



**YOUNGSTOWN
STATE
UNIVERSITY**

**BOARD OF TRUSTEES
UNIVERSITY AFFAIRS COMMITTEE
Anita A. Hackstedde, Chair
James E. "Ted" Roberts, Vice Chair
All Trustees are Members**

**Wednesday, March 6, 2019
2:00 p.m. or immediately following
previous meeting**

**Tod Hall
Board Meeting Room**

AGENDA

- A. Disposition of Minutes for Meetings Held September 5, 2018; December 5, 2018; and January 16, 2019**
- B. New Business**
- C. Committee Items**

1. Intercollegiate Athletics Action Item

Tab C.1.a.

a. 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 intercollegiate athletics staff and coaching positions, for October 16, 2018, through January 15, 2019. Personnel actions for intercollegiate athletics staff and coaching are contingent upon approval of the Board of Trustees.
Ron Strollo, Executive Director of Athletics, will report.

2. Intercollegiate Athletics Discussion Item

Tab C.2.a.

a. Overview on Intercollegiate Athletics

Ron Strollo, Executive Director of Athletics, will report.

3. Consent Agenda Items*

Tab C.3.a.

- *a. Resolution to Modify and Retitle Designation of Movable University Holidays Policy, 3356-7-21**

Tab C.3.b.

- *b. Resolution to Modify Collective Bargaining and Negotiations Policy, 3356-7-23**

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

4. University Affairs Action Items

- a. Policies** - Holly Jacobs, Vice President for Legal Affairs and Human Resources, and Cindy Kravitz, Associate Vice President and Chief Human Resources Officer, will report.

- Tab C.4.a.1.** **1. Resolution to Rescind Multiple-Year Contracts for Executive Level Officers, Administrative Officers, and Other Designated Professional/Administrative Staff Policy, 3356-7-35**
- Tab C.4.a.2.** **2. Resolution to Modify and Retitle Selection and Annual Evaluation of Administrative Officers of the University Policy, 3356-9-02**
- Tab C.4.a.3.** **3. Resolution to Modify and Retitle Selection and Annual Evaluation of Executive Officers of the University Policy, 3356-9-01**
- Tab C.4.a.4.** **4. Resolution to Modify and Retitle Selection of Professional/Administrative Staff Policy, 3356-7-42**

- b. Benefits**

- Tab C.4.b.1.** **1. Resolution to Approve YSU Retirement Plan Committee Charter**
Neal McNally, Vice President for Finance and Business Operations, will report.

- c. Personnel Actions**

- Tab C.4.c.1.** **1. 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, for October 16, 2018, through January 15, 2019. Personnel actions for faculty and professional/administrative staff are contingent upon approval of the Board of Trustees.
Holly Jacobs, Vice President for Legal Affairs and Human Resources, will report.

5. University Affairs Discussion Items

- Tab C.5.a.** **a. Human Resources, Office of Organizational Development – Training Plan**
Cindy Kravitz, Associate Vice President and Chief Human Resources Officer, and Jennifer Drennen, Director of Organizational Development, will report.
- b. 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. Old Business

E. Adjournment



**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 December 6, 2018, meeting of the Board of Trustees; and

WHEREAS, such personnel actions are in accordance with the 2018-2019 Budget and with University policies 3356-2-02, Equal Opportunity and Affirmative Action Recruitment and Employment; 3356-7-36, Hiring and Selection Process, Contracts and Compensation for Intercollegiate Athletic Coaches; 3356-9-02, Selection and Annual Evaluation of Administrative Officers of the University; and 3356-7-42, Selection of Professional/Administrative Staff;

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

SUMMARY OF PERSONNEL ACTIONS
Athletics Employees
10/16/18 through 1/15/19

Appointments – 1

Replacement Positions – 1

- Professional Administrative Excluded – 1

Separations – 2

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

Promotions – 1

- Professional Administrative Externally Funded – 1

**YOUNGSTOWN STATE UNIVERSITY
ATHLETICS EMPLOYEES
PERSONNEL ACTIONS 10/16/18 THROUGH 1/15/19
APPOINTMENTS**

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	CONTRACT/ APPOINTMENT DATES	FTE	SALARY
Kuberski, Douglas	Excluded	Head Coach Bowling	Women's Bowling	12/5/2018	1.00	\$ 34,171.00

**YOUNGSTOWN STATE UNIVERSITY
ATHLETICS EMPLOYEES
PERSONNEL ACTIONS 10/16/18 THROUGH 1/15/19
SEPARATIONS**

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	DATE OF SEPARATION	FTE	SALARY
Daley, Clint	Excluded	Interim Coach	Women's Bowling	12/5/2018	0.375	\$ 15,000.00
Tomsich, John	Externally Funded	Asst Director Sales Development	Athletic Administration	11/2/2018	1.000	\$ 46,507.47

YOUNGSTOWN STATE UNIVERSITY
ATHLETICS EMPLOYEES
PERSONNEL ACTIONS 10/16/18 THROUGH 1/15/19
PROMOTIONS

EMPLOYEE NAME	EMPLOYEE TYPE	NEW POSITION TITLE/ OLD POSITION TITLE	NEW DEPARTMENT/ OLD DEPARTMENT	CONTRACT APPT. DATES	NEW FTE SALARY	PREVIOUS SALARY
Wingard, Rahumus	Externally Funded	Asst. Director, Athletic Sales Dev./ Manager Athletic Ticket Sales	Athletic Administration/ Ticket Office	11/1/2018	1.00 \$ 46,507.00	\$ 45,450.00

Youngstown State University
Intercollegiate Athletics
Overview

- I. Mission and Vision Statement / Critical Issues (see attached)
- II. Membership
 - a. National Collegiate Athletic Association (NCAA) – Division I
 - i. Football – Football Championship Subdivision (FCS):
 - 1. Maximum of 63 scholarships over 85 student-athletes
 - 2. Formerly known as Division I-AA
 - b. Horizon League – Indianapolis (see attached Map)
 - i. All sports except football (Bowling is independent)
 - ii. Member since 2001-02 (Prior affiliation: Mid-Continent)
 - iii. Members:
 - 1. Youngstown State (OH)
 - 2. Cleveland State (OH)
 - 3. Wright State (OH)
 - 4. Detroit (MI) – Private
 - 5. IUPUI (IN)
 - 6. Oakland (MI)
 - 7. University of Illinois @ Chicago (IL)
 - 8. Green Bay (WI)
 - 9. Milwaukee (WI)
 - 10. Northern Kentucky (KY)
 - c. Missouri Valley Football Conference – St. Louis (see attached Map)
 - i. Football only
 - ii. Member since 1997 (Prior affiliation: Independent)
 - iii. Members:
 - 1. Youngstown State
 - 2. Indiana State
 - 3. Illinois State
 - 4. Southern Illinois
 - 5. Western Illinois
 - 6. Missouri State
 - 7. Northern Iowa
 - 8. South Dakota State (2008)
 - 9. North Dakota State (2008)
 - 10. South Dakota (2012)
 - 11. North Dakota (2020)

III. 19 Athletic Programs

- a. 11 Women's Teams:
 - i. Volleyball
 - ii. Soccer (added in 1996-97)
 - iii. Cross Country
 - iv. Swimming (added in 1996-97)
 - v. Indoor Track
 - vi. Basketball
 - vii. Softball
 - viii. Golf (added in 1996-97)
 - ix. Tennis
 - x. Outdoor Track
 - xi. Bowling (added in 2016-17)

- b. 8 Men's Teams:
 - i. Cross Country
 - ii. Football
 - iii. Basketball
 - iv. Indoor Track
 - v. Baseball
 - vi. Golf
 - vii. Tennis
 - viii. Outdoor Track

IV. Intercollegiate Athletics "Impact on Campus" (see attached)

V. Gender Equity Plan (2016-2020) – Approved by the Board in June 2015

VI. Organizational Chart (see attached)

VII. Facilities:

- a. Beeghly Center (1972) (basketball, volleyball, and swimming)
- b. Stambaugh Stadium (1982 – renovation in 1997) (football)
- c. YSU Outdoor Tennis Courts (1982)
- d. Eastwood Field (baseball)
- e. Indoor Practice Facility (2011) (WATTS)
- f. West of Fifth Avenue (2013) (softball, track, soccer)

VIII. The Penguin Club (Booster group):

- a. Separate 501(c)(3) organization with 40 board members
- b. The Executive Director of Athletics also serves as the Director of The Penguin Club
- c. The Penguin Club receives an external "Review", which in turn is provided to the University as part of the "NCAA Agreed Upon Procedures" report provided annually to the President
- d. Major Events:
 - i. Jamboree – Fall
 - ii. Scholarship / Ring Banquet – Winter
 - iii. Golf – Summer

IX. Intercollegiate Athletics Council (IAC)

YOUNGSTOWN

MISSION STATEMENT (OUR PURPOSE)

The mission of Intercollegiate Athletics at YSU is to support the University's mission in nurturing educational and personal success of student-athletes through competitive athletic opportunities in a climate of mutual respect, integrity, and personal accountability.

The Intercollegiate Athletics Department is committed to:

1. Welfare of Student-Athletes
2. Academic Integrity
3. Gender Equity
4. Diversity of Student-Athletes and Staff
5. Sportsmanship and Ethical Integrity by Student-Athletes, Staff , and Boosters
6. Fiscal Integrity
7. Community Outreach

VISION STATEMENT (OUR DESTINATION)

Intercollegiate Athletics is committed to fielding competitive teams in the Horizon League while achieving national excellence in the Missouri Valley Football Conference as well as the Football Championship Subdivision that manifest the University's ethical, academic and civic values. In concert with the pursuit of athletic excellence, athletics will provide exceptional value and benefit to its student-athlete population through excellent academic support and guidance in order to obtain respectable graduation rates and scholastic honors. The athletic and academic goals will be achieved through fiscal responsibility and the utmost integrity, while demonstrating unrivaled pride and fostering relationships with the Mahoning and Shenango Valleys.



PENGUINS

Critical Issues

A. Enrollment/Retention • Intercollegiate Athletics will assist the University in academic attainment, enrollment initiatives, on-campus housing population, and achievement of appropriate graduation rate standards.

B. Programs/Teaching, Learning & Research • Intercollegiate Athletics will assist in preparing student-athletes for economic productivity and to undertake civic and leadership responsibilities.

C. Financial Resources • Intercollegiate Athletics is committed to the strategic and efficient use of resources, to creating additional resources to fund athletic scholarships, and to responsible stewardship.

D. Image/Market • Intercollegiate Athletics is committed to communicating a positive image of our student-athletes, coaches, department, and University through publications, radio, television, and the athletic website.

E. Student Services (Student-Athlete Welfare) • Intercollegiate Athletics is committed to defining and communicating student-athlete expectations. Intercollegiate Athletics is committed to advance, both on and off the field, the safety and well being of each student-athlete.

F. Diversity (& Gender Equity) • Intercollegiate Athletics is committed to providing equal access, participation, and support for men and women student-athletes. Intercollegiate Athletics is committed to nurturing an environment that values all individuals and groups, and that is free of discrimination.

G. Technology • Intercollegiate Athletics will utilize technology to meet academic, athletic, and communications goals.

H. Community Engagement (Outreach) • Intercollegiate Athletics is committed to supporting community outreach initiatives and to enhancing the positive image of the University.

I. Human Resources Development • Intercollegiate Athletics will participate in University initiatives to develop a competent, motivated, diverse, and competitively paid workforce. Athletic staff will further develop their professional competencies to educate student-athletes and to fostering an environment conducive for a rewarding experience at YSU.

J. Facilities • Intercollegiate Athletics is committed to providing competitive facilities to recruit and retain quality student-athletes, enhance the fan experience, and attract Ohio High School Athletic Association (OHSAA) events.

K. Ethical Integrity • Intercollegiate Athletics is committed to the highest ethical standards and will always conduct activities in compliance with the rules and regulations of the University, member conferences, and the NCAA.

L. Competitiveness • Intercollegiate Athletics is committed to fielding competitive teams in the Horizon League that manifest the University's ethical, academic, and civic values. Intercollegiate Athletics is committed to achieving national excellence in Football Championship Subdivision.



UNIVERSITY OF WISCONSIN-GREEN BAY



UNIVERSITY OF WISCONSIN-MILWAUKEE



UNIVERSITY OF ILLINOIS AT CHICAGO



INDIANA UNIVERSITY-PURDUE UNIVERSITY INDIANAPOLIS



OAKLAND UNIVERSITY



UNIVERSITY OF DETROIT MERCY



CLEVELAND STATE UNIVERSITY



YOUNGSTOWN STATE UNIVERSITY



WRIGHT STATE UNIVERSITY



NORTHERN KENTUCKY UNIVERSITY

Missouri Valley Football Conference



**YOUNGSTOWN STATE UNIVERSITY
INTERCOLLEGIATE ATHLETICS
IMPACT ON CAMPUS
TEN YEAR "SNAP SHOT"**

	<u>2017-18</u>	<u>2016-17</u>	<u>2015-16</u>	<u>2014-15</u>	<u>2013-14</u>	<u>2012-13</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2008-09</u>
ENROLLMENT:										
# OF STUDENT-ATHLETES	404	400	377	376	356	359	362	353	352	358
TOTAL SUBSIDY ELIGIBLE FTE	8,946	9,089	9,078	9,266	9,837	10,193	10,844	11,307	11,137	10,601
% WHO ARE STUDENT-ATHLETES	5%	4%	4%	4%	4%	4%	3%	3%	3%	3%
INTERNATIONAL ENROLLMENT:										
STUDENT-ATHLETES	40	42	34	31	26	24	18	22	17	21
GENERAL STUDENT BODY	356	195	117	120	111	112	97	76	77	70
% WHO ARE STUDENT-ATHLETES	11%	22%	29%	26%	23%	21%	19%	29%	22%	30%
OUT-OF-THE-REGIONAL SERVICE AREA ENROLLMENT:										
STUDENT-ATHLETES	168	169	156	162	160	142	122	117	125	109
GENERAL STUDENT BODY	1,833	1,735	1,477	1,393	1,438	1,386	1,358	1,363	1,206	1,065
% WHO ARE STUDENT-ATHLETES	9%	10%	11%	12%	11%	10%	9%	9%	10%	10%
MINORITY ENROLLMENT:										
STUDENT-ATHLETES	132	124	122	127	108	97	95	81	95	90
GENERAL STUDENT BODY	2,086	1,773	1,640	1,626	1,796	1,979	2,119	2,151	1,901	1,640
% WHO ARE STUDENT-ATHLETES	6%	7%	7%	8%	6%	5%	4%	4%	5%	5%
% OF MINORITY STUDENT-ATHLETES	31%	28%	29%	30%	26%	26%	25%	21%	25%	24%
ATHLETIC AID RECIPIENTS:										
FULL ATHLETIC SCHOLARSHIPS	74	69	109	119	123	117	111	113	119	111
PARTIAL ATHLETIC SCHOLARSHIPS	287	281	242	194	224	214	162	165	158	164
NO ATHLETIC SCHOLARSHIPS	99	105	93	116	92	94	104	100	130	118
<i>NOTE: INCLUDES 5TH YEAR AID & CHEERLEADERS</i>										
ATHLETIC AID RECIPIENTS BY %:										
FULL ATHLETIC SCHOLARSHIPS	16%	15%	25%	28%	28%	28%	29%	30%	29%	28%
PARTIAL ATHLETIC SCHOLARSHIPS	62%	62%	55%	45%	51%	50%	43%	44%	39%	42%
NO ATHLETIC SCHOLARSHIPS	22%	23%	21%	27%	21%	22%	28%	26%	32%	30%
<i>NOTE: INCLUDES 5TH YEAR AID & CHEERLEADERS</i>										
HOUSING:										
STUDENT-ATHLETES LIVING "ON-CAMPUS"	256	164	183	201	185	176	203	205	201	190
CAPACITY OF "ON CAMPUS" HOUSING	1,221	1,206	1,206	1,206	1,206	1,206	1,206	1,206	1,206	1,206
% OCCUPIED BY STUDENT-ATHLETES	21%	14%	15%	17%	15%	15%	17%	17%	17%	16%
S/A'S "ON CAMPUS" NOT ON ROOM SCHOLARSHIPS	195	122	98	115	101	84	113	116	107	101
S/A'S "ON CAMPUS" ON FULL ROOM SCHOLARSHIPS	61	42	85	86	84	92	90	89	94	89

**YOUNGSTOWN STATE UNIVERSITY
INTERCOLLEGIATE ATHLETICS
IMPACT ON CAMPUS
TEN YEAR "SNAP SHOT"**

	<u>2017-18</u>	<u>2016-17</u>	<u>2015-16</u>	<u>2014-15</u>	<u>2013-14</u>	<u>2012-13</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2008-09</u>
CUMULATIVE GRADE POINT AVERAGES (GPA):										
STUDENT-ATHLETES (AS OF SPRING SEMESTER)	3.17	3.12	3.11	3.10	3.17	3.09	3.04	3.06	3.05	2.93
GENERAL STUDENT BODY	3.09	3.07	3.05	3.02	3.01	2.98	2.95	2.93	2.93	2.95
<i>DIFFERENCE</i>	0.08	0.05	0.06	0.08	0.16	0.11	0.09	0.13	0.13	(0.02)
FOUR YEAR COHORT GRADUATION RATES:										
STUDENT-ATHLETES	60	63	61	64	65	62	59	56	58	60
GENERAL STUDENT BODY	33	32	32	34	34	35	36	36	36	36
<i>DIFFERENCE</i>	27	31	29	30	31	27	23	20	22	24
SIX YEAR (SINGLE) GRADUATION RATES:										
STUDENT-ATHLETES	54	72	59	49	65	69	71	54	52	59
GENERAL STUDENT BODY	35	31	31	33	33	32	35	37	36	35
<i>DIFFERENCE</i>	19	41	28	16	32	37	36	17	16	24
GRADUATION RATES WHO EXHAUST ELIGIBILITY:	95	96	95	93	93	93	93	93	94	93
UNIVERSITY - FOUR YEAR COHORT GRADUATION RATES:										
AFRICAN-AMERICAN	9	9	8	9	10	12	13	14	15	15
WHITE	38	38	38	38	39	39	39	39	39	39
ATHLETES - FOUR YEAR COHORT GRADUATION RATES:										
AFRICAN-AMERICAN	43	38	35	46	53	58	60	51	53	53
WHITE	66	70	67	69	70	63	59	56	57	61

**YOUNGSTOWN STATE UNIVERSITY
INTERCOLLEGIATE ATHLETICS
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TEN YEAR "SNAP SHOT"**

	<u>2017-18</u>	<u>2016-17</u>	<u>2015-16</u>	<u>2014-15</u>	<u>2013-14</u>	<u>2012-13</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2008-09</u>
# OF CAMPUS VISITORS:										
ATHLETICS	320,103	325,310	258,348	267,543						
ENTIRE UNIVERSITY	654,749	634,462	477,187	534,123						
%	49%	51%	54%	50%						
# OF YOUTH CAMP ATTENDEES		3,449	2,810	3,133	2,987	2,483	2,465	2,327	2,033	3,751
COMMUNITY SERVICE EVENTS / OUTREACH:										
EVENTS		145	143	118	163	106	100	105	111	113
PATRONS		11,023	21,096	24,798	20,388	12,387	10,802	14,811	14,190	12,252
TOTAL ATTENDANCE:										
WOMEN'S BASKETBALL	23,298	25,290	25,998	22,775	23,598	22,071	13,320	12,558	11,037	11,882
MEN'S BASKETBALL	35,930	34,852	28,195	30,587	34,898	41,663	34,536	36,176	37,470	38,112
FOOTBALL	85,220	99,508	89,125	84,669	94,542	84,229	82,866	90,660	70,270	86,982
TOTAL	144,448	159,650	143,318	138,031	153,038	147,963	130,722	139,394	118,777	136,976
TOTAL NUMBER OF EVENTS:										
WOMEN'S BASKETBALL	15	15	18	15	18	15	12	13	13	13
MEN'S BASKETBALL	12	14	14	15	15	17	12	16	15	16
FOOTBALL	6	8	6	7	7	6	6	6	5	6
TOTAL	33	37	38	37	40	38	30	35	33	35
TOTAL ATTENDANCE PER EVENT:										
WOMEN'S BASKETBALL	1,553	1,686	1,444	1,518	1,311	1,471	1,110	966	849	914
MEN'S BASKETBALL	2,994	2,489	2,014	2,039	2,327	2,451	2,878	2,261	2,498	2,382
FOOTBALL	14,203	12,439	14,854	12,096	13,506	14,038	13,811	15,110	14,054	14,497
TOTAL	4,377	4,315	3,772	3,731	3,826	3,894	4,357	3,983	3,599	3,914
TOTAL VICTORIES:										
FOOTBALL	6	12	5	7	8	7	6	3	6	4
MEN'S BASKETBALL	8	13	11	11	15	18	16	9	8	11
WOMEN'S BASKETBALL	16	9	21	21	15	23	10	6	0	3
NUMBER OF TEAMS FINISHING IN TOP HALF OF LEAGUE	9	12	11	11	14	11	9	7	6	6
% OF TEAMS FINISHING IN TOP HALF OF LEAGUE	50%	67%	61%	61%	78%	61%	50%	39%	33%	33%
ECONOMIC VALUE OF EARNED MARKETING \$:										
ATHLETICS										
ENTIRE UNIVERSITY										
%										

**YOUNGSTOWN STATE UNIVERSITY
INTERCOLLEGIATE ATHLETICS
IMPACT ON CAMPUS
TEN YEAR "SNAP SHOT"**

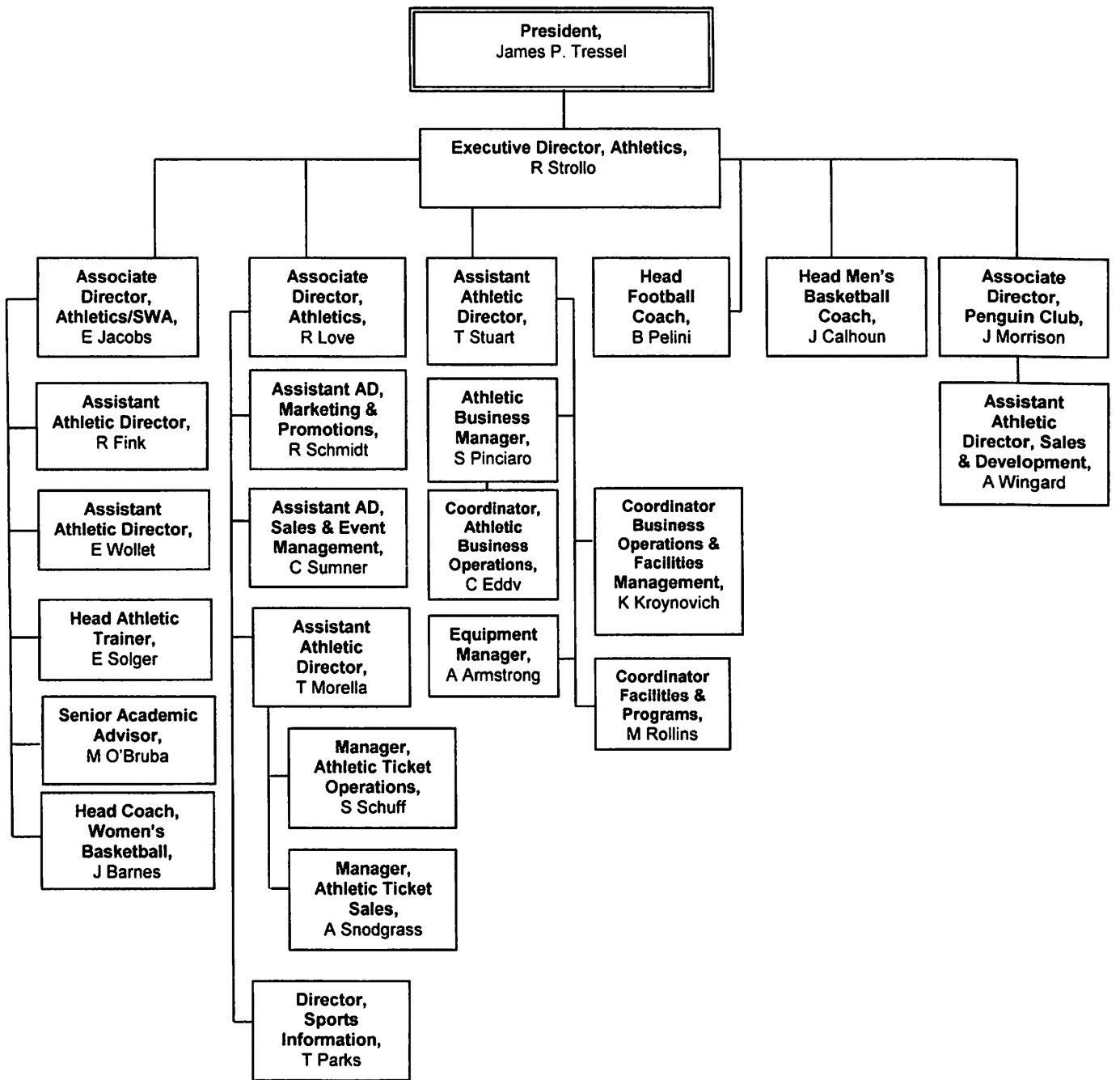
	<u>2017-18</u>	<u>2016-17</u>	<u>2015-16</u>	<u>2014-15</u>	<u>2013-14</u>	<u>2012-13</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2008-09</u>
BUDGET VS. UNIVERSITY:										
ATHLETICS	15,174,959	14,829,700	14,536,228	14,031,486	13,540,369	11,958,956	11,706,670	11,901,715	10,467,751	10,141,708
ENTIRE UNIVERSITY (GENERAL FUND + AUXILIARIES)	175,888,462	169,779,488	176,900,000	173,100,000	177,200,000	178,700,000	181,000,000	178,100,000	173,800,000	166,600,000
%	9%	9%	8%	8%	8%	7%	6%	7%	6%	6%
BUDGETED SCHOLARSHIPS VS. TOTAL BUDGET:										
TOTAL SCHOLARSHIP BUDGET	4,981,460	4,833,691	4,711,038	4,552,066	4,357,660	4,180,573	3,928,287	3,861,426	3,660,734	3,541,139
TOTAL ATHLETIC BUDGET	15,174,959	14,829,700	14,536,228	14,031,486	13,540,369	11,958,956	11,706,670	11,901,715	10,467,751	10,141,708
% OF SCHOLARSHIP VS. TOTAL BUDGET	33%	33%	32%	32%	32%	35%	34%	32%	35%	35%
BUDGETED REVENUE:										
TOTAL ATHLETICS BUDGET	15,174,959	14,829,700	14,536,228	14,031,486	13,540,369	11,958,956	11,706,670	11,901,715	10,467,751	10,141,708
GENERATED BY ATHLETICS	3,631,650	3,536,500	3,471,500	3,187,500	3,088,500	2,900,789	2,907,541	2,924,586	2,766,187	2,946,750
NONMANDATORY TRANSFER	11,543,309	11,293,200	11,064,728	10,843,986	10,451,869	9,058,167	8,799,129	8,977,129	7,701,564	7,194,958
ACTUAL ATHLETIC "REVENUE":										
EARNED REVENUE (INCLUDING DONATIONS)	3,747,555	3,524,764	3,881,598	3,363,669	3,320,585	2,916,270	3,024,063	2,753,632	2,513,304	2,958,742
TUITION AND FEES	8,201,428	7,033,684	6,959,442	6,789,325	6,394,835	5,955,862	5,413,130	5,108,153	4,925,742	4,741,305
STATE SHARE OF INSTRUCTION	1,179,981	1,092,198	1,017,941	869,688	866,516	872,093	787,456	785,166	882,707	1,163,967
TOTAL	13,128,964	11,650,646	11,858,981	11,022,682	10,581,936	9,744,225	9,224,649	8,646,951	8,321,753	8,864,014
ACTUAL ATHLETIC "REVENUE" VS. TOTAL BUDGET:										
TOTAL ATHLETICS BUDGET	15,174,959	14,829,700	14,536,228	14,031,486	13,540,369	11,958,956	11,706,670	11,901,715	10,467,751	10,141,708
TOTAL ACTUAL ATHLETIC "REVENUE"	13,128,964	11,650,646	11,858,981	11,022,682	10,581,936	9,744,225	9,224,649	8,646,951	8,321,753	8,864,014
NET	2,045,995	3,179,054	2,677,247	3,008,804	2,958,433	2,214,731	2,482,021	3,254,764	2,145,998	1,277,694
ACTUAL ATHLETIC "REVENUE" BY CATEGORY:										
FOOTBALL TICKET SALES	423,286	370,715	408,812	363,089	414,786	380,671	335,020	358,998	286,948	370,531
BASKETBALL TICKET SALES	132,261	133,727	119,559	123,765	124,896	132,174	125,989	108,456	115,038	129,244
GUARANTEES	928,000	717,000	1,042,000	750,000	870,000	621,000	768,000	606,000	495,000	802,000
PROGRAM SALES	6,058	6,067	5,714	5,131	7,583	6,298	7,495	7,566	5,463	6,303
ADVERTISING / ROYALTIES	689,334	608,161	577,453	540,098	475,715	446,832	416,723	411,656	393,806	428,073
SCHOLARSHIP LOGES	429,973	429,973	394,006	429,973	389,973	357,769	429,721	425,073	404,223	428,473
NCAA DISTRIBUTIONS	1,016,628	803,229	930,597	799,855	646,019	602,250	615,478	574,597	523,482	468,597
FOOTBALL TAILGATE / MISCELLANEOUS	154,572	181,027	144,202	135,418	137,400	120,926	96,528	95,965	91,294	122,152
CONCESSION AND VENDING COMMISSIONS	113,948	111,985	107,225	110,416	121,520	126,568	123,130	127,200	121,706	109,695
TOTAL	3,894,060	3,361,884	3,729,568	3,257,745	3,187,893	2,794,487	2,918,084	2,715,511	2,436,961	2,865,068
PENGUIN CLUB MEMBERSHIPS:										
BASKETBALL	121,400	94,550	90,275	93,735	83,073	73,096	67,009	70,195	71,055	66,505
OLYMPIC	33,927	36,397	38,877	38,937	37,077	44,178	43,590	42,480	40,714	41,909
FOOTBALL	282,109	285,634	305,095	259,295	260,506	234,535	218,996	216,224	203,125	243,552
TOTAL	437,436	416,581	434,247	391,967	380,656	351,809	329,595	328,899	314,894	351,966
ENDOWMENTS - CORPUS VALUE	8,998,329	8,156,988	7,092,286	7,252,178	7,247,226	6,075,449	5,418,341	4,720,626	4,129,174	3,527,700
ENDOWMENTS - ANNUAL INCOME	257,865	267,398	250,506	229,251	226,672	244,522	203,025	174,095	169,404	166,775
ENDOWMENTS - NUMBER	143	133	119	105	98	91	87	83	80	75

**YOUNGSTOWN STATE UNIVERSITY
INTERCOLLEGIATE ATHLETICS
IMPACT ON CAMPUS
TEN YEAR "SNAP SHOT"**

	<u>2017-18</u>	<u>2016-17</u>	<u>2015-16</u>	<u>2014-15</u>	<u>2013-14</u>	<u>2012-13</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2008-09</u>
TOTAL ATHLETIC EXPENDITURES VS. PEERS:										
AVERAGE OF MAC, HORIZON LEAGUE, & MVFC		20,840,078	20,179,266	19,539,434	18,444,915	17,699,614	16,804,059	15,649,846	15,213,450	14,647,681
YOUNGSTOWN STATE UNIVERSITY		15,410,657	14,928,633	14,946,755	14,385,066	13,632,988	12,546,717	12,468,802	11,842,751	10,921,799
DIFFERENCE		5,429,421	5,250,633	4,592,679	4,059,849	4,066,626	4,257,342	3,181,044	3,370,699	3,725,882
TOTAL "UNALLOCATED" EXPENDITURES VS. PEERS:										
AVERAGE OF MAC, HORIZON LEAGUE, & MVFC		6,400,274	6,269,630	6,053,953	5,734,234	5,474,374	5,169,766	4,743,112	4,707,536	4,397,880
YOUNGSTOWN STATE UNIVERSITY		3,985,676	4,045,572	4,159,490	4,213,970	3,443,493	3,426,364	3,629,763	3,476,850	3,047,159
DIFFERENCE		2,414,598	2,224,058	1,894,463	1,520,264	2,030,881	1,743,402	1,113,349	1,230,686	1,350,721
SPENDING PER STUDENT-ATHLETE										
AVERAGE OF THE HORIZON LEAGUE			42,519	42,837	39,331					
AVERAGE OF THE MAC			66,803	63,624	59,160					
AVERAGE OF THE MVFC			47,238	42,769	39,804					
AVERAGE OF ALL 3 CONFERENCES			52,187	49,743	46,098					
YOUNGSTOWN STATE UNIVERSITY			39,752	40,407	37,975					
DIFFERENCE BETWEEN AVERAGE AND YSU			12,435	9,336	8,123					
SPENDING PER STUDENT-ATHLETE (NO SCHOLARSHIPS)										
AVERAGE OF THE HORIZON LEAGUE			31,147	31,880	28,379					
AVERAGE OF THE MAC			50,247	47,305	43,799					
AVERAGE OF THE MVFC			36,664	32,442	29,901					
AVERAGE OF ALL 3 CONFERENCES			39,353	37,209	34,026					
YOUNGSTOWN STATE UNIVERSITY			28,079	29,144	26,381					
DIFFERENCE BETWEEN AVERAGE AND YSU			11,274	8,065	7,645					
INSTITUTIONAL FUNDING PER STUDENT-ATHLETE										
AVERAGE OF THE HORIZON LEAGUE			33,591	31,588	29,992					
AVERAGE OF THE MAC			45,854	44,329	41,286					
AVERAGE OF THE MVFC			28,330	25,360	23,203					
AVERAGE OF ALL 3 CONFERENCES			35,925	33,759	31,494					
YOUNGSTOWN STATE UNIVERSITY			28,550	28,331	27,814					
DIFFERENCE BETWEEN AVERAGE AND YSU			7,375	5,428	3,680					

**YOUNGSTOWN STATE UNIVERSITY
INTERCOLLEGIATE ATHLETICS
IMPACT ON CAMPUS
TEN YEAR "SNAP SHOT"**

	<u>2017-18</u>	<u>2016-17</u>	<u>2015-16</u>	<u>2014-15</u>	<u>2013-14</u>	<u>2012-13</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2008-09</u>
TITLE IX - # OF STUDENT-ATHLETES PARTICIPANTS:										
MEN	232	219	212	216	201	193	199	194	194	206
WOMEN	172	181	165	160	155	166	163	159	158	152
TOTAL	404	400	377	376	356	359	362	353	352	358
TITLE IX - PERCENTAGE OF STUDENT-ATHLETES:										
MEN	57%	55%	56%	57%	56%	54%	55%	55%	55%	58%
WOMEN	43%	45%	44%	43%	44%	46%	45%	45%	45%	42%
TOTAL	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
TITLE IX - # OF GENERAL STUDENT BODY:										
MEN	5,508	5,370	5,319	5,371	5,736	6,021	6,351	3,197	1,518	4,697
WOMEN	5,878	6,025	5,857	5,982	6,442	6,635	7,018	5,670	2,379	4,158
TOTAL	11,386	11,395	11,176	11,353	12,178	12,656	13,369	8,867	3,897	8,855
TITLE IX - PERCENTAGE OF GENERAL STUDENT BODY:										
MEN	48%	47%	48%	47%	47%	48%	48%	36%	39%	53%
WOMEN	52%	53%	52%	53%	53%	52%	52%	64%	61%	47%
TOTAL	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
TITLE IX - PERCENTAGE OF STUDENT AID EXPENDED:										
MEN	58%	56%	57%	58%	55%	56%	57%	54%	54%	54%
WOMEN	42%	44%	43%	42%	45%	44%	43%	46%	46%	46%
TOTAL	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
TITLE IX - EQUIPMENT, UNIFORMS, AND SUPPLIES:										
MEN	407,078	368,442	283,486	283,288	304,656	312,764	215,666	295,012	207,558	180,613
WOMEN	181,248	192,855	166,772	134,826	139,648	168,631	129,589	113,025	99,908	126,712
DIFFERENCE	(225,830)	(175,587)	(116,714)	(148,462)	(165,008)	(144,133)	(86,077)	(181,987)	(107,650)	(53,901)
TITLE IX - TRAVEL AND MEALS:										
MEN	896,377	886,673	819,977	886,348	810,348	845,994	737,257	643,866	666,957	623,983
WOMEN	563,346	620,098	489,651	473,813	423,118	465,783	399,081	376,400	320,025	344,613
DIFFERENCE	(333,031)	(266,575)	(330,326)	(412,535)	(387,230)	(380,211)	(338,176)	(267,466)	(346,932)	(279,370)
TITLE IX - ACCESS TO COACHING (FTE):										
MEN COACHES	20.875	20.875	20.875	21.250	21.000	20.630	20.130	20.130	20.250	20.250
WOMEN COACHES	16.625	16.375	15.625	18.250	18.250	17.880	16.320	16.320	16.190	16.190
DIFFERENCE	(4.250)	(4.500)	(5.250)	(3.000)	(2.750)	(2.750)	(3.810)	(3.810)	(4.060)	(4.060)
TITLE IX - RECRUITING:										
MEN	255,167	234,735	247,145	222,479	224,326	221,720	160,240	141,600	146,405	106,258
WOMEN	127,796	121,645	98,155	94,035	86,746	85,394	96,243	85,520	94,258	95,300
DIFFERENCE	(127,371)	(113,090)	(148,990)	(128,444)	(137,580)	(136,326)	(63,997)	(56,080)	(52,147)	(10,958)





**YOUNGSTOWN
STATE
UNIVERSITY**

**RESOLUTION TO MODIFY AND RETITLE
DESIGNATION OF MOVABLE UNIVERSITY HOLIDAYS POLICY,
3356-7-21**

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

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

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

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

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of the University Policy governing Designation of Movable University Holidays, policy number 3356-7-21, to be retitled as University Holidays, shown as Exhibit ___ attached hereto. A copy of the policy indicating changes to be made is also attached.

**Board of Trustees Meeting
March 7, 2019
YR 2019-**

3356-7-21 ~~Designation of movable university~~ University holidays.

Previous Policy Number: ~~7007.01~~

Responsible Division/Office: Human Resources

Responsible Officer: VP for ~~Finance and Administration~~ Legal Affairs
and HR

Revision History: March 1998; December 2009; March 2014;
March 2019

Board Committee: University Affairs

Effective Date: ~~March 12, 2014~~ March 7, 2019

Next Review: ~~2019~~ 2024

- (A) Policy statement. The board of trustees has been authorized by section 124.19 of the Revised Code to observe certain paid holidays on days other than their customary date of observance. Pursuant to state law, the board authorizes the president to move observance of these movable paid holidays to days that most favorably meet the needs of the university community.
- (B) Parameters. The ~~movable paid holidays include:~~ below holidays may be observed as set forth below or may be observed on another day per section 124.19 of the Revised Code.
- (1) Martin Luther King, Jr. day (third Monday in January).
 - (2) Presidents' day (third Monday in February).
 - (3) Columbus day (second Monday in October).
- (C) Procedures.
- (1) The president, on the recommendation of the provost, will designate which of the paid holidays will be moved to better meet the needs of the academic calendar.
 - (2) ~~Annually, the office of human resources will distribute a complete listing of the paid university holidays to the board of trustees and members of the university community~~ The office of human resources is responsible for scheduling the annual holiday calendar after consulting with the president and the office of academic

affairs. This schedule of holidays will then be provided to the registrar and the office of academic affairs to set the academic calendar.

3356-7-21 University holidays.

Responsible Division/Office: Human Resources
Responsible Officer: VP for Legal Affairs and HR
Revision History: March 1998; December 2009; March 2014;
March 2019
Board Committee: University Affairs
Effective Date: March 7, 2019
Next Review: 2024

- (A) Policy statement. The board of trustees has been authorized by section 124.19 of the Revised Code to observe certain paid holidays on days other than their customary date of observance. Pursuant to state law, the board authorizes the president to move observance of these movable paid holidays to days that most favorably meet the needs of the university community.
- (B) Parameters. The below holidays may be observed as set forth below or may be observed on another day per section 124.19 of the Revised Code.
- (1) Martin Luther King, Jr. day (third Monday in January).
 - (2) Presidents' day (third Monday in February).
 - (3) Columbus day (second Monday in October).
- (C) Procedures.
- (1) The president, on the recommendation of the provost, will designate which of the paid holidays will be moved to better meet the needs of the academic calendar.
 - (2) The office of human resources is responsible for scheduling the annual holiday calendar after consulting with the president and the office of academic affairs. This schedule of holidays will then be provided to the registrar and the office of academic affairs to set the academic calendar.



**YOUNGSTOWN
STATE
UNIVERSITY**

**RESOLUTION TO MODIFY
COLLECTIVE BARGAINING AND NEGOTIATIONS POLICY,
3356-7-23**

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

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

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

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

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of the University Policy Collective Bargaining and Negotiations, policy number 3356-7-23, shown as Exhibit __ attached hereto. A copy of the policy indicating changes to be made is also attached.

**Board of Trustees Meeting
March 7, 2019
YR 2019-**

3356-7-23 Collective bargaining and negotiations.

~~Previous Policy Number: 7009.01~~

Responsible Division/Office: Human Resources

Responsible Officer: VP for ~~Finance and Administration~~ Legal Affairs
and HR

Revision History: August 1998; December 2009; December 2014;
March 2019

Board Committee: University Affairs

Effective Date: ~~December 16, 2014~~ March 7, 2019

Next Review: ~~2019~~ 2024

-
- (A) Policy statement. Youngstown state university recognizes the right of eligible faculty and staff to be represented by an exclusive bargaining representative for purposes of collectively negotiating agreements defining the terms and conditions of employment. This recognition is extended solely to faculty and staff who are defined as “public employees” in section 4117.01 of the Revised Code.
- (B) Purpose. To establish a framework for the professional and collegial negotiation of successor agreements with each bargaining unit that achieve the goals of both the university and bargaining unit members.
- (C) Definitions.
- (1) Division (C) of section 4117.01 of the Revised Code defines “public employees” as “...any person holding a position by appointment or employment in the service of a public employer, including any person working pursuant to a contract between a public employer and a private employer and over whom the national labor relations board has declined jurisdiction on the basis that the involved employees are employees of a public employer...”

Exceptions applicable to colleges and universities include: confidential employees, management level employees, supervisors, students whose primary purpose is educational training, including graduate assistants or associates, residents, interns, or other students working as part-time public employees less than fifty per

cent of the normal year in the employee's bargaining unit; and part-time faculty members of an institution of higher education.

- (D) Procedures. The board of trustees of Youngstown state university within its fiduciary responsibility provides oversight of collective bargaining between the university and the bargaining units that represent employee groups. The board and university administration shall fulfill the following responsibilities within the collective bargaining process:
- (1) The chairperson of the board of trustees or his/her designee will act as the sole spokesperson for the board of trustees on any matters related to negotiations.
 - (2) ~~No later than nine months prior to the expiration of a given contract, the board of trustees will either designate a standing committee or appoint an ad hoc committee to which reports on collective bargaining and negotiations are made~~The university affairs committee shall be the committee through which collective bargaining issues are presented and discussed with the board of trustees. This committee will provide the necessary authorizations for administration negotiations teams and will establish parameters for board of trustees' participation and communications for each negotiation.
 - (3) The administration will present to the ~~designated~~university affairs committee for its review and consideration the administration's recommendations for membership of the university negotiation team, the chief negotiator, the role of legal counsel and bargaining approach (e.g., traditional versus interest-based). The administration will also provide overviews of issues and outcomes of past negotiations, internal and external contexts, financial parameters, and university goals and priorities as well as anticipated bargaining unit goals and priorities.
 - (4) The ~~designated~~university affairs committee will review overall financial parameters for each negotiation and any changes to those parameters during the course of each negotiation.
 - (5) During each negotiation, the administration will update the designated committee on overall progress, university and bargaining unit positions, proposed draft language, tentative agreements, and new issues.

- (6) When a final tentative agreement is reached, and after legal review, the administration will provide to the ~~designated~~ university affairs committee a summary of major changes to the agreement and a complete redline version of the proposed agreement, including all appendices typically at least one week in advance of the scheduled meeting.
- (7) If a fact finder report is issued, the report shall be brought to the university affairs committee for discussion and vote.
- ~~(7)~~(8) The ~~designated~~ university affairs committee, ~~if a standing committee,~~ will recommend action on the proposed agreement or fact finder report to the full board of trustees; ~~if an ad-hoc committee, will recommend action to the university affairs committee, who will recommend action to the full board of trustees.~~
- ~~(8)~~(9) The board of trustees must ratify all final collective bargaining agreements.
- ~~(9)~~(10) At the conclusion of each round of negotiations, the ~~designated~~ university affairs committee will prepare recommendations to guide the next round of negotiations.
- ~~(10)~~ — ~~It is the responsibility of human resources to inform those members of the faculty or staff who are not included in collective bargaining representation because of the nature of their position.~~

3356-7-23 Collective bargaining and negotiations.

Responsible Division/Office: Human Resources
Responsible Officer: VP for Legal Affairs and HR
Revision History: August 1998; December 2009; December 2014;
March 2019
Board Committee: University Affairs
Effective Date: March 7, 2019
Next Review: 2024

- (A) Policy statement. Youngstown state university recognizes the right of eligible faculty and staff to be represented by an exclusive bargaining representative for purposes of collectively negotiating agreements defining the terms and conditions of employment. This recognition is extended solely to faculty and staff who are defined as “public employees” in section 4117.01 of the Revised Code.
- (B) Purpose. To establish a framework for the professional and collegial negotiation of successor agreements with each bargaining unit that achieve the goals of both the university and bargaining unit members.
- (C) Definitions.
 - (1) Division (C) of section 4117.01 of the Revised Code defines “public employees” as “...any person holding a position by appointment or employment in the service of a public employer, including any person working pursuant to a contract between a public employer and a private employer and over whom the national labor relations board has declined jurisdiction on the basis that the involved employees are employees of a public employer...”

Exceptions applicable to colleges and universities include: confidential employees, management level employees, supervisors, students whose primary purpose is educational training, including graduate assistants or associates, residents, interns, or other students working as part-time public employees less than fifty per cent of the normal year in the employee’s bargaining unit; and part-time faculty members of an institution of higher education.

- (D) Procedures. The board of trustees of Youngstown state university within its fiduciary responsibility provides oversight of collective bargaining between the university and the bargaining units that represent employee groups. The board and university administration shall fulfill the following responsibilities within the collective bargaining process:
- (1) The chairperson of the board of trustees or his/her designee will act as the sole spokesperson for the board of trustees on any matters related to negotiations.
 - (2) The university affairs committee shall be the committee through which collective bargaining issues are presented and discussed with the board of trustees. This committee will provide the necessary authorizations for administration negotiations teams and will establish parameters for board of trustees' participation and communications for each negotiation.
 - (3) The administration will present to the university affairs committee for its review and consideration the administration's recommendations for membership of the university negotiation team, the chief negotiator, the role of legal counsel and bargaining approach (e.g., traditional versus interest-based). The administration will also provide overviews of issues and outcomes of past negotiations, internal and external contexts, financial parameters, and university goals and priorities as well as anticipated bargaining unit goals and priorities.
 - (4) The university affairs committee will review overall financial parameters for each negotiation and any changes to those parameters during the course of each negotiation.
 - (5) During each negotiation, the administration will update the designated committee on overall progress, university and bargaining unit positions, proposed draft language, tentative agreements, and new issues.
 - (6) When a final tentative agreement is reached, and after legal review, the administration will provide to the university affairs committee a summary of major changes to the agreement and a complete redline version of the proposed agreement, including all appendices typically at least one week in advance of the scheduled meeting.

- (7) If a fact finder report is issued, the report shall be brought to the university affairs committee for discussion and vote.
- (8) The university affairs committee will recommend action on the proposed agreement or fact finder report to the full board of trustees.
- (9) The board of trustees must ratify all final collective bargaining agreements.
- (10) At the conclusion of each round of negotiations, the university affairs committee will prepare recommendations to guide the next round of negotiations.



Explanation to Rescind *University Policy*:

**3356-7-35 Multiple-Year Contracts for Executive Level Officers, Administrative Officers,
and Other Designated Professional/Administrative Staff Policy**

This policy is proposed to be rescinded since the language in policies 3356-9-01 Selection and Annual Evaluation of Executive Officers of the University; 3356-9-02 Selection and Annual Evaluation of Administrative Officers of the University; and 3356-7-42 Selection of Professional/Administrative Staff, describes very simply how the employment contracts will work. These types of contracts will be the exception rather than the norm. Most employees who had previously received a multiple-year contract will now receive an appointment with a 90-day termination clause.



**RESOLUTION TO RESCIND
MULTIPLE-YEAR CONTRACTS FOR EXECUTIVE LEVEL OFFICERS,
ADMINISTRATIVE OFFICERS, AND OTHER DESIGNATED
PROFESSIONAL/ADMINISTRATIVE STAFF POLICY,
3356-7-35**

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

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

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

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby rescind the University Policy governing Multiple-Year Contracts for Executive Level Officers, Administrations Officers, and Other Designated Professional/ Administrative Staff, policy number 3356-7-35, shown as Exhibit __, attached hereto.

TO BE RESCINDED

3356-7-35 Multiple-year contracts for executive level officers, administrative officers, and other designated professional/administrative staff.

Previous Policy Number: ~~7016.01~~

Responsible Division Office: Human Resources

Responsible Officer: VP for Finance and ~~Administration~~ **Business Operations**

Revision History: June 1999; December 2009; April 2013; June 2013; March 2015; **March 2019**

Board Committee: University Affairs

Effective Date: ~~March 11, 2015~~ **March 7, 2019**

Next Review: ~~2020~~

- (A) Policy statement. To provide for institutional stability, the university may, with approval of the board of trustees, issue initial multiple-year contracts (not to exceed three years in length) to executive level officers, selected administrative officers, and designated professional/administrative staff and may renew such contracts for the same or lesser term.
- (B) Purpose. To provide guidelines for the issuance, renewal, and nonrenewal of multiple-year employment contracts for executive level officers and selected administrative officers and designated professional/administrative staff positions.
- (C) Scope. This policy applies only to those positions defined within this policy.
- (D) Definitions:
 - (1) "Executive level officers" of the university (see rule 3356-9-01 of the Administrative Code) include:
 - (a) Provost/vice president.
 - (b) Vice presidents.

- (2) “Administrative officers” of the university (see rule 3356-9-02 of the Administrative Code) include:
 - (a) Deans.
 - (b) Associate vice presidents.
 - (3) “Designated professional/administrative staff” position denotes other positions designated by the president with the approval of the board of trustees. (These positions may include executive directors, associate provosts, and directors.)
- (E) Parameters.
- (1) Executive level officers, selected administrative officers and designated professional/administrative staff receive initial employment contracts not to exceed three years. Such contracts may be renewed for a term not to exceed three years upon the recommendation of the president and the approval of the board of trustees.
 - (2) A minimum of ninety days notification regarding nonrenewal of annual and/or multiple-year contracts will be provided by the university.
 - (3) The president of the university and athletic coaches may also receive multiple-year contracts in accordance with rules 3356-9-08 and 3356-7-36 of the Administrative Code.
 - (4) Executive level and selected administrative officers are evaluated annually (see rules 3356-9-01 and 3356-9-02 of the Administrative Code). Other designated professional/administrative staff are annually involved in an administrative review process.
 - (5) The president shall present to the board of trustees other appointment plans for specific individuals when it is in the best interest of the university.
 - (6) The president shall annually provide a list of all employees receiving a renewal notification and/or a subsequent multiple-year contract for the approval of the board of trustees.

(F) Procedures.

- (1) The length of the contract offered to executive level officers, selected administrative officers, and other designated professional/administrative staff is determined during the recruitment and selection process.
- (2) The process of selection and evaluation of university president is described in rule 3356-9-08 of the Administrative Code.
- (3) The process of selection and evaluation of executive level officers is described in rule 3356:9-01 of the Administrative Code.
- (4) The process of selection and annual evaluation for administrative officers is described in rule 3356-9-02 of the Administrative Code.
- (5) The process of selecting other professional/administrative staff is described in rule 3356-2-02 of the Administrative Code.
- (6) Coaches in intercollegiate athletics are covered by rule 3356-7-36 of the Administrative Code.



Explanation of Modifications to *University Policy*:

3356-9-02 Selection and Annual Evaluation of Administrative Officers of the University Policy

This policy has been retitled to *Selection, Appointment, and Annual Evaluation of Administrative Officers*, and the following modifications have been made to the policy:

1. Paragraph (B)(1) has been modified to allow the president to approve the posting of an administrator officer position.
2. Paragraph (D)(7)(a) has been modified to allow for administrative officer appointments that will include a 90-day notice of termination clause. Such appointments will be contingent upon board approval, however the employee may begin work prior to the board approval.
3. Paragraph (D)(7)(b) has been modified to allow for administrative officer employment contracts, when in the best interest of the University. However, such contracts must be approved by the board of trustees in advance of the employment start date.



**RESOLUTION TO MODIFY AND RETITLE
SELECTION AND ANNUAL EVALUATION OF ADMINISTRATIVE
OFFICERS OF THE UNIVERSITY POLICY, 3356-9-02**

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

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

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

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

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of the University Policy governing Selection and Annual Evaluation of Administrative Officers of the University, policy number 3356-9-02, to be retitled as Selection, Appointment, and Annual Evaluation of Administrative Officers, shown as Exhibit __ attached hereto. A copy of the policy indicating changes to be made is also attached.

3356-9-02 **Selection, appointment, and annual evaluation of administrative officers of the university.**

~~Previous Policy Number: 9002.01~~

Responsible Office: Office of the President

Responsible Officer: President

Revision History: February 1998; February 2009; March 2013;
April 2013; June 2013; May 2015; **March 2019**

Board Committee: University Affairs

BOT Approval Date: May 5, 2015 March 7, 2019

Next Review: ~~2020~~2024

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- (A) Policy statement. In the selection and annual evaluation of administrative officers of the university, the board of trustees is committed to the principle of collegiality where, as appropriate, members of the university community (students, faculty, and staff) have an opportunity to participate in the decision-making processes of the university. The board of trustees acknowledges the need for the establishment of processes for the selection and regular evaluation of ~~the administrative officers of the university.~~ The board also affirms the ~~principle of~~ **principles of collegiality and** merit-based rewards **in these processes** that are directly associated with positive evaluation of these officers.
- (B) Parameters.
- (1) A position announcement, including the required and preferred qualifications, will be developed and brought to the ~~board of trustees~~ **president** for review and approval prior to initiating the search.
 - (2) Advertising to fill administrative officer positions ~~of the university~~ will be done in a manner that will create a diverse pool of candidates of racial, ethnic and social backgrounds reflecting a wide diversity of values, ideas, and beliefs.
 - (3) An individual selected to serve as **an** administrative officer will be identified from an applicant pool obtained as a result of a national search process. With the approval of or when deemed necessary by the president, a search firm may be utilized. ~~Filling these~~

positions on an interim basis may be done without initiating a formal process (see rule 3356-9-10 of the Administrative Code, “Acting/interim appointments of university administrators”).)

- (4) In recognition of the principles of collegiality, advisory committees ~~will~~may be utilized during the process of searching, screening, and interviewing potential administrative officers.
 - (5) Evaluation involves an employee and supervisor in a yearly process of mutually identifying measurable objectives, regular review of progress toward their achievement, and year-end determination of whether or not the objectives were met.
 - (6) The evaluation process may involve merit salary considerations as part of the year-end session.
- (C) Role of the administrative officers.- Administrative officers of the university maintain management responsibilities for a specific segment of the campus. -They also serve as an integral part of the university’s leadership team that is responsible for the overall direction of the institution. -Each serves as primary advisor on the various divisional advisory committees and as members of the executive and administrative staff council. -Each dean has responsibility for one of the colleges and reports directly to the ~~provost/vice~~provost and vice president for academic affairs. Associate vice presidents, associate provosts, assistant provosts, and executive directors are responsible for a major administrative unit and each reports directly to an executive level officer or ~~designee appointed by~~the president. Administrative officers of the university include:
- (1) College deans.
 - (2) Associate vice presidents.
 - (3) Executive directors.
 - (4) Associate provosts.
 - (5) Assistant provosts.
 - ~~(4)~~(6) Director of equal opportunity and policy ~~compliance~~development.

~~(5)~~(7) Other positions designated by the president.

(D) Procedures for the selection of administrative officers. The procedures that follow provide an overall structure for administrative officer selection. It is recognized that these procedures may need to be adjusted to accommodate a particular situation. **When an administrative officer vacancy occurs, the hiring manager will follow the prescribed electronic process to seek approval to post the position and follow standard search procedures as established by the office of human resources. The following is a general description of the search process.**

- (1) When there is a need to identify a new administrative officer, the appropriate executive level officer or designee appointed by the president will appoint a search advisory committee.
- (2) This committee will include representatives of the affected university division and may include other members of the university community and other external members as appropriate.
- (3) This committee will review all of the applications received, identify those meeting the pre-established qualifications, complete an initial check of references of the qualified candidates, and recommend a short list of candidates to be interviewed.
- (4) This committee will be involved in the process of interviewing all of the candidates visiting the campus.
- (5) The on-campus interview process may include a broad representation of the affected university division, other members of the university community, including the board of trustees and others identified by the appropriate executive level officer or designee appointed by the president.
- (6) Upon the conclusion of the interview process, the search advisory committee will submit to the appropriate executive level officer or designee appointed by the president an unranked list of three to five candidates, with an assessment of each, that are recommended to fill the vacant position.
- (7) The appropriate executive level officer ~~or designee~~ appointed by the president, in consultation with the president, will review the list

of recommended candidates to identify the person to be extended an offer. The office of human resources will extend an offer of employment that is contingent upon the approval of the board of trustees. The offer will be in the form of either an appointment or an employment contract.

- (a) Appointments will include a ninety-day notice of termination clause. Appointments are contingent upon board approval; however, employees may begin employment prior to board approval.
 - (b) When it is in the best interest of the university, the president may issue an employment contract for multiple years. Employment contracts must be approved by the board of trustees in advance of the employment start date.
- (8) The chief human resources officer will prepare and submit a summary of all personnel actions (i.e., appointments, promotions, reclassifications, transfers, demotions, salary adjustments, and separations) to the university affairs committee for recommendation for approval by the board of trustees. The personnel actions will ~~become effective~~ shall be contingent upon approval by the board.
- (E) Exceptions to the selection procedures. Exceptions to the above selection requirements may be granted in special circumstances where departure offers demonstrable benefits for the university. A request for such an exception must be submitted in writing to the office of human resources ~~and labor relations~~ and the office of equal opportunity and policy ~~compliance development~~ for review and recommendation. A request initiated by a hiring department, together with the recommendations of human resources and equal opportunity, will be submitted to the president, who ~~shall~~ will take final action on the request and report the recommendations and action taken to the university affairs committee of the board of trustees at or before its next meeting.
- (F) Procedures for the evaluation of administrative officers. The procedures that follow provide an overall structure for evaluation. It is recognized that these procedures may need to be adjusted to accommodate a particular situation.

- (1) The evaluation process is conducted on an annual basis.
- (2) The process will be initiated with one-on-one session(s) between ~~the dean and the provost/vice president for academic affairs or the executive director~~ the administrative officer and the executive level officer or the president.
- (3) This initial phase of the process is devoted to dialog, whereby mutually acceptable annual objectives are identified and finalized in writing, usually at the start of the fiscal/academic calendar year.
- (4) Throughout the course of the year, one-on-one sessions will be initiated by either party to review the progress being made toward the achievement of the objectives. Adjustments can be made to the objectives during these sessions.
- (5) At year's end, during a one-on-one session between the ~~dean and the provost/vice president for academic affairs or the executive director and~~ administrative officer and the executive level-officer, the degree to which these objectives have been met is determined and preliminary salary adjustment considerations are may be discussed. The board of trustees considers it important to have the evaluation of administrative officers include the perspective of their constituents and subordinates. Therefore, an important component of the overall evaluation will be input from a sample of constituents and subordinates.
- (6) All administrative officers' merit considerations are reviewed by the executive level-officers in a group setting to ensure consistent application from an institutional perspective.
- (7) When considering salary adjustments for administrative officers, the president shall will submit proposed adjustments to the university affairs committee for its review and comment prior to implementing said adjustment(s).

3356-9-02 Selection, appointment, and annual evaluation of administrative officers.

Responsible Office: Office of the President
Responsible Officer: President
Revision History: February 1998; February 2009; March 2013;
April 2013; June 2013; May 2015; March 2019
Board Committee: University Affairs
BOT Approval Date: March 7, 2019
Next Review: 2024

- (A) Policy statement. In the selection and annual evaluation of administrative officers of the university, the board of trustees is committed to the principle of collegiality where, as appropriate, members of the university community (students, faculty, and staff) have an opportunity to participate in the decision-making processes of the university. The board of trustees acknowledges the need for the establishment of processes for the selection and regular evaluation of administrative officers. The board also affirms the principles of collegiality and merit-based rewards in these processes that are directly associated with positive evaluation of these officers.
- (B) Parameters.
- (1) A position announcement, including the required and preferred qualifications, will be developed and brought to the president for review and approval prior to initiating the search.
 - (2) Advertising to fill administrative officer positions will be done in a manner that will create a diverse pool of candidates of racial, ethnic and social backgrounds reflecting a wide diversity of values, ideas, and beliefs.
 - (3) An individual selected to serve as an administrative officer will be identified from an applicant pool obtained as a result of a national search process. With the approval of or when deemed necessary by the president, a search firm may be utilized. Filling these positions on an interim basis may be done without initiating a formal process (see rule 3356-9-10 of the Administrative Code, “Acting/interim appointments of university administrators”).

- (4) In recognition of the principles of collegiality, advisory committees may be utilized during the process of searching, screening, and interviewing potential administrative officers.
 - (5) Evaluation involves an employee and supervisor in a yearly process of mutually identifying measurable objectives, regular review of progress toward their achievement, and year-end determination of whether or not the objectives were met.
 - (6) The evaluation process may involve merit salary considerations as part of the year-end session.
- (C) Role of the administrative officers. Administrative officers of the university maintain management responsibilities for a specific segment of the campus. They also serve as an integral part of the university's leadership team that is responsible for the overall direction of the institution. Each serves as primary advisor on the various divisional advisory committees and as members of the executive and administrative staff council. Each dean has responsibility for one of the colleges and reports directly to the provost and vice president for academic affairs. Associate vice presidents, associate provosts, assistant provosts, and executive directors are responsible for a major administrative unit and each reports directly to an executive level officer or the president. Administrative officers of the university include:
- (1) College deans.
 - (2) Associate vice presidents.
 - (3) Executive directors.
 - (4) Associate provosts.
 - (5) Assistant provosts.
 - (6) Director of equal opportunity and policy development.
 - (7) Other positions designated by the president.

- (D) Procedures for the selection of administrative officers. The procedures that follow provide an overall structure for administrative officer selection. It is recognized that these procedures may need to be adjusted to accommodate a particular situation. When an administrative officer vacancy occurs, the hiring manager will follow the prescribed electronic process to seek approval to post the position and follow standard search procedures as established by the office of human resources. The following is a general description of the search process.
- (1) When there is a need to identify a new administrative officer, the appropriate executive level officer or designee appointed by the president will appoint a search advisory committee.
 - (2) This committee will include representatives of the affected university division and may include other members of the university community and other external members as appropriate.
 - (3) This committee will review all of the applications received, identify those meeting the pre-established qualifications, complete an initial check of references of the qualified candidates, and recommend a short list of candidates to be interviewed.
 - (4) This committee will be involved in the process of interviewing all of the candidates visiting the campus.
 - (5) The on-campus interview process may include a broad representation of the affected university division, other members of the university community, including the board of trustees and others identified by the appropriate executive level officer or designee appointed by the president.
 - (6) Upon the conclusion of the interview process, the search advisory committee will submit to the appropriate executive level officer or designee appointed by the president an unranked list of three to five candidates, with an assessment of each, that are recommended to fill the vacant position.
 - (7) The appropriate executive level officer appointed by the president, in consultation with the president, will review the list of recommended candidates to identify the person to be extended an offer. The office of human resources will extend an offer of

employment that is contingent upon the approval of the board of trustees. The offer will be in the form of either an appointment or an employment contract.

- (a) Appointments will include a ninety-day notice of termination clause. Appointments are contingent upon board approval; however, employees may begin employment prior to board approval.
 - (b) When it is in the best interest of the university, the president may issue an employment contract for multiple years. Employment contracts must be approved by the board of trustees in advance of the employment start date.
- (8) The chief human resources officer will prepare and submit a summary of all personnel actions (i.e., appointments, promotions, reclassifications, transfers, demotions, salary adjustments, and separations) to the university affairs committee for recommendation for approval by the board of trustees. The personnel actions will shall be contingent upon approval by the board.
- (E) Exceptions to the selection procedures. Exceptions to the above selection requirements may be granted in special circumstances where departure offers demonstrable benefits for the university. A request for such an exception must be submitted in writing to the office of human resources and the office of equal opportunity and policy development for review and recommendation. A request initialed by a hiring department, together with the recommendations of human resources and equal opportunity, will be submitted to the president, who will take final action on the request and report the recommendations and action taken to the university affairs committee of the board of trustees at or before its next meeting.
- (F) Procedures for the evaluation of administrative officers. The procedures that follow provide an overall structure for evaluation. It is recognized that these procedures may need to be adjusted to accommodate a particular situation.
- (1) The evaluation process is conducted on an annual basis.

- (2) The process will be initiated with one-on-one session(s) between the administrative officer and the executive officer or the president.
- (3) This initial phase of the process is devoted to dialog, whereby mutually acceptable annual objectives are identified and finalized in writing at the start of the calendar year.
- (4) Throughout the course of the year, one-on-one sessions will be initiated by either party to review the progress being made toward the achievement of the objectives. Adjustments can be made to the objectives during these sessions.
- (5) At year's end, during a one-on-one session between the administrative officer and the executive officer, the degree to which these objectives have been met is determined and preliminary salary adjustment considerations may be discussed. The board of trustees considers it important to have the evaluation of administrative officers include the perspective of their constituents and subordinates. Therefore, an important component of the overall evaluation will be input from a sample of constituents and subordinates.
- (6) All administrative officers' merit considerations are reviewed by the executive officers in a group setting to ensure consistent application from an institutional perspective.
- (7) When considering salary adjustments for administrative officers, the president will submit proposed adjustments to the university affairs committee for its review and comment prior to implementing said adjustment(s).



Explanation of Modifications to *University Policy*:

3356-9-01 Selection and Annual Evaluation of Executive Officers of the University Policy

This policy has been retitled to *Selection, Appointment, and Evaluation of Executive Officers*, and the following modifications have been made to the policy:

1. Paragraph (B)(1) has been clarified to require that the board of trustees approve the posting of an executive officer position.
2. Paragraph (D)(7)(a) has been modified to allow for executive officer appointments that will include a 90-day notice of termination clause.
3. Paragraph (D)(7)(b) has been modified to allow for executive officer employment contracts, when in the best interest of the university.
4. Paragraph (7) clarifies that both appointment and employment contracts for executive officers must be approved by the board of trustees prior to the employment start date.

Board of Trustees Meeting

March 7, 2019

YR 2019-



**RESOLUTION TO MODIFY AND RETITLE
SELECTION AND EVALUATION OF EXECUTIVE LEVEL OFFICERS OF
THE UNIVERSITY POLICY, 3356-9-01**

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

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

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

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

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of the University Policy governing Selection and Evaluation of Executive Level Officers of the University, policy number 3356-9-01, to be retitled as Selection, Appointment, and Evaluation of Executive Officers, shown as Exhibit __ attached hereto. A copy of the policy indicating changes to be made is also attached.

3356-9-01 Selection, appointment, and evaluation of executive level officers of the university.

~~Previous Policy Number: 9001.01~~

Responsible Office: Office of the President

Responsible Officer: President

Revision History: June 2001; September 2003; February 2009;
March 2013; April 2013; June 2013; May 2015;
March 2019

Board Committee: University Affairs

~~BOT Approval Date: May 5, 2015~~ March 7, 2019

Next Review: ~~2020~~2024

- (A) Policy statement. The divisional executive officers of the university are the provost/vice president for academic affairs, vice president for student affairs, vice president for finance and ~~administration~~ business operations and the vice president for ~~university advancement~~ legal affairs and human resources. The president is considered to be the divisional executive officer for those work units that have a direct reporting relationship and for the staff assigned to work in the office of the president. The board of trustees is committed to establishing and developing processes designed to hire and retain effective, innovative, and strategic executive officers. In the selection and evaluation of executive officers and ~~general counsel~~ of the university, the board of trustees is committed to the principle of collegiality, where, as appropriate, members of the university community (students, faculty, and staff) have an opportunity to participate in the decision-making processes of the university. The board of trustees acknowledges the need for the establishment of processes for the selection and regular evaluation of divisional executive officers and ~~general counsel~~ of the university. The board also affirms the ~~principle~~ principles of collegiality and merit-based rewards in these processes that are directly associated with positive evaluation of these officers.
- (B) Parameters.
- (1) A position announcement, including the ~~required~~ minimum and preferred qualifications, will be developed and brought to the board of trustees for review and approval prior to initiating the search.

- (2) Advertising to fill ~~divisional~~ executive officer positions ~~and the general counsel position of the university~~ will be done in a manner that will create a diverse pool of candidates of racial, ethnic, and social backgrounds, reflecting a wide diversity of values, ideas, and beliefs.
 - (3) An individual selected to serve as ~~a divisional~~ an executive officer ~~or general counsel~~ will be identified from an applicant pool obtained as a result of a national search process. ~~A national search firm shall be utilized in a search for a divisional executive officer or general counsel, unless expressly waived by the board of trustees~~ With the approval of or when deemed necessary by the president, a search firm may be utilized. (Filling these positions on an interim basis may be done without initiating a formal process →) (see rule 3356-9-10 of the Administrative Code, "Acting/interim appointments of university administrators").
 - (4) In recognition of the principles of collegiality, advisory committees will be utilized during the process of searching, screening, and interviewing ~~divisional~~ potential executive officers ~~and the general counsel~~.
 - (5) Evaluation involves an employee and supervisor in a yearly process of mutually identifying measurable objectives, regular review of progress toward their achievement, and year-end determination of whether or not the objectives were met.
 - (6) The evaluation may involve merit salary considerations as part of the year-end sessions.
- (C) Role of executive officers.
- (1) Executive officers of the university maintain overall leadership for a particular division or unit. As university officials, each has the responsibility to represent the university and provide leadership in the specified areas of responsibility. The executive officers serve as primary advisors and the members of the president's cabinet. In addition, the president may designate other administrative officers to serve as members of the cabinet. Executive officers of the university include:

- (a) ~~Provost/vice~~The provost and vice president for academic affairs is the chief academic officer of the university. As the president's first delegate, the provost and vice president for academic affairs has primary responsibility for the overall administration of the academic programs of the university.
 - (b) ~~Vice~~The vice president for student affairs is the chief student personnel officer for the university and provides leadership for the division of student affairs and its major units.
 - (c) ~~Vice president for finance and administration~~The vice president for finance and business operations is the chief fiscal and administrative officer for the university, provides leadership for the division of finance and business operations, recommends fiscal policy to the president for consideration by the board of trustees, and is responsible for implementation of these policies.
 - (d) ~~University general counsel~~The vice president of legal affairs and human resources and university general counsel is the chief legal officer of the university and administrative officer for the division of legal affairs and human resources. This position provides leadership to the division of legal affairs and human resources.
 - (e) Other positions designated by the president with the approval of the board of trustees.
- ~~(2) The provost/vice president for academic affairs is the chief academic officer of the university. As the president's first delegate, the provost/vice president for academic affairs has primary responsibility for the overall administration of the academic programs of the university. A comprehensive list of duties and responsibilities is contained in the current job description for the position.~~
- ~~(3) The vice president for student affairs is the chief student personnel officer for the university, and in this capacity, provides leadership~~

~~for the division of student affairs and its major units, including enrollment services, student life, and student services. A comprehensive list of duties and responsibilities is contained in the current job description for the position.~~

~~(4) The vice president for finance and administration is the chief fiscal and administrative officer of the university and provides leadership for the division of finance and administration, recommends fiscal policy to the president for consideration by the board of trustees, and is responsible for implementation of these policies. A comprehensive list of duties and responsibilities is contained in the current job description for the position.~~

~~(5) The university general counsel is the chief legal officer of the university. The general counsel is appointed jointly by the Ohio attorney general and the president with approval of the board of trustees. The general counsel serves as university legal counsel and serves as liaison between the office of the president and the office of the Ohio attorney general, including outside counsel. A comprehensive list of duties and responsibilities is contained in the current job description for the position.~~

(D) ~~Procedures for the selection of an executive level officer~~ **The procedures for selection and appointment.** The procedures that follow provide an overall structure for executive level officer selection. It is recognized that these procedures may need to be adjusted to accommodate a particular situation, **in consultation with the chief human resources officer.**

- (1) When there is a need to ~~identify a fill a vacant or~~ new executive level ~~officer~~ **position**, the president will appoint a search advisory committee.
- (2) This committee will include representatives of the affected university division, a member of the board of trustees, as designated by the chair, and may include other members of the university community and other external members, as appropriate.
- (3) This committee will review all ~~of the~~ applications **timely** received, identify those that meet the pre-established qualifications, complete an initial check of references of the qualified candidates, and recommend a short list of candidates to be interviewed.

- (4) This committee will be involved in the process of interviewing all of the candidates visiting the campus.
- (5) The on-campus interview process may include a broad representation of each of the divisions of the university, students, appropriate community representatives, and others identified by the president.
- (6) The president will also host a meeting with each of the final candidates and members of the board of trustees.
- (7) The president, in consultation with the board of trustees, will identify the candidate to be extended the offer. *The office of human resources will extend an offer of employment that is contingent upon the approval of the board of trustees. The offer will be in the form of either an appointment or employment contract.*
 - (a) *Appointments will include a ninety-day notice of termination clause.*
 - (b) *When it is in the best interest of the university, the president may issue an employment contract for multiple years.*

Both appointments and employment contracts of an executive officer must be approved by the board of trustees prior to the employment start date.

- (8) The chief human resources officer will prepare and submit a summary of all personnel actions (i.e., appointments, promotions, reclassifications, transfers, demotions, salary adjustments, and separations) to the university affairs committee for recommendation for approval by the board of trustees. The personnel actions ~~will become effective~~ shall be contingent upon approval by the board ~~of trustees~~.
- (E) Exceptions to the selection procedures. Exceptions to the above selection requirements may be granted in special circumstances where departure offers demonstrable benefits for the university. A request for such an

exception must be submitted in writing to the ~~office of~~ human resources ~~and labor relations department~~ and the office of equal opportunity and policy ~~compliance-development~~ for review and recommendation. The request initiated by the president, together with the recommendations of human resources and equal opportunity, will be submitted to the university affairs committee of the board of trustees, which ~~shall~~will recommend the final action to be taken on the request by the board of trustees.

- (F) Procedures for the evaluation of an executive level officer. The procedures that follow provide an overall structure for evaluation. It is recognized that these procedures may need to be adjusted to accommodate a particular situation.
- (1) The evaluation process is conducted on an annual basis.
 - (2) The process will be initiated with one-on-one session(s) between the executive ~~level~~ officer and the president.
 - (3) The initial phase of the process will be devoted to dialog whereby mutually accepted annual objectives are identified and finalized in writing, ~~usually at the start of the fiscal/academic year.~~
 - (4) Through the course of the year, one-on-one sessions will be initiated by either party to review the progress being made toward the achievement of the objectives. Adjustments can be made to the objectives during these sessions.
 - (5) At year's end, during a one-on-one session between the executive level officer and the president, the degree to which these objectives have been met will be determined and preliminary salary adjustment considerations ~~will~~may be discussed. The board of trustees considers it important to have the evaluation of executive level officers include the perspective of their constituents and subordinates. Therefore, an important component of the overall evaluation will be input from a sample of constituents and subordinates. The president ~~shall~~will consult with the board of trustees during the evaluation process as to the performance of executive level officers and will inform the board of trustees about the results of his/her evaluation of each executive level officer.

- (6) When considering salary adjustments for executive level officers, the president shall will submit proposed adjustments to the university affairs committee for its review and approval prior to implementing said adjustment(s).

3356-9-01 Selection, appointment, and evaluation of executive officers.

Responsible Office: Office of the President
Responsible Officer: President
Revision History: June 2001; September 2003; February 2009;
March 2013; April 2013; June 2013; May 2015;
March 2019
Board Committee: University Affairs
BOT Approval Date: March 7, 2019
Next Review: 2024

- (A) Policy statement. The divisional executive officers of the university are the provost/vice president for academic affairs, vice president for student affairs, vice president for finance and business operations and the vice president for legal affairs and human resources. The president is considered to be the divisional executive officer for those work units that have a direct reporting relationship and for the staff assigned to work in the office of the president. The board of trustees is committed to establishing and developing processes designed to hire and retain effective, innovative, and strategic executive officers. In the selection and evaluation of executive officers of the university, the board of trustees is committed to the principle of collegiality, where, as appropriate, members of the university community (students, faculty, and staff) have an opportunity to participate in the decision-making processes of the university. The board of trustees acknowledges the need for the establishment of processes for the selection and regular evaluation of divisional executive officers of the university. The board also affirms the principles of collegiality and merit-based rewards in these processes that are directly associated with positive evaluation of these officers.
- (B) Parameters.
- (1) A position announcement, including the minimum and preferred qualifications, will be developed and brought to the board of trustees for review and approval prior to initiating the search.
 - (2) Advertising to fill executive officer positions will be done in a manner that will create a diverse pool of candidates of racial,

ethnic, and social backgrounds, reflecting a wide diversity of values, ideas, and beliefs.

- (3) An individual selected to serve as an executive officer will be identified from an applicant pool obtained as a result of a national search process. With the approval of or when deemed necessary by the president, a search firm may be utilized. Filling these positions on an interim basis may be done without initiating a formal process (see rule 3356-9-10 of the Administrative Code, "Acting/interim appointments of university administrators").
 - (4) In recognition of the principles of collegiality, advisory committees will be utilized during the process of searching, screening, and interviewing potential executive officers.
 - (5) Evaluation involves an employee and supervisor in a yearly process of mutually identifying measurable objectives, regular review of progress toward their achievement, and year-end determination of whether or not the objectives were met.
 - (6) The evaluation may involve merit salary considerations as part of the year-end sessions.
- (C) Role of executive officers.
- (1) Executive officers of the university maintain overall leadership for a particular division or unit. As university officials, each has the responsibility to represent the university and provide leadership in the specified areas of responsibility. The executive officers serve as primary advisors and the members of the president's cabinet. In addition, the president may designate other administrative officers to serve as members of the cabinet. Executive officers of the university include:
 - (a) The provost and vice president for academic affairs is the chief academic officer of the university. As the president's first delegate, the provost and vice president for academic affairs has primary responsibility for the overall administration of the academic programs of the university.

- (b) The vice president for student affairs is the chief student personnel officer for the university and provides leadership for the division of student affairs and its major units.
 - (c) The vice president for finance and business operations is the chief fiscal and administrative officer for the university, provides leadership for the division of finance and business operations, recommends fiscal policy to the president for consideration by the board of trustees, and is responsible for implementation of these policies.
 - (d) The vice president of legal affairs and human resources and university general counsel is the chief legal officer of the university and administrative officer for the division of legal affairs and human resources. This position provides leadership to the division of legal affairs and human resources.
 - (e) Other positions designated by the president with the approval of the board of trustees.
- (D) The procedures for selection and appointment. The procedures that follow provide an overall structure for executive level officer selection. It is recognized that these procedures may need to be adjusted to accommodate a particular situation, in consultation with the chief human resources officer.
- (1) When there is a need to fill a vacant or new executive level position, the president will appoint a search advisory committee.
 - (2) This committee will include representatives of the affected university division, a member of the board of trustees, as designated by the chair, and may include other members of the university community and other external members, as appropriate.
 - (3) This committee will review all applications timely received, identify those that meet the pre-established qualifications, complete an initial check of references of the qualified candidates, and recommend a short list of candidates to be interviewed.

- (4) This committee will be involved in the process of interviewing all of the candidates visiting the campus.
 - (5) The on-campus interview process may include a broad representation of each of the divisions of the university, students, appropriate community representatives, and others identified by the president.
 - (6) The president will also host a meeting with each of the final candidates and members of the board of trustees.
 - (7) The president, in consultation with the board of trustees, will identify the candidate to be extended the offer. The office of human resources will extend an offer of employment that is contingent upon the approval of the board of trustees. The offer will be in the form of either an appointment or employment contract.
 - (a) Appointments will include a ninety-day notice of termination clause.
 - (b) When it is in the best interest of the university, the president may issue an employment contract for multiple years.
- Both appointments and employment contracts of an executive officer must be approved by the board of trustees prior to the employment start date.
- (8) The chief human resources officer will prepare and submit a summary of all personnel actions (i.e., appointments, promotions, reclassifications, transfers, demotions, salary adjustments, and separations) to the university affairs committee for recommendation for approval by the board of trustees. The personnel actions shall be contingent upon approval by the board.
- (E) Exceptions to the selection procedures. Exceptions to the above selection requirements may be granted in special circumstances where departure offers demonstrable benefits for the university. A request for such an exception must be submitted in writing to the office of human resources and the office of equal opportunity and policy development for review and

recommendation. The request initiated by the president, together with the recommendations of human resources and equal opportunity, will be submitted to the university affairs committee of the board of trustees, which will recommend the final action to be taken on the request by the board of trustees.

- (F) Procedures for the evaluation of an executive level officer. The procedures that follow provide an overall structure for evaluation. It is recognized that these procedures may need to be adjusted to accommodate a particular situation.
- (1) The evaluation process is conducted on an annual basis.
 - (2) The process will be initiated with one-on-one session(s) between the executive officer and the president.
 - (3) The initial phase of the process will be devoted to dialog whereby mutually accepted annual objectives are identified and finalized in writing.
 - (4) Through the course of the year, one-on-one sessions will be initiated by either party to review the progress being made toward the achievement of the objectives. Adjustments can be made to the objectives during these sessions.
 - (5) At year's end, during a one-on-one session between the executive level officer and the president, the degree to which these objectives have been met will be determined and preliminary salary adjustment considerations may be discussed. The board of trustees considers it important to have the evaluation of executive level officers include the perspective of their constituents and subordinates. Therefore, an important component of the overall evaluation will be input from a sample of constituents and subordinates. The president will consult with the board of trustees during the evaluation process as to the performance of executive level officers and will inform the board of trustees about the results of his/her evaluation of each executive level officer.
 - (6) When considering salary adjustments for executive level officers, the president will submit proposed adjustments to the university

affairs committee for its review and approval prior to implementing said adjustment(s).

Explanation of Modifications to *University Policy*:

3356-7-42 Selection of Professional/Administrative Staff Policy

This policy has been retitled to *Selection, Appointment, and Evaluation of Professional/Administrative Staff*, and the following modifications have been made to the policy:

1. Paragraph (D)(2) has been modified to allow the president to approve the posting of a professional/administrative staff position.
2. Paragraph (D)(7)(a) has been modified to allow for professional/administrative staff appointments that will include a 60-day notice of termination clause. Such appointments will be contingent upon board approval, however, the employee may begin work prior to the board approval.
3. Paragraph (D)(7)(b) has been modified to allow for professional/administrative staff employment contracts, when in the best interest of the University. However, such contracts must be approved by the board of trustees in advance of the employment start date.



**RESOLUTION TO MODIFY AND RETITLE
SELECTION OF PROFESSIONAL/ADMINISTRATIVE STAFF POLICY,
3356-7-42**

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

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

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

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

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of the University Policy governing Selection of Professional/Administrative Staff, policy number 3356-7-42, to be retitled as Selection, Appointment, and Evaluation of Professional/Administrative Staff, shown as Exhibit __ attached hereto. A copy of the policy indicating changes to be made is also attached.

3356-7-42 **Selection, appointment, and evaluation of professional/administrative staff.**

~~Previous Policy Number: 7021.02~~

Responsible Division/-Office: Human Resources

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

Revision History: March 1999; December 2009; April 2013;
May 2015; March 2019

Board Committee: University Affairs

Effective Date: ~~May 5, 2015~~ March 7, 2019

Next Review: ~~2020~~ 2024

- (A) Policy statement.- While the president has overall responsibility for the management of the university, the responsibility for decisions about the employment of personnel is delegated to the appropriate divisional ~~executive~~ officer who is responsible for making personnel decisions within the described university procedures. The university employs staff members with experience, degrees, and other credentials appropriate to their responsibilities. Hiring managers are charged with the responsibility of assuring that qualified individuals are appointed as professional/administrative staff members. Personnel actions will become effective upon approval by the board of trustees.

~~The university employs staff members with experience, degrees, and other credentials appropriate to their responsibilities. Hiring managers are charged with the responsibility of assuring that qualified individuals are appointed as professional/administrative staff members.~~

- (B) Purpose.- These procedures are designed to assure that qualified individuals with experience, degrees, and other credentials appropriate to their responsibilities are appointed as professional/administrative staff members.
- (C) Scope.— This policy applies to professional/administrative staff (including part-time and externally funded) that perform nonteaching duties of a

professional, administrative, or research nature and are not in the classified civil service or in a bargaining unit. ~~covered by existing Ohio civil service position classifications and regulations. This policy does not include employees covered in rules 3356-9-01 and 3356-9-02 of the Administrative Code with regard to the selection and evaluation of executive and administrative officers of the university or to employees subject to the association of professional/administrative staff collective bargaining agreement.~~

- (D) Procedures for the selection of professional/administrative staff. The procedures that follow provide an overall structure for the selection of professional/administrative staff. When a professional/administrative vacancy occurs, the hiring manager will follow the prescribed electronic process to seek approval to post the position and follow the standard search procedures, as established by the office of human resources. It is recognized that these procedures may need to be adjusted to accommodate a particular situation.
- (1) When a ~~staff~~ vacancy occurs, the appropriate supervisor will review the need for the position and forward a recommendation to the dean or executive director. After review, the dean or executive director will submit a recommendation to fill, modify, or eliminate the position to the appropriate divisional executive officer.
 - (2) The appropriate divisional executive officer will review the recommendation and determine whether further consideration is appropriate. If appropriate, the recommendation is forwarded to the president for his/her approval.
 - (3) Filling of authorized positions must utilize recruitment activities that conform to the equal opportunity and affirmative action procedures (see rule 3356-2-02 of the Administrative Code, [Equal opportunity and affirmative action recruitment and employment](#)) unless a search waiver is granted.

- (4) Professional/administrative staff members are employed in full-time or part-time status. Part-time professional/administrative staff are employed on a full-time equivalent (“FTE”) basis, assuming a forty-hour workweek. Eligibility for university benefits is determined by the individual’s FTE status.
- (5) The appropriate divisional ~~executive~~ officer will review the proposed offer of employment with the ~~chief human resources officer~~ office of human resources prior to the offer to the successful candidate.
- (6) The offer of employment ~~is extended~~ may only be extended by the office of human resources in collaboration with the appropriate divisional executive officer upon the recommendation of the dean or executive director and the person responsible for the employing unit.
- (7) The office of human resources ~~prepares the initial offer of employment and any subsequent renewal contracts~~ will extend an offer of employment. The offer will be in the form of either an appointment or an employment contract.
 - (a) Appointments will include a sixty-day notice of termination clause. Appointments are contingent upon board approval; however, employees may begin employment prior to board approval.
 - (b) When it is in the best interest of the university, the president may issue an employment contract for multiple years. Employment contracts must be approved by the board of trustees in advance of the employment start date.
- (8) The chief human resources officer will prepare and submit a summary of all personnel actions (i.e., appointments, promotions, reclassifications, transfers, demotions, salary adjustments, and separations) to the university affairs committee ~~of~~ for

recommendation for approval by the board of trustees.- The personnel actions shall be contingent upon approval by the board; ~~however, professional/administrative staff (except those covered under rules 3356-9-01 and 3356-9-02 of the Administrative Code) may begin employment prior to approval by the board.~~

- (9) Terms and conditions of employment for professional/administrative staff are determined by the board of trustees as set forth in the university policy.
- (E) Search waiver. A waiver of the search process may be requested in accordance with rule 3356-2-04 of the Administrative Code, "Search waivers for strategic hiring of faculty and professional/administrative staff."
- (F) Procedures for evaluation.
 - (1) The evaluation process is conducted on an annual basis.
 - (2) Throughout the course of the year, one-on-one sessions will be initiated by either party to discuss performance thus far.
 - (3) Managers will utilize the prescribed electronic process to evaluate their direct reports.

3356-7-42 Selection, appointment, and evaluation of professional/administrative staff.

Responsible Division/Office: Human Resources
Responsible Officer: VP for Legal Affairs and Human Resources
Revision History: March 1999; December 2009; April 2013;
May 2015; March 2019
Board Committee: University Affairs
Effective Date: March 7, 2019
Next Review: 2024

- (A) Policy statement. While the president has overall responsibility for the management of the university, the responsibility for decisions about the employment of personnel is delegated to the appropriate division officer who is responsible for making personnel decisions within the described university procedures. The university employs staff members with experience, degrees, and other credentials appropriate to their responsibilities. Hiring managers are charged with the responsibility of assuring that qualified individuals are appointed as professional/administrative staff members. Personnel actions will become effective upon approval by the board of trustees.
- (B) Purpose. These procedures are designed to assure that qualified individuals with experience, degrees, and other credentials appropriate to their responsibilities are appointed as professional/administrative staff members.
- (C) Scope. This policy applies to professional/administrative staff (including part-time and externally funded) that perform nonteaching duties of a professional, administrative, or research nature and are not in the classified civil service or in a bargaining unit.
- (D) Procedures for the selection of professional/administrative staff. The procedures that follow provide an overall structure for the selection of professional/administrative staff. When a professional/administrative vacancy occurs, the hiring manager will follow the prescribed electronic process to seek approval to post the position and follow the standard

search procedures, as established by the office of human resources. It is recognized that these procedures may need to be adjusted to accommodate a particular situation.

- (1) When a vacancy occurs, the appropriate supervisor will review the need for the position and forward a recommendation to the dean or executive director. After review, the dean or executive director will submit a recommendation to fill, modify, or eliminate the position to the appropriate divisional executive officer.
- (2) The appropriate divisional executive officer will review the recommendation and determine whether further consideration is appropriate. If appropriate, the recommendation is forwarded to the president for his/her approval.
- (3) Filling of authorized positions must utilize recruitment activities that conform to the equal opportunity and affirmative action procedures (see rule 3356-2-02 of the Administrative Code, Equal opportunity and affirmative action recruitment and employment) unless a search waiver is granted.
- (4) Professional/administrative staff members are employed in full-time or part-time status. Part-time professional/administrative staff are employed on a full-time equivalent ("FTE") basis, assuming a forty-hour workweek. Eligibility for university benefits is determined by the individual's FTE status.
- (5) The appropriate division officer will review the proposed offer of employment with the office of human resources prior to the offer to the successful candidate.
- (6) The offer of employment may only be extended by the office of human resources in collaboration with the appropriate divisional executive officer upon the recommendation of the dean or executive director and the person responsible for the employing unit.

- (7) The office of human resources will extend an offer of employment. The offer will be in the form of either an appointment or an employment contract.
 - (a) Appointments will include a sixty-day notice of termination clause. Appointments are contingent upon board approval; however, employees may begin employment prior to board approval.
 - (b) When it is in the best interest of the university, the president may issue an employment contract for multiple years. Employment contracts must be approved by the board of trustees in advance of the employment start date.
 - (8) The chief human resources officer will prepare and submit a summary of all personnel actions (i.e., appointments, promotions, reclassifications, transfers, demotions, salary adjustments, and separations) to the university affairs committee for recommendation for approval by the board of trustees. The personnel actions shall be contingent upon approval by the board.
 - (9) Terms and conditions of employment for professional/administrative staff are determined by the board of trustees as set forth in the university policy.
- (E) Search waiver. A waiver of the search process may be requested in accordance with rule 3356-2-04 of the Administrative Code, "Search waivers for strategic hiring of faculty and professional/administrative staff."
- (F) Procedures for evaluation.
- (1) The evaluation process is conducted on an annual basis.
 - (2) Throughout the course of the year, one-on-one sessions will be initiated by either party to discuss performance thus far.

- (3) Managers will utilize the prescribed electronic process to evaluate their direct reports.



**YOUNGSTOWN
STATE
UNIVERSITY**

**RESOLUTION TO APPROVE THE
UNIVERSITY RETIREMENT PLAN COMMITTEE CHARTER**

WHEREAS, Youngstown State University provides a number of alternative retirement plans, and voluntary defined contribution 403(b) and 457(b) plans to eligible faculty and staff employed by the University; and

WHEREAS, the Ohio Uniform Prudent Investors Act and Ohio Revised Code chapter 3305 section 9.911 provide regulatory guidance for public institutions of higher education regarding the management of alternative retirement plans and custodial accounts for individual employees; and

WHEREAS, Youngstown State University has established a Retirement Plan Committee to ensure the financial integrity of plan options available to employees of the University; and

WHEREAS, the Retirement Plan Committee is responsible for the general oversight of the University's alternative retirement and defined contribution plans.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the Charter for the Retirement Plan Committee as shown in Exhibit __ and made part hereof.

**Board of Trustees Meeting
March 7, 2019
YR 2019-**

Youngstown State University
Retirement Plan Committee Charter

Adopted on: March 7, 2019

Introduction:

The Board of Trustees of Youngstown State University has designated the Retirement Plan Committee (the “Committee”) to be responsible for the general oversight of the University’s ARP, 403(b), and 457(b) Plans (the “Plans”). This Charter outlines the responsibilities of the Committee with respect to the duties of individual members.

Committee Purpose:

The Committee has overall responsibility for the investments, operation, and administration of the Plans. The members of the Committee are fiduciaries of the Plans, as defined by the Ohio Revised Code and Ohio Uniform Prudent Investor Act, with respect to all responsibilities allocated to them. Furthermore, the Committee will also utilize the Employee Retirement Income Security Act of 1974 (ERISA) for fiduciary guidance.

Membership:

The Vice President for Finance & Business Operations of Youngstown State University is responsible for appointing the members of the Committee. Membership of the Committee will include the following:

- Chief Human Resources Officer
- Controller
- Associate General Counsel
- Manager of Employee Benefits, Human Resources
- Manager of Accounting, Controller’s Office
- Vice President for Finance & Business Operations
- Others as deemed appropriate

Members of the Committee may serve for as long as they hold those positions at the University but membership may evolve, as necessary. The Vice President for Finance & Business Operations shall chair the Committee; and the Chief Human Resources Officer shall serve as co-chair.

Voting:

Action items brought to the Committee must be approved by a quorum of Committee members attending in-person or remotely via telephone or video conference. A quorum for the transaction of business at any meeting shall consist of a majority of Committee members.

Organization:

The Committee shall hold regular quarterly meetings and shall meet more frequently as circumstances require. A record of meeting activity will be maintained, as necessary, and distributed to all Committee members for review and approval.

Roles and Responsibilities:

In its fiduciary role, the Committee's responsibilities include:

1. Evaluate and supervise university retirement plan vendors;
2. Select and deselect retirement plan vendors;
3. Monitor the performance of plan vendors against appropriate benchmarks;
4. Monitor compliance with investment policies through regular review;
5. Review employee perception of plan, educational offerings, and non-routine employee communication;
6. Review reasonableness of costs passed on to participants through retirement plan vendors, fees or hard dollar assessments;
7. Review employee participant behavior, participation, investment activity, and utilization as made available by the university retirement plan vendors;
8. Prepare and maintain the Investment Policy Statement;
9. Prudently select the investments available to participants that provide sufficient asset classes with unique risk/return profiles;
10. Periodically monitor, evaluate, or change the investments when deemed necessary or appropriate;
11. Avoid prohibited transactions and conflicts of interest; and
12. Take other actions deemed necessary, appropriate, or advisable to carry out the objectives.

The Committee shall retain one or more outside consultants to assist in fulfilling its duties as a co-fiduciary. The consultant will be responsible for guiding the Committee through an investment process enabling them to meet their responsibilities listed above. Services and activities of the consultant include:

1. Annual review and refinement of the Investment Policy Statement;
2. Assist in maintaining compliance with the Investment Policy Statement;
3. Ongoing research and oversight on, and potential replacement of, existing investments and asset classes;
4. Ongoing oversight on, and potential replacement of, existing vendors (includes RFPs);
5. Quarterly investment evaluation and performance reporting;
6. Quarterly vendor evaluation;

7. Provide such other studies and services as necessary and/or requested by the Committee (e.g., legislative or statutory changes);
8. Annual review and benchmarking of fees; and
9. Annual review of plan success measures (participant behavior, investment activity, and utilization).

Evaluation of the Charter:

The Committee will review this Charter periodically to determine the need for modifications, as circumstances may require.



**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 December 6, 2018, meeting of the Board of Trustees; and

WHEREAS, such personnel actions are in accordance with the 2018-2019 Budget and with University policies 3356-2-02, Equal Opportunity and Affirmative Action Recruitment and Employment; 3356-9-02, Selection and Annual Evaluation of Administrative Officers of the University; 3356-7-42, Selection of Professional/Administrative Staff; and 3356-7-43, Externally Funded Professional/Administrative Staff;

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

SUMMARY OF PERSONNEL ACTIONS
Professional Administrative and Faculty Employees
10/16/18 through 1/15/19

Appointments – 16

New Positions – 7 *(Notated with an asterisk *)*

- Professional Administrative Staff – 2
- Professional Administrative Excluded – 2
- Faculty – 3

Replacement Positions – 9

- Professional Administrative Staff – 4
- Professional Administrative Excluded – 3
- Professional Administrative Externally Funded – 2

Separations – 10

- Professional Administrative Staff – 1
- Professional Administrative Excluded – 4
- Professional Administrative Externally Funded – 3
- Faculty – 2

Reclassifications/Position Adjustments – 10

- Professional Administrative Staff – 5
- Professional Administrative Excluded – 2
- Professional Administrative Externally Funded – 1
- Faculty – 2

Promotions – 8

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

Salary Adjustments – 2

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

**YOUNGSTOWN STATE UNIVERSITY
PROFESSIONAL ADMINISTRATIVE AND FACULTY
PERSONNEL ACTIONS 10/16/18 THROUGH 1/15/19
APPOINTMENTS**

EMPLOYEE		POSITION TITLE	DEPARTMENT	CONTRACT/ APPOINTMENT		
EMPLOYEE NAME	TYPE			DATES	FTE	SALARY
Adams, Cameron	APAS	Asst Director Facility Operations	Andrews Student Recr & Wellness Ctr	1/7/2019	1.000	\$ 46,047.00
Alexander, Diana*	APAS	GIS Course Content Specialist	Geological & Environmental Sciences	8/16/2018	0.175	\$ 5,559.00
Catalano, Anthony	APAS	Counselor Financial Aid	Financial Aid and Scholarships	10/29/2018	1.000	\$ 36,000.00
D'Amato, Joseph	APAS	Interim Assistant Director	English Language Institute	1/1/2019	1.000	\$ 50,000.00
Duchon, Brian	APAS	Counselor Financial Aid	Financial Aid and Scholarships	10/16/2018	1.000	\$ 33,000.00
Jordan, Thomas*	APAS	GIS Map Tech Sup Specialist	Geological & Environmental Sciences	8/16/2018	0.175	\$ 7,350.00
Hungerman, Erin	Excluded	Assoc Director Student Conduct	Student Experience	1/2/2019	1.000	\$ 57,000.00
McCracken, David*	Excluded	Manager Procurement	Procurement Services	11/1/2018	1.000	\$ 58,000.00
Phillips, Desja	Excluded	Temporary Academic Advisor 1	Dean - Health & Human Services	10/16/2018	0.500	\$ 16,169.00
Scott, Brenda	Excluded	Temporary Program Coordinator	College Access and Transition	11/1/2018	0.500	\$ 21,028.00
Sipusic, David*	Excluded	Assoc Gnl Cnsl Rsrch EEO Comp	General Counsel	10/16/2018	1.000	\$ 103,000.00
Corey, Taylor	Externally Funded	Instruction Specialist	Rich Center for Autism	12/3/2018	1.000	\$ 21,175.00
Loomis, Kaleigh	Externally Funded	Instruction Specialist	Rich Center for Autism	12/3/2018	1.000	\$ 21,175.00
Bobbie, Afrifah*	Faculty	Assistant Professor	Mech Ind & Manufacturing Engineering	1/1/2019	1.000	\$ 36,500.00
Gessler, Elyse*	Faculty	Lecturer	Communication	1/1/2019	1.000	\$ 20,745.00
Ross, Omar*	Faculty	Assistant Professor	Physical Therapy	1/1/2019	1.000	\$ 36,000.00

**New Positions*

**YOUNGSTOWN STATE UNIVERSITY
PROFESSIONAL ADMINISTRATIVE AND FACULTY
PERSONNEL ACTIONS 10/16/18 THROUGH 1/15/19
SEPARATIONS**

EMPLOYEE NAME	EMPLOYEE		DEPARTMENT	DATE OF		
	TYPE	POSITION TITLE		SEPARATON	FTE	SALARY
Padilla, Tessa	APAS	Coordinator Sport Clubs Camps	Club Sports	10/23/2018	1.00	\$ 40,508.07
Binning, William	Excluded	Government Relations Representative	Government Relations	12/31/2018	0.50	\$ 40,430.30
Boggs, Allan	Excluded	Director Labor Relations	Human Resources	12/31/2018	1.00	\$ 90,395.00
Marsico, Richard	Excluded	Director	IT Application Services	11/30/2018	1.00	\$ 112,725.72
Rodriguez, Millie	Excluded	Director	Distance Learning	10/26/2018	1.00	\$ 110,383.04
Giordani, Bergen	Externally Funded	Associate Director Development	Rich Center for Autism	11/30/2018	1.00	\$ 55,000.00
Mc Glone, Carolyn	Externally Funded	Instruction Specialist 1	Rich Center for Autism	11/10/2018	1.00	\$ 24,516.00
Ciotola, Richard	Externally Funded	Project Manager	Biological Sciences	11/30/2018	0.12	\$ 8,441.58
Kiser, Brian	Faculty	Professor	Dana School of Music	10/31/2018	1.00	\$ 78,474.00
Shebat, Guy	Faculty	Senior Lecturer	English	12/12/2018	1.00	\$ 47,500.00

YOUNGSTOWN STATE UNIVERSITY
PROFESSIONAL ADMINISTRATIVE AND FACULTY
PERSONNEL ACTIONS 10/16/18 THROUGH 1/15/19
RECLASSIFICATIONS/POSITION ADJUSTMENTS

EMPLOYEE NAME	EMPLOYEE TYPE	NEW POSITION TITLE/ OLD POSITION TITLE	NEW DEPARTMENT/ OLD DEPARTMENT	CONTRACT/ APPOINTMENT DATES	FTE	NEW SALARY	PREVIOUS SALARY
Gaskell, Jessica	APAS	Senior Counselor, Penguin Service Center/ Counselor, Student One Stop	Registration & Records	9/1/2018	1.00	\$ 36,593.00	\$ 32,643.20
Hoff, Raymond	APAS	Sr Instrumentation Specialist/ Instrumentation Srv Specialist	Chemistry	10/16/2017	1.00	\$ 89,346.00	\$ 84,498.03
Noday, Linda	APAS	Coordinator/ Temporary Coordinator	Disability Services	12/16/2018	1.000	\$ 35,000.00	\$ 32,338.00
Scrocco, Frank	APAS	Assistant Director Special Prg/ Senior Fin. Aid Counselor II	Financial Aid and Scholarships	9/16/2018	1.00	\$ 48,287.27	\$ 44,287.27
Thomas, Jennifer	APAS	Assistant Director SP Verif/ Senior Fin. Aid Counselor II	Financial Aid and Scholarships	8/16/2018	1.00	\$ 43,473.93	\$ 38,473.93
Boggs, Allan	Excluded	Director Labor Relations/ Interim CHRO	Human Resources	12/7/2018	1.00	\$ 90,395.00	\$ 113,120.00
Bowyer, Brittany	Excluded	Executive Assistant to VP/ Office Assistant 2	VP - Finance & Business Operations	11/1/2018	1.00	\$ 41,194.00	\$ 32,572.80
Considine, Brendan	Externally Funded	Class Sprvsr Tech Coordinator/ Classroom Supervisor	Rich Center for Autism	7/1/2018	1.00	\$ 45,417.87	\$ 40,917.00
Ahmadi, Farzad	Faculty	Assistant Professor/ Lecturer	Electrical & Computer Engineering	1/1/2019	1.00	\$ 74,000.00	\$ 67,532.00
Atef Yekta, Hoda	Faculty	Assistant Professor/ Lecturer	Management	1/1/2018	1.00	\$ 114,000.00	\$ 109,000.00

**YOUNGSTOWN STATE UNIVERSITY
PROFESSIONAL ADMINISTRATIVE AND FACULTY
PERSONNEL ACTIONS 10/16/18 THROUGH 1/15/19
PROMOTIONS**

EMPLOYEE NAME	EMPLOYEE TYPE	NEW POSITION TITLE/ OLD POSITION TITLE	NEW DEPARTMENT/ OLD DEPARTMENT	CONTRACT		NEW SALARY	PREVIOUS SALARY
				APPT. DATES	FTE		
Olekshuk, David	APAS	Tech Support Engineer 1/ Network Services Technician 3	IT Customer Services	11/1/2018	1.00	\$ 86,466.00	\$ 86,465.60
Pedaline, Cory	APAS	Tech Support Engineer 1/ Network Administrator 2	IT Customer Services	11/1/2018	1.00	\$ 62,500.00	\$ 50,460.80
Kravitz, Cynthia	Excluded	AVP and CHRO/ Director	Human Resources/Equal Opportunity & Policy Comp.	12/7/2018	1.00	\$ 145,000.00	\$ 117,185.25
Massaro, Megan	Excluded	Organizational Development Officer/ Human Capital Management Analyst	Human Resources	10/16/2018	1.00	\$ 57,000.00	\$ 41,912.00
Torres, Ana	Excluded	Co-Director Library/ Interim Director	Maag Library	10/16/2018	1.00	\$ 87,000.00	\$ 77,623.55
Gereb, Scott	Externally Funded	Lead Instruction Specialist/ Instruction Specialist	Rich Center for Autism	12/1/2018	1.00	\$ 30,216.00	\$ 25,216.00
Leskovec, Alexandra	Externally Funded	Class Mentor Lead Instruction Specialist/ Class Mentor Instruction Specialist	Rich Center for Autism	12/1/2018	1.00	\$ 34,750.00	\$ 29,750.00
Porch, Erica	Externally Funded	Lead Instruction Specialist/ Instruction Specialist 1	Rich Center for Autism	12/1/2018	1.00	\$ 28,817.00	\$ 23,817.00

**YOUNGSTOWN STATE UNIVERSITY
PROFESSIONAL ADMINISTRATIVE AND FACULTY
PERSONNEL ACTIONS 10/16/18 THROUGH 1/15/19
SALARY ADJUSTMENTS**

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	CONTRACT/ APPOINTMENT DATES	NEW FTE	NEW SALARY	OLD FTE	PREVIOUS SALARY
Howard, Eddie	Excluded Externally	Vice President Student Affairs	Student Experience	1/1/2019	1.00	\$ 139,000.00	1.00	\$ 136,855.00
Boerio, Gregory	Funded	Associate Director	Rich Center for Autism	7/1/2018	1.00	\$ 84,150.00	1.00	\$ 82,500.00



Human Resources, Office of Organizational Development Plan Report

The goal of the Office of Organizational Development is to provide training and development opportunities which meet current and future institutional needs, upgrade employee skills and maximize potential.

In order to meet these goals we are in the process of reviewing and evaluating our current training program in order to assess whether we are meeting our employee and institutional needs. The goal of this review is to insure that we are offering effective trainings designed to increase knowledge, performance and productivity. This review will include outreach to our faculty, staff and administrators for information on their experiences with current training and suggested improvements.

We are also developing a training model which will consist of a general seminar followed by small group break-out sessions. The seminar will be on a topic of general interest and the break-out sessions will be designed for subject matter expertise on a specific topic. A pilot program will be offered this summer, reviewed for effectiveness, and launched in the fall of 2019.

In addition, we have begun developing a manager/supervisor training program based on a series of on-line modules. These modules will be designed for both new and experienced managers/supervisors and will provide training on the skills and knowledge necessary to be an effective manager. Input from current managers/supervisors and administrators will be used to develop and finalize the module topics. Discussions have begun on a similar program for chairpersons.

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Subject	Description	Timeline/Completion
Organizational Development webpage	Re-design/re-launch	Begun with anticipated completion fall 2019
Human Resources Benefit "Fairs"	Staffed by Human Resources professional with benefits expertise to provide information to staff	On-going, will continue
Evaluation of current training and development programs	<p>Evaluation of current training and development program for:</p> <ul style="list-style-type: none"> • Effectiveness • Alignment with Institutional goals and applicable statutory requirements • Correlations between stated objectives and content • Efficiency of delivery method <p>Receive feedback from administrators, supervisors, faculty and staff on:</p> <ul style="list-style-type: none"> • Experience with training • Unmet and under-met needs • Preferred delivery methods <p>See current YSU Training Course List- 2019 attached herein</p>	On-going with anticipated completion May 2019.
Search Committee Training	<p>Search Committee chair and members take electronic training on legal requirements, bias, and the steps in the hiring process</p> <p>New EEO Director will review and update training</p>	On-going will continue
Human Resources seminar with break-out Sessions In development	<p>Common topic presentation followed by 3-5 small group break-out sessions on specific topics such as:</p> <ul style="list-style-type: none"> • The corrective action process • Bias/bullying in the workplace • The impact of domestic violence on the workplace • Reorganization plans • FMLA/ADA 	<p>Soft launch summer of 2019</p> <p>In place fall of 2019</p>

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<p>Manager/Supervisor training modules</p>	<p>With the input of current managers and supervisors, manager/supervisor training modules will be developed.</p>	<p>Initial stages of development</p>
<p>In development</p>	<p>Series of training and development modules designed to provide new and established managers/supervisors with the tools, skills, knowledge and processes to be effective and successful. Manager’s will learn the following:</p> <ul style="list-style-type: none"> ◦ Basics of the Big Four of employment compliance- Title VII, FLSA, FMLA, ADA • Role and responsibilities of managers/supervisors • Documentation • Management and leadership skills • Effective communications • Team building • Coaching; • Conflict resolution; • Corrective action ◦ Recognizing preventing harassment, bullying and dysfunction • How to handle employee complaints • Personnel policies and collective bargaining agreements <p>The goals is to require new managers/supervisors to complete basic module[s] and established managers/supervisors to expand/refresh their skills with specific module[s]</p>	<p>Pilot module[s] completed by June 2019.</p> <p>Module launch scheduled for fall 2019.</p>

Current YSU Training Course List 2019

Course Title- Mandatory Training	Course Objectives
Harassment & Discrimination Prevention (Online)	<p>Engages employees and raises their awareness about harassment and discrimination:</p> <ul style="list-style-type: none"> • Explains applicable laws • How to recognize harassment and discrimination • Reporting • Maintaining a safe, inclusive work environment • Bystander intervention skills • Inclusive language skills • Micro-aggressions
Workplace Violence Prevention (Online)	<p>Trains on:</p> <ul style="list-style-type: none"> • Employees' roles in creating a safe workplace • Warning signs of potential violence • Reducing the risk of injury during violent situations • Reporting
Diversity: Inclusion in the Modern Workplace (EDU) (Online)	<p>Raises awareness of inclusion by educating on:</p> <ul style="list-style-type: none"> • Identity, power, and privilege • Inclusive communication strategies • Respect in the workplace.
Quarterly New Hire Orientation (In person)	<p>Educates new employees on:</p> <ul style="list-style-type: none"> • YSU's history, mission, vision and community engagement • College Points of Pride • Available resources and services • Student initiatives • Culture of Community <p>New employees get to meet YSU colleagues and University leaders including President Jim Tressel.</p>
Course Title- Instructional Training	Course Objectives
Part-time Faculty Orientation (In person)	<p>New PT Faculty are welcomed by the Office of Academic Affairs:</p> <ul style="list-style-type: none"> • Overview of YSU's history, mission, vision • Meet colleagues • Learn about technology and University services and resources • Receive information on discrimination and harassment policies and reporting
Performance Evaluations for Managers (In person)	<p>Managers learn how to:</p> <ul style="list-style-type: none"> • Utilize the Online Performance Management Module of People Admin • Set performance goals • Document progress throughout the year • Record evaluation ratings at the end of a performance cycle

	<p>Managers are trained to:</p> <ul style="list-style-type: none"> • Apply performance goals and objectives on an on-going basis • Discuss performance positives and negatives • Provide support and feedback
Bargaining Agreement Updates (In person)	<p>Designed to assist individuals who directly or indirectly manage employees represented by bargaining agreements (ACE, APAS, OEA, FOP):</p> <ul style="list-style-type: none"> • Review changes/updates to terms of the labor agreement. • Opportunity to ask questions regarding managing covered employees • Review new and existing language
A.L.I.C.E (In person)	<p>A.L.I.C.E. is an acronym that stands for Alert, Lockdown & Barricade, Inform, Counter, and Evacuate.</p> <ul style="list-style-type: none"> • Endorsed by the Ohio Attorney General's Office and the US Department of Education. • Coordinated through the YSU Police Department • Recommended for faculty, staff and students
e-learning/ Online-Video (Online training/employees access at their convenience)	<ul style="list-style-type: none"> • Applying Leadership Basics • Cultivating a Practice of Mindful Leadership • Dealing with Difficult Customers • Developing a Strategic Plan • Eight Insights to Help You Lead Like it Matters...Because it does! • Succeeding as a Supervisor • Your Ripple Effect - 4 Core Masteries for Effective Leaders