YOUNGSTOWN STATE UNIVERSITY

BOARD OF TRUSTEES
UNIVERSITY AFFAIRS COMMITTEE
Anita A. Hackstedde, Chair
Charles T. George, Vice Chair
All Trustees are Members

Wednesday, June 21, 2023
3:30 p.m. or immediately following
previous meeting

Board Room
Tod Hall

AGENDA

A. **Disposition of Minutes for Meeting**

B. **Old Business**

C. **Committee Items**

    1. **University Affairs Consent Item***

C.1.a. = Tab 1   a. **Resolution to Modify Vacation Leave, Professional/Administrative Staff and Department Chairpersons Not Covered by a Collective Bargaining Agreement Policy, 3356-7-09**

    2. **University Affairs Action Items**

C.2.a. = Tab 2   a. **Resolution to Modify and Retitle Emeritus Status Policy, 3356-7-17**
Jennifer Lewis-Aey, Executive Director and Chief Human Resources Officer, will report.

C.2.b. = Tab 3   b. **Resolution to Authorize Conferral of Emeritus Status for Faculty and Administrators**
This resolution nominates nine (9) recently-retired faculty members for Faculty Emeritus Status, and nominates zero (0) recently-retired administrators for Administrator Emeritus Status in accordance with the University policy for Emeritus Status, Policy Number 3356-7-17.
Jennifer Lewis-Aey, Executive Director and Chief Human Resources Officer, will report.

C.2.c. = Tab 4   c. **Resolution to Ratify Personnel Actions**
University policies require that the Chief Human Resources Officer provide a summary of appointments, promotions, and other personnel actions for faculty and professional/ administrative staff, including intercollegiate athletics coaching positions for January 16, 2023, through April 15, 2023. Personnel actions for faculty and professional/ administrative staff are contingent upon approval of the Board of Trustees.
Jennifer Lewis-Aey, Executive Director and Chief Human Resources Officer, will report.

*Items listed under the Consent Agenda require Board approval; however they may be presented without discussion as these items include only non-substantive changes.

3. University Affairs Discussion Items

C.3.a. = Tab 5
    a. Title IX Update
Dana Lantz, Executive Director of Human Resources, will report.

C.3.b. = Tab 6
    b. Support Area Assessment: Academic Affairs
Brien Smith, Provost and Vice President for Academic Affairs, will report.

C.3.c. = Tab 7
    c. Support Area Assessment: University Relations
Shannon Tirone, Associate Vice President for University Relations, will report.

C.3.d. = Tab 8
    d. Support Area Assessment: YSU/IPEDS
Mike Sherman, Vice President for Institutional Effectiveness and Board Professional, and Jeanne Herman, Associate Vice President for Institutional Effectiveness, will report.

C.3.e. = Tab 9
    e. Human Resources Organizational Structure
Holly Jacobs, Vice President for Legal Affairs and Human Resources, will report.

4. University Affairs Executive Session

a. Litigation, Personnel and Collective Bargaining Update
Holly Jacobs, Vice President for Legal Affairs and Human Resources, will provide a summary of current litigation and personnel matters, as well as a collective bargaining update.

D. New Business

E. Adjournment

YOUNGSTOWN STATE UNIVERSITY

Explanation of Modifications to *University Policy*:

3356-7-09 Vacation leave, professional/administrative staff and department chairpersons not covered by a collective bargaining agreement.

This policy was modified to provide clarification regarding the maximum number of vacation leave hours that professional administrative staff and department chairpersons not covered by a collective bargaining agreement may accrue and provide clarification regarding the parameters for the use of this leave prior to separation from the university.

Board of Trustees Meeting
June 22, 2023
YR 2023-

YOUNGSTOWN STATE UNIVERSITY

RESOLUTION TO MODIFY
VACATION LEAVE, PROFESSIONAL/ADMINISTRATIVE STAFF AND DEPARTMENT CHAIRPERSONS NOT COVERED BY A COLLECTIVE BARGAINING AGREEMENT POLICY, 3356-7-09

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

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

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

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of the University Policy stated above and attached hereto.

Board of Trustees Meeting
June 22, 2023
YR 2023-

3356-7-09   **Vacation leave, professional/administrative staff and department chairpersons not covered by a collective bargaining agreement.**

Responsible Division/Office:	Human Resources
Responsible Officer:	VP for Legal Affairs and Human Resources
Revision History:	May 1998; September 2009; October 2010; March 2016; September 2018; June 2023
Board Committee:	University Affairs
Effective Date:	**June 22, 2023**
Next Review:	2028

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

(B)   Scope. This policy applies to professional/administrative staff and department chairpersons who are not part of a recognized bargaining unit. Employees in externally funded positions are provided with benefits in accordance with rule 3356-7-43 of the Administrative Code (see university policy 3356-7-43, "Externally funded university positions"). Other employees covered by collective bargaining may refer to their respective labor agreement.

(C)   Parameters.

    (1)   Full-time professional/administrative staff and department chairpersons on twelve-month appointments earn 7.33 hours per pay period or one hundred seventy-six hours of paid vacation leave each fiscal year.

    (2)   Full-time staff with annual appointments less than twelve months and part-time staff with a .75 or greater full-time equivalent (FTE) earn vacation leave on a prorated basis, derived from the formula for twelve-month staff. Part-time staff employed less than .75 FTE do not earn vacation leave.

(3)   Individuals whose employment begins or ends during a given fiscal year shall earn a prorated amount of vacation leave during the fraction of the fiscal year employed.

(4)   Vacation leave for full-time twelve-month staff may be accrued up to a maximum of three hundred twenty hours.

(5)   Employees whose vacation balance reaches three hundred twenty hours will not accrue vacation until the balance is reduced below the three hundred twenty hour maximum. Employees are responsible for monitoring the vacation balance.

(6)   Vacation leave for part-time staff, .75 or greater FTE, may not exceed the maximum accrual for the prorated FTE and should be requested in hours (e.g., a .75 FTE staff member would have a maximum accrual of two hundred forty hours).

(7)   Vacation leave accrual begins on the effective date of the initial employment and may be requested once the staff member has successfully completed ninety days of service.

(8)   Accrued vacation leave may be taken prior to the effective date of separation or a cash payment will be made for vacation accrued through the last day of work. Use of accrued vacation leave prior to effective date of separation is subject to supervisor approval based on university need including when and how much leave is requested. There will be no cash payment for accrued vacation hours made to employees separating from an externally funded position.

(9)   Department chairpersons and other administrators holding earned rank and tenure who revert to faculty status will receive a cash payment for accrued vacation earned through the last day of the administrative appointment (see rule 3356-9-05 of the Administrative Code, university policy 3356-9-05, "Faculty rank and tenure for designated administrators").

(10)   If an employee moves to a professional/administrative excluded status and their current available vacation balance exceeds the maximum, a partial payout will be made to reduce the balance such that the employee will accrue the full accrual amount in the first

pay period worked in the new position.

(D)   Procedures.

    (1)   Vacation leave may be taken at a time that is mutually agreed upon by the staff member and the immediate supervisor.

    (2)   The staff member will request approval from the immediate supervisor in advance of the leave. The staff member will report the use of vacation leave, utilizing the electronic leave reporting system for the pay period in which the leave is utilized.

    (3)   The supervisor approves the vacation leave as reported, utilizing the electronic leave reporting system.

3356-7-09 Vacation leave, professional/administrative staff and department chairpersons not covered by a collective bargaining agreement.

Responsible Division/Office:	Human Resources
Responsible Officer:	VP for Legal Affairs and Human Resources
Revision History:	May 1998; September 2009; October 2010; March 2016; September 2018; June 2023
Board Committee:	University Affairs
Effective Date:	~~September 6, 2018~~June 22, 2023
Next Review:	~~2023~~2028

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

(B)   Scope. This policy applies to professional/administrative staff and department chairpersons who are not part of a recognized bargaining unit. Employees in externally funded positions are provided with benefits in accordance with rule 3356-7-43 of the Administrative Code (see university policy 3356-7-43, "Externally funded ~~professional/administrative staff~~university positions"). Other employees covered by collective bargaining may refer to their respective labor agreement.

(C)   Parameters.

(1)   Full-time professional/administrative staff and department chairpersons on twelve-month appointments earn 7.33 hours per pay period or one hundred seventy-six hours of paid vacation leave each fiscal year.

(2)   Full-time staff with annual appointments less than twelve months and part-time staff with a .75 or greater full-time equivalent ("FTE") earn vacation leave on a prorated basis, derived from the formula for twelve-month staff. Part-time staff employed less than .75 FTE do not earn vacation leave.

(3) Individuals whose employment begins or ends during a given fiscal year shall earn a prorated amount of vacation leave during the fraction of the fiscal year employed.

(4) Vacation leave for full-time twelve-month staff may be accrued up to a maximum of three hundred twenty hours.

(5) Employees whose vacation balance reaches three hundred twenty hours will not accrue vacation until the balance is reduced below the forty-day three hundred twenty hour maximum. Employees are responsible for monitoring the vacation balance.

(6) Vacation leave for part-time staff, .75 or greater FTE, may not exceed the maximum accrual for the prorated FTE and should be requested in hours (e.g., a .75 FTE staff member would have a maximum accrual of two hundred forty hours).

(7) Vacation leave accrual begins on the effective date of the initial employment and may be requested once the staff member has successfully completed ninety days of service.

(8) Accrued vacation leave may be taken prior to the effective date of separation or a cash payment will be made for vacation accrued through the last day of work. Use of accrued vacation leave prior to effective date of separation is subject to supervisor approval based on university need including when and how much leave is requested. There will be no cash payment for accrued vacation hours made to employees separating from an externally funded position.

(9) Department chairpersons and other administrators holding earned rank and tenure who revert to faculty status will receive a cash payment for accrued vacation earned through the last day of the administrative appointment (see rule 3356-9-05 of the Administrative Code and/or, university policy 3356-9-05, "Faculty rank and tenure for designated administrators").

(10) If an employee moves to a professional/administrative excluded status and their current available vacation balance exceeds the maximum, a partial payout will be made to reduce the balance such

that the employee will accrue the full accrual amount in the first pay period worked in the new position.

(D)——Procedures.

(1)   Vacation leave may be taken at a time that is mutually agreed upon by the staff member and the immediate supervisor.

(2)   The staff member will request approval from the immediate supervisor in advance of the leave. The staff member will report the use of vacation leave, utilizing the electronic leave reporting system for the pay period in which the leave is utilized.

(3)   The supervisor approves the vacation leave as reported, utilizing the electronic leave reporting system.

Explanation of Modifications to *University Policy*:

3356-7-17 Emeritus Status

This policy was modified to align with other higher education institutions and university business practices regarding privileges that will be provided to employees in good standing that retire with ten (10) or more years of university service and to clarify the parameters of eligibility for "faculty emeritus" or "administrator emeritus" status.

Board of Trustees Meeting
June 22, 2023
YR 2023-

RESOLUTION TO MODIFY AND RETITLE
EMERITUS STATUS POLICY, 3356-7-17

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

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

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

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of the University Policy stated above and attached hereto.

Board of Trustees Meeting
June 22, 2023
YR 2023-

3356-7-17   Retiree privileges and emeritus status.

Responsible Division/Office:	Human Resources
Responsible Officer:	VP for Legal Affairs and Human Resources
Revision History:	November 1997; October 2010; September 2015; December 2020; June 2023
Board Committee:	University Affairs
Effective Date:	**June 22, 2023**
Next Review:	2028

(A)   Policy statement. The board of trustees of Youngstown state university (university) provide the below privileges to university faculty and staff who retire in good standing with ten years of university service. The board of trustees of Youngstown state university may also confer the honorary title "faculty emeritus" or "administrator emeritus" upon retirement or posthumously in recognition of extended and meritorious service.

(B)   Scope. Unless otherwise provided, this policy applies to all full-time employees of the university who retire through a state pension system or alternative retirement program; and who have retired in good standing; and who have worked at the university for ten or more years. Those faculty and staff who have proven exceptional meritorious service, through the process set forth below, may also be eligible to receive the honorary title of "emeritus."

(C)   Parameters.

(1)   Retiree privileges.

(a)   Those full-time faculty and staff who retire through a state pension system or alternative retirement program in good standing with ten years of service at Youngstown state university are granted the following privileges: full library privileges; email services for those faculty continuing to serve as a principal investigator on grants and contracts; university identification card; opportunity to secure parking consistent with current university procedures for retirees; and the same educational benefits that are available to

currently employed professional/administrative staff at the time of application. (See rule 3356-7-31 of the Administrative Code; university policy 3356-7-31, "Fee remission, excluded professional/administrative employees".) In addition, faculty retirees only will also receive general fee remission.

(b)   Retirees also have the opportunity to purchase, consistent with current university practices for retirees: reserved seats to intercollegiate athletic contests and performing arts events; memberships to designated recreational facilities and wellness programs; and tickets for certain alumni and university events, e.g., homecoming events, holiday breakfast, commencement, and honors convocation. Retirees may also have the opportunity to join the Youngstown state university retirees association.

(2)   Emeritus Status.

(a)   Eligibility. Nomination of an individual to be considered for the conferral of emeritus status should be based upon the following factors: length of service (typically totaling more than ten years); the overall quality of that service; the contribution to the university; and the service to society beyond the university community.

(b)   With the exception of the university president, nominations for the conferral of emeritus status must be within one year of retirement and will follow the "Emeritus Nomination Guidelines" and utilize the "Emeritus Nomination" form (available on the office of human resources career webpage).

(c)   In the event of retirement, death, or separation from the role as university president, the board of trustees may, in its discretion, confer emeritus status upon the individual.

(d)   Emeritus status is conferred and presented at the spring meeting of the board of trustees.

(e)   An individual can only be nominated once for conferral of

emeritus status.

   (f) If emeritus status is conferred, the individual will receive the title of "faculty emeritus" or "administrator emeritus."

(D) Revocation of retiree privileges and/or emeritus status. Retiree privileges and/or emeritus status may be revoked by the board of trustees at the request of the recipient or for good cause. Good cause includes, but is not limited to, an award based on misleading or deceptive information or for egregious conduct which diminishes the status or reputation of Youngstown state university.

3356-7-17 ~~Emeritus~~<u>Retiree privileges and emeritus</u> **status.**

Responsible Division/Office: Human Resources ~~——————————~~
Responsible Officer: VP for Legal Affairs and Human Resources
Revision History: November 1997; October 2010; September 2015;
                               December 2020<u>; June 2023</u>
Board Committee: University Affairs
Effective Date: ~~December 3, 2020~~<u>June 22, 2023</u>
Next Review: ~~2025~~<u>2028</u>

(A)   Policy statement. The board of trustees of Youngstown state university (university) ~~may confer the title "emeritus" upon university faculty and executive and administrative officers upon retirement or posthumously in recognition of long and meritorious service~~<u>provide the below privileges to university faculty and staff who retire in good standing with ten years of university service. The board of trustees of Youngstown state university may also confer the honorary title "faculty emeritus" or "administrator emeritus" upon retirement or posthumously in recognition of extended and meritorious service.</u>

(B)   ~~Definition. The designation "faculty emeritus" or "administrator emeritus" is an honorary title conferred upon the retirement or death of faculty or staff members in recognition of extended meritorious service.~~<u>Scope. Unless otherwise provided, this policy applies to all full-time employees of the university who retire through a state pension system or alternative retirement program; and who have retired in good standing; and who have worked at the university for ten or more years. Those faculty and staff who have proven exceptional meritorious service, through the process set forth below, may also be eligible to receive the honorary title of "emeritus."</u>

(C)   ~~Procedures~~<u>Parameters</u>.

        (1)   <u>Retiree privileges.</u>

                (a)   <u>Those full-time faculty and staff who retire through a state pension system or alternative retirement program in good standing with ten years of service at Youngstown state university are granted the following privileges: full library</u>

privileges; email services for those faculty continuing to serve as a principal investigator on grants and contracts; university identification card; opportunity to secure parking consistent with current university procedures for retirees; and the same educational benefits that are available to currently employed professional/administrative staff at the time of application. (See rule 3356-7-31 of the Administrative Code; university policy 3356-7-31, "Fee remission, excluded professional/administrative employees".) In addition, faculty retirees only will also receive general fee remission.

(b)   Retirees also have the opportunity to purchase, consistent with current university practices for retirees: reserved seats to intercollegiate athletic contests and performing arts events; memberships to designated recreational facilities and wellness programs; and tickets for certain alumni and university events, e.g., homecoming events, holiday breakfast, commencement, and honors convocation. Retirees may also have the opportunity to join the Youngstown state university retirees association.

(2)   Emeritus Status.

(a)   Eligibility. Nomination of an individual to be considered for the conferral of emeritus status should be based upon the following factors: length of service (typically totaling more than ten years); the overall quality of that service; the contribution to the university; and the service to society beyond the university community.

(1)(b)   With the exception of the university president, nominations for the conferral of emeritus status must be within one year of retirement and will follow the "Emeritus Nomination Guidelines" and utilize the "Emeritus Nomination" form (available on the office of human resources benefits career webpage).

(2)(c)   In the event of retirement or, death of, or separation from the role as university president, the board of trustees may, in its discretion, confer emeritus status upon the individual.

(3)(d) Emeritus status is conferred and presented at the spring meeting of the board of trustees.

(4)(e) An individual can only be nominated once for conferral of emeritus status.

(5)(f) If emeritus status is conferred, the individual will receive the title of "faculty emeritus" or "administrator emeritus."

(D) Eligibility. Nomination of an individual to be considered for the conferral of emeritus status should be based upon the following factors: length of service (typically totaling more than ten years); E) Emeritus privileges.

(1) Those retirees achieving emeritus status are granted the following privileges: full library privileges; email services; university identification card; opportunity to secure parking consistent with current university procedures; and the same educational benefits that are available to currently employed faculty or staff at the time of application. (See university policy 3356-7-31, "Fringe benefits, excluded professional/administrative employees fee remission program.")

(2) Those retirees achieving emeritus status also have the opportunity to: purchase reserved seats to intercollegiate athletic contests and performing arts events; utilize designated recreational facilities and wellness programs; attend certain alumni and university events, e.g., homecoming events, holiday breakfast, commencement, and honors convocation, and join the Youngstown state university retirees' association.

(3) Retirees that attain emeritus status also have the opportunity to select one of two parking options. They may purchase a permit for designated lots or may choose to receive a free parking permit at the discretion of the university based upon availability.

(4) Those bargaining unit member retirees achieving emeritus status are granted the benefits in accordance with their collective bargaining agreement as well as any additional benefits provided herein.

(F)(D) Revocation of retiree privileges and/or emeritus status. EmeritusRetiree

privileges and/or emeritus status may be revoked by the board of trustees at the request of the recipient or for good cause. Good cause includes, but is not limited to, an award based on misleading or deceptive information or for egregious conduct which diminishes the status or reputation of Youngstown state university.

RESOLUTION TO AUTHORIZE CONFERRAL OF EMERITUS STATUS FOR FACULTY AND ADMINISTRATORS

WHEREAS, the Policies of the Board of Trustees provide for the conferral of emeritus status upon University faculty and professional/administrative staff members upon retirement or death following at least ten years of meritorious service and are recommended by the President of the University; and

WHEREAS, in accordance with University Policy 3356-7-17, Emeritus Status, this resolutions nominates eighteen recently retired faculty members for Faculty Emeritus Status, and two recently retired administrators for Administrator Emeritus Status; and

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby authorize that those faculty and professional/administrative staff members listed in Exhibits List A and List B attached hereto respectively, are hereby granted the emeritus title designed thereon.

Board of Trustees Meeting
June 22, 2023
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FACULTY
RECEIVING EMERITUS STATUS
(Board of Trustees Meeting, June 22, 2023)

NAME	TITLE	YEARS of SERVICE	STATUS
Jeffrey Dick	Professor Geology & Environmental Studies	31	Faculty Emeritus
Diana Fagan	Professor Chemical & Biological Sciences	30	Faculty Emeritus
Alan Jacobs	Professor Physics, Astronomy, Geology & Environmental Science	26	Faculty Emeritus
Mary LaVine	Associate Professor Teacher Education	10	Faculty Emeritus
Thomas Leary	Associate Professor Humanities & Social Sciences	23	Faculty Emeritus
Ndinzi Masagara	Associate Professor English & World Languages	30	Faculty Emeritus
Douglas Price	Associate Professor Rayen School of Engineering	22	Faculty Emeritus
John Sarkissian	Professor English & World Languages	34	Faculty Emeritus
Charles B. Vergon	Professor Teacher Education & Leadership Studies	30	Faculty Emeritus

ADMINISTRATIVE STAFF
RECEIVING EMERITUS STATUS
(Board of Trustees Meeting, June 22, 2023)

NAME	TITLE	YEARS of SERVICE	STATUS
None Awarded			

3356-7-17   Emeritus status.

Responsible Division/Office:	Human Resources
Responsible Officer:	VP for Legal Affairs and Human Resources
Revision History:	November 1997; October 2010; September 2015; December 2020
Board Committee:	University Affairs
Effective Date:	**December 3, 2020**
Next Review:	2025

(A)   Policy statement. The board of trustees of Youngstown state university (university) may confer the title "emeritus" upon university faculty and executive and administrative officers upon retirement or posthumously in recognition of long and meritorious service.

(B)   Definition. The designation "faculty emeritus" or "administrator emeritus" is an honorary title conferred upon the retirement or death of faculty or staff members in recognition of extended meritorious service.

(C)   Procedures.

  (1)   With the exception of the university president, nominations for the conferral of emeritus status will follow the "Emeritus Nomination Guidelines" and utilize the "Emeritus Nomination" form (available on the office of human resources benefits webpage).

  (2)   In the event of retirement or death of the university president, the board of trustees may, in its discretion, confer emeritus status upon the individual.

  (3)   Emeritus status is conferred and presented at the spring meeting of the board of trustees.

  (4)   An individual can only be nominated once for conferral of emeritus status.

  (5)   If emeritus status is conferred, the individual will receive the title of "faculty emeritus" or "administrator emeritus."

(D)   Eligibility. Nomination of an individual to be considered for the conferral of emeritus status should be based upon the following factors: length of service (typically totaling more than ten years); the overall quality of that service; the contribution to the university; and the service to society beyond the university community.

(E)   Emeritus privileges.

    (1)   Those retirees achieving emeritus status are granted the following privileges: full library privileges; email services; university identification card; opportunity to secure parking consistent with current university procedures; and the same educational benefits that are available to currently employed faculty or staff at the time of application. (See university policy 3356-7-31, "Fringe benefits, excluded professional/administrative employees fee remission program.")

    (2)   Those retirees achieving emeritus status also have the opportunity to: purchase reserved seats to intercollegiate athletic contests and performing arts events; utilize designated recreational facilities and wellness programs; attend certain alumni and university events, e.g., homecoming events, holiday breakfast, commencement, and honors convocation, and join the Youngstown state university retirees' association.

    (3)   Retirees that attain emeritus status also have the opportunity to select one of two parking options. They may purchase a permit for designated lots or may choose to receive a free parking permit at the discretion of the university based upon availability.

    (4)   Those bargaining unit member retirees achieving emeritus status are granted the benefits in accordance with their collective bargaining agreement as well as any additional benefits provided herein.

(F)   Revocation of emeritus status. Emeritus status may be revoked by the board of trustees at the request of the recipient or for good cause. Good cause includes, but is not limited to, an award based on misleading or deceptive information or for egregious conduct which diminishes the status or reputation of Youngstown state university.

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 March 2, 2023, meeting of the Board of Trustees; and

WHEREAS, such personnel actions are in accordance with the 2022-2023 Budget and with University policies 3356-2-02, Equal Opportunity and Affirmative Action Recruitment and Employment; 3356-9-05, Faculty Rank and Tenure for Designated Administrators; 3356-9-02, Selection, Appointment, and Annual Evaluation of Administrative Officers; 3356-7-42, Selection, Appointment, and Evaluation of Professional/Administrative Staff; 3356-7-43, Externally Funded University Positions; and 3356-7-36, Hiring and Selection Process, Evaluation and Compensation for Intercollegiate Athletic Coaches;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby ratify and confirm the personnel actions, attached hereto.

Board of Trustees Meeting
June 22, 2023
YR 2023-

SUMMARY OF PERSONNEL ACTIONS
Faculty
1/16/2023 through 4/15/2023

Separations – 1

- Term Faculty – 1

YOUNGSTOWN STATE UNIVERSITY
FACULTY
PERSONNEL ACTIONS 1/16/2023 THROUGH 4/15/2023
SEPARATIONS

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT/ PROGRAM	DATE OF SEPARATION	FTE	SALARY	SEPARATION TYPE
Peterson, Willie	Term Faculty	Lecturer	Social Work	3/31/2023	1.00	$ 44,460.45	Retirement

YOUNGSTOWN STATE UNIVERSITY

SUMMARY OF PERSONNEL ACTIONS
Professional Administrative - (Excludes Athletics)
1/16/2023 through 4/15/2023

Separations – 8

- Professional Administrative Staff – 2
- Professional Administrative Excluded – 2
- Professional Administrative Externally Funded – 4

Appointments – 16

New Positions – 1 *(Notated with an asterisk *)*
- Professional Administrative Staff – 1

Replacement Positions – 15
- Professional Administrative Staff – 11
- Professional Administrative Excluded – 2
- Professional Administrative Externally Funded – 2

Reclassifications/Position Adjustments – 11

- Professional Administrative Staff – 2
- Professional Administrative Excluded – 4
- Professional Administrative Externally Funded – 5

Promotions – 6

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

Salary Adjustments – 9

- Professional Administrative – 6
- Professional Administrative Excluded – 1
- Professional Administrative Externally Funded – 2

YOUNGSTOWN STATE UNIVERSITY
PROFESSIONAL ADMINISTRATIVE
PERSONNEL ACTIONS 1/16/2023 THROUGH 4/15/2023
SEPARATIONS

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	DATE OF SEPARATION	FTE	SALARY	SEPARATION TYPE
Friend, Megan	APAS	Program Coordinator Admissions and Recruitment	Dean - Cliffe College of Creative Arts	3/22/2023	1.00	$ 56,794.00	Resignation
Pendleton, Sandra	APAS	Senior Academic Advisor 1	Dean - WCBA	2/24/2023	1.00	$ 49,368.00	Resignation
Jaronski, Ann	Excluded	Director	Student Counseling Services	4/7/2023	1.00	$ 106,123.32	Resignation
Moss, Martyn	Excluded	Manager Building Services	Janitorial Services	3/3/2023	1.00	$ 57,212.74	Resignation
Stipanovich, Carrie	Externally Funded	Academic Advisor 2	Dean - Beeghly College Liberal Arts, Social Science & Education	2/3/2023	1.00	$ 43,840.00	Resignation
Craig, William	Externally Funded	Coordinator Career Experience and Development	Center for Workforce Education & Innovation	3/24/2023	1.00	$ 82,000.00	Resignation
Moore, Kimberly	Externally Funded	Lead Instruction Specialist	Rich Center for Autism	3/10/2023	1.00	$ 28,261.00	Resignation
Pfingstl, Rebecca	Externally Funded	Coordinator Career Experience and Development	Career Exploration & Development	3/31/2023	1.00	$ 42,000.00	Resignation

YOUNGSTOWN STATE UNIVERSITY
PROFESSIONAL ADMINISTRATIVE
PERSONNEL ACTIONS 1/16/2023 THROUGH 4/15/2023
APPOINTMENTS

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	CONTRACT/ APPOINTMENT DATES	FTE	SALARY
Adler, Alexandra	APAS	Case Manager	Dean of Students	1/17/2023	1.00	$ 45,000.00
Billock, Michael*	APAS	International Student and Scholar Advisor	International Programs Office	3/16/2023	1.00	$ 49,000.00
Crowl, Rachel	APAS	Coordinator STEM Laboratory	Chemistry	3/1/2023	1.00	$ 48,000.00
Frey, Rachel	APAS	Counselor Penguin Service Center	Registration & Records	1/17/2023	1.00	$ 37,000.00
Friend, Megan	APAS	Program Coordinator Admissions and Recruitment	Dean - Cliffe College of Creative Arts	3/16/2023	1.00	$ 56,794.00
Hake, Anthony	APAS	Project Coordinator and Website Content Creator	Marketing & Communications	2/16/2023	1.00	$ 42,500.00
Hecht, Sophie	APAS	Success Coordinator	First Year Student Services	1/23/2023	1.00	$ 43,000.00
Leko, Jacob	APAS	Senior Financial Analyst	Controller's Office	3/16/2023	1.00	$ 50,000.00
Maher, Timothy	APAS	Coordinator	College Access and Transition	2/1/2023	1.00	$ 48,000.00
Nolasco, Frank	APAS	Success Coordinator	First Year Student Services	1/17/2023	1.00	$ 43,000.00
Nuskievicz, Joseph	APAS	Environmental Health and Safety Specialist	Environmental Occupational Health & Safety	2/16/2023	1.00	$ 68,000.00
Worsham, Thomas	APAS	Coordinator Adventure Recreation	Andrews Student Recreation & Wellness Center	2/1/2023	1.00	$ 43,000.00
Fugett, Sara	Excluded	Director Career Exploration and Development	Career Exploration & Development	3/6/2023	1.00	$ 72,000.00
Yerse, Jeremy	Excluded	Director - IT Infrastructure Services	IT Infrastructure Services	3/23/2023	1.00	$ 110,000.00
Johnson, Kenan	Externally Funded	Instruction Specialist	Rich Center for Autism	1/17/2023	1.00	$ 24,000.00
Smith, Donivan	Externally Funded	Instruction Specialist	Rich Center for Autism	2/16/2023	1.00	$ 23,651.00
*New position						

YOUNGSTOWN STATE UNIVERSITY
PROFESSIONAL ADMINISTRATIVE
PERSONNEL ACTIONS 1/16/2023 THROUGH 4/15/2023
RECLASSIFICATIONS/POSITION ADJUSTMENTS

EMPLOYEE NAME	NEW EMPLOYEE TYPE/OLD EMPLOYEE TYPE	NEW POSITION TITLE/ OLD POSITION TITLE	NEW DEPARTMENT/ OLD DEPARTMENT	CONTRACT/ APPOINTMENT DATES	NEW FTE/ OLD FTE	NEW SALARY	PREVIOUS SALARY
Bowser, Presley	APAS	Assistant Director / Coordinator	Honors College	4/1/2023	1.00	$ 43,197.00	$ 39,270.00
Gary, Sarah	APAS	Coordinator Center Career Management	Dean - WCBA	3/16/2023	1.00/ 0.75	$ 37,933.80	$ 28,450.35
D'Amato, Joseph	Excluded / APAS	Associate Director / Assistant Director	English Language Institute	2/1/2023	1.00	$ 59,241.94	$ 53,856.31
Miller, Alan	Excluded	Associate Director / Manager	Procurement Services	2/16/2023	1.00	$ 62,635.65	$ 56,941.50
Pintar, Jennifer	Excluded	Vice Provost / Associate Provost	Provost VP - Academic Affairs	2/1/2023	1.00	$ 160,000.00	$ 144,519.70
Sherman, William	Excluded	Vice President - Student Affairs, Institutional Effectiveness, and Board Professional/Vice President - Institutional Effectiveness and Board Professional	VP - Student Affairs & Institutional Effectiveness / President	2/1/2023	1.00	$ 170,000.00	$ 139,765.50
Janofa, David	Externally Funded	Associate Vice President / Director Workforce Partnership	Center for Workforce Education & Innovation	1/16/2023	1.00	$ 125,000.00	$ 91,800.00
Kuzma, Daniel	Externally Funded	Interim Manager Building Services/Manager	Janitorial Services	3/6/2023	1.00	$ 65,000.00	$ 42,722.37
Mc Cartney, Rachel	Externally Funded	Director Grants Development / Associate Director	Center for Workforce Education & Innovation	4/1/2023	1.00	$ 79,885.79	$ 74,659.62

YOUNGSTOWN STATE UNIVERSITY
PROFESSIONAL ADMINISTRATIVE
PERSONNEL ACTIONS 1/16/2023 THROUGH 4/15/2023
RECLASSIFICATIONS/POSITION ADJUSTMENTS

EMPLOYEE NAME	NEW EMPLOYEE TYPE/OLD EMPLOYEE TYPE	NEW POSITION TITLE/ OLD POSITION TITLE	NEW DEPARTMENT/ OLD DEPARTMENT	CONTRACT/ APPOINTMENT DATES	NEW FTE/ OLD FTE	NEW SALARY	PREVIOUS SALARY
Miller, Kelli	Externally Funded	Director Business Operations / Manager	Center for Workforce Education & Innovation / Center for Workforce Education & Innovation	4/1/2023	1.00	$ 85,680.00	$ 81,600.00
Trott, Natalie	Externally Funded	Curriculum Coach / Lead Instruction Specialist	Rich Center for Autism	1/16/2023	1.00	$ 44,658.00	$ 39,157.62

YOUNGSTOWN STATE UNIVERSITY
PROFESSIONAL ADMINISTRATIVE
PERSONNEL ACTIONS 1/16/2023 THROUGH 4/15/2023
<u>PROMOTIONS</u>

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
Bibler, Cheri	APAS	Data Warehouse Engineer / Senior Business Systems Administrator	IT Data Analytics	4/1/2023	1.00	$ 84,700.00	$ 77,725.25
Drabison, Maureen	APAS / ACE	Software Integration Engineer / Software Integration Analyst 2	IT Application Services	3/1/2023	1.00	$ 91,909.00	$ 89,980.80
Adams, Cameron	Excluded / APAS	Associate Director / Assistant Director	Andrews Student Recreation & Wellness Center	3/16/2023	1.00	$ 57,000.00	$ 50,598.43
Buck, Tiffany	Excluded	Manager AP and Travel Services/ Senior Financial Analyst	Procurement Services	1/16/2023	1.00	$ 52,000.00	$ 45,900.00
Gaskell, Jessica	Excluded	Director / Assistant Director	First Year Student Services	4/1/2023	1.00	$ 70,000.00	$ 48,917.93
O'Neal, Tula	Externally Funded	Site Coordinator / Temporary Site Coordinator	Community Engagement	4/1/2023	0.80	$ 34,944.00	$ 32,760.00

YOUNGSTOWN STATE UNIVERSITY
PROFESSIONAL ADMINISTRATIVE
PERSONNEL ACTIONS 1/16/2023 THROUGH 4/15/2023
SALARY ADJUSTMENTS

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	CONTRACT/ APPOINTMENT DATES	NEW FTE	NEW SALARY	OLD FTE	PREVIOUS SALARY
Frey, Rachel	APAS	Counselor Penguin Service Center	Registration & Records	3/16/2023	1.00	$ 42,744.00	1.00	$ 37,000.00
Hale, Taryn	APAS	Senior Counselor Penguin Service Center	Registration & Records	3/16/2023	1.00	$ 44,883.00	1.00	$ 39,134.34
Hartenstein, Kevin	APAS	Coordinator	Academic Success Center	3/16/2023	1.00	$ 39,134.34	1.00	$ 37,270.80
McCurry, Rebecca	APAS	Counselor Penguin Service Center	Registration & Records	32000+A13:l20	1.00	$ 42,744.00	1.00	$ 37,000.00
Pedaline, Cory	APAS	Technology Support Engineer 1	IT Customer Services	1/16/2023	1.00	$ 67,820.39	1.00	$ 67,320.39
Sydney, Tara	APAS	Program Advisor Academic Coach	Academic Success Center	3/16/2023	1.00	$ 48,045.00	1.00	$ 46,197.51
Donaldson, Rosalyn	Excluded	Director IT Training and ACT Program Manager	IT Training Services	2/1/2023	1.00	$105,000.00	1.00	$ 98,817.60
May, Tia	Externally Funded	Rich Center for Autism	Classroom Supervisor	2/16/2023	1.00	$ 50,684.91	1.00	$ 47,815.95
O'Donnell, Skyler	Externally Funded	Community Engagement	Site Coordinator	3/16/2023	0.80	$ 34,947.36	0.80	$ 32,000.00

YOUNGSTOWN STATE UNIVERSITY

SUMMARY OF PERSONNEL ACTIONS
Athletics Employees
1/16/2023 through 4/15/2023

Separations – 4

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

Appointments – 6

Replacement Positions – 6
- Professional Administrative Excluded – 6

Salary Adjustments – 9

- Professional Administrative Excluded – 9

Reclassification – 2

- Professional Administrative Excluded – 2

YOUNGSTOWN STATE UNIVERSITY
ATHLETICS EMPLOYEES
PERSONNEL ACTIONS 1/16/2023 THROUGH 4/15/2023
SEPARATIONS

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	DATE OF SEPARATION	FTE	SALARY	TYPE OF SEPARATION
Harden, Collin	APAS	Coordinator Athletic Facility Operations	Athletic Facilities Rental	2/15/2023	1.00	$ 38,469.30	Resignation
Sinagoga, Joshua	Excluded	Assistant Coach Football	Football	2/15/2023	1.00	$ 60,000.00	Resignation
Spalding, Devon	Excluded	Assistant Coach Football	Football	1/27/2023	1.00	$ 54,060.00	Resignation
Hinkle, David	Externally Funded	Assistant Director	Athletic Administration	3/31/2023	1.00	$ 49,111.53	Resignation

YOUNGSTOWN STATE UNIVERSITY
ATHLETICS EMPLOYEES
PERSONNEL ACTIONS 1/16/2023 THROUGH 4/15/2023
APPOINTMENTS

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	CONTRACT/ APPOINTMENT DATES	FTE	SALARY
Berassa, Jelani	Excluded	Assistant Coach	Football	2/16/2023	1.00	$ 62,000.00
Chiaro, Anthony	Excluded	Assistant Coach Director of Player Development	Football	1/23/2023	1.00	$ 42,000.00
Gamble, Reginald	Excluded	Assistant Coach	Football	3/1/2023	1.00	$ 60,000.00
Kotulock, Halle	Excluded	Assistant Coach	Lacrosse - Women's	1/17/2023	1.00	$ 30,000.00
Larkin, Jeremy	Excluded	Assistant Coach	Football	2/16/2023	1.00	$ 53,000.00
Maryskova, Anita	Excluded	Assistant Coach	Soccer - Women's	1/17/2023	1.00	$ 30,450.00

YOUNGSTOWN STATE UNIVERSITY
ATHLETICS EMPLOYEES
PERSONNEL ACTIONS 1/16/2023 THROUGH 4/15/2023
SALARY ADJUSTMENTS

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	CONTRACT/ APPOINTMENT DATES	NEW FTE	NEW SALARY	OLD FTE	PREVIOUS SALARY
Brown, Jahmal	Excluded	Assistant Coach	Football	2/1/2023	1.00	$ 100,000.00	1.00	$ 91,800.00
Bujnoch, Austen	Excluded	Assistant Coach	Football	2/1/2023	1.00	$ 78,835.00	1.00	$ 71,400.00
Dukes, Christian	Excluded	Assistant Coach	Football	2/1/2023	1.00	$ 53,000.00	1.00	$ 51,000.00
Gibson, Deonte	Excluded	Assistant Coach	Football	2/1/2023	1.00	$ 76,000.00	1.00	$ 66,300.00
Haneline, John	Excluded	Assistant Coach	Football	2/1/2023	1.00	$ 70,000.00	1.00	$ 58,507.20
Harvey, Evan	Excluded	Assistant Coach QC	Football	2/1/2023	1.00	$ 51,000.00	1.00	$ 48,960.00
Phillips, Thomas	Excluded	Assistant Coach	Football	2/1/2023	1.00	$ 64,000.00	1.00	$ 62,000.00
Rothenbuhler, Troy	Excluded	Assistant Coach	Football	2/1/2023	1.00	$ 100,000.00	1.00	$ 91,800.00
Sinagoga, Joshua	Excluded	Assistant Coach	Football	2/1/2023	1.00	$ 60,000.00	1.00	$ 56,100.00

YOUNGSTOWN STATE UNIVERSITY
ATHLETICS EMPLOYEES
PERSONNEL ACTIONS 1/16/2023 THROUGH 4/15/2023
RECLASSIFICATIONS/POSITION ADJUSTMENTS

EMPLOYEE NAME	EMPLOYEE TYPE	NEW POSITION TITLE/ OLD POSITION TITLE	DEPARTMENT	CONTRACT/ APPOINTMENT DATES	FTE	NEW SALARY	FTE	PREVIOUS SALARY
Echevarria, Jesus	Excluded	Associate Head Coach / Assistant Coach	Volleyball	2/1/2023	1.00	$ 50,000.00	1.00	$ 41,826.12
Kotulock, Halle	Excluded	Interim Head Coach	Lacrosse - Women's	3/16/2023	1.00	$ 50,000.00	1.00	$ 30,000.00

TITLE IX

YOUNGSTOWN STATE UNIVERSITY

AY 2022-2023 UPDATE

ODHE'S CHANGING CAMPUS CULTURE INITIATIVE

- YOUNGTOWN STATE UNIVERSITY PARTICIPATED IN THE 2022-2023 CHANGING CAMPUS CULTURE INITIATIVE. THE INITIATIVE IS AIMED AT IMPLEMENTING BEST PRACTICES TO CHANGE THE CULTURE ON CAMPUSES. TO CHANGE THE CULTURE, WE MUST MOVE BEYOND COMPLIANCE.

- THERE ARE FIVE METRICS OUR CAMPUS MUST MEET TO BE SUCCESSFUL:

  - USE DATA TO GUIDE ACTION

  - EMPOWER STAFF, FACULTY, CAMPUS LAW ENFORCEMENT, AND STUDENTS TO PREVENT AND RESPOND TO SEXUAL VIOLENCE THROUGH EVIDENCE-BASED TRAININGS

  - COMMUNICATE A CULTURE OF SHARED RESPECT

  - DEVELOP COMPREHENSIVE RESPONSE POLICIES

  - ADOPT A SURVIVOR CENTERED STRATEGY

HIGHLIGHTS OF OUR PROGRAM

- CONDUCTED OVER 40 TRAINING SESSIONS ACROSS CAMPUS ADDRESSING PREVENTION, RESPONSE, AND BYSTANDER INTERVENTION. TRAININGS WERE OFFERED TO FACULTY, STAFF, CAMPUS LAW ENFORCEMENT, NEW STUDENTS AND RETURNING STUDENTS.

- IN COORDINATION WITH THE DEAN OF STUDENTS OFFICE, CREATED A FIVE -YEAR COMPREHENSIVE PLAN BASED UPON A TEAM APPROACH.

- IMPLEMENTED A COMPREHENSIVE AWARENESS CAMPAIGN - "THE STAND INITIATIVE" - IN PARTNERSHIP WITH THE DEAN OF STUDENTS OFFICE, STUDENT COUNSELING SERVICES, AND COMPASS.

2022-2023 CHANGING CAMPUS CULTURE RESULTS

WE RECEIVED A SCORE OF 5, HAVING MET ALL OF THE INITIATIVE RECOMMENDATIONS

CCC Metric	Reported Data	Credit?
Rec #1: Benchmark Data	Yes	Yes
Rec #2: Prevention Training with Bystander Components	Yes	Yes
Rec #2: Prevention Plan	Yes	Yes
Rec #2: Response Training	Yes	Yes
Rec #3: Awareness Campaign	Yes	Yes
Rec #4: Protocols	Yes	Yes
Rec. #5: Survivor-Centered Strategy	Yes	Yes
Rec. #5: Multi-disciplinary team	Yes	Yes
Youngstown State University Preliminary Score	5 out 5 Recommendations met in 2022-2023	

INCIDENT REFERRALS FOR TITLE IX, EQUAL OPPORTUNITY, AND POLICY VIOLATIONS

- Equal Opportunity – 13
- Policy – 6
- Title IX -
    - 1 Formal Complaint
    - 5 Pregnancy Accommodations
    - 46 Harassment: Stalking, Domestic/Dating Violence, or Sexual Assault

Office of Academic Affairs

![Youngstown State University logo] YOUNGSTOWN STATE UNIVERSITY

Mission and Statement of Quality
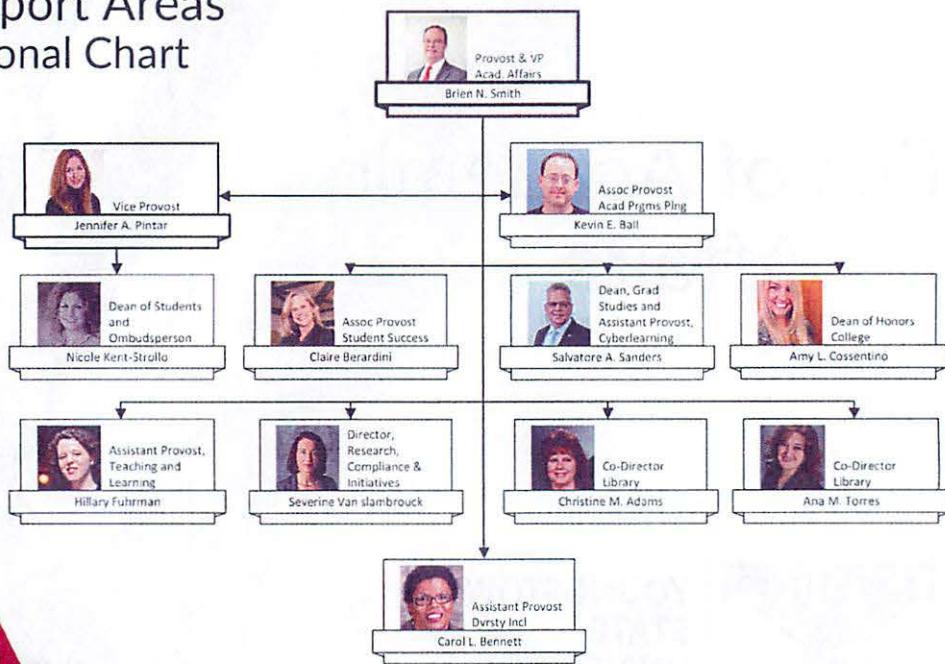
Mission

Academic Affairs fosters a student-centered learning environment that prepares students for lives of impact through quality academic programs and educational experiences. We generate and share knowledge through research opportunities for faculty and students, and engage local communities to promote education, health, prosperity and equity, and arts and culture. Through the partnership of faculty, students, and community, we seek to inspire individuals, enhance futures, and enrich lives.

Statements of Quality

- A student-centered learning environment that emphasizes the distinct learning needs of individuals and groups.
- An inclusive and equitable quality education that promotes life-long learning and post-graduation success.
- Applied learning and research that improves the well-being of the local community.
- Quality educational programs with continuously improving student learning outcomes.
- Faculty development that promotes innovation in teaching and learning
- A diverse, equitable, and inclusive campus community

YOUNGSTOWN STATE UNIVERSITY

OAA Support Areas
Organizational Chart

Provost & VP Acad. Affairs — Brien N. Smith

Vice Provost — Jennifer A. Pintar

Assoc Provost Acad Prgms Plng — Kevin E. Ball

Dean of Students and Ombudsperson — Nicole Kent-Strollo

Assoc Provost Student Success — Claire Berardini

Dean, Grad Studies and Assistant Provost, Cyberlearning — Salvatore A. Sanders

Dean of Honors College — Amy L. Cossentino

Assistant Provost, Teaching and Learning — Hillary Fuhrman

Director, Research, Compliance & Initiatives — Severine Van slambrouck

Co-Director Library — Christine M. Adams

Co-Director Library — Ana M. Torres

Assistant Provost Dvrsty Incl — Carol L. Bennett

YOUNGSTOWN STATE UNIVERSITY

Resources

Support Area	Staffing FTE	Others
Institute for Teaching and Learning	1.5	>4
Office of Research Services	3	>8 among NEO Peers
Strategy and Engagement	5 (Externally Funded)	6 at Bowling Green State
Graduate College	5	>8 among NEO Peers
Cyberlearning	4	>7 in Ohio
Maag Library	13.25	25+; Central State and Shawnee State have fewer

Reported to YSU BOT Previously
Division of Student Success
Dean of Students and Ombudsperson

YOUNGSTOWN STATE UNIVERSITY
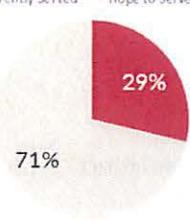
Institute for Teaching and Learning

HEADCOUNT

	2022-23
Full-Time Faculty	270
Lecturer	73
Part-Time Faculty	110
Administration	57
Staff	221
Student	65
Community Members	21
	817

PERCENTAGE of FACULTY*
SERVED in 2022-23

■ Currently Served   Hope to Serve

29%

71%

67 — ITL events in 2022-23

155 — New unique participants
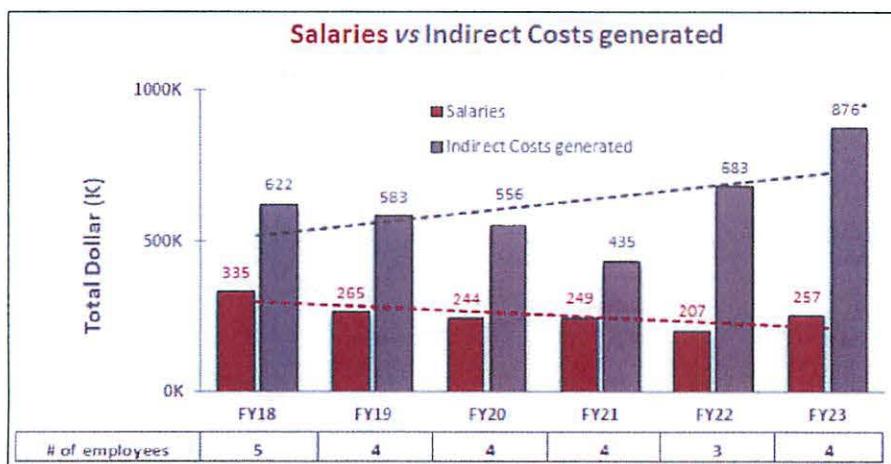
151 — Individual consultations

YOUNGSTOWN STATE UNIVERSITY

Office of Research Services

Salaries *vs* Indirect Costs generated

■ Salaries
■ Indirect Costs generated

Total Dollar (K)	FY18	FY19	FY20	FY21	FY22	FY23
Salaries	335	265	244	249	207	257
Indirect Costs generated	622	583	556	435	683	876*
# of employees	5	4	4	4	3	4

Graph 1: FY18-FY23 Decrease in salaries of ORS employees (K) vs increase in Indirect Costs generated (K).
(*): Estimated FY23 Indirect Costs generated (based on Quarter 1-3, currently at 657K)

YOUNGSTOWN STATE UNIVERSITY

Strategy and Engagement

Community Engagement Council
- Initiated first institutional wide self-study of community engagement utilizing 2024 Carnegie Foundation Elective Classification for Community Engagement Framework
- Self-study input from Carnegie Reviewer (June 2023) expected completion summer 2023

YSU PenguinPulse First Year Data – system for collecting all forms of community engagement
- 2,315 active users
- 42% of all subgroups placed in system have entered at least one impact
- 86 approved community partners, 81% actively utilizing system
- Over 70k hours of recorded community engagement. Economic impact over $1.8 million

YSU PenguinPulse Communications Newsletter
- 19 total campaigns
- 112,855 emails sent

Inaugural Community Engagement Conference
- 33 presentations from students, faculty and community partners

YOUNGSTOWN STATE UNIVERSITY

Graduate College

GRADUATE ENROLLMENT AND STAFFING

Staff: 7
Including Director of Admissions

Staff: 6
No Director of Admissions

Red line: 1157, 1361, 1165, 2152
Blue line: 614, 749, 665, 1105

Years: F12, F16, F18, F22

YOUNGSTOWN STATE UNIVERSITY

Cyberlearning

Number of Faculty Support Requests by Topic

	Topic	Count
●	Accessibility	712
●	Content Copy	1287
●	Content Creation	650
●	Course Merge	510
●	Instructional Strategies	455
●	Test Creation	764
●	Ultra Conversion	264
●	Third-party Integration (Connec...	7
●	Other	1370

YOUNGSTOWN STATE UNIVERSITY

Maag Library

30,540 Items Circulated (Checkouts & Renewals)

WELCOME 128,480 Library Visitors (Enter & Exit)

806 Study Rooms Checked Out

45,767 Research Guides Viewed

735,999 Articles Downloaded (Frequently Used Databases)

207,518 eBook Titles Downloaded

13,469 Videos Streamed

5,029 Questions Answered

YOUNGSTOWN STATE UNIVERSITY

Support Area Reports

YOUNGSTOWN STATE UNIVERSITY

Institute for Teaching and Learning

Board of Trustee Meeting

June 2023

YOUNGSTOWN STATE UNIVERSITY

# Institute for Teaching and Learning (ITL)

Mission Statement
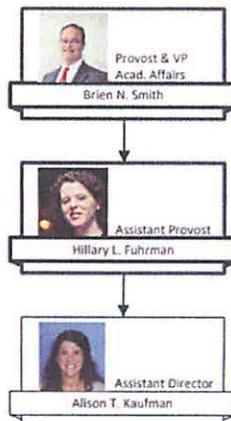
The Institute for Teaching and Learning leverages data and best practice to **guide innovative, inclusive, and integrative teaching**. ITL **elevates reflective practice** and a focus on student learning towards student success.

What we do:

- Pedagogical development for full-time faculty, part-time faculty, and staff
- Assessment of student learning for academic and co-curricular units
- NSSE and Noel Levitz student survey administration, analysis, and dissemination of data

Academic Affairs
Institute for Teaching and Learning
Assessment
Updated 03-10-2021

Cary Wecht
(.5FTE reassigned faculty)
Faculty Development
Director

Provost & VP Acad. Affairs
Brien N. Smith

Assistant Provost
Hillary L. Fuhrman

Assistant Director
Alison T. Kaufman

Staffing Comparison:
- peer institutions with similar enrollment and student-to-faculty resources, 75% have ≥5 FT staff
- Ohio institution comparisons have an average of >4 FT staff

YOUNGSTOWN
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Points of Pride: ITL Campus Impact 22-23

HEADCOUNT

	2022-23
Full-Time Faculty	270
Lecturer	73
Part-Time Faculty	110
Administration	57
Staff	221
Student	65
Community Members	21
	817

PERCENTAGE of FACULTY* SERVED in 2022-23

- Currently Served
- Hope to Serve

29%

71%
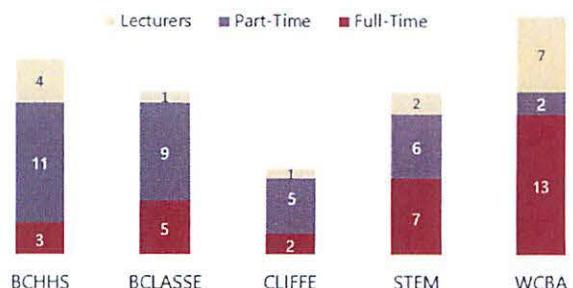
2022-23 NEW FACULTY PARTICIPANTS BY COLLEGE

Lecturers Part-Time Full-Time

	BCHHS	BCLASSE	CLIFFE	STEM	WCBA
Lecturers	4	1	1	2	7
Part-Time	11	9	5	6	2
Full-Time	3	5	2	7	13

67 ITL events in 2022-23

155 New unique participants

151 Individual consultations

> The workshop was very informative, inspiring, and interesting. I plan on using this in my [classes] to teach... and the resources provided will make that so much easier.

YOUNGSTOWN
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Supporting the Plan for Strategic Action

Plan Goal: Bring innovative, student-centered teaching to scale

Selected ITL Achievements, 2022-2023

Strategy: Policies to engage faculty in innovative teaching strategies

Collaboration with SGA and Senate to develop Reciprocal Responsibilities for Undergraduate Students and Instructors

Strategy: Provide training opportunities for faculty to learn/apply best pedagogical practices

- 67 ITL professional development events
- Launched TEACH Resource Guides on teaching best practices

Strategy: Provide faculty with support and infrastructure needed in technology-based learning

Workshops related to effective use of technology:
- Teaching in the ChatGPT Age
- Universal Design for Learning
- Digital Storytelling

Strategy: Tools for evaluation/assessment of teaching and learning

- Widespread dissemination of Noel Levitz results through fall Data Snapshot Series and workshops
- National HLC presentation with NSSE Co-Director highlighting ITL use of data for quality teaching and learning

Strategy: Implement faculty mentoring plan

Currently revising New Faculty Orientation to include a mentoring program, community building, and a year-long New Faculty Academy.

YOUNGSTOWN STATE UNIVERSITY

Office of Research Services

Alignment with Mission and Vision

Mission Statement
The mission of the Office of Research Services (ORS) is to support the University's pursuit of academic excellence and national recognition. The ORS provides comprehensive support to YSU faculty, staff and students in their efforts to secure sponsored research, services and other scholarly activities, and assists the University in all undertakings involving externally sponsored project funds and related obligations.

Quality Statement
The Office of Research Services guides and serves the Youngstown State University Community on all aspects of externally sponsored project administration by providing:
- direction to finding funding opportunities and guidance on sponsor rules, guidelines, requirements and submission
- an information system to search for relevant research funding
- guidance on planning and designing projects, conceptualization of ideas, goals and outcomes and budget development
- effective stewardship of sponsor funds and promoting positive sponsor interactions
- simplified and efficient administrative processes that reduce the administrative burden for investigators, through an easily accessible and intuitive research administration information system
- a culture and infrastructure that supports research and scholarly activities university-wide, including protection of human and animal subjects, biosafety, export controls and research integrity
- high ethical standards and compliance with applicable policies and guidelines of the University, local, state and federal governments and other sponsors/partners
- assistance with contract and agreement negotiations with the sponsors and/or partners, in coordination with the Office of the General Counsel
- support to YSU employees' professional development and strategically invest in promising research and researchers
- management of the University's intellectual property and promotion of entrepreneurial and commercialization activities

Attributes Statement
- Develop a range of training resources, including quick guides, online webinars, and support on- or off-campus workshops, to provide the highest level of accessible training
- Re-evaluate ORS procedures that facilitate the conduct of externally sponsored activities, while ensuring compliance
- Improve communication with faculty/staff on procedures and policies related to research administration creating a culture of transparency and accountability
- Improve metrics evaluating Office of Research Services activities and services
- Promote a culture of continuous process improvement and best practices in a changing funding and research administration environment

## Strategic Resource allocation to optimize Support Area Performance
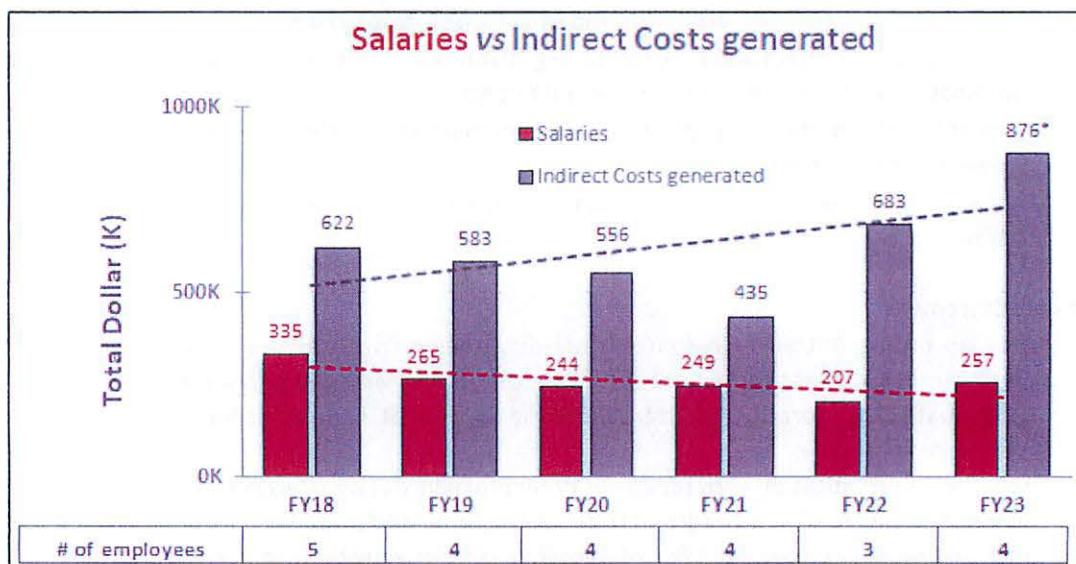
The ORS, under the supervision of the Provost and Vice President of Academic Affairs, is a team of four employees, including a director, associate director, grant coordinator and business ops specialist. Since April 2019, the ORS has no Associate Vice President (AVP) of Research, the AVP of Research's essential functions and responsibilities are performed by the director.

Organization Chart: Office of Research Services

|	FY17	FY18	FY19	FY20	FY21	FY22	FY23
AVP Research	x	x	x				
Director	x	x	x	x	x	x	x
Associate Director							x
Assistant Director	x	x	x	x	x	x	
Grant Coordinator	x	x	x	x	x	x	x
Business Ops Specialist	x	x	x	x	x	x	x
Salaries Total Dollar (K)	379	335	265	244	249	207	257
# of employees	5	5	4	4	4	3	4
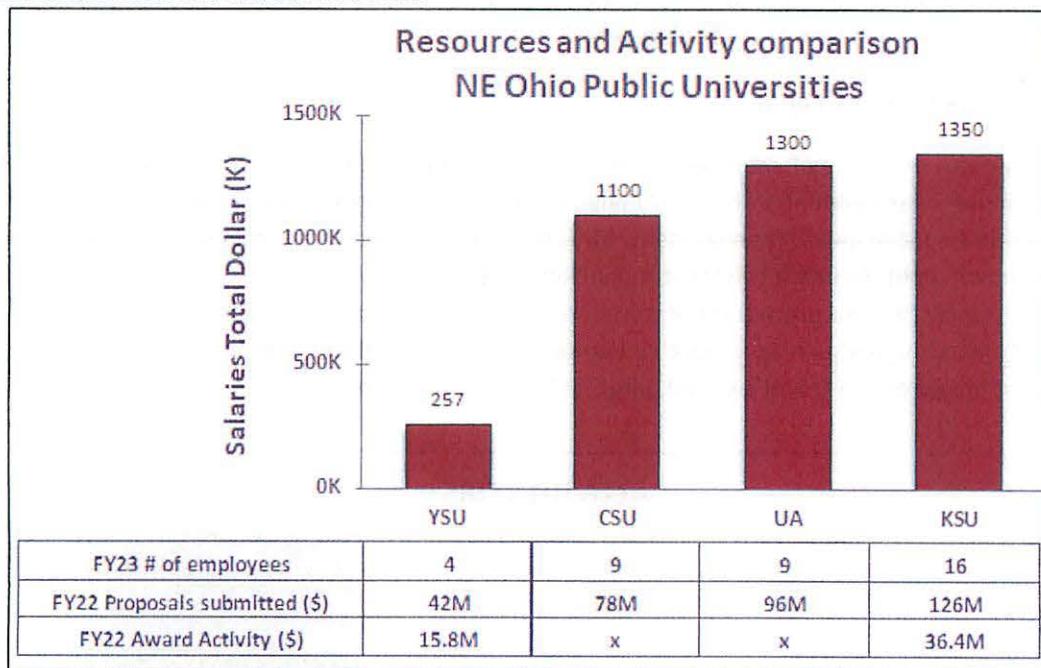
Table 1: Employee classification FY17-FY23, salaries (K) and number.
(red x): resignation

Graph 1: FY18-FY23 Decrease in salaries of ORS employees (K) vs increase in Indirect Costs generated (K).
(*): Estimated FY23 Indirect Costs generated (based on Quarter 1-3, currently at 657K)

Resources Comparisons and Quality of Service Indicators

The YSU ORS, with four employees submitted proposals for a total amount of $42M, and received $15.8M in awards. Other Northeast Ohio institutions, including Cleveland State University, University of Akron and Kent State University have more employees and higher salary costs in proportion to the proposals submitted and awards received.

Resources and Activity comparison NE Ohio Public Universities

|	YSU	CSU	UA	KSU
FY23 # of employees	4	9	9	16
FY22 Proposals submitted ($)	42M	78M	96M	126M
FY22 Award Activity ($)	15.8M	x	x	36.4M
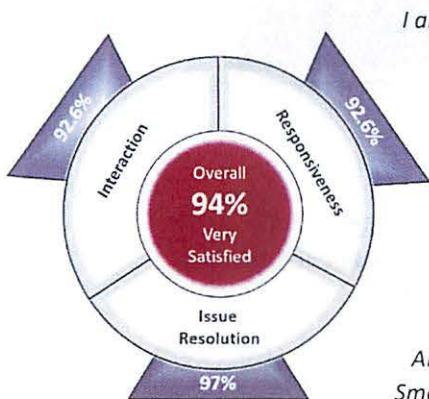
Graph 2: Comparison of Resources (salaries and number of employees) and Activity to Northeast Ohio Public Universities (YSU: Youngstown State University, CSU: Cleveland State University, UA: University of Akron, KSU: Kent State University).
Information Sources: (Associate) Vice Presidents of Research from the respective universities.

Quality Service indicators:

In a satisfaction survey, overall 94% of respondents were very satisfied with the ORS. 97% indicated that the purpose for contacting the ORS was resolved within 24h.

I always receive immediate support, even when inundating the office with requests. Thank you!

Always helpful and available, we appreciate their grant expertise and assistance

They resolved my issue with exceptional speed and professionalism

Rapid response and willingness to give the extra-mile

Excellent service, very patient even though we have had many changes at the federal level in our grant program

Among other amazing supports, the new supporting programs (grant writing and the Student Small Grant funds) are greatly helpful for me and some of my students to improve the on-going research projects qualitatively and quantitatively.
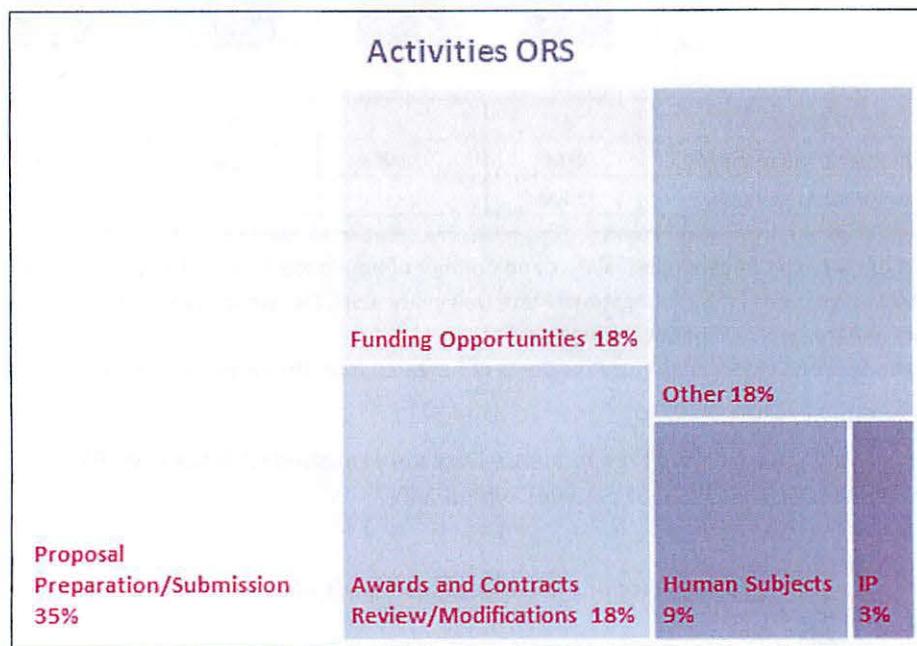
Actions taken to implement the Plan and highlights associated with those actions

The services provided by the Office of Research Services are in line with YSU's Strategic Plan:
- Goal 7: "Conduct and support research that provides relevant and meaningful educational experiences for students and faculty that adds value to area citizens and regional partners",
- Support Area Actions: "a Culture of Caring" - "Develop mission, Quality, and Attributes statements in Each University Support Area".

What ORS does and Points of Pride

The ORS does a variety/range of activities to support faculty, staff and students. About 50% of the ORS activities is on pre-award administration including finding funding, proposal preparation and submission, and 18% on non-financial award management. 9% is dedicated to human subjects research guidance and processing of applications for the Institutional Review Board (IRB) and 3% is spent on managing intellectual property (IP) and promotion of commercialization. The remaining 18% in the 'other' category includes activities such as research integrity (policies, procedures), student support (small research grant program and travel awards), internal funding opportunities (URC grants), the QUEST event.

Activities ORS

Funding Opportunities 18%

Other 18%

Proposal Preparation/Submission 35%

Awards and Contracts Review/Modifications 18%

Human Subjects 9%

IP 3%

Graph 3: ORS activities (%)

Points of Pride
- *the award activity per fiscal year has increased from an average of $8M per year (FY20 and before), to above $10M (FY21: 14.4M, FY22: 15.8M) and the Indirect Costs generated has surpassed 650K in FY22 and is projected to be more than 800K in FY23.*
The points of pride result from:
  1. *Increased support and reduced barriers*
  Proposal Preparation and Submission:

- Professional grant writing workshops and grant support, and quick access to resources on the Penguin Portal page, with direct links to grant funding databases, online proposal preparation training webinars and agency specific documents
- Implemented research administration software to modernize the routing process and facilitate reporting

Award and Contracts Review/Modification

- Implemented a simple process for award modifications

Human Subjects

- Implemented Cayuse Human Ethics to streamline the IRB submission and review process

Other

- Launched the student small grant program to enrich the research, scholarship and creative arts projects experience of undergraduate and graduate students, by providing an opportunity to work directly with a faculty/staff mentor
- Consulting support for intellectual property and commercialization

2. Increased ORS accessibility

Multiple methods for contacting

- Phone, Email, Booking Page
- Representation of ORS across campus (offices in DeBartolo Hall, Moser Hall and Jones Hall)
- In person Office Hours (starting June 2023)

Strategy & Engagement Update

Office of Academic Affairs

YSU Board of Trustees

June 2023

Prepared by: Amy Cossentino

YOUNGSTOWN STATE UNIVERSITY

Strategy & Engagement Overview

STRATEGY

Provide assistance to Academic Affairs as it relates to The Plan to Take Charge of Our Future.

- Coordinate submission of college progress and accomplishments related to the strategies of the Plan
- Develop template for colleges to use to report progress
- Identify data needs related to Board of Trustees approved key performance indicators to inform progress with the Plan
- Review university artifacts for alignment and identification of connection to 5 Higher Learning Commission criterion for the purpose to catalog and create a repository for HLC teams use

CENTERS/INSTITUTES

- Engage with all centers/institute leadership
- Review BOT policy and cycle for annual reports, renewal of centers/institutes and alignment with the Plan
- Increase visibility and communication regarding center/institute activity

COMMUNITY ENGAGEMENT

The **community-engaged campus** is driven by the value that arises from *mutually beneficial campus-community partnerships,* which incorporate diverse perspectives that strengthen the collective impact on the region. YSU, by listening to the needs of the community, whether local, national or global, engages through collaborating and harnessing university knowledge, skills and resources that contribute towards advancing the public good.

- Leading university-wide goal to aspire to characteristics of the Carnegie Foundation's Elective Classification for Community Engagement.
    - Oversee Office of Community Engagement
    - Community Partner Advisory Committee (listening to the needs of community)
    - Collaborate with faculty to apply to receive community-engaged learning attribute
    - Created Community Engagement Council – self-study
    - Administer YSU PenguinPulse
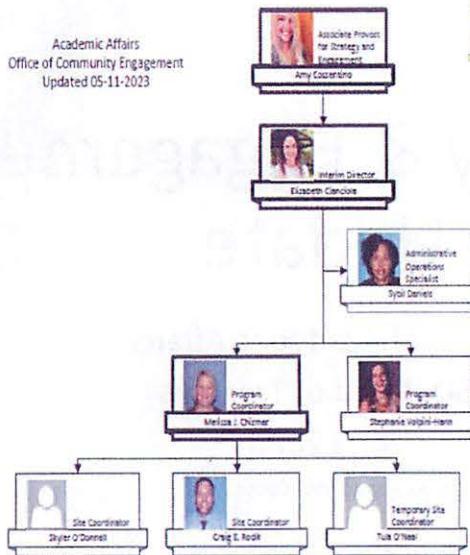
NOTE: Individual responsible for these areas also serves as Dean of Sokolov Honors College.

Office of Community Engagement Resource Allocation

- **Summer 2022** - *Center for Human Services Development (CHSD)* shifts reporting to Associate Provost for Strategy & Engagement. Focus of center primarily education and health initiatives. 2.5 FTE 100% externally funded.
- **Summer 2022 - Spring 2023** - Sokolov Honors College staff provided support for building framework for community engagement strategy.
- **April 2023** - Reposition (CHSD) staff under Office of Community Engagement (OCE). Name change to better reflect what is actually happening – makes for a better statement to HLC and better positions us for the Carnegie Community Engagement Classification.
- **June 2023** – Current search underway to fill the externally funded director position of the former CHSD, vacated last summer with an interim director currently serving. All positions to date within OCE specifically tied to grants.

Academic Affairs
Office of Community Engagement
Updated 05-11-2023

UNDER CONSTRUCTION

Note: 5 positions on chart directly tied to grants with partnerships operating within local schools.

YOUNGSTOWN STATE UNIVERSITY

- For comparison: Bowling Green State University's C. Raymond Marvin Center for Student Leadership and Civic Engagement has 6 full-time professional staff.

Strategy & Engagement – Impact with Strategic Actions

Goal: YSU WILL BE RECOGNIZED AS A COMMUNITY-ENGAGED CAMPUS BY THE CARNEGIE FOUNDATION IN EDUCATION; HEALTH; PROSPERITY AND EQUITY; AND ARTS AND CULTURE. (*Carnegie Foundation Elective Classification for Community Engagement*)

Strategy: **Develop a framework to optimize, coordinate and manage community engagement**
- Reviewed Carnegie Elective Classification for Community Engagement; attended and participated in workshops/trainings; developed tactics
- Established Office of Community Engagement
- Seated Community Engagement Council
- Instituted a Community Partner Advisory Committee (CPAC) representing local community partners, met 6 times throughout the year
- Initiated and completed self-study draft with multiple iterations of continual input from all campus constituency groups
- Met with Executive Director Carnegie Foundation, submitted self-study to Carnegie Reviewer for input and recommendations for enhancing growth opportunities
- Developed mechanism by which community partners can submit requests for university partnerships
- Established a two-day visit with Carnegie Reviewer to include campus and community stakeholder groups to receive feedback in advance of the work to inform the Carnegie '26 application

Strategy **Inventory and communicate all community engagement activities**
- Onboarded YSU PenguinPulse as the institutional data management system for collecting, cataloging and communicating all forms of engagement with community
- Collaborated to incorporate community engagement data collection from faculty through the Watermark Faculty Success system
- Launched Office of Community Engagement newsletter to communicate unique versions for stakeholder groups: students, faculty/staff and community partners
- Planned and executed process for data collection, verification, analysis and reporting
- Offered and administered (individual & group) training sessions to utilize YSU PenguinPulse

Strategy **Broadly incorporate community engagement and experiential learning into curriculum**
- Developed community-engaged learning application, faculty information sheet and rubric for community-engaged learning course designations
- Held training for faculty subcommittee of Academic Senate charged with review of course applications with Carnegie Foundation reviewer for input on process (faculty info sheet, rubric, application) to tag community-engaged learning courses
- Offered community-engaged learning course development for faculty to assist with the application process for community-engaged learning course designations
- Reviewed and approved 20 applications for the (CEL) course designation with the Academic Senate subcommittee with 27 courses currently under review
- Held the Inaugural Community Engagement Conference in April 2023 – 33 unique presentations (posters/general) from students, faculty/staff and community partners

Strategy: **Aggressively pursue and secure regional, state, national and foundation funding in support of university and community priorities**
- Engaged with faculty and staff to support review and submission of funding opportunities
- Identified and applied for grants in support of campus-community partnerships

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**
- Engaged with all stakeholder groups (Colleges, HR, OAA) to review policies and guidelines; recommended updates to strategies/tactics as part of the strategic plan refresh

YOUNGSTOWN STATE UNIVERSITY

Quality Indicators and Outcomes

Heat map of community-engagement impacts across the United States. Data as of May 2023.

Community Engagement Council

- Initiated first institutional wide self-study of community engagement utilizing 2024 Carnegie Foundation Elective Classification for Community Engagement Framework
- Self-study input from Carnegie Reviewer (June 2023) expected completion summer 2023

YSU PenguinPulse First Year Data – system for collecting all forms of community engagement

- 2,315 active users
- 42% of all subgroups placed in system have entered at least one impact
- 86 approved community partners, 81% actively utilizing system
- Over 70k hours of recorded community engagement. Economic impact over $1.8 million

YSU PenguinPulse Communications Newsletter

- 19 total campaigns
- 112,855 emails sent

Inaugural Community Engagement Conference

- 33 presentations from students, faculty and community partners

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Quality Indicators and Outcomes

Traditions Health Hospice
First Place

Glenwood Fresh Market
First Place

Community Engagement Conference Winners

First place student
Traditions Health Hospice Volunteering
Divya Warrier, Shruthi Datla, Marrwa Kermagi, Eman Chaudhry
Glenwood Fresh Market
Dante Biondillo, Joey Diludovico, Karsten Grenzig, John Loshuk, Alyssa Ruggles

Second place student
Community Hospice, Columbiana County
Ashley Felter, Anvitha Nadendla

Third place
Big Brothers Big Sisters of America
Arianna Hoffman, Chaela Barnett, Gracie Jackson, Jenna Billet, Lacey Phillis, Vito Colella

First place faculty (pictured below)
Athletic Training Development and Community Programs in Ethnically Diverse Schools
Dr. Morgan Bagley

Community Partner Impact Statements *from Volunteer Fair Fall 2022*

- "PenguinPulse has been wonderful for us because we've been able to post volunteer opportunities and students take those and it's really been helpful because we have so many volunteer opportunities. YSU students that have volunteered for us have been amazing. They show up, they do the work a lot of times. They ask and they learn also. And we're getting a lot of repeat volunteers that come back and help us on a regular basis." *Community Partner, Youngstown Jewish Federation*

- "The students who volunteer are really enthusiastic and passionate about what we do that you can tell they find it really rewarding to be able to help the local youth... They are super proactive, super helpful, anything we know that they can handle, anything we ask them to do." *Community Partner, OH WOW! The Roger & Gloria Jones Children's Center for Science & Technology*

- "YSU PenguinPulse is fantastic because it allows the blood services of the American Red Cross to promote our blood drives and encourage volunteers to sign up to register donors and provide a great experience for those on campus who are coming out to donate." *Community Partner, American Red Cross*

- "It's (YSU PenguinPulse) been very helpful... game changer." *Community Partner, Traditions Health Hospice*

Community Engaged Learning Student Reflections *from YSU PenguinPulse Spring 2023*

- "Learned about how outrageously expensive vet bills can be and how programs like this allow families in lower income areas receive the basic vaccinations needed to be able to keep pets in the household..." Student Volunteer, Marjorie Hartman Vaccine Clinic

- "Through volunteering with Traditions Health, I have learned to become more compassionate towards others. We never truly know what someone is going through and when you volunteer with these patients, you create an emotional bond with them. Furthermore, as someone who aspires to become a doctor one day, witnessing what happens with hospice patients is great insight for a pre-med student. As a hospice volunteer, I am getting a small peek into the decision-making process medical personnel have to make. Through my service, I have also developed better communication skills. Listening to the patient and communicating to them in a clear manner is extremely important." Student Volunteer, Traditions Health

- "...the biggest impact with Mats for Mahoning is the impact you will never see with your eyes. Since my job is to simply take them to the contact that delivers them to the homeless, I will never get to see those who are affected in a positive way by the mats. But that isn't the point anyway. Working for this club gave me a renewed understanding of what service really is. It is doing work for others benefit and seeking no reward from it." Student Volunteer, Mats for Mahoning

College of Graduate Studies

June 21, 2023

YOUNGSTOWN STATE UNIVERSITY

Supporting Excellence

- Admission of graduate students
- Retention and Enrollment Efforts
- Marketing and Recruiting Support
- Promote and maintain a culture of DEI
- Maintain and implement graduate college policies and procedures
- Work with Graduate Student Advisory Council, Graduate Council and other stakeholders to enhance the college experience and success of graduate students
- Support and recognize high quality graduate education and accreditation efforts

- Monitor and support students' academic progress
- Administer Graduate Assistantship/Fellowships and Scholarships
- Review Master's Theses and Doctoral Dissertations
- Facilitate continuous review and ongoing improvement of graduate programs
- Assist with the development of new and the enhancement of current graduate programs
- Certify graduate students have fulfilled certificate and degree requirements

Our Mission

The College of Graduate Studies prepares diverse and highly skilled professionals, leaders, collaborators and innovative thinkers through excellence in education, research and creative works.

Resource Allocation (Estimated)

Classification FTE	Title	2023	2022	2021	2020	2019
INT Classified	INT Classified	Y				
INT PA	INT PA	Y				
Classified	1 Academic Operations Specialist 2	Y	Y	Y	Y	Y
Classified	1 Academic Operations Specialist 1					Y
Classified	1 Academic Operations Specialist 1				Y	Y
Classified	1 Academic Operations Specialist 1	Y	Y	Y		Y
PA	1 Academic Information Systems Spec			Y	Y	Y
PA	1 Coordinator, Graduate Admissions	Y	Y	Y	Y	Y
PA	1 Coordinator, Graduate Studies	Y	Y	Y		
PA	1 Sr. Coordinator	Y	Y	Y	Y	Y
Excluded	1 Dean	Y	Y	Y	Y	Y
Total		$444,424	$405,326	$414,086	$369,585	$444,215

Organization & Staffing
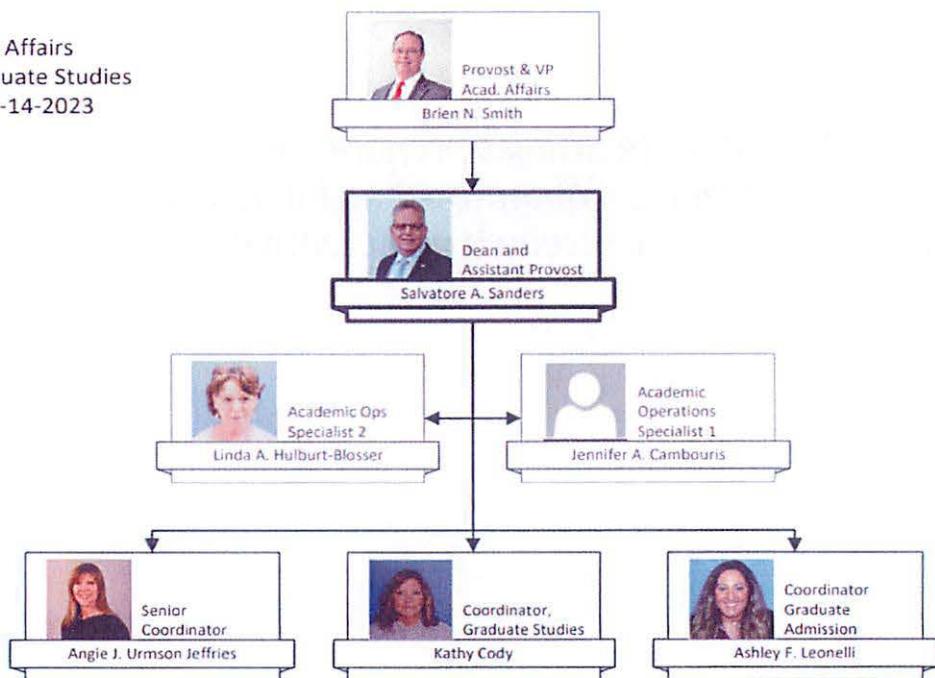
Comparison:

Cleveland State
9 staff members

Wright State
7 staff members

Associate and
Assistant Deans
and Directors of
Admission and
Recruitment

Provost & VP
Acad. Affairs
Brien N. Smith

Dean and
Assistant Provost
Salvatore A. Sanders

Academic Ops
Specialist 2
Linda A. Hulburt-Blosser

Academic
Operations
Specialist 1
Jennifer A. Cambouris

Senior
Coordinator
Angie J. Urmson Jeffries

Coordinator,
Graduate Studies
Kathy Cody

Coordinator
Graduate
Admission
Ashley F. Leonelli

Organization & Staffing

GRADUATE ENROLLMENT AND STAFFING

Staff: 7
Including Director of
Admissions

Headcount
2152

FTE
1105

Staff: 6
No Director of
Admissions

1157
1361
1165

614
749
665

2500
2000
1500
1000
500
0

F 12   F 16   F 18   F 22

Quality of Service Indicators

Degrees Awarded

Doctoral
2020-2021: 46
2021-2022: 49

Master's
2020-2021: 459
2021-2022: 682
Source: YSU Registrar

Quality of Service Indicators

Exit Survey (Fall 2022) Selected Comments

Great experience! Personal connections with online students and professors was something I appreciated.

Very well-rounded program that was challenging in a positive manner which offered significant preparedness for future opportunities.

I really enjoyed this opportunity. The staff was very helpful and engaging.

Excellent program that is very economical compared to similar accredited programs. The faculty and advisor are extremely responsive to questions and issues that arise. YSU has built an incredible program that will provide many MBA graduates an excellent future.

I want to thank you for the opportunity that I was given here at YSU! It was a great process; Thanks again.

Quality of Service Indicators

Exit Survey (Fall 2022)

As a graduate student at YSU, I was treated with respect.
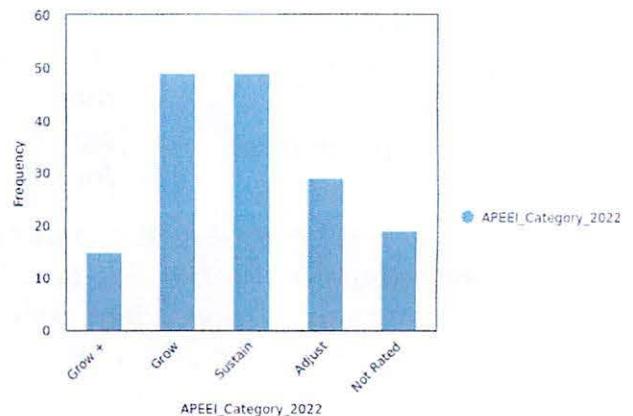
Strongly Agree	81.3%
Agree	15.6%

Actions to Implement the Plan

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

- *Continue with APEEI (program review process for all graduate programs)*
  - *Metrics: APEEI*

Actions to Implement the Plan

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

- Work with faculty and staff to develop new or significantly renewed/revised graduate degree, certificate and other credential programs that are needed and appropriate to the university mission, the community and that have a suitable target audience.

  - Metrics: Track number of proposals for new and significantly renewed/revised graduate programs
  - Recent:
    - Certificate in Applied Geospatial Science and Technology
    - Certificate in Data Analytics
    - MS in Data Science and Statistics
    - MS in Applied Economics

Actions to Implement the Plan

- Develop a Plan and Infrastructure to Increase Graduate Enrollment through Cyberlearning
  - Most Programs Offered in Partnership with Academic Partnerships are growing in enrollment.
  - Approximately 50% of graduate enrollment in cyberlearning (online) programs
  - Plan developed - Not fully Implemented
  - Current programs in various stages of transition to online learning environments
    - MM in Music Education
- Metrics: Monitor enrollment trends to assess impact on enrollment.

Another Year of Growth...

	Doctorate and Graduate Semester			
	Fall 2022 - ALL TERMS 06/06/22	Fall 2023 - ALL TERMS 06/05/23	Percent of Change	
Prospect	3002	3784	26%	⬆
Applications Started	2710	3427	26%	⬆
Applications Submitted	1463	1835	25%	⬆
Applications Completed	1046	1448	38%	⬆
Admits	930	1325	42%	⬆
Withdrawn	153	214	40%	⬆
Denied	50	63	26%	⬆

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Points of Pride

Improved processing speed of credential evaluations and speed of processes for graduate admission.
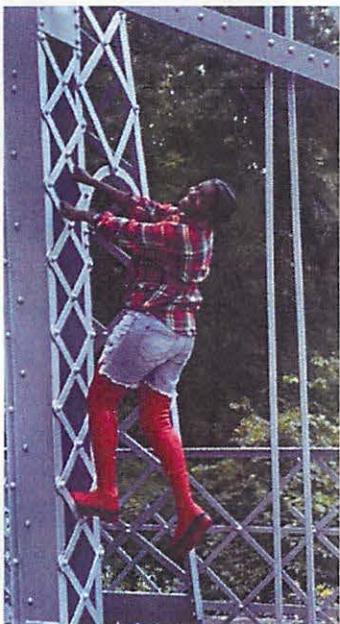
Revised policies related to repetition of courses with grade replacement, and academic suspension that will have a positive impact on graduate student's success and retention of graduate students.

Changed procedures for required letters of reference/recommendation.

YOUNGSTOWN STATE UNIVERSITY

Points of Pride

Tiffany Rose Dorsey

What did you enjoy most about the YSU Counseling Program?

I learned to believe in myself and have confidence in my work. I learned patience and balance along with implementing self-care into my routine which allowed me to not feel overwhelmed or burnt-out. I enjoyed the faculty and staff they are A+. They are the best of the best in all that they do for students. They all were very encouraging and knowledgeable in what they were teaching. I learned a lot! I also enjoyed a lot of my peers from one class to the next. We all were able to give insight and share suggestions and along the way and I gained some friendships that I'll have after I graduate the program.

What are your future career plans/goals?

My future plans / goals are to take some time off to find myself again, and be the best version of me that I know that I can be. I have sacrificed a lot while committed to my graduate program. When I return to the workforce after passing the NCE I want to apply everything I have learned at my internship site and in the graduate program. I will then begin my career working with clients in the mental health/addiction field. I hope to land a career doing telehealth and travel the world working with clients helping to save lives one client at a time.

My Motto "If I save one life, I am making progress."

Thank you!

Questions / How can we help?

College of Graduate Studies

gradcollege@ysu.edu

+1 330-941-3091

YOUNGSTOWN STATE UNIVERSITY

Department of Cyberlearning

June 8, 2023

YOUNGSTOWN STATE UNIVERSITY

Overview

- Transitioning from Distance Education to Cyberlearning is reflective of our desire to focus on technology-enhanced learning rather than the separation of faculty and learners.

- Cyberlearning primarily supports:
  - prospective and current students in online courses and programs.
  - faculty members developing online courses or enhancing their courses with educational technology.
  - departments looking to develop fully online programs.

Mission Statements

The Department of Cyberlearning has Complimentary Mission Statements for Students and Faculty:

Students

The Department of Cyberlearning at YSU will support the delivery of high-quality, accredited, fully online degree programs, and provide world-class customer service to assist in the gainful employment of YSU online learners.

Faculty

The Department of Cyberlearning at YSU will support and assist in the creation, delivery, training, and student support for our faculty teaching distance learners in all online degree programs offered.

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Faculty Support

Faculty Support and Training Services:
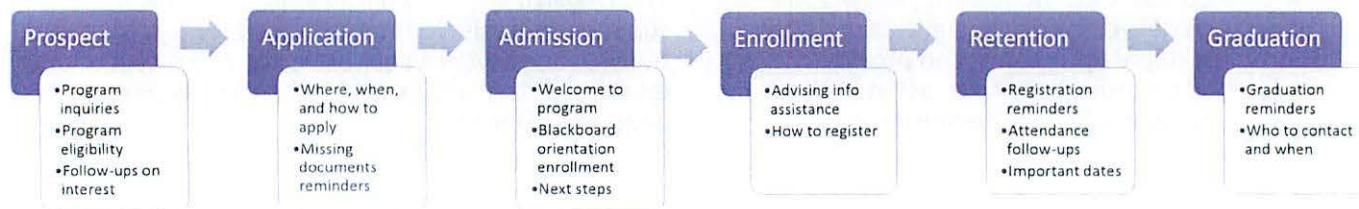
- Blackboard technical assistance
- Course design and development
- Best practices in online teaching
- Educational tools and technologies
- Live workshops and web resources
- Course and document accessibility
- Course quality certification
- DE Community

Blackboard Training

Online Teaching Best Practices

Course Development

Course Design

Quality Review

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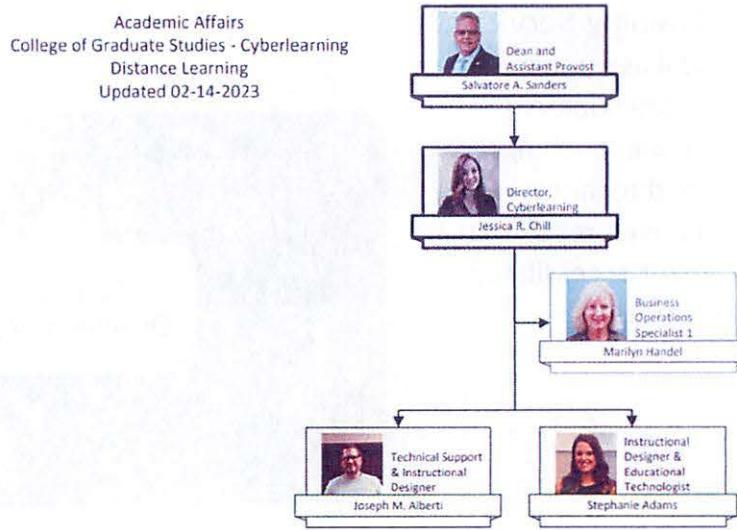
Student Support

Student Recruitment and Retention Services for Online Programs:
- Proactive and regular outreach to prospective and current students.
- Responsive replies to all student inquiries within 24 business hours.
- Diverse communication plan including the use of phone, email, and text.

Prospect	Application	Admission	Enrollment	Retention	Graduation
• Program inquiries • Program eligibility • Follow-ups on interest	• Where, when, and how to apply • Missing documents reminders	• Welcome to program • Blackboard orientation enrollment • Next steps	• Advising info assistance • How to register	• Registration reminders • Attendance follow-ups • Important dates	• Graduation reminders • Who to contact and when

YOUNGSTOWN STATE UNIVERSITY

Organizational Chart

Academic Affairs
College of Graduate Studies - Cyberlearning
Distance Learning
Updated 02-14-2023

Dean and Assistant Provost
Salvatore A. Sanders

Director, Cyberlearning
Jessica R. Chill

Business Operations Specialist 1
Marilyn Handel

Technical Support & Instructional Designer
Joseph M. Alberti

Instructional Designer & Educational Technologist
Stephanie Adams

YOUNGSTOWN STATE UNIVERSITY

Resource Allocation

CL Salary Costs by Year:

Department Salary Cost by Year

Classification Description	Status	Title	2019	2020	2021	20222	2023
Excluded	FT	Director	$110,400				
Classified	FT	Business Ops Spec.	$52,500				
APAS	FT	Assist. Director	$40,400				
APAS	FT	Instructional Designer	$57,700	$58,800			
APAS	FT	Instructional Designer	$56,100	$57,200	$52,600	$60,300	$61,500
Excluded	FT	Director		$52,020	$65,600	$68,000	$70,400
APAS	FT	Instructional Designer			$46,000	$51,800	$52,800
Classified	PT	Business Ops Spec.				$18,200	$18,700
			$317,100	$168,020	$164,200	$198,300	$203,400

Past Employees/Positions
Current Employees/Positions

YOUNGSTOWN STATE UNIVERSITY

Resource Comparison

Ohio Universities Online Learning Staffing Comparison:

- YSU Cyberlearning --- 4 Staff Members
- Cleveland State Center for eLearning --------------------------11 Staff Members
- University of Toledo Online ------------------------------------- 14 Staff Members
- Kent State Online --- 15 Staff Members
- Akron Online Learning Services ----------- 6 Staff Members in DL and 6 in DDS
- Ohio University Instructional Innovation --------------------- 26 Staff Members
- Wright State Online --- 8 Staff Members

YOUNGSTOWN STATE UNIVERSITY

Actions Taken to Implement the Plan

Aligned actions/innovations related to the Academic Support Area Goals:
- Assisting with online program approval, creation, and maintenance.
- Recruitment and retention efforts for students in online programs.
- Upgrading to Blackboard Ultra for course and program consistency.
- Enhancing online course design and delivery through quality reviews.
- Providing Blackboard training and other educational technology workshops.
- Providing Blackboard technical assistance and document accessibility services.

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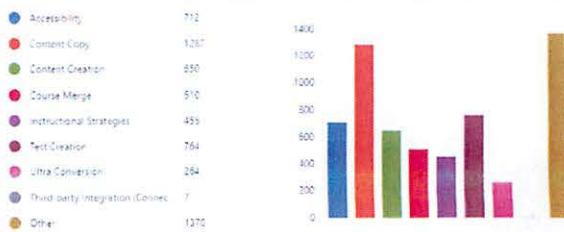
Points of Pride

Points of pride in the past 5 years:
- Increase from 11 to 32 fully online concentrations/certifications.
- Increase in online program enrollments from 330 to over 1,500.
- Increase in online/hybrid course enrollments from 10% to 30%.
- Increase in overall Blackboard usage by more than 25%.
- Supported over 6,019 faculty support requests since 2021.

Number of Faculty Support Requests by Topic

Topic	Count
Accessibility	712
Content Copy	1287
Content Creation	550
Course Merge	510
Instructional Strategies	455
Test Creation	764
Ultra Conversion	264
Third-party Integration (Connec...	7
Other	1370

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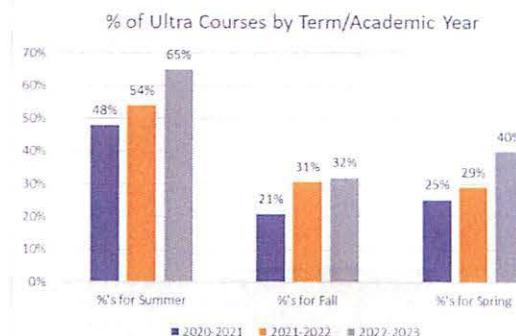
Points of Pride

Points of pride – Ultra Transition:

- Trained and converted courses for 7 departments in 2023:
  - Dana School of Music
  - Dept. of Art
  - Dept. of Criminal Justice and Consumer Sciences
  - Dept. of Humanities and Social Sciences
  - Dept. of Psychological Sciences and Counseling
  - Dept. of Social Work
  - Dept. of Teacher Ed and Leadership Studies

- Blackboard Ultra adoption percentages:
  - Fall 2022 – 32% Ultra
  - Spring 2023 – 40% Ultra
  - Summer 2023 – 65% Ultra

% of Ultra Courses by Term/Academic Year

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Points of Pride

Tammy Weaver

"The RN to BSN program showed me that there are a lot of different things I could do better," she said. "It really widened my horizons. I was nervous about doing an online program, but it was a smooth transition and easy to do with the way that the modules are set up."

Lilian Tetteh

"Coming from a different background, I was exposed to different perspectives compared to the system in my home country, and I see what can be done in all of the areas of study relative to it. I had never taken an online course, so I was nervous at first, the faculty and staff were very helpful. I will forever remain highly indebted to them. They helped me navigate everything."

Nicholas Cascarelli

"Leadership is leadership, the faculty were phenomenally flexible about allowing you to input your own experiences into the concepts they were teaching."

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Thank you!

Department of Cyberlearning
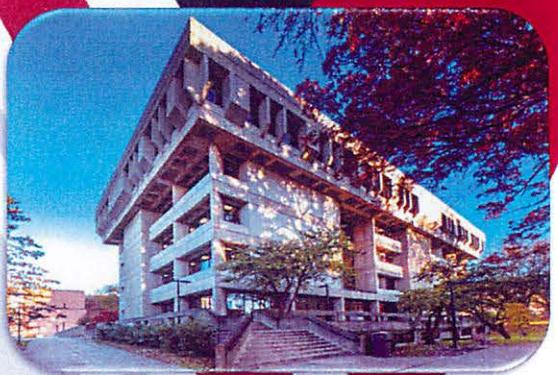
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William F. Maag, Jr. Library Update

Office of Academic Affairs
YSU Board of Trustees
June 2023

Prepared by: Christine Adams & Ana Torres

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Maag Library

Maag Library Overview

Maag Library supports YSU curricula, the discovery of knowledge, and lifelong learning by providing access to diverse academic resources, dedicated research guidance, and welcoming building spaces to support student and faculty needs.

- On and off campus access to research resources: books, databases, academic journals, trade publications, newspapers, ebooks, video & music streaming, data & statistics, and various auxiliary resources.

- Research help available by phone, email, chat, in-person and virtual appointments. Faculty may request library instruction for classes, and librarians will create research assignments and research guides specific to each class.

- Group and individual study spaces with multifunctional seating, mobile whiteboards, and power towers. Also, a computer lab, exam rooms with proctoring software, podcast rooms, gallery spaces, meeting areas, family study room, and lactation room.

- OhioLINK founding member, a consortium sharing library services, print, and digital collections amongst its 88 members and 117 libraries. It manages collaborative services aimed at reducing students' cost of higher education in Ohio.

Maag Library also manages:

Wilcox Curriculum Resource Center
Located in Beeghly Hall, the CRC supports the education, special education, school psychology, counseling curricula, and the needs of student teachers working in area schools.

University Archives & Special Collections
Acquires, preserves, and provides public access to materials documenting the history of Youngstown State University and the Mahoning Valley, including archival materials, digital collections, and oral histories.

Melnick Medical Museum
Located in Cushwa Hall, the museum is dedicated to the collection and preservation of materials that document the history of medicine including dentistry, nursing, and pharmacy, especially as it relates to Youngstown and the Mahoning Valley from the 18th century to the present.

University Records Management
Ensures the proper scheduling, storage, and disposal of university records based on university, state, and federal requirements. Provides support and training to the designated department records custodians at the University.

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Maag Library Supports Institutional Excellence

The library's operations support and align with the goals as well as strategies of the YSU Strategic Plan:

- **Student Futures & Lifelong Learning**
  Maag Library empowers and informs both students and faculty with easy access to academic research resources in various formats. Provides information literacy curriculum support, dedicated research help and instruction, and multifunctional physical spaces to foster individual and group study.

- **Academic Distinction & Discovery of Knowledge**
  The Library specializes in the Discovery of Knowledge as the primary source of academic research to the campus community. Precise care is taken to analyze and purchase optimal resources using strategically its budget and consortia collaborations. The primary goal is to help students locate the information they need from credible and authoritative information sources to excel in their studies and develop effective research habits that will carry on into their professional careers.
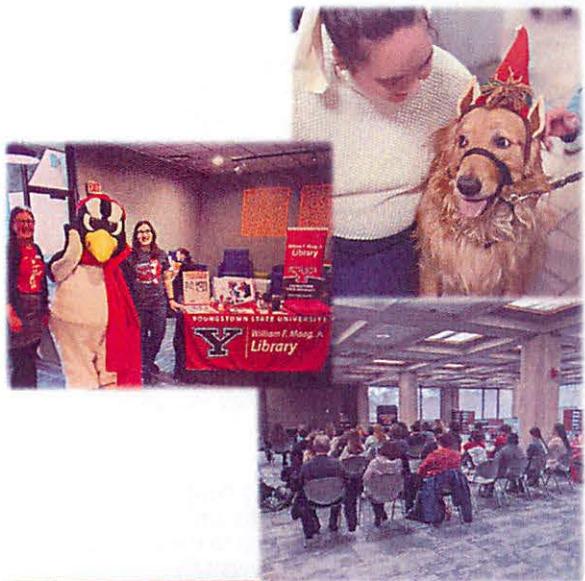
- **Collective Impact Within the Region**
  The Library collaborates with various local and state organizations to better serve the faculty, staff, and students of YSU, including the Public Library of Youngstown & Mahoning County, the Youngstown Historical Center of Industry & Labor, and the Tyler History Center. Maag Library is a founding member of OhioLINK, Ohio's statewide academic library consortium which connects library services, print and digital collections among its 88 member institutions and manages collaborative services aimed at reducing students' cost of higher education in Ohio.

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# Events & Activities for Students & the Public
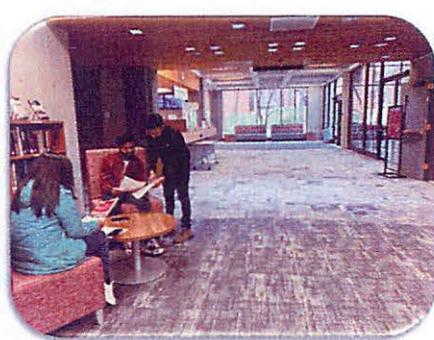
- **Participation in** YSU Orientation, Penguin Preview Day, Pete & Penny Summer Camp, Honors Resource Fair, International Student Orientation, New Faculty Orientation, IGNITE, Block Party, and more.
- **Author lectures, readings, and presentations** for the campus community, area schools, organizations, and the public.
- **Welcome Week Activities:** contests, games, giveaways, drawings, etc.
- **Finals Week Extended Hours & Relaxation Activities:** snacks, therapy dogs, poetry blackouts, window & sidewalk writing, etc.
- **Library Activities and Monthly Displays:** Black History Month, LGBTQ+, Pride, Women's History Month, Hispanic Heritage Month, etc. including special programming during National Library Week.
- **Movie Nights @ Maag:** every semester indoor or outdoor with snacks
- **Holiday Scavenger Hunts & Crafts:** every semester
- **Social Media Presence:** Facebook, Twitter, and Instagram accounts keep students informed and engaged including the YSU App.
- **The Melnick Medical Museum** provides educational experiences at local schools and regional organizations, including suitcase tours of museum exhibits, medicine making activities, and presentations.
- **Various collaborations** with campus and community organizations on various events and activities.

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Library Projects & Planning

- Maag Library is currently undergoing a major collection evaluation with the goal of deselecting approximately 100,000 materials based on usage and relevancy. The remaining collection will be shifted entirely to clear the 3rd floor and make room for Tutoring Services expect to move in Fall 2024.

- In collaboration with OhioLINK, the Library is preparing for the migration to a new Integrated Library System. The comprehensive upgrade aimed to improve collaborative functions and shared online catalogs has an estimated two-year implementation timeline. The consortium implemented an RFP process and will be announcing the selected vendor in the summer.

- Maag Library continuously evaluates usage statistics of electronic resources to use its budget strategically. This allows purchases of in demand and current resources (i.e., Global NewsStream containing *The New York Times* and *The Wall Street Journal*, *Films on Demand*, etc.) and new books in all subject areas.

- The Library recently remodeled the main lobby and entrance foyers, including new carpeting in these areas and the main lab. Improvements provided more welcoming and inviting spaces increasing usage by students.

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Maag Library Staffing Levels

Staffing: 13.25 FTE employees

- 1 Co-Director & Head of Research and Academic Support
- 1 Co-Director & Head of Library Services and Operations
- 5 Librarians in Reference, Acquisitions & Cataloging
- 1 Librarian in Curriculum Resource Center
- 3 Staff in Access Services (Circulation, OhioLINK, ILL, stacks)
- 2 Staff in Archives & Special Collections and Melnick Museum
- 0.25 FTE remote Systems Librarian

Maag Library also employs 15 student assistants

Staffing Levels Recent Years:

- In 2017, 6 full-time staff worked in Access Services. Currently down to 3 staff in that area with 3 vacant positions.
- In 2017, 1 full-time Administrative Assistant to support administrative and operational functions. Currently position is vacant.
- In 2017, 3 full-time staff worked in the Archives & Special Collections, Melnick Medical Museum, and University Records Management. 1 staff has since retired, leaving 1 position vacant. Maag Library has been without a University Archivist since 2012.
- In 2017, 1 full-time Librarian and 1 full-time Classified staff member worked in the Curriculum Resource Center. The Classified position is currently vacant.
- In 2017, 9 full-time librarians worked in Information Services, Acquisitions, and Technical Services. The Business Librarian is now one of the Co-Directors and still serves as the liaison for that subject area. Currently only 5 librarians with 3 vacancies (STEM Librarian, Serials/Microforms Librarian, and Creative Arts Multimedia Librarian).
- The previous full-time Systems Librarian position is currently covered by a 0.25 FTE remote employee.

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Comparison of Staffing Levels & Students Per Library Staff at Ohio Public University Libraries
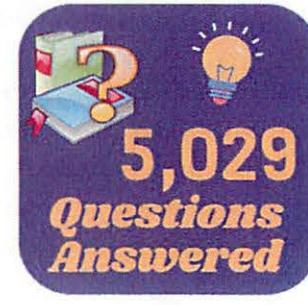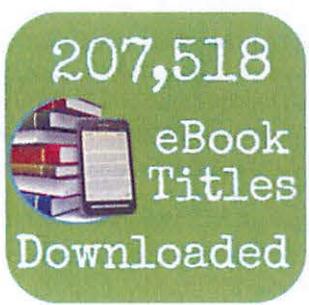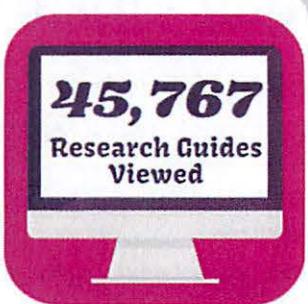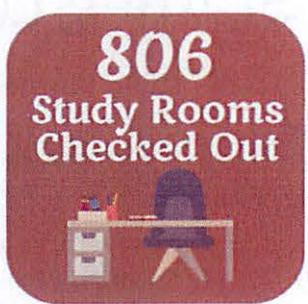
Ohio Public University	Fall 2020 Preliminary Headcount (Main Campuses)*	FY2021 Full-Time In-State Undergraduate Tuition & Fees**	University Library	Total Library Staff on Main Campus	Subject Librarians	Students per Library Staff
Wright State University	8,158	$ 9,494	Wright State University Libraries	38	8	215
The Ohio State University	58,167	$ 10,238	OSU University Libraries	267	36	218
Bowling Green State University	15,104	$ 11,591	BGSU University Libraries	61	12	248
Miami University	18,514	$ 15,555	Miami University Libraries	63	16	294
The University of Toledo	15,034	$ 10,432	University of Toledo Libraries	43	16	350
University of Cincinnati	33,030	$ 11,000	UC Libraries	94	23	351
Shawnee State University	2,616	$ 8,134	Clark Memorial Library	7	1	374
Kent State University	22,681	$ 10,570	Kent State University Libraries	60	15	378
The University of Akron	11,868	$ 10,270	UA University Libraries	31	6	383
Ohio University	22,293	$ 11,220	Ohio University Libraries	58	14	384
Cleveland State University	12,453	$ 10,698	Michael Schwartz Library	25	8	498
Youngstown State University	9,502	$ 9,106	William F. Maag, Jr. Library	13	7	731
Central State University	4,892	$ 6,600	Hallie Q. Brown Memorial Library	5	Not Listed	978

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*Ohio Department of Higher Education: Full-Time Equivalent Enrollment, FY 2012 to FY 2022
**Ohio Department of Higher Education: Tuition & Fees: Annual Survey of Student Charges: Fall 2022
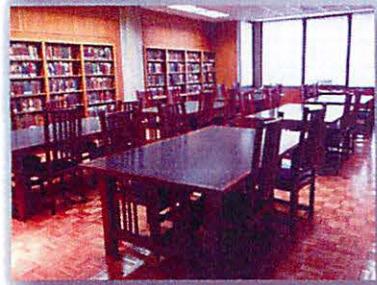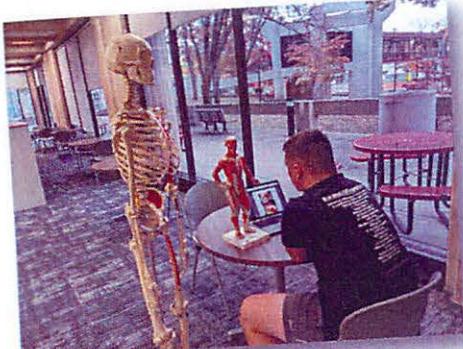
30,540 Items Circulated (Checkouts & Renewals)

WELCOME 128,480 Library Visitors (Enter & Exit)

806 Study Rooms Checked Out

45,767 Research Guides Viewed

735,999 Articles Downloaded (Frequently Used Databases)

207,518 eBook Titles Downloaded

13,469 Videos Streamed

5,029 Questions Answered

YOUNGSTOWN STATE UNIVERSITY

Fiscal Year 2022 Library Statistics

WILCOX CRC
CURRICULUM
RESOURCE
CENTER
William F. Maag, Jr. Library

YOUNGSTOWN STATE UNIVERSITY

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Division of Student Success

Mission Statement

The mission of the Division of Student Success (DSS) is to create and maintain institutional conditions in which students have the greatest opportunity to succeed.

Quality Statement

The DSS works with partners across the University to encourage a student-first approach to all University operations, ensure students have the programs and services they need to be successful, and that YSU policies and procedures are designed to facilitate student success.

Attribute Statement

DSS ensures pathways from high school to college for students in the Youngstown community and the Mahoning Valley.

DSS ensures successful onboarding of new students through placement testing and Orientation programs.

DSS fosters student success through YSU 1500: Success Seminar, academic advising, academic alert and intervention, tutoring, academic coaching, and accessibility services.

DSS supports degree completion by helping students explore major and make guided, informed decisions about career fit and career pathways.

DSS practices data-informed decision making when developing student success strategies.

DSS is committed to using resources strategically to increase retention.

DSS is committed to identifying and removing institutional barriers that impede students' success.

Testing Center
First Year Student Services
Early Alert and Intervention
Career Exploration and Development
The Resch Academic Success Center
College Access and Transition
Student Employment
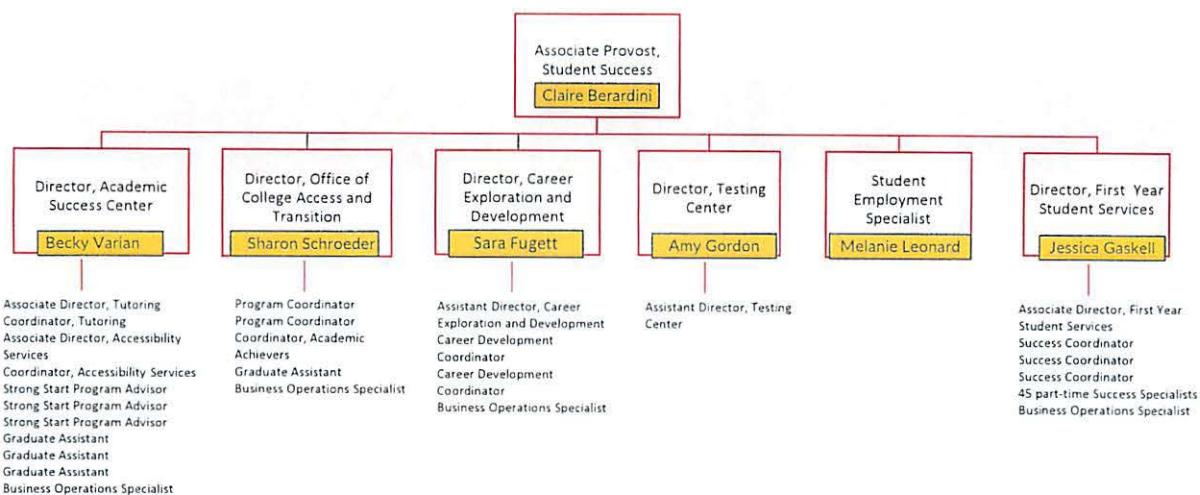
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Division of Student Success

Associate Provost, Student Success
Claire Berardini

Director, Academic Success Center
Becky Varian

Associate Director, Tutoring
Coordinator, Tutoring
Associate Director, Accessibility Services
Coordinator, Accessibility Services
Strong Start Program Advisor
Strong Start Program Advisor
Strong Start Program Advisor
Graduate Assistant
Graduate Assistant
Graduate Assistant
Business Operations Specialist

Director, Office of College Access and Transition
Sharon Schroeder

Program Coordinator
Program Coordinator
Coordinator, Academic Achievers
Graduate Assistant
Business Operations Specialist

Director, Career Exploration and Development
Sara Fugett

Assistant Director, Career Exploration and Development
Career Development Coordinator
Career Development Coordinator
Business Operations Specialist

Director, Testing Center
Amy Gordon

Assistant Director, Testing Center

Student Employment Specialist
Melanie Leonard

Director, First Year Student Services
Jessica Gaskell

Associate Director, First Year Student Services
Success Coordinator
Success Coordinator
Success Coordinator
45 part-time Success Specialists
Business Operations Specialist

Financial Stewardship since 2018
Salary dollars saved through strategic disposition = $448,630.45*
Salary dollars reallocated to meet strategic priorities outside the Division = $153,218.35*

*excluding fringe

YOUNGSTOWN STATE UNIVERSITY

Divisional impact on student success and retention

- Increased retention of regularly admitted students in YSU 1500 since 2020
- YSU 1500 students report higher satisfaction across 14 dimensions of advising compared to peer institutions
- 23% increase in faculty using CRM Advise since Fall 2021
- 15% increase in students impacted by early alerts since Fall 2021
- 21% increase in CRM Advise alerts since Fall 2021
- Increased retention of EXPL UND since 2020
- 832 students attended 5,834 tutoring sessions to date in Fall 2022; 857 students attended 6,836 sessions in Spring 2023.
- Off all items on the Noel Levitz 2022 survey, the availability of tutoring services had the highest student satisfaction rate.
- Average term GPA for students who attend 11 or more coaching sessions = 2.75
- 90% course pass rate for students with 10 or more tutoring sessions
- 94.9% yield from Orientation to 14th day in Summer 2022

Historical retention comparison

	2019	2020	2021
Miami U.	88%	89.2%*	NA
Ohio U.	81%	81.3%*	NA
YSU	76%	74.1%*	78.9%**
Kent State	82%	80.5%*	78.5%*
Bowling Green	79%	78.2%*	77%*
Cleveland State	76.6%	69.7%*	NA
University of Akron	75.7%	69.2%*	68%*
Wright State	65%	N/A	N/A

Sources:
2020 IPEDs Data
Institution's IR page*

Distribution of Core Expenses

	2020 Undergraduate FTE	Fiscal Year 2020 % distribution of core expense for Student Services	Fiscal Year 2020 Core expense per FTE for Student Services	Fiscal Year 2020 % distribution of core expense for Academic Support	Fiscal Year 2020 Core expense per FTE for Academic Support
Kent State	18,731	7%	$1,437	13%	$2,559
Miami U.	18,255	6%	$1,509	15%	$3,709
Ohio U.	17,725	9%	$2,214	14%	$3,363
Bowling Green	13,731	6%	$1,092	10%	$1,848
University of Akron	12,678	5%	$1,075	11%	$2,324
Cleveland State	10,090	8%	$1,651	12%	$2,437
YSU	8,587	8%	$1,369	12%	$1,984
Wright State	7,037	5%	$1,386	10%	$2,756

Source: 2020 IPEDS Data

Dean of Student Affairs

Shortened Version From Previous BOT Presentation

YOUNGSTOWN STATE UNIVERSITY

Office of the Dean of Students

Mission Statement: In support of YSU's mission to "place students at its center", The Office of the Dean of Students provides support, education, guidance, and advocacy to students by addressing extenuating situations and concerns that may impede their success, while maintaining campus safety and fostering a culture of civility, character, and respect.

Quality Statements: The Office of the Dean of Students serves as the University's central point of contact for students experiencing crisis or distress that impacts their social, personal, and/or academic stability by supporting a holistic approach to early identification of issues, intervention, support and eventually student empowerment.

Attribute Statements:
- Advocacy
- Safety
- Retention

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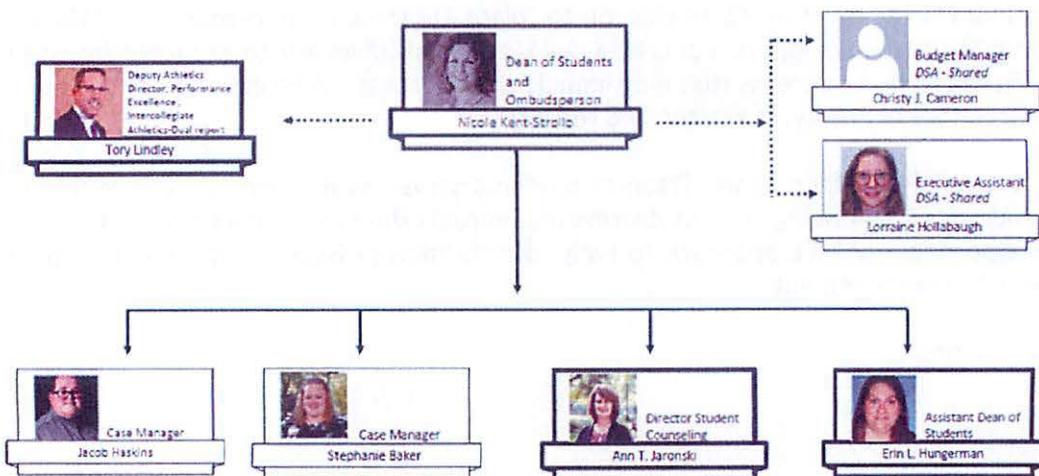
Office of the Dean of Students

- Dean of Students and Ombudsperson
- Community Standards and Student Conduct
- Student Counseling Services
- Case Management
- Compass Rape Crisis Counseling and Sojourner Domestic Violence Program (MOU)

Dean of Students Org Chart

Deputy Athletics Director, Performance Excellence, Intercollegiate Athletics-Dual report
Tory Lindley

Dean of Students and Ombudsperson
Nicola Kent-Strollo

Budget Manager
DSA - Shared
Christy J. Cameron

Executive Assistant
DSA - Shared
Lorraine Hollabaugh

Case Manager
Jacob Haskins

Case Manager
Stephanie Baker

Director Student Counseling
Ann T. Jaronski

Assistant Dean of Students
Erin L. Hungerman

Strategic Plan Alignment

Organizational Structure and Efficiency
- Audit Support Activities to Reduce Barriers and Enhance Student Experience

Culture of Caring
- Develop a Plan to Address Mental Health and Wellness for Students

Data-Informed Decision-Making
- Develop and implement reporting of important data on a regular basis assuring it is useful, useable, and used

![Youngstown State University logo]

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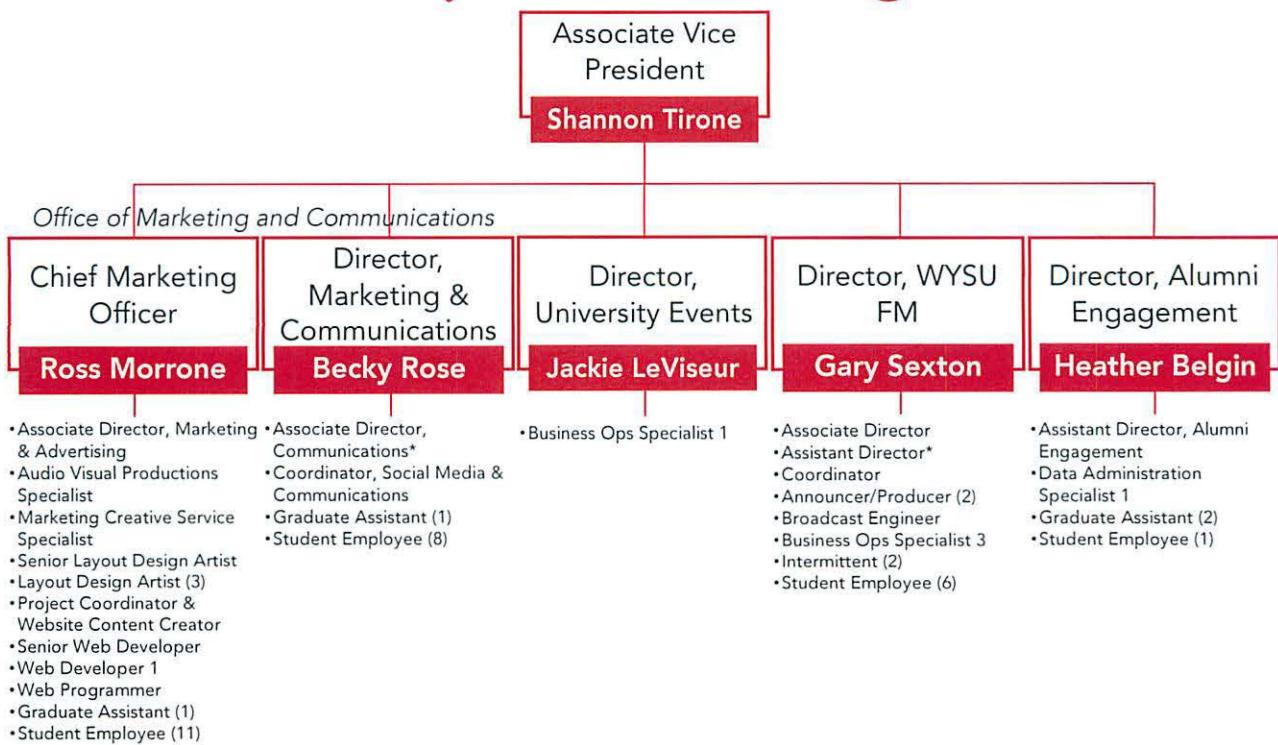
University Relations

Division of Institutional Effectiveness
Board of Trustees Meeting
June 2023

University Relations – Org. Chart

Associate Vice President
Shannon Tirone

Office of Marketing and Communications

| Chief Marketing Officer	Director, Marketing & Communications	Director, University Events	Director, WYSU FM	Director, Alumni Engagement
Ross Morrone	**Becky Rose**	**Jackie LeViseur**	**Gary Sexton**	**Heather Belgin**

Ross Morrone
- Associate Director, Marketing & Advertising
- Audio Visual Productions Specialist
- Marketing Creative Service Specialist
- Senior Layout Design Artist
- Layout Design Artist (3)
- Project Coordinator & Website Content Creator
- Senior Web Developer
- Web Developer 1
- Web Programmer
- Graduate Assistant (1)
- Student Employee (11)

Becky Rose
- Associate Director, Communications*
- Coordinator, Social Media & Communications
- Graduate Assistant (1)
- Student Employee (8)

Jackie LeViseur
- Business Ops Specialist 1

Gary Sexton
- Associate Director
- Assistant Director*
- Coordinator
- Announcer/Producer (2)
- Broadcast Engineer
- Business Ops Specialist 3
- Intermittent (2)
- Student Employee (6)

Heather Belgin
- Assistant Director, Alumni Engagement
- Data Administration Specialist 1
- Graduate Assistant (2)
- Student Employee (1)

* Positions currently vacant, searches underway

YOUNGSTOWN STATE UNIVERSITY

University Relations
Staff Comparisons
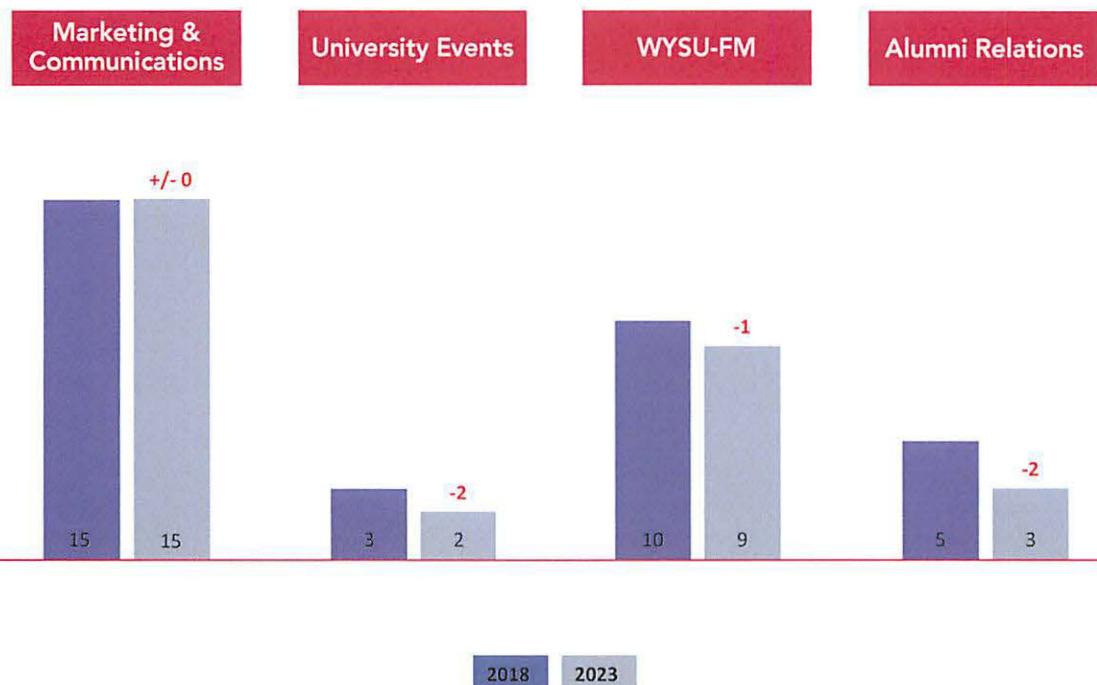
	Marketing & Communications	University Events	WYSU-FM	Alumni Relations
YSU	15 full-time employees	2 full-time employees	9 full-time employees	3 full-time employees
Kent State	33 full-time employees	5 full-time employees	Day-to-day operations of WKSU are managed by Ideastream Public Media	15 full-time employees
Akron	18 full-time employees*	# full-time employees	N/A	5 full-time employees
Toledo	25 full-time employees	7 full-time employees	N/A	9 full-time employees
Cleveland State	15 full-time employees*	7 full-time employees	N/A	7 full-time employees

YOUNGSTOWN STATE UNIVERSITY

University Relations
Staffing Changes

Marketing & Communications	University Events	WYSU-FM	Alumni Relations

+/- 0   -2   -1   -2

15   15   3   2   10   9   5   3

2018   2023

YOUNGSTOWN STATE UNIVERSITY

University Relations
Areas of Responsibility

Marketing & Communications

- Creates strategies and innovative marketing campaigns, to enhance brand recognition by identifying target markets, analyzing market trends, and positioning the YSU brand effectively.
- Develops and executes comprehensive communication plans to enhance YSU's reputation, engage internal and external audiences and manage media relations by conveying key messages, cultivating brand loyalty and ensuring consistent and transparent communication across various platforms.
- Develops and implements comprehensive social media strategies that align with YSU brand objectives and target audiences to increase brand visibility, engagement and overall social media performance.
- Enhances the YSU experience by maintaining the YSU website, assisting with requests, ADA compliance projects and implementing custom solutions for CMS challenges.
- Responsible for conceptualizing, designing, and executing print media materials, graphic designs and digital advertising campaigns.

University Events

- Coordinates and promotes distinct events and programming for the entire YSU community that encourage engagement, dialogue, cultural exploration and intellectual stimulation.
- Supports a standard university look to carry across all events to uphold the branding standards.
- Provides event materials ensuring quality visuals.
- Assists individual colleges, departments and programs with event planning, logistics and day of support upon request.
- Supports communication and improved collaboration among those with event planning responsibilities throughout YSU.
- Assists with non-academic space reservations, advises campus and community groups on available venues and makes recommendations after consultation.
- Advises on revisions and uphold university policies and procedures relating to events.

YOUNGSTOWN STATE UNIVERSITY

University Relations
Areas of Responsibility

WYSU-FM

- Broadcasts a mix of news and information programs, classical music and jazz on its main analog channel and as a web stream, as well as a 24-hour classical music service on its HD2 channel and web stream at no cost to the listener
- As one of Youngstown State University's strongest daily links to the community, WYSU has been a valuable community, and low-cost, asset for the University for 53+ years
- Provides educational opportunities to the community through smart and thoughtful local public affairs and news and information programs, and network programming. Aids listeners in life-long learning pursuits, helping make northeast Ohio and western Pennsylvania a better place to live.
- Provides fine arts music programming of the highest quality, is the community's sole radio source for classical music and also provides locally-hosted jazz programs during the weekend evenings.
- Publishes stories about state of Ohio issues that aren't commonly heard or reported on other outlets courtesy of a membership in Ohio Public Radio.

Alumni Engagement

- Cultivates lifelong relationships with Youngstown State University graduates by providing opportunities to attend events, volunteer, share accomplishments, connect with the colleges and engage with students.
- Manages geographic and affinity-based alumni chapters to maintain University connections, disseminate information, connect students and deans when traveling and serve local communities.
- Ensures data integrity to target specific populations for academic planning, provide accurate contact information for donor engagement, track activity participation and aid college and departmental outreach.
- Creates events to celebrate milestones and support Athletics and other campus areas.
- Utilizes targeted email communication and social media outreach to promote University highlights, celebrate alumni success stories and promote events that strengthen alumni affinity.

YOUNGSTOWN STATE UNIVERSITY

Marketing & Communications

- Made remarkable strides in enhancing brand recognition and cultivating a robust regional and international presence.
- Planning a visionary brand relaunch fueled by detailed strategy and research with boundless creativity to inspire individuals, enhance futures and enrich lives.
- Increased collaboration at the college and department levels to assist with enrollment.
- Showcase faculty and student achievements, innovations and impact, elevating YSU's reputation, and inspiring a sense of pride among students, faculty/staff, alumni, and community.
- Enhanced marketing initiatives to support the enrollment process through focused and innovative strategies.
- Built upon a strong social media presence to successfully expand digital reach, engage diverse audiences and create an engaging online experience.

University Events

- Inspiring individuals through Commencement. Pivoting and revamping the ceremonies as needed to develop into a full scale production worthy of our graduates' accomplishments.
- Enriching lives through three large lecture series, coordinated with each featuring a session targeted to students and a broader campus/community presentation with diverse topics and speakers. Speakers ranging from doctors, to scientists, to business leaders, to entertainers and sports figures, reach an average audience of nearly 5,000 annually.
- Developing strong relationships with campus and community entities through collaboration and establishing our team as a reliable resource for all event needs. The network of campus and community resources and partners continues to grow.

**YOUNGSTOWN STATE UNIVERSITY**

WYSU-FM

- Promotes and encourages, diversity, equity and inclusion in all aspects of WYSU, including sponsorships, community service, and staffing; and continues to diversify network and local programming and content across all platforms.
- In partnership with Charitable Adult Rides and Services, WYSU's vehicle donation program continues to grow with WYSU receiving 145 vehicle donations, equaling $84,281 in support.
- Provides YSU students with the opportunity to gain work experience in a quasi-commercial environment, enhancing their employment opportunities after graduation.
- Provides over $40,000 worth of free public service announcement annually for YSU, regional fine and performing arts events, as well as for events and programs in the minority community.
- Is a critical link in the Emergency Alert System, a warning system for emergencies and extreme weather, for listeners and other radio stations.

Alumni Engagement

- Facilitates Pete's Pride volunteerism to assist with student recruitment, provide logistical support for campus events, and serve as a welcoming presence for visitors and event attendees.
- Fosters community engagement through events such as Streetscape, United Way Satur-Day of Caring, National Volunteer Week, and ongoing alumni chapter service projects in order to enrich lives.
- Enhances student futures by creating events for alumni interaction when student athletes and academic groups travel to a chapter area. Alumni share encouragement and professional insight while serving as a bridge to the students' active engagement with YSU following graduation.
- Inspires individuals through the celebration and promotion of the accomplishments of alumni. Storytelling through social media spotlights and alumni events demonstrates the possibilities of a YSU education.

YOUNGSTOWN STATE UNIVERSITY

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and proud.

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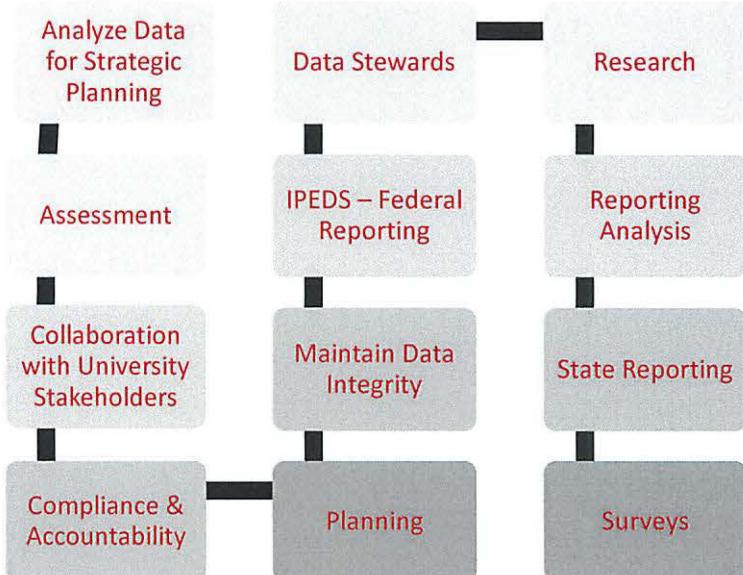
Division of Institutional Effectiveness

Board of Trustee Meeting
June 2023
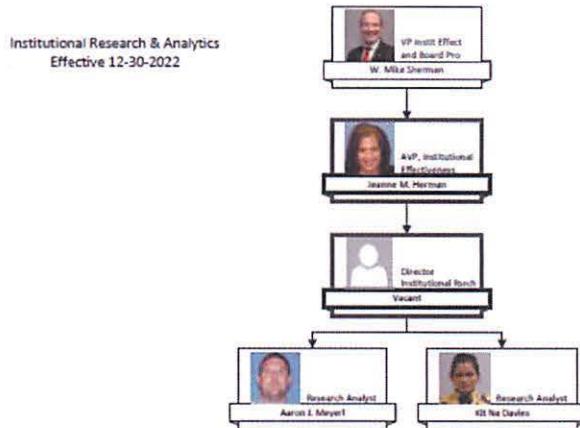
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Office of Institutional Research and Analytics

Analyze Data for Strategic Planning	Data Stewards	Research
Assessment	IPEDS – Federal Reporting	Reporting Analysis
Collaboration with University Stakeholders	Maintain Data Integrity	State Reporting
Compliance & Accountability	Planning	Surveys

YOUNGSTOWN
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Org Chart

Institutional Research & Analytics
Effective 12-30-2022

YOUNGSTOWN STATE UNIVERSITY

Mission Statement

Institutional Research and Analytics provides timely informational reports, verified datasets and analyses transforming information into knowledge from which insights can be derived in order to inform and support decision making.

YOUNGSTOWN STATE UNIVERSITY

Attributes

- Maintain a student/client focus.
- Remain data focused and driven.
- Perform all activities with rigor, discipline, and attention to detail.
- Embrace innovation and continuous improvement.
- Seek and implement emerging technologies and new techniques.
- Be intentional in incorporating equity and inclusion in all initiatives.
- Recognize, publicize, and celebrate success.

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Department Tactics Supporting Strategic Plan

- **Data Informed Decision Making -** Provide data, information and analysis for strategic decisions
  - Enrollment analysis
  - Graduation rates
  - Retention rates
  - Key Performance Indicators
- **Curricular Efficiency and Academic Program Transformation**
  - Collaborate with Gray associates to provide continuous academic program analysis
  - Collaborate with OAA to provide timely reports for continued improvements on efficiencies.
  - Collaborate with academic departments to implement continuous and systematic processes for institutional assessment
- **Information Technology**
  - Serve as stewards of data information to ensure the highest data integrity
  - Collaborate with IT to create comprehensive reporting structure for University, allowing all stakeholders availability of data needs

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Effective Actions

- Academic Programming Enhancement and Effectiveness Initiative (APEEI)
  - Gray and Associates collaboration
  - Provide timely and accurate data for program assessment
- Ad Hoc Initiatives
  - Economic Impact Study
  - College Comeback
  - YSU Foundation
- Collaboration with Units Providing Data for Reporting and Analysis
  - Program Accreditations
  - Event History Analysis
  - Remediation Analysis
  - Departmental Annual reports
- Compliance
  - Federal Reporting Mandate - IPEDS
  - State Reporting - HEI
- Penguin Intelligence Implementation
  - Data governance structure
  - Optimal reporting platform for business intelligence strategies
  - Automate reporting to the greatest extent possible

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Penguin Intelligence

- Enterprise data warehouse containing student, finance, and human resource information used for business intelligence

- Deliver improved and timely reporting and analytics across the University

- Comprehensive reporting structure assuring consistent reporting across divisions

- Executive dashboards that pull together information and analytics from all modules within the warehouse

- Improve data integrity and quality

- Implementation of data governance strategy

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Penguin Intelligence Priorities for Institutional Research

- Mandated reporting needs met with Penguin Intelligence
- Training and exposure to Power BI tools to allow IR staff the ability to develop dashboards as needed
- Customized dashboards created based on priority and needs
- Advanced data discovery
- Data Governance Structure
- Standard data definitions

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Thank you!

Additional details

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2021 AIR National Survey of IR Office Average Full-Time Salary by IR Staff Role

Table 3 reports the average annual full-time salary expenses for the IR office.

Table 3. Average Full-time Salary by IR Staff Role
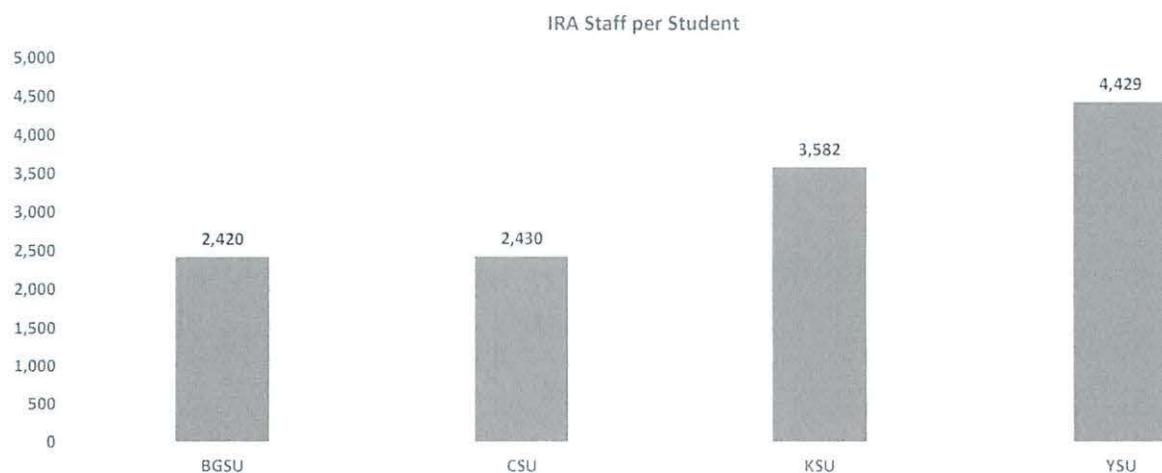
Staff Role	Average Annual Full-time Salary*	Average FTE**	Average Annual Full-time Salary Expenses***
Office leader	$100,308	1.0	$99,505
Assistant/Associate Directors	$81,853	0.4	$36,332
Senior Analytical Staff	$74,469	0.4	$31,521
Analytical Staff	$61,539	1.0	$64,512
Technical Staff	$66,331	0.3	$16,855
Administrative Support Staff	$46,183	0.2	$8,988
TOTAL		3.3	$257,712

*Data reported in the 2021 AIR National Survey of IR Offices: IR Office Full-time Staff Salaries
**Data reported in the 2021 AIR National Survey of IR Offices: IR Office Staff Roles
***Salary expenses per staff role were calculated by multiplying the average annual salary by the average full-time equivalent (FTE) for each staff role.

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Staffing Comparison

IRA Staff per Student

	BGSU	CSU	KSU	YSU
	2,420	2,430	3,582	4,429

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2021 AIR National Survey of IR Office
Percentage of Time Spent on Job Functions by Staff Role
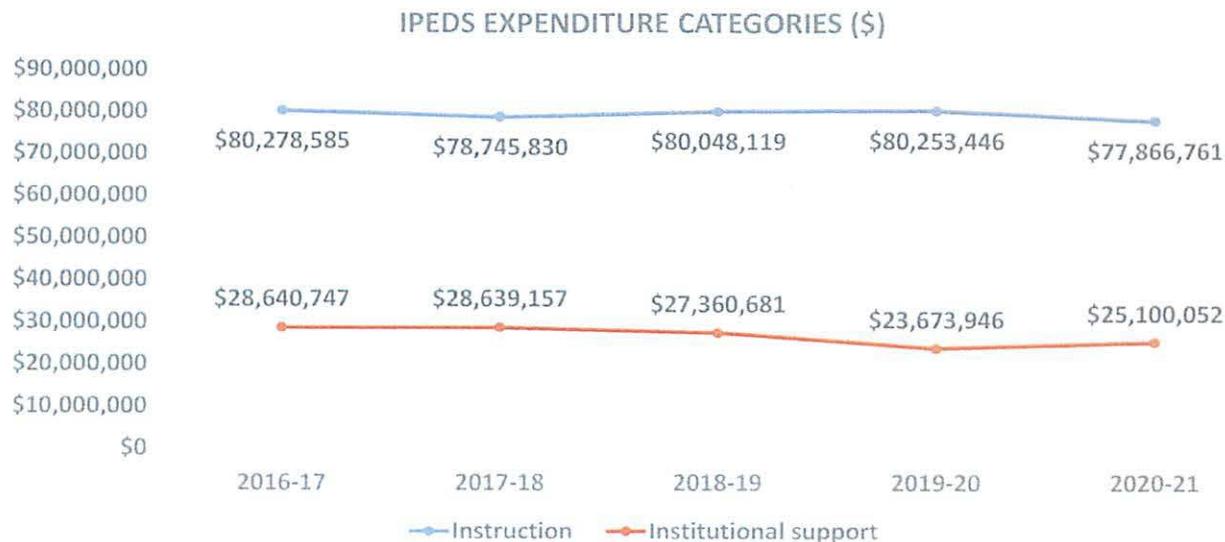
Table 2. Percentage of Time Spent on Job Functions by Staff Role

Job Function	Office leader	Asst/ Assoc Directors	Senior Analytic al staff	Analytic al staff	Technic al staff	Admin Support staff	Student staff
Data collection and management	18%	23%	26%	30%	28%	17%	33%
Basic analytics	13%	16%	20%	22%	12%	6%	30%
Advanced analytics	5%	6%	9%	5%	3%	0%	4%
Communicating information	14%	13%	12%	12%	10%	9%	14%
Educating data users	7%	7%	6%	6%	6%	3%	1%
Technology management	4%	7%	7%	5%	22%	2%	2%
Professional development	4%	6%	5%	6%	6%	5%	2%
Office management	6%	4%	1%	1%	1%	14%	1%
Attending meetings	14%	9%	7%	7%	7%	7%	3%
Policy/governance/ planning	8%	4%	3%	2%	2%	1%	0%
Administrative activities	4%	3%	1%	2%	1%	32%	4%
Other	2%	2%	1%	2%	0%	4%	6%
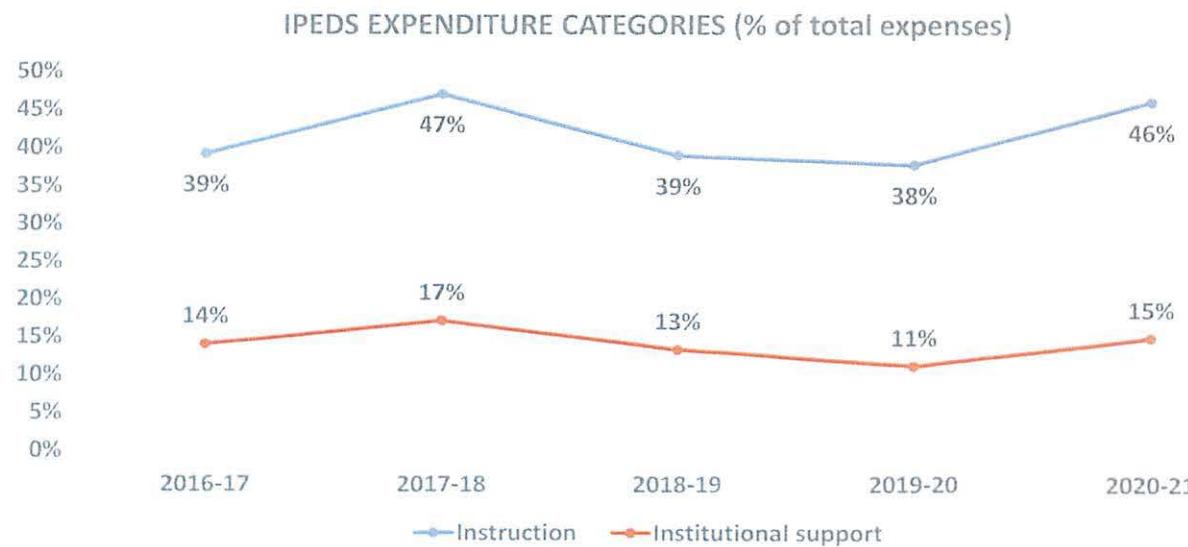
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IPEDS INSTRUCTIONAL AND INSTITUTIONAL SUPPORT EXPENDITURES (2016-17 TO 2020-21)
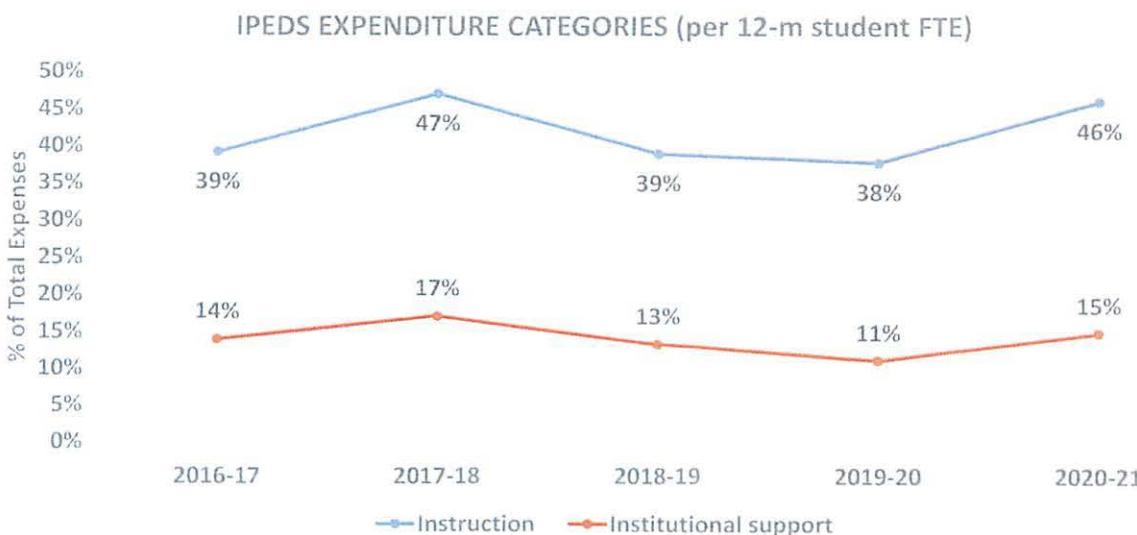
IPEDS EXPENDITURE CATEGORIES ($)

	2016-17	2017-18	2018-19	2019-20	2020-21
Instruction	$80,278,585	$78,745,830	$80,048,119	$80,253,446	$77,866,761
Institutional support	$28,640,747	$28,639,157	$27,360,681	$23,673,946	$25,100,052

From 2016-17 to 2020-21, a five-year period, instructional and institutional support expenditures decreased by $2.4 M and $3.5 M, respectively, a $1.1 M greater reduction in expenditures in institutional support than in instruction. Over this period of time, the percent of total expenditures for instruction and institutional support increased by +7% and +1%, respectively.

IPEDS EXPENDITURE CATEGORIES (% of total expenses)

	2016-17	2017-18	2018-19	2019-20	2020-21
Instruction	39%	47%	39%	38%	46%
Institutional support	14%	17%	13%	11%	15%

IPEDS INSTRUCTIONAL AND INSTITUTIONAL SUPPORT EXPENDITURES (2016-17 TO 2020-21)

IPEDS EXPENDITURE CATEGORIES (per 12-m student FTE)

	2016-17	2017-18	2018-19	2019-20	2020-21
Instruction	$7,386	$7,210	$7,314	$7,498	$7,617
Institutional support	$2,635	$2,622	$2,500	$2,212	$2,455

From 2016-17 to 2020-21, a five-year period, instructional and institutional support expenditures per 12-month student fte increased +$231 and decreased -$180, respectively. Over this period of time, the percent of total expenditures per 12-month student fte increased by +7% and +1% respectively.

IPEDS EXPENDITURE CATEGORIES (per 12-m student FTE)

% of Total Expenses	2016-17	2017-18	2018-19	2019-20	2020-21
Instruction	39%	47%	39%	38%	46%
Institutional support	14%	17%	13%	11%	15%

IPEDS INSTRUCTIONAL AND INSTITUTIONAL SUPPORT EXPENDITURES (2016-17 TO 2020-21)

Per Banner		Per IPEDS Glossary 18-19	
Code	Expense Category	Functional Expense	A functional expense classification is a method of grouping expenses according to the purpose for which the costs are incurred. The classifications tell why an expense was incurred rather than what was purchased. (NACUBO FARM section 700)
10 Instruction 11 General Academic Instruction 12 Vocational Technical Instruction 13 Community Education 14 Preparatory Remedial Instruction 15 Instructional Information Tech		Instruction	A functional expense category that includes expenses of the colleges, schools, departments, and other instructional divisions of the institution and expenses for departmental research and public service that are not separately budgeted. Includes general academic instruction, occupational and vocational instruction, community education, preparatory and adult basic education, and regular, special, and extension sessions. Also includes expenses for both credit and non-credit activities. Excludes expenses for academic administration where the primary function is administration (e.g., academic deans). Information technology expenses related to instructional activities if the institution separately budgets and expenses information technology resources are included (otherwise these expenses are included in academic support). Institutions include actual or allocated costs for operation and maintenance of plant, interest, and depreciation.
40 Academic Support 41 Library 42 Museums and Gallalleries 43 Educational Media Services 44 Academic Support Information Tech 45 Ancillary Support 46 Academic Administration 47 Academic Personnel Development 48 Course and Curriculum Development		Academic Support	A functional expense category that includes expenses of activities and services that support the institution's primary missions of instruction, research, and public service. It includes the retention, preservation, and display of educational materials (for example, libraries, museums, and galleries); organized activities that provide support services to the academic functions of the institution (such as a demonstration school associated with a college of education or veterinary and dental clinics if their primary purpose is to support the instructional program); media such as audiovisual services; academic administration (**including academic deans but not department chairpersons**); and formally organized and separately budgeted academic personnel development and course and curriculum development expenses. Also included are information technology expenses related to academic support activities; if an institution does not separately budget and expense information technology resources, the costs associated with the three primary programs will be applied to this function and the remainder to institutional support. Institutions include actual or allocated costs for operation and maintenance of plant, interest, and depreciation.
60 Institutional Support 61 Executive Management 62 Fiscal Operations 63 General Administration 64 Administrative Information Tech 65 Public Relations Development		Institutional Support	A functional expense category that includes expenses for the day-to-day operational support of the institution. Includes expenses for general administrative services, central executive-level activities concerned with management and long-range planning, legal and fiscal operations, space management, employee personnel and records, logistical services such as purchasing and printing, and public relations and development. Also includes information technology expenses related to institutional support activities. If an institution does not separately budget and expense information technology resources, the IT costs associated with student services and operation and maintenance of plant will also be applied to this function.
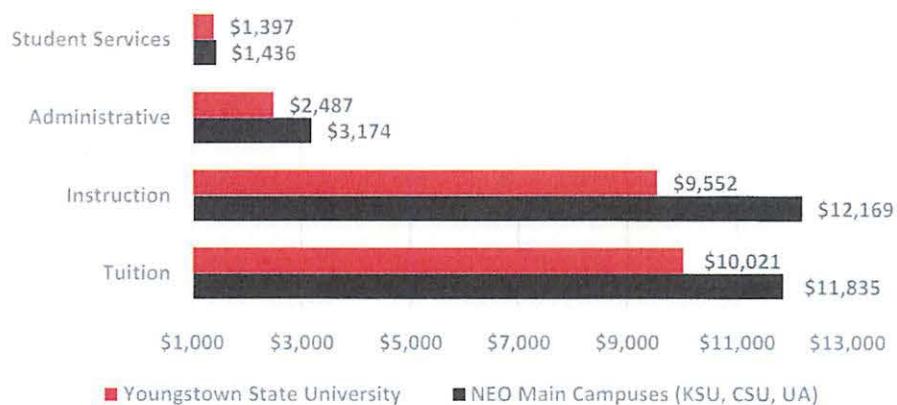
Operations and maintenance of plant and depreciation and amortization are proportionally allocated across Instruction, Research, Public Service, Academic Support, Institutional support and Student Services.

HOW COLLEGES SPEND MONEY

Inflation Adjusted Tuition and Cost per Student FTE (2020-21)

	Youngstown State University	NEO Main Campuses (KSU, CSU, UA)
Student Services	$1,397	$1,436
Administrative	$2,487	$3,174
Instruction	$9,552	$12,169
Tuition	$10,021	$11,835

X-axis: $1,000 $3,000 $5,000 $7,000 $9,000 $11,000 $13,000

■ Youngstown State University   ■ NEO Main Campuses (KSU, CSU, UA)

Proportion of Expenditures (2020-21)

	Youngstown State University	NEO Main Campuses (KSU, CSU, UA)
Admin to Inst Cost Ratio	26%	30%
Tuition as % Med HH Income	16%	19%

X-axis: 5% 10% 15% 20% 25% 30% 35%

■ Youngstown State University   ■ NEO Main Campuses (KSU, CSU, UA)

HOW COLLEGES SPEND MONEY

Proportion of Expenditures (2020-21)

Category	Youngstown State University	OH Main Campuses
Student Services	$1,397	$1,759
Administrative	$2,487	$3,542
Instruction	$9,552	$14,160
Tuition	$10,021	$10,704

Scale: $0 $2,000 $4,000 $6,000 $8,000 $10,000 $12,000 $14,000 $16,000

■ Youngstown State University   ■ OH Main Campuses

Inflation Adjusted Tuition and Cost per Student FTE (2020-21)

Category	Youngstown State University	OH Main Campuses
Admin to Inst Cost Ratio	26%	26%
Tuition as % Med HH Income	16%	19%

Scale: 0% 5% 10% 15% 20% 25% 30%

■ Youngstown State University   ■ OH Main Campuses

Legal Affairs and Human Resources
Office of Human Resources
Updated 06-05-2023

- **VP Legal Affairs HR** — Holly A. Jacobs
  - **Associate Vice President** — Vacant
    - **Executive Director HR and EEO** — Dana Lantz
      - **Manager Employee Benefits and Training** — Stacey E. Luce
        - **Learning and Development Administrator** — Vacant
        - **Human Resources Generalist** — Linda D. Moore
        - **Benefits Management Analyst** — Linda K. Mazzocco
      - **Director Labor and Employee Relations** — Kevin Kralj
    - **Executive Director HR and CHRO** — Jennifer J. Lewis-Aey
      - **Director HR Operations** — Jennifer L. Drennen
        - **HR Office Administrator** — Evangeline A. Burzynski
        - **Classification and Compensation Officer** — Brandi M. Osborn
          - **Human Resources Generalist** — Debbie Barber
          - **Human Resources Generalist** — Debra Kempers
        - **Classification and Compensation Administrator** — Aaron J. Maurice
          - **Human Resources Generalist** — Krystle A. Natoli
          - **Human Resources Generalist** — Vacant