tie dye style! Come check in here for the Color Challenge to receive 100 points. For more information, contact First Year Student Services at 330-941-2131 or firstyear@ysu.edu.

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Resch Academic Success Center Open House

11:00am - 2:00pm

Resch Academic Success Center, Kilcawley West

Presented By: Resch Academic Success Center

The Resch Academic Success Center is hosting a ribbon cutting ceremony with President Tressel at 11:30am and an open house for all students to attend! Students will get the opportunity to walk through the newly renovated center and gain more information on our tutoring, academic coaching, and accessibility services. There will be ice cream at the event and by attending, you will have the chance to be entered into a drawing for raffle basket prizes! For more information, contact Resch Academic Success Center at 330-941-3538 or rasc@ysu.edu.

Build A Penguin Walk-Up

1:00pm - Until They're Gone!

Follow @ysu_activities on Instagram to find out the location!

Presented By: Student Activities

Build a penguin so fluffy! We will have a limited number of 150 penguins available for walk-ups starting at 1:00pm. Follow Student Activities on Instagram to catch the location announcement of this cult event. These won't last long. This event is for current YSU students only and you must present a valid YSU student ID to receive your penguin. One penguin per student. You must be present at the event to stuff a penguin. For more information, contact Student Activities at 330-941-3575 or studentactivities@ysu.edu.

First Year Food

11:00am - 12:00pm

Virtual

Presented By: First Year Student Services

With so many food options surrounding YSU, it can sometimes be hard to have the motivation to cook! Cook along with a Peer Leader on WebEx as they teach you some of the inexpensive, easy recipes they have discovered during their time in college. Link to join: <https://ysu.webex.com/meet/fyss> For more information, contact First Year Student Services at 330-941-2131 or firstyear@ysu.edu.

STEM Professional Services Welcome and Information Table

11:00am - 1:00pm

Ward Beecher, 3rd Floor Entrance

Rain Location: Ward Beecher, 3rd Floor Lobby

Presented By: STEM Professional Services

Meet SPS staff including career counselors, academic advisors, and scholarship coordinator. Take away important resources for your success- and a tasty treat! For more information, contact Emilie Brown at 330-941-2884 or egbrown02@ysu.edu.

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Sunday, August 29

BACK BY
POPULAR
DEMAND

First Year Day of Service

12:00pm - 4:00pm

Various Locations in the Community

Presented By: First Year Student Services

Come join other First Year Students as we take on various service projects both on campus and in the surrounding community. A complete list of service projects will be available in your YSU email. Sign up & join us! Check in here for the Color Challenge to receive 500 points. For more information, contact First Year Student Services at 330-941-2131 or firstyear@ysu.edu.

Backyard Games

5:00pm - 7:00pm

The Green (Between Cafaro & Lyden Residence Halls)

Presented By: First Year Student Services & Housing and Residence Life

Join First Year Student Services and Housing & Residence Life as we take over the green! We will have Cornhole, Spikeball, Volleyball, and many other games for you to enjoy the night before classes begin. Come hang out and enjoy the open air! Check in here for the Color Challenge to receive 100 points. For more information, contact First Year Student Services at 330-941-2131 or firstyear@ysu.edu.

Outdoor Movie on the Lawn

8:30pm - 10:30pm

Heritage Park

Presented By: Student Activities & Housing and Residence Life

Bring a blanket and sit under the stars as you watch a movie (voted on by you!) with new friends before your first day of classes. For more information, contact Student Activities at 330-941-3575 or studentactivities@ysu.edu.



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Back by Popular Demand: Reusing and Recycling

11:00am - 2:00pm

Maag Library, Outdoor Area

Rain Location: Maag Library, Lobby

Presented By: Waste Free Maag & Green Team, YSU Writing Center

Colleagues of Maag Library and YSU as a whole care about limiting our carbon footprint. Why not bring back your most popular items by reusing or recycling them. Friends from the Green Team or Green Youngstown will be on hand to answer questions and play some games. For more information, contact Angela Messenger at (330) 941-1781 or ajbarwick@ysu.edu.

Tuesday, August 31

BACK BY
POPULAR
DEMAND

Welcome & Information Tents

7:30am - 5:30pm

Outside Kilcawley Center, Outside Maag Library, Outside DeBartolo Hall

Presented By: First Year Student Services

Have a question about YSU? Lost on your way to class? Need directions? Come visit us and we'll help out! First Year Student Services staff will be available throughout the day to help out with anything you need. Come check in here for the Color Challenge to receive 50 points. For more information, contact First Year Student Services at 330-941-2131 or firstyear@ysu.edu.

Puppy Palooza

10:00am - 2:00pm

Outdoor space near Campus Rec

Presented By: Campus Rec & New Lease on Life

Stop by Puppy Palooza to participate in one of Campus Rec's most popular events. The cute cuddly kittens and puppies are sure to melt away your anxiety and stress about the upcoming semester. This event is sure to bring a smile to your face. For information, contact Ryan McNicholas at 330-941-2207 or ramcnicholas@ysu.edu.

Student Organization Fair

10:00am - 2:00pm

Campus Core

Rain Location: Kilcawley Center, Chestnut Room

Presented By: Student Activities

Looking for ways to get involved on campus? Take a walk through the fair and decide which organization is best for you! Complete your passport for a chance to win prizes! There's a virtual option to view videos via FlipGrid if you

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Monday, August 30

BACK BY
POPULAR
DEMAND

Welcome & Information Tents

7:30am - 5:30pm

Outside Kilcawley Center, Outside Maag Library, Outside DeBartolo Hall

Presented By: First Year Student Services

Have a question about YSU? Lost on your way to class? Need directions? Come visit us and we'll help out! First Year Student Services staff will be available throughout the day to help out with anything you need. Come check in here for the Color Challenge to receive 50 points. For more information, contact First Year Student Services at 330-941-2131 or firstyear@ysu.edu.

Zipline through the Clouds

10:00am - 2:00pm

Hazel Street (Next to Jimmy John's)

Presented By: Student Activities

Soar through the sky as you ride a zipline down Hazel Street. For more information, contact Student Activities at 330-941-3575 or studentactivities@ysu.edu.

SGA Welcome Week Donuts

10:00am - 2:00pm

Outside Kilcawley Center

Presented by: Student Government Association

SGA will provide donuts and orange juice for students to walk by and grab between classes as a warm welcome for the first day of classes. For more information, contact Gianna Battaglia, Executive Vice President at 330-941-3593 or gibattaglia@student.ysu.edu

Same Maag, New Services!

11:00am - 2:00pm

Outside Maag Library

Rain Location: Maag Library, Lobby

Presented By: Maag Library

Welcome back to Maag Library, where you'll find the same computer lab, study areas, and materials, but with exciting new materials, individual study rooms, and much more! Stop by and get some giveaways, play some games, play the wii on the 3rd floor and hang out! We can't wait to welcome you back! For more information, contact Colleen Duchon, Maag Library at 330-941-2382 or ccduchon@ysu.edu.

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can't join us. Be sure to comment or record a video response to show interest and our groups will be in contact with you. For more information, contact Student Activities at 330-941-3575 or studentactivities@ysu.edu. Visit <https://flipgrid.com/e0f4bb70>

Back by Popular Demand: Reusing and Recycling

11:00am - 2:00pm

Maag Library, Outdoor Area

Rain Location: Maag Library, Lobby

Presented By: Waste Free Maag & Green Team, YSU Writing Center

Colleagues of Maag Library and YSU as a whole care about limiting our carbon footprint. Why not bring back your most popular items by reusing or recycling them. Friends from the Green Team or Green Youngstown will be on hand to answer questions and play some games. For more information, contact Angela Messenger at (330) 941-1781 or ajbarwick@ysu.edu.

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Chipotle Fundraiser

4:00pm - 8:00pm

Chipotle on Campus

Presented By: Guins Against Cancer

Dine to donate at Chipotle. We'll get 33% of the funds for the American Cancer Society. For more information, contact Heather Shafer at 330-843-3091 or hlshafer@student.ysu.edu.

Harambe - Welcome Home

6:00pm

Kilcawley Center, Fountain

Rain Location: Chestnut Room, Kilcawley Center

Presented By: Diversity, Equity, and Inclusion

Performances are planned that welcome students to campus. For more information, contact Carol Bennett at 330-941-3522 or clbennett04@ysu.edu.

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Student Veteran Welcome Picnic

11:00am - 2:00pm

Location: Carl A. Nunziato Veterans Resource Center, Lower Grass Area (633 Wick Ave. Youngstown, OH 44502)

Rain Location: Carl A. Nunziato Veterans Resource Center, Lower Level

Presented By: Office of Veterans Affairs

Welcome back YSU Student Veterans! If you have ever served or currently serve in the Armed Forces of the United States, join the Office of Veterans Affairs and your fellow student veterans for a cookout at the Carl A. Nunziato Resource Center. Meet your fellow student veterans, enjoy a burger, hot dog, and soft drink as you get to know your benefits as a student veteran at YSU! For more information, contact Rick Williams, Office of Veterans Affairs, at 330-941-2506 or plwilliams@ysu.edu.

Student Perks

12:00pm - 12:30pm

Kilcawley Center, 2068

Presented By: First Year Student Services

Do you want to learn about the perks that come along with being a student at YSU? Join First Year Student Services in person or virtually to learn about discounts, resources and other perks that having your YSU ID can get you. To join us virtually - <https://ysu.webex.com/meet/fyss> Come check in here for the Color Challenge to receive 150 points. For more information, contact First Year Student Services at 330-941-2131 or firstyear@ysu.edu.

Golf Cart Trivia

1:00pm - 2:00pm

Campus Core

Presented By: First Year Student Services

Want a free ride to your class, residence hall, or car? One of our Peer Leaders might just pick you up and drive you to your destination! There is only one catch, you must answer some trivia questions to stay in the cart. Miss too many, and they will drop you off early! Come check in here for the Color Challenge to receive 100 points. For more information, contact First Year Student Services at 330-941-2131 or firstyear@ysu.edu.

Build Your Planner

2:00pm - 4:00pm

Kilcawley Center, Gallery Room

Presented By: First Year Student Services

Join First Year Student Services in-person or virtually to plan out your semester! Work with YSU 1500 Course Assistants & Peer Leaders to schedule your life - from classes, study times, self care, work, free time, and more! Learn helpful tips to manage your schedule so that you don't miss a thing. Starting your semester off strong and well organized can make all the difference! To join us virtually - <https://ysu.webex.com/meet/fyss> For more information, contact First Year Student Services at 330-941-2131 or firstyear@ysu.edu.

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Meet the Greeks

7:00pm - 9:00pm

Kilcawley Center, Chestnut Room

Presented By: Student Activities

Learn about what fraternities and sororities do on a day-to-day basis and meet members of our YSU chapters. For more information, contact Carrie Anderson at 330-941-4702 or clanderson@ysu.edu.

Thursday, September 2

BACK BY
POPULAR
DEMAND

First Week Pop-In (Hybrid)

9:00am - 11:00am

Kilcawley Center, 2068

Presented By: First Year Student Services

Do you have a lot of questions during your first week of classes? Would you like to make connections with students on campus? Join First Year Student Services student leaders to ask anything about YSU or learn about the college experience from a student perspective! To join us virtually - <https://ysu.webex.com/meet/fyss> Come check in here for the Color Challenge to receive 100 points. For more information, contact First Year Student Services at 330-941-2131 or firstyear@ysu.edu.

Build A Penguin Lottery

10:00am - 12:30pm

Follow @ysu_activities on Instagram for a chance to reserve your penguin!

Presented By: Student Activities

Build a penguin so fluffy at this cult event! Students must follow @ysu_activities on Instagram to access the link to enter for a chance to be randomly selected as one of a limited number of students to build their stuffed penguin! Students will be notified on Tuesday, August 31 at 5:00pm if they won a penguin. Those that were selected will receive a private link to sign up for a designated time on Thursday, September 2 to enter the "build a penguin factory". This event is for current YSU students only and you must present a valid YSU student ID to receive your penguin. One penguin per student. You must be present at the event to stuff a penguin. For more information, contact Student Activities at 330-941-3575 or studentactivities@ysu.edu.

9

Now That's What I Call a Block Party

11:00am - 1:00pm

Kilcawley Center, Chestnut Room

Presented By: Kilcawley Center

Don't miss this campus tradition of prizes and giveaways, free food and music, and information on all of the resources available on campus! For more information, contact Kilcawley Center Staff Offices at 330-941-3571.

Student Veteran Welcome Picnic

11:00am - 2:00pm

Location: Carl A. Nunziato Veterans Resource Center, Lower Grass Area (633 Wick Ave. Youngstown, OH 44502)

Rain Location: Carl A. Nunziato Veterans Resource Center, Lower Level

Presented By: Office of Veterans Affairs

Welcome back YSU Student Veterans! If you have ever served or currently serve in the Armed Forces of the United States, join the Office of Veterans Affairs and your fellow student veterans for a cookout at the Carl A. Nunziato Resource Center. Meet your fellow student veterans, enjoy a burger, hot dog, and soft drink as you get to know your benefits as a student veteran at YSU! For more information, contact Rick Williams, Office of Veterans Affairs, at 330-941-2506 or plwilliams@ysu.edu.

Gamin' in the Cove

1:00pm - 3:00pm

Kilcawley Center, The Cove

Presented By: First Year Student Services

Come hang out with your peer leaders, friends, roommates, and fellow classmates as we take over the cove. There will be pool, air hockey, ping pong, and even video games for you to destress after the first few days of classes. Come check in here for the Color Challenge to receive 100 points. For more information, contact First Year Student Services at 330-941-2131 or firstyear@ysu.edu.

First Year Vision Boards

3:00pm - 4:00pm

Kilcawley Center, Gallery Room

Presented By: First Year Student Services

Do you have a vision of what your first year of college is going to look like? Join First Year Student Services to create a collage of images, pictures, and affirmations of what your "dream" first year looks like. This is designed to serve as a source of inspiration and motivation as you navigate your first year at YSU! Visualization is a powerful mind exercise to help you achieve how you want to feel in the coming year. Come check in here for the Color Challenge to receive 250 points. For more information, contact First Year Student Services at 330-941-2131 or firstyear@ysu.edu.

8

Wednesday, September 1

BACK BY
POPULAR
DEMAND

Build Your Planner

9:00am - 11:00am

Kilcawley Center, Gallery Room

Presented By: First Year Student Services

Join First Year Student Services to plan out your semester! Work with YSU 1500 Course Assistants to schedule your life - from classes, study times, self care, work, free time, and more! Learn helpful tips to manage your schedule so that you don't miss a thing. Starting your semester off strong and well organized can make all the difference! Come check in here for the Color Challenge to receive 300 points. For more information, contact First Year Student Services at 330-941-2131 or firstyear@ysu.edu.

Paint the Rock

9:00am - 5:00pm

The Rock

Presented By: First Year Student Services

Stop by in between classes and help First Year Student Services paint and sign the rock for YSU Day! Come check in here for the Color Challenge to receive 50 points. For more information, contact First Year Student Services at 330-941-2131 or firstyear@ysu.edu.

STEM Professional Services Welcome and Info Table

11:00am - 1:00pm

Moser Hall Concourse

Rain Location: Moser Hall, Lobby

Presented By: STEM Professional Services Department

Meet SPS staff including career counselors, academic advisors, and scholarship coordinator. Take away important resources for your success—and a tasty treat! For more information, contact Emilie Brown at 330-941-2884 or egbrown02@ysu.edu.

First Week Pop-In

11:00am - 1:00pm

The Fountain

Rain Location: Kilcawley Center, Gallery Room

Presented By: First Year Student Services

Do you have a lot of questions during your first week of classes? Would you like to make connections with other students on campus? Grab lunch and join First Year Student Services student leaders at the fountain to ask anything about YSU or learn about the college experience from a student perspective! Come check in here for the Color Challenge to receive 100 points. For more information, contact First Year Student Services at 330-941-2131 or firstyear@ysu.edu.

5

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The Rock

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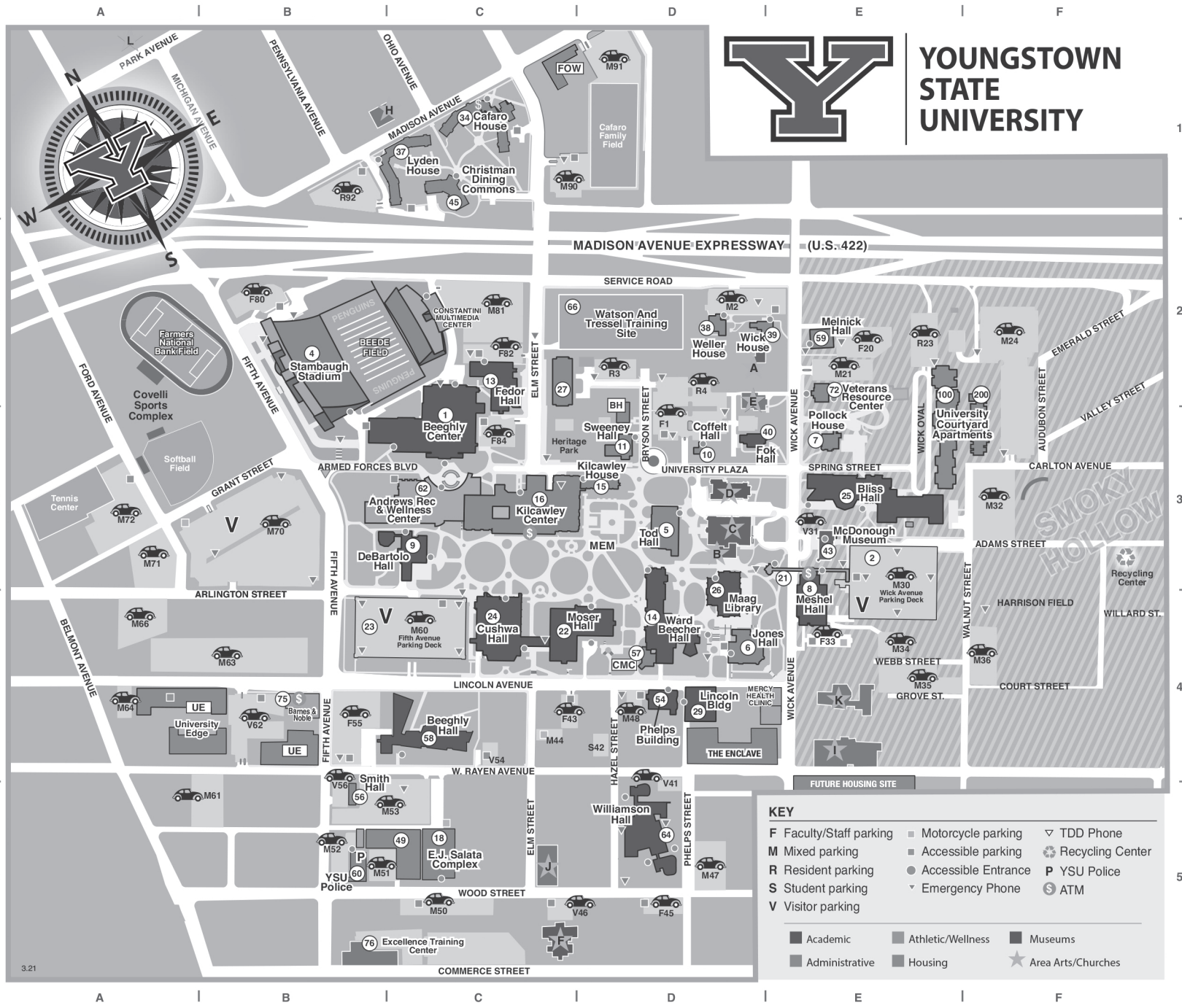
5

UNIVERSITY BUILDINGS

MEM	9/11 Memorial	D3
62	Andrews Student Recreation and Wellness Center	C3
75	Barnes & Noble Bookstore	B4
1	Beeghly Center	C2
58	Beeghly Hall	C4
25	Bliss Hall	E3
BH	Buechner Hall	D2
34	Cafaro House	C1
27	Central Utility Plant	D2
45	Christman Dining Commons	C1
60	Clingan-Waddell Hall (YSU Police)	B5
10	Coffelt Hall	D3
57	CMC	D4
24	Cushwa Hall	C4
9	DeBartolo Hall	C3
18	E.J. Salata Complex	C5
76	Excellence Training Center	B5
13	Fedor Hall	C2
FOW	Flats On Wick Apartments	C1
40	Fok Hall	D3
6	Jones Hall	D4
16	Kilcawley Center	C3
15	Kilcawley House	D3
29	Lincoln Building	D4
37	Lyden House	C1
2	M30 Wick Avenue Parking Deck	E3
23	M60 Fifth Avenue Parking Deck	C4
26	Maag Library	D3
43	McDonough Museum of Art	E3
59	Melnick Hall	E2
8	Meshel Hall	E3
22	Moser Hall	C4
21	Stavich Family Bridge	E3
54	Phelps Building	D4
7	Pollock House	E3
56	Smith Hall	B5
4	Stambaugh Stadium	B2
11	Sweeney Hall (Admissions)	D3
5	Tod Hall	D3
UE	University Edge Apartments	A4
100	University Courtyard Apartments	E3
200	University Courtyard Apartments	F3
72	Veterans Resource Center	E2
14	Ward Beecher Hall	D4
66	Watson And Tressel Training Site (WATTS)	D2
38	Weller House	D2
49	Westinghouse Building	C5
39	Wick House	E2
64	Williamson Hall	D5

AREA ARTS & CULTURAL VENUES & CHURCHES

A	Arms Family Museum of Local History	D2
B	Beecher Center for Technology in the Arts	D3
C	Butler Institute of American Art	D3
D	Butler Institute - North Annex	D3
E	Holy Trinity Romanian Orthodox Church	D2
F	Youngstown Historical Center of Industry & Labor	C5
H	Newman Center	B1
I	Public Library	E4
J	St. Columba Cathedral	C5
K	St. John's Episcopal Church	E4
L	Wick Park	A1

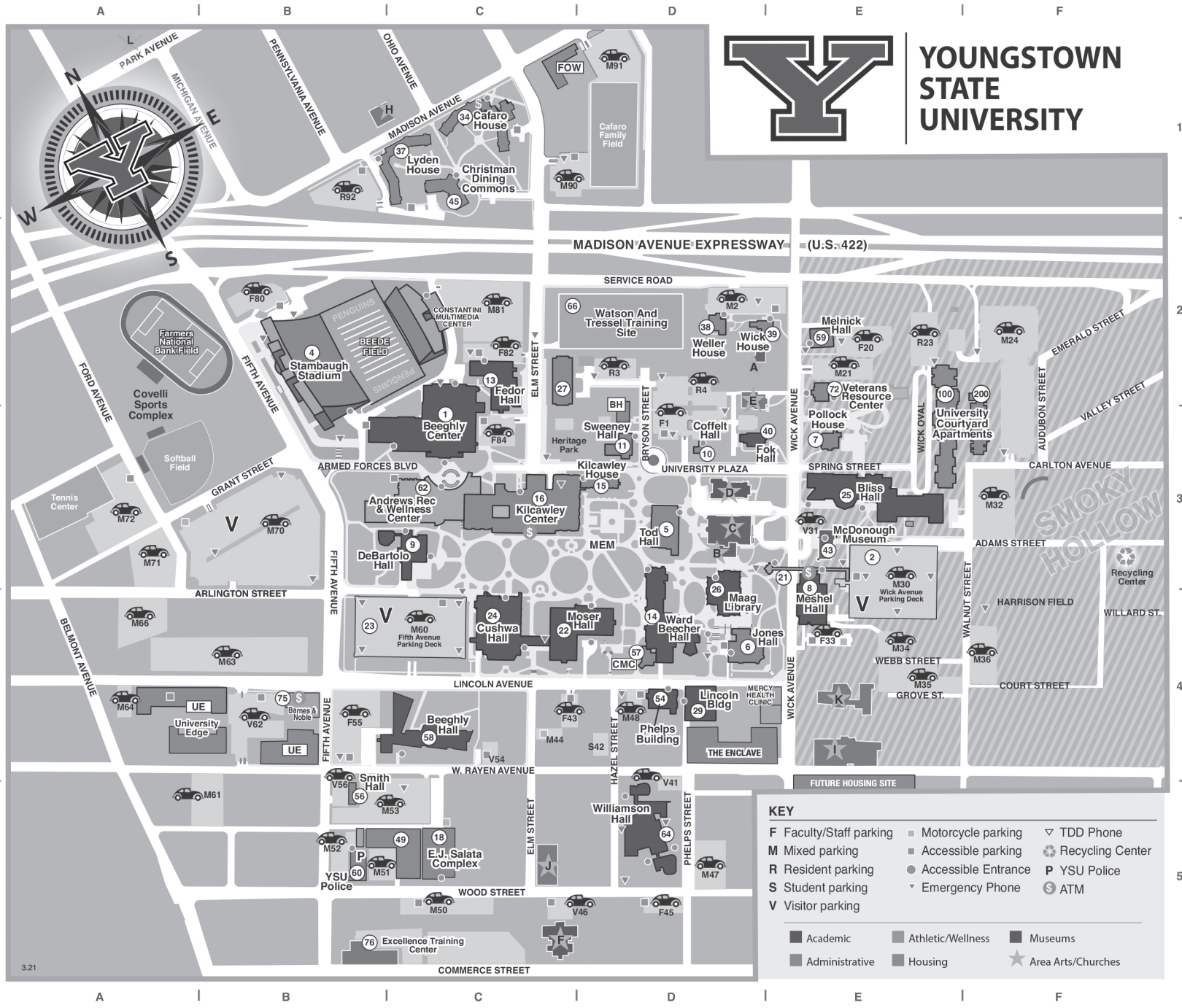


UNIVERSITY BUILDINGS

MEM	9/11 Memorial	D3
62	Andrews Student Recreation and Wellness Center	C3
75	Barnes & Noble Bookstore	B4
1	Beeghly Center	C2
58	Beeghly Hall	C4
25	Bliss Hall	E3
BH	Buechner Hall	D2
34	Cafaro House	C1
27	Central Utility Plant	D2
45	Christman Dining Commons	C1
60	Clingan-Waddell Hall (YSU Police)	B5
10	Coffelt Hall	D3
57	CMC	D4
24	Cushwa Hall	C4
9	DeBartolo Hall	C3
18	E.J. Salata Complex	C5
76	Excellence Training Center	B5
13	Fedor Hall	C2
FOW	Flats On Wick Apartments	C1
40	Fok Hall	D3
6	Jones Hall	D4
16	Kilcawley Center	C3
15	Kilcawley House	D3
29	Lincoln Building	D4
37	Lyden House	C1
2	M30 Wick Avenue Parking Deck	E3
23	M60 Fifth Avenue Parking Deck	C4
26	Maag Library	D3
43	McDonough Museum of Art	E3
59	Melnick Hall	E2
8	Meshel Hall	E3
22	Moser Hall	C4
21	Stavich Family Bridge	E3
54	Phelps Building	D4
7	Pollock House	E3
56	Smith Hall	B5
4	Stambaugh Stadium	B2
11	Sweeney Hall (Admissions)	D3
5	Tod Hall	D3
UE	University Edge Apartments	A4
100	University Courtyard Apartments	E3
200	University Courtyard Apartments	F3
72	Veterans Resource Center	E2
14	Ward Beecher Hall	D4
66	Watson And Tressel Training Site (WATTS)	D2
38	Weller House	D2
49	Westinghouse Building	C5
39	Wick House	E2
64	Williamson Hall	D5

AREA ARTS & CULTURAL VENUES & CHURCHES

A	Arms Family Museum of Local History	D2
B	Beecher Center for Technology in the Arts	D3
C	Butler Institute of American Art	D3
D	Butler Institute - North Annex	D3
E	Holy Trinity Romanian Orthodox Church	D2
F	Youngstown Historical Center of Industry & Labor	C5
H	Newman Center	B1
I	Public Library	E4
J	St. Columba Cathedral	C5
K	St. John's Episcopal Church	E4
L	Wick Park	A1



MEMORANDUM

Date: 7/29/2021

To: Dr. Brien Smith, Provost and Vice President for Academic Affairs

From: Office of Research Services (ORS)

Re: FY21 Fourth Quarter Report

Please see attached the FY21 Fourth Quarter Report as prepared for delivery to the Academic Excellence and Student Success Committee of the Board of Trustees.

ORS staff managed **46** major grant administration activities during this quarter (**32** submissions and **14** awards/contracts). Additionally, the IRB processed 38 new protocols and 4 modifications.

Notable highlights:

- YSU received two Choose Ohio First Scholarship awards (2021-2026) for a total of more than \$1.6M
- YSU received \$1.5M from General Motors for Community Workforce Development Services
- YSU/ETC submitted a proposal for \$9.3M to NCDMM/DLA
- YSU submitted several proposals to the Department of Education for more than \$1.7M and to the NSF, NIH and EPA for a total of \$1.5M
- The Office of Research Services website was redesigned
- The Cayuse IRB protocols management software for the preparation and submission of human subjects studies as well as the review process, went completely live

Accompanying this submission is the FY21 Quarter 4 Detail Report, which provides greater detail regarding institutional submissions and awards.



**EXECUTIVE
SUMMARY**

Fourth Quarter Report – FY21
April 01, 2021 to June 30, 2021

Submitted Proposals to External Agencies: Total

Q4 Total Dollars Requested:	\$14,980,200
Q4 Indirect Cost Requested:	\$1,405,928
Q4 Total Proposals Worked:	33
Q4 Total Proposals Submitted:	32

Funded Proposals from External Agencies: Total

Q4 Total Dollars Awarded:	\$1,561,576
Q4 Indirect Costs Awarded:	\$63,651
Q4 Total Projects Awarded:	14

Q4 YTD Comparison:

	<u>FY 19</u>	<u>FY 20</u>	<u>FY 21</u>
<i>Q4 Submissions</i>	41	30	32
<i>Q4 Dollars Requested</i>	\$10,594,539	\$6,425,455	\$14,980,200
<i>Q4 Awards</i>	19	14	14
<i>Q4 Dollars Awarded**</i>	\$1,099,924	\$1,623,341	\$1,561,576
<i>YTD Submissions</i>	122	114	104
<i>YTD \$ Requested</i>	\$24,839,323	\$27,911,619	\$26,520,890
<i>YTD Awards</i>	101	86	96
<i>YTD \$ Awarded**</i>	\$8,066,182	\$5,878,352	\$10,951,461

** awarded amounts are reported according to budget periods

Q4 Total Active Awards: 122
Q4 Total Research Expenditures: \$2,229,830

FY 21:

FY 21: New awards total: \$14,411,200
FY 21: COVID-related awards total: \$572,156
FY 21: Research Expenditures: \$10,211,766

Not included in this report: Emergency Relief for Youngstown State University as an institution and for student aid (CARES Act: Higher Education Emergency Relief Fund)

Proposals Submitted to External Agencies

Fourth Quarter Report – FY21

April 1, 2021 to June 30, 2021

PI/PD	Department	Funding Agency	Amount Requested	IDC Requested	YSU Cost Share
Protivnak, J.	Psychology Sciences & Counseling	Mahoning Valley College Access Program	\$15,039	\$3,132	\$0
Wollet, E.	Athletics	NCAA	\$100,000	\$0	\$20,000
Howell, C.	BCLASSE Dean's Office	Youngstown City Schools	\$138,500	\$2,500	\$0
Cortes, P.	Engineering	ISS National Laboratory	\$310,788	\$0	\$35,120
Hughes, T.	Health Professions	University of Pittsburgh	\$171,778	\$35,770	\$0
Cameron, A.	Human Services	Trumbull County Mental Health and Recovery Board	\$8,250	\$1,156	\$0
Cameron, A.	Human Services	Ohio Dept. of Education	\$200,000	\$14,278	\$0
Cameron, A.	Human Services	Ohio Dept. of Education	\$200,000	\$14,278	\$0
Cameron, A.	Human Services	Ohio Dept. of Education	\$200,000	\$14,315	\$0
Genna, D.	Chemical & Biological Sciences	Environmental Protection Agency	\$796,897	\$137,830	\$0
Ruller, J.	ETC	Ohio Dept. of Higher Education	\$661,509	\$0	\$0
Wakefield, T.	Mathematics & Statistics	National Science Foundation	\$62,484	\$13,011	\$0
Oder, T.	Physics, Astronomy, Geology, & Environmental Sciences	National Science Foundation	\$153,433	\$0	\$0
Cameron, A.	Human Services	The Brightside Project	\$18,000	\$3,748	\$0
Cameron, A.	Human Services	The Brightside Project	\$12,000	\$2,499	\$0
Learman, K.	Graduate Health	American Academy of Orthopedic Manual Physical Therapists	\$6,000	\$0	\$0
Cameron, A.	Human Services	Ohio Dept. of Education	\$187,500	\$13,352	\$0
Cameron, A.	Human Services	Ohio Dept. of Education	\$187,500	\$13,389	\$0
Cameron, A.	Human Services	Ohio Dept. of Education	\$150,000	\$10,611	\$0
Cameron, A.	Human Services	Ohio Dept. of Education	\$100,000	\$4,762	\$0
Cameron, A.	Human Services	Ohio Dept. of Education	\$100,000	\$4,762	\$0
Balaz, S.	Physics, Astronomy, Geology, & Environmental Sciences	National Science Foundation	\$199,982	\$34,668	\$0

Proposals Submitted to External Agencies

Fourth Quarter Report – FY21

April 1, 2021 to June 30, 2021

PI/PD	Department	Funding Agency	Amount Requested	IDC Requested	YSU Cost Share
Bralich, J.	Humanities	City of Youngstown	\$12,750	\$0	\$0
Bralich, J.	Humanities	City of Youngstown	\$25,000	\$0	\$0
Epler, P. & Cameron, A.	Human Services	Ohio Department of Education	\$1,067,074	\$30,719	\$0
Deschenes, R.	Engineering	National Science Foundation	\$199,882	\$26,317	\$0
Powe, N.	Health Professions	National Institutes of Health	\$288,676	\$47,110	\$0
Howell, C.	BCLASSE Dean's Office	Youngstown City Schools	\$70,000	\$2,500	\$0
Gygi, C.	ETC	US Defense Logistics Agency	\$9,316,744	\$975,221	\$0
Sak, D.	Student Experience	Ohio Dept. of Natural Resources	\$500	\$0	\$0
Bralich, J.	Humanities	City of Youngstown	\$9,815	\$0	\$0
Donaldson, R.	Finance & Business Services	Ohio Development Services Agency	\$10,099	\$0	\$0
		TOTAL	\$14,980,200	\$1,405,928	\$55,120

Projects Awarded from External Agencies

** awarded amounts are reported according to budget periods

Fourth Quarter Report – FY21

April 1, 2021 to June 30, 2021

PI/PD	Department	Funding Agency	Amount Awarded	Indirect Costs Awarded	YSU Cost Share
Cameron, A.	Human Services	Ohio Dept. of Higher Education	\$233,528	\$16,000	\$0
Berardini, C.	Student Success	Ohio Dept. of Higher Education	\$12,000	\$0	\$0
Matanin, M.	Teacher Education & Leadership Studies	Ohio Dean's Compact	\$15,292	\$977	\$0
Durrell, P.	PAGES	Space Telescope Science Inst	\$3,387	\$705	\$0
Hughes, T	Health Professions	University of Pittsburgh	\$34,681	\$7,222	\$0
Oddo, J.	Workforce Development Center	General Motors	\$750,000	\$34,190	\$0
Byers, A.	Mathematics & Statistics	Mathematics Association of America	\$6,000	\$0	\$0
Cameron, A.	Human Services	Trumbull County Mental Health and Recovery Board	\$8,250	\$1,156	\$0
Rodabaugh, S.	Mathematics & Statistics	Ohio Dept. of Higher Education	\$193,284	\$0	\$193,284
Rodabaugh, S.	Mathematics & Statistics	Ohio Dept. of Higher Education	\$129,191	\$0	\$129,191
Sexton, G.	WYSU	Corp. for Public Broadcasting	\$148,564	\$0	\$0
Ruller, J.	ETC	Ohio Development Services Agency	\$5,323	\$0	\$0
Ruller, J.	ETC	Ohio Development Services Agency	\$5,743	\$0	\$0
Lazar, A.	Computer Science, Information, and Engineering Technology	Lawrence Berkeley National Laboratory	\$16,333	\$3,401	\$0
		TOTAL	\$1,561,576	\$63,651	\$322,475

CURRENT ACCREDITATION ACTIVITY
September 2021

Summary of recent site visits:

- After filling its program director position, the Master of Athletic Training program is currently in good standing with the Commission on Accreditation of Athletic Training Education (CAATE).

Summary of recent accreditation actions:

- On July 30, 2018, the Higher Learning Commission continued the accreditation of YSU with the next Reaffirmation of Accreditation scheduled to occur in 2027-28.

Details:

Program	Status
Art National Association of Schools of Art and Design (NASAD)	The NASAD Commission granted renewal of membership for the following degree options: BA in Art History, BS in Art Education, BFA in Studio Art, and MA in Art Education. The next full review is scheduled for 2025-2026. An affirmation statement and audit were submitted on June 30, 2021, noting that the MA and MFA have both been suspended and that the BFA tracks have been realigned.
Athletic Training Commission on Accreditation of Athletic Training Education (CAATE)	The Master of Athletic Training program was granted initial accreditation for five years by CAATE in 2018. The next review will occur in 2023. After filling its program director position, the MAT program is currently in good standing with CAATE.
Business AACSB International—The Association to Advance Collegiate Schools of Business	AACSB International approved the extension of accreditation in January 2020. Accreditation of the undergraduate and graduate business programs is extended for the standard five years. The next accreditation review will be in 2024. AACSB cited a deficiency in the number of finance faculty and the heavy reliance on lecturers.
Chemistry American Chemical Society (ACS)	The American Chemical Society (ACS) notified the YSU Chemistry Department in August 2017 that its BS Chemistry program has met the requirements for continued ACS accreditation through 2022. At that time, the department must apply for re-accreditation.

Program	Status
<p>Counseling Council for Accreditation of Counseling and Related Educational Programs (CACREP)</p>	<p>The Council for Accreditation of Counseling and Related Educational Programs (CACREP) granted full accreditation to the MS. Ed. in Counseling—Addiction Counseling, Clinical Mental Health Counseling, School Counseling, and Student Affairs/College Counseling program tracks for the full eight-year period, until March 31, 2023.</p>
<p>Dental Hygiene American Dental Association (ADA)</p>	<p>The self-study for continuing accreditation of the Dental Hygiene program was submitted in September 2017. This was the initial site visit following the transition from the Associate of Applied Science (AAS) degree to the Bachelor of Science in Dental Hygiene (BSDH) degree. A site visit occurred in November 2017, and the program was awarded full accreditation status, Approval Without Reporting Requirements, at the 2018 ADA CODA Summer Commission meeting. The accreditation cycle for allied dental programs is seven years. The next site visit will be due in late 2024 or early 2025.</p>
<p>Dietetics Program Academy of Nutrition and Dietetics (AND) Accreditation Council for Education in Nutrition and Dietetics (ACEND)</p>	<p>The three ACEND accredited dietetics programs are the Didactic Program in Dietetics, the Coordinated Program in Dietetics, and the Master in Public Health-Dietetics Future Model (MPH-DFM).</p> <p>The Coordinated Program will graduate its last cohort in Summer 2021, at which time it will be completely replaced by the MPH-DFM. The first cohort in the MPH-DFM started Fall 2020.</p> <p>All three programs continue in good standing. The Dietetic Technician Program closed in August 2020 after the last cohort graduated. Low enrollment and faculty resources informed this decision.</p> <p>As part of its re-accreditation requirements, the Didactic Program in Dietetics completed an ACEND site visit in January 2020 and is now awaiting the decision by the ACEND board. The MPH-DFM pilot program received final approval in November 2019. The next accreditation visit will be held in 2023.</p>

Program	Status
<p>Education and Licensure Programs The Council for the Accreditation of Educator Preparation (CAEP)</p> <p>Accreditation occurs at the unit (BCOE) level.</p>	<p>The Council for the Accreditation of Educator Preparation (CAEP) conducted a site visit of YSU's Beeghly College of Education on April 2-4, 2017. CAEP's Accreditation Council met on October 23, 2017, and granted accreditation status effective Fall 2017 through Fall 2024. The next site visit will occur in Fall 2024.</p>
<p>Emergency Medical Services State of Ohio Department of Public Safety / Division of Emergency Medical Services</p> <p>Commission on Accreditation of Allied Health Education Programs—EMS Professions (CoAEMSP—CAAHEP)</p>	<p>The Emergency Medical Services (EMS) program was site visited on March 3, 2016, by the Ohio Department of Public Safety (ODPS) Division of EMS, and on March 3 and 4 by the Committee on Accreditation of Education Programs for the EMS Profession (CoAEMSP). The program received no citations from either the state or CoAEMSP reaccreditation visit.</p> <p>Subsequent to the submission of the self-study documents and site visit, the program received full reaccreditation by the ODPS Division of EMS and has received its findings letter from CoAEMSP indicating there were no citations and the program is being forwarded to the Commission on Accreditation of Allied Health Education Programs (CAAHEP) for full reaccreditation for five years. The EMS program received official notification from CAAHEP of its recognition for the full five-year period.</p>
<p>Engineering Engineering Accreditation Commission of the Accreditation Board for Engineering and Technology (ABET)</p>	<p>The Electrical Engineering, Civil Engineering, Chemical Engineering, and Mechanical Engineering programs are fully accredited by ABET until 2026. Industrial Engineering is fully accredited until 2023.</p>
<p>Engineering Technology Engineering Technology Accreditation Commission of the Accreditation Board for Engineering and Technology (ETAC-ABET)</p>	<p>Final findings from ETAC of the ABET visit were received on August 29, 2018. All of the AAS and BSAS Engineering Technology programs (CCET, EET, and MET) are accredited through September 30, 2024.</p>

Program	Status
<p>Exercise Science Committee on Accreditation for the Exercise Sciences (CoAES) / Commission on Accreditation of Allied Health Education Programs (CAAHEP)</p>	<p>The Committee on Accreditation for the Exercise Sciences (CoAES) granted initial accreditation of the YSU undergraduate Exercise Science program on May 18, 2018. The accreditation is for five years.</p>
<p>Forensic Science American Academy of Forensic Sciences (AAFS)</p>	<p>Application for initial accreditation is pending. Program self-study and site visit will follow.</p>
<p>Long-Term Care Administration National Association of Long-Term Care Administrator Boards (NAB)</p>	<p>The Long-Term Care Administration program submitted its accreditation review to the National Association of Long-Term Care Administrator Boards (NAB) in spring 2021, and the submission was approved by NAB. The program is currently seeking accreditation of its graduate long-term care program (dates have not yet been determined).</p>
<p>Medical Assisting Technology Medical Assisting Education Review Board (MAERB) / Commission on Accreditation of Allied Health Education Programs (CAAHEP)</p>	<p>The most recent accreditation was in July 2004. A reaccreditation self-study was submitted in December 2012. The site visit occurred in 2013. CAAHEP granted the program continuing accreditation for a full eight years. Voluntary withdrawal of Accreditation for the Medical Assisting Accreditation was requested and granted by CAAHEP on January 28, 2020. The next review was scheduled to occur Fall 2020 although this program is being phased out due to low enrollment. The last class will be conducted Summer 2021.</p>
<p>Medical Laboratory Technology National Accrediting Agency for Clinical Laboratory Sciences (NAACLS)</p>	<p>The Medical Laboratory Technology program self-study and response were submitted Spring 2020. A virtual site visit was conducted on July 23-24, 2020. The program as awarded ten years of accreditation.</p>

Program	Status
<p>Medical Laboratory Science National Accrediting Agency for Clinical Laboratory Sciences (NAACLS)</p>	<p>An initial accreditation application was submitted to NAACLS in 2014 with the full self-study submitted in 2016. The site visit occurred in 2017. The site visit team found no standards violations and awarded YSU a full seven-year accreditation. The Medical Laboratory Science program's next accreditation self-study will be due in Fall 2021.</p>
<p>Music National Association of Schools of Music (NASM)</p>	<p>In 2012, the NASM Commission on Accreditation voted to continue YSU and the Dana School of Music in good standing. A follow-up report on activities was sent to NASM. In 2013, the NASM Commission on Accreditation voted to accept the YSU progress report. In July 2016, the NASM Commission on Accreditation accepted YSU's Application for Plan Approval of Dana's Bachelor of Music in Music Recording. The next full review, scheduled for 2020-2021, has been deferred until 2021-2022 due to the COVID-19 pandemic.</p>
<p>Nursing Accreditation Commission for Education in Nursing (ACEN) Commission on Collegiate Nursing Education (CCNE) Council on Accreditation of Nurse Anesthesia Educational Programs (COA) St. Elizabeth Health Center School for Nurse Anesthetists, Inc. (YSU MSN nurse anesthesia option only)</p>	<p>BSN programs are fully accredited. The next accreditation visit is Spring 2022.</p> <p>Initial accreditation was granted for BSN, MSN, and post-graduate advanced practice registered nurse certificate programs for five years after site visit in February 2017. Next evaluation visit: Spring 2022.</p> <p>The nurse anesthetist program was found to be in full compliance and was granted continued accreditation effective May 2017 for a period of ten years. Next evaluation visit: Spring 2027.</p>
<p>Physical Therapy Commission on Accreditation in Physical Therapy Education (CAPTE)</p>	<p>The MPT has been discontinued. Accreditation now applies to the DPT program approved by HLC in 2008. A CAPTE team visited YSU in 2014 for a self-study visit for the DPT program. The self-study was submitted in 2014 for this visit. The site team gave a favorable report. Ten-year accreditation was reaffirmed in 2014 with a compliance report due in 2015. This report was</p>

Program	Status
Physical Therapy (continued)	<p>submitted, and CAPTE granted the program continuing accreditation with the next scheduled self-study and site visit in Spring 2024. In 2019, the program received CAPTE approval to increase class size to 45 per cohort. Class sizes were increased incrementally to admit 45 students by 2021. The program submitted a progress report to CAPTE regarding the impact of this increase. After the CAPTE board reviewed the progress report in April, the program’s accreditation was continued.</p> <p>The program submitted a compliance report, and a second report is due by March 1, 2021. As a result of the initial report, the program has conditional compliance on one criteria based upon one faculty member not having a doctoral degree. This faculty member has now enrolled in a doctoral program. A progress report was submitted regarding the expansion and the impact of the PhD on faculty workload in the DPT. A new faculty member has been hired in the DPT program for fall 2021. Another progress report is due September 1, 2021. Currently, the program has a “continue” accreditation status.</p>
Public Health (Consortium of Eastern Ohio Master of Public Health) Council on Education for Public Health (CEPH)	The MPH is offered by a consortium of institutions, including YSU. Initial accreditation was earned in 2003. A site visit occurred April 20-21, 2009. In October 2009, the Council renewed accreditation for seven years, until December 31, 2016. Site visit occurred October 3-4, 2016, with all compliant findings. In June 2017, the program received official notification of full accreditation.
Respiratory Care and Respiratory Care “Polysomnography Specialty Option” Commission on Accreditation for Respiratory Care (CoARC)	The self-study documents (CSSR and PSSR) for the BSRC entry into practice, BSRC degree advancement, completion program, and the Master of Respiratory Care have been submitted by the required deadlines and accepted by CoARC. The site visit for the Respiratory Care programs have been rescheduled due to COVID-19. The virtual site visit for the BSRC entry into practice program was completed Feb. 8-9 without programmatic issues, although concerns were

Program	Status
Respiratory Care (continued)	<p>raised about lack of administrative time for key personnel within the program to achieve their administrative duties. Continuing re-accreditation status will be conveyed for the BSRC entry into practice on July 21 during the next CoARC board meeting.</p> <p>Both the BSRC degree advancement completion program and the Master of Respiratory Care program had the letters of intent and the PSSRs accepted and sent to a referee for a virtual site visit. Virtual site visits for these programs are scheduled for May 10-11, 2021.</p> <p>YSU has increased capacity of its BSRC entry into practice program, placing enrollment at 25 allowable students, which is max for classroom capacity and clinical rotation sites. Originally, site visits were scheduled for July/Sept 2020. In the interest of substantial financial savings, the site visits were to occur as one CoARC visit. This visit will now be performed virtually while retaining the multiple program savings.</p> <p>The polysomnography certificate program is a free-standing certificate program that is not actively accredited by CoARC</p>
Social Work Council on Social Work Education (CSWE)	<p>The Bachelor of Social Work program earned re-affirmed accreditation status in February 2013. This accreditation status remained in effect until February 2021.</p> <p>The BSW accreditation site visit occurred on October 21, 2020. At its February 2021 meeting, the Commission on Accreditation (COA) voted to reaffirm accreditation for eight years, ending in October 2027 due to a one-meeting deferment received this cycle.</p> <p>In 2012, the Council on Social Work Education granted reaffirmation of accreditation of the Master of Social Work program until 2020. On October 15, 2020, after reassessing the program's candidacy, the COA placed the</p>

Program	Status
Social Work (continued)	program on Conditional Accredited Status based upon non-compliance with Accreditation Standard M3.3.4(c). The COA restored the program's accredited status as of April 12, 2021. The COA review of the program's restoration report found that the program had taken corrective action and is in compliance with all standards. The program is fully accredited through February 2028.
Theatre National Association of Schools of Theatre (NAST)	Due to cuts in the number of tenure-track faculty and ongoing staffing issues, the Department of Theatre and Dance officially resigned its NAST accreditation effective May 3, 2018, and will not seek reaccreditation until these issues have been resolved. Additional faculty reduction preceding the 2021-2022 academic year has further delayed the program's ability to reapply for specialized accreditation.
World Languages and Cultures American Council on the Teaching of Foreign Languages (ACTFL) Recognition for Italian Education and Spanish Education	Resubmission of the Italian Education and Spanish Education programs to the American Council on the Teaching of Foreign Languages (ACTFL) in March 2016 resulted in national recognition for both programs effective August 2016. Next submission is Fall 2021.

Update on Assessment of Student Learning

YSU has made and continues to make progress in fostering meaningful and relevant assessment of student learning.

Assessment of Student Learning Activities

- Academic Assessment:** Academic programs engage in assessment reporting on a five-year cycle, and programs either completed an Assessment Plan, Assessment Update, or a Cycle Reflection. Programs also had the option to complete a COVID-19 Update. Annual reports were due on November 30, 2020, and then were reviewed by 12 trained volunteer reviewers and Assessment Council members. Seventy percent of programs submitted assessment reports for AY2020. The submission rate drop was anticipated because of COVID-19 (the 2019 submission rate was 80%). Reviews for completed programs have been shared with program assessment coordinators. Assessment staff have identified a group of 27 regular non-submitting programs and will work strategically with department chairs and program assessment coordinators in 2021-2022 to increase engagement in program assessment.

- **Co-Curricular Assessment:** Co-curricular units just completed the 2020-2021 reporting cycle. Similar to academic programs, co-curricular units are engaging in rigorous assessment through the utilization of a 3-5 year assessment cycle. Annual reports were due June 30, 2021. As of July 2021, 52% of programs have submitted, 35% have received extensions, and 13% have not submitted. Co-curricular programs will engage in a peer-review process in August/September 2021 and provide colleagues with reflective and critical feedback to increase the ways programs are utilizing student learning data to drive change in their units.
- **Taskstream Assessment Management System:** As of the start of Spring 2021, all co-curricular programs are reporting annually through the Taskstream Assessment Management System (AMS). Additionally, 16% of academic programs have been on-boarded to Taskstream AMS. Any academic program creating or revising an Assessment Plan (year 1 of their 5-year assessment cycle) is trained in utilizing Taskstream AMS for reporting. Assessment staff will be strategically training the group of 27 regular non-submitting programs in utilizing Taskstream AMS to develop their Assessment Plan. The use of this system is already proving beneficial as it: allows multiple users from programs to work on assessment reports; creates a centralized workspace that encourage continuous review of student learning data; manages historical assessment reports and data to encourage reflection; facilitates alignment between learning outcomes, divisional goals, and institutional priorities; and empowers ITL staff to take a more summative look at strengths and challenges in student learning data and offer faculty-development workshops in response to that data.

Current Student Data Collection—YSU Key Performance Indicator

- **National Survey of Student Engagement:** The National Survey of Student Engagement (NSSE) closed May 31 with a response rate above 27%. The NSSE is a key performance indicator for the YSU *Plan for Strategic Actions to Take Charge of Our Future*. The NSSE collects data on first-year and senior student experiences in the areas of academic challenge, learning with peers, experiences with faculty, campus environment, and high impact experiences such as research or internships. Two additional modules were added: 1. Inclusiveness and Engagement with Cultural Diversity and 2. Academic Advising. Final data and reports will be available in August and will be widely disseminated this academic year.
- **Faculty Survey of Student Engagement:** The NSSE was administered alongside the Faculty Survey of Student Engagement (FSSE), a national tool collecting perceptions of faculty related to student learning and development. Approximately 30% of both full-time and part-time faculty responded to the survey. Final data and reports will be available in August and will be strategically disseminated this academic year. Results from both surveys provide critical information and benchmarking data regarding student engagement and success activities on the YSU campus.

**ACADEMIC PROGRAMS UPDATE
SEPTEMBER 2021**

1. Undergraduate Program Development:

Undergraduate Program Actions Requiring Board of Trustees Action and/or Notification or Approval by the Ohio Department of Higher Education

Since the last set of YSU Board of Trustees meetings, the Ohio Department of Higher Education has approved the following undergraduate program changes:

- No changes to report.

2. Graduate Program Development:

Graduate Program Actions Requiring Board of Trustees Action and/or Notification or Approval by the Chancellor's Council on Graduate Studies (CCGS)

- CCGS approved the request to transcribe the existing specializations to the Ed.D. degree: **Public and Non-Public School Leadership, Superintendent Licensure, Health and Human Services, and Principal License.**
- A new **Graduate Certificate in Superintendent Licensure** was approved by campus committees. CCGS approval is not necessary for this graduate certificate.

AN ACT

To amend section 2903.31 and to enact sections 2903.311, 3333.0417, and 3345.19 of the Revised Code to enact Collin's Law: The Ohio Anti-Hazing Act with regard to hazing policies at colleges and criminal prohibitions against hazing.

Be it enacted by the General Assembly of the State of Ohio:

SECTION 1. That section 2903.31 be amended and sections 2903.311, 3333.0417, and 3345.19 of the Revised Code be enacted to read as follows:

Sec. 2903.31. (A) As used in this section, ~~"hazing"~~:

(1) "Hazing" means doing any act or coercing another, including the victim, to do any act of initiation into any student or other organization or any act to continue or reinstate membership in or affiliation with any student or other organization that causes or creates a substantial risk of causing mental or physical harm to any person, including coercing another to consume alcohol or a drug of abuse, as defined in section 3719.011 of the Revised Code.

(2) "Organization" includes a national or international organization with which a fraternity or sorority is affiliated.

(B)(1) No person shall recklessly participate in the hazing of another.

(2) No administrator, employee, ~~or~~ faculty member, teacher, consultant, alumnus, or volunteer of any organization, including any primary, secondary, or post-secondary school or ~~of~~ any other educational institution, public or private, shall recklessly permit the hazing of any person associated with the organization.

(C)(1) No person shall recklessly participate in the hazing of another when the hazing includes coerced consumption of alcohol or drugs of abuse resulting in serious physical harm to the other person.

(2) No administrator, employee, faculty member, teacher, consultant, alumnus, or volunteer of any organization, including any primary, secondary, or post-secondary school or any other educational institution, public or private, shall recklessly permit the hazing of any person associated with the organization when the hazing includes coerced consumption of alcohol or drugs of abuse resulting in serious physical harm to that person.

(D) Whoever violates this section is guilty of hazing. A violation of division (B)(1) or (2) of this section is a misdemeanor of the ~~fourth~~ second degree. A violation of division (C)(1) or (2) of this section is a felony of the third degree.

Sec. 2903.311. (A) As used in this section, "hazing" and "organization" have the same meanings as in section 2903.31 of the Revised Code.

(B) No administrator, employee, faculty member, teacher, consultant, alumnus, or volunteer of any organization, including any primary, secondary, or post-secondary school or any other public

or private educational institution, who is acting in an official and professional capacity shall recklessly fail to immediately report the knowledge of hazing to a law enforcement agency in the county in which the victim of hazing resides or in which the hazing is occurring or has occurred.

(C) A violation of this section is a misdemeanor of the fourth degree, except that the violation is a misdemeanor of the first degree if the hazing causes serious physical harm.

Sec. 3333.0417. (A) As used in this section:

(1) "Hazing" and "organization" have the same meanings as in section 2903.31 of the Revised Code.

(2) "Institution of higher education" has the same meaning as in section 3345.19 of the Revised Code.

(B) The chancellor of higher education shall develop a statewide educational plan for preventing hazing at institutions of higher education. The plan shall include at least both of the following:

(1) A model anti-hazing policy that prohibits students enrolled in an institution of higher education, or other individuals associated with an organization recognized by or operating under the sanction of an institution, from engaging in hazing or a violation of section 2903.31 of the Revised Code. The model policy shall meet the requirements prescribed under division (B) of section 3345.19 of the Revised Code. The chancellor shall provide the model policy to each institution.

(2) Guidelines regarding anti-hazing education and training for all of the following:

(a) Students enrolled in an institution;

(b) Administrators, faculty members, and individuals employed by an institution;

(c) Organizations recognized by, or operating under the sanction of, an institution.

Sec. 3345.19. (A) As used in this section:

(1) "Hazing" and "organization" have the same meanings as in section 2903.31 of the Revised Code.

(2) "Institution of higher education" means the following:

(a) A state institution of higher education as defined in section 3345.011 of the Revised Code;

(b) A nonprofit institution holding a certificate of authorization pursuant to Chapter 1713. of the Revised Code;

(c) An institution holding a certificate of registration from the state board of career colleges and schools;

(d) A private institution exempt from regulation under Chapter 3332. of the Revised Code as prescribed in section 3333.046 of the Revised Code.

(B) Each institution of higher education shall develop an anti-hazing policy that prohibits students enrolled in an institution of higher education, or other individuals associated with an organization recognized by or operating under the sanction of an institution, from engaging in hazing or a violation of section 2903.31 of the Revised Code. The policy shall apply to an act conducted on or off-campus if the act is determined to constitute hazing or a violation of section 2903.31 of the Revised Code. The policy shall apply only if the hazing or violation of section 2903.31 of the Revised Code takes place between two or more people who are affiliated with the institution. The policy shall include all of the following:

(1) Rules prohibiting hazing;

(2) A method to enforce the policy;

(3) Appropriate penalties for violations of the policy, which may include any of the following:

(a) The imposition of fines;

(b) Withholding of diplomas or transcripts pending compliance with the rules or payment of fines;

(c) The revocation of permission for an organization to operate on campus or to otherwise operate under the recognition or sanction of the institution;

(d) The imposition of probation, suspension, dismissal, or expulsion.

A penalty imposed under the policy adopted under division (B) of this section shall be in addition to a penalty imposed for a violation of section 2903.31 of the Revised Code, the criminal laws of this state, or for a violation of any other rule of the institution to which the individual or organization who committed the violation may be subject.

(C) Each institution shall provide a copy of the policy, including the institution's rules, penalties, and method to enforce the policy, to each organization within the institution. Additionally, each institution shall post the policy on the institution's publicly accessible web site.

(D)(1) Beginning in the 2022-2023 academic year, each institution shall maintain a report of all violations of the institution's policy adopted under division (B) of this section or other state law regarding hazing that are reported to the institution. Each institution shall post the report on its publicly accessible web site. Each report shall include all of the following:

(a) The name of the subject of the report;

(b) The date when the subject of the report was charged with a violation of the institution's policy or other state law regarding hazing;

(c) A general description of the violation, any investigation and findings by the institution, and any penalties imposed on the subject of the report;

(d) The date on which the matter was resolved.

(2) Each institution shall post the initial report issued under division (D) of this section on the institution's publicly accessible web site not later than January 15, 2023. Thereafter, each institution shall update the report on the first day of January and August of each year and shall post the updated report on the institution's publicly accessible web site. However, each institution shall retain reports for five consecutive years.

(3) The initial report issued under division (D) of this section shall include information concerning hazing violations that have been reported to the institution for the five consecutive years prior to the effective date of this section to the extent that the institution has retained information concerning the violations.

(4) Each report issued under division (D) of this section shall not include the personal identifying information of an individual and shall be subject to the "Family Educational Rights and Privacy Act of 1974," 20 U.S.C. 1232g.

(E)(1) Each institution shall provide students with an educational program on hazing, which shall include information regarding hazing awareness, prevention, intervention, and the institution's policy developed under division (B) of this section. The educational program may be conducted in-person or online. The institution must offer at least one opportunity for students to complete the

program during a new student orientation session. Each institution shall verify each student's attendance at the program. Each institution shall prohibit a student who does not attend the program from participating in an organization recognized by or operating under the sanction of the institution until the student attends the program. An organization shall not accept or initiate any person who has not attended the program.

(2) Each institution shall provide all staff and volunteers that advise or coach an organization recognized by or operating under the sanction of an institution and who have direct contact with students with mandatory training on hazing, which shall include information on hazing awareness, hazing prevention, and the institution's policy adopted under division (B) of this section.

(3) Each institution shall adopt rules requiring any organization recognized by or operating under the sanction of that institution to conduct mandatory training on hazing for any volunteer who has contact with students.

(4) Each institution shall ensure that the educational program and training prescribed under this division comply with the guidelines prescribed under division (B)(2) of section 3333.0417 of the Revised Code.

(F) Nothing in this section shall be construed to create a private right of action against any individual or institution of higher education.

SECTION 2. That existing section 2903.31 of the Revised Code is hereby repealed.

SECTION 3. This act shall be known as Collin's Law: The Ohio Anti-Hazing Act.

SECTION 4. Nothing in this act shall be construed to create private right of action against any individual or institution of higher education.

Speaker _____ *of the House of Representatives.*

President _____ *of the Senate.*

Passed _____, 20____

Approved _____, 20____

Governor.

Am. Sub. S. B. No. 126

134th G.A.

The section numbering of law of a general and permanent nature is complete and in conformity with the Revised Code.

Director, Legislative Service Commission.

Filed in the office of the Secretary of State at Columbus, Ohio, on the ____ day of _____, A. D. 20 ____.

Secretary of State.

File No. _____ Effective Date _____

<https://governor.ohio.gov/wps/portal/gov/governor/media/news-and-media/Governor-DeWine-Signs-Collins-Law-07062021>

• NEWS RELEASES

Governor DeWine Signs Collin's Law

July 06, 2021

(COLUMBUS, Ohio)—Ohio Governor Mike DeWine today signed Senate Bill 126 into law, also known as Collin's Law. Collin's Law is Ohio's Anti Hazing Act, enacting a number of changes intended to end hazing and any cultural issues that allow hazing to persist.



"Simply put - we cannot tolerate hazing," said Governor DeWine in his remarks before signing the bill. "I believe Collin's Law will help change the culture surrounding hazing and save lives."

Collin's Law makes a number of changes, including but not limited to:

- Expands the definition of hazing and specifies that hazing may include “coercing another to consume alcohol or a drug of abuse.”
- Increases the penalty for hazing to a 2nd degree misdemeanor.
- Expands the list of officials required to report hazing.
- Widens the scope of those who can be punished for participating in or permitting hazing. (A violation that results in serious harm is a 3rd degree felony.)
- Requires that those aware of hazing report it to authorities, with penalties up to a 1st degree misdemeanor for failing to do so.
- Requires the Ohio Department of Higher Education to implement a statewide anti-hazing plan.
- Requires staff and volunteers at colleges and universities to undergo training on hazing awareness and prevention.

Governor DeWine was joined at the bill signing by the parents and family of both Collin Wiant, for whom the bill is named, and Stone Foltz. Wiant and Foltz both died as the result of hazing at separate

incidents at Ohio universities.

Collin's Law will be effective in 90 days.

End of Academic Excellence and Student Success Committee Addendum

VI. GOVERNANCE COMMITTEE

(All Committee resolutions, supporting documents and background materials included in addendum that follows.)

A. Disposition of Minutes.

Draft copies of the minutes of the committee's meeting held June 2, 2021, were provided to the trustees prior to the meeting. There being no corrections, additions for deletions thereto, the minutes of the meetings were approved as provided.

B. Old Business

No Old Business

C. Committee Items

1. Governance Committee Action Items

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

Moved by Trustee Seals, seconded by Trustee Kerola and unanimously approved by the committee.

Prior to the vote, Provost Smith and Associate Provost Kevin Ball noted that the 15-page report is in response to HLC's request that YSU, as part of its 10-year re-accreditation approval, submit an interim report in September 2021 on the university's progress in establishing Academic Program Review procedures. The resolution notes that YSU has since launched the Academic Program Enhancement and Effectiveness Initiative that includes an extensive analysis of every academic program on campus and recommendations endorsed by the board's Academic Excellence and Student Success Committee. "We feel good about the report that we're submitting," said Kevin Ball, associate provost. "We welcome any feedback, but we don't expect any problems." Provost Smith added, "I'm hoping they'll be quite impressed with our work."

2. Governance Committee Discussion Items

a. Board of Trustees Institutional Focus for Academic Year 2021-22.

Sherman reported the results of a recent board survey, talked more about the enrollment decrease for this semester, and discussed possible topics for board "advances" (retreats) in October and again in February/March 2022. It was determined the advance in fall semester will focus the board and the university community's attention on academic vitality for fiscal sustainability and integrity and will likely involve our partners including EAB, Gray Associates and Academic Partnerships. The spring advance will focus on the "collective impact with the region" theme of the Plan for Strategic Actions to Take Charge of Our Future as regional sustainable prosperity is an imperative to be a "comeback" region that attracts business, industry, and new residents served by an educational continuum that serves the region.

b. Implementing the Plan for Strategic Actions to Take Charge of Our Future 2021-22

The university's four vice president's provided examples and highlights on the progress made in their divisions toward fulfilling the university's strategic plan, Plan for Strategic Actions to Take Charge of Our Future:

- Provost Smith pointed to several successes, including a new degree audit initiative and program review, all underscored by shared governance. "We work best when we work together," he said.
- Holly Jacobs, general counsel and vice president for Human Resources, said her division, works to support the university in a variety of ways, including removing impediments to hiring and getting better and more diverse candidates for jobs. She noted that HR is also hiring a consultant to review salaries and classifications.
- McNally noted significant progress in Information Technology Services, including improved customer relations, enhanced student admissions and advisement and other IT improvements geared to enhancing student experience and student success.
- Sherman mentioned several initiatives, including a new international enrollment strategy, an enhanced marketing and communications brand strategy, and an approach to curriculum design that effectively and efficiently supports decision making.

c. Revision of the YSU Board of Trustees Bylaws

Chair Jakubek asked trustees to review the board's bylaws and provide feedback on any suggested revisions.

d. Board of Trustees 2022 Meeting Schedule

D. New Business

No New Business

E. Adjournment

(All committee resolutions, supporting documents and background materials included in addendum that follows.)

Addendum

YSU Board of Trustees

Governance Committee Sept. 1, 2021



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

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

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

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

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



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

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

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

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

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

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

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

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

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

HLC Interim Report—Program Review

Youngstown State University

September 2021

Overview

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

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

YSU Strategic Plan

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

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

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

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

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

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

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

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

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

Academic Program Enhancement and Effectiveness Initiative (APEEI)

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

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

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

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

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

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

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

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

Program Portfolio Assessment Workshop

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

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

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

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

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

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

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

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

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

Preliminary Findings

Rating Type	# of Programs
Grow	22
Sustain	47

Adjust	14
Further Review	17
Further Discussion	25

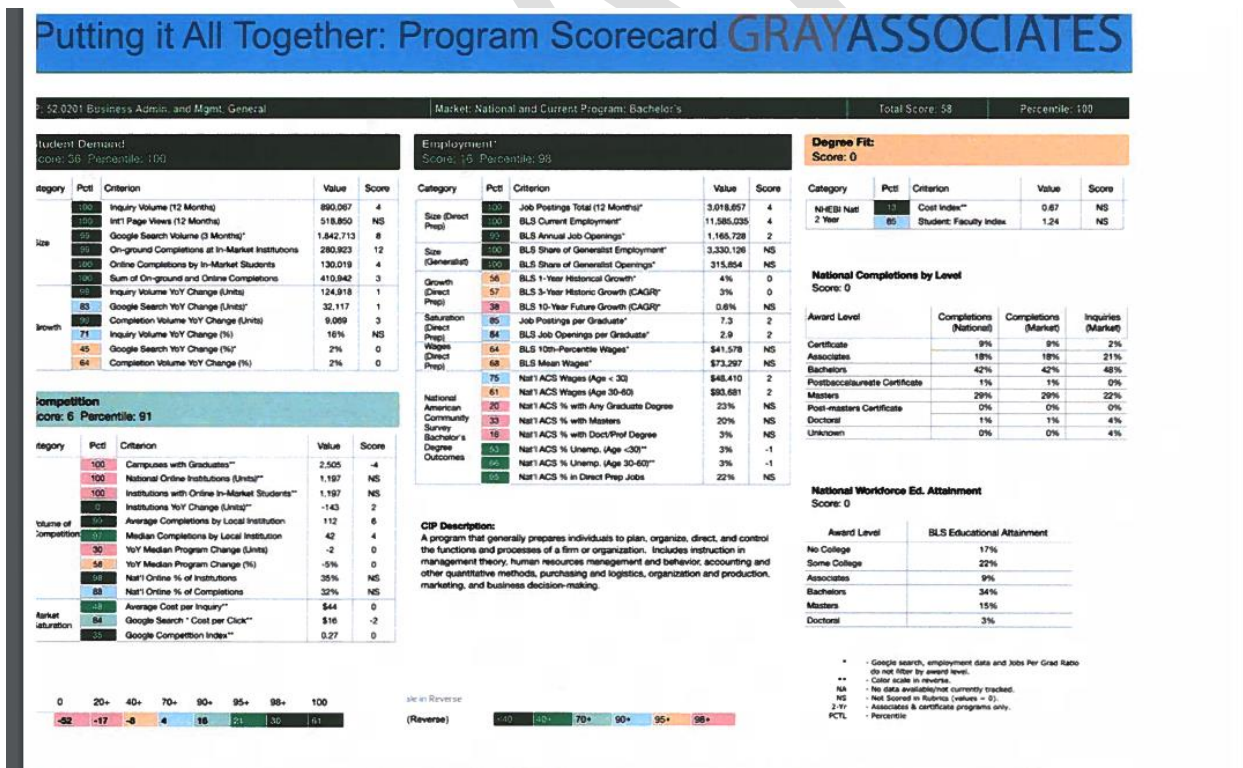
Approach to New Programs

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

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

Program Scorecards and Department Meetings

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



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

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

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

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

Program Dashboards: Mission Alignment and Continuous Improvement

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

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

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

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

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

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

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

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

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

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

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

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

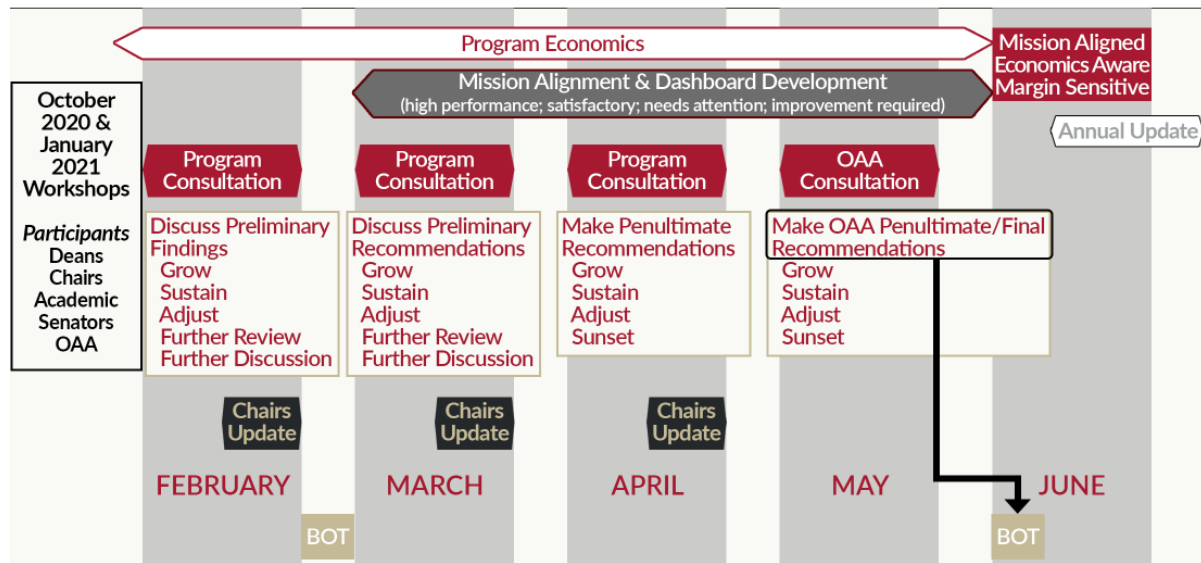
From Preliminary Findings to Final Recommendations

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

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

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

Timeline for Academic Program Enhancement and Effectiveness Initiative



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

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

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

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

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

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

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

Shared Governance

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

Academic Program Enhancement and Effectiveness Decisions

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

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

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

Ongoing Review: College of Graduate Studies Working Group

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

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

The following programs were reviewed during spring 2020:

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

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

Next Steps: Curricular Efficiency

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

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

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

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

An Annual Continuous Improvement Cycle

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

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

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

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

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

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

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

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

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

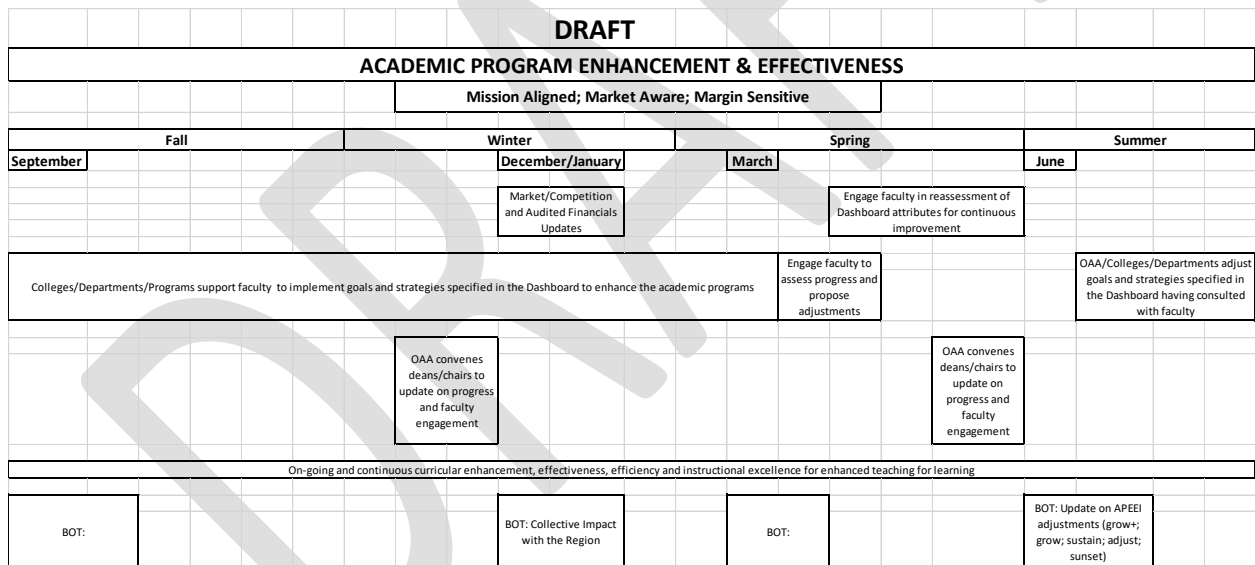


Figure 1: Draft Illustration of an annual approach to APEEI.

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

Conclusion

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

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

DRAFT

Higher Learning Commission
Youngstown State University
2018

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

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

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

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

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

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

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



August 27, 2021

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

Dear Peer Review Team Members,

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

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

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

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

Sincerely,

James P. Tressel
President
Youngstown State University

1. A Survey of the Board in Fall 2019 indicated the desire to spend more time on transformational and strategic issues, less time on rules, operational and functional issues, and significantly less time on standard operational issues. Considering the meetings over this past year, was this accomplished? If yes, provide an example or two and if no or somewhat, why do you think that was the case and what do you suggest be done to make the shift or to shift further?

Yes	Votes	30.77%
No	Vote	7.69%
Somewhat	Votes	15.38%
Write-In	Votes	53.85%

No; We had to dedicate more time to Covid related issues and the labor agreements

Somewhat; I am a recent addition to the BOT but what I have witness was a dedication to strategic issues regarding faculty. I would agree on what I have I been able to witness.

Yes; I think we were more consistent in the use of the Consent Agenda.

Yes; This being my first year I cannot really speak for how things have changed, but I can say I felt we dealt with policy and direction, not day to day operations. I believe that is a Boards responsibility and we are going in the right direction.

Yes; we spend a considerable amount of time discussing our future and the future of higher education. I strongly believe that this focus has positioned ysu in a good position to do more than just survive. I believe we have put ourselves in a position to emerge stronger. The leadership team does a great job of staying focused on the future and assessing the challenges we are facing

The pandemic and our response required significant attention to operational issues. I think we devoted as much time as we possibly could to more transformational and strategic issues given the pandemic and the urgency required to respond to that.

Yes; I was not on the Board in 2019 but I feel the meetings are very strategic in the issues we discuss.

2. Given the state of higher education and the State of the University, particularly considering the Plan for Strategic Actions to Take Charge of Our Future, what are the top five topics that might be considered for additional focus by the BOT and the Leadership Team?

1. Increasing enrollment 2. Use of technology including more on-line classes/programs 3. Increasing role of YSU in broader community (this includes D&I) 4. Increased leverage of corporate partners and YSU strategic assets, e.g. ETC 5. Alignment with faculty on programs, etc.

Retention Rates of students Increasing the sense of community on campus Promoting YSU's various opportunities and how we can empower our students to take charge Partner with various organizations to help promote the betterment of Youngstown as a whole and YSU Promoting healthy relationships with Faculty and Staff

Growth opportunities, How to operate more efficiently, Community inclusion, On going Program review, Retention and Graduation rate improvements

Fixing the tuition costs for the students first 4 years and working to get them out in 4. Increasing intern programs and the credit students get for them. Update and modernize our student areas to enhance the experience of the students living on or near campus. Find additional partners to utilize the ETC and make it a revenue producer. Continue to stay focused on our Athletics and use the community involvement of the coaches and players to raise the Universities profile.

1.marketing to a broader audience: there are many positives about this university. One being you do not get what you pay for....a student gets much more. In todays environment parents are looking for "a great deal" that they can feel great about. We call it "ysu" 2 mental health; how do we educate our students on how to deal with adversity and life's challenges. I love that we provide mental health services but we can have a proactive impact on the students' mental stability as well 3 student athletics visibility: although we get a report by the ad on athletics i believe that ysu has amazing athletes and coaching staff. Just as we bring students and faculty in to hear about projects or experiences it would be beneficial to the board to do the same with athletics 4. Student activity/ experience programs

1) Financial stability and liquidity for the long haul 2) streamlining and ridding our systems from redundancy. 3) Racial Equity and Inclusion 4) Educational Quality 5) Student Success

1. Future direction of higher education. 2. Programs for faculty development. 3. Student Life issues, especially after COVID. 4. Leadership development for the Board. 5. Importance of diversity, equity and inclusion in hires.

3. Considering the past year, has there been sufficient communication by the Leadership Team and the Board in between official Board meetings? If yes, do you have any comments and if no, what are topics or issues around which you would desire to have more information?

Yes, communication has been very good. Interim calls are useful.

I would say yes for the parts that I have been able to be a part of.

Overall the communication was good. there is always room to improve and we need to keep the lines open.

Yes. I feel as though ysu leadership does an excellent job informing the board. I would like to get more information regarding faculty/ student success stories or achievements. This would allow the board members to reach out and congratulate/acknowledge their accomplishments.

More advance notice on issues likely to become hot buttons.

The Leadership team is to be commended on their efforts at improved communication with the Board. They do an excellent job and the leadership shown by the President is superb!

4. Are there other perspectives that you would like to offer considering either this past year or in contemplating the upcoming year?

The post covid business world is changing the relationship between employees and companies. How will this impact YSU and how do we prepare our students to be leaders.

I want to shed light on the students who chose not to continue their education at YSU and see what we can do to improve our quality but also a sense of community to help keep our students.

I am still learning and feel I need to continue to listen more than talk. We need to continue to look forward without forgetting where we came from and what YSU is about.

3 student athletics visibility: although we get a report by the ad on athletics .i believe that ysu has amazing athletes and coaching staff. Just as we bring students and faculty in to board meeting to hear about projects or experiences it would be beneficial to the board to do the same with athletics

We did good to not lose sight of our strategic planning efforts over last 12 months. Let's keep this up?

None at this time.

5. In consideration of a Board of Trustees Advance (we do not Retreat) in the Fall, what are the top five topics for consideration for the Agenda?

1. Growth 2. YSU 2030 - Vision for Future 3. Alignment with Faculty, Admin, Students, Community 4. Impact of Technology in Education 5. Changing Role of Board

-Strengthening Faculty and Staff Relationships with BOT and students - Enhancing YSU's facilities or overall appearance -Strengthen Academic Advising and hold advisors accountable for their students -Work on making this year cohesive -Finding what makes our students happy and how to support them

Enrollment. Proper Staffing levels Courses/Majors that student want and need for the future. I think you are on that track. Facilities Community involvement. Have our students go to the High School career days

On-line education clarity/finalization on the strategic plan and the process to get there mental health services for students attracting and retaining the best talent (faculty)

1) Educational Quality 2) Racial Equity and inclusion 3) Financial Liquidity and stability 4) Faculty Engagement and Succession and Planning (including Adjuncts) 5) Program Effectiveness and redundancies

Having been a member of the Board for only a short time, I will trust that the Advance program will enhance and develop the necessary skills for Board effectiveness.

6. Please provide suggestions related to the use of OnBoard or suggestions regarding materials to place in the Resources section of OnBoard

OnBoard has been a positive step. I would add as much as possible for background reading

I have found this very helpful and informative, I am not a heavy tech user and find it very simple.

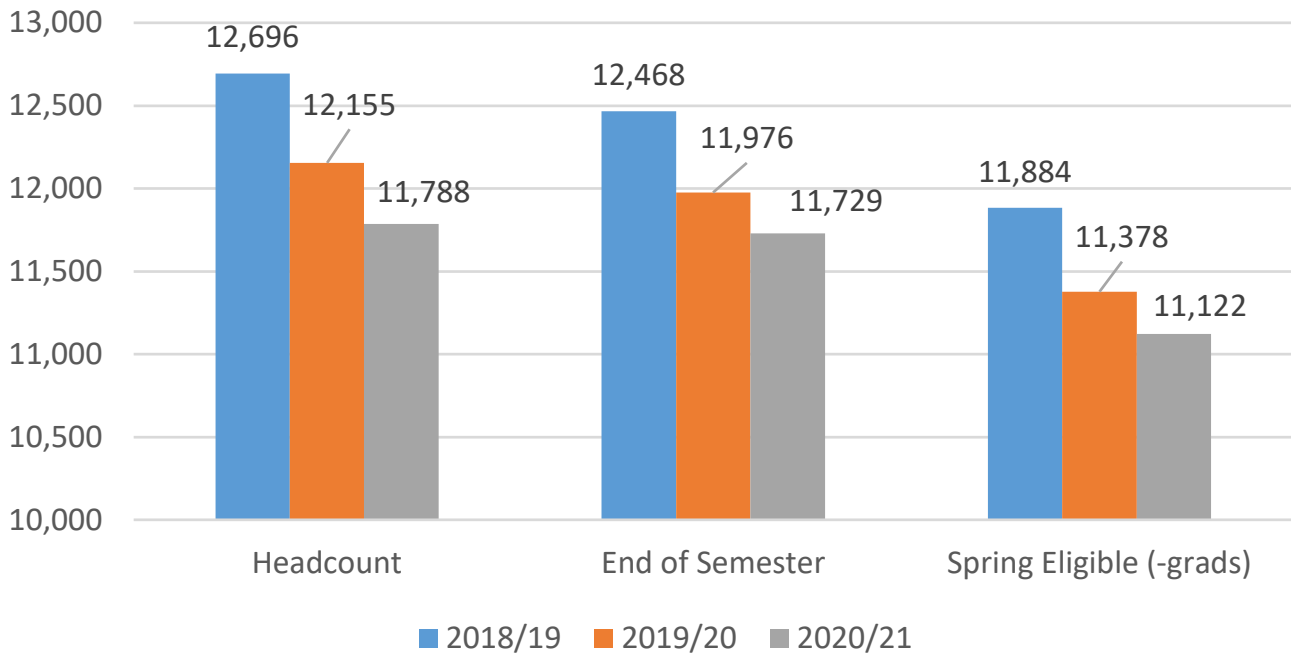
NA

Pre-meeting questions relating to presentations Post- meeting evaluations
Leadership Org Chart Policy Manual

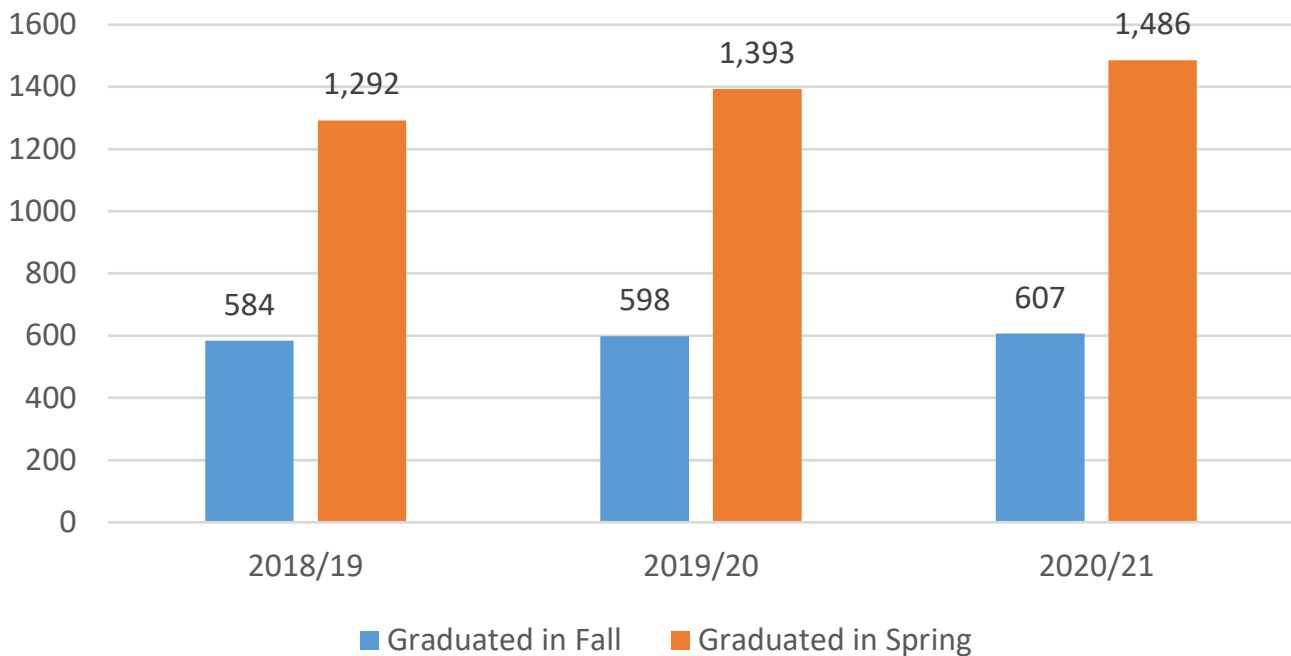
I love OnBoard! It is both effective and efficient. Excellent decision to us this program for Board input.

Suggested Area of Focus for 2021-2022
Sustainability
Fall: Enrollment/Academic Portfolio
Spring: Regional Prosperity and a Sustainable YSU
Board of Trustees
September, 2021

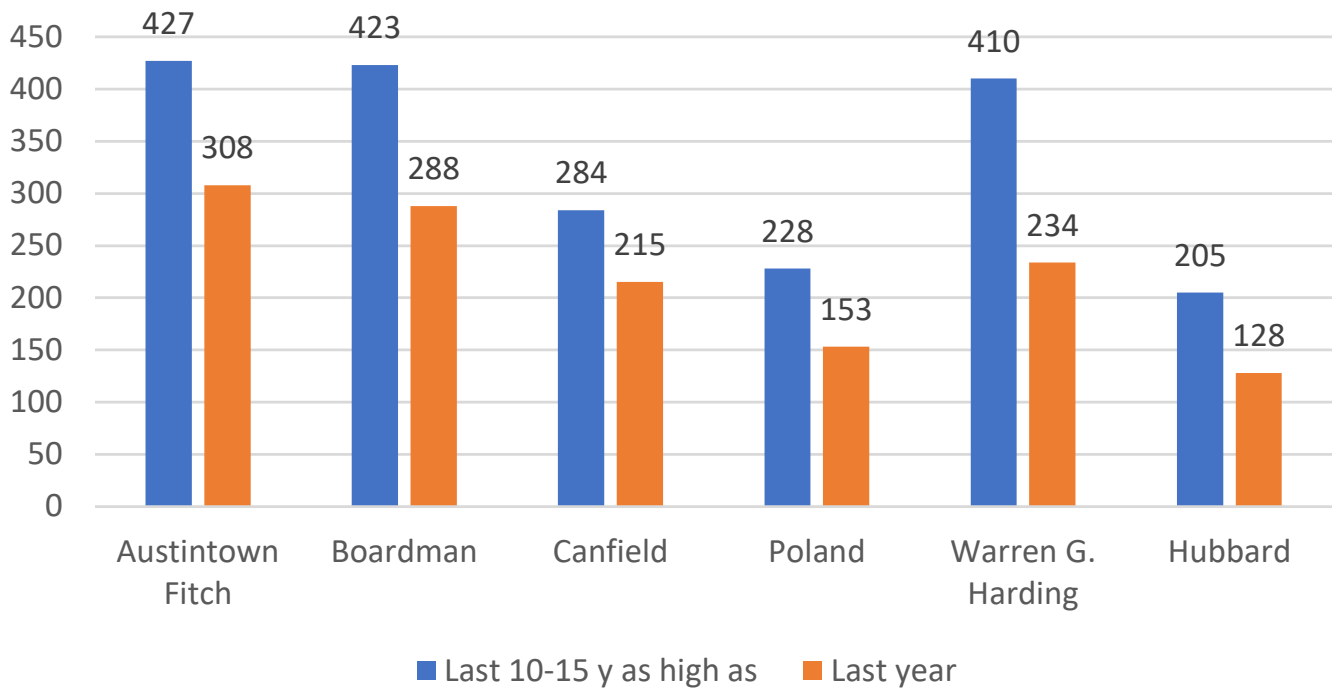
Fall Semester Count



Degrees Awarded



Graduates from Local High Schools



YSU Value Proposition: *The Future* University of Opportunity

Create a multi-year plan to achieve enrollment that respects YSU's mission, vision, and values and provides a pathway to fiscal sustainability, academic vibrancy, and regional vitality.
Develop an integrated marketing and communication strategy.

Envision the Future

Academic Program Enhancement & Effectiveness

Current-and Future-state marketing communication alignment

EAB Gray Academic Partnerships

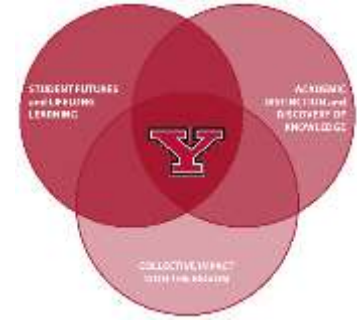
Citizen of the World
Engaged in Work
Engaged in the Community



Y I am Proud
Y and Proud
Y makes Me Proud

Plan for Strategic Actions to Take Charge of Our Future

Goal: Develop a Culture of Assessment that Ensures the Quality of Academic Program Majors, Minors, and other Credentials



Strategy: Develop a mechanism to continually identify, assess, and implement new academic programs, badges, credentials, certifications, or coursework integration

Strategy: Complete program effectiveness and enhancement review including rubrics for recommendations regarding actionable outcomes

Goal: YSU will be recognized as a Community-Engaged campus by the Carnegie Foundation in education, health, prosperity and equity, and arts and culture

Strategy: Aggressively pursue and secure regional, state, national, and foundation funding in support of university and community priorities

Post-secondary Credential Ohio Attainment Goal

https://www.google.com/search?q=ohio+attainment+goal+2025&rlz=1C1GCEB_enUS900US900&aq=chrome.0.0j69i57j0i22i30l3.4159j1i7&sourceid=chrome&ie=UTF-8

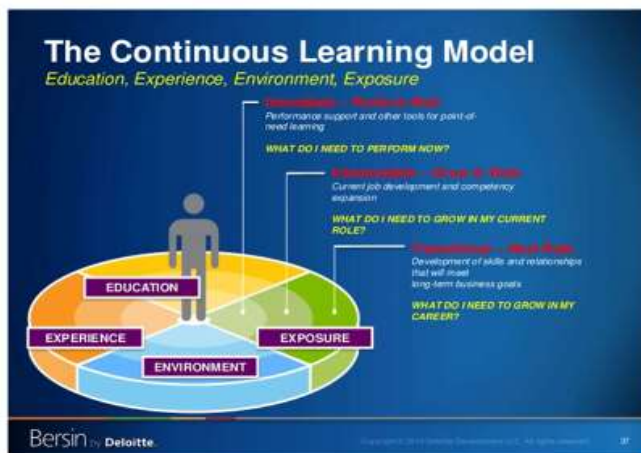
The following is from the above.

“...Ohio will need to produce, by 2025, an estimated 1.3 million more adults with high-quality postsecondary certificates or degrees...”

From the YSU Future State #2 Conversation

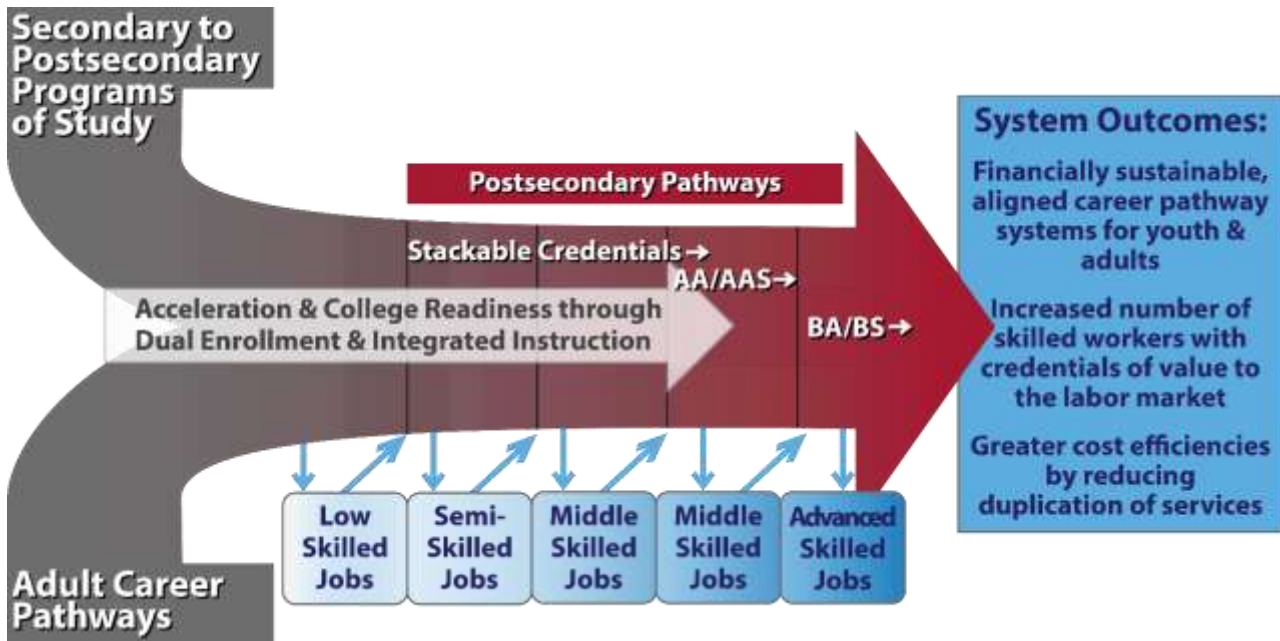
The slide below is via Josh Bersen (number 37 of 70 located at: <https://www.slideshare.net/jbersen/21st-century-talent-management-imperatives-for-2014-and-2015/37-37The-Continuous-Learning-ModelEducation-Experience>)

REGIONAL VITALITY



A continuous learning model is an approach to consider, particularly given economic developments in the region and creating an educational experience that supports YSU alumni being engaged in their work and in their communities.

Edited illustration below is from: Advancing Career and Technical Education (CTE) in State and Local Career Pathways Project: Final Report; Mary Gardner Clagett, Jobs for the Future, December 2015; US Department of Education, Office of Career, Technical and Adult Education



A University of Opportunity: YSU inspires individuals, enhances futures, and enriches lives

Above is from: <https://ysu.edu/mission>

Consider the following: Are we a...

A **Comprehensive** University of Opportunity: YSU inspires individuals, enhances futures, and enriches lives

Or, are we a...

A University of **Comprehensive** Opportunity: YSU inspires individuals, enhances futures, and enriches lives

OR a different word than comprehensive or...???

Bold.....Proud.....

In what fashion is YSU distinctive to the Region, State, Nation and World?

Bylaws

BOARD *of* TRUSTEES



**YOUNGSTOWN
STATE UNIVERSITY**

Youngstown State University

BOARD OF TRUSTEES

Bylaws

**This printing is an update
of the Bylaws printed July 1, 1995,
revised July 26, 1999
revised June 15, 2001
revised June 23, 2006
revised June 17, 2011
revised March 16, 2016**

Effective December 7, 2017

Print Date March 7, 2018

Dear Fellow Trustees and the University Community:

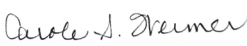
The *Bylaws of the Board of Trustees of Youngstown State University* is the primary reference for the self-governance functions and procedures of the Board of Trustees of Youngstown State University (YSU). Newly appointed and current trustees are well advised to be familiar with the *Bylaws*, as such an understanding will allow them to administer their duties and responsibilities in an effective and efficient manner.


For centuries, the American model of higher education has upheld the unique concept of volunteer citizen trusteeship that provides for autonomy, independence and academic freedom without direct governmental control or overwhelming influence by any self-serving interest. At its core, public trusteeship requires that trustees adhere to core principles pertaining to effective trusteeship as advocates for their university: ensuring its institutional mission, educational quality and fiscal vitality; selecting, supporting and assessing its chief executive while respecting the balance between governing and managing; charging the chief executive with leading strategic planning, participating in the process and monitoring its progress; engaging with the university's major constituents to provide community perspective; participating in fundraising and practicing personal philanthropy; ensuring that institutional and board policies and processes are current and effective; and conducting business in an exemplary fashion to ensure transparency, high ethical standards, and adherence to open meetings and public records laws. Finally, YSU trustees are advocates for the university to further its mission and enhance its legacy to the local, regional and global communities. As fiduciaries, it is our duty to maintain the highest level of accountability to the taxpayers of the State of Ohio, as public higher education is challenged to meet its public purpose on the national level.

Like all governance documents, the *Bylaws* have evolved over time since YSU was created by statute in 1967. A complete structural revision of the *Bylaws* occurred in 2001, during which time the Board's standing committees were condensed from eleven to four, along with two special committees, and all trustees were made members of all standing committees. Statute created investment and audit committees in 2003. During the past two years, the Board of Trustees has embraced a governance agenda that is more strategic, especially linking budget and planning to better develop a vision for the future. The Board supports and embraces the best practices recommended by the Association of Governing Boards (AGB). In that spirit, the Board directed the administration to assist with a total review of all guidebook policies beginning in 2009. Additionally, when the Board directed a new strategic planning process in 2010, an opportunity existed to review our own *Bylaws* to align the Board's agenda with the goals of the strategic plan. The new *Bylaws* revision will assist the Board by re-focusing our committees, meeting agendas and structure around the discussion and review of key strategic indicators to assess the accomplishment of our plan for the future.

We wish to express appreciation to the trustees, President James P. Tressel, Board Secretary Franklin S. Bennett, Jr., General Counsel Holly Jacobs, and members of the President's office staff, all of whom assisted in making this revised and updated version of the *Bylaws of the Board of Trustees of Youngstown State University* possible.

Sincerely,


Carole S. Weimer
Chairperson


Leonard D. Schiavone
Vice-Chairperson

Spring 2016

Youngstown State University
BOARD OF TRUSTEES

Bylaws

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ORC Chapter 3356 as of August 22, 2015

§ 3356.01. Appointment of trustees – term

- (A) There is hereby created Youngstown state university. The government of Youngstown state university is vested in a board of eleven trustees, who shall be appointed by the governor, with the advice and consent of the senate. Two of the trustees shall be students at Youngstown state university, and their selection and terms shall be in accordance with division (B) of this section. Except for the terms of student members, terms of office shall be for nine years, commencing on the second day of May and ending on the first day of May. Each trustee shall hold office from the date of appointment until the end of the term for which the trustee was appointed. Any trustee appointed to fill a vacancy occurring prior to the expiration of the term for which the trustee's predecessor was appointed shall hold office for the remainder of such term. Any trustee shall continue in office subsequent to the expiration date of the trustee's term until the trustee's successor takes office, or until a period of sixty days has elapsed, whichever occurs first. No person who has served a full nine-year term or more than six years of such a term shall be eligible to reappointment until a period of four years has elapsed since the last day of the term for which the person previously served. The trustees shall receive no compensation for their services but shall be paid their reasonable necessary expenses while engaged in the discharge of their duties. A majority of the board constitutes a quorum.
- (B) The student members of the board of trustees of Youngstown state university have no voting power on the board. Student members shall not be considered as members of the board in determining whether a quorum is present. Student members shall not be entitled to attend executive sessions of the board. The student members of the board shall be appointed by the governor, with the advice and consent of the senate, from a group of five candidates selected pursuant to a procedure adopted by the university's student governments and approved by the university's board of trustees. The initial term of office of one of the student members shall commence on May 2, 1988 and shall expire on May 1, 1989, and the initial term of office of the other student member shall commence on May 2, 1988 and expire on May 1, 1990. Thereafter, terms of office of student members shall be for two years, each term ending on the same day of the same month of the year as the term it succeeds. In the event

that a student member cannot fulfill a two-year term, a replacement shall be selected to fill the unexpired term in the same manner used to make the original selection.

Cite as R.C. § 3356.01

History. Effective Date: 07-26-1988; 03-31-2005

§ 3356.02. Election and appointment of officers of board – bond of treasurer

The board of trustees of Youngstown state university shall annually elect from their members a chairperson and a vice-chairperson; and they may also appoint a secretary of the board, a treasurer, and such other officers of the university as the interest of the university requires, who may be members of the board. The treasurer, before entering upon the discharge of official duties, shall give bond to the state or be insured for faithful performance of the treasurer's duties and the proper accounting for all moneys coming into the treasurer's care. The amount of said bond or insurance shall be determined by the board, but shall not be for a sum less than the estimated amount which may come into the treasurer's control at any time, less any reasonable deductible.

Cite as R.C. § 3356.02

History. Effective Date: 08-15-1967; 2008 HB562 09-22-2008

§ 3356.03. Powers and duties of board of trustees

The board of trustees of Youngstown state university shall employ, fix the compensation of, and remove the president and such number of professors, teachers, and other employees as may be deemed necessary. The board shall do all things necessary for the creation, proper maintenance, and successful continuous operation of the university. The board may accept donations of lands and moneys for the purpose of such university.

Cite as R.C. § 3356.03

History. Effective Date: 08-15-1967

§ 3356.04. Board of trustees to receive and hold property or funds

The board of trustees of Youngstown state university may receive and hold in trust, for the use and benefit of the university, any grant or devise

of land, and any donation or bequest of money or other personal property, to be applied to the general or special use of the university, unless otherwise directed in the donation or bequest. The board of trustees of Youngstown state university may make and enter into all contracts and agreements necessary or incidental to the operation of such university.

Cite as R.C. § 3356.04

History. Effective Date: 08-15-1967

§ 3356.05. General assembly to support university – other sources

The general assembly shall support Youngstown state university by such sums and in such manner as it may provide, but support may also come from other sources.

Cite as R.C. § 3356.05

History. Effective Date: 08-15-1967

§ 3356.10. *[Repealed Effective 9/10/2017]* Conveyance of Youngstown University parcels

During the five-year period after the effective date of this section, the governor may execute deeds in the name of the state conveying to one or more purchasers and the purchasers' heirs and assigns or successors and assigns all of the state's right, title, and interest in any or all parcels of real estate held for the use and benefit of Youngstown state university and located in the city of Youngstown, Mahoning county, in an area known as "smokey hollow" and bounded on the north by the east-bound service road of the Madison avenue expressway, on the east by Andrews avenue, on the south by Rayen avenue, and on the west by Wick avenue. The parcel or parcels of real estate may be transferred individually or as a group or multiple groups to a single purchaser or to multiple purchasers.

The consideration for conveyance of the parcel or parcels of real estate shall be a purchase price and any terms and conditions acceptable to the board of trustees of Youngstown state university. The consideration may include in whole or in part the benefit that will inure to the university and the students attending the university from development of a mixed-use urban neighborhood that will provide convenient housing, retail outlets, parks, and employment opportunities on a site adjacent to the university's core campus.

All costs of the conveyance of the parcel or parcels of real estate shall be paid by the board of trustees of the Youngstown state university unless otherwise specified in the agreement for transfer of the property.

Upon adoption of a resolution by the board of trustees of Youngstown state university specifically describing the parcel or parcels of real estate to be conveyed, identifying the purchaser or purchasers of the real estate, and specifying the consideration paid or to be paid, the auditor of state, with the assistance of the attorney general, shall prepare a deed or deeds to the parcel or parcels of real estate described in the resolution. The deed or deeds shall state the consideration specified in the resolution. The deed or deeds shall be executed by the governor in the name of the state, countersigned by the secretary of state, sealed with the great seal of the state, presented in the office of the auditor of state for recording, and delivered to the purchaser or purchasers. The purchaser or purchasers shall present the deed or deeds for recording in the office of the Mahoning county recorder.

Each deed to any property described in this section shall contain any exceptions, reservations, or conditions and any right of reentry or reverter clause specified in the resolution. Any exceptions, reservations, or conditions or any right of reentry or reverter clause contained in any deed authorized by this section may be released by the university without the necessity of further legislation, provided the release is specifically authorized by the board of trustees of Youngstown state university.

The net proceeds of the sale of the parcel or parcels of real estate shall be paid to Youngstown state university and deposited in university accounts for purposes to be determined by the board of trustees.

Cite as R.C. § 3356.10

History. Repealed by 129th General Assembly File No.127, HB 487, §105.10, eff. 9/10/2017.

Added by 129th General Assembly File No.127, HB 487, §101.01, eff. 9/10/2012.

Section 369.180 Am. Sub. H.B. 64 of 131st General Assembly (Enacted June 2015 – Budget Bill)

SECTION 369.180. HIGHER EDUCATION - BOARD OF TRUSTEES

(A) Funds appropriated for instructional subsidies at colleges and universities may be used to provide such branch or other off-campus

undergraduate courses of study and such master's degree courses of study as may be approved by the Chancellor of Higher Education.

- (B) In providing instructional and other services to students, boards of trustees of state institutions of higher education shall supplement state subsidies with income from charges to students. Except as otherwise provided in this act, each board shall establish the fees to be charged to all students, including an instructional fee for educational and associated operational support of the institution and a general fee for noninstructional services, including locally financed student services facilities used for the benefit of enrolled students. The instructional fee and the general fee shall encompass all charges for services assessed uniformly to all enrolled students. Each board may also establish special purpose fees, service charges, and fines as required; such special purpose fees and service charges shall be for services or benefits furnished individual students or specific categories of students and shall not be applied uniformly to all enrolled students. A tuition surcharge shall be paid by all students who are not residents of Ohio.

The board of trustees of a state institution of higher education shall not authorize a waiver or nonpayment of instructional fees or general fees for any particular student or any class of students other than waivers specifically authorized by law or approved by the Chancellor. This prohibition is not intended to limit the authority of boards of trustees to provide for payments to students for services rendered the institution, nor to prohibit the budgeting of income for staff benefits or for student assistance in the form of payment of such instructional and general fees.

Each state institution of higher education in its statement of charges to students shall separately identify the instructional fee, the general fee, the tuition charge, and the tuition surcharge. Fee charges to students for instruction shall not be considered to be a price of service but shall be considered to be an integral part of the state government financing program in support of higher educational opportunity for students.

- (C) The boards of trustees of state institutions of higher education shall ensure that faculty members devote a proper and judicious part of their work week to the actual instruction of students. Total class credit hours of production per academic term per full-time faculty member is expected to meet the standards set forth in the budget data submitted by the Chancellor of Higher Education.

(D) The authority of government vested by law in the boards of trustees of state institutions of higher education shall in fact be exercised by those boards. Boards of trustees may consult extensively with appropriate student and faculty groups. Administrative decisions about the utilization of available resources, about organizational structure, about disciplinary procedure, about the operation and staffing of all auxiliary facilities, and about administrative personnel shall be the exclusive prerogative of boards of trustees. Any delegation of authority by a board of trustees in other areas of responsibility shall be accompanied by appropriate standards of guidance concerning expected objectives in the exercise of such delegated authority and shall be accompanied by periodic review of the exercise of this delegated authority to the end that the public interest, in contrast to any institutional or special interest, shall be served.

Bylaws of the Board of Trustees

ARTICLE I. DEFINITIONS

As used in these Bylaws:

- A. “Board” means the Board of Trustees of Youngstown State University.
- B. “University” means Youngstown State University.
- C. “Chairperson” means the Chairperson of the Board of Trustees of Youngstown State University.
- D. “Vice Chairperson” means the Vice Chairperson of the Board of Trustees of Youngstown State University.
- E. “Trustee” means a member of the Board appointed for a term of nine years, or for the remainder of such a term, by the Governor of the State of Ohio pursuant to Ohio Revised Code Section 3356.01.
- F. “Student Trustee” means a student member of the Board appointed by the Governor of the State of Ohio pursuant to Ohio Revised Code Section 3356.01.
- G. “President” means the President of Youngstown State University.
- H. “Secretary” means the Secretary to the Board of Trustees of Youngstown State University.

ARTICLE II. MEETINGS

Section 1. Regular Meetings

- A. The Board shall meet no less than four times each year, and at such other times as may be necessary for the best interests of the University. Meetings shall be called at such times as the Board prescribes; provided, however, that meetings will usually be held in the months of September, December, March, and June. At the time of the adjournment of each meeting, the Board shall provide, by resolution, the date, time, and place for holding the Board’s next regular meeting. No less than seven (7) days prior to the date of a regular meeting, the Secretary shall provide

written notice of said meeting to every member of the Board. Notices may be hand-delivered or sent via facsimile, electronic mail or by first class mail to the residence or business address of a Board member.

- B. Any Board member may waive notice of a regular meeting. Attendance of a Board member at a regular meeting shall constitute a waiver of notice of the regular meeting.

Section 2. Special Meetings

- A. Special meetings of the Board may be called by written request (the “Call”) signed by the Chairperson, the President, or by three Trustees, and delivered to the Secretary. The Call for a special meeting shall specify the date, time, place, and purposes thereof, although other business than that specified in the Call may be considered at any such meeting. Upon receipt of a Call for a special meeting, and no less than forty-eight (48) hours prior to the time of commencement of the special meeting, the Secretary shall provide notice of the special meeting to every member of the Board and to the President. Notice of a special meeting shall include the date, time, place, and purposes thereof, as set forth in the Call. Notice of a special meeting may be given in oral or written form, and may be given directly to the Board member by telephone or direct conversation, or by facsimile, hand delivery, electronic or first class mail sent to the Board member’s residence or place of business.
- B. Any Board member may waive notice of a special meeting. Attendance of a Board member at a special meeting shall constitute a waiver of notice of the special meeting.

Section 3. Emergency Meetings

- A. In the event of an emergency wherein the best interests of the University require immediate official action by the Board, the Chairperson (or in his or her absence or disability, the Vice Chairperson) or the President (or in his or her absence, the Provost of the University) may call an emergency meeting of the Board. In such event, all reasonable effort shall be made to schedule the emergency meeting in order to permit all of the members of the Board to attend the emergency meeting. In such event, all reasonable effort shall be made to notify all of

the members of the Board of the date, time, place, and nature of the emergency requiring immediate official action.

Section 4. Place of Meeting

- A. All regular and special meetings of the Board shall be held on University property. The place of all Board meetings shall be specified in the notice of the meeting.
- B. Emergency meetings of the Board shall be held on University property unless, in the judgment of the person or persons making the Call, the circumstances creating the emergency render a meeting on University property either physically impractical or infeasible.

Section 5. Quorum

- A. A majority of the Trustees, when duly convened pursuant to these Bylaws, shall constitute a quorum for the transaction of business at any meeting of the Board. Student Trustees shall not be considered in the determination of a quorum. If less than a majority of the Trustees are present at or at any time during said meeting, a majority of the Trustees present may adjourn the meeting from time to time without further notice. When, upon reconvening any such adjourned meeting, a quorum is present, any business may be transacted which might have been transacted at the meeting as originally notified.
- B. At any meeting where a quorum is present, a majority vote of those present and voting shall be required for any official action by the Board, except as otherwise permitted by law or by these Bylaws.
- C. A Trustee may abstain from voting on a matter. A Trustee that abstains from voting shall be counted in the determination of a quorum, but shall not be counted as voting in favor or against the matter upon which the vote is taken. Trustees having a direct personal or pecuniary interest in a matter that is not common to other members of the Board should declare that interest and refrain from discussing and voting on that matter.

Section 6. Organization of Meetings

- A. At each meeting of the Board, the Chairperson, or in the Chairperson's absence, the Vice Chairperson, or in the absence of both, a chairperson pro tempore, chosen by a majority of the Trustees present, shall preside. The Secretary, or in the Secretary's absence, any person appointed by the Chairperson, shall keep the minutes of the meeting, and otherwise perform the duties of secretary of the meeting.

Section 7. Order of Business

- A. The order of business at all regular and special meetings of the Board shall be as follows:
 - (a) Roll Call
 - (b) Proof of Notice of Meeting
 - (c) Disposition of Minutes (Minutes shall be prepared and provided to the Board as soon as practicable after each Board meeting in order that members may be prepared for discussion. Upon approval, all minutes shall be promptly recorded and open to public inspection.)
 - (d) Report of the President
 - (e) Report of the Committees of the Board
 - (f) Communications and Memorials
 - (g) Unfinished Business
 - (h) New Business
 - (i) Chairperson's Remarks (Optional)
 - (j) Election of Board Officers (as pertinent)
 - (k) Time and Place of Next Regular Meeting of the Board
 - (l) Adjournment

Section 8. Parliamentary Procedure

- A. Questions of parliamentary procedure shall be resolved in accordance with *Robert's Rules of Order*. The Secretary shall serve as the Board's parliamentarian.

Section 9. Procedures for Presentation of Items to be Considered

- A. Any proposed action introduced by a Board member, which would substantially affect University policy, shall be presented to the Chairperson prior to the meeting at which the matter is

to be considered by the Board. The proposed action shall be submitted in sufficient time to allow the Chairperson to assign the proposed action to an appropriate Board committee to review such action, and to make whatever recommendations to the full Board the Committee deems to be appropriate.

- B. The annual budget, and all other major questions of University policy recommended by the President, shall be presented to each member of the Board prior to the meeting at which the matter is to be considered by the Board. The proposed action shall be submitted in sufficient time to allow the appropriate Board committee to review such action, and to make whatever recommendations to the full Board it deems to be appropriate.
- C. Any business to be presented to the Board by other than a Board member or the President shall be submitted in writing to the Chairperson, who shall refer it to the appropriate Board committee for consideration and possible action. The Chairperson may direct that such business be placed on the agenda.

Section 10. Public Notice of Meetings

- A. Public notice of all Board meetings shall meet or exceed that required by Ohio law.
- B. Any person or news medium may ascertain the time and place of all regularly scheduled Board meetings, and the time, place, and purpose of all special Board meetings by:
 - 1. Written request mailed or delivered to the Office of the President; or
 - 2. Inquiry by telephone or in person at the Office of the President during normal business hours.
- C. Any news media representative may obtain notice of the time, place, and purpose of all special meetings of the Board by requesting in writing that such notices be provided and by paying an annual fee of fifteen dollars (\$15) to compensate the University for the special services required of it in providing such notice. Such notices will be furnished to one named representative of any particular publication or radio or television station. All

requests for such notification shall be addressed to the Secretary of the Board of Trustees of Youngstown State University. Each such request shall provide the name of the individual media representative to be contacted, his or her mailing address, his or her telephone facsimile number (if available), and not to exceed two telephone numbers at which such representative may be reached.

1. The Secretary shall maintain a list of all news media representatives who have requested notice of special meetings pursuant to this Paragraph C, and who have paid the service charge described above. In the event of a special meeting (which is not of an emergency nature), the Secretary shall notify each media representative on said list of such meeting by doing at least one of the following:
 - a. Mailing written notice to the representative at his or her given mailing address, which written notice must be deposited in United States first class mail no later than three calendar days prior to the day of the special meeting;
 - b. Calling the representative by telephone no later than twenty-four (24) hours prior to the special meeting. Such telephone notice shall be deemed complete if a message has been left for the representative at either of his or her given telephone numbers, or if, after reasonable effort, the Secretary has been unable to provide such telephone notice;
 - c. Sending notice addressed to the representative via telephone facsimile to the facsimile number provided by the representative;
 - d. Sending notice addressed to the representative via electronic mail to the electronic mail address provided by the representative;
 - e. Informing such representative personally no later than twenty-four (24) hours prior to the special meeting.
2. In the event of an emergency requiring immediate official action, the individual or individuals calling the meeting

shall direct the Secretary to notify immediately those news media representatives appearing on the list described in the preceding paragraphs of the time, place, and purpose of the meeting.

3. In furnishing the notices required by this Section 10, the Secretary may rely upon the assistance provided by the President (or the President's designee), and any such notice shall be deemed complete if given in the manner provided in this Section 10.
4. The Secretary shall maintain a list of the names, addresses, electronic mail addresses, telephone numbers, telephone facsimile numbers, and business affiliation, if given, of all persons who have provided written request of all regular and special Board meetings, and of all news media representatives who have qualified for notices of special and emergency meetings.

ARTICLE III. OFFICERS AND ORGANIZATIONS

Section 1. Powers of the Board

- A. The Board shall have the power, not inconsistent with law or these Bylaws, to do all things necessary for the proper maintenance and successful and continuous operation of the University. No individual Trustee, Student Trustee or committee of the Board shall have authority to commit or bind the Board or the University to any policy, action, or agreement unless specifically authorized by action of the Board.

Section 2. Officers of the Board

- A. The officers of the Board shall be the Chairperson, the Vice Chairperson, and the Secretary. The Board may appoint such other officers or employees as the interests of the University require. Such officers and employees shall have such authorities, and shall perform such duties, as may be prescribed by the Board.

Section 3. Qualifications, Election, and Term of Office

- A. The Chairperson and Vice Chairperson shall be Trustees. The qualifications of all other officers shall be determined by the Board. The officers of the Board shall be annually elected by the Trustees at the Board's last regular meeting of the University's fiscal year. Newly elected officers shall take office immediately following adjournment of the meeting at which they are elected, and shall hold their offices until their successors are elected.

Section 4. Chairperson

- A. The Chairperson, when present, shall preside at all meetings of the Board, and perform generally all duties incident to the office of the Chairperson, and such other duties as may be assigned to the Chairperson by the Board. Unless contrary to Board policy or these Bylaws, the Chairperson may assign any of the Chairperson's duties to another Trustee.

Section 5. Vice Chairperson

- A. In the event of a temporary vacancy in the office of the Chairperson, or at the request of the Chairperson, or in the event of temporary absence or disability of the Chairperson, the Vice Chairperson shall perform all the duties of the Chairperson and, while so acting, shall have all the power and authority of, and be subject to the restrictions upon, the Chairperson.

Section 6. Secretary

- A. The Secretary shall prepare and maintain, in the Office of the President, minutes of all meetings and proceedings of the Board in one or more books provided for that purpose. The Secretary shall give notice of all meetings of the Board, when required by the provisions of Article II, Sections 1, 2, 3, and 10 (C) of these Bylaws. The Secretary shall serve as the Board's parliamentarian. At the last regular meeting of the University's fiscal year, the Secretary shall submit a written report of Board member attendance at Board and committee meetings for the preceding year. The Secretary shall perform such other duties as from time to time may be assigned to the Secretary by the Board or the Chairperson.

Section 7. Attorney General

- A. The Attorney General of the State of Ohio shall be the legal advisor to, and represent, the University and/or the Board in all matters civil or criminal involving the University or the Board.

Section 8. Removal of Board Officers

- A. Any officer of the Board may be removed as such officer at any time, either with or without cause, by resolution adopted by not less than six (6) Trustees at any regular meeting of the Board. Any officer may be removed as such officer, either with or without cause, by resolution adopted by not less than six (6) Trustees at any special meeting of the Board, provided that such removal action was indicated on the notices of such special meeting.

Section 9. Student Trustees

- A. Ohio Revised Code Section 3356.01 provides for appointments of two students to the Board but provides that Student Trustees shall have no voting power on the Board, that Student Trustees shall not be considered as members of the Board in determination of a quorum, and that Student Trustees shall not be entitled to attend Executive Sessions of the Board.

Section 10. Permanent Vacancies

- A. In the event of a permanent vacancy in the Office of the Chairperson or Vice Chairperson, the remaining Trustees may elect a successor to fill such permanent vacancy. What constitutes a “permanent vacancy” shall be determined by the Board.

ARTICLE IV. BOARD COMMITTEES

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

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

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

6. National/Global Trustees shall follow the Ohio ethics laws, including those set forth in Chapter 102 and Sections 2921.42 and 2932.43 of the Revised Code, the Board's Bylaws and University policy.
 7. National/Global Trustees shall be appointed by Board action after nomination by the Governance Committee of the Board in accordance with the process described for the nomination and election of Board officers set forth in Article IV, Section 6.a. of the Board's Bylaws.
 8. National/Global Trustees may be removed by a majority vote of the Board.
 9. A Trustee may serve as a National/Global Trustee, but cannot be appointed to serve as a National/Global Trustee until at least one (1) year after the Board member's term as a Trustee has ended.
 10. An employee or former employee of the university may serve as a National/Global Trustee, but cannot be appointed to serve as a National/Global Trustee until at least one (1) year after that person's compensated service to the university has ended.
 11. National/Global Trustees shall be entitled to legal defense and indemnification against claims and liabilities that might arise from the performance of their duties on behalf of the Board to the fullest extent permitted by Ohio law. In addition, the National/Global Trustees will be considered a "volunteer" for purposes of coverage under the University's liability insurance.
- C. Committee Chairperson and Vice Chairperson – The Chairperson shall appoint the chairperson and vice chairperson of each standing committee, and members of such committees that are not otherwise composed of all of the trustees or as otherwise set forth herein, subject to the approval of the Board. Committee chairpersons and vice chairpersons shall be Trustees. The Chairperson will not be a chairperson or vice chairperson of a standing committee.

D. Quorum and Conduct of Committee Meetings

1. Six (6) members of a standing committee shall constitute a quorum, unless otherwise provided. A majority of the members of subcommittee of a standing committee shall constitute a quorum, unless otherwise provided. The act of a majority of the members present and voting at a meeting at which a quorum is present shall be the act of the committee or subcommittee. However, regardless of the existence of a quorum in number, at least one of the following four persons must be present at a committee or subcommittee meeting in order for the committee to conduct business: (a) the Chairperson, (b) the Vice Chairperson, (c) the (sub)committee chairperson, or (d) the (sub)committee vice chairperson. A committee member may abstain from voting on a matter. A committee member that abstains from voting shall be counted in the determination of a quorum, but shall not be counted as voting in favor or against the matter upon which the vote is taken. Committee members having a direct personal or pecuniary interest in a matter that is not common to other members of the Board should declare that interest and refrain from discussing and voting on that matter.
 2. A majority of the members of a special or ad hoc committee, including any Student Trustees, shall constitute a quorum. The act of a majority of the members present and voting at a meeting at which a quorum is present shall be the act of the special or ad hoc committee.
 3. The Board and University administration will mutually develop committee agendas, with the Chairperson having authority to approve all final agendas.
- E. Rules – Each committee may adopt rules for its own government not inconsistent with these Bylaws or any rule adopted by the Board.

F. Standing Committees – The Board’s standing committees, and their respective duties and areas of responsibility, shall be as follows:

1. **Academic and Student Affairs Committee**

- a. To consider those matters that warrant Board attention or require Board action relating to:
 - academic policies which provide for and govern faculty teaching, research, and service;
 - establishment of new academic programs, changes in or deletions of existing academic programs, and the issuing of certificates or the granting of degrees;
 - policies which provide for and govern student recruitment, admission, financial aid, retention, and graduation, including but not limited to, diversity issues, enrollment management, and general education requirements;
 - policies which provide for and govern student housing and student life; and
 - institutional mission, strategic and master plans, or relevant parts thereof, dealing with matters within the purview of the Academic and Student Affairs Committee.
- b. To assist the Board in the exercise of its oversight responsibilities relating to those academic and administrative departments within the purview of the Academic and Student Affairs Committee.
- c. To exercise on behalf of the Board ancillary jurisdiction as related to the above, or as assigned by the Board or its Executive Committee.
- d. Provided that he or she is a member of the University faculty, the chair of the YSU Academic Senate shall be a nonvoting member of the Academic and Student Affairs Committee. In the event that the chair of the YSU Academic Senate is not a member of the University’s faculty, then the faculty member holding the highest ranking position within the YSU Academic Senate leadership shall hold this position. This position shall not count toward the determination of a quorum of the Committee.

2. **Institutional Engagement Committee**

- a. To consider those matters that warrant Board attention or require Board action relating to:
 - policies that provide for and govern the external relationships established by or required of the University, excluding matters assigned to other of the Board's standing committees;
 - policies that provide for and govern University fundraising, including but not limited to, institutional advancement through the YSU Foundation, the YSU Research Foundation, the annual fund, capital campaigns, special projects and solicitations;
 - the Youngstown State University Development Agreement between the University and the YSU Foundation.
 - policies that provide for and govern continuing University relations with its graduates, including but not limited to, alumni associational activity;
 - policies that provide for and govern University operations directed toward effective communications, public relations, marketing, and the enhancement of community goodwill;
 - policies that provide for and govern University public service in, and partnerships with, the larger community, or segments thereof, including but not limited to, those relationships which are contractual; policies which provide for and govern University intergovernmental relationships, including but not limited to, those with the City of Youngstown, Mahoning County, as well as with agencies and departments of state and federal governments; and
 - institutional mission, strategic and master plans, or relevant parts thereof, dealing with matters within

the purview of the Institutional Engagement Committee.

- b. To assist the Board in the exercise of its oversight responsibilities relating to those administrative departments and functions within the purview of the Institutional Engagement Committee.
- c. To exercise on behalf of the Board ancillary jurisdiction as related to the above, or as assigned by the Board or its Executive Committee.

3. **Finance and Facilities Committee**

- a. To consider those matters that warrant Board attention or require Board action relating to:
 - financial and budgetary policies, including but not limited to, the annual operating budget, and the capital improvement budget;
 - policies governing investments and debt instruments issued by the University;
 - the financial and budgetary impact of major agreements, contracts, programs, plans or initiatives to be recommended to the Board by any standing, ad hoc, or special committee, including but not limited to, recommendations regarding University personnel, insurance, and donations;
 - the acquisition of real property by purchase, gift, or otherwise; the disposition of real property; the acquisition or disposition of significant property broadly classified as technology;
 - major projects, including but not limited to, the construction, demolition, or remodeling of facilities, and, as appropriate, the selection of architects and engineers; and
 - institutional mission, strategic and master plans, or relevant parts thereof, dealing with matters

within the purview of the Finance and Facilities Committee.

- b. To assist the Board in the exercise of its oversight responsibilities relating to those administrative departments and functions within the purview of the Finance and Facilities Committee, including but not limited to, the conduct, and scrutiny of the auditor's work product, of the annual audit, as well as any special audits, undertaken by (i) the University's internal auditor, (ii) external auditors, and (iii) state auditor. Auditor's work product includes findings, management letters, and all other relevant documentation.
- c. To exercise on behalf of the Board ancillary jurisdiction as related to the above, or as assigned by the Board or its Executive Committee.
- d. The Finance and Facilities Committee will include the following two permanent subcommittees:

(1) Audit Subcommittee

- (a) The Audit Subcommittee, chaired by the Chairperson of the Finance and Facilities Committee, will be composed of the Chairperson and four additional Trustees (one of whom shall be a Student Trustee) who will be appointed annually by the Chairperson of the Board. No subcommittee member so appointed may concurrently serve on the Investment Subcommittee. As appropriate, when receiving and considering certain audit reports, the President may be excused from the subcommittee proceedings.
- (b) The Audit Subcommittee will meet at least once annually and perform those duties as assigned by the Finance and Facilities Committee relative to subsection E.3. at paragraph b. The subcommittee will report its findings and recommendations to the Finance and Facilities Committee.

(2) Investment Subcommittee

- (a) The Investment Subcommittee, chaired by the Vice Chairperson of the Finance and Facilities Committee, will be composed of the Chairperson and four additional Trustees (one of whom shall be a Student Trustee) who will be appointed annually by the Chairperson of the Board. No subcommittee member so appointed may concurrently serve on the Audit Subcommittee.
- (b) The Investment Subcommittee will meet at least once quarterly and perform those duties assigned under applicable state law, and by the Finance and Facilities Committee relative to subsection E.3. at paragraph a, bullet two. The subcommittee will report its findings and recommendations to the Finance and Facilities Committee and to the Board.

4. University Affairs Committee

- a. To consider those matters that warrant Board attention or require Board action relating to:
 - policies that provide for and govern the internal administrative operations of the University, excluding matters assigned to other of the Board's standing committees;
 - policies that provide for and govern University employment where collective bargaining agreements apply, including but not limited to, oversight of the collective bargaining process and labor negotiations with unions representing University employees;
 - policies that provide for and govern University employment exempt from collective bargaining agreements, including but not limited to, oversight of contractual arrangements with exempt personnel;

- policies that provide for equal opportunity standards and govern equal opportunity practices in University employment and operations, including but not limited to, implementation of affirmative action initiatives;
 - policies that provide for and govern the University's participation in intercollegiate athletics, including but not limited to, issues of compliance, diversity and gender equity;
 - policies that provide for the acquisition, development, access, and use of electronic technology; and
 - institutional mission, strategic and master plans, or relevant parts thereof, dealing with matters within the purview of the University Affairs Committee.
- b. To assist the Board in the exercise of its oversight responsibilities relating to those administrative departments within the purview of the University Affairs Committee.
- c. To exercise on behalf of the Board ancillary jurisdiction as related to the above, or as assigned by the Board or its Executive Committee.

5. **Executive Committee**

- a. The membership of the Executive Committee shall consist of the Chairperson (presiding), the Vice Chairperson, and the chairpersons of the Academic and Student Affairs Committee, the Institutional Engagement Committee, the Finance and Facilities Committee, and the University Affairs Committee. The Executive Committee will consider those matters that warrant Board attention or require Board action relating to:
- matters relevant to the employment, assessment and compensation of the President, with

recommendation to the Board, as appropriate, for its attention or action; for purposes of this consideration, the President may be excused from the committee's proceedings; and

- matters relative to the employment, assessment and compensation of the Secretary, with recommendation to the Board, as appropriate, for its attention or action; for purposes of this consideration, the Secretary may be excused from the committee's proceedings; and
- any institutional mission statement, strategic or master plans, with recommendation to the Board, as appropriate, for its attention or action;
- matters not within the assigned purview of any Board standing, ad hoc, or special committee; the Executive Committee will report on such matters, as appropriate, to the Board for its attention or action;
- special assignments of particular matters, not clearly within the purview of any Board committee, to one of the Board's standing, ad hoc, or special committees; the designated committee will be instructed to report either to the Executive Committee or to the Board;
- resolution of jurisdictional ambiguities between or among the Board's standing, ad hoc, or special committees;
- other matters as appropriate to an Executive Committee, or as assigned by the Board.

6. **Governance Committee**

- a. The Governance Committee shall be chaired by the Chairperson, except as otherwise provided herein, and will meet on an "as needed" basis to:

- consider proposed changes in the Bylaws of the Board, with recommendation to the Board, as appropriate, for its attention or action;
- consider proposed changes in Board and committee procedures, in full or in part, not stipulated in the Bylaws, including but not limited to, scheduling, administrative staff participation or assistance, etc., with recommendation to the Board, as appropriate, for its attention or action;
- develop and schedule Board retreats, workshops, seminars, orientation programs, and other special events, with recommendation to the Board, as appropriate, for its attention or action;
- provide for periodic Board self-evaluation and assessment;
- recommend to the Board nominees for its annual election of officers; such nominations to be presented to the Board at its regularly scheduled quarterly meeting preceding its last regularly scheduled quarterly meeting of the University's fiscal year, at which time said election shall take place. When the Governance Committee is engaged in the making of nominations, it shall be chaired by the Trustee whose term is expiring and is therefore not eligible to serve as an officer. When the Governance Committee is engaged in the making of nominations, the President of the University shall be excused from the committee's proceedings; and
- annually survey the trustees, prior to nomination of officers, regarding their interest, willingness and qualifications to serve as Board officers or in other leadership roles in the forthcoming term. The Chairperson shall conduct the survey and submit a report to the trustee designated as committee chair for the purpose of nomination of Board officers. That trustee shall also be responsible for the development of a nomination process.

- consider other matters as appropriate to a Governance Committee, or as assigned by the Executive Committee or the Board.
- F. Ad Hoc Committees – The Chairperson may appoint from time to time such ad hoc committees as may be required for the proper and continuous operation of the University; however, an ad hoc committee shall not be appointed to consider matters which lie entirely within the purview of a standing committee. The Chairperson shall determine the membership of the ad hoc committee and when the work of the ad hoc committee is completed.

ARTICLE V. ADMINISTRATION OF THE UNIVERSITY

Section 1. President of the University, Faculty, and Staff

- A. The Board shall employ the President of the University, and shall employ, fix the compensation of, and remove employees as may be necessary. The Board shall do all things necessary for the proper maintenance and successful continuous operation of the University, and may act under such policies and bylaws as it may approve.

Section 2. Other Personnel

- A. The employment, classification, wage scales, and dismissal of all personnel, not otherwise under contract to the Board of Trustees, shall follow the policies established by the Board and the laws of the State of Ohio.

Section 3. Reports to the Board

- A. **Budget** – At a meeting of the Finance and Facilities Committee prior to the Board’s last regular meeting of the University’s fiscal year, the President shall present to the Board the draft budget for the ensuing fiscal year. The budget shall be presented in a form showing estimated income and the allocations for the University’s major areas of expenditure in accordance with general account classifications of the State of Ohio, and shall be accompanied by a review describing the major changes. As may

be necessary, the budget may be revised from time to time by the Board. After approval by the Board, the budget shall govern financial transactions. The President shall establish procedures for the expenditure of all budgeted funds in accordance with the policies of the Board. In administering the budget, the President may make or authorize transfers or adjustments in individual budget accounts or in local unrestricted accounts provided that no such action shall increase the total of budgeted expenditures. Whenever income fails to meet budgeted income, the President shall present to the Board for its review and approval a plan to address any anticipated shortfalls.

B. Revisions of Fees and Other Charges – From time to time, but no less than annually, the President shall recommend to the Board for its approval a continuation or revision of the instructional fees, tuition, general fees, and other uniform charges.

C. Service Charges – The President may fix and announce other fees, fines, and rental or service charges. No such other fees or charges shall be imposed until authorized by the President.

D. Purchase of Insurance

1. The President shall cause to have prepared and submitted to the Board, at or before its first regular meeting after January 1 of each year, a report that tabulates all insurance policies in force, including coverage, current premiums and premiums paid during the previous two years, and agents servicing these policies. This report shall include, but is not limited to: general, fire, liability, bonds, property, automobile, comprehensive, officers and directors' liability, medical and hospitalization contracts, or any other policy for the protection of Youngstown State University's personnel and property.

2. All insurance shall be purchased through the President or his or her designee.

E. Inventory of Real Property – At the close of each fiscal year, the President shall cause to be prepared and submitted to the Board, at or before its first regular meeting after September 1 of each year, an inventory of all real property managed, owned,

leased, rented, or under option to the University. This report shall include acreage held, an estimate of land and building values, a general statement on the condition of the physical plant, and such other details as may be directed by the Board or the President.

- F. **Obligations of the University** – At the close of each fiscal year the President shall cause to be prepared and submitted to the Board a report describing the obligations of the University, financial and otherwise, the terms and conditions of repayment or satisfaction of such obligations and any security given by the University toward such obligations.

- G. **Annual Financial Report** – At the end of each fiscal year, the President shall cause to be prepared and submitted to the Board, at its first regular meeting after the audit of the University has been released by the Auditor of State, a comprehensive Financial Report. The report should summarize all financial transactions, note changes in fund balances, and tabulate expenditures in accordance with generally accepted accounting principles for state agencies.

- H. **Youngstown State University Development Service Agreement** – At the end of each fiscal year the President shall cause to be prepared and submitted to the Board a report pertaining to the University’s development functions. Said report shall include detailed information regarding the University’s relationship with the YSU Foundation and activities performed by the Youngstown State University Development Service Agreement entered into between the University and the YSU Foundation.

Section 4. Purchasing Practice

- A. All purchases by the University shall be made in accordance with the policies of the Board and the laws of the State of Ohio.

**ARTICLE VI.
UNIVERSITY ORGANIZATIONS**

Section 1. Auxiliary Agencies

- A. As recommended by the President and approved by the Board, certain University operations, whose income includes substantial amounts of other than imposed fees or appropriated revenue, shall be designated as auxiliary services. For budgeting purposes, an auxiliary service is a fiscal entity. The President shall cause to be prepared and submitted to the Finance and Facilities Committee, at or before its first meeting after September 1 of each year, an annual report including an itemization of income and expenditures and a résumé of the operation for the year.
- B. Except for those auxiliary activity accounts otherwise restricted, there may be a transfer of balances among them or to other University purposes as directed by the President with the approval of the Finance and Facilities Committee.
- C. The rental policies of the University as approved by the Board also apply to all auxiliary activity facilities.

**ARTICLE VII.
INSTRUCTION AND DEGREES**

Section 1. Degrees and Certificates

- A. Degrees, titles, and certificates shall be awarded by the Board upon recommendation of the University faculty and transmitted to the Board by the President. All diplomas issued to those receiving degrees and titles from the University shall be signed by the Chairperson, the President, and the Secretary. Facsimile signatures may be used.
- B. Honorary Degrees – The Board may from time to time adopt policies pertaining to commencement speakers and the conferral of honorary degrees.

**ARTICLE VIII.
MISCELLANEOUS**

Section 1. Appearances Before Governmental Offices

- A. Subject to specific control by the Board, the preparation and presentation of requests for appropriations from the State of Ohio, and all appearances, communications, and representations made on behalf of the University with all federal, state, and local government offices, boards, and agencies, shall be under the direction of the President. Unauthorized appearances, communications, and representations before federal, state, and local government offices, boards, and agencies are hereby prohibited.

Section 2. Use of University Facilities

- A. The use of University facilities shall be governed by such rules and regulations as may be promulgated by the President.

**ARTICLE IX.
BYLAWS, RULES, AND POLICIES**

Promulgation, Amendment, and Repeal

Section 1. Statement of Purpose

- A. These Bylaws, including additions or amendments, outline the major administrative and governing functions of the Board. Detailed rules, policies, and ordinances for the operation of the University may be enacted or amended by action of the Board or may be promulgated by the President, provided such shall not conflict with policies or bylaws of the Board.

Section 2. Rules and Policies: Promulgation, Amendment, and Repeal

- A. Detailed rules and policies for the organization, administration, and operation of the University may be promulgated, amended, and repealed by the Board, in consideration of recommendations of the President.

Section 3. Amendments to Bylaws

- A. These Bylaws may be altered, amended, or repealed, and new bylaws may be adopted, by affirmative vote of not less than six Trustees at any regular meeting or special meeting of the Board. Any proposed alteration, amendment, repeal, or adoption of all or any part of the Bylaws shall first be announced at a meeting of the Board (regular or special). Action on the proposal may not be taken until the next meeting of the Board (regular or special).
- B. These Amendments to the Bylaws shall be effective upon adoption by an affirmative vote of not less than six (6) members of the Board.

Notes to Bylaws

- 1. The responsibility and authority of the Board committees existing prior to the adoption of the new Bylaws on June 15, 2001, as referenced in the University Guidebook or other University documentation, are transferred to the Board committees existing after such adoption as follows: Academic Affairs and Student Affairs Committees transferred to the Academic and Student Affairs Committee; Development Committee transferred to the External Relations Committee; Budget and Finance Committee and Building and Property Committee transferred to the Finance and Facilities Committee; Equal Opportunity, Intercollegiate Athletics, and Personnel Relations Committees transferred to the Internal Affairs Committee; Executive Committee transferred to the Executive Committee; and Nominating Committee transferred to the Trusteeship Committee.

The responsibility and authority of the Board committees existing prior to the adoption of revisions to the Bylaws on June 17, 2011, as referenced in the University Guidebook or other University documentation, are transferred to the Board committees existing after such adoption as follows: Academic and Student Affairs Committee transferred to the Academic Quality and Student Success Committee; External Relations Committee transferred

to the Institutional Engagement Committee; and Internal Affairs Committee transferred to the University Affairs Committee.

The responsibility and authority of the Board committees and subcommittees existing prior to the adoption of revisions to the Bylaws on December 16, 2015, as referenced in the University Guidebook or other University documentation, are transferred to the Board committees existing after such adoption as follows: Academic Quality and Student Success Committee transferred to the Academic and Student Affairs Committee; Collective Bargaining and Negotiations Subcommittee to the University Affairs Committee; Intercollegiate Athletics Subcommittee to the University Affairs Committee and Trusteeship Committee to the Governance Committee.

2. The former Ad Hoc Committee on Trusteeship recommended guidelines for the appointment of standing committee chairpersons and vice chairpersons. The guidelines recommended are that the four most senior Trustees serve as committee chairpersons, and that the remaining Trustees serve as committee vice chairpersons.
3. Protocol for Requests to Address the Board and/or its Committees.
 - a. Any and all persons desiring to address the Board shall submit in writing a request for permission to address the Board. Such request shall be submitted not less than three (3) weeks prior to the meeting of the Board at which the party requests to be heard.
 - b. All such requests shall be submitted to the Board Chairperson through the Secretary to the Board of Trustees, by submission either directly to the Secretary or through the office of the President of the University.
 - c. All such requests shall state the subject of the matter to be addressed to Board, the identity or identities of the person(s) who will speak to the subject matter before the Board, the relationship(s) of such person(s) to the University and the matter being brought to

the attention of the Board, the postal and electronic mail addresses and daytime telephone number of the person(s) requesting permission to address the Board.

- d. As the standing committees of the Board are composed of all of the Board's trustees, the Board Chairperson may, in his or her discretion, refer any request to address the Board to such committee of the Board as the Chairperson deems appropriate.
- e. Any presentation to the Board or a committee thereof contemplated under this procedure shall not be longer than five (5) minutes in total length. The Board Chairperson and/or the Chair of the Board committee before which such presentation is to be delivered may at any time, in his or her discretion, increase or decrease the number of persons addressing the Board or committee, and/or lengthen, shorten or cancel the time permitted for any address or presentation.
- f. The format and substance of any address or presentation to the Board or its committees shall at all times remain within the bounds of relevance, civility and decorum as shall be determined in the sole discretion of the chairperson of the body before which the matter is addressed or presented. The chairperson of that body shall at all times possess the authority to lengthen, shorten or cancel, without notice or action of the body, the time allotted to any address or presentation.
- g. No request to address the Board or any of its committees shall knowingly be permitted or permitted to proceed if the substance or purpose of such address is or may be a subject of litigation, collective bargaining, employment relations involving the University, its employees, and/or students; or any other matter which is not properly within the public interest or the interest of the University.

CERTIFICATE

I certify that these Bylaws were adopted by an affirmative vote of not less than six (6) members of the Board of Trustees of Youngstown State University at a regular meeting held on March 10, 1995, amended by an affirmative vote of not less than six (6) members of the Board of Trustees of Youngstown State University at a special meeting held on July 26, 1999, further amended by an affirmative vote of not less than six (6) members of the Board of Trustees of Youngstown State University at a regular meeting held on June 15, 2001, further amended by an affirmative vote of not less than six (6) members of the Board of Trustees of Youngstown State University at a regular meeting held on March 18, 2005, further amended by an affirmative vote of not less than six (6) members of the Board of Trustees of Youngstown State University at a regular meeting held on June 23, 2006, further amended by an affirmative vote of not less than six (6) members of the Board of Trustees of Youngstown State University at a regular meeting held on June 17, 2011 and further amended by an affirmative vote of not less than six (6) members of the Board of Trustees of Youngstown State University at a regular meeting held on March 16, 2016.



March 16, 2016

Secretary to the Board of Trustees

Youngstown State University does not discriminate on the basis of race, color, national origin, sex, sexual orientation, gender identity and/or expression, disability, age, religion or veteran/military status in its programs or activities. Please visit www.yzu.edu/ada-accessibility for contact information for persons designated to handle questions about this policy.

End of Governance Committee addendum

VII. INSTITUTIONAL ENGAGEMENT COMMITTEE

(All Committee resolutions, supporting documents and background materials included in addendum that follows.)

A. Disposition of Minutes

Draft copies of the minutes of the subcommittee's meeting held June 2, 2021, were provided to the trustees prior to the meeting. There being no corrections, additions or deletions thereto, the minutes of the meetings were approved as provided.

B. Old Business

No Old Business

C. Committee Items

1. Institutional Engagement Action Items

a. Resolution to Accept WYSU Memberships

Moved by Trustee George, seconded by Trustee Kerola and unanimously approved by the committee.

b. Resolution to Accept Gift of Real Estate

Moved by Trustee George, seconded by Trustee Kerola and unanimously approved by the committee.

2. Institutional Engagement Discussion Items

a. Integrated Marketing and Communication Strategy

Ross Morrone of the Office of Marketing and Communications presented the university's integrated marketing and communication strategy. He noted that there are 7.8 million people in a 100-mile radius of Youngstown, 790,000 of which are college eligible. He said the university's marketing budget was increased to \$1.6 million this year. He also noted that the marketing strategy utilizes enrollment data from internal resources, EAB and Gray Associates to make informed decisions on geographic ad placement, program promotion and market opportunities. He indicated a focus will be on the Cleveland-to-Pittsburgh and Erie-to-Canton corridors.

b. Inaugural Compilation of Centers and Institutes - Next Steps

Amy Cossentino, associate provost and dean of the YSU Sokolov Honors College, reported on the university's continued review and assessment of YSU's "Centers" and "Institutes," including impact on the community. She indicated the university's policy on centers, institutes and partnerships will be reviewed and an annual update implemented.

c. Update - Division of Workforce Education and Innovation

David Sipusic, executive director of the YSU Excellence Training Center and associate general counsel for Research, reported on the ribbon-cutting of the ETC and the recent announcement of a \$5 million gift from Dr. Chander and Karen Kohli to name the building Kohli Hall. Jennifer Oddo, executive director of Strategic Workforce Education and Innovation, reported on several initiatives, including the Energy Storage Training and Innovation Center, the YSU Skills Accelerator and the IBM IT Workforce Accelerator. Oddo also reported that she and President Tressel met with General Motors CEO Mary Barra in August at Ultium Cells in Lordstown. Tressel said Barra requested that YSU be invited to the meeting, and he noted that eight of the 10 engineers who spoke at the event were graduates of YSU.

d. YSU Foundation Quarterly Gift Report

Paul McFadden, president of the YSU Foundation, reported that the Foundation received 801 outright gifts and 14 pledges totaling \$2.166 million, pledge payments totaling \$1.045 million and three new planned gift commitments totaling \$130,000 for the fourth quarter of Fiscal Year 2021.

McFadden additionally shared that the “We See Tomorrow” fund-raising campaign has concluded, with a total of \$126,187,126, well above the initial \$100 million goal. The campaign attracted 32,581 gifts, 40 gifts of \$1 million or more, 57 gifts of \$100,000 or greater from out of town donors, and 6,004 first-time donors. He also reported that nearly \$88 million has been received, which he said is well above the average for a campaign of this size at this stage. He also said the Foundation will soon release several television commercials specifically addressing how the money raised will impact the university. He concluded by announcing that the Foundation is likely to increase the merit scholarship pool to the university by about \$750,000.

D. New Business

No New Business

E. Adjournment

(All committee resolutions, supporting documents and background materials included in addendum that follows.)

Addendum

YSU Board of Trustees Institutional Engagement Committee Sept. 1, 2021



RESOLUTION TO ACCEPT WYSU MEMBERSHIPS

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

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

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

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

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

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

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

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



**YOUNGSTOWN
STATE
UNIVERSITY**

RESOLUTION TO ACCEPT GIFT OF REAL ESTATE

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

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

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

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

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

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

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

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

**Part YCL 914
Bryson St
Property**

Exhibit A



0 12.5 25 50



Feet

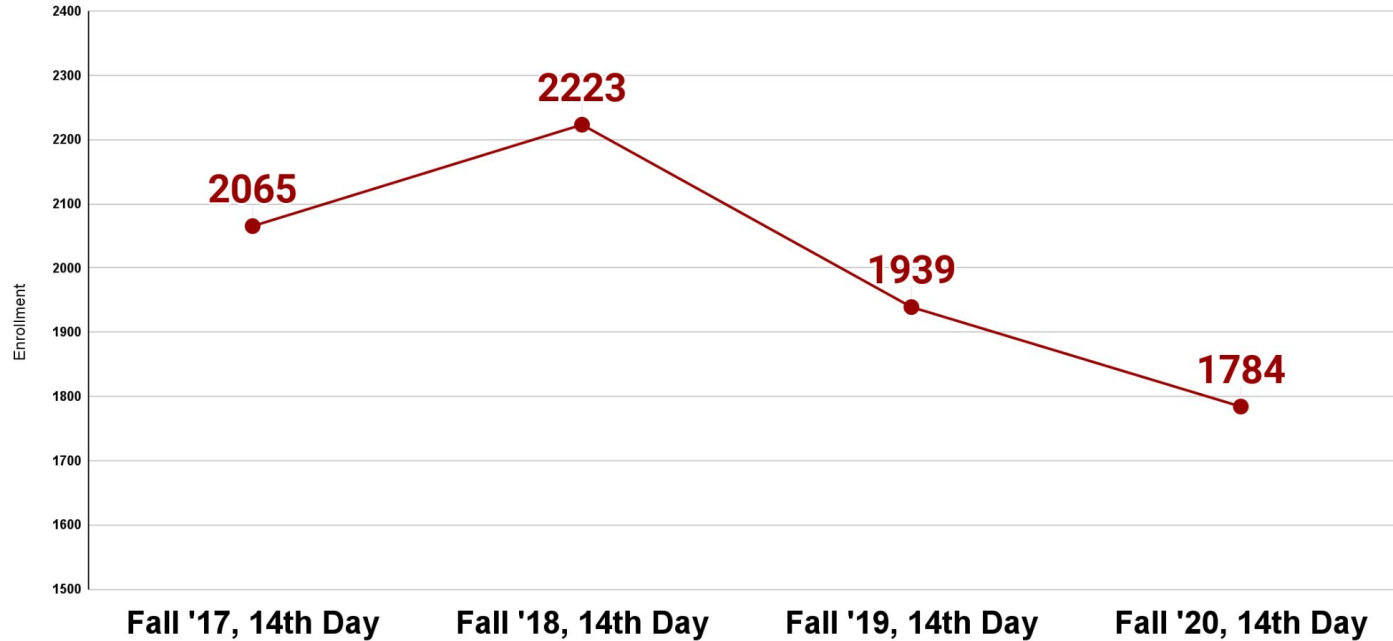
Prepared by:
Youngstown State University
Department of Humanities
and Social Sciences
Geography and Urban-
Regional Studies Program
Source: Mahoning County
Enterprise GIS files,
2017 orthophoto
7/19/2021

MARKETING PLAN

FY21/22

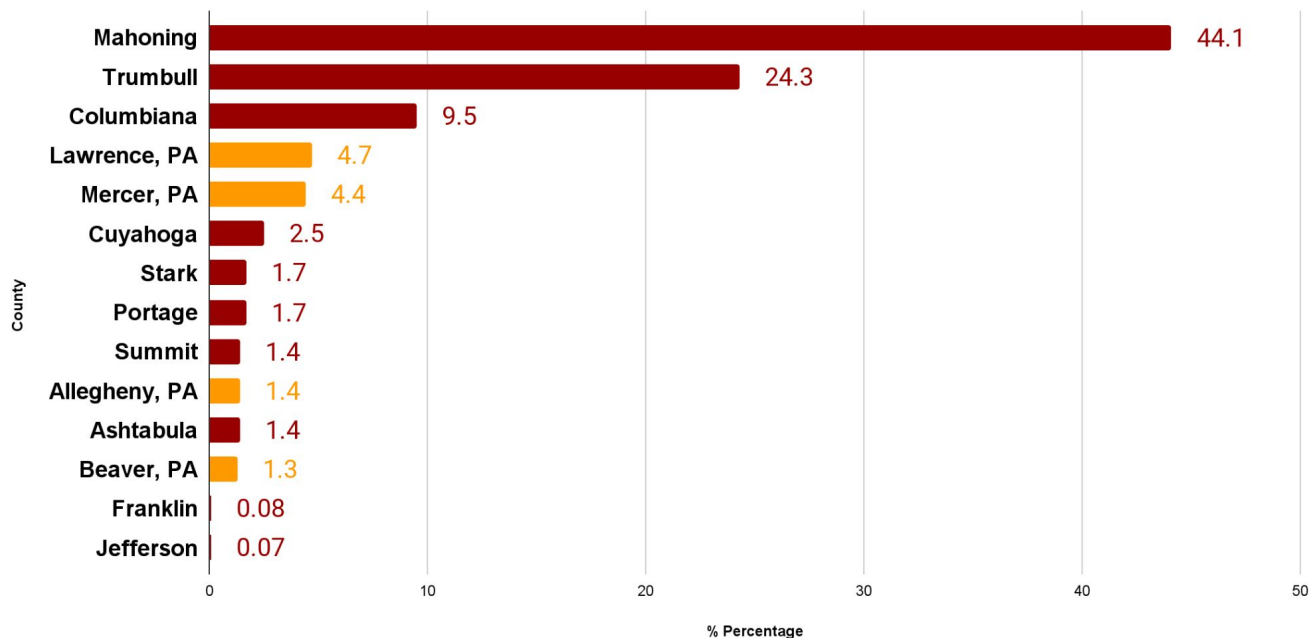


FIRST TIME, FULL TIME, DEGREE SEEKING



YOUNGSTOWN
STATE
UNIVERSITY

FALL 2020, FRESHMAN ENROLLMENT



100 MILES OF OPPORTUNITY



FALL 2022 & BEYOND

There are over 7.8 MILLION individuals living within 100 miles of Youngstown, Ohio. 790,000 are college eligible.



YOUNGSTOWN
STATE
UNIVERSITY

BUDGET

Budget increase from **\$300,000** to **\$1,600,000**...and beyond

GEOGRAPHIC TARGET

80 - 100 mile radius covering CLE to PITT and ERIE to AKR / CNT

MEDIA BUY

Multi-channel approach using both traditional and digital mediums.

FOCUS ON TOUCHPOINTS

Our approach is to overlap media placements with ad repetition for our audiences where we build brand recognition, trust and call to actions.

REGIONAL MEDIA RELATIONSHIPS

Engage with regional media outlets to build and maintain relationships for press opportunities.



YOUNGSTOWN
STATE
UNIVERSITY

Y YOUNGSTOWN STATE UNIVERSITY
A PLACE TO **LIVE**
A PLACE TO **LEARN**
explore.ysu.edu

Y YOUNGSTOWN STATE UNIVERSITY
WHERE **INTERNSHIPS**
BECOME **INTERVIEWS**
explore.ysu.edu

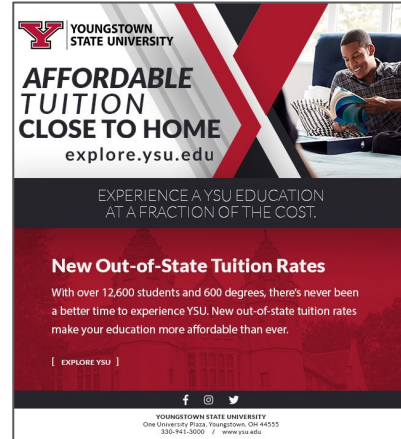
Y YOUNGSTOWN STATE UNIVERSITY
A **VALUABLE EDUCATION**
CLOSE TO HOME
explore.ysu.edu

Y YOUNGSTOWN STATE UNIVERSITY
explore.ysu.edu

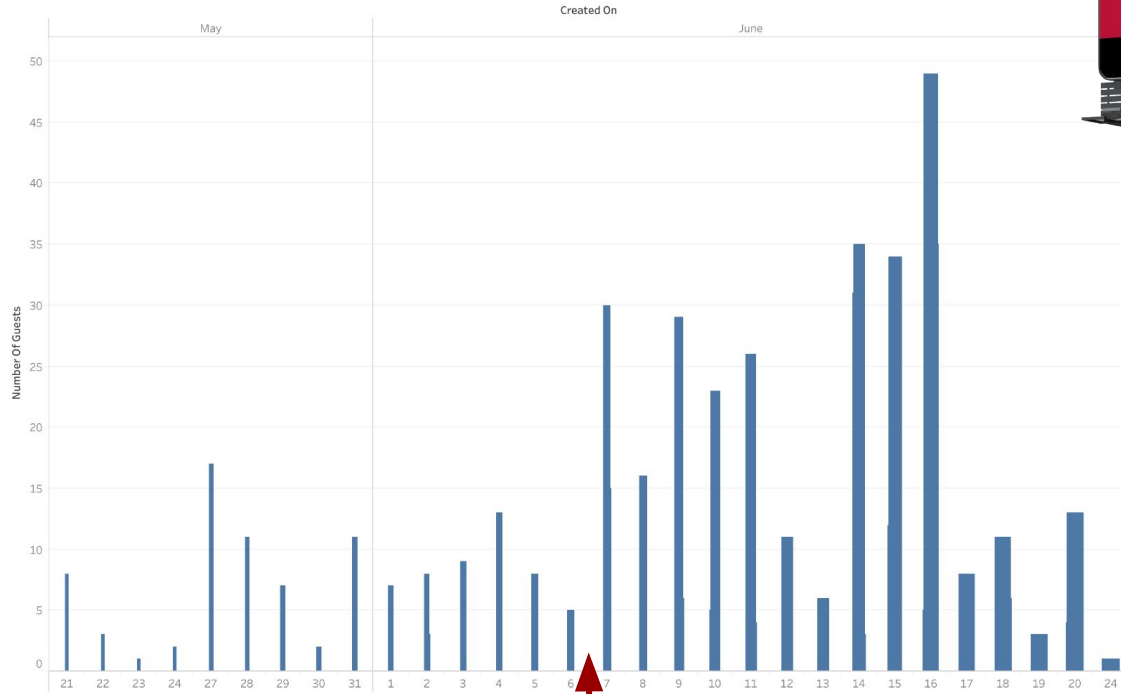
Y YOUNGSTOWN STATE UNIVERSITY
SMALL TOWN. **BIG OPPORTUNITY.**
explore.ysu.edu

AGILE MESSAGING

With media buys in place we are able to change our digital messaging at any time.



PENGUIN PREVIEW DAY



Campaign Begins

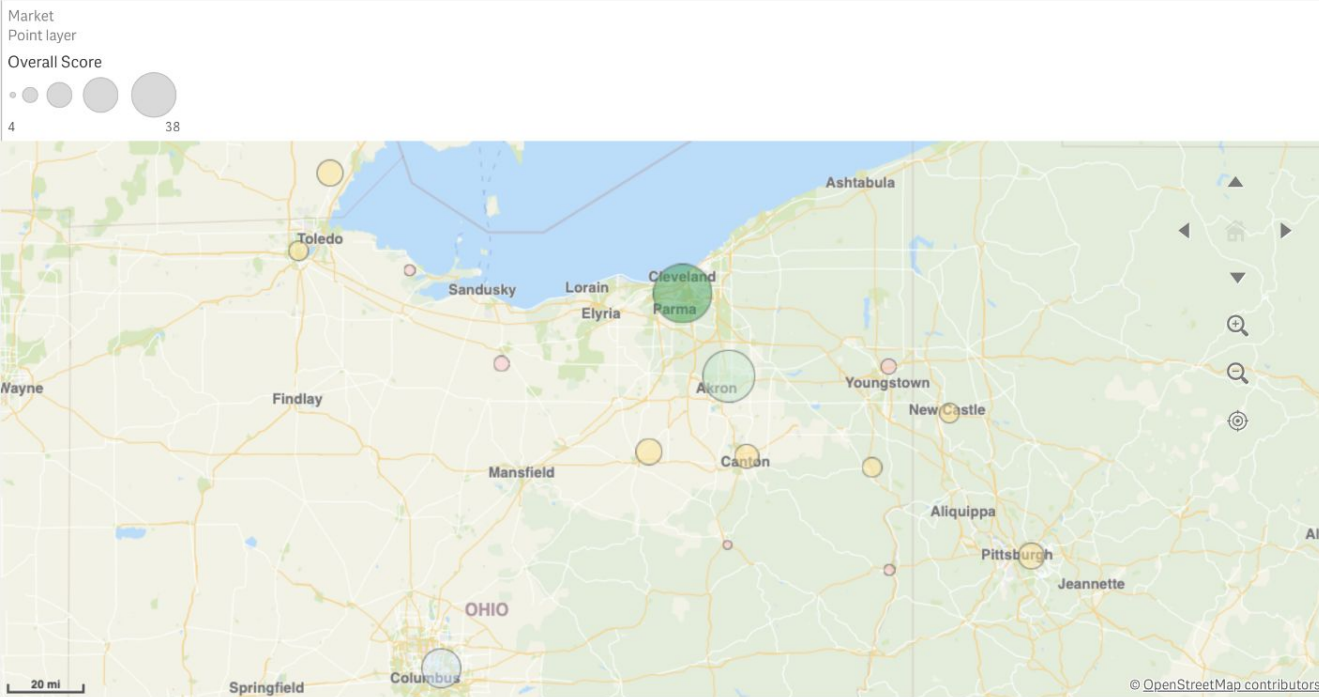


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COMBINING DATA SOURCES

We utilize enrollment data from internal resources, EAB and Gray & Associates to make informed decisions on geographic ad placement, program promotion and market opportunities.

Scores By Market



Overall Score and Percentile by Market

(Double-click Field headers to change sorting.)

Market	Overall Score	Overall Percentile
Cleveland-Elyria OH	38	96
Akron OH	33	91
Columbus OH	25	83
Wooster OH	16	64
Pittsburgh PA	16	64
Monroe MI	16	64
Canton-Massillon OH	14	54
Toledo OH	12	48
New Castle PA	12	48
Salem OH	11	42
Norwalk OH	9	32
Youngstown-Warren-Boardman OH-PA	8	26
Port Clinton OH	6	19
Weirton-Steubenville WV-OH	6	19
New Philadelphia-Dover OH	4	12



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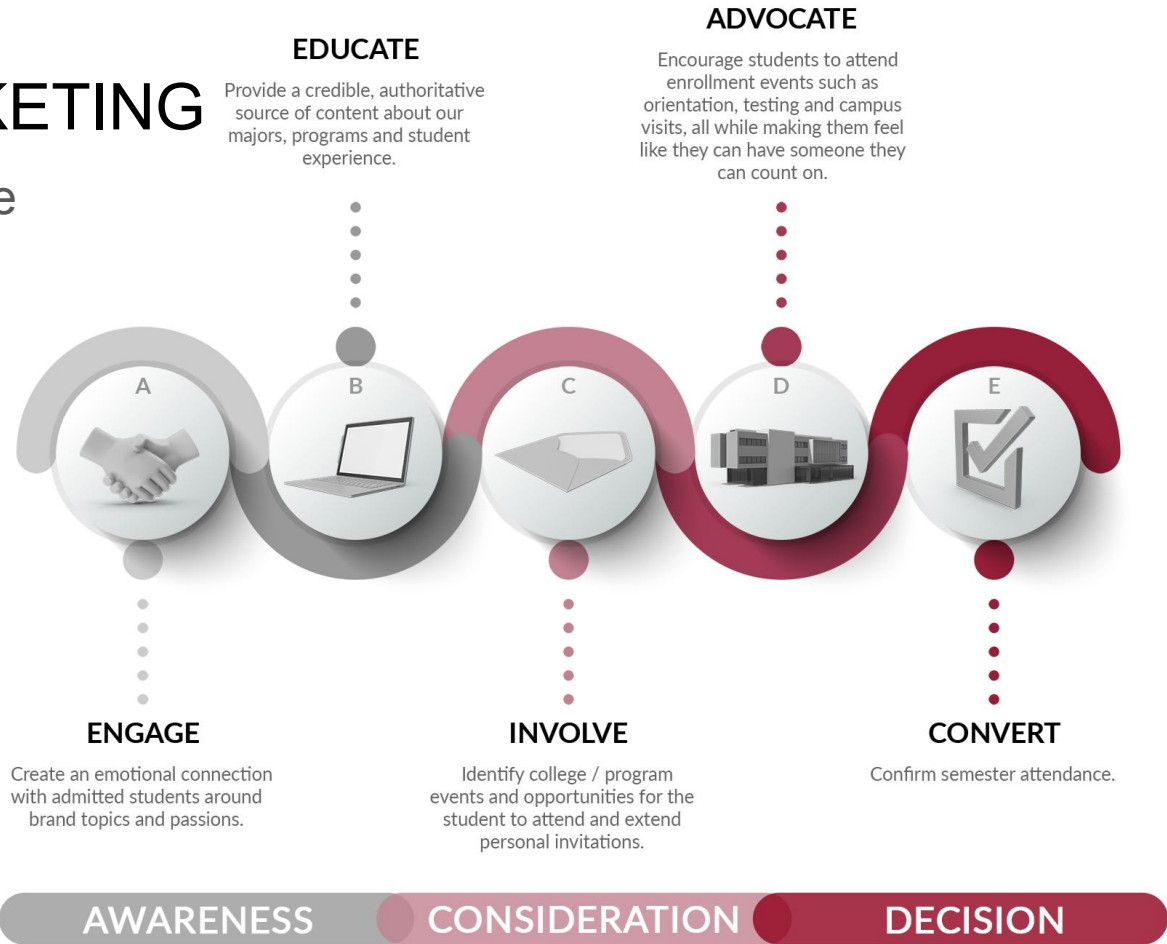
GRAYASSOCIATES

Student Demand					Competitive Intensity					Employment					Demographics					Opportunity																													
Percentile: 80					Score: 6					Percentile: 71					Score: 8					Percentile: 89					Score: 14					Percentile: NA					Score: NS					Percentile: 97					Score: 10				
Category	Pctl	Criterion	Value	Score	Category	Pctl	Criterion	Value	Score	Category	Pctl	Criterion	Value	Score	Category	Pctl	Criterion	Value	Score	Category	Pctl	Criterion	Value	Score	Category	Pctl	Criterion	Value	Score	Category	Pctl	Criterion	Value	Score															
Size	87	Inquiry Volume (12 Months)	328	3	Volume of Competition	0	Campuses with Graduates**	0	5	Size (Direct Prep)	79	Job Postings Total (12 Months)*	554	2	Population	84	Age 18-34	560,702	NS	Potential Market Completions	86	Potential: From Population	79	NA	Educational Attainment	23	Age 18-34 Growth (5yr)	-1.8%	NS	85	Potential: From Google Searches	81	NA	Under-served Completions	91	Gap: From Population	54	2											
	85	Google Search Volume (3 Months)*	1,157	3		64	Institutions with Online In-Market Students**	58	NS		82	BLS Current Employment*	2,703	3		86	Total	2,506,452	NS		87	Potential: From Inquiries	87	NA		63	Age 25+: Bachelors degree & above	19.3%	NS	94	Gap: From Google Searches	56	2																
	44	On-ground Completions at In-Market Institutions	0	0		0	Institutions YoY Change (Units)**	0	1		82	BLS Annual Job Openings*	236	3		13	Total Growth (5yr)	-0.1%	NS		79	Potential: From Job Postings	54	NA		67	Age 25+: Masters degree & above	7.2%	NS	96	Gap: From Inquiries	62	3																
	83	Online Completions by In-Market Students	25	NS		NA	Average Completions by Local Institution	NA	0	Size (Generalist)	85	BLS Share of Generalist Employment*	448	NS		Educational Attainment	62	Age 25+: Associates degree & above	24.6%		NS	82	Potential: From BLS Employment	80		NA	Under-served Completions	62	Age 25+: Associates degree & above	24.6%	NS	82	BLS 1-Year Historical Growth*		-8.3%	NS	86	Gap: From Job Postings	29	1									
	61	Sum of On-ground and Online Completions	25	0		78	Median Completions by Local Institution	0	4		84	BLS Share of Generalist Openings*	40	NS			Educational Attainment	63	Age 25+: Bachelors degree & above		19.3%	NS	85	BLS 3-Year Historic Growth (CAGR)*		1.1%		2	67	Age 25+: Masters degree & above	7.2%	NS	92		Gap: From BLS Employment	55	2												
	Growth	19	Inquiry Volume YoY Change (Units)	-45		-1	86	YoY Median Program Change (Units)	NA		NS	Growth (Direct Prep)	82	BLS 1-Year Historical Growth*				-8.3%	NS		Educational Attainment	68	Age 25+: Doctorate	2.2%		NS		19	BLS 10-year Growth Forecast (CAGR)*	0.8%	NS	79	Job Postings per Graduate*		9.1	1	79	Gap: From Population	54	2									
80		Google Search YoY Change (Units)*	184	1	90	YoY Median Program Change (%)	NA	NS	85	BLS 3-Year Historic Growth (CAGR)*	1.1%		2	Educational Attainment	68			Age 25+: Doctorate	2.2%	NS		79	BLS 10-year Growth Forecast (CAGR)*	0.8%	NS	76		BLS Job Openings per Graduate*	3.9	1	86	Gap: From Job Postings	29	1															
75		Completion Volume YoY Change (Units)	3	0	Market Saturation	31	Average Cost per Inquiry**	\$33.87	2	Saturation (Direct Prep)	79		Job Postings per Graduate*		9.1			1	Educational Attainment	68		Age 25+: Doctorate	2.2%	NS	76	BLS Job Openings per Graduate*		3.9	1	92	Gap: From BLS Employment	55	2																
50		Inquiry Volume YoY Change (%)	-12%	NS		92	Google Search Cost per Click* **	\$36.99	-2		Saturation (Direct Prep)	76	BLS Job Openings per Graduate*		3.9			1		Educational Attainment		68	Age 25+: Doctorate	2.2%	NS	76		BLS Job Openings per Graduate*	3.9	1	92	Gap: From BLS Employment	55	2															
25		Google Search YoY Change (%)	19%	NS	93	Google Competition Index* **	0.86	-2	Saturation (Direct Prep)			76	BLS Job Openings per Graduate*		3.9	1		Educational Attainment				68	Age 25+: Doctorate	2.2%	NS	76	BLS Job Openings per Graduate*	3.9	1	92	Gap: From BLS Employment	55	2																
72	Completion Volume YoY Change (%)	13%	NS	Market Saturation	93	Google Competition Index* **	0.86	-2		Saturation (Direct Prep)		76	BLS Job Openings per Graduate*		3.9	1	Educational Attainment					68	Age 25+: Doctorate	2.2%	NS	76	BLS Job Openings per Graduate*	3.9	1	92	Gap: From BLS Employment	55	2																
Wages (Direct Prep)	63	BLS 10th-Percentile Wages*	\$48,532		2	Wages (Direct Prep)	63	BLS 10th-Percentile Wages*			\$48,532	2	Wages (Direct Prep)		63	BLS 10th-Percentile Wages*					\$48,532	2	Wages (Direct Prep)	63	BLS 10th-Percentile Wages*	\$48,532	2	Wages (Direct Prep)	63	BLS 10th-Percentile Wages*	\$48,532	2	Wages (Direct Prep)	63	BLS 10th-Percentile Wages*	\$48,532	2												
	53	BLS Mean Wages*	\$79,281		NS		Wages (Direct Prep)	53	BLS Mean Wages*		\$79,281	NS		Wages (Direct Prep)	53	BLS Mean Wages*					\$79,281	NS		Wages (Direct Prep)	53	BLS Mean Wages*	\$79,281		NS	Wages (Direct Prep)	53	BLS Mean Wages*		\$79,281	NS	Wages (Direct Prep)	53	BLS Mean Wages*	\$79,281	NS									



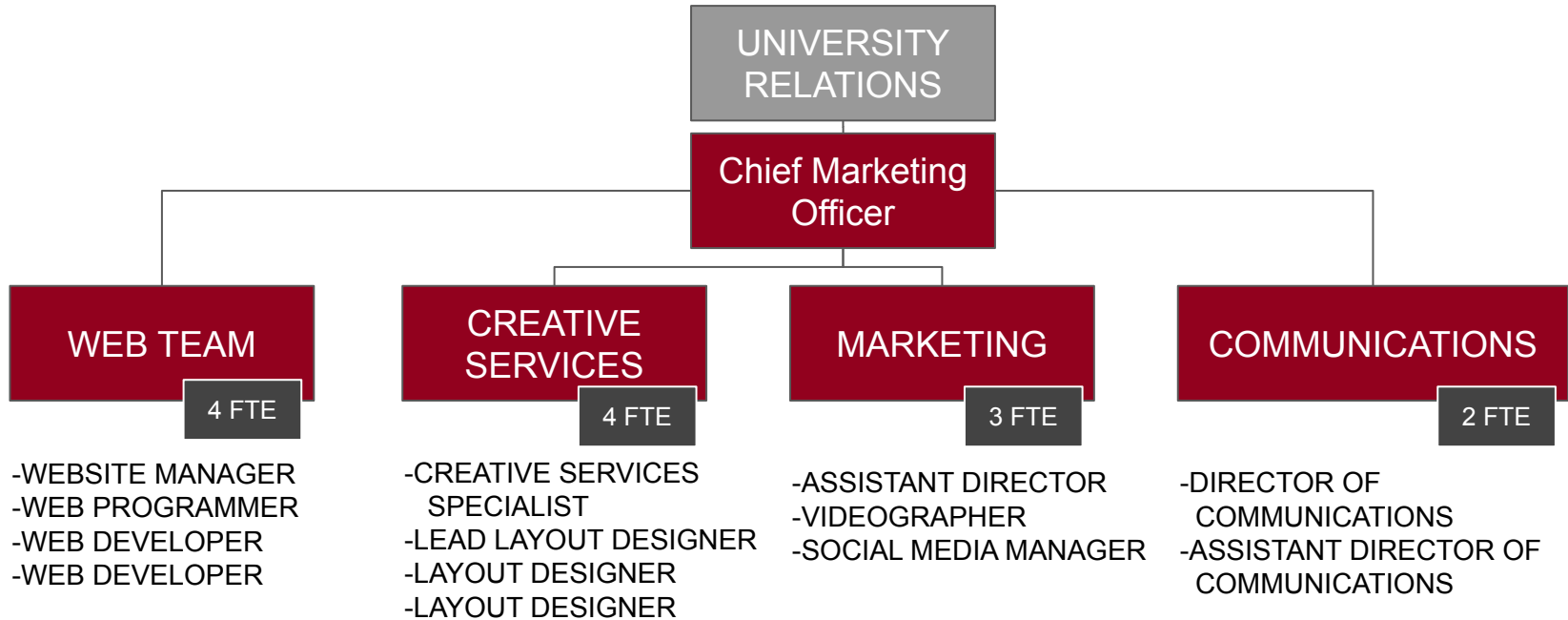
ENROLLMENT MARKETING

We support the top and middle portions of the enrollment funnel by using tools that support one on one student engagement.



YOUNGSTOWN
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UNIVERSITY

ORGANIZATIONAL CHART



THANK YOU



3356-10-22 Partnerships, centers, and related arrangements.

Responsible Division/Office: Academic Affairs
Responsible Officer: Provost and Vice President for Academic Affairs
Revision History: September 2017
Board Committee: Academic and Student Affairs
Effective Date: September 7, 2017
Next Review: 2022

- (A) Policy statement. The president is authorized and encouraged to pursue, develop, and expand partnerships, cooperative programs, contractual arrangements, and similar relationships that support and promote the mission of the university; and subject to approval by the board of trustees, establish, alter, or abolish centers, institutes, or laboratories that advance those goals.
- (B) Purpose. In striving to fulfill its teaching/learning, research/scholarship, and community service goals, the university actively becomes involved in the establishment of mutually beneficial partnerships or similar arrangements with a broad range of public and private entities and may establish centers, institutes, or laboratories (referred to as CIL/CILs) to strengthen and enrich the educational (teaching and learning), research (and scholarship), and public service activities of faculty and students.
- (C) Procedures.
- (1) The chairperson of a department, council, committee or task force, or an individual member of the university community, may submit to the provost/vice president for academic affairs, after review by the appropriate academic dean(s) or executive director, proposals to establish partnerships, CILs, or related arrangements between the university and private or public entities.
 - (2) Proposals will include:
 - (a) Statement of need and purpose;
 - (b) Description of partnership or CIL and manner in which the arrangement will meet the stated need;

- (c) Statement of the relationship between outside entity[s] and the university as outlined in the agreement;
 - (d) Identification of personnel/departments to be involved;
 - (e) Delineation of responsibilities of the university and other involved parties;
 - (f) Estimation of needs for fiscal resources, space, and equipment;
 - (g) A description of how these needs will be met;
 - (h) Work plan and budget for three years, including the sources of fiscal commitments; and
 - (i) A description of where administrative responsibility is housed and the lines of responsibility.
- (3) Proposals will be circulated to all entities or individuals that might be involved for review and feedback prior to submission to the provost/vice president for academic affairs. All approvals to commit resources will be in writing and appended to the proposal during this process.
- (4) The provost/vice president for academic affairs will determine whether review of the statement of partnership by the office of the general counsel is required.
- (a) When the proposal involves research and/or sponsored programs, the office of research services must be contacted, and review by the associate vice president for research is required, including written recommendation/determination about whether the proposed agreement/partnership is allowable under grants policies.
 - (b) When the proposal involves international collaboration, the international programs office must be contacted, and review by the associate provost for international and global initiatives is required, including a written statement

indicating potential issues or concerns regarding immigration or other international affairs issues.

- (c) When the proposal involves graduate programs, the graduate college must be contacted and review by the dean of the graduate college is required.
 - (d) When there are issues of ownership of intellectual property arising from the research or service mission of a proposed CIL, the general counsel will review the proposal.
- (5) Upon the completion of this consultative process, the provost/vice president for academic affairs may authorize implementation of the partnership or program or establishment of the center.
- (6) All relationships and CILs established under this policy will be evaluated no less frequently than every five years, with newly established relationships evaluated within three years of their creation.



Youngstown State University
**Division of Workforce
Education & Innovation**



Board of Trustees
Institutional Engagement Committee Report
September 1, 2021




Excellence Training Center – Main Campus



Excellence
Training
Center

ETC BOT Update – September 1, 2021

Project	Details	Revenue/Award
ETC Summer Youth Camps	100 youth certificates issued to members of The Red Zone, Kool Boiz and Youngstown City Schools in basic additive manufacturing.	\$12,000
Ex-One Tech Transfer	Joint patent filing on 3D powder cyclonic vacuum process.	\$10,000
RJT/Eastgate Additive Grant	Education funding to provide support for training opportunities, programming and administration of hands-on ETC certificate programs in advanced manufacturing.	\$250,000
 Regionally Aligned Priorities in Delivering Skills	Ohio Controlling Board award for purchase of Fanuc Robotics equipment and iRvision software in support of ETC robotics certification programming.	\$258,735
ETC Programming Support	Choffin Career Center donation of hand tools and measuring instruments for use in ETC training programs.	\$100,000* (In-kind)
Programming Update	Industrial Maintenance, CNC Machining, Robotics and Automation programs launching August/September 2021. Humtown Products first industry partner to lease space in ETC. 13 companies have met with and toured the ETC and are in discussions on education, training and research/commercial opportunities.	\$3,800
Revenue/Award Totals	For the period of July 1, 2021 – August 14, 2021	<u>\$634,535</u>

David J. Sipusic - Executive Director



Energy Storage Training and Innovation Center

Youngstown State University has actively engaged with Eastern Gateway Community College and BRITE Energy Innovators on site selection, programming and delivery of training through this center concept.

Separately, the US Department of Energy awarded Youngstown State University a project to assess the regional and national workforce needs of the energy storage industry. This project and final study, in partnership with BRITE Energy Innovators and Oak Ridge National Labs, will help guide the vision and broader needs of the training and innovation center and is expected to kick off in late Q2 2021.



Workforce Innovation Services

Virtual Career Fairs

- YSU, in partnership with JobsOhio and OhioMeansJobs has hosted two virtual career fairs (VCF) to connect career explorers to the region's employers.
- VCF #1 was held on April 28 and featured Ultium Cells as the single employer.
- VCF #2 was held on June 16 and featured 22 regional employers.
- Aggregate data can be found on page 6.

Community-Based Organization

- YSU has established active partnerships with several community-based organizations to conduct outreach to our underserved population.
- The YSU workforce staff has attended several events to engage with our underserved including Youngstown Now events and Juneteenth festivities.
- ½ page Vindicator/Chronical ad to promote and thank our gracious partners for their support.

High Schools

- The YSU Division of Workforce Education has hired workforce development staff to lead direct outreach and engagement with high schools and career and technical centers.
- The YSU staff engaged with all school districts within the tri-county area to promote the new emerging jobs and alternative educational pathways for workforce ready youth.
- High school numbers are reflected in the aggregate data on page 6.

Media

- WKBN virtual career fair digital marketing campaign had over 500,000 impressions.
- YSU Social media reached over 13,000 throughout Northeast Ohio.
- YSU digital marketing campaign with outreach to over 20,000 unique users.
- Additional promotion of the event through various local media sources and interviews.

Workforce Innovation Services – Virtual Career Fairs

YSU Workforce in collaboration with JobsOhio, Ultium Cells and through the GM Community Investment launched two virtual career fairs. Aggregate data for both career fairs illustrated below.

Figure 1

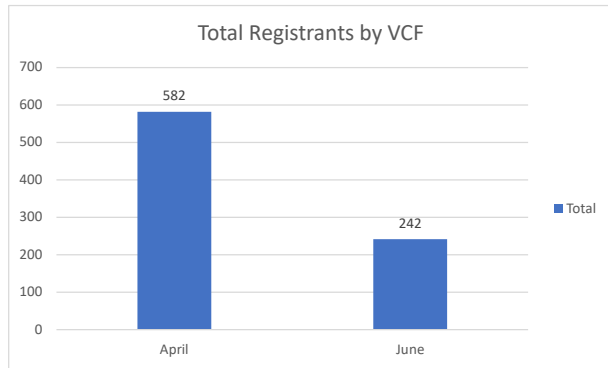


Figure 2

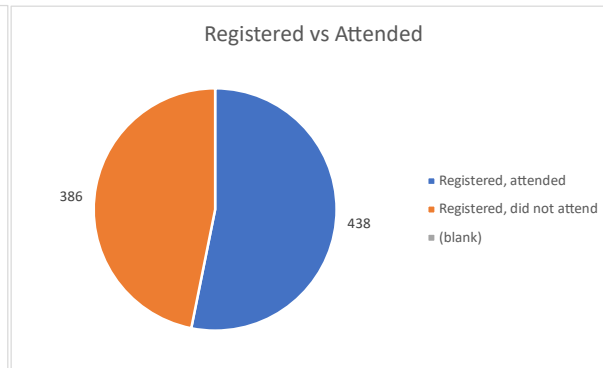


Figure 3

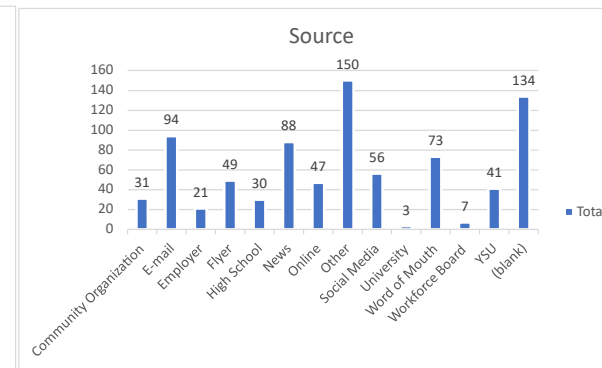


Figure 4

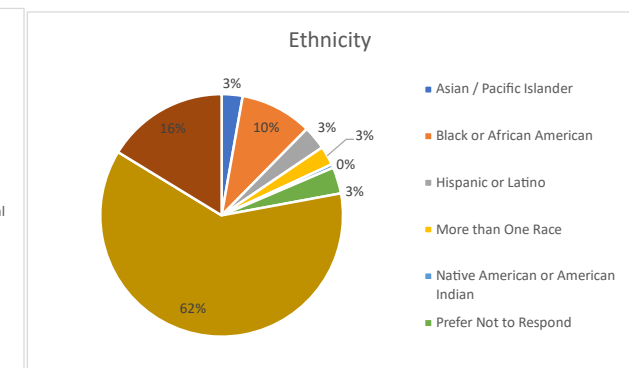


Figure 5

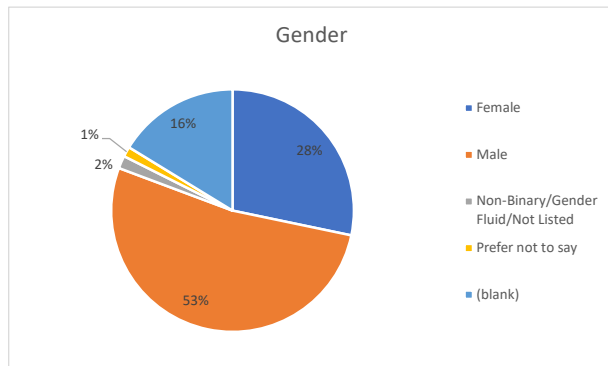


Figure 6

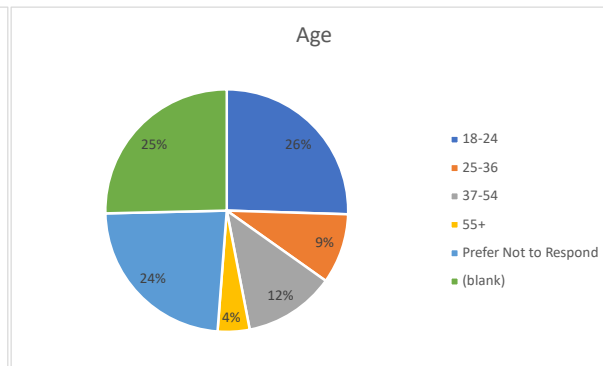


Figure 7

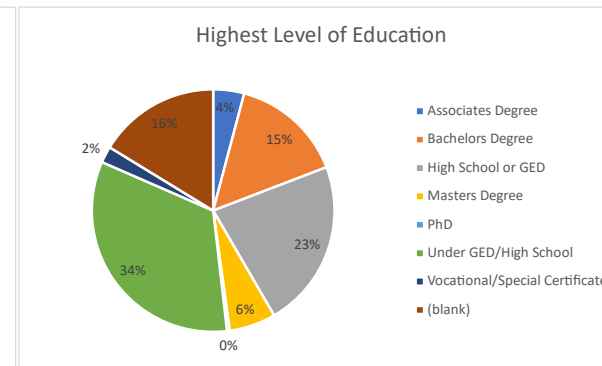
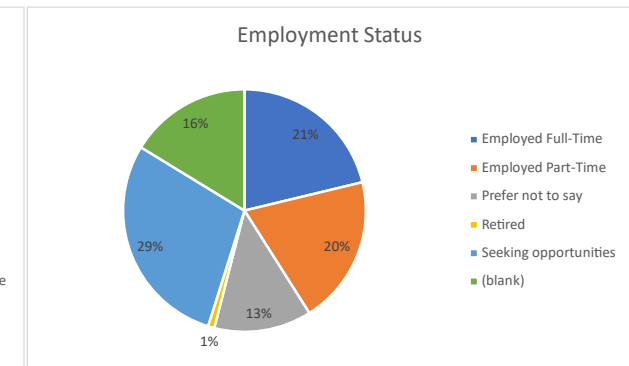


Figure 8



Workforce Innovation Services - Partnerships

YSU has established partnerships with local, regional and national organizations to advance the mission and outcomes of our workforce initiatives.



Outreach Partners

Girl Scouts of Northeast Ohio, Veteran's Service Commission, Mahoning County, Trumbull County Career and Technical Center, Columbiana County Career and Technical Center, Urban Scholars, Mahoning County Juvenile Court, Mahoning County Career and Technical Center, Youngstown City Schools Parent University, Finer Things Academy, Respect Basketball League, Flying High, Raymond John Wean Foundation, Inspiring Minds Youngstown and Warren, & My Brother's Keeper Alliance



Workforce Education Programs

YSU Skills Accelerator

On-demand learning for in-demand jobs.

- IBM Blockchain
- IBM Chatbot
- IBM Design Thinking
- IBM Big Data
- IBM Cloud
- Professional Skills
- AWS Developer
- Salesforce
- Microsoft Cloud
- Fanuc
- OSHA
- Project Manager
- Business Analyst
- Certified Manufacturing Associate (CMFGa)
- YSU IT Programs (in process)

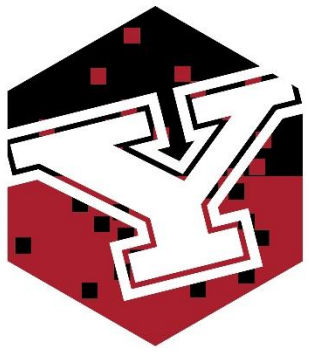
- Employer hosted and customized learning management system

IBM IT Workforce Accelerator

- Powered by YSU Skills Accelerator
- IBM IT Pre-apprenticeship program approved for YSU PLA Credit (3-6 credits)
- Submitted to ODE/ODHE for industry recognition under ITAGs, high school incentives.
- See Slide 4 for detailed data

TechCred

- Powered by the YSU Skills Accelerator
- Training program funded by Governor's Office of Workforce Transformation.
- YSU is now an approved TechCred training provider for advanced mfg, IT and other professional business certificates.
- Employers eligible for training reimbursements up to \$2000 per credential or \$30,000 per employer per application period.



SkillsAccelerator

Youngstown State University

The YSU Division of Workforce Education and Innovation has launched the [YSU Skills Accelerator](#) for individuals and businesses. The Skills Accelerator is an online community of learning designed to accelerate the development of in-demand industry skills centered around advanced manufacturing, information technology, business and professional skills.

In simple terms, ***on-demand learning for in-demand jobs.***

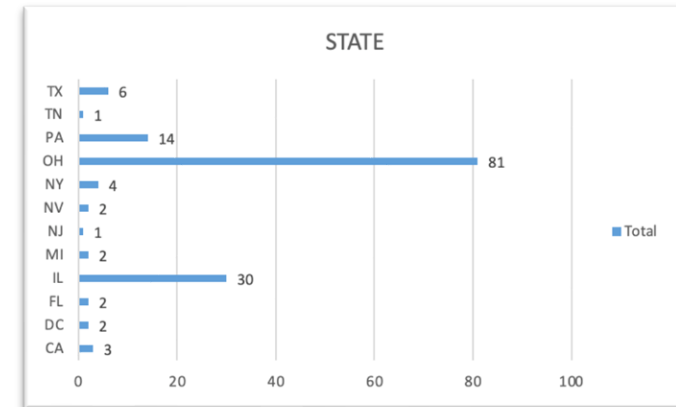
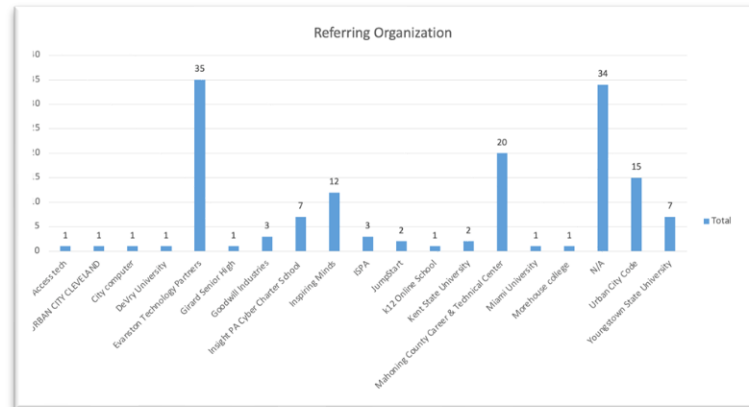
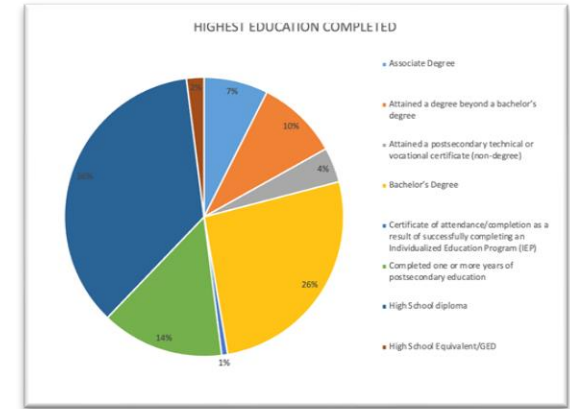
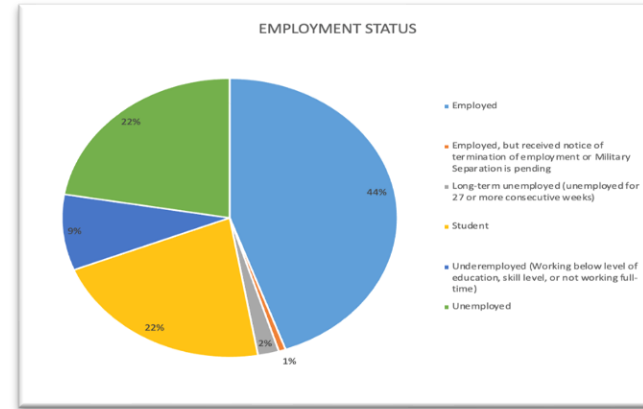
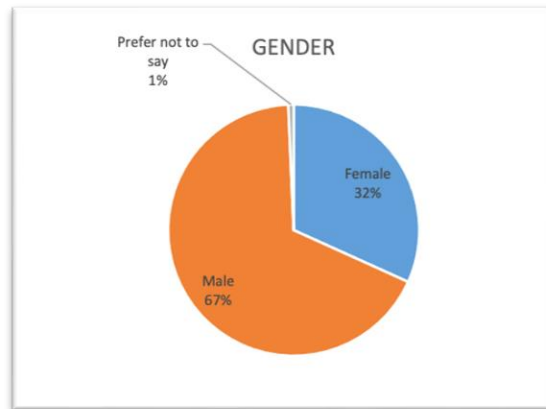
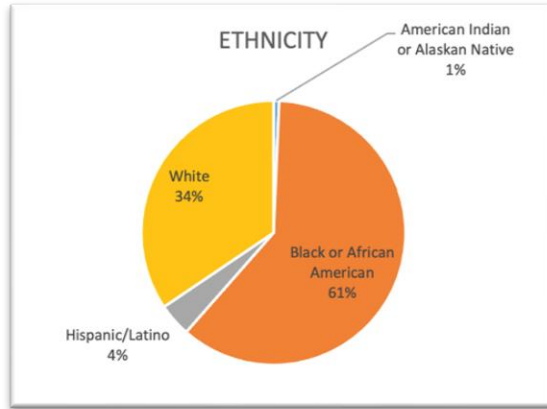
The Skills Accelerator, made possible in part through the General Motors Community Investment, offers a wide variety of free and paid courses and stackable industry credentials designed to help usher in the next generation of skilled workforce for industry and for the region.

Individuals who complete courses, certificates and certifications offered through the YSU Skills Accelerator will receive a YSU issued and/or industry recognized digital credential upon completion.

Businesses can also leverage the YSU Skills Accelerator as a learning management system with customized learning content designed to upskill or reskill current employees.

128 new participants since June 16, 2021

IBM IT Workforce Accelerator



2021 NET NEW = 148

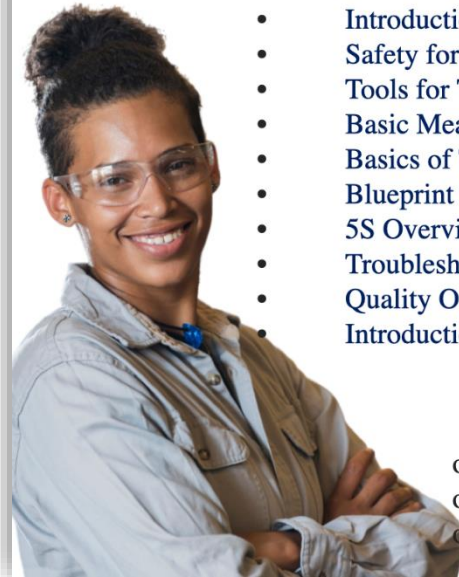
Advanced Manufacturing Foundations Credential

YSU in partnership with Tooling-U/SME is now offering the Certified Manufacturing Associate (CMFGa) certificate. Leveraging the GM Community Support Funds, this online training program plus exam costs will be fully subsidized and available at no cost to members of the community. Completers will receive an industry recognized certificate upon completion and passing of the exam. This program will also be eligible for high school credit beginning in the 2022-2023 academic year.

A pre-apprenticeship certificate program is currently under development and will be available in Summer 2021.

The CMFGa and additional training is powered by the YSU Skills Accelerator.

CMfgA Program: 25 Online Courses



- Introduction to Additive Manufacturing 111
- Introduction to CNC Machines 201
- Introduction to Assembly 101
- Safety for Assembly 211
- Tools for Threaded Fasteners 235
- Basic Measurement 101
- Basics of Tolerance 121
- Blueprint Reading 131
- 5S Overview 151
- Troubleshooting 181
- Quality Overview 111
- Introduction to Robotics 201
- Robot Safety 211
- Bloodborne Pathogens 161
- Intro to OSHA 101
- Ergonomics 102
- Personal Protective Equipment 111
- Lockout/Tagout Procedures 141
- SDS and Hazard Communication 151
- Hand and Power Tool Safety 201
- Fire Safety and Prevention 181
- Math Fundamentals 101
- Math: Fractions and Decimals 111
- Units of Measurement 112
- Lean Manufacturing Overview 101

About Each Course:

- o 1-hour to complete
- o Pre-Assessment
- o Final Exam

“Orientation” Courses:

- Manufacturing 101
- Careers in Manufacturing 102



and proud.

GOVERNMENT/RESEARCH/BUSINESS ENGAGEMENT (JUNE 2021 – AUGUST 2021)

PROJECT	PARTNER(S)	FUNDING SOURCE	DESCRIPTION
YSU IBM ITWA	IBM	IBM IN-KIND (\$625,000)	WORKFORCE DEVELOPMENT: PRE-APPRENTICE AND APPRENTICESHIPS
GM ETC/WORKFORCE CENTER	GM/ULTIUM/LG CHEM	GM (\$5M)	DEVELOPMENT OF WORKFORCE TRAINING CENTER
LORDSTOWN RECOVERY GRANT	KENT STATE UNIVERSITY CLEVELAND URBAN DESIGN COLLABORATIVE	U.S DEPT. OF COMMERCE (EDA)/EASTGATE REGIONAL COUNCIL OF GOVERNMENTS (\$435,000)	DEVELOPMENT OF LORDSTOWN ECONOMIC RECOVERY PLAN
COMMUNITIES OF EXCELLENCE	MALCOLM BALDRIGE FOUNDATION/YSU/MERCY HEALTH/WEAN/YOUNGSTOWN FOUNDATION/EASTGATE REGIONAL COUNCIL	MALCOLM BALDRIGE FOUNDATION/EASTGATE REGIONAL COUNCIL/WEAN/MERCY HEALTH/YOUNGSTOWN FOUNDATION (\$20k)	ECONOMIC RECOVERY STRATEGIC PLANNING AMONGST MAHONING VALLEY ORGANIZATIONS
DEFENSE LOGISTICS AGENCY (DLA) CASTING PROJECT	YSU/UNIVERSITY OF NORTHERN IOWA/AMERICA MAKES	3DP DEFENSE APPROPRIATION REQUEST (\$5M proposed)	INTEGRATION OF INDUSTRY 4.0 TECHNOLOGY INTO SME FOUNDRY/CASTING DEFENSE SUPPLY CHAIN
HYBRID MANUFACTURING HUB & SPOKE DESIGNATION	OAK RIDGE NATIONAL LABS	ORNL/DEPARTMENT OF ENERGY (\$2M proposed)	DESIGNATION OF YSU AS A HYBRID MANUFACTURING R&D SPOKE
ENERGY STORAGE RESEARCH CENTER STUDY	YSU/BRITE ENERGY INNOVATORS	DEPARTMENT OF ENERGY (\$1M)	EV/ENERGY STORAGE RESEARCH AND INNOVATION STUDY
LORDSTOWN ENERGY STORAGE RESEARCH	YSU/EGCC/DOE/BRITE ENERGY INNOVATORS/ORNL	DEPARTMENT OF ENERGY/ORNL (\$10M)	LORDSTOWN HUB ENERGY STORAGE CENTER
AUTONOMOUS VEHICLE CONFERENCE	YSU/EASTGATE REGIONAL COUNCIL OF GOVERNMENTS	DRIVE OHIO	ESTABLISH STATE AUTONOMOUS VEHICLE CONFERENCE IN YOUNGSTOWN 2021
LORDSTOWN SMART LOGISTICS HUB	YOUNGSTOWN WARREN REGIONAL CHAMBER/WESTERN RESERVE PORT AUTHORITY/EASTGATE REGIONAL COUNCIL	U.S. DEPARTMENT OF TRANSPORTATION (\$25M proposed)	LORDSTOWN INTERMODAL TRANSPORTATION HUB
RAPIDS 5 EQUIPMENT GRANT	YSU/EGCC/TRUMBULL COUNTY TECHNICAL CENTER	OHIO DEPARTMENT OF HIGHER EDUCATION (\$725,000 proposed)	WORKFORCE EDUCATION EQUIPMENT IN THE AREAS OF ROBOTICS, ADDITIVE MANUFACTURING and HEALTH CARE
	STATUS: Active		
	STATUS: Contract Discussions Ongoing		
	STATUS: Proposal Submitted		
	STATUS: New Engagement		

YSUF Gift Processing Summary - April, 2021 - June, 2021 Vs. April, 2020 - June, 2020				
	<u>Total April, 2021 - June, 2021</u>	<u>Total April, 2020 - June, 2020</u>	<u>Difference 2021/2020</u>	
Development (New Gifts and New Pledges):				
YSU	\$631,038.25	\$1,182,194.80	-\$551,156.55	
YSUF	\$1,534,912.25	\$1,342,849.66	\$192,062.59	
Total Development (New Gifts and New Pledges)	\$2,165,950.50	\$2,525,044.46	-\$359,093.96	
Planned Giving/Charitable Gift Annuities	\$130,000.00	\$401,815.50	-\$271,815.50	
Pledge Payments (For Pledges Currently or Previously Included as Development):				
YSU	\$734,489.65	\$792,592.00	-\$58,102.35	
YSUF	\$310,518.00	\$651,833.97	-\$341,315.97	
Total Pledge Payments	\$1,045,007.65	\$1,444,425.97	-\$399,418.32	
Non-Gift Clearing - YSU	\$0.00	\$0.00	\$0.00	
Non-Gift Clearing - YSUF	\$0.00	\$0.00	\$0.00	
Number of New Gifts	801	606	195	
Number of Pledges	14	5	9	
Number of Payments	124	161	-37	
Number of Planned Gifts/Charitable Gift Annuities	3	4	-1	
Non-Gift Clearing	0	0	0	

End of Institutional Engagement Committee addendum

VIII. UNIVERSITY AFFAIRS COMMITTEE

(All Committee resolutions, supporting documents and background materials included in addendum that follows.)

A. Disposition of Minutes

Draft copies of the minutes of the committee's meeting held June 2, 2021, were provided to the trustees prior to the meeting. There being no corrections, additions or deletions thereto, the minutes of the meetings were approved as provided.

B. Old Business

No Old Business

C. Committee Items

1. Intercollegiate Athletics Action Item

a. Resolution to Ratify Personnel Actions

Moved by Trustee Kerola, seconded by Trustee Seals and unanimously approved by the committee.

2. Intercollegiate Athletics Discussion Item

a. Department of Intercollegiate Athletics Enhancement and Effectiveness

Ron Strollo, executive director of Athletics, reported on organizational changes made in an effort to increase the Athletics department's effectiveness. He said the changes were prompted in part due to the recent departure of three trainers, as well as the division's compliance director and chief fundraiser. The reorganization includes two new positions - associate general counsel for Athletics and deputy athletics director for Performance Excellence. The latter position has been filled by Tory Lindley, former president of the National Athletic Trainers Association.

b. Fiscal Year 2019-20 Financial Analysis of Benchmark Institutions

Strollo presented the annual financial analysis of YSU Intercollegiate Athletics for 2019-20. Among the report's highlights: YSU's expenditures for football and men's and women's basketball are lower than the average for counterparts in the Missouri Valley Conference, Mid-American Conference and Horizon League; YSU football and men's basketball generate revenue higher than MVFC and Horizon League competitors; YSU spends \$11,139 less per student athlete compared to other MVFC schools; across all seven men's sports, YSU's annual expenditures are \$4.1 million less than peer institutions in the MVFC, MAC and Horizon leagues, and \$1.2 million less for the nine women's sports. "It's really quite amazing how inexpensive we have been able to stay," Tressel said.

3. University Affairs Consent Agenda Items

Trustee Hackstedde moved, Trustee Seals seconded and the committee unanimously approved the following four Consent Agenda resolutions.

- a. **Resolution to Modify Equal Opportunity and Affirmative Action Recruitment and Employment Policy, 3356-2-02**
- b. **Resolution to Modify Courtesy Vehicle Program Policy, 3356-3-09**
- c. **Resolution to Modify Licensing of University Names and Marks Policy, 3356-5-12**
- d. **Resolution to Modify Nepotism and Potential Conflicts in Employment Situations Policy, 3356-7-26.**

4. University Affairs Action Items

- a. **Resolution to Rescind Development and Authorization of Institutional Procedures Policy, 3356-1-10**

Moved by Trustee Hackstedde, seconded by Trustee Peterson and unanimously approved by the committee.

- b. **Resolution to Modify and Retitle Divisional Administrative Procedures Policy, 3356-1-11**

Moved by Trustee Hackstedde, seconded by Trustee Kerola and unanimously approved by the committee.

- c. **Resolution to Ratify Personnel Actions**

Moved by Trustee Hackstedde, seconded by Trustee Kerola and unanimously approved by the committee.

5. University Affairs Discussion Item

Chair Jakubek moved, Trustee Hackstedde seconded a motion to enter executive session for the purposes of consideration of the appointment, employment, dismissal, discipline, promotion, demotion or compensation of one or more public employees or officials (O.R.C. 121.22(G)(1) and/or preparing for, conducting and/or reviewing negotiations or bargaining sessions with public employees concerning their compensation or other terms and condition of their employment (O.R.C. 121.11 (G) (4).

Roll call vote : Yes - Jakubek, George, Hackstedde, Kerola, Peterson, Roberts, Ryan, Seals. No - none.

The committee entered executive session at 5:08 p.m. and resumed public session at 6:12 p.m.

6. Background materials

- a. Ohio Department of Higher Education Changing Campus Culture Initiative
- b. Human Resources Update
- c. Human Resources Update on Position Searches
- d. Classified Civil Service Personnel Actions
- e. Report on Search Waivers
- f. Years of Service Recognition for Faculty and Staff for Calendar Year 2021

D. New Business

No New Business

E. Adjournment

(All committee resolutions, supporting documents and background materials included in addendum that follows.)



ADDENDUM
YSU Board of Trustees
University Affairs Committee
Sept. 1, 2021

**RESOLUTION TO RATIFY
PERSONNEL ACTIONS**

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

WHEREAS, new appointments and other personnel actions have been made subsequent to the June 3, 2021, meeting of the Board of Trustees; and

WHEREAS, such personnel actions are in accordance with the 2020-2021 Budget and with University policies 3356-2-02, Equal Opportunity and Affirmative Action Recruitment and Employment; 3356-7-36, Hiring and Selection Process, Contracts and Compensation for Intercollegiate Athletic Coaches; 3356-9-02, Selection and Annual Evaluation of Administrative Officers of the University; and 3356-7-42, Selection of Professional/Administrative Staff;

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

Board of Trustees Meeting
September 2, 2021
YR 2022-

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

Appointments – 4

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

- Professional Administrative Excluded – 1

Replacement Positions – 3

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

Separations – 6

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

Salary Adjustments – 16

- Professional Administrative Excluded – 16

Reinstatements – 6

- Professional Administrative Excluded – 6

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

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

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

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	DATE OF SEPARATON	FTE	SALARY	TYPE OF SEPARATION
Webber, Jason	ACE	Athletic Facilities Specialist	Athletic Facilities Rental	4/18/2021	1.00	\$ 26,894.40	Resign
Lapso, Steven	APAS	Assistant Athletic Trainer	Training Room	5/31/2021	1.00	\$ 44,133.77	Resign
Cavaiani, Jessica	Excluded	Assistant Coach Swimming	Swimming & Diving - Women's	6/10/2021	1.00	\$ 35,000.00	Resign
Slay, Jason	Excluded	Assistant Coach Basketball Men's	Basketball - Men's	6/18/2021	1.00	\$ 103,020.00	Resign
Wollet, Emily	Excluded	Associate Director	Athletic Administration	7/15/2021	1.00	\$ 53,960.85	Resign
Spiegel, Allan	Externally Funded	Special Assistant to Executive Director of Athletics	Athletic Administration	6/9/2021	1.00	\$ 35,568.00	Resign

YOUNGSTOWN STATE UNIVERSITY
ATHLETICS EMPLOYEES
PERSONNEL ACTIONS 4/16/21 THROUGH 7/15/21
SALARY ADJUSTMENTS

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

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

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

**President's Division
Intercollegiate Athletics
Draft 08-27-2021**

James Tressel
President

Ronald Strollo
Executive Director

Vacant
Associate General Counsel for
Athletics

Nicole Kent-Strollo
Dean of Students

Tory Lindley
Performance Excellence

Tim Stuart
Business, Facility, and External
Relations

Football, Men's Basketball, Women's
Basketball

Vacant
Athletic Trainers

Rebecca Fink
Academic Counseling-Compliance/
SWA

Steve Pinciario
Business/Ticket Office

Trevor Parks
Communications

Jaysen Spencer
Academics

Sport Supervision – all other sports

Rick Love
Corporate Sponsorship

Matt Rollins
Facilities

Strength and Conditioning

Volleyball

Tom Morella
Penguin Club/Fundraising

Lacrosse

**YOUNGSTOWN STATE UNIVERSITY
INTERCOLLEGIATE ATHLETICS
2019-20 FINANCIAL ANALYSIS
EXPENDITURES**

MISSOURI VALLEY CONFERENCE / MVFC

	# of Full-time Undergrads	Men's Basketball Expenses	Women's Basketball Expenses	Football Expenses	Total Expenses
Average	10,892	2,764,276	1,394,030	5,012,723	20,278,952
YSU	8,576	1,702,113	1,173,181	4,478,597	16,292,051
<i>Difference</i>	<i>(2,316)</i>	<i>(1,062,163)</i>	<i>(220,849)</i>	<i>(534,126)</i>	<i>(3,986,901)</i>

MID AMERICAN CONFERENCE

	# of Full-time Undergrads	Men's Basketball Expenses	Women's Basketball Expenses	Football Expenses	Total Expenses
Average	14,234	2,301,050	1,620,635	8,295,272	29,467,038
YSU	8,576	1,702,113	1,173,181	4,478,597	16,292,051
<i>Difference</i>	<i>(5,658)</i>	<i>(598,937)</i>	<i>(447,454)</i>	<i>(3,816,675)</i>	<i>(13,174,987)</i>

HORIZON LEAGUE

	# of Full-time Undergrads	Men's Basketball Expenses	Women's Basketball Expenses	Total Expenses	League Sponsored Sports
Average	10,962	2,473,278	1,445,938	14,504,058	8,901,975
YSU	8,576	1,702,113	1,173,181	16,292,051	7,624,361
<i>Difference</i>	<i>(2,386)</i>	<i>(771,165)</i>	<i>(272,757)</i>	<i>1,787,993</i>	<i>(1,277,614)</i>

**YOUNGSTOWN STATE UNIVERSITY
INTERCOLLEGIATE ATHLETICS
2019-20 FINANCIAL ANALYSIS
REVENUES**

MISSOURI VALLEY CONFERENCE / MVFC

	Total Football Expenses	Total Earned Football Revenue	% of Earned Income vs. Total Expenses	Total Institutional Investment
Average	5,012,723	1,176,242	23%	3,836,481
YSU	4,478,597	1,773,381	40%	2,705,216
<i>Difference</i>	<i>(534,126)</i>	<i>597,139</i>	<i>17%</i>	<i>(1,131,265)</i>

HORIZON LEAGUE – MEN’S BASKETBALL

	Total Men’s Basketball Expenses	Total Earned Men’s Basketball Revenue	% of Earned Income vs. Total Expenses	Total Institutional Investment
Average	2,236,543	581,800	26%	1,654,743
YSU	1,702,113	666,203	39%	1,035,910
<i>Difference</i>	<i>(534,430)</i>	<i>84,403</i>	<i>13%</i>	<i>(618,833)</i>

HORIZON LEAGUE - TOTAL

	Total Athletically Generated Revenue	Total Expenses	% of Income vs. Total Expenses	Total Institutional Investment
Average	2,295,708	14,504,058	16%	12,208,350
YSU	4,603,905	16,292,051	28%	11,688,146
<i>Difference</i>	<i>2,308,197</i>	<i>1,787,993</i>	<i>12%</i>	<i>(520,204)</i>

YOUNGSTOWN STATE UNIVERSITY
INTERCOLLEGIATE ATHLETICS
2019-20 FINANCIAL ANALYSIS

MVFC / MID AMERICAN / HORIZON LEAGUE

	2019-20 Unallocated Expenses	2003-04 Unallocated Expenses	Difference
Average	6,710,646	3,204,446	3,506,200
YSU	3,987,450	2,286,006	1,701,444
<i>Difference</i>	<i>(2,723,196)</i>	<i>(918,440)</i>	<i>(1,804,756)</i>

	2019-20 Total Expenses	2003-04 Total Expenses	Difference
Average	21,643,924	10,156,622	11,487,302
YSU	16,292,051	8,284,384	8,007,667
<i>Difference</i>	<i>(5,351,873)</i>	<i>(1,872,238)</i>	<i>(3,479,635)</i>

Per the EADA – Cumulative Peers spreadsheet

	Spending Per Student- Athlete	Spending Per Student-Athlete (Less Scholarships)	Institutional Funding Per Student-Athlete
MVFC Average	47,587	36,115	29,646
YSU	36,448	25,388	25,940
<i>Difference</i>	<i>(11,139)</i>	<i>(10,727)</i>	<i>(3,706)</i>
MAC Average	68,755	50,715	52,267
YSU	36,448	25,388	25,940
<i>Difference</i>	<i>(32,307)</i>	<i>(25,327)</i>	<i>(26,327)</i>

Per the EADA Analysis spreadsheets

YOUNGSTOWN STATE UNIVERSITY

INTERCOLLEGIATE ATHLETICS

2019-20 FINANCIAL ANALYSIS

MVC / MID AMERICAN / HORIZON LEAGUE

Men's Sports	YSU Rank	Total Sponsored	Peer Average Expenses	YSU Expenses	Difference
Baseball	19	21	\$879,193	\$543,896	(\$335,297)
Men's Basketball	27	27	\$2,449,749	\$1,702,113	(\$747,636)
Men's Track & Field	12	17	\$515,550	\$452,619	(\$62,931)
Football	13	18	\$7,063,886	\$4,478,597	(2,585,289)
Men's Golf	18	21	\$279,039	\$189,385	(\$89,654)
Men's Swimming	10	11	\$392,813	\$200,228	(\$192,585)
Men's Tennis	11	13	\$290,936	\$195,441	(\$95,495)
Total Men			\$11,871,166	\$7,762,279	(\$4,108,887)

Women's Sports	YSU Rank	Total Sponsored	Peer Average Expenses	YSU Expenses	Difference
Women's Basketball	27	27	\$1,516,585	\$1,173,181	(\$343,404)
Bowling	1	1	\$0	\$201,643	201,643
Women's Track & Field	16	26	\$655,225	\$642,988	(\$12,237)
Women's Golf	19	23	\$309,417	\$227,051	(\$82,366)
Soccer	26	27	\$736,573	\$521,950	(\$214,623)
Softball	22	25	\$687,513	\$480,530	(\$206,983)
Women's Swimming	18	20	\$663,385	\$410,140	(\$253,245)
Women's Tennis	16	21	\$378,413	\$277,037	(\$101,376)
Volleyball	22	26	\$783,821	\$607,802	(\$176,019)
Total Women			\$5,730,932	\$4,542,322	(\$1,188,610)



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

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

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

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

WHEREAS, the Equal Opportunity and Affirmative Action Recruitment and Employment policy has been reviewed pursuant to the five-year review cycle, and formatted in accordance with Policy 3356-1-09, Development and Issuance of University Policies.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of the University Policy Equal Opportunity and Affirmative Action Recruitment and Employment, policy number 3356-2-02, shown as Exhibit __ attached hereto. A copy of the policy indicating changes to be made is also attached.

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

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

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

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

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

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

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

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

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



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

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

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

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

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

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of the University Policy Courtesy Vehicle Program, policy number 3356-3-09, shown as Exhibit __ attached hereto. A copy of the policy indicating changes to be made is also attached.

3356-3-09 Courtesy vehicle program.

~~Previous Policy Number: 3008.01~~
Responsible Division/Office: Athletics
Responsible Officer: Vice President for Legal Affairs and

Human
Resources; [Executive Director of Athletics](#)
Revision History: September 1999; March 2007; September 2011;
June 2016; [September 2021](#)
Board Committee: University Affairs
Effective Date: ~~June 15, 2016~~ [September 2, 2021](#)
Next Review: ~~2021~~ [2026](#)

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

the courtesy vehicles.

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

(C) Procedures.

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

3356-3-09 Courtesy vehicle program.

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

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

the courtesy vehicles.

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

(C) Procedures.

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



**YOUNGSTOWN
STATE
UNIVERSITY**

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

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

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

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

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

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of the University Policy Licensing of University Names and Marks, policy number 3356-5-12, shown as Exhibit __ attached hereto. A copy of the policy indicating changes to be made is also attached.

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

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

~~Previous Policy Number: 5013.01~~
Responsible Division/Office: Athletics
Responsible Officer: Vice President for Legal Affairs and

Human
Resources; [Executive Director of Athletics](#)
Revision History: March 1999; October 2010; June 2016;
[September 2021](#)
Board Committee: University Affairs
Effective Date: ~~June 15, 2016~~ [September 2, 2021](#)
Next Review: ~~2021~~ [2026](#)

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

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

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

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

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

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



**YOUNGSTOWN
STATE
UNIVERSITY**

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

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

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

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

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

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of the University Policy Nepotism and Potential Conflicts in Employment Situations, policy number 3356-7-26, shown as Exhibit __ attached hereto. A copy of the policy indicating changes to be made is also attached.

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

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

~~Previous Policy Number: 7013.01~~
Responsible Division/Office: Human Resources
Responsible Officer: ~~VP~~AVP for ~~Legal Affairs and~~ Human Resources;
Director of Equal Opportunity, Title IX and
Policy Development
Revision History: December 1998; December 2010; June 2016;
December 2016; September 2021
Board Committee: University Affairs
Effective Date: ~~December 1, 2016~~ September 2, 2021
Next Review: ~~2021~~ 2026

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

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

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

(C) Parameters.

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

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

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

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

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

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

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

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

(C) Parameters.

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

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

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



**YOUNGSTOWN
STATE
UNIVERSITY**

Explanation to Rescind *University Policy*:

3356-1-10 Development and Authorization of Institutional Procedures Policy

This policy is being recommended for rescission and will be replaced with updated policy 3356-1-11 Divisional administrative procedures.

Board of Trustees Meeting

September 2, 2021

YR 2022-



**YOUNGSTOWN
STATE
UNIVERSITY**

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

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

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

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

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

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

TO BE RESCINDED

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

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

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

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



**YOUNGSTOWN
STATE
UNIVERSITY**

Explanation of Modifications to University Policy:

3356-1-11 Divisional Administrative Procedures Policy

This policy is being modified to provide University-wide guidance for the development of administrative procedures necessary to implement the policies of the Board of Trustees and to administer the University.

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



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

WHEREAS, University Policies are being reviewed and re-conceptualized on an ongoing basis; and

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

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

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

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of the University Policy governing Divisional Administrative Procedures, policy number 3356-1-11, to be retitled as Development and Authorization of Administrative Procedures, shown as Exhibit __ attached hereto. A copy of the policy indicating changes to be made is also attached.

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

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

Responsible Division/Office: Office of the President

Responsible Officer: President

Revision History: March 2000; March 2010; March 2016;
[September 2021](#)

Board Committee: University Affairs

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

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

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

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

(E) Procedures.

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

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

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

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

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

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

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



**RESOLUTION TO RATIFY
PERSONNEL ACTIONS**

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

WHEREAS, new appointments and other personnel actions have been made subsequent to the June 3, 2021, meeting of the Board of Trustees; and

WHEREAS, such personnel actions are in accordance with the 2020-2021 Budget and with University policies 3356-2-02, Equal Opportunity and Affirmative Action Recruitment and Employment; 3356-9-02, Selection and Annual Evaluation of Administrative Officers of the University; 3356-7-42, Selection of Professional/Administrative Staff; and 3356-7-43, Externally Funded Professional/Administrative Staff;

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

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

Appointments – 21

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

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

Replacement Positions – 14

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

Separations – 25

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

Reclassifications/Position Adjustments – 8

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

Promotions – 10

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

Salary Adjustments – 18

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

Transfers – 2

- Professional Administrative Staff – 2

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

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

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

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

YOUNGSTOWN STATE UNIVERSITY
PROFESSIONAL ADMINISTRATIVE AND FACULTY
PERSONNEL ACTIONS 4/16/21 THROUGH 7/15/21
RECLASSIFICATIONS/POSITION ADJUSTMENTS

EMPLOYEE NAME	EMPLOYEE TYPE	NEW POSITION TITLE/ OLD POSITION TITLE	NEW DEPARTMENT/ OLD DEPARTMENT	CONTRACT/ APPOINTMENT DATES	FTE	NEW SALARY	PREVIOUS SALARY
Haskins, Jacob	APAS	Case Manager/Housing Coordinator	Dean of Students/Housing	6/1/2021	1.00	\$ 43,000.00	\$ 35,519.90
Wells, Brian	APAS	Senior Academic Advisor 1/ Academic Advisor 2	Dean Bitonte College of Health & Human Services	5/1/2021	1.00	\$ 50,626.97	\$ 45,626.97
Davidson, Katrena	Excluded	AVP Finance and Controller/ Controller	Controller's Office	5/16/2021	1.00	\$ 124,115.41	\$ 118,205.15
Gordon, Amy	Excluded	Director/ Manager	Comprehensive Testing Center	5/1/2021	1.00	\$ 56,559.00	\$ 45,066.04
Lewis-Aey, Jennifer	Excluded	Executive Director, HR Operations/ Director	Human Resources	6/1/2021	1.00	\$ 105,000.00	\$ 84,991.50
Morrone, Ross	Excluded	Chief Marketing Officer/ Director	Marketing & Communications	6/1/2021	1.00	\$ 92,000.00	\$ 77,780.10
Cripe, M. Kathleen	Faculty	Department Chair & Assoc. Professor/ Associate Professor	Teacher Education & Leadership Studies	7/1/2021	1.00	\$ 95,569.43	\$ 72,887.43
Matanin, Marcia	Faculty	Department Chair & Professor/ Professor	Teacher Education & Leadership Studies	7/1/2021	1.00	\$ 91,653.94	\$ 112,538.80

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

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

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

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

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

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



Department of
Higher Education

Mike DeWine, Governor
Randy Gardner, Chancellor

August 2, 2021

President Jim Tressel
Youngstown State University
215 Tod Hall
Youngstown, OH 44555

Dear President Tressel,

For more than six years now, Ohio's campuses have worked to change the culture regarding sexual violence through the Changing Campus Culture initiative (www.ohiohighered.org/cc). During this time the Ohio Department of Higher Education (ODHE) has worked closely with campus and community partners to provide access to high-quality training and resources that promote best practices. The work to implement effective strategies takes time, planning, and dedication from key staff and faculty members. The Changing Campus Culture data collected over the past several years demonstrate the strong commitment our campuses have to creating safe educational environments for all. Despite the numerous challenges from the past academic year, this work continued. I am proud to share some of what your campus achieved while implementing the recommendations of the Changing Campus Culture initiative:

- Your campus participated in the ODHE benchmark questions for both students and employees providing valuable data on our collective statewide efforts under the Initiative.
- Your campus successfully changed the delivery of prevention and response training in order to reach faculty, staff, students and campus law enforcement in a virtual format. Trainings were evaluated for effectiveness.
- Your campus developed and utilized a comprehensive prevention plan.
- Your campus worked to create a culture of shared respect and responsibility through a multi-faceted awareness campaign.
- Your campus has established comprehensive policies and protocols which go beyond the Title IX regulations.
- Your campus has established a formal relationship with a community-based advocacy organization and local law enforcement.
- Your campus has established an advocacy center.
- Your campus has implemented additional survivor-centered strategies including providing access to confidential resources and employees who are trained in trauma-informed response.
- Your campus participates in a community-based Sexual Assault Response Team.

Based on our review of your progress, your campus achieved five out of the five recommendations. I applaud the hard work and dedication of your staff to be creative and flexible in their efforts to prevent and better respond to sexual violence in your campus community.

Over the past year, ODHE has provided access to the following opportunities through the Changing Campus Culture initiative:

- Multiple opportunities for training on the new Title IX regulations for investigators, Title IX Coordinators, and conduct officers.
- Six different online workshops and separate discussion forums for students in place of our normal student summit.

- Six webinar trainings, two leadership trainings, and access to model policies templates and risk mitigation resources to address youth protection efforts (www.ohiohighered.org/ccc/resources).
- Synchronous and asynchronous workshops on secondary and vicarious trauma for individuals responding to reports of sexual misconduct.
- A four-part training aimed at assisting campuses to identify and learn how to create more inclusive and culturally competent programs, awareness campaigns, and resources.
- ODHE also developed and made available a 15-episode podcast aimed at family members and parents of incoming or current college students. The goal of the podcast episodes is to help draw those individuals into the conversation around campus culture, consent, healthy relationships, and more. The podcast episodes are available through our website at www.ohiohighered.org/ccc/podcast.

With a return to a more normal academic year, ODHE will be working to help all campuses refocus their efforts to address sexual violence. Some of the opportunities that will be offered under the initiative in the coming year include:

- Training in alternative resolution practices, including informal resolution and restorative justice.
- Training and support for campus prevention plan development.
- Vendor services to synthesize multiple data sets to identify common risk and protective factors that contribute to campus culture.
- Vendor services to better understand the experiences of underrepresented and marginalized communities on campus as they relate to sexual violence.
- Development of awareness campaigns that connect with student communities.
- Trauma-informed response resources for staff and faculty members.

It is my hope that you will continue to support and engage with your campus leaders on this topic, one of great importance to Ohio's students and their families.

Sincerely,



Randy Gardner
Chancellor

Office of Human Resources Update September 2021

Equal Opportunity, Title IX and Policy Development

The former Director of the Office of Equal Opportunity, Title IX and Policy Development, Mark Weir, resigned effective July 15, 2021 in order to work closer to his home in Pittsburgh, PA. Effective July 16, 2021 Dana Lantz, the former Deputy Director of Law for the City of Youngstown became the University's new Director of Equal Opportunity, Title IX and Policy Development/Title IX Coordinator.

Effective July 1, 2021, Ann Gardner became the Associate Director, Equal Opportunity Analytics and Policy Development/Deputy Title IX Coordinator. Ms. Gardner, who formerly served as the Assistant Director of the International Programs Office, will focus on expanding the diversity of applicant pools and the University's workforce.

Benefits

The 2021 Benefits Fair is scheduled for September 28 and 29 in Kilcawley Center. Healthcare providers will be available to provide information on YSU's insurance plans along with Ohio public retirement systems, OPERS and STRS, and Alternative Retirement Plan providers.

Corresponding with the new 2021-2022 Academic Year, YSU will launch its annual employee wellness and prevention programming including the "2021 Battle of the Birds" step challenge against Morehead State and Miami of Ohio Universities, and the "Living Well" initiative which includes health preventive health initiatives and healthy lifestyle information.

The RFP process has been completed for the Employee Wellness Portal and Platform and YSU's current provider, Cerner Health Corp., has been chosen to provide wellness portal and platform service and support. A new, customized Wellness Portal and Platform will go-live in January 2022.

The University is participating in an IUC vendor review and proposal process for vision insurance coverage to begin in January of 2023. The University's current vision insurance coverage ends on December 31, 2022.

Talent Acquisition and Organizational Development

In order to create greater efficiencies and information access, the areas of Talent Acquisition and Organizational Development, are in the process of being combined into a single unit responsible for employment and compensation.

Entry of full and part-time faculty appointments for the 2021-2022 academic year is in process.

HRIS

Human Resources is in the process of replacing its current employment software system, People Admin, with NEOED. The NEOED system is specifically designed for educational institutions with modules within the NEOED system consisting of recruiting, new employee onboarding, performance evaluations and learning/training. Implementation will be done module by module beginning with recruitment and ending with learning/training and an anticipated completion of January-February of 2022.

Labor and Employee Relations/Unfair Labor Practices, Grievances and Arbitrations.

Kevin Kralj, the former Director of Labor Relations (DLR), who left YSU in February 2021, applied for and was selected as YSU’s DLR effective August 2, 2021.

• **ACE**

#/Date Filed	Subject Matter/Issue	Date Heard	Disposition of Grievance
#754 10/17/18	Classification Plan	N/A	Remains under discussion with ACE.
#759 & #760* 8/2/19	IT Reclassifications and Pay Increases	8/13/19	Remains under discussion. Grievance Denied 8/23/19 by DLR (*also subject of an Unfair Labor Practice [ULP]). Arbitration not scheduled.

* ACE Outstanding Unfair Labor Practices

State Employment Relations Board Case #: 2019-ULP-10-0193. Subject matter is Grievance #759 & #760. The validity of the YSU Classification Plan. Parties agreed to defer the ULP until arbitration is completed for Grievance #759 & #760.

• **APAS**

APAS collective bargaining concluded. Awaiting APAS signature on agreement. No outstanding grievances or arbitrations.

• **OEA**

OEA Arbitration-373 Stephen Chalmers (Termination); Arbitration scheduled for week of August 23 and August 30, 2021.

• **FOP**

#/Date Filed	Subject Matter/Issue	Date Heard	Disposition of Grievance
#67 3/9/2020	New Hire Step Increases	Due to Covid hearing requirement suspended.	Grievance Denied. Arbitrator selection in process.
#69	Emergency Pay Request based on Covid-19 University “closure”.	Due to Covid hearing requirement suspended.	Grievance Denied 4/13/2020 by DLR. Arbitrator selection in process.
#73	Type of leave utilized during Family Medical Leave.	In process.	N/A

FOP Collective Bargaining; scheduling in process.

PERSONNEL ACTION MINORITY/FEMALE SNAPSHOT REPORT
April 16 - July 15, 2021

EMPLOYMENT INTO JOB GROUP	JOB GROUP	SEPARATIONS FROM JOB GROUP
Employment into Job Group 0	Executive Total Group 29 3% Minority (100% African American) 55% Female	Separations from Job Group 0
Employment into Job Group 2 0%Minority 0% Female	Administrative/Managerial Total Group 143 3.5% Minority (1% African American, 1% Hispanic) 48% Female	Separations from Job Group 0
Employment into Job Group 1 0%Minority 0% Female	Faculty Full-Time (Professor, Assistant Professor, Associate Professor, Lecturer, Senior Lecturer, Visiting Professor) Total Group 399 21% Minority (7% African American, 2% Hispanic) 46% Female	Separations from Job Group 7 (Does not include VSRP separated Faculty) 14% Minority 0% Female
Employment into Job Group 18 6%Minority (100% African American) 39% Female	Professional Salaried including Athletic Professionals Total Group 382 15% Minority (8% African American, 3% Hispanic) 55% Female	Separations from Job Group 2 0% Minority 100% Female
Employment into Job Group 6 0% Minority 100% Female	Clerical/Secretary Total Group 129 10% Minority (7% African American, 3% Hispanic) 91% Female	Separations from Job Group 0
Employment into Job Group 2 0% Minority 50% Female	Technical/Paraprofessional (IT, Library, WYSU, Communication) Total Group 59 8% Minority (5% African American, 2% Hispanic) 37% Female	Separations from Job Group 0
Employment into Job Group 0	Skilled Craft Total Group 8 0% Minority 13% Female	Separations from Job Group 0

PERSONNEL ACTION MINORITY/FEMALE SNAPSHOT REPORT
April 16 - July 15, 2021

Employment into Job Group 1 0% Minority 0% Female	Service/Maintenance [Job Group 07B] Total Group 51 12% Minority (100% African American) 4% Female	Separations from Job Group 1 0% Minority 0% Female
Employment into Job Group 0 0% Minority 0% Female	Full-time Protective Service/Police excluding Intermittent Protective Services/Police Total Group 20 30% Minority (50% African American, 50% Hispanic) 20% Female	Separation from Job Group 0 0% Minority 0% Female

Current Postings – 7/15/2021

Faculty

Beeghly College of Liberal Arts, Social Sciences, and Education

- Part-time Instructor – Student Teaching Supervisor – Teacher Education
- Part-time Instructor – Student Teaching Supervisor – Psychological Sciences & Counseling
- Part-time Faculty – Counseling and School Psychology
- Part-time Faculty – Reading & Study Skills
- Part-time Instructor – Approaches to Professional Assessment Praxis Core
- Part-time Instructor – Early Childhood Education/Early Childhood Intervention Specialist
- Part-time Instructor – Literacy Education Instructor
- Part-time Instructor – Middle Childhood Education
- Part-time Instructor – First Year Experience Education Course
- Part-time Instructor – Health & Physical Education Instructor
- Part-time Instructor – Health & Physical Education Methods Instructor
- Part-time Instructor – Adolescent/Young Adult Education
- Part-time Faculty – Special Education Instructor
- Part-time Faculty – Teacher Education
- Part-time Faculty – English
- Part-time Faculty – Sociology
- Part-time Faculty – Psychology
- Part-time Faculty – Honors
- Part-time Faculty – Introduction to Sociology
- Part-time Instructor – History
- Part-time Faculty – Geography
- Part-time Instructor – Women’s and Gender Studies
- Part-time Instructor – Spanish
- Part-time Instructor – Hebrew
- Part-time Instructor – Religious Studies
- Part-time Graduate Faculty, Social Gerontology
- Part-time Faculty – Politics and International Relations
- Part-time Faculty – Philosophy
- Part-time Faculty – Linguistics/TESOL
- Part-time Faculty – First Year Experience Course, College of Liberal Arts and Social Sciences
- Part-time Faculty – Italian
- Part-time Faculty – Africana Studies
- Part-time Faculty – American Studies
- Part-time Faculty – French
- Part-time Faculty – American Sign Language
- Part-time Faculty – Spanish Phonetics/Distance Learning
- Part-time Faculty – Humanities and Social Sciences – Political Science
- Lecturer, Psychological Sciences and Counseling – Psychology Program (Term)
- Lecturer, Teacher Education and Leadership Studies – Education Administration (Term)

Bitonte College of Health and Human Services

- Part-time Instructor – Food & Nutrition Programs
- Part-time Faculty – Dental Hygiene
- Part-time Faculty – Medical Assisting Technology
- Part-time Faculty – Respiratory Care
- Part-time Faculty – Allied Health
- Part-time Faculty – Master of Health and Human Services
- Part-time Nursing – Clinical Faculty
- Part-time Faculty – Emergency Medical Services
- Part-time Faculty – Health Informatics
- Part-time Faculty – Public Health
- Part-time Faculty – Hospitality Management
- Part-time Faculty – Public Health – Environmental Health and Safety
- Part-time Instructor – First Year Experience Course in Health & Human Services
- Part-time Instructor – Pharmacology for Nurse Anesthetist Students
- Part-time Faculty – Medical Laboratory Programs
- Part-time Instructor – Social Work Lakeland and Lorain CC Campuses
- Part-time Instructor – Social Work
- Part-time Faculty – Criminal Justice
- Part-time Undergraduate Faculty – Merchandising – Fashion & Interiors
- Part-time Undergraduate Faculty – Dietetics Programs
- Part-time Faculty – Health & Human Services 1510/1511 First Year Experience Course
- Part-time Faculty – Kinesiology and Sport Science – Activity Courses
- Part-time Faculty – Kinesiology and Sport Science –Therapeutic Exercises
- Part-time Faculty – Physical Therapy – Clinical Psychology
- Part-time Faculty – Masters in Athletic Training
- Part-time Faculty – Nurse Practitioner (Online)
- Lecturer, Health Professions – Public Health (Term)
- Assistant Professor – Social Work (Tenure Track)

Cliffe College of Creative Arts & Communication

- Part-time Faculty – Photography
- Part-time Faculty – Theatre and Dance
- Part-time Instructor – Viola
- Part-time Faculty – Music Theory
- Part-time Instructor – Director of Dana Gospel Choir
- Part-time Faculty – Graphic Design
- Part-time Faculty – Art History
- Part-time Faculty – Visual Arts Foundations
- Part-time Vocal Instructor
- Part-time Vocal Instructor – Classical Voice
- Part-time Instructor – Jazz Studies
- Part-time Faculty – Theatre & Dance Performance
- Part-time Instructor – Visual Arts

Cliffe College of Creative Arts & Communication Continued

- Part-time Faculty – First Year Experience Course in College of Creative Arts & Communication
- Part-time Faculty – Dana School of Music
- Assistant Professor – Director of Bands – Dana School Music (Tenure Track)
- Assistant Professor – Graphic & Interactive Design (Tenure Track)
- Lecturer, Dana School of Music – Director of Athletic Bands (Term)
- Director and Associate Professor, Dana School of Music

College of Science, Technology, Engineering and Mathematics

- Part-time Instructor – Mathematics
- Part-time Faculty – Physics
- Part-time Instructor – Mechanical Engineering Technology
- Part-time Instructor – Mechanical Engineering
- Part-time Faculty – Chemistry
- Part-time Instructor – Electrical and Computer Engineering
- Part-time Faculty – Computer Science and Information Systems
- Part-time Faculty – Civil/Environmental and Chemical Engineering
- Part-time Instructor – Engineering Technology
- Part-time Instructor – Biology in the Modern World Laboratory
- Part-time Instructor – Microbiology Laboratory
- Part-time Instructor – Civil and Construction Engineering Technology
- Part-time Faculty – Anatomy & Physiology
- Part-time Faculty – Plant Biology
- Part-time Instructor – Chemistry Lab Instructor
- Part-time Instructor – Draft and Design Technology
- Part-time Instructor – Frist Year Engineering Orientation
- Part-time Instructor – STEM Careers
- Part-time Instructor – Electrical Engineering Technology
- Part-time Instructor – Mathematics & Statistics
- Part-time Instructor – Microbiology for Health Care Professions Laboratory
- Part-time Instructor – Mammalogy
- Part-time Faculty – EUT Power Plant Technology Instructor
- Part-time Faculty – Industrial Engineering
- Part-time Faculty – Mechanical Engineering – Solid Mechanics
- Part-time Faculty – Mechanical Engineering – Thermal Fluids
- Part-time Faculty – Environmental Science
- Part-time Faculty – STEM First Year Orientation
- Part-time Faculty – Chemical Engineering
- Part-time Faculty – Forensic Sciences
- Part-time Faculty – STEM Professional Career Planning
- Lecturer, Mechanical Engineering Technology (Term)
- Visiting Assistant/Associate Professor, Electrical & Computer Engineering (Term)
- Lecturer, Engineering Education (Term)
- Assistant Professor – Electrical Engineering Technology (Tenure Track)

Williamson College of Business Administration

- Part-time Instructor – Management
- Part-time Instructor – Marketing
- Part-time Instructor – Accounting/Finance
- Part-time Instructor – Management (Undergraduate Courses)
- Part-time Instructor – Legal Environment of Business
- Part-time Instructor – Master of Business Administration
- Part-time Instructor – Marketing/Center for Nonprofit Leadership
- Part-time Faculty – Economics
- Part-time Faculty – Communication Studies, Telecommunication Studies, and Journalism
- Lecturer, Finance Certified Financial Planner Track (Term)

Professional/Administrative

- Instruction Specialist
- Technology Trainer
- Assistant Director of Compliance
- Coordinator, Housing and Residence Life
- Systems Engineer
- Research and Development Associate
- Training Coordinator, Workforce Education Programs (WEP)
- Assistant Coach, Football – Quality Control
- Manager, Business Operations
- Associate General Counsel for Athletics
- Assistant Director, International Admissions and Recruitment
- Title IX Coordinator and Equal Opportunity Investigator
- Assistant Athletic Trainer
- Academic Advisor 2 – WCBA
- Manager, Marketing and Business Development
- Assistant Coach, Strength and Conditioning
- Coordinator, Cross-cultural and Overseas Experience
- Coordinator, Graphic Services
- Senior Buyer
- Business Systems Administrator
- Academic Advisor 1 – WCBA
- Dean – WCBA
- Project Manager – IT Infrastructure Services
- Program Administrator, Dental Hygiene
- Coordinator, Social Media and Communications

Classified

- Academic Operations Specialist 1 – Dean Education
- Business Operations Specialist 2 – Center Workforce Education & Innovation
- Groundskeeper 2
- Clerk 2
- Business Operations Specialist 1 – Kilcawley Center
- Carpenter 2
- Athletic Facilities Specialist
- Business Operations Specialist 1 – Center for Student Progress
- Technology Support Technician 1
- Business Operations Specialist 1 – Academic Affairs
- Boiler Technician
- Academic Operations Specialist 3 – Dean CCCA
- Business Operations Specialist 1 – Health Professions
- Groundskeeper 2
- Delivery and Mail Clerk
- Residence Hall Monitor
- Library Assistant
- Academic Operations Specialist 1 – Dean BCHHS
- Print Assistant
- Academic Operations Specialist 1 – Teacher Education and Leadership Studies
- Business Operations Specialist 4 – Facilities Maintenance
- Human Resources Generalist
- Financial Aid Loan Specialist 2
- Carpenter 2
- Business Operations Specialist 1 – Accessibility Services
- Residence Hall Monitor (PT)
- Maintenance Repair Worker 2

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

Appointments – 6

- Classified Civil Service – 5
- Externally Funded – 1

Separations – 8

- Classified Civil Service – 7
- FOP Excluded – 1

Promotions – 7

- Classified Civil Service – 7

Reclassifications/Position Adjustments – 7

- Classified Civil Service – 6
- Classified Non-bargaining – 1

Salary Adjustments – 15

- Classified Civil Service – 15

Transfers – 3

- Classified Civil Service – 3

YOUNGSTOWN STATE UNIVERSITY
CLASSIFIED EMPLOYEE
PERSONNEL ACTIONS 4/16/21 THROUGH 7/15/21
APPOINTMENTS

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	CONTRACT/ APPOINTMENT DATES	FTE	SALARY
Cook, Ashlee	ACE	Business Ops Specialist 1	Kilcawley Center	7/6/2021	0.50	\$ 13,884.00
Elia, Della	ACE	Academic Ops Specialist 1	Dean BCLASSE	5/3/2021	1.00	\$ 28,184.00
Kelty, Joseph	ACE	Groundskeeper 2	Grounds	6/7/2021	1.00	\$ 27,768.00
Klacik, Amy	ACE	Academic Ops Specialist 1	Dean BCLASSE	6/21/2021	1.00	\$ 28,184.00
Montgomery, Hunter	ACE	Information Security Tech 1	IT Security Services	7/6/2021	1.00	\$ 43,929.60
Cox, Janine	Externally Funded	Business Ops Specialist 2	Center for Workforce Education & Innovation	5/10/2021	1.00	\$ 39,998.40

YOUNGSTOWN STATE UNIVERSITY
CLASSIFIED EMPLOYEE
PERSONNEL ACTIONS 4/16/21 THROUGH 7/15/21
SEPARATIONS

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	CONTRACT/ APPOINTMENT DATES	FTE	SALARY	SEPARATION TYPE
Banks, Ellen	ACE	Library Media Technical Asst 2	Maag Library	5/28/2021	1.00	\$ 48,297.60	Retire
Berger, Jean	ACE	Academic Ops Specialist 1	Teacher Ed & Leader. Studies	5/19/2021	1.000	\$ 39,811.20	Resign
Cann, Mari Ann	ACE	Academic Ops Specialist 3	Dean CCCA	7/1/2021	1.00	\$ 51,750.40	Retire
Carpenter, Donald	ACE	Boiler Technician and Plumber	Central Utility Plant & Distr.	6/28/2021	1.00	\$ 41,537.60	Resign
Cetina, Ethan	ACE	Groundskeeper 2	Grounds	5/21/2021	1.00	\$ 32,344.00	Resign
Cirjak, David	ACE	Groundskeeper 2	Grounds	4/16/2021	1.00	\$ 32,344.00	Resign
Parker, Alan	ACE	Carpenter Supervisor	Facilities Maintenance	4/30/2021	1.00	\$ 55,868.80	Retire
Pusateri, Douglas	FOP	Police Officer 2	YSU Police	4/30/2021	1.00	\$ 57,865.60	Retire

YOUNGSTOWN STATE UNIVERSITY
CLASSIFIED EMPLOYEE
PERSONNEL ACTIONS 4/16/21 THROUGH 7/15/21
PROMOTIONS

EMPLOYEE NAME	EMPLOYEE TYPE	NEW POSITION TITLE/ OLD POSITION TITLE	NEW DEPARTMENT/ OLD DEPARTMENT	CONTRACT/ APPOINTMENT DATES	FTE	NEW SALARY	PREVIOUS SALARY
Allshouse, Robert	ACE	Technology Support Tech 2/ Tech Support Technician 1	IT Customer Services	4/25/2021	1.00	\$ 54,121.60	\$ 51,542.40
Brooks, Genine	ACE	Academic Ops Specialist 1/ Clerk 2	Dana School of Music/ Parking Services	4/25/2021	1.00	\$ 29,036.80	\$ 25,896.00
Gordon, John	ACE	Technology Support Tech 2/ Tech Support Technician 1	IT Customer Services	4/25/2021	1.00	\$ 73,382.40	\$ 69,888.00
Kostantas, Amalia	ACE	Academic Ops Specialist 1/ Residence Hall Monitor	Teacher Ed & Leadership Studies/ Housing	7/4/2021	1.00	\$ 33,779.20	\$ 32,177.60
Liguori, Joseph	ACE	Technology Support Tech 2/ Technology Support Tech 1	IT Customer Services	4/25/2021	1.00	\$ 51,480.00	\$ 49,025.60
Schneider, Jeremy	ACE	Technology Support Tech 2/ Technology Support Tech 1	IT Customer Services	4/25/2021	1.00	\$ 53,726.40	\$ 51,168.00
Soltis, Eugene	ACE	Technology Support Tech 2/ Technology Support Tech 1	IT Customer Services	4/25/2021	1.00	\$ 48,734.40	\$ 44,595.20

YOUNGSTOWN STATE UNIVERSITY
CLASSIFIED EMPLOYEE
PERSONNEL ACTIONS 4/16/21 THROUGH 7/15/21
RECLASSIFICATIONS/POSITION ADJUSTMENTS

EMPLOYEE NAME	EMPLOYEE TYPE	NEW POSITION TITLE/ OLD POSITION TITLE	NEW DEPARTMENT/ OLD DEPARTMENT	CONTRACT/ APPOINTMENT DATES	FTE	NEW SALARY	PREVIOUS SALARY
Eisenbraun, Mark	ACE	Boiler Technician/Boiler Tech Bldg Maintenance Supervisor	Facilities Maintenance	6/6/2021	1.00	\$ 59,508.80	\$ 56,680.00
Jacobson, James	ACE	Boiler Technician/Boiler Tech Bldg Maintenance Supervisor	Facilities Maintenance	6/6/2021	1.00	\$ 57,324.80	\$ 54,267.20
Kennedy, Michael	ACE	Boiler Technician/Boiler Tech Bldg Maintenance Supervisor	Facilities Maintenance	6/6/2021	1.00	\$ 57,324.80	\$ 46,758.40
Kinsey, Eric	ACE	Boiler Technician/Boiler Tech Bldg Maintenance Supervisor	Facilities Maintenance	6/6/2021	1.00	\$ 57,324.80	\$ 46,758.40
Moore, Tiffany	ACE	Academic Ops Specialist 3/ Administrative Assistant 2	Dean - WCBA	6/6/2021	1.00	\$ 38,625.60	\$ 36,795.20
Steadman, Zachary	ACE	Boiler Technician/Boiler & Air Quality Tech	Central Utility Plant & Distr.	7/4/2021	1.00	\$ 57,324.80	\$ 42,494.40
Burdette, Nicole	Excluded	Human Resources Generalist/ HR Analyst 1	Human Resources	4/25/2021	1.00	\$ 40,684.80	\$ 29,057.60

YOUNGSTOWN STATE UNIVERSITY
CLASSIFIED EMPLOYEE
PERSONNEL ACTIONS 4/16/21 THROUGH 7/15/21
SALARY ADJUSTMENTS

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	CONTRACT/ APPOINTMENT DATES	NEW FTE	NEW SALARY	OLD FTE	PREVIOUS SALARY
Bogunia, John	ACE	Maintenance Repair Worker 2	Facilities Maintenance	7/4/2021	1.00	\$ 40,643.20	1.00	\$ 30,596.80
Brown, Kenneth	ACE	Maintenance Repair Worker 2	Facilities Maintenance	7/4/2021	1.00	\$ 40,643.20	1.00	\$ 30,596.80
Cerimele, Richard	ACE	Groundskeeper 2	Grounds	6/20/2021	1.00	\$ 28,870.40	1.00	\$ 28,433.60
Durse, Nicholas	ACE	Maintenance Repair Worker 2	Facilities Maintenance	7/4/2021	1.00	\$ 45,843.20	1.00	\$ 43,659.20
Eggleston, Steven	ACE	Maintenance Repair Worker 2	Facilities Maintenance	7/4/2021	1.00	\$ 46,488.00	1.00	\$ 44,283.20
Ferradino, Darla	ACE	Records Technician 1	Registration & Records	6/20/2021	1.00	\$ 31,699.20	1.00	\$ 31,304.00
Gucwa, Paul	ACE	Maintenance Repair Worker 2	Facilities Maintenance	7/4/2021	1.00	\$ 45,843.20	1.00	\$ 43,659.20
Hudzik, Stefanie	ACE	Museum Specialist	Smith Museum Operation	6/20/2021	0.48	\$ 14,826.24	0.48	\$ 14,606.59
Latimer, Christopher	ACE	Maintenance Repair Worker 2	Facilities Maintenance	7/4/2021	1.00	\$ 42,494.40	1.00	\$ 33,072.00
Lyubuska, Bohdan	ACE	Maintenance Repair Worker 2	Facilities Maintenance	7/4/2021	1.00	\$ 45,219.20	1.00	\$ 43,056.00
Mastorides, Nickiforos	ACE	Maintenance Repair Worker 2	Facilities Maintenance	7/4/2021	1.00	\$ 42,494.40	1.00	\$ 35,713.60
Matasy, Michael	ACE	Maintenance Repair Worker 2	Facilities Maintenance	7/4/2021	1.00	\$ 42,494.40	1.00	\$ 33,467.20
Mohler, Daniel	ACE	Maintenance Repair Worker 2	Facilities Maintenance	7/4/2021	1.00	\$ 42,494.40	1.00	\$ 31,782.40
Trimacco, Paul	ACE	Maintenance Repair Worker 2	Facilities Maintenance	7/4/2021	1.00	\$ 45,219.20	1.00	\$ 43,056.00
Woodford, Debra	ACE	Clerk 2	Parking Services	4/25/2021	1.00	\$ 25,646.50	0.50	\$ 12,823.20

YOUNGSTOWN STATE UNIVERSITY
CLASSIFIED EMPLOYEE
PERSONNEL ACTIONS 4/16/21 THROUGH 7/15/21
TRANSFERS

EMPLOYEE NAME	EMPLOYEE TYPE	NEW POSITION TITLE/ OLD POSITION TITLE	NEW DEPARTMENT/ OLD DEPARTMENT	CONTRACT/ APPOINTMENT DATES	FTE	NEW SALARY	PREVIOUS SALARY
Handel, Marilyn	ACE	Business Ops Specialist 1/ Academic Ops Specialist 1	Distance Learning/Art	5/9/2021	0.50	\$ 18,012.80	\$ 18,012.20
Mehle, Vicki	ACE	Clerk 2/Residence Hall Monitor	Parking Services/Housing	7/11/2021	1.00	\$ 32,177.60	\$ 32,177.60
Pope, Shannon	ACE	Business Ops Specialist 1/ Academic Ops Specialist 1	Academic Success Center/ Criminal Justice Consumer Science	5/23/2021	1.00	\$ 36,025.60	\$ 36,025.60

TO: Board of Trustees, Youngstown State University
Ms. Capri S. Cafaro
Mr. Charles T. George
Dr. Anita A. Hackstedde
Dr. John R. Jakubek
Mr. Joseph J. Kerola
Mr. Michael A. Peterson
Mr. James E. "Ted" Roberts, Esq.
Mr. Allen L. Ryan, Esq.
Mrs. Molly S. Seals
Mr. Eric A. Spiegel
Dr. Helen K. Lafferty
Ms. Elsa Khan, Student trustee
Ms. Galena Lopuchovsky, Student trustee

FROM: Dana Lantz, Director Equal Opportunity, Policy Development & Title IX

RE: 3356-2-04 Search waivers for hiring of faculty and professional/administrative staff report pursuant to (F)(6) for September 2021 Board of Trustees' Meeting

DATE: August 9, 2021

Below please find the report information as required by 3356-2-04 Search waivers for hiring of faculty and professional/administrative staff pursuant to section (F)(6). Included is the information regarding all postings for professional/administrative staff and faculty. The information contained herein is for the period of April 28, 2021 – August 9, 2021.

Youngstown State University posted: 74 (seventy-four) full-time and no (0) part-time professional/administrative positions; 31 (thirty-one) full-time and 12 (twelve) part-time faculty positions.

In addition to the posting, thirteen search waivers were granted. A summary of the search waiver information is as follows:

Date: June 1, 2021
Requestor: Rebecca Fink and Emily Wollet
Department: Athletics
Position: Director of Athletic Academic Services
Candidate: Jaysen Spencer
Rationale: Urgent need to fill position due to staff changes. Candidate has extensive prior experience.

Date: June 3, 2021
Requestor: Joy Polkabila Byers
Department: Housing and Residence Life
Position: Director, Housing and Residence Life
Candidate: Olivia Cupp
Rationale: Candidate possesses the specialized skill and understanding of the strategic plan of the University as it relates to the department. Successfully led the merger of two departments as interim director (December 2020) and directed the University Covid response in residence halls.

Date: June 3, 2021
Requestor: Joy Polkabila Byers
Department: Campus Recreation
Position: Director, Campus Recreation
Candidate: Ryan McNicholas
Rationale: Promotional opportunity of a highly skilled current employee allows reorganization of the department and will allow cost savings.

Date: June 8, 2021
Requestor: Jennifer Oddo
Department: Division of Workforce Education and Development
Position: Manager, marketing and Business Development
Candidate: Brooke Waid
Rationale: Externally funded role through GM Clawback for a period not to exceed three years.

Date: June 23, 2021
Requestor: Holly Jacobs
Department: Equal Opportunity, Policy Development and Title IX
Position: Associate Director, Equal Opportunity Analytics and Policy Development
Candidate: Ann Gardner
Rationale: Served as the Assistant Director, Policy Development and Human Resources Support and can seamlessly transition to the Associate Director. As an attorney has a specialized skill in drafting of policy. Leading the development of a search advocate pilot program designed to increase diversity of the applicant pool and workforce.

Date: July 16, 2021
Requestor: Holly Jacobs
Department: Equal Opportunity, Policy Development and Title IX
Position: Director, Equal Opportunity, Policy Development and Title IX
Candidate: Dana Lantz
Rationale: Specialized skills and experience and demonstrated commitment to EO in the City of Youngtown. Previously interviewed during search and was strong candidate.

Date: July 16, 2021
Requestor: Myisha Jennings
Department: Athletics
Position: Assistant Basketball Coach
Candidate: Ben Asher
Rationale: Program underway and immediate need for assistant coach. Requestor indicated potential health and safety concern for student athletes if position not filled.

Date: August 16, 2021
Requestor: Frank Li
Department: Rayen School of Engineering -Mechanical Engineering
Position: Lecturer
Candidate: Erik Haake
Rationale: Immediate need to fill a one-year appointment due to loss of three full time employees in Mechanical Engineering Department. Will conduct a tenure track search for next year.

Date: August 16, 2021
Requestor: Frank Li
Department: Rayen School of Engineering - Electrical Engineering
Position: Lecturer
Candidate: Xiaomei Ren
Rationale: Immediate need to fill a one-year appointment due to passing of a professor in the department. Will conduct a tenure track search for next year.

Date: August 16, 2021
Requestor: Frank Li
Department: Rayen School of Engineering -Chemical Engineering
Position: Lecturer
Candidate: Zhuanzhuan Shirley Xie
Rationale: Immediate need to fill a one-year appointment due to unexpected vacancy. Will conduct a tenure track search for next year.

Date: August 23, 2021
Requestor: Frank Li
Department: Rayen School of Engineering -Industrial and System Engineering
Position: Lecturer
Candidate: Mithy Sharmin
Rationale: Immediate need due to unexpected vacancy. Will conduct a tenure track search for next year.

Date: August 23, 2021
Requestor: Jeremy Schwartz and Betty Jo Licata
Department: Lariccia School of Accounting and Finance
Position: Lecturer
Candidate: M. Constance Augustine-Thompson
Rationale: Immediate need to fill a position in the Tax and Accounting Courses due to vacancy as a result of the VSRP.

Date: August 23, 2021
Requestor: Bruce Keillor
Department: Management
Position: Lecturer
Candidate: Michelle Green
Rationale: Immediate need to fill position in Management and marketing due to vacancy as a result of the VSRP.

YEARS of SERVICE RECOGNITION

1/1/2021 – 12/31/2021

40 Years of Service

Mary Ann Bodnark – Marketing & Communications
7/27/2021
Christine Yankle – Chief Information Officer 4/1/2021

35 Years of Service

Michael Hrishenko – IT Customer Services 7/28/2021
Michael Orto – Facilities Maintenance 9/15/2021

30 Years of Service

Robert Ault – Maag Library 12/2/2021
Kathy Buser – Communication 5/5/2021
Jeffrey Dick – Geology & Environmental Studies
Lonnie Gentry – Health Professions 6/3/2021
Michele Huston – Controller's Office 8/5/2021
Martha Pallante – History 9/15/2021
Sylvia Rupert – Dean – STEM 7/15/2021
W. Gregg Sturru – Physics & Astronomy 9/15/2021

25 Years of Service

Linda Adovasio – Rayen School of Engineering 6/24/2021
Jennifer Cambouris – Dean – Graduate Studies 12/9/2021
Mark Eisenbraun – Facilities 5/28/2021
Neil Flowers – Mathematics & Statistics 9/15/2021
Alan Jacobs – Geology & Environmental Studies
9/15/2021
Steve Katros – Dean – BCHHS 12/11/2021
Jennifer Kurcon – Financial Aid & Scholarships 7/1/2021
Susan Lisko – Nursing 9/15/2021
Heather Lorimer – Biology 9/15/2021
Sheila Maldonado – Languages 9/3/2021
Mustansir Mir – Philosophy & Religious Studies 9/15/2021
Peter Norris – Chemistry 9/15/2021
Valerie O'Dell – Nursing 9/15/2021
Laurie Paul – Dean – BCLASSE 4/15/2021
Bryan Remias – YSU Police 12/23/2021
Glenn Schaft – Dana School of Music 9/15/2021
Gary Snyder – Parking Services 11/24/2021
Ronald Strollo – Athletic Administration 9/9/2021
Randall Williams – YSU Police 12/24/2021

20 Years of Service

Dawn Amolsh – Biology 9/26/2021
William Border – Academic Achievers 7/1/2021
John Bralich – Geography & Urban-Regional Studies
1/1/2021
Erin DeBernardo – Marketing & Communications
1/1/2021
Eileen Esposito – Honors College 3/27/2021
Crystal Hawthorne – Dean – BCLASSE 2/19/2021
Victoria Kress – Counseling, School Psychology, &
Educational Leadership 8/16/2021
David Luscher – WYSU-FM 88.5 2/19/2021
Rebecca Moore – Maag Library 8/15/2021
David Morgan – Dana School of Music 8/16/2021
Terry Round – YSU Police 2/28/2021
Shannon Tirone – University Relations 1/1/2021
Paul Trimacco – Facilities 6/4/2021
Timothy Varso – YSU Police 2/17/2021
Bonnie Winters – Health Professions 8/21/2021
John L. Young – Kilcawley Center 3/7/2021

10 Years of Service

Brittany Bowyer – VP-Finance & Business Operations
4/10/2021
Marylynn Britt – Financial Aid & Scholarships 7/5/2021
Tiffany Buck – Andrews Student Recreation & Wellness
Center 9/26/2021
Susan Carfolo – Dean – WCBA 7/11/2021
Amy Cornell – The Rich Center for Autism 6/8/2021
M. Kathleen Cripe – Teacher Education 8/22/2021
Rosalyn Donaldson – IT Customer Services 9/19/2021
Kendra Fowler – Marketing 8/22/2021
Alisha Greco-Yanniello – IT Application Services
10/17/2021
Sherri Hrusovski – Dean – STEM 9/1/2021
Charles Jeffords – Teacher Education 8/22/2021
Sarah Jenyk – Economics 8/22/2021
Pamela Kassos – The Rich Center for Autism 2/16/2021
Eric Kinsey – Facilities Maintenance 7/18/2021
Kristin Knight – The Rich Center for Autism 7/1/2021
Joseph Louth – Dana School of Music 8/22/2021
Matthew Mazuroski – Theater & Dance 8/22/2021
Michele Schaper – Registrar's Office 4/4/2021
Shaun Toth – Facilities Maintenance 7/18/2021
Edward Villone – Peace Officers Training Academy
1/3/2021

**End of University Affairs
Committee Addendum**

IX. EXECUTIVE COMMITTEE

(All Committee resolutions, supporting documents and background materials included in addendum that follows.)

A. Disposition of Minutes

Draft copies of the minutes of the committee's meeting held June 2, 2021, were provided to the trustees prior to the meeting. There being no corrections, additions or deletions thereto, the minutes of the meetings were approved as provided.

B. Old Business

No Old Business

C. Committee Item

1. Executive Committee Discussion Item

a. Presidential Goals

Chair Jakubek moved, Trustee Seals seconded a motion to enter executive session for the purposes of consideration of the appointment, employment, dismissal, discipline, promotion, demotion or compensation of one or more public employees or officials (O.R.C. 121.22(G)(1) and/or preparing for, conducting and/or reviewing negotiations or bargaining sessions with public employees concerning their compensation or other terms and condition sof their employment (O.R.C. 121.11 (G) (4).

Roll call vote : Yes - Jakubek, George, Hackstedde, Kerola, Peterson, Roberts, Ryan, Seals. No - none.

The committee entered executive session at 6:14 p.m. and resumed public session at 7:10 p.m.

D. New Business

No New Business

E. Adjournment

**The Committee meetings of the Board of Trustees concluded
at 7:12 p.m., Sept. 1, 2021**