



**YOUNGSTOWN
STATE
UNIVERSITY**

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

**Wednesday, June 5, 2019
1:30 p.m. or immediately following
previous meeting**

**Tod Hall
Board Meeting Room**

AGENDA

- A. Disposition of Minutes for Meeting Held March 6, 2019**
- B. New Business**
- C. Committee Items**

1. Intercollegiate Athletics Action Items

Tab C.1.a. a. Resolution to Rescind and Replace Hiring and Selection Process, Contracts and Compensation for Intercollegiate Athletic Coaches Policy, 3356-7-36
Cindy Kravitz, Associate Vice President and Chief Human Resources Officer, will report

Tab C.1.b. b. 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 January 16, 2019, through April 15, 2019. Personnel actions for intercollegiate athletics staff and coaching are contingent upon approval of the Board of Trustees.
Elaine Jacobs, Associate Director of Athletics, will report.

2. Intercollegiate Athletics Discussion Item

Tab C.2.a. a. NCAA Rules Compliance Education
Emily Wollet, Associate Director of Athletics, will report.

3. University Affairs Action Items

- a. Consent 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.3.a.1. 1. Resolution to Modify Selection and Evaluation of the President of the University Policy, 3356-9-08

Tab C.3.a.2. 2. Resolution to Rescind Compensation and Salary Studies/Plans Policy, 3356-7-40

b. Personnel Actions

Tab C.3.b.1. 1. Resolution to Approve the Selection of a Provost and Vice President for Academic Affairs
James P. Tressel, President, will report.

Tab C.3.b.2. 2. Resolution of Awardance of the President’s Leadership Merit Award
James P. Tressel, President, will report.

Tab C.3.b.3. 3. Resolution to Authorize Conferral of Emeritus Status for Faculty and Administrators
This resolution nominates five (5) recently-retired faculty members for Faculty Emeritus Status, and nominates seven (7) recently-retired administrators for Administrator Emeritus Status in accordance with the University policy for Emeritus Status, Policy Number 3356-7-17.
Cindy Kravitz, Associate Vice President and Chief Human Resources Officer, will report.

Tab C.3.b.4. 4. Resolution Regarding Terms and Conditions for Classified Law Enforcement Employees Excluded from Collective Bargaining
Kevin Kralj, Director of Labor and Employee Relations, will report.

Tab C.3.b.5. 5. 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 January 16, 2019, through April 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.

4. University Affairs Discussion Items

a. Introduce the Director of Equal Opportunity and Policy Compliance, Mark Weir
Holly Jacobs, Vice President for Legal Affairs and Human Resources, will report.

Tab C.4.b. b. Discussion and Presentation of Affirmative Action Plan
Cindy Kravitz, Associate Vice President and Chief Human Resources Officer, Mark Weir, Director of Equal Opportunity, and Policy Compliance, Jennifer Drennen, Director of Organizational Development, will report.

c. 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

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



**YOUNGSTOWN
STATE
UNIVERSITY**

Explanation of Modifications to *University Policy*:

3356-7-36 Hiring and Selection Process, Contracts and Compensation for Intercollegiate Athletic Coaches Policy

The University policy on the hiring and selection of intercollegiate athletic coaches was reviewed by the Athletics Department as to whether its current language addressed the unique circumstances surrounding the selection process and salary adjustments utilized by Athletics. This review resulted in the drafting of a policy substantially different from the original policy. Therefore, based on Legislative Service Commission (LSC) guidelines, the original policy will be rescinded and replaced with the new policy. In these situations, LSC guidelines allow for the use of the original policy number since the subject of the policy corresponds to the rescinded policy.

**Board of Trustees Meeting
June 6, 2019
YR 2019-**



**RESOLUTION TO RESCIND AND REPLACE
HIRING AND SELECTION PROCESS, CONTRACTS AND
COMPENSATION FOR INTERCOLLEGIATE ATHLETIC COACHES
POLICY, 3356-7-36**

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 Hiring and Selection Process, Contracts and Compensation for Intercollegiate Athletic Coaches 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 rescind and replace the University Policy governing Hiring and Selection Process, Contracts and Compensation for Intercollegiate Athletic Coaches, policy number 3356-7-36, with Hiring and Selection Process, Evaluation and Compensation for Intercollegiate Athletic Coaches, policy number 3356-7-36, shown as Exhibit __, attached hereto.

TO BE RESCINDED

3356-7-36 Hiring and selection process, contracts and compensation for intercollegiate athletic coaches.

Previous Policy Number: 7016.02
Responsible Division/Office: Intercollegiate Athletics; Human Resources
Responsible Officer: VP for Finance and Administration
Revision History: September 1999; September 2003;
November 2010; December 2012; April 2013
Board Committee: University Affairs
Effective Date: April 26, 2013
Next Review: 2018

- (A) Policy statement. The university seeks to attract and retain highly qualified intercollegiate athletic coaches. During the hiring process, the university is committed to the principle of gender equity, equal opportunity and diversity in filling each coaching vacancy. The university also affirms the principle of merit-based salary adjustments that are directly associated with positive competitive results as evidenced by the performance evaluation. Additionally, periodic market surveys will be conducted for coaching positions to ensure that salaries remain competitive. Further, certain coaches as professional/administrative staff may be eligible for multiple year contracts of employment.
- (B) Parameters.
- (1) General:
 - (a) While intercollegiate athletics coaches in all sports are in the university's professional/administrative staff category, this policy is intended to establish unique hiring and selection processes and compensation programs.
 - (b) Contracts for coaches of fall term sports other than football will terminate on January thirty-first, contracts for football coaches will terminate on the last of February, contracts for coaches of winter sports (men's and women's basketball, swimming, and diving) will terminate on April thirtieth, and contracts for spring term sports (baseball, softball, track, tennis, and golf) will terminate on June thirtieth.

- (c) When it is in the best interest of the university, the president, upon the recommendation of the executive director of intercollegiate athletics, may present other appointment plans for specific coaches to the internal affairs committee of the board of trustees.
- (2) Hiring and selection process:
- (a) Advertising to fill athletic coaching positions of the university will be done in a manner that will provide an opportunity for a diverse pool of candidates to apply. Regardless, expediency in posting and hiring is a requisite in filling coaching positions due to the unique nature of the coaching profession.
 - (b) An individual will be selected from an applicant pool obtained as a result of a publicly posted position vacancy and a search process.
 - (c) External consultants may be utilized during the process of searching, screening, and interviewing coaching candidates. Search committees will also be utilized.
 - (d) Background checks will be conducted for the final preferred candidate as requested by the department of intercollegiate athletics.
 - (e) Contracts for intercollegiate athletics head coaches are negotiated at the time of the recruitment and selection process.
- (3) Compensation:
- (a) Head coaches. Individual salary adjustments may exceed any board-established cost of living adjustment (“COLA”). Unsuccessful competitive performance will affect salary adjustments that may result in an amount less than any board-established COLA or no salary increase for the future contract term. Any such salary adjustments will occur at the beginning of a new contract term. A pool of

funds will be created utilizing the aggregate amount of any COLA increases that are to be allocated (including associated fringe amounts) for future distribution for competitively successful outcomes. A recommendation may be made periodically by the executive director of intercollegiate athletics to the president.

- (b) Assistant coaches. For sports that utilize assistant coaches, the head coach, in consultation with the executive director intercollegiate athletics, will have authority to allocate the pool of money budgeted for all assistant coaches in that sport at his/her discretion within the limitations of the pool. In years in which the amount of awarded merit increases is less than the amount allocated by the university, the balance (including associated fringe amounts) will be placed into the appropriate salary reserve account for future merit increases or distribution during the search process for a new coaching staff. In years which the amount of the merit increases is greater than the pool, the funds will come from the salary reserve account. Board-approved "Gender Equity Plan" or current operating budget line items will serve as additional resources for merit increases. The allocation may occur at the beginning of the contract period of July first annually. A recommendation will be made annually by the executive director of intercollegiate athletics to the president.

(C) Procedures.

(1) General:

- (a) The term of the initial contract offered to a coach will be determined during the recruitment and selection process by the executive director of intercollegiate athletics in consultation with the president.
- (b) All head coaches are evaluated annually by the executive director of intercollegiate athletics, or designee, and contracts may be renewed through negotiation.

- (c) The term of a contract can be modified through the use of the regular appointment process.
 - (d) All head coaches annually evaluate their assistants and submit their recommendations to the executive director of intercollegiate athletics.
- (2) Hiring and selection. The procedures that follow provide an overall structure for coaching position selections. It is recognized that these procedures may need to be adjusted to accommodate a particular situation.
- (a) The executive director of intercollegiate athletics, or his/her designee, in consultation with the hiring manager will, at a minimum, select at least a three-member search committee to screen qualified candidates.
 - (b) Postings will appear, at a minimum, on the Youngstown state university (“YSU”) athletics department website. The posting will be open to receive applications for a minimum of seven calendar days and applicants will apply by utilizing the “PeopleAdmin” online employment application.
 - (c) A list of candidates who have self-identified will be requested from the office of equal opportunity and diversity. Candidates to be interviewed must possess the minimum qualifications for the position. It is anticipated that the successful candidate will have qualifications in excess of the minimum. Justifications for not interviewing an applicant will include written rationale regarding any determination concerning the differences in qualifications for the candidates selected for interviews. Such assessments will be fair and will include consideration of the national collegiate athletic association (“NCAA”) expectations related to both YSU’s “Gender Equity” and “Minority Opportunity” plans.
 - (d) Upon approval from the office of equal opportunity and diversity, the search committee will conduct reference checks and participate in the interview process. The hiring

manager of the open position, in consultation with the executive director of intercollegiate athletics, will ultimately identify the candidate to be extended a preliminary offer, understanding that the office of human resources will make the official offer upon receipt of a positive background check.

- (e) The office of human resources shall submit background checks when requested by the department of intercollegiate athletics for the final preferred candidate. Employment offers may be made contingent upon an acceptable background report to ensure that the hiring process is expedited.
 - (f) Exceptions to the above selection process may be granted in special circumstances where departure offers demonstrable benefits to the university. A request for such an exception must be submitted in writing to the chief human resources officer and the office of equal opportunity and diversity for review and consideration. A request initiated by the department of intercollegiate athletics, together with the office of human resources and the office equal opportunity and diversity, will be submitted to the president for final approval.
 - (g) The chief human resources officer will submit a summary of all filled coaches positions to the board of trustees at the next regularly scheduled meeting for approval. Offers of employment for coaches shall be contingent upon board of trustees' approval; however, coaches may begin employment prior to board of trustees' approval.
- (3) Compensation:
- (a) Head coaches. The performance evaluation process will be conducted at the end of each season by the executive director of intercollegiate athletics for each head coach. Determinations regarding merit increases, if any, will be based upon the outcome of the performance evaluation. Predetermined competitive benchmarks will allow head

coaches with competitively successful seasons to earn a salary increase in a subsequent contract.

- (b) Assistant coaches. The performance evaluation process will be conducted at the end of each season by the head coach for each assistant coach. Determinations regarding merit increases, if any, will be based upon the outcome of the performance evaluation.

NEW 3356-7-36 Hiring and selection process, evaluation and compensation for intercollegiate athletic coaches.

Responsible Division/Office: Intercollegiate Athletics
Responsible Officer: President
History: June 2019
Board Committee: University Affairs
Effective Date: June 6, 2019
Next Review: 2024

- (A) Policy statement. Youngstown state university (university) seeks to attract and retain a highly qualified and diverse intercollegiate athletic coaching staff. In achieving this goal, the university is committed to the principles of gender equity, equal opportunity, diversity and merit in hiring and retaining coaches. To determine whether coaching salaries are competitive, the athletic department will utilize data from peer athletic institutions provided by the respective league/conference.
- (B) Purpose. To provide guidelines and processes necessary to meet the hiring, selection, evaluation and compensation practices unique to intercollegiate coaches, including the necessity for expediency in the selection and hiring process.
- (C) Parameters.
- (1) Intercollegiate athletics coaches in all sports are in the university's professional/administrative staff category.
 - (2) Coaches may be issued an appointment with a sixty day notice of termination clause, or when it is in the best interest of the university, the president in consultation with the executive director of athletics may issue an employment contract for multiple years.
 - (3) Appointments and employment contracts for multiple years are contingent upon board of trustee approval; however, employees may begin employment prior to board approval.
 - (4) The president will keep the board of trustees informed of negotiations involving employment contracts for multiple years.

- (D) Hiring and selection. The procedures that follow provide an overall structure for coaching positions selections. It is recognized that these procedures may need to be adjusted to accommodate a particular situation.
- (1) Advertising to fill athletic coaching positions of the university will be done in a manner that will provide an opportunity for a diverse pool of candidates.
 - (2) Whenever possible, openings for coaching positions will appear on the university's website and allow for the receipt of electronic applications for a minimum of seven calendar days.
 - (3) The athletic department is not required to utilize search committees or search waivers when filling coaching positions. However, when time and circumstances allow, the university's search processes will be followed.
 - (4) All hiring decisions will be coordinated with the office of equal opportunity to assure compliance with the university's affirmative action plan and hiring goals.
 - (5) Employment is contingent on acceptable background checks. The requirement for a background checks cannot be waived; however, background checks can be expedited at the request of the athletics department.
 - (6) The chief human resources officer will submit a summary of all filled coaching positions at the next regularly scheduled meeting.
- (E) Evaluations.
- (1) The executive director of athletics, or designee, will annually evaluate all head coaches at the end of each season.
 - (2) All head coaches will evaluate their assistant coaches at the end of each season and review these evaluations with the executive director of intercollegiate athletics, or designee.
- (F) Salary adjustments.

- (1) Salary adjustments, including increases based on merit, may not exceed the resources allocated by the university to the athletic department budget.
- (2) Determinations regarding merit increases, if any, will be based on achievements, change in duties or responsibilities, and competitive or equity adjustments.
- (3) For sports that utilize assistant coaches, the head coach in consultation with the executive director of athletics, has the authority to allocate funds budgeted for his/her assistant coaches at his/her discretion and within budgetary limitations at any point during the fiscal year.
- (4) Unsuccessful competitive performance may affect salary adjustments.
- (5) The executive director will recommend merit increase to the president.



**YOUNGSTOWN
STATE
UNIVERSITY**

**RESOLUTION TO RATIFY
PERSONNEL ACTIONS**

WHEREAS, the *Policies of the Board of Trustees* authorize the President to manage the University, including appointing such employees as are necessary to effectively carry out the operation of the University and any other necessary personnel actions; and

WHEREAS, new appointments and other personnel actions have been made subsequent to the March 7, 2019, 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.

**Board of Trustees Meeting
June 6, 2019
YR 2019-**

SUMMARY OF PERSONNEL ACTIONS
Athletics Employees
1/16/19 through 4/15/19

Appointments – 4

Replacement Positions – 4

- Professional Administrative Staff – 1
- Professional Administrative Excluded – 3

Separations – 4

- Professional Administrative Excluded – 4

Reclassifications – 1

- Professional Administrative Excluded – 1

Salary Adjustments – 1

- Professional Administrative Excluded – 1

Multi-Year Appointments – 1

- Professional Administrative Excluded – 1

YOUNGSTOWN STATE UNIVERSITY
ATHLETICS EMPLOYEES
PERSONNEL ACTIONS 1/16/19 THROUGH 4/15/19
APPOINTMENTS

EMPLOYEE NAME	EMPLOYEE		DEPARTMENT	CONTRACT/ APPOINTMENT		FTE	SALARY
	TYPE	POSITION TITLE		DATES			
Snodgrass, Austin	APAS	Manager, Athletic Ticket Sales	Ticket Office	1/16/2019		1.00	\$ 45,450.00
Gomes, DeJon	Excluded	Assistant Coach Football	Football	3/1/2019		1.00	\$ 60,000.00
Pelini, Carl	Excluded	Assistant Coach Football	Football	2/1/2019		1.00	\$ 102,355.00
Peterson, John	Excluded	Assistant Football Coach	Football	2/25/2019		1.00	\$ 70,000.00

YOUNGSTOWN STATE UNIVERSITY
ATHLETICS EMPLOYEES
PERSONNEL ACTIONS 1/16/19 THROUGH 4/15/19
SEPARATIONS

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	DATE OF SEPARATION	FTE	SALARY
Bricillo, Carmen	Excluded	Assistant Coach Football	Football	2/15/2019	1.0	\$ 66,660.00
Johnson, Kate	Excluded	Assistant Coach Swimming Diving	Swimming & Diving - Women's	4/2/2019	1.0	\$ 32,995.69
McNutt, Richard	Excluded	Assistant Coach Football	Football	4/14/2019	1.0	\$ 77,770.00
Stoops, Ronald	Excluded	Assistant Coach Football	Football	1/31/2019	1.0	\$ 86,355.00

YOUNGSTOWN STATE UNIVERSITY
ATHLETICS EMPLOYEES
PERSONNEL ACTIONS 1/16/19 THROUGH 4/15/19
RECLASSIFICATIONS/POSITION ADJUSTMENTS

EMPLOYEE NAME	EMPLOYEE TYPE	NEW POSITION TITLE/ OLD POSITION TITLE	NEW DEPARTMENT/ OLD DEPARTMENT	CONTRACT APPT. DATES	NEW FTE SALARY	PREVIOUS SALARY
Froehlich, Rachel	Externally Funded	Program Manager/ Athletic Academic Advisor	Athletic Administration	11/1/2018	1.00 \$ 40,000.00	\$ 33,166.38

**YOUNGSTOWN STATE UNIVERSITY
ATHLETICS EMPLOYEES
PERSONNEL ACTIONS 1/16/19 THROUGH 4/15/19
SALARY ADJUSTMENTS**

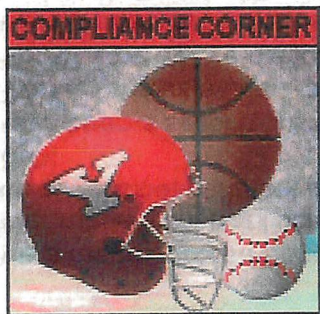
EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	CONTRACT/ APPOINTMEN T DATES	NEW FTE	NEW SALARY	OLD FTE	PREVIOUS SALARY
Pelini, Mark (Bo)	Excluded	Head Football Coach	Football	4/16/2019	1.00	\$ 200,538.00	1.00	\$ 216,537.94

YOUNGSTOWN STATE UNIVERSITY
ATHLETICS EMPLOYEES
PERSONNEL ACTIONS 1/16/19 THROUGH 4/15/19
MULTI-YEAR APPOINTMENTS

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	CONTRACT/ APPOINTMENT DATES	FTE	SALARY
Pelini, Mark (Bo)	Excluded	Head Football Coach	Football	4/16/2019 (1 of 3)	1.00	\$ 200,538.00

Winning with Integrity!

It is the responsibility of each institution to control its intercollegiate athletics program in compliance with the rules and regulations of the NCAA. This includes responsibility for the actions of its staff members, athletes, and for any other individual or organization engaged in activities promoting the athletic interests of YSU.



“Ask Before You Act”

If you have questions regarding any NCAA or institutional rules, please contact:

Elaine Jacobs
Associate Director of Athletics
EMAIL: eajacobs@ysu.edu
PHONE: 330-941-2282
FAX: 330-941-3191

YSU FIGHT SONG

The Red and White are waving
Over the field
Our teams are fighting
With a spirit that will not yield
Rah-Rah-Rah
Hail to thee O'Youngstown
We'll fight for you
Once again the Penguins
Will win for YSU

YSU ALMA MATER

All hail to thee O Youngstown,
Our Alma Mater fair;
In sunlight and starshine
We see thee in all thy glory.
The Red and White, thy glorious colors,
Ever we praise and hold them
High to the breeze as the symbol of our Most loyal
allegiance.
This anthem, O Youngstown,
Our pledge of trust shall be
That thy sons and daughters
Shall keep faith with thee forever

Youngstown
STATE UNIVERSITY

A Quick Guide To NCAA Rules for Boosters, Staff, and Friends of PENGUIN ATHLETICS





This pamphlet is designed to assist supporters of Penguin Athletics with basic NCAA rules education. There are three points of emphasis:

- Definitions
- Role of Boosters
- Extra Benefits

DEFINITIONS

Who is a booster?

You are a YSU booster if you:

- Are a member of the Penguin Club;
- Ever made a financial contribution to the athletics department or Penguin Club;
- Have been a season-ticket holder;
- Provide jobs for student-athletes;
- Promote the YSU athletics program;
- Are a former student-athlete;
- Are a YSU Board of Trustee; or
- Are the parents or guardians of an enrolled student-athlete.

Once an individual has been identified as a booster, he or she retains this identity indefinitely.

Who is a prospect?

Commonly referred to as a "recruit", a prospect is any student who has entered the ninth grade. A prospect remains a prospect until he/she enrolls at a member institution.

What is an "extra benefit"?

An extra benefit is any special arrangement by an employee of YSU or booster to provide a prospect or student-athlete or their relatives a benefit not approved by the NCAA.

ROLE OF THE BOOSTER

Recruiting

A booster is not permitted to have any in-person contact with a prospect or the prospect's parents or legal guardians or relatives on or off campus at any site (unless you are an employee of YSU who would meet with prospects in-person, on-campus as a regular part of his/her job, i.e. faculty).

A booster is not permitted to be directed by a staff member to attend games/events in order to evaluate prospects. A booster may alert a staff member of a potential prospect, but cannot be directed to do so.

A booster is not permitted to telephone a prospect or the prospect's parents or legal guardians. If a prospect telephones a booster, the booster should refer any questions about the athletics program to the athletics department staff.

A booster can employ a prospect who has signed a National Letter of Intent to attend YSU, but employment cannot commence any earlier than the summer prior to full-time enrollment at YSU.

A booster cannot utilize social media to comment on or encourage the enrollment of any prospect.

EXTRA BENEFITS

A student-athlete or prospect cannot receive any extra benefits. Receipt by an athlete of an impermissible benefit will render the athlete ineligible for competition.

Examples of impermissible benefits include, but are not limited to, the following:

- Cash or any type of gift
- Loans or cosigning of loans
- Vehicle or use of vehicle
- Arrangement for transportation
- Special discounts, reduced, or free meals, goods or services
- Employment of relatives
- Providing transportation for a summer job
- Free or reduced cost housing
- Concert or sporting event tickets

The following are permissible activities:

- Providing an occasional meal at the home of a booster or on campus with prior approval
- Employing student-athletes under the following conditions:
 - 1) Compensation is only for work actually performed;
 - 2) Compensation must be at the going rate for the job performed; and
 - 3) Cannot be compensated for value the student-athlete may have because of his/her athletic ability or reputation.



**YOUNGSTOWN
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Explanation of Modifications to *University Policy*:

3356-9-08 Selection and Evaluation of the President for the University Policy

This policy has been reviewed and modified to include the statutory authority of the University's Board of Trustees to select and evaluate the President of the University. The placement of policy guidance, procedures or requirements were adjusted to correspond to applicable policy sections to clarify the policy; however, no substantial changes were made.

Board of Trustees Meeting

June 6, 2019

YR 2019-



**RESOLUTION TO MODIFY
SELECTION AND EVALUATION OF THE PRESIDENT FOR THE
UNIVERSITY POLICY, 3356-9-08**

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 Selection and Evaluation of the President for 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 Selection and Evaluation of the President for the University, policy number 3356-9-08, shown as Exhibit __ attached hereto. A copy of the policy indicating changes to be made is also attached.

3356-9-08 Selection and evaluation of the president of the university.

~~Previous Policy Number: 2008.01~~

Responsible Division/Office: Office of the President

Responsible Officer: President

Revision History: February 2009; April 2013; June 2019

Board Committee: University Affairs

Effective Date: April 16, 2013 June 6, 2019

Next Review: ~~2018~~24

- (A) Policy statement. The authority to select, appoint and evaluate the president of Youngstown state university (university) is vested in the university's board of trustees by Revised Code Section 3356.03 Powers and duties of board of trustees. In the selection and evaluation of the president 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 further recognizes the value of input from the larger community, particularly as that input would be solicited as part of the process of presidential selection and evaluation. ~~The board of trustees acknowledges the need for the establishment of processes for the selection and regular evaluation of the president of the university.~~ The board also affirms the principle of merit-based rewards that are directly associated with the positive evaluation of the president.
- (B) Purpose. To establish processes and procedures for the selection and regular evaluation of the president of the university
- (~~B~~C) Parameters~~rinciples~~.
- (1) The president is the chief executive officer of the university. Responsible to the board of trustees for the overall operation of the institution. The president implements the policies and directives of the board of trustees for institutional effectiveness.
 - (2) The president may delegate university administrative functions such as academic affairs, student affairs, financial affairs and administration, university advancement, equal opportunity and

diversity, and intercollegiate athletics to various divisions or units.

- (3) The president expects the faculty, through the provost/vice president for academic affairs, to share the responsibility by recommending admission requirements, curriculum, teaching appointments, graduation requirements, textbooks, and other appropriate academic procedures.
- (4) The president is charged to manage the necessary financial resources, obtain personnel capable of maintaining and enhancing academic standards, maintain programs of support to the regional service area, and serve the needs of students in the university.

(D) Selection guidelines.

- (1) Advertising to fill the position of president 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.
- (2) An individual selected to serve as president will be identified from an applicant pool obtained as a result of a national search process.
- (3) The position of president may be filled (~~Filling this position~~ on an interim basis ~~may be done~~ without initiating a formal process.)
- (34) In recognition of the principles of collegiality, an advisory committee ~~will~~may be utilized during the process of searching, screening, and interviewing candidates for president of the university.
- ~~(4) Evaluation of the president involves a yearly process between the president and the board of trustees of mutually identifying measurable objectives, regular review of progress toward their achievement, and year-end determination of whether or not the objectives were met.~~
- ~~(5) The evaluation process may involve merit salary considerations as part of the year-end session.~~

- ~~(6) — The president is the chief executive officer of the university. Responsible to the board of trustees for the overall operation of the institution, the president executes the power and authority of the board of trustees in leadership, institutional strategic planning, and development of the institution. The president may delegate university administrative functions such as academic affairs, student affairs, financial affairs and administration, university advancement, equal opportunity and diversity, and intercollegiate athletics to various divisions or units. The president expects the faculty, through the provost/vice president for academic affairs, to share the responsibility by recommending admission requirements, curriculum, teaching appointments, graduation requirements, textbooks, and other appropriate academic procedures.~~
- ~~(7) — The president is charged to manage the necessary financial resources, obtain personnel capable of maintaining and enhancing academic standards, maintain programs of support to the regional service area, and serve the needs of students in the university.~~
- ~~(8) — The president may select a special/senior assistant, and the position will constitute an administrative or executive position, and in consultation with the executive committee of the board of trustees, the search process may be waived.~~
- (CE) Procedures for the selection of a university president. The procedures that follow provide an overall structure for selection of the president of the university. It is recognized that these procedures may need to be adjusted to accommodate a particular situation.
- ~~(1) — The selection of the president of the university is the responsibility of the board of trustees.~~
- (21) When there is a need to identify a new president, the chairperson of the board of trustees will involve the board membership in the process of identifying the required qualifications for the position and outlining the process to be utilized to identify a president.
- (32) The board shall may utilize the services of a professional search firm or consultant to assist with the process.

- (43) In recognition of the principles of collegiality, a presidential search advisory committee ~~will~~may be appointed by the board. The board may select a representative committee composed of alumni, faculty, staff, students, and members of the community to be involved in the search, screening, and interview elements of the process.
- (54) The board of trustees will consider the recommendations and comments from all constituents; however, the board has the authority to make the final selection of president.
- (DF) Procedures for the evaluation of the university president. The procedures that follow provide an overall structure for evaluation of the president of the university. It is recognized that these procedures may need to be adjusted to accommodate a particular situation.
- (1) The evaluation process will be conducted on an annual basis.
 - (2) The evaluation of the president involves a yearly process between the president and the board of trustees of mutually identifying measurable objectives, regular review of progress toward their achievement, and year-end determination of whether or not the objectives were met.
 - (23) The process will be initiated with one-on-one session(s) between the executive committee of the board of trustees and the president.
 - (34) The initial phase of the process will be devoted to dialog whereby mutually acceptable annual objectives are identified and finalized in writing.
 - (45) In addition to the quarterly reports provided by the president to the board of trustees throughout the course of the year, one-on-one sessions may be initiated by either the president or the executive committee of the board to review the progress being made toward the achievement of the objectives. Adjustments can be made to the objectives during these sessions.
 - (6) The evaluation process may involve merit salary considerations as part of the year-end session.

- (57) Annually, the executive committee of the board ~~shall~~may interview or appoint a committee to interview the executive level officers and others as it deems appropriate as part of its evaluation process.
- (68) ~~At least every three to five years, depending on the duration of the president's contract, t~~The board of trustees ~~will~~may engage a consultant to conduct a comprehensive annual assessment of the president. This assessment will include participation from campus and community constituencies and may follow a process recommended by the association of governing boards (“AGB”).
- (79) Unless otherwise addressed in the president’s employment contract:
- (a) At year’s end, during a one-on-one session between the executive committee of the board and the president, the degree to which these objectives have been met will be determined and preliminary salary adjustments, special merit or bonus considerations may be discussed.
 - (b) The executive committee of the board will review the preliminary merit considerations.
 - (c) The final salary adjustment for the president will be forwarded to the board of trustees for action.

3356-9-08 Selection and evaluation of the president of the university.

Responsible Division/Office: Office of the President
Responsible Officer: President
Revision History: February 2009; April 2013; June 2019
Board Committee: University Affairs
Effective Date: June 6, 2019
Next Review: 2024

- (A) Policy statement. The authority to select, appoint and evaluate the president of Youngstown state university (university) is vested in the university's board of trustees by Revised Code Section 3356.03, Powers and duties of board of trustees. In the selection and evaluation of the president 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 further recognizes the value of input from the larger community, particularly as that input would be solicited as part of the process of presidential selection and evaluation. The board also affirms the principle of merit-based rewards that are directly associated with the positive evaluation of the president.
- (B) Purpose. To establish processes and procedures for the selection and regular evaluation of the president of the university
- (C) Parameters.
- (1) The president is the chief executive officer of the university. Responsible to the board of trustees for the overall operation of the institution. The president implements the policies and directives of the board of trustees for institutional effectiveness.
 - (2) The president may delegate university administrative functions such as academic affairs, student affairs, financial affairs and administration, university advancement, equal opportunity and diversity, and intercollegiate athletics to various divisions or units.

- (3) The president expects the faculty, through the provost/vice president for academic affairs, to share the responsibility by recommending admission requirements, curriculum, teaching appointments, graduation requirements, textbooks, and other appropriate academic procedures.
 - (4) The president is charged to manage the necessary financial resources, obtain personnel capable of maintaining and enhancing academic standards, maintain programs of support to the regional service area, and serve the needs of students in the university.
- (D) Selection guidelines.
- (1) Advertising to fill the position of president 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.
 - (2) An individual selected to serve as president will be identified from an applicant pool obtained as a result of a national search process.
 - (3) The position of president may be filled on an interim basis without initiating a formal process.
 - (4) In recognition of the principles of collegiality, an advisory committee may be utilized during the process of searching, screening, and interviewing candidates for president of the university.
- (E) Procedures for the selection of a university president. The procedures that follow provide an overall structure for selection of the president of the university. It is recognized that these procedures may need to be adjusted to accommodate a particular situation.
- (1) When there is a need to identify a new president, the chairperson of the board of trustees will involve the board membership in the process of identifying the required qualifications for the position and outlining the process to be utilized to identify a president.
 - (2) The board may utilize the services of a professional search firm or consultant to assist with the process.

- (3) In recognition of the principles of collegiality, a presidential search advisory committee may be appointed by the board. The board may select a representative committee composed of alumni, faculty, staff, students, and members of the community to be involved in the search, screening, and interview elements of the process.
 - (4) The board of trustees will consider the recommendations and comments from all constituents; however, the board has the authority to make the final selection of president.
- (F) Procedures for the evaluation of the university president. The procedures that follow provide an overall structure for evaluation of the president of the university. It is recognized that these procedures may need to be adjusted to accommodate a particular situation.
- (1) The evaluation process will be conducted on an annual basis.
 - (2) The evaluation of the president involves a yearly process between the president and the board of trustees of mutually identifying measurable objectives, regular review of progress toward their achievement, and year-end determination of whether or not the objectives were met.
 - (3) The process will be initiated with one-on-one session(s) between the executive committee of the board of trustees and the president.
 - (4) The initial phase of the process will be devoted to dialog whereby mutually acceptable annual objectives are identified and finalized in writing.
 - (5) In addition to the quarterly reports provided by the president to the board of trustees throughout the course of the year, one-on-one sessions may be initiated by either the president or the executive committee of the board to review the progress being made toward the achievement of the objectives. Adjustments can be made to the objectives during these sessions.
 - (6) The evaluation process may involve merit salary considerations as part of the year-end session.

- (7) Annually, the executive committee of the board may interview or appoint a committee to interview the executive level officers and others as it deems appropriate as part of its evaluation process.
- (8) The board of trustees may engage a consultant to conduct a comprehensive annual assessment of the president. This assessment will include participation from campus and community constituencies and may follow a process recommended by the association of governing boards (“AGB”).
- (9) Unless otherwise addressed in the president’s employment contract:
 - (a) At year’s end, during a one-on-one session between the executive committee of the board and the president, the degree to which these objectives have been met will be determined and preliminary salary adjustments, special merit or bonus considerations may be discussed.
 - (b) The executive committee of the board will review the preliminary merit considerations.
 - (c) The final salary adjustment for the president will be forwarded to the board of trustees for action.



**YOUNGSTOWN
STATE
UNIVERSITY**

Explanation to Rescind University Policy:

3356-7-40 Compensation and Salary Studies/Plans Policy

This policy is proposed to be rescinded since the appropriateness of the University's salary and compensations plans is now assessed on an ongoing basis by the Office of Human Resource through the use of a national data based compensation software (*PayFactors*) and the College and University Professional Association (CUPA) for Human Resources salary survey.

**Board of Trustees Meeting
June 6, 2019
YR 2019-**



**YOUNGSTOWN
STATE
UNIVERSITY**

**RESOLUTION TO RESCIND
COMPENSATION AND SALARY STUDIES/PLANS POLICY,
3356-7-40**

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 Compensation and Salary Studies/Plans, policy number 3356-7-40, shown as Exhibit __, attached hereto.

**Board of Trustees Meeting
June 6, 2019
YR 2019-**

TO BE RESCINDED

3356-7-40 Compensation and salary studies/plans.

Responsible Division/Office: Human Resources
Responsible Officer: VP for Finance and Administration
Revision History: October 1998; December 2009; March 2014
Board Committee: University Affairs
Effective Date: June 6, 2019

- (A) Policy statement. The board of trustees recognizes the need to have appropriate compensation plans for all employees and employee groups and has authorized the president or his/her designee to develop such plans.
- (B) Definition. "Employee groups" include faculty, professional/administrative staff, and classified civil service staff.
- (C) Parameters.
 - (1) Compensation and salary studies will be based upon comparable markets and employee groups as determined by the university.
 - (2) Compensation and salary plans will attempt to provide wage parity for positions with comparable skills, duties, and responsibilities.
 - (3) Compensation and salary made available to employees will be consistent with the fiscal ability of the university to support such plans.
- (D) Procedures. The president will periodically designate the individual(s) responsible for reviewing compensation and salary of employee groups.



**RESOLUTION TO APPROVE THE SELECTION OF A
PROVOST AND VICE PRESIDENT FOR ACADEMIC AFFAIRS**

WHEREAS, Joseph Mosca has been serving as Interim Provost and Vice President for Academic Affairs, and as of June 5, 2019, he will retire from this position; and

WHEREAS, the Board of Trustees approved the authorization of a search in accordance with University Policy Number 3356-9-01, Selection and Evaluation of Executive Officers of the University; and

WHEREAS, the position of Provost and Vice President for Academic Affairs is eligible for a multiple-year appointment pursuant to University Policy 3356-9-01 and requires that the Board approve this appointment prior to the employment start date; and

WHEREAS, this position is eligible for faculty rank and tenure pursuant to University Policy 3356-9-05, Faculty Rank and Tenure for Designated Administrators; and

WHEREAS, a candidate was identified from an applicant pool obtained as a result of a national search process and recommended by the search committee; and

WHEREAS, the candidate's credentials have been reviewed by the faculty in the Department of Management in the Williamson College of Business Administration and the President who have recommended appointment of the candidate as full Professor with tenure to the Board of Trustees; and

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the multiple-year appointment of Brien Smith as Professor and Provost and Vice President for Academic Affairs, with tenure, effective June 6, 2019 through June 30, 2022, attached as Exhibit ____.

**Board of Trustees Meeting
June 6, 2019
YR 2019-**

Brien N. Smith
Dean, Scott College of Business

273 Southridge Road
Terre Haute, IN 47802
(765) 749-0380 (Cell)

Brien.Smith@indstate.edu

Indiana State University
Terre Haute, IN 47309
(812) 237-2000 (Office)

EDUCATION

1987-1989	<i>Ph.D.</i>	Auburn University Industrial Psychology
1983-1987	<i>M.S.</i>	Auburn University Industrial Psychology
1979-1983	<i>B.A.</i>	Auburn University Psychology

LEADERSHIP EXPERIENCE

Dean, Scott College of Business, Indiana State University, July 2012 - present

Responsibilities: Working with faculty in the college to set academic priorities. Leading the development efforts of the college. Working with local, state, and federal entities to achieve mutually beneficial outcomes. Ensuring that the college has sufficient operational funds. Building an environment where faculty and students can flourish.

Enrollment Management / Student Success

- 2018, appointed to the university's *Strategic Enrollment Management Council*
- Employed business intelligence and analytical tools to developed programs to effect retention and graduation rates in the college.
- Reversed a decline in college enrollment. Since 2012, increased undergraduate headcount by 18%, and business graduate headcount by 131%. The university grew about 10% during the same period.
- Increased business freshmen enrollment by approximately 38%
- Increased four-year graduation rates by 13.8% vs 9.1% for the university.

Innovation

- Collaborated with Bayh College of Education in 2015 to develop a new MBA for public education administrators. Selected as home of one of six Woodrow Wilson MBA in educational leadership sites nationally.
- Installed the *Meis Student Development Center* to administer student success programs and oversee student career-readiness initiatives.
- Convened annual *Insurance Public Policy Summit* in Washington, D.C. to provide a forum for US congressional policymakers, national insurance regulators, national industry groups, and insurance executives to consider emerging challenges for the insurance industry.
- Expanded business online programs to move from course offerings to five business bachelor's degrees offered wholly online.

Community Engagement

- Prioritized college community engagement efforts to assist area nonprofit organizations, government agencies, and private industry. College now logs approximately 40,000 hours of community engagement annually in support of Indiana State University's No. 1 national ranking in community engagement and public service.
- Convened annual *Ground Hog Day Economic Forecast* for business leaders featuring comments on national, state and local issues from an array of expert panelists.
- Started the *Student Managed Investment Fund Consortium (SMIFC)*, convening national conferences in Chicago. The consortium has grown to 68 member intuitions.
- Leveraged college's *Meis Student Development Center* to establish partnerships with industry.
- Established national advisory board in Washington DC to guide agendas for an annual national *Insurance Public Policy Summit*.
- Personally active in community philanthropic organizations, including assuming the presidency of *Terre Haute Rotary* for FY 2018.
- Added advisory boards to bring the college total to eight.
- Collaborated with faculty, staff, students, alumni and university stakeholders, to develop a new strategic plan with the goal of cementing buy-in and a shared vision.

Faculty and Staff

- Increased the number of women leaders in the college by 30%.
- Raised additional funds and appropriated existing budgets to establish new priorities for faculty development.
- Provided annual monetary incentives to faculty who publish in quality outlets.
- Established a process by which college staff receive college funding for professional development.

Private Fundraising

- \$6.3M in gifts
- \$8.2M in planned gifts

External Grants

- \$6.0M (\$3M matching) from the Lilly Endowment for student scholarships and "thought leadership" programing in financial services.
- \$3.5M funding from the Woodrow Wilson Foundation for student scholarships and program development in support of our MBA in Education Leadership.

Revenue/Entrepreneurship

- Completed turnaround for Professional MBA from insolvency to over \$700,000 in annual revenues.
- Initiated annual summer certificate program with Fundação Getúlio Vargas (FGV) in Brazil as a revenue program for the college.

Recognition

- MBA ranked the fifth best-administered program in the nation in *The Princeton Review* 2018 annual ranking lists of business schools.
- Recognized as *Princeton Review "Best Business School"* every year of my tenure.
- Insurance and Risk Management program named a top 20 standout by *Best's Review* 2018.
- Led most successful AACSB accreditation reaffirmation in institution's history.

Acting Executive Director, Networks Financial Institute, Indiana State University, December 2012 – May 2014 (assumed duties while I was dean during a national search for a permanent director)

Responsibilities: Positioned the Networks Financial Institute as a national thought leader in financial services. Executed an annual Insurance Public Policy Summit in Washington, D.C. Maintain and expanded the network of NFI Fellows conducting funded research. Organized state and regional conferences on important public policy topics affecting consumers and providers of insurance and other financial services.

- Worked with stakeholders nationally including governors, US representatives, Senators, and directors of federal offices to develop national insurance summit agendas.
- Reorganized NFI staff and positions to gain operational efficiencies
- Organized a regional Affordable Care Act conference (2013) featuring MIT economist Jonathan Gruber.

Associate Dean, Miller College of Business, Ball State University, January 2010 – June 2012

Responsibilities: Exercised oversight of the college curriculum, Office of Student Services, and AACSB accreditation compliance. Supported departments on matters of instruction, faculty development, and operations. Maintained physical facilities. Oversaw the College's budget, and approved expenditures and student scholarships.

- Collaborated with faculty and various stakeholders to revise the college mission and goals.
- Devised a college-wide assurance of learning process that would insure sustainability of assessment across time and continuity of effort.
- Developed investment and spending strategies for targeted student scholarship funds such that student aid could vary depending on the health of individual accounts.
- Provided budget oversight for a large number of college accounts.

Chairperson, Department of Marketing and Management, Miller College of Business, Ball State University, July 2002 – December 2009

Responsibilities: Developed, implemented, and evaluated department success plans. Led, supervised, supported, and evaluated faculty and staff to achieve desired outcomes. Continuously evaluated and improved academic curriculum to ensure relevance to the discipline and meet the needs of stakeholders.

- Founding chair for new department. Effectively reversed low faculty morale.
- Developed **nationally ranked and recognized programs** in Entrepreneurship (*U.S. News & World Report*), and Sales.
- Secured Indiana Commission on Higher Education (ICHE) approval for **three new majors** (Entrepreneurship, Human Resource Management, and Sales)
- Developed and maintained three Advisory Boards
- Addressed student and media concerns following student homicides (2 separate incidents)
- Authored departmental *Salary and Promotion and Tenure* documents
- Effected a *25% change* in faculty diversity through concerted, targeted recruitment.

Assistant Dean for Graduate Programs, Ball State University, August 2001 – July 2002

Responsibilities: Administered all business graduate programs. Developed promotion and advertising campaigns. Worked with faculty to ensure the relevancy and timeliness of the graduate curricula. Determined modes of graduate program delivery.

- Provided leadership revising MBA and departmental graduate Curricula
- Affected a 10% growth in graduate enrollment
- Following market research, devised a new graduate program hybrid delivery model.

Assistant Chair, Department of Management, Ball State University, September 1989-June 2001

Responsibilities: Department course scheduling. Administration of the Master of Science program. Primary departmental undergraduate curriculum advisor

University Senate Leadership

Chair, University Faculty Senate, 2008-2009, 2009-2010. Resolved a multi-year stalemate among university faculty regarding a new foundational studies curriculum. Following approval, the new general education program was the first change of its kind in over four decades.

Senate Reorganization, 2004. Used persuasive speeches to inspire faculty to move from a faculty-only senate model to one that included both staff and students in a university senate model. Authored and ratified a new senate constitution that established the new governing body.

SIGNIFICANT SERVICE AND LEADERSHIP

- | | |
|--------|---|
| Member | <i>Indiana State University Strategic Enrollment Management Council, 2018</i>
Committee to oversee an inclusive University-wide strategic enrollment plan and process. |
| Lead | <i>Academic Affairs Cost of Instruction Initiative, 2018</i>
Initiated program to calculate instructional costs to identify revenue and margin growth opportunities among university academic programs. |
| Member | <i>Indiana State University Strategic Planning Steering Committee, 2016</i>
Committee to manage process for developing new university strategic plan. |
| Member | <i>University Diversity Task Force, 2015</i>
Initiative to identify organizational changes needed to develop and extend a culture of inclusive excellence at Indiana State University. |
| Chair | <i>NCAA Accreditation Taskforce (Governance Subcommittee), 2010-2011</i> |
| Member | <i>University Honors Taskforce, 2010-2011</i>
Initiative to determine characteristics of world-class honors programs, and how such information could be used in program redesign. |

SIGNIFICANT SERVICE AND LEADERSHIP (Continued)

<u>Member</u>	<i>President's Smoke-Free Campus Implementation Task Force, 2007-2008</i> <u>Initiative to develop fair policies and procedures for developing a smoke-free campus community.</u>
Chair	<i>Governance Reorganization Task Force, 2004</i> Initiative to write a new university senate constitution including necessary standing committees and related by-laws.
Chair	<i>Chair, University Position Evaluation and Review Committee, 1995-2005</i> Reviewed all university job evaluation appeals
Chair	<i>North Central Accreditation Self-Study: Task Force on Organizational Structure, 2001</i>
Chair	<i>"Means by Which" Committee, 2000</i> Committee to determine the process by which the governing body could redefine itself under a new organizational configuration.

ACADEMIC POSITIONS

Professor	Indiana State University	2012 - Present
Professor	Ball State University	2008 - 2012
Associate Professor	Ball State University	1996-2008
Assistant Professor	Ball State University	1988-1996

SERVICE (Breadth and Depth of Community and Higher Education Experience)

Community Service:

President (2017-2018), Terre Haute Rotary Club
Rotary International (2003-Present)
Guys Who Give – Vigo County (2017-Present)
Terre Haute Chamber of Commerce Board (2012-2015)
Energize-ECI Advisory Board (2006-2012)
Account Executive, United Way of Delaware County (2003, 2004, 2005)
Member, Kiwanis Club (1994-1999)
Vice President, Kiwanis (1996)
Advisory Board, Young Life of Delaware County (1992-1997)
Treasurer, Young Life of Delaware County (1996-1997)

University Service:

University Enrollment Management Council (2018 – present)
University Day of Giving Planning Committee (2018 - present)
Vice Provost for Enrollment Management Search Committee (2018 - present)
Associate Vice President for Development Search Committee (2017)
Chair, Bayh College of Education Dean Search Committee (2017)

University Service (Continued)

Member, University Strategic Planning Steering Committee (2015-2016)
Chair, Executive Director for Career Services search (Spring 2016)
University Diversify Task Force (Indiana State) (2014-15)
Chair, Business Engagement Center Director Search Committee (Fall, 2014)
Chair, College of Technology Dean Search Committee (2013)
Provost Search Committee (Indiana State) (2012-2013)
Chair, NCAA Accreditation Taskforce (Governance Subcommittee) (2010-2011)
University Honors Taskforce (2010-2011)
Chair, Online Teaching Task Force (2010)
Chair, Ball State University Senate (2008-2009, 2009-2010)
Chair, Ball State University United Way Campaign (2007-2008, 2008-2010)
Chair, Ball State Senate Agenda Committee (2008-2009, 2009-2010)
President's Smoke-Free Campus Implementation Task Force (2007-2008)
Chair, Faculty Council (2007-2008)
Faculty Council Agenda Committee (2007-2008)
Ex-Officio, University Council (2007-2008)
Ex-Officio, Campus Council (2007-2008)
Provost Search Committee (Ball State) (2005-2006)
University Senate Agenda Committee (1998-2000, 2004-2005, 2007-2008)
Chair, Senate Judicial Committee (1999, 2002)
Governance Reorganization Task Force (2004)
Chair, Senate Financial and Budgetary Affairs Committee (2001-2004)
Member, Senate Governance Committee (numerous)
Provost's Prize Selection Committee (1996-2012)
Chair, University Position Evaluation and Review Committee (1995-2005)
University Senate (1993-1998, 1999-2004, 2007-2010)
Chair, North Central Accreditation Self-Study: Task Force on Organizational Structure. (2001)
Chair, "Means by Which" Committee - committee to assess reorganization of University Senate. (2000)
Presidential Search Committee (Ball State) (1999)
Vice-Chair University Senate (1999)
Chair, Senate Governance Committee (1998-1999)
Chair, Facilities Management and Planning Committee (1996, 1999)
University Teaching Professor Selection Committee (1996)
Chair, Research Committee of the Professional Development for Faculty Task Force (1994)

AWARDS AND RECOGNITION

Fall 2017	2017 MidAmerican Business Deans Association <i>Innovation in Business Award</i> for "Meis Student Development Center" Scott College of Business, Indiana State University
Fall 2106	Terre Haute Chamber of Commerce recognition for outstanding service
July 2015	Indiana Small Business Development Center Network Partner of the Year
August 1994	1994-1995 Ball State University Teaching Professor
October 2002	<i>Who's Who Among America's Teachers</i>
October 1996	<i>Who's Who Among America's Teachers</i>
1990-2001	Dean's Outstanding Teaching Award (9 times)
1990 - 1991	Nominee, <i>Ball State's Finest</i> , Student Association and the Provost Office.
August 1993	Recognized as chapter advisor for the 1992/93 Sigma Iota Epsilon National Chapter of Year.
August, 1996	Special Merit Award (PROJECT INNOVATION)

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**RESOLUTION OF AWARDANCE OF THE
PRESIDENT'S LEADERSHIP MERIT AWARD**

WHEREAS, University policy 3356-7-28, President's Leadership Merit Award provides that the president may recognize an executive or administrative officer who has made a distinctive contribution to the university's mission and ideals beyond the performance of one's regular duties; and

WHEREAS, Katrena S. Davidson has in her role as the university's controller continually demonstrated characteristics consistent with the President's Leadership Merit Award, effectively leading critical administrative areas that include Payroll, Grants Accounting, Procurement Services, Accounts Payable, Travel Services and General Accounting; and

WHEREAS, Ms. Davidson's has performed multifaceted duties as Controller with exceptional professionalism, leading, managing and coordinating the university's external audit processes, including audits related to federal programs, the NCAA and the WYSU Radio Station; and

WHEREAS, as a direct result of Ms. Davidson's leadership, the university has received high marks from external auditors who have consistently produced audits absent of findings regarding material weaknesses or deficiencies in the university's internal controls; and

WHEREAS, under Ms. Davidson's leadership the university's audited financial statements have been prepared in such a way as to exemplify compliance with various audit timelines and accounting principles, as well as compliance with myriad state and federal regulations; and

WHEREAS, Ms. Davidson's leadership has minimized compliance risk facing the university, and ensured that the university's financial statements are accurately presented, thereby providing a solid basis for the university's overall financial health and budgetary planning; and

WHEREAS, Ms. Davison routinely works extra hours, often staying late and working on weekends and holidays to keep pace with her heavy and mission-critical workload, while always displaying a pleasant disposition in the workplace and pride in the university; and

WHEREAS, feedback from the campus community regarding Ms. Davidson's responsiveness and performance is universally positive, underscoring her commitment to customer service and professionalism.

NOW, THEREFORE, BE IT RESOLVED, that the President awards Ms. Katrena S. Davidson the President's Leadership Merit Award for her stellar leadership of critical administrative functions and departments.

BE IT RESOLVED, that the Board of Trustees of Youngstown State University congratulates Ms. Davidson in receiving this special university award and expresses special gratitude for her hard work and dedication; and

BE IT FURTHER RESOLVED, that a copy of this Resolution be furnished to Ms. Davidson.

3356-7-28 President's leadership merit awards.

Responsible Division/Office: Office of the President
Responsible Officer: President and AVP for University Relations
Revision History: December 1998; October 2010; March 2018
Board Committee: University Affairs
Effective Date: March 15, 2018
Next Review: 2023

- (A) Policy statement. Youngstown state university (“university”), through its president, recognizes executive and administrative officers that have made distinctive contributions to the university’s mission and ideals beyond the regular performance of duties and responsibilities.
- (B) Scope. This policy applies to executive and administrative level officers of the university as defined in rules 3356-9-01 and 3356-9-02 of the Administrative Code (corresponding university policies 3356-9-01, “Selection and evaluation of executive level officers of the university” and 3356-9-02, “Selection and annual evaluation of administrative officers of the university,” respectively). This policy excludes the president of the university, who is ineligible to receive the presidential award.
- (C) Parameters.
- (1) In order to be eligible, an executive or administrative officer must be a current full-time employee who has worked at the university for at least two consecutive years, not including temporary employment.
 - (2) Prior winners may not be considered for the award more than every five years.
 - (3) Award recipients will have made a distinctive contribution to the university in one or more of the following areas:
 - (a) Service
 - (b) Innovation

- (c) Teamwork/collaboration
 - (d) Leadership
 - (e) Student success
- (4) Leadership merit award(s) for outstanding service and commitment to the university is typically announced during the regular June meeting of the board of trustees but may be announced at any other regular board of trustee's meeting.
- (5) The leadership award allows the president to utilize an annual stipend of up to three thousand dollars to recognize executive and administrative officers.
- (D) Procedure.
- (1) The president may select an executive or administrative officer(s) of the university to receive this award.
 - (2) Prior to making the award, the president will provide the names of the recipient(s) to the board of trustees.



**YOUNGSTOWN
STATE
UNIVERSITY**

**RESOLUTION TO AUTHORIZE CONFERRAL OF EMERITUS STATUS
FOR ADMINISTRATORS AND FACULTY**

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

WHEREAS, in accordance with University Policy 3356-7-17, Emeritus status for faculty and excluded professional/administrative staff and APAS, this resolutions nominates three recently retired and two recently deceased faculty members for Faculty Emeritus status, and seven recently retired and one recently deceased administrators for Administrator Emeritus status, and

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby authorize that those faculty and professional/administrative staff members listed in Exhibit A1 and A2 attached hereto respectively, are hereby granted the emeritus title designed thereon.

**Board of Trustees Meeting
June 6, 2019
YR 2019-**

**3356-7-17 Emeritus status for faculty and excluded professional/
administrative staff and APAS.**

Responsible Division/Office: Human Resources
Responsible Officer: VP for Legal Affairs and Human Resources
Revision History: November 1997; October 2010; September 2015
Board Committee: University Affairs
Effective Date: September 24, 2015
Revision(s): September 2016; May 2018
Next Review: 2020

- (A) Policy statement. The university may confer the title “emeritus” upon retired faculty and professional/administrative staff members who have given long and meritorious service.
- (B) Definition. The designation “faculty emeritus” or “administrator emeritus” is an honorary title conferred upon the retirement or death of faculty or staff members in recognition of extended meritorious service.
- (C) Procedures.
- (1) Emeritus status and president emeritus status is conferred upon retirement or death. Emeritus status provides an honorary title of either administrator emeritus or faculty emeritus, as well as the benefits set forth in this policy.
 - (2) Names of individuals and the information set forth in paragraph (C)(3) of this policy recommended for the conferral of emeritus status are forwarded on the “Emeritus Status Recommendation” form from the retiring department or unit to the dean and provost or executive director and president. In the event of retirement or death of the university president, his/her name is forwarded to the board of trustees for approval. Emeritus status would be conferred and presented at the spring meeting of the board of trustees.
 - (3) Nomination of an individual to be considered for the conferral of emeritus status should be based upon the following factors: length of service (typically totaling more than ten years); the overall quality of that service; the contribution to the university; and the

service to society beyond the university community.

- (4) The vice president or provost forwards names of individuals nominated to the president who may recommend emeritus status be conferred and presented at the spring meeting of the board of trustees.
- (5) Those retirees achieving emeritus status are granted the following privileges: full library privileges; email services; university identification card; opportunity to secure parking consistent with current university procedures; and the same educational benefits that are available to currently employed faculty or staff at the time of application. (See university policy 3356-7-31, "Fringe benefits, excluded professional/administrative employees fee remission program.")
- (6) Those retirees achieving emeritus status also have the opportunity to: purchase reserved seats to intercollegiate athletic contests and performing arts events; utilize designated recreational facilities and wellness programs; attend certain alumni and university events, e.g., homecoming events, holiday breakfast, commencement, and honors convocation, and join the Youngstown state university retirees association.
- (7) Retirees that attain emeritus status also have the opportunity to select one of two parking options. They may purchase a permit for designated lots or may choose to receive a free parking permit at the discretion of the university based upon availability.
- (8) Those bargaining unit member retirees achieving emeritus status are granted the benefits in accordance with their collective bargaining agreement as well as any additional benefits provided herein.

FACULTY RECEIVING EMERITUS STATUS

(Board of Trustees Meeting June 5, 2019)

NAME	TITLE	YEARS of SERVICE	STATUS
Raymond Beiersdorfer	Professor Geological & Environmental Sciences	25	Faculty Emeritus <i>(posthumously)</i>
Johanna Krontiris-Litowitz	Professor Biological Sciences	31	Faculty Emeritus
Kathleen Mumaw	Assistant Professor Accounting & Finance	14	Faculty Emeritus
Guy Shebat	Senior Lecturer English	10	Faculty Emeritus <i>(posthumously)</i>
Fran Wolf	Professor Accounting & Finance	23	Faculty Emeritus

ADMINISTRATIVE STAFF RECEIVING EMERITUS STATUS

(Board of Trustees Meeting June 5, 2019)

NAME	TITLE	YEARS of SERVICE	STATUS
Mary Lou DiPillo	Associate Dean Dean's Office – BCOE	26	Administrator Emeritus
Christina Hardy	Director Career & Academic Advising	14	Administrator Emeritus
Cynthia Hixenbaugh	Assistant Editor Marketing & Communications	10	Administrator Emeritus
Sylvia Imler	Associate Vice President Multicultural Affairs	15	Administrator Emeritus
Barbara Krauss	Fine Arts/News Announcer & Producer WYSU-FM	42	Administrator Emeritus <i>(posthumously)</i>
Richard Marsico	Director IT Application Services	38	Administrator Emeritus
Mary Ellen Munroe	Coordinator, Graduate Admissions Dean's Office – College of Graduate Studies	21	Administrator Emeritus



**RESOLUTION REGARDING TERMS AND CONDITIONS FOR
CLASSIFIED LAW ENFORCEMENT EMPLOYEES EXCLUDED FROM
COLLECTIVE BARGAINING**

WHEREAS, the Board of Trustees ratified a collective bargaining Agreement with the Fraternal Order of Police, Ohio Labor Council, Inc., (F.O.P.) for the three-year period July 1, 2018 through June 30, 2021, which defines wages and other terms and conditions of employment for classified employees in the bargaining unit; and

WHEREAS, it is deemed to be equitable and in the best interest of the University to extend some of the provisions of the Agreement to classified law enforcement employees excluded from collective bargaining (Lieutenants); and

WHEREAS, those provisions are in the areas of pay, insurance, overtime compensation, holidays, vacation, leaves, uniforms and equipment, retirement, instructional fee remission and miscellaneous benefits.

NOW, THEREFORE, BE IT RESOLVED, by the Board of Trustees of Youngstown State University, that the following F.O.P. collective bargaining agreement articles and/or sections be extended to classified law enforcement employees who are excluded from collective bargaining: Article 4 (Pay); Article 5 (Insurance); Article 14 (Overtime), excluding Section 14.3; Article 15 (Holidays); Article 19 (Vacation) except to the extent it is inconsistent with ORC Sections 9.44 and 124.131 regarding the computation of prior service credit; Article 22 (Uniforms and Equipment); Article 25 (Retirement); Article 26 (Miscellaneous), excluding Section 26.4; and Article 31 (Instructional Fee Remission).

**Board of Trustees Meeting
June 6, 2019
YR 2019-**



**RESOLUTION TO RATIFY
PERSONNEL ACTIONS**

WHEREAS, the *Policies of the Board of Trustees* authorize the President to manage the University, including appointing such employees as are necessary to effectively carry out the operation of the University and any other necessary personnel actions; and

WHEREAS, new appointments and other personnel actions have been made subsequent to the March 7, 2019, 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
1/16/19 through 4/15/19

Appointments – 5

New Positions – 1 *(Notated with an asterisk *)*

- Professional Administrative Externally Funded – 1

Replacement Positions – 4

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

Separations – 12

- Professional Administrative Staff – 9
- Professional Administrative Excluded – 2
- Professional Administrative Externally Funded – 1

Reclassifications/Position Adjustments – 4

- Professional Administrative Staff – 2
- Professional Administrative Excluded – 2

Promotions – 3

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

Salary Adjustments – 1

- Professional Administrative Staff – 1

Multi-Year Appointments – 1

- Professional Administrative Excluded – 1

**YOUNGSTOWN STATE UNIVERSITY
PROFESSIONAL ADMINISTRATIVE AND FACULTY
PERSONNEL ACTIONS 1/16/19 THROUGH 4/15/19
APPOINTMENTS**

EMPLOYEE NAME	EMPLOYEE		DEPARTMENT	CONTRACT/ APPOINTMENT		
	TYPE	POSITION TITLE		DATES	FTE	SALARY
Dhole, Abhishek	APAS	Research Analyst	Institutional Research & Analytics	3/11/2019	1.00	\$ 58,000.00
Thompson, Kimberly	APAS	Counselor Financial Aid	Financial Aid and Scholarships	1/16/2019	1.00	\$ 33,000.00
Van slambrouck, Severine	Excluded	Director	Office of Research Services	2/1/2019	1.00	\$ 100,000.00
Bandy, Holly*	Externally Funded	Research Evaluation Associate	Ctr for Human Services Dev	2/1/2019	0.80	\$ 39,200.00
Stout, Lauren	Externally Funded	Instruction Specialist	Rich Center for Autism	2/19/2019	1.00	\$ 21,175.00
<i>*New Positions</i>						

**YOUNGSTOWN STATE UNIVERSITY
PROFESSIONAL ADMINISTRATIVE AND FACULTY
PERSONNEL ACTIONS 1/16/19 THROUGH 4/15/19
SEPARATIONS**

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	DATE OF SEPARATION	FTE	SALARY
Best, Heather	APAS	Temporary Coordinator	College Access and Transition	2/28/2019	0.50	\$ 21,028.00
Draper, Richard	APAS	Database Administrator	IT Application Services	3/15/2019	1.00	\$ 84,840.00
Krauss, Barbara	APAS	Fine Arts and News Announcer	WYSU - FM	2/15/2019	1.00	\$ 58,612.60
Phillips, Jennifer	APAS	Housing Coordinator	Housing & Residence Life	3/28/2019	1.00	\$ 34,340.00
Pruzinsky, Jennifer	APAS	Program Coordinator	College Access and Transition	3/13/2019	1.00	\$ 48,529.00
Solomon, Anastasia	APAS	Assistant Dir Diversity Programs	Student Activities	3/28/2019	1.00	\$ 42,000.00
Suverison, Brandon	APAS	Network Engineer	IT Infrastructure Services	2/22/2019	1.00	\$ 70,700.00
Taraszewski, Stephen	APAS	Senior Inst Research Analyst	Institutional Research & Analytics	3/15/2019	1.00	\$ 73,772.62
Young, Gary	APAS	Project Manager	IT Application Services	4/11/2019	1.00	\$ 75,750.00
Gampo, Sarah	Excluded	Director, Internal Aud Risk Mgmt	Internal Audit	3/6/2019	1.00	\$ 77,265.00
Swegan, Gary	Excluded	Assoc VP Enrollment and Mgmt	Enrollment Management	3/31/2019	1.00	\$ 141,905.00
Kelly, Jonathan	Externally Funded	Associate Director AMRC	Mech Ind & Manufacturing Engineering	1/21/2019	1.00	\$ 70,700.00

**YOUNGSTOWN STATE UNIVERSITY
PROFESSIONAL ADMINISTRATIVE AND FACULTY
PERSONNEL ACTIONS 1/16/19 THROUGH 4/15/19
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 Peng Svc Ctr/ Counselor Student One Stop	Registration & Records	9/1/2018	1.00	\$ 36,593.00	\$ 32,643.20
Phillips, Desja	APAS	Temporary Academic Advisor 1	Dean - Health & Human Services	3/1/2019	0.50	\$ 16,169.00	\$ 16,169.00
Cohol, Marianne	Excluded	Director IT App PMO Services/ Assoc Director Bus Project Office	Chief Information Officer	4/1/2019	1.00	\$ 111,655.50	\$ 101,505.50
Reichert, Lisa	Excluded	Associate Controller & Director Payroll Operations/ Associate Controller	Controller's Office	2/1/2019	1.00	\$ 88,689.62	\$ 84,466.30

**YOUNGSTOWN STATE UNIVERSITY
PROFESSIONAL ADMINISTRATIVE AND FACULTY
PERSONNEL ACTIONS 1/16/19 THROUGH 4/15/19
PROMOTIONS**

EMPLOYEE NAME	EMPLOYEE TYPE	NEW POSITION TITLE/ OLD POSITION TITLE	NEW DEPARTMENT/ OLD DEPARTMENT	CONTRACT APPT. DATES	FTE	NEW SALARY	PREVIOUS SALARY
Chill, Jessica	Excluded	Interim Director/ Assistant Director	Distance Learning	2/1/2019	1.00	\$ 51,000.00	\$ 40,405.05
Edwards, Justin	Excluded	Director/ Coordinator Career Management	Career and Academic Advising	2/16/2019	1.00	\$ 62,000.00	\$ 43,194.67
Marchionda, Dominic	Externally Funded	Associate Director/ City Univ Planning Coordinator	Ctr for Urban & Regional Studies	3/16/2019	1.00	\$ 68,000.00	\$ 50,439.40

**YOUNGSTOWN STATE UNIVERSITY
PROFESSIONAL ADMINISTRATIVE AND FACULTY
PERSONNEL ACTIONS 1/16/19 THROUGH 4/15/19
SALARY ADJUSTMENTS**

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	CONTRACT/ APPOINTMENT DATES	NEW FTE	NEW SALARY	OLD FTE	PREVIOUS SALARY
Scott, Brenda	APAS	Temporary Program Coordinator	College Access and Transition	3/16/2019	1.00	\$ 43,800.00	0.50	\$ 21,028.00

**YOUNGSTOWN STATE UNIVERSITY
PROFESSIONAL ADMINISTRATIVE AND FACULTY
PERSONNEL ACTIONS 1/16/19 THROUGH 4/15/19
MULTI-YEAR APPOINTMENTS**

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	CONTRACT/ APPOINTMENT DATES	FTE	ANNUAL SALARY
Smith, Brien	Excluded	Provost & VP Academic Affairs	Provost & VP Academic Affairs	6/6/2019 (1 of 3)	1.00	\$ 235,000.00

Minorities and Women AAP:

- **Placement Goals** – This section shows if any of your job groups are underutilized in minorities or females when comparing the availability to the current employment percentages. There were areas of underutilization identified and placement goals set for the following job groups:
 - 1C - Directors & Chairs – minorities (2018 & 2019)
 - 2D - Instructor – minorities (2018); females (2019)
 - 2E - Other Lecturer/Teaching Staff (new category) – minorities/females (2019)
 - 3A - Academic Professionals – minorities (2018)
Academic Advisors, Career Coaches, Mentors, Instruction Specialists, etc.
 - 3C - Athletic Professionals – females (2018 & 2019)
 - 5B - Technicians/Elec/Data Process – females (2019)
 - 7B - Service/Maintenance – females (2019)
- **Progress to 2018 Goals** – This section shows if progress was made towards job groups with placement goals identified in the previous year's AAP through hires or promotions into job groups throughout the previous plan year. Progress was made toward four placement goals from the 2018 plan (1C, 2D, 3A, 3C); however, there were two job groups where no progress was made (5B and 7B no females hires/promotions).

Veterans and Disabled AAPS (2019 Data):

- **Protected Veterans Data Collection** – This document includes information pertaining to applicants, job openings and the number of Protected Veterans who have applied and been hired to your openings. 8.40% of applicants identified as protected veterans.
- **Protected Veterans Benchmarks for Hiring** – This report compares hires made in the previous year to the national percentage of veterans, 6.4% (published by the Office of Federal Contract Compliance Programs-OFCCP). There were 6 veterans hired for a 1.94% hiring rate which fell short of the 6.4% benchmark.
- **Individuals with Disabilities Data Collection** – This document includes information pertaining to applicants, job openings and the number of Individuals with disabilities who have applied and been hired to openings. 2.27% of applicants self-id as individuals with a disability.
- **Individuals with Disabilities Utilization Analysis** – This report compare YSU's current incumbency rate of individuals with disabilities to the OFCCP established utilization goal of 7% employment of individuals with disabilities for each job group. No employees were listed as individuals with disabilities; therefore, no job groups met the 7% disability utilization goal.

Strategies/Initiatives to address AAP goals:

- Utilize job postings sites tailored to underutilized groups (Ex. <https://diversityjobs.com/c/>, <https://vetjobs.com/>, <https://www.pdnrecruits.com/>, www.HBCUConnect.com).

- Institutional-wide approach for outreach and recruitment efforts (Human Resources, EEO, Academics/ Assistant Provost for Diversity & Inclusion) and to market YSU to prospective employees.
- Adding active recruitment strategies to recruitment practices:
 - Outreach to Historically Black Colleges and Universities and national professional organizations (NSBE, NMBBAA, etc.) to promote job openings and opportunities at Youngstown State University.

DRAFT