



Board of Trustees Committee Meetings - DECEMBER 11, 2024 Minutes
Youngstown State University - Board of Trustees
12/11/2024 10:00 AMEST @ Board Meeting Room, 1st Floor, Tod Hall

MEETING MATERIALS ARE IN THE SUPPLEMENTAL SECTION OF THIS DOCUMENT

Attendance

Present:

Members: Natalie Dando, Sergul Erzurum, Richard Fryda, Charles T. George, Allen L. Ryan, Jr., J.D., Bill Johnson, Joseph J. Kerola, Jocelyne Linsalata, Laura Lyden, Anita A. Hackstedde, M.D., Zane Perrico, Michael A. Peterson, Eric Spiegel, Sterling Williams

Guests: Kevin Ball, Joy Polkabila Byers, Michelle DiLullo, Timothy Harrington, Steve Hoffmaster, John Hyden, Holly Jacobs, Sarah Keeler, Nicole Kent-Strollo, Dana Lantz, Jennifer Lewis-Aey, Neal McNally, Ross Miltner, Ross Morrone, Jennifer Pintar, Mike Sherman

I. Meeting Schedule and Committee Listing

BOT Meeting Schedule December 2024.pdf

II. INVESTMENT COMMITTEE

Laura A. Lyden, Chair

Charles T. George, Vice Chair

All Trustees are Members

A. Disposition of the Minutes for the Previous Meeting

Minutes were approved as presented.

B. Old Business

C. Committee Items

1. Investment Discussion Item

a. December 11, 2024 Quarterly Portfolio Asset Allocation and Investment Performance Review (Presenters: John Colla, Clearstead)

As part of the quarterly portfolio asset allocation and investment performance review, Colla discussed the strong performance of various market sectors, including small cap stocks, which had their best months ever in July and November. Fixed income also performed well. GDP growth is above 3%, unemployment is low, and inflation remains high. The Federal Reserve is expected to

cut rates by 0.25% for the fourth time this year. Consumer sentiment remains high, and markets rallied in November. Total non-endowment assets returned 4.1% for the quarter and 9% year-to-date. The portfolio was reallocated to increase equities and intermediate term fixed income.

 Clearstead report - December 11, 2024 (FINAL).pdf

2. Background Materials

- a. No material this quarter.

D. New Business

E. Adjournment

III. AUDIT SUBCOMMITTEE

Richard C. Fryda, Chair

Sergul A. Erzurum, Vice Chair

Anita A. Hackstedde

Joseph J. Kerola

Sterling A. Williams

- A. Disposition of the Minutes for the Previous Meeting

Minutes were approved as presented.

- B. Old Business

- C. Committee Items

1. Audit Discussion Items

- a. Required Communication with the Board of Trustees (Presenters: Plante & Moran, PLLC)

Keith Martinez, the engagement partner, and Sydney Covelli, senior manager, both from Plante Moran indicated that they have been involved for all five years of the contract. Martinez noted that the audit process has proceeded smoothly each year and expressed appreciation for the strong working relationship with the university. The report includes required communications dictated by audit standards, as well as key highlights from the overall audit process.

The audit resulted in an unmodified (clean) opinion, the highest level of assurance. A clean opinion was issued for both the university's financial statements and the major federal program audit (single audit). Importantly, a clean opinion was submitted to the Auditor of State.

The Government Auditing Standards Letter addresses internal controls over financial reporting and compliance. The audit team's responsibilities included reviewing the internal control environment, testing compliance with laws, regulations, contracts, and grants, and providing reasonable (but not absolute) assurance that the financial statements are free of material misstatement.

New and Upcoming Accounting Standards were discussed, including GASB 100, which was implemented in fiscal year 2024 and primarily impacts the disclosure of the new scholarship allowance method. Looking ahead, GASB 101 will be implemented in fiscal year 2025, impacting the estimation of liabilities for unused leave when employees leave the university. Management is proactively preparing for this change.

Regarding management judgments and accounting estimates, the most significant estimate relates to pension and OPEB liabilities (STRS and OPERS). No auditor-identified adjustments were found, though one past adjustment related to the classification of the Penguin Club as a discretely presented component unit was noted but deemed immaterial. There were no disagreements with management and no consultations with other accountants.

The Student Financial Assistance Cluster was the primary federal program tested, as it is the most significant for universities and requires annual review. A high volume of samples was tested for compliance with federal regulations. Two errors were identified in a sample of 40, though they were not material. No questioned costs or improper fund usage were found, and management's corrective action plan was reviewed and accepted.

The audit process was successful, and the audit team appreciates the cooperation and working relationship with the university. The audit team remains available for any further discussion or questions.

A private audit conference with representatives from Plante Moran and only members of the Board occurred from about 10:25 a.m. until about 10:35 a.m.

 Plante Moran - Required Communication with the BOT - Dec. 2024.pdf

- b. FY25 First Quarter Internal Audit Plan Update (Presenters: Michelle DiLullo, Staff Auditor)

Michelle Dilullo presented the quarterly internal audit plan update, detailing the hours spent on various audits. The inventory control audit was completed, and recommendations will be added to the open audit matrix.

 Quarterly Audit Plan Update FY25Q1.pdf

- c. Audit Matrix Open Audit Recommendations Update (Presenters: Michelle DiLullo, Staff Auditor)

DiLullo noted that there is follow-up on a regular basis with the areas previously audited to assure that changes in protocols, procedures, and practices are implemented. Some recommendations take longer than others to implement, but there is follow-up on a quarterly basis.

 Audit Recommendations Status FY25Q1.pdf

- d. Inventory Control Audit Report (Presenters: Michelle DiLullo, Staff Auditor)

The open audit recommendation status matrix is updated, with facilities and building access recommendations pending validation. DiLullo emphasized the importance of following up on audit recommendations to ensure progress is being made.

 Inventory Control Audit Report - final Dec. 2024.pdf

- e. Audited Financial Report for Fiscal Years 2024 and 2023 (Presenters: Neal McNally, Vice President for Finance and Business Operations, Steve Hoffmaster, Associate Vice President for Finance and Controller)

The university's audited financial report for fiscal years 2024 and 2023, including the audited financial statements and schedule was discussed. It was shared that the summary audit results indicate no material weaknesses, deficiencies, or issues of non-compliance, with one deficiency related to awarding of federal aid. Consequently, the university was designated a low-risk auditee, and the financial aid office has implemented a new procedure to resolve the issue.

 Audited Financial Report Transmittal Letter - Final.pdf

 Audited Financial Report for Fiscal Years 2024 and 2023.pdf

- f. Ohio Senate Bill 6 Financial Ratio Analysis for Fiscal Year 2024
(Presenters: Neal McNally, Vice President for Finance and Business Operations)

McNally explained the Senate Bill 6 ratio calculation, which assesses the university's financial performance. He shared that the university's overall Senate Bill 6 score is 3.8, which is better than the previous year's score of 3.7. The report highlights the importance of maintaining a strong primary reserve ratio to meet state requirements and ensure financial stability.

 SB6 dashboard_FY24.pdf

2. Action Items

- a. Resolution to Renew and Amend the Internal Audit Charter
(Presenters: Sarah Gampo, Director of Internal Audit at Kent State University)

The committee reviewed updates to the Internal Audit Charter, which aligns the university's internal audit function with the newly revised Global Internal Audit Standards issued by the Institute of Internal Auditors. These updated standards, taking effect in January, emphasize best practices and reinforce internal audit's authority, roles, and responsibilities. A key addition is the "mandate" section, which clarifies that internal audit's authority stems from the Board of Trustees through the Audit Subcommittee, ensuring access to necessary resources and oversight. Another new concept introduced is "essential conditions," which highlights the importance of ongoing communication between internal audit, senior management, and the subcommittee.

Following the Internal Audit Charter review, the committee also examined the Audit Subcommittee Charter to ensure alignment with the new standards. The primary update involved incorporating the internal audit mandate terminology under the subcommittee's oversight responsibilities. Additionally, a structural revision was made to correct a numbering inconsistency related to the Investment Committee membership, aligning the charter with previously updated bylaws.

With these updates, the university reaffirms its commitment to transparency, accountability, and strong governance in its internal audit processes.

 Resolution to Renew and Amend the Internal Audit Charter.pdf

 YSU Internal Audit Charter - Redline Dec. 2024.pdf

Motion:

Motion to approve the Resolution.

Motion moved by Anita A. Hackstedde, M.D. and motion seconded by Sergul Erzurum. Passed unanimously.

- b. Resolution to Renew and Amend the Audit Subcommittee Charter (Presenters: Sarah Gampo, Director of Internal Audit at Kent State University)

 Resolution to Renew and Amend the Audit Subcommittee Charter.pdf

 Audit Subcommittee Charter - Redlined Dec. 2024.pdf

 Audit Subcommittee Charter - Clean Dec. 2024.pdf

Motion:

Motion to approve the Resolution.

Motion moved by Anita A. Hackstedde, M.D. and motion seconded by Sterling Williams. Passed unanimously.

3. Background Materials

- a. No material this quarter.

D. New Business

E. Adjournment

IV. GOVERNANCE COMMITTEE

Michael A. Peterson, Chair

Charles T. George, Vice Chair

All Trustees Are Members

A. Disposition of the Minutes for the Previous Meeting

Minutes were approved as presented.

B. Old Business

C. Committee Items

1. Governance Action Item

2. Governance Discussion Items

- a. Academic Master Plan and Strategic Enrollment Plan Update
(Presenters: Jennifer Pintar, Ross Morrone, Mike Sherman)

Sherman provided an overview of the strategic enrollment plan, emphasizing the importance of interconnected initiatives for student success. He shared that the plan includes a student search campaign, search engine optimization, academic program analysis, and enrollment projection modeling. The family/parent portal was highlighted as a significant addition, connecting directly with parents to influence student decisions. The use of data to inform decisions and actions, which is crucial for student success, such as the student retention predictor and college student inventory was discussed. Morrone discussed the university's marketing and enrollment strategies, including Google ads, search engine optimization, and social media. He shared that the university has seen significant success with Google ads, with over 38 billion impressions and 1.5 million clicks. Morrone also shared the importance of targeting specific markets, such as international students and underrepresented audiences. The university's marketing budget is \$1.7 million, and efforts are being made to expand into larger markets while maintaining a strong presence in Youngstown.

 Integration of Academic Master Plan with Strategic Enrollment Plan.pdf

- b. Updating the Plan for Strategic Actions to Take Charge of Our Future: Converging the 2024 State of the University and the State of Academic Affairs addresses by President Johnson and Provost and Vice President Pintar (Presenters: Bill Johnson, Jennifer Pintar)

Pintar presented the updated strategic action plan, highlighting key changes and updates. She shared that the plan includes goals such as improving the student experience, increasing enrollment, and integrating with businesses and industries. Pintar added that the importance of transparency and accountability in faculty engagement is emphasized. The plan aligns with national trends and expert recommendations for higher education, focusing on experiential learning and student success.

 Perspectives on Higher Education in Consideration of Updating the Plan for Strategic Actions to Take Charge of Our Future.pdf

 Plan for Strategic Actions to Take Charge of Our Future UPDATE for Discussion for Endorsement December 2024.pdf

 Resolution Renewing the Plan December 2024.pdf

- c. Senate Sponsored Trustees Conference, October 7, 2024 - Note from the Conference

 Senate Sponsored Trustees Conference Notes, October 7, 2024.pdf

- d. 2025 Board Meeting Schedule

 2025 BOT Schedule as of 11-18-24.pdf

D. New Business

1. Revision to the Bylaws of the Board of Trustees

The Governance Committee discussed suggested adjustments to the bylaws regarding the appointment of global national trustees. It is recommended an adjustment be made so the Board has the authority to make exceptions to the guidelines for appointing global national trustees.

 Redline Adjustment to BOT Bylaws to clarify criteria related to Global/National Trustee.pdf

 Resolution to Amend Board Bylaws for March 2025 BOT meeting as second reading.pdf

Motion:

Motion to approve the proposed amendment to the Board Bylaws. First reading and vote.

Motion moved by Charles T. George and motion seconded by Anita A. Hackstedde, M.D. Passed unanimously.

E. Background Materials

- 1. No material this quarter.

F. Adjournment

V. Break for Lunch

VI. INTERCOLLEGIATE ATHLETICS COMMITTEE

Joseph J. Kerola, Chair

Richard C. Fryda, Vice Chair

All Trustees are Members

A. Disposition of the Minutes for the Previous Meeting

Minutes were approved as presented.

B. Old Business

C. Committee Items

1. Intercollegiate Athletics Discussion Items

The meeting discussed the welfare of student athletes, highlighting collaborations with Mercy Health WIC, NCAA mental health guidelines, and a new data analytics program. The Cleveland Clinic conducted 530 ECGs, flagging 11 athletes for further referrals. The NCAA settlement was reviewed, noting a \$40 million fundraising goal and a \$21 million current total.

a. Overview of Athletics Personnel Actions (Presenters: Ron Strollo, Director of Athletics)

 Board Summary - Athletics 10-15-2024.pdf

 Board Report - Athletics 10-15-2024.pdf

b. Performance Excellence Organization (Presenters: Nicole Kent-Strollo, Dean of Students & Ombudsperson, and Jen Tymkew, Associate Athletics Director)

Holistic Support for Student-Athlete Success

The university prioritizes comprehensive support for student-athletes, ensuring their health, academic success, and overall well-being through collaborative initiatives and specialized resources.

Health & Wellness

Through partnerships with Mercy Health WIC, the Cleveland Clinic, and NovaCare, student-athletes receive preventative screenings, medical care, and physical therapy to maintain peak performance. Mental health support is integrated into athletic programs, including mandatory screenings, access to counseling, and mental health first aid training for coaches and staff.

Academic & Performance Enhancement

The university leverages data analytics and compliance programs to track student-athlete performance, prevent injuries, and ensure academic success. The Game Plan platform delivers NCAA-mandated education, and collaborations with faculty and advisors help balance coursework and athletics.

Safe & Inclusive Support System

A structured care and reporting system ensures no student-athlete is overlooked, connecting them with medical, academic, and personal support. The Dean of Students Office provides a confidential space for student-athletes to seek guidance beyond their coaching staff.

Commitment to Continuous Improvement

With a focus on policy enhancements, expanded nutrition services, and advanced performance tracking, the university remains dedicated to evolving its student-athlete support system to foster long-term success both in sports and life.

 Performance Excellence Organization report - Dec. 2024.pdf

- c. Wellness and Performance Collaborations (Presenters: Nicole Kent-Strollo, Dean of Students & Ombudsperson, and Jen Tymkew, Associate Athletics Director)

 Wellness and Performance Collaborations report - Dec. 2024.pdf

- d. Department Enhancements and Risk Mitigations (Presenters: Nicole Kent-Strollo, Dean of Students & Ombudsperson, and Jen Tymkew, Associate Athletics Director)

 Department Enhancements and Risk Mitigations report - Dec. 2024.pdf

- e. Student-Athlete Centered Care and Wellness (Presenters: Nicole Kent-Strollo, Dean of Students & Ombudsperson, and Jen Tymkew, Associate Athletics Director)

 Student-Athlete Centered Care and Wellness report - Dec. 2024.pdf

- f. Student-Athlete Performance Enhancements (Presenters: Nicole Kent-Strollo, Dean of Students & Ombudsperson, and Jen Tymkew, Associate Athletics Director)

 Student-Athlete Performance Enhancements report - Dec. 2024.pdf

- g. Future Goals and Growth (Presenters: Nicole Kent-Strollo, Dean of Students & Ombudsperson, and Jen Tymkew, Associate Athletics Director)

 Future Goals & Growth report - Dec. 2024.pdf

- h. NCAA Updates (Presenters: Ross Miltner, Associate General Counsel)

Miltner provided an update on the NCAA settlement, including preliminary approval and the impact on college athletics. He shared the the settlement will affect roster limits and financial implications for schools, with most opting into the new model. The new model allows for more flexibility in allocating scholarships and managing rosters. Miltner also updated the board on NIL agreements and institutional strategies, explaining the new ability for institutions to sign NIL agreements with student athletes, previously prohibited by NCAA rules. The new model allows for more flexibility in managing NIL agreements, including the ability to sign students to term sheets. The university is considering the pros and cons of managing NIL agreements in-house versus working with third-party collectives. The potential impact of Title IX gender equity on NIL dollars is a major concern for institutions.

 NCAA Update - Roster Limits Dec. 2024.pdf

2. Background Materials

- a. No material this quarter.

D. New Business

E. Adjournment

VII. UNIVERSITY AFFAIRS COMMITTEE

Anita A. Hackstedde, Chair

Charles T. George, Vice Chair

All Trustees are Members

- A. Disposition of the Minutes for the Previous Meeting

Minutes were approved as presented.

- B. Old Business

- C. Committee Items

1. University Affairs Action Items

- a. Resolution to Approve Selection, Appointment, and Evaluation of Executive Officers, Administrative Officers, and Professional/Administrative Staff, Including Intercollegiate Athletic Coaches Policy, 3356-7-56 (Presenters: Jennifer Lewis-Aey, Executive Director and Chief Human Resources Officer)

-  Explanation sheet - Approve - policy 3356-7-56.pdf
-  Resolution to Approve - Selection, Appt. & Evaluation - Executive, Admin. officers, PA staff & Coaches policy.pdf
-  NEW 3356-7-56 Selection appointment and evaluation of Exec. & Admin. Officers, PA staff including Coaches.pdf
- b. Resolution to Rescind Hiring and Selection Process, Evaluation and Compensation for Intercollegiate Athletic Coaches Policy, 3356-7-36 (Presenters: Jennifer Lewis-Aey, Executive Director and Chief Human Resources Officer)
 -  Explanation sheet - Rescind - policy 3356-7-36.pdf
 -  Resolution to Rescind - Hiring, Selection, Evaluation & Compensation - Coaches policy.pdf
 -  RESCIND 3356-7-36 Hiring & Selection Process, Eval. & Compensation for Athletic Coaches.pdf
- c. Resolution to Rescind Selection, Appointment, and Evaluation of Professional/Administrative Staff Policy, 3356-7-42 (Presenters: Jennifer Lewis-Aey, Executive Director and Chief Human Resources Officer)
 -  Explanation sheet - Rescind - policy 3356-7-42.pdf
 -  Resolution to Rescind - Selection, Appointment, & Evaluation - PA staff policy.pdf
 -  RESCIND 3356-7-42 Selection, Appt. & Eval. of PA Staff.pdf
- d. Resolution to Rescind Selection, Appointment and Evaluation of Executive Officers Policy, 3356-9-01 (Presenters: Jennifer Lewis-Aey, Executive Director and Chief Human Resources Officer)
 -  Explanation sheet - Rescind - policy 3356-9-01.pdf
 -  Resolution to Rescind - Selection, Appointment & Evaluation - Executive Officers policy.pdf
 -  RESCIND 3356-9-01 Selection, Appt. & Eval. of Exec. Officers.pdf
- e. Resolution to Rescind Selection, Appointment, and Annual Evaluation of Administrative Officers Policy, 3356-9-02 (Presenters: Jennifer Lewis-Aey, Executive Director and Chief Human Resources Officer)
 -  Explanation sheet - Rescind - policy 3356-9-02.pdf

 Resolution to Rescind - Selection, Appointment & Annual Evaluation - Admin. Officers policy.pdf

 RESCIND 3356-9-02 Selection, Appt. & Eval. of Admin. Officers.pdf

Motion:

Resolutions associated with 1a to 1e were voted upon as a whole.

Motion moved by Charles T. George and motion seconded by Michael A. Peterson. Passed unanimously.

- f. Resolution to Modify and Retitle Search Waivers for Hiring of Faculty and Professional/Administrative Staff Policy, 3356-7-55 (Presenters: Jennifer Lewis-Aey, Executive Director and Chief Human Resources Officer)

 Explanation sheet - Modify - policy 3356-7-55.pdf

 Resolution to Modify & Retitle - Search Waivers for Hiring - Faculty & PA staff policy.pdf

 REDLINE 3356-7-55 Search Waivers for Hiring of Faculty and PA Staff.pdf

Motion:

Motion to approve Resolution.

Motion moved by Charles T. George and motion seconded by Michael A. Peterson. Passed unanimously.

2. University Affairs Executive Session

- a. Litigation (Presenters: Holly Jacobs, Vice President for Legal Affairs and Human Resources)

Trustee Peterson: I move that the Board enter Executive Session for the purposes of, " consideration of the appointment, employment, dismissal, discipline, promotion, demotion, or compensation of one or more public employees or officials (O.R.C. 121.22(G) (1)) and/or “conferring with legal counsel concerning one or more disputes involving Youngstown State University that are subject of pending or imminent court action (O.R.C. 121.22(G)(3).”

Trustee Hackstedde please conduct a roll-call vote and record the time-of-day entered into and exited from Executive Session.

1. Trustee Erzurum-yes
2. Trustee Fryda-yes
3. Trustee George-yes
4. Trustee Hackstedde - I am recording myself as yes
5. Trustee Kerola-yes
6. Trustee Lyden-yes
7. Trustee Peterson-yes
8. Trustee Ryan-yes
9. Trustee Williams-yes

Passed unanimously: Yes

Trustee Peterson: Please assure the appropriate steps are taken for Executive Session.

Time entered Executive Session: 12:02 p.m.

Time exited Executive Session: 12:35 p.m.

- b. Resolution to Approve the Appointment of the Vice President for Strategic Communications & Chief of Staff (Presenters: Bill Johnson, President)

 Resolution to Approve VP for Strategic Communications & Chief of Staff.pdf

 Position Description - VP for Strategic Communications & Chief of Staff - T. Harrington.pdf

 Resume - T. Harrington.pdf

Motion:

Motion to approve Resolution.

Motion moved by Charles T. George and motion seconded by Michael A. Peterson. Passed unanimously.

- c. Resolution to Ratify Personnel Actions (Presenters: Jennifer Lewis-Aey, Executive Director and Chief Human Resources Officer)

University policies require that the Chief Human Resources Officer provide a summary of appointments, promotions, and other personnel actions for faculty and professional/administrative staff, including intercollegiate athletics coaching positions for July 16, 2024, through October 15, 2024. Personnel actions for faculty and professional/administrative staff are contingent upon approval of the Board of Trustees.

 Resolution to Ratify Personnel Actions - Faculty & PA Staff including Athletics.pdf

-  Board Summary - Faculty 10-15-2024.pdf
-  Board Report - Faculty 10-15-24.pdf
-  Board Summary - PA Staff 10-15-2024.pdf
-  Board Report - PA Staff 10-15-2024.pdf
-  Board Summary - Athletics 10-15-2024.pdf
-  Board Report - Athletics 10-15-2024.pdf
-  Board Summary - Supplemental and Secondary Pay Assignments 10-15-2024.pdf
-  Board Report - Supplemental and Secondary Pay Assignments 10-15-2024.pdf

Motion:

Motion to approve Resolution.

Motion moved by Allen L. Ryan, Jr., J.D. and motion seconded by Sterling Williams. Passed unanimously.

3. University Affairs Discussion Item

- a. No material this quarter.

4. Background Materials

To view the below listed background agenda items, please visit the December 2024 - Background Material folder via the Resources folder.

- a. Human Resources Update
 -  HR update BOT December 2024.pdf
- b. Update on Position Searches
 -  Board Report - Job Postings 11-15-2024.pdf
- c. Classified Civil Service Personnel Actions
 -  Board Summary - Classified 10-15-2024.pdf
 -  Board Report - Classified 10-15-24.pdf
- d. Report on Search Waivers
 -  Search Waiver Report - Dec. 2024.pdf

D. New Business

E. Adjournment

VIII. INSTITUTIONAL ENGAGEMENT COMMITTEE

Anita A. Hackstedde, Chair
Allen L. Ryan, Jr., Vice Chair
All Trustees are Members

A. Disposition of the Minutes for the Previous Meeting

Minutes were approved as presented.

B. Old Business

C. Committee Items

1. Institutional Engagement Consent Item

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

a. Resolution to Modify Advertising/sponsorship, Policy 3356-5-02

 3356-5-02 Advertising - sponsorship policy REDLINE.pdf

 3356-5-02 Advertising - sponsorship policy CLEAN.pdf

Motion:

Motion to approve Resolution.

Motion moved by Charles T. George and motion seconded by Laura Lyden. Passed unanimously.

2. Institutional Engagement Discussion Item

a. YSU Foundation Quarterly Gift and Requested Philanthropic Naming's (Presenters: Heather Chun, Vice President, YSU Foundation)

The YSU Foundation received 375 outright gifts and 10 pledges totaling \$1,997,160, pledge payments totaling \$973,863.23 and three new planned gift commitments totaling \$3,800,000 for the first quarter of Fiscal Year 2025. Naming memo for December 6, 2024.

Chun presented that in the first quarter, the YSU Foundation received \$5.7 million in new gifts and pledges and \$3.8 million in planned gifts.

 July, 2024 - September, 2024 YSUF Quarterly Summary Gift Processing.pdf

 Naming Memo for YSU Board meeting updated 12.6.2024.pdf

- b. Government Affairs (Presenters: Sarah Keeler, Vice President Government Relations)

Keeler discussed ongoing appropriations and funding requests, updated the Board on legislative activity, and other pertinent information and provided an overview of actions and outcomes for Government Affairs since June, 2024. She shared that \$10 million in grants have been secured for the Kilcawley Center project. Keeler also mentioned that the operating budget process is underway, with federal appropriations requests pending. Engagement with elected officials includes regular communication, visits, and letters of support for campus projects. One of the grants and funding initiatives includes a \$500,000 request from the Norfolk Southern Foundation for a cart to transport electric wheelchairs.

 Government Affairs BOT Report 12.11.24.pdf

- c. Enrollment: Fall and Spring, 2024-2025 (Presenters: Mike Sherman, Vice President Student Affairs, Institutional Effectiveness, and Board Professional , Jeanne Herman, Associate Vice President Institutional Effectiveness)

Sherman discussed graduation cohort rate information, including that the university's cohort graduation rate has improved significantly, with a substantial increase in graduation rates for the 2017 cohort (52%). He also discussed the changing student profile includes more associate degree students and international students, requiring different strategies for retention and support. Jeanne Herman discussed the enrollment and registration process.

 Fall 2024 Ohio Post-secondary Enrollment.pdf

 Degree Completion Rates for Ohio Main Campuses (2017 Cohort).pdf

 Perspectives on YSU Fall 2024 Enrollment.pdf

- d. Strategic Communications (Presenters: Tim Harrington, Special Assistant to the President for Strategic Communications)

Harrington provided updates on strategic communications and marketing campaigns, including the Kilcawley: Centered on the Future campaign and fall commencement. He mentioned that the lecture series has seen record attendance with speakers like Hank Green, Venus Williams, and Henry Louis Gates. Harrington mentioned the Alumni relations is actively working with chapters

across the country to highlight university successes and programs. He shared that a new campus communicators network was developed to share knowledge and best practices across departments and colleges. Harrington went on to share that the website is being aggressively redesigned, with input from staff, faculty, students, and parents. Also, social media trends are up, with increased impressions, video views, and earned media coverage.

 BOT Report 12-11-2024 Strategic Communications.pdf

3. Background Materials

- a. No material this quarter.

D. New Business

E. Adjournment

IX. ACADEMIC EXCELLENCE AND STUDENT SUCCESS COMMITTEE

Joseph J. Kerola, Chair

Laura A. Lyden, Vice Chair

All Trustees are Members

A. Disposition of the Minutes for the Previous Meeting

Minutes were approved as presented.

B. Old Business

C. Committee Items

1. Academic Excellence and Student Success Action Items

- a. Resolution to Approve Remediation Report for the Chancellor of the Ohio Department of Higher Education as Required by O.R.C. 3345.062 (Presenters: Dr. Jennifer A. Pintar, Provost and Vice President for Academic Affairs, and Dr. Mike Sherman, Vice President for Student Affairs, will report..)

Pintar discussed the 2024 remediation report, noting a dramatic decline in the number of students requiring remediation and the estimated cost.

 Resolution to Approve the 2024 Remediation Report.pdf

 2024 Remediation Report for the BOT December 2024.pdf

Motion:

Motion to approve Resolution.

Motion moved by Laura Lyden and motion seconded by Michael A. Peterson. Passed unanimously.

- b. Resolution to Modify Degrees Policy, 3356-10-04 (Presenters: Dr. Jennifer A. Pintar, Provost and Vice President for Academic Affairs, will report.)

 1 - Resolution Modify Degrees Policy 12-12-24.docx

 3356-10-04 Degrees REDLINE2 updated 12.11.2024.docx

Motion:

Motion to approve Resolution.

Motion moved by Anita A. Hackstedde, M.D. and motion seconded by Laura Lyden. Passed unanimously.

- c. Resolution to Modify Faculty Rank and Tenure Policy, 3356-9-05 (Presenters: Dr. Jennifer A. Pintar, Provost and Vice President for Academic Affairs, will report.)

 1 - RESOLUTION to Modify 3356-9-05 Faculty rank and tenure for designated administrators 12-12-24.doc

 3356-9-05 REDLINE.docx

Motion:

Motion to approve Resolution

Motion moved by Anita A. Hackstedde, M.D. and motion seconded by Michael A. Peterson. Passed unanimously.

- d. Resolution to Modify Support and Assistance to Veterans and Service Members Policy, 3356-8-05 (Presenters: Dr. Jennifer A. Pintar, Provost and Vice President for Academic Affairs, will report.)

 1 - Resolution Modify Veterans Policy 12-12-24.docx

 3356-8-05 REDLINE.docx

Motion:

Motion to approve Resolution.

Motion moved by Sterling Williams and motion seconded by Michael A. Peterson. Passed unanimously.

2. Academic Excellence and Student Success Discussion Items

- a. Academic Master Plan (Presenters: Dr. Jennifer A. Pintar, Provost and Vice President for Academic Affairs, will report.)

Pintar outlined the Academic Master Plan, which includes pillars like student success, program innovation, and community engagement. The plan was developed through surveys, department visits, and town halls, with constructive feedback from faculty. The Academic Program Evaluation (APEI) process is being simplified to focus on continuous quality improvement or detailed analysis.

 Academic Master Plan 12-12-24.pdf

- b. Provost Leadership Group (Presenters: Dr. Jennifer A. Pintar, Provost and Vice President for Academic Affairs, will report.)

Pintar shared that the Provost leadership group is exploring the possibility of summer as a full academic term, especially for online programs.

 Provost_Leader_Group.docx

- c. Other Updates (Presenters: Dr. Jennifer A. Pintar, Provost and Vice President for Academic Affairs, will report.)

Pintar shared that the Department of Communications is moving out of the Williamson College of Business and into the College of Liberal Arts and Social Sciences and will change its name to the Department of Strategic Communication and Media. She also shared that searches are ongoing for two Associate Provost positions, a dean for the College of Health and Human Services, and other key positions. Pintar also updated the board on the Carnegie Classification for Community Engagement application. She shared that the application is being compiled, with input from all divisions and community partners.

- d. Academic Senate Update (Presenters: Dr. Chester R. Cooper, Jr., Chairperson, Academic Senate, will report.)

Cooper gave an Academic Senate update, including sharing the Senate continues to work on curricular and programmatic activities. He shared that the Senate's two AI committees are currently surveying the campus.

3. Background Materials

- a. Office of Research Services Quarterly Report

The Quarterly Report from the Office of Research Services is presented for the Board of Trustees' information.

 Q1 FY25 ORS Report.pdf

b. Current Accreditation Activity

The report on accreditation activity shows recent accreditations and upcoming site visits and documents submitted.

 December 2024 Dashboard for Program Accreditations.pdf

 December 2024 Current Accreditation Activity.pdf

c. Academic Programs Update

The report outlines new program development.

 Program Updates December 2024.pdf

D. New Business

E. Adjournment

X. FINANCE AND FACILITIES COMMITTEE

Allen L. Ryan, Jr., Chair

Sergul A. Erzurum, Vice Chair

All Trustees are Members

A. Disposition of the Minutes for the Previous Meeting

Minutes were approved as presented.

B. Old Business

C. Committee Items

1. Finance and Facilities Consent Items

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

a. Resolution to Renew and Amend the Internal Audit Charter

 Resolution to Renew and Amend the Internal Audit Charter.pdf

 YSU Internal Audit Charter - Redline Dec. 2024.pdf

 YSU Internal Audit Charter - Clean Version Dec. 2024.pdf

Motion:

Motion to approve the Resolution.

Motion moved by Charles T. George and motion seconded by Richard Fryda. Passed unanimously.

b. Resolution to Renew and Amend the Audit Subcommittee Charter

 Resolution to Renew and Amend the Audit Subcommittee Charter.pdf

 Audit Subcommittee Charter - Redlined Dec. 2024.pdf

 Audit Subcommittee Charter - Clean Dec. 2024.pdf

Motion:

Motion to approve Resolution.

Motion moved by Sterling Williams and motion seconded by Michael A. Peterson. Passed unanimously

c. Resolution to Modify and Retitle Smoke, Tobacco, and Vape-Free Environment Policy, 3356-4-01

 Resolution to Modify & Retitle - Smoke, Tobacco, & Vape-Free Environment policy.pdf

 REDLINE 3356-4-01 Smoke, Tobacco, and Vape-Free Environment.pdf

Motion:

Motion to approve Resolution.

Motion moved by Charles T. George and motion seconded by Laura Lyden. Passed unanimously.

2. Finance and Facilities Action Items

a. Resolution to Approve a Pledge of Student Fees to Support a Bond Issuance Not to Exceed \$30,000,000 to Renovate Kilcawley Student Center (Presenters: Neal McNally, Vice President for Finance and Business Operations)

McNally noted that the Student Center renovation project is moving forward, with a \$28 million bond issue planned.

 Resolution to Approve Student Fees for Bond Issuance for Kilcawley Stud. Center Renovation.pdf

 Exhibit A - Student Center fee pledge_12.12.2024.pdf

Motion:

Motion to approve Resolution.

Motion moved by Michael A. Peterson and motion seconded by Sterling Williams. Passed unanimously.

- b. Resolution to Approve the FY2024 Affordability and Efficiency Report (Presenters: Neal McNally, Vice President for Finance and Business Operations)

McNally noted that the annual state efficiency report is completed, highlighting collaboration with Kent State University and workforce education initiatives

 Resolution to Approve the FY2024 AFFORDABILITY and EFFICIENCY REPORT.pdf

 FY24 Efficiency Reporting_YSU.pdf

Motion:

Motion to approve Resolution.

Motion moved by Anita A. Hackstedde, M.D. and motion seconded by Laura Lyden. Passed unanimously.

- c. Resolution to Approve a Waiver of Fees for YSU College Credit Plus Courses

McNally noted that a waiver of fees allows YSU to continue to charge a lower tuition to self-pay students participating in the university's College Credit Plus programs.

 Resolution to Approve College Credit Plus_CCP_Fee Waiver Dec. 2024.pdf

Motion:

Motion to approve Resolution.

Motion moved by Sterling Williams and motion seconded by Laura Lyden. Passed unanimously.

- d. Resolution to Approve Interfund Transfers (Presenters: Steve Hoffmaster, Associate Vice President for Finance and Controller)

Hoffmaster noted that the interfund transfer is being considered for approval for the construction of a new radiology technology lab, with a \$700,000 budget.

 Resolution to Approve Interfund Transfers.pdf

 Transfer report 2nd Qtr FY25 - Action.pdf

Motion:

Motion to approve Resolution.

Motion moved by Anita A. Hackstedde, M.D. and motion seconded by Charles T. George. Passed unanimously.

3. Finance and Facilities Discussion Items

- a. Quarterly Update on the FY 2025 Operating Budget (Presenters: Neal McNally, Vice President for Finance and Business Operations)

McNally updated the board on the budget, sharing that it is on target, with revenues up by 7.8% and expenses slightly higher than the same time last year.

 Budget to Actual Summary 9.30.24 (Dec. 2024 BOT).pdf

- b. Planning and Construction Projects Update (Presenters: John Hyden, Associate Vice President for Facilities & Support Services, Rich White, Director of Planning and Construction)

Hyden shared that a power outage occurred during the first home basketball game and temporary fixes are in place. The campus electrical grid is being upgraded to prevent future outages.

 Board Projects Update November_8_2024.pdf

- c. Report of Audit Subcommittee

Trustee Fryda indicated that the audit subcommittee met and received a clean audit opinion for fiscal year 2024. The university's fiscal year 2024 Senate Bill six financial ratios improved to a score of 3.8. New charters for the Internal Audit Office and the audit subcommittee were approved. The subcommittee also reviewed anonymous reporting, open recommendations, and inventory control audit findings.

4. Background Materials

- a. Reportable Budget and Interfund Transfers for the Quarter Ending September 30, 2024

 Reportable Transfer report 9.30.24.pdf

- b. First Quarter Diversity and EDGE Spend Report

 Diversity Report_FY2025_First Quarter (Dec. 2024 BOT).pdf

c. Report on Endowment Funds as of September 30, 2024

 YSU Held Endowment Funds Report 9.30.24.pdf

d. Update on Enterprise Risk Management

 Enterprise Risk update_9.18.24.pdf

D. New Business

E. Adjournment

XI. WORKFORCE EDUCATION AND INNOVATION

Charles T. George, Chair

Laura A. Lyden, Vice Chair

All Trustees are Members

A. Disposition of the Minutes for the Previous Meeting

Minutes were approved as presented.

B. Old Business

C. Committee Items

1. Workforce Education and Innovation Discussion Item

a. Second Progress Report on Key Performance Indicators and Initiatives (Presenters: Dr. Wim F.A. Steelant, Dean of STEM College, Associate Provost, Workforce Education and Innovation, Guests: Jackie Ruller, MS, Executive Director, WEI, ETC, College of STEM, Kimberly J. Verdone, Manager, Degree Audit, Office of the Registrar)

2. Background Materials

a. No material this quarter.

D. New Business

E. Adjournment

XII. EXECUTIVE COMMITTEE

Michael A. Peterson, Chair

Charles T. George, Vice Chair

Joseph J. Kerola

Anita A. Hackstedde

Allen L. Ryan, Jr.

Laura A. Lyden

A. Disposition of the Minutes for the Previous Meeting

Minutes were approved as presented.

B. Old Business

C. Committee Item

1. Executive Committee Action Item

2. Executive Committee Discussion Item

a. Executive Session

Personnel Matters

Trustee Peterson: I move that the Board enter Executive Session for the purposes of, " consideration of the appointment, employment, dismissal, discipline, promotion, demotion, or compensation of one or more public employees or officials (O.R.C. 121.22(G) (1)).

Trustee Hackstedde please conduct a roll-call vote and record the time-of-day entered into and exited from Executive Session.

1. Trustee Erzurum-yes

2. Trustee Fryda-yes

3. Trustee George-yes

4. Trustee Hackstedde - I am recording myself as yes

5. Trustee Kerola-yes

6. Trustee Lyden-yes

7. Trustee Peterson-yes

8. Trustee Ryan-yes

9. Trustee Williams-yes

Passed unanimously: Yes

Trustee Peterson: Please assure the appropriate steps are taken for Executive Session.

Time entered Executive Session: 3:34 p.m.

Time exited Executive Session: 4:23 p.m.

D. New Business

It was proposed that Policy 3356-10-05, Honorary Degrees and Commencement Speakers, be changed to provide the opportunity for the Board to decide to present an Honorary Degree to a trustee who has served an entire governor-appointed term having provided exceptional service to the university. It was also determined that such an honorary degree may be awarded at a board of trustees meeting in special recognition of such trustee.

1. Resolution to Modify 3356.10.05 - Honorary Degrees and Commencement Speakers

-  3356-10-05 Honorary degrees and commencement speakers REDLINE December 2024 BOT.pdf
-  Final 3356-10-05 Honorary degrees and commencement speakers.pdf

Motion:

Motion to approve Resolution.

Motion moved by Charles T. George and motion seconded by Michael A. Peterson. Unanimously approved.

- E. Background Material
 - 1. No material this quarter.
- F. Adjournment



APPENDIX

YSU Board of Trustees

Committee Meetings

December 11, 2024

*Resolutions, Supporting
Documents and Background
Materials*

BOARD OF TRUSTEES

Meeting Schedule

Wednesday, December 11, 2024

10:00 a.m.	Investment Committee	Board Meeting Room 1st Floor, Tod Hall
10:15 a.m.*	Audit Subcommittee	Board Meeting Room 1st Floor, Tod Hall
11:00 a.m.*	Governance Committee	Board Meeting Room 1st Floor, Tod Hall
12:30 p.m.	Lunch	Manchester Room 1st Floor, Tod Hall
1:00 p.m.*	Intercollegiate Athletics Committee	Board Meeting Room 1st Floor, Tod Hall
1:30 p.m.*	University Affairs Committee	Board Meeting Room 1st Floor, Tod Hall
2:30 p.m.*	Institutional Engagement Committee	Board Meeting Room 1st Floor, Tod Hall
3:00 p.m.*	Academic Excellence and Student Success Committee	Board Meeting Room 1st Floor, Tod Hall
3:45 p.m.*	Finance & Facilities Committee	Board Meeting Room 1st Floor, Tod Hall
4:15 p.m.*	Workforce Education and Innovation Committee	Board Meeting Room 1st Floor, Tod Hall
4:45 p.m.*	Executive Committee	Board Meeting Room 1st Floor, Tod Hall

Thursday, December 12, 2024

10:00 a.m.	Board Meeting	Board Meeting Room 1st Floor, Tod Hall

*Approximate time for start of the meeting; the meeting will start immediately following preceding committee meeting.



December 11, 2024

YOUNGSTOWN STATE UNIVERSITY



*1100 Superior Avenue East Suite 700
Cleveland, Ohio 44114
216.621.1090 | clearstead.com*

CONTENTS

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1. Initiatives
2. Capital Markets Update
3. Non-Endowment Assets: Performance & Asset Allocation Review
 - Equity Review & Positioning
4. Fee Review

APPENDIX

Endowment Assets: Performance & Asset Allocation Review

Detailed Performance

Supporting Information

 clearstead | **INITIATIVES**

2024 CALENDAR YEAR INITIATIVES

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		1Q	2Q	3Q	4Q	COMMENTS:	
STRATEGIC / ADMINISTRATIVE	Investment Policy Review			✓		Board approved revisions to guidelines	LAST REVIEWED Investment Policy: 09/18/2024 Strategic Asset Allocation: 09/18/2024 Fee Review: 09/18/2024
	Strategic Asset Allocation Review			✓			
	Peer Review		✓				
	2025 Oversight Dashboard					Follow up for March Board meeting	MEETING SCHEDULE 1Q: March 6, 2024 2Q: June 5, 2024 3Q: September 18, 2024 4Q: December 11, 2024
	STAR Ohio/Plus Annual Review					2025 Initiative as Money Market yields drop	
PORTFOLIO	Fixed Income Review			✓		Lowered ST Fixed, Added Intermediate Manager	FOLLOW UP / INITIATIVES
	Alternative Investments Review		✓				
	Global Equity Review				✓		
PERFORMANCE	Capital Markets Review	✓	✓	✓	✓		
	Quarterly Performance Review	✓	✓	✓	✓		
	Endowed Account Review / Oversight	✓	✓	✓	✓		
OTHER	Fee Review				✓		
	ORC Compliance Review			✓			
	Clearstead Firm Update	✓					



CAPITAL MARKETS UPDATE

WHAT HAPPENED LAST QUARTER?

- Inflation moved lower, and some weakness in employment prompted the Federal Reserve to start cutting interest rates in September
- S&P 500 Q2 2024 earnings came in at +11.2 %(YoY), ahead of expectations
- Market returns broadened; Fab 5 stocks were collectively down for the quarter while the rest of the S&P 500 index was up 6.1%
 - 78% of the S&P 500 index and 10 of 11 sectors had positive returns in the quarter
 - US value stocks outperformed growth stocks by 7% during the quarter
- Fixed income markets rallied on the prospect of the Federal Reserve more aggressively lowering rates

3Q 2024 Returns: S&P 500 +5.9%; Russell 2000 +9.3%; MSCI EAFE +7.3%; Bloomberg US Agg +5.2%

YTD 2024 Returns: S&P 500 +22.1%; Russell 2000 +11.2%; MSCI EAFE +13.0%; Bloomberg US Agg +4.5%

INVESTMENT & ECONOMIC OUTLOOK:

- Slower growth, but growth, as the Federal Reserve balances inflation, employment, and economic conditions
 - Likely to get two additional interest rate cuts by year-end
 - Globally, central banks will continue to ease, which should promote growth
- The consumer remains strong overall; monitoring pockets of weakness
- S&P 500 earnings are expected to grow ~10% for calendar year 2024 and ~15% for 2025
 - Given elevated valuations, if earnings disappoint, downside risks loom
- Worsening geopolitical tensions in the Middle East and uncertainty with the U.S. election could prompt elevated volatility, but historically, market returns are generally positive in 4Q

U.S. ECONOMIC PROJECTIONS

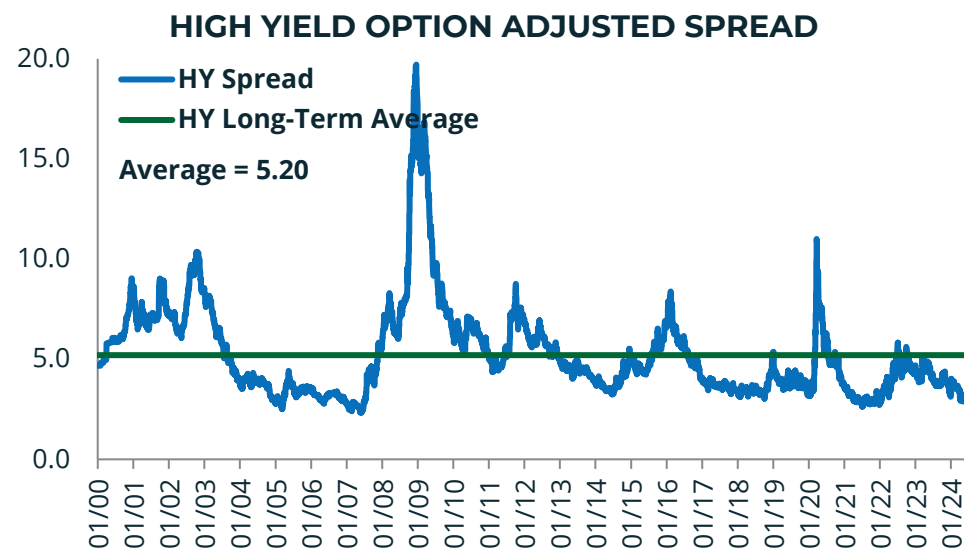
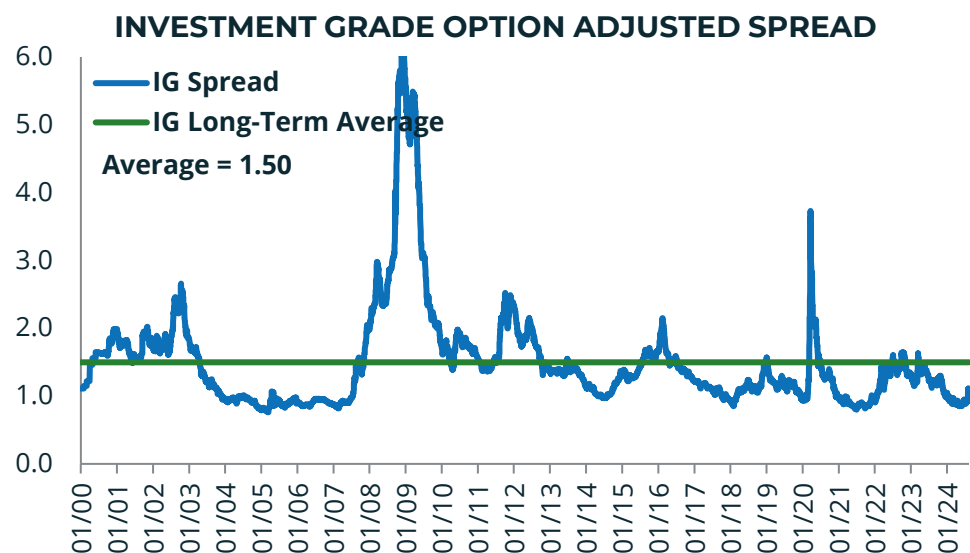
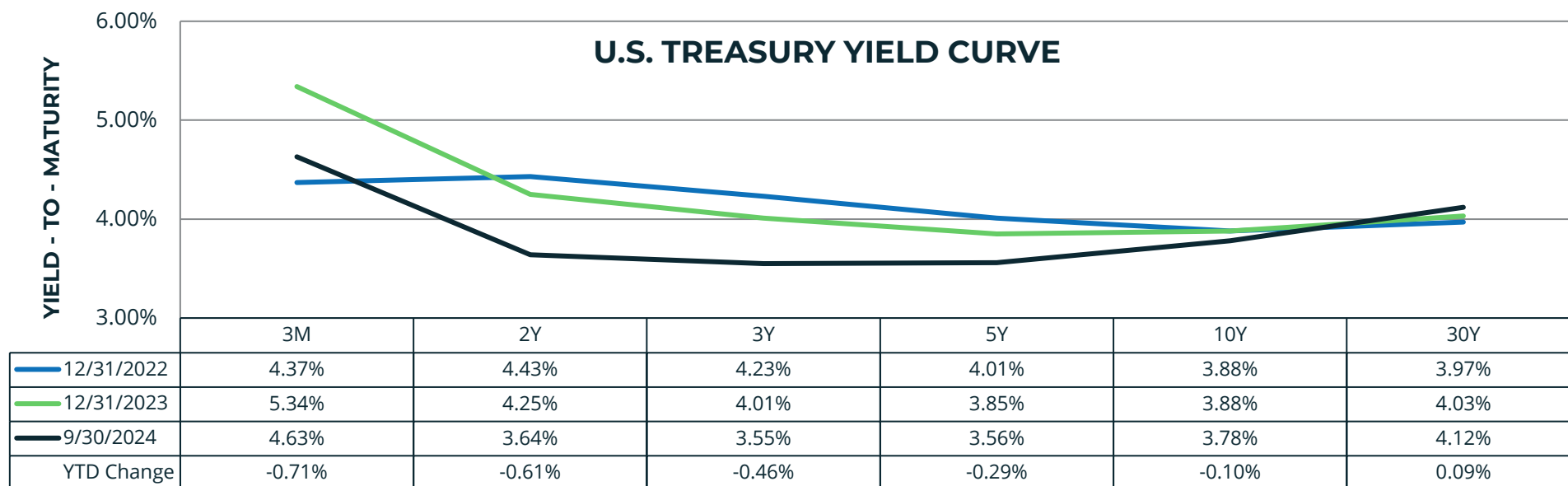
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		2024	2025	2026	2027	LONG RUN*
GDP	September 2024	2.0%	2.0%	2.0%	2.0%	1.8%
	June 2024	2.1%	2.0%	2.0%		1.8%
	March 2024	2.1%	2.0%	2.0%		1.8%
	December 2023	1.4%	1.8%	1.9%		1.8%
Unemployment Rate	September 2024	4.4%	4.4%	4.3%	4.2%	4.2%
	June 2024	4.0%	4.2%	4.1%		4.2%
	March 2024	4.0%	4.1%	4.0%		4.1%
	December 2023	4.1%	4.1%	4.1%		4.1%
Core PCE Inflation	September 2024	2.6%	2.2%	2.0%	2.0%	
	June 2024	2.8%	2.3%	2.0%		
	March 2024	2.6%	2.2%	2.0%		
	December 2023	2.4%	2.2%	2.0%		
Federal Funds Rate	September 2024	4.4%	3.4%	2.9%	2.9%	2.9%
	June 2024	5.1%	4.1%	3.1%		2.8%
	March 2024	4.6%	3.9%	3.1%		2.6%
	December 2023	4.6%	3.6%	2.9%		2.5%
# of implied 25 bps rate changes year	September 2024	-2	-4	-2		
	June 2024	-1	-4	-4		
	March 2024	-3	-3	-3		
	December 2023	-3	-4	-3		

"This recalibration of our policy stance will help maintain the strength of the economy and the labor market and will continue to enable further progress on inflation as we begin the process of moving forward (to) a more neutral stance,"
-Chair Powell

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

Source: Clearstead, U.S. Federal Reserve. Expectations of Fed board members/bank presidents.
Data as of 9/30/2024. Past performance is not an indicator of future results.



Source: Bloomberg. Data as of 9/30/2024. Past performance is not an indicator of future results.

g

- U.S. small > U.S. mid > U.S. large > Developed International > Emerging Markets
- Growth and value on-par; Chinese equities lagged the most; All U.S. sectors made gains led by Consumer Discretionary and Financials

Equities gained strongly after the election (S&P 500 set six new record highs in Nov.) and small caps ended the month up nearly +11%; pre-election “uncertainty” faded quickly given the clear Trump win.

MARKET	2023	Q1-2024	Q2-2024	Q3-2024	Oct-2024	Nov-2024	YTD	Trend
S&P 500	26.3%	10.6%	4.3%	5.9%	-0.9%	5.9%	28.1%	
Russell 2000	16.9%	5.2%	-3.3%	9.3%	-1.4%	11.0%	21.6%	
MSCI EAFE	18.2%	5.8%	-0.4%	7.3%	-5.4%	-0.6%	6.2%	
MSCI EM	9.8%	2.4%	5.0%	8.7%	-4.5%	-3.6%	7.7%	
MSCI China	-11.2%	-2.2%	7.1%	23.5%	-5.9%	-4.4%	16.3%	
MSCI ACWI	22.8%	8.3%	3.0%	6.7%	-2.2%	3.8%	20.9%	
Bloomberg US Agg Bond	5.5%	-0.8%	0.1%	5.2%	-2.5%	1.1%	2.9%	
Bloomberg High Yield Bond	13.5%	1.5%	1.1%	5.3%	-0.5%	1.2%	8.7%	
Bloomberg Muni Bond	6.4%	-0.4%	0.0%	2.7%	-1.5%	1.7%	2.6%	
Credit Suisse Leveraged Loan	13.0%	2.5%	1.9%	2.1%	0.9%	0.8%	8.4%	





NON-ENDOWMENT ASSETS: PERFORMANCE & ASSET ALLOCATION REVIEW

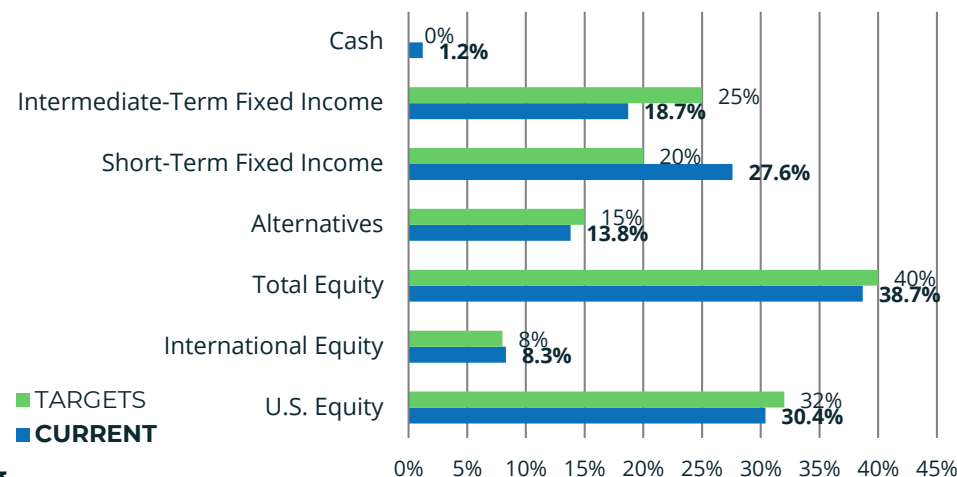
NON-ENDOWMENT PERFORMANCE REVIEW (AS OF 9/30/2024)

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NON-ENDOWMENT ASSETS	MARKET VALUE (\$MM)	TRAILING PERIODS								CALENDAR YEARS			SINCE INCEPTION ⁴
		QTD	FYTD	CYTD	1 YR	2 YR	3 YR	5 YR	10 YR	2023	2022	2021	
Total Non-Endowment Assets	\$94.944	4.1%	4.1%	8.9%	15.2%	11.6%	4.5%	6.3%	5.0%	11.0%	-7.8%	7.8%	4.4%
	Benchmark ¹	3.0%	3.0%	7.2%	11.5%	9.4%	4.0%	4.5%	3.8%	8.7%	-4.7%	4.3%	3.4%
Operating & Short-Term Pool	\$21.822	1.0%	1.0%	3.5%	4.8%	4.6%	3.2%	2.2%	1.6%	4.8%	1.4%	0.0%	1.1%
	Benchmark ²	1.4%	1.4%	4.0%	5.5%	4.9%	3.4%	2.3%	1.6%	5.0%	1.2%	0.0%	1.1%
Long-Term Pool	\$73.122	4.6%	4.6%	9.9%	17.2%	13.3%	3.9%	6.2%	5.4%	11.9%	-11.2%	9.5%	5.5%
	Benchmark ³	4.3%	4.3%	9.9%	16.8%	13.1%	4.3%	6.3%	5.4%	11.7%	-9.7%	8.0%	5.2%

LONG-TERM POOL ASSET ALLOCATION

	CURRENT	TARGETS	RANGE	+ / -
U.S. Equity	30.4%	32%	20-35%	-1.6%
International Equity	8.3%	8%	0-15%	0.3%
Total Equity	38.7%	40%	25-45%	-1.3%
Alternatives	13.8%	15%	0-20%	-1.2%
Short-Term Fixed Income	27.6%	20%	25-45%	7.6%
Intermediate-Term Fixed Income	18.7%	25%	10-30%	-6.3%
Cash	1.2%	0%	0-5%	1.2%



Reflects updated targets from September Board meeting

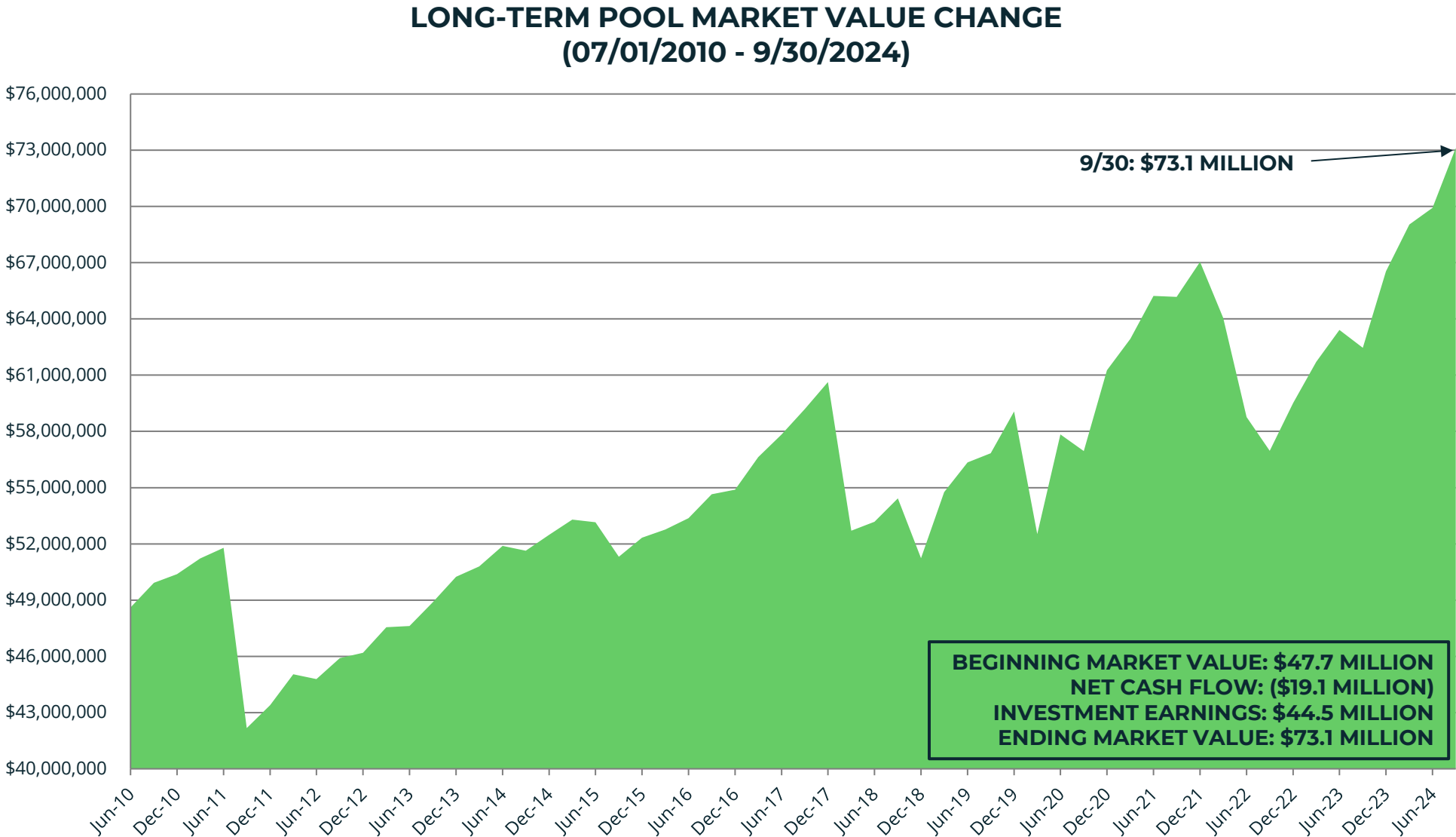
1) 45% BofA Merrill Lynch 91-Day T-Bill / 17% BofA Merrill Lynch US Corp & Gov 1-3 Yrs / 11% BBgBarc US Govt/Credit Int TR / 8% Total Alternatives Benchmark / 15% Russell 3000 / 4% MSCI EAFE.

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

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

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

LONG-TERM POOL: MARKET VALUE GROWTH SINCE INCEPTION 12



The University made strategic withdrawals from the Long-Term Pool as follows: In 2011 to support an early retirement incentive program that required a large purchase of state service credit; in 2018 to support capital improvement projects on campus; and in 2020 to cover a projected COVID-19-related shortfall in the short-term operating pool.

PORTFOLIO CHANGES (THROUGH 11/30)

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Since the September Board meeting:

- Modestly increased U.S. small cap managers and private credit manager Cliffwater in late September
- In October, began the reallocation process into intermediate-term bonds (from short-term bonds), aligned with the strategic changes to the asset allocation guidelines endorsed by the Board in September
 - Decreased Lord Abbett (short-term fixed income manager) using as a source of funds for new intermediate-term fixed income manager Breckenridge
 - New intermediate-term fixed income manager: Breckenridge
 - ❖ High-quality manager with a track record of results, deep team and resources
 - ❖ Supports compliance with ORC guidelines
 - ❖ Competitive cost (12 bps)
- Infrastructure manager Apollo made its first capital call in November and is expected to continue deploying capital over the next 12-18 months

LONG-TERM POOL: OCTOBER PERFORMANCE UPDATE

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AS OF 10/31	MARKET VALUE (\$MM)	OCT	CYTD	FYTD
Total University Assets	\$88.2	-0.8%	+8.0%	+3.3%
Operating/Short-Term Pool	\$15.9	+0.4%	+4.0%	+1.4%
Long-Term Pool*	\$72.3	-1.1%	+8.7%	+3.4%

Operating/Short-Term Pool market value decreased with operational cash flow needs during the semester. Investments generated +0.4% in October and CYTD +4.0%, though expected returns for this pool will continue to modestly decrease as the Federal Reserve cuts rates.

October was a volatile month as both equities and fixed income posted negative results, driven by investor sentiment and rising interest rates.

Most active managers outpaced their respective benchmarks during the month, while all have outperformed their respective benchmarks, net of fees, over the past five years.

- Alternative managers Evanston (Weatherlow) and Cliffwater continued their strong absolute and relative performance; H.I.G. also has also performed well, though reports results on a lag (as of 6/30)
- While fixed income returns faced headwinds with rising rates in October, the portfolio's transition to lock in higher yields by increasing intermediate-term bonds has been timely

*Does not include performance from H.I.G. as they report results on a lag. H.I.G. results are through 6/30. H.I.G.'s performance is expected to modestly improve CYTD and FYTD results.

INVESTMENT POOL SUMMARY: AS OF 12/4/2024

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YOUNGSTOWN STATE UNIVERSITY

AS OF DECEMBER 4, 2024

	TICKER	INVESTMENT STRATEGY	MARKET VALUE (CURRENT)	% OF PORTFOLIO	POLICY TARGET	POLICY RANGE	TACTICAL +/-
Total Operating & Short Term			\$10,939,574	100.0%	100.0%		
Federated Hermes Govt Obligations	GOFXX	Money Market	\$10,939,574	100.0%			
Star Plus*	-	Cash Equivalent	\$0	0.0%			
Star Ohio*	-	Cash Equivalent	\$0	0.0%			
Total Long Term Reserves Pool			\$73,863,314	100.0%	100.0%		
Domestic Equity			\$23,657,186	32.0%	32.0%	25-40%	0.0%
Vanguard Instl Index	VINIX	Large Cap Core	\$16,786,197	22.7%			
Vanguard Mid Cap Index Adm	VIMAX	Mid-Cap Core	\$2,951,531	4.0%			
Loomis Sayles Small Growth N2	LSSNX	Small Cap Growth	\$1,977,636	2.7%			
Victory Integrity Small Cap Value Y	VSVIX	Small Cap Value	\$1,941,822	2.6%			
International Equity			\$5,856,388	7.9%	8.0%	0-15%	-0.1%
William Blair International Growth I	BIGIX	Foreign Growth	\$2,637,791	3.6%			
Dodge & Cox International Stock	DODFX	Foreign Value	\$3,218,597	4.4%			
Total Equity			\$29,513,574	40.0%	40.0%	25-50%	0.0%
Alternatives			\$10,226,137	13.8%	15.0%	0-20%	-1.2%
H.I.G. Principal Lending Fund ¹	-	Private Credit	\$2,300,178	3.1%			
Cliffwater Corporate Lending Fund	CCLFX	Private Credit	\$2,494,671	3.4%			
Apollo Infrastructure Opps Fund III	-	Real Assets	\$22,389	0.0%			
Weatherlow Fund ²	-	Diversifying Strategy	\$5,408,899	7.3%			
Fixed Income			\$33,613,485	45.5%	45.0%	30-70%	0.5%
Short Term Fixed Income			\$15,952,054	21.6%	20.0%	15-35%	1.6%
YSU Short Term Bond	-	Short-Term Fixed	\$13,636,759	18.5%			
Lord Abbett Short Duration	LLDYX	Short-Term Fixed	\$2,315,295	3.1%			
Intermediate Fixed Income			\$17,661,431	23.9%	25.0%	15-35%	-1.1%
JPMorgan Core Bond Fund R6 ³	JCBUX	Core Plus Fixed	\$5,440,023	7.4%			
YSU Intermediate Term Fixed	-	Interm-Term Fixed	\$4,616,945	6.3%			
Breckenridge Intermediate Gov/Credit	-	Interm-Term Fixed	\$4,268,371	5.8%			
Fidelity Intermediate Treasury Index	FUAMX	Interm-Term Treasury	\$3,336,092	4.5%			
Cash & Cash Equivalents			\$510,118	0.7%	0.0%	0-5%	0.7%
Federated Hermes Govt Obligations	GOFXX	Money Market	\$510,118	0.7%			
Total University Assets			\$84,802,888				

1) As of 6/30/2024.

2) As of 10/31/2024.

3) Held at JPMorgan.

EQUITY REVIEW & POSITIONING

All equity active managers have performed in-line or exceeded their respective benchmark (net of fees) since their inception in YSU’s portfolio.

ASSET CLASS	3-YR RETURN > BENCHMARK (ACTIVE MANAGERS ONLY)	3-YR RETURN > PEER MEDIAN (ALL MANAGERS)	5-YR RETURN > BENCHMARK (ACTIVE MANAGERS ONLY)	5-YR RETURN > PEER MEDIAN (ALL MANAGERS)	10-YR RETURN > BENCHMARK (ACTIVE MANAGERS ONLY)	10-YR RETURN > PEER MEDIAN (ALL MANAGERS)
U.S. Equity (2 active, 2 passive)	2/2	3/4	2/2	4/4	2/2	4/4
International Equity (2 active, 0 passive)	1/2	1/2	1/2	1/2	1/2	1/2

As of 9/30/2024.

Notes:

U.S. equity managers have performed favorable vs. respective benchmarks and peers over short and long-term time periods.

Passive investments in large/mid cap U.S. markets continue to be strong performers relative to peers in their asset class/sub-class.

International active managers have had mixed results over the various time periods, weighed down by more recent headwinds endured. Collectively, long-term performance of international managers remains favorable since their inception in YSU’s portfolio. Clearstead is reviewing this area of the portfolio for a potential upgrade and will update the Board at an upcoming meeting.

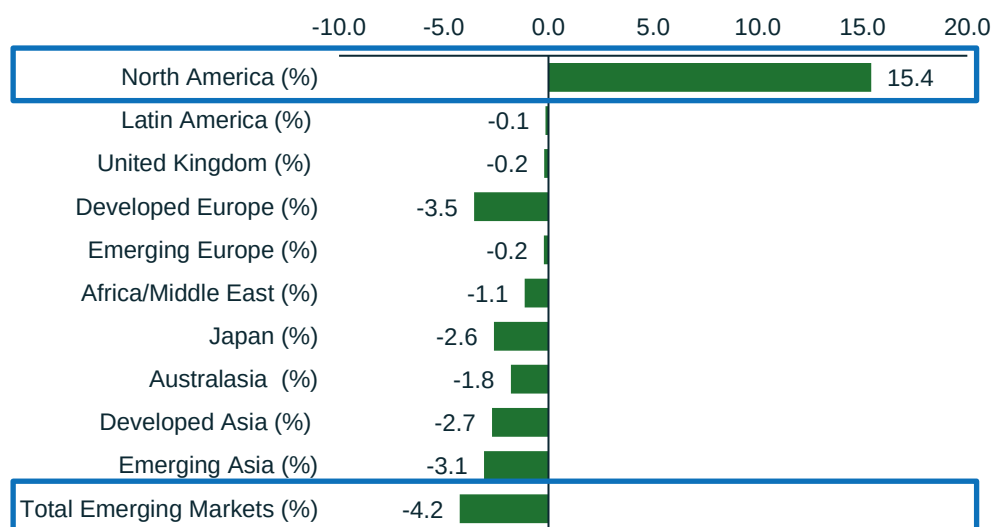
EQUITY REVIEW & POSITIONING

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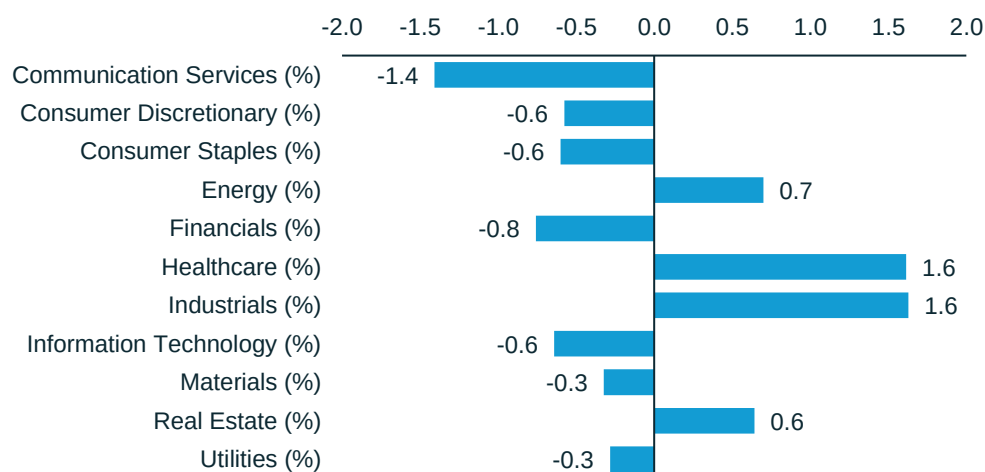
Growth Assets Review

Current Portfolio	56.0%	9.7%	6.3%	6.4%	9.6%	12.0%	100.0%		
	Managers								
	Vanguard Institutional Index I	Vanguard Mid Cap Index Admiral	Loomis Sayles Small Cap Growth N	Victory Integrity Small-Cap Value Y	William Blair International Growth I	Dodge & Cox International Stock I	Current Portfolio	MSCI ACWI NR USD	
Subadvisor	0	0	0	0	0	0			
Expense Ratio (%)	0.04	0.05	0.82	1.06	0.99	0.62	0.31		
Manager Tenure (Longest # Yrs)	6	3	19	20	11	20			
# of Stock Holdings	506	341	96	127	180	88		2,921	
Top 10 Holdings (%)	31.5	7.8	16.9	12.1	16.3	30.6	25.5	18.4	
Cash (%)	0.3	0.4	2.1	0.8	1.3	4.4	1.0	0.0	
Turnover Ratio (%)	3	12	37	61	50	12			
Market Cap									
Average Market Cap (\$ millions)	237,668	25,221	3,589	2,922	40,978	49,866	145,871	121,334	
Market Cap Giant (%)	46.8	0.0	0.0	0.0	47.9	55.2	37.4	47.7	
Market Cap Large (%)	35.1	11.1	0.0	0.0	31.2	31.7	27.5	35.7	
Market Cap Mid (%)	17.8	88.5	4.8	0.7	20.2	12.9	22.4	16.5	
Market Cap Small (%)	0.3	0.4	75.9	77.2	0.7	0.3	10.1	0.1	
Market Cap Micro (%)	0.0	0.0	19.3	22.1	0.0	0.0	2.6	0.0	

Geographical Positioning Relative to Benchmark



Sector Positioning Relative to Benchmark





FEE REVIEW

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YOUNGSTOWN STATE UNIVERSITY INVESTMENTS

AS OF SEPTEMBER 30, 2024

NON-ENDOWMENT ASSETS FEE REVIEW

	Market Value (\$)	% of Pool	Expense Ratio (%)	Morningstar Institutional Average Fee (%)
Total Operating & Short Term				
Federated Hermes Government Obligations Fund	\$21,821,830	100%	0.45%	-
Total Operating & ST Investment Management Fee	\$21,821,830		0.45%	
Total Domestic Equity	\$22,200,840	30.4%		
Vanguard Institutional Index	\$15,856,826	21.7%	0.04%	0.06%
Vanguard Mid Cap Index Adm	\$2,739,109	3.7%	0.05%	0.84%
Loomis Sayles Sm Growth N	\$1,793,642	2.5%	0.82%	0.94%
Victory Integrity Small Value Y	\$1,811,263	2.5%	1.07%	0.94%
Total International Equity	\$6,091,865	8.3%		
William Blair International Growth I	\$2,705,051	3.7%	0.99%	0.85%
Dodge & Cox Internat'l Stock	\$3,386,814	4.6%	0.62%	0.85%
Total Alternatives	\$10,073,603	13.8%		
Weatherlow Offshore Fund I Ltd. CI IA	\$5,343,936	7.3%	1.00%	n/a
Cliffwater Corporate Lending Fund	\$2,446,629	3.3%	1.58%	3.56%
H.I.G. Principal Lending Fund	\$2,283,038	3.1%	1.25%	n/a
Total Fixed Income	\$33,889,740	46.3%		
JPMorgan Core Bond	\$5,530,945	7.6%	0.50%	0.43%
YSU Intermediate Term Bond	\$4,685,331	6.4%	0.15%	0.43%
Fidelity Intermediate Treasury Bond Index	\$3,408,156	4.7%	0.03%	0.46%
YSU Short Term Bond	\$13,703,414	18.7%	0.15%	0.41%
Lord Abbett Short Duration Income I	\$6,561,894	9.0%	0.38%	0.41%
Total Cash & Cash Equivalents	\$865,875	0.0%		
Federated Hermes Government Obligations	\$865,875	1.2%	0.45%	-
Total LT/Reserves Pool Investment Management Fee	\$73,121,923		0.40%	
Total Assets	\$94,943,753		0.41%	
Clearstead Consulting Fees			0.05%	
Trustee & Custody Fee (PNC)			0.03%	
Total Non-Endowment Assets Fees			0.50%	

Weatherlow and H.I.G. fee is management expense only, and does not include underlying investment management expenses or performance based fees.

ENDOWMENT ASSETS FEE REVIEW

	Market Value (\$)	% of Portfolio	Annual Manager Fee (%)	Morningstar Institutional Average Fee (%)
YSU Endowment Fund				
YSU Endowment Fund Fees	\$18,104,332	100.0%	0.45%	n/a

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





ENDOWMENT ASSETS: PERFORMANCE & ASSET ALLOCATION REVIEW

ENDOWMENT ASSETS: PERFORMANCE & ASSET ALLOCATION (AS OF 9/30/2024)

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ENDOWMENT ASSETS	MARKET VALUE (\$MM)	TRAILING PERIODS								CALENDAR YEARS			SINCE INCEPTION ³
		QTD	FYTD	CYTD	1 YR	2 YR	3 YR	5 YR	10 YR	2023	2022	2021	
YSU Endowment Fund	\$18.104	5.2%	5.2%	16.3%	25.5%	17.6%	6.5%	10.5%	9.0%	12.8%	-15.7%	20.9%	9.2%
Benchmark ¹		5.7%	5.7%	17.5%	29.8%	22.8%	8.6%	12.1%	10.6%	20.9%	-16.6%	20.6%	11.2%
Benchmark ²		5.6%	5.6%	14.8%	26.0%	19.3%	6.6%	9.8%	8.9%	17.7%	-15.8%	15.9%	9.4%

COMPLIANCE

- Reporting & Oversight by Clearstead, Management/Implementation by Huntington
- Asset Allocation Guidelines: 70% Equities (60-80%) / 30% Cash & Fixed Income (20-40%) **(IN COMPLIANCE)**

HOLDINGS

- Equity Mutual Funds – 10% (Mutual Funds & ETFs)
- Stocks – 61% (30-60 Concentrated U.S. Large/Mid-Cap Stock Portfolio)
- Alternatives – 2% (Real Estate Mutual Fund)
- Fixed Income Mutual Funds – 2% (iShares High Yield, Stone Ridge)
- Individual Bonds – 23% (Individual Bond Portfolio: U.S. Corporate / Gov't / Asset Backed Debt)
- Cash – 2%

1) Benchmark: 75% S&P 500 / 25% BBg US Aggregate.

2) Benchmark: 60% S&P 500 / 40% BBg US Aggregate.

3) Inception date: 06/2013,



DETAILED PERFORMANCE

EXECUTIVE SUMMARY

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	Market Value 07/01/2024	Market Value 09/30/2024	% of Portfolio	3rd Quarter 2024 (%)	YTD (%)
Total University Assets	\$81,652,320	\$94,943,753	100.0	4.1	8.9
<i>Total Policy Benchmark¹</i>				3.0	7.2
Total Operating & Short Term	\$11,731,728	\$21,821,830	23.0	1.0	3.5
<i>Total Operating & Short Term Benchmark²</i>				1.4	4.0
Total Long Term/ Reserves Pool	\$69,920,593	\$73,121,922	77.0	4.6	9.9
<i>Total Long Term/ Reserves Fund Benchmark³</i>				4.3	9.9
Total Domestic Equity	\$20,696,842	\$22,200,840	23.4	6.4	18.9
<i>Russell 3000 Index</i>				6.2	20.6
Total International Equity	\$5,665,582	\$6,091,865	6.4	7.5	11.6
<i>MSCI AC World ex USA (Net)</i>				8.1	14.2
Total Alternatives	\$9,551,363	\$10,073,603	10.6	2.2	9.1
<i>Total Alternatives Benchmark⁴</i>				1.9	6.8
Total Fixed Income	\$33,012,493	\$33,889,740	35.7	3.7	4.9
<i>Total Fixed Income Benchmark⁵</i>				3.4	4.5
Total Cash & Cash Equivalents	\$994,312	\$865,875	0.9	1.2	3.8
<i>90 Day U.S. Treasury Bill</i>				1.4	4.0

1) Total Policy Benchmark: 45% ICE BofA 91 Days T-Bills / 17% ICE BofA 1-3 Yr US Corp & Govt / 11% BBgBarc US Govt/Credit Int / 8% Total Alternatives Benchmark / 15% Russell 3000 / 4% MSCI EAFE.

2) Total Operating & Short-Term Benchmark: 95% ICE BofA 91 Days T-Bills / 5% BBgBarc US Govt 1-3 Yr.

3) Total Long-Term / Reserves Fund Benchmark: 27% Russell 3000 / 8% MSCI EAFE / 15% Total Alternatives Benchmark / 30% ICE BofA 1-3 Yr US Corp & Govt / 20% BBgBarc US Govt/Credit Int,

4) Total Alternatives Benchmark: 100% HFRI Fund of Funds Composite.

5) Total Fixed Income Benchmark: 64% ICE BofA 1-3 Yr US Corp & Govt / 36% BBgBarc US Govt/Credit Int.

ASSET ALLOCATION GUIDELINES COMPLIANCE

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Total Plan Asset Allocation Policy	Range	Current
Operating & Short-Term Pool	0% - 50%	4%
Long Term/ Reserves Pool	50% - 100%	96%

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

Long Term/ Reserves Pool	Target	Range	Current
Domestic Equity	27%	20% - 35%	30%
International Equity	8%	0% - 15%	8%
Total Equity	35%	25% - 45%	39%
Alternatives	15%	0%-20%	14%
Short-Term Fixed Income	30%	25% - 45%	28%
Intermediate Fixed Income	20%	10% - 30%	19%
Cash & Cash Equivalents	0%	0% - 5%	1%

In Line Within Tolerance Review

SCHEDULE OF ASSETS

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	Ticker	Account Type	Begin Market Value \$	Market Value 09/30/2024	% of Portfolio
Total University Assets			\$81,652,320	\$94,943,753	100.0
Total Operating & Short Term			\$11,731,728	\$21,821,830	23.0
Federated Hermes Government Obligations Fund	GOSXX	Cash	\$11,731,728	\$21,821,830	23.0
Total Long Term/ Reserves Pool			\$69,920,593	\$73,121,922	77.0
Total Domestic Equity			\$20,696,842	\$22,200,840	23.4
Vanguard Institutional Index	VINIX	US Stock Large Cap Core	\$14,976,735	\$15,856,826	16.7
Vanguard Mid Cap Index Adm	VIMAX	US Stock Mid Cap Core	\$2,504,708	\$2,739,109	2.9
Loomis Sayles Sm Growth N	LSSNX	US Stock Small Cap Growth	\$1,638,178	\$1,793,642	1.9
Victory Integrity Small Value Y	VSVIX	US Stock Small Cap Value	\$1,577,221	\$1,811,263	1.9
Total International Equity			\$5,665,582	\$6,091,865	6.4
William Blair International Growth I	BIGIX	International	\$2,586,053	\$2,705,051	2.8
Dodge & Cox Internat'l Stock	DODFX	International	\$3,079,529	\$3,386,814	3.6
Total Alternatives			\$9,551,363	\$10,073,603	10.6
Weatherlow Offshore Fund I Ltd CI IIA		Hedge Fund	\$5,193,803	\$5,343,936	5.6
Cliffwater Corporate Lending I		Private Debt	\$2,030,997	\$2,446,629	2.6
H.I.G. Whitehorse Principal Lending Offshore Feeder Fd, L.P.		Direct Lending	\$2,326,562	\$2,283,038	2.4
Total Fixed Income			\$33,012,493	\$33,889,740	35.7
JPMorgan Core Bond	WOBDX	US Fixed Income Core	\$5,251,856	\$5,530,945	5.8
YSU Intermediate Term Bond		US Fixed Income Core	\$4,493,424	\$4,685,331	4.9
Fidelity Interm Treasury Bond Index	FUAMX	US Fixed Income Core	\$3,233,961	\$3,408,156	3.6
YSU Short Term Bond		US Fixed Income Short Term	\$13,307,751	\$13,703,414	14.4
Lord Abbett Short Duration Income I	LLDYX	US Fixed Income Short Term	\$6,725,502	\$6,561,894	6.9
Total Cash & Cash Equivalents			\$994,312	\$865,875	0.9
Federated Hermes Government Obligations Fund	GOSXX	Cash	\$994,312	\$865,875	0.9

ATTRIBUTION OF MARKET VALUE

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TOTAL UNIVERSITY ASSETS

	Q4-2023	Q1-2024	Q2-2024	Q3-2024	One Year
Total University Assets					
Beginning Market Value	\$84,550,946	\$71,834,657	\$92,549,492	\$81,652,320	\$84,550,946
Contributions	-	\$18,000,000	-	\$19,000,000	\$37,000,000
Distributions	-\$17,000,000	-\$24,332	-\$12,020,954	-\$9,000,000	-\$38,045,286
Net Cash Flows	-\$17,000,000	\$17,975,668	-\$12,020,954	\$10,000,000	-\$1,045,286
Net Investment Change	\$4,283,710	\$2,739,168	\$1,123,782	\$3,291,432	\$11,438,092
Ending Market Value	\$71,834,657	\$92,549,492	\$81,652,320	\$94,943,753	\$94,943,753
Change \$	-\$12,716,290	\$20,714,836	-\$10,897,172	\$13,291,432	\$10,392,806

LONG-TERM POOL

	Q4-2023	Q1-2024	Q2-2024	Q3-2024	One Year
Total Long Term/ Reserves Pool					
Beginning Market Value	\$62,447,104	\$66,536,739	\$69,037,595	\$69,920,593	\$62,447,104
Contributions	-	-	-	-	-
Distributions	-	-\$24,332	-\$20,954	-	-\$45,286
Net Cash Flows	-	-\$24,332	-\$20,954	-	-\$45,286
Net Investment Change	\$4,089,635	\$2,525,188	\$903,952	\$3,201,330	\$10,720,105
Ending Market Value	\$66,536,739	\$69,037,595	\$69,920,593	\$73,121,922	\$73,121,922
Change \$	\$4,089,635	\$2,500,856	\$882,998	\$3,201,330	\$10,674,819

PERFORMANCE SUMMARY (AS OF 09/30/2024)

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	% of Portfolio	QTD (%)	FYTD (%)	YTD (%)	1 Yr (%)	2 Yr (%)	3 Yr (%)	5 Yr (%)	7 Yr (%)	10 Yr (%)	2023 (%)	2022 (%)	2021 (%)	Inception (%)	Inception Date
Total University Assets	100.0	4.1	4.1	8.9	15.2	11.6	4.5	6.3	5.7	5.0	11.0	-7.8	7.8	4.4	Apr-04
Total Policy Benchmark		3.0	3.0	7.2	11.5	9.4	4.0	4.5	4.3	3.8	8.7	-4.7	4.3	3.4	
Total Operating & Short Term	23.0	1.0	1.0	3.5	4.8	4.6	3.2	2.2	2.2	1.6	4.8	1.4	0.0	1.1	Jul-10
Total Operating & Short Term Benchmark		1.4	1.4	4.0	5.5	4.9	3.4	2.3	2.2	1.6	5.0	1.2	0.0	1.2	
Federated Hermes Government Obligations Fund	23.0	1.2	1.2	3.8	5.1	4.7	3.3	2.1	1.9	1.4	4.8	1.4	0.0	3.4	Nov-21
90 Day U.S. Treasury Bill		1.4	1.4	4.0	5.5	5.0	3.5	2.3	2.2	1.6	5.0	1.5	0.0	3.6	
Total Long Term/ Reserves Pool	77.0	4.6	4.6	9.9	17.2	13.3	3.9	6.2	5.8	5.4	11.9	-11.2	9.5	5.5	Jul-10
Total Long Term/ Reserves Fund Benchmark		4.3	4.3	9.9	16.8	13.1	4.3	6.3	5.9	5.4	11.7	-9.7	8.0	5.2	
Total Domestic Equity	23.4	6.4	6.4	18.9	32.7	25.7	9.7	14.5	13.1	12.4	22.7	-17.7	26.9	14.2	Jul-10
Russell 3000 Index		6.2	6.2	20.6	35.2	27.6	10.3	15.3	13.7	12.8	26.0	-19.2	25.7	14.6	
Vanguard Institutional Index	16.7	5.9	5.9	22.0	36.3	28.7	11.9	15.9	14.5	13.3	26.2	-18.1	28.7	15.0	Jul-10
S&P 500 Index		5.9	5.9	22.1	36.4	28.8	11.9	16.0	14.5	13.4	26.3	-18.1	28.7	15.0	
Vanguard Mid Cap Index Adm	2.9	9.4	9.4	14.7	28.8	20.4	5.3	11.2	10.4	10.2	16.0	-18.7	24.5	12.1	Oct-10
Vanguard Mid Cap Index Benchmark		9.4	9.4	14.7	28.8	20.4	5.3	11.2	10.4	10.2	16.0	-18.7	24.5	12.1	
Loomis Sayles Sm Growth N	1.9	6.4	6.4	13.3	22.6	17.1	1.1	9.8	9.8	10.5	12.1	-22.8	10.2	8.7	Sep-19
Russell 2000 Growth Index		8.4	8.4	13.2	27.7	18.3	-0.4	8.8	7.6	8.9	18.7	-26.4	2.8	8.5	
Victory Integrity Small Value Y	1.9	6.2	6.2	6.7	19.4	19.3	7.5	11.1	7.5	8.3	17.6	-7.7	33.6	10.5	Oct-10
Russell 2000 Value Index		10.2	10.2	9.2	25.9	16.5	3.8	9.3	6.6	8.2	14.6	-14.5	28.3	9.6	
Total International Equity	6.4	7.5	7.5	11.6	22.6	21.8	2.8	8.7	5.6	5.4	16.2	-17.6	10.0	5.9	Oct-10
MSCI AC World ex USA (Net)		8.1	8.1	14.2	25.4	22.8	4.1	7.6	5.4	5.2	15.6	-16.0	7.8	5.3	
William Blair International Growth I	2.8	4.6	4.6	9.4	24.5	19.2	-2.9	7.6	5.6	5.7	15.4	-28.3	9.0	7.2	Jul-12
MSCI AC World ex USA (Net)		8.1	8.1	14.2	25.4	22.8	4.1	7.6	5.4	5.2	15.6	-16.0	7.8	6.6	
Dodge & Cox Internat'l Stock	3.6	10.0	10.0	13.4	21.2	23.9	8.1	9.1	5.2	4.8	16.7	-6.8	11.0	6.2	Oct-10
MSCI EAFE (Net)		7.3	7.3	13.0	24.8	25.2	5.5	8.2	6.0	5.7	18.2	-14.5	11.3	6.2	
Total Alternatives	10.6	2.2	2.2	9.1	12.4	9.2	2.5	2.6	2.9	-	7.3	-6.9	5.3	2.4	Mar-15
Total Alternatives Benchmark		1.9	1.9	6.8	10.2	7.4	2.5	3.3	3.3	-	6.1	-5.3	6.2	2.8	
Weatherlow Offshore Fund I Ltd CI IIA	5.6	2.9	2.9	10.9	15.4	10.1	2.2	8.3	7.1	5.6	7.6	-8.9	5.6	2.0	Jul-21
HFRI Fund of Funds Composite Index		1.9	1.9	6.8	10.2	7.4	2.5	5.4	4.3	3.7	6.1	-5.3	6.2	2.6	
Cliffwater Corporate Lending I	2.6	2.7	2.7	9.6	13.1	12.3	10.4	9.9	-	-	12.7	6.6	10.3	10.8	Dec-23
Credit Suisse Leveraged Loan Index		2.0	2.0	6.6	9.6	11.0	6.3	5.6	5.2	4.9	13.0	-1.1	5.4	6.6	
H.I.G. Whitehorse Principal Lending Offshore Feeder Fd, L.P.	2.4	0.0	0.0	4.5	5.9	8.4	-	-	-	-	10.6	-	-	8.5	Jul-22
Credit Suisse Leveraged Loan Index		2.0	2.0	6.6	9.6	11.0	6.3	5.6	5.2	4.9	13.0	-1.1	5.4	10.3	

1) Total Policy Benchmark: 45% ICE BofA 91 Days T-Bills / 17% ICE BofA 1-3 Yr US Corp & Govt / 11% BBgBarc US Govt/Credit Int / 8% Total Alternatives Benchmark / 15% Russell 3000 / 4% MSCI EAFE.

2) Total Operating & Short-Term Benchmark: 95% ICE BofA 91 Days T-Bills / 5% BBgBarc US Govt 1-3 Yr.

3) Total Long-Term / Reserves Fund Benchmark: 27% Russell 3000 / 8% MSCI EAFE / 15% Total Alternatives Benchmark / 30% ICE BofA 1-3 Yr US Corp & Govt / 20% BBgBarc US Govt/Credit Int,

4) Total Alternatives Benchmark: 100% HFRI Fund of Funds Composite.

5) Total Fixed Income Benchmark: 64% ICE BofA 1-3 Yr US Corp & Govt / 36% BBgBarc US Govt/Credit Int.

PERFORMANCE SUMMARY (AS OF 9/30/2024)

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	% of Portfolio	QTD (%)	FYTD (%)	YTD (%)	1 Yr (%)	2 Yr (%)	3 Yr (%)	5 Yr (%)	7 Yr (%)	10 Yr (%)	2023 (%)	2022 (%)	2021 (%)	Inception (%)	Inception Date
Total Fixed Income	35.7	3.7	3.7	4.9	9.0	6.2	1.1	1.9	2.3	2.2	5.9	-6.7	0.1	2.2	Jul-10
Total Fixed Income Benchmark		3.4	3.4	4.5	8.0	5.3	1.0	1.6	1.9	1.8	4.9	-5.4	-0.8	1.8	
JPMorgan Core Bond	5.8	5.3	5.3	5.2	11.8	6.1	-0.9	0.8	1.9	2.1	5.8	-12.3	-1.1	1.7	Sep-17
Blmbg. U.S. Aggregate Index		5.2	5.2	4.4	11.6	6.0	-1.4	0.3	1.5	1.8	5.5	-13.0	-1.5	1.4	
YSU Intermediate Term Bond	4.9	4.3	4.3	5.0	9.9	6.3	0.5	1.7	2.3	2.1	5.7	-8.0	-1.3	3.3	Apr-04
Blmbg. Intermed. U.S. Government/Credit		4.2	4.2	4.7	9.4	5.8	0.2	1.3	1.9	2.0	5.2	-8.2	-1.4	2.9	
Fidelity Interim Treasury Bond Index	3.6	5.4	5.4	4.5	10.5	4.7	-1.8	-0.1	1.2	1.6	4.1	-12.7	-3.0	7.9	Dec-23
Blmbg. U.S. Treasury: 5-10 Year		5.4	5.4	4.3	10.5	4.8	-1.8	-0.1	1.2	1.6	4.1	-12.6	-3.0	4.3	
YSU Short Term Bond	14.4	3.0	3.0	4.6	7.5	5.3	1.8	2.0	2.2	1.8	5.0	-3.3	-0.4	2.4	Apr-04
ICE BofA 1-3 Yr. Gov/Corp		2.9	2.9	4.4	7.2	5.0	1.5	1.7	1.9	1.7	4.6	-3.8	-0.4	2.2	
Lord Abbett Short Duration Income I	6.9	2.9	2.9	5.3	8.0	5.9	1.9	2.2	2.5	2.4	5.4	-4.6	1.1	2.7	Apr-18
ICE BofA 1-3 Yr. Gov/Corp		2.9	2.9	4.4	7.2	5.0	1.5	1.7	1.9	1.7	4.6	-3.8	-0.4	2.1	
Total Cash & Cash Equivalents	0.9	1.2	1.2	3.8	5.2	4.7	3.4	2.2	-	-	4.8	1.5	0.0	1.9	Apr-18
90 Day U.S. Treasury Bill		1.4	1.4	4.0	5.5	5.0	3.5	2.3	2.2	1.6	5.0	1.5	0.0	2.3	
Federated Hermes Government Obligations Fund	0.9	1.2	1.2	3.8	5.1	4.7	3.3	2.1	1.9	1.4	4.8	1.4	0.0	2.1	Dec-19
90 Day U.S. Treasury Bill		1.4	1.4	4.0	5.5	5.0	3.5	2.3	2.2	1.6	5.0	1.5	0.0	2.3	

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

OCTOBER REPORT

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	Market Value 10/01/2024	Market Value 10/31/2024	% of Portfolio	1 Mo (%)	FYTD (%)	YTD (%)	1 Yr (%)	3 Yr (%)	5 Yr (%)	Inception (%)	Inception Date
Total University Assets	\$94,961,718	\$88,213,512	100.0	-0.8	3.3	8.0	15.6	3.5	5.9	4.4	Apr-04
<i>Total Policy Benchmark¹</i>				-0.5	2.5	6.7	11.5	3.5	4.3	3.4	
Total Operating & Short Term	\$21,821,830	\$15,886,994	18.0	0.4	1.4	4.0	4.8	3.4	2.3	1.2	Jul-10
<i>Total Operating & Short Term Benchmark²</i>				0.3	1.8	4.4	5.4	3.5	2.3	1.2	
Federated Hermes Government Obligations Fund	\$21,821,830	\$15,886,994	18.0	0.4	1.6	4.2	5.0	3.4	2.1	3.4	Oct-21
<i>90 Day U.S. Treasury Bill</i>				0.4	1.8	4.4	5.4	3.6	2.4	3.6	
Total Long Term/ Reserves Pool	\$73,139,888	\$72,326,518	82.0	-1.1	3.4	8.7	17.8	2.8	5.7	5.4	Jul-10
<i>Total Long Term/ Reserves Fund Benchmark³</i>				-1.2	3.1	8.5	16.8	3.2	5.8	5.1	
Total Equity	\$28,292,705	\$27,793,728	31.5	-1.8	4.7	15.2	32.7	5.4	12.3	12.4	Jul-10
Total Domestic Equity	\$22,200,840	\$21,959,418	24.9	-1.1	5.2	17.6	35.6	6.9	13.8	14.1	Jul-10
<i>Russell 3000 Index</i>				-0.7	5.4	19.7	37.9	7.6	14.6	14.5	
Vanguard Institutional Index	\$15,856,826	\$15,712,689	17.8	-0.9	4.9	20.9	38.0	9.0	15.2	14.8	Jul-10
<i>S&P 500 Index</i>				-0.9	4.9	21.0	38.0	9.1	15.3	14.8	
Vanguard Mid Cap Index Adm	\$2,739,109	\$2,727,289	3.1	-0.4	8.9	14.2	34.6	2.9	10.9	11.9	Oct-10
<i>Vanguard Mid Cap Index Benchmark</i>				-0.4	8.9	14.2	34.6	3.0	10.9	12.0	
Loomis Sayles Sm Growth N	\$1,793,642	\$1,740,818	2.0	-2.9	3.3	9.9	27.8	-2.3	8.6	8.0	Sep-19
<i>Russell 2000 Growth Index</i>				-1.3	7.0	11.7	36.5	-2.3	7.9	8.1	
Victory Integrity Small Value Y	\$1,811,263	\$1,778,623	2.0	-1.8	4.3	4.8	24.2	5.3	10.5	10.3	Oct-10
<i>Russell 2000 Value Index</i>				-1.6	8.4	7.5	31.8	1.9	8.4	9.5	
Total International Equity	\$6,091,865	\$5,834,310	6.6	-4.2	3.0	6.9	23.1	0.0	7.0	5.5	Oct-10
<i>MSCI AC World ex USA (Net)</i>				-4.9	2.8	8.6	24.3	1.6	5.8	4.9	
William Blair International Growth I	\$2,705,051	\$2,587,777	2.9	-4.3	0.1	4.7	23.9	-5.5	5.8	6.8	Jul-12
<i>MSCI AC World ex USA (Net)</i>				-4.9	2.8	8.6	24.3	1.6	5.8	6.1	
Dodge & Cox Internat'l Stock	\$3,386,814	\$3,246,532	3.7	-4.1	5.4	8.7	22.4	5.2	7.5	5.9	Oct-10
<i>MSCI EAFE (Net)</i>				-5.4	1.4	6.8	23.0	2.7	6.2	5.7	

OCTOBER REPORT

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	Market Value 10/01/2024	Market Value 10/31/2024	% of Portfolio	1 Mo (%)	FYTD (%)	YTD (%)	1 Yr (%)	3 Yr (%)	5 Yr (%)	Inception (%)	Inception Date
Total Alternatives	\$10,091,569	\$10,178,433	11.5	0.9	3.2	10.3	14.0	2.9	2.6	2.5	Mar-15
<i>Total Alternatives Benchmark⁴</i>				0.2	2.2	7.1	11.7	2.1	3.2	2.8	
Weatherlow Offshore Fund I Ltd CI IIA	\$5,344,762	\$5,408,899	6.1	1.2	4.1	12.2	17.5	2.5	8.5	2.3	Jul-21
<i>HFRI Fund of Funds Composite Index</i>				0.2	2.2	7.1	11.7	2.1	5.4	2.6	
Cliffwater Corporate Lending I	\$2,446,629	\$2,469,356	2.8	0.9	3.7	10.7	13.1	10.5	10.1	10.7	Jan-24
<i>Credit Suisse Leveraged Loan Index</i>				0.8	2.9	7.5	10.5	6.5	5.9	7.5	
H.I.G. Whitehorse Principal Lending Offshore Feeder Fd, L.P.	\$2,300,178	\$2,300,178	2.6	0.0	0.8	5.3	6.7	-	-	8.5	Jul-22
<i>Credit Suisse Leveraged Loan Index</i>				0.8	2.9	7.5	10.5	6.5	5.9	10.3	
Total Fixed Income	\$33,889,740	\$33,481,607	38.0	-1.2	2.5	3.6	8.1	0.8	1.6	2.1	Jul-10
<i>Total Fixed Income Benchmark⁵</i>				-1.1	2.2	3.3	6.8	0.8	1.2	1.7	
JPMorgan Core Bond	\$5,530,945	\$5,392,730	6.1	-2.5	2.6	2.5	10.8	-1.7	0.2	1.4	Sep-17
<i>Blmbg. U.S. Aggregate Index</i>				-2.5	2.6	1.9	10.5	-2.2	-0.2	1.0	
YSU Intermediate Term Bond	\$4,685,331	\$4,607,780	5.2	-1.7	2.5	3.3	8.8	0.1	1.3	3.2	Apr-04
<i>Blmbg. Intermed. U.S. Government/Credit</i>				-1.6	2.5	3.0	8.2	-0.2	0.9	2.8	
Fidelity Interim Treasury Bond Index	\$3,408,156	\$3,307,226	3.7	-3.0	2.2	1.4	8.7	-2.6	-0.7	1.4	Jan-24
<i>Blmbg. U.S. Treasury: 5-10 Year</i>				-3.0	2.2	1.2	8.7	-2.6	-0.7	1.2	
Breckenridge Intermediate Gov/Credit	-	\$4,235,872	4.8	-0.3	-	-	-	-	-	-	Nov-24
<i>Blmbg. Intermed. U.S. Government/Credit</i>				-1.6	2.5	3.0	8.2	-0.2	0.9	-	
YSU Short Term Bond	\$13,703,414	\$13,632,772	15.5	-0.5	2.4	4.1	6.7	1.8	1.8	2.4	Apr-04
<i>ICE BofA 1-3 Yr. Gov/Corp</i>				-0.5	2.4	3.9	6.3	1.4	1.5	2.2	
Lord Abbett Short Duration Income I	\$6,561,894	\$2,305,227	2.6	-0.3	2.5	4.9	7.8	1.8	2.0	2.6	Apr-18
<i>ICE BofA 1-3 Yr. Gov/Corp</i>				-0.5	2.4	3.9	6.3	1.4	1.5	2.0	
Total Cash & Cash Equivalents	\$865,875	\$872,750	1.0	0.4	1.7	4.3	5.1	3.5	2.2	2.0	Apr-18
<i>90 Day U.S. Treasury Bill</i>				0.4	1.8	4.4	5.4	3.6	2.4	2.3	
Federated Hermes Government Obligations Fund	\$865,875	\$872,750	1.0	0.4	1.6	4.2	5.0	3.4	2.1	2.2	Dec-19
<i>90 Day U.S. Treasury Bill</i>				0.4	1.8	4.4	5.4	3.6	2.4	2.4	



SUPPORTING INFORMATION

ASSET CLASS RETURNS

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2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Q1 2024	Q2 2024	Q3 2024	2024 YTD
Large Cap 13.7%	Large Cap 1.4%	Sm/Mid 17.6%	Em Mkt 37.3%	Cash 1.9%	Large Cap 31.5%	Sm/Mid 20.0%	Large Cap 28.7%	Cash 1.5%	Large Cap 26.3%	Large Cap 10.6%	Em Mkt 5.0%	Glb Bonds 9.4%	Large Cap 22.1%
Sm/Mid 7.1%	US Bonds 0.6%	Hi Yld 17.5%	Dev Intl 25.0%	US Bonds 0.0%	Sm/Mid 27.8%	Large Cap 18.4%	Sm/Mid 18.2%	Hdg Fnds -5.3%	Dev Intl 18.2%	Sm/Mid 6.9%	Large Cap 4.3%	Sm/Mid 8.8%	Em Mkt 16.9%
US Bonds 6.0%	Cash 0.1%	Large Cap 12.0%	Large Cap 21.8%	Glb Bond -0.9%	Dev Intl 22.0%	Em Mkt 18.3%	Dev Intl 11.3%	Hi Yld -11.2%	Sm/Mid 17.4%	Dev Intl 5.8%	Cash 1.3%	EM Mkt 8.7%	Dev Intl 13.0%
Hdg Fnds 3.4%	Hdg Fnds -0.3%	Em Mkt 11.2%	Sm/Mid 16.8%	Hi Yld -2.3%	Em Mkt 18.4%	Hdg Fnds 10.9%	Hdg Fnds 6.2%	US Bonds -13.0%	Hi Yld 13.5%	Hdg Fnds 4.2%	Hi Yld 1.1%	Dev Intl 7.3%	Sm/Mid 11.3%
Hi Yld 2.5%	Dev Intl -0.8%	US Bonds 2.7%	Glb Bond 9.3%	Hdg Fnds -4.0%	Hi Yld 14.4%	Glb Bond 9.5%	Hi Yld 5.4%	Dev Intl -14.5%	EM Mkt 9.8%	Em Mkt 2.4%	Hdg Fnds 0.5%	Large Cap 5.9%	Hdg Fnds 8.1%
Cash 0.0%	Sm/Mid -2.9%	Glb Bond 1.9%	Hdg Fnds 7.8%	Large Cap -4.4%	US Bonds 8.8%	Dev Intl 7.8%	Cash 0.1%	Large Cap -18.1%	Hdg Funds 6.1%	Hi Yld 1.5%	US Bonds 0.1%	Hi Yld 5.3%	Hi Yld 8.0%
Em Mkt -2.2%	Hi Yld -4.6%	Dev Intl 1.0%	Hi Yld 7.5%	Sm/Mid -10.0%	Hdg Fnds 8.4%	US Bonds 7.5%	US Bonds -1.5%	Sm/Mid -18.4%	US Bonds 5.5%	Cash 1.3%	Dev Intl -0.4%	US Bonds 5.2%	US Bonds 4.5%
Glb Bond -2.8%	Glb Bond -4.8%	Hdg Fnds 0.5%	US Bonds 3.5%	Dev Intl -13.8%	Glb Bond 5.0%	Hi Yld 6.2%	Em Mkt -2.5%	Glb Bond -19.6%	Cash 5.1%	US Bonds -0.8%	Glb Bond -3.1%	Hdg Funds 2.8%	Cash 4.1%
Dev Intl -4.5%	Em Mkt -14.9%	Cash 0.3%	Cash 0.9%	Em Mkt -14.6%	Cash 2.3%	Cash 0.5%	Glb Bond -8.2%	Em Mkt -20.1%	Glb Bonds 4.2%	Glb Bond -3.8%	Sm/Mid -4.3%	Cash 1.4%	Glb Bond 2.0%

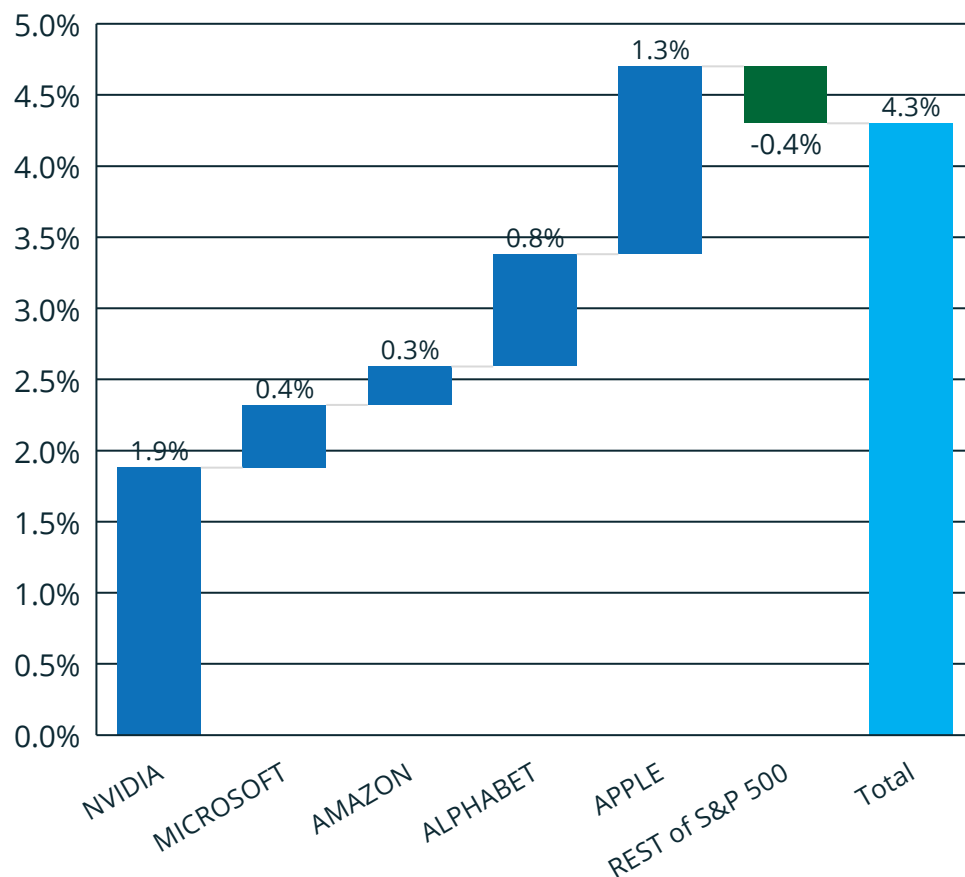
Past performance is not an indicator of future results. Asset classes represented by: Large Cap – S&P 500 Index; Sm/Mid – Russell 2500 Index; Dev Intl – MSCI EAFE Index; Em Mkt – MSCI Emerging Markets Index; Hi Yld – Bank of America Merrill Lynch U.S. High Yield Master II; US Bonds – Barclays Capital U.S. Aggregate; Glb Bond – Barclays Capital Global Treasury ex US; Hdg Fnds – HFRI FOF: Diversified Index; Cash – Merrill Lynch 91-day Tbill . Data as of 9/30/2024. Source: Morningstar Direct.

MARKET REVERSAL: FAB 5 DETRACTS FROM S&P 500 RETURN

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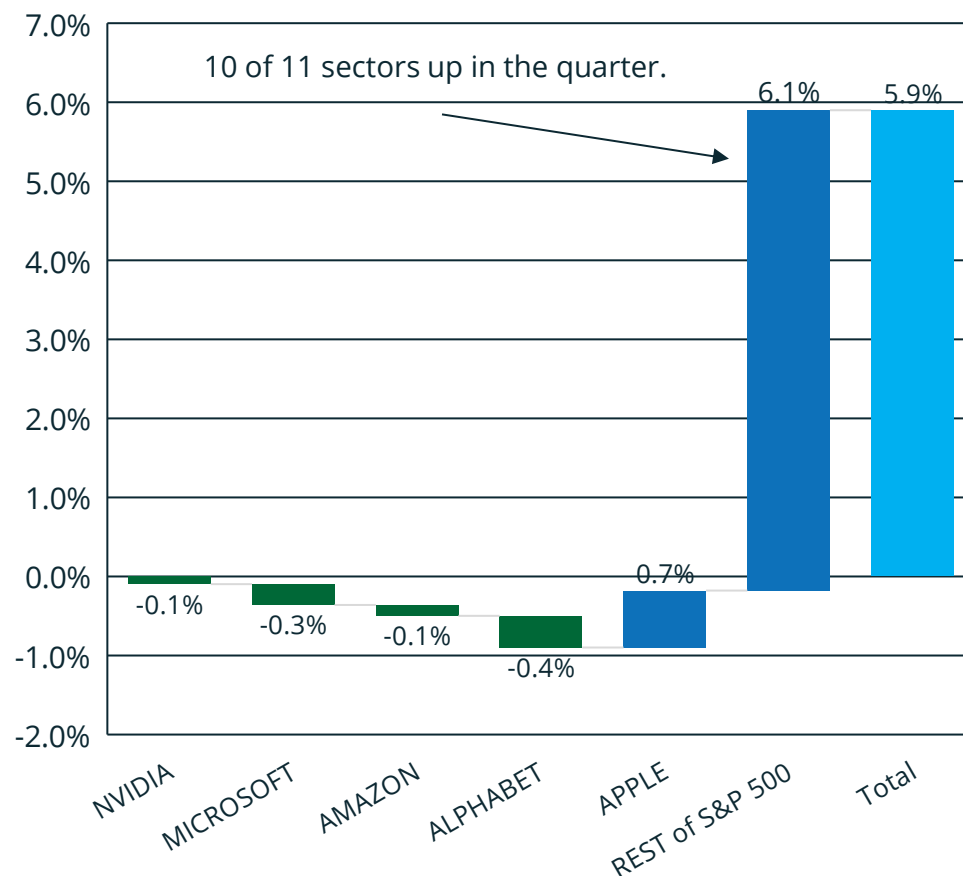
Q2 2024 S&P 500 RETURNS

■ Increase ■ Decrease ■ Total



Q3 2024 S&P 500 RETURNS

■ Increase ■ Decrease ■ Total



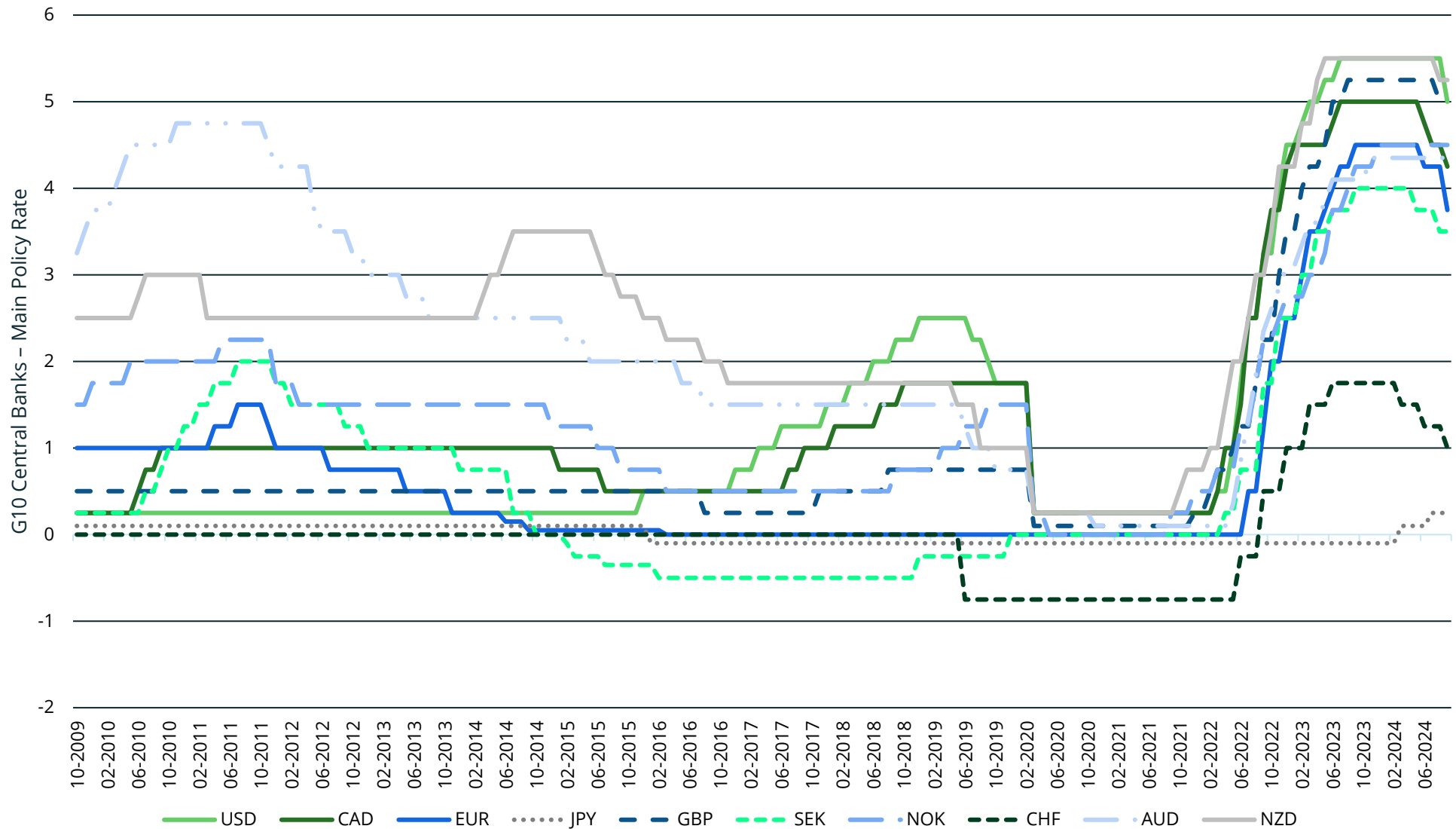
- Q2 performance driven by a handful of macro-independent stocks (e.g., insensitive to inflation and fed rate cuts), while the remaining stocks were generally directionless amidst evolving Fed policy

Source: Clearstead, Bloomberg LP, contribution to total return, as of 6/30/2024
Past performance is not an indicator of future results

G-10 CENTRAL BANKS BEGIN EASING

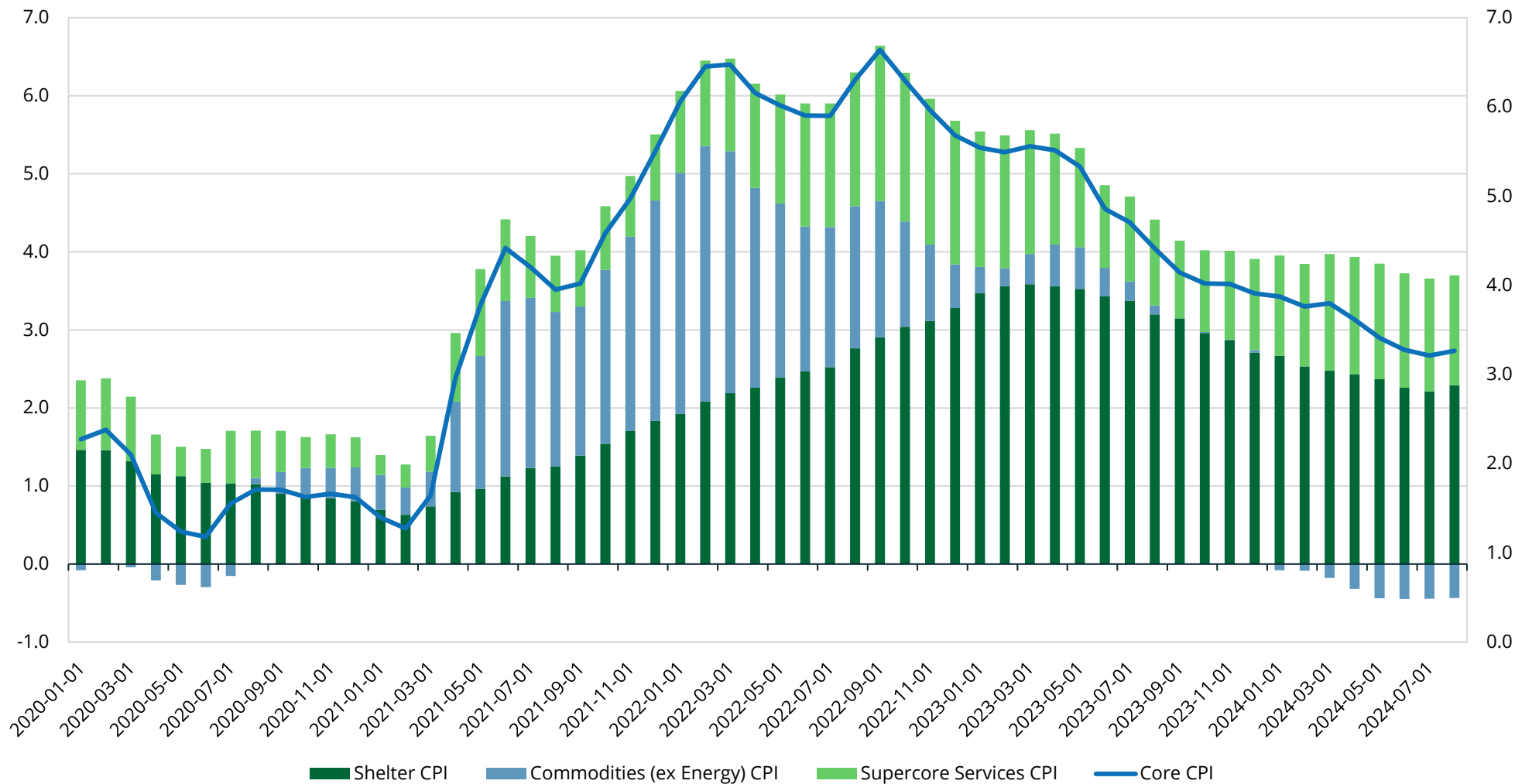
35

Global Liquidity Set to Rise – Q4



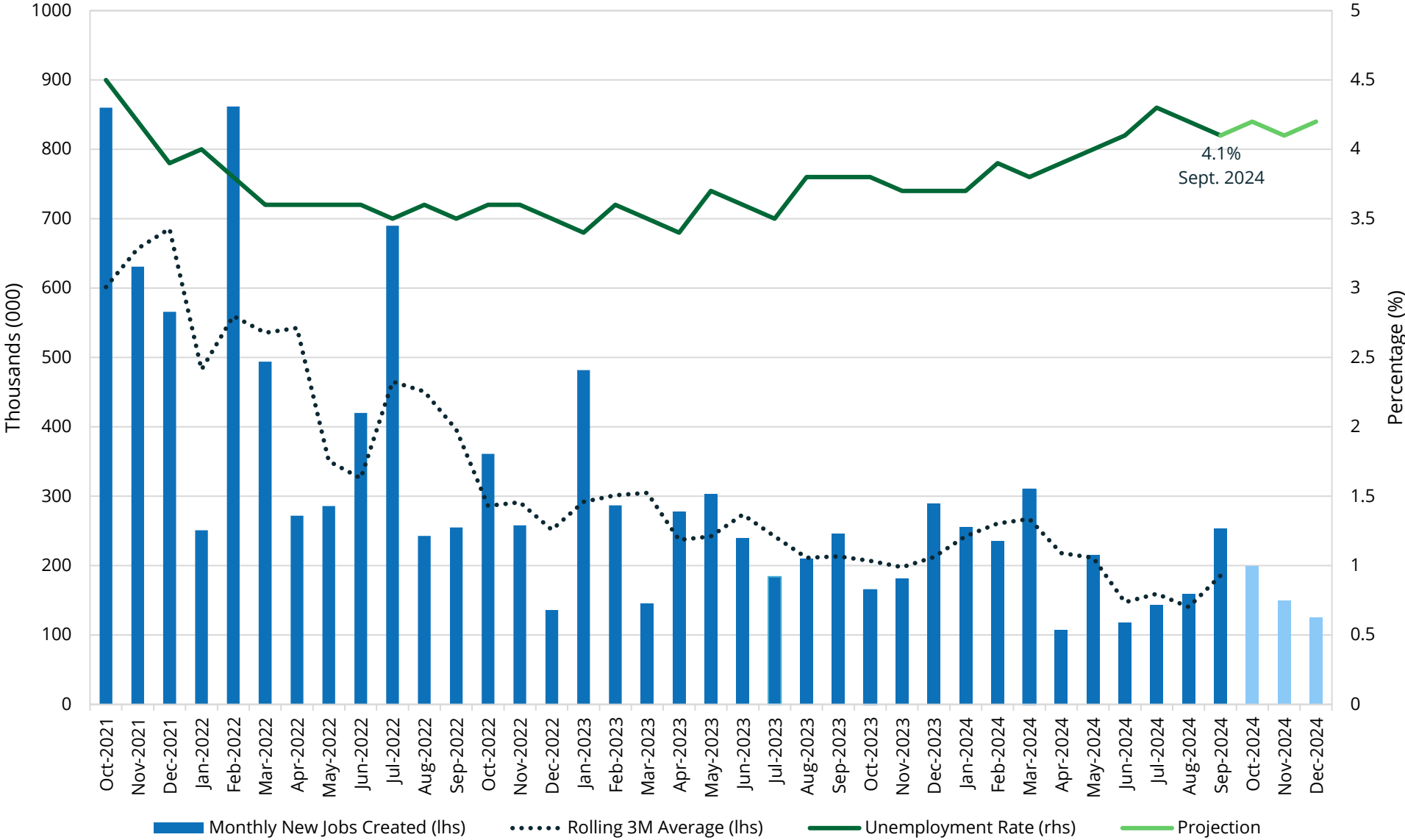
SHELTER INFLATION REMAINS STICKY

Shelter Inflation Spoiling the Disinflation Party



Source: Clearstead, BLS, Bloomberg, 9/30/2024

LABOR MARKET



Source: Clearstead; Bloomberg LP – 10/4/2024; Projection assumes an approximate decline of approximately -50k jobs per month before leveling off ≈125k level

GLOBAL ECONOMY PMI

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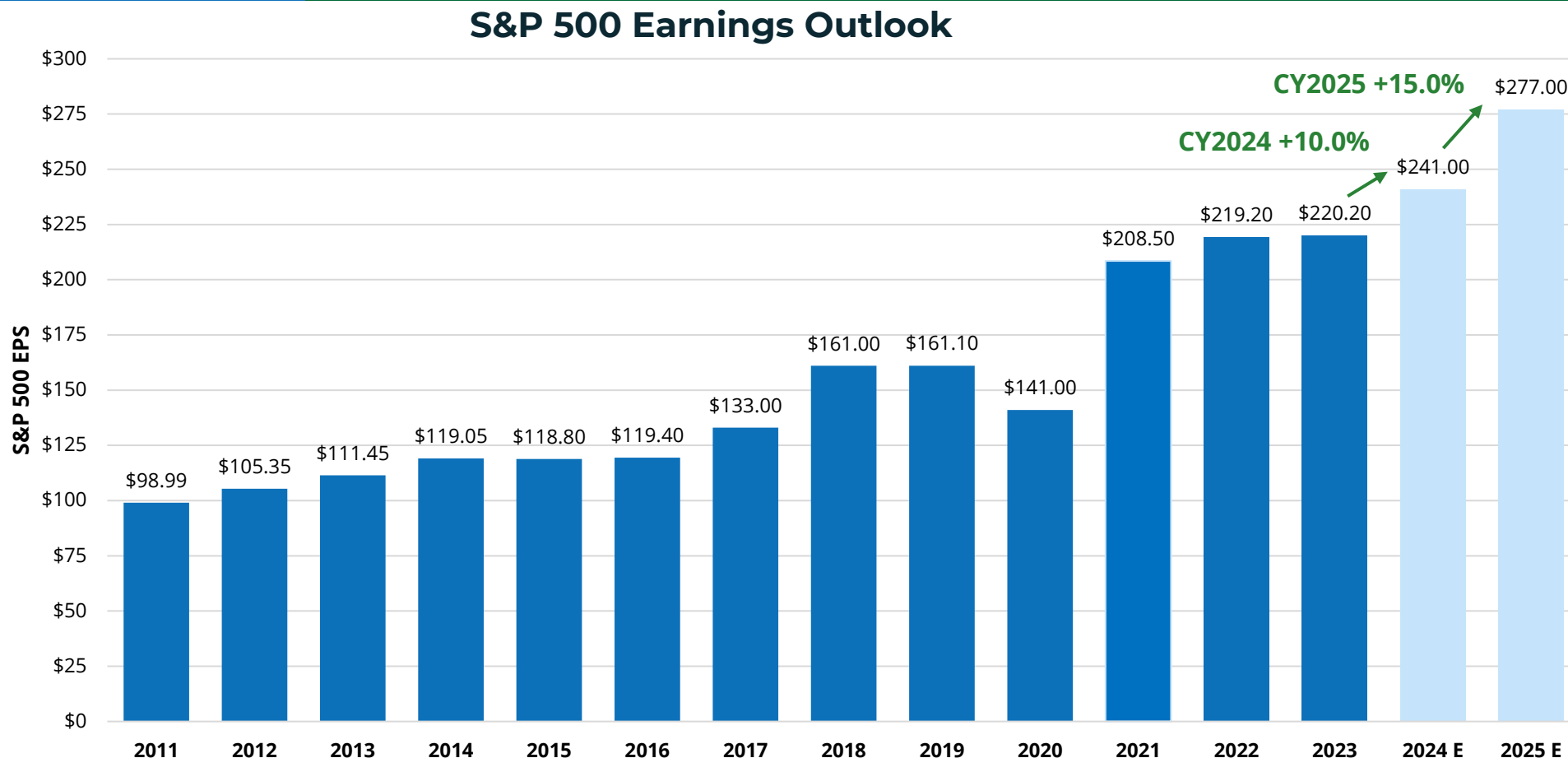
		Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24
Global	Mfg	48.8	49.3	49.0	50.0	50.3	50.6	50.3	51.0	50.8	49.7	49.6	48.8
	Serv	50.4	50.6	51.6	52.3	52.4	52.4	52.7	54.0	53.1	53.3	53.8	52.9
US	Mfg	50.0	49.4	47.9	50.7	52.2	51.9	50.0	51.3	51.6	49.6	47.9	47.3
	Serv	50.6	50.8	51.4	52.5	52.3	51.7	51.3	54.8	55.3	55.0	55.7	55.2
Eurozone	Mfg	43.1	44.2	44.4	46.6	46.5	46.1	45.7	47.3	45.8	45.8	45.8	45.0
	Serv	47.8	48.7	48.8	48.4	50.2	51.5	53.3	53.2	52.8	51.9	52.9	51.4
UK	Mfg	44.8	47.2	46.2	47.0	47.5	50.3	49.1	51.2	50.9	52.1	52.5	51.5
	Serv	49.5	50.9	53.4	54.3	53.8	53.1	55.0	52.9	52.1	52.5	53.7	52.4
Japan	Mfg	48.7	48.3	47.9	48.0	47.2	48.2	49.6	50.4	50.0	49.1	49.8	49.7
	Serv	51.6	50.8	51.5	53.1	52.9	54.1	54.3	53.8	49.4	53.7	53.7	53.1
China	Mfg	49.5	50.7	50.8	50.8	50.9	51.1	51.4	51.7	51.8	49.8	50.4	49.3
	Serv	50.4	51.5	52.9	52.7	52.5	52.7	52.5	54.0	51.2	52.1	51.6	50.3
India	Mfg	55.5	56.0	54.9	56.5	56.9	59.1	58.8	57.5	58.3	58.1	57.5	56.5
	Serv	58.4	56.9	59.0	61.8	60.6	61.2	60.8	60.2	60.5	60.3	60.9	57.7
S. Korea	Mfg	49.8	50.0	49.9	51.2	50.7	49.8	49.4	51.6	52.0	51.4	51.9	48.3

- Global manufacturing has stagnated, while services PMIs have remained in positive territory
 - PMIs generally suggest little growth, but are not indicative of a decline
 - Global manufacturing PMIs are neutral-to-mildly positive in most economies—except in Europe's
 - Global services PMIs are suggesting stable/modest economic growth in most countries
- India continues to be the one country whose PMIs show universal strength

Source: Bloomberg, Markit/HIS.
Data as of 9/30/2024.

S&P 500 EARNINGS OUTLOOK

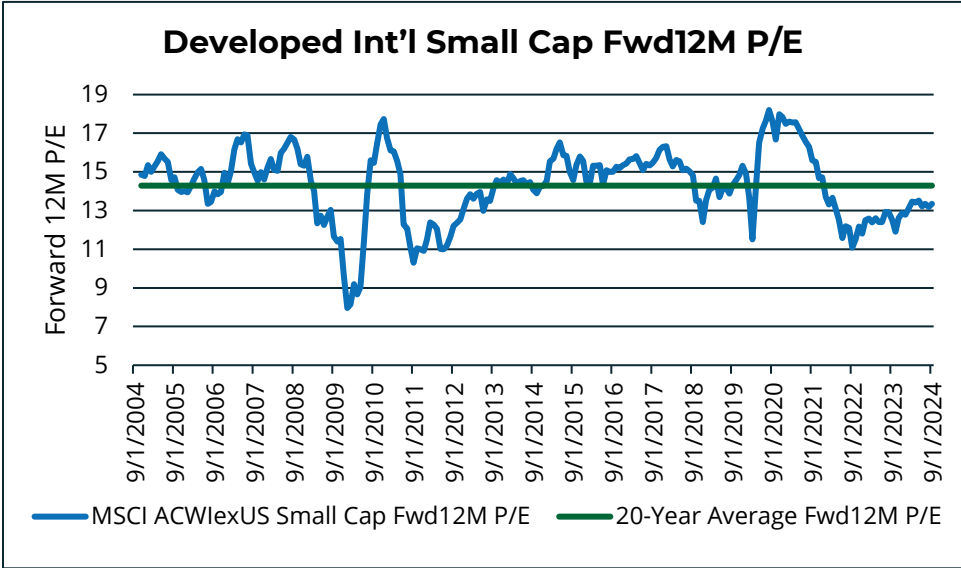
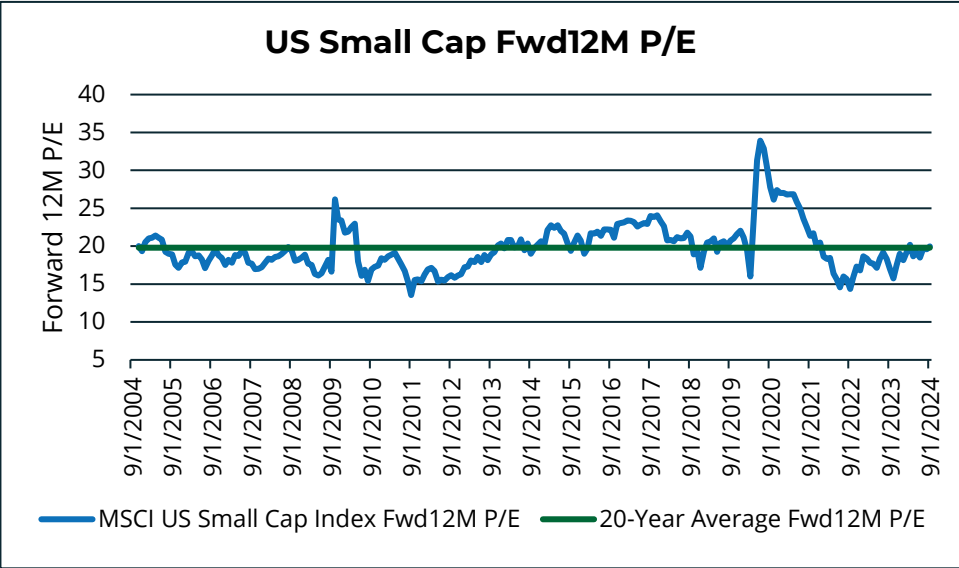
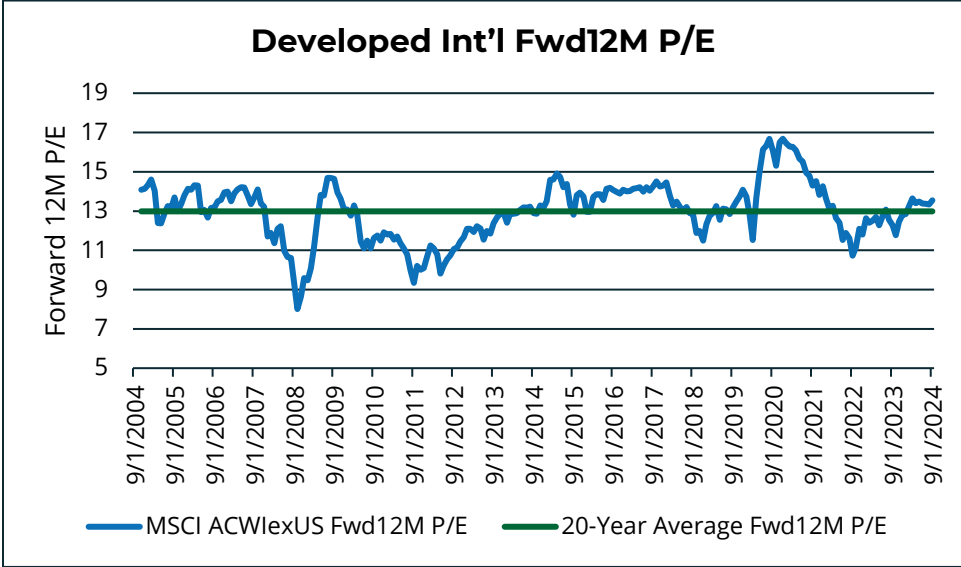
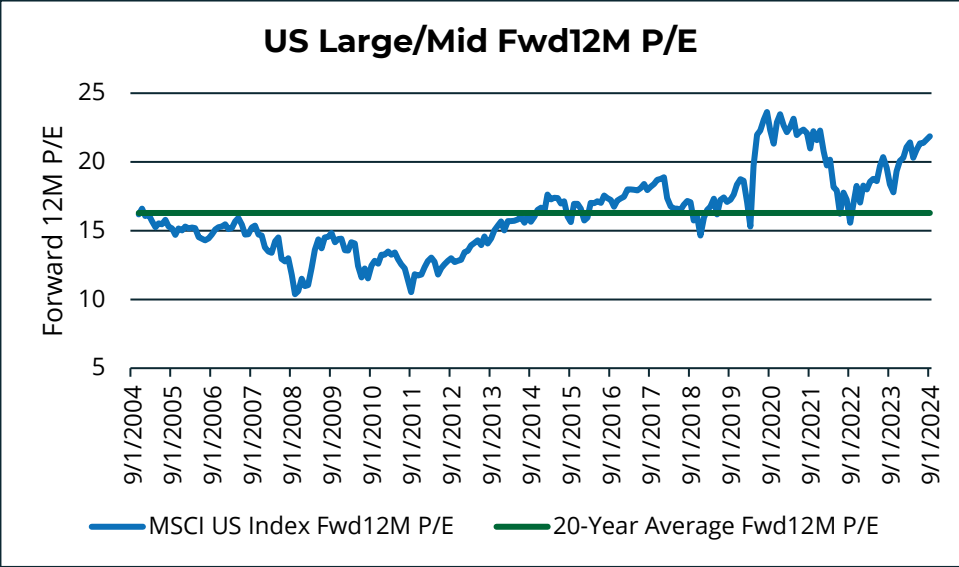
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- Bottom-up earnings estimates for CY2024 have slipped modestly in Q3 but reflect a stable and positive US macro environment
 - Expectations (and partial realization) for margin expansion and positive sentiment have kept CY2024 EPS above \$240/share
 - Expectations for CY2025 also remain robust even as the US economy may slow marginally in 2025; evolving US trade policy (tariffs) and/or tax policy could spur analysts to reset earnings/margins expectations

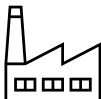
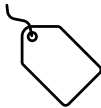
Source: Clearstead, Factset
Data as of 9/30/2024. Past performance is not an indicator of future results.

GLOBAL EQUITY VALUATIONS



Source: Bloomberg.
Data as of 9/30/2024. Past performance is not an indicator of future results.

ECONOMIC OUTLOOK

AREA		EXPECTATIONS
	Labor Markets	• U.S. adds 100k-150k jobs per month • Unemployment rate to remain at 4% to 4.5% • Average hourly wages tracking below 4%
	Manufacturing	• Manufacturing activity stable • Input prices lower • Select sectors may be disrupted by new tariff policy in 2025
	Services	• Services industry remains positive amidst strong consumer spending • Select consumer segments softening
	Inflation	• Core CPI remains at 3.5% • Headline CPI likely to remain at or above 3% • Services sector prices remain sticky given elevated wage costs and housing prices
	Equity Markets	• Choppy market returns; Volatility may normalize • Some technical support at 5,500 • Market's assumption for soft landing is fully priced in
	Fixed Income Markets	• 10-Yr US Treasury remains rangebound between 3.5% - 4.5% • Less uncertainty around Fed policy

Source: Clearstead, as of 9/30/2024.
Expectations for 4th quarter of calendar year 2024.

GLOBAL HEADLINE INFLATION

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Global Headline CPI - Year-over-Year % Change

	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24
Dev. Markets																							
US	7.7	7.1	6.5	6.4	6.0	5.0	4.9	4.0	3.0	3.2	3.7	3.7	3.2	3.1	3.4	3.1	3.2	3.5	3.4	3.3	3.0	2.9	2.5
EU	10.7	10.0	9.2	8.5	8.5	6.9	7.0	6.1	5.5	5.3	5.3	4.3	2.9	2.4	2.9	2.8	2.6	2.4	2.4	2.6	2.5	2.6	2.2
Japan	3.7	3.8	4.0	4.3	3.3	3.2	3.5	3.2	3.3	3.3	3.2	3.0	3.3	2.8	2.6	2.2	2.8	2.7	2.5	2.8	2.8	2.8	3.0
UK	11.1	10.7	10.5	10.1	10.4	10.1	8.7	8.7	7.9	6.8	6.7	6.7	4.6	3.9	4.0	4.0	3.4	3.2	2.3	2.0	2.0	2.2	2.2
Canada	6.9	6.8	6.3	5.9	5.2	4.3	4.4	3.4	2.8	3.3	4.0	3.8	3.1	3.1	3.4	2.9	2.8	2.9	2.7	2.9	2.7	2.5	2.0
Australia	7.3	7.3	7.8	7.8	7.8	7.0	7.0	7.0	6.0	6.0	6.0	5.4	5.4	5.4	4.1	4.1	4.1	3.6	3.6	3.6	3.8	3.8	3.8
Switzerland	3.0	3.0	2.8	7.2	3.4	2.9	2.6	2.2	1.7	1.6	1.6	1.7	1.7	1.4	1.7	1.3	1.2	1.0	1.4	1.4	1.3	1.3	1.1
Norway	7.5	6.5	5.9	7.0	6.3	6.5	6.4	6.7	6.4	5.4	4.8	3.3	4.0	4.8	4.8	4.7	4.5	3.9	3.6	3.0	2.6	2.8	2.6
Sweden	10.9	11.5	12.3	11.7	12.0	10.6	10.5	9.7	9.3	9.3	7.5	6.5	6.5	5.8	4.4	5.4	4.5	4.1	3.9	3.7	2.6	2.6	1.9
Asia																							
China	2.1	1.6	1.8	2.1	1.0	0.7	0.1	0.2	0.0	-0.3	0.1	0.0	-0.2	-0.5	-0.3	-0.8	0.7	0.1	0.3	0.3	0.2	0.5	0.6
India	6.1	5.4	5.8	6.2	6.2	5.8	5.1	4.4	5.6	7.5	6.9	4.7	4.5	5.0	4.9	4.6	4.6	4.2	3.9	3.9	3.7	2.2	2.4
Indonesia	5.7	5.4	5.5	5.3	5.5	5.0	4.3	4.0	3.5	3.1	3.3	2.3	2.6	2.9	2.8	2.6	2.8	3.1	3.0	2.8	2.5	2.1	2.1
Malaysia	4.0	4.0	3.8	3.7	3.7	3.4	3.3	2.8	2.4	2.0	2.0	1.9	1.8	1.5	1.5	1.5	1.8	1.8	1.8	2.0	2.0	2.0	1.9
S Koreas	5.7	5.0	5.0	5.2	4.8	4.2	3.7	3.3	2.7	2.3	3.4	3.7	3.8	3.3	3.2	2.8	3.1	3.1	2.9	2.7	2.4	2.6	2.0
Taiwan	2.7	2.4	2.7	3.1	2.4	2.4	2.4	2.0	1.8	1.9	2.5	2.9	3.0	2.9	2.7	1.8	3.1	2.2	1.9	2.2	2.4	2.5	2.4
Latin America																							
Brazil	6.5	5.9	5.8	5.8	5.6	4.7	4.2	3.9	3.2	4.0	4.6	5.2	4.8	4.7	4.6	4.5	4.5	3.9	3.7	3.9	4.2	4.5	4.2
Chile	12.8	13.3	12.8	12.3	11.9	11.1	9.9	8.7	7.6	6.5	5.3	5.1	5.0	4.8	3.9	3.8	4.5	3.7	4.0	4.1	4.2	4.6	4.7
Colombia	12.2	12.5	13.1	13.3	13.3	13.3	12.8	12.4	12.1	11.8	11.4	11.0	10.5	10.2	9.3	8.4	7.7	7.4	7.2	7.2	7.2	6.9	6.1
Mexico	8.4	7.8	7.8	7.9	7.6	6.9	6.3	5.8	5.1	4.8	4.6	4.5	4.3	4.3	4.7	4.9	4.4	4.4	4.7	4.7	5.0	5.6	5.0

- Inflation has eased in most countries; most central banks have expressed confidence that inflation is trending toward their targets over the next six-months
 - Only China and Taiwan saw negligible rises in inflation; China has been teetering on the edge of minor deflation for the past year
 - Headline inflation is generally <3% in most of developed/Western economies

Source: Clearstead, Bloomberg.
Data as of 9/30/2024.

GLOBAL OUTLOOK STABLE – OK 2024, SAME 2025

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Real GDP Growth Forecasts

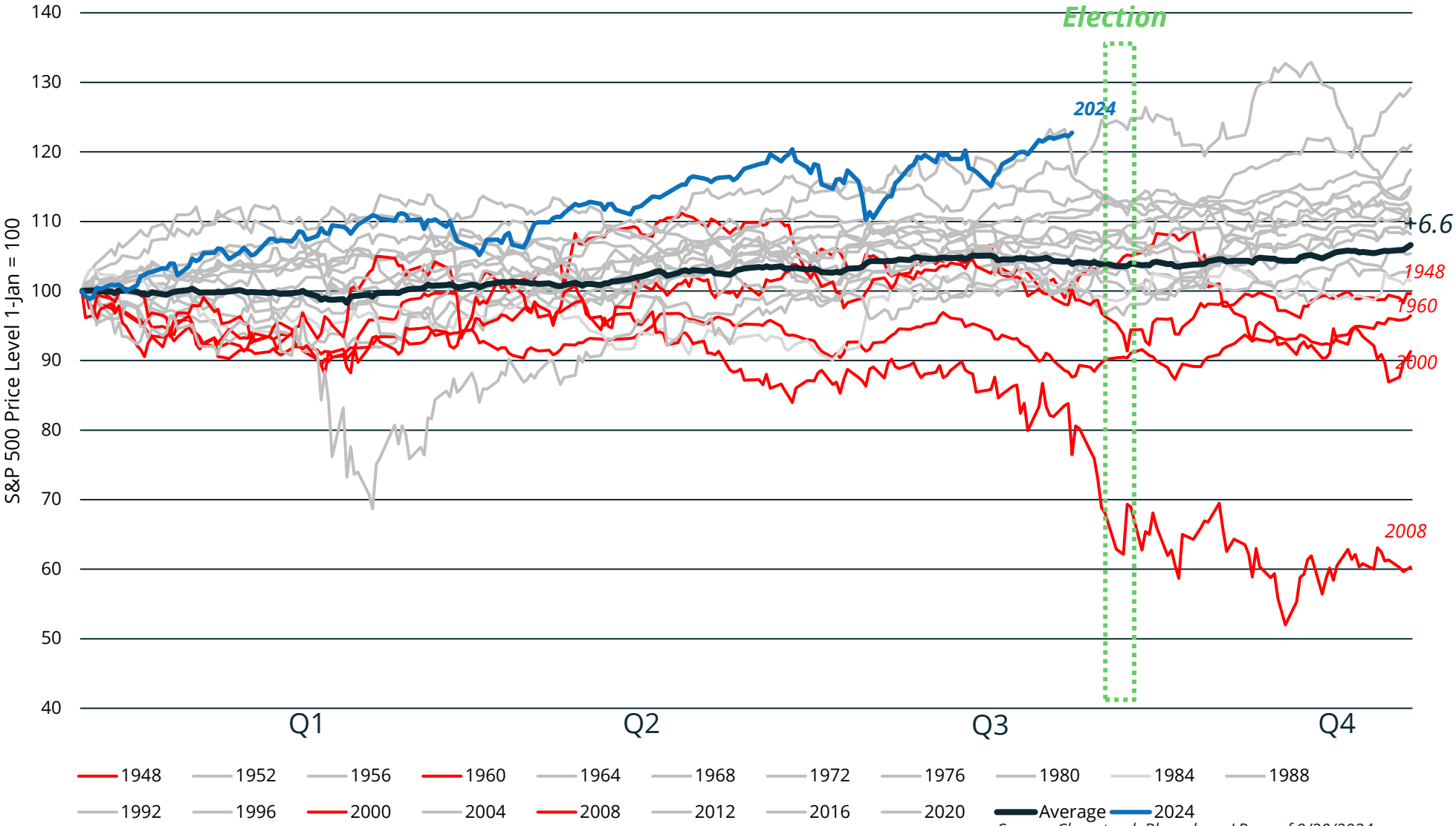
	H1-2024	CY2024				CY2025			
	Estimates	IMF	OECD	Bloomberg Consensus	Goldman Sachs	IMF	OECD	Bloomberg Consensus	Goldman Sachs
US	2.3%	2.6%	2.6%	2.6%	2.8%	1.9%	1.6%	1.8%	2.3%
EU*	0.6%	0.9%	0.7%	0.7%	0.7%	1.5%	1.3%	1.3%	1.1%
China	5.0%	5.0%	4.9%	4.8%	4.7%	4.5%	4.5%	4.5%	4.3%
Japan	0.3%	0.7%	-0.1%	0.0%	-0.1%	1.0%	1.4%	1.2%	1.2%
UK	0.5%	0.7%	1.1%	1.1%	1.1%	1.5%	1.2%	1.4%	1.5%
India	7.3%	7.0%	6.7%	7.0%	6.7%	6.5%	6.8%	6.9%	6.4%

Source: Clearstead, Forecasts as of 10/2/2024 Bloomberg & GS; Jul-2024 IMF, Sep-2024 OECD; *Eurozone

- Global growth is shaping up to be about what was expected for CY2024, but weaker in 2025 for the US, China, and India. Europe, the UK, and Japan may see a small improvement towards trend growth in 2025
 - World real GDP growth of $\approx 3.0\%$ for CY2024 continues to be below-trend (pre-Covid) global growth
 - Expectations for CY2025 are slightly better for some countries (EU/Japan/UK), but 2025 still represents below-trend growth, particularly because the Chinese economy is expected to slow closer to $<5.0\%$

PRESIDENTIAL ELECTION CYCLES (1948 TO 2024)

S&P Returns - Presidential Election Years



Source: Clearstead, Bloomberg LP, as of 9/30/2024
Past performance is not an indicator of future results

U.S. ELECTIONS

Presidential Cycle	S&P 500 Average Returns (1993-2015)	Trump Presidential Cycle (2017 to 2020)	Biden Presidential Cycle (2021 to 2024)
Year 1 (Inauguration)	+6.7%	+21.8%	+28.7%
Year 2 (mid-terms)	+5.8%	-4.4%	-18.1%
Year 3 (off-year)	+16.3%	+31.5%	+26.3%
Year 4 (presidential election)	+6.7%	+18.4%	TBD

Party Elected	Average 10-Yr Annualized Return	Election Outcome	Average Return (S&P 500)	Election Years
Democrat	+11.2%	Democrat to Democrat	+10.9%	1948, 1964, 1996, 2012
Republican	+10.5%	Democrat to Republican	+10.4%	1952, 1968, 1980, 2000, 2016
		Republican to Democrat	-1.1% (+8.5% w/o 08')	1960, 1976, 1992, 2008*, 2020
		Republican to Republican	+7.4%	1956, 1972, 1984, 1988, 2004

Source: Clearstead, Bloomberg, Capital Group, Schwab Center for Financial Research, 1/22/2024

Historical returns suggest little, if any, long-run impact to returns regardless of the election outcome

Geopolitical Risk

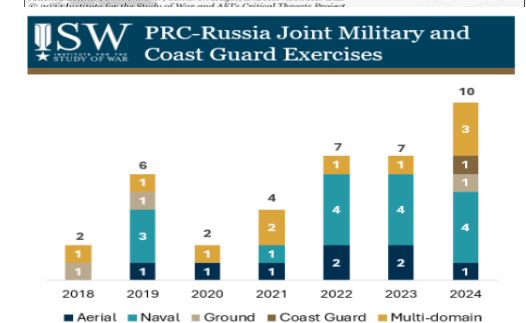
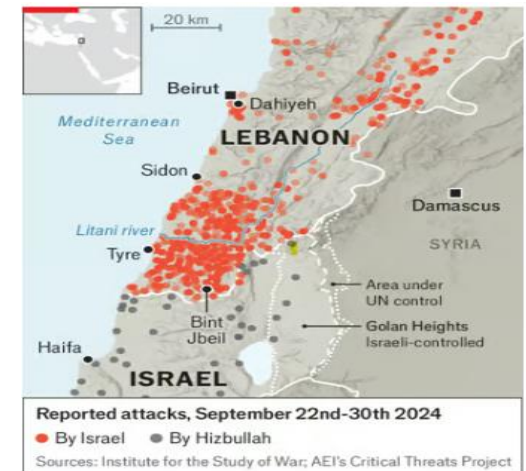
- Gaza war grinds on but at slower pace; Israel is at war w/ Hezbollah—three front war developing:
 - US gradually being brought into direct conflict w/ Iran—Iran likely to move to secure nuclear status.
 - Israel is seeking a “security zone” that has means, at minimum, a limited invasion of southern Lebanon.
- Ukrainian war largely a stalemate, but Russia is still making incremental gains—Ukrainian lines could collapse in select areas.
 - Western aid to Ukraine has been slow and generally insufficient to shift the momentum.
 - Exhaustion/lack of reserves are real constraint on the Ukrainian army in H1-2025.
- China amping up the pressure on Taiwan.
 - China has seized several Taiwanese fishing vessels; increasing number of incursions into Taiwanese airspace.
 - Russia-Iran-N.Korea-China axis has deepened in scope and frequency of collaboration.

Potential Market Impact

Energy price volatility; increased shipping costs to Europe; disrupted supply chains.

Commodity price volatility—oil, gas, grains, and select metals.

Increased US-China tension; more negative sentiment on select Chinese assets (equities)



Source: CSIS China Power Project, PRC MOD
 *Data excludes Russia's annual International Army Games

Source: Clearstead, Economist, ISW, 9/24



DEFINITIONS & DISCLOSURES

DEFINITIONS & DISCLOSURES

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Information provided is general in nature, is provided for informational purposes only, and should not be construed as investment advice. Any views expressed are based upon the data available at the time the information was produced and are subject to change at any time based on market or other conditions. Clearstead disclaims any liability for any direct or incidental loss incurred by applying any of the information in this presentation. All investment decisions must be evaluated as to whether it is consistent with their investment objectives, risk tolerance, and financial situation. Past performance is no guarantee of future results. Investing involves risk, including risk of loss. Diversification does not ensure a profit or guarantee against loss. All indices are unmanaged and performance of the indices includes reinvestment of dividends and interest income, unless otherwise noted. An investment cannot be made in any index. Although bonds generally present less short-term risk and volatility than stocks, bonds do contain interest rate risk (as interest rates rise, bond prices usually fall and vice versa) and the risk of default, or the risk that an issuer will be unable to make income or principal payments. Additionally, bonds and short-term investments entail greater inflation risk, or the risk that the return of an investment will not keep up with increases in the prices of goods and services, than stocks. Lower-quality debt securities generally offer higher yields, but also involve greater risk of default or price changes due to potential changes in the credit quality of the issuer. Any fixed income security sold or redeemed prior to maturity may be subject to loss. The municipal market is volatile and can be significantly affected by adverse tax, legislative, or political changes and by the financial condition of the issuers of municipal securities. Interest rate increases can cause the price of a debt security to decrease. A portion of the dividends you receive may be subject to federal, state, or local income tax or may be subject to the federal alternative minimum tax. Generally, tax-exempt municipal securities are not appropriate holdings for tax advantaged accounts such as IRAs and 401(k)s. Stock markets, especially foreign markets, are volatile and can decline significantly in response to adverse issuer, political, regulatory, market, or economic developments. Foreign securities are subject to interest-rate, currency-exchange-rate, economic, and political risks, all of which are magnified in emerging markets. The securities of smaller, less well-known companies can be more volatile than those of larger companies. Growth stocks can perform differently from the market as a whole and other types of stocks and can be more volatile than other types of stocks. Value stocks can perform differently than other types of stocks and can continue to be undervalued by the market for long periods of time. The commodities industry can be significantly affected by commodity prices, world events, import controls, worldwide competition, government regulations, and economic conditions. Changes in real estate values or economic conditions can have a positive or negative effect on issuers in the real estate industry, which may affect your investment.

Index Definitions:
The **S&P 500 Index** is a broad-based market index, comprised of 500 large-cap companies, generally considered representative of the stock market as a whole. The **S&P 400 Index** is an unmanaged index considered representative of mid-sized U.S. companies. The **S&P 600 Index** is a market-value weighted index that consists of 600 small-cap U.S. stocks chosen for market size, liquidity and industry group representation.
The **Russell 1000 Value Index**, **Russell 1000 Index** and **Russell 1000 Growth Index** are indices that measure the performance of large-capitalization value stocks, large-capitalization growth stocks and large-capitalization growth stocks, respectively. The **Russell 2000 Value Index**, **Russell 2000 Index** and **Russell 2000 Growth Index** are indices that measure the performance of small-capitalization value stocks, small-capitalization growth stocks, respectively. The **Russell Midcap Value Index**, **Russell Midcap Index** and **Russell Midcap Growth Index** are indices that measure the performance of mid-capitalization value stocks, mid-capitalization growth stocks and mid-capitalization growth stocks, respectively. The **Russell 2500 Value Index**, **Russell 2500 Index** and **Russell 2500 Growth Index** measure the performance of small to mid-cap value stocks, small to mid-cap growth stocks, respectively, commonly referred to as "smid" cap. The **Russell 3000 Value Index**, **Russell 3000 Index** and **Russell 3000 Growth Index** measure the performance of the 3,000 largest U.S. value stocks, 3,000 largest U.S. growth stocks, respectively, based on total market capitalization.
The **Wilshire 5000 Index** represents the broadest index for the U.S. equity market, measuring the performance of all U.S. equity securities with readily available price data. The **Wilshire Micro Cap Index** is a market capitalization-weighted index comprised of all stocks in the Wilshire 5000 Index below the 2,501st rank.
The **MSCI EAFE (Europe, Australasia, Far East) Index** is designed to measure developed market equity performance, excluding the U.S. and Canada. The **MSCI Emerging Markets (EM) Index** is designed to measure global developed market equity performance. The **MSCI World Index** is designed to measure global developed market equity performance. The **MSCI Japan Index** is an unmanaged index considered representative of developed European countries. The **MSCI Pacific ex Japan Index** is an unmanaged index considered representative of stocks of Asia Pacific countries excluding Japan.
The **U.S. 10-Year Treasury Yield** is generally considered to be a barometer for long-term interest rates.
The **Merrill Lynch 91-day T-bill index** includes U.S. Treasury bills with a remaining maturity from 1 up to 3 months.
The **Barclays Capital® (BC) U.S. Treasury Index** is designed to cover public obligations of the U.S. Treasury with a remaining maturity of one year or more. The **BC Aggregate Bond Index** is an unmanaged, market value-weighted performance benchmark for investment-grade fixed-rate debt issues, including government, corporate, asset-backed, and mortgage-backed securities with maturities of at least one year. The **BC U.S. Credit Bond Index** is designed to cover publicly issued U.S. corporate and specified foreign debentures and secured notes that meet the specified maturity, liquidity, and quality requirements; bonds must be SEC-registered to qualify. The **BC U.S. Agency Index** is designed to cover publicly issued debt of U.S. Government agencies, quasi-federal governments, and corporate or foreign debt guaranteed by the U.S. Government. The **BC CMBIS Index** is designed to mirror commercial mortgage-backed securities of investment-grade quality (Baa3/BBB-/BBB- or above) using Moody's, S&P, and Fitch respectively, with maturity of at least one year. The **BC MBS Index** covers agency mortgage-backed pass-through securities (both fixed-rate and hybrid ARMs) issued by Ginnie Mae (GNMA), Fannie Mae (FNMA), and Freddie Mac (FHLMC). The **BC U.S. Municipal Bond Index** covers the U.S. dollar-denominated, long-term tax-exempt bond market with four main sectors: state and local general obligation bonds, revenue bonds, insured bonds, and pre-refunded bonds. The **BC TIPS Index** is an unmanaged market index made up of U.S. Treasury Inflation Linked Index securities. The **BC U.S. Government Bond Index** is a market value-weighted index of U.S. Government fixed-rate debt issues with maturities of one year or more. The **BC ABS Index** is a market value-weighted index that covers fixed-rate asset-backed securities with average lives greater than or equal to one year and that are part of a public deal; the index covers the following collateral types: credit cards, autos, home equity loans, stranded-cost utility (rate-reduction) housing, and manufactured housing. The **BC Global Aggregate Index** is composed of three sub-indices; the U.S. Aggregate Index, Pan-European Aggregate Index, and the Asian-Pacific Aggregate Index. In aggregate the index is created to be a broad-based measure of the performance of investment grade fixed rate debt on a global scale. The **BC U.S. Corporate Long Aa Index** is an unmanaged index representing public obligations of U.S. corporate and specified foreign debentures and secured notes with a remaining maturity of 10 years or more. The **BC U.S. Corporate High-Yield Index** measures the market of USD-denominated, non-investment grade, fixed-rate, taxable corporate bonds. The **BC Intermediate Corporate Index** includes dollar-denominated debt from U.S. and non-U.S. industrial, utility, and financial institutions issuers with a duration of 1-10 years. The **BC U.S. Treasury Long Index** is an unmanaged index representing public obligations of the U.S. Treasury with a remaining maturity of one year or more. The **BC U.S. Government 10 Year Treasury Index** measures the performance of U.S. Treasury securities that have a remaining maturity of less than 10 years. The **BC BAA Corporate Index** measures the performance of the taxable Baa rated fixed-rate U.S. dollar-denominated corporate bond market. The **BC Global Treasury ex US Index** includes government bonds issued by investment-grade countries outside the United States, in local currencies, that have a remaining maturity of one year or more and are rated investment grade or higher. The **BC ABS Index** is an unmanaged index that total returns for external-currency-denominated debt instruments of the emerging markets. The **BC U.S. Securitized Bond Index** is a composite of asset-backed securities, collateralized mortgage-backed securities (ERISA-eligible) and fixed rate mortgage-backed securities. The **BC Quality Distribution AAA, B, and CC-D Indices** measure the respective credit qualities of U.S. corporate and specified foreign debentures and secured notes. The **BC Universal Index** represents the union of the U.S. Aggregate Index, the U.S. High Yield Corporate Index, the 144A Index, the Eurodollar Index, the Emerging Markets Index, and the non-ERISA portion of the CMBIS Index. The **BC 1-3 Year Government Credit Index** is an unmanaged index considered representative of performance of short-term U.S. corporate bonds and U.S. government bonds with maturities from one to three years. The **BC Long-term Government Index** is an unmanaged index reflecting performance of the long-term government bond market. The **BC Intermediate Aggregate Index** measures the performance of intermediate-term investment grade bonds. The **BC Intermediate 1-3 Year Government/Credit Index** measures the performance of U.S. Dollar denominated U.S. Treasuries, government-related and investment grade U.S. corporate securities that have a remaining maturity of greater than one year and less than ten years.
The **Bank of America ML U.S. High Yield Index** tracks the performance of below investment grade US Dollar Denominated corporate bonds publicly issued in the US market. Qualifying bonds have at least one year remaining term to maturity, are fixed coupon schedule and minimum outstanding of \$100 million.
The **HFRI Funds of Funds Index (HFRI FOF)** is an equal weighted index designed to measure the performance of hedge fund of fund managers. The more than 800 multi-strategy constituents are required to have at least \$50 million in assets under management and a trading track record spanning at least 12 months. The index includes both on and offshore funds and all returns are reported in USD.
The **NCREIF Property Index (NPI)** represents quarterly time series composite total rate of return measure of a very large pool of individual commercial real estate properties acquired in the private market. The index represents apartments, hotels, industrial properties, office buildings and retail properties which are at least 60% occupied and owned or controlled, at least in part by tax-exempt institutional investors or its designated agent. In addition these properties that are included must be investment grade, non-agricultural and income producing and all development projects are excluded. Constituents included in the NPI be valued at least quarterly, either internally or externally, using standard commercial real estate appraisal methodology. Each property must be independently appraised a minimum of once every three years.
The **FTSE NAREIT All REITs Index** is a market capitalization-weighted index that is designed to measure the performance of all tax-qualified Real Estate Investment Trusts (REITs) that are listed on the New York Stock Exchange, the American Stock Exchange, or the NASDAQ National Market List.
The **Dow Jones U.S. Select Real Estate Securities Index** is a float-adjusted market capitalization-weighted index of publicly traded real estate securities such as real estate investment trusts (REITs) and real estate operating companies (REOCs).
The **Cambridge PE Index** is a representation of returns for over 70% of the total dollars raised by U.S. leveraged buyout, subordinated debt and special situation managers from 1986 to December 2007. Returns are calculated based on the pooled time weighted return and are net of all fees. These pooled means represent the end to end rate of return calculated on the aggregate of all cash flows and market values reported by the general partners of the underlying constituents in the quarterly and annual reports.
The **University of Michigan Consumer Sentiment Index** is a consumer confidence index published monthly by the University of Michigan and Thomson Reuters. The index is normalized to have a value of 100 in December 1964.
VIX - The CBOE Volatility Index (VIX) is based on the prices of eight S&P 500 index put and call options.
Gold - represented by the dollar spot price of one troy ounce
WTI Crude - West Texas Intermediate is a grade of crude oil used as a benchmark in oil pricing.
The **Affordability Index** measures of a population's ability to afford to purchase a particular item, such as a house, indexed to the population's income.
The **Homeownership %** is computed by dividing the number of owner-occupied housing units by the number of occupied housing units or households.
The **HFRI Emerging Markets: Asia ex-Japan, Global, India, Latin America Index, Russia/Eastern Europe Index**: The constituents of the HFRI Emerging Markets indices are selected according to their Regional Investment Focus only. There is no Investment Strategy criteria for inclusion in these indices. Funds classified as Emerging Markets have a regional investment focus in one of the following geographic areas: Asia ex-Japan, Russia/Eastern Europe, Latin America, Africa or the Middle East. **HFRI EH: Energy/Basic Materials** strategies which employ investment processes designed to identify opportunities in securities in specific niche areas of the market in which the Manager maintains a level of expertise which exceeds that of a market generalist. **HFRI EH: Equity Market Neutral** strategies employ sophisticated quantitative techniques of analyzing price data to ascertain information about future price movement and relationships between securities, select securities for purchase and sale. **HFRI EH: Quantitative Directional** strategies employ sophisticated quantitative techniques of analyzing price data to ascertain information about future price movement and relationships between securities, select securities for purchase and sale. **HFRI EH: Short-Biased** strategies employ analytical techniques in which the investment thesis is predicated on assessment of the valuation characteristics on the underlying companies with the goal of identifying overvalued companies. **HFRI EH: Technology/Healthcare** strategies employ investment processes designed to identify opportunities in securities in specific niche areas of the market in which the Manager maintains a level of expertise which exceeds that of a market generalist in identifying opportunities in companies engaged in all development, production and application of technology, biotechnology and as related to production of pharmaceuticals and healthcare industry.
HFRI ED: Distressed Restructuring strategies which employ an investment process focused on corporate fixed income instruments, primarily on corporate credit instruments of companies trading at significant discounts to their value at issuance or obliged (par value) at maturity as a result of either formal bankruptcy proceeding or financial market perception of near term proceedings.
HFRI ID: Merger Arbitrage strategies which employ an investment process primarily focused on opportunities in equity and equity related instruments of companies which are currently engaged in a corporate transaction. **HFRI ID: Private Issue/Regulation D** strategies which employ an investment process primarily focused on opportunities in equity and equity related instruments of companies which are primarily private and illiquid in nature. **HFRI Macro: Systematic Diversified** strategies have investment processes typically as function of mathematical, algorithmic and technical models, with little or no influence of individuals over the portfolio positioning. **HFRI RV: Fixed Income - Asset Backed** includes strategies in which the investment thesis is predicated on realization of a spread between related instruments in which one or multiple components of the spread is a fixed income instrument backed physical collateral or other financial obligations (loans, credit cards) other than those of a specific corporation. **HFRI RV: Fixed Income - Convertible Arbitrage** includes strategies in which the investment thesis is predicated on realization of a spread between related instruments in which one or multiple components of the spread is a convertible fixed income instrument. **HFRI RV: Fixed Income - Corporate** includes strategies in which the investment thesis is predicated on realization of a spread between related instruments in which one or multiple components of the spread is a corporate fixed income instrument. **HFRI RV: Multi-Strategies** employ an investment thesis is predicated on realization of a spread between related yield instruments in which one or multiple components of the spread contains a fixed income, derivative, equity, real estate, MLP or combination of these or other instruments. **HFRI RV: Yield Alternatives Index** strategies employ an investment thesis is predicated on realization of a spread between related instruments in which one or multiple components of the spread contains a derivative, equity, real estate, MLP or combination of these or other instruments. Strategies are typically quantitatively driven to measure the existing relationship between instruments and, in some cases, identify attractive positions in which the risk adjusted spread between these instruments represents an attractive opportunity for the investment manager.
The **Consumer Price Index (CPI)** is an inflationary indicator that measures the change in the cost of a fixed basket of products and services, including housing, electricity, food, and transportation. The CPI is published monthly. Unless otherwise noted, the CPI figure is as of the date this report is created.
The **Credit Suisse Leveraged Loan Index** is a market value-weighted index designed to represent the investable universe of the U.S. dollar-denominated leveraged loan market.
The **Dow Jones US Commodities Index** measures the performance of the commodities market. It consists of exchange-traded futures contracts on physical commodities that are weighted to account for the economic significance and market liquidity of each commodity.
The **S&P 500 Value Index**, **S&P 500 Index** and **S&P 500 Growth Index** are a broad-based market indices that measure the performance of large-capitalization value companies, large-capitalization growth companies and large-capitalization growth companies, respectively. The **S&P 400 MidCap Value Index**, **S&P 400 MidCap Index** and **S&P 400 MidCap Growth Index** are indices that measure the performance of mid-sized value companies, mid-sized companies and mid-sized growth companies, respectively. The **S&P 600 SmallCap Index** is a market-value weighted index that consists of 600 small-cap U.S. stocks chosen for market size, liquidity and industry group representation. The **S&P 500 Index** combines the large-cap S&P 500 and the S&P MidCap 400. **S&P Completion Index TR** is a sub-index of the S&P Total Market Index (TMI), including all stocks eligible for the S&P TMI and excluding all current constituents of the S&P 500. **S&P Global Ex US Property Index** defines and measures the investable universe of publicly traded property companies domiciled in developed and emerging markets excluding the U.S.
The **Russell 1000 Value Index**, **Russell 1000 Index** and **Russell 1000 Growth Index** are indices that measure the performance of large-capitalization value stocks, large-capitalization growth stocks and large-capitalization growth stocks, respectively. The **Russell 2000 Value Index**, **Russell 2000 Index** and **Russell 2000 Growth Index** are indices that measure the performance of small-capitalization value stocks, small-capitalization growth stocks and small-capitalization growth stocks, respectively. The **Russell Midcap Value Index**, **Russell Midcap Index** and **Russell Midcap Growth Index** are indices that measure the performance of mid-capitalization value stocks, mid-capitalization growth stocks and mid-capitalization growth stocks, respectively. The **Russell 2500 Value Index**, **Russell 2500 Index** and **Russell 2500 Growth Index** measure the performance of small to mid-cap value stocks, small to mid-cap growth stocks, respectively, commonly referred to as "SMID" cap. The **Russell 3000 Value Index**, **Russell 3000 Index** and **Russell 3000 Growth Index** measure the performance of the 3,000 largest U.S. value stocks, 3,000 largest U.S. growth stocks, respectively, based on total market capitalization. The **Russell Microcap Index** measures the performance of the microcap segment of the U.S. equity market. The **Russell Top 200 Value Index** measures the performance of the especially large cap segment of the U.S. equity universe represented by stocks in the largest 200 by market cap that exhibit value characteristics. The **Russell Developed ex-US Large Cap Index** measures the performance of the largest investable securities in developed countries globally, excluding companies assigned to the United States.

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October 11, 2024

To the Audit Subcommittee of the Board
of Trustees
Youngstown State University

We have audited the financial statements of Youngstown State University (the "University") as of and for the year ended June 30, 2024 and have issued our report thereon dated October 11, 2024. Professional standards require that we provide you with the following information related to our audit.

Our Responsibility Under U.S. Generally Accepted Auditing Standards

As stated in our engagement letter dated May 30, 2024, our responsibility, as described by professional standards, is to express an opinion about whether the financial statements prepared by management with your oversight are fairly presented, in all material respects, in conformity with U.S. generally accepted accounting principles. Our audit of the financial statements does not relieve you or management of your responsibilities. Our responsibility is to plan and perform the audit to obtain reasonable, but not absolute, assurance that the financial statements are free of material misstatement.

As part of our audit, we considered the internal control of the University. Such considerations were solely for the purpose of determining our audit procedures and not to provide any assurance concerning such internal control.

We are responsible for communicating significant matters related to the audit that are, in our professional judgment, relevant to your responsibilities in overseeing the financial reporting process. However, we are not required to design procedures specifically to identify such matters.

Our audit of the University's financial statements has also been conducted in accordance with *Government Auditing Standards*, issued by the Comptroller General of the United States. Under *Government Auditing Standards*, we are obligated to communicate certain matters that come to our attention related to our audit to those responsible for the governance of the University, including compliance with certain provisions of laws, regulations, contracts, and grant agreements; certain instances of error or fraud; illegal acts applicable to government agencies; and significant deficiencies in internal control that we identify during our audit. Toward this end, we issued a separate letter dated October 11, 2024 regarding our consideration of the University's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements.

Planned Scope and Timing of the Audit

We performed the audit according to the planned scope and timing previously communicated to you in our meeting about planning matters on August 19, 2024.

Significant Audit Findings

Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. In accordance with the terms of our engagement letter, we will advise management about the appropriateness of accounting policies and their application. The significant accounting policies used by the University are described in Note 1 to the financial statements.

As described in Note 1, the University changed accounting policies related to the adoption of GASB Statement No. 100, *Accounting Changes and Error Corrections*, which impacted financial statement disclosures in Note 1, specifically relating to scholarship allowances and student aid.

We noted no transactions entered into by the University during the year for which there is a lack of authoritative guidance or consensus.

We noted no significant transactions that have been recognized in the financial statements in a different period than when the transaction occurred.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected.

The most sensitive estimate affecting the financial statements was as follows:

- **Net Pension and OPEB Liabilities** - Management's estimate of the unfunded liability for the pension plan and the OPEB plan was calculated by multiplying the University's portion of the contributions made to the respective plans by the total pension liability of the plans provided by an independent actuary. The independent actuary used a number of assumptions to determine the overall unfunded liability of each plan.

We evaluated the key factors and assumptions used to develop the estimate described above in determining that they are reasonable in relation to the financial statements taken as a whole.

The disclosures in the financial statements are neutral, consistent, and clear.

Difficulties Encountered in Performing the Audit

We encountered no significant difficulties in performing and completing our audit.

Disagreements with Management

For the purpose of this letter, professional standards define a disagreement with management as a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report.

We are pleased to report that no such disagreements arose during the course of our audit.

Corrected and Uncorrected Misstatements

Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are trivial, and communicate them to the appropriate level of management.

The attached schedule summarizes uncorrected misstatements of the financial statements that were requested to be recorded. Management has determined that their effects are immaterial, both individually and in the aggregate, to the financial statements taken as a whole. However, uncorrected misstatements or matters underlying those uncorrected misstatements could potentially cause future period financial statements to be materially misstated.

Significant Findings or Issues

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, business conditions affecting the University, and business plans and strategies that may affect the risks of material misstatement, with management each year prior to our retention as the University's auditors. However, these discussions occurred in the normal course of our professional relationship, and our responses were not a condition of our retention.

Management Representations

We have requested certain representations from management that are included in the management representation letter dated October 11, 2024.

Management Consultations with Other Independent Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a second opinion on certain situations. If a consultation involves application of an accounting principle to the University's financial statements or a determination of the type of auditor's opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

This information is intended solely for the use of the audit subcommittee of the board of trustees and management of the University and is not intended to be and should not be used by anyone other than these specified parties.

Very truly yours,

Plante & Moran, PLLC

A handwritten signature in black ink, appearing to read "Keith S. Martinez". The signature is fluid and cursive, with the first name "Keith" and last name "Martinez" being clearly legible, and "S." in the middle.

Keith S. Martinez, CPA
Partner

Attachment

Client: **Component Unit of Youngstown State University**

Y/E: **6/30/2024**

SUMMARY OF UNRECORDED POSSIBLE ADJUSTMENTS

The effect of misstatements and classification errors identified would be to increase (decrease) the reported amounts in the financial statement categories identified below:

Ref. #	Description of Misstatement	Current Assets	Long-term Assets	Current Liabilities	Long-term Liabilities	Net Assets	Revenue	Expenses	Impact to Net Assets
FACTUAL MISSTATEMENTS:									
A1	Adjustment to record activity of The Penguin Club, Inc. as a discretely presented component unit of the University	\$ 3,474,000		\$ 284,000		\$ 3,072,000	\$ 3,153,000	\$ 3,035,000	\$ 118,000
JUDGMENTAL ADJUSTMENTS:									
B1	None								-
PROJECTED ADJUSTMENTS:									
C1	None	-	\$ -	-	\$ -	-	-	-	-
	Total	\$ 3,474,000	\$ -	\$ 284,000	\$ -	\$ 3,072,000	\$ 3,153,000	\$ 3,035,000	\$ 118,000

PASSED DISCLOSURES AND FINANCIAL STATEMENT PRESENTATION ISSUES:

D1 None

Youngstown State University
Quarterly Internal Audit Plan Update
FY25 Q1 July 1, 2024 - September 30, 2024

Projects									
Project Area	Risk Category	Risk Level*	Status**	Actual Q1 Hours	Actual Q2 Hours	Actual Q3 Hours	Actual Q4 Hours	Actual YTD Hours	Audit Plan Budgeted Hours
Current Year Audits:									
Facilities & Building Access	Financial, Operational, Compliance	High	Completed	15				15	0
Inventory Control Audit	Financial, Operational, Compliance	High	In Progress	176				176	75
International Programs Office	Operational & Compliance	High	Planned	-	-	-	-	-	250
Athletics Ticket Office	Operational, Financial, & Compliance	High	Planned	-	-	-	-	-	250
Conflict of Interest	Operational & Compliance	High	Planned	-	-	-	-	-	250
KSU-Divisional IT Application Risk Assessment: Student Affaris & Institutional Effectiveness	IT & Compliance	High	Planned	-	-	-	-	-	25
Consulting & Advisory									
Consulting & Advisory/ERM	Various	Moderate	Ongoing	-	-	-	-	-	100
Continuous Auditing Analytics									
Payroll	Financial, Operational, Compliance	Moderate	Ongoing	20	-	-	-	20	120
Accounts Payable	Financial, Operational, Compliance	Moderate	Ongoing	40	-	-	-	40	120
EthicsPoint Hotline Monitoring	Various	High	Ongoing	3	-	-	-	3	70
Follow-up on Open Audit Recommendations	Various	Various	Ongoing	58	-	-	-	58	70
Total Project Hours				312	-	-	-	312	1,330

***Risk Level**

Assessment of potential impact of risks and likelihood of risk events occurring; rating drives Internal Audit plan priorities:

High - significant risk area, high priority for Internal Audit coverage

Medium - moderate risk area, moderate priority for Internal Audit coverage

Low - less significant risk area, low priority for Internal Audit coverage

Non-Project Hours						
Category	Actual Q1 Hours	Actual Q2 Hours	Actual Q3 Hours	Actual Q4 Hours	Actual YTD Hours	Audit Plan Budgeted Hours
Professional Development	5				5	50
Administrative:	211				211	700
Total Administrative Hours						
	216	-	-	-	216	750

Total Hours **528** **-** **-** **-** **528** **2,080**

****Status Definitions**

Planned - as per audit plan, schedule to start in current FY

In Progress - in progress at quarter end

Complete - audit procedures concluded and results communicated

Deferred - moved from current FY plan per updated risk assessment

Ongoing - performed on ongoing, periodic basis

Audit Recommendations Status- FY2025 Q1

Audit	Info	Recommendation Name	Summary of Recommendation	Summary of Original Response	Prior Status Comment	Current Status Comment
Audit #	2023-01	Student Bill Presentation	Evaluate developing script to combine charges for more simplified, condensed presentation on student bills.	Discussions have occurred and meetings are scheduled with Kent State to explore opportunities for YSU to utilize and modify existing script used by Kent State. An IT work order has been established to move forward to simplify and condense the presentation of the student bills. The implementation depends on IT resources and the complexity of the script needed.	The Bursar office and IT staff have met with Kent State and have made some of the desired changes to the formatted bills. Since bills are sent to students through TouchNet we have reached out to them for guidance and assistance on making the desired changes.	The Bursar office and IT staff have made changes to the bill presentation but are still in the testing phase. Implementation is still on track for year end.
Dated Issued	8/10/2023					
Risk Category	Operational	Student Billing, Collections, &				
Risk Level	Medium	Accounts Receivable				
Division	Finance/Business Operations	Audit				
Deadline	6/30/2024					
New Deadline	12/31/2024					
Current Status	Deadline Revised					
Audit	Info	Recommendation Name	Summary of Recommendation	Summary of Original Response	Prior Status Comment	Current Status Comment
Audit #	KSU 2023-1057	Job Change Report & Annual Review for Banner Access	An annual, centrally facilitated review should be completed by all Data Custodians to confirm access is appropriate.	A new process will be implemented to update Banner access and include a new change job report when a person changes jobs. This process will provide Data Custodians with visibility to identify any inappropriate Banner access. Work will begin in April 2024 and will work towards a defined approach by 6/30/24.	A new process will be implemented to update Banner access and include a new change job report when a person changes jobs. This process will provide Data Custodians with visibility to identify any inappropriate Banner access. Work will begin in April 2024 and will work towards a defined approach by 6/30/24.	The HR Job Transfer project will start at the end of August (it was delayed in part due to EGCC and maternity leave) and it is expected to be complete Dec -January.
Dated Issued	11/17/2023					
Risk Category	IT	Banner Access Audit				
Risk Level	High					
Division	Division of IT, Application Services					
Deadline	6/30/2024					
New Deadline	6/30/2025					
Current Status	on Schedule					
Audit	Info	Recommendation Name	Summary of Recommendation	Summary of Original Response	Prior Status Comment	Current Status Comment
Audit #	KSU 2023-1057	SOP for Annual Review of YSU Banner Access	A standard operating procedure for Banner user access review should be created and used by Data Custodians.	An access review process will be identified and formalized over time, as YSU is in the process of forming a new Data Governance/Data Integrity team. Data owners will be identified, standards enforced, and policies will be reviewed by 12/31/24.		An access review process will be identified and formalized over time, as YSU is in the process of forming a new Data Governance/Data Integrity team. Data owners will be identified, standards enforced, and policies will be reviewed by 12/31/24.
Dated Issued	11/17/2023					
Risk Category	IT	Banner Access Audit				
Risk Level	High					
Division	Division of IT, Application Services					
Deadline	12/31/2024					
New Deadline	6/30/2025					
Current Status	On Schedule					

Audit Recommendations Status- FY2025 Q1

Audit	Info	Recommendation Name	Summary of Recommendation	Summary of Original Response	Prior Status Comment	Current Status Comment
Audit #	KSU 2023-1057	Access for Terminated Users in YSU Banner	Banner access to sensitive transactions should be removed from a user’s account when an employee is terminated to prevent fraudulent activity.	Mitigations are in place at multiple levels to ensure no terminated employee gains access after termination. Removing user’s security classes is another layer of security and YSU will work towards developing a new process where this can be accomplished in an automated way. This approach is to be identified by 12/31/24 by the Director of Infrastructure Services.		Mitigations are in place at multiple levels to ensure no terminated employee gains access after termination. Removing user’s security classes is another layer of security and YSU will work towards developing a new process where this can be accomplished in an automated way. This approach is to be identified by 12/31/24 by the Director of Infrastructure Services.
Dated Issued	11/17/2023					
Risk Category	IT					
Risk Level	Medium	Banner Access Audit				
Division	Division of IT, Infrastructure Services					
Deadline	12/31/2024					
New Deadline						
Current Status	On Schedule					
Audit	Info	Recommendation Name	Summary of Recommendation	Summary of Original Response	Prior Status Comment	Current Status Comment
Audit #	KSU 2024-1057	Software & hardware is appropriately safeguarded	Testing of a sample of users showed inappropriate computer safeguards on devices using the application. All devices of users with elevated access should be YSU managed devices and have appropriate computer safeguards. YSU firewall is configured to protect university resources.	Agree. Information Security Engineer will implement appropriate computer safeguards for all YSU managed devices by 12/31/24.		Agree. Information Security Engineer will implement appropriate computer safeguards for all YSU managed devices by 12/31/24.
Dated Issued	2/26/2024					
Risk Category	IT					
Risk Level	High	ITGC Audit-WEI				
Division	Academic Affairs					
Deadline	12/31/2024					
New Deadline						
Current Status	On Schedule					
Audit	Info	Recommendation Name	Summary of Recommendation	Summary of Original Response	Prior Status Comment	Current Status Comment
Audit #	KSU 2024-1057	Business Continuity Plan	Data backups and data center controls are provided by the vendor. Business Continuity Plan was not completed. Recommend completing a Business Continuity Plan to document steps required to continue business processes in the event of a system failure.	Agree. The application administrator will complete a Business Continuity Plan to ensure proper procedures are in place should a system failure occur by 12/31/24.		Agree. The application administrator will complete a Business Continuity Plan to ensure proper procedures are in place should a system failure occur by 12/31/24.
Dated Issued	2/26/2024					
Risk Category	IT					
Risk Level	Medium	ITGC Audit-WEI				
Division	Academic Affairs					
Deadline	12/31/2024					
New Deadline						
Current Status	On Schedule					

Audit Recommendations Status- FY2025 Q1

Audit	Info	Recommendation Name	Summary of Recommendation	Summary of Original Response	Prior Status Comment	Current Status Comment
Audit #	KSU 2024-1057	Change Management Controls	Upgrades to the application are performed by the vendor. Communication of changes to application users should be implemented. Standard Operation Procedures (SOP) should be developed.	Agree. The application administrator will complete Standard Operating Procedures for the application and will ensure there is proper communication regarding application updates/changes by 12/31/24.		Agree. The application administrator will complete Standard Operating Procedures for the application and will ensure there is proper communication regarding application updates/changes by 12/31/24.
Dated Issued	2/26/2024					
Risk Category	IT					
Risk Level	Medium	ITGC Audit-WEI				
Division	Academic Affairs					
Deadline	12/31/2024					
New Deadline						
Current Status	On Schedule					
Audit	Info	Recommendation Name	Summary of Recommendation	Summary of Original Response	Prior Status Comment	Current Status Comment
Audit #	2024-01	Documented Procedures	Develop and implement procedures throughout the department to ensure the transfer of knowledge during staff transitions.	STEM-WEI: Sharepoint folders have been created that contain procedures that pertain to the operations/programs offered in the ETC and ITWA.	Sharepoint folders have been created that contain procedures that pertain to the operations/programs offered in the ETC and ITWA.	Sharepoint folders have been created that contain procedures that pertain to the operations/programs offered in the ETC and ITWA.
Dated Issued	4/17/2024					
Risk Category	Operational					
Risk Level	High	Workforce Education & Innovation Audit				
Division	Academic Affairs			TILT: Development and implementation of written procedures for TILT and timely expense processing is currently underway and will be completed on a monthly basis.	The Tressel Institute has developed written and implemented documented procedures. CLOSED	CLOSED
Deadline	5/1/2024					
New Deadline						
Current Status	Pending Validation					
Audit	Info	Recommendation Name	Summary of Recommendation	Summary of Original Response	Prior Status Comment	Current Status Comment
Audit #	2024-01	Reconciliations	Develop and implement a monthly reconciliation process to ensure all revenue is collected and expenditures correspond with Banner.	STEM-WEI: The PI of each grant is the financial manager for their grant. Each financial manager will reconcile their respective grants monthly.	The PI of each grant is the financial manager for their grant. Each financial manager will reconcile their respective grants monthly.	The PI of each grant is the financial manager for their grant. Each financial manager will reconcile their respective grants monthly.
Dated Issued	4/17/2024					
Risk Category	Financial, Operational					
Risk Level	High	Workforce Education & Innovation Audit				
Division	Academic Affairs			TILT: Yes, will implement for expenditures and revenue. Current source of revenue is from gifts made through the YSU Foundation for endowed accounts.	TILT developed and implemented a monthly reconciliation process to ensure all revenue is collected and expenditures correspond with Banner.	TILT developed and implemented a monthly reconciliation process to ensure all revenue is collected and expenditures correspond with Banner.
Deadline	5/1/2024					
New Deadline						
Current Status	Pending Validation					

Audit Recommendations Status- FY2025 Q1

Audit	Info	Recommendation Name	Summary of Recommendation	Summary of Original Response	Prior Status Comment	Current Status Comment
Audit #	2024-02	Billing Process Workforce Education & Innovation Audit	Enhance controls over the billing processes to ensure registration fee revenues are billed accurately and timely.	STEM-WEI: Before workforce students take a class, a SOW, MSA, and quote are provided to the company and signed. Personnel at the ETC have always prepared paperwork for non-student billing for the workforce classes taught in the ETC in a timely manner.	Before workforce students take a class, a SOW, MSA, and quote are provided to the company and signed. Personnel at the ETC have always prepared paperwork for non-student billing for the workforce classes taught in the ETC in a timely manner.	Before workforce students take a class, a SOW, MSA, and quote are provided to the company and signed. Personnel at the ETC have always prepared paperwork for non-student billing for the workforce classes taught in the ETC in a timely manner.
Dated Issued	4/17/2024					
Risk Category	Financial, Operational					
Risk Level	High					
Division	Academic Affairs					
Deadline	2/1/2024					
New Deadline						
Current Status	Pending Validation					
Audit	Info	Recommendation Name	Summary of Recommendation	Summary of Original Response	Prior Status Comment	Current Status Comment
Audit #	2024-01	BOT Financial Reporting Workforce Education & Innovation Audit	Develop a standard financial report that can effectively communicate crucial financial information.	STEM-WEI: As WEI is part of STEM College, there will be no more direct reporting to the BOT, rather a monthly reporting to the Provost, by the Dean of the STEM College.	WEI will have a quarterly presentation to BOT subcommittee and the Board of Trustees.	WEI will have a quarterly presentation to BOT subcommittee and the Board of Trustees.
Dated Issued	4/17/2024					
Risk Category	Financial, Operational			TILT: Assigned the development of a standard financial report to provide transparency for the financial activities of the TILT.	TILT has developed a standard financial report that will provide ongoing transparency for activities associated with TILT.	TILT has developed a standard financial report that will provide ongoing transparency for activities associated with TILT.
Risk Level	High					
Division	Academic Affairs					
Deadline	5/1/2024					
New Deadline						
Current Status	Pending Validation					
Audit	Info	Recommendation Name	Summary of Recommendation	Summary of Original Response	Prior Status Comment	Current Status Comment
Audit #	2024-01	BOT Programmatic Reporting Workforce Education & Innovation Audit	Continue develop and document the new process to verify KPI's and maintain documented support to verify that the programmatic report to the BOT is accurate.	STEM-WEI: As WEI is part of the STEM College, there will be no more direct reporting to the Board of Trustees, rather, a monthly reporting to the Provost by Dean of the STEM College.	WEI will have a quarterly presentation to BOT subcommittee and the Board of Trustees.	WEI will have a quarterly presentation to BOT subcommittee and the Board of Trustees.
Dated Issued	4/17/2024					
Risk Category	Operational			TILT: Where applicable, will implement number of users (YSU Students) completing badges and provide reports.	At the conclusion of each semester, TILT will provide the number of YSU students completing TILT badges.	At the conclusion of each semester, TILT will provide the number of YSU students completing TILT badges.
Risk Level	High					
Division	Academic Affairs					
Deadline	5/1/2024					
New Deadline						
Current Status	Pending Validation					

Audit Recommendations Status- FY2025 Q1

Audit	Info	Recommendation Name	Summary of Recommendation	Summary of Original Response	Prior Status Comment	Current Status Comment
Audit #	2024-01	Programmatic Reporting for Grants	Develop and implement a process, to document programmatic data and to maintain the sources of the data.	STEM-WEI: Every PI is responsible for timely programmatic reporting. The PI is notified by the funding agency on what needs to be reported and by when and what format it needs to be in. The PI is also responsible for records management following the BOT policy 3356-9-09.	Every PI is responsible for timely programmatic reporting. The PI is notified by the funding agency on what needs to be reported and by when and what format it needs to be in. The PI is also responsible for records management following the BOT policy 3356-9-09.	Every PI is responsible for timely programmatic reporting. The PI is notified by the funding agency on what needs to be reported and by when and what format it needs to be in. The PI is also responsible for records management following the BOT policy 3356-9-09.
Dated Issued	4/17/2024					
Risk Category	Operational					
Risk Level	High	Workforce Education & Innovation Audit				
Division	Academic Affairs					
Deadline	1/24/2024					
New Deadline						
Current Status	Pending Validation					
Audit	Info	Recommendation Name	Summary of Recommendation	Summary of Original Response	Prior Status Comment	Current Status Comment
Audit #	2024-01	Remote Work	Remote work forms were filled out before the reorganization of DWEI. Remote work arrangements should be reviewed by each employee’s current supervisor and updated.	STEM-WEI: Dean of the STEM College reviewed all Remote Work approvals that were on file with HR and discussed it with the involved supervisors.	Dean of the STEM College reviewed all Remote Work approvals that were on file with HR and discussed it with the involved supervisors.	Dean of the STEM College reviewed all Remote Work approvals that were on file with HR and discussed it with the involved supervisors.
Dated Issued	4/17/2024					
Risk Category	Operational					
Risk Level	Medium	Workforce Education & Innovation Audit		TILT: Remote work has been discussed with each employee with approved forms.	No TILT employees are on remote work schedule. The staff decided that remote work is not advantageous for TILT’s current stage of development. CLOSED	CLOSED
Division	Academic Affairs					
Deadline	1/24/2024					
New Deadline						
Current Status	Pending Validation					
Audit	Info	Recommendation Name	Summary of Recommendation	Summary of Original Response	Prior Status Comment	Current Status Comment
Audit #	2024-01	Room Reservation System	Utilize the room reservation system for Workforce Education and Innovation events and classes.	STEM-WEI: Two employees of the ETC are trained in the banner system and consistently schedule classes/events taking place at the ETC.	Two employees have been trained and are using the room reservation system.	Two employees have been trained and are using the room reservation system.
Dated Issued	4/17/2024					
Risk Category	Operational					
Risk Level	Medium	Workforce Education & Innovation Audit		TILT: Staff responsible for utilizing the room reservation system are using the system already or are currently securing permission.	TILT is an online program and doesn't have the need to schedule classrooms. CLOSED	CLOSED
Division	Academic Affairs					
Deadline	5/1/2024					
New Deadline						
Current Status	Pending Validation					

Audit Recommendations Status- FY2025 Q1

Audit	Info	Recommendation Name	Summary of Recommendation	Summary of Original Response	Prior Status Comment	Current Status Comment
Audit #	2024-01	Expense Monitoring	Ensure expenses are processed in accordance with university guidelines. Ensure all Financial Managers have completed training for purchasing cards, travel cards, and eCube.	STEM-WEI: All PI’s are now also financial managers. All financial managers have to adhere to the YSU procurement policies and are subject to scheduled training sessions related to purchasing cards, travel cards and eCube. All these are mandatory trainings.	All PI’s are now also financial managers. All financial managers have to adhere to the YSU procurement policies and are subject to scheduled training sessions related to purchasing cards, travel cards and eCube. All these are mandatory trainings.	All PI’s are now also financial managers. All financial managers have to adhere to the YSU procurement policies and are subject to scheduled training sessions related to purchasing cards, travel cards and eCube. All these are mandatory trainings.
Dated Issued	4/17/2024					
Risk Category	Financial, Operational					
Risk Level	Low	Workforce Education & Innovation Audit				
Division	Academic Affairs					
Deadline	1/24/2024					
New Deadline						
Current Status	Pending Validation					
Audit	Info	Recommendation Name	Summary of Recommendation	Summary of Original Response	Prior Status Comment	Current Status Comment
Audit #	2024-01	Policy Awareness	Employees of the WEI are encouraged to take the on-boarding training to become more aware of important policies on campus.	STEM-WEI: Dean Steelant contacted HR to follow-up on offering (or make available) the onboarding training for the remaining WEI personnel.	WEI is working with Human Resources to make sure that all WEI employees have completed campus policy training.	WEI is working with Human Resources to make sure that all WEI employees have completed campus policy training.
Dated Issued	4/17/2024					
Risk Category	Operational					
Risk Level	Low	Workforce Education & Innovation Audit		TILT: Tressel Institute for Leadership & Teamwork staff are current with training associated with campus policies	The Tressel Institute for Leadership & Teamwork staff remain current with training associated with campus policies as reported in March 2024. CLOSED	CLOSED
Division	Academic Affairs					
Deadline	3/25/2024					
New Deadline						
Current Status	Pending Validation					
Audit	Info	Recommendation Name	Summary of Recommendation	Summary of Original Response	Prior Status Comment	Current Status Comment
Audit #	2024-02	Key Control Policy	Re-assess current Key Control Policy. Develop and communicate procedures and guidelines for the university community.	We are exploring development of a web-based solution for the lock shop; planning element expected to be completed by year end with implementation by December 2025.		We are exploring development of a web-based solution for the lock shop; planning element expected to be completed by year end with implementation by December 2025.
Dated Issued	8/12/2024					
Risk Category	Operational					
Risk Level	High	Facilities & Building Access				
Division	Finance/Business Operations					
Deadline	12/31/2025					
New Deadline						
Current Status	On Schedule					

Audit Recommendations Status- FY2025 Q1

Audit	Info	Recommendation Name	Summary of Recommendation	Summary of Original Response	Prior Status Comment	Current Status Comment
Audit #	2024-02	Documented Procedures	Develop and implement procedures throughout the department.	This recommendation is being considered and will be implemented in conjunction with enhancement of the key/lock database and web based processing.		This recommendation is being considered and will be implemented in conjunction with enhancement of the key/lock database and web based processing.
Dated Issued	8/12/2024					
Risk Category	Operational					
Risk Level	High	Facilities & Building Access				
Division	Finance/Business Operations					
Deadline	12/31/2025					
New Deadline						
Current Status	On Schedule					
Audit	Info	Recommendation Name	Summary of Recommendation	Summary of Original Response	Prior Status Comment	Current Status Comment
Audit #	2024-02	Key Issuance & Tracking	Enhance procedures to ensure effective controls relating to key issuance and tracking.	We are exploring development of a web-based solution for the lock shop; planning element expected to be completed by year end with implementation by the December 2025. Also, have reached out to our lock/key system vendor to arrange for additional training.		We are exploring development of a web-based solution for the lock shop; planning element expected to be completed by year end with implementation by the December 2025. Also, have reached out to our lock/key system vendor to arrange for additional training.
Dated Issued	8/12/2024					
Risk Category	Operational					
Risk Level	High	Facilities & Building Access				
Division	Finance/Business Operations					
Deadline	12/31/2025					
New Deadline						
Current Status	On Schedule					
Audit	Info	Recommendation Name	Summary of Recommendation	Summary of Original Response	Prior Status Comment	Current Status Comment
Audit #	2024-02	Key Returns & Transfers	Develop and implement procedures related to key returns and transfers.	We are exploring development of a web-based solution for the lock shop; planning element expected to be completed by year end with implementation by December 2025.		We are exploring development of a web-based solution for the lock shop; planning element expected to be completed by year end with implementation by December 2025.
Dated Issued	8/12/2024					
Risk Category	Operational					
Risk Level	High	Facilities & Building Access				
Division	Finance/Business Operations					
Deadline	12/31/2025					
New Deadline						
Current Status	On Schedule					

Audit Recommendations Status- FY2025 Q1

Audit	Info	Recommendation Name	Summary of Recommendation	Summary of Original Response	Prior Status Comment	Current Status Comment
Audit #	2024-02	Lost & Stolen Keys	Enhance the process and controls for tracking and reissuing keys that have been lost or stolen.	We are exploring development of a web-based solution for the lock shop; planning element expected to be completed by year end with implementation by December 2025.		We are exploring development of a web-based solution for the lock shop; planning element expected to be completed by year end with implementation by December 2025.
Dated Issued	8/12/2024					
Risk Category	Operational					
Risk Level	High	Facilities & Building Access				
Division	Finance/Business Operations					
Deadline	12/31/2025					
New Deadline						
Current Status	On Schedule					
Audit	Info	Recommendation Name	Summary of Recommendation	Summary of Original Response	Prior Status Comment	Current Status Comment
Audit #	2024-02	Keypad Access	Develop and implement controls to limit unauthorized individuals from gaining access to these areas. Consider enhancements to monitoring and tracking of access to areas with keypads.	The keypads currently being installed do have the ability to log and track individual access. One keycode is being programmed into each lock as a matter of convenience and practicality.		The keypads currently being installed do have the ability to log and track individual access. One keycode is being programmed into each lock as a matter of convenience and practicality.
Dated Issued	8/12/2024					
Risk Category	Operational					
Risk Level	High	Facilities & Building Access				
Division	Finance/Business Operations					
Deadline	12/31/2025					
New Deadline						
Current Status	On Schedule					
Audit	Info	Recommendation Name	Summary of Recommendation	Summary of Original Response	Prior Status Comment	Current Status Comment
Audit #	2024-02	Succession Planning	Develop a succession plan to ensure the transfer of experience-based knowledge.	We do anticipate that our only locksmith will likely retire in the near future. We are in the process of hiring another locksmith to fill this void.		We do anticipate that our only locksmith will likely retire in the near future. We are in the process of hiring another locksmith to fill this void.
Dated Issued	8/12/2024					
Risk Category	Operational					
Risk Level	High	Facilities & Building Access				
Division	Finance/Business Operations					
Deadline	12/31/2024					
New Deadline						
Current Status	On Schedule					



YOUNGSTOWN STATE UNIVERSITY

One University Plaza, Youngstown, Ohio 44555

Steve Hoffmaster, AVP of Finance & Controller
Emily Reidy, Senior Financial Analyst
Youngstown State University

November 13, 2024
Audit #2024-03

Dear Mr. Hoffmaster & Ms. Reidy:

Internal Audit has completed an internal control assessment of the key processes related to Capital Inventory Control. This audit was completed to provide assurance on the presence, adequacy, design, and operating effectiveness of the internal controls related to capital equipment inventory.

Internal controls are a process designed to provide reasonable assurance regarding achievement of the following objectives:

- effectiveness and efficiency of operations
- reliability of reporting, and
- compliance with procedures

Thus, internal controls are deemed effective if the above objectives are met. Internal controls can be a preventative control or a detective control. Procedures designed to keep errors or irregularities from occurring are preventative controls. Procedures designed to detect errors or irregularities which have occurred are detective controls. Internal Audit promotes continuous improvement of internal controls. However, management is responsible for establishing and maintaining effective internal controls.

Objectives

The primary objectives of this audit were as follows:

- (1) Determine whether the inventory control management system is properly designed and operating effectively to provide reasonable assurance of compliance with university policies and procedures, as well as the applicable state and federal regulations
- (2) Provide management with comments and recommendations designed to further improve the department's operations and the existing internal control structure.

Scope and Procedures

The audit scope included the compliance with policies and procedures related to the processes of capital equipment inventory.

- Physical verification of capital equipment inventory
- Tagging of capital equipment
- Maintaining and securing of capital equipment
- Changes in capital equipment status
- Disposal of capital equipment

The above objectives were accomplished using the audit procedures including, but not limited to, the following:

- review of applicable university and departmental policies and procedures
- conducting walk-throughs of several departments and verifying a sample of their capital equipment.
- testing internal controls by review of documentation and related support
- inquiring of Controller's Office staff and a sample of departmental Financial Managers.

An audit of operational and system of internal controls is performed to provide management with reasonable but not absolute assurance that procedures and transactions are executed in an efficient manner. This internal audit was performed using a risk-based approach that did not include evaluation and testing of all capital equipment. Thus, assurance cannot be provided that all errors, irregularities, and instances of non-compliance occurring during the audit period were identified.

Summary of Results

As of the report obtained 07/05/24, there were 2,131 items recorded as capital equipment across 79 departments with a total cost of \$50,565,663.84. Based on the risk analysis performed by Internal Audit, 12 departments were selected for testing. A sample of capital equipment items from these 12 departments were physically verified and tested for compliance with university policies and procedures. In those 12 departments, 101 items were physically verified with a total cost of \$6,845,218.28. Results of the testing were reported to respective departments and the Controller's Office and responses were received for corrective action.

Compliance to current policy and operating procedures were tested for capital equipment across 12 departments. Testing exceptions and respective number of departments are summarized below:

- Equipment was not tagged (6)
- Equipment was not issued a tag (12)
- Physical location of equipment did not agree with Controller's Office records (3)
- Equipment could not be located (6)
- Equipment Status Change Form was not completed at the time of change (11)

Opinion

Based on the results of procedures performed, the internal controls related to the key processes in Equipment Inventory **Requires Improvement**.

A **Requires Improvement** necessitates that Internal Audit perform follow-up on corrective actions noted in management responses based on the dates provided.

Internal Audit thanks you and your staff for their time and assistance during the audit process. Please call x1425 with any questions regarding this Report.

Sincerely,



Michelle DiLullo
Staff Auditor, Internal Audit

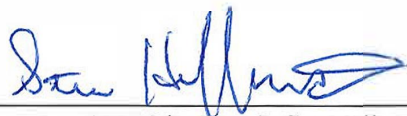
cc: B. Johnson
N. McNally
Audit Subcommittee

Office of Internal Audit

330.941.1425

Acknowledgement of Responsibility

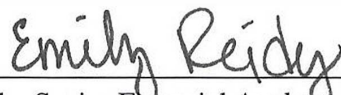
The Audit Comments include Management's Responses to audit observations and recommendations contained in this Report. These responses have been prepared and approved by the following individual(s) who acknowledge responsibility for directing the implementation of corrective action plans.



Steve Hoffmaster, AVP Finance & Controller

11-13-24

Date



Emily Reidy, Senior Financial Analyst

11.13.2024

Date

Inventory Control Audit
Audit #2024-03
Executive Summary

This below table summarizes the results of the internal control assessment and the corrective actions to which management has committed. The audit comments are further detailed in the pages following this summary.

Summary of Audit Findings			
Audit Comment (Risk Level)	Observation	Recommendation	Management Response
#1 Issuing Tags (High)	The Controller's Office recently took over the tagging process from the Central Receiving Department. From the inventory list provided by the Controller's Office and from the physical verification of a sample of departments there were several pieces of capital equipment that have not been issued a tag.	Issue tags for all capital equipment that is new and for capital equipment that should have been issued a tag at the time of purchase.	On a monthly basis, capital equipment accounts are analyzed to determine additions to equipment. Once items have been identified, the Controller's Office can start the process of getting a red metal tag imprinted with a unique five-digit ID number assigned to the asset. The Senior Financial Analyst, over the course of the next two fiscal years, will review each inventory listing for each department and assign asset tags to all items that are currently untagged.
#2 Policy and Procedures Awareness (High)	The Controller's Office has policies and procedures for capital equipment on their website along with any forms needed to update the status of capital equipment inventory. However, when physically verifying equipment in a sample of departments most departmental financial managers were not aware of the policies and procedures for capital equipment inventory and their role in the process.	Communicate policies and procedures for capital equipment to the university community. Educate employees on the policies and procedures to ensure compliance.	In addition to meeting with each department to explain the new tagging process and answering any questions, the Controller's Office will be implementing a new procedure to ensure policy awareness and compliance.

Audit Comments
Inventory Control Audit
Audit #2024-03

Audit Comment #1 Issuing Tags (High)

Observation: Capital Equipment includes all moveable items that have a probable useful life of three or more years, have an original cost or value of \$5,000 or more, and are neither permanently attached to a building nor its utility systems nor incorporated into the building at the time of initial construction nor during later modifications. Equipment meeting this definition is generally tagged with a red metal tag imprinted with a unique five-digit ID number. Equipment is tagged to ensure university property is capitalized and properly tracked and maintained. The Controller's Office recently took over the tagging process from the Central Receiving Department. From the inventory list provided by the Controller's Office and from the physical verification of a sample of departments there were several pieces of capital equipment that have not been issued a tag.

Recommendation: Issue tags for all capital equipment that is new and for capital equipment that should have been issued a tag at the time of purchase.

Management Response: On a monthly basis, capital equipment accounts are analyzed to determine additions to equipment. Once items have been identified, the Controller's Office can start the process of getting a red metal tag imprinted with a unique five-digit ID number assigned to the asset. The Senior Financial Analyst will reach out to the department to determine the date in service and location of the asset. The Senior Financial Analyst will inquire about who to send the asset tag to within the department. When this information has been collected, the Senior Financial Analyst will assign an asset tag to the asset using the Equipment Inventory Control form and will send the form and the asset tag to the department via campus mail. Following the instructions on the form, the person within the department responsible will tag the asset, sign the form, and return it to the Controller's office. A financial manager from the department will need to sign off on the Equipment Inventory Control form if they are not the person physically tagging the equipment. The Controller's Office has implemented a separate procedure for any capital equipment that should have been issued a tag at the time of purchase. The Senior Financial Analyst, over the course of the next two fiscal years, will review each inventory listing for each department and assign asset tags to all items that are currently untagged. The Senior Financial Analyst will contact the Financial Managers of each department to set up a meeting. This meeting will include bringing all necessary asset tags that need to be placed on equipment along with the Senior Financial Analyst explaining the new procedures that will be in place to get asset tags on any capital equipment in the future. This will give each department the opportunity to ask any questions they may have regarding the policies and procedures for capital equipment.

Implementation Date: December for FY25 Capital Equipment; Over the course of the next two Fiscal Years for equipment that needs tagged from prior years.

Audit Comment #2 Policies and Procedures Awareness (High)

Observation: The Controller's Office has policies and procedures for capital equipment on their website along with any forms needed to update the status of capital equipment inventory. However, when physically verifying equipment in a sample of departments most departmental financial managers were not aware of the policies and procedures for capital equipment inventory and their role in the process.

Recommendation: Communicate policies and procedures for capital equipment to the university community. Educate employees on the policies and procedures to ensure compliance.

Management Response: In addition to meeting with each department to explain the new tagging process and answering any questions, the Controller's Office will be implementing a new procedure. Annually, the Controller's Office sends out an Equipment Inventory Verification Report, which includes a complete listing of all equipment assigned to each department. This report is sent out via email to each Financial Manager within the departments in April. This email also includes a link to the Controller's Office website that has the instructions on how to complete the inventory verification along with any forms they may need to complete to move/dispose any capital equipment. The Controller's Office will send an additional email to the Financial Managers within each department in October of each year. This email will include the Controller's Office website link along with the reminder that changes in equipment status need to be reported as they occur throughout the year. The Senior Financial Analyst responsible for this task will also include the attachments of the Equipment Status Change Form along with the Capital Inventory Surplus Release Form & Work Order.

Implementation Date: November 2024 for FY25

To Management and the Board of Trustees
Youngstown State University

This report is subject to review and acceptance by the Auditor of State's office, and the requirements of Ohio Revised Code § 117.25 are not met until the Auditor of State certifies this report. This process will be completed by the Auditor of State in a reasonable time frame, and reports are subject to change if the Auditor of State determines that modification of a report is necessary to comply with required accounting or auditing standards or Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*.

Plante & Moran, PLLC

October 11, 2024



YOUNGSTOWN
STATE
UNIVERSITY

**MAHONING COUNTY
SINGLE AUDIT REPORT**
For the Years Ended
June 30, 2024 and 2023

YOUNGSTOWN STATE UNIVERSITY

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YOUNGSTOWN STATE UNIVERSITY

MESSAGE FROM PRESIDENT JOHNSON

October 11, 2024

As we reflect on the achievements of the 2023-24 academic year, I am filled with pride for the resilience and commitment displayed by the Youngstown State University community. This year has been a transformative period marked by significant growth, innovation, and a renewed dedication to our mission of providing a world-class education to students from around the globe.

This year, we celebrated our proud legacy while also adapting to the evolving educational landscape. In response to the closing of Eastern Gateway Community College, YSU launched an initiative to enhance access to higher education by introducing a new associate degree tuition rate of \$265 per credit hour. This strategic decision not only reaffirms our commitment to affordability but also ensures that our students have access to a full range of student services, empowering them to thrive in their academic pursuits.

Our commitment to educational excellence was further exemplified by the expansion of our program offerings. With the addition of 50 new associate and certificate programs, we are addressing the educational needs of our region and creating pathways to higher degrees. This diverse array of options underscores our goal to provide a full continuum of higher education alternatives, from credentials and certifications for early workforce entry to bachelor's and advanced degrees that prepare our graduates for leadership roles.

Throughout the year, our faculty and staff have been instrumental in shaping the future workforce of our region and beyond. YSU's Workforce, Education, and Innovation initiatives have created vital opportunities for individuals across our region and the state. Through programs designed specifically for K-12 students, companies, and community members, we are helping learners upskill and reskill in a rapidly changing job market. Our Training Centers, including the Excellence Training Center and the IT Workforce Accelerator, have been pivotal in providing hands-on learning experiences that prepare students for careers in fields like advanced manufacturing, electric vehicles, and information technology.

Economically, YSU continues to make a substantial impact. Our institution contributed over \$1 billion to the region's economy, supporting more than 17,000 jobs. This means that one in every 21 jobs in our service area is linked to the activities of YSU and its students. Graduates leave our institution not only with valuable degrees but also with the skills that enhance productivity and drive growth within the businesses that employ them.

Since our founding in 1908, YSU has remained a cornerstone of the Upper Ohio Valley, dedicated to providing high-quality education and fostering academic excellence. Our partnerships with local businesses have flourished, facilitating collaboration that fuels innovation and economic development in our community.

As we look ahead, we remain committed to expanding our educational offerings and enhancing our support for students. YSU continues to provide specialized training tailored to the needs of the workforce, ensuring that individuals can advance their careers, from credential and certificate programs, to associates, bachelor's, master's, and doctoral degrees. The pathways we provide are designed to empower students, equipping them with the knowledge and skills to excel in their chosen fields. This is why Youngstown State University has become THE anchor university in Northeast Ohio.

I am excited for the future of Youngstown State University as we excitedly continue to shape the lives of our students and the communities we serve.

Sincerely,



Bill Johnson
President

Independent Auditor's Report

To the Board of Trustees
 Youngstown State University

Report on the Audits of the Financial Statements

Opinions

We have audited the financial statements of the business-type activities and the discretely presented component unit of Youngstown State University (the "University"), a component unit of the State of Ohio, as of and for the years ended June 30, 2024 and 2023 and the related notes to the financial statements, which collectively comprise Youngstown State University's basic financial statements, as listed in the table of contents.

In our opinion, the accompanying financial statements referred to above present fairly, in all material respects, the financial position of the business-type activities and the discretely presented component unit of Youngstown State University as of June 30, 2024 and 2023 and the respective changes in its financial position and, where applicable, its cash flows thereof for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinions

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS) and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audits of the Financial Statements* section of our report. We are required to be independent of the University and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the University's ability to continue as a going concern for 12 months beyond the financial statement date, including any currently known information that may raise substantial doubt shortly thereafter.

Auditor's Responsibilities for the Audits of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance but is not absolute assurance and, therefore, is not a guarantee that audits conducted in accordance with GAAS and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

To the Board of Trustees
Youngstown State University

In performing audits in accordance with GAAS and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audits.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audits in order to design audit procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of the University's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the University's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audits, significant audit findings, and certain internal control-related matters that we identified during the audits.

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis, the schedules of the University's proportionate share of the net pension liability, the schedules of the University's pension contributions, the schedules of the University's proportionate share of the net OPEB liability (asset), and the schedules of the University's OPEB contributions be presented to supplement the basic financial statements. Such information is the responsibility of management and, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, which considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audits of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Supplementary Information

Our audits were conducted for the purpose of forming opinions on the financial statements that collectively comprise Youngstown State University's basic financial statements. The schedule of expenditures of federal awards, as required by Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (the "Uniform Guidance"), is presented for the purpose of additional analysis and is not a required part of the basic financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. The information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of expenditures of federal awards is fairly stated in all material respects in relation to the basic financial statements as a whole.

Additional Information

Management is responsible for the message from President Johnson, list of the board of trustees, and list of the executive officers, which are presented for the purpose of additional analysis and are not a required part of the basic financial statements. Our opinion on the financial statements does not cover such information, and we do not express an opinion or any form of assurance thereon.

To the Board of Trustees
Youngstown State University

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated October 11, 2024 on our consideration of Youngstown State University's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, grant agreements, and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of Youngstown State University's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Youngstown State University's internal control over financial reporting and compliance.

Plante & Moreau, PLLC

October 11, 2024

YOUNGSTOWN STATE UNIVERSITY

MANAGEMENT'S DISCUSSION AND ANALYSIS

The Management's Discussion and Analysis section of Youngstown State University's (the University or YSU) Financial Report presents a discussion and analysis of the financial performance of the University during the fiscal year ended June 30, 2024 with comparative information for the fiscal years ended June 30, 2023 and June 30, 2022. This discussion has been prepared by management and should be read in conjunction with the financial statements and the accompanying notes that follow.

Introduction

An Institution of Opportunity: YSU inspires individuals, enhances futures, and enriches lives.

As a student-centered university, Youngstown State University's mission is to provide innovative lifelong learning opportunities that will inspire individuals, enhance futures, and enrich lives. YSU inspires individuals by cultivating a curiosity for lifelong learning; enhances the futures of our students by empowering them to discover, disseminate, and apply their knowledge; and enriches the region by fostering collaboration and the advancement of civic, scientific, and technological development. YSU's culture of enrichment flourishes in our diverse, accessible, and quality education.

Youngstown State University is where students thrive in their educational and career pursuits, where scholarship creates innovative solutions, and where community engagement is a cornerstone of collaboration that collectively contribute to the sustainable prosperity of the region and beyond.

We - the faculty, staff, administrators, and students of Youngstown State University - hold the following values essential to achieving the mission and realizing the vision:

- Centrality of Students – We put students first, fostering their holistic and lifelong success.
- Excellence and Innovation – We bring academic excellence and innovation to learning and life for all stakeholders.
- Integrity and Human Dignity – We root all behaviors, decisions, and actions in the achievement of integrity, mutual respect, collegiality, equity, and inclusion.
- Collaboration and Public Engagement – We embrace collaboration and create innovative partnerships to foster sustainability and enrich our university, our culture, and region.

The University started out as a single commercial law course offered by the local YMCA. Over a century later, it serves the Youngstown area with the same passion, and consists of the College of Graduate Studies and five undergraduate colleges: the Beeghly College of Liberal Arts, Social Sciences, and Education; the Bitonte College of Health and Human Services; the Cliffe College of Creative Arts; the College of Science, Technology, Engineering, and Mathematics; and the Williamson College of Business Administration. The University offers degrees at the associate, undergraduate, graduate, and doctoral levels.

The University is located on a 145-acre campus near downtown Youngstown, Ohio and is equidistant (approximately 60 miles) from both Pittsburgh and Cleveland. Fall 2024 enrollment was 12,164.

Using the Financial Statements

The University's financial report includes three basic financial statements: the Statement of Net Position; the Statement of Revenues, Expenses, and Changes in Net Position; and the Statement of Cash Flows. These financial statements are prepared in accordance with the financial reporting format required by the Governmental Accounting Standards Board's (GASB) Statements No. 34, *Basic Financial Statements and Management's Discussion and Analysis for State and Local Governments*, as amended; and No. 35, *Basic Financial Statements and Management's Discussion and Analysis for Public Colleges and Universities*, as amended. These statements establish standards for external financial reporting for public colleges and universities and require that financial statements be presented on a basis to focus on the financial condition of the University, the results of operations, and cash flows of the University as a whole.

During fiscal year 2018, the University adopted GASB Statement No. 75, *Accounting and Financial Reporting for Postemployment Benefits Other than Pensions (OPEB)* and during fiscal year 2015, the University adopted GASB Statement No. 68, *Accounting and Financial Reporting for Pensions - an amendment of GASB Statement No. 27*. These statements significantly revised accounting for pension/OPEB costs and assets/liabilities.

Prior to GASBs 68 and 75, the accounting for pension/OPEB costs, was focused on a funding approach, which limited pension/OPEB costs to contributions annually required by law, which may or may not be sufficient to fully fund each pension plan's net pension/OPEB asset/liability.

Under the standards required by these statements, the net pension/OPEB asset/liability equals the University's proportionate share of each pension/OPEB plan's collective present value of estimated future pension/OPEB benefits attributable to employees' past service minus plan assets available to pay these benefits. Pension/OPEB obligations, whether funded or unfunded, are part of the "employment exchange" – that is, the employee is trading his or her labor in exchange for wages, benefits, and the promise of a future pension and OPEB. The unfunded portions of these pension/OPEB promises are a present obligation, part of a bargained-for benefit to the employee, and are reported by the University as liabilities since the benefit of the exchange was received.

The nature of Ohio's statewide pension systems and state law governing those systems requires additional explanation in order to properly understand the information presented in these statements. The University is not responsible for certain key factors affecting the balance of these liabilities. In Ohio, the employee shares the obligation of funding pension benefits with the employer. Both employer and employee contribution rates are capped by the State statute. A change in these caps requires action by both Houses of the General Assembly, and approval of the Governor. Benefit provisions are also determined by State statute. The employee enters the employment exchange with the knowledge that the employer's promise is limited not by contract but by law. The employer enters the exchange also knowing that there is a specific, legal limit to its contribution to the pension system. In Ohio, there is no legal means to enforce the unfunded liability of the pension system against the public employer. State law operates to mitigate the obligation of the public employer to the employee because all parties enter the employment exchange with notice as to the law. The pension system is responsible for the administration of the plan.

YOUNGSTOWN STATE UNIVERSITY

MANAGEMENT'S DISCUSSION AND ANALYSIS (CONT.)

Most long-term liabilities have set repayment schedules or, in the case of compensated absences (i.e. sick and vacation leave), are satisfied through paid time-off or termination payments. There is no repayment schedule for the net pension/OPEB asset/liabilities. Changes in pension/OPEB benefits, contribution rates, and return on investments affect the balances of the net pension/OPEB asset/liabilities but are outside the control of the public employer. In the event that contributions, investment returns and other changes are insufficient to keep up with required payments, State statute does not assign/identify the responsible party for the unfunded portion. Due to the unique nature of how the net pension/OPEB asset/liabilities are satisfied, these assets and liabilities are separately identified within the noncurrent asset and noncurrent liability sections of the Statement of Net Position.

In accordance with GASBs 68 and 75, the University's statements, prepared on an accrual basis of accounting, include an annual pension/OPEB expense for the proportionate share of each pension plan's *change* in net pension/OPEB asset/liability.

Overall key presentation elements of the financial statements include:

- Assets and liabilities are categorized as either current or noncurrent. Current assets and liabilities will be consumed or fulfilled within one year.
- Revenues and expenses are categorized as either operating or non-operating. Significant recurring sources of the University's revenues, including State of Ohio (State) appropriations, certain grants, gifts, and investment income are considered non-operating, as defined by GASB Statement No. 35.
- University scholarships that represent reduced tuition (i.e., are applied to student accounts rather than refunded to students) are shown as a reduction of tuition, fees and other student charges, and auxiliary enterprises, while payments made directly to students are presented as scholarship expense. Third party scholarships are treated as though the students made the payments themselves.
- Capital assets are reported net of accumulated depreciation and amortization.

In accordance with GASB Statement No. 14, *The Financial Reporting Entity*, as amended by GASB Statement No. 39, *Determining Whether Certain Organizations Are Component Units*, and GASB Statement No. 61, *The Financial Reporting Entity: Omnibus*, The Youngstown State University Foundation (YSUF or Foundation) is treated as a component unit of the University. The Foundation is discretely presented in this report by presentation of the individual financial statements immediately following the University's respective GASB financial statements. Additional information on this component unit is contained in Note 15. Management's Discussion and Analysis focuses on the University and does not include the component unit.

In fiscal year 2023, the University adopted GASB Statement No. 96 *Subscription-Based Information Technology Arrangements* (SBITAs) the objective of which is to better meet the needs of financial statement users by improving accounting and financial reporting for subscription-based information technology arrangements. This resulted in a change in accounting principle and has been reflected as of July 1, 2021.

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MANAGEMENT'S DISCUSSION AND ANALYSIS (CONT.)

The Statement of Net Position

The Statement of Net Position presents the financial position of the University at the end of the fiscal year and includes all assets (current and noncurrent), deferred outflows of resources, liabilities (current and noncurrent), deferred inflows of resources, and net position of the University. Current assets are classified as such if they are available to satisfy current liabilities, which are generally defined as being due within one year of the date of the Statement of Net Position. Net position is one indicator of the financial condition of the University, while the change in net position is an indicator of whether the overall financial condition has improved or worsened during the year.

A summarized comparison of the University's assets, deferred outflows of resources, liabilities, deferred inflows of resources, and net position follows:

	June 30, 2024	June 30, 2023	June 30, 2022
Assets			
Current assets	\$ 84,987,273	\$ 79,812,952	\$ 86,366,161
Noncurrent assets			
Capital assets, net	228,947,726	232,127,268	233,704,247
Other assets	39,000,948	35,505,385	39,870,619
Total noncurrent assets	267,948,674	267,632,653	273,574,866
Total Assets	352,935,947	347,445,605	359,941,027
Deferred Outflows of Resources	30,561,370	47,522,270	25,271,598
Liabilities			
Current liabilities	37,259,647	31,618,258	30,735,060
Noncurrent liabilities	178,268,791	200,887,528	132,223,262
Total Liabilities	215,528,438	232,505,786	162,958,322
Deferred Inflows of Resources	18,381,172	20,470,496	79,906,614
Net Position			
Net investment in capital assets	\$ 159,851,343	\$ 160,487,997	\$ 157,722,125
Restricted	44,130,120	41,859,131	36,771,970
Unrestricted	(54,393,756)	(60,355,535)	(52,146,406)
Total Net Position	\$ 149,587,707	\$ 141,991,593	\$ 142,347,689

Current assets include unrestricted and restricted cash and cash equivalents, investments that mature within one year, receivables, inventories, and other short-term assets. Noncurrent assets include unrestricted investments that mature in more than one year and investments that are restricted by donors or external parties as to their use. Also included are receivables deemed to be collectible in more than one year, capital assets, and net OPEB assets. Current assets increased \$5.2 million from fiscal year 2023 to fiscal year 2024 and decreased \$6.6 million from fiscal year 2022 to fiscal year 2023. Noncurrent assets remained flat from fiscal year 2023 to fiscal year 2024 and decreased \$5.9 million from fiscal year 2022 to fiscal year 2023.

Deferred outflows of resources include resources where the consumption is applicable to a future reporting period but does not require further exchange of service. Deferred outflows, which include

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MANAGEMENT'S DISCUSSION AND ANALYSIS (CONT.)

items relating to bond refunding and pensions/OPEB, decreased \$17.0 million from fiscal year 2023 to fiscal year 2024 and increased \$22.2 million from fiscal year 2022 to fiscal year 2023.

Current liabilities include all liabilities that are payable within the next fiscal year. Unearned revenues, principally from summer programs, are also presented as current liabilities. Liabilities that are due to be paid beyond the next fiscal year are reported as noncurrent liabilities and include debt, leased liabilities, compensated absences, and net pension/OPEB liabilities. Current liabilities increased \$5.6 million from fiscal year 2023 to fiscal year 2024 and increased \$0.9 million from fiscal year 2022 to fiscal year 2023. Noncurrent liabilities decreased \$22.6 million from fiscal year 2023 to fiscal year 2024 and increased \$68.6 million from fiscal year 2022 to fiscal year 2023.

Deferred inflows of resources represent the acquisition of resources that are applicable to a future reporting period. Deferred inflows of resources, which include unamortized concession arrangements and items relating to pensions/OPEB, decreased \$2.1 million from fiscal year 2023 to fiscal year 2024 and decreased \$59.4 million from fiscal year 2022 to fiscal year 2023.

Assets

Assets primarily consist of cash and cash equivalents, investments, receivables, and capital assets. The following table summarizes balances at:

	June 30, 2024	June 30, 2023	June 30, 2022
Cash and cash equivalents	\$ 16,869,033	\$ 20,392,242	\$ 29,097,272
Investments	85,456,156	76,557,949	70,088,007
Accounts, loans, and pledges receivable, net	12,210,024	9,619,205	11,994,668
Net OPEB asset	6,754,735	6,776,000	13,227,241
Capital assets, net	228,947,726	232,127,268	233,704,247
Other	2,698,273	1,972,941	1,829,592
Total Assets	<u>\$ 352,935,947</u>	<u>\$ 347,445,605</u>	<u>\$ 359,941,027</u>

Cash and cash equivalents decreased \$3.5 million or 17% from fiscal year 2023 to fiscal year 2024. The decrease was due to a combination of \$72.5 million used in operating activities, \$77.3 million provided by noncapital financing activities, \$1.5 million provided by investing activities, and \$9.8 million used in capital and related financing activities.

Investments increased \$8.9 million or 12% from fiscal year 2023 to fiscal year 2024. Unrestricted investments increased \$5.6 million and endowments and restricted investments increased \$3.3 million. The increase was primarily due to investment income and unrealized gains resulting from a favorable market environment.

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MANAGEMENT'S DISCUSSION AND ANALYSIS (CONT.)

Overall accounts, loans, and pledges receivable increased \$2.7 million or 27% from fiscal year 2023 to fiscal year 2024. The increase was primarily due to an increase in net accounts receivable. Net accounts receivable increased \$2.7 million from \$9.5 million at June 30, 2023 to \$12.2 million at June 30, 2024. Student accounts receivables, net increased \$1.4 million due to increased enrollment. Grants and contracts receivables, net increased \$0.8 million due to new grants awarded in fiscal year 2024 that included the Great Minds Fellowship Program and the Quest Broadband & 5G Regional Node grant. State capital appropriation receivables decrease \$0.4 million due to decreased year end activity on capital projects funded from state capital appropriations. Other receivables increased \$0.8 million primarily due to the insurance claim from the Ward Beecher Planetarium fire.

Net OPEB assets remained flat from fiscal year 2023 to fiscal year 2024.

Cash and cash equivalents decreased \$8.7 million or 30% from fiscal year 2022 to fiscal year 2023. The decrease was due to a combination of \$71.4 million used in operating activities, \$77.1 million provided by noncapital financing activities, \$0.2 million used in investing activities, and \$14.2 million used in capital and related financing activities.

Investments increased \$6.4 million or 9% from fiscal year 2022 to fiscal year 2023. Unrestricted investments increased \$5.1 million and endowments and restricted investments increased \$1.3 million. The increase was primarily due to investment income and unrealized gains resulting from a favorable market environment.

Overall accounts, loans, and pledges receivable decreased \$2.4 million or 20% from fiscal year 2022 to fiscal year 2023. The decrease was primarily due to a decrease in net accounts receivable. Net accounts receivable decreased \$2.2 million from \$11.7 million at June 30, 2022 to \$9.5 million at June 30, 2023, including a \$0.5 million decrease in net student accounts, a \$1.3 million decrease in grants and contracts receivable, and a \$0.4 million decrease in state appropriations receivable. The decrease in grants and contracts receivables was due to the drawdown of prior year unreimbursed HEERF funds and receivables relating to the Energy Storage Report and Roadmap, and construction of the Excellence Training Center. State capital appropriation receivables decreased due to decreased year end activity on capital projects funded from state capital appropriations.

Net OPEB assets decreased \$6.5 million or 49% from fiscal year 2022 to fiscal year 2023. The decrease was primarily due to a combination of a \$7.3 million decrease in the OPERS net OPEB asset and a \$0.8 increase in the STRS Ohio net OPEB asset. The STRS Ohio and OPERS net OPEB asset balances were \$6.8 million and \$0 at June 30, 2023 and \$5.9 million and \$7.3 million at June 30, 2022, respectively.

Refer to Note 3 for additional information on cash and cash equivalents, Note 4 for details on investments, Note 5 for information on accounts and loans receivable, and Note 6 for information on pledges receivable.

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MANAGEMENT'S DISCUSSION AND ANALYSIS (CONT.)

At June 30, 2024, the University had \$228.9 million in capital assets, net of accumulated depreciation and amortization. Depreciation and amortization totaled \$18.6 million, \$17.9 million, and \$17.2 million in fiscal years 2024, 2023, and 2022 respectively.

Details of net capital assets are shown below.

	June 30, 2024	June 30, 2023	June 30, 2022
Land	\$ 18,648,679	\$ 18,608,679	\$ 18,538,609
Buildings, net	83,163,760	87,670,344	92,196,287
Improvements to buildings, net	86,969,494	85,333,457	80,215,957
Improvements other than buildings, net	18,636,495	18,768,673	19,866,589
Construction in progress	4,578,179	5,410,041	5,553,563
Moveable equipment and furniture, net	6,275,881	6,364,831	6,016,480
Vehicles, net	315,789	361,187	363,254
Historical treasures	1,056,488	1,056,488	1,041,338
Right-to-use assets - equipment, net	590,638	992,357	1,212,198
Right-to-use assets - SBITAs, net	8,712,323	7,561,211	8,699,972
Total Capital Assets, net	<u>\$ 228,947,726</u>	<u>\$ 232,127,268</u>	<u>\$ 233,704,247</u>

Major capital activity during fiscal year 2024 included the completion of upgrades to the utility distribution systems, construction of the new Arlington parking lot located at the site of the previous M60 parking deck, and repairs to the M30 parking deck. Roof replacements were also completed on the E.J. Salata Complex and Cushwa Hall to improve leaks and increase energy efficiency. In addition, renovations to the auditorium and classrooms in Moser Hall, renovations to the STEM science labs in Ward Beecher Hall, and repairs to the elevators and renovations to the second floor of Silvestri Hall were completed. Housing renovations were completed in the Lyden House and included upgrades to the bathrooms in the south wing, a hot water tank replacement, and new flooring in residential rooms. Lastly, the turf in the Watson and Tressel Training Site was replaced. Construction in progress includes the architecture fees for the new Student Center, repairs to the Ward Beecher Planetarium due to the January 2023 fire, renovations to various buildings across campus to address the exterior deterioration of the building envelopes, new seating in the Beeghly Center gymnasium, and repairs to the heating boilers and the elevators in Lyden House. Right-to-use assets additions included printer/copier equipment and various information technology software leases.

Major capital activity during fiscal year 2023 included the completion of the Watson Team Center, a facility designed for the University's engineering students to prepare for competitions. Improvements to various buildings across campus were also completed to address the exterior deterioration of the building envelopes, upgrades to HVAC and air handling units and upgrades to doors to enhance campus safety. In addition, the Korandovich Sports Medicine Center located in Beeghly Center, a space to serve the health care needs of the University's student-athletes, and the DiBacco Family Leadership Center, a multi-purpose meeting and classroom located in Stambaugh Stadium, were completed. Parking improvements included the completion of several new surface lots on the west side of campus as well as repairs to the M30 parking deck. Renovations were made to the first floor and basement of Moser Hall, the first floor of Silvestri Hall, the bathrooms in the east wing of Lyden House and the elevators in Jones Hall. In addition, a portion of Kohli Hall roof

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MANAGEMENT'S DISCUSSION AND ANALYSIS (CONT.)

was replaced, as well as the Cafaro House hot water tank and flooring in various parts of the Andrews Recreation Center. Construction in progress includes the Arlington parking lot located at the site of the previous M60 parking deck, upgrades to the utility distribution systems, repairs to the M30 parking deck, renovations to the Lyden House bathrooms in the south wing, replacement of the Cushwa Hall and E.J. Salata Complex roofs, repairs to the elevators in Silvestri Hall and Beechly Center, renovations to the STEM science labs in Ward Beecher Hall, renovations to the auditorium and classrooms in Moser Hall and renovations to the second floor of Silvestri Hall. Right-to-use assets additions included printer/copier equipment and various information technology software leases.

Major capital activity during fiscal year 2022 included the completion of the campus development project to upgrade and replace various walkways, entrances, retaining walls and other exterior elements. Parking improvements included repairs and renovations to the parking decks during 2021 and the resurfacing of the M63 parking lot. Building improvements included the completion of the third phase of renovations in Ward Beecher Hall as well as renovations to the greenhouse. In addition, the third phase of renovations to the Physical Therapy department in Cushwa Hall were completed as well as the second phase of renovations in Fedor Hall. Renovations were also made in the Edward J. Salata Complex, the restrooms in Kilcawley Center and the Alumni Events office in Tod Hall. The chiller in Kilcawley House was replaced and upgrades were made to the air handling unit in Bliss Hall. Multiple parcels of land were purchased including parcels on Fifth Avenue and West Commerce Street with the intent of creating additional parking areas as well as parcels on West Rayen Avenue with the intent of creating the Watson Team Center, a space to house the University's engineering and engineering technology competition teams. Construction in progress includes the Watson Team Center and renovations to various buildings across campus to address the exterior deterioration of building envelopes, upgrade HVAC and air handling units, repair and replace elevators, upgrade the utility distribution systems and upgrade doors to enhance campus safety. In addition, renovations are underway in Moser Hall and the Lyden House bathrooms as well as repairs and renovations to Kohli Hall's roof. In addition, the impact of the July 1, 2021 implementation of GASB 96 in fiscal year 2022 was an increase of \$8.7 million in net Right-to-use assets – SBITAs, including a \$7.6 million restatement of beginning balances, current year SBITA additions of \$3.5 million and current year amortization of \$2.4 million

See Note 7 for additional information on capital assets and Note 11 for leased liabilities related to right-to-use assets.

Other assets increased \$0.7 million or 37% from fiscal year 2023 to fiscal year 2024. The increase was primarily due to a \$0.2 million increase in prepaid expense and a \$0.5 million increase in deferred financial aid.

Other assets remained flat from fiscal year 2022 to fiscal year 2023.

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MANAGEMENT'S DISCUSSION AND ANALYSIS (CONT.)

Deferred Outflows/Inflows of Resources

Deferred outflows of resources represent the consumption of resources that are applicable to a future reporting period, but do not require further exchange of goods or services; whereas deferred inflows of resources represent the acquisition of resources that are applicable to a future reporting period. The following table summarizes balances at:

Deferred Outflows of Resources	June 30, 2024	June 30, 2023	June 30, 2022
Related to pension	\$ 26,798,980	\$ 41,260,805	\$ 23,035,309
Related to OPEB	2,560,380	4,932,333	780,035
Bond refunding	1,202,010	1,329,132	1,456,254
Total Deferred Outflows of Resources	<u>\$ 30,561,370</u>	<u>\$ 47,522,270</u>	<u>\$ 25,271,598</u>

Deferred Inflows of Resources	June 30, 2024	June 30, 2023	June 30, 2022
Service concession agreements	\$ 10,282	\$ 45,000	\$ 132,500
Related to pension	13,140,226	14,043,127	65,195,303
Related to OPEB	5,230,664	6,382,369	14,578,811
Total Deferred Inflows of Resources	<u>\$ 18,381,172</u>	<u>\$ 20,470,496</u>	<u>\$ 79,906,614</u>

Included in deferred outflows of resources and deferred inflows of resources are items relating to pensions, OPEB, bond refunding, and service concession agreements. Certain elements impacting the changes in the net pension/OPEB asset/liabilities have a longer-term perspective than the current year therefore to reduce volatility, these elements are amortized over a closed period of specified duration. These include differences between expected and actual experience, changes of assumptions, net differences between projected and actual earnings of investments, changes in proportion and difference between University contributions and proportionate share of contributions, and University contributions subsequent to the measurement date. These elements can be reflected as either a deferred outflow of resources or a deferred inflow of resources.

Deferred outflows of resources decreased \$16.9 million or 36% from fiscal year 2023 to fiscal year 2024. Deferred outflows of resources related to pension decreased \$14.5 million or 35% primarily due to a combination of a \$10.0 million decrease in the net difference between projected and actual earnings on pension plan investments, including an \$8.0 million decrease related to the OPERS plan and a \$2.0 million decrease in the STRS Ohio plan; a \$3.4 million decrease in changes in assumptions, including an \$0.8 million decrease in the OPERS plan and a \$2.6 million decrease in the STRS Ohio plan, a \$0.6 million decrease in changes in proportion and differences between University contributions and proportionate share of contributions, including a \$0.5 million decrease in the OPERS plan and a \$0.1 million decrease in the STRS Ohio plan, a \$0.3 million decrease in University contributions subsequent to the measurement date, including a \$0.1 million increase in the OPERS plan and a \$0.4 million decrease in the STRS Ohio plan, and a \$0.2 million decrease in differences between expected and actual experience, including a \$1.4 million decrease in the OPERS plan and a \$1.2 million increase in the STRS Ohio plan. Deferred outflows of resources related to OPEB decreased \$2.4 million or 48% primarily due a \$1.9 million decrease in the net difference between projected and actual earnings on OPEB plan investments, including a \$1.7 million decrease in the OPERS plan and a \$0.2 million decrease in the STRS Ohio plan, and

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MANAGEMENT'S DISCUSSION AND ANALYSIS (CONT.)

a \$0.5 million decrease in changes in assumptions, including a \$1.0 million decrease in the OPERS plan and a \$0.5 million increase in the STRS Ohio plan.

Deferred inflows of resources decreased \$2.1 million or 10% from fiscal year 2023 to fiscal year 2024. Deferred inflows of resources related to pension decreased \$0.9 million or 6% primarily due to a combination of a \$2.0 million decrease in the changes of assumptions in the STRS Ohio plan, a \$1.0 million increase in changes in proportion and differences between University contributions and proportionate share of contributions in the OPERS plan, a \$0.2 million increase in the net difference between projected and actual earnings on pension plan investments in the STRS Ohio plan, and a \$0.1 million decrease in the differences between expected and actual experience in the STRS Ohio plan. Deferred inflows of resources related to OPEB decreased \$1.2 million or 18% primarily due to a combination of a \$0.9 million decrease in changes in assumptions, including a \$0.8 million increase in the OPERS plan and a \$1.7 million decrease in the STRS Ohio plan; and \$0.4 million decrease in differences between expected and actual experience, including a \$0.1 million decrease in the OPERS plans and a \$0.3 million decrease in the STRS Ohio plan, and a \$0.1 million increase in the changes in proportion and differences between University contributions and proportionate share of contributions in the OPERS plan.

Deferred outflows of resources increased \$22.2 million or 88% from fiscal year 2022 to fiscal year 2023. Deferred outflows of resources related to pension increased \$18.2 million or 79% primarily due to a combination of a \$22.2 million increase in the net difference between projected and actual earnings on pension plan investments, including a \$20.2 million increase related to the OPERS plan and a \$2.0 million increase in the STRS Ohio plan; and a \$4.8 million decrease in changes in assumptions, including a \$1.8 million decrease in the OPERS plan and a \$3.0 million decrease in the STRS Ohio plan. Deferred outflows of resources related to OPEB increased \$4.1 million or 532% primarily due a \$3.0 million increase in the net difference between projected and actual earnings on OPEB plan investments, including a \$2.9 million increase in the OPERS plan and a \$0.1 million increase in the STRS Ohio plan, and a \$1.3 million increase in changes in assumptions, including a \$1.4 million increase in the OPERS plan and a \$0.1 million decrease in the STRS Ohio plan.

Deferred inflows of resources decreased \$59.4 million or 74% from fiscal year 2022 to fiscal year 2023. Deferred inflows of resources related to pension decreased \$51.1 million or 78% primarily due to a combination of a \$55.7 million decrease in the net difference between projected and actual earning on pension plan investments, including a \$24.7 million decrease in the OPERS plan and a \$31.0 million decrease in the STRS Ohio plan; a \$5.2 million increase in changes in assumptions in the STRS Ohio plan; and a \$0.5 million decrease in the differences between expected and actual experience in the OPERS plan. Deferred inflows of resources related to OPEB decreased \$8.2 million or 56% primarily due to a combination of a \$0.8 million decrease in differences between expected and actual experience in the OPERS plan; a \$1.6 million decrease in changes in assumptions, including a \$2.8 million decrease in the OPERS plan and a \$1.2 million increase in the STRS Ohio plan; a \$5.1 million decrease in the net difference between projected and actual earnings on OPEB plan investments, including a \$3.5 million decrease in the OPERS plan and a \$1.6 million decrease in the STRS Ohio plan; and a \$0.7 million decrease in changes in proportion and differences between University contributions and proportionate share of contributions in the OPERS plan.

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MANAGEMENT'S DISCUSSION AND ANALYSIS (CONT.)

See Note 13 for additional information on employee benefit plans.

Liabilities

Liabilities largely consist of accounts and construction payable, accrued payroll and payroll withholdings, debt, leased liabilities, compensated absences, unearned revenue and net pension liability. The following table summarizes balances at:

	June 30, 2024	June 30, 2023	June 30, 2022
Accounts and construction payable	\$ 6,948,600	\$ 6,698,832	\$ 7,006,100
Payroll liabilities	8,819,729	8,465,249	8,708,877
Bonds payable, net	50,766,943	53,117,998	55,327,063
Notes payable	9,827,721	11,030,839	12,109,512
Leased liabilities - equipment	1,137,233	1,405,500	1,500,240
Leased liabilities - SBITAs	8,566,495	7,415,065	8,501,561
Compensated absences	6,104,270	6,244,572	6,314,388
Unearned revenue	10,663,598	7,414,928	6,618,717
Refundable advance	-	-	172,310
Other	1,285,278	1,605,799	1,232,497
Net pension liability	111,408,571	127,641,526	55,467,057
Net OPEB liability	-	1,465,478	-
Total Liabilities	<u>\$ 215,528,438</u>	<u>\$ 232,505,786</u>	<u>\$ 162,958,322</u>

Total liabilities decreased \$17.0 million or 7% from fiscal year 2023 to fiscal year 2024. Bonds payable decreased \$2.3 million and notes payable decreased \$1.2 million due to scheduled debt service payments. Leased liabilities – SBITAs increased \$1.1 million due to a combination of current year additions of \$4.4 million and current year reductions of \$3.3 million. Unearned revenue increased \$3.2 million primarily due to an increase in unearned summer 2024 tuition revenue and an increase in unearned grant revenue. The net pension liability decreased \$16.2 million, including a \$5.9 million decrease in the STRS Ohio net pension liability and a \$10.3 million decrease in the OPERS net pension liability. The STRS Ohio and OPERS net pension liability balances were \$52.3 million and \$59.1 million at June 30, 2024 compared to \$58.2 million and \$69.4 million at June 30, 2023, respectively. The OPERS net OPEB liability decreased from \$1.5 million at June 30, 2023 to \$0 at June 30, 2024.

Total liabilities increased \$69.5 million or 43% from fiscal year 2022 to fiscal year 2023. Bonds payable decreased \$2.2 million and notes payable decreased \$1.2 million due to scheduled debt service payments. Leased liabilities – SBITAs decreased a \$1.1 million due to a combination of current year additions of \$1.8 million and current year reductions of \$2.9 million. The net pension liability increased \$72.2 million, including a \$22.2 million increase in the STRS Ohio net pension liability and a \$50.0 million increase in the OPERS net pension liability. The STRS Ohio and OPERS net pension liability balances were \$58.2 million and \$69.4 million at June 30, 2023 compared to \$36 million and \$19.4 million at June 30, 2022, respectively. The OPERS net OPEB liability increased from \$0 at June 30, 2022 to \$1.5 million at June 30, 2023.

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MANAGEMENT'S DISCUSSION AND ANALYSIS (CONT.)

See Note 8 for a further breakout of payroll and other liabilities, Notes 9 and 10 for detailed information about the University's debt, Note 12 for information on long-term liabilities, and Note 13 for information on employee benefit plans.

Net Position

Net position represents the residual interest in the University's assets after deferred outflows of resources are added, and liabilities and deferred inflows of resources are deducted. The reconciliation below presents the University's total net position removing the impact of the deferred inflows and outflows relating to pensions/OPEB as presented in the Statement of Net Position.

	June 30, 2024	June 30, 2023	June 30, 2022
Total Net Position	\$ 149,587,707	\$ 141,991,593	\$ 142,347,689
Add			
Deferred inflows of resources related to pension/OPEB	18,370,890	20,425,496	79,774,114
Net pension/OPEB liability	111,408,571	129,107,004	55,467,057
Subtract			
Deferred outflows of resources related to pension/OPEB	(29,359,360)	(46,193,138)	(23,815,344)
Net pension/OPEB asset	(6,754,735)	(6,776,000)	(13,227,241)
Total Net Position without GASBs 68 and 75	<u>\$ 243,253,073</u>	<u>\$ 238,554,955</u>	<u>\$ 240,546,275</u>

The following table summarize the categories of net position including segregation of the unrestricted net position relating to the impact of GASBs 68 and 75.

	June 30, 2024	June 30, 2023	June 30, 2022
Net investment in capital assets, net of related debt	\$ 159,851,343	\$ 160,487,997	\$ 157,722,125
Restricted, nonexpendable - endowments	5,924,614	5,793,286	5,755,537
Restricted, expendable (without GASB 75) - gifts, grants, and student l	34,121,055	32,205,359	31,587,968
Unrestricted (without GASB 68)	43,356,061	40,068,313	45,480,645
GASB 68	(97,749,817)	(100,423,848)	(97,627,051)
GASB 75	4,084,451	3,860,486	(571,535)
Total Net Position	<u>\$ 149,587,707</u>	<u>\$ 141,991,593</u>	<u>\$ 142,347,689</u>

Overall, the University's total net position increased \$7.5 million or 5% from \$142.0 million at June 30, 2023 to \$149.5 million at June 30, 2024. This resulted from an excess of revenues over expenses and includes a \$0.6 million decrease in net amount invested in capital assets, a \$2.0 million increase in restricted net position excluding the impact of GASB 75, a \$3.3 million increase in unrestricted net position excluding the impact of GASB 68, a \$2.6 million increase in unrestricted net position attributed to the impact of GASB 68, and a \$0.2 million increase in restricted net position attributed to the impact of GASB 75.

Overall, the University's total net position decreased \$0.3 million or 0.3% from \$142.3 at June 30, 2022 to \$142.0 million at June 30, 2023. This resulted from an excess of expenses over revenues and includes a \$2.8 million increase in the net amount invested in capital assets, a \$0.6 million increase in restricted net position excluding the impact of GASB 75, a \$5.4 million decrease in

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MANAGEMENT'S DISCUSSION AND ANALYSIS (CONT.)

unrestricted net position excluding the impact of GASB 68, a \$2.8 million decrease in unrestricted net position attributed to the impact of GASB 68, and a \$4.5 million increase in restricted net position attributed to the impact of GASB 75.

The net investment in capital assets consists of capital assets net of accumulated depreciation and amortization and deferred outflows of resources relating to bond refunding reduced by the outstanding balance of bonds, notes or other borrowings that are attributable to the acquisition, construction, or improvement of those assets.

Net investment in capital assets decreased \$0.6 million from fiscal year 2023 to fiscal year 2024 primarily due to net capital additions of \$15.4 million, a decrease in outstanding debt of \$2.7 million, a decrease of \$0.1 million in deferred outflows bond refunding, and current year depreciation and amortization of \$18.6 million. Outstanding debt was \$70.3 million at June 30, 2024 and \$73.0 million at June 30, 2023, respectively.

Net investment in capital assets increased of \$2.8 million from fiscal year 2022 to fiscal year 2023 primarily due to net capital additions of \$16.3 million, a decrease in outstanding debt of \$4.4 million, and current year depreciation and amortization of \$17.9 million. Outstanding debt was \$73.0 million at June 30, 2023 compared to \$77.4 million at June 30, 2022.

Restricted, non-expendable net position consists primarily of endowment funds held by the University. Changes in this category are driven by additions or deductions to corpus.

Restricted, expendable net position is subject to externally imposed restrictions governing their use. Changes in this category are due to the timing of revenues and expenses in funds provided by donors and grantors. The following table summarizes restricted, expendable net position at:

	June 30, 2024	June 30, 2023	June 30, 2022
Gifts, grants, and contracts	\$ 28,201,779	\$ 27,814,231	\$ 26,981,009
COVID-19 relief funds	-	-	45,733
Plant funds	4,516,319	3,195,283	4,294,855
Other	1,402,957	1,195,845	266,371
Total without GASB 75	34,121,055	32,205,359	31,587,968
GASB 75 OPEB Fund	4,084,451	3,860,486	(571,535)
Total Restricted Expendable Net Position	\$ 38,205,506	\$ 36,065,845	\$ 31,016,433

Gifts, grants and contracts include grants and sponsored programs, scholarship donations and program support, and undistributed and distributed but unspent investment earnings on University endowment funds. COVID-19 relief funds include funds authorized through the Coronavirus Aid, Relief, and Economic Security (CARES) Act, the Coronavirus Relief & Recovery Supplemental Appropriations Act (CRRSAA), and the American Rescue Plan Act of 2021. Plant funds primarily include donations for construction or renovation projects. Other includes non-endowed restricted gifts designated by management to function similar to an endowment fund and gifts established for loan programs for students.

YOUNGSTOWN STATE UNIVERSITY

MANAGEMENT'S DISCUSSION AND ANALYSIS (CONT.)

Total restricted expendable net position was \$38.2 million at June 30, 2024 compared to \$36.1 million at June 30, 2023, an overall increase of \$2.1 million or 6%. Total restricted expendable net position without funds relating to OPEB increased \$1.9 million whereas the funds relating to OPEB increased \$0.2 million. Overall, gifts, grants, and contracts increased \$0.4 million due to a combination of a \$0.5 million decrease in gift fund balances, a \$1.7 million increase in undistributed investment earnings on University endowments resulting from a favorable investment environment, and a \$0.8 million decrease in grant funds. Plant funds increased \$1.3 million primarily due to an increase in plant gift funds for capital projects, which included the Beeghly Center Bleachers project. Other increased \$0.2 million due to an increase in undistributed investment earnings on University quasi-endowments resulting from a favorable investment environment.

The GASB 75 OPEB fund increased \$0.2 million from \$3.8 million at June 30, 2023 to \$4.0 million at June 30, 2024.

Total restricted expendable net position was \$36.1 million at June 30, 2023 compared to \$31.0 million at June 30, 2022, an overall increase of \$5.1 million or 16%. Total restricted expendable net position without funds relating to OPEB increased \$0.7 million whereas the funds relating to OPEB increased \$4.4 million. Overall, gifts, grants, and contracts increased \$0.8 million due to a combination of a \$1.8 million increase in gift fund balances, a \$0.7 million increase in undistributed investment earnings on University endowments resulting from a favorable investment environment and a \$1.7 million decrease in grant funds. COVID-19 Relief funds were fully expended as of June 30, 2023. Plant funds decreased \$1.1 million primarily due to a combination of construction activity on projects supported with gift funds received in prior years and a large gift in the current year for a future Student Center. Other increased \$1.0 million due to a large gift being internally designated as a quasi-endowment fund.

The GASB 75 OPEB fund increased \$4.4 million from (\$0.6) million at June 30, 2022 to \$3.8 million at June 30, 2023.

Unrestricted net position is not subject to externally imposed restrictions and is designated for future operations, plant construction and maintenance, and debt service. The following table summarizes unrestricted net position at:

	June 30, 2024	June 30, 2023	June 30, 2022
Operating and designated funds	\$ 21,946,054	\$ 19,868,694	\$ 22,651,471
Operating reserves	8,837,982	8,837,981	8,837,982
Plant funds	12,549,506	11,339,119	13,968,673
Loan funds	22,519	22,519	22,519
Total without GASB 68	43,356,061	40,068,313	45,480,645
GASB 68 Pension fund	(97,749,817)	(100,423,848)	(97,627,051)
Total Unrestricted Net Position	<u>\$ (54,393,756)</u>	<u>\$ (60,355,535)</u>	<u>\$ (52,146,406)</u>

Total unrestricted net position was (\$54.4) million at June 30, 2024 compared to (\$60.4) million at June 30, 2023. The increase of \$6.0 million from fiscal year 2023 to fiscal year 2024 reflects an excess of revenues over expenses during fiscal year 2024 from noncapital activity. Total

YOUNGSTOWN STATE UNIVERSITY

MANAGEMENT'S DISCUSSION AND ANALYSIS (CONT.)

unrestricted net position without funds relating to pension increased \$3.3 million whereas the funds relating to pension increased \$2.7 million.

The overall increase of \$3.3 million in unrestricted net position excluding GASB 68 was due to \$2.1 million increase in operating and designated funds and a \$1.2 million increase in plant funds. The \$2.1 million increase in operating and designated funds was primarily due to an increase in the fair market value of investments at June 30, 2024 as compared to June 30, 2023 due to a favorable market environment.

The GASB 68 Pension fund increased \$2.7 million from (\$100.4) million at June 30, 2023 to (\$97.7) million at June 30, 2024.

Total unrestricted net position was (\$60.4) million at June 30, 2023 compared to (\$52.2) million at June 30, 2022. The decrease of \$8.2 million from fiscal year 2022 to fiscal year 2023 reflects an excess of expenses over revenues during fiscal year 2023 from noncapital activity. Total unrestricted net position without funds relating to pension decreased \$5.4 million whereas the funds relating to pension decreased \$2.8 million.

The overall decrease of \$5.4 million unrestricted net position excluding GASB 68 was due to a \$2.8 million decrease in operating and designated funds and a \$2.6 million decrease in plant funds. The \$2.8 million decrease in operating and designated funds was due to an increase in the fair market value of investments at June 30, 2023 as compared to June 30, 2022 due to a favorable market environment and planned utilization of one-time funds to support the fiscal year 2023 operating budgets and designated COVID-19 related projects.

The GASB 68 Pension fund decreased \$2.8 million from (\$97.6) million at June 30, 2022 to (\$100.4) million at June 30, 2023.

The Statements of Revenues, Expenses, and Changes in Net Position

These statements present the operating results and the non-operating revenues and expenses of the University. Annual State appropriations, while budgeted for operations, are considered non-operating revenues according to generally accepted accounting principles. Pell grants dispersed to students and scholarships supported by restricted gifts are considered operating expenses, whereas the revenues supporting the expenses are considered nonoperating.

YOUNGSTOWN STATE UNIVERSITY

MANAGEMENT'S DISCUSSION AND ANALYSIS (CONT.)

A summary of revenues, expenses, and changes in net position follows:

	June 30, 2024	June 30, 2023	June 30, 2022
Operating Revenues			
Net tuition, fees and other student charges	\$ 66,727,733	\$ 80,343,181	\$ 79,392,052
Auxiliary enterprises	17,336,934	17,542,203	15,700,492
Grants and contracts	18,132,953	15,603,351	14,202,141
Other	3,236,383	3,379,788	3,191,121
Total Operating Revenues	105,434,003	116,868,523	112,485,806
Operating Expenses	193,960,987	206,692,943	200,335,221
Operating Loss	(88,526,984)	(89,824,420)	(87,849,415)
Nonoperating Revenues (Expenses)			
State appropriations	48,856,576	46,396,314	44,378,444
Federal appropriations	-	352,430	33,228,720
Gifts, grants, and contracts	28,625,192	29,800,277	29,075,594
Investment income	10,429,463	6,373,244	(7,367,959)
Other	(729,950)	(1,442,229)	(1,341,001)
Net Nonoperating Revenues	87,181,281	81,480,036	97,973,798
Gain (Loss) Before Other Revenues, Expenses, and Changes	(1,345,703)	(8,344,384)	10,124,383
Other Revenues, Expenses, and Changes			
State capital appropriations	5,124,718	5,831,180	3,023,039
Capital grants and gifts	4,286,932	2,149,411	2,844,595
Other	(469,833)	7,697	(26,140)
Total Other Revenues, Expenses, and Changes	8,941,817	7,988,288	5,841,494
Change in Net Position	7,596,114	(356,096)	15,965,877
Net Position at Beginning of the Year, as restated	141,991,593	142,347,689	126,381,812
Net Position at End of the Year	\$ 149,587,707	\$ 141,991,593	\$ 142,347,689

Revenues

Following is a recap of revenues by source (operating, non-operating, and other sources), which were used to fund the University's activities for the years ended:

	June 30, 2024	June 30, 2023	June 30, 2022
Net tuition, fees, and other student charges	\$ 66,727,733	\$ 80,343,181	\$ 79,392,052
Gifts, grants and contracts	51,045,077	47,553,039	46,122,330
State appropriations	48,856,576	46,396,314	44,378,444
Auxiliary enterprises	17,336,934	17,542,203	15,700,492
Investment income	10,429,463	6,373,244	(7,367,959)
State capital appropriations	5,124,718	5,831,180	3,023,039
Other revenue	4,706,466	3,824,934	3,491,536
Federal appropriations	-	352,430	33,228,720
Total Revenues	\$ 204,226,967	\$ 208,216,525	\$ 217,968,654

YOUNGSTOWN STATE UNIVERSITY

MANAGEMENT'S DISCUSSION AND ANALYSIS (CONT.)

Overall, the University's total revenues decreased \$4.0 million or 2% between fiscal year 2023 and fiscal year 2024 from \$208.2 million to \$204.2 million.

Net tuition, fees and other student charges decreased \$13.6 million or 17% from fiscal year 2023 to fiscal year 2024. This was due to a combination of a \$2.0 million increase in gross tuition and a \$15.6 million increase in scholarship allowance. The increase in gross tuition from \$103.7 million in fiscal year 2023 to \$105.7 million in fiscal year 2024 can be attributed to increased enrollment, particularly in the graduate studies and accelerated online program. The increase in scholarship allowance from \$23.4 million in fiscal year 2023 to \$39.0 million in fiscal year 2024 was mainly due to adopting a new methodology for calculating scholarship allowance to a method based on the individual student. This estimate reflects a more accurate amount that matches student financial aid with student tuition charges. Gifts, grants and contracts revenue increased \$3.5 million or 7% from fiscal year 2023 to fiscal year 2024, primarily due to a combination of a \$3.3 million increase in state grants largely due to an increase in the Ohio College Opportunity Grant and new scholarship grants and a new training grant awarded in fiscal year 2024, a \$1.4 million increase in cash capital gifts attributed to gifts received for construction of the new Student Center as well as renovations for the Beeghly Center gymnasium, a \$0.6 million increase in Pell grants related to increased enrollment, and a \$1.8 million decrease in private gifts. State appropriations increased \$2.5 million or 5% from fiscal year 2023 to fiscal year 2024 due to an increase in State support. Auxiliary enterprises remained flat between fiscal year 2023 to fiscal year 2024 however, \$1.8 million of scholarship allowance is reflected in fiscal year 2024 as the result of the change in methodology for calculating scholarship allowance. Investment income increased \$4.1 million or 64% from fiscal year 2023 to fiscal year 2024 primarily due to investment income and unrealized gains resulting from a favorable market environment. State capital appropriations decreased \$0.7 million or 12% from fiscal year 2023 to fiscal year 2024 due to decreased activity on capital projects funded with State capital dollars. Other revenue increased \$0.9 million or 23% from fiscal year 2023 to fiscal year 2024 primarily due to an insurance claim receivable for the Ward Beecher Planetarium fire.

Net tuition, fees and other student charges increased \$1.0 million or 1% from fiscal year 2022 to fiscal year 2023. This was due to a combination of a \$1.1 million decrease in gross tuition and a \$2.1 million decrease in scholarship allowance. Gross tuition and fees were \$103.7 million in fiscal year 2023 compared to \$104.8 million in fiscal year 2022; whereas scholarship allowance was \$23.4 million and \$25.4 million, respectively. Gifts, grants and contracts revenue increased \$1.4 million or 3% from fiscal year 2022 to fiscal year 2023, primarily due to a combination of a \$1.6 million increase in private gifts largely due to an increase in annual financial support from the YSUF for scholarships and other programs, a \$1.5 million increase in federal grant activity related to the Excellence Training Center, a \$0.9 million decrease in private grants activity, and a \$0.7 million decrease in Pell grants due to decreased enrollment. Federal appropriations decreased \$32.8 million or 99% from \$33.2 million in fiscal year 2022 to \$0.4 million in fiscal year 2023. The \$0.4 million in fiscal year 2023 related to the Higher Education Emergency Relief Funds (HEERF) Institutional Portion; whereas the \$33.2 million in fiscal year 2022 included \$15.3 million of HEERF Student Aid, \$17.3 million HEERF Institutional Portion and \$0.6 million in Coronavirus Relief Funds (CRF). As of June 30, 2023, all COVID-19 related funds awarded have been utilized. Auxiliary enterprises revenue increased \$1.8 million or 12% primarily due to increased student housing occupancy, including a \$1.2 million increase in room rentals; and

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MANAGEMENT'S DISCUSSION AND ANALYSIS (CONT.)

increased Intercollegiate Athletic revenue, including \$0.3 million in NCAA revenue sharing. State capital appropriations increased \$2.8 million or 93% due to increased activity on capital projects funded with state capital dollars, largely related to IT infrastructure upgrades, building renovations and utility distribution upgrades. Investment income increased \$13.7 million or 186% from fiscal year 2022 to fiscal year 2023 primarily due to unrealized gains resulting from a favorable investment environment.

Expenses

Operating expenses can be displayed by either functional classification or natural classification. The functional classification can be found on the Statements of Revenues, Expenses, and Changes in Net Position. The University has no control over the pension/OPEB expenses attributed to the implementations of GASBs 68 and 75; therefore, these expenses are segregated for presentation purposes.

Following is a recap of total operating expenses by functional classification.

	June 30, 2024	June 30, 2023	June 30, 2022
Instruction	\$ 62,878,404	\$ 62,897,721	\$ 65,647,172
Research	4,129,001	4,936,481	3,265,810
Public service	5,496,186	5,427,647	6,463,004
Academic support	18,116,732	17,952,268	14,986,216
Student services	13,708,002	13,049,607	12,646,989
Institutional support	19,425,119	18,273,525	24,311,866
Operation and maintenance of plant	17,785,346	19,292,126	21,357,439
Scholarships	7,580,112	20,977,118	35,103,587
Auxiliary enterprises	29,128,248	27,577,345	24,785,497
Depreciation and amortization	18,611,833	17,944,329	17,208,866
Total operating expenses	196,858,983	208,328,167	225,776,446
GASB 68 pension expense accruals	(2,674,031)	2,796,797	(17,403,322)
GASB 75 OPEB expense accrual	(223,965)	(4,432,021)	(8,037,903)
Total operating expenses	<u>\$ 193,960,987</u>	<u>\$ 206,692,943</u>	<u>\$ 200,335,221</u>

Following is a recap of total operating expenses by natural classification.

	June 30, 2024	June 30, 2023	June 30, 2022
Compensation	\$ 119,105,195	\$ 118,003,512	\$ 120,317,543
Operations	51,561,842	51,403,208	53,156,486
Scholarships	7,580,112	20,977,118	35,093,551
Depreciation and amortization	18,611,834	17,944,329	17,208,866
Operating expenses without GASBs 68 and 75 accruals	196,858,983	208,328,167	225,776,446
GASB 68 pension expense accruals	(2,674,031)	2,796,797	(17,403,322)
GASB 75 OPEB expense accrual	(223,965)	(4,432,021)	(8,037,903)
Total operating expenses	<u>\$ 193,960,987</u>	<u>\$ 206,692,943</u>	<u>\$ 200,335,221</u>

YOUNGSTOWN STATE UNIVERSITY

MANAGEMENT'S DISCUSSION AND ANALYSIS (CONT.)

Excluding the impact of the pension and OPEB accruals, total operating expenses decreased \$11.5 million or 5.5% from \$208.3 million during fiscal year 2023 to \$196.8 million during fiscal year 2024. The net decrease was due to increases of \$1.1 million in compensation, \$0.1 million in operations, a decrease of \$13.4 million in scholarships, and a \$0.7 million increase in depreciation and amortization.

Overall compensation increased \$1.1 million or 0.9% from \$118.0 million in fiscal year 2023 to \$119.1 million in fiscal year 2024. Salaries and wages increased from \$86.8 million in fiscal year 2023 compared to \$88.2 million in fiscal year 2024; whereas fringe benefits remained relatively flat from \$31.2 million in fiscal year 2023 to \$30.9 million in fiscal year 2024. Overall fringe benefits as a percentage of salaries and wages were 35% in fiscal year 2024 compared to 36% in fiscal year 2023.

Operations remained relatively flat from \$51.4 million in fiscal year 2023 to \$51.5 million in fiscal year 2024. Operations included a \$0.8 million increase in student recruitment expense related to international student recruitment, a \$0.6 million decrease in public relations and advertising, a \$0.8 million increase in maintenance service agreements related to a new janitorial contract, a \$1.0 million decrease in repairs and maintenance, a \$0.7 million decrease in overall utilities expense, a \$1.4 million decrease in contractual fees and services, and a \$2.2 million increase in the loss on disposition of fixed assets related to the removal of the M60 parking deck.

A large portion of aid is classified as scholarship allowance on the Statement of Revenues, Expenses and Changes in Net Position. The University changed its methodology for calculating scholarship allowance in fiscal year 2024 to a method based on the individual student. This estimate reflects a more accurate amount that matches student financial aid with student tuition charges. The decrease in scholarship expense of \$13.4 million or 64% from \$21.0 million in fiscal year 2023 to \$7.6 million in fiscal year 2024 reflects the change in the scholarship allowance calculation methodology. Overall, the University disbursed \$48.4 million to students in fiscal year 2024 compared to \$44.3 million in fiscal year 2023, an increase of \$4.1 million. The net increase was primarily due to an increase of \$0.7 million of scholarships supported by the operating funds, which included a scholarship for transfer students due to the closure of Eastern Gateway Community College, an increase of \$1.0 million of scholarships supported by grant funds, an increase of \$0.7 million in federal Pell grants, and a \$1.7 million increase in state grants.

Depreciation and amortization increased \$0.7 million or 3.7% from \$17.9 million in fiscal year 2023 to \$18.6 million in fiscal year 2024.

Pension expense attributed to GASB 68 decreased \$5.5 million from \$2.8 million in fiscal year 2023 to (\$2.7) million in fiscal year 2024; whereas OPEB expense attributed to GASB 75 increased \$4.2 million from (\$4.4) million in fiscal year 2023 to (\$0.2) million in fiscal year 2024. The \$5.5 million decrease in pension expense was due to a \$2.5 million decrease in the STRS Ohio plan and a \$3.0 million decrease in the OPERS plan. The \$4.2 million increase in the OPEB expense was due to a \$1.0 million increase in the STRS Ohio plan and a \$3.2 million increase in the OPERS plan. These expenses are the result of changes in the deferred outflows/inflows and liabilities related to pension/OPEB. The University has no control over the factors affecting these changes.

YOUNGSTOWN STATE UNIVERSITY

MANAGEMENT'S DISCUSSION AND ANALYSIS (CONT.)

Excluding the impact of the pension and OPEB accruals, total operating expenses decreased \$17.5 million or 8% from \$225.8 million during fiscal year 2022 to \$208.3 million during fiscal year 2023. The net decrease was due to decreases of \$2.3 million in compensation, \$1.8 million in operations, \$14.1 million in scholarships and a \$0.7 million increase in depreciation and amortization.

Total expenses supported with COVID-19 relief funds decreased \$23.1 million from \$24.0 million in fiscal year 2022 compared to \$0.9 million in fiscal year 2023, including a \$7.4 million decrease in operations, a \$0.4 million decrease in compensation, and a \$15.3 million decrease in scholarships.

Overall compensation decreased \$2.3 million or 2% from \$120.3 million in fiscal year 2022 to \$118 million in fiscal year 2023. Salaries and wages remained relatively flat from \$87.3 million in fiscal year 2022 compared to \$86.8 million in fiscal year 2023; whereas fringe benefits decreased \$1.8 million or 5% from \$33.0 million in fiscal year 2022 to \$31.2 million in fiscal year 2023. Overall fringe benefits as a percentage of salaries and wages were 36% in fiscal year 2023 compared to 37.8% in fiscal year 2022. The overall decrease was primarily due to a \$1.7 million decrease in health care expense from fiscal year 2022 to fiscal year 2023.

Operations decreased \$1.8 million or 8% from \$53.2 million in fiscal year 2022 to \$51.4 million in fiscal year 2023. Excluding the impact of the \$7.4 million decrease related to the COVID-19 relief funds, operations increased \$5.6 million or 12%, including a \$1.4 million increase in travel and a \$0.7 million increase in repairs and maintenance largely due to clean-up costs related to a fire in Ward Beecher Hall and flood damage to multiple buildings across campus during winter break.

A large portion of aid is classified as scholarship allowance on the Statement of Revenues, Expenses and Changes in Net Position. Overall, the University disbursed \$44.3 million to students in fiscal year 2023 compared to \$60.5 million in fiscal year 2022, a decrease of \$16.2 million. The net decrease was primarily due to the prior year including \$15.3 million in federal aid to students from HEERF funds. In addition, there was a decrease of \$2.2 million of scholarships supported by operating funds, an increase of \$1.4 million supported by restricted funds, a \$0.8 million decrease in federal Pell grants, and a \$0.7 million increase in state grants.

Depreciation and amortization increased \$0.7 million or 4% from \$17.2 million in fiscal year 2022 to \$17.9 million in fiscal year 2023.

Pension expense attributed to GASB 68 increased \$20.2 million from (\$17.4) million in fiscal year 2022 to \$2.8 million in fiscal year 2023; whereas OPEB expense attributed to GASB 75 increased \$3.6 million from (\$8) million in fiscal year 2022 to (\$4.4) million in fiscal year 2023. The \$20.2 million increase in pension expense was due to a \$7.2 million increase in the STRS Ohio plan and a \$13.0 million increase in the OPERS plan. The \$3.6 million increase in the OPEB expense was due to an \$0.8 million decrease in the STRS Ohio plan and a \$4.4 million increase in the OPERS plan. These expenses are the result of changes in the deferred outflows/inflows and liabilities related to pension/OPEB. The University has no control over the factors affecting these changes.

YOUNGSTOWN STATE UNIVERSITY

MANAGEMENT'S DISCUSSION AND ANALYSIS (CONT.)

See Note 13 for additional information on pension plans and other post-employment benefits (OPEB).

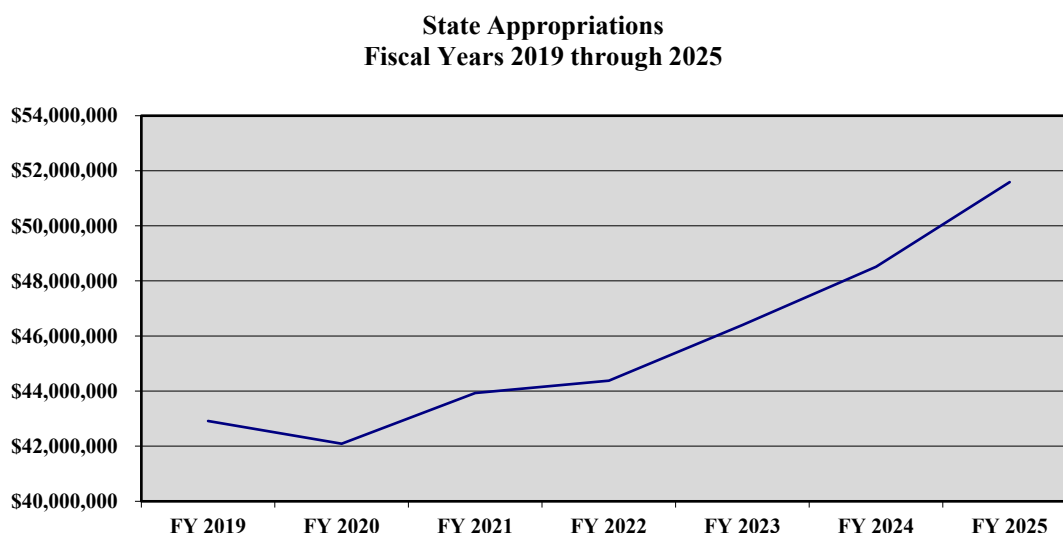
Total operating and non-operating expenses for the University were \$196,630,853, \$208,572,621, and \$202,002,777, in fiscal years 2024, 2023 and 2022, respectively.

Economic Factors for the Future

Looking to the future, management believes the University is well-positioned to continue its favorable financial condition and level of excellence in service to students.

Based on the most recent estimate provided by the Ohio Department of Higher Education, State Share of Instruction (SSI) funding for the University for fiscal year 2025 is expected to be 4.6% greater than the prior fiscal year 2024. This increase is partially attributable to a roughly 1% increase in the total statewide SSI appropriation that was enacted in the state of Ohio's operating budget legislation for the fiscal year 2023-fiscal year 2024 biennium. The University's increase in SSI funding is also driven by improved performance with respect to student success outcomes, underscored by a 14% improvement in the University's six-year graduation rate between 2014 and 2021. SSI formula allocations continue to be tied to enrollment levels and student success metrics, with degrees awarded and course completions serving as the primary drivers of SSI funding. Datasets used in the formula are based on a three-year rolling average and are weighted to take into account various at-risk student characteristics.

The following graph reflects six years actual data for State Appropriations plus the budgeted amount for fiscal year 2025.

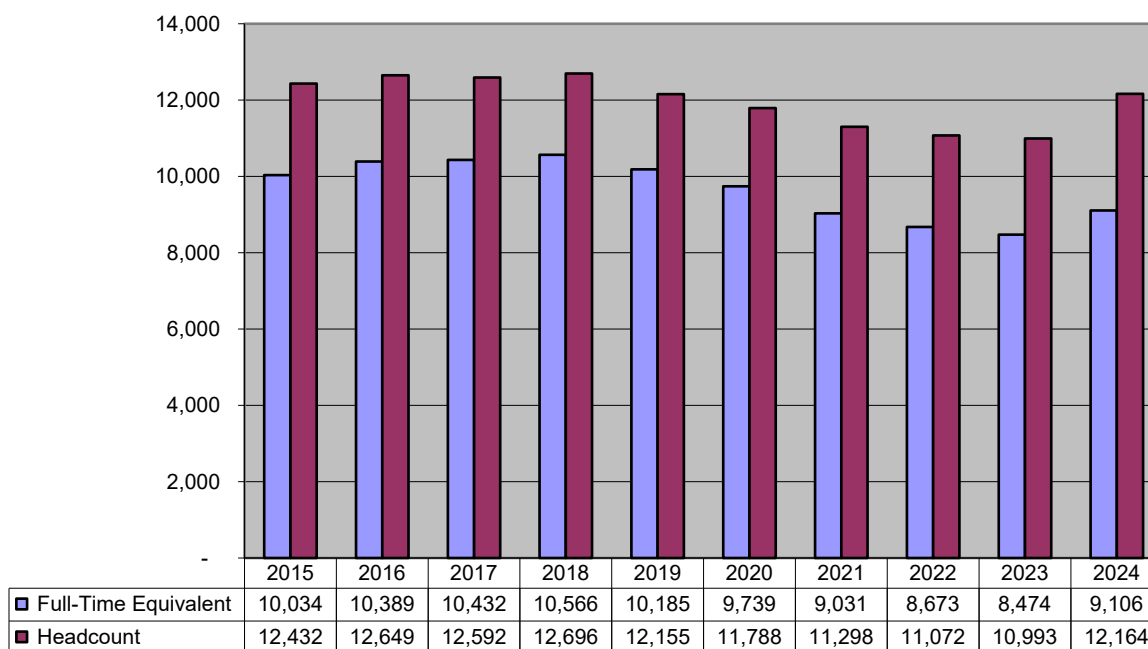


YOUNGSTOWN STATE UNIVERSITY

MANAGEMENT'S DISCUSSION AND ANALYSIS (CONT.)

Fall Semester Enrollment Trends 2015 through 2024

The following graph depicts the University's 14th day enrollment counts for the last 10 years.



Fall 2024 enrollment is 7.5% higher than the prior Fall semester on a full-time equivalency (FTE) basis and 10.7% higher on a head-count basis. The number of new incoming undergraduate students for Fall 2024 was up by 13.0% compared to Fall 2023. This increase is attributable to a number of factors, including the University's international student enrollment plan, the pending closure of nearby Eastern Gateway Community College, and an expansion to YSU's College Credit Plus program. Also this fall, the University launched a variety of new associate degree programs, resulting in a 23.1% increase in the number of student seeking two-year degrees. YSU will continue to pursue unique and innovative ways to gain market share in an ever increasingly competitive higher education market.

Freshman high school grade point average (GPA) was approximately 3.47 for Fall 2024 with the highest GPA in University history at 3.52 during both Fall 2022 and Fall 2021 despite YSU's shift to a test optional policy for undergraduate admission over the last three years. The impressive academic quality of new students continues to be a point of pride. About 60% of new freshmen had a high school GPA of 3.5 or better. Students self-identifying as minority increased by 13.6%. Enrollment increased in Fall 2024 compared to Fall 2023 for 50% of school districts (26 of 52 school districts). The number of Ohio counties represented in the Fall 2024 freshman class increased by two to 41 compared to Fall 2023. This fall, students came from 28 states, compared to 26 states in Fall 2023.

The number of first-year freshmen who were retained in the second year increased to 76.1% from 75.5% from last year. The number of second-year students holding freshmen and sophomore rank

YOUNGSTOWN STATE UNIVERSITY

MANAGEMENT'S DISCUSSION AND ANALYSIS (CONT.)

increased by 14.3% and 21.5%, respectively. To improve retention, a First-year Student Success Seminar was implemented three years ago and is required of all new incoming students. This seminar provides a low student to instructor ratio for direct attention that focuses on the skills, capabilities, and capacities necessary to persist and complete a degree. In addition, the University's advising structures have been redesigned with a director of advising in each college who helps coordinate advising activities in a more proactive fashion. The University has invested heavily in technology to enhance student success including a degree-audit system (Penguin Pass) and a student advising system called CRM Advise.

Student and parent expectations are evolving and require dramatically different recruitment and enrollment strategies with targeted messaging. Accordingly, efforts are underway to widen the University's appeal beyond its traditional footprint. These efforts advanced this fall with financial investments made in YSU's marketing campaign that is focused on special populations and gaining market share. Notable, the University launched its new multifaceted brand KnowY, which will play a significant role in ongoing marketing and recruitment efforts.

YSU leadership understands the imperative need to align its academic programs with the needs of the region, in the context of emerging accountability measures, that also intersects with workforce education and innovation, to assure YSU has a strong presence in most career pathways. As the anchor institution for the region, the University will remain a major contributor to regional prosperity and economic growth.

YOUNGSTOWN STATE UNIVERSITY

STATEMENTS OF NET POSITION AT JUNE 30, 2024 AND 2023

	June 30, 2024	June 30, 2023
ASSETS		
Current Assets		
Cash and cash equivalents	\$ 16,869,033	\$ 20,392,242
Investments	51,816,656	47,663,275
Restricted investments	1,590,803	403,240
Interest receivable	333,771	259,236
Accounts receivable, net	12,105,937	9,472,130
Pledges receivable, net	60,119	58,320
Inventories	68,559	59,754
Prepaid expenses and unearned charges	2,142,395	1,504,755
Total Current Assets	<u>84,987,273</u>	<u>79,812,952</u>
Noncurrent Assets		
Investments	16,747,373	15,274,436
Endowments and other restricted investments	15,301,324	13,216,998
Pledges receivable, net	43,968	88,755
Other noncurrent assets	153,548	149,196
Net OPEB asset	6,754,735	6,776,000
Nondepreciable capital assets	24,283,346	25,075,208
Depreciable capital assets, net	204,664,380	207,052,060
Total Noncurrent Assets	<u>267,948,674</u>	<u>267,632,653</u>
Total Assets	<u>352,935,947</u>	<u>347,445,605</u>
DEFERRED OUTFLOWS OF RESOURCES		
Deferred outflows related to pension	26,798,980	41,260,805
Deferred outflows related to OPEB	2,560,380	4,932,333
Bond refunding	1,202,010	1,329,132
Total Deferred Outflows of Resources	<u>30,561,370</u>	<u>47,522,270</u>
LIABILITIES		
Current Liabilities		
Accounts payable	5,815,370	4,994,677
Construction payable	1,133,230	1,704,155
Payroll liabilities	8,819,729	8,465,249
Bonds payable	4,205,041	2,351,056
Notes payable	1,324,774	1,203,118
Leased liabilities - equipment	266,867	264,734
Leased liabilities - SBITAs	2,882,629	2,755,447
Compensated absences	863,131	858,095
Unearned revenue	10,663,598	7,414,928
Other liabilities	1,285,278	1,606,799
Total Current Liabilities	<u>37,259,647</u>	<u>31,618,258</u>
Noncurrent Liabilities		
Bonds payable, net	46,561,902	50,766,942
Notes payable	8,502,947	9,827,721
Leased liabilities - equipment	870,366	1,139,766
Leased liabilities - SBITAs	5,683,866	4,659,618
Compensated absences	5,241,139	5,386,477
Net pension liability	111,408,571	127,641,526
Net OPEB liability	-	1,465,478
Total Noncurrent Liabilities	<u>178,268,791</u>	<u>200,887,528</u>
Total Liabilities	<u>215,528,438</u>	<u>232,505,786</u>
DEFERRED INFLOWS OF RESOURCES		
Service concession agreements	10,282	45,000
Deferred inflows related to pension	13,140,226	14,043,127
Deferred inflows related to OPEB	5,230,664	6,382,369
Total Deferred Inflows of Resources	<u>18,381,172</u>	<u>20,470,496</u>
NET POSITION		
Net investment in capital assets	159,851,343	160,487,997
Restricted, nonexpendable - endowments	5,924,614	5,793,286
Restricted, expendable - gifts, grants, and student loans	38,205,506	36,065,845
Unrestricted	(54,393,756)	(60,355,535)
Total Net Position	<u>\$ 149,587,707</u>	<u>\$ 141,991,593</u>

See accompanying notes to financial statements.

THE YOUNGSTOWN STATE UNIVERSITY FOUNDATION

STATEMENTS OF FINANCIAL POSITION AT JUNE 30, 2024 AND 2023

	June 30, 2024	June 30, 2023
ASSETS		
Cash and cash equivalents	\$ 1,805,813	\$ 2,288,180
Investments	335,271,682	310,743,903
Investment settlement receivable	6,232,592	5,000,000
Pledges receivable, net	3,111,410	3,894,936
Pledges receivable for Youngstown State University, net	9,423,803	8,667,495
Prepaid expenses and other assets	2,762,945	2,621,547
Right-of-use operating lease assets	436,111	502,777
Property and equipment, net	388,773	209,156
TOTAL ASSETS	\$ 359,433,129	\$ 333,927,994
 LIABILITIES AND NET ASSETS		
LIABILITIES		
Accounts payable	\$ 1,049,843	\$ 851,728
Grant commitments to Youngstown State University	11,485,975	10,902,150
Accrued liabilities and other	70,523	77,590
TOTAL LIABILITIES	12,606,341	11,831,468
 NET ASSETS		
Without donor restrictions	172,421,170	163,890,047
With donor restrictions	174,405,618	158,206,479
TOTAL NET ASSETS	346,826,788	322,096,526
 TOTAL LIABILITIES AND NET ASSETS	\$ 359,433,129	\$ 333,927,994

See accompanying notes to financial statements.

YOUNGSTOWN STATE UNIVERSITY

STATEMENTS OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

	June 30, 2024	June 30, 2023
OPERATING REVENUES		
Tuition, fees, and other student charges (net of scholarship allowance of \$39,034,360 in 2024 and \$23,342,167 in 2023)	\$ 66,727,733	\$ 80,343,181
Federal grants and contracts	7,471,674	8,079,823
State grants and contracts	9,992,556	6,661,393
Local grants and contracts	346,700	355,290
Private grants and contracts	322,023	506,845
Sales and services	547,707	497,285
Auxiliary enterprises (net of scholarship allowance of \$1,847,941 in 2024 and \$0 in 2023)	17,336,934	17,542,203
Other operating revenues	2,688,676	2,882,503
Total Operating Revenues	<u>105,434,003</u>	<u>116,868,523</u>
OPERATING EXPENSES		
Instruction	59,024,552	60,537,909
Research	4,145,596	4,951,037
Public service	5,553,947	5,475,200
Academic support	18,315,981	18,106,534
Student services	13,865,188	13,168,959
Institutional support	19,636,986	18,430,101
Operation and maintenance of plant	17,919,387	19,393,582
Scholarships	7,580,112	20,977,118
Auxiliary enterprises	29,307,405	27,708,174
Depreciation and amortization	18,611,833	17,944,329
Total Operating Expenses	<u>193,960,987</u>	<u>206,692,943</u>
Operating Loss	<u>(88,526,984)</u>	<u>(89,824,420)</u>
NONOPERATING REVENUES (EXPENSES)		
State appropriations	48,856,576	46,396,314
Federal appropriations	-	352,430
Federal grants	15,565,066	14,899,919
Private gifts	13,060,126	14,900,358
Unrestricted investment (loss) income, net of investment expense	7,867,738	5,081,079
Restricted investment (loss) income, net of investment expense	2,561,725	1,292,165
Interest on capital asset-related debt	(2,086,448)	(1,862,977)
Other nonoperating revenues, net	1,356,498	420,748
Net Nonoperating Revenues	<u>87,181,281</u>	<u>81,480,036</u>
Gain Before Other Revenues, Expenses, and Changes	<u>(1,345,703)</u>	<u>(8,344,384)</u>
OTHER REVENUES, EXPENSES, AND CHANGES		
State capital appropriations	5,124,718	5,831,180
Capital grants and gifts	4,286,932	2,149,411
Other revenue (expense), net	(469,833)	7,697
Total Other Revenues, Expenses, and Changes	<u>8,941,817</u>	<u>7,988,288</u>
Change In Net Position	<u>7,596,114</u>	<u>(356,096)</u>
NET POSITION		
Net Position at Beginning of the Year	141,991,593	142,347,689
Net Position at End of the Year	<u>\$ 149,587,707</u>	<u>\$ 141,991,593</u>

See accompanying notes to financial statements.

THE YOUNGSTOWN STATE UNIVERSITY FOUNDATION

STATEMENTS OF ACTIVITIES AND CHANGES IN NET ASSETS FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

	June 30, 2024		
	Without Donor Restrictions	With Donor Restrictions	Total
REVENUES, GAINS, AND OTHER SUPPORT			
Contributions of cash and other financial assets	\$ 2,985,811	\$ 9,359,006	\$ 12,344,817
Contributions of nonfinancial assets	226,590	-	226,590
Investment earnings	2,460,603	2,107,674	4,568,277
Net realized gains on sale of investments	8,758,908	7,565,529	16,324,437
Net unrealized change in long-term investments	5,896,786	4,461,004	10,357,790
Net assets released from restrictions	7,294,074	(7,294,074)	-
TOTAL REVENUES, GAINS, AND OTHER SUPPORT	27,622,772	16,199,139	43,821,911
EXPENSES			
Distribution to Youngstown State University for scholarships and other programs	16,640,841	-	16,640,841
Administrative expenditures	2,450,808	-	2,450,808
TOTAL EXPENSES	19,091,649	-	19,091,649
INCREASE IN NET ASSETS	8,531,123	16,199,139	24,730,262
Net Assets - Beginning of Year	163,890,047	158,206,479	322,096,526
Net Assets - End of Year	\$ 172,421,170	\$ 174,405,618	\$ 346,826,788

	June 30, 2023		
	Without Donor Restrictions	With Donor Restrictions	Total
REVENUES, GAINS, AND OTHER SUPPORT			
Contributions of cash and other financial assets	\$ 2,221,609	\$ 11,625,616	\$ 13,847,225
Contributions of nonfinancial assets	53,799	1,936,790	1,990,589
Investment earnings	3,696,161	3,096,769	6,792,930
Net realized gains on sale of investments	2,932,882	2,455,195	5,388,077
Net unrealized change in long-term investments	3,654,737	2,400,247	6,054,984
Net assets released from restrictions	10,310,279	(10,310,279)	-
TOTAL REVENUES, GAINS, AND OTHER SUPPORT	22,869,467	11,204,338	34,073,805
EXPENSES			
Distribution to Youngstown State University for scholarships and other programs	16,286,222	-	16,286,222
Administrative expenditures	2,286,417	-	2,286,417
TOTAL EXPENSES	18,572,639	-	18,572,639
INCREASE IN NET ASSETS	4,296,828	11,204,338	15,501,166
Net Assets - Beginning of Year	159,593,219	147,002,141	306,595,360
Net Assets - End of Year	\$ 163,890,047	\$ 158,206,479	\$ 322,096,526

See accompanying notes to financial statements.

YOUNGSTOWN STATE UNIVERSITY

STATEMENTS OF CASH FLOWS FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

	June 30, 2024	June 30, 2023
Cash Flows from Operating Activities		
Student tuition and fees	\$ 66,654,914	\$ 81,171,566
Federal, state, and local grants and contracts	18,141,900	15,322,888
Private grants and contracts	512,330	629,693
Sales and services of educational and other departmental activities	17,997,044	18,290,991
Payments to suppliers	(51,182,158)	(50,683,797)
Payments to employees	(87,837,946)	(87,032,640)
Payments for benefits	(31,073,736)	(31,276,974)
Payments for scholarships	(8,070,032)	(20,949,779)
Direct lending receipts	45,086,847	47,349,908
Direct lending disbursements	(45,346,349)	(47,048,678)
Other receipts, net	2,630,276	2,817,987
Total Cash Flows Used In Operating Activities	<u>(72,486,910)</u>	<u>(71,408,835)</u>
Cash Flows from Noncapital Financing Activities		
Federal grants	15,518,341	14,721,401
Federal educational appropriations	-	870,544
State educational appropriations	48,856,577	46,396,314
Private gifts	13,001,156	14,791,665
Other nonoperating expenses	(88,789)	318,433
Student loans collected	-	4,194
Student loan interest and fees collected	-	369
Total Cash Flows Provided by Noncapital Financing Activities	<u>77,287,285</u>	<u>77,102,920</u>
Cash Flows from Investing Activities		
Proceeds from sale of investments	24,649,640	25,752,922
Purchase of investments	(27,488,813)	(29,238,889)
Interest on investments	4,295,893	3,276,027
Total Cash Flows Provided by/(Used In) Investing Activities	<u>1,456,720</u>	<u>(209,940)</u>
Cash Flows from Capital and Related Financing Activities		
State capital appropriations	5,535,122	6,273,794
Private capital gifts and grants	5,120,981	2,623,019
Purchase of capital assets	(11,526,876)	(14,942,258)
Principal payments on capital debt	(6,260,399)	(5,482,556)
Interest payments on capital debt	(2,649,132)	(2,661,174)
Total Cash Flows Used In Capital and Related Financing Activities	<u>(9,780,304)</u>	<u>(14,189,175)</u>
Change in Cash and Cash Equivalents	(3,523,209)	(8,705,030)
Cash and Cash Equivalents, Beginning of Year	<u>20,392,242</u>	<u>29,097,272</u>
Cash and Cash Equivalents, End of Year	<u>\$ 16,869,033</u>	<u>\$ 20,392,242</u>

YOUNGSTOWN STATE UNIVERSITY

STATEMENTS OF CASH FLOWS (CONT.) FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

Reconciliation of Operating Loss to Net Cash Used in Operating Activities

	June 30, 2024	June 30, 2023
Operating loss	\$ (88,526,984)	\$ (89,824,420)
Adjustments to reconcile operating loss to net cash used in operating activities:		
Depreciation and amortization	18,611,833	17,944,329
Provision for bad debts	(23,189)	(11,139)
Perkins adjustment-to agree to principal collected	-	92,642
Gain on sale of fixed asset	(3,076)	(12,232)
Changes in assets and liabilities:		
Accounts receivable, net	(1,961,388)	860,280
Inventories	(8,805)	(3,542)
Prepaid expenses and unearned charges	(637,640)	(20,615)
Net OPEB assets	(1,444,213)	7,916,719
Accounts payable	820,693	313,714
Accrued and other liabilities	73,379	166,928
Unearned revenue	2,206,565	790,261
Compensated absences	(140,302)	(69,816)
Net pension/OPEB liability	(16,232,955)	72,174,468
Deferred outflows-pensions and OPEB	16,833,778	(22,377,794)
Deferred inflows-pensions and OPEB	(2,054,606)	(59,348,618)
Net Cash Flows Used In Operating Activities	\$ (72,486,910)	\$ (71,408,835)

Noncash Investing and Financing Transactions

Right-to-use asset - equipment	\$ -	\$ 159,498
Right-to-use asset - SBITA	\$ 4,309,676	\$ 1,763,560

See accompanying notes to financial statements.

YOUNGSTOWN STATE UNIVERSITY

NOTES TO FINANCIAL STATEMENTS FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

Note 1 – Organization and Summary of Significant Accounting Policies

Organization and Basis of Presentation

Youngstown State University (the University or YSU) is a coeducational, degree granting state-assisted metropolitan university and was established by the General Assembly of the State of Ohio in 1967. The University is a component unit of the State of Ohio. The University provides a wide range of opportunities in higher education primarily to residents in northeastern Ohio and western Pennsylvania. The University offers degrees at the associate, undergraduate, graduate, and doctoral levels.

In accordance with Governmental Accounting Standards Board (GASB) Statement No.14, *The Reporting Entity*, and GASB Statement No. 61, *The Financial Reporting Entity: Omnibus*, the University's financial statements are included, as a non-major discretely presented component unit, in the State of Ohio's (State) Annual Comprehensive Financial Report. In accordance with GASB Statement No. 39, *Determining Whether Certain Organizations are Component Units*, Youngstown State University Foundation's (YSUF or Foundation) financial statements are included, as a discretely presented component unit, in the University's financial report by presentation of the individual financial statements of the entity immediately following the University's respective GASB financial statements. See Note 15 for additional information regarding the University's component unit.

The University's financial statements have been prepared in accordance with accounting principles generally accepted in the United States of America as prescribed by the GASB.

As required by the GASB, resources are classified for accounting and reporting purposes into the following four net position categories:

- Net investment in capital assets – Capital assets, net of accumulated depreciation and amortization, reduced by outstanding principal balances of debt attributable to the acquisition, construction or improvement of those assets.
- Restricted, nonexpendable – Resources subject to externally imposed stipulations that they be maintained permanently by the University. Such resources include the University's permanent endowment funds.
- Restricted, expendable – Resources whose use by the University is subject to externally imposed stipulations that can be fulfilled by actions of the University pursuant to those stipulations or that expire by the passage of time.
- Unrestricted – Resources that are not subject to externally imposed stipulations. Unrestricted resources may be designated for specific purposes by action of management, Board of Trustees or may otherwise be limited by contractual agreements with outside parties. Substantially all unrestricted resources are designated for academic and research programs and initiatives, capital projects, and operating reserves.

YOUNGSTOWN STATE UNIVERSITY

NOTES TO FINANCIAL STATEMENTS (CONT.) FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

Summary of Significant Accounting Policies

The accompanying financial statements have been prepared on the accrual basis. The University reports as a business type activity, as required by the GASB. Business type activities are those that are financed in whole or in part by fees charged to external parties for goods or services.

Cash Equivalents – The University considers all highly liquid investments with an original maturity of three months or less to be cash equivalents. Cash and cash equivalents are stated at cost, which approximates fair value and excludes amounts restricted by board designation or whose use is limited.

Investments – Investments are reported at fair value based on quoted market prices. Changes in unrealized gains (losses) on the carrying value of investments are reported as a component of investment income in the Statement of Revenues, Expenses, and Changes in Net Position. Restricted investments are comprised of endowment corpus and related spending funds. Alternative investments are generally less liquid than publicly traded securities. These alternative investments are intended to reduce market risk, credit risk and interest rate risk. The University believes the carrying amounts of these holdings (net asset values) are reasonable estimates of the fair values as of year-end. Because these investments are not readily marketable, the estimated value is subject to uncertainty, and therefore, may differ from the value that would have been used had a ready market for the investment existed. Such difference could be material.

Endowment Policy – Under Ohio law set forth in the Uniform Prudent Management of Institutional Funds Act (UPMIFA), as adopted in Ohio in 2009, the Board acts in a fiduciary capacity as trustee of its endowment funds. UPMIFA requires that the Board exercise its fiduciary duties prudently and consider both the charitable purposes and needs of the University and the purposes of the specific endowment regarding current expenditures and preservation of the purchasing power of the funds. The University Endowment Fund consists of 90 named funds. Each named fund is assigned a number of shares in the University Endowment Fund based on the value of the gifts to that named fund. The University's endowment spending policy states that annual distributions each fiscal year are set to 5% of the twelve-quarter average of the market value for the preceding twelve calendar quarters ended September 30. Distributions greater than the calculated amount require written justification and Board of Trustees' approval.

Accounts Receivable – Accounts receivable consist of transactions relating to tuition and fees, auxiliary enterprise sales, grants and contracts, and miscellaneous sales and services. Accounts receivable are recorded net of allowance for uncollectible amounts.

Pledges Receivable – The University has a development services agreement with the Foundation. As part of the agreement, the majority of new pledges are recorded by the Foundation and payments on University pledges are collected by the Foundation and remitted to the University on a monthly basis. Prior to the agreement, the University received pledges and bequests of financial support from corporations, foundations, and individuals. Revenue is recognized when a gift representing an unconditional promise to pay is received and all eligibility requirements have been met. In the

YOUNGSTOWN STATE UNIVERSITY

NOTES TO FINANCIAL STATEMENTS (CONT.) FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

absence of a conditional pledge, revenue is recognized when the gift is received. Pledges are recorded net of an allowance for uncollectible amounts and are discounted to net present value.

Inventories – Inventories are stated at the lower of cost or fair value.

Capital Assets – Capital assets are stated at cost or acquisition value at date of gift. Right-to-use assets including equipment and subscription-based information technology arrangements (SBITAs) are stated at present value of the cost over the contract term. Infrastructure assets are included in the financial statements and are depreciated. The University's capitalization threshold for equipment, furniture, and vehicles is \$5,000; and for buildings, building improvements, improvements other than buildings, and right-to-use assets is \$100,000. Land is capitalized regardless of cost. Library purchases are excluded from capitalization and expensed as purchased.

Key estimates and judgments related to Right-to-use assets - SBITAs include how the university determines the discount rate it uses to discount the expected subscription payments to present value and the subscription term. The University uses the interest rate charged by the vendor as the discount rate. When the interest rate charged by the vendor is not provided, the University generally uses its estimated incremental borrowing rate as the discount rate for subscriptions. The subscription term includes the noncancelable period of the subscription. The University monitors changes in circumstances that would require a remeasurement of its subscriptions and will remeasure the subscription asset and liability if certain changes occur that are expected to significantly affect the amount of the subscription liability. Right-to-use assets - SBITAs are reported with other capital assets, and subscription liabilities are reported as leased liabilities – SBITAs in both the current and long-term sections of debt liabilities on the statement of net position.

Depreciation (including amortization of right-to-use assets) is computed using the straight-line method over the estimated useful life or subscription term of the asset and is not allocated to the functional expenditure categories. Historical collections, including assets that are held for public exhibition, education, or research in furtherance of public service, which are protected and preserved, are not depreciated.

When capital assets or right-to-use assets are sold, or otherwise disposed of, the carrying value of such assets and any accumulated depreciation and amortization is removed from asset accounts and the net investment in capital assets. The costs of normal maintenance and repairs that do not add to the value of the capital asset or right-to-use assets or materially extend the capital asset's life are expensed when incurred. Estimated lives for right-to-use equipment assets are amortized over the lesser of the estimated useful life or the lease term using the straight-line method. Estimated lives for right-to-use SBITAs are amortized over the shorter of the subscription term or the useful life. Estimated lives are as follows:

<u>Classification</u>	<u>Estimated Life</u>
Buildings	50 years
Improvements to buildings	10 to 50 years
Improvements other than buildings	15 years
Moveable equipment, furniture, and vehicles	3 to 20 years
Right-to-use assets - equipment	3 to 20 years
Right-to-use assets – SBITAs	3 to 5 years

YOUNGSTOWN STATE UNIVERSITY

NOTES TO FINANCIAL STATEMENTS (CONT.) FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

Unearned Revenue – Unearned revenue includes tuition and fee revenues billed or received prior to the end of the current fiscal year end but related to the period after the current fiscal year. Also included are amounts received from grants and contract sponsors that have not yet been earned and other resources received before the eligibility requirements are met.

Compensated Absences – Accumulated unpaid vacation and sick leave benefits are recorded as required by the GASB. The University uses the termination method to accrue sick leave compensated absences on the Statement of Net Position. University employees earn vacation and sick leave benefits based, in part, on length of service. Vacation pay is fully vested when earned. Upon separation from service, employees are paid accumulated vacation and sick pay based upon the nature of separation (death, retirement, or termination). Certain limitations have been placed on the hours of vacation and sick leave that employees may accumulate and carry over for payment at death, retirement, or termination. Unused hours exceeding these limitations are forfeited.

Deferred Outflows of Resources – In addition to assets, the statement of financial position reports a separate section for deferred outflows of resources. This separate financial statement element, deferred outflows of resources, represents a consumption of net position that applies to future periods and so will not be recognized as an outflow of resources (expenses) until then. The University reports deferred outflows of resources for refunding of bonds and certain pension-related and OPEB-related amounts, including changes in expected and actual experience, changes in assumptions, change in proportionate share of contribution and certain contributions made to the plan subsequent to the measurement date. See Note 13 for more detailed information on the pension-related and OPEB-related amounts.

Deferred Inflow of Resources – In addition to liabilities, the statement of financial position reports a separate section for deferred inflows of resources. This separate financial statement element, deferred inflows of resources, represents an acquisition of net position that applies to future periods and so will not be recognized as an inflow of resources (revenue) until then. The University reports deferred inflows of resources for service concession arrangements and certain pension-related and OPEB-related amounts, including changes in expected and actual experience, changes in assumptions, and the difference between projected and actual earnings of the plan's investments. See Note 13 for more detailed information on the pension-related and OPEB-related amounts.

Service Concession Arrangements – Service concession arrangements consist of an agreement with a food service provider and an agreement with a beverage company for exclusive pouring rights. Funds received are contingent upon utilization of services over a specified time period and are amortized over the term of the contract arrangement. Unamortized amounts are reflected as deferred inflows of resources on the Statement of Net Position.

Pensions – For purposes of measuring the net pension liability, deferred outflows of resources and deferred inflows of resources related to pensions, and pension expense, information about the fiduciary net positions of the State Teachers Retirement System of Ohio (STRS Ohio) and the Ohio Public Employees Retirement System (OPERS) Pension Plans and additions to/deductions from STRS Ohio's/OPERS' fiduciary net positions have been determined on the same basis as they are reported by STRS Ohio/OPERS. STRS Ohio/OPERS use the economic resources measurement

YOUNGSTOWN STATE UNIVERSITY

NOTES TO FINANCIAL STATEMENTS (CONT.) FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

focus and the full accrual basis of accounting. Contribution revenue is recorded as contributions are due, pursuant to legal requirements. Benefit payments (including refunds of employee contributions) are recognized as expense when due and payable in accordance with the benefit terms. Investments are reported at fair value.

Other Postemployment Benefit Costs – For purposes of measuring the net other postemployment benefit (OPEB) asset/liability, deferred outflows of resources and deferred inflows of resources related to OPEB, and OPEB expense, information about the fiduciary net positions of the Pension Plans (STRS Ohio/OPERS) and additions to/deductions from STRS Ohio's/OPERS' fiduciary net positions have been determined on the same basis as they are reported by STRS Ohio/OPERS. STRS Ohio/OPERS use the economic resources measurement focus and the full accrual basis of accounting. For this purpose, STRS Ohio/OPERS recognize benefit payments when due and payable in accordance with the benefit terms. Investments are reported at fair value.

Income Taxes – The Internal Revenue Service has ruled that the University's income is generally exempt from Federal income taxes under Section 115 of the Internal Revenue Code. The University is subject to tax on unrelated business income.

Measurement Focus and Financial Statement Presentation – The accompanying financial statements have been prepared using the economic resource measurement focus, operating revenues and expenses generally result from providing educational and instructional service in connection with the University's principal ongoing operations. The principal operating revenues include student tuition, fees and other student charges. The University also recognizes as operating revenue grants classified as exchange transactions and auxiliary activities. Operating expenses include educational costs, administrative expenses and depreciation and amortization on capital assets. All revenues and expenses not meeting this definition including State and Federal appropriations are reported as non-operating revenues and expenses.

Scholarship Allowances and Student Aid – Tuition, fees, and other student charges; and Auxiliary enterprises are reflected net of scholarship allowances in the Statements of Revenues, Expenses, and Changes in Net Position. Certain aid (such as loans and funds awarded to students by third parties) is accounted for as a third party payment (credited to the student's account as if the student made the payment). Effective in fiscal year 2024, the methodology for calculating the scholarship allowance is based on the individual student by matching student financial aid with student tuition charges, for a more accurate estimate using detailed student information. All other aid is reflected in the financial statements as operating expenses, or scholarship allowances, which reduce revenues. The amount reported as Scholarship expense in the Statement of Revenues, Expenses, and Changes in Net Position represents the portion of aid that was provided to the student in the form of cash. Scholarship allowances represent the portion of aid provided to the student in the form of reduced tuition.

Release of Restricted Funds – When an expense is incurred for purposes for which both restricted and unrestricted resources are available, it is the University's policy to apply restricted resources first, then unrestricted resources as needed.

YOUNGSTOWN STATE UNIVERSITY

NOTES TO FINANCIAL STATEMENTS (CONT.) FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

Management's Estimates – The preparation of the financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the amounts reported in the financial statements and disclosures in the notes to financial statements. Actual results could differ from these estimates.

Restatement – During fiscal year 2024, the University reclassified the fund balance for the University's Net OPEB asset from unrestricted net position to restricted expendable net position. This change resulted in restatement of the fiscal year 2023 balance in the amount of \$3,860,486. The change did not result in any changes in total net position.

Adoption of New Accounting Pronouncements – In fiscal year 2024, the provisions of the following GASB Statements became effective:

- GASB Statement No. 100, *Accounting Changes and Error Corrections-an amendment of GASB Statement No. 62*, issued June 2022. The requirements of this Statement are effective for fiscal years beginning after June 15, 2023. The primary objective of this Statement is to enhance accounting and financial reporting requirements for accounting changes and error corrections to provide more understandable, reliable, relevant, consistent, and comparable information for making decisions or assessing accountability.

Refer to Scholarship Allowances and Student Aid for details on the change in methodology for calculating scholarship allowance.

Upcoming Accounting Pronouncements – As of the report date, the GASB issued the following statements not yet implemented by the University:

- GASB Statement No. 101, *Compensated Absences*, issued June 2022. The requirements of this Statement are effective for fiscal years beginning after December 15, 2023. The objective of this statement is to better meet the information needs of financial statement users by updating the recognition and measurement guidance for compensated absences.
- GASB Statement No. 102, *Certain Risk Disclosures*, issued December 2023. The requirements of this Statement are effective for fiscal years beginning after June 15, 2024. The objective of this Statement is to provide users of government financial statements with essential information about risks related to a government's vulnerabilities due to certain concentrations or constraints.
- GASB Statement No. 103, *Financial Reporting Model Improvements*, issued April 2024. The requirements of this Statement are effective for fiscal years beginning after June 15, 2025. The objective of this Statement is to improve key components of the financial reporting model to enhance its effectiveness in providing information that is essential for decision making and assessing a government's accountability.

The University has not yet determined the effect these Statements will have on the University's financial statements and disclosures.

YOUNGSTOWN STATE UNIVERSITY

NOTES TO FINANCIAL STATEMENTS (CONT.) FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

Note 2 – State and Federal Support

The University receives support from the State in the form of State appropriations and capital appropriations. As required by the GASB, these are reflected as non-operating revenues on the Statement of Revenues, Expenses, and Changes in Net Position.

State appropriations totaled \$48,856,576 in fiscal year 2024 compared to \$46,396,314 in fiscal year 2023. The State Share of Instruction (SSI) is determined annually by the Ohio Department of Higher Education.

Capital appropriations from the State totaled \$5,124,718 in fiscal year 2024 compared to \$5,831,180 in fiscal year 2023 and included funding for equipment and the construction/major renovations of plant facilities.

Funding for the construction of major plant facilities on the University campus is obtained from the issuance of revenue bonds by the Ohio Public Facilities Commission (OPFC).

University facilities are not pledged as collateral for the revenue bonds. Instead, the bonds are supported by a pledge of monies in the Higher Education Bond Service Fund established in the custody of the Treasurer of State of Ohio. If sufficient monies are not available from this fund, a pledge exists to assess a special student fee uniformly applicable to students in state-assisted institutions of higher education throughout the State.

Outstanding debt issued by OPFC is not included on the University's Statement of Net Position. In addition, the appropriations by the General Assembly to the Ohio Department of Higher Education for payment of debt service are not reflected as appropriation revenue received by the University, and the related debt service payments are not recorded in the University's accounts.

Note 3 – Cash and Cash Equivalents

For financial statement presentation purposes, cash in banks has been combined with the University's cash equivalents and temporary investments.

Depository funds held in the name of the University are secured by a pool of securities with a value of at least 105% of the total value of monies on deposit at the depository bank. All collateral, both specific and pooled, is held by the Federal Reserve Bank or by a designated trustee as agent for the public depositories used by the University.

YOUNGSTOWN STATE UNIVERSITY

NOTES TO FINANCIAL STATEMENTS (CONT.) FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

Cash and Cash Equivalents at June 30, 2024 and June 30, 2023 consist of the following:

	2024	2023
Carrying Amount	\$ 16,869,033	\$ 20,392,242
FDIC Insured	\$ 500,000	\$ 571,114
Uninsured but collateralized by pools of securities pledged by the depository banks	852,237	1,668,881
Uninsured but assets held in name of YSU not pledged as collateral elsewhere	16,562,378	18,274,158
Bank Balance	\$ 17,914,615	\$ 20,514,153

The difference in carrying amount and bank balance is caused by items in transit and outstanding checks. Deposits held in safekeeping by a bank, as trustee or escrow agent, included in cash totaled \$585 at June 30, 2024 and \$8,808 at June 30, 2023, which approximates market. These deposits, including interest on the investments, are retained in the trust for payment of principal and interest on outstanding indebtedness.

Credit risk for deposits is the risk that, in the event of a bank failure, the University's deposits may not be returned to the University. At June 30, 2024 and June 30, 2023, all uncollateralized or uninsured deposits of the University are exposed to credit risk. The University's investment policy and asset allocation guidelines facilitate the management and monitoring of credit risk.

Note 4 – Investments

The University's investment policy authorizes the University to invest non-endowed and endowed University funds in compliance with provisions of the Ohio Revised Code including House Bill 524, Section 3345.05 of the Ohio Revised Code, and all other applicable laws and regulations.

In accordance with the Policies of the Board of Trustees of the University, investment types are not specifically limited but shall be made with care, skill, prudence, and diligence under the circumstances then prevailing that a prudent person acting in like capacity and familiar with such matters would use in the conduct of an enterprise of a like character and with like aims. Furthermore, investments shall be managed for the use and benefit of the University in a diversified portfolio that focuses, over time, on the preservation of capital, minimization of cost and risk, and maintenance of required levels of liquidity in the overall portfolio to meet cash flow requirements. The University utilizes an investment advisor and investment manager for non-endowment funds.

YOUNGSTOWN STATE UNIVERSITY

NOTES TO FINANCIAL STATEMENTS (CONT.) FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

The University's investments measured and reported at fair value are classified according to the following hierarchy:

Level 1 – Investments reflect prices quoted in active markets.

Level 2 – Investments reflect prices that are based on a similar observable asset either directly or indirectly, which may include inputs in markets that are not considered to be active.

Level 3 – Investments reflect prices based upon unobservable sources.

Net Asset Value (NAV) – Investments valued at net asset value, therefore not subject to the hierarchy classification.

The categorization of investments within the hierarchy is based upon the pricing transparency of the instrument and should not be perceived as the particular investment's risk.

Assets classified in Level 1 of the fair value hierarchy are valued directly from a primary external pricing vendor. Level 2 inputs are valued using a matrix pricing model.

As of June 30, 2024, the University had the following investments measured at fair value:

Investment Type	Fair Value Measurement					Total
	Level 1	Level 2	Level 3	NAV		
U.S. Government Obligations	\$ -	\$ 9,949,677	\$ -	\$ -		\$ 9,949,677
Corporate Bonds	-	10,118,206	-	-		10,118,206
Foreign Bonds	-	345,751	-	-		345,751
U.S. Government Bonds	-	989,730	-	-		989,730
Bond Mutual Funds	5,637,350	-	-	-		5,637,350
Common Stock	10,561,992	-	-	-		10,561,992
Equity Mutual Funds	38,284,381	-	-	-		38,284,381
Interval Funds	2,030,997	-	-	-		2,030,997
Alternative Investments	-	-	-	7,538,072		7,538,072
Totals	<u>\$ 56,514,720</u>	<u>\$ 21,403,364</u>	<u>\$ -</u>	<u>\$ 7,538,072</u>		<u>\$ 85,456,156</u>

As of June 30, 2023, the University had the following investments measured at fair value:

Investment Type	Fair Value Measurement					Total
	Level 1	Level 2	Level 3	NAV		
U.S. Government Obligations	\$ -	\$ 9,026,379	\$ -	\$ -		\$ 9,026,379
Corporate Bonds	-	9,615,662	-	-		9,615,662
Foreign bonds	-	183,756	-	-		183,756
U.S. Government Bonds	-	1,155,392	-	-		1,155,392
Bond Mutual Funds	14,508,592	-	-	-		14,508,592
Common Stock	8,067,560	-	-	-		8,067,560
Equity Mutual Funds	27,063,210	-	-	-		27,063,210
Alternative Investments	-	-	-	6,937,398		6,937,398
Totals	<u>\$ 49,639,362</u>	<u>\$ 19,981,189</u>	<u>\$ -</u>	<u>\$ 6,937,398</u>		<u>\$ 76,557,949</u>

YOUNGSTOWN STATE UNIVERSITY

NOTES TO FINANCIAL STATEMENTS (CONT.) FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

Because alternative investments have no active market, they are valued using NAV, which is based on information such as historical and current performance of the underlying assets; cash flow projections, liquidity and credit premiums required by a market participant; and financial trend analysis with respect to the individual fund manager. Furthermore, the liquidity of these investments may be impacted by the lack of a present market of the interest in the funds, lock-up periods, redemption notice periods and limits to the frequency of redemptions.

The following table provides additional information for those investments valued using NAV:

	Fair Value June 30		Redemption	Redemption	Unfunded
	2024	2023	Frequency	Notice Period	Commitment
Alternative investments:					
Hedge funds (A)	\$ 5,211,508	\$ 4,564,030	Quarterly	65 days	\$ -
Private credit (B)	2,326,564	2,373,368	Annual	30 days	255,802
Totals	<u>\$ 7,538,072</u>	<u>\$ 6,937,398</u>			<u>\$ 255,802</u>

(A) This category includes hedge funds through a limited partnership interest. The underlying hedge fund managers invest primarily in marketable securities that trade in well-established and liquid markets. Styles of managers include equity long-short, relative value, event driven, credit, or macro, among other sub-styles and specialties. The objective of the hedge funds is to achieve an attractive risk-adjusted return relative to other asset classes and provide diversification and long-term growth. The hedge funds are valued at fair value that are reported in the investment manager financial statements, based on net asset value of the fund at the end of the depicted time period.

(B) This category is a private credit strategy that originates loans for private companies. The fund provides senior secured loans to performing U.S. lower to middle market borrowers/companies with \$8-\$40 million in earnings before interest, taxes, depreciation and amortization (EBITDA). The fund provides customized credit solutions structured with strong downside protection characteristics to deliver consistent results through market cycles.

YOUNGSTOWN STATE UNIVERSITY

NOTES TO FINANCIAL STATEMENTS (CONT.) FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

As of June 30, 2024, the University had the following investments and maturities using the segmented time distribution method:

Investment Type	Fair Value	Investment maturities (in years)			
		Less than 1	1-5	6-10	More than 10
U.S. Government Obligations	\$ 9,949,677	\$ 1,821,089	\$ 7,536,394	\$ 592,194	\$ -
Corporate Bonds	10,118,206	812,292	8,463,123	832,798	9,993
Foreign Bonds	345,751	192,184	153,567	-	-
U.S. Government Bonds	989,730	-	60,389	440,438	488,903
Bond Mutual Funds	5,637,350	5,637,350	-	-	-
Common Stock	10,561,992	10,561,992	-	-	-
Equity Mutual Funds	38,284,381	38,284,381	-	-	-
Interval Funds	2,030,997	2,030,997	-	-	-
Alternative Investments	7,538,072	7,538,072	-	-	-
Totals	<u>\$ 85,456,156</u>	<u>\$ 66,878,357</u>	<u>\$ 16,213,473</u>	<u>\$ 1,865,430</u>	<u>\$ 498,896</u>

All callable stocks were assumed to mature in less than one year.

As of June 30, 2023, the University had the following investments and maturities using the segmented time distribution method:

Investment Type	Fair Value	Investment maturities (in years)			
		Less than 1	1-5	6-10	More than 10
U.S. Government Obligations	\$ 9,026,379	\$ 2,667,869	\$ 5,709,069	\$ 649,441	\$ -
Corporate Bonds	9,615,662	864,515	7,871,007	830,672	49,468
Foreign Bonds	183,756	-	183,756	-	-
U.S. Government Bonds	1,155,392	-	59,407	504,549	591,436
Bond Mutual Funds	14,508,592	14,508,592	-	-	-
Common Stock	8,067,560	8,067,560	-	-	-
Equity Mutual Funds	27,063,210	27,063,210	-	-	-
Alternative Investments	6,937,398	6,937,398	-	-	-
Totals	<u>\$ 76,557,949</u>	<u>\$ 60,109,144</u>	<u>\$ 13,823,239</u>	<u>\$ 1,984,662</u>	<u>\$ 640,904</u>

All callable stocks were assumed to mature in less than one year.

As of June 30, 2024, investments had the following quality credit ratings:

Investment Type	Fair Value	Aaa	Aa	A	Baa	Unrated
Corporate Bonds	\$ 10,118,206	\$ 1,924,884	\$ 309,145	\$ 3,524,877	\$ 2,973,428	\$ 1,385,872
Foreign Bonds	345,751	-	-	345,751	-	-
U.S. Government Bonds	989,730	989,730	-	-	-	-
Bond Mutual Funds	5,637,350	3,239,992	337,694	731,058	1,107,782	220,824
Totals	<u>\$ 17,091,037</u>	<u>\$ 6,154,606</u>	<u>\$ 646,839</u>	<u>\$ 4,601,686</u>	<u>\$ 4,081,210</u>	<u>\$ 1,606,696</u>

YOUNGSTOWN STATE UNIVERSITY

NOTES TO FINANCIAL STATEMENTS (CONT.) FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

As of June 30, 2023, investments had the following quality credit ratings:

Investment Type	Fair Value	Aaa	Aa	A	Baa	Unrated
Corporate Bonds	\$ 9,615,662	\$ 1,941,114	\$ 63,478	\$ 3,525,817	\$ 3,059,820	\$ 1,025,433
Foreign Bonds	183,756	-	-	183,756	-	-
U.S. Government Bonds	1,155,392	1,155,392	-	-	-	-
Bond Mutual Funds	14,508,592	5,670,597	515,661	1,332,472	6,314,646	675,216
Totals	<u>\$25,463,402</u>	<u>\$8,767,103</u>	<u>\$579,139</u>	<u>\$5,042,045</u>	<u>\$9,374,466</u>	<u>\$1,700,649</u>

Interest Rate Risk – Interest rate risk is the risk that changes in interest rates will adversely affect the fair value of an investment. The University’s investment policy and asset allocation guidelines facilitate the management and monitoring of its exposure to fair value losses arising from increasing interest rates.

Credit Risk – Credit risk is the risk that an issuer or other counterparty to an investment will not fulfill its obligations. Credit quality, as commonly expressed in terms of credit ratings issued by nationally recognized statistical rating organizations such as Moody’s Investors Services, Standard & Poor’s or Fitch rating provides a current depiction of potential variable cash flows and credit risk. The University’s investment policy and asset allocation guidelines contain provisions to manage credit risk.

Custodial Credit Risk – Custodial credit risk is the risk that in the event of the failure of the counterparty to a transaction, the University will not be able to recover the value of investments or collateral securities that are in the possession of an outside party. Investments that are both unregistered and uninsured are exposed to custodial credit risk if investments are held by the counterparty, or are held by the counterparty’s trust department or agent but not in the name of the University. At June 30, 2024 and 2023, the University had no exposure to custodial credit risk. The University does not address custodial credit risk in its investment policy and asset allocation guidelines.

Concentration of Credit Risk – Concentration of credit risk is the risk of loss attributed to the magnitude of investment in a single issuer. As of June 30, 2024, \$5,251,856 or 6% of the University’s portfolio was held in an intermediate bond fund. As of June 30, 2023, \$5,091,372 or 7% of the University’s portfolio was held in an intermediate bond fund and \$6,082,117 or 8% was held in a short-term bond fund.

Foreign Currency Risk – Foreign currency risk is the risk that changes in exchange rates will adversely affect the fair value of an investment or deposit. At June 30, 2024 and 2023, the University had no material exposure to foreign currency risk. The University does not address foreign currency risk in its investment policy and asset allocation guidelines.

YOUNGSTOWN STATE UNIVERSITY

NOTES TO FINANCIAL STATEMENTS (CONT.) FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

Note 5 – Accounts Receivable

Accounts receivable at June 30, 2024 and June 30, 2023 consist of the following:

	2024	2023
Accounts receivable, net:		
Student accounts, net of allowance for doubtful accounts of \$1,602,620 in 2024 and \$1,262,617 in 2023	\$ 5,205,103	\$ 3,762,898
Grants and contracts, net of allowance for doubtful accounts of \$978 in 2024 and \$250 in 2023	3,132,867	2,294,579
State capital appropriations	443,142	853,548
Other receivables, net of allowance for doubtful accounts of \$21,376 in 2024 and \$69,993 in 2023	3,324,825	2,561,105
Accounts receivable, net	<u>\$ 12,105,937</u>	<u>\$ 9,472,130</u>

Note 6 – Pledges Receivable

Unconditional promises to give to the University recorded as pledges receivable at June 30, 2024 and June 30, 2023 were as follows:

	2024	2023
Pledges receivable, net of present value discount of \$6,032 in 2024 and \$11,245 in 2023	\$ 104,087	\$ 147,075
Less: current portion	<u>60,119</u>	<u>58,320</u>
Pledges receivable, noncurrent portion	<u>\$ 43,968</u>	<u>\$ 88,755</u>

Pledges receivable have been deemed fully collectible. Pledges have been discounted to net present value using June 30, 2024 and June 30, 2023 U.S. Treasury Note rates of 4.25% (5-year) in fiscal year 2024 and 4% (5-year) in fiscal year 2023.

YOUNGSTOWN STATE UNIVERSITY

NOTES TO FINANCIAL STATEMENTS (CONT.) FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

Note 7 – Capital Assets

Capital assets activity for the year ended June 30, 2024 was as follows:

	Beginning Balance	Additions/ Transfers	Reductions	Ending Balance
Nondepreciable assets:				
Land	\$ 18,608,679	\$ 40,000	\$ -	\$ 18,648,679
Construction in progress	5,410,041	(822,262)	9,600	4,578,179
Historical treasures	1,056,488	-	-	1,056,488
Depreciable assets:				
Buildings	289,234,754	-	4,632,559	284,602,195
Improvements to buildings	125,515,342	6,451,770	58,848	131,908,264
Improvements other than buildings	51,339,588	4,384,779	7,254,222	48,470,145
Moveable equipment and furniture	46,470,162	3,263,995	892,273	48,841,884
Vehicles	1,834,950	77,667	25,905	1,886,712
Right-to-use assets - equipment	2,102,837	-	(426)	2,103,263
Right-to-use assets - SBITAs	12,901,289	4,309,676	157,217	17,053,748
Total cost	554,474,130	17,705,625	13,030,198	559,149,557
Less accumulated depreciation and amortization:				
Buildings	201,564,410	4,490,635	4,616,610	201,438,435
Improvements to buildings	40,181,885	4,782,974	26,089	44,938,770
Improvements other than buildings	32,570,915	2,386,564	5,123,829	29,833,650
Moveable equipment and furniture	40,105,331	3,335,135	874,463	42,566,003
Vehicles	1,473,763	123,065	25,905	1,570,923
Right-to-use assets - equipment	1,110,480	402,145	-	1,512,625
Right-to-use assets - SBITAs	5,340,078	3,091,315	89,968	8,341,425
Total accumulated depreciation and amortization	322,346,862	18,611,833	10,756,864	330,201,831
Capital assets, net	<u>\$ 232,127,268</u>	<u>\$ (906,208)</u>	<u>\$ 2,273,334</u>	<u>\$ 228,947,726</u>

YOUNGSTOWN STATE UNIVERSITY

NOTES TO FINANCIAL STATEMENTS (CONT.) FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

Capital assets activity for the year ended June 30, 2023 was as follows:

	Beginning Balance	Additions/ Transfers	Reductions	Ending Balance
Nondepreciable assets:				
Land	\$ 18,538,609	\$ 70,070	\$ -	\$ 18,608,679
Construction in progress	5,553,563	(143,522)	-	5,410,041
Historical treasures	1,041,338	15,150	-	1,056,488
Depreciable assets:				
Buildings	289,233,637	10,830	9,713	289,234,754
Improvements to buildings	115,933,019	9,582,323	-	125,515,342
Improvements other than buildings	49,898,250	1,441,338	-	51,339,588
Moveable equipment and furniture	44,888,787	3,376,621	1,795,246	46,470,162
Vehicles	1,711,018	123,932	-	1,834,950
Right-to-use assets - equipment	2,048,730	159,498	105,391	2,102,837
Right-to-use assets - SBITAs	11,137,729	1,763,560	-	12,901,289
Total cost	539,984,680	16,399,800	1,910,350	554,474,130
Less accumulated depreciation and amortization:				
Buildings	197,037,350	4,528,015	955	201,564,410
Improvements to buildings	35,717,062	4,464,823	-	40,181,885
Improvements other than buildings	30,031,661	2,539,254	-	32,570,915
Moveable equipment and furniture	38,872,307	3,013,757	1,780,733	40,105,331
Vehicles	1,347,764	125,999	-	1,473,763
Right-to-use assets - equipment	836,532	370,160	96,212	1,110,480
Right-to-use assets - SBITAs	2,437,757	2,902,321	-	5,340,078
Total accumulated depreciation and amortization	306,280,433	17,944,329	1,877,900	322,346,862
Capital assets, net	\$ 233,704,247	\$ (1,544,529)	\$ 32,450	\$ 232,127,268

Note 8 – Payroll and Other Liabilities

Payroll and other liabilities at June 30, 2024 and 2023 consist of the following:

	2024	2023
Payroll liabilities		
Accrued compensation	\$ 5,399,921	\$ 5,178,077
Accrued benefits	226,137	176,145
Accrued health care benefits and insurance payable	1,552,981	1,615,137
Retirement system contribution payable	1,640,690	1,495,890
Totals	<u>\$ 8,819,729</u>	<u>\$ 8,465,249</u>
Other liabilities		
Deposits held in custody	\$ 693,623	\$ 837,789
Interest payable	383,218	423,637
Other liabilities	208,437	345,373
Totals	<u>\$ 1,285,278</u>	<u>\$ 1,606,799</u>

YOUNGSTOWN STATE UNIVERSITY

NOTES TO FINANCIAL STATEMENTS (CONT.) FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

Estimated expenses ultimately to result, if unperformed commitments in process at June 30, 2024 are completed, totaled \$13.0 million compared to \$9.4 million at June 30, 2023. These amounts do not constitute expense incurred or liabilities.

Note 9 – Bonds

In July 2021, the University issued \$28,065,000 in Series 2021 General Receipts bonds. The proceeds from the bond sale were used for an advanced refunding of the Series 2010 General Receipts bonds and Series 2011 General Receipts bonds. As a result, \$20,305,000 of the 2010 bonds and \$13,185,000 of the 2011 bonds refunded are considered to be defeased and the liability was removed from the University's long-term obligations. For this current refunding, the reacquisition price exceeds the net carrying amount of the old debt by \$29,017. This amount was recorded as a deferred outflow of resources and will be amortized over the remaining life of the new debt. As of June 30, 2024 and 2023, the amount recorded as a deferred outflow was \$22,097 and \$24,434, respectively. As of June 30, 2024 and 2023, the outstanding principal of the 2021 General Receipts bond was \$27,960,000 and \$28,065,000, respectively. Payments made in fiscal year 2023 were bond interest payments only. In connection with the issuance of the Series 2021 General Receipts bonds, the University also recognized a net bond premium in the amount of \$5,872,342 which will be amortized against interest expense over the life of the bond.

Details of the bonds payable for the General Receipts Bonds, Series 2021 as of June 30, 2024 follow:

Bond Component	Rate	Yield	Maturity Through	Original Principal
Serial Bond	4.000%	0.31%	2025	1,945,000
Serial Bond	4.000%	0.44%	2026	2,465,000
Serial Bond	4.000%	0.57%	2027	2,560,000
Serial Bond	4.000%	0.78%	2028	2,660,000
Serial Bond	4.000%	0.90%	2029	2,770,000
Serial Bond	4.000%	0.99%	2030	2,875,000
Serial Bond	4.000%	1.09%	2031	2,990,000
Serial Bond	4.000%	1.17%	2032	3,110,000
Serial Bond	4.000%	1.22%	2033	3,240,000
Serial Bond	3.000%	1.43%	2034	3,345,000
Total				<u>\$ 27,960,000</u>

In January 2017, the University issued \$25,525,000 in Series 2016 General Receipts bonds. The proceeds from the bond sale were used for a partial advanced refunding of the Series 2009 General Receipts bonds and to construct a bookstore. As a result, \$19,930,000 of the 2009 bonds advanced refunded were considered to be defeased and the liability was removed from the University's long-term obligations. In addition, a deferred outflow of resources was recorded and will be amortized over the remaining life of the new debt. As of June 30, 2024 and 2023, the amount recorded as a deferred outflow was \$1,179,913 and \$1,304,698, respectively.

YOUNGSTOWN STATE UNIVERSITY

NOTES TO FINANCIAL STATEMENTS (CONT.) FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

Details of the bonds payable for the General Receipts Bonds, Series 2016 as of June 30, 2024 follow:

Bond Component	Rate	Yield	Maturity Through	Original Principal
Serial Bond	5.000%	2.93%	2025	1,455,000
Serial Bond	5.000%	3.09%	2026	1,525,000
Serial Bond	5.000%	3.23%	2027	1,600,000
Serial Bond	3.000%	3.32%	2028	1,665,000
Serial Bond	3.250%	3.49%	2029	1,710,000
Serial Bond	5.000%	3.44%	2030	1,780,000
Serial Bond	5.000%	3.50%	2031	1,870,000
Serial Bond	3.500%	3.74%	2032	1,945,000
Serial Bond	3.625%	3.86%	2033	2,010,000
Serial Bond	3.625%	3.92%	2034	2,085,000
Term Bond	4.000%	4.12%	2035	310,000
Term Bond	4.000%	4.12%	2036	320,000
Term Bond	4.000%	4.12%	2037	335,000
Term Bond	4.000%	4.12%	2038	350,000
Total				<u>\$ 18,960,000</u>

In June 2011, the Board of Trustees of Youngstown State University authorized through a Board resolution the issuance of General Receipts Bonds, Series 2011 in the amount of \$18,660,000. The \$19,006,093 in bond proceeds were received in July 2011. The Series 2011 Bonds were utilized to pay costs associated with acquiring the University Courtyard Apartments, any necessary related improvements thereto and to pay costs of issuing the Series 2011 Bonds. In July 2021, the remaining principal balance of \$13,185,000 was refunded with the issuance of the Series 2021 General Receipts bonds and the liability was removed from the University's long-term obligation.

As part of the American Recovery and Reinvestment Act of 2009, states and local governments are permitted to issue two types of taxable obligations, referred to as Build America Bonds (BABs). The BABs include federal subsidies to offset a portion of interest costs as an alternative to issuing traditional tax-exempt obligations.

In March 2010, the University issued \$25,335,000 of General Receipts Bonds (Taxable Build America Bonds), Series 2010 to provide funding to pay costs associated with facilities planning for the University's College of Science, Technology, Engineering and Mathematics (STEM), convert the old college of business building for use as a laboratory, office and classroom space, renovate Kilcawley Center, reconfigure and replace campus parking facilities, construct the WATTS Center, relocate certain existing outdoor athletic facilities and pay the costs of issuance of the Series 2010 Bonds. In September 2011, approximately \$9.9 million was re-allocated from the Kilcawley Center project to Academic building renovation projects. In July 2021, the remaining principal balance of \$20,305,000 was refunded with the issuance of the Series 2021 General Receipts bonds and the liability was removed from the University's long-term obligation.

The University designated the Series 2010 Bonds both as Build America Bonds and as Qualified Bonds and intends to apply for Credit Payments pursuant only to the extent that the Series 2010

YOUNGSTOWN STATE UNIVERSITY

NOTES TO FINANCIAL STATEMENTS (CONT.) FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

Bonds remain Qualified Bonds, which requires the University to comply with certain covenants and to establish certain facts and expectations with respect to the Series 2010 Bonds, the use and investment of proceeds thereof and the use of property financed thereby.

In March 2009, the University issued \$31,255,000 of General Receipts Bonds, Series 2009 to acquire, construct and equip the new Williamson College of Business Administration building, renovate and replace portions of the existing Wick Pollock Inn, refund the remaining General Receipts Bonds, Series 1997 and Series 1998, refund the General Receipts Bond Anticipation Notes, Series 2008 (BAN), and pay a portion of the costs of issuance of the bonds. In January 2017, \$19,930,000 of the bonds were advanced refunded with the issuance of the Series 2016 General Receipts bonds. The balance of the amount defeased and put in escrow was \$14,860,000 at June 30, 2024 and \$15,970,000 at June 30, 2023.

The indebtedness created through all issues of the General Receipts Bonds is bound by the Amended and Restated Trust Indenture dated as of March 1, 2009, the First Supplemental Trust Indenture dated February 2010, the Second Supplemental Trust Indenture dated July 1, 2011, the Third Supplemental Trust Indenture dated December 1, 2010, and the Series 2021 Bonds are also bound by the Fourth Supplemental Trust Indenture dated June 1, 2021. The debt is secured by a pledge of all University general receipts, excluding state appropriations and receipts previously pledged or otherwise restricted. The University has complied with all covenant requirements.

Maturities of all bonds payable and debt service for fiscal years subsequent to June 30, 2024 follow (also see Note 12):

Fiscal Year	General Receipts Bonds		Total
	Principal	Interest	
2025	\$ 3,400,000	\$ 1,795,819	\$ 5,195,819
2026	3,990,000	1,633,119	5,623,119
2027	4,160,000	1,454,494	5,614,494
2028	4,325,000	1,285,119	5,610,119
2029	4,480,000	1,123,756	5,603,756
2030-2034	25,250,000	2,666,143	27,916,143
2035-2038	1,315,000	107,900	1,422,900
Totals	<u>\$ 46,920,000</u>	<u>\$ 10,066,350</u>	<u>\$ 56,986,350</u>

Interest expense on indebtedness was \$1,165,710 in fiscal year 2024 and \$1,212,601 in fiscal year 2023.

The University's Trust Agreement governing all outstanding general receipts bonds contains a provision that in an event of default, the Trustee shall, within five business days after having knowledge of that event of default, give written notice to the University. The trustee shall also give the original purchasers of each series of Bonds then outstanding, and to the bondholders and any other paying agents notice of each event of default within 90 days after having knowledge of the occurrence thereof. The Trust Agreement also contains a provision, that in the case an event of

YOUNGSTOWN STATE UNIVERSITY

NOTES TO FINANCIAL STATEMENTS (CONT.) FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

default has occurred, the Trustee may, upon written request of the holders of at least 25% in aggregate principal amount of the bonds then outstanding, declare the principal of all bonds outstanding and the interest accrued to be due and payable immediately.

The following constitutes an event of default under the Trust Agreement:

- a. Failure to pay any interest on any Bond, when it becomes due and payable;
- b. Failure to pay the principal of or any redemption premium on any Bond, when it becomes due and payable, whether at maturity or by acceleration or call for redemption;
- c. Failure to perform or observe any other covenant, condition or agreement contained in the Bonds or the Trust Agreement and to be performed by the University, which failure shall have continued for a period of 30 days after written notice of it to the University given by the Trustee or the holders of at least 25% in aggregate principal amount of the bonds then outstanding.

Note 10 – Notes Payable

During fiscal year 2016, the University entered into a 14-year performance contract with Johnson Controls for campus energy savings measures. The contract amount of \$16.0 million includes an assured performance providing for an annual measured cost savings of not less than \$2.0 million per year and was financed as a direct borrowing through PNC Equipment Finance over 14 years at an interest rate of 3.366% and requires annual installment payments. In September 2020, PNC Equipment Finance sold, assigned, and transferred the note payable to Huntington Public Capital Corporation. Security of the debt is limited to the revenues appropriated for such purpose.

Details of the revised installment schedule follows:

Fiscal Year	Principal	Interest	Total
2025	1,324,774	330,618	1,655,392
2026	1,438,677	286,051	1,724,728
2027	1,549,702	237,652	1,787,354
2028	1,712,894	185,518	1,898,412
2029	1,869,393	127,894	1,997,287
2030	1,932,281	65,005	1,997,286
Totals	<u>\$ 9,827,721</u>	<u>\$ 1,232,738</u>	<u>\$ 11,060,459</u>

Interest expense on indebtedness was \$333,723 in fiscal year 2024 and \$373,877 in fiscal year 2023.

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NOTES TO FINANCIAL STATEMENTS (CONT.) FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

The following constitutes an event of default under the master agreement:

- a. Failure to make payment as it becomes due, and any such failure continues for ten (10) days after the due date;
- b. Failure to perform or observe any obligations under Section 12.1, 14 or 18.1 hereof;
- c. Failure to perform or observe any other covenant, condition or agreement to be performed or observed by it under the agreement and such failure is not cured within thirty (30) days after receipt by the borrower of written notice thereof by the lender.

Note 11 – Leased Liabilities

The University leases certain assets from various third parties. The assets leased includes print shop and printer/copier equipment. Payments are generally fixed monthly. Future principal and interest payment requirements related to the University's lease liability at June 30, 2024 are as follows:

Year Ending June 30,	Principal	Interest	Total
2025	\$ 266,867	\$ 7,753	\$ 274,620
2026	268,957	5,663	274,620
2027	271,086	3,534	274,620
2028	270,369	1,366	271,735
2029	59,954	46	60,000
Total	<u>\$ 1,137,233</u>	<u>\$ 18,362</u>	<u>\$ 1,155,595</u>

The University obtains the right to use vendors' information technology software through various long-term contracts. Payments are generally fixed quarterly or annually. Future principal and interest payment requirements related to the University's subscription liability at June 30, 2024 are as follows:

Year Ending June 30,	Principal	Interest	Total
2025	\$ 2,882,629	\$ 250,439	\$ 3,133,068
2026	2,879,073	134,093	3,013,166
2027	2,156,564	35,859	2,192,423
2028	444,511	8,481	452,992
2029	203,718	555	204,273
Total	<u>\$ 8,566,495</u>	<u>\$ 429,427</u>	<u>\$ 8,995,922</u>

See Note 7 Capital Assets for the total amount of right-to-use assets and the related accumulated amortization.

YOUNGSTOWN STATE UNIVERSITY

NOTES TO FINANCIAL STATEMENTS (CONT.) FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

Note 12 – Long-Term Liabilities (excluding net pension/OPEB assets/liabilities)

Long-term liability activity (also see Notes 9, 10, and 11) for the year ended June 30, 2024 was as follows:

	Beginning Balance	Additions	Reductions	Ending Balance	Current Portion
Bonds payable					
General receipts bonds principal	\$ 48,405,000	\$ -	\$ 1,485,000	\$ 46,920,000	\$ 3,400,000
Unamortized premium/discount	4,712,998	-	866,055	3,846,943	805,041
Bonds payable, net	53,117,998	-	2,351,055	50,766,943	4,205,041
Note payable	11,030,839	-	1,203,118	9,827,721	1,324,774
Leased liabilities - equipment	1,404,500	426	267,693	1,137,233	266,867
Leased liabilities - SBITAs	7,415,065	4,526,923	3,375,493	8,566,495	2,882,629
Compensated absences	6,244,572	-	140,302	6,104,270	863,131
Total long-term liabilities	<u>\$ 79,212,974</u>	<u>\$ 4,527,349</u>	<u>\$ 7,337,661</u>	<u>\$ 76,402,662</u>	<u>\$ 9,542,442</u>

Long-term liability activity (also see Notes 9, 10, and 11) for the year ended June 30, 2023 was as follows:

	Beginning Balance	Additions	Reductions	Ending Balance	Current Portion
Bonds payable					
General receipts bonds principal	\$49,725,000	\$ -	\$ 1,320,000	\$48,405,000	\$ 1,485,000
Unamortized premium/discount	5,602,063	-	889,065	4,712,998	866,056
Bonds payable, net	55,327,063	-	2,209,065	53,117,998	2,351,056
Note payable	12,109,512	-	1,078,673	11,030,839	1,203,118
Leased liabilities - equipment	1,500,240	159,498	255,238	1,404,500	264,734
Leased liabilities - SBITAs	8,501,561	1,763,560	2,850,056	7,415,065	2,755,447
Compensated absences	6,314,388	110,000	179,816	6,244,572	858,095
Refundable advance	172,310	-	172,310	-	-
Total long-term liabilities	<u>\$83,925,074</u>	<u>\$ 2,033,058</u>	<u>\$ 6,745,158</u>	<u>\$ 79,212,974</u>	<u>\$ 7,432,450</u>

Note 13 – Employee Benefit Plans

Plan Descriptions

The University participates in the State Teachers Retirement System of Ohio (STRS Ohio) and the Ohio Public Employees Retirement System (OPERS), statewide, cost-sharing, multiple-employer defined benefit public employee retirement systems governed by the Ohio Revised Code (ORC) that covers substantially all employees of the University. Each system has multiple retirement plan options available to its members, with three options in STRS Ohio and OPERS. Each system provides retirement, survivor, and disability benefits to plan members and their beneficiaries. The systems also each provide post-employment health care benefits (including Medicare B premiums) to retirees and beneficiaries who elect to receive those benefits.

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NOTES TO FINANCIAL STATEMENTS (CONT.) FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

Each retirement system issues a publicly available financial report that includes financial statements and required supplementary information for the pension and post-employment health care plans. The reports may be obtained by contacting:

State Teachers Retirement System of Ohio
275 E. Broad Street
Columbus, Ohio 43215
(888) 227-7877
www.strsoh.org

Ohio Public Employees Retirement System
277 East Town Street
Columbus, Ohio 43215
(800) 222-7377
www.opers.org

Contributions

State retirement law requires contributions by covered employees and their employers, and Chapter 3307 of the Ohio Revised Code (ORC) limits the maximum rate of contributions. The retirement boards of the systems individually set contributions rates within the allowable limits. The adequacy of employer contribution rates is determined annually by actuarial valuation using the entry age normal cost method. Under these provisions, each University's contribution is expected to finance the costs of benefits earned by employees during the year, with an additional amount to finance a portion of the unfunded accrued liability.

Member contributions are set at the maximums authorized by the ORC. The plans' 2024 and 2023 employer and member contribution rates on covered payroll to each system are:

	Employer Contribution Rate					Member Contribution Rate
	Pension	Post-Retirement Healthcare	Death Benefits	Medicare B	Total	Total
STRS Ohio	14.0%	0.0%	0.0%	0.0%	14.0%	14.0%
OPERS-State/Local	14.0%	0.0%	0.0%	0.0%	14.0%	10.0%
OPERS-Law Enforcement	18.1%	0.0%	0.0%	0.0%	18.1%	13.0%

The University's required and actual contributions to the plans are:

	For the years ended June 30,			
	2024		2023	
	Pension	OPEB	Pension	OPEB
STRS	\$ 4,195,270	\$ -	\$ 4,595,362	\$ -
OPERS	5,808,068	-	5,557,191	-
	<u>\$10,003,338</u>	<u>\$ -</u>	<u>\$10,152,553</u>	<u>\$ -</u>

Benefits Provided

STRS Ohio

Plan benefits are established under Chapter 3307 of the ORC, as amended by Substitute Senate Bill 342 in 2012, gives the Retirement Board the authority to make future adjustments to the member

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NOTES TO FINANCIAL STATEMENTS (CONT.) FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

contribution rate, retirement age and service requirements, and the COLA as the need or opportunity arises, depending on the retirement system's funding progress.

Effective August 1, 2017-July 1, 2019, any member may retire who has (1) five years of service credit and attained age 60; (2) 27 years of service credit and attained age 55; or (3) 30 years of service credit regardless of age. Effective August 1, 2019-July 1, 2021, any member may retire with reduced benefits who has (1) five years of service credit and age 60; (2) 28 years of service credit and age 55; or (3) 30 years of service credit regardless of age. Beginning August 1, 2015, eligibility requirements for an unreduced benefit changed. The maximum annual retirement allowance, payable for life, considers years of credited service, final average salary (3-5 years) and multiplying by a factor ranging from 2.2% to 2.6% with 0.1% incremental increases for years greater than 30-31, depending on retirement age.

A defined benefit plan or combined plan member with five or more years of credited service who is determined to be disabled (illness or injury preventing individual's ability to perform regular job duties for at least 12 months) may receive a disability benefit. Additionally, eligible survivors of members who die before service retirement may qualify for monthly benefits. New members on or after July 1, 2013, must have at least 10 years of qualifying service credit to apply for disability benefits.

A death benefit of \$1,000 is payable to the beneficiary of each deceased retired member who participated in the plan. Death benefit coverage up to \$2,000 can be purchased by participants in all three of the plans. Various other benefits are available to members' beneficiaries.

STRS Ohio provides access to healthcare coverage to retirees who participated in the Defined Benefit or Combined Plans, and their dependents. Coverage under the current program includes hospitalization, physicians' fees, prescription drugs, and partial reimbursement of monthly Medicare Part B premiums. Pursuant to the ORC, the State Teachers Retirement Board has discretionary authority over how much, if any, of the healthcare costs will be absorbed by STRS Ohio. All benefit recipients pay a portion of the healthcare cost in the form of a monthly premium.

OPERS

Plan benefits are established under Chapter 145 of the ORC, as amended by Substitute Senate Bill 343 in 2012. The requirements to retire depends on years of service (5 to 30 years) and from attaining the age of 48 to 62, depending on when the employee became a member. Members retiring before age 65 with less than 30 years' service credit receive a percentage reduction in benefit, except for public safety and law enforcement participants. Member retirement benefits are calculated on a formula that considers years of service (5-30 years), age (48-62 years) and final average salary, using a factor ranging from 1.0% to 2.5%.

A plan member who becomes disabled before age 60 or at any age, depending on when the member entered the plan, and has completed 60 contributing months is eligible for a disability benefit.

A death benefit of \$500 - \$2,500 is determined by the number of years of service credit of the retiree. Benefits may transfer to a beneficiary upon death with 1.5 years of service credits with the plan

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NOTES TO FINANCIAL STATEMENTS (CONT.) FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

obtained within the last 2.5 years, except for law enforcement and public safety personnel who are eligible immediately upon employment.

Benefit terms provide for annual cost-of-living adjustments to each employee's retirement allowance subsequent to the employee's retirement date. The annual adjustment, if applicable, is 3%, or an amount based on the average percentage increase in the Consumer Price Index, capped at 3%.

Net Pension Liability, Deferrals, and Pension Expense

At June 30, 2024 and 2023, the University reported a liability for its proportionate share of the net pension liability of STRS Ohio and OPERS. For June 30, 2024, the net pension liability was measured as of June 30, 2023 for STRS Ohio and December 31, 2023 for the OPERS plan. For June 30, 2023, the net pension liability was measured as of June 30, 2022 for STRS Ohio and December 31, 2022 for the OPERS plan. The total pension liability used to calculate the net pension liability was determined by an actuarial valuation as of those dates. The University's proportion of the net pension liability was based on a projection of its long-term share of contributions to the pension plan relative to the projected contributions of all participating Universities, actuarially determined.

Plan	Measurement Date	Net Pension Liability		Proportionate Share		Percent Change	Percent Change
		2024	2023	2024	2023	2023-24	2022-23
STRS Ohio	June 30	\$ 52,351,320	\$ 58,169,556	0.243099%	0.261670%	-0.018571%	-0.019980%
OPERS	December 31	59,057,251	69,471,970	0.228356%	0.237134%	-0.008778%	0.002397%
		<u>\$111,408,571</u>	<u>\$127,641,526</u>				

For the years ended June 30, 2024 and 2023, the University recognized pension expense of \$7,329,307 and \$12,949,350, respectively. At June 30, 2024 and 2023, the University reported deferred outflows of resources and deferred inflows of resources related to pensions from the following sources:

	2024		2023	
	Deferred Outflows of Resources	Deferred Inflows of Resources	Deferred Outflows of Resources	Deferred Inflows of Resources
Differences between expected and actual experience	\$ 2,946,188	\$ 193,616	\$ 3,133,529	\$ 308,701
Changes of assumptions	4,340,918	3,245,256	7,741,991	5,239,744
Net difference between projected and actual earnings on pension plan investments	12,210,554	156,898	22,223,881	-
Changes in proportion and differences between University contributions and proportionate share of contributions	113,254	9,544,456	710,071	8,494,682
University contributions subsequent to the measurement date	7,188,066	-	7,451,333	-
Totals	<u>\$ 26,798,980</u>	<u>\$ 13,140,226</u>	<u>\$ 41,260,805</u>	<u>\$ 14,043,127</u>

YOUNGSTOWN STATE UNIVERSITY

NOTES TO FINANCIAL STATEMENTS (CONT.) FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

Amounts reported as deferred outflows of resources/(deferred inflows of resources) related to pensions will be recognized in pension expense as follows:

Year Ended June 30,	Amount
2025	\$ (1,865,682)
2026	(1,164,855)
2027	12,232,243
2028	(2,773,165)
2029	18,697
Thereafter	23,450
Totals	<u>\$ 6,470,688</u>

In addition, the contributions subsequent to the measurement date will be included as a reduction of the net pension liability in the next year.

Net OPEB Liability/(Asset), Deferrals, and OPEB Expense

At June 30, 2024, the University reported a liability/(asset) for its proportionate share of the net OPEB liability/(asset) of STRS Ohio and OPERS. For June 30, 2024, the net OPEB liability/(asset) was measured as of June 30, 2023 for STRS Ohio and December 31, 2023 for the OPERS plan. For June 30, 2023, the net OPEB liability/(asset) was measured as of June 30, 2022 for STRS Ohio and December 31, 2022 for the OPERS plan. The total OPEB liability/(asset) used to calculate the net OPEB liability/(asset) was determined by an actuarial valuation as of those dates, except OPERS which used an actuarial valuation dated December 31, 2022 and 2021, respectively, rolled forward to the measurement date by incorporating the expected value of health care cost accruals, the actual health care payments, and interest accruals during the year for the defined benefit health care plans.

Typically, the University's proportion of the net OPEB liability/(asset) would be based on a projection of its long-term share of contributions to the OPEB plan relative to the projected contributions of all participating Universities, actuarially determined, except as noted below.

For plan years ending June 30, 2023 and 2022, STRS Ohio did not allocate employer contributions to the OPEB plan. Therefore, STRS Ohio's calculation of the employers' proportionate share is based on total contributions to the plan for both pension and OPEB.

For plan years ending December 31, 2023 and 2022, OPERS did not allocate employer contributions to the OPEB plan. Therefore, OPERS's calculation of the employers' proportionate share is based on total contributions to the plan for both pension and OPEB.

Plan	Measurement Date	Net OPEB Liability (Asset)		Proportionate Share		Percent Change	Percent Change
		2024	2023	2024	2023	2023-24	2022-23
STRS Ohio	June 30	\$ (4,728,000)	\$ (6,776,000)	0.243102%	0.261689%	-0.018587%	-0.019961%
OPERS	December 31	<u>(2,026,735)</u>	<u>1,465,478</u>	<u>0.224563%</u>	<u>0.232424%</u>	<u>-0.007861%</u>	<u>-0.000299%</u>
		<u>\$ (6,754,735)</u>	<u>\$ (5,310,522)</u>				

YOUNGSTOWN STATE UNIVERSITY

NOTES TO FINANCIAL STATEMENTS (CONT.) FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

For the years ended June 30, 2024 and 2023, the University recognized a credit to OPEB (revenue)/expense of \$223,965 and \$4,432,021, respectively. At June 30, 2024 and 2023, the University reported deferred outflows of resources and deferred inflows of resources related to OPEB from the following sources.

	2024		2023	
	Deferred Outflows of Resources	Deferred Inflows of Resources	Deferred Outflows of Resources	Deferred Inflows of Resources
Differences between expected and actual experience	\$ 7,000	\$ 1,009,463	\$ 98,000	\$ 1,383,547
Changes of assumptions	1,217,783	3,990,233	1,720,365	4,921,778
Net difference between projected and actual earnings on OPEB investments	1,226,170	-	3,028,491	-
Changes in proportion and differences between University contributions and proportionate share of contributions	109,427	230,968	85,477	77,044
University contributions subsequent to the measurement date	-	-	-	-
Totals	<u>\$ 2,560,380</u>	<u>\$ 5,230,664</u>	<u>\$ 4,932,333</u>	<u>\$ 6,382,369</u>

Amounts reported as deferred outflows of resources/(deferred inflows of resources) related to OPEB will be recognized in OPEB expense as follows:

Year Ended June 30,	Amount
2025	\$ (1,569,508)
2026	(597,041)
2024	713,799
2028	(728,147)
2029	(286,648)
Thereafter	<u>(202,739)</u>
Totals	<u>\$ (2,670,284)</u>

In addition, if applicable, the contributions subsequent to the measurement date will be included as a reduction of the net OPEB liability/(asset) in the next year.

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NOTES TO FINANCIAL STATEMENTS (CONT.) FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

Actuarial Assumptions

The total pension liability and OPEB liability/(asset) is based on the results of an actuarial valuation and were determined using the following actuarial assumptions for the University's current year.

	STRS Ohio	OPERS
Valuation date - Pension	June 30, 2023	December 31, 2023
Valuation date - OPEB	June 30, 2023	December 31, 2022
Actuarial cost method	Entry age normal	Individual entry age
Cost of living	None	2.05% - 3.00%
Salary increases, including inflation	2.50% - 8.50%	2.75% - 10.75%
Inflation	2.50%	2.75%
Investment rate of return - Pension	7.00%, net of investment expense including inflation	6.90%, net of investment expense, including inflation
Investment rate of return - OPEB	7.00%, net of investment expense including inflation	6.00%, net of investment expense, including inflation
Health care cost trend rates	-10.94% to 1.33% initial, 4.14% ultimate	5.50% initial, 3.50% ultimate in 2038
Experience study date	Period of 5 years ended June 30, 2021	Period of 5 years ended December 31, 2020
Mortality basis	Post-Retirement: Pub-2010 Teachers Healthy Annuitant Mortality Table, adjusted 110% for males, projected forward generationally using mortality improvement scale MP-2020 Pre-Retirement: Pub-2010 Teachers Employee Table adjusted 95% for females, projected forward generationally using mortality improvement scale MP-2020 Post-Retirement Disabled: Pub-2010 Teachers Disabled Annuitant Table projected forward generationally using mortality improvement scale MP-2020	Pre-retirement mortality rates are based on 130% of the Pub-2010 General Employee Mortality tables (males and females) for State and Local Government divisions and 170% of the Pub-2010 Safety Employee Mortality tables (males and females) for the Public Safety and Law Enforcement divisions. Post-retirement mortality rates are based on 115% of the PubG-2010 Retiree Mortality Tables (males and females) for all divisions. Post-retirement mortality rates for disabled retirees are based on the PubNS-2010 Disabled Retiree Mortality Tables (males and females) for all divisions. For all of the previously described tables, the base year is 2010 and mortality rates for a particular calendar year are determined by applying the MP-2020 mortality improvement scales (males and females) to all of these tables.

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NOTES TO FINANCIAL STATEMENTS (CONT.) FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

The following are actuarial assumptions for the University's prior year:

	STRS Ohio	OPERS
Valuation date - Pension	June 30, 2022	December 31, 2022
Valuation date - OPEB	June 30, 2022	December 31, 2021
Actuarial cost method	Entry age normal	Individual entry age
Cost of living	None	2.05% - 3.00%
Salary increases, including inflation	2.50% - 8.50%	2.75% - 10.75%
Inflation	2.50%	2.75%
Investment rate of return - Pension	7.00%, net of investment expense including inflation	6.90%, net of investment expense, including inflation
Investment rate of return - OPEB	7.00%, net of investment expense including inflation	6.00%, net of investment expense, including inflation
Health care cost trend rates	-68.78% to 9.00% initial, 4.00% ultimate	5.50% initial, 3.50% ultimate in 2036
Experience study date	Period of 5 years ended June 30, 2021	Period of 5 years ended December 31, 2020
Mortality basis	Post-Retirement: Pub-2010 Teachers Healthy Annuitant Mortality Table, adjusted 110% for males, projected forward generationally using mortality improvement scale MP-2020 Pre-Retirement: Pub-2010 Teachers Employee Table adjusted 95% for females, projected forward generationally using mortality improvement scale MP-2020 Post-Retirement Disabled: Pub-2010 Teachers Disabled Annuitant Table projected forward generationally using mortality improvement scale MP-2020	Pre-retirement mortality rates are based on 130% of the Pub-2010 General Employee Mortality tables (males and females) for State and Local Government divisions and 170% of the Pub-2010 Safety Employee Mortality tables (males and females) for the Public Safety and Law Enforcement divisions. Post-retirement mortality rates are based on 115% of the PubG-2010 Retiree Mortality Tables (males and females) for all divisions. Post-retirement mortality rates for disabled retirees are based on the PubNS-2010 Disabled Retiree Mortality Tables (males and females) for all divisions. For all of the previously described tables, the base year is 2010 and mortality rates for a particular calendar year are determined by applying the MP-2020 mortality improvement scales (males and females) to all of these tables.

YOUNGSTOWN STATE UNIVERSITY

NOTES TO FINANCIAL STATEMENTS (CONT.) FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

Pension Discount Rate

The projection of cash flows used to determine the discount rate assumed that employee contributions will be made at the current contribution rate and that employer contributions will be made at contractually required rates for all plans. Based on those assumptions, each pension plan's fiduciary net position was projected to be available to make all projected future benefit payments for current active and inactive employees. Therefore, the long-term expected rate of return on pension plan investments was applied to all periods of projected benefit payments to determine the total pension liability. The discount rate used to measure the total pension liability for STRS Ohio was 7.00% for both the plan years ended June 30, 2023 and 2022. The discount rate used to measure the total pension liability for OPERS was 6.90% for both the plan years ended December 31, 2023 and 2022, respectively.

OPEB Discount Rate

The projection of cash flows used to determine the discount rate assumed that employee contributions will be made at the current contribution rate and that employer contributions will be made at contractually required rates for all plans. Plans that project fiduciary net position to be insufficient to make all projected future benefit payments for current active and inactive employees used a blended discount rate between the long-term expected rate of return on plan investments and a 20-year municipal bond rate applied to all periods of projected benefit payments to determine the total OPEB liability/(asset).

STRS Ohio OPEB Discount Rate - The discount rates used to measure the total OPEB asset was 7.00% for the plan years ended June 30, 2023 and 2022. At June 30, 2023 and 2022, the plan's fiduciary net position was projected to be available to make all projected future benefit payments for current active and inactive employees. Therefore, the long-term expected rate of return on OPEB plan investments was applied to all periods of projected benefit payments to determine the total OPEB asset.

OPERS OPEB Discount Rate - The discount rate used to measure the total OPEB liabilities/(assets) was 5.70% and 5.22% for the plan years ended December 31, 2023 and 2022, respectively. At December 31, 2023, the plan's fiduciary net position was projected to become insufficient to make all projected future benefit payments for current active and inactive employees. Therefore, a blended rate was used, which consisted of the long-term expected rate of return on OPEB plan investments (6.00%) for the funded benefit payments and Fidelity Index's 20-Year Municipal GO AA Index of 3.77% as of December 31, 2023. At December 31, 2022, the plan's fiduciary net position was projected to become insufficient to make all projected future benefit payments for current active and inactive employees. Therefore, a blended rate was used, which consisted of the long-term expected rate of return on OPEB plan investment (6.00%) for the funded benefit payments and Fidelity Index's 20-Year Municipal GO AA Index of 4.05% as of December 31, 2022.

The long-term expected rate of return on pension plan and OPEB plan investments were determined using a building-block method in which best-estimate ranges of expected future real rates of return (expected returns, net of plan investment expense and inflation) are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected

YOUNGSTOWN STATE UNIVERSITY

NOTES TO FINANCIAL STATEMENTS (CONT.) FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

inflation. OPERS has two different portfolios of investment, a defined benefit portfolio for pension and health care portfolio for OPEB. As a result, there are different target allocations and long-term expected real rates of return disclosed for each portfolio. The target allocation and best estimates of arithmetic (geometric for STRS Ohio) real rates of return for each major asset class are summarized in the following table as of the dates listed below:

STRS Ohio as of 6/30/23			OPERS as of 12/31/23				
Investment Category	Target Allocation	Long-Term Expected Real Rate of Return	Investment Category	Pension Portfolio		Health Care Portfolio	
				Target Allocation	Long-Term expected Real Rate of Return	Target Allocation	Long-Term expected Real Rate of Return
Domestic Equity	26.0%	6.60%	Fixed Income	24.0%	2.85%	37.0%	2.82%
International Equity	22.0%	6.80%	Domestic Equities	21.0%	4.27%	25.0%	4.27%
Alternatives	19.0%	7.38%	Real Estate	13.0%	4.46%	0.0%	0.00%
Fixed Income	22.0%	1.75%	Private Equity	15.0%	7.52%	0.0%	0.00%
Real Estate	10.0%	5.75%	International Equity	20.0%	5.16%	25.0%	5.16%
Liquidity Reserves	1.0%	1.00%	Risk Parity	2.0%	4.38%	3.0%	4.38%
			REITs	0.0%	0.00%	5.0%	4.68%
Totals	<u>100.0%</u>		Other Investments	5.0%	3.46%	5.0%	2.43%
				<u>100.0%</u>		<u>100.0%</u>	

STRS Ohio as of 6/30/22			OPERS as of 12/31/22				
Investment Category	Target Allocation	Long-Term Expected Real Rate of Return	Investment Category	Pension Portfolio		Health Care Portfolio	
				Target Allocation	Long-Term expected Real Rate of Return	Target Allocation	Long-Term expected Real Rate of Return
Domestic Equity	26.0%	6.60%	Fixed Income	22.0%	2.62%	34.0%	2.56%
International Equity	22.0%	6.80%	Domestic Equities	22.0%	4.60%	26.0%	4.60%
Alternatives	19.0%	7.38%	Real Estate	13.0%	5.27%	0.0%	0.00%
Fixed Income	22.0%	1.75%	Private Equity	15.0%	7.53%	25.0%	5.51%
Real Estate	10.0%	5.75%	International Equity	21.0%	5.51%	2.0%	4.37%
Liquidity Reserves	1.0%	1.00%	Risk Parity	2.0%	4.37%	6.0%	1.84%
			REITs	0.0%	0.00%	7.0%	4.70%
			Other Investments	5.0%	3.27%	0.0%	0.00%
Totals	<u>100.0%</u>			<u>100.0%</u>		<u>100.0%</u>	

YOUNGSTOWN STATE UNIVERSITY

NOTES TO FINANCIAL STATEMENTS (CONT.) FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

Sensitivity of the net pension liability to changes in the discount rate

The following presents the net pension liability of the University, calculated using the discount rate listed below, as well as what the University's net pension liability would be if it were calculated using a discount rate that is 1.00% lower or 1.00% higher than the current rate.

		2024 (\$ in thousands)			
Plan	1% Decrease	Current Discount Rate		1% Increase	
STRS Ohio	6.00% \$ 80,505	7.00%	\$ 52,351	8.00%	\$ 28,541
OPERS	5.90% 93,742	6.90%	59,057	7.90%	30,223
	<u>\$ 174,247</u>		<u>\$ 111,408</u>		<u>\$ 58,764</u>

		2023 (\$ in thousands)			
Plan	1% Decrease	Current Discount Rate		1% Increase	
STRS Ohio	6.00% \$ 87,873	7.00%	\$ 58,170	8.00%	\$ 33,050
OPERS	5.90% 104,663	6.90%	69,472	7.90%	40,211
	<u>\$ 192,536</u>		<u>\$ 127,642</u>		<u>\$ 73,261</u>

Sensitivity of the net OPEB liability/(asset) to changes in the discount rate

The following presents the net OPEB liability/(asset) of the University, calculated using the discount rate listed below, as well as what the University's net OPEB liability/(asset) would be if it were calculated using a discount rate that is 1.00% lower or 1.00% higher than the current rate:

		2024 (\$ in thousands)			
Plan	1% Decrease	Current Discount Rate		1% Increase	
STRS Ohio	6.00% \$ (4,002)	7.00%	\$ (4,728)	8.00%	\$ (5,361)
OPERS	4.70% 1,114	5.70%	(2,027)	6.70%	(4,628)
	<u>\$ (2,888)</u>		<u>\$ (6,755)</u>		<u>\$ (9,989)</u>

		2023 (\$ in thousands)			
Plan	1% Decrease	Current Discount Rate		1% Increase	
STRS Ohio	6.00% \$ (6,264)	7.00%	\$ (6,776)	8.00%	\$ (7,214)
OPERS	4.22% 4,988	5.22%	1,465	6.22%	(1,441)
	<u>\$ (1,276)</u>		<u>\$ (5,311)</u>		<u>\$ (8,655)</u>

YOUNGSTOWN STATE UNIVERSITY

NOTES TO FINANCIAL STATEMENTS (CONT.) FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

Sensitivity of the net OPEB liability/(asset) to changes in the health care cost trend rate

The following presents the net OPEB liability/(asset) of the University, calculated using the healthcare cost trend rate listed below, as well as what the University's net OPEB liability/(asset) would be if it were calculated using a health care cost trend rate that is 1.00% lower or 1.00% higher than the current rate:

Plan	1% Decrease	2024 (\$ in thousands)	
		Current Trend Rate	1% Increase
STRS Ohio	\$ (5,390)	\$ (4,728)	\$ (3,931)
OPERS	(2,111)	(2,027)	(1,931)
	<u>\$ (7,501)</u>	<u>\$ (6,755)</u>	<u>\$ (5,862)</u>

Plan	1% Decrease	2023 (\$ in thousands)	
		Current Trend Rate	1% Increase
STRS Ohio	\$ (7,028)	\$ (6,776)	\$ (6,457)
OPERS	1,374	1,465	1,569
	<u>\$ (5,654)</u>	<u>\$ (5,311)</u>	<u>\$ (4,888)</u>

Pension plan and OPEB plan fiduciary net position

Detailed information about the pension plan's fiduciary net position is available in the separately issued STRS Ohio and OPERS financial report.

Assumption changes

During the measurement periods ended June 30, 2023 and December 31, 2023, respectively, certain assumption changes were made by the plans. STRS Ohio healthcare trends were updated, which impacted the annual actuarial valuation for OPEB prepared as of June 30, 2023. The OPERS OPEB discount rate increased from 5.22% to 5.70%, which impacted the annual actuarial valuation for OPEB prepared as of December 31, 2023.

Benefit changes

There were no significant benefit terms changes for the pension or OPEB plan(s) since the prior two measurement dates for OPERS. Effective for 2024, STRS Ohio implemented a one-time 1% cost of living adjustment effective on the anniversary of a benefits recipient's retirement date for those eligible during fiscal year 2024 and a plan change to provide unreduced retirement benefits to those with 34 years of service, which extends through fiscal year 2028. Additionally, STRS Ohio OPEB changed the subsidy percentage and the base amount for all retiree Non-Medicare Eligible (NME) participants, from 2.2% per year in last year's valuation to 2.5% per year, capped at 75%, as well as the unfreezing of the NME subsidy, the removal of the 6% cap on the year over year subsidy increase for Medicare Eligible (ME) participants, the changes in deductible and office visits copays for Aetna's Medicare Advantage plan, and updates in the medical and PBM vendor contracts.

Changes since the measurement date

There were no significant changes since the measurement date.

YOUNGSTOWN STATE UNIVERSITY

NOTES TO FINANCIAL STATEMENTS (CONT.) FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

Payable to the Pension Plans and OPEB Plans

The University reported a payable of \$1,640,334 and \$1,495,060 for the outstanding amount of contributions to the STRS Ohio and OPERS pension plans and OPEB plans required for the years ended June 30, 2024 and June 30, 2023, respectively

Defined Contribution Pension Plan

The Alternative Retirement Plan (ARP) is a defined contribution pension plan, under IRS Section 401(a), and established by Ohio Amended Substitute House Bill 586 (ORC 3305.02) on March 31, 1998, for public institutions of higher education. The University's Board of Trustees adopted the University's plan on December 11, 1998. Full-time employees are eligible to choose a provider, in lieu of STRS Ohio or OPERS, from the list of nine providers currently approved by the Ohio Department of Insurance and who hold agreements with the University. Employee and employer contributions equal to those required by STRS Ohio and OPERS are required for the ARP, less any amounts required to be remitted to the state retirement system in which the employee would otherwise have been enrolled.

Eligible employees have 120 days from their date of hire to make an irrevocable election to participate in the ARP. Under this plan, employees who would have otherwise been required to be in STRS Ohio or OPERS, and who elect to participate in the ARP, must contribute the employee's share of retirement contributions to one of nine private providers approved by the Ohio Department of Insurance. The legislation mandates that the employer must contribute an amount to the state retirement system to which the employee would have otherwise belonged, based on an independent actuarial study commissioned by the Ohio Retirement Study Council and submitted to the Ohio Department Board of Regents. For STRS Ohio, that amount is 2.91% for the years ended June 30, 2024 and 2023. For OPERS, that amount is 2.24% for the years ended June 30, 2024 and 2023. If the employee was hired on or after August 2005, the employer contributes 6.00%. The employer also contributes what would have been the employer's contribution under STRS Ohio or OPERS, less the aforementioned percentages, to the private provider selected by the employee. The University plan provides these employees with immediate plan vesting. The ARP does not provide disability benefits, survivor benefits, or postretirement health care. Benefits are entirely dependent on the sum of contributions and investment returns earned by each participant's choice of investment options. STRS Ohio and OPERS also offer a defined contribution plan and a combined plan with features of both a defined contribution plan and a defined benefit plan. For the year ended June 30, 2024 and 2023, employee contributions totaled \$1,188,592 and \$1,298,085, and the University recognized pension expense of \$1,120,024 and \$1,208,594, respectively.

Note 14 – Contingencies and Risk Management

During fiscal year 2018, the University formed a 19-member Risk Council that established a Risk Management Program that provides a forum and process to strategically identify risks that are of utmost importance and develops coordinated and holistic mitigation plans that appropriately addresses those risks. The implementation of Enterprise Risk Management provides the framework to proactively and continuously manage risks in a manner consistent with the University's mission, goals, and culture.

YOUNGSTOWN STATE UNIVERSITY

NOTES TO FINANCIAL STATEMENTS (CONT.) FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

The University is a defendant in various lawsuits. It is the opinion of University management that disposition of pending litigation will not have a material adverse effect on the financial statements of the University. The University receives grants and contracts from certain federal, state, and local agencies to fund research and other activities. The costs, both direct and indirect, that have been charged to the grants or contracts are subject to examination and approval by the granting agency. It is the opinion of the University's administration that any disallowance or adjustment of such costs would not have a material effect on the financial statements.

The University is self-insured for all medical and drug employee health care benefits and fully insured for dental and vision employee health care benefits. The self-insured plan includes stop loss provisions.

Liabilities for estimates of outstanding claims and claims incurred but not reported under self-insurance programs have been recorded. Changes in the self-insured health care liabilities included in accrued health care benefits payable (also see Note 8) at June 30 were as follows:

	2024	2023	2022
Liability at beginning of fiscal year	\$ 1,605,140	\$ 1,653,862	\$ 1,786,667
Current year claims including changes in estimates	15,787,928	16,274,348	19,493,650
Claim payments	<u>(15,852,921)</u>	<u>(16,323,070)</u>	<u>(19,626,455)</u>
Liability at end of fiscal year	<u>\$ 1,540,147</u>	<u>\$ 1,605,140</u>	<u>\$ 1,653,862</u>

Health insurance claims are based upon estimates of the claims liabilities. Estimates are based upon past experience, medical inflation trends, and current claims outstanding, including year end lag analysis. Differences between the estimated claims payable and actual claims paid are reported in the Statements of Revenues, Expenses, and Changes in Net Position.

The University is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets; errors and omissions; injuries to employees; and natural disasters. The University has joined with other state-assisted universities in Ohio to form an insurance pool for the acquisition of commercial property and casualty insurance. The University pays annual premiums to the pool for its property and casualty insurance coverage based on its percentage of the total insurance value to the pool. Future contributions will be adjusted based upon each university's loss history. The University had no significant reductions in coverage from the prior year. Insurance settlements have not exceeded insurance coverage for each of the past three fiscal years.

The University participates in a State pool of agencies and universities that pays workers' compensation premiums into the State Insurance Fund on a pay-as-you-go basis (the Plan), which pays workers' compensation benefits to beneficiaries who have been injured on the job. Losses from asserted and unasserted claims for the participating state agencies and universities in the Plan are accrued by the Ohio Bureau of Workers' Compensation (the Bureau) based on estimates that incorporate the past experience, as well as other considerations including the nature of each claim or incident and relevant trend factors. Participants in the Plan annually fund the workers' compensation liability based on rates set by the Bureau to collect the cash needed in subsequent fiscal years to pay the workers' compensation claims of participating State agencies and universities.

YOUNGSTOWN STATE UNIVERSITY

NOTES TO FINANCIAL STATEMENTS (CONT.) FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

Note 15 – Component Unit

Youngstown State University Foundation is a legally separate nonprofit organization exempt from federal income tax and classified as a public charity. YSUF is devoted to the support, expansion, and development of educational programs at the University that are useful to the student and beneficial to the University community. Because these restricted resources held by the Foundation can only be used by, or for the benefit of the University, the Foundation is considered a component unit of the University.

YSUF is a nonprofit organization that reports under FASB standards. As such, certain revenue recognition criteria and presentation features are different from GASB revenue recognition criteria and presentation features. With the exception of necessary presentation adjustments, no modifications have been made to YSUF's financial information in the University's financial report for these differences.

The following tables present information about the Foundation's assets measured at fair value on a recurring basis at June 30, 2024 and 2023 and the valuation techniques used by the Foundation to determine those fair values:

	Assets Measured at Fair Value on a Recurring Basis at June 30, 2024			
	Quoted Prices in Active markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)	Balance at June 30, 2024
Investments				
Cash and cash equivalents	\$ 405,538	\$ -	\$ -	\$ 405,538
Common stock - U.S. stocks	104,377,148	-	-	104,377,148
Common stock - Non-U.S. stocks	8,714,864	-	-	8,714,864
Mutual funds:				
Exchange traded	63,421,502	-	-	63,421,502
Money market	14,435,037	-	-	14,435,037
Fixed income	13,120,040	34,017,069	-	47,137,109
Equity	46,876,799	-	-	46,876,799
Total mutual funds	137,853,378	34,017,069	-	171,870,447
Alternative investments:				
Private equity	-	-	38,633,650	38,633,650
Commodities hedge funds	-	-	1,240,850	1,240,850
Total alternative investments	-	-	39,874,500	39,874,500
Total	\$ 251,350,928	\$ 34,017,069	\$ 39,874,500	325,242,497
Investments measured at NAV -				
Hedge funds				10,029,185
Total assets				\$ 335,271,682

YOUNGSTOWN STATE UNIVERSITY

NOTES TO FINANCIAL STATEMENTS (CONT.) FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

	Assets Measured at Fair Value on a Recurring Basis at June 30, 2023			
	Quoted Prices in Active markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)	Balance at June 30, 2023
Investments				
Cash and cash equivalents	\$ 315,034	\$ -	\$ -	\$ 315,034
Common stock - U.S. stocks	81,537,072	-	-	81,537,072
Common stock - Non-U.S. stocks	5,344,850	-	-	5,344,850
Mutual funds:				
Exchange traded	44,247,340	-	-	44,247,340
Money market	7,067,792	-	-	7,067,792
Fixed income	12,821,624	33,565,773	-	46,387,397
Equity	41,149,708	-	-	41,149,708
Total mutual funds	105,286,464	33,565,773	-	138,852,237
Alternative investments:				
Private equity	-	-	37,202,821	37,202,821
Commodities hedge funds	-	-	1,215,761	1,215,761
Total alternative investments	-	-	38,418,582	38,418,582
Total	\$ 192,483,420	\$ 33,565,773	\$ 38,418,582	264,467,775
Investments measured at NAV -				
Hedge funds				46,276,128
Total assets				\$ 310,743,903

Net assets without donor restrictions at June 30, 2024 and 2023 consist of the following:

	2024	2023
Current operations	\$ 165,807,595	\$ 157,508,772
Amounts committed to the University to be disbursed	6,613,575	6,381,275
Total net assets without donor restrictions	\$ 172,421,170	\$ 163,890,047

YOUNGSTOWN STATE UNIVERSITY

NOTES TO FINANCIAL STATEMENTS (CONT.) FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

Net assets with donor restrictions as of June 30 are available for the following purposes:

	2024	2023
Subject to the Foundation's spending policy and appropriation -		
Investments in perpetuity (including original gift amount of \$130,644,910 and \$124,244,491, as of June 30, 2024 and 2023, respectively), which, once appropriated, is expendable to support various activities	\$ 158,319,894	\$ 142,926,332
Subject to appropriation and expenditures when a specified event occurs:		
Funds available to assist the University's Department of Philosophy and Religious Studies in the scholarly study of religion, history, and culture	1,770,441	1,504,576
Funds available to assist the University in land acquisitions	720,335	511,015
Land received in kind	255,804	64,656
Other	(533,078)	(381,140)
Subtotal	2,213,502	1,699,107
Subject to the passage of time - Pledges receivable for the benefit of the University for scholarships and other programs or endowments	13,872,222	13,581,040
Net assets with donor restrictions	<u>\$ 174,405,618</u>	<u>\$ 158,206,479</u>

Financial support from YSUF was \$10,902,150 for the fiscal year ended June 30 2024 and \$10,907,374 for the fiscal year ended June 30, 2023. Financial support from YSUF has been committed for fiscal year 2025 in the amount of \$11,485,975

Complete financial statements for the Youngstown State University Foundation can be requested from The Youngstown State University Foundation.

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REQUIRED SUPPLEMENTARY INFORMATION

Schedules of the University's Proportionate Share of the Net Pension Liability Plan Years Ended 2014 to 2023

Plan Year	University's proportion of the collective STRS Ohio and OPERS net pension liability (asset) as a percentage	University's proportion of the collective STRS Ohio and OPERS net pension liability (asset) amount	University's covered employee payroll	University's proportional share of the collective pension liability (amount) as a percentage of the University's covered employee payroll	Plan fiduciary net position as a percentage of the total pension liability
State Teachers Retirement System (STRS Ohio)					
2023	0.243099%	\$ 52,351,320	\$ 37,681,441	138.93%	80.00%
2022	0.261670%	\$ 58,169,556	\$ 38,239,538	152.12%	78.90%
2021	0.281650%	\$ 36,011,446	\$ 38,933,561	92.49%	87.80%
2020	0.314635%	\$ 76,130,559	\$ 42,404,403	179.53%	75.50%
2019	0.328794%	\$ 72,710,830	\$ 43,128,083	168.59%	77.40%
2018	0.325960%	\$ 71,671,389	\$ 41,735,926	171.73%	77.31%
2017	0.330156%	\$ 78,429,268	\$ 41,199,747	190.36%	75.30%
2016	0.348370%	\$ 116,609,806	\$ 41,521,217	280.84%	66.80%
2015	0.361214%	\$ 99,828,954	\$ 42,774,459	233.38%	72.10%
2014	0.384452%	\$ 93,512,061	\$ 44,313,510	211.02%	74.70%
Ohio Public Employees Retirement System (OPERS)					
2023	0.228356%	\$ 59,057,251	\$ 44,345,688	133.17%	79.39%
2022	0.237134%	\$ 69,471,970	\$ 42,517,459	163.40%	76.07%
2021	0.234737%	\$ 19,455,611	\$ 40,205,249	48.39%	93.01%
2020	0.223270%	\$ 32,376,291	\$ 38,248,636	84.65%	87.21%
2019	0.244668%	\$ 47,840,867	\$ 40,601,178	117.83%	82.44%
2018	0.258405%	\$ 70,477,168	\$ 41,119,217	171.40%	78.00%
2017	0.259492%	\$ 40,346,952	\$ 40,446,282	99.75%	79.00%
2016	0.259332%	\$ 58,744,558	\$ 39,595,195	148.36%	80.00%
2015	0.269315%	\$ 46,516,739	\$ 39,715,198	117.13%	80.00%
2014	0.284240%	\$ 34,173,082	\$ 40,769,505	83.82%	84.00%

The plan year ends on June 30 for STRS Ohio and December 31 for OPERS.

YOUNGSTOWN STATE UNIVERSITY

REQUIRED SUPPLEMENTARY INFORMATION (CONT.)

Schedules of the University's Pension Contributions

Fiscal Year	Statutorily required contribution	Contributions in relation to the actuarially determined contractually required contribution	Contribution deficiency (excess)	Covered employee payroll	Contributions as a percent of covered employee payroll
State Teachers Retirement System (STRS Ohio)					
2024	\$ 4,195,270	\$ 4,195,270	\$ -	\$ 33,903,821	12.37%
2023	\$ 4,595,362	\$ 4,595,362	\$ -	\$ 37,681,441	12.20%
2022	\$ 4,766,737	\$ 4,766,737	\$ -	\$ 38,239,538	12.47%
2021	\$ 4,865,815	\$ 4,865,815	\$ -	\$ 38,933,561	12.50%
2020	\$ 5,318,458	\$ 5,318,458	\$ -	\$ 42,404,403	12.54%
2019	\$ 5,404,211	\$ 5,404,211	\$ -	\$ 43,128,053	12.53%
2018	\$ 5,195,369	\$ 5,195,369	\$ -	\$ 41,735,926	12.45%
2017	\$ 5,107,383	\$ 5,107,383	\$ -	\$ 41,199,747	12.40%
2016	\$ 5,153,427	\$ 5,153,427	\$ -	\$ 41,521,217	12.41%
2015	\$ 5,318,436	\$ 5,315,436	\$ -	\$ 42,774,459	12.43%
Ohio Public Employees Retirement System (OPERS)					
2024	\$ 5,808,068	\$ 5,808,068	\$ -	\$ 45,094,198	12.88%
2023	\$ 5,557,191	\$ 5,557,191	\$ -	\$ 43,340,039	12.82%
2022	\$ 5,391,644	\$ 5,391,644	\$ -	\$ 41,781,130	12.90%
2021	\$ 4,816,380	\$ 4,816,380	\$ -	\$ 37,506,171	12.84%
2020	\$ 5,171,188	\$ 5,171,188	\$ -	\$ 40,296,691	12.83%
2019	\$ 5,189,816	\$ 5,189,816	\$ -	\$ 40,481,204	12.82%
2018	\$ 5,104,871	\$ 5,104,871	\$ -	\$ 41,095,514	12.42%
2017	\$ 5,043,147	\$ 5,043,147	\$ -	\$ 39,901,665	12.64%
2016	\$ 4,994,138	\$ 4,994,138	\$ -	\$ 39,458,926	12.66%
2015	\$ 5,095,976	\$ 5,095,976	\$ -	\$ 40,264,007	12.66%

Changes of benefit terms STRS Ohio – Effective for 2024, STRS Ohio implemented a one-time 1% cost of living adjustment effective on the anniversary of a benefits recipient's retirement date for those eligible during fiscal year 2024 and a plan change to provide unreduced retirement benefits to those with 34 years of service, which extends through fiscal year 2028.

Effective for 2023, STRS Ohio implemented a one-time 3% cost of living adjustment effective on the anniversary of a benefits recipient's retirement date for those eligible during fiscal year 2023 and eliminated the age 60 requirement (effective August 1, 2026).

There were no changes to benefit terms affecting the OPERS plans.

Changes of assumptions

STRS Ohio – During the plan year ended June 30, 2023, there were no changes to key assumptions for STRS Ohio.

YOUNGSTOWN STATE UNIVERSITY

REQUIRED SUPPLEMENTARY INFORMATION (CONT.)

During the plan year ended June 30, 2022, there were changes to several assumptions for STRS Ohio based on an updated experience study for the five-year period ended June 30, 2021. The projected salary increase range changed from 2.5% -12.5% to 2.5% -8.5%. The mortality tables used changed from RP-2014 to PUB-2010.

During the plan year ended June 30, 2021, the investment rate of return decreased from 7.45% to 7.00%.

During the plan year ended June 30, 2017, there were changes to several assumptions for STRS Ohio. The cost-of-living adjustment dropped from 2.00% to 0.00%. The wage inflation dropped from 2.75% to 2.50%. The investment rate of return decreased from 7.75% to 7.45%. The mortality tables used changed from RP-2000 to RP-2014.

OPERS – During the plan years ended December 31, 2023 and 2022, there were no changes to key assumptions.

During the plan year ended December 31, 2021, there were changes to several assumptions for OPERS. The discount rate was reduced from 7.50% to 6.90%. The wage inflation dropped from 3.25% to 2.75%. The projected salary increase range changed from 3.25%-10.75% to 2.75%-10.75%. The experience study changed from the 5 year period ended December 31, 2015 to the 5 year period ended December 31, 2020. The mortality tables used changed from RP2014 to PUB-2010.

During the plan year ended December 31, 2018, the discount rate was reduced from 7.50% to 7.20%.

During the plan year ended December 31, 2016, there were changes to several assumptions for OPERS. The wage inflation dropped from 3.75% to 3.25%. The projected salary increase range changed from 4.25%-10.05% to 3.25%-10.75%. The mortality tables used changed from RP-2000 to RP-2014.

YOUNGSTOWN STATE UNIVERSITY

REQUIRED SUPPLEMENTARY INFORMATION (CONT.)

Schedules of the University's Proportionate Share of the Net OPEB Liability (Asset) Plan Years Ended 2017 to 2023

Plan Year	University's proportion of the collective STRS Ohio and OPERS net OPEB liability/(asset) as a percentage	University's proportion of the collective STRS Ohio and OPERS net OPEB liability/(asset) amount	University's covered payroll	University's proportionate share of the collective OPEB liability/(asset) amount as a percentage of the University's covered payroll	Plan fiduciary net position as a percentage of the total OPEB liability/(asset)
State Teachers Retirement System (STRS Ohio)					
2023	0.243102%	\$ (4,728,000)	\$ 37,681,441	12.55%	168.50%
2022	0.261689%	\$ (6,776,000)	\$ 38,239,538	17.72%	230.70%
2021	0.281650%	\$ (5,938,000)	\$ 38,933,561	15.25%	174.70%
2020	0.314652%	\$ (5,530,000)	\$ 42,404,403	13.04%	182.10%
2019	0.327941%	\$ (5,446,000)	\$ 43,128,083	12.63%	174.70%
2018	0.325960%	\$ (5,237,852)	\$ 41,735,926	12.55%	176.00%
2017	0.330156%	\$ 12,881,469	\$ 41,199,747	31.27%	47.10%
Ohio Public Employees Retirement System (OPERS)					
2023	0.224563%	\$ (2,026,735)	\$ 44,345,688	4.57%	107.76%
2022	0.232424%	\$ 1,465,478	\$ 42,517,459	3.45%	94.79%
2021	0.232723%	\$ (7,289,241)	\$ 40,205,249	18.13%	128.23%
2020	0.222075%	\$ (3,956,443)	\$ 38,248,636	10.34%	115.57%
2019	0.242319%	\$ 33,470,549	\$ 40,601,178	82.44%	47.80%
2018	0.256109%	\$ 33,390,568	\$ 41,119,217	81.20%	46.33%
2017	0.255940%	\$ 27,793,199	\$ 40,446,282	68.72%	54.14%

The plan year ends on June 30 for STRS Ohio and December 31 for OPERS.

YOUNGSTOWN STATE UNIVERSITY

REQUIRED SUPPLEMENTARY INFORMATION (CONT.)

Schedules of the University's OPEB Contributions

Fiscal Year	Statutorily required contribution	Contributions in relation to the actuarially determined contractually required contribution	Contribution deficiency (excess)	Covered payroll	Contributions as a percentage of covered payroll
State Teachers Retirement System (STRS Ohio)					
2024	\$ -	\$ -	\$ -	\$ 33,903,821	0.00%
2023	\$ -	\$ -	\$ -	\$ 37,681,441	0.00%
2022	\$ -	\$ -	\$ -	\$ 38,239,538	0.00%
2021	\$ -	\$ -	\$ -	\$ 38,933,561	0.00%
2020	\$ -	\$ -	\$ -	\$ 42,404,403	0.00%
2019	\$ -	\$ -	\$ -	\$ 43,128,053	0.00%
2018	\$ -	\$ -	\$ -	\$ 41,735,926	0.00%
Ohio Public Employees Retirement System (OPERS)					
2023	\$ -	\$ -	\$ -	\$ 45,094,198	0.00%
2023	\$ -	\$ -	\$ -	\$ 43,340,039	0.00%
2022	\$ -	\$ -	\$ -	\$ 41,781,130	0.00%
2021	\$ -	\$ -	\$ -	\$ 37,506,171	0.00%
2020	\$ -	\$ -	\$ -	\$ 40,296,691	0.00%
2019	\$ -	\$ -	\$ -	\$ 40,481,204	0.00%
2018	\$ 190,221	\$ 190,221	\$ -	\$ 41,095,514	0.46%

Changes of benefit terms

STRS Ohio – During the plan year ended June 30, 2023, the subsidy percentage and the base amount for all retiree Non-Medicare Eligible (NME) participants, from 2.2% per year in last year's valuation to 2.5% per year, capped at 75%, as well as the unfreezing of the NME subsidy, the removal of the 6% cap on the year over year subsidy increase for Medicare Eligible (ME) participants, the changes in deductible and office visits copays for Aetna's Medicare Advantage plan, and updates in the medical and PBM vendor contracts.

There were no significant changes in benefit terms affecting the OPERS plan.

Changes of assumptions

STRS Ohio – During the plan year ended June 30, 2023, there were changes in the healthcare and trend assumptions based on emerging claims and recoveries experience as well as benefit changes effective January 1, 2024 for STRS Ohio.

YOUNGSTOWN STATE UNIVERSITY

REQUIRED SUPPLEMENTARY INFORMATION (CONT.)

During the plan year ended June 30, 2022, there were changes to several assumptions for STRS Ohio based on an updated experience study for the five-year period ended June 30, 2021. The projected salary increase range changed from 2.5%-12.5% to 2.5%-8.5%. The mortality tables used changed from RP-2014 to PUB-2010.

During the plan year ended June 30, 2021, the investment rate of return decreased from 7.45% to 7.00%. The health care cost trend rates also decreased from 4.93% to 9.62% initial and 4.00% ultimate for plan year ended June 30, 2020, to 16.20% percent to 30.00% initial and 4.00% ultimate for plan year ended June 30, 2021.

During the plan year ended June 30, 2018, there were changes to several assumptions for STRS Ohio. The health care cost trend rates decreased from 6.00% to 11.00% initial and 4.50% ultimate for plan year ended June 30, 2017, to (5.23%) to 9.62% initial and 4.00% ultimate for plan year ended June 30, 2018. The discount rate increased from a blended rate between the long-term expected rate of return and a 20-year municipal bond rate of 4.13 % to the investment rate of return of 7.45% based on the cash flow analysis.

OPERS – During the plan year ended December 31, 2023, the health care cost trend rate changed to 5.50% initial, 3.50% ultimate in 2038 from 5.50% initial, 3.50% ultimate in 2036 in 2022. In addition, the discount rate was increased from 5.22% to 5.70% and the municipal bond rate was decreased from 4.05% to 3.77%.

During the plan year ended December 31, 2022, the health care cost trend rate changed to 5.50% initial, 3.50% ultimate in 2036 from 5.50% initial, 3.50% ultimate in 2034 in 2021. In addition, the discount rate was reduced from 6.00% to 5.22%.

During the year ended December 31, 2021, there were changes to several assumptions for OPERS. The experience study changed from the 5-year period ended December 31, 2015 to the 5-year period ended December 31, 2020. The municipal bond rate decreased from 2.00% to 1.84%. Wage inflation decreased 3.25% to 2.75%. The projected salary increase range changed from 3.25%-10.75% to 2.75%-10.75%. Health care cost trend rate decreased from 8.50% initial, 3.50% ultimate in 2035 to 5.50% initial, 3.50% ultimate in 2034.

During the plan year ended December 31, 2020, there were changes to several assumptions for OPERS. The health care cost trend rates decreased from 10.50% initial and 3.50% ultimate to 8.50% initial and 3.50% ultimate. The discount rate was increased from 3.16% to 6.00%.

During the plan year ended December 31, 2019, there were changes to several assumptions for OPERS. The health care cost trend rates decreased from 10.00% initial and 3.25% ultimate to 10.50% initial and 3.50% ultimate. The discount rate was reduced from 3.96% to 3.16%.

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Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with *Government Auditing Standards*

Independent Auditor's Report

To Management and the Board of Trustees
 Youngstown State University

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the business-type activities and the discretely presented component unit of Youngstown State University (the "University"), a component unit of the State of Ohio, as of and for the year ended June 30, 2024 and the related notes to the financial statements, which collectively comprise the University's basic financial statements, and have issued our report thereon dated October 11, 2024.

Report on Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered the University's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the University's internal control. Accordingly, we do not express an opinion on the effectiveness of the University's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the University's financial statements will not be prevented, or detected and corrected, on a timely basis. A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that were not identified.

Report on Compliance and Other Matters

As part of obtaining reasonable assurance about whether the University's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and, accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

To Management and the Board of Trustees
Youngstown State University

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the University's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the University's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Plante & Moran, PLLC

October 11, 2024

Report on Compliance for Each Major Federal Program and Report on Internal Control Over Compliance Required
 by the Uniform Guidance

Independent Auditor's Report

To the Board of Trustees
 Youngstown State University

Report on Compliance for Each Major Federal Program

Opinion on Each Major Federal Program

We have audited Youngstown State University's (the "University") compliance with the types of compliance requirements identified as subject to audit in the U.S. Office of Management and Budget (OMB) *Compliance Supplement* that could have a direct and material effect on the University's major federal program for the year ended June 30, 2024. The University's major federal program is identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

In our opinion, the University complied, in all material respects, with the compliance requirements referred to above that could have a direct and material effect on the major federal program for the year ended June 30, 2024.

Basis for Opinion on Each Major Federal Program

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America (GAAS); the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (the "Uniform Guidance"). Our responsibilities under those standards and the Uniform Guidance are further described in the *Auditor's Responsibilities for the Audit of Compliance* section of our report.

We are required to be independent of the University and to meet our other ethical responsibilities in accordance with relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on compliance for each major federal program. Our audit does not provide a legal determination of the University's compliance with the compliance requirements referred to above.

Responsibilities of Management for Compliance

Management is responsible for compliance with the requirements referred to above and for the design, implementation, and maintenance of effective internal control over compliance with the requirements of laws, statutes, regulations, rules, and provisions of contracts or grant agreements applicable to the University's federal program.

Auditor's Responsibilities for the Audit of Compliance

Our objectives are to obtain reasonable assurance about whether material noncompliance with the compliance requirements referred to above occurred, whether due to fraud or error, and express an opinion on the University's compliance based on our audit. Reasonable assurance is a high level of assurance but is not absolute assurance and, therefore, is not a guarantee that an audit conducted in accordance with GAAS, *Government Auditing Standards*, and the Uniform Guidance will always detect material noncompliance when it exists. The risk of not detecting material noncompliance resulting from fraud is higher than for that resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Noncompliance with the compliance requirements referred to above is considered material if there is a substantial likelihood that, individually or in the aggregate, it would influence the judgment made by a reasonable user of the report on compliance about the University's compliance with the requirements of each major federal program as a whole.

In performing an audit in accordance with GAAS, *Government Auditing Standards*, and the Uniform Guidance, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material noncompliance, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the University's compliance with the compliance requirements referred to above and performing such other procedures as we considered necessary in the circumstances.
- Obtain an understanding of the University's internal control over compliance relevant to the audit in order to design audit procedures that are appropriate in the circumstances and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of the University's internal control over compliance. Accordingly, no such opinion is expressed.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and any significant deficiencies and material weaknesses in internal control over compliance that we identified during the audit.

Report on Internal Control Over Compliance

Our consideration of internal control over compliance was for the limited purpose described in the *Auditor's Responsibilities for the Audit of Compliance* section above and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies in internal control over compliance, and, therefore, material weaknesses or significant deficiencies may exist that were not identified. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses. However, as discussed below, we did identify a deficiency in internal control over compliance that we consider to be a significant deficiency.

A deficiency in internal control over compliance exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. A material weakness in internal control over compliance is a deficiency, or a combination of deficiencies, in internal control over compliance such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. A significant deficiency in internal control over compliance is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance. We consider the deficiency in internal control over compliance described in the accompanying schedule of findings and questioned costs as Finding 2024-001 to be a significant deficiency.

Our audit was not designed for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, no such opinion is expressed.

To the Board of Trustees
Youngstown State University

Government Auditing Standards requires the auditor to perform limited procedures on the University's response to the internal control over compliance finding identified in our audit and described in the accompanying schedule of findings and questioned costs. The University's response was not subjected to the other auditing procedures applied in the audit of compliance, and, accordingly, we express no opinion on it.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

Plante & Moreau, PLLC

October 11, 2024

Schedule of Expenditures of Federal Awards

Year Ended June 30, 2024

	Assistance		Total Amount	
Federal Agency/Pass-through Agency/Program Title	Listing	Pass-through Entity	Provided to	
	Number	Identifying Number	Subrecipients	Federal Expenditures
Clusters:				
Student Financial Assistance Cluster				
U.S. Department of Education - Direct Programs:				
Federal Supplemental Educational Opportunity Grants	84.007	Not Applicable	-	399,557
Federal Work Study Program	84.033	Not Applicable	-	566,087
Federal Pell Grant Program	84.063	Not Applicable	-	15,565,066
Federal Direct Student Loans	84.268	Not Applicable	-	45,365,051
Total Student Financial Assistance Cluster			-	61,895,761
Research and Development Cluster				
U.S. Department of Commerce - Pass-through Program:				
National Oceanic & Atmospheric Administration - The Ohio State University - Sea Grant Support	11.417	SPC-1000006439 GR126917	-	32,990
Total U.S. Department of Commerce			-	32,990
U.S. Department of Defense - Pass-through Programs:				
Army Research Institute - Case Western Reserve University Basic Scientific Research	12.431	RES600317	-	55,924
National Center for Defense Manufacturing and Machining (NCDMM) - Air Force Defense Research Sciences Program	12.800	Not Available	-	271,455
National Center for Defense Manufacturing and Machining (NCDMM) - Air Force Defense Research Sciences Program	12.800	Not Available	-	565,347
Air Force Research Lab - Wright State University Research and Technology Development	12.910	671100-1	11,390	277,028
Total U.S. Department of Defense			11,390	1,169,754
U.S. Department of Justice - Direct Program:				
National Institute of Justice Research, Evaluation, and Development Project Grants	16.560	Not Applicable	-	34,098
Total U.S. Department of Justice			-	34,098
National Aeronautics and Space Administration - Direct Program:				
Space Technology	43.012	Not Applicable	-	242,715
National Aeronautics and Space Administration - Pass-through Program:				
Ohio Space Grant Consortium - Science	43.001	Not Available	-	176
Total National Aeronautics and Space Administration			-	242,891
National Science Foundation - Direct Programs:				
Engineering	47.041	Not Applicable	-	52,654
Mathematical and Physical Sciences	47.049	Not Applicable	-	200,810
Education and Human Resources	47.076	Not Applicable	32,483	381,659
National Science Foundation - Pass-through Program:				
Florida Polytechnic University - Mathematical and Physical Sciences	47.049	GR-24NSF1-SB	-	21,234
Total National Science Foundation			32,483	656,357
U.S. Department of Energy - Direct Program:				
Office of Science Financial Assistance Program	81.049	Not applicable	-	80,284
Total U.S. Department of Energy			-	80,284

Schedule of Expenditures of Federal Awards (Continued)

Year Ended June 30, 2024

Federal Agency/Pass-through Agency/Program Title	Assistance Listing Number	Pass-through Entity Identifying Number	Total Amount Provided to Subrecipients	Federal Expenditures
Clusters (continued):				
Research and Development Cluster (Continued)				
U.S. Department of Education - Pass-through Programs:				
Ohio Department of Education - The University of Cincinnati - Special Education Grants to States	84.027	015291-00002	-	24,630
The University of Cincinnati - State Technical Assistance Projects to Improve Services and Results for Children who are Deaf-Blind and National Technical Assistance and Dissemination Center for Children who are Deaf-Blind	84.326T	011841-00008	-	5,628
Total U.S. Department of Education			-	30,258
U.S. Department of Health and Human Services - Direct Program:				
Nurse Anesthetist Traineeships	93.124	Not Applicable	-	49,040
U.S. Department of Health and Human Services - Pass-through Programs:				
COVID-19 - Centers for Disease Control and Prevention - Ohio Department of Health - Epidemiology and Laboratory Capacity for Infectious Diseases (ELC)	93.323	Contract # 51391	-	2,696
COVID-19 - Centers for Disease Control and Prevention - Ohio Department of Health - Epidemiology and Laboratory Capacity for Infectious Diseases (ELC)	93.323	Contract # 52975	-	175,311
University of Pittsburgh - Aging Research	93.866	AWD00003998 (136085-1)	-	17,082
Total U.S. Department of Health and Human Services			-	244,129
Total Research and Development Cluster			43,873	2,490,761
CCDF Cluster				
U.S. Department of Health and Human Services - Pass-through Programs:				
State of Ohio Department of Jobs and Family Services - Ohio Child Care Resource & Referral Association (OCCRRA) - Child Care and Development Block Grant	93.575	105475	-	100,800
Total CCDF Cluster			-	100,800
Total Clusters			43,873	64,487,322
Other Federal Awards:				
U.S. Department of Commerce - Pass-through Program:				
University Corp for Atmospheric Research - NOAA Mission-Related Education Awards	11.008	Not Available	-	4,275
Total U.S. Department of Commerce			-	4,275
U.S. Department of Defense - Pass-through Programs:				
State of Ohio, Department of Development - Procurement Technical Assistance for Business Firms	12.002	APXG20230527	-	121,177
State of Ohio, Department of Development - Procurement Technical Assistance for Business Firms	12.002	APXG20240527	-	35,569
Total U.S. Department of Defense			-	156,746
U.S. Department of Labor - Pass-through Program:				
Ohio Department of Job and Family Services - WIOA National Dislocated Worker Grants/WIA National Emergency Grants	17.277	G-2425-15-0157	143,479	374,928
Total U.S. Department of Labor			143,479	374,928
U.S. Department of State - Direct Program:				
Public Diplomacy Programs	19.040	Not Applicable	-	32,122
Total U.S. Department of State			-	32,122

Schedule of Expenditures of Federal Awards (Continued)

Year Ended June 30, 2024

Federal Agency/Pass-through Agency/Program Title	Assistance Listing Number	Pass-through Entity Identifying Number	Total Amount Provided to Subrecipients	Federal Expenditures
Other Federal Awards (Continued):				
U.S. Department of Treasury - Pass-through Program: Mahoning County Board of Commissioners - Coronavirus State and Local Fiscal Recovery Funds	21.027	Not Available	-	51,116
Total U.S. Department of Treasury			-	51,116
Appalachian Regional Commission - Direct Program: Appalachian Area Development	23.002	Not Applicable	-	257,463
Total Appalachian Regional Commission			-	257,463
National Aeronautics and Space Administration - Direct Program: Science	43.001	Not Applicable	-	18,000
Total National Aeronautics and Space Administration			-	18,000
National Endowment for the Humanities - Pass through Program: Ohio Humanities Council - Promotion of the Humanities Federal/State Partnership	45.129	QU22-089	-	3,305
Total National Endowment for the Humanities			-	3,305
Small Business Administration - Pass-through Programs: State of Ohio, Department of Development - Small Business Development Centers	59.037	OSBG-23-326	-	137,861
State of Ohio, Department of Development - Small Business Development Centers	59.037	OSBG-24-326	-	133,013
Total Small Business Administration			-	270,874
U.S. Department of Education - Direct Program: Gaining Early Awareness and Readiness for Undergraduate Programs	84.334	Not Applicable	-	6,900
U.S. Department of Education - Education Stabilization Fund - Pass-through Programs: Ohio Department of Education - COVID-19 - Elementary and Secondary School Emergency Relief Fund (ESSER I and II)	84.425D	1899	-	91,687
Ohio Department of Education/Ohio Department of Higher Education - American Rescue Plan-Elementary and Secondary School Relief Fund (ARP-ESSER)	84.425U	Not Available	-	202,489
Ohio Department of Education - Office of Graduate Success - American Rescue Plan-Elementary and Secondary School Relief Fund (ARP-ESSER)	84.425U	Not Available	-	73,309
Ohio Department of Developmental Disabilities - American Rescue Plan-Elementary and Secondary School Relief Fund (ARP-ESSER)	84.425U	Not Available	-	270,362
Total Education Stabilization Fund			-	637,847
U.S. Department of Education - Pass-through Programs: State of Ohio Department of Education - Twenty-First Century Community Learning Centers	84.287	17307	-	176
State of Ohio Department of Education - Twenty-First Century Community Learning Centers	84.287	19472	-	196
State of Ohio Department of Education - Twenty-First Century Community Learning Centers	84.287	19471	-	139
State of Ohio Department of Education - Twenty-First Century Community Learning Centers	84.287	17307-3	-	156,520
State of Ohio Department of Education - Twenty-First Century Community Learning Centers	84.287	19472	-	174,210
State of Ohio Department of Education - Twenty-First Century Community Learning Centers	84.287	19471	-	179,189
Total State of Ohio Department of Education - Twenty-First Century Community Learning Centers			-	510,430
Total U.S. Department of Education			-	1,155,177

Schedule of Expenditures of Federal Awards (Continued)

Year Ended June 30, 2024

Federal Agency/Pass-through Agency/Program Title	Assistance Listing Number	Pass-through Entity Identifying Number	Total Amount Provided to Subrecipients	Federal Expenditures
Other Federal Awards (Continued):				
U.S. Department of Health and Human Services - Direct Program: Centers for Disease Control and Prevention - Racial and Ethnic Approaches to Community Health	93.304	Not Applicable	-	75,541
U.S. Department of Health and Human Services - Pass-through Programs:				
State of Ohio Department of Jobs and Family Services - Stephanie Tubbs Jones Child Welfare Services Program	93.645	G-2223-06-0083	-	11,492
State of Ohio Department of Jobs and Family Services - Foster Care - Title-IV-E	93.658	G-2223-06-0083	-	67,044
State of Ohio Department of Jobs and Family Services - Social Services Block Grant	93.667	G-2223-06-0083	-	31,535
Total U.S. Department of Health and Human Services			-	185,612
U.S. Department of Homeland Security - Pass-through Program: United States Coast Guard - Ohio Department of Natural Resources - Boating Safety Financial Assistance	97.012	2022-0441	-	5,448
Total U.S. Department of Homeland Security			-	5,448
Total Other Federal Awards			143,479	2,515,066
Total Federal Awards			\$ 187,352	\$ 67,002,388

Notes to Schedule of Expenditures of Federal Awards

Year Ended June 30, 2024

Note 1 - Basis of Presentation

The accompanying schedule of expenditures of federal awards (the "Schedule") includes the federal grant activity of Youngstown State University (the "University") under programs of the federal government for the year ended June 30, 2024. The information in the Schedule is presented in accordance with the requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (the "Uniform Guidance"). Because the Schedule presents only a selected portion of the operations of the University, it is not intended to and does not present the financial position, changes in net position, or cash flows of the University.

Note 2 - Summary of Significant Accounting Policies

Expenditures reported in the Schedule are reported on the accrual basis of accounting. Such expenditures are recognized following the cost principles contained in Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, wherein certain types of expenditures are not allowable or are limited as to reimbursement. Negative amounts shown on the Schedule represent adjustments or credits made in the normal course of business to amounts reported as expenditures in prior years. The pass-through entity identifying numbers are presented where available.

The University has elected not to use the 10 percent *de minimis* indirect cost rate to recover indirect costs, as allowed under the Uniform Guidance, and instead uses indirect cost rates ranging from 8 percent to 26.3 percent per the respective grant agreements or current federally negotiated indirect cost rate.

Note 3 - Loans Balances

Federal Direct Loan Program

The University participates in the Federal Direct Student Loan Program (84.268). The University originates, but does not provide funding for, federal direct loans (FDL). The amount presented on the schedule of expenditures of federal awards represents the value of new FDL processed by the University for the year ended June 30, 2024.

Schedule of Findings and Questioned Costs

Year Ended June 30, 2024

Section I - Summary of Auditor's Results

Financial Statements

Type of auditor's report issued:

Unmodified

Internal control over financial reporting:

- Material weakness(es) identified? _____ Yes X No
- Significant deficiency(ies) identified that are not considered to be material weaknesses? _____ Yes X None reported
- Noncompliance material to financial statements noted? _____ Yes X None reported

Federal Awards

Internal control over major programs:

- Material weakness(es) identified? _____ Yes X No
- Significant deficiency(ies) identified that are not considered to be material weaknesses? X Yes _____ None reported
- Any audit findings disclosed that are required to be reported in accordance with Section 2 CFR 200.516(a)? X Yes _____ No

Identification of major programs:

Assistance Listing Number	Name of Federal Program or Cluster	Opinion
Various	Student Financial Assistance Cluster	Unmodified

Dollar threshold used to distinguish between type A and type B programs:

\$750,000

Auditee qualified as low-risk auditee?

 X Yes _____ No

Section II - Financial Statement Audit Findings

None

Schedule of Findings and Questioned Costs (Continued)

Year Ended June 30, 2024

Section III - Federal Program Audit Findings

Reference Number	Finding	Questioned Costs
2024-001	Assistance Listing Number, Federal Agency, and Program Name - 84.063, 84.268, U.S. Department of Education, Student Financial Assistance Cluster - Federal Pell Grant Program, Federal Direct Student Loans Federal Award Identification Number and Year - 84.063 - P063P192025, P063P202025, P063P212025, P063P222025, P063P232025 - 84.268 - P268K222025, P268K232025, P268K242025 Pass-through Entity - None Finding Type - Significant deficiency Repeat Finding - No Criteria - For the Federal Pell Grant Program, 34 CFR Section 690.83(b)(2) requires an institution to submit in accordance with deadline dates established by the secretary, through publication in the Federal Register, other reports and information the secretary requires and shall comply with the procedures the secretary finds necessary to ensure that the reports are correct. For the Federal Direct Student Loans, 34 CFR Section 685.309(b) requires changes in student status to be reported to the NSLDS within 30 days of the change or included in a Student Status Confirmation Report (SSCR) sent to the NSLDS within 60 days of the status change. Condition - During our testing of Pell or Direct Loan borrowers that had a change in enrollment reporting status, enrollment status in NSLDS was not accurately reported for certain students tested. Questioned Costs - There were no questioned costs identified. Identification of How Questioned Costs Were Computed - There were no questioned costs identified. Context - During our testing of Pell or Direct Loan borrowers that had a change in enrollment reporting status at the University, we noted 2 out of 40 students whose enrollment status was not updated in NSLDS, including Program-Level Record and Campus-Level Record. Cause and Effect - The University did not have adequate procedures in place to ensure all required campus-level and program-level data was being reported to NSLDS via NSC. For these students, NSLDS did not reflect accurate enrollment status. Recommendation - We recommend the University implement controls to ensure that all campus-level detail and program-level detail are being appropriately reported through NSC to NSLDS to ensure enrollment status changes are reported to NSLDS via NSC.	None

Schedule of Findings and Questioned Costs (Continued)

Year Ended June 30, 2024

Section III - Federal Program Audit Findings (Continued)

Reference Number	Finding	Questioned Costs
2024-001 (Continued)	Views of Responsible Officials and Corrective Action Plan - The University Registrar and Financial Aid Director investigated the issue and developed additional procedures. The University Registrar will continue to cross-check 15 currently enrolled students with the NSC monthly enrollment data submission. The Financial Aid Director will supply the University Registrar with an additional 15 currently enrolled students with financial aid to cross-check with the NSC monthly enrollment data submissions. The Financial Aid Director will cross-check both sample lists with NSLDS enrollment data for accuracy.	



State of Ohio Senate Bill 6 Financial Ratio Analysis - Youngstown State University, FY 2024

Senate Bill 6 Ratios

Enacted in 1997, Senate Bill 6 provides a framework for state policymakers to annually evaluate the financial health of Ohio's public colleges and universities. S.B. 6 is codified in state law:

- *Ohio Revised Code §3345.72
- *Ohio Administrative Code §126:3-1-01.

S.B. 6 requires the Ohio Department of Higher Education to employ a scoring system using each state university's audited financial statements as the basis for three key performance ratios, calculated as follows:

***Net income ratio:** change in total net assets ÷ total revenues. = 20% of composite score

***Viability ratio:** expendable net assets ÷ plant debt. = 30% of composite score

***Primary reserve ratio:** expendable net assets ÷ total operating expenses + interest on debt. = 50% of composite score

****All calculations exclude the impact of GASB 68/75****

YSU's S.B. 6 ratio calculations - FY 2024

Net Income Ratio:						Score	Weight	Weighted Score
0	1	2	3	4	5			
<-.049	-.05 to 0	0 to .009	.01 to .029	.03 to .049	=>.05	3	20%	0.60

Calculation detail: \$4,698,118/ \$203,643,549 = 0.023

Viability Ratio:						Score	Weight	Weighted Score
0	1	2	3	4	5			
<0	0 to .29	.30 to .59	.60 to .99	1.0 to 2.50	>2.50	4	30%	1.20

Calculation detail: \$77,477,116/ \$66,451,449 = 1.166

Primary Reserve Ratio:						Score	Weight	Weighted Score
0	1	2	3	4	5			
<-.10	-.10 to .049	.05 to .099	.10 to .249	.25 to .49	=>.50	4	50%	2.00

Calculation detail: \$77,477,116 / \$198,945,431 = 0.389

YSU Composite Score = sum total of weighted ratio scores above: **3.80**

What the ratios mean:

***Net income ratio:** compares expenses and revenues to determine if a campus is operating within its resources.

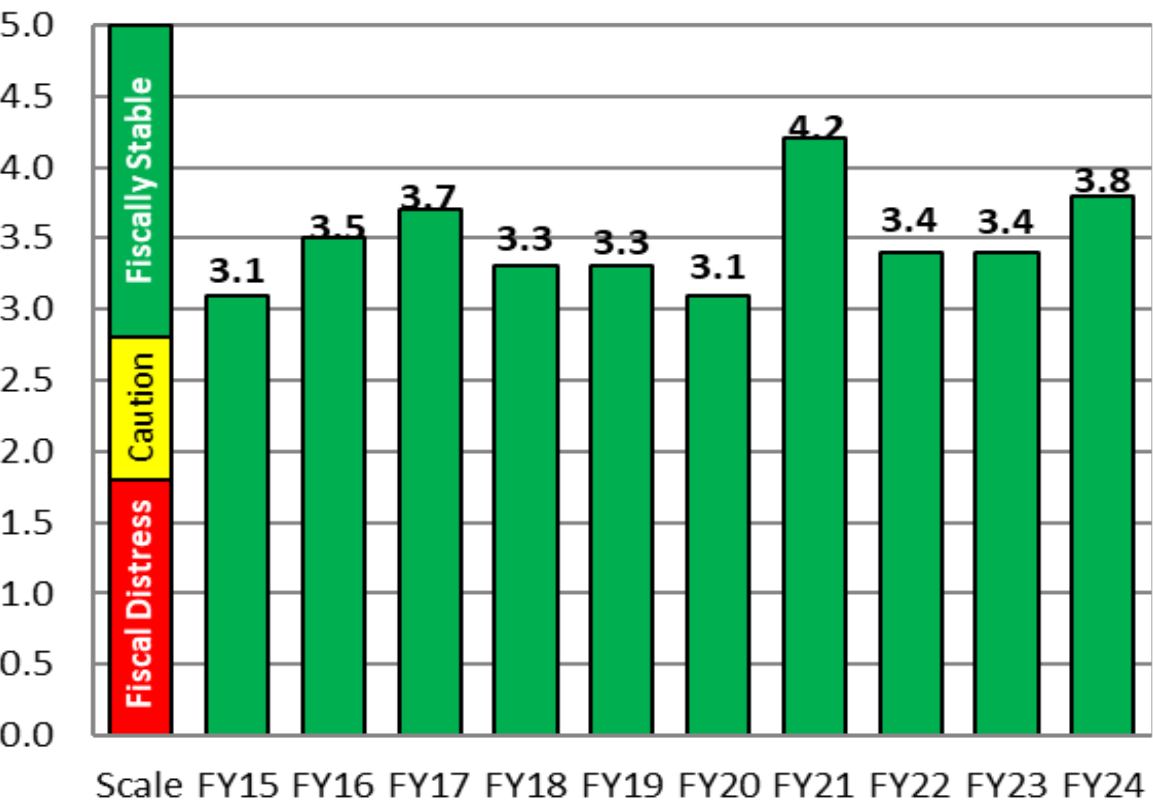
***Viability ratio:** measures a campus's ability to manage long-term debt obligations.

***Primary reserve ratio:** measures a campus's ability to use reserves in the absence of future revenue.

Key metric: **Composite Score**, the sum of weighted scores for the net income, viability and primary reserve ratios.
5.0 is the highest-best score possible.

Historical Data

YSU's S.B. 6 composite scores have fluctuated over the last 10 years but have remained stable since inception.



Institutional Comparison

The FY 2024 (preliminary) and FY 2023 composite scores for Ohio's state universities are shown below:



*At the time this report was prepared, FY 2024 scores were not available for Central State and Wright State.

Source: Ohio Department of Higher Education <https://higher.ed.ohio.gov/educators/budget-financial/campus-accountability-sa/campus-accountability>

**RESOLUTION TO RENEW AND AMEND
THE INTERNAL AUDIT CHARTER**

WHEREAS, the Internal Audit Charter (the Charter) defines the internal audit activity's purpose, authority, and responsibility; and

WHEREAS, the Charter establishes the internal audit activity's functional reporting relationship with the audit subcommittee, authorizes access to records, personnel, and physical properties relevant to the performance of engagements, and defines the scope of internal audit activities; and

WHEREAS, the professional standards of the Institute of Internal Auditors require the Internal Audit Charter be approved by the Board; and

WHEREAS, the professional standards of the Institute of Internal Auditors have been updated effective January 2025; and

WHEREAS, a new version of Internal Audit Charter was prepared to align with the new Standards; now, therefore,

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby renew the Internal Audit Charter, attached hereto.

**Board of Trustees Meeting
December 12, 2024
YR 2025-**

Youngstown State University

Internal Audit Charter

Introduction:

This charter is prepared in accordance with the Institute of Internal Auditors' (IIA) guidance as described later under the heading "Standards for the Professional Practice of Internal Auditing."

Purpose and Mission:

Internal audit is an independent and objective assurance and consulting activity designed to add value to improve the operations of Youngstown State University. The mission of internal audit is to enhance and protect organizational value by providing risk-based and objective assurance, advice, and insight. It assists the university in accomplishing its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of the university's risk management, control, and governance processes.

Role:

The internal audit activity is established by the Board of Trustees ("Board") and its responsibilities are defined by the Audit Subcommittee ("Subcommittee") of the Board as part of its oversight role as defined in the Audit Subcommittee Charter.

Standards for the Professional Practice of Internal Auditing:

IA shall adhere to the mandatory elements of The Institute of Internal Auditors' (IIA) International Professional Practices Framework (IPPF), including the Core Principles for the Professional Practice of Internal Auditing, the Code of Ethics, the International Standards for the Professional Practice of Internal Auditing (the *Standards*), and the Definition of Internal Auditing. This mandatory guidance constitutes principles of the fundamental requirements for the professional practice of internal auditing and for ensuring the effectiveness of the internal audit activity's performance.

Authority:

Authority is granted for full, free, and unrestricted access to any and all of Youngstown State's records, physical properties, and personnel relevant to any function under review. All employees are expected to assist the internal audit activity in fulfilling its roles and responsibilities. The internal audit activity will also have free and unrestricted access to the Subcommittee and the Board.

Documents and information provided to the internal audit during a review will be handled in a prudent and confidential manner.

The Internal Auditor will report functionally to the Subcommittee and administratively (i.e., day to day operations) to the Vice President for Finance & Business Operations. The Internal Auditor collaborates with external providers engaged to assist in the direction and operation of the internal audit activity as determined by the management and the Subcommittee.

The Subcommittee will:

- Approve the internal audit charter.
- Approve the risk based internal audit plan.
- Approve the internal audit budget and resource plan.
- Receive communication from the Internal Auditor on the internal audit activity's performance relative to its plan and other matters.
- Approve decisions regarding the appointment and removal of the Internal Auditor.
- Make appropriate inquiries of management and the Internal Auditor to determine whether there is inappropriate scope or resource limitations.

Independence and Objectivity:

The internal audit activity will remain free from interference by any element in the University, including matters of audit selection, scope, procedures, frequency, timing, or report content to permit maintenance of a necessary, independent and objective mental attitude.

Internal auditors will have no direct operational responsibility or authority over any of the activities audited. Accordingly, they will not implement internal controls, develop procedures, install systems, prepare records, or engage in any other activity that may impair an internal auditor's judgment.

Internal auditors will exhibit the highest level of professional objectivity in gathering, evaluating, and communicating information about the activity or process being examined. Internal auditors will make a balanced assessment of all the relevant circumstances and not be unduly influenced by their own interests or by others in forming judgments.

The internal audit activity may provide consulting services to assist with opportunities for improving internal controls or provide other guidance as needed. This consulting service would not impede independence since management retains operational responsibility.

The Internal Auditor will confirm to the Subcommittee, at least annually, the organizational independence of the internal audit activity.

Scope on Internal Audit Activities:

The scope of internal auditing encompasses, but is not limited to, the examination and evaluation of the adequacy and effectiveness of the University's governance, risk management, and internal controls as well as the quality of performance in carrying out assigned responsibilities to achieve the University's stated goals and objectives. This includes:

- Evaluating risk exposure relating to achievement of the University's strategic objectives.
- Evaluating the reliability and integrity of information and the means used to identify, measure, classify, and report such information.

- Evaluating the systems established to ensure compliance with those policies, plans, procedures, laws, and regulations which could have a significant impact on the University.
- Evaluating the means of safeguarding assets and, as appropriate, verifying the existence of such assets.
- Evaluating the effectiveness and efficiency with which resources are employed.
- Evaluating operations or programs to ascertain whether results are consistent with established objectives and goals and whether the operations or programs are being carried out as planned.
- Monitoring and evaluating governance processes.
- Monitoring and evaluating the effectiveness of the University's risk management processes.
- Performing consulting and advisory services related to governance, risk management and control as appropriate for the University.
- Reporting periodically on the internal audit activity's purpose, authority, responsibility, and performance relative to its plan.
- Reporting significant risk exposures and control issues, including fraud risks, governance issues, and other matters needed or requested by the Subcommittee.
- Evaluating specific operations at the request of the Subcommittee or management, as appropriate.

Responsibility:

The Internal Auditor, in collaboration with external providers engaged to assist in direction and operation of internal audit activities, has the responsibility to:

- Submit, at least annually, to senior management and the Committee a risk-based internal audit plan for review and approval.
- Communicate to senior management and the Committee the impact of resource limitations on the internal audit plan.
- Review and adjust the internal audit plan, as necessary, in response to changes in the university's risks, operations, programs, systems, and controls.
- Communicate to senior management and the Committee any significant interim changes to the internal audit plan.
- Ensure each engagement is properly executed, including the establishment of objectives and scope, the assignment of appropriate and adequately supervised resources, the documentation of work programs and testing results, and the communication of engagement results with findings, recommendations, and auditee's corrective action plans and implementation dates.
- Follow up on engagement findings and corrective actions and report periodically to senior management and the Committee corrective actions not effectively implemented.
- Ensure the principles of integrity, objectivity, confidentiality, and competency are applied and upheld.
- Ensure internal audit staff collectively possesses or obtains the knowledge, skills, and other competencies needed to meet the requirements of the internal audit charter.
- Ensure emerging trends and successful practices in internal auditing are considered.
- Seek to ensure conformance of IA with the *Standards*.
- Administer the university's anonymous reporting hotline.

Approved this ____ day of _____, 2023

Michelle DiLullo
Internal Auditor

Chair of the Audit Subcommittee

Neal McNally
Vice President for Finance & Business Operations

**RESOLUTION TO RENEW AND AMEND
THE AUDIT SUBCOMMITTEE CHARTER**

WHEREAS, the Audit Subcommittee Charter (the Charter) defines the subcommittee's purpose, authority, and responsibility; and

WHEREAS, the Charter establishes the subcommittee's relationship with the Finance and Facilities Committee of the Board of Trustees, authorizes access to records, personnel, and physical properties relevant to the performance of oversight responsibilities, and defines the structure of the subcommittee; and

WHEREAS, the Charter is reviewed and approved by the audit subcommittee at least every third year as part of its oversight of the subcommittee functions; and

WHEREAS, periodic review of Audit Subcommittee Charter was performed in conjunction with the recently updated Office of Internal Audit Charter,

WHEREAS, the Charter was updated to align with Youngstown State University Board of Trustees' by-laws,

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby renew the Audit Subcommittee Charter, attached hereto.

**Board of Trustees Meeting
December 12, 2024
YR 2025-**

Youngstown State University
Audit Subcommittee Charter

Purpose

The primary function of the Audit Subcommittee is to assist the Board of Trustees in fulfilling its oversight responsibilities for the institution's accounting and financial reporting processes and audits by monitoring:

- the integrity of the University's financial statements,
- the independence, qualifications, and performance of its external and internal auditors,
- the University's system of internal controls, and
- the University's compliance with laws, regulations and codes of conduct.

Subject to State Auditor's role and requirements, the Audit Subcommittee will be responsible for the appointment, compensation, retention, oversight and evaluation of the University's external and internal auditors. The Audit Subcommittee shall maintain an effective, open avenue of communication among the external auditors, internal auditors, senior management and the Board of Trustees.

The Subcommittee's function is one of oversight, and as such it recognizes that management is responsible for preparing the financial statements and that the external auditors are responsible for auditing those financial statements.

The Subcommittee has the authority to retain legal, accounting and other advisors to assist in the performance of its responsibilities. The University shall compensate the independent auditors and advisors employed by the Audit Subcommittee and provide for associated administrative expenses.

Structure

The Audit Subcommittee is a subcommittee of the Finance & Facilities Committee of the Board of Trustees of Youngstown State University. Board members are appointed by the Governor of the State of Ohio. The Board will seek to ensure financial expertise on the Audit Subcommittee through appointments and training. ~~Further, no member of the Audit Subcommittee may concurrently serve on the Investment Committee.~~

Meetings

The Audit Subcommittee shall meet at least quarterly and at any other convenient date on an as-needed basis. The Audit Subcommittee may ask members of management or others to attend Audit Subcommittee meetings and provide pertinent information when needed. The Audit Subcommittee shall meet periodically with management, external auditors and the independent Internal Auditor.

Date Last Reviewed _____ 12-2024 _____

12-2015 Audit Subcommittee Charter

Youngstown State University
Audit Subcommittee Charter

Functions and Responsibilities

Internal Control

1. Review with management, Internal Audit and external auditors the adequacy and effectiveness of the University's policies for assessing and managing risk.
2. Examine internal and external auditors' findings of weaknesses and recommendations for the improvement of internal controls. Monitor management's response to and implementation of internal control recommendations.

Financial Reporting

1. Review annual financial statements prior to public release and discuss such statements with management and the independent auditors.
2. Discuss any changes in accounting principles, significant judgment areas and significant or complex transactions (including any off-balance sheet structures) that occurred. Consider management's handling of proposed audit adjustments identified by the independent auditors.
3. Consult with auditors and accounting personnel on the integrity of the internal and external financial reporting process. Determine if key reporting objectives are being met.

Independent Auditors

1. Serve as the authority to which the independent auditors report.
2. Review, at least annually, all relationships between the independent auditors and the University and assess the independent auditors' independence.
3. Review the audit scope and approach of the independent auditors' examinations and direct the auditors to areas that, in the Audit Subcommittee's opinion, require more attention. Audit engagement letters are to be addressed to the Audit Subcommittee rather than to management.
4. Discuss with the independent auditors any significant findings, difficulties, disagreements with management, restrictions on scope of the audit, or limitations on information or personnel encountered while performing the audit.
5. Pre-approve all significant audit and permitted non-audit services and related fees to be performed by the University's independent auditors. The Chairperson of the Audit Subcommittee shall have the authority to review and approve all such proposals and shall report back to the full Subcommittee at each meeting.

Internal Auditors

1. Review and examine the objectivity, effectiveness and resources of the internal audit function.
2. Concur in the appointment or replacement of the provider of internal audits services.
3. Review the internal audit plan for the current year and review the risk assessment procedures used to identify projects included in the plan.
4. [Review the internal audit charter and mandate.](#)
5. Review the results of internal audit activities and track the progress of the internal audit plan.

Date Last Reviewed _____ 12-2024 _____

12-2015 Audit Subcommittee Charter

Youngstown State University
Audit Subcommittee Charter

Other

1. Ensure that appropriate code(s) of conduct/ethics are formalized in writing. Review management's monitoring of compliance therewith, including changes or waivers to the code(s).
2. Review legal and regulatory matters that may have a material impact on the financial statements and the related compliance policies and procedures.
3. Ensure that procedures exist for the receipt, retention and treatment of complaints regarding accounting, internal controls or auditing matters, including procedures for the confidential, anonymous submission by employees of concerns regarding questionable accounting or auditing matters. Periodically review summary reports of such complaints.
4. Review and assess, at least every three years, the Audit Subcommittee's charter and performance, and submit changes to the charter for approval of the Board.
5. Recommend to the Board policies for hiring employees or former employees of the independent auditor.
6. Perform other oversight functions as requested by the Board of Trustees.

Date Last Reviewed_____12-2024_____

12-2015 Audit Subcommittee Charter

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Audit Subcommittee Charter

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Date Last Reviewed _____ 12-2024 _____

12-2015 Audit Subcommittee Charter

Youngstown State University
Audit Subcommittee Charter

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4. Discuss with the independent auditors any significant findings, difficulties, disagreements with management, restrictions on scope of the audit, or limitations on information or personnel encountered while performing the audit.
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Date Last Reviewed _____ 12-2024 _____

12-2015 Audit Subcommittee Charter

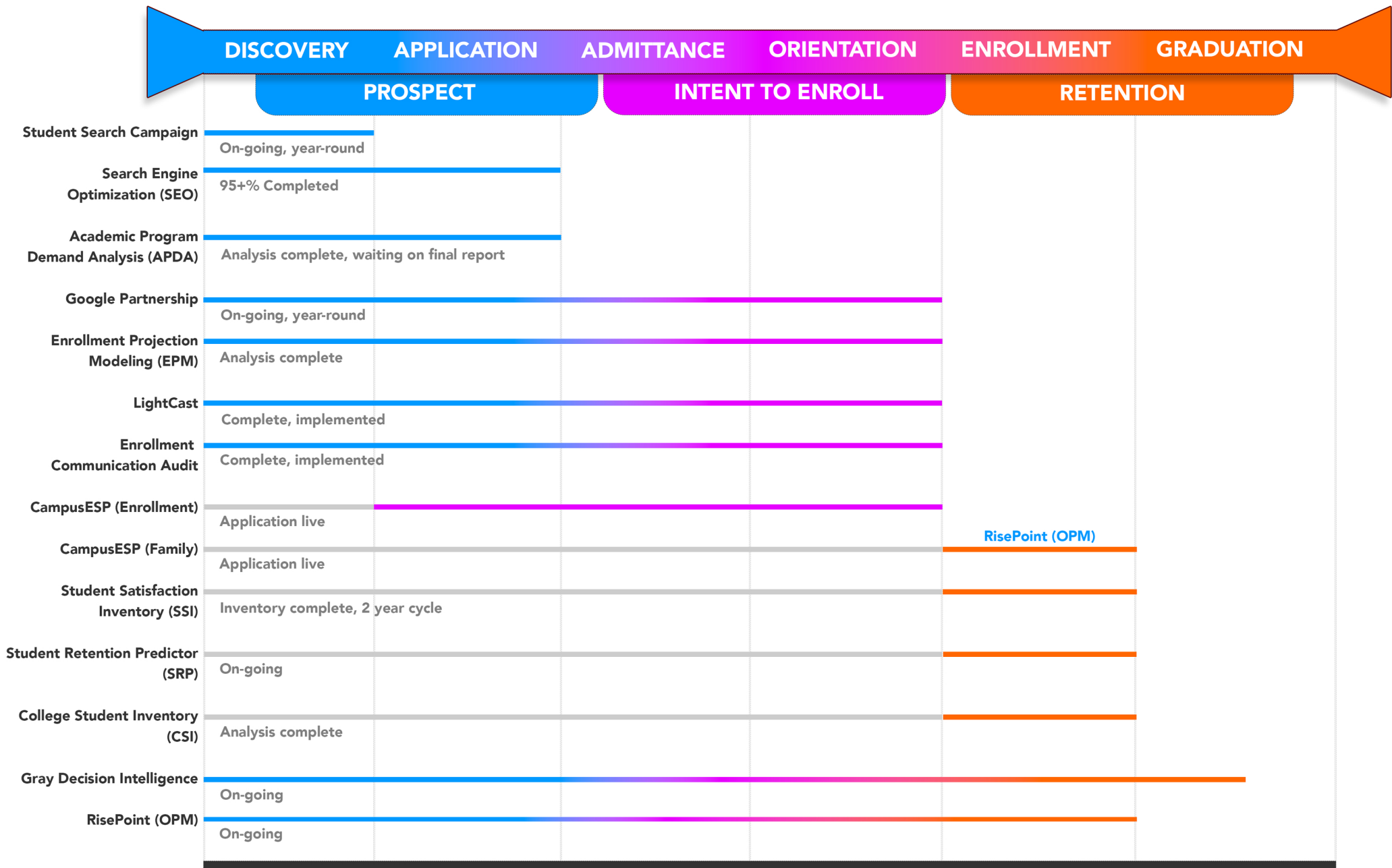
Youngstown State University
Audit Subcommittee Charter

Other

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2. Review legal and regulatory matters that may have a material impact on the financial statements and the related compliance policies and procedures.
3. Ensure that procedures exist for the receipt, retention and treatment of complaints regarding accounting, internal controls or auditing matters, including procedures for the confidential, anonymous submission by employees of concerns regarding questionable accounting or auditing matters. Periodically review summary reports of such complaints.
4. Review and assess, at least every three years, the Audit Subcommittee's charter and performance, and submit changes to the charter for approval of the Board.
5. Recommend to the Board policies for hiring employees or former employees of the independent auditor.
6. Perform other oversight functions as requested by the Board of Trustees.

Date Last Reviewed_____12-2024_____

12-2015 Audit Subcommittee Charter



Points to Consider
UPDATED Plan for Strategic Actions to Take Charge of Our Future
YSU Board of Trustees
December 11, 2024

Whatever It Is, I'm Against It – Resistance to Change in Higher Education, Brian Rosenberg, Harvard Education Press, 2023.

A COLLEGE WITHOUT A VISION IS A COLLEGE WITHOUT A FUTURE

The most likely scenario going forward is that slow, incremental change will continue to be the rule. The impediments to rapid transformational change from within seem simply too powerful and deeply entrenched to overcome.

“Faculty choosing to resist change...is a cultural issue. They’re able to understand the problem and maybe how they can contribute to its solution, but there isn’t a culture to support that. To take on that shared responsibility is contrary to the place they believe they hold in the institution.

Under these circumstances, what is most important is that the small changes move colleges gradually in the right direction. Toward more experiential learning. Toward less disciplinary rigidity. Toward a more clearly defined, more limited, and more genuinely distinctive mission. Toward more focus on the issues that matter in the world. Above all else, towards more emphasis on students as the highest priority of the college and as the drivers of their own learning.

All of these goals have the potential both to bend the cost-curve of higher education and to make it better. (pp163-164)

With the right confluence of circumstances - brave and creative leadership within the administration and the faculty, external pressures that demand a response and good ideas – it is feasible to imagine a college or university that offers to the world an education that is more affordable, more student centered, more experiential, and more holistic: one that does not attempt to replicate the offerings and practices of countless institutions all over the country... (pp165)

Alternative Universities: Speculative Design for Innovation in Higher Education, David Staley, Johns Hopkins University Press, 2019.

Higher education has become a commoditized industry. ...usually used to reference consumer goods becoming relatively indistinguishable from each other...the tendency arises for each college and university to adopt the best practices of the competition and thereby begin to resemble... (pp214)

What can a university become? Asking what a university can become assumes the university is always in a state of becoming and that there is not “one” idea of a university to which all institutions must aspire. Innovation in higher education means imagining and enacting many new ideas... (pp217)

State of the University & State of Academic Affairs
Alignment with Youngstown State University
Plan for Strategic Actions to Take Charge of Our Future
December, 2024

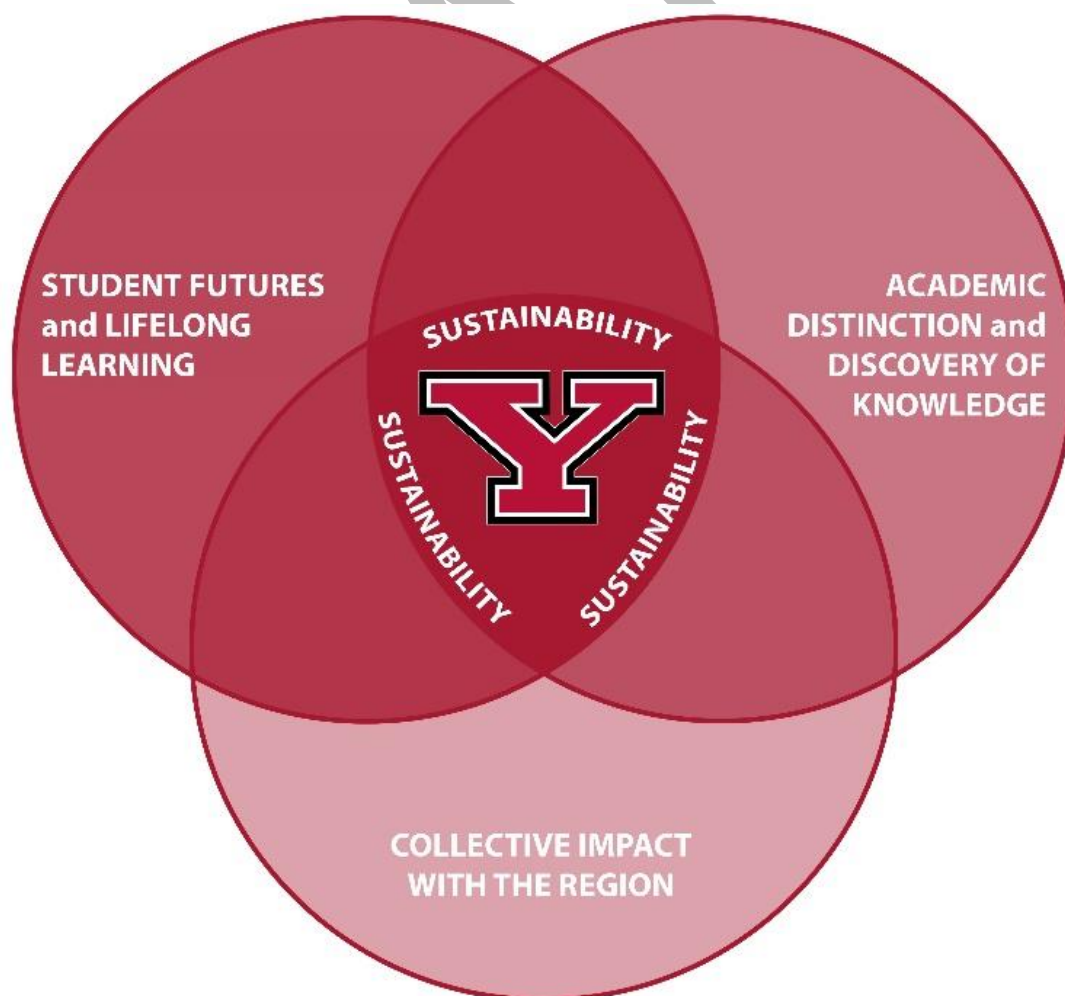
STRATEGIC PLAN OVERARCHING PERSPECTIVES

Brand objective:

YSU will be THE Anchor University of Northeast Ohio

Operational vision:

YSU is An Institution of Opportunity: YSU inspires individuals, enhances futures, and enriches lives.



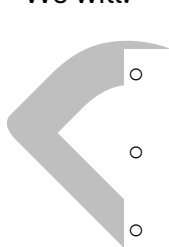
Institutional themes:

- **STUDENT FUTURES & LIFELONG LEARNING**
 - ...create environments that empower students to acquire intellectual and social capital and experiences to realize individual aspirations and prepare them to meet the challenges of their generation

We will:

- Adopt a student-centered approach to all University operations and policies that values and includes all students.
 - Ensure curricula, systems, policies and practices increase academic persistence and facilitate steady progress to graduation.
 - Adopt a coordinated approach to admissions, matriculation, persistence, completion and the career success of our students.
 - Develop an approach to the admission and matriculation process, as well as effective and cost-effective support services, that improves the retention and completion strategy, that in particular, attends to academic performance achievement gaps between non-PELL and PELL recipients.
- **ACADEMIC DISTINCTION AND DISCOVERY OF KNOWLEDGE**
 - ...foster the development of a community that will grow intellectually, socially, and ethically in which individuals put knowledge into practice

We will:

- 
- Continuously evolve an academic portfolio that serves students and the region for on-going career success
 - Implement a continuous, purposeful strategy to improve teaching, learning and any area identified for national research distinction.
 - Adopt and integrate university-wide learning outcomes throughout the curriculum, including credentials for distinction.
 - Develop internships, service, experiential and applied learning projects with local businesses and organizations that provide opportunities for students to apply their knowledge in scholarly and career-preparing activities.
 - Implement continuous and regular assessment of student learning outcomes and best teaching practices to ensure that every student has a fair and equal opportunity to succeed.
 - Improve student, faculty, and staff access to advanced technologies, equipment, and facilities.

- **COLLECTIVE IMPACT ACROSS THE REGION**

- ...create deliberate, mutually beneficial, educational, civic, industry, and philanthropic partnerships that achieve equal opportunities and access to innovative regional development that supports sustainable regional prosperity

We will:

- Listen to the needs of the community and collaboratively address those needs.
- Actively collaborate with community partner organizations which share in our mission.
- Develop activities that demonstrate impact and purpose in accordance with the university's mission.
- Communicate the impact and value of community engagement activities.
- Strategically align community engagement goals and activities with regional educational needs via both degrees and industry credentials.
- Ensure that current and future partnerships provide equal opportunities and access to inclusive and accessible systems and best practices.

- **SUSTAINABILITY**

- ...there will be continuous quality improvement processes that reflect a commitment to alignment of resources with Plan implementation, and that integrate with and facilitate the institution's long-term goals and objectives.

We will:

- Focus on enhancing organizational effectiveness improving efficiencies.
- Prioritize as part of the budget process, academic program quality; enrollment as a marketing and communication strategy directly impacting admissions; finance and facilities; human resources; and information technology.
- Ensure all aspects of the institution, from its overarching mission and vision to specific objectives and metrics, align with strategic priorities.

INSTITUTIONAL VALUES

We—the faculty, staff, administrators, and students of Youngstown State University—hold the following values essential to achieving the mission and realizing the vision.

- Centrality of Students – We put students first, fostering their holistic and lifelong success.
- Excellence and Innovation – We bring academic excellence and innovation to learning and life for all stakeholders.

- Integrity and Human Dignity – We root all behaviors, decisions and actions in the achievement of integrity, mutual respect, collegiality, and inclusion.
- Collaboration and Public Engagement – We embrace collaboration and create innovative partnerships to foster sustainability and enrich our university, our culture, and our region.

THE ACTION PLAN

The following integrates the basic elements of the previous versions of the Plan’s overarching perspective with action steps that reflect the seamless integration of the President’s State of the University and the Provost’s State of Academic Affairs.

The integration of these two addresses by the president and the provost align with the following objectives/goals:

- Optimize the academic portfolio
- Improve the student experience for the thousands of students who trust their future to YSU
- Increase enrollment purposefully and strategically
- Seamlessly integrate with businesses, industries and service organizations
- Cultivate a culture of empowerment and inspiration among all faculty, staff, and leadership team throughout YSU
- Assure a strong financial outlook

OPTIMIZE THE ACADEMIC PORTFOLIO

PREVIOUS VERSION OVERARCHING PERSPECTIVE: Develop a culture of assessment that optimizes the academic portfolio to ensure the quality of academic program majors, minors, and other credentials

State of University: YSU is in the people business, and therefore will provide a robust repertoire of educational choices, not just so students have a successful career but also to assure future generations of Americans are sustained by an informed and educated citizenry.

State of Academic Affairs: Continuously assess the academic portfolio to assure it is relevant to academic priorities and aligned with workforce needs of the region considering education from a broad perspective including credentials, upskilling/reskilling, and associates, bachelor, masters, and selective doctoral degree programs.

- **ACTION:** Establish the Academic Master Plan that will assure the academic portfolio is optimized via a robust process of assessment and actions that includes the rigorous evaluation of potential new programs that strategically serve the educational, workforce and career needs of the region

- **ACTION:** Implement universal learning outcomes and transform general education to enhance the value of a degree
- **ACTION:** Develop a culture of assessment that ensures the quality of academic program majors, minors, and other credentials

IMPROVE THE STUDENT EXPERIENCE FOR STUDENTS WHO TRUST THEIR FUTURE TO YSU

- PREVIOUS VERSION OVERARCHING PERSPECTIVE: Implement best practices that address student needs throughout the student life cycle to increase persistence, completion and postgraduate success.

State of the University: Students are our central focus. We must welcome them, embrace them, and empower them to be a member of the Penguin family. We engage and support them to pursue a degree for which they are prepared and interested, facilitate availability of various types of aid to reduce their personal financial burden in pursuit of their college education, optimize the availability of internships and co-ops, and work collaboratively with them to prepare for their successful career.

State of Academic Affairs: Our students deserve our very best not only educational experience, but also a totality of experience unlike they ever expected or even imagined. This requires each faculty and staff member to be inspired, motivated and committed to support the success of each and every student in every way possible. Such an environment will assure the quality of the YSU experience, the outcome of which will differentiate our alumni from others and assure our graduates are employees of choice.

- **ACTION:** Implement a comprehensive fund-raising campaign to fully fund the renovation of the Kilcawley Student Center to assure a highly functional location for student organizations, provide a variety in foods and beverages, and gathering space that is welcoming and inviting
- **ACTION:** Improve the advising processes and centralize the leadership of undergraduate academic advising in the Office of Academic Affairs
- **ACTION:** Implement a comprehensive student retention solution
- **ACTION:** Mandate individual coaching for students placed on academic warning
- **ACTION:** Implement automated GPA recalculation for students who successfully repeat a course.

INCREASE ENROLLMENT PURPOSEFULLY AND STRATEGICALLY

- PREVIOUS VERSION OVERARCHING PERSPECTIVE: Develop integrated recruitment and enrollment strategies that align with integrated marketing and communications strategies to gain market share.

State of the University: There is a direct relationship between enrollment and the financial well-being of a university, and the competition among all institutions of higher learning is becoming epically intense. YSU provides an outstanding educational experience that is very affordable, making a degree from YSU highly valuable. To optimize enrollment, we must cast a wider net and go “student hunting” where the students are and use tools and methods that resonate with them. In other words, YSU must be competitive and earn/gain market share, a component of which is to further build the YSU brand so all potential college eligible students “Know Y” YSU is the place to be, and “Know Y” YSU should be their first-choice educational opportunity.

State of Academic Affairs: With a robust Academic Master Plan, we must be very strategic in how we market specific academic programs. Components of every academic program’s dashboard include information regarding student interests that directly reflect program demand; available career opportunities, including knowledge and skills necessary to compete for jobs associated with the major; and an indication of how saturated the market might be for a particular academic program. This is why the Office of Academic Affairs is aligning marketing with every aspect of academic program evaluation, redesign and/or creation.

- **ACTION:** Implement a strategic communications function that synergizes our communications, marketing, branding, advertising, social and digital media, and local and national press relationships as well as connect with alumni as recruiters and ambassador for enrollment.
- **ACTION:** Implement the Enterprise Enrollment Plan that includes not only cultivation for matriculation, but that also addresses student persistence and creates a Strategic Enrollment Plan tailored to focus on many of the areas addressed below.
 - **ACTION:** Increase yield in current catchment area, and extend beyond current catchment into Cleveland and Pittsburgh areas to increase yield
 - **ACTION:** Enhance the newly prototyped Penguin Prep program to attract college-capable students who might otherwise get overlooked
 - **ACTION:** Expand recruiting into the veteran and active-duty military markets
 - **ACTION:** Introduce new undergraduate online programs tailored to individuals with some college and no degree
 - **ACTION:** Expand College Credit Plus high school programs
 - **ACTION:** Strategically enhance and expand graduate programs
 - **ACTION:** Build on the success of international student cultivation and matriculation, including optimizing the student experience
 - **ACTION:** Introduce new aviation and CDL programs to address serious workforce deficiencies in the commercial aviation and commercial transportation industries.

SEAMLESSLY INTEGRATE WITH BUSINESSES, INDUSTRIES, SCHOOL DISTRICTS, AND SERVICE ORGANIZATIONS

- PREVIOUS VERSION OVERARCHING PERSPECTIVE : YSU will be recognized as a Carnegie community-engaged campus, will assure a presence in Washington and Columbus to optimize support for YSU, and will cultivate relationships with businesses, industries, school districts, and regional service organizations.

State of the University: YSU is THE ANCHOR institution of higher learning in this region, and we intend to further enhance that status by cultivating a robust partnership with businesses, industries, school districts and other. The outcomes will include elements of mutually beneficial opportunities such as creating internships/co-ops, experiential education, data mining and “education-to-work” pathways. Our engagement with service organizations will be strategic and mutually beneficial to those that they serve and will directly connect to our academic programs. The idea here is to create a synchronous and synergistic integration between the faculty that educates and trains the workforce (i.e. the students) and the businesses and industries in our community that so desperately need that workforce.

State of Academic Affairs: We will strive to assure that when they graduate, every student will have had a rich experience of experiential and service learning also accompanied by relevant student employment and/or an internship or co-op experience. This will be achieved via the efforts of each college but will also be leveraged via our focus on workforce education and innovation taking advantage of the Watson Team Center, the Williamson Innovation Park, and the Excellence Training Center.

- **ACTION:** Each college will develop and implement a plan to assure each student has experiential and service-learning experiences.
- **ACTION:** Each college will evolve a strategy to assure each student has workforce experiences via university employment, internships or co-ops
- **ACTION:** Each college will actively seek to foster student experiences aligned with the IT Workforce Accelerator, Data Mine, Excellence Training Center, Williamson Innovation Park, Tressel Institute for Leadership and Team work, and/or Online Skills Accelerator programs

CULTIVATE A CULTURE OF CARING, EMPOWERMENT AND INSPIRATION AMONGST ALL FACULTY AND STAFF, AND THROUGHOUT YSU

OVERARCHING PERSPECTIVE: Talent will be attracted and retained at YSU being known for instigating a culture that values and respects all individuals and fosters innovation in the workplace and professional development for the success of all employees.

State of the University: The strength of the institution is based upon the collective strengths of the faculty and staff. Those collective strengths will be cultivated by attending to a work environment that values and respects all employees.

State of Academic Affairs: Talented faculty and staff bring strength to the institution through their dedication and innovations that provides an exceptional educational experience. Those talents will be valued by the institution as through actions that support on-going learning and development.

- **ACTION:** Implement KNOW Y Fridays both within and via outside the university to extend and enhance brand awareness
- **ACTION:** Implement a Thought Leader Series to enhance institutional awareness and stimulate discussion on a broad range of topics important to students and society as a whole
- **ACTION:** Implement an Innovation Investment Fund, to provide the opportunity for interdisciplinary collaboration to explore, assess, or implement innovative strategies associated with teaching and learning and/or student success
- **ACTION:** ...

ASSURE A STRONG FINANCIAL OUTLOOK

PREVIOUS VERSION OVERARCHING PERSPECTIVE: Align institutional resources with strategic priorities by optimizing resource allocation to enhance overall effectiveness contributing to a vibrant future state as reflected by appropriate senate bill six ratios and other pertinent measures of institutional performance.

State of the University: To achieve the mission and realize the vision, YSU must continue to operate within its financial resources, including state funding, tuition, federal financial aid, and philanthropic revenue sources. In addition, YSU must have a strong presence in Columbus and in Washington to be proactively engaged with discussions and legislative actions that impact and influence YSU's economic well-being. In addition to faculty research, YSU must secure additional funds via government grants and/or contracts to support the quality of the physical environment with an emphasis on teaching and learning, and deferred maintenance. The YSU Foundation plays a significant role supporting student and institutional success and that relationship will be optimized to serve the best interests of YSU. In addition, YSU will appropriately value the role that Intercollegiate Athletics contributes to the student experience but also to enhancing the YSU brand.

State of Academic Affairs: YSU is in the business of educating future generations of workforce, including the doers, makers, and builders, as well as the visionaries, engineers, and creators of next generation innovations and problem solutions. Thus, the academic programs associated with YSU's academic portfolio is what attracts students, significantly impacting enrollment, as well as serving the workforce needs of the region. We will value

this perspective by assuring our academic programs are aligned with student career aspirations and the workforce needs of the region. The assessment of academic program dashboards on an annual basis will help assure such a successful outcome.

- **ACTION:** We will aggressively pursue appropriate state and federal contracts and grants to improve the quality of the student experience and the physical environment with a particular emphasis on reducing deferred facility maintenance
- **ACTION:** We will produce academic program dashboards that will be used to support continuous quality improvement without which programs will be rated as Detailed Analysis, a designation requiring action to grow enrollment and increase the number of graduates (Focus Plus) or be eliminated from the portfolio.
- **ACTION:** We will continue to assess space utilization and take steps to optimize how space is utilized on campus, particularly increasing campus activities during the summer

DRAFT

BOARD-LEVEL KEY PERFORMANCE INDICATORS (KPI)

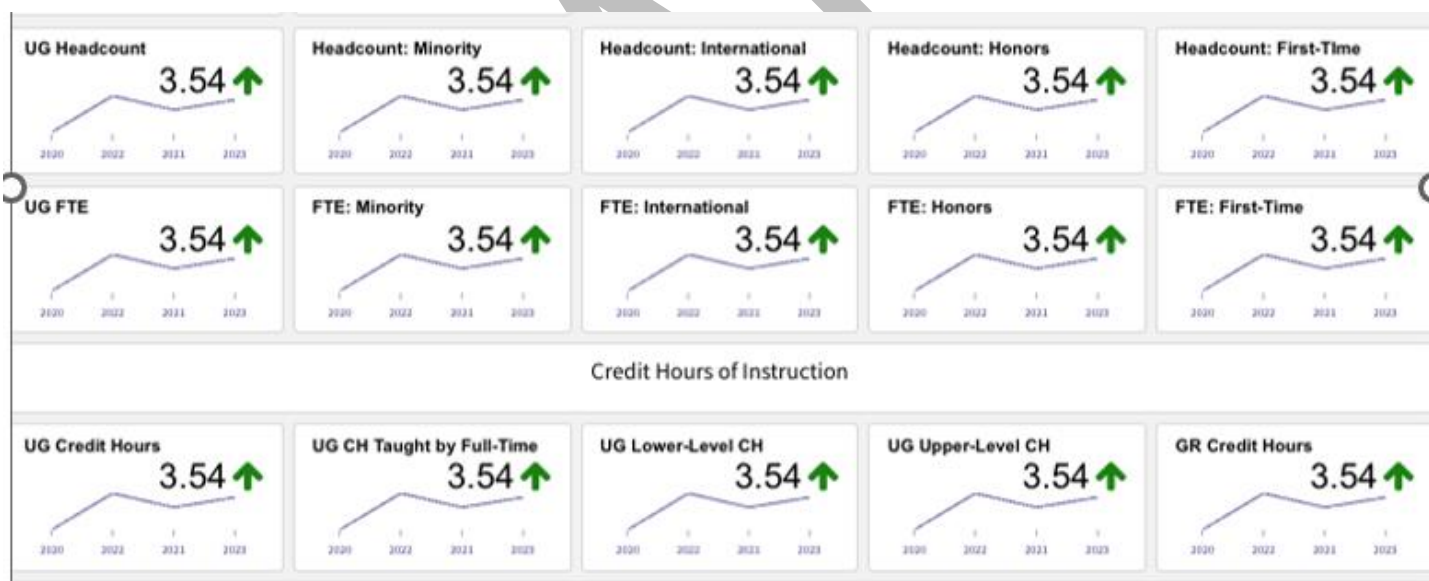
The following variables reflecting 2023 are those chosen by the Board of Trustees upon adoption of the *Plan for Strategic Actions to Take Charge of Our Future*.

These “lag” indicators attest to overall institutional performance across 15 variables. Available in On Board Resources are the variables identified as “lead” indicators that YSU tracks and more directly influences on a day-to-day and operational basis.

It is intended that TAKING ACTION associated with the Goals of the Plan will positively influence the “lead” indicator variables and that there will be consequential improvement in the “lag” indicator variables.

This is not withstanding the typical other measures that also indicate additional aspects of institutional well-being, such as Audited Financial Statement, HLC annual data feed, legislatively required and/or Ohio Department of Education implemented assessment outcomes, etc.

FOR ILLUSTRATION PURPOSES...EACH GRAPHIC WILL BE ASSOCIATED WITH EACH “LAG” INDICATOR VARIABLE AS COMMENTED UPON BELOW...



The following are observations and actions steps as appropriate for each of the Board of Trustees Key Performance Indicators. These observations are from Key Performance Indicators in 2023.

- *Yield of admitted students:* While yield of admitted students has declined for both YSU and peer institutions. For fall 2022, institutions receiving Title IV funds had a yield rate of 21%. (<https://nces.ed.gov/ipeds/TrendGenerator/app/answer/10/103>).
- *Headcount and full-time equivalent enrollment:* Both headcount and full-time equivalent enrollment have declined over both a one-year (-0%; -2%) and five-year

timeframe (-13%; -19%). The Enterprise Enrollment strategy focusing on market share is intended to stabilize and/or reverse this trend.

- *Cohort persistence*: While persistence in years 1 and 2 is relatively flat (77%), persistence in the following years remains problematic. Implementing a student anticipatory and preventative advising, and support strategy is intended to improve persistence across all years.
- *4- and 6-y graduation rates (2017 cohort)*: Both 4- and 6-year graduation rates have increased year over year (over one year (16%; 103%) and over 5-years (+5%; +32%). The 4- and 6-y graduation rates are now 32% and 51%, respectively, for the Fall 2017 cohort while they were 16% and 39%, respectively, for the Fall 2012 cohort.
- *4- and 6-y graduation rates minorities (2017 cohort)*: The 4- and 6-year graduation rate for minority students has increased 129% and 75%, respectively. This remains 12% and 29% lower, respectively, compared to all students. Further analysis is required to understand the underlying reason(s) for such an outcome so support can be enhanced in strategic ways.
- *Associate's degrees awarded*: The number of associate's degree completions has decreased by 26% over five years (133 to 98). Strategies aligned with Workforce Education and Innovation are intended to reverse this trend.
- *Bachelor's degrees awarded*: Bachelor's degrees awarded has increased 8% over 5-years and decreased 3% over one-year. The number of degrees awarded in 2022-23 is 8% higher than the average of 2017 - 2019. While increasing the number of graduates is a measure of academic program success, this does create a dynamic tension with constructing the incoming classes. Implementing for fall 2025, 15 online undergraduate degrees, 5 per year over three years, will increase the number of bachelor's degrees awarded.
- *Master's degrees awarded*: The number of Master's degrees awarded has increased 80% over 5-years and 23% over 1-year. This is the result of a very purposeful implementation of offering Master's degree programs online. It is also related to strategic marketing of Master's degree in the College of Science, Technology, Engineering, and Mathematics. Strategies are emerging to aligning Master degree offerings to businesses/industries and governmental agencies requiring Master's degree for career advancement (Air Force, etc.).
- *Doctoral degrees awarded*: The number of Doctoral degrees awarded has increased 30% and 22% over 5- and 1-year(s), respectively. This is the result of a very purposeful enhancement of (physical therapy) or implementation of such degrees in recent years (nurse practitioner and anesthetist).
- *Percent of full-time faculty teaching*: It is known that the more exposure students have to full-time faculty the better the student experience. Thus it is important to assess how

this varies across course offering levels. Academic Affairs will consider this information and determine how this factors into the offering of course sections across the colleges.

- *Diversity of instruction:* The diversity of the students and that of the full-time faculty are roughly equivalent over the past five years. There are no established criteria for this measure other than to be aware of this relationship. Should this remain a Board Key Performance Indicator?
- *Distance education enrollment:* The percent of students enrolled in distance education is illustrated above. The information is reflected in an IPEDS Customized Feedback Report. A significant proportion of undergraduate students enroll in at least one such course. As expected, given the implementation of online master's programs, a large proportion of graduate students are enrolled totally in online degree programs.
- *Graduate compensation outcomes:* Individuals in Mahoning County with a high school diploma earn on average \$25,341. Average earning for Mahoning County with a Bachelor's degree is on average \$43,259. Given these facts, a Bachelor's degree from YSU adds value given the average mean income for a YSU Bachelor's degree recipient is \$58,958. https://www.opendatanetwork.com/entity/05000000US42049-05000000US39099/Erie_County_PA-Mahoning_County_OH/jobs.earnings.median_earnings?year=2018
- *National Survey of Student Engagement:* The most recent administration of this survey instrument indicates that YSU students are satisfied with their experiences overall. In addition, most students would choose to attend YSU again. These results not dissimilar to those of 2018.
- *Senate Bill 6 Score:* Senate Bill 6 composite score is a measure of institutional fiscal stability. YSU's score has consistently been above 3.0 and has been as high as 4.2 for FY21 (linked to federal funds related to COVID). It is the institution's objective to have a SB 6 score no lower than 2.7.

GRADUATE OUTCOME REPORT FOR ACADEMIC YEAR 2022-2023

EXECUTIVE SUMMARY

The Graduate Outcome Report is a summary of employment and continuing education decisions made by Youngstown State University graduates who completed degrees during the 2022-2023 academic year.

Who had the opportunity to take the survey: The survey was distributed through Handshake (the university's career management system) to 2,864 individuals who received degrees in August 2022, December 2022, and May 2023.

How the data was collected: Students who did not respond to the survey were sent multiple emails over a period of six months after graduation. In addition, staff gathered student knowledge rate data (defined by the national Association of Colleges and Employers) via current social media profiles, information reported by the Alumni Office and faculty, and pre-graduation exit interviews.

Knowledge Rate: The YSU total knowledge rate is 41.82%. Out of 2,864 graduates, there were 1,198 reported student outcomes.

Career Outcomes Definition: Respondents that are either working as an employee, freelancer, and contract worker, accepted in a program of additional education, in the military, or in a service position (AmeriCorps, Peace Corps, etc.).

Career Outcomes Rate: The YSU total career outcome rate is 77.37%. Out of the 1,198 respondents, 927 had outcomes related to a career.

Ohio Retention Rate: 77.6% of respondents remained in Ohio.

Reported Salaries by Degree Type:

Associate	Bachelor	Master	Doctorate
Responses = 4	Responses = 243	Responses = 72	Responses = 7
Mean: \$49,160	Mean: \$58,958	Mean: \$71,311	Mean: \$89,260
Median: \$38,428	Median: \$57,500	Median: \$66,560	Median: \$100,000

Prepared January 2024

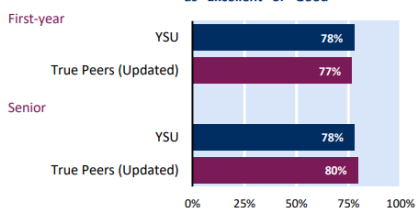
GRADUATE OUTCOME REPORT 2022-2023



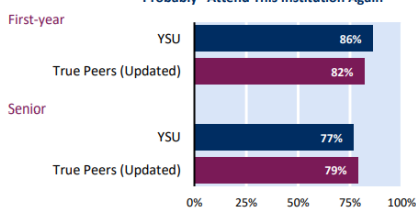
Satisfaction with YSU

Students rated their overall experience at the institution, and whether or not they would choose it again.

Percentage Rating Their Overall Experience as "Excellent" or "Good"

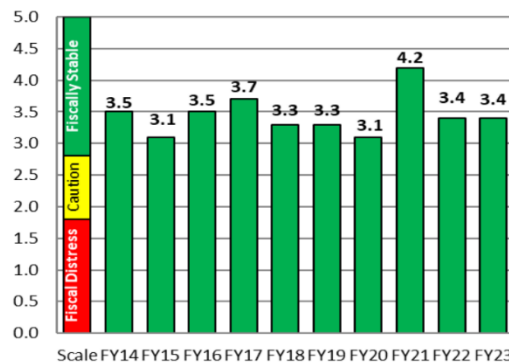


Percentage Who Would "Definitely" or "Probably" Attend This Institution Again



Historical Data

YSU's S.B. 6 composite scores have fluctuated over the last 10 years but have remained stable since inception.



RENEWING THE PLAN FOR STRATEGIC ACTIONS TO TAKE CHARGE OF OUR FUTURE

WHEREAS, the *Plan for Strategic Actions to Take Charge of Our Future* (“Plan”) was endorsed by the Board of Trustees of Youngstown State University (“YSU or University”) in June 2020;

WHEREAS, leadership proposed and the Board agreed that substantial progress had been made implementing the Plan, and that a renewed Plan was presented and approved by the Board in September 2023;

WHEREAS, in the interim, William L. Johnson was appointed president and presented the State of the University, and Jennifer Pintar was appointed provost and vice president of academic affairs and presented the State of Academic Affairs, both in August, 2024;

WHEREAS, the Plan was updated to include the major points made in both the State of the University and State of Academic Affairs presentations;

WHEREAS, while the themes and major areas of focus remained the same as in the previous versions of the Plan, there was the addition of an area of focus titled, “Cultivate a culture of caring, empowerment and inspiration amongst all faculty and staff, and throughout YSU.”

NOW THEREFORE BE IT RESOLVED, that the Board of Trustees endorses the Plan as presented and that is attached as a component of this Resolution;

BE IT ALSO RESOLVED, that the Board understands such a Plan is a working document and may be adjusted over time and that progress on implementing the Plan will occur via appropriate future committee meetings or meetings of the Board.

**Board of Trustees
Meeting December 12, 2024
YR 2025 -**

SENATE SPONSORED SECOND ANNUAL TRUSTEES CONFERENCE

OCTOBER 7, 2024

High-level notes and observations

Video of this Symposium can is located at:

- <https://ohiochannel.org/video/ohio-channel-presents-10-7-2024-ohio-public-university-trustee-governance-symposium>
- <https://ohiochannel.org/video/ohio-channel-presents-10-7-2024-ohio-public-university-trustee-governance-symposium-part-2>

Welcome & Introduction and Opening Remarks

Senator McColley

- Board does not report to the president; president/administration work for/with you, the Board
- Bring your experiences to the table-help inform adaptations in higher education
- Managing protests on campus such as how was handled at OSU is being responsive to the “silent majority”
 - Ohio’s colleges/universities must be safe places to learn and challenge thoughts and ideas

Senator Cirino

- Highlighted article in Chronicle where it was proclaimed that on campuses nationwide, there is an imbalance in thoughts and ideas...college/university faculty are viewed to be to far left-leaning
 - Political diversity: accepting of all points of view is paramount
- Ohio funded five Civics Institutes
 - Diversity of thought is the norm and not the exception
 - Modeled after such institutes in North Carolina
 - OH has made history given the number of such institutes in any state in nation
 - \$25MM last operating budget – will be renewed
- Higher Education should be:
 - Affordable

- Accessible
- High quality
- Open to all thoughts and ideas (freedom of...)
- Recognized IUC and Laura Lanese

Legislature's Role in Higher Education - Senator Huffman

- Governor appoints and Senate endorses members of boards of trustees; sometimes governor accepts suggestions from legislators
- Intent not to break up academia; to reclaim the status previously lost that will be assisted by standing up Civic Institutes
- Trustees bring to the table diverse perspectives via which insights can emerge
- Official judgements by legislators are made when they vote
- Who are experts we listen to in higher education...
- Cost of higher education not based on what it costs; cost is likely more linked to how much money there is the more money there is, the higher the cost...discussed student debt issue to E. Gordon Gee
- Seems like when more services are needed (CPAs), higher education adds on the need for more time to earn the degree
- Legislators do not know/understand what changes to make for the good of higher education – Trustees should bring a plan to the legislators
 - Pain and suffering can be reduced with appropriate legislation
 - Trustees can/should/must help inform the legislation that emerges in the future
- Do not want non-experts (legislators) solving the issues for higher education
- Boards are the governance authority of each institution; boards should do that – govern – not be governed by administration

One Year Later: Ohio and Affirmative Action (AG - Buskin)

- Reemphasized potential personal liability if race is considered in admissions decisions
 - Read that component of the AG's letter to the trustees
- Referenced letter regarding DEI is not appropriate in hiring and promotion processes and decisions and emphasized potential personal liability

- Required every university to affirm this is not occurring at their institution ~January 2024
- Race based scholarships are not appropriate, ruled in response to a query from higher ed institution and/or trustee
 - Institutions required to review scholarships from a protected class perspective
 - Permissible language might include first generation, financial status, return to school after absence, support childcare while attending school, etc.
 - Established criteria under which donor consulted to change the scholarship language, university can implement independent of donor, or Probate required
 - Does not apply to private foundations; donor might choose to move their funds from the university to such to “preserve” their donor-intended intent (that is permissible)

Board Governance - ACTA (Beltramini/Sillers)

- Governance from autocratic to cooperative to modern times
- 1976 to 2018 huge increase in all aspects of institutions (number of personnel of various types, students, size, etc.)
- Referenced ACTA’s document [Governance for a New Era](#)
 - This was previously summarized for YSU BOT
 - The document was condensed to point out the topics linked to boards are “required to,” or “should,” or would be “nice-to” do
- Trustees are independent and the ultimate governance authority, institutions exist for the public good, fiduciaries act in best interests of others
 - Suggested this [has not been the case in many ways across the country](#)
- If authority delegated by the board to administration, this should be reviewed regularly and reported on at level of detail for sufficient review of the prudence of continuing that delegation
- Beltramini recognized YSU BOT Bylaws referencing ORC for authorities and responsibilities
- Fiduciary duties

- duties of care, loyalty, good faith, prudence
- All actions taken in consideration of the mission of the institution; the mission might require modifications to the mission when appropriate
- Presented [How Colleges Spend Money](#)
 - YSU BOT has previously been presented this information compared to the Ohio main campuses and the NEO campuses
- Presented College Scorecard
 - Much of this information is provided in the IPEDS Customized Feedback report and that is provided to the BOT following the annual release of the updated information
- Presented the College Program Dashboard as component of How Colleges Spend Money – determined to not yet posted
 - Appears that it may provide some overlap with information that YSU has already been using previously on its own; also enhanced via the Gray platform interface with the academic program Dashboards and perhaps with the every three-year state-mandated review of low enrolled and duplicative programs

ACTA – Armand Alacbay

- Encampments, Protests, etc.
 - Clear policies on individuals/groups on a campus
 - Clear statement of expectations if policy violated

Panel on [Institutional Neutrality](#) (ACTA, Ohio State, Univ Michigan, UNC-Chapel Hill)

- Think what you will and will speak what you think
- Should not take sides on political matters
- Universities are forums for open discussion of all and any thoughts and ideas
- Gallup results suggest the fact that the public believes institutions have a political agenda is a major contributor to the public's reduced confidence in higher education
- Don't tell students what to think but educate them about how to think
- Teach how to have a civil conversation without physical and/or verbal confrontation that often leads to aggression

- Create a place to think the unthinkable, discuss the unmentionable, and challenge the unchallengeable ([Yale](#))
- Institutional neutrality is not only what you choose not to say; also, very importantly how you act
- Must make sure clearly articulate that safety is of utmost importance
 - Proportional response to the severity of the situation
 - Institution remains the lead, and not the police, unless absolute necessity
- Boards must stand firm when institutional leadership stands firm on policy-related actions
- What does an institutionally neutral campus look like?
 - Must be at all levels of institutional leadership – harder at the department chair level – provost clear interaction with deans/chairs on the neutrality expectations – encourage at that level to foster discourse
- Important that relationships are also established with legislators so can anticipate how help might be provided legislatively or otherwise
- To whom does the institution obligate itself to is important to understand

Panel discussion regarding Ohio's Civics Centers (OSU, Ohio Senate)

- Created to re-center the conversation...value proposition is creating a place for civil discourse
- Differences have been exaggerated and civics institutes will help diminish such exaggerated differences
- Intended to reduce the polarization of thoughts and actions
- Institutions should articulate how their education and student experiences foster civic citizenship...preferably measure success or lack thereof, if possible
- What are the knowledge and skills essential to be a civil and civically oriented citizen
- Knowledge, skills, and disposition to enable a successful vocation engaged with career and community

ODHE – Chancellor Mike Duffey

- Profound change in higher education; most extreme in lifetime
- Common ground and shared vision for Ohio
- Governor’s perspectives
 - Do you believe that every student should be empowered to achieve God-given talents
 - Should Ohio be a leader globally in most benchmarks
- Morrill Act practical education for the common person
- Ohio top two states for performance-based funding in and only one with entirely performance based
- Ohio in campaign for talent
 - STEM jobs grow three times the rate of any others
 - That is why Choose Ohio First is such a high priority

Lieutenant Governor Husted

- Preparing students/kids for their life, preferably one of success
- Kids to understand
 - Value of education
 - What does it mean and look like
 - Value of the dollar
 - Build a life for success
 - The number of individuals 55 yr and over is about same number as those 15-25 yr of age
 - Know your customer to gain market share
 - Competition from lower-cost options
 - Finance (\$35TT national debt)
 - Fed not likely a source of increasing revenue
 - State has reduced taxes
 - The money is in the private sector so consider having them on campus in strategic and for mutually beneficial purposes
- Know customers (students and employers joined on campuses or in the region)
- Need to continue to innovate
- Prepared for the challenges of life

BOARD OF TRUSTEES**2025 Schedule**

The dates listed below are a general guideline for upcoming Board meetings. As the date for the Board meeting nears, please check for updates of meeting times and locations on the YSU website. www.ysu.edu

*Approximate start time; meeting will start immediately following preceding meeting.

Wednesday, March 12, 2025***Board Meeting Room, 1st Floor, Tod Hall**

10:00 a.m.	Investment Committee
10:15 a.m.	Audit Subcommittee
11:00 a.m.	Governance Committee
12:30 p.m.	Lunch
1:00 p.m.	Intercollegiate Athletics Committee
1:30 p.m.	University Affairs Committee
2:30 p.m.	Institutional Engagement Committee
3:00 p.m.	Academic Excellence and Student Success Committee
3:45 p.m.	Finance & Facilities Committee
4:15 p.m.	Workforce Education and Innovation Committee
4:30 p.m.	Executive Committee

Thursday, March 13, 2025***Board Meeting Room, 1st Floor, Tod Hall**

10:00 a.m.	Board Meeting

Wednesday, June 25, 2025***Board Meeting Room, 1st Floor, Tod Hall**

10:00 a.m.	Investment Committee
10:15 a.m.	Audit Subcommittee
11:00 a.m.	Governance Committee
12:30 p.m.	Lunch
1:00 p.m.	Intercollegiate Athletics Committee
1:30 p.m.	University Affairs Committee
2:30 p.m.	Institutional Engagement Committee
3:00 p.m.	Academic Excellence and Student Success Committee
3:45 p.m.	Finance & Facilities Committee
4:15 p.m.	Workforce Education and Innovation Committee
4:30 p.m.	Executive Committee

Thursday, June 26, 2025***Board Meeting Room, 1st Floor, Tod Hall**

10:00 a.m.	Board Meeting

Weds., September 17, 2025* **Board Meeting Room, 1st Floor, Tod Hall**
10:00 a.m. Investment Committee
10:15 a.m. Audit Subcommittee
11:00 a.m. Governance Committee
12:30 p.m. Lunch
1:00 p.m. Intercollegiate Athletics Committee
1:30 p.m. University Affairs Committee
2:30 p.m. Institutional Engagement Committee
3:00 p.m. Academic Excellence and Student Success Committee
3:45 p.m. Finance & Facilities Committee
4:15 p.m. Workforce Education and Innovation Committee
4:30 p.m. Executive Committee

Thursday, September 18, 2025* **Board Meeting Room, 1st Floor, Tod Hall**
10:00 a.m. Board Meeting

Weds., December 10, 2025* **Board Meeting Room, 1st Floor, Tod Hall**
10:00 a.m. Investment Committee
10:15 a.m. Audit Subcommittee
11:00 a.m. Governance Committee
12:30 p.m. Lunch
1:00 p.m. Intercollegiate Athletics Committee
1:30 p.m. University Affairs Committee
2:30 p.m. Institutional Engagement Committee
3:00 p.m. Academic Excellence and Student Success Committee
3:45 p.m. Finance & Facilities Committee
4:15 p.m. Workforce Education and Innovation Committee
4:30 p.m. Executive Committee

Thursday, December 11, 2025* **Board Meeting Room, 1st Floor, Tod Hall**
10:00 a.m. Board Meeting

*Approximate start time; meeting will start immediately following preceding meeting.

Meeting times and dates are subject to change. Please check for updates of meeting times and locations on the YSU website. www.ysu.edu

3356-1-01 Bylaws.

(A) Article I. Definitions.

- (1) "Board" means the board of trustees of Youngstown state university.
- (2) "University" means Youngstown state university.
- (3) "Chairperson" means the chairperson of the board of trustees of Youngstown state university.
- (4) "Vice chairperson" means the vice chairperson of the board of trustees of Youngstown state university.
- (5) "Trustee" means a member of the board appointed for a term of nine years, or for the remainder of such a term, by the governor of the state of Ohio pursuant to section 3356.01 of the Revised Code.
- (6) "Student trustee" means a student member of the board appointed by the governor of the state of Ohio pursuant to section 3356.01 of the Revised Code.
- (7) "President" means the president of Youngstown state university.
- (8) "Secretary" means the secretary to the board of trustees of Youngstown state university.
- (9) "Designee" means a member of the university's administrative office(s).

(B) Article II. Meetings.

- (1) Regular meetings.
 - (a) The board shall meet no less than four times each year, and at such other times as may be necessary for the best interests of the university. Meetings shall be called at such times as the board prescribes, provided, however, that meetings will usually be held in the months of September, December, March, and June. At the time of the

adjournment of each meeting, the board shall provide, by resolution, the date, time, and place for holding the board's next regular meeting. No less than five days prior to the date of a regular meeting, the secretary, or designee, shall provide written notice of said meeting to every member of the board. Notices may be hand-delivered or sent via facsimile, electronic mail, or by first class mail to the residence or business address of a board member.

- (b) Any board member may waive notice of a regular meeting. Attendance of a board member at a regular meeting shall constitute a waiver of notice of the regular meeting.

(2) Special meetings.

- (a) Special meetings of the board may be called by written request (the "Call") signed by the chairperson, the president, or by three trustees, and delivered to the secretary. The "Call" for a special meeting shall specify the date, time, place, and purposes thereof, although other business than that specified in the "Call" may be considered at any such meeting. Upon receipt of a call for a special meeting, and no less than forty-eight hours prior to the time of commencement of the special meeting, the secretary, or designee, shall provide notice of the special meeting to every member of the board and to the president. Notice of a special meeting shall include the date, time, place, and purposes thereof, as set forth in the "Call." Notice of a special meeting may be given in oral or written form and may be given directly to the board member by telephone or direct conversation, or by facsimile, hand delivery, electronic or first-class mail sent to the board member's residence or place of business.
- (b) Any board member may waive notice of a special meeting. Attendance of a board member at a special meeting shall constitute a waiver of notice of the special meeting.

(3) Emergency meetings. In the event of an emergency wherein the best interests of the university require immediate official action by

the board, the chairperson (or in his or her absence or disability, the vice chairperson) or the president (or in his or her absence, the provost of the university) may call an emergency meeting of the board. In such event, all reasonable effort shall be made to schedule the emergency meeting in order to permit all of the members of the board to attend the emergency meeting. In such event, all reasonable effort shall be made to notify all of the members of the board of the date, time, place, and nature of the emergency requiring immediate official action.

(4) Place of meetings.

- (a) All regular and special meetings of the board shall be held on university property or through YSU supported technology as provided by law, or on rare occasions off-campus, but with easy access to the public, if circumstances warrant as determined by the chairperson and the president and as provided by law. The place of all board meetings shall be specified in the notice of the meeting.
- (b) Emergency meetings of the board shall be held on university property unless, in the judgment of the person or persons making the "Call," the circumstances creating the emergency render a meeting on university property either physically impractical or infeasible.

(5) Quorum.

- (a) A majority of the trustees, when duly convened pursuant to university bylaws, shall constitute a quorum for the transaction of business at any meeting of the board. Student trustees shall not be considered in the determination of a quorum. If less than a majority of the trustees are present at, or at any time during said meeting, a majority of the trustees present may adjourn the meeting from time to time without further notice. When, upon reconvening any such adjourned meeting, and with a quorum present, any business may be transacted which might have been transacted at the meeting as originally notified.

- (b) At any meeting where a quorum is present, a majority vote of those present and voting shall be required for any official action by the board, except as otherwise permitted by law or by the bylaws contained in this rule.
 - (c) A trustee may abstain from voting on a matter. A trustee that abstains from voting shall be counted in the determination of a quorum but shall not be counted as voting in favor or against the matter upon which the vote is taken. Trustees having a direct personal or pecuniary interest in a matter that is not common to other members of the board should declare that interest and refrain from discussing and voting on that matter.
- (6) Organization of meetings.
 - (a) At each meeting of the board, the chairperson, or in the chairperson's absence, the vice chairperson, or in the absence of both, a chairperson pro tempore, chosen by a majority of the trustees present, shall preside. The secretary, or in the secretary's absence, any person appointed by the chairperson, shall keep the minutes of the meeting, and otherwise perform the duties of secretary of the meeting.
 - (i) The minutes shall be developed as prescribed by law and include information that provides perspectives regarding decisions made by the board as well as demonstrate the board is proactive in its responsibilities to both the state of Ohio and in consideration of the continuing accreditation of the university.
 - (ii) The minutes shall be maintained on the university's board of trustees website in addition to those also maintained via the Maag library in accordance with laws and/or policies associated with records retention.
 - (iii) Minutes shall be prepared and provided to the board as soon as practicable after each board meeting in

order that members may appropriately review and approve the minutes.

- (7) Order of business. The order of business at all regular and special meetings of the board shall be as follows:
 - (a) Roll call.
 - (b) Proof of notice of meeting.
 - (c) Disposition of minutes.
 - (d) Presentation(s) from the university community (optional).
 - (e) Report of the president.
 - (f) Report of the committees of the board.
 - (g) Communications and memorials.
 - (h) Unfinished business.
 - (i) New business.
 - (j) Chairperson's remarks and requested additional president's remarks as chosen to be offered.
 - (k) Election of board officers (as pertinent).
 - (l) Time and place of next regular meeting of the board.
 - (m) Adjournment.
- (8) Parliamentary procedure. Questions of parliamentary procedure shall be resolved in accordance with "Robert's Rules of Order." The secretary, or designee, shall serve as the board's parliamentarian.

- (9) Procedures for presentation of items to be considered.
- (a) Any proposed action introduced by a board member which would substantially affect university policy shall be presented to the chairperson prior to the meeting at which the matter is to be considered by the board. The proposed action shall be submitted in sufficient time to allow the chairperson to assign the proposed action to an appropriate board committee to review such action and to make whatever recommendations to the full board the committee deems to be appropriate.
 - (b) The annual budget and all other major questions of university policy recommended by the president shall be presented to each member of the board prior to the meeting at which the matter is to be considered by the board. The proposed action shall be submitted in sufficient time to allow the appropriate board committee to review such action and to make whatever recommendations to the full board it deems to be appropriate.
 - (c) Any business to be presented to the board by other than a board member or the president shall be submitted in writing to the chairperson, who shall refer it to the appropriate board committee for consideration and possible action. The chairperson may direct that such business be placed on the agenda.
- (10) Public notice of meetings.
- (a) Public notice of all board meetings shall meet or exceed that required by Ohio law, section 121.22 of the Revised Code.
 - (b) Any person or news medium may ascertain the time and place of all regularly scheduled board meetings and the time, place, and purpose of all special board meetings by contacting university communications or on the internet at [board of trustees website](#). The local media, and other interested parties, will be made aware of upcoming

meetings of the board when requesting such notification by contacting the office of communications.

(C) Article III. Officers and organizations.

- (1) Powers of the board. The board shall have the power, not inconsistent with law or university bylaws, to do all things necessary for the proper maintenance and successful and continuous operation of the university. No individual trustee, student trustee, or committee of the board shall have authority to commit or bind the board or the university to any policy, action, or agreement unless specifically authorized by action of the board.
- (2) Officers of the board. The officers of the board shall be the chairperson, the vice chairperson, and the secretary. The board may appoint such other officers or employees as the interests of the university require. Such officers and employees shall have such authorities, and shall perform such duties, as may be prescribed by the board.
- (3) Qualifications, election, and term of office. The chairperson and vice chairperson shall be trustees. The qualifications of all other officers shall be determined by the board. The officers of the board shall be annually elected by the trustees at the board's last regular meeting of the university's fiscal year. Newly elected officers shall take office immediately following adjournment of the meeting at which they are elected and shall hold their offices until their successors are elected.
- (4) Chairperson. The chairperson, when present, shall preside at all meetings of the board and perform generally all duties incident to the office of the chairperson and such other duties as may be assigned to the chairperson by the board. Unless contrary to board policy or the bylaws contained in this rule, the chairperson may assign any of the chairperson's duties to another trustee.
- (5) Vice chairperson. In the event of a temporary vacancy in the office of the chairperson or at the request of the chairperson, or in the event of temporary absence or disability of the chairperson, the vice chairperson shall perform all the duties of the chairperson and,

while so acting, shall have all the power and authority of, and be subject to the restrictions upon, the chairperson.

- (6) Secretary. The secretary, or designee, shall prepare minutes of all meetings and proceedings of the board. The secretary, or designee, shall give notice of all meetings of the board, when required by the provisions of Article II and the appropriate sections. The secretary, or designee, shall serve as the board's parliamentarian. At the last regular meeting of the university's fiscal year, the secretary shall submit a written report of board member attendance at board and committee meetings for the preceding year. The secretary shall perform such other duties as from time to time may be assigned to the secretary by the board or the chairperson.
- (7) Attorney general. The attorney general of the state of Ohio shall be the legal advisor to, and represent, the university and/or the board in all matters civil or criminal involving the university of the board.

The general counsel of the university is a member of the Ohio attorney general's office and represents the board of trustees on behalf of the state of Ohio.
- (8) Removal of board officers. Any officer of the board may be removed as such officer at any time, either with or without cause, by resolution adopted by not less than six trustees at any regular meeting of the board. Any officer may be removed as such officer, either with or without cause, by resolution adopted by not less than six trustees at any special meeting of the board, provided that such removal action was indicated on the notices of such special meeting.
- (9) Student trustees. Section 3356.01 of the Revised Code provides for appointments of two students to the board but provides that student trustees shall have no voting power on the board, that student trustees shall not be considered as members of the board in determination of a quorum, and that student trustees shall not be entitled to attend executive sessions of the board.
- (10) Permanent vacancies. In the event of a permanent vacancy in the office of the chairperson or vice chairperson, the remaining

trustees may elect a successor to fill such permanent vacancy. What constitutes a “permanent vacancy” shall be determined by the board.

(11) Board orientation.

- (a) There shall be at least annually a board orientation developed specifically for onboarding new members of the board but will be open to all board members to attend.
- (b) The orientation shall include the chair, vice chair, secretary, and president and the executive officers of the university as well as any other individual invited to present at and/or attend the orientation.
- (c) The orientation should be constructed in such a fashion that new board members in particular can more easily and rapidly engage themselves fully in all matters before the board as specified in university bylaws and otherwise specified by law.
- (d) Orientation may be comprised of various types and levels of engagement and interactions that optimally served the purpose of the orientation session(s).

(12) Ethics training. The board, executive officers of the university and other invited members of the administration’s leadership will annually engage in ethics training.

(D) Article IV. Board committees.

- (1) Membership. All trustees and student trustees shall be voting members of all board standing committees, unless otherwise provided by university bylaws.
- (2) National/global trustees. In order to take advantage of the diverse talents, resources, and experiences of friends and alumni of the university who can contribute to the current and future success of the university, the position of national/global trustees has been established in accordance with the following guidelines, to which exceptions can be made:

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- (a) The board may nominate and appoint persons to the position of national/global trustee. National/global trustees shall be nominated and appointed by the board of trustees on the basis of one or more of the following criteria: success in chosen field or business; state or national prominence; ability to serve as an advocate for higher education; ability and willingness to offer advice to the board and university president and/or demonstrated support for Youngstown state university.
- (b) There shall be no more than three persons serving in the position of national/global trustee at any one time. National/global trustees shall serve staggered terms such that no more than one such position expires in a calendar year.
- (c) Each national/global trustee shall be appointed for a three-year term and shall be eligible for reappointment for additional terms as determined by the board.
- (d) National/global trustees shall have no voting privileges on the board, shall not be considered in determining whether a quorum is present and shall not be eligible to be an officer of the board, but may otherwise participate in all activities of the board.
- (e) National/global trustees shall not be compensated for their service but shall be paid their reasonable and necessary expenses in the same manner that applies to trustees.
- (f) National/global trustees shall follow the Ohio ethics laws, including those set forth in Chapter 102. and sections 2921.42 and 2932.43 of the Revised Code, the board's bylaws and university policy.
- (g) National/global trustees shall be appointed by board action after nomination by the governance committee of the board in accordance with the process described for the

nomination and election of board officers set forth in the bylaws contained in paragraph (D)(6)(i) of this rule.

- (h) National/global trustees may be removed by a majority vote of the board.
 - (i) A trustee may serve as a national/global trustee, but cannot be appointed to serve as a national/global trustee until at least one year after the board member's term as a trustee has ended.
 - (j) An employee or former employee of the university may serve as a national/global trustee but cannot be appointed to serve as a national/global trustee until at least one year after that person's compensated service to the university has ended.
 - (k) National/global trustees shall be entitled to legal defense and indemnification against claims and liabilities that might arise from the performance of their duties on behalf of the board to the fullest extent permitted by Ohio law. In addition, the national/global trustees will be considered a "volunteer" for purposes of coverage under the university's liability insurance.
- (3) Committee chairperson and vice chairperson. The chairperson shall appoint the chairperson and vice chairperson of each standing committee, and members of such committees that are not otherwise composed of all of the trustees or as otherwise set forth herein, subject to the approval of the board. Committee chairpersons and vice chairpersons shall be trustees.
- (4) Quorum and conduct of committee meetings.
- (a) Five members of a standing committee shall constitute a quorum, unless otherwise provided. A majority of the members of subcommittee of a standing committee shall constitute a quorum, unless otherwise provided. The act of a majority of the members present and voting at a meeting at which a quorum is present shall be the act of the

committee or subcommittee. However, regardless of the existence of a quorum in number, at least one of the following four persons must be present at a committee or subcommittee meeting in order for the committee to conduct business:

- (i) The chairperson;
- (ii) The vice chairperson;
- (iii) The (sub)committee chairperson; or
- (iv) The (sub)committee vice chairperson.

A committee member may abstain from voting on a matter. A committee member that abstains from voting shall be counted in the determination of a quorum but shall not be counted as voting in favor or against the matter upon which the vote is taken. Committee members having a direct personal or pecuniary interest in a matter that is not common to other members of the board should declare that interest and refrain from discussing and voting on that matter.

- (b) A majority of the members of a special or ad hoc committee, including any student trustees, shall constitute a quorum. The act of a majority of the members present and voting at a meeting at which a quorum is present shall be the act of the special or ad hoc committee.
 - (c) The board and university administration will mutually develop committee agendas, with the chairperson having authority to approve all final agendas.
- (5) Rules. Each committee may adopt rules for its own governance not inconsistent with university bylaws or any rule adopted by the board.

- (6) Standing committees. The board's standing committees, and their respective duties and areas of responsibility, shall be as follows:
- (a) Academic excellence and student success committee.
 - (i) To consider those matters that warrant board attention or require board action relating to:
 - (a) Academic policies which provide for and govern faculty teaching, research, and service;
 - (b) Establishment of new academic programs, changes in or deletions of existing academic programs, and the issuing of certificates or the granting of degrees;
 - (c) Policies which provide for and govern retention, persistence, progress, and graduation, including but not limited to, diversity issues and general education requirements;
 - (d) Policies which provide for and govern student housing and student life;
 - (e) Institutional mission, strategic and master-plans, or relevant parts thereof, dealing with matters within the purview of the committee;
 - (if) Policies that provide for the acquisition, development, access, and use of electronic technology within the purview of the committee.
 - (ii) To assist the board in the exercise of its oversight responsibilities relating to those academic and

administrative departments within the purview of the committee.

- (iii) To exercise on behalf of the board ancillary jurisdiction as related to the bylaws contained in paragraph (D)(6)(a)(ii) of this rule, or as assigned by the board or its executive committee.
 - (iv) Provided that he or she is a member of the university faculty, the chair of the YSU academic senate shall be a nonvoting member of the committee. In the event that the chair of the YSU academic senate is not a member of the university's faculty, then the faculty member holding the highest-ranking position within the YSU academic senate leadership shall hold this position. This position shall not count toward the determination of a quorum of the committee.
- (b) Institutional engagement committee.
- (i) To consider those matters that warrant board attention or require board action relating to:
 - (a) Policies that provide for and govern student recruitment, financial aid, orientation and enrollment, including but not limited to, integrated marketing, yield, scholarship optimization, and career success;
 - (b) Policies that provide for and govern the external relationships established by or required of the University, excluding matters assigned to other of the board's standing committees;
 - (c) Policies that provide for and govern university fundraising, including but not limited to, institutional advancement

through the YSU foundation, the YSU research foundation, the annual fund, capital campaigns, special projects and solicitations;

- (d) The Youngstown state university development agreement between the university and the YSU foundation.
- (e) Policies that provide for and govern continuing university relations with its graduates, including but not limited to, alumni associational activity;
- (f) Policies that provide for and govern university operations directed toward effective communications, public relations, marketing, and the enhancement of community goodwill;
- (g) Policies that provide for and govern university public service in, and partnerships with, the larger community, or segments thereof, including but not limited to, those relationships which are contractual; policies which provide for and govern University intergovernmental relationships, including but not limited to, those with the city of Youngstown, Mahoning county, as well as with agencies and departments of state and federal governments;
- (h) Institutional mission, strategic and master plans, or relevant parts thereof, dealing with matters within the purview of the committee; and
- (i) Policies that provide for the acquisition, development, access, and use of electronic

technology within the purview of the committee.

- (ii) To assist the board in the exercise of its oversight responsibilities relating to those administrative departments and functions within the purview of the committee.
 - (iii) To exercise on behalf of the board ancillary jurisdiction as related to the bylaws contained in paragraph (D)(6)(b)(ii) of this rule, or as assigned by the board or its executive committee.
- (c) Finance and facilities committee.
 - (i) To consider those matters that warrant board attention or require board action relating to:
 - (a) Financial and budgetary policies, including but not limited to, the annual operating budget, and the capital improvement budget;
 - (b) Policies governing debt instruments issued by the university;
 - (c) The financial and budgetary impact of major agreements, contracts, programs, plans or initiatives to be recommended to the board by any standing, ad hoc, or special committee, including but not limited to, recommendations regarding university personnel, insurance, and donations;
 - (d) The acquisition of real property by purchase, gift, or otherwise; the disposition of real property; the acquisition or disposition of significant property broadly classified as technology;

- (e) Major projects, including but not limited to, the construction, demolition, or remodeling of facilities, and, as appropriate, the selection of architects and engineers;
 - (f) Institutional mission, strategic and master plans, or relevant parts thereof, dealing with matters within the purview of the finance and facilities committee;
 - (g) Policies as related to the health of the campus community particularly related to current or emerging health crises; and
 - (h) Policies that provide for the acquisition, development, access, and use of electronic technology within the purview of the committee.
 - (ii) To assist the board in the exercise of its oversight responsibilities relating to those administrative departments and functions within the purview of the finance and facilities committee, including but not limited to, the conduct, and scrutiny of the auditor's work product, of the annual audit, as well as any special audits, undertaken by:
 - (a) The university's internal auditor;
 - (b) External auditors; and
 - (c) State auditor.

Auditor's work product includes findings, management letters, and all other relevant documentation.

- (iii) To exercise on behalf of the board ancillary jurisdiction as related to the bylaws contained in

paragraph (D)(6)(c)(ii) of this rule, or as assigned by the board or its executive committee.

- (iv) The finance and facilities committee will include the following subcommittee:
 - (a) Audit subcommittee.
 - (i) The audit subcommittee, chaired by the chairperson of the finance and facilities committee, will be composed of the chairperson and four additional trustees who will be appointed annually by the chairperson of the board. As appropriate, when receiving and considering certain audit reports, the president may be excused from the subcommittee proceedings.
 - (ii) The audit subcommittee will meet at least once annually and perform those duties as assigned by the finance and facilities committee relative to the bylaws contained in paragraph (D)(6)(c)(ii) of this rule.
 - (iii) The subcommittee will report its findings and recommendations to the finance and facilities committee.
 - (d) Investment committee.
 - (i) To consider those matters that warrant board attention or require board action relating to:

Section 3345.05 of the Revised Code, to exercise the authority and responsibility provided by law including but not limited to:

- (a) Policies governing investments issued by the university;
 - (b) Custody and investment of any funds which are now under or may in the future come under control of the board of trustees.
 - (ii) To assist the board in the exercise of its oversight responsibilities relating to those administrative departments and functions within the purview of the committee.
 - (iii) To exercise on behalf of the board ancillary jurisdiction as related to the bylaws contained in paragraph (D)(6)(d)(ii) of this rule, or as assigned by the board or its executive committee.
- (e) Intercollegiate athletics committee.
 - (i) To consider those matters that warrant board attention or require board action relating to:
 - (a) Policies that provide for and govern the university's participation in intercollegiate athletics;
 - (b) Personnel matters; however, approval of personnel actions will occur in the university affairs committee;
 - (c) Policies that provide for the effectiveness of the NCAA compliance program;
 - (d) Policies that provide for the effectiveness of ensuring and promoting the academic, health, and social welfare of student-athletes;

- (e) Policies that assure the effectiveness of implementing the committee's endorsed budget;
 - (f) Academic performance and progress of student-athletes annually;
 - (g) Governance policies related to intercollegiate athletics;
 - (h) The president's proposed approach to the selection of and term of service of the NCAA faculty representative(s);
 - (i) Comparison of benchmarks that have been mutually agreed upon by the president and the director of intercollegiate athletics and endorsed by the committee; and
 - (j) The faculty NCAA athletics representative(s) in serving as a liaison between the academic enterprise and the intercollegiate athletics department and receives the yearly update provided to the academic senate.
- (ii) The faculty representative(s), as specified in rules 3356-6-02 and 3356-6-03 of the Administrative Code (university policies 3356-6-02 and 3356-6-03), shall be a nonvoting member(s) of the committee. This (these) position(s) shall not count toward the determination of a quorum of the committee.
- (iii) To assist the board in the exercise of its oversight responsibilities relating to those administrative departments and functions within the purview of the committee.

- (iv) To exercise on behalf of the board ancillary jurisdiction as related to the bylaws contained in paragraph (D)(6)(e)(iii) of this rule, or as assigned by the board or its executive committee.
- (f) University affairs committee.
 - (i) To consider those matters that warrant board attention or require board action relating to:
 - (a) Policies that provide for and govern the internal administrative operations of the university, excluding matters assigned to other of the board's standing committees;
 - (b) Policies that provide for and govern university employment where collective bargaining agreements apply, including but not limited to, oversight of the collective bargaining process and labor negotiations with unions representing university employees;
 - (c) Policies that provide for and govern university employment exempt from collective bargaining agreements, including but not limited to, oversight of contractual arrangements with exempt personnel;
 - (d) Policies that provide for equal opportunity standards and govern equal opportunity practices in university employment and operations, including but not limited to, implementation of affirmative action initiatives;
 - (e) Policies that provide for the acquisition, development, access, and use of electronic technology; and

- (f) Institutional mission, strategic and master plans, or relevant parts thereof, dealing with matters within the purview of the committee.
 - (ii) To assist the board in the exercise of its oversight responsibilities relating to those administrative departments within the purview of the committee.
 - (iii) To exercise on behalf of the board ancillary jurisdiction as related to the bylaws contained in paragraph (D)(6)(f)(ii) of this rule, or as assigned by the board or its executive committee.
- (g) Workforce education and innovation committee.
 - (i) To consider those matters that warrant board attention or require board action relating to:
 - (a) Policies that provide for the optimal utilization and effectiveness of all areas pertaining to workforce education and innovation;
 - (b) Policies that provide for optimal alignment of initiatives and activities associated with job entry and career advancement;
 - (c) Policies that optimize institutional engagement with local, regional, statewide and national workforce education and innovation initiatives;
 - (d) Policies that optimize the potential to monetize activities and initiatives across the education for workforce entry and career advancement spectrum;

- (e) Policies that provide for and govern the university's participation in initiatives related to education for career entry and work advancement;
 - (f) Personnel matters; however, approval of personnel actions will occur in the university affairs committee; and
 - (g) Annual financial report to the full board of trustees.
 - (ii) To assist the board in the exercise of its oversight responsibilities relating to those administrative departments and functions within the purview of the committee.
 - (iii) To exercise on behalf of the board ancillary jurisdiction as related to the bylaws contained in paragraph (D)(6)(g)(ii) of this rule, or as assigned by the board or its executive committee.
- (h) Executive committee.
 - (i) The membership of the executive committee shall consist of the chairperson (presiding), the vice chairperson, and the chairpersons of the academic excellence and student success committee, the institutional engagement committee, the finance and facilities committee, the investment committee, the intercollegiate athletics committee, and the university affairs committee. The executive committee will consider those matters that warrant board attention or require board action relating to:
 - (a) Matters relevant to the employment, assessment and compensation of the president, with recommendation to the board, as appropriate, for its attention or

action; for purposes of this consideration, the president may be excused from the committee's proceedings;

- (b) Matters relative to the employment, assessment and compensation of the secretary, if determined by the board to be necessary, with recommendation to the board, as appropriate, for its attention or action; for purposes of this consideration, the secretary may be excused from the committee's proceedings;
 - (c) Matters not within the assigned purview of any board standing, ad hoc, or special committee; the executive committee will report on such matters, as appropriate, to the board for its attention or action;
 - (d) Special assignments of particular matters, not clearly within the purview of any board committee, to one of the board's standing, ad hoc, or special committees; the designated committee will be instructed to report either to the executive committee or to the board;
 - (e) Resolution of jurisdictional ambiguities between or among the board's standing, ad hoc, or special committees; and
 - (f) Other matters as appropriate to an executive committee, or as assigned by the board.
- (i) Governance committee.
 - (i) The governance committee shall be chaired by the chairperson, except as otherwise provided herein, and will meet on an as-needed basis to:

- (a) Consider proposed changes in the bylaws of the board, with recommendation to the board, as appropriate, for its attention or action;
- (b) Consider proposed changes in board and committee procedures, in full or in part, not stipulated in the bylaws, including but not limited to, scheduling, administrative staff participation or assistance, etc., with recommendation to the board, as appropriate, for its attention or action;
- (c) Any institutional mission statement, strategic or master plans, with recommendation to the Board, as appropriate, for its attention or action;
- (d) Develop and schedule board advances, workshops, seminars, orientation programs, and other special events, with recommendation to the board, as appropriate, for its attention or action;
- (e) Provide for periodic board self-evaluation and assessment;
- (f) Elect officers annually through a nomination process at its next to last regularly scheduled quarterly meeting of the university's fiscal year.
- (g) The next elected chair will annually survey the trustees regarding their interest, willingness and qualifications to serve in leadership roles in the forthcoming term. The chair will determine the committee assignments that will be in place at the first meeting of the new fiscal year; and

- (h) Consider other matters as appropriate to a governance committee, or as assigned by the executive committee of the board.
 - (7) Ad hoc committees. The chairperson may appoint from time to time such ad hoc committees as may be required for the proper and continuous operation of the university; however, an ad hoc committee shall not be appointed to consider matters which lie entirely within the purview of a standing committee. The chairperson shall determine the membership of the ad hoc committee and when the work of the ad hoc committee is completed.
- (E) Article V. Administration of the university.
- (1) President of the university, faculty, and staff. The board shall employ the president of the university; and shall employ, fix the compensation of, and remove employees as may be necessary. The board shall do all things necessary for the proper maintenance and successful continuous operation of the university and may act under such policies and bylaws as it may approve.
 - (2) Other personnel. The employment, classification, wage scales, and dismissal of all personnel, not otherwise under contract to the board of trustees, shall follow the policies established by the board and the laws of the state of Ohio.
 - (3) Reports to the board.
 - (a) Budget. At a meeting of the finance and facilities committee prior to the board's last regular meeting of the university's fiscal year, the president shall present to the board the draft budget for the ensuing fiscal year. The budget shall be presented in a form showing estimated income and the allocations for the university's major areas of expenditure in accordance with general account classifications of the state of Ohio and shall be accompanied by a review describing the major changes.

As may be necessary, the budget may be revised from time to time by the board. After approval by the board, the budget shall govern financial transactions. The president shall establish procedures for the expenditure of all budgeted funds in accordance with the policies of the board. In administering the budget, the president may make or authorize transfers or adjustments in individual budget accounts or in local unrestricted accounts provided that no such action shall increase the total of budgeted expenditures. Whenever income fails to meet budgeted income, the president shall present to the board for its review and approval a plan to address any anticipated shortfalls. The status of the budget shall be reported to the board at each of its regularly scheduled meetings.

- (b) Revisions of fees and other charges. From time to time, but no less than annually, the president shall recommend to the board for its approval a continuation or revision of the instructional fees, tuition, general fees, and other uniform charges.
- (c) Service charges. The president may fix and announce other fees, fines, and rental or service charges. No such other fees or charges shall be imposed until authorized by the president.
- (d) Purchase of insurance.
 - (i) The president shall cause to have prepared and submitted to the board, at or before its first regular meeting after January first of each year, a report that tabulates all insurance policies in force, including coverage, current premiums and premiums paid during the previous two years, and agents servicing these policies. This report shall include, but is not limited to: general, fire, liability, bonds, property, automobile, comprehensive, officers and directors' liability, medical and hospitalization contracts, or any other policy for the protection of Youngstown state university's personnel and property.

- (ii) All insurance shall be purchased through the president or his or her designee.
- (e) Inventory of real property. At the close of each fiscal year, the president shall cause to be prepared and submitted to the board, at or before its first regular meeting after September first of each year, an inventory of all real property managed, owned, leased, rented, or under option to the university. This report shall include acreage held, an estimate of land and building values, a general statement on the condition of the physical plant, and such other details as may be directed by the board or the president.
- (f) Obligation of the university. At the close of each fiscal year the president shall cause to be prepared and submitted to the board a report describing the obligations of the university, financial and otherwise, the terms and conditions of repayment or satisfaction of such obligations and any security given by the university toward such obligations.
- (g) Annual financial report. At the end of each fiscal year, the president shall cause to be prepared and submitted to the board, at its first regular meeting after the audit of the university has been released by the auditor of state, a comprehensive financial report. The report should summarize all financial transactions, note changes in fund balances, and tabulate expenditures in accordance with generally accepted accounting principles for state agencies.
- (h) Youngstown state university development service agreement. At the end of each fiscal year the president shall cause to be prepared and submitted to the board a report pertaining to the university's development functions. Said report shall include detailed information regarding the university's relationship with the YSU foundation and activities performed by the Youngstown state university development service agreement entered into between the university and the YSU foundation.

- (4) Purchasing practice. All purchases by the university shall be made in accordance with the policies of the board and the laws of the state of Ohio.
- (F) Article VI. University organizations.
 - (1) Auxiliary agencies.
 - (a) As recommended by the president and approved by the board, certain university operations, whose income includes substantial amounts of other than imposed fees or appropriated revenue, shall be designated as auxiliary services. For budgeting purposes, an auxiliary service is a fiscal entity. The president shall cause to be prepared and submitted to the finance and facilities committee, at or before its first meeting after September first of each year, an annual report including an itemization of income and expenditures and a résumé of the operation for the year.
 - (b) Except for those auxiliary activity accounts otherwise restricted, there may be a transfer of balances among them or to other university purposes as directed by the president with the approval of the finance and facilities committee.
 - (c) The rental policies of the university as approved by the board also apply to all auxiliary activity facilities.
- (G) Article VII. Instruction and degrees.
 - (1) Degrees and certificates.
 - (a) Degrees, titles, and certificates shall be awarded by the board upon recommendation of the university faculty and transmitted to the board by the president. All diplomas issued to those receiving degrees and titles from the university shall be signed by the chairperson and the president.
 - (b) Honorary degrees. The board will consider the conferral of honorary degrees given the recommendations to the provost

by the academic senate as stipulated in its charter and the provost to the president as recommended to the board.

- (c) Commencement speakers. The board will consider the selection of a commencement speaker given the recommendations to the provost by the academic senate as stipulated in its charter and the provost to the president as recommended to the board.

(H) Article VIII. Miscellaneous.

- (1) Appearances before governmental offices. Subject to specific control by the board, the preparation and presentation of requests for appropriations from the state of Ohio, and all appearances, communications, and representations made on behalf of the university with all federal, state, and local government offices, boards, and agencies, shall be under the direction of the president. Unauthorized appearances, communications, and representations before federal, state, and local government offices, boards, and agencies are hereby prohibited.
- (2) Use of university facilities. The use of university facilities shall be governed by such rules and regulations as may be promulgated by the president.
- (3) Protocol for requests to address the board and/or its committees.
 - (a) Any and all persons desiring to address the board shall submit in writing a request for permission to address the board. Such request shall be submitted not less than three weeks prior to the meeting of the board at which the party requests to be heard.
 - (b) All such requests shall be submitted to the board chairperson through the secretary to the board of trustees, by submission either directly to the secretary or through the office of the president of the university.
 - (c) All such requests shall state the subject of the matter to be addressed to board, the identity or identities of the person(s) who will speak to the subject matter before the

board, the relationship(s) of such person(s) to the university and the matter being brought to the attention of the board, the postal and electronic mail addresses and daytime telephone number of the person(s) requesting permission to address the board.

- (d) As the standing committees of the board are composed of all of the board's trustees, the board chairperson may in his or her discretion, refer any request to address the board to such committee of the board as the chairperson deems appropriate.
- (e) Any presentation to the board or a committee thereof contemplated under this procedure shall not be longer than five minutes in total length. The board chairperson and/or the chair of the board committee before which such presentation is to be delivered may at any time, in his or her discretion, increase or decrease the number of persons addressing the board or committee, and/or lengthen, shorten, or cancel the time permitted for any address or presentation.
- (f) The format and substance of any address or presentation to the board or its committees shall at all times remain within the bounds of relevance, civility, and decorum as shall be determined in the sole discretion of the chairperson of the body before which the matter is addressed or presented. The chairperson of that body shall at all times possess the authority to lengthen, short, or cancel, without notice or action of the body, the time allotted to any address or presentation.
- (g) No request to address the board or any of its committees shall knowingly be permitted or permitted to proceed if the substance or purpose of such address is or may be a subject of litigation, collective bargaining, employment relations involving the university, its employees, and/or students, or any other matter which is not properly within the public interest or the interest of the university.

- (4) Protocol for handling letters, petitions, or other such forms of communication submitted to the board.
 - (a) Any such communication of a personnel nature will be considered by the appropriate committee of the board at the next regularly scheduled meeting.
 - (b) Communications other than personnel matters will be considered for appropriate disposition at the next agenda setting meeting for the upcoming regular meeting of the board.

If considered to be an urgent matter by the president, the board chair will be consulted to determine the appropriate next steps regarding the matter.

- (I) Article IX. Bylaws, rules, and policies (promulgation, amendment, and repeal).
 - (1) Statement of purpose. University bylaws, including additions or amendments, outline the major administrative and governing functions of the board. Detailed rules, policies, and ordinances for the operation of the university may be enacted or amended by action of the board or may be promulgated by the president, provided such shall not conflict with policies or bylaws of the board.
 - (2) Rules and policies: promulgation, amendment, and repeal. Detailed rules and policies for the organization, administration, and operation of the university may be promulgated, amended, and repealed by the board, in consideration of recommendations of the president.
 - (3) Amendments to bylaws.
 - (a) Bylaws may be altered, amended, or repealed, and new bylaws may be adopted, by affirmative vote of not less than five trustees at any regular meeting or special meeting of the board. Any proposed alteration, amendment, repeal, or adoption of all or any part of the bylaws shall first be announced at a meeting of the board (regular or special).

Action on the proposal may not be taken until the next meeting of the board (regular or special).

- (b) Amendments to the bylaws shall be effective upon adoption by an affirmative vote of not less than five members of the board.



**RESOLUTION TO AMEND
THE BYLAWS OF THE
BOARD OF TRUSTEES OF YOUNGSTOWN STATE UNIVERSITY**

WHEREAS, the Board of Trustees of Youngstown State University is a self-governing body established under Chapter 3356 of the *Ohio Revised Code*;

WHEREAS, the Board of Trustees has adopted *Bylaws of the Board of Trustees of Youngstown State University* (the "Bylaws") regarding its governance and policies regarding its procedures;

WHEREAS, a motion was made and seconded at the December 11, 2024 meeting of the Governance Committee of the Board to amend the Bylaws to:

- Permit exceptions to the Guidelines related to global/national trustee

WHEREAS, this is the second reading of the proposed adjustments to the Bylaws.

NOW, THEREFORE, BE IT RESOLVED, that effective immediately, the Board of Trustees of Youngstown State University does hereby amend its *Bylaws* as shown attached hereto.

**Board of Trustees Meeting
March 13, 2025
YR 2025 -**



SUMMARY OF PERSONNEL ACTIONS

Athletic Employees

7/16/2024 through 10/15/2024

Separations – 5

- Professional Administrative Excluded – 4
- Professional Administrative Externally Funded – 1

Appointments – 4

Replacement Positions – 4

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

Reclassification/Position Adjustments – 1

- Professional Administrative Excluded – 1

Promotions – 2

- Professional Administrative Excluded – 2

Salary Adjustments – 2

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

Transfers – 1

- Professional Administrative Staff – 1

YOUNGSTOWN STATE UNIVERSITY
ATHLETICS EMPLOYEES
PERSONNEL ACTIONS 7/16/2024 THROUGH 10/15/2024
SEPARATIONS

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	DATE OF SEPARATION	FTE	SALARY	TYPE OF SEPARATION
Bertolini, Daniel	Excluded	Head Coach	Baseball	7/27/2024	1.00	\$ 68,465.74	Non-renewal
Davis, Shane	Excluded	Assistant Coach	Baseball	7/27/2024	1.00	\$ 36,611.68	Non-renewal
Reagan, Kelsey	Excluded	Assistant Coach	Swimming & Diving - Women's	8/25/2024	1.00	\$ 51,000.00	Resignation
Rodenberg, James	Excluded	Assistant Coach Sports Performance	Training Room	9/9/2024	1.00	\$ 67,773.90	Non-renewal
Spencer, Jaysen	Externally Funded	Director	Athletic Administration	7/31/2024	1.00	\$ 52,020.00	Resignation

YOUNGSTOWN STATE UNIVERSITY
ATHLETICS EMPLOYEES
PERSONNEL ACTIONS 7/16/2024 THROUGH 10/15/2024
APPOINTMENTS

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	CONTRACT/ APPOINTMENT DATES	FTE	SALARY
Johnson, Evan	Excluded	Assistant Coach	Baseball	9/3/2024	1.00	\$ 25,000.00
Maddox, William	Excluded	Assistant Coach	Baseball	8/1/2024	1.00	\$ 35,000.00
Moser, Dylan	Excluded	Assistant Coach	Baseball	8/1/2024	1.00	\$ 35,000.00
Daum, Sarah	Externally Funded	Assistant Director Athletics Sales and Development	Athletic Administration	8/1/2024	1.00	\$ 52,000.00

YOUNGSTOWN STATE UNIVERSITY
ATHLETICS EMPLOYEES
PERSONNEL ACTIONS 7/16/2024 THROUGH 10/15/2024
POSITION ADJUSTMENTS

EMPLOYEE NAME	NEW EMPLOYEE TYPE/ OLD EMPLOYEE TYPE	NEW POSITION TITLE/ OLD POSITION TITLE	NEW DEPARTMENT/ OLD DEPARTMENT	CONTRACT/ APPOINTMENT DATES	NEW FTE/ OLD FTE	NEW SALARY	PREVIOUS SALARY
Penniman, Richard	Excluded	Assistant Coach	Track - Women's	7/1/2024	0.5/ 0.25	\$ 15,300.00	\$ 7,278.27

YOUNGSTOWN STATE UNIVERSITY
ATHLETICS EMPLOYEES
PERSONNEL ACTIONS 7/16/2024 THROUGH 10/15/2024
PROMOTIONS

EMPLOYEE NAME	NEW EMPLOYEE TYPE/ OLD EMPLOYEE TYPE	NEW POSITION TITLE/ OLD POSITION TITLE	NEW DEPARTMENT/ OLD DEPARTMENT	CONTRACT/ APPOINTMENT DATES	FTE	NEW SALARY	PREVIOUS SALARY
King, Rebecca	Excluded/ APAS	Associate Director Athletic Academic Services/Senior Athletic Academic Coordinator	Academic Counseling	9/16/2024	1.00	\$ 52,000.00	\$ 47,251.59
Welch, Brian	Excluded/ Externally Funded	Assistant Athletic Director Athletic Academic Services/ Athletic Academic Coordinator	Academic Counseling	9/16/2024	1.00	\$ 60,000.00	\$ 44,825.57

YOUNGSTOWN STATE UNIVERSITY
ATHLETICS EMPLOYEES
PERSONNEL ACTIONS 7/16/2024 THROUGH 10/15/2024
SALARY ADJUSTMENTS

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	CONTRACT/ APPOINTMENT DATES	FTE	NEW SALARY	PREVIOUS SALARY
King, Rebecca	APAS	Senior Athletic Academic Coordinator	Academic Counseling	3/1/2024	1.00	\$ 46,144.07	\$ 43,946.74
Garrison, Mason	Excluded	Assistant Coach for Sports Performance	Training Room	8/1/2024	1.00	\$ 67,774.00	\$ 43,064.40

YOUNGSTOWN STATE UNIVERSITY
ATHLETICS EMPLOYEES
PERSONNEL ACTIONS 7/16/2024 THROUGH 10/15/2024
TRANSFERS

EMPLOYEE NAME	NEW EMPLOYEE TYPE/ OLD EMPLOYEE TYPE	NEW POSITION TITLE/ OLD POSITION TITLE	NEW DEPARTMENT/ OLD DEPARTMENT	CONTRACT/ APPOINTMENT DATES	FTE	NEW SALARY	PREVIOUS SALARY
Chapman, Madison	APAS	Coordinator Social Media Creative Content	Athletic Facilities Rental/ Marketing & Communication	7/16/2024	1.00	\$ 39,000.00	\$ 39,000.00

Performance Excellence Organization





Wellness and Performance Collaborations

➤ ON Campus

- Dean of Students Office
 - Shared GA
 - Case management & conduct
 - Issues outside of sport
 - Roster removals
 - Penguin of Concern forms
- Mercy Health Wick
 - Sick cell screening
 - Flu shots
 - General medical conditions
- Student Counseling Services
 - Green Bandana
 - Annual and incoming physicals
- Accessibility Services
- Dietetics program – educational materials
 - Cooking classes
- Data Analytics Program

➤ OFF Campus

- Hull Institute
 - Eating disorders
- Drug testing collection agency
- Meridian HealthCare
 - +drug test referrals
- Cleveland Clinic
 - ECGs (echocardiograms)



Department Enhancements and Risk Mitigations

- Organizational chart
- Student athlete education
 - GamePlan modules
 - Speakers
- Coaching/staff education
- Bi-weekly emergency practice sessions by AT staff
- Standard of Care Toolkit completed
 - Workgroups for policy writing and programming enhancements
- VALD – ForceDecks and ForceFrames
- Sports Medicine and Sports Performance
 - Monthly combined meetings
 - Bi-annual retreats
- Performance Excellence Leadership
- DOS – routing of Penguin of Concern Referrals
- Title IX Education and Resource Development
- STAND initiative
- Office of Environmental, Health and Safety
- JED Campus Team Participation
- Office of General Counsel Liaison



Student Athlete Centered Care and Wellness

- Mental Health TVs
- 400 Mental health screens
 - Depression, anxiety, ED, gambling, food insecurity
- Penguininjured
- Pre-surgical meetings
- Yoga classes
- Wellness questionnaires
- Mental Health First Aid
 - 2 athletic department instructors
 - 6 classes = 41 staff and SAs certified
 - Now required as Athletics coaching staff member
- SA of Concern meetings
- DOS outreach and case management
- Penguin Pantry
- Career Closet

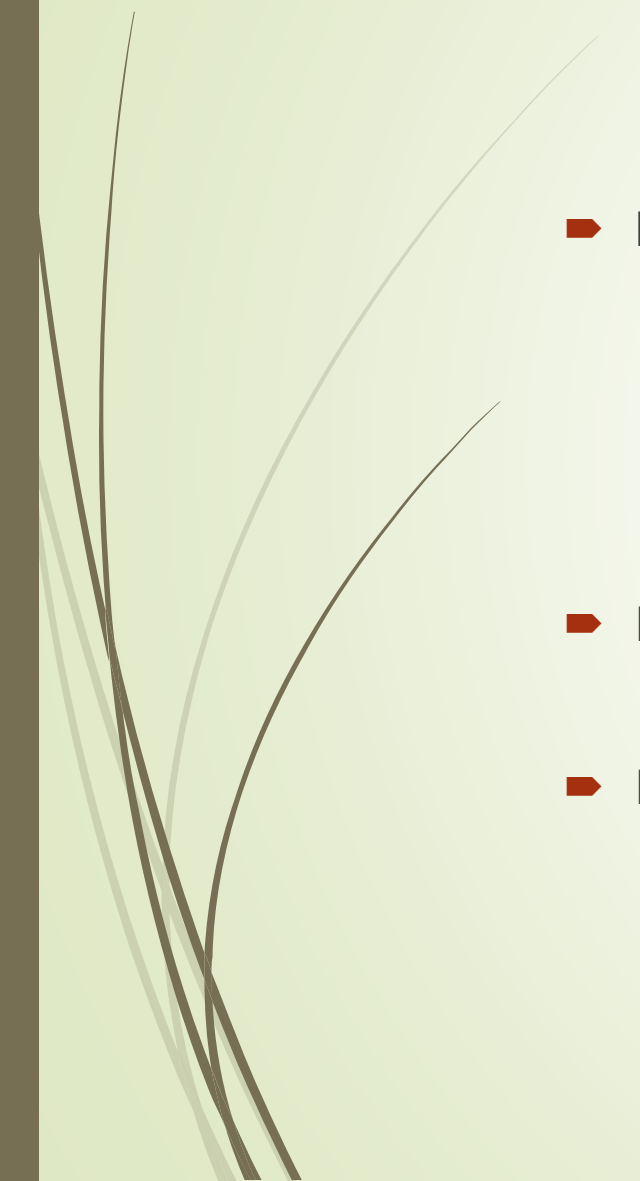


Student Athlete Performance Enhancements – by the numbers ‘23-24

- 2,099 PT appointments; 84 new evaluations
- 998 physician on-site appointments
 - On campus 20 hrs weekly
- 36 concussions
- 40 SAs with learning differences
- 24 different fuel station items
- 59,692 fuel station items distributed
- 400 annual physicals, 114 incoming physicals
 - 514 total mental health screens
- 98 individual nutrition consults
- 42 surgeries
- 528 injuries/illnesses
- 3,288 treatments
- Patient satisfaction survey 94.3% moderately to very satisfied



Future Goals and Growth



- Interassociation Standard of Care Toolkit
 - National Athletic Trainers Association (NATA)
 - American Orthopaedic Society for Sports Medicine (AOSSM)
 - American Medical Society for Sports Medicine (AMSSM)
 - American Physical Therapy Association (APTA)
- Data driven decision making
 - Data Analytics
- Nutrition services and collaboration with on campus dining provider

**Impact of *House v NCAA* settlement's sport roster limits
(effective 2025-2026)**

Sport	Old Scholarship Limit	'24-25 Roster Size	New Roster Limit	Difference to Meet Limit
Baseball	11.7	40	34	-6
M. Basketball	13	15	15	0
W. Basketball	15	16	15	-1
Bowling	5	9	11	2
M. Cross Country	5	21	17	-4
W. Cross Country	5	14	17	3
Football	85	122	105	-17
M. Golf	4.5	10	9	-1
W. Golf	6	12	9	-3
M. Track & Field	12.6	53	45	-8
W. Track & Field	18	47	45	-2
Lacrosse	12	36	38	2
Soccer	14	33	28	-5
Softball	12	21	25	4
M. Swim & Dive	9.9	38	30	-8
W. Swim & Dive	14	32	30	-2
M. Tennis	4.5	9	10	1
W. Tennis	8	10	10	0
Volleyball	12	15	18	3
Aggregate total		553	511	-42

Sports by gender	#	%
'24-25 Rosters:		
Total Men's Sports	308	55.6
Total Women's Sports	245	44.3
New Roster Limits:		
Total Men's Sports	265	51.8
Total Women's Sports	246	48.1
<i>*Counts both Cross Country and Track & Field in above numbers</i>		

Explanation of New Policy:**3356-7-56 Selection, appointment, and evaluation of executive officers, administrative officers, and professional/administrative staff, including intercollegiate athletic coaches.**

This new policy is a merger of the following rescinded policies:

1. 3356-7-36 Hiring and selection process, evaluation and compensation for intercollegiate athletic coaches.
2. 3356-7-42 Selection, appointment, and evaluation of professional/administrative staff.
3. 3356-9-01 Selection, appointment, and evaluation of executive officers.
4. 3356-9-02 Selection, appointment, and annual evaluation of administrative officers.

**RESOLUTION TO APPROVE
SELECTION, APPOINTMENT, AND EVALUATION OF EXECUTIVE OFFICERS,
ADMINISTRATIVE OFFICERS, AND PROFESSIONAL/ADMINISTRATIVE STAFF,
INCLUDING INTERCOLLEGIATE ATHLETIC COACHES POLICY, 3356-7-56**

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

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

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

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

NEW

3356-7-56 Selection, appointment, and evaluation of executive officers, administrative officers, and professional/administrative staff, including intercollegiate athletic coaches.

Responsible Division Office: Human Resources
Responsible Officer: VP for Legal Affairs and Human Resources
Revision History: December 2024
Board Committee: University Affairs
Effective Date: **December 12, 2024**
Next Review: 2029

- (A) Policy statement. The board of trustees is committed to establishing and developing processes designed to select, appoint, and evaluate effective, innovative, and strategic executive officers, administrative officers, and professional/administrative staff. In the selection, appointment, and evaluation of said staff, 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, appointment and evaluation of said staff.
- (B) Purpose. To provide guidelines and processes necessary to meet the need for selection, appointment, and evaluation of executive officers, administrative officers, and professional/administrative staff.
- (C) The procedures that follow provide an overall structure for the selection, appointment, and evaluation of executive officers, administrative officers, and professional/administrative staff. It is recognized that these procedures may need to be adjusted in consultation with the chief human resources officer to accommodate a particular situation. The following is a general description of the selection, appointment, and evaluation process.

(D) Definitions.

- (1) “Executive officers” – 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 others 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 institutional effectiveness and board professional is responsible for the university’s institutional effectiveness agenda, provides leadership for institutional research and strategic planning implementation and assessment, supports the president internally and externally, and supports the successful functioning of the board of trustees as a board professional.
 - (c) 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.
 - (d) The vice president for finance and business operations is the chief fiscal 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.
 - (e) The vice president of legal affairs and human resources and university general counsel is the chief legal officer of the university and provides leadership for the division of legal affairs and human resources.

- (f) The vice president for government affairs is the chief government affairs officer and provides strategic leadership in building effective relationships with federal, state, and local officials as key community stakeholders to advance the university.
 - (g) The vice president for strategic communications provides a comprehensive leadership vision for development and implementation of a communications, marketing, branding, and public relations strategy. Serves as the university's chief spokesperson and representative to the news media.
 - (h) Other positions designated by the president with the approval of the board of trustees.
- (2) “Administrative officers” – 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 serve as a primary advisor on the various divisional advisory committees and as members of the executive and administrative staff council. Each dean, associate dean, and chair has certain responsibility for one of the colleges and reports directly or through the chain of command 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.

Administrative officers of the university include:

- (a) College deans, associate deans, and chairs.
- (b) Associate vice presidents.
- (c) Executive directors.
- (d) Associate provosts.
- (e) Assistant provosts.
- (f) Executive director of equal opportunity, policy development, and Title IX.

- (g) Chief human resources officer.
 - (h) Other positions designated by the president.
 - (3) “Professional/administrative staff” (including intercollegiate athletic coaches) – perform nonteaching duties of a professional, administrative, or research nature and are not in the classified civil service or in a bargaining unit.
- (E) Selection.
 - (1) Executive officers.
 - (a) Posting requirements:
 - (i) Vacant or new positions shall be posted on the university website and on other appropriate platforms, as determined by the office of human resources.
 - (ii) Postings shall identify the minimum qualifications to fill the position and may identify preferred qualifications.
 - (b) Search committee:
 - (i) The president will appoint a search committee to fill a vacant or new executive level position and shall identify one member of the committee to serve as chair.
 - (ii) The search committee shall include representatives of the affected university division, member(s) of the board of trustees, as designated by the board chair, and may include other members of the university community and other external members, as appropriate.

- (iii) Prior to serving on a search committee, all search committee members shall attend and complete search committee training.
- (iv) All timely applications received shall be reviewed by the search committee chair or a representative of human resources to identify those candidates who meet the minimum qualifications.
- (v) The candidates who meet the minimum qualifications shall be forwarded to the search committee for further review. The search committee shall rate each candidate.
- (vi) The search committee chair shall complete a review of references provided by the qualified candidates and shall determine and review additional references germane to the candidates' prior employment history. Based upon the ratings and the reference check review, the search committee chair will identify candidates to interview. Alternatively, the president may authorize the use of a search firm.
- (vii) An on-campus interview shall be conducted by the search committee and may include a broad representation of each division of the university, 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.
- (viii) The president will host a meeting with each of the final candidates and members of the board of trustees.
- (ix) The president, in consultation with the board of trustees, will identify the candidate to be extended the offer.

(c) Exceptions to the selection process:

- (i) Search waiver. A waiver of the search process may be requested in accordance with rule 3356-7-55 of the Administrative Code, “Search waivers for hiring of faculty, executive officers, administrative officers, and professional/administrative staff.”
- (ii) Interim appointment. Positions may be filled on an interim basis without initiating the search process (see rule 3356-9-10 of the Administrative Code, “Acting/interim appointments of university executive and administrative employees”).

(2) Administrative officers.

(a) Posting requirements:

- (i) Vacant or new positions shall be posted on the university website and on other platforms, as determined by the office of human resources.
- (ii) Postings shall identify the minimum qualifications to fill the position and may identify preferred qualifications.

(b) Search committee:

- (i) The appropriate executive level officer or the president’s designee shall appoint a search committee to fill a vacant or new administrative officer level position and shall identify one member of the committee to serve as the chair.
- (ii) The search committee shall include representatives of the affected university division and may include other members of the university community and other external members, as appropriate.

- (iii) Prior to serving on a search committee, all search committee members shall attend and complete search committee training.
- (iv) All timely applications received shall be reviewed by the search committee chair or a representative of human resources to identify those candidates who meet the minimum qualifications.
- (v) The candidates who meet the minimum qualifications shall be forwarded to the search committee for further review. The search committee shall rate each candidate.
- (vi) The search committee chair shall complete a review of references provided by the qualified candidates and shall determine and review additional references germane to the candidates' prior employment history. Based upon the ratings and reference check review, the search committee chair will identify candidates to interview. Alternatively, the president may authorize the use of a search firm.
- (vii) An on-campus interview shall be conducted by the search committee and may include a broad representation of each division of the university, 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.
- (viii) Upon conclusion of the interview process, the search committee shall submit a list of candidates that are well-qualified to fill the position to the appropriate executive level officer or designee appointed by the president.
- (ix) The appropriate executive level officer or designee appointed by the president, in consultation with the president, shall review the list of well-qualified

candidates and identify the person to be extended an offer of employment.

(c) Exceptions to the selection process:

- (i) Search waiver: A waiver of the search process may be requested in accordance with rule 3356-7-55 of the Administrative Code, “Search waivers for hiring of faculty, executive officers, administrative officers, and professional/administrative staff.”
- (ii) Interim appointment: Positions may be filled on an interim basis without initiating the search process (see rule 3356-9-10 of the Administrative Code, “Acting/interim appointments of university executive and administrative employees”).

(3) Professional/administrative staff.

(a) Posting requirements:

- (i) Vacant or new positions shall be posted on the university website and on other platforms, as determined by the office of human resources.
- (ii) Postings shall identify the minimum qualifications to fill the position and may identify preferred qualifications.

(b) Search committee:

- (i) The hiring manager will follow the prescribed electronic process to seek approval to post a professional/ administrative position.
- (ii) The hiring manager shall appoint a search committee to fill a new or vacant professional/ administrative position and shall identify one member of the search committee to serve as chair.

- (iii) Prior to serving on a search committee, all search committee members shall attend and complete search committee training.
 - (iv) All timely applications received shall be reviewed by the search committee chair or a representative of human resources to identify those candidates who meet the minimum qualifications.
 - (v) The candidates who meet the qualifications shall be forwarded to the search committee for further review. The search committee shall rate each candidate. Based upon the ratings, the search committee chair will identify candidates to interview.
 - (vi) Upon conclusion of the interview process, the search committee shall submit to the hiring manager a list of the candidates that are well-qualified for the position.
 - (vii) The hiring manager shall interview the well-qualified candidates and complete a review of references provided by the candidates and shall determine and review additional references germane to the candidates' prior employment history. Based upon the qualifications, interview and reference check, the hiring manager shall identify the person to be extended an offer of employment.
- (c) Exceptions to the selection process:
- (i) Search waiver: A waiver of the search process may be requested in accordance with rule 3356-7-55 of the Administrative Code, "Search waivers for hiring of faculty, executive officers, administrative officers, and professional/administrative staff."
 - (ii) Interim appointment: Positions may be filled on an interim basis without initiating the search process (see rule 3356-9-10 of the Administrative Code,

“Acting/interim appointments of university executive and administrative employees”).

(F) Appointments.

(1) Executive officers.

- (a) For an executive level position, 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.
 - (i) Appointments will include a ninety-day notice of termination clause.
 - (ii) When it is in the best interest of the university, the president may issue an employment contract for multiple years.
 - (iii) Both appointments and employment contracts of an executive officer must be approved by the board of trustees prior to the employment start date.
- (b) Employment is contingent on acceptable background checks. The requirement for a background check cannot be waived.
- (c) The chief human resources officer will prepare and submit a summary of all personnel actions for executive level officers 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.

(2) Administrative officers.

- (a) For an administrative officer level position, the office of human resources will extend an offer of employment that is

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

- (i) 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. Administrative officers with tenure may be returned to faculty without providing the ninety-day notice period. See rule 3356-9-05 of the Administrative Code, "Faculty rank and tenure for designated administrators."
 - (ii) 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.
 - (iii) Employment is contingent on acceptable background checks. The requirement for a background check cannot be waived.
 - (iv) The chief human resources officer will prepare and submit a summary of all personnel actions for administrative level officers 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.
- (3) Professional/administrative staff.
- (a) The offer of employment may only be extended by the office of human resources in collaboration with the hiring manager.
 - (b) The offer will be in the form of either an appointment or an employment contract.

- (i) Appointments, including multi-year 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.
 - (ii) In the event that a multi-year appointment for an intercollegiate athletic coach reaches the conclusion of the appointed term and an additional multi-year appointment is not considered, the appointment shall be determined to be a continuing appointment with no interruption in employment status and will be subject to a sixty-day termination clause.
 - (iii) 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.
 - (iv) The president will keep the board of trustees informed of negotiations involving employment contracts for multiple years.
- (c) Employment is contingent on acceptable background checks. The requirement for a background check cannot be waived.
- (d) The chief human resources officer will prepare and submit a summary of all personnel actions for professional/administrative staff, 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.
- (G) Evaluation of executive officers, administrative officers, and professional/administrative staff.
 - (1) The procedures that follow provide an overall structure for evaluation. The university will maintain an electronic process for

evaluations. However, it is recognized that these procedures may need to be adjusted to accommodate a particular situation.

- (2) The evaluation process is conducted on an annual basis; for intercollegiate athletic coaches, the evaluation process will be conducted at the end of each season.
- (3) For executive and administrative officers, the board of trustees considers it important to have the evaluation of executive and administrative officers include the perspective of their constituents and subordinates. Therefore, an important component of the overall evaluation may be input from a sample of constituents and subordinates.
- (4) 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 their evaluation of each executive level officer.

(H) Salary adjustments.

- (1) Executive and administrative officers.
 - (a) At year's end, during a one-on-one session between the executive officer and the president, or administrative officer and executive officer, preliminary salary adjustment considerations may be discussed.
 - (b) When considering salary adjustments for executive officers and/or administrative officers, the president will submit proposed adjustments to the university affairs committee for its review and approval prior to implementing said adjustment(s).
- (2) Professional/administrative staff, not including intercollegiate athletic coaches.

The president may consider merit pay with the approval of the board of trustees.

- (3) Intercollegiate athletic coaches.
 - (a) Determinations regarding merit increases, if any, will be based on achievements, change in duties or responsibilities, and competitive or equity adjustments.
 - (b) Salary adjustments may not exceed the resources allocated by the university to the athletic department budget.
 - (c) 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 their assistant coaches at their discretion and within budgetary limitations at any point during the fiscal year.
 - (d) Unsuccessful competitive performance may affect salary adjustments.
 - (e) The executive director will recommend merit increases to the president for approval.
- (4) Personnel Actions.

The chief human resources officer will prepare and submit a summary of all personnel actions for executive officers, administrative officers, and professional/administrative staff, 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.

Explanation to Rescind Policy:**3356-7-36 Hiring and selection process, evaluation and compensation for intercollegiate athletic coaches.**

This policy is being rescinded and merged with the below listed policies, and replaced by a new policy 3356-7-56 Selection, appointment, and evaluation of executive officers, administrative officers, and professional administrative staff.

1. 3356-7-42 Selection, appointment, and evaluation of professional/administrative staff.
2. 3356-9-01 Selection, appointment, and evaluation of executive officers.
3. 3356-9-02 Selection, appointment, and annual evaluation of administrative officers.

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

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 stated above and attached hereto.

**Board of Trustees Meeting
December 12, 2024
YR 2025-**

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

Responsible Division/Office: Intercollegiate Athletics
Responsible Officer: President
Revision History: September 1999; September 2003;
November 2010; December 2012; April 2013;
June 2019; July 2023; September 2023;
December 2024
Board Committee: University Affairs
Effective Date: December 12, 2024
Next Review:

- (A) Policy statement. Youngstown state university (university) seeks to attract and retain 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, an appointment for multiple years 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) In the event that a multi-year appointment reaches the conclusion of the appointed term and an additional multi-year appointment is not considered, the appointment shall be determined to be a continuing appointment with no interruption in employment status and be subject to a sixty-day termination clause.
 - (5) 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) 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 may use search waivers for filling coaching positions when approved by the office of equal opportunity, policy development and title IX in accordance with rule 3356-2-04 of the Administrative Code (see university policy 3356-2-04 "Search waivers for hiring of faculty and professional - administrative staff"). However, when time and circumstances allow the university's search processes will be followed.
 - (4) 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.
 - (5) 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 their assistant coaches at their 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 for approval.

Explanation to Rescind Policy:**3356-7-42 Selection, appointment, and evaluation of professional/administrative staff.**

This policy is being rescinded and merged with the below listed policies, and replaced by a new policy 3356-7-56 Selection, appointment, and evaluation of executive officers, administrative officers, and professional administrative staff.

1. 3356-7-36 Hiring and selection process, evaluation and compensation for intercollegiate athletic coaches.
2. 3356-9-01 Selection, appointment, and evaluation of executive officers.
3. 3356-9-02 Selection, appointment, and annual evaluation of administrative officers.

**RESOLUTION TO RESCIND
SELECTION, APPOINTMENT, AND EVALUATION OF PROFESSIONAL/
ADMINISTRATIVE STAFF POLICY, 3356-7-42**

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 stated above and attached hereto.

**Board of Trustees Meeting
December 12, 2024
YR 2025-**

**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; December 2024
Board Committee: University Affairs
Effective Date: December 12, 2024
Next Review:

- (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 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.

Explanation to Rescind Policy:**3356-9-01 Selection, appointment, and evaluation of executive officers.**

This policy is being rescinded and merged with the below listed policies, and replaced by a new policy 3356-7-56 Selection, appointment, and evaluation of executive officers, administrative officers, and professional administrative staff.

1. 3356-7-36 Hiring and selection process, evaluation and compensation for intercollegiate athletic coaches.
2. 3356-7-42 Selection, appointment, and evaluation of professional/administrative staff.
3. 3356-9-02 Selection, appointment, and annual evaluation of administrative officers.

**RESOLUTION TO RESCIND
SELECTION, APPOINTMENT AND EVALUATION OF EXECUTIVE OFFICERS
POLICY, 3356-9-01**

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 stated above and attached hereto.

**Board of Trustees Meeting
December 12, 2024
YR 2025-**

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; December 2024
Board Committee:	University Affairs
Effective Date:	December 12, 2024
Next Review:	

- (A) Policy statement. The divisional executive officers of the university are the provost/vice president for academic affairs, vice president for institutional effectiveness and board professional, 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 institutional effectiveness and board professional is the chief administrative officer responsible for the university's institutional effectiveness agenda; provides leadership for institutional research and strategic planning implementation and assessment, supports the president internally and externally, and supports the successful functioning of the board of trustees as a board professional.
 - (c) 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.
 - (d) 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.
 - (e) 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.
- (2) 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, policy development and title IX for review and recommendation. The request initiated by the president, together with the recommendations of human resources and equal opportunity, policy development and title IX, 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 their 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 to Rescind Policy:**3356-9-02 Selection, appointment, and annual evaluation of administrative officers.**

This policy is being rescinded and merged with the below listed policies, and replaced by a new policy 3356-7-56 Selection, appointment, and evaluation of executive officers, administrative officers, and professional administrative staff.

1. 3356-7-36 Hiring and selection process, evaluation and compensation for intercollegiate athletic coaches.
2. 3356-7-42 Selection, appointment, and evaluation of professional/administrative staff.
3. 3356-9-01 Selection, appointment, and evaluation of executive officers.

**RESOLUTION TO RESCIND
SELECTION, APPOINTMENT, AND ANNUAL EVALUATION OF ADMINISTRATIVE
OFFICERS POLICY, 3356-9-02**

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 stated above and attached hereto.

**Board of Trustees Meeting
December 12, 2024
YR 2025-**

**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;
 June 2020; December 2024
Board Committee: University Affairs
Effective Date: **December 12, 2024**
Next Review:

- (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, associate dean and chair has certain responsibility for one of the colleges and reports directly or through the chain of command 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, associate deans, and chairs.
 - (2) Associate vice presidents.
 - (3) Executive directors.
 - (4) Associate provosts.
 - (5) Assistant provosts.
 - (6) Executive director of equal opportunity, policy development and title IX.

- (7) Chief human resource officer.
 - (8) 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, i.e., selection of chairs (see the YSU-YSU/OEA collective bargaining agreement). 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 (see rule 3356-9-01 of the Administrative Code) 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. See rule 3356-9-05 of the Administrative Code, university policy 3356-9-05 “Faculty rank and tenure for designated administrators.” Administrators with tenure may be returned to faculty without providing the ninety-day notice period.
 - (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.
- (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, policy development and title IX for review and recommendation. A request initialed by a hiring department, together with the recommendations of human resources and office of equal opportunity, policy development and title IX, 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 to Modify Policy:**3356-7-55 Search waivers for hiring of faculty and professional/administrative staff.**

- This policy has been retitled to Search waivers for hiring of faculty, executive officers, administrative officers, and professional/administrative staff.
- This policy was modified to include search waivers for executive and administrative officers.
- This policy was also modified in consideration of recent caselaw concerning affirmative action and diversity, equity and inclusion.

**RESOLUTION TO MODIFY AND RETITLE
SEARCH WAIVERS FOR HIRING OF FACULTY AND PROFESSIONAL/
ADMINISTRATIVE STAFF POLICY, 3356-7-55**

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

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

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

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

**Board of Trustees Meeting
December 12, 2024
YR 2025-**

3356-7-55 **Search waivers for hiring of faculty, ~~and executive officers,~~**
administrative officers, and professional/ administrative staff.

Responsible Division/Office: Human Resources
Responsible Officer: VP for Legal Affairs and Human Resources
Revision History: June 2006; June 2011; March 2013; May 2015;
March 2017; September 2019; June 2024;
December 2024
Board Committee: University Affairs
Effective Date: ~~June~~December ~~7~~12, 2024
Next Review: 2029

- (A) Policy statement. It is the policy of Youngstown state university that institutional employment ~~and diversity~~ goals are best served through a standard search process. However, exceptions to the standard search process may be appropriate in situations where it can be clearly demonstrated that it is in the university's best interest to forgo the standard search process.
- (B) Scope. This policy applies to vacancies for faculty, ~~and executive officers,~~
administrative officers, and professional/administrative staff who are not
in the classified civil service or in a bargaining unit ~~vacancies, including~~
~~externally funded positions (see rules 3356-7-42 and 3356-7-43 of the~~
~~Administrative Code).—The selection of executive and administrative~~
~~officers of the university is not included within the scope of this policy.~~
~~(See rules 3356-9-01 and 3356-9-02 of the Administrative Code for the~~
~~selection of administrative and executive officers.) A search waiver will~~
~~not be granted when the candidate for employment is a family member of~~
~~a current university employee. “Family member” is defined in rule 3356-~~
~~7-26 of the Administrative Code. A request for a search waiver does not~~
~~waive any human resource or financial requirements for a position.~~
- (C) Purpose. To provide a process for requesting a search waiver for fully qualified individuals who can make a unique contribution to the university and its strategic plan.
- (D) Request criteria. The following information shall be provided in writing when submitting a request for a search waiver.

- (1) A description of the position, including whether the position is temporary or has an anticipated end date and minimum ~~(and if appropriate)~~ and/or preferred qualifications.
 - (2) Curriculum vitae, resume and/or other relevant materials documenting ~~Q~~qualifications, credentials and/or skills of the individual that qualify ~~him/her~~ them for the position.
 - (3) Likelihood of success in the position (e.g., promotion and tenure, where applicable).
 - (4) Relevance of the hire to the university's strategic priorities.
 - (5) Input of the hiring unit for the requested appointment.
 - (6) Identification of funds to support the position.
 - (7) Rationale for departing from the standard search process presented.
 - (8) Whether the candidate is a retire/rehire of professional/administrative staff.
 - (9) Whether the candidate is a family member of a current university employee (see rule 3356-7-26 of the Administrative Code, "Nepotism and potential conflicts in employment situations").
- (E) Review criteria. The following factors will be considered when determining whether a waiver is in the university's best interests.
- (1) Whether the position and/or funding are temporary or time limited.
 - (2) The existence of an urgent situation.
 - (3) Whether the proposed hire possesses outstanding and uniquely specialized skills, knowledge, or experience ~~that would~~ and/or otherwise would not be available through the standard search process. ~~Experience, skills, or knowledge gained through an interim appointment or temporary assignment of some or all of the duties of the position does not make an individual uniquely qualified for the position.~~

- (4) Whether a recent search(es) for the position resulted in a failed search(es), ~~has lacked including the lack of~~ a qualified pool of applicants.
 - (5) Previous use of search waivers by the office or department.
 - (6) Other compelling reasons.
- (F) Procedures.
- (1) The submission of a search waiver requires the signature of the appropriate divisional officer and the hiring department director/manager or chairperson.
 - (2) A copy of the potential employee's curriculum vitae, resume and/or other relevant materials must be included with the search waiver request.
 - (3) A request for a search waiver, including all supporting information listed in paragraph (D) of this policy, must be submitted in writing to the chief human resources officer ~~and executive director of equal opportunity, policy development and title IX~~ for review and recommendation. Following this review, the request will be forwarded to the office of the president.
 - (4) Only the president, or designee, is authorized to grant a waiver from the requirement of a standard search.
 - (5) The office of equal opportunity, policy development and title IX will provide information and assistance, as appropriate.
 - (6) The office of ~~equal opportunity, policy development and title IX~~ human resources will provide the board of trustees with a quarterly report on hiring activity under this policy.

**RESOLUTION TO APPROVE THE APPOINTMENT OF THE
VICE PRESIDENT FOR STRATEGIC COMMUNICATIONS &
CHIEF OF STAFF**

WHEREAS, the Vice President for Strategic Communications & Chief of Staff has been created to serve as an executive officer and provide comprehensive leadership vision for the development and implementation of a communications, marketing (including enrollment marketing), branding, and public relations strategy for Youngstown State University (YSU) as well as act as the chief of staff to work directly with the President, executive leadership team, and community business leaders to provide policy and strategic leadership to enhance the mission of the university for the benefit of the students.

WHEREAS, Tim Harrington was appointed on July 15, 2024, as the Special Assistant to the President for Strategic Communications to provide a comprehensive leadership vision for the development and implementation of a communications, marketing, branding, and public relations strategy for the University; and

WHEREAS, Tim Harrington was appointed on January 18, 2024, as the Executive Assistant to the President to work directly with the President and executive leadership team; and

WHEREAS, University Policy 3356-9-01, Selection, Appointment, and Evaluation of Executive Officers, requires board approval prior to the employment start date; and

WHEREAS, Tim Harrington has all the requisite skills, both hard and soft, to be successful in more proactively telling the world who YSU is, what we are doing, how we are doing it, when we are doing it, and doing so in a way that supports our vision to continue as THE anchor university in Northeast Ohio; and

WHEREAS, the candidate's credentials have been reviewed by the President, who recommends the appointment of the candidate to the Board of Trustees; and

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the appointment of Tim Harrington as the Vice President for Strategic Communications & Chief of Staff, effective December 16, 2024, attached hereto.



Name: Timothy Harrington

Effective Date:

Salary Range: L12 Excl.

POSN: 998023

FTE: 1.00

Reviewed By: HJ/DL/JLA

FLSA Review: Exempt

Hiring Range: \$170,000

Title: Vice President, Strategic Communications & Chief of Staff

Division: University Relations

Summary of Position: Serves as the university's Strategic Communications Officer. Duties include: Oversees all university communications operations, including messaging, internal and external communications, branding, crisis communications, marketing, advertising, social and digital media, website management, and press relations; develops and implements a strategic communications, marketing, branding, and public relations strategy for Youngstown State University; provides leadership of a division, including supervision of staff, budgetary authority, and implementation and administration of all strategic communications programs and services.

Serves as President's Chief of Staff, including: working directly with the President and executive leadership team to develop and implement the university's comprehensive strategic plan; developing policies and procedures and participating in setting the overall strategy and vision of the university; serving as the President's designee when needed; and working directly with the President and executive leadership and community/business leaders to provide policy and strategic leadership to enhance the mission of the university for the benefit of the students.

Position Information:

Essential Functions and Responsibilities: Coordinates and leads a complex logistical operation responsible for synthesizing YSU's comprehensive communications, messaging, marketing, and branding strategy over the academic, enrollment and administrative operations in order to achieve consistent messaging both internally and externally across all university constituencies by aligning with key functions including but not limited to: enrollment management; colleges; government affairs; alumni and donor relations; student activities; community, business, and media relations; and athletics.

Strategizes with key areas to create a communications, messaging, marketing, and branding vision for YSU that aligns with the President's priorities and goals to enhance and expand the reputation and visibility of the University and strengthen the University's position within key markets.

Participates in the development of the university's strategic plan. Reviews the current structure and organization of YSU's communications and marketing operations for efficiency and develops a strategic business plan for the department to improve brand awareness, enrollment, marketing research and management, communications across campus with employees and students, external communications, as well as strengthening relationships with media, community leaders, policymakers, external business partners, etc. Specifies goals, strategies, tactics, resource requirements and metrics for the department, and works collaboratively with staff to implement it across paid, earned, social and owned media.

Manages press and media relations, and serves as the University's chief spokesperson and representative to the news media.

Reports directly to the President; serves as member of the President's cabinet and may act as chief executive officer in the absence of the President. Builds an integrated, highly collaborative team of strategic marketing and communications leaders who are responsible for working with assigned constituents to build and communicate the YSU brand that will enhance the institution's reputation and inspire prospective students, faculty, and staff to choose YSU.

Works directly with the President, cabinet, key advisors, and deans to create a vision for communications that align with the YSU's priorities and goals. In collaboration with the President, oversees the management of the institution's reputation and visibility through effective communications, media (paid, earned, social, and owned), and public relations practices that create understanding and transparency of the university's programs, initiatives, and campaigns. Develops enduring partnerships with the President's cabinet, academic deans, and administrative leaders to understand unit-level goals and distinct marketing and communications needs and connects unit-level messages and strategies with the overall direction of the institution, developing shared solutions to further support the deans and cabinet leaders.

As a member of the President's cabinet and key advisor to the President and Board of Trustees, advises on institutional issues and serve as a primary media and public relations spokesperson and leader during crises. Anticipates and manages communications for issues and crises that could impact YSU's operations, resources, and reputation. Proactively communicates on behalf of the university during crises, including serving as the primary spokesperson for the university.

Works toward a goal of increasing YSU's local, national, and international visibility of accomplishments, advances in knowledge, and impact achieved by members of the university community (administration, faculty, staff, students, alumni) and programs.

Designs and implements a metrics system and uses this data to inform strategies and evaluate outputs and outcomes. Drives measurable impact through agile, data-informed, and technology-enabled approaches effective for higher education and other industries.

Establishes institutional policies, guidelines and standards pertaining to communications, oversees compliance, and builds a culture of continual improvement. Acts as a liaison between the President's office and other departments, faculty and external stakeholders.

Manages the fiscal and human resources responsible for the communications, marketing, and branding operations of the university, including establishing levels of responsibility and accountability, training and organizational development, compensation recommendation, staff performance evaluations, and employee engagement.

Other Functions and Responsibilities: Assists with training new hires. Performs other duties as assigned and or required that are within the level of responsibility for this classification at the discretion of the supervisor.

Equipment Operated: Computer and all other standard office equipment.

Work Schedule: Typically, Monday through Friday. Available to work evening and weekend hours as needed.

Supervision Exercised: Supervision exercised over staff and student employees.

Reports to: President

Qualifications and Competencies: Tested executive with deep experience in leading complex organizations/institutions and resolving complex situations. Proven interpersonal and people skills with exceptional experience as a relationship developer who builds strong partnerships at all organizational levels. Proven organizational and management skills. Team builder with a proven ability to develop and harness diverse talents, knowledge, and experiences across large organizations/institutions. Experience working and leading teams in a complex, highly matrixed environment, regularly engaging with senior leaders and board members. Disciplined practitioner with a strong background in internal and external strategic communications, press and media relations, brand and marketing strategy development, and digital communications and marketing. Demonstrated success developing highly effective teams who manage critical projects and relationships on behalf of the organization/institution. Experience in strategy development and long-range planning. Exceptional written and oral communication skills with demonstrated experience representing an organization/institution in times of crisis.

Required Certifications, Training, and/or Licensures: None

Knowledge, Skills, and Abilities:

Knowledge of: University policies and procedures*; office practices and procedures; department/division goals and objectives*; department/division policies and procedures*; workplace safety practices and procedures*; English grammar and spelling; records management; office management; project management.

Skill in: Interpersonal, oral, and written communication; use of office equipment; typing, data entry; computer operation; use of computer software and other programs applicable to the assigned department/division*.

Ability to: Operate with the utmost integrity and model respect for others; display executive presence; inspire confidence in trustees and senior leaders; lead a large staff at a complex organization; build a cohesive team that is transparent and works well with the other divisions, offices and departments across campus; deal with problems involving several variables within familiar context; define problems, collect data, establish facts, and draw valid conclusions; determine material and equipment needs; calculate fractions, decimals, and percentages; compile and prepare reports; use proper research methods to gather data; prepare accurate documentation; maintain records according to established procedures; travel to and gain access to work site; effectively interact with personnel and public to answer routine questions; train or instruct others; move quickly and effectively from one tasks to another; work independently and in a team environment; develop and maintain effective working relationships. Excellent interpersonal skills and a personal commitment to equity. Strong written and oral communication skills and experience presenting information and summary reports internally and to the public.

(*) Developed after employment.

Minimum Qualifications: At least a bachelor's degree from an accredited college or university; five or more years of experience as a professional communicator. Three or more years of experience as a manager.

Preferred Qualifications: Master's degree in business administration, communications, English, public relations, journalism, or related field. Advanced credentials in public relations or business communications, such as the Accredited in Public Relations (APR) designation, or a master's degree in a closely related discipline. Experience serving a complex organization with multiple constituencies, such as higher education, health care, government, or non-profit organizations. Experience representing clients or employers to the news media. Demonstrated skills in working with journalists, including relationship building, serving as a spokesperson, pitching stories that drive the brand narrative, and handling sensitive and challenging interactions. Experience developing and managing an organization's brand. Experience in developing and implementing strategic communications plans that are research-based, aligned to business objectives, and measurable. Experience in designing, managing, and measuring multi-channel communications initiatives that rely on paid, earned, shared, and owned media. Experience leading communications professionals, such as writers, designers, photographers, web developers and social media practitioners.

Physical Requirements: In accordance with the U.S. Department of Labor physical demands strength ratings, this position will perform sedentary work.

Sedentary: work involves exerting up to 10 pounds of force occasionally or a negligible amount of force frequently to lift, carry, push, pull, or otherwise move objects, including the human body. Sedentary work involves sitting most of the time but may involve walking or standing for brief periods of time. Jobs may be defined as Sedentary when walking and standing are required only occasionally, and all other Sedentary criteria are met.

Timothy J. Harrington

6429 Farmington Circle • Canfield, OH • H/C: 330.518.1293 • tjharrington02@ysu.edu

SENIOR EXECUTIVE / STRATEGIC COMMUNICATIONS / OPERATIONS

Accomplished Senior Executive with over 30 years of experience in a broad spectrum of leadership, operational improvement, change management, KPI's/metrics, synchronized communication, instruction and training in the U.S. Navy, the private sector, and at Youngstown State University. Exceptional track record of leading and instructing teams, US Navy personnel, government employees, students, and organizations to improved performance. Led high performance teams and organizations ranging from 20 to over 600+ people. Exceptional communication and leadership skills to teach, coach, manage, and motivate diverse professionals in challenging environments. Experience includes being the COO of a multi-million-dollar industry leader in water hydraulics, Deputy Chief of Staff for Logistics, Supply and Ordnance for Commander of the U.S. Pacific Fleet, CEO/Commanding Officer of a 425 person, \$300M Naval Sea Systems Command major field activity with 6 detachments, and the Head Logistics Director for 2 aircraft carriers. Experienced in the staff operations, communications, social media, human resources, Aerospace/Maritime industries, and University instruction with a demonstrated focus on strategic leadership, operational improvement, project management, crisis communications and building successful teams to drive strategic results.

PROFILE / CAREER MILESTONES

- Youngstown State University Special Assistant to the President for Strategic Communications.
- Chief Operating Officer/VP of Operations for a Veteran-Owned business that increased operational effectiveness twofold, decreased backlog by 99%, and executed actions that reduced overhead 35%. Completely revamped all operational processes at the company and managed the company to achieve ISO 9001 certification.
- Chief Executive Officer/Commanding Officer of a US Navy activity that was hand selected by the Commander of the Naval Sea Systems Command (VADM Kevin McCoy) to lead the complete restoration of a crippled activity of 425 employees. Implemented a Change Management program and successfully transitioned the activity through an extensive financial overhaul, echelon change and implementation of Enterprise Resource Planning (ERP) in 18 months. (2010-2012) (*Naval Sea Systems Command*)
- Hand Selected as the Deputy Chief of Staff for Logistics, Fleet Supply and Ordnance on the Staff of the Commander, U.S. Pacific Fleet (COMPACFLT).
- Youngstown State University Part -Time Instructor Williamson College of Business Administration, MBA Program.
- Personally selected by the Commander, Naval Sea Systems Command, VADM Kevin McCoy, to testify to Congress to the bipartisan congressional commission to study wartime contracting (COWC) in Afghanistan and Iraq.
- Recognized experience in strategic leadership, organizational change management and acquisition led to selection as a finalist for the Admiral Stan Arthur Award for Naval Logistics Excellence (2011) (*Naval Sea Systems Command*)
- Personally selected by the Commander, Naval Air Forces Pacific to be the Head Logistician to restore logistics services/aviation readiness and lead a 600-person department onboard the aircraft carrier USS GEORGE WASHINGTON after \$75M of damages were incurred following a major casualty at sea.

PROFESSIONAL EXPERIENCE

Youngstown State University, 1 Tressel Way, Youngstown, OH 44555

Aug 2024 - Pres

Special Assistant to the President for Strategic Communications

- Direct report to the President of YSU. Advances the vision and goals of the President; provides strategic advice and support to the President and works with the Cabinet and other leadership (across all echelons) to develop and make progress on the priorities of YSU.
- Strategic Communications (StratComm) - responsible for driving YSU brand messages, specific news/media/information to internal and external audiences, including news media relations, social media management, strategic content creation, support for the president's communications and student recruitment.
 - Aug 2024 – Present --- reorganizing the University Relations (UR) department to a more integrated team by rebalancing skill sets within the top managers and refocusing skill sets on the tactical sides (i.e. – Aug 2024 social media hire being aligned with earning news coverage for the university).
 - Drafting a Board approved campus Communications policy to centralize YSU's external communication and marketing efforts (crisis communication, social media, website editing, news releases, and promotion of the YSU brand)
 - Assessing the graphic design area of UR and conducting an informal, cursory review of other campus areas where duplication of effort appears to be present.
 - Analyzing the WYSU AM radio channel programming and identifying areas to modify to better balance the content.
- YSU's Chief Spokesperson – representative to news media for crisis communication, crisis management messa 309 and preparing plans and communications for top level issues that affect the strategic vision of YSU.

Timothy J. Harrington

6429 Farmington Circle • Canfield, OH • H/C: 330.518.1293 • tjharrington02@ysu.edu

Youngstown State University, 1 Tressel Way, Youngstown, OH 44555

Jan 2024 – Aug 2024

Special Assistant to the President

- Directed, administered, and coordinated the internal operational activities and strategic focus of the President of Youngstown State University.
- Managed the strategic scheduling, constituent coordination, and University promotion for the President.
- Personally managed on behalf of the President the executive review of organization policies, strategic goals, and personnel actions that cover all university operations and growth.

BOC Water Hydraulics, LLC, 12024 Salem-Warren Rd, Salem OH 44460

July 2014 – Jan 2024

CHIEF OPERATING OFFICER / VP OF OPERATIONS

- Increased operational effectiveness twofold, decreased backlog by 98%, and executed actions that reduced overhead 30%. Increased profit margins and customer satisfaction. Aggressively directed the development and implementation of standard operating procedures and controls that resulted in sustained synch'd communication / information flow across all departments and a consistent drumbeat of communication externally to customers via social media.
- Implemented Key Performance Indicators (KPI's) / Advanced Metrics that quickly resulted in the identification of opportunities to expand the business overseas, and increased efficiency of production workflow.
- Responsible for developing, managing, and executing all BOC's communication strategy to promote and maintain the company's reputation as the industry leader in descaling and decoking operations. This included all media engagements, strategic social media, publicity for events, products and people.

Youngstown State University, 1 University Plaza, Youngstown, OH 44555

Sep 2016 – Jan 2021

PART-TIME INSTRUCTOR, WILLIAMSON COLLEGE OF BUSINESS ADMINISTRATION (MBA Program)

- Classroom Management – challenged students throughout a semester to “be curious” about business, the world we live in, and how it will affect them and provide them a competitive advantage. \
- Engaged students to manage a project that I coordinate with local businesses that will be used by the business moving forward. Real business world instructing. Routinely provide students class with compelling (and controversial) leadership and business articles/videos and have follow on discussion for a small portion of class. Articles are geared to spur their own curiosity about how they lead...or will lead.
- My educator goal was to use the textbook as a template but to take my experiences, good and bad, and instruct students to be 'business ready'.

Commander, United States Pacific Fleet, Oahu, Pearl Harbor, HI

May 2012 – June 2014

DEPUTY CHIEF OF STAFF FOR LOGISTICS, FLEET SUPPLY AND ORDNANCE (Navy Captain/0-6)

- Led a joint-capable logistics team focused on operational and logistics effectiveness at the theater strategic/operational level. Responsible for synchronizing communications across 4 echelons of commands, which included logistically planning and the execution of numerous contingency operations.
- Continued the strategic, collaborative effort from Naval Sea Logistics Center to execute an inventory readiness sparing modeling and analysis of the Ballistic Missile Defense (BMD) system to the entire US Navy Fleet. Built the execution and communication strategy across 5 agencies, received the buy in from the Commander of the Pacific Fleet, coordinated with the Pentagon staff and delivered the results which equipped over half the Navy's operational forces with the right sparing to achieve 3 fold readiness for our Ballistic Missile Defense with emphasis on forward deployed units, and our Littoral Combat Ships. Initiatives included increased sparing, coordinated contract support across the theaters, forward positioning of stock, and developing and executing theater distribution capabilities.
- Optimized ordnance management, positioning and readiness for PACFLT through sited explosive anchorages, ordnance load plans, explosive safety, inventory management and support infrastructure. Coordinated with PACOM and other constituents to develop ordnance requirements and provides recommendations for investment and procurement strategies to PACFLT, PACOM, and OPNAV staffs. Result was increased ordnance readiness across the theatre. Drill down information on this is classified.

Timothy J. Harrington

6429 Farmington Circle • Canfield, OH • H/C: 330.518.1293 • tjharrington02@ysu.edu

Naval Sea Logistics Center (NSLC), Mechanicsburg, PA

May 2010 – April 2012

CHIEF EXECUTIVE OFFICER / COMMANDING OFFICER (Navy Captain/0-6)

Commanded one of the largest Naval Sea System Command (NAVSEA) field activities. Sought out and hand selected by the Commander of the Naval Sea Systems Command (VADM Kevin McCoy) to lead the complete restoration of a crippled activity of 700 employees. Led a professional workforce of 700 civilian and contractor personnel located at six primary sites in strategic planning and business transformation. Oversaw and facilitated accomplishment of the organization's mission to serve as NAVSEA's technical agent for developing, maintaining, and assessing life cycle logistics support policies, procedures, products and data systems. Served as the senior fiscal execution officer responsible for the planning and execution of a \$65M yearly budget.

- Efficiently implemented a disciplined project review process that has improved cost/schedule performance by analyzing the 'right' project metrics that resulted in a 75 percent cost and schedule improvement; was the impetus to the execution of the organization's first ever Business Development Plan that has provided an in-depth analysis and stratification of the command's products and services, communication strategy, financial posture, customers, and talent base; unwavering leadership that drove the requirements for the command's flawless implementation of ERP.
- Built the Team - Coordinated with and across the Program Executive Office (Integrated Weapons systems), NAVSUP Weapon Systems Support and NAVSEA, forged a partnership that aggressively addressed AEGIS onboard sparing options, enabled a BMD System of Systems Optimization which resulted in the completion of a comprehensive Readiness Based Sparing (RBS) analysis for the AN/SPY-1D version of AWS and a "system of systems" RBS analysis for BMD capability.
- Provided professional and articulate testimony to the independent, bipartisan legislative Commission on Wartime Contracting (COWC) in Iraq and Afghanistan. As a witness on the COWC panel to examine how the past performance information system and the suspension and debarment process can be used to achieve better contractor performance and accountability in contingencies, testified on NAVSEA's behalf and provided the commission a clear-cut, detailed analysis of NSLC's role as the system and training administrator of the federally utilized Contracting Performance Assessment Reporting System (CPARS).
- Implemented a Change Management program to stimulate employee discussion and afford the workforce a better understanding of organizational changes, their effects, and how employees can be leaders in the process.
- Led the successful realignment of the Naval Sea Logistics Center (NSLC) to Naval Undersea Warfare Center – Keyport (NUWC-K). Coordinated the administrative, organizational, and financial realignment and successfully gained efficiencies while meeting all milestones on or ahead of schedule. Specific actions included: transitioning to a new unit identification code (UIC); coordinating the organizational change request (OCR) transition; notifying bargaining units of the alignment; transitioning NSPS employees to the Interim Performance Management System (IPMS); providing input and coordinating submissions for the development of the DoN WCF budget.

Commander, Fleet Air Forward, Atsugi, Japan

May 2009 – April 2010

LOGISTICS DIRECTOR

Led 120 Senior Government, Military, and Japanese civilians. Served as the Logistics Director and Fleet Type Commander in the operating areas of the U.S. Navy's Fifth and Seventh Fleets (Japan to Guam to the Arabian Gulf). Oversaw all logistics and maintenance requirements, policies and programs for all aviation forward deployed naval units, aviation capable ships, airfields, and air facilities.

- Primary responsibilities were to coordinate/support and communicate the prioritization and management of material, maintenance and training to geographically dispersed aviation customers within the Pacific Naval Aviation Enterprise.
- Developed, implemented and trained supply leadership on KPI's/metrics and business processes which reduced performance variability across customer channels and improved performance measures for all customers.
- Led a 10-constituent aviation enterprise integrated process team that identified operational plan forward operating base requirements and shortfalls required in the Navy's 7th Fleet Area of Operation.
- Identified, developed a plan, garnered the right players, and resolved an IT connectivity flaw in 6 months that had hampered US Navy aviation supply chain management operations between Guam, Japan, and Bahrain for over 10 years. This solution continues to save 1000's of hours of work and increased aviation material readiness for units operating in forward deployed areas of the Pacific Theatre.

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USS GEORGE WASHINGTON (CVN-73), San Diego, CA/Yokosuka, Japan

Aug 2008 – Apr 2009

LOGISTICS DIRECTOR / SUPPLY OFFICER

After a \$75M casualty that drew national and global attention, was personally called upon by the Commander, U.S. Naval Air Forces Pacific, to be the Supply Officer/Logistics Director to restore unity to a 600-person department and repair the logistics processes onboard an aircraft carrier.

- Restored unity – quickly developed a plan, made the difficult decisions, and built a Team that was able to recover from one of the most challenging catastrophes the US Navy had experienced since the USS Cole terrorist attack in Yemen. Exceeded all expectations, increased readiness, and personally managed the logistics plan that resulted in the nuclear aircraft carrier successfully moving 12,000 miles and changing homeports to Japan.
- Responsible for 9 separate budget operating accounts with a combined annual budget of \$200M, and readiness parts and material inventories exceeding 60,000 line items and \$225M in value for both shipboard and aviation support.
- Responsible for the daily inport and at sea aviation logistics readiness and maintenance for the forward deployed Airwing permanently stationed in Atsugi, Japan
- Managed the daily services for a co-ed crew of 5,500+ crewmembers that included (2) multi-million dollar stores, a 1M pound/yr postal service, 20,000+ meals/day
- Routinely interacted with international personnel, from host nation government offices and military, senior government officials, to local citizens in numerous ports of call and intermediate support sites.

USS KITTY HAWK (CV-63), Yokosuka, Japan

Apr 2007 – Aug 2008

LOGISTICS DIRECTOR / SUPPLY OFFICER

Board selected to lead a 500+ department for the forward deployed aircraft carrier

- Responsible for 9 separate budget operating accounts with a combined annual budget of \$200M, and parts and material inventories exceeding 60,000 line items and \$220M in value.
- Responsible for the daily inport and at sea aviation logistics readiness and maintenance for the forward deployed Airwing permanently stationed in Atsugi, Japan
- Awarded the Meritorious Service Medal mid-tour from the Commander, Naval Air Forces Pacific Fleet for increasing, maintaining, and sustaining the highest aviation readiness of all US Navy aircraft carriers
- Managed the hotel services for a co-ed crew of 5,500 crewmembers. While deployed, hosted numerous official visits and social events for host country dignitaries, military personnel, and host country citizens.
- Managed the daily services for a co-ed crew of 5,500+ crewmembers that included (2) multi-million dollar stores, a 1M pound/yr postal service, 20,000+ meals/day, Pay and Personnel Office
- Ambassador - routinely interacted with international dignitaries, from host nation government offices and military, to high ranking officials and staff, to local citizens in numerous ports of call and intermediate support sites

United States Fleet Forces Command, Norfolk, VA

Apr 2005 – Mar 2007

READINESS & SERVICES OFFICER – NAVY OPERATIONS

- Liaison to major system commands within the United States Navy (NAVSEA/NAVSUP/NAVAIR). Streamlined afloat logistics processes for all ships in the US Navy – Logistics Operations, financial reform and standardization, and postal policy changes.
- Chairman of the Chief of Naval Operations (CNO) Afloat Operational Advisory Group that spearheaded and executed major changes to the complex mission of afloat food service across the entire US Navy. The changes identified by this group were implemented Fleet-wide and resulted in \$100M+ in cost savings

Naval Inventory Control Point, Mechanicsburg, PA

Aug 2002 – Mar 2005

DIRECTOR, PLATFORM MANAGEMENT / RETROGRADE PROGRAM MANAGER

Led 35 government and senior civilians that planned, coordinated and managed the provisioning of shipboard allowance levels for all classes of Navy ships

- Personally built the team, managed the Fleet-wide major change to the retrograde management process, and spearheaded the development of a Navy-wide, fleet wide retrograde management program (Electronic Retrograde Management System/eRMS).
- Managed the start to finish development, testing, expansion, and roll out of an entire SAAS IT logistics system f.

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the US Navy. Implemented the system onboard 12 aircraft carriers, (10) L-Deck ships and (2) mobile shore based nodes in Kuwait City and Fujairah. During Operation Iraqi Freedom, the system ensured 100% accountability of over \$1B of aviation/shipboard repairable items and wait time for repair was decreased by 60%. The system is still in use today, has been expanded DoD-wide and has saved the DoD over \$300M in lost equipment surveys.

EARLY MILITARY CAREER

Jan 1990 – Nov 2002

USS ABRAHAM LINCOLN: Aviation Readiness Officer

(Jul 2000 – Jul 2002)

US Air Station Keflavik, Iceland: Assistant Logistics Director

(May 1997 – Apr 1999)

Personal Staff to the Chairman, Office of the Chairman Joint Chiefs of Staff (OCJCS)

(Apr 1995 – Apr 1997)

- Personal staff member to General John Shalikashvili
- Routinely interacted with Cabinet Members, Senior Military and Government Officials

USS REID (FFG-30): Department Head of a guided missile frigate

(Mar 1993 – Mar 1995)

- Awarded the Navy Commendation Medal at sea by the Chief of Naval Operations for assuming duties as the Executive Officer (XO) of the ship during a boarding and takeover of a motor vessel in the Arabian Gulf in 1994

USS FORRESTAL (CV-59): Division Officer

(Aug 1990 – Feb 1993)

EDUCATION / CERTIFICATION / AWARDS

- Duke University - Fuqua School of Business Executive Education Advanced Management Program (2012)
- MBA - University of Georgia Terry College of Business with an emphasis in Economics/Organizational Consulting/Information Technology, Athens, GA (2000)
- Tench Francis School of Business Executive Advanced Management Program (Athens, GA)
- BS/BA (Finance/Economics) – Youngstown State University (Youngstown, OH)
- Personal Awards from the US Navy: (2) Legions of Merit, (1) Defense Meritorious Service Medal, (3) Meritorious Service Medals, (8) Navy Commendation Medals, (1) Navy Achievement Medal
- Runner up Navy wide in 2012 for the Admiral Stan Arthur Logistics Excellence Award
- President, Salem High School Alumni Association (2024 – Present)
- Certified Mentor, Severn Leadership Group, Annapolis Maryland.
- Graduated Fellow of the CS Lewis Institute / Mentor for incoming Fellows
- Distinguished Alumni Award from Salem High School, Salem, OH (2013)

References

- Rear Admiral (ret), US Navy, James McNeal, 619.980.9908
- Rear Admiral (ret), US Navy, Donald (Lee) Singleton, 904.226.1445 / 703.236.0034
- CDR (ret), US Navy, Kent Michaelis, 717.421.6003

**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 September 19, 2024, meeting of the Board of Trustees; and

WHEREAS, such personnel actions are in accordance with the 2024-2025 Budget and with University policies 3356-2-02, Equal Opportunity and Affirmative Action Recruitment and Employment; 3356-9-05, Faculty Rank and Tenure for Designated Administrators; 3356-9-02, Selection, Appointment, and Annual Evaluation of Administrative Officers; 3356-7-42, Selection, Appointment, and Evaluation of Professional/Administrative Staff; 3356-7-43, Externally Funded University Positions; 3356-7-36, Hiring and Selection Process, Evaluation and Compensation for Intercollegiate Athletic Coaches; and 3356-7-46, Supplemental Pay Assignments for Full and Part-time Faculty and Professional/Administrative Staff and Secondary Appointments for Full-time Faculty;

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

**Board of Trustees Meeting
December 12, 2024
YR 2025-**

SUMMARY OF PERSONNEL ACTIONS

Faculty & Department Chairs

07/16/2024 through 10/15/2024

Separations – 14

- Faculty Tenured – 11
- Faculty Term – 2
- Department Chair – 1

Appointments – 22

New Positions – 7

- Faculty Term – 7

Replacement Positions – 15

- Faculty Tenure Track – 6
- Faculty Term – 9

Position Adjustments – 5

- Faculty Tenure Track – 2
- Faculty Term – 2
- Department Chair – 1

Tenure with Promotion – 2

- Faculty Tenured – 2

Promotion Only – 8

- Faculty Tenured – 6
- Faculty Term – 2

YOUNGSTOWN STATE UNIVERSITY
FACULTY DEPARTMENT CHAIRS
PERSONNEL ACTIONS 7/16/2024 THROUGH 10/15/2024
SEPARATIONS

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT/PROGRAM	DATE OF SEPARATION	FTE	SALARY	SEPARATION TYPE
Term Appointments							
Deger, Gwendolyn	Faculty	Lecturer	Teacher Education	8/15/2024	1.00	\$ 47,000.00	Resignation
Herman McMillan, Emily	Faculty	Lecturer	Counseling, School Psychology & Educational Leadership	8/15/2024	1.00	\$ 50,702.85	Resignation
Tenured Appointments							
Behney, Jennifer	Faculty	Associate Professor	World Languages and Cultures	8/15/2024	1.00	\$ 96,529.61	Resignation
Boczkowska, Ewelina	Faculty	Professor	Dana School of Music	8/17/2024	1.00	\$ 88,199.99	VSRP
Bruns, Kristin	Faculty	Associate Professor	Counseling, School Psychology & Educational Leadership	8/15/2024	1.00	\$ 75,703.06	Resignation
Cortes, Pedro	Faculty	Professor	Civil Environmental & Chemical Engineering	8/15/2024	1.00	\$ 89,774.45	Resignation
Griswold, David	Faculty	Associate Professor	Physical Therapy	8/15/2024	1.00	\$ 94,465.42	Resignation
Hunter, Allen	Faculty	Professor	Chemistry	8/31/2024	1.00	\$ 106,241.10	Retirement
Kirova, Alena	Faculty	Associate Professor	English	9/20/2024	1.00	\$ 70,406.52	Resignation
Leightner, Amanda	Faculty	Associate Professor	Health Professions	8/15/2024	1.00	\$ 73,250.94	Resignation
Onwudiwe, Christian	Faculty	Assistant Professor	Criminal Justice	8/15/2024	1.00	\$ 70,357.03	Death
Turel, Tacibaht	Faculty	Professor	Hospitality Mgt & Merchandising	8/17/2024	1.00	\$ 85,776.38	VSRP
Yun, Misook	Faculty	Professor	Dana School of Music	8/17/2024	1.00	\$ 90,430.91	VSRP
Sturuss, William	Chairpersons	Chair and Professor	Physics & Astronomy	9/30/2024	0.00	\$ 122,396.40	Retirement

YOUNGSTOWN STATE UNIVERSITY
FACULTY DEPARTMENT CHAIRS
PERSONNEL ACTIONS 7/16/2024 THROUGH 10/15/2024
APPOINTMENTS

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT/PROGRAM	APPOINTMENT DATE	FTE	SALARY
Term Appointments						
Butler, Michael	Faculty	Lecturer	Dana School of Music & University Theatre	8/19/2024	1.00	\$ 60,000.00
Compton, Kathleen	Faculty	Lecturer	Health Professions	8/16/2024	1.00	\$ 45,000.00
DeCarlo, Carl*	Faculty	Lecturer	Chemical & Biological Sciences	9/1/2024	1.00	\$ 55,384.20
DiCarlo, Melanie*	Faculty	Lecturer	School of Computer Science, Information, and Engineering Technology	8/16/2024	1.00	\$ 60,000.00
Fieldhouse, Jackie	Faculty	Lecturer	Nursing	8/19/2024	1.00	\$ 53,000.00
Galich, Lisa*	Faculty	Lecturer	Health Professions	8/16/2024	1.00	\$ 50,000.00
Gramann, Rachel	Faculty	Lecturer	School of Computer Science, Information, and Engineering Technology	8/19/2024	1.00	\$ 60,000.00
Hudson, Monica*	Faculty	Lecturer	Nursing	8/16/2024	1.00	\$ 53,000.00
Jerome, John	Faculty	Lecturer	Nursing	8/16/2024	1.00	\$ 53,000.00
Kearns, Angela*	Faculty	Lecturer	Social Work	8/16/2024	1.00	\$ 51,000.00
Laverick-Miller, Tracy*	Faculty	Lecturer	Health Professions	8/16/2024	1.00	\$ 50,000.00
Ricciulli-Ciolli, Angela	Faculty	Lecturer	Chemical & Biological Sciences	8/19/2024	1.00	\$ 52,000.00
Snyder, Andrea	Faculty	Lecturer	Psychological Sciences and Counseling	8/16/2024	1.00	\$ 47,000.00
Surdoval-Fetkovich, Meri	Faculty	Lecturer	Health Professions	8/19/2024	1.00	\$ 44,443.00
Wakefield, Daniel	Faculty	Lecturer	Teacher Education & Leadership Studies	8/19/2024	1.00	\$ 45,000.00
Yensel, Jennifer*	Faculty	Principal Lecturer	Psychological Sciences and Counseling	8/16/2024	1.00	\$ 57,000.00
Tenure Track Appointments						
Abbaspourtamijani, Ali	Faculty	Assistant Professor	Chemical & Biological Sciences	8/19/2024	1.00	\$ 63,000.00
Chung, Miri	Faculty	Assistant Professor	Management and Marketing	8/19/2024	1.00	\$ 115,000.00
Citrak, Susan	Faculty	Assistant Professor	Chemical & Biological Sciences	8/19/2024	1.00	\$ 64,173.00
Copland, Amy	Faculty	Assistant Professor	Art	8/19/2024	1.00	\$ 75,000.00
Lyu, Zefeng	Faculty	Assistant Professor	Rayen School of Engineering	8/19/2024	1.00	\$ 78,000.00
Stevens, Madeleine	Faculty	Assistant Professor	Psychological Sciences and Counseling	8/19/2024	1.00	\$ 75,000.00
*New Positions						

YOUNGSTOWN STATE UNIVERSITY
FACULTY DEPARTMENT CHAIRS
PERSONNEL ACTIONS 7/16/2024 THROUGH 10/15/2024
POSITION/SALARY ADJUSTMENTS

EMPLOYEE NAME	EMPLOYEE TYPE	NEW POSITION TITLE/ OLD POSITION TITLE	NEW DEPARTMENT/ OLD DEPARTMENT	APPOINTMENT DATE	FTE	NEW SALARY	OLD SALARY
McKay, Eiryn	Faculty	Lecturer	Centofanti School of Nursing	8/19/2024	1.00	\$ 53,000.00	\$ 48,898.80
Gilliland, Robert	Faculty	Assistant Professor/ Senior Lecturer	School of Computer Science, Information, and Engineering Technology	8/19/2024	1.00	\$ 78,000.00	\$ 58,733.56
Wright, Melody	Faculty	Lecturer	Centofanti School of Nursing	8/19/2024	1.00	\$ 58,000.00	\$ 53,000.00
Yelamanchi, Bharat	Faculty	Assistant Professor/Lecturer	Rayen School of Engineering	8/16/2024	1.00	\$ 78,000.00	\$ 62,000.00
Balaz, Snjezana	Chair/Faculty	Acting Chair & Assoc. Professor/Assoc. Professor	Physics Astronomy Geology & Environmental Science	10/11/2024	1.00	\$ 98,378.43	\$ 80,696.43

YOUNGSTOWN STATE UNIVERSITY
FACULTY DEPARTMENT CHAIRS
PERSONNEL ACTIONS 7/16/2024 THROUGH 10/15/2024
PROMOTIONS

EMPLOYEE NAME	EMPLOYEE TYPE	NEW POSITION TITLE/ OLD POSITION	DEPARTMENT	APPOINTMENT DATE	FTE	NEW SALARY	OLD SALARY
Term Appointments							
Flinn, Barbara	Faculty	Senior Lecturer/ Lecturer	English & World Languages	8/16/2024	1.00	\$ 50,882.00	\$ 45,349.66
Russell, Janelle	Faculty	Senior Lecturer/ Lecturer	Chemical & Biological Sciences	8/16/2024	1.00	\$ 51,109.45	\$ 47,754.36
Tenured Appointments							
Alschuler, Mari	Faculty	Professor/ Associate Professor	Social Work	8/16/2024	1.00	\$ 81,611.49	\$ 74,717.15
Bagley, Morgan	Faculty	Associate Professor/ Assistant Professor	Graduate Studies in Health and Rehabilitation Sciences	8/16/2024	1.00	\$ 71,215.34	\$ 69,995.43
Beadling, Laura	Faculty	Professor/ Associate Professor	English & World Languages	8/16/2024	1.00	\$ 81,611.49	\$ 74,717.15
Dangol, Ramesh	Faculty	Professor/ Associate Professor	Management & Marketing	8/16/2024	1.00	\$ 147,903.27	\$ 139,709.09
Renne, Ian	Faculty	Professor/ Associate Professor	Chemical & Biological Sciences	8/16/2024	1.00	\$ 82,137.33	\$ 75,232.68
Stourman, Nina	Faculty	Professor/ Associate Professor	Chemical & Biological Sciences	8/16/2024	1.00	\$ 83,489.90	\$ 76,558.73
Venkataraman, Meenakshi	Faculty	Associate Professor/ Assistant Professor	Social Work	8/16/2024	1.00	\$ 69,026.00	\$ 59,066.83
Weaver, Amy	Faculty	Professor/ Associate Professor	Centofanti School of Nursing	8/16/2024	1.00	\$ 82,937.31	\$ 76,016.97



SUMMARY OF PERSONNEL ACTIONS
Professional Administrative - (Excludes Athletics)
7/16/2024 through 10/15/2024

Separations – 16

- Professional Administrative Staff – 10
- Professional Administrative Excluded – 3
- Professional Administrative Externally Funded – 3

Appointments – 22

Replacement Positions – 16

- Professional Administrative Staff – 8
- Professional Administrative Excluded – 4
- Professional Administrative Externally Funded – 4

New Positions – 6

- Professional Administrative Staff – 1
- Professional Administrative Excluded – 1
- Professional Administrative Externally Funded – 4

Reclassifications/Position Adjustments – 6

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

Promotions – 11

- Professional Administrative Staff – 6
- Professional Administrative Excluded – 5

Salary Adjustments – 7

- Professional Administrative Staff – 1
- Professional Administrative Excluded – 6

Transfers – 2

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

YOUNGSTOWN STATE UNIVERSITY
PROFESSIONAL ADMINISTRATIVE
PERSONNEL ACTIONS 7/16/2024 THROUGH 10/15/2024
SEPARATIONS

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	DATE OF SEPARATION	FTE	SALARY	SEPARATION TYPE
Brewer, Jonathon	APAS	Coordinator Audio Video Engineer	Dean -CCAC	8/21/2024	1.00	\$ 47,003.25	Resignation
Conley, Morgan	APAS	Counselor Financial Aid	Financial Aid & Scholarships	9/5/2024	1.00	\$ 37,214.25	Resignation
Gallo, Nicholas	APAS	Coordinator Center Career Management	Dean - WCBA	7/26/2024	1.00	\$ 41,500.00	Resignation
McClendon, Migdalia	APAS	Assistant Director	Undergraduate Admissions	10/15/2024	1.00	\$ 61,228.36	Retirement
Mims, Donquail	APAS	Coordinator Transition and Mentoring Programs	Belonging Empowerment & Engagement	9/27/2024	1.00	\$ 41,814.00	Resignation
Missik, Lauren	APAS	Coordinator Community Standards Student Conduct	Dean of Students	10/11/2024	1.00	\$ 47,003.25	Resignation
Noday, Linda	APAS	Coordinator	Accessibility Services	9/30/2024	1.00	\$ 39,426.33	Resignation
Phillips, Desja	APAS	Senior Academic Advisor 1	Dean - WCBA	8/15/2024	1.00	\$ 46,087.50	Resignation
Trifonoff, Jaccob	APAS	Coordinator Theatrical Production Facilities Support	Theater and Dance	8/30/2024	1.00	\$ 48,927.34	Resignation
Ware, Johnny	APAS	Assistant Director	Honors College	8/16/2024	1.00	\$ 44,956.04	Resignation
Miller, Megan	Excluded	Assistant Registrar	Registration & Records	8/9/2024	1.00	\$ 62,424.00	Resignation
Ruse, Elaine	Excluded	Associate Vice President	Student Enrollment & Business Services	8/31/2024	1.00	\$ 139,331.65	Retirement
Tressel, James	Excluded	Special Assistant to the Board of Trustees for Philanthropy and Engagement	VP - Finance & Business Operations	8/31/2024	1.00	\$ 113,722.86	Resignation
Chapman, Gabrielle	Externally Funded	Instruction Specialist	Rich Center for Autism	8/7/2024	0.60	\$ 13,302.43	Resignation
LaRiccia, Dawn	Externally Funded	Instruction Specialist	Rich Center for Autism	7/31/2024	1.00	\$ 28,560.00	Resignation
Lawson, Benjamin	Externally Funded	Coordinator Skill Acquisition and Strategy Laboratory	Psychology	8/9/2024	0.50	\$ 18,727.20	Resignation

YOUNGSTOWN STATE UNIVERSITY
PROFESSIONAL ADMINISTRATIVE
PERSONNEL ACTIONS 7/16/2024 THROUGH 10/15/2024
APPOINTMENTS

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	APPOINTMENT DATE	FTE	SALARY
Blaze, Billy	APAS	Coordinator Membership & Marketing	Andrews Student Recreation & Wellness Center	8/16/2024	1.00	\$ 43,888.00
Horst, Josiah	APAS	Coordinator Competitive Sports and Recreational Youth Programs	Club Sports	8/16/2024	1.00	\$ 43,888.00
Martin, Paige	APAS	Coordinator	Undergraduate Admissions	9/16/2024	1.00	\$ 40,000.00
Primus, Sheena	APAS	Business Systems Administrator	IT Data Analytics	9/3/2024	1.00	\$ 68,500.00
Richardson, Stephanie	APAS	Coordinator Continuous Improvement	Institute Teaching & Learning	9/16/2024	1.00	\$ 44,000.00
Sah, Garrett	APAS	Coordinator Social Media & Communications	Marketing & Communications	9/3/2024	1.00	\$ 45,000.00
Sheely, Savannah*	APAS	Coordinator Social Media & Communications	Marketing & Communications	9/16/2024	1.00	\$ 45,000.00
Worley, Kelly	APAS	Coordinator	Undergraduate Admissions	9/3/2024	1.00	\$ 40,000.00
Yargo, David	APAS	Technology Trainer	IT Training Services	9/3/2024	1.00	\$ 46,500.00
Beckett, Brian*	Excluded	Program Director YSU Driving School	Dean - STEM	9/3/2024	1.00	\$ 85,000.00
Burkett, Heather	Excluded	Assoc. Director Systems Support Services	Undergraduate Admissions	7/16/2024	1.00	\$ 70,000.00
Frammartino, John	Excluded	Associate Bursar	University Bursar	8/16/2024	1.00	\$ 65,000.00
Habuda, Christine	Excluded	Executive Assistant to the Provost	Provost VP - Academic Affairs	9/23/2024	1.00	\$ 57,000.00
McKenney, Melissa	Excluded	Director	Financial Aid and Scholarships	7/16/2024	1.00	\$ 98,000.00
Campana, Dalton*	Externally Funded	Coordinator Community Health Fitness and Wellness	Master of Public Health	9/3/2024	1.00	\$ 45,000.00
Cashbaugh, George	Externally Funded	Instruction Specialist	Rich Center for Autism	9/16/2024	1.00	\$ 28,000.00
Cashbaugh, Marissa	Externally Funded	Instruction Specialist	Rich Center for Autism	9/16/2024	1.00	\$ 28,000.00
Frazier, Kelley*	Externally Funded	Manager CDC REACH	Master of Public Health	10/1/2024	1.00	\$ 65,313.00
Ibrahim-Ojoawo, Atinuke*	Externally Funded	Coordinator Community Health Fitness and Wellness	Master of Public Health	9/3/2024	1.00	\$ 45,000.00
Oder, Molly*	Externally Funded	Registered Dietitian	Master of Public Health	8/1/2024	1.00	\$ 62,000.00
Reese, Emily	Externally Funded	Co-Coordinator English Festival	English	8/16/2024	0.25	\$ 6,922.50
Sheikh, Saarib	Externally Funded	Instructor Networking Telecommunication	Workforce Education Innovation	8/16/2024	1.00	\$ 68,500.00
<i>*New Positions</i>						

YOUNGSTOWN STATE UNIVERSITY
PROFESSIONAL ADMINISTRATIVE
PERSONNEL ACTIONS 7/16/2024 THROUGH 10/15/2024
RECLASSIFICATIONS/POSITION ADJUSTMENTS

EMPLOYEE NAME	NEW EMPLOYEE TYPE / PREVIOUS EMPLOYEE TYPE	NEW POSITION TITLE/ PREVIOUS POSITION TITLE	NEW DEPARTMENT/ PREVIOUS DEPARTMENT	APPOINTMENT DATES	NEW FTE/ OLD FTE	NEW SALARY	PREVIOUS SALARY
Hake, Anthony	APAS	Website Manager and Portal Administrator/Project Coordinator & Website Content Creator	Marketing & Communications	4/1/2024	1.00	\$ 49,293.58	\$ 44,408.63
Meyerl, Aaron	APAS	Senior Research Analyst/ Research Analyst	Institutional Research & Analytics	5/16/2024	1.00	\$ 70,253.26	\$ 63,866.60
Orlando, Terri	Excluded	Academic Budget Officer	Provost VP - Academic Affairs	10/1/2024	0.8/ 1.00	\$ 61,125.58	\$ 76,406.98
Chizmar, Melissa	Excluded	Program Coordinator	Community Engagement	9/1/2024	0.8/ 1.00	\$ 40,750.38	\$ 50,937.98
Smith, Levi	Excluded	Budget Administrator	Tressel Institute Leadership & Teamwork	7/16/2024	0.75/ 1.00	\$ 44,808.35	\$ 59,744.46
Veisz, Patricia	Excluded	Temporary Director	Dean - WCBA	7/16/2024	0.8/ 1.00	\$ 67,917.31	\$ 84,896.64

YOUNGSTOWN STATE UNIVERSITY
PROFESSIONAL ADMINISTRATIVE
PERSONNEL ACTIONS 7/16/2024 THROUGH 10/15/2024
PROMOTIONS

EMPLOYEE NAME	EMPLOYEE TYPE / PREVIOUS EMPLOYEE TYPE	NEW POSITION TITLE / PREVIOUS POSITION TITLE	NEW DEPARTMENT/ PREVIOUS DEPARTMENT	APPOINTMENT DATE	FTE	NEW SALARY	PREVIOUS SALARY
Dittrich, James	APAS /ACE	Website Engineer/Web Programmer	Marketing & Communications	9/8/2024	1.00	\$ 70,100.00	\$ 61,859.20
Ferradino, Darla	APAS /ACE	Coordinator Registration/ Data Administration Specialist 1	Registration & Records	9/22/2024	1.00	\$ 50,000.00	\$ 38,168.00
Henline, Emily	APAS	Senior Academic Advisor 1/ Academic Advisor 2	Dean - WCBA	8/16/2024	1.00	\$ 48,000.00	\$ 42,255.09
Latronica, Brandon	APAS /ACE	Systems Engineer/ Systems Technician 2	IT Infrastructure Services	9/22/2024	1.00	\$ 76,788.00	\$ 51,854.40
Schneider, Jeremy	APAS /ACE	Technology Support Engineer/ Technology Support Technician 2	IT Customer Services	8/25/2024	1.00	\$ 69,500.00	\$ 57,636.80
Soltis, Eugene	APAS /ACE	Network Engineer/ Technology Support Technician 2	IT Infrastructure Services/ IT Customer Services	10/6/2024	1.00	\$ 72,488.00	\$ 52,332.80
Hans, Tiffany	Excluded	Manager Delivery Services/ Interim Manager Delivery Services	Delivery Services	7/16/2024	1.00	\$ 56,565.00	\$ 53,060.40
Holdridge, Shannon	Excluded/APAS	Director of Advising/Senior Academic Advisor 2	Dean - CCAC	7/16/2024	1.00	\$ 70,000.00	\$ 59,466.44
Korda, Dalton	Excluded/APAS	Associate Director/ Assistant Director	Andrews Student Rec. & Wellness Ctr./Kilcawley Ctr.	8/1/2024	1.00	\$ 54,000.00	\$ 44,696.80
Moorer, Susan	Excluded/APAS	Associate Director/Assistant Director	Belonging, Empowerment & Engagement	9/16/2024	1.00	\$ 73,692.99	\$ 70,183.80
Morrone, Ross	Excluded	Academic Marketing & Enrollment Strategy Officer/Chief Marketing Officer	Provost VP - Academic Affairs/Marketing & Communications	7/16/2024	1.00	\$ 108,000.00	\$ 99,095.60

YOUNGSTOWN STATE UNIVERSITY
PROFESSIONAL ADMINISTRATIVE
PERSONNEL ACTIONS 7/16/2024 THROUGH 10/15/2024
SALARY ADJUSTMENTS

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	APPOINTMENT DATES	NEW FTE	NEW SALARY	OLD FTE	PREVIOUS SALARY
Kale, Veronica	APAS	Coordinator	Housing	8/16/2024	1.00	\$ 45,456.04	1.00	\$ 44,956.04
Bowyer, Brittany	Excluded	Executive Assistant	VP - Finance & Business Operations	9/1/2024	1.00	\$ 57,258.55	1.00	\$ 45,258.55
Hubert, Christine	Excluded	Director	Undergraduate Admissions	7/16/2024	1.00	\$ 104,703.00	1.00	\$ 98,776.41
Lantz, Dana	Excluded	Executive Director Equal Opportunity & Human Resources	Equal Opportunity Policy Development & Human Resources	9/1/2024	1.00	\$ 137,083.10	1.00	\$ 126,928.80
Lewis-Aey, Jennifer	Excluded	Executive Director Human Resources and CHRO	Human Resources	9/1/2024	1.00	\$ 137,083.10	1.00	\$ 126,928.80
Miltner, Ross	Excluded	Associate General Counsel	General Counsel	9/1/2024	1.00	\$ 120,341.00	1.00	\$ 111,426.84
Spencer, William	Excluded	Associate Director Planning and Construction	Facilities Maintenance	7/16/2024	1.00	\$ 95,000.00	1.00	\$ 90,202.68

**YOUNGSTOWN STATE UNIVERSITY
PROFESSIONAL ADMINISTRATIVE
PERSONNEL ACTIONS 7/16/2024 THROUGH 10/15/2024
TRANSFERS**

EMPLOYEE NAME	NEW EMPLOYEE TYPE/ PREVIOUS EMPLOYEE TYPE	NEW POSITION TITLE/PREVIOUS POSITION TITLE	NEW DEPARTMENT/ PREVIOUS DEPARTMENT	CONTRACT APPOINTMENT DATES	FTE	NEW SALARY	PREVIOUS SALARY
DuBos, Nicholas	APAS	International Student & Scholar Advisor/Coordinator International Student Services	International Programs Office	8/16/2024	1.00	\$ 52,171.74	\$ 52,171.74
Bell, Cynthia	Excluded	Executive Assistant	President/ Provost VP - Academic Affairs	9/23/2024	1.00	\$ 71,385.25	\$ 71,385.25



SUMMARY OF PERSONNEL ACTIONS

Athletic Employees

7/16/2024 through 10/15/2024

Separations – 5

- Professional Administrative Excluded – 4
- Professional Administrative Externally Funded – 1

Appointments – 4

Replacement Positions – 4

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

Reclassification/Position Adjustments – 1

- Professional Administrative Excluded – 1

Promotions – 2

- Professional Administrative Excluded – 2

Salary Adjustments – 2

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

Transfers – 1

- Professional Administrative Staff – 1

YOUNGSTOWN STATE UNIVERSITY
ATHLETICS EMPLOYEES
PERSONNEL ACTIONS 7/16/2024 THROUGH 10/15/2024
SEPARATIONS

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	DATE OF SEPARATION	FTE	SALARY	TYPE OF SEPARATION
Bertolini, Daniel	Excluded	Head Coach	Baseball	7/27/2024	1.00	\$ 68,465.74	Non-renewal
Davis, Shane	Excluded	Assistant Coach	Baseball	7/27/2024	1.00	\$ 36,611.68	Non-renewal
Reagan, Kelsey	Excluded	Assistant Coach	Swimming & Diving - Women's	8/25/2024	1.00	\$ 51,000.00	Resignation
Rodenberg, James	Excluded	Assistant Coach Sports Performance	Training Room	9/9/2024	1.00	\$ 67,773.90	Non-renewal
Spencer, Jaysen	Externally Funded	Director	Athletic Administration	7/31/2024	1.00	\$ 52,020.00	Resignation

YOUNGSTOWN STATE UNIVERSITY
ATHLETICS EMPLOYEES
PERSONNEL ACTIONS 7/16/2024 THROUGH 10/15/2024
APPOINTMENTS

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	CONTRACT/ APPOINTMENT DATES	FTE	SALARY
Johnson, Evan	Excluded	Assistant Coach	Baseball	9/3/2024	1.00	\$ 25,000.00
Maddox, William	Excluded	Assistant Coach	Baseball	8/1/2024	1.00	\$ 35,000.00
Moser, Dylan	Excluded	Assistant Coach	Baseball	8/1/2024	1.00	\$ 35,000.00
Daum, Sarah	Externally Funded	Assistant Director Athletics Sales and Development	Athletic Administration	8/1/2024	1.00	\$ 52,000.00

YOUNGSTOWN STATE UNIVERSITY
ATHLETICS EMPLOYEES
PERSONNEL ACTIONS 7/16/2024 THROUGH 10/15/2024
POSITION ADJUSTMENTS

EMPLOYEE NAME	NEW EMPLOYEE TYPE/ OLD EMPLOYEE TYPE	NEW POSITION TITLE/ OLD POSITION TITLE	NEW DEPARTMENT/ OLD DEPARTMENT	CONTRACT/ APPOINTMENT DATES	NEW FTE/ OLD FTE	NEW SALARY	PREVIOUS SALARY
Penniman, Richard	Excluded	Assistant Coach	Track - Women's	7/1/2024	0.5/ 0.25	\$ 15,300.00	\$ 7,278.27

YOUNGSTOWN STATE UNIVERSITY
ATHLETICS EMPLOYEES
PERSONNEL ACTIONS 7/16/2024 THROUGH 10/15/2024
PROMOTIONS

EMPLOYEE NAME	NEW EMPLOYEE TYPE/ OLD EMPLOYEE TYPE	NEW POSITION TITLE/ OLD POSITION TITLE	NEW DEPARTMENT/ OLD DEPARTMENT	CONTRACT/ APPOINTMENT DATES	FTE	NEW SALARY	PREVIOUS SALARY
King, Rebecca	Excluded/ APAS	Associate Director Athletic Academic Services/Senior Athletic Academic Coordinator	Academic Counseling	9/16/2024	1.00	\$ 52,000.00	\$ 47,251.59
Welch, Brian	Excluded/ Externally Funded	Assistant Athletic Director Athletic Academic Services/ Athletic Academic Coordinator	Academic Counseling	9/16/2024	1.00	\$ 60,000.00	\$ 44,825.57

YOUNGSTOWN STATE UNIVERSITY
ATHLETICS EMPLOYEES
PERSONNEL ACTIONS 7/16/2024 THROUGH 10/15/2024
SALARY ADJUSTMENTS

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	CONTRACT/ APPOINTMENT DATES	FTE	NEW SALARY	PREVIOUS SALARY
King, Rebecca	APAS	Senior Athletic Academic Coordinator	Academic Counseling	3/1/2024	1.00	\$ 46,144.07	\$ 43,946.74
Garrison, Mason	Excluded	Assistant Coach for Sports Performance	Training Room	8/1/2024	1.00	\$ 67,774.00	\$ 43,064.40

YOUNGSTOWN STATE UNIVERSITY
ATHLETICS EMPLOYEES
PERSONNEL ACTIONS 7/16/2024 THROUGH 10/15/2024
TRANSFERS

EMPLOYEE NAME	NEW EMPLOYEE TYPE/ OLD EMPLOYEE TYPE	NEW POSITION TITLE/ OLD POSITION TITLE	NEW DEPARTMENT/ OLD DEPARTMENT	CONTRACT/ APPOINTMENT DATES	FTE	NEW SALARY	PREVIOUS SALARY
Chapman, Madison	APAS	Coordinator Social Media Creative Content	Athletic Facilities Rental/ Marketing & Communication	7/16/2024	1.00	\$ 39,000.00	\$ 39,000.00



SUMMARY OF PERSONNEL ACTIONS
Supplemental and Secondary Pay Assignments
7/16/2024 through 10/15/2024

Supplemental Pay Assignments – 125

General/Restricted Funded Assignments – 115

- Professional Administrative Staff – 13
- Professional Administrative Excluded – 8
- Professional Administrative Externally Funded – 1
- Full-time Faculty – 61
- Part-time Faculty – 31
- Department Chair – 1

Grant Funded Assignments – 10

- Professional Administrative Externally Funded – 1
- Full-time Faculty – 5
- Part-time Faculty – 4

Faculty Secondary Appointments – 12

- Full-time Faculty – 10
- Department Chair – 2

Faculty Banked Workload Payments – 65

- Full-time Faculty – 58
- Department Chair – 7

YOUNGSTOWN STATE UNIVERSITY
SUPPLEMENTAL PAY ASSIGNMENTS AND SECONDARY APPOINTMENTS
RECEIVED 7/16/2024 - 10/15/2024
GENERAL FUND SUPPLEMENTAL PAY ASSIGNMENTS

LAST NAME	FIRST NAME	EMPLOYMENT TYPE	ORIGINATING DEPARTMENT	RECEIVED IN HR	DATES DUTIES PERFORMED	PAYMENT AMOUNT
Welch	Holly	Part-time Faculty	TELS	7/17/2024	07/1/24-08/17/24	\$ 1,125.00
Holdridge	Shannon	Excluded	Cliffe College of Creative Arts	7/22/2024	06/01/24-07/15/24	\$ 1,050.00
Beese	Jane	Full-time Faculty	Distance Education	7/18/2024	7/1/24-8/17/24	\$ 1,500.00
Marino	Robert	Part-time Faculty	Distance Education	7/18/2024	7/1/24-8/17/24	\$ 1,000.00
Jeffords	Charles	Full-time Faculty	Distance Education	7/18/2024	7/1/24-8/17/24	\$ 250.00
Beese	Jane	Full-time Faculty	Distance Education	7/18/2024	7/1/24-8/17/24	\$ 250.00
Schafer	Holly	Part-time Faculty	Distance Education	7/18/2024	7/1/24-8/17/24	\$ 500.00
Wallace	Debra	Full-time Faculty	Distance Education	7/18/2024	7/1/24-8/17/24	\$ 1,000.00
Heasley	Randi	Full-time Faculty	Distance Education	7/18/2024	7/1/24-8/17/24	\$ 1,250.00
Weaver	Amy	Full-time Faculty	Distance Education	7/18/2024	7/1/24-8/17/24	\$ 750.00
Varga	Barbara	Part-time Faculty	Distance Education	7/18/2024	7/1/24-8/17/24	\$ 375.00
Mikula	Vincent	Full-time Faculty	Distance Education	7/18/2024	7/1/24-8/17/24	\$ 375.00
Shields	Cynthia	Full-time Faculty	Distance Education	7/18/2024	7/1/24-8/17/24	\$ 625.00
Mikula	Vincent	Full-time Faculty	Distance Education	7/18/2024	7/1/24-8/17/24	\$ 625.00
Wright	Melody	Full-time Faculty	Distance Education	7/18/2024	7/1/24-8/17/24	\$ 375.00
Hoyson	Patricia	Full-time Faculty	Distance Education	7/18/2024	7/1/24-8/17/24	\$ 375.00
Isaacs	Diana	Part-time Faculty	Distance Education	7/18/2024	7/1/24-8/17/24	\$ 375.00
Jerome	John	Part-time Faculty	Distance Education	7/18/2024	7/1/24-8/17/24	\$ 375.00
Han-Haas	Helen	Full-time Faculty	Distance Education	7/18/2024	7/1/24-8/17/24	\$ 8,950.00
Hoon Choi	Jeong	Full-time Faculty	Distance Education	7/18/2024	7/1/24-8/17/24	\$ 8,950.00
Eunni	Rangamohan	Full-time Faculty	Distance Education	7/18/2024	7/1/24-8/17/24	\$ 4,200.00
Cummins	Lauren	Full-time Faculty	Distance Education	7/18/2024	7/1/24-8/17/24	\$ 750.00
Jones	Jessie	APAS	Mathematics and Statistics	7/19/2024	2/5/24-8/15/24	\$ 1,700.00
Makara	David	Part-time Faculty	Psychological Sciences & Counseling	7/22/2024	07/22/24-08/16/24	\$ 1,500.00
Yu	Feng	Full-time Faculty	CSIET	7/23/2024	08/01/24-08/15/24	\$ 4,995.65
Bowser	Presley	Excluded	Sokolov Honors College	7/25/2024	7/1/24-08/30/24	\$ 700.00

YOUNGSTOWN STATE UNIVERSITY
SUPPLEMENTAL PAY ASSIGNMENTS AND SECONDARY APPOINTMENTS
RECEIVED 7/16/2024 - 10/15/2024
GENERAL FUND SUPPLEMENTAL PAY ASSIGNMENTS

LAST NAME	FIRST NAME	EMPLOYMENT TYPE	ORIGINATING DEPARTMENT	RECEIVED IN HR	DATES DUTIES PERFORMED	PAYMENT AMOUNT
Bower	Brittany	Excluded	Finance and Business Operations	7/25/2024	07/25/24-8/31/24	\$ 1,250.00
Deger	Gwendolyn	Full-time Faculty	TELS	7/19/2024	07/9/24-08/17/24	\$ 5,000.00
Schoenfeld	Melissa	Excluded	Facilities	8/9/2024	10/01/23-12/31/24	\$ 7,000.00
Hartup	Mollie	Excluded	Sokolov Honors College	8/5/2024	10/01/24-03/31/25	\$ 4,500.00
Keown	David	Full-time Faculty	Office of Research Services	8/6/2024	08/16/24-08/15/25	\$ 1,000.00
Iagulli	Lauren	Full-time Faculty	BCCHS Dean's Office	8/9/2024	08/01/24-08/01/25	\$ 12,000.00
Buehler	My Hoang	APAS	International Programs Office	8/12/2024	08/19/24-10/19/24	\$ 1,762.40
Vitullo	Jina	APAS	International Programs Office	8/12/2024	08/19/24-10/19/24	\$ 1,772.80
Larwin	Karen	Full-time Faculty	Office of Research Services	8/6/2024	08/16/24-08/15/25	\$ 2,000.00
Welch	Holly	Part-time Faculty	TELS	8/7/2024	08/26-12/08/24	\$ 2,150.00
Brkic	Ivica	Part-time Faculty	Student Success	8/9/2024	7/16-7/19/24	\$ 200.00
Dean	Taylor	APAS	Student Success	8/9/2024	7/16-7/19/24	\$ 200.00
Fugett	Sara	Excluded	Student Success	8/9/2024	7/16-7/19/24	\$ 200.00
Horvak	Lillian	APAS	Student Success	8/9/2024	7/16-7/19/24	\$ 200.00
McCabe	Ashley	Part-time Faculty	Student Success	8/9/2024	7/16-7/19/24	\$ 200.00
McCurry	Rebecca	APAS	Student Success	8/9/2024	7/16-7/19/24	\$ 200.00
Santangelo	Christopher	APAS	Student Success	8/9/2024	7/16-7/19/24	\$ 200.00
Shaughnessy	Justin	Part-time Faculty	Student Success	8/9/2024	7/16-7/19/24	\$ 200.00
Woodruff	Evan	APAS	Student Success	8/9/2024	7/16-7/19/24	\$ 200.00
Zvara	Lynn	Part-time Faculty	Student Success	8/9/2024	7/16-7/19/24	\$ 200.00
Robich	Laura	APAS	Nursing	8/23/2024	8/23/24-12/7/24	\$ 5,000.00
Vinkler	Susan	APAS	Nursing	8/26/2024	08/26/24-12/7/24	\$ 5,000.00
Zetts	Mark	Part-time Faculty	Health Professions	8/24/2024	08/26/24-12/07/24	\$ 2,500.00
Spinosa	Amanda	Part-time Faculty	ART	8/17/2025	08/26/24-12/07/24	\$ 3,550.00
Slipski	Ronald	Part-time Faculty	Humanities and Social Science	8/26/2024	08/27/24-01/20/25	\$ 3,000.00
Yelamanchi	Bharat	Full-time Faculty	Rayen School of Engineering	9/3/2024	08/1/24-08/15/24	\$ 762.00

YOUNGSTOWN STATE UNIVERSITY
SUPPLEMENTAL PAY ASSIGNMENTS AND SECONDARY APPOINTMENTS
RECEIVED 7/16/2024 - 10/15/2024
GENERAL FUND SUPPLEMENTAL PAY ASSIGNMENTS

LAST NAME	FIRST NAME	EMPLOYMENT TYPE	ORIGINATING DEPARTMENT	RECEIVED IN HR	DATES DUTIES PERFORMED	PAYMENT AMOUNT
McCormick	Daniel	APAS	Athletics	8/27/2024	09/7/24-10/26/24	\$ 1,500.00
Davis	Ron	Full-time Faculty	Distance Education	9/6/2024	9/6/2024	\$ 2,000.00
Massaro	Megan	Excluded	IT Services	9/9/2024	04/01/24-07/31/24	\$ 3,653.60
Mincher	Jenine	Full-time Faculty	Health Professions	9/9/2025	7/1/24-7/31/24	\$ 9,530.00
Lee	Hae-Jong	Part-time Faculty	Dana School of Music	9/12/2024	11/09/24-12/06/24	\$ 1,600.00
Umble	James	Part-time Faculty	Dana School of Music	9/12/2024	8/26/24-12/04/24	\$ 650.00
Stegeman	Rachel	Part-time Faculty	Dana School of Music	9/12/2024	09/30/24-12/6/24	\$ 650.00
Carter-Dennis	Stephanie	Part-time Faculty	Dana School of Music	9/12/2024	09/30/24-12/06/24	\$ 750.00
Treybig	Dana	Part-time Faculty	Dana School of Music	9/12/2024	09/30/24-12/06/24	\$ 650.00
Laird	Susan	Part-time Faculty	Sociology	9/19/2024	09/02/24-12/09/24	\$ 1,031.25
Davis	Ron	Full-time Faculty	Distance Education	9/23/2024	9/19/2024	\$ 2,000.00
McCormick	Dan	APAS	Student Experience	9/23/2024	10/01/24-06/30/25	\$ 2,964.55
Bagley	Morgan	Full-time Faculty	Institute for Teaching and Learning	9/24/2024	07/16/24-09/16/24	\$ 100.00
Italiano	Kristen	Externally Funded	Distance Education	10/11/2024	10/10/2024	\$ 2,000.00
Cody	Kathy	APAS	College of Graduate Studies	10/11/2024	10/1/24-01/31/25	\$ 3,116.10
Fusillo	Ida	Full-time Faculty	Distance Education	10/11/2024	8/26/24-12/14/24	\$ 1,250.00
Smith	Stephanie	Full-time Faculty	Distance Education	10/11/2024	8/26/24-12/14/24	\$ 250.00
Smith	Stephanie	Full-time Faculty	Distance Education	10/11/2024	8/26/24-12/14/24	\$ 250.00
Smith	Stephanie	Full-time Faculty	Distance Education	10/11/2024	8/26/24-12/14/24	\$ 250.00
Jackson	Jaietta	Full-time Faculty	Distance Education	10/11/2024	8/26/24-12/14/24	\$ 3,500.00
Jackson	Jaietta	Full-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 500.00
Tyus	Jeff	Full-time Faculty	Distance Education	10/11/2024	8/26/24-12/14/24	\$ 2,500.00
Jeffords	Charles	Full-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 1,750.00
Mlakar	Melissa	Part-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 1,250.00
Jeffords	Charles	Full-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 750.00
Marino	Robert	Part-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 250.00

YOUNGSTOWN STATE UNIVERSITY
SUPPLEMENTAL PAY ASSIGNMENTS AND SECONDARY APPOINTMENTS
RECEIVED 7/16/2024 - 10/15/2024
GENERAL FUND SUPPLEMENTAL PAY ASSIGNMENTS

LAST NAME	FIRST NAME	EMPLOYMENT TYPE	ORIGINATING DEPARTMENT	RECEIVED IN HR	DATES DUTIES PERFORMED	PAYMENT AMOUNT
Marino	Robert	Part-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 250.00
Beese	Jane	Full-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 750.00
Larwin	Karen	Full-time Faculty	Distance Education	10/11/2024	8/26/24-12/14/24	\$ 250.00
Larwin	Karen	Full-time Faculty	Distance Education	10/11/2024	8/26/24-12/14/24	\$ 500.00
Larwin	Karen	Full-time Faculty	Distance Education	10/11/2024	8/26/24-12/14/24	\$ 250.00
Larwin	Karen	Full-time Faculty	Distance Education	10/11/2024	8/26/24-12/14/24	\$ 250.00
Ratican	Crystal	Full-time Faculty	Distance Education	10/11/2024	8/26/24-12/14/24	\$ 750.00
Bateman	Patrick	Full-time Faculty	Distance Education	10/11/2024	8/26/24-10/19/24	\$ 750.00
Kana	David	Part-time Faculty	Distance Education	10/11/2024	8/26/24-12/14/24	\$ 1,000.00
Onitsuka	Yukitada	Part-time Faculty	Distance Education	10/11/2024	8/26/24-12/14/24	\$ 1,500.00
Krummel	Christopher	Full-time Faculty	Distance Education	10/11/2024	8/26/24-12/14/24	\$ 1,000.00
Harvey	Stephen	Part-time Faculty	Distance Education	10/11/2024	8/26/24-12/14/24	\$ 1,000.00
Calcagni	Laura	Full-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 500.00
Heasley	Randi	Full-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 750.00
Weaver	Amy	Full-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 1,000.00
Shortreed	Mary	Full-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 250.00
Mikula	Vincent	Full-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 1,250.00
Shields	Cynthia	Full-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 500.00
Shields	Cynthia	Full-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 250.00
Mikula	Vincent	Full-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 250.00
Wright	Melody	Full-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 1,250.00
Mikula	Vincent	Full-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 1,250.00
Wright	Melody	Full-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 125.00
Hoyson	Patricia	Full-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 125.00
Isaacs	Diana	Part-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 125.00
Hoyson	Patricia	Full-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 125.00

YOUNGSTOWN STATE UNIVERSITY
SUPPLEMENTAL PAY ASSIGNMENTS AND SECONDARY APPOINTMENTS
RECEIVED 7/16/2024 - 10/15/2024
GENERAL FUND SUPPLEMENTAL PAY ASSIGNMENTS

LAST NAME	FIRST NAME	EMPLOYMENT TYPE	ORIGINATING DEPARTMENT	RECEIVED IN HR	DATES DUTIES PERFORMED	PAYMENT AMOUNT
Sumell	Albert	Full-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 9,950.00
Petruska	Karin	Full-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 10,350.00
Yang	Xiaolou	Full-time Faculty	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 4,250.00
Tomhave	Alan	Excluded	Distance Education	10/11/2024	8/26/24-12/14/24	\$ 750.00
Vopat	Mark	Full-time Faculty	Distance Education	10/11/2024	8/26/24-12/14/24	\$ 930.00
Fusillo	Ida	Full-time Faculty	Distance Education	10/11/2024	8/26/24-12/14/24	\$ 2,500.00
Sracic	Paul	Full-time Faculty	Distance Education	10/11/2024	8/26/24-12/14/24	\$ 500.00
Cripe	Kathleen	Chair	Distance Education	10/11/2024	8/26/24-10/13/24	\$ 750.00
Dugan	Charles	Part-time Faculty	Distance Education	10/11/2024	8/26/24-12/14/24	\$ 250.00
Walker	Jennifer	Part-time Faculty	Distance Education	10/11/2024	8/26/24-12/14/24	\$ 4,750.00
Robbins	Zachary	Part-time Faculty	Distance Education	10/24/2024	8/26/24-12/14/24	\$ 2,430.00

YOUNGSTOWN STATE UNIVERSITY
SUPPLEMENTAL PAY ASSIGNMENTS AND SECONDARY APPOINTMENTS
RECEIVED 7/16/2024 - 10/15/2024
GRANT FUNDED SUPPLEMENTAL PAY ASSIGNMENTS

LAST NAME	FIRST NAME	EMPLOYMENT TYPE	ORIGINATING DEPARTMENT	RECEIVED IN HR	DATES DUTIES PERFORMED	PAYMENT AMOUNT
Park	Byung Wook	Full-time Faculty	Rayen School of Engineering	7/17/2024	8/1/24-08/15/24	\$4,026.00
Frank	David	Full-time Faculty	Psychological Sciences & Counseling	7/17/2024	07/01/24-08/15/24	\$6,950.00
Rogers	Richard	Full-time Faculty	Criminal Justice and Consumer Science	9/25/2024	10/01/23-05/15/24	\$8,302.00
Powe	Nicolette	Full-time Faculty	Graduate School of Health & Rehabilitation Services	9/25/2024	10/01/23-05/15/24	\$7,979.00
Loveland	Scott	Externally Funded	APEX Accelerator/WCBA	10/7/2024	09/01/24-08/31/25	\$5,000.00
Farris	Jaelyn	Part-time Faculty	Psychological Sciences & Counseling	10/7/2024	9/1/24-12/15/24	\$3,078.00
Farris	Jaelyn	Part-time Faculty	Psychological Sciences & Counseling	10/7/2024	9/1/24-12/15/24	\$3,076.98
Farris	Jaelyn	Part-time Faculty	Psychological Sciences & Counseling	10/7/2024	9/1/24-12/15/24	\$3,078.00
Juergensen	James	Full-time Faculty	Psychological Sciences & Counseling	10/7/2024	9/01/24-05/15/25	\$6,155.00
Farris	Jaelyn	Part-time Faculty	Psychological Sciences & Counseling	10/7/2024	9/1/24-12/15/24	\$3,078.00

YOUNGSTOWN STATE UNIVERSITY
SUPPLEMENTAL PAY ASSIGNMENTS AND SECONDARY APPOINTMENTS
RECEIVED 7/16/2024 - 10/15/2024
FACULTY SECONDARY APPOINTMENTS

LAST NAME	FIRST NAME	EMPLOYMENT TYPE	DEPARTMENT	JOB TITLE	BEGIN DATE	END DATE	PAYMENT AMOUNT
Bateman	Patrick	Faculty	Management and Marketing	Lariccia Family Endowed Professor of Business	7/1/2024	6/30/2025	\$15,000.00
Bateman	Patrick	Faculty	Management and Marketing	Director, MBA Program	8/16/2024	8/15/2025	\$17,000.00
Fluker	Amy	Faculty	Humanities and Social Sciences	Robert W. Reeder I Memorial Endowed Professorship in History	8/26/2024	8/25/2025	\$6,952.50
Fuller	Adam	Faculty	Humanities and Social Sciences	Clayman Professor of Judaic and Holocaust Studies	8/26/2024	8/25/2025	\$9,000.00
Li	Frank	Faculty	Rayen School of Engineering	Friedman Endowed Chair of Engineering	11/1/2024	5/1/2025	\$35,000.00
Pallante	Martha	Faculty	Humanities and Social Sciences	Charles Darling Distinguished Chair in American Social History	8/26/2024	8/25/2025	\$28,338.00
Beese	Jane	Faculty	Teacher Education and Leadership Studies	Program Coordinator of educational leadership and Educational Administration	7/14/2024	8/16/2024	\$4,000.00
Andrews	Corey	Faculty	English & World Languages	Grace Ruth Memorial Endowed Professorship in English	8/26/2024	8/15/2025	\$6,900.00
Carucci	Joe	Chair	Dana School of Music and University Theatre	Director, Dana School of Music and University Theatre	8/30/2024	6/30/2025	\$4,800.00
Yelamanchi	Bharat	Faculty	Rayen School of Engineering	Enynon-Beyer Memorial Chair of Metallurgy	11/1/2024	5/1/2025	\$10,000.00
Durrell	Patrick	Faculty	Physics, Astronomy, Geology, and Environmental Sciences	Dr. Warren M. Young Endowed Chair Position in Physics and Astronomy	8/19/2024	8/15/2025	\$7,018.68
Wakefield	Thomas	Chair	Mathematics and Statistics	Coordinator for COFS & Aviation Curriculum	10/31/2024	6/30/2025	\$10,000.00

YOUNGSTOWN STATE UNIVERSITY
SUPPLEMENTAL PAY ASSIGNMENTS AND SECONDARY APPOINTMENTS
7/16/2024 - 10/15/2024
FACULTY BANKED WORKLOAD PAYMENTS

NAME	EMPLOYMENT TYPE	JOB TITLE	PAYMENT DATE	PAYMENT AMOUNT
Armstrong, Felicia P.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 5,625.00
Arslanyilmaz, Abdu	Chair	FT Bank Overload Payout	10/15/2024	\$ 7,500.00
Balaz, Snjezana	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 3,750.00
Balendiran, Ganesaratnam K.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 22,500.00
Beese, Jane	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 625.00
Bellas, Christopher M.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 11,875.00
Borra, Venkata Shesha Vamsi	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 1,875.00
Bruns, Kristin	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 625.00
Butcher, Michael T.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 3,750.00
Caguiat, Jonathan J.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 11,250.00
Choo, Kyosung	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 1,875.00
Coldren, Jeffrey T.	Chair	FT Bank Overload Payout	10/15/2024	\$ 1,875.00
Colwell, Kelly L.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 2,500.00
Cripe, M Kathleen L.	Chair	FT Bank Overload Payout	10/15/2024	\$ 625.00
Curnalia, Rebecca M.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 2,212.50
Diggins, Thomas P.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 2,500.00
Earnhardt, Adam C.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 4,375.00
Ehsani, Sahar	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 5,625.00
Fehlbaum, Amanda	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 625.00
Fluker, Amy L.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 1,875.00
Gordon, Jay L.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 1,875.00
Jackson, Carrie R.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 4,375.00
Jeffords, Charles W.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 625.00
Keown, Daniel	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 1,875.00
Kerns, G. Jay	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 2,712.50
Kress, Victoria E.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 1,462.50

YOUNGSTOWN STATE UNIVERSITY
SUPPLEMENTAL PAY ASSIGNMENTS AND SECONDARY APPOINTMENTS
7/16/2024 - 10/15/2024
FACULTY BANKED WORKLOAD PAYMENTS

NAME	EMPLOYMENT TYPE	JOB TITLE	PAYMENT DATE	PAYMENT AMOUNT
Learman, Kenneth E.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 4,375.00
Li, Frank X.	Chair	FT Bank Overload Payout	10/15/2024	\$ 22,500.00
Linkous, Clovis A.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 16,250.00
Madsen, Thomas L.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 625.00
Martin, Holly J.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 8,125.00
Merrill, Monica M.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 1,875.00
Miller, Kenneth L.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 7,500.00
Min, Xiangjia	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 1,875.00
Myers, Nathan	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 11,250.00
Nguyen, Nguyet T.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 3,125.00
O'Leary, Patrick M.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 1,250.00
Pallante, Martha I.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 1,875.00
Panaitof, Stefania C.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 1,875.00
Park, Byung-Wook	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 5,625.00
Pesch, Alexander H.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 1,875.00
Pettitt, Nicole	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 625.00
Prieto Langerica, Alicia	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 4,037.50
Priour, Donald J.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 2,500.00
Protivnak, Jake J.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 625.00
Ratican, Crystal L.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 625.00
Renne, Ian J.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 2,500.00
Rogers, Richard L.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 6,875.00
Schwartz, Jeremy T.	Chair	FT Bank Overload Payout	10/15/2024	\$ 1,875.00
Sethi, Swati N.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 625.00
Sharma, Suresh	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 5,087.50
Simeonsson, Josef B.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 15,000.00
Simonelli, David A.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 5,625.00

YOUNGSTOWN STATE UNIVERSITY
SUPPLEMENTAL PAY ASSIGNMENTS AND SECONDARY APPOINTMENTS
7/16/2024 - 10/15/2024
FACULTY BANKED WORKLOAD PAYMENTS

NAME	EMPLOYMENT TYPE	JOB TITLE	PAYMENT DATE	PAYMENT AMOUNT
Sisco, Dolores V.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 1,875.00
Solomon, Constantin V.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 10,625.00
Spearman, Patrick T.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 3,750.00
Stourman, Nina V.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 15,000.00
Sullins, John R.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 5,625.00
Van Dussen, Daniel J.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 5,000.00
VanVoorhis, Richard W.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 625.00
Wagner, Patricia B.	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 3,750.00
Wagner, Timothy R.	Chair	FT Bank Overload Payout	10/15/2024	\$ 8,750.00
Wakefield, Thomas P.	Chair	FT Bank Overload Payout	10/15/2024	\$ 1,875.00
Yelamanchi, Bharat	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 1,875.00
Yu, Feng	Full Time Faculty	FT Bank Overload Payout	10/15/2024	\$ 9,375.00

Youngstown State University
Board of Trustees Meeting December 2024
Human Resources Update

Equal Opportunity and Title IX

The Equal Opportunity and Title IX Office continues to offer training in the areas of Title VI, Title VII and Title IX, as well as search committee training. Additionally, in conformance with SB94, a new training will be offered beginning January 2025 to address incident response for matters involving ethnicity and religious based harassment.

The staff launched the Campus Climate Survey, in accordance with the ODHE Changing Campus Culture Initiative requirement.

Benefits and Wellness

The Annual Benefits Fair saw approximately 125 employees attend, an increase on previous years. During the fair, annual health care screenings were offered, resulting in more employees attending and availing themselves of the opportunity.

The 2024 annual wellness incentive program ended On November 15, 2024. This year the enrollment increased to 366 employees from 160 in 2023. Employees who participate receive incentive points that can be redeemed for up to three hundred dollars in gift cards.

Training

Each month of 2024, the HR Training Office offered compliance and management related training for faculty and staff. Staff members from Benefits, Training, Wellness, Equal Opportunity, Title IX, Labor and Employee Relations, and Human Resources Operation presented trainings on a variety of topics. We received positive feedback and some suggested topics for 2025.

Labor Relations

1. **ACE:** LOUs completed (Boiler Technician, Environmental Specialist, Locksmith, and Print Specialist).
2. **APAS:** Reviewing Appendices A, B, C, and D as agreed upon during negotiations.
3. **FOP:** Created new discipline process for FOP.
4. **YSU/OEA:** MOUs for Article 9 The Academic Environment related to Chair searches.

HR Operations

In addition to processing new hires and other personnel actions for the start to the new academic year, the Office of Human Resources has been updating administrative policies and creating new electronic workflows to improve operations. Employee salaries were also reviewed for compliance with changes to the Department of Labor's Fair Labor Standards Act overtime regulations that were scheduled to go into effect January 1, 2025. Preparations were made and managers were surveyed regarding hours worked by employees under the newly proposed overtime threshold. However, on November 15, 2024, a federal judge in the Eastern District Court of Texas ruled to strike down all components of the new rule, meaning both the July and January salary thresholds are no longer in effect, and the triennial automatic updates will not take place. The salary threshold of \$35,568 set in 2019 will be the salary threshold employers are to adhere to. As a result, no additional salary adjustments will be made as result of the new ruling.

Organizational Development

As an integral part of the strategic planning process, the Chief Human Resources Officer and Vice President of Legal Affairs held succession planning meetings with Vice Presidents and administrative officers in the areas of Academic Affairs, Finance & Business Operations and Institutional Effectiveness to assess and forecast workforce needs, identify critical positions, and begin to develop action plans to ensure continuity of services. The succession planning process meetings were held with an intent to formally establish and conduct a comprehensive review of current and future staffing needs and offer support and assistance in developing a succession plan for each area.

Current Postings 11/15/2024

<u>Full-time Faculty</u>		
<u>Job Title</u>	<u>Division</u>	<u>Department</u>
Assistant Professor, Forensic Biology – Chemical and Biological Sciences (Tenure-Track)	Academic Affairs	Chemical & Biological Sciences
Assistant Professor, Civil Engineering (Tenure-Track)	Academic Affairs	Rayen School of Engineering
Assistant Professor, Mechanical Engineering (Tenure-Track)	Academic Affairs	Rayen School of Engineering
Assistant Professor, Computer Science and Information Systems (Tenure-Track)	Academic Affairs	Computer Science & Info Systems
Assistant Professor, Forensic Sciences – Chemical and Biological Sciences (Tenure-Track)	Academic Affairs	Chemical & Biological Sciences
Assistant Professor, Mathematics and Statistics (Tenure-track)	Academic Affairs	Mathematics & Statistics
Lecturer, Electrical Engineering (Term)	Academic Affairs	Rayen School of Engineering
Lecturer, Health Information Management (Term)	Academic Affairs	Health Professions
Assistant Professor, Plant Ecology – Biology (Tenure-Track)	Academic Affairs	Chemical & Biological Sciences
Assistant or Associate Professor, Physical Therapy (Tenure-Track)	Academic Affairs	Physical Therapy
Assistant Professor, Chemical Engineering (Tenure-Track)	Academic Affairs	Rayen School of Engineering
Lecturer, Medical Laboratory Science Programs (Term)	Academic Affairs	Health Professions
Assistant Professor, Electrical and Computer Engineering (Tenure-Track)	Academic Affairs	Rayen School of Engineering
Lecturer, Management (Term)	Academic Affairs	Management & Marketing
Lecturer, Computer Science & Information Systems (Term)	Academic Affairs	Computer Science & Info Systems
Assistant Professor, Primary Education/Primary Intervention Specialist (Tenure – Track)	Academic Affairs	Teacher Ed & Leadership Studies
<u>Part-time Faculty</u>		
<u>Job Title</u>	<u>Division</u>	<u>Department/Major</u>
Part-time Faculty, Teacher Education and Leadership Studies	Academic Affairs	Teacher Ed & Leadership Studies
Part-time Faculty, Materials Science and Engineering	Academic Affairs	Materials Science and Engineering
Part-time Faculty, First Year Student Services	Academic Affairs	Student Success
Part-time Faculty, Teacher Education (Undergraduate Courses)	Academic Affairs	Teacher Ed & Leadership Studies
Part-time Faculty, Photography	Academic Affairs	Art
Part-Time Faculty, World Languages	Academic Affairs	English & World Languages
Part-Time Faculty, Geography	Academic Affairs	Geography
Part-Time Faculty, Humanities and Social Sciences - Anthropology	Academic Affairs	Sociology & Anthropology

Current Postings 11/15/2024

Part-time Faculty Continued		
<u>Job Title</u>	<u>Division</u>	<u>Department/Major</u>
Part-time Faculty, Physical Therapy - Pediatrics	Academic Affairs	Physical Therapy
Part-time Faculty, Master of Health and Human Services (MHHS)	Academic Affairs	Master of Health & Human Services
Part-time Faculty, STEM Careers	Academic Affairs	Dean - STEM
Part-time Faculty, Management Undergraduate Courses	Academic Affairs	Management & Marketing
Part-time Faculty, Management	Academic Affairs	Management & Marketing
Part-Time Faculty, Health Professions - Kinesiology and Sport Science	Academic Affairs	Kinesiology and Sport Science
Part-time Faculty, Master in Athletic Training	Academic Affairs	Master of Athletic Training
Part-time Faculty, Radiologic Technology – Health Professions (Term)	Academic Affairs	Health Professions
Part-time Faculty, Healthcare Administration – Health Professions (Term)	Academic Affairs	Health Professions
Part-time Faculty, Paralegal	Academic Affairs	Philosophy & Religious Studies
Part-time Faculty, Sociology	Academic Affairs	Sociology & Anthropology
Part-time Faculty, Physics	Academic Affairs	Physics & Astronomy
Part-time Faculty, Honors	Academic Affairs	Honors College
Part-time Faculty, Medical Practices	Academic Affairs	Honors College
Part-time Faculty, Environmental Science	Academic Affairs	Geology & Environmental Studies
Part-time Faculty, PAGES - Geology	Academic Affairs	Geology & Environmental Studies
Part-time Faculty, Director of Dana Gospel Choir	Academic Affairs	Dana School of Music
Part-time Faculty, Dana School of Music	Academic Affairs	Dana School of Music
Part-time Faculty, Pharmacology for Nurse Anesthetist Students	Academic Affairs	Nursing
Part-time Faculty, Physical Therapy	Academic Affairs	Physical Therapy
Part-time Faculty, Visual Arts	Academic Affairs	Art
Part-time Faculty, Graphic Design	Academic Affairs	Art
Part-time Faculty, Mechanical Engineering Technology	Academic Affairs	School of Technology
Part-time Faculty, Marketing	Academic Affairs	Management & Marketing
Part-time Faculty, Mathematics	Academic Affairs	Mathematics & Statistics
Part-time Faculty, Nursing Clinical	Academic Affairs	Nursing
Part-time Faculty, Electrical Engineering Technology	Academic Affairs	School of Technology
Part-time Faculty, Civil and Construction Engineering Technology	Academic Affairs	School of Technology
Part-time Faculty, Teacher Education (Graduate Courses)	Academic Affairs	Teacher Ed & Leadership Studies

Current Postings 11/15/2024

Part-time Faculty Continued		
<u>Job Title</u>	<u>Division</u>	<u>Department/Major</u>
Part-time Faculty, Adolescent/Young Adult Education	Academic Affairs	Teacher Ed & Leadership Studies
Part-time Faculty, Literacy Education	Academic Affairs	Teacher Ed & Leadership Studies
Part-time Faculty, Mathematics	Academic Affairs	Mathematics & Statistics
Part-Time Faculty, Politics and International Relations	Academic Affairs	Politics and International Relation
Part-Time Faculty, Nursing - Graduate	Academic Affairs	Nursing
Part-Time Faculty, Nurse Practitioner (Online)	Academic Affairs	Nursing
Part-time Faculty, Health Professions - Dental Hygiene	Academic Affairs	Health Professions
Part-time Faculty, Medical Laboratory Programs	Academic Affairs	Health Professions
Part-time Faculty, Public Health	Academic Affairs	Health Professions
Part-time Faculty, History	Academic Affairs	History
Part-Time Faculty, Counseling and School Psychology	Academic Affairs	Psychological Sciences & Counseling
Part-Time Faculty, Special Education	Academic Affairs	Teacher Ed & Leadership Studies
Part-Time Faculty, Middle Childhood Education	Academic Affairs	Teacher Ed & Leadership Studies
Part-time Faculty, Dietetics Program (Undergraduate)	Academic Affairs	Health Professions
Part-Time Faculty, Mechanical Engineering	Academic Affairs	Mechanical Engineering
Part-Time Faculty, Computer Science and Information Systems	Academic Affairs	Computer Science & Info Systems
Part-Time Faculty, Civil, Environmental and Chemical Engineering	Academic Affairs	Civil Environmental & Chemical Engr
Part-time Faculty, Chemistry	Academic Affairs	Chemistry
Part-Time Faculty, Chemistry Lab	Academic Affairs	Chemistry
Part-Time Faculty, Visual Arts Foundations	Academic Affairs	Art
Part-Time Faculty, Communication - Journalism and Telecommunication Studies	Academic Affairs	Communication
Part-time Faculty, Merchandising - Fashion and Interiors	Academic Affairs	Hospitality Mgt & Merchandising
Part-Time Faculty, Chemical Engineering	Academic Affairs	Civil Environmental & Chemical Engr
Part-time Faculty, Criminal Justice	Academic Affairs	Criminal Justice
Part-time Faculty, Hospitality Management	Academic Affairs	Hospitality Mgt & Merchandising
Part-time Faculty, English Composition	Academic Affairs	English
Part-time Faculty, Philosophy	Academic Affairs	Philosophy & Religious Studies
Part-time Faculty, Forensic Sciences	Academic Affairs	Forensic Science
Part-Time Faculty, Humanities and Social Sciences - Political Science	Academic Affairs	Politics and International Relation

Current Postings 11/15/2024

<u>Part-time Faculty Continued</u>		
<u>Job Title</u>	<u>Division</u>	<u>Department/Major</u>
Part-time Faculty, Respiratory Care	Academic Affairs	Health Professions
Part-time Faculty, Mathematics and Statistics	Academic Affairs	Mathematics & Statistics
Part-Time Faculty, Psychology	Academic Affairs	Psychological Sciences & Counseling
Part-time Faculty, Student Teaching/Pre-Clinical Supervisor- Teacher Education	Academic Affairs	Teacher Ed & Leadership Studies
Part-Time Faculty, Electrical and Computer Engineering	Academic Affairs	Electrical Engineering
Part-Time Faculty, Art History	Academic Affairs	Art
Part-Time Faculty, Social Work	Academic Affairs	Social Work
Part-Time Faculty, Social Work - Lakeland & Lorain CC Campuses	Academic Affairs	Social Work
Part-Time Faculty, Industrial Engineering	Academic Affairs	Mechanical Engineering
Part-Time Faculty, Plant Biology	Academic Affairs	Biology
Part-time Faculty, Theatre and Dance Performance	Academic Affairs	Theater and Dance
Part-time Faculty, Anatomy and Physiology	Academic Affairs	Biology
Part-time Faculty, Higher Education Administration – Teacher Education	Academic Affairs	Teacher Education
Part-Time Faculty, Early Childhood Education/Early Childhood Intervention Specialist	Academic Affairs	Teacher Ed & Leadership Studies
<u>Professional Administrative</u>		
<u>Job Title</u>	<u>Division</u>	<u>Department</u>
Intermittent Coordinator Costume Shop	Academic Affairs	Theater and Dance
Intermittent Associate Director, YSU Youth Orchestra	Academic Affairs	Dana School of Music
Program Administrator, Recycling Program	Finance & Business	Janitorial Services
Coordinator	Academic Affairs	Ward Beecher Planetarium
Associate Director, Residence Life	President	Housing
Classroom Mentor Lead Instruction Specialist	Academic Affairs	Rich Center for Autism
Program Advisor and Academic Coach, Strong Start	Academic Affairs	Academic Success Center
Lead Instruction Specialist	Academic Affairs	Rich Center for Autism
Instructional Designer	Academic Affairs	Distance Learning
Case Manager	President	Dean of Students

Current Postings 11/15/2024

<u>Professional Administrative Continued</u>		
<u>Job Title</u>	<u>Division</u>	<u>Department</u>
Dean	Academic Affairs	Dean Bitonte Col Health & Human
Coordinator, Community Standards & Student Conduct	Academic Affairs	Dean of Students
Assistant Director, College Credit Plus	Academic Affairs	College Access and Transition
Director	Inst Effectivenes	Institutional Research & Analytics
University Architect	Finance & Business	Facilities Maintenance
Financial Aid Counselor	Inst Effectivenes	Financial Aid and Scholarships
Academic Advisor 1	Academic Affairs	Dean - STEM
Athletic Academic Coordinator	President	Academic Counseling
Manager	Inst Effectivenes	Undergraduate Admissions
Assistant Coach, Swimming	President	Swimming & Diving - Women's
Coordinator, Choose Ohio First Scholarship Program and STEM Scholarship	Academic Affairs	Dean - STEM
Web Developer	President	Marketing & Communications
Assistant Coach, Sports Performance	President	Training Room
Assistant Coach, Softball	President	Softball
Coordinator, Career, Internships & Co-Ops	Academic Affairs	Dean - STEM
Coordinator, STEM K-12 Access and Outreach	Academic Affairs	Dean - STEM
Instruction Specialist	Academic Affairs	Rich Center for Autism
Coordinator, Regional Admissions (10 month)	Inst Effectivenes	Undergraduate Admissions
<u>Classified</u>		
<u>Job Title</u>	<u>Division</u>	<u>Department</u>
Boiler Technician	Finance & Business	Facilities Maintenance
Locksmith	Finance & Business	Facilities Maintenance
Human Resources Generalist - Benefits	Legal Affairs & HR	Human Resources
Business Operations Specialist 2	Inst Effectivenes	Registration & Records
Print Specialist	Finance & Business	Printing Services
Parking Facilities Attendant (Intermittent)	Finance & Business	Parking Services
Parking Facilities Attendant (.75)	Finance & Business	Parking Services

Current Postings 11/15/2024

<u>Classified Continued</u>		
<u>Job Title</u>	<u>Division</u>	<u>Department</u>
Electrician	Finance & Business	Facilities Maintenance
Groundskeeper 2	Finance & Business	Grounds
Academic Leader - Multiple Locations	Academic Affairs	Community Engagement
Academic Operations Specialist 2	Academic Affairs	Dean BCLASSE
Business Operations Specialist 2	Inst Effectiveness	Undergraduate Admissions
Business Operations Specialist 2	Academic Affairs	Dean - STEM
Maintenance Repair Worker 2	Finance & Business	Facilities Maintenance
Police Officer 1	Finance & Business	YSU Police
<u>Unclassified</u>		
<u>Job Title</u>	<u>Division</u>	<u>Department</u>
Activity Leader - Multiple Locations	Academic Affairs	Community Engagement



SUMMARY OF PERSONNEL ACTIONS

Classified Employees

7/16/2024 through 10/15/2024

Separations – 6

- Classified Civil Service – 5
- Classified Excluded – 1

Appointments – 5

- Classified Civil Service – 4
- FOP – 1

Reclassifications/Position Adjustments – 7

- Classified Civil Service – 6
- Classified Excluded – 1

Promotions – 1

- Classified Civil Service – 1

Salary Adjustments – 8

- Classified Civil Service – 4
- FOP – 4

Transfers – 1

- Classified Civil Service – 1

YOUNGSTOWN STATE UNIVERSITY
CLASSIFIED EMPLOYEE
PERSONNEL ACTIONS 7/16/2024 THROUGH 10/15/2024
SEPARATIONS

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	CONTRACT / APPOINTMENT DATES	FTE	SALARY	SEPARATION TYPE
Allshouse, Robert	ACE	Technology Support Technician 2	IT Customer Services	7/26/2024	1.00	\$ 56,950.40	Retirement
Bielecki, Joseph	ACE	Environmental Scientist 1	Environmental Health Safety	9/7/2024	0.50	\$ 27,570.40	Retirement
Harris, Willie	ACE	Print Specialist	Printing Services	8/7/2024	1.00	\$ 34,632.00	Termination
Herbert, Sallee	ACE	Business Operations Specialist 2	Kilcawley Center	10/14/2024	1.00	\$ 36,067.20	Resignation
Monroe, Alyse	ACE	Business Operations Specialist 2	Dean - STEM	8/2/2024	1.00	\$ 35,360.00	Resignation
Teagarden, Ashley	Excluded	Intermittent Academic Leader	Community Engagement	8/14/2024	0.40	\$ 17,313.92	Resignation

YOUNGSTOWN STATE UNIVERSITY
CLASSIFIED EMPLOYEE
PERSONNEL ACTIONS 7/16/2024 THROUGH 10/15/2024
APPOINTMENTS

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	CONTRACT/ APPOINTMENT DATES	FTE	SALARY
Carlisle, Randell	ACE	Maintenance Repair Worker 2	Facilities Maintenance	10/7/2024	1.00	\$ 40,643.20
Diefenderfer, Morgan	ACE	Library Assistant	Maag Library	10/7/2024	1.00	\$ 33,030.40
Kendro, Michael	ACE	Library Assistant	Maag Library	10/7/2024	1.00	\$ 33,030.40
Krieder, Allison	ACE	Museum Specialist	Smith Museum Operation	9/9/2024	0.48	\$ 16,837.60
Lettau, Paul	FOP	Police Officer	YSU Police	9/1/2024	1.00	\$ 52,249.60

YOUNGSTOWN STATE UNIVERSITY
CLASSIFIED EMPLOYEE
PERSONNEL ACTIONS 7/16/2024 THROUGH 10/15/2024
RECLASSIFICATIONS/POSITION ADJUSTMENTS

EMPLOYEE NAME	EMPLOYEE TYPE	NEW POSITION TITLE/ OLD POSITION TITLE	NEW DEPARTMENT/ OLD DEPARTMENT	APPOINTMENT DATES	NEW FTE /OLD FTE	NEW SALARY	PREVIOUS SALARY
Black, Brian	ACE	Groundskeeper 2/ Temporary Groundskeeper 3	Grounds	9/3/2024	1.00	\$ 35,380.80	\$ 38,896.00
Black, Brian	ACE	Temporary Groundskeeper 3/ Groundskeeper 2	Grounds	7/31/2024	1.00	\$ 38,147.20	\$ 34,694.40
Jusino, Marybelle	ACE	Business Operations Specialist 2/ Legal Secretary	General Counsel	5/19/2024	1.00	\$ 46,966.40	\$ 44,720.00
O'Hara, Nancy	ACE	Academic Operations Specialist 2/ Academic Operations Specialist 1	Lariccia School Accounting & F	6/16/2024	1.00	\$ 58,988.80	\$ 56,180.80
Raib, Connie	ACE	Academic Operations Specialist 1	Nursing	9/8/2024	1.00/ 0.50	\$ 32,884.80	\$ 16,442.40
Yoder, Daniel	ACE	Systems Technician 2/ System Technician 1	IT Infrastructure Services	7/28/2024	1.00	\$ 50,377.60	\$ 47,985.60
Buchenic, Rebecca	Excluded	Academic Leader/ Temporary Site Coordinator	Community Engagement	10/1/2024	0.25/ 0.65	\$ 10,821.20	\$ 21,840.00

YOUNGSTOWN STATE UNIVERSITY
CLASSIFIED EMPLOYEE
PERSONNEL ACTIONS 7/16/2024 THROUGH 10/15/2024
PROMOTIONS

EMPLOYEE NAME	EMPLOYEE TYPE	NEW POSITION TITLE/ OLD POSITION TITLE	NEW DEPARTMENT/ OLD DEPARTMENT	APPOINTMENT DATES	FTE	NEW SALARY	PREVIOUS SALARY
Elia, Della	ACE	Records Technician 2/ Academic Operations Specialist 2	Registration & Records/ Dean BCLASSE	8/11/2024	1.00	\$ 37,876.80	\$ 35,360.00

YOUNGSTOWN STATE UNIVERSITY
CLASSIFIED EMPLOYEE
PERSONNEL ACTIONS 7/16/2024 THROUGH 10/15/2024
SALARY ADJUSTMENTS

EMPLOYEE NAME	EMPLOYEE TYPE	POSITION TITLE	DEPARTMENT	CONTRACT/ APPOINTMENT DATES	NEW FTE	NEW SALARY	OLD FTE	PREVIOUS SALARY
Chance, Robert	ACE	Air Quality Technician	Facilities Maintenance	9/22/2024	1.00	\$ 48,921.60	1.00	\$ 44,782.40
Tirado, Jalon	ACE	Custodial Technician 3	Janitorial Services	8/25/2024	1.00	\$ 37,419.20	1.00	\$ 34,028.80
Tirado, Jalon	ACE	Custodial Technician 3	Janitorial Services	9/22/2024	1.00	\$ 37,128.00	1.00	\$ 37,419.20
Toth, Shaun	ACE	Electrician	Facilities Maintenance	9/22/2024	1.00	\$ 55,598.40	1.00	\$ 52,520.00
Killa, Tyler	FOP	University Police Officer	YSU Police	7/19/2024	1.00	\$ 53,913.60	1.00	\$ 52,249.60
Marshburn, Haley	FOP	University Police Officer	YSU Police	7/19/2024	1.00	\$ 53,913.60	1.00	\$ 52,249.60
Winbush, Thurston	FOP	University Police Officer	YSU Police	8/17/2024	1.00	\$ 63,564.80	1.00	\$ 61,672.00
Wolfe, Alan	FOP	University Police Officer	YSU Police	9/10/2024	1.00	\$ 53,913.60	1.00	\$ 52,249.60

YOUNGSTOWN STATE UNIVERSITY
CLASSIFIED EMPLOYEE
PERSONNEL ACTIONS 7/16/2024 THROUGH 10/15/2024
TRANSFERS

EMPLOYEE NAME	EMPLOYEE TYPE	NEW POSITION TITLE/ OLD POSITION TITLE	NEW DEPARTMENT/ OLD DEPARTMENT	APPOINTMENT DATES	FTE	NEW SALARY	PREVIOUS SALARY
Cambouris, Jennifer	ACE	Academic Operations Specialist 2	Mathematics & Statistics/ Dean - Graduate Studies	9/22/2024	1.00	\$ 60,486.40	\$ 60,486.40



YOUNGSTOWN STATE UNIVERSITY

1 Tressel Way, Youngstown, OH 44555

TO: Board of Trustees, Youngstown State University

FROM: Dana Lantz, Executive Director, Equal Opportunity and Human resources

RE: 3356-7-55 Search waivers for hiring of faculty and professional/administrative staff report pursuant to (F)(6) for the December 2024 Board of Trustees Meeting

Below please find the report information as required by 3356-7-55 Search waivers for hiring of faculty and professional/administrative staff. The information contained herein consists of search waivers approved during the time period beginning July 16, 2024, through and including October 15, 2024.

Position/Department: Program Director Driving School / STEM
Candidate: Brian Beckett
Rationale for Request: This program was designed to continue where EGCC left off. We created this program to accommodate the displaced EGCC students. Mr. Brian Beckett was the CDL Program Director at Eastern Gateway Community College. He has all the skills and experience that we are looking for.

Position/Department: Lecturer: AAS Fire Science / Chemistry
Candidate: Carl DeCarlo
Rationale for Request: This program was designed to continue where EGCC left off. We created this program to accommodate the displaced EGCC students. Mr. Carl DeCarlo was the Program Coordinator for the Associates in Applied Science in Fire Science at Eastern Gateway.

Position/Department: Lecturer and Program Coordinator / School of Computer Science
Candidate: Melanie DeCarlo
Rationale for Request: This program was designed to continue where EGCC left off. We created this program to accommodate the displaced EGCC students. Ms. Melanie DiCarlo was the Program Coordinator for the Associates in Applied Science in Professional Office Management at Eastern Gateway Community College. She has all the skills and experience that we are looking for.

Position/Department: Lecturer / Nursing
Candidate: Monica Hudson
Rationale for Request: She has worked in the educator role for EGCC. She has knowledge of the rules of the West Virginia Board of Nursing, NC-SARA approval process and developed relationships with facilities in the Steubenville area. These relationships are important in creating a good learning experience for students in the clinical setting.

Office of Human Resources

Tod Hall, Rm 359
330.941.1508 | Fax: 330.941.3716



YOUNGSTOWN STATE UNIVERSITY

1 Tressel Way, Youngstown, OH 44555

Position/Department:	Lecturer and Transition Director of Clinical Education / Health Professions
Candidate:	Kathleen Compton
Rationale for Request:	Key Personnel vacancies must be filled within sixty (60) calendar days following the effective date of the vacancy. Accredited programs may use temporary, acting, transitional, or permanent personnel for absences and temporary, transitional, or personnel for vacancies.
Position/Department:	Lecturer – Associate Degree Social Work / Social Work
Candidate:	Angela Kearns
Rationale for Request:	I am requesting this departure due to the quick turnaround for hiring faculty to accommodate the summer enrollment of EGCC students.
Position/Department:	Associate Director, Athletic Academic Services / Athletics
Candidate:	Rebecca King
Rationale for Request:	Evaluation of current staff member and reorganization of academic staff.
Position/Department:	Lecturer: AAS Machining / STEM
Candidate:	Carl Kovach
Rationale for Request:	This program was designed to continue where EGCC left off. We created this program to accommodate the displaced EGCC students. Mr. Kovach was the Program Coordinator for the Associates in Applied Science in Machining at Eastern Gateway Community College. He has all the skills and experience that we are looking for.
Position/Department:	Lecturer / Health Professions
Candidate:	Tracy Miller
Rationale for Request:	We are requesting this departure since this individual has successfully directed all of these various online programs for years as well as managing the medical assisting program in Jefferson. She also already has the relationship with Trinity health systems in Jefferson to continue to make the medical assisting program successful.
Position/Department:	Associate Director / Office of Belonging, Empowerment and Engagement
Candidate:	Susan Moorer
Rationale for Request:	The rationale is that Ms. Moorer has the experience to serve in this elevated role that will accentuate the development and delivery of the initiatives of the Office of BEE on behalf of all our students and community.
Position/Department:	Academic Marketing and Enrollment Strategy Officer / Provost, VP - Academic Affairs
Candidate:	Ross Morrone
Rationale for Request:	Ross is currently performing the duties for the Office of Academic Affairs. This recognizes those efforts.

Office of Human Resources

Tod Hall, Rm 359

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YOUNGSTOWN STATE UNIVERSITY

1 Tressel Way, Youngstown, OH 44555

Position/Department:	Director, Resch Academic Service Center / Academic Success Center
Candidate:	Michael Greco
Rationale for Request:	Many recent searches in academic support areas have yielded few qualified candidates, resulting in significant delays in filling open positions. The ASC is critical to the persistence and retention of undergraduate students; any disruption in services or the quality of services would be detrimental to students and to YSU's retention efforts. Given Mike's qualifications I doubt a search would result in a better qualified candidate, and certainly not one who knows YSU as well as Mike does.
Position/Department:	Lecturer – Associate Degree / Teacher Education and Leadership Studies
Candidate:	Dan Wakefield
Rationale for Request:	Dan Wakefield had the unique qualifications needed for this position and has proven himself as the perfect candidate.

Office of Human Resources

Tod Hall, Rm 359
330.941.1508 | Fax: 330.941.3716

3356-5-02 Advertising/sponsorship policy.

Responsible Division/Office: University Relations
Responsible Officer: Associate VP of University Relations
Revision History: September 1997; June 2010; June 2015;
December 2019
Board Committee: Institutional Engagement
Effective Date: December 12, 2024 (reviewed; no changes)
Next Review: 2029

- (A) Policy statement. Institutional publications, statements, and advertisements must represent the highest professional standards for design and content, shall be truthful, informative and constructive, and avoid misleading or exaggerated impressions with respect to the university.
- (B) Purpose. To maintain the consistency of the university's public image and to ensure appropriate use of the university's name and brand, the efficient use of university resources, and to provide information regarding the use of university funds in support of community activities and events.
- (C) Scope. This policy applies to all advertising, including sponsorships, done by the university. Adherence to the highest professional content, design, and production standards is required to ensure that core institutional messaging, imaging and branding is accurately and effectively expressed and presented to the public in all media.
- (D) "Sponsorship." The use of university funds for the betterment of agencies/ community partners that work in collaboration with the university but are not a part of the university system. Sponsorship includes underwriting, advertising, or attendance sponsorship, such as a seat or table fifteen hundred dollars and above.
- (E) Guidelines.
 - (1) The success and public acceptance of effective advertising is dependent on a strategy built upon research, credibility and consistency; and it must be based on a well-planned and executed program. The office of marketing and communications is responsible for assuring that these standards are met.

- (2) The YSU contact that requests or receives table seats as part of sponsorship is responsible to assure the table is full and provides a great opportunity for faculty, students, or administrators to appropriately represent the university and expand their learning experiences while mutually benefitting the partner organization.

(E) Procedures.

- (1) University departments and offices wishing to use university resources for a sponsorship to advertise in any medium (e.g., internet websites, print publications, outdoor media, radio, television) must do so in consultation with the office of marketing and communications.
- (2) A written request for advertising or sponsorship planning, design and/or placement services must be submitted to the office of marketing and communications prior to the commitment of any university funds at least three weeks in advance of the advertisement or sponsorship deadline. At that time, the office of marketing and communications will provide the requester with final production and placement cost estimates before proceeding.
- (3) Once a final design and budget are agreed upon, the office of marketing and communications will be responsible for quality control in the design, content, and timely placement of the final advertisement or sponsorship.
- (4) With respect to the department of intercollegiate athletics, the college of creative arts and communication, and employment advertising by the department of human resources, written requests for advertising are not required to be submitted to the office of marketing and communications. However, the marketing and/or advertising of these units must adhere to the guidelines and intent of this policy. The office of marketing and communications will monitor practices to ensure appropriate professional standards.

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**Youngstown State University Foundation
Gift Processing Summary**

	First Quarter				Year-to-Date		
	<u>FY'25</u>	<u>FY'24</u>	<u>Difference FY25/FY24</u>		<u>FY'25</u>	<u>FY'24</u>	<u>Difference FY25/FY24</u>
Development (New Gifts and New Pledges):							
YSU	\$960,847.00	\$1,391,002.89	-\$430,155.89		\$960,847.00	\$1,391,002.89	-\$430,155.89
YSUF	\$1,036,313.86	\$1,043,264.39	-\$6,950.53		\$1,036,313.86	\$1,043,264.39	-\$6,950.53
Total Development (New Gifts and New Pledges)	\$1,997,160.86	\$2,434,267.28	-\$437,106.42		\$1,997,160.86	\$2,434,267.28	-\$437,106.42
Planned Giving/Charitable Gift Annuities	\$3,800,000.00	\$290,000.00	\$3,510,000.00		\$3,800,000.00	\$290,000.00	\$3,510,000.00
Pledge Payments (For Pledges Currently or Previously Included as Development):							
YSU	\$814,955.83	\$261,091.15	\$553,864.68		\$814,955.83	\$261,091.15	\$553,864.68
YSUF	\$158,907.40	\$67,343.28	\$91,564.12		\$158,907.40	\$67,343.28	\$91,564.12
Total Pledge Payments	\$973,863.23	\$328,434.43	\$645,428.80		\$973,863.23	\$328,434.43	\$645,428.80
Number of Gifts							
New Gifts	375	440	-65		375	440	-65
Pledges	10	8	2		10	8	2
Payments	82	77	5		82	77	5
Planned Gifts/Charitable Gift Annuities	3	2	1		3	2	1



To: Bill Johnson – President, Youngstown State University

From: Paul McFadden – President, YSU Foundation

Date: December 6, 2024

Subject: Requested Philanthropic Namings

Below is a list of requested philanthropic namings with the corresponding donor and gift amount. All these gifts comply with the University naming menu approved by the Board of Trustees.

Student Center

Meeting Room on Lower Level, in the Student Center. Gift \$100,000. Donors, Jim and Ellen Tressel.

Lounge on the Second level, in the Student Center. Gift \$100,000. Donors, Jim and Ellen Tressel, Lounge name, Frank and Norma Watson Lounge.

Student Government Office, in the Student Center. Gift \$100,000. Donor, Scott Schulick.

Beeghly Center

Premium Seating, in Beeghly Center. Gift \$250,000. Donors, Eric and Doreen Spiegel.

Men's Head Coach Office, in Beeghly Center. Gift \$100,000. Donor, Atty. John Daliman.

Dana School of Music

Director of the Dana School of Music, in the Cliffe College of Creative Arts. Gift \$5,000,000. Donor Mr. Bruce Zoldan.

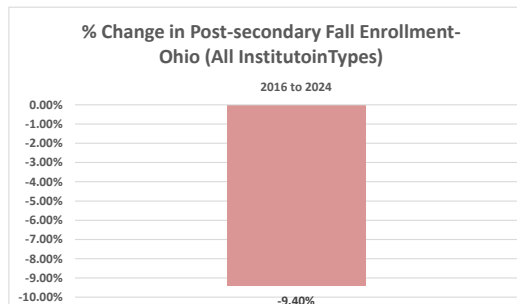
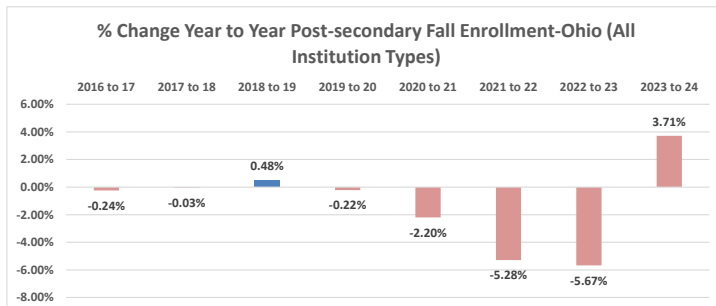
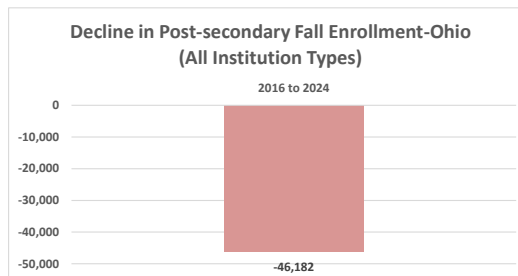
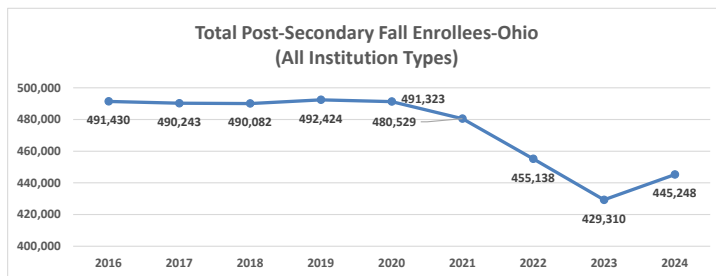
Community Music Project, for the Dana School of Music in the Cliffe College of Creative Arts. Gift, \$300,000. Donors, Shorty and Elba Navarro.

BOT Report
Sarah Keeler, Vice President
Office of Government Affairs
Dec. 11-12, 2024

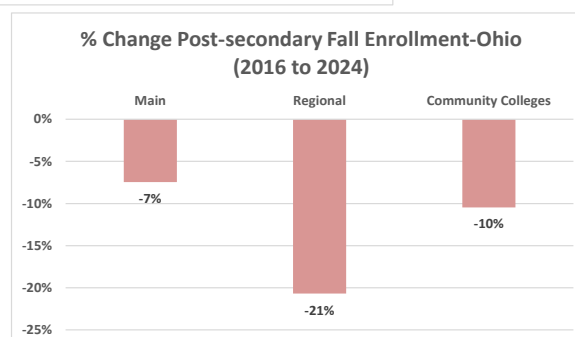
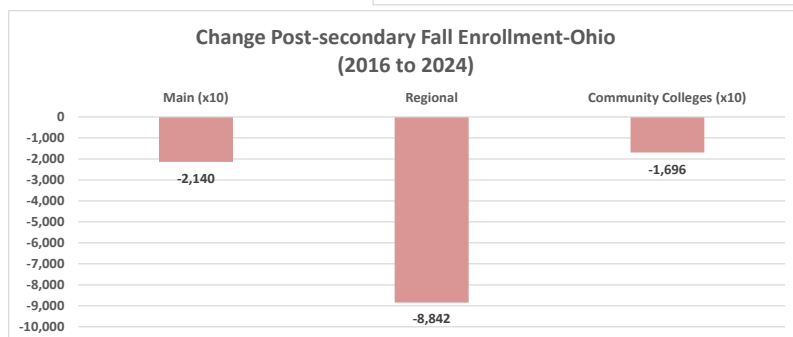
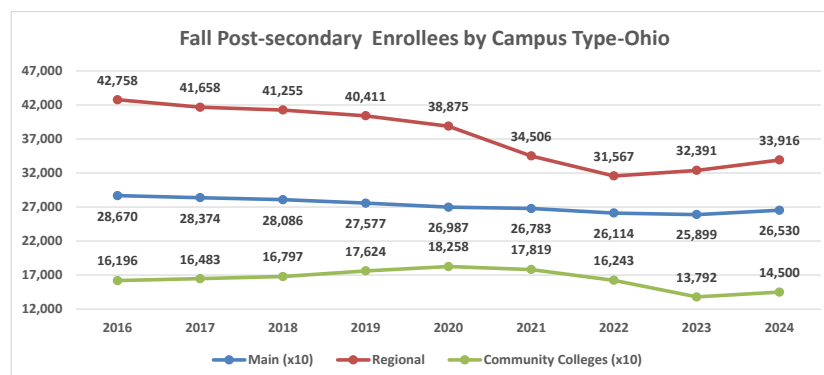
- State Capital Budget
 - \$10.8 million directly in the state capital budget
 - Nearly \$10 million for the Student Center project
 - Nearly \$1 million for IT upgrades
 - Working on the Operating Budget process
- Federal Appropriations Requests (pending)
 - \$10 million in the NDAA for the ManTech program at the Excellence Training Center – likely to pass
 - \$258,000 in the Labor Health and Human Services appropriations bill in the U.S. Senate – passing a CR so no CDS will be in this spending bill.
- Elected Officials
 - Constant communication with our state delegation and our Congressional and Senate offices.
 - Generated 25 letters of support for six campus projects
- Grants
 - Three months into our contract with KO and they have developed a plan to secure money for the Student Center renovations.
 - Awarded \$50,000 from the Norfolk Southern foundation for the purchase of a cart that can transport people who are in electric wheelchairs.
 - Working with federal and state elected officials on support for our workforce funding initiatives
 - In initial discussions with five major corporations to help fund the Student Center renovation
- Greater Community Objectives
 - YBI application for an innovation hub – worked with the YSUF to commit to \$3.54 million in programmatic, scholarship and internship funding to strengthen the local support for the project.
 - Youngstown Warren Regional Chamber's Public Policy Agenda
 - Strengthen community outreach and partnerships with prominent organizations within the Mahoning Valley and moving into the Upper Ohio Valley.
 - Western Reserve Port Authority, Columbiana County Port Authority, Eastgate Regional Council of Governments, America Makes

- Liaison for active research and business organizations
 - Youngstown Business Incubator, America Makes, BRITE Energy Incubator
 - Active member of the YWRC's Government Affairs Council
- Chairing campus committee to review Joint Use Agreements with community partners.
- IUC Objectives
 - Be a voice for Youngstown State at the IUC regarding policy and funding decisions
 - Work with the IUC on policy language that is favorable to YSU
 - SB 104 Regarding College Credit Plus
 - HB 660 Regards College Athlete Compensation for Name, Image, Likeness
 - HB 606 The CAMUS Act
- Campus Community Objectives
 - Advocate for legislative priorities, as per the President and the Board of Trustees

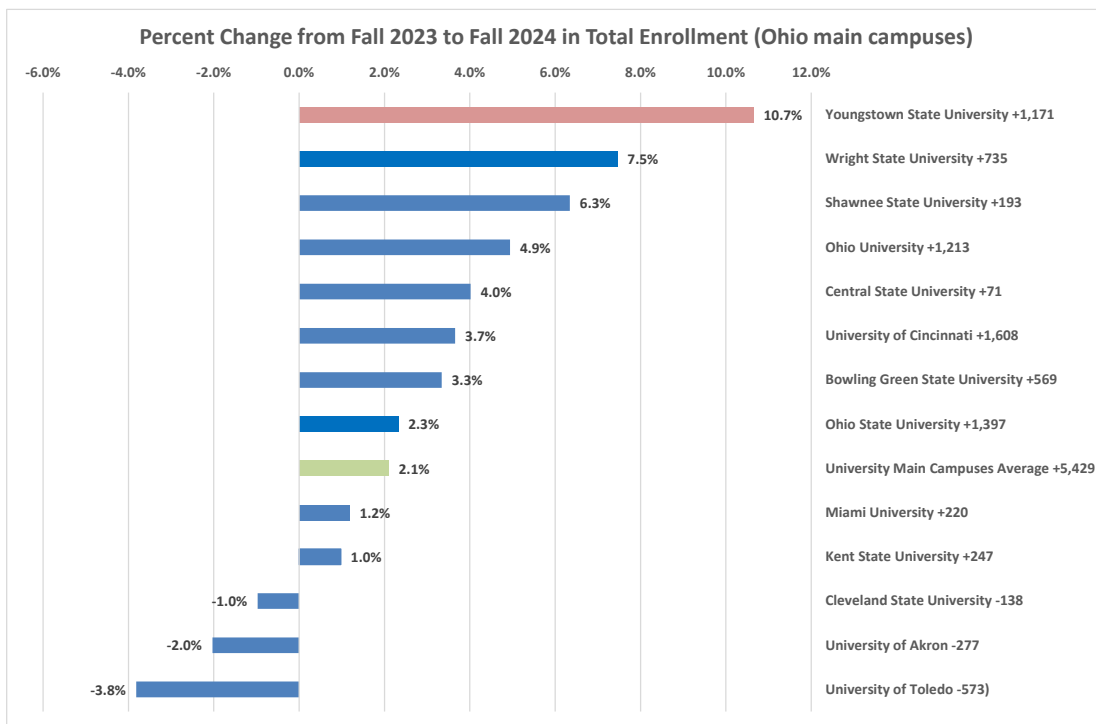
ENROLLMENT AT OHIO MAIN CAMPUSES FALL 2016 TO FALL 2024



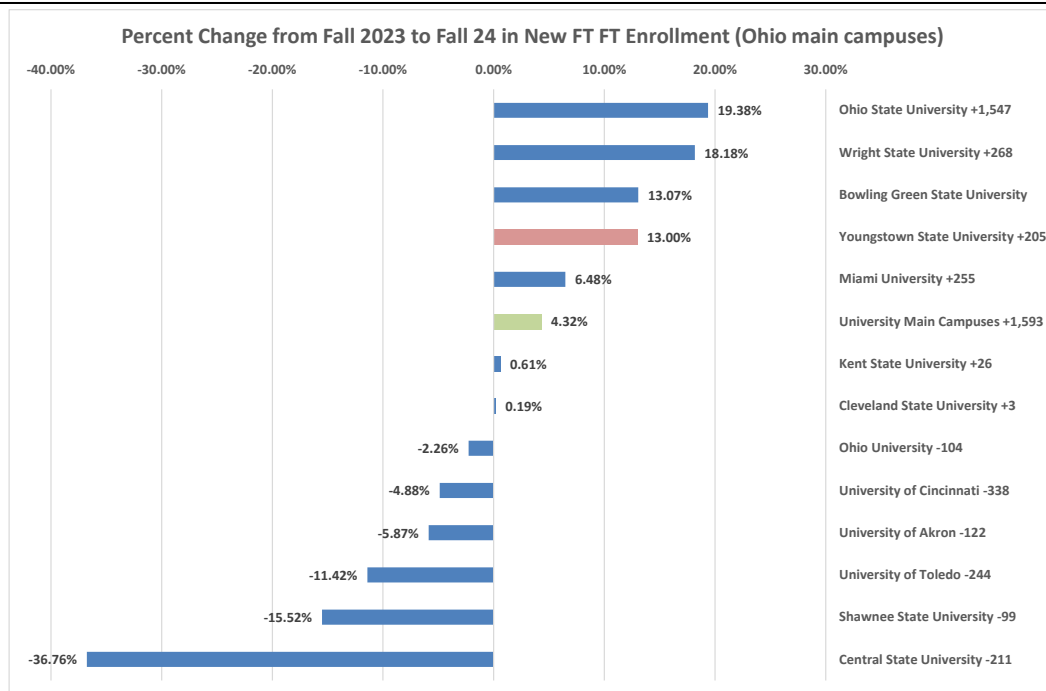
Fall term total enrollment at Ohio post-secondary institutions of all types (main and regional campuses and community colleges) was relatively steady between 2016 and 2020 after which there was an annual decline through 2023 with an increase in enrollment in 2024. From 2016 to 2024 enrollment decreased -9.4%. The actual decline was from 491,430 to 445,248 or -46,182.



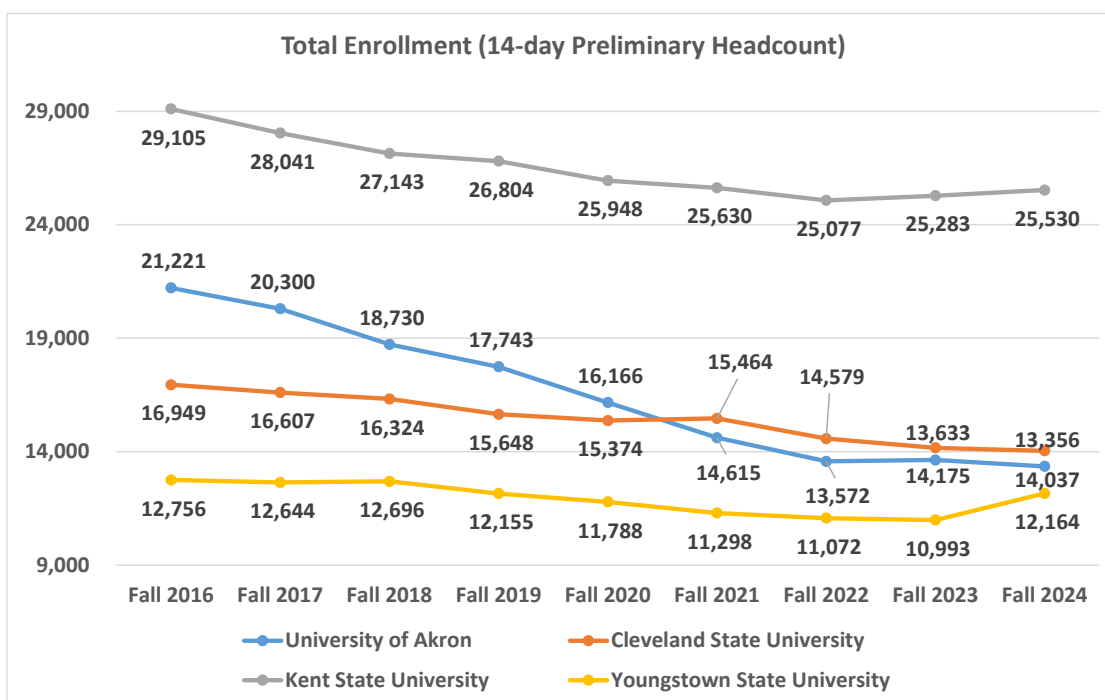
Enrollment in the entire Ohio post-secondary sector has decreased since 2016, with variation across the type of institution. Compared to 2016, in Fall 2024 regional campus enrollment is down by -21% (-8,842), community college is down by -10% (-16,960), and main campus' enrollment is down -7% (-21,400). All sectors experienced an increase in enrollment Fall 2024 compared to Fall 2023.



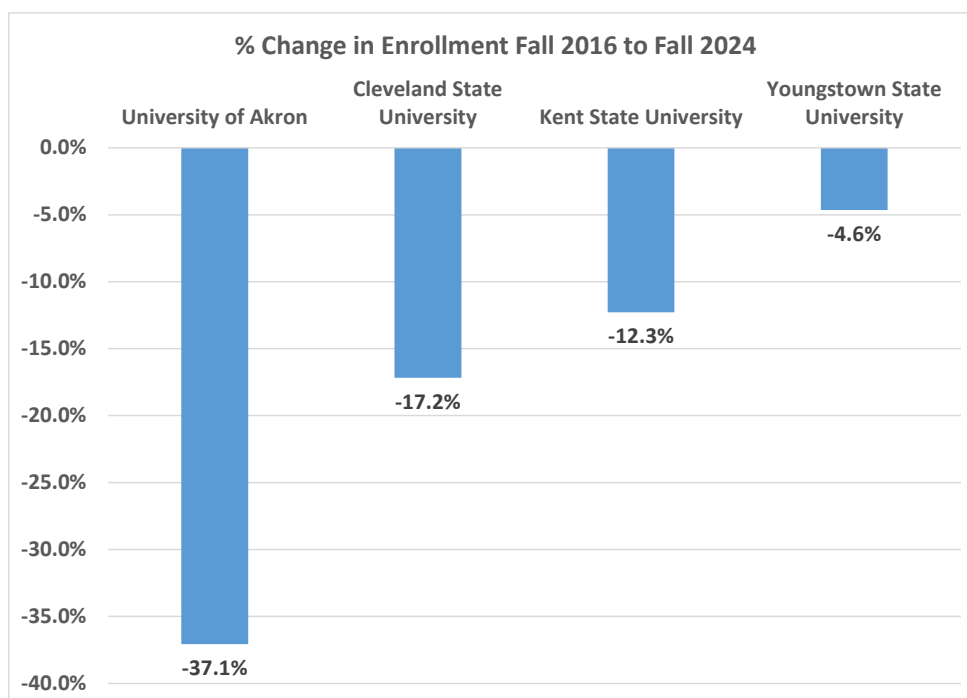
From Fall 2023 to Fall 2024, YSU's total enrollment increased 10.7%, while the average increase for main campuses was +2.3%, with the largest decline of -3.8% for the University of Toledo. The headcount changes were +1,117, +1,397, and -573, YSU, the main campus average, and Toledo, respectively. Total enrollment at the main campuses increased by +5,429.



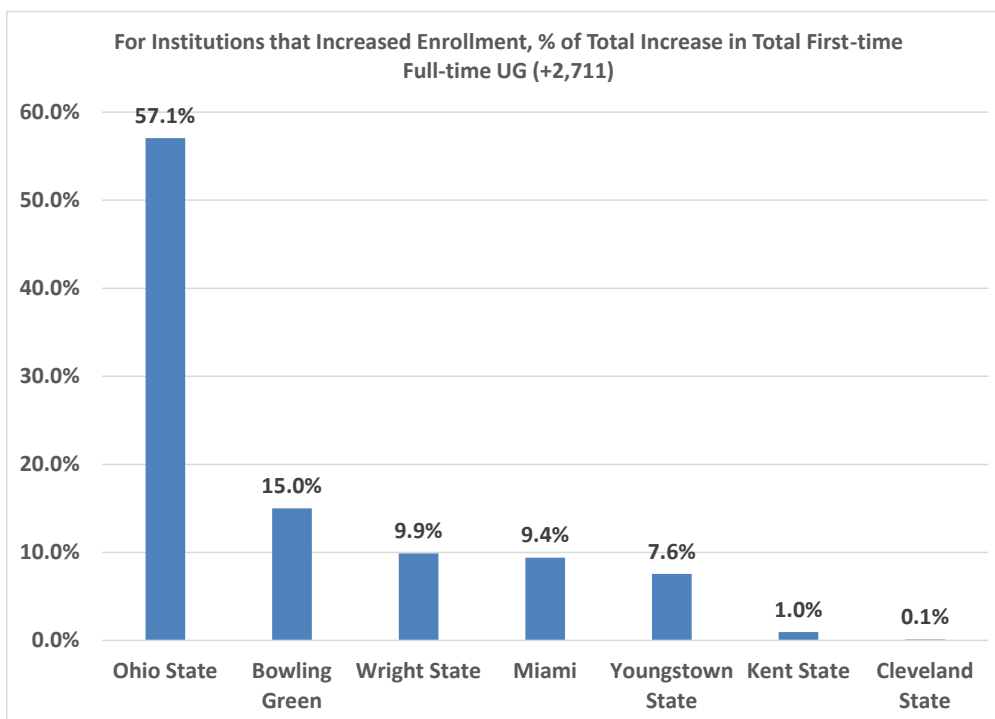
From Fall 2023 to Fall 2024, YSU's first-time full-time enrollment increased by +13.0%, while the main campus average was +4.3%, with the largest decline being Central State -36.8%. The headcount changes were +205, +1,593, and -211, for YSU, main campus average and Central State, respectively. New first time full time undergraduate student enrollment increased across the main campuses by 1,593.



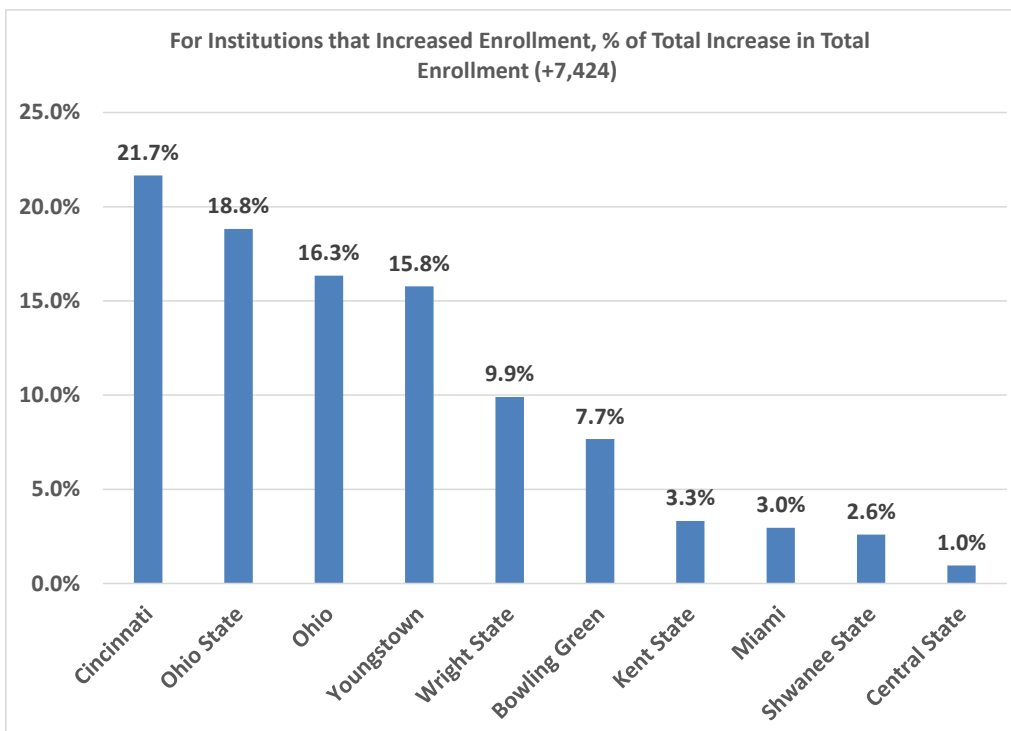
Between Fall 2016 and Fall 2024, total enrollment at the four NE Ohio main campuses declined. The decline was -3,575, -7,184, -3,593, and -592 for Kent, Akron, Cleveland State, and YSU, respectively. YSU benefited from an increase in enrollment by 1,171 in Fall 2024 compared to Fall 2023. YSU budgeted for a 4% increase in enrollment that would have projected Fall 2024 enrollment at 11,433. With that increase in enrollment, compared to 2016, YSU enrollment would be at -1,323, still substantially less than the -3,600 to -7,000 decline in enrollment for the other Northeastern Ohio institutions.



The percent decline in total enrollment between Fall 2016 and Fall 2024 was the greatest for Akron and the least for YSU. The actual headcount for each of these declines is provided in the caption for the previous graph.

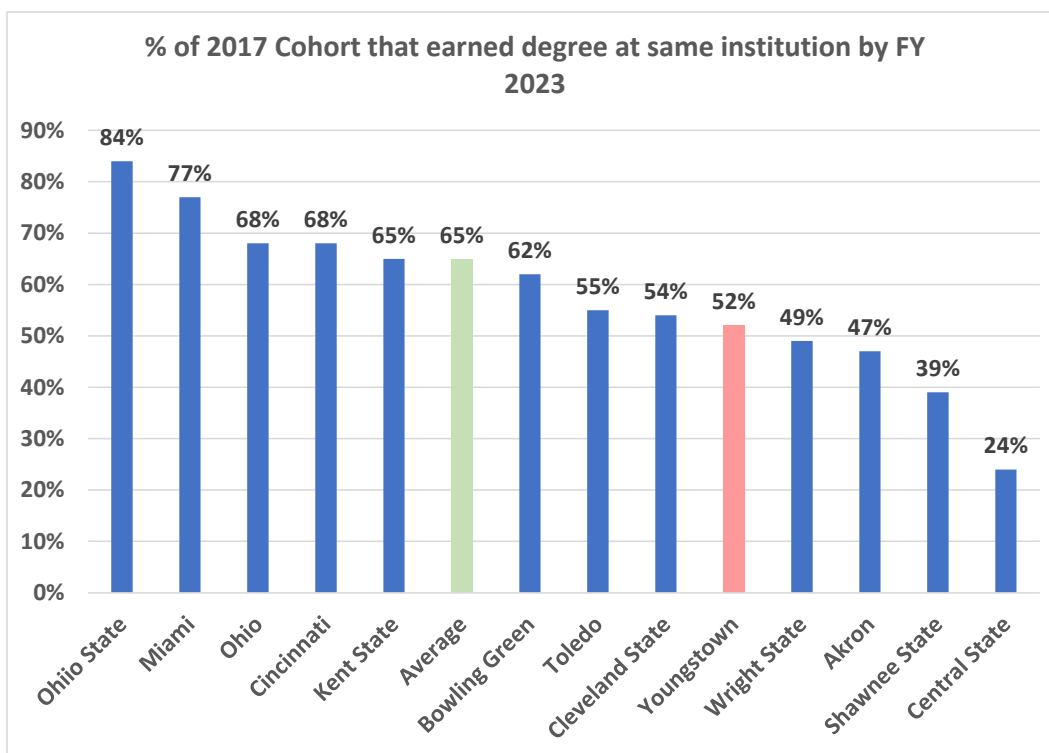


Seven of 13 main campuses (54%) reported increased total enrollment of first time full time UG students. This graph illustrates each institution's "share" of that increase. In other words, Ohio State had 57.1% of the increase (2,711 students), while Youngstown had 7.6% of the increase.

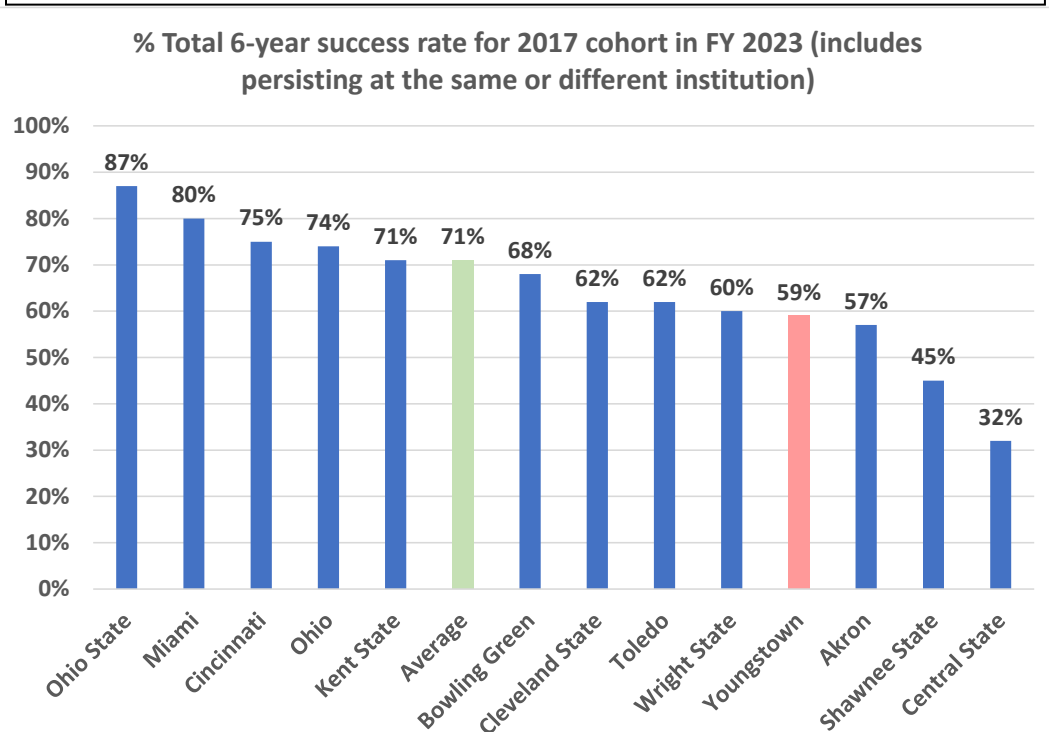


Ten of 13 main campuses (77%) reported increased total enrollment. The graph above illustrates each institution's "share" of that market share increase. In other words, Cincinnati had 21.7% of the increase (7,424 students), while YSU had 15.8% of the increase.

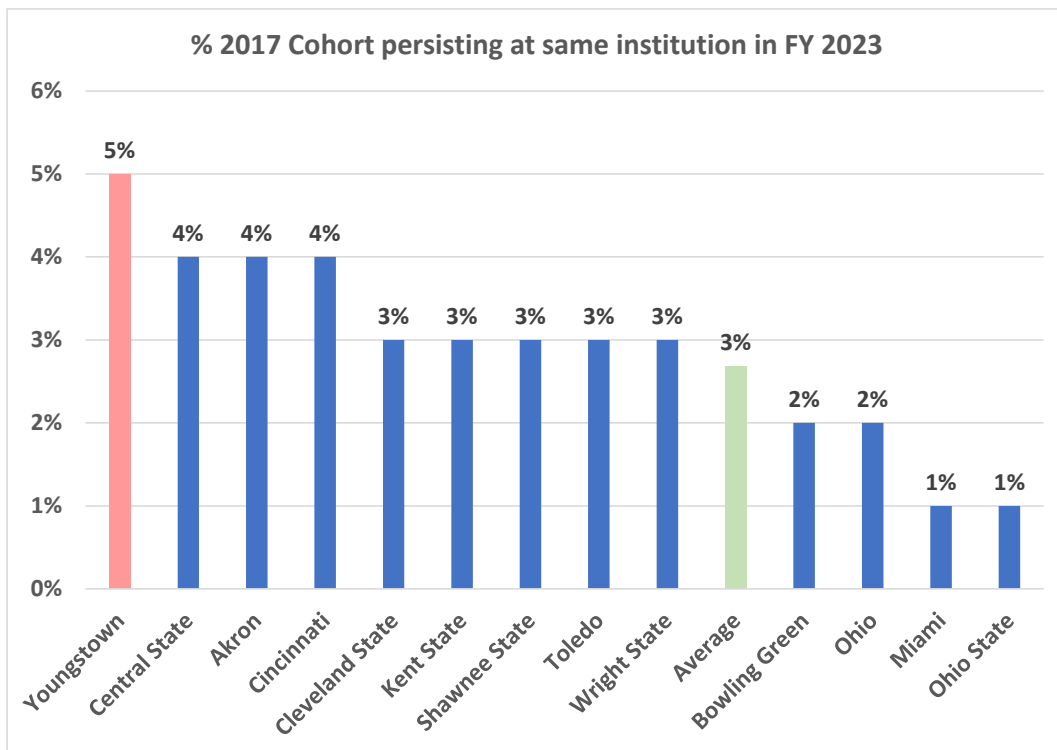
SIX-YEAR COMPLETION RATES FOR OHIO PUBLIC HIGHER EDUCATION MAIN CAMPUS INSTITUTIONS (2017 COHORT)



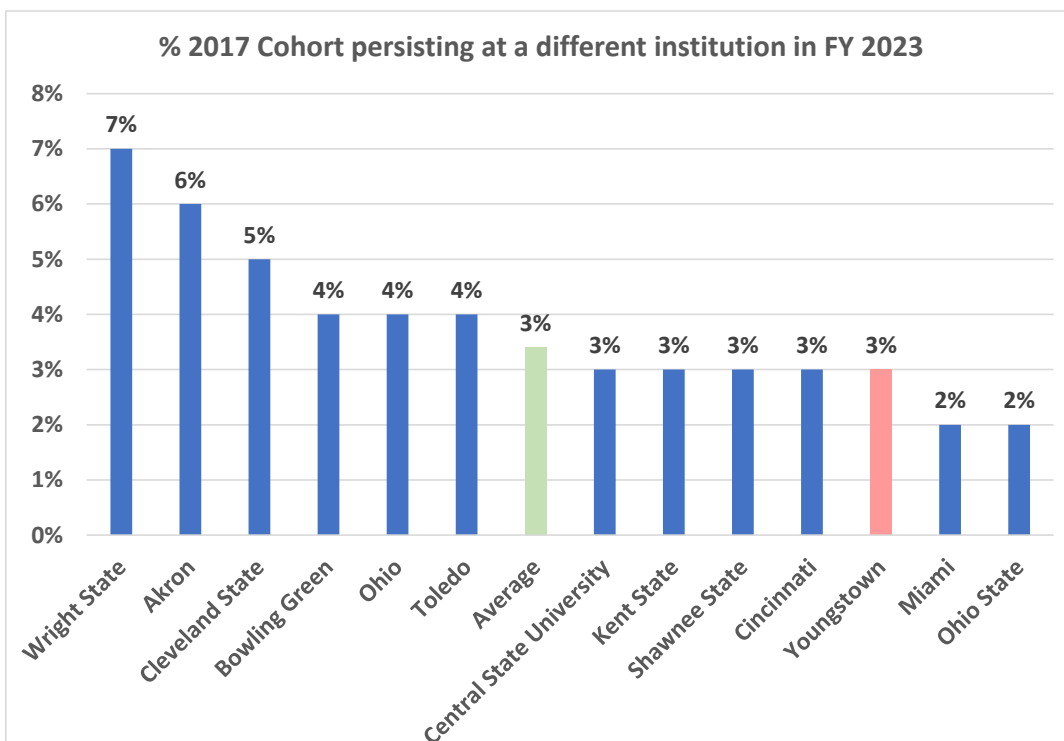
The 6-y graduation rate at the same institution ranges between 84% and 24% for Ohio State and Central State, respectively. The average is 65% with YSU's graduation rate at 52% having risen from 35% for the 2005 cohort, a 17% increase.



When the graduation rate is calculated for any student in the cohort persisting at any campus, the graduation rate increases slightly with 87% and 32% at the highest and lowest for Ohio State and Central State, respectively. The average is 71% with YSU's graduation rate at 59%.



5% and 1% of the 2017 cohort are persisting at the same institution for YSU and Ohio State, respectively. The average is 3%.



7% and 3% of the 2017 cohort are persisting at a different institution for Wright State and YSU, respectively. The average is 3%. Thus, very few of the YSU 2017 cohort transferred to another institution. Regardless, the annually reported Fall to Fall attrition analysis for most recent years, is focused on reducing attrition and increasing the overall graduation rate.

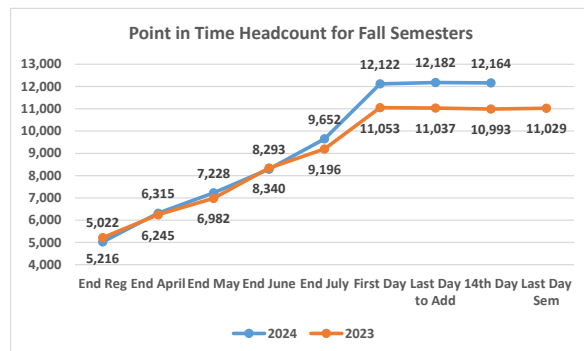
YOUNGSTOWN STATE UNIVERSITY
BOARD OF TRUSTEES
INSTITUTIONAL ENGAGEMENT COMMITTEE
DECEMBER 11, 2024

PERSPECTIVES ON FALL 2024 ENROLLMENT

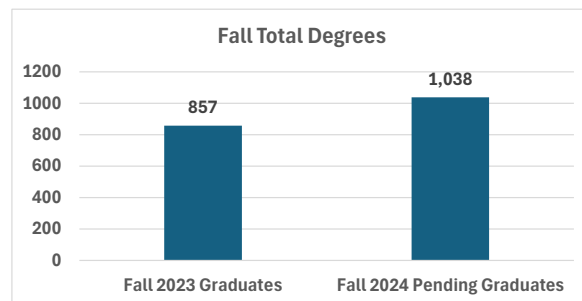
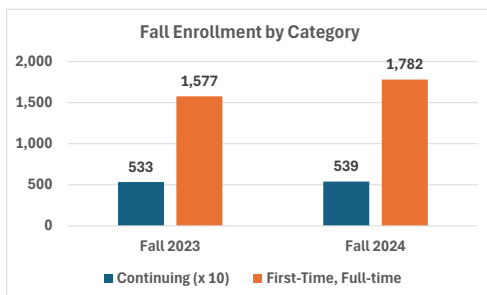
FITCH RATING OF HIGHER EDUCATION

- The higher education sector is expected to face “a deteriorating credit environment,” according to a [2025 outlook report](#) from Fitch Ratings, a major credit ratings provider.
- The report noted that rising pressures, including “uneven” enrollment trends, growing costs and flat state funding, are likely to financially hurt U.S. higher ed institutions—especially those with already tight budgets that heavily depend on tuition dollars. Fitch predicted modest net tuition growth, between 2 percent and 4 percent, for most colleges and universities.
- The report highlighted that while undergraduate enrollment over-all has rebounded since the pandemic, freshman enrollment has [significantly declined](#), particularly at four-year colleges and universities. International student enrollment has been flat for the past two years, and the report predicted that it will continue to be “fragile,” given that the group is “highly susceptible to unfavorable shifts in both geopolitical sentiment and policy.”
<https://www.insidehighered.com/news/quick-takes/2024/12/04/fitch-predicts-deteriorating-outlook-higher-ed>

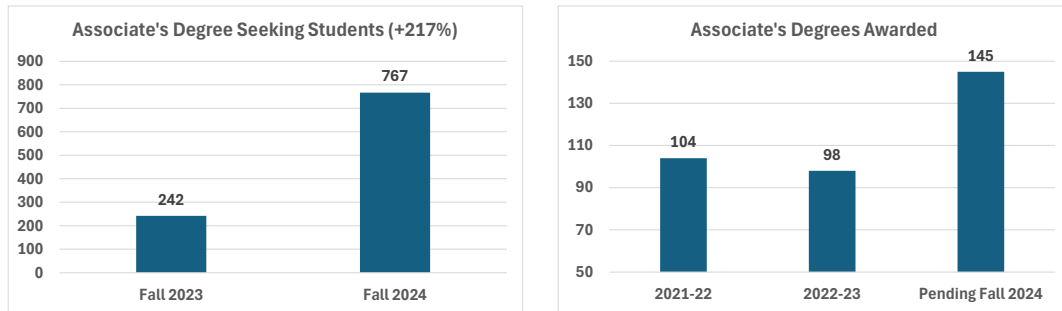
ENROLLMENT FALL 2024



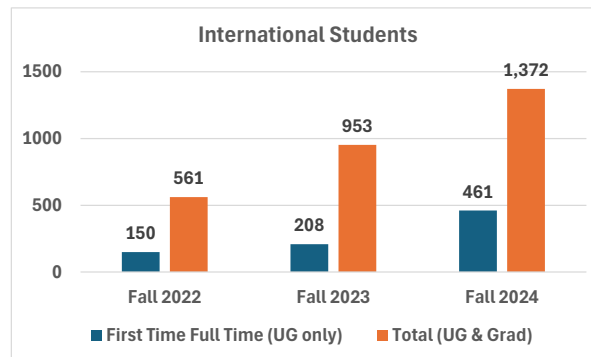
CONTINUING ENROLLMENT AND DEGREES AWARDED



ASSOCIATE DEGREE SEEKING STUDENTS



INTERNATIONAL STUDENT ENROLLMENT



- **Strategic Communications Priorities**
 - Enhance YSU's brand impact and continue to strengthen our reputation by effectively and authentically telling the YSU story.
 - Create connections with both our internal and external audiences that highlight YSU achievements that will continue to positively influence enrollment, student and faculty success, donors, and funding.
 - Continue to build our marketing strategies – we are working across different colleges and departments on campus to more effectively tell the YSU story.
- **Kilcawley Center Campaign**
 - University Relations and Communications Team has provided critical support for the kick-off of the campaign.
- **Fall Commencement / Lecture Series events**
 - Fall commencement is ready for this weekend. Preparation for Spring commencement has already started.
 - YSU Lecture Series update.
 - Centofanti Lecture Series – The next lecture will be Steven van Zandt on March 11, 2025.
- **Alumni Relations**
 - Continued push to enhance and increase YSU Alumni efforts to promote YSU locally, in the state and around the country.
- **Media Communications**
 - Campus Communicators Network (CCN) was established in September 2024. The CCN's goal is to better inform and share best communications and social media practices across colleges, departments, staff and students.
- **Social Media and Earned Media**
 - YSU's 5 main social media accounts update.
 - Earned Media update.
- **Redesign of the YSU Website** and update of our content management system.
- **YSU Marketing – Digital Billboard Management** – coordinated with Office of Academic Affairs and will be highlighting specific academic programs and key events on digital billboards in Youngstown, New Castle and Steubenville.
- **President's Thought Leader Lecture Initiative** – introducing a lecture series that is 2-3 times a year that will provoke communications, stimulate discussion/reflection.
- **IUC Objectives** – working with the IUC Media Relations group and a marketing company to develop a comprehensive media relations campaign to enhance the visibility and value proposition of Ohio's public universities.

**RESOLUTION TO APPROVE THE
2024 REMEDIATION REPORT (O.R.C. 3345.062)**

WHEREAS, Youngstown State University is a state-funded university in the state of Ohio; and

WHEREAS, Section 3345.062 of the Ohio Revised Code requires the president of each state university to issue a report by December 31, 2018, and each thirty-first day of December thereafter, regarding the remediation of students; and

WHEREAS, each president is also required to submit the remediation report to his or her Board of Trustees for acceptance; and

WHEREAS, the Ohio Department of Higher Education (ODHE) provided a reporting template to collect and submit the necessary information as required by law; and

WHEREAS, Youngstown State University completed the report for 2024.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the attached 2024 Remediation Report to be submitted in final form to the Chancellor of the ODHE and the Superintendent of Public Instruction by December 31, 2024.

**Board of Trustees
Meeting
December 12, 2024
YR 2025-**

2024 University Remediation Report

Name of University:

Youngstown State University

Ohio Revised Code Section 3345.062 requires the president of each state university to issue a report by December 31, 2018, and each thirty-first day of December thereafter, regarding the remediation of students. The report must include the following areas:

1. The number of enrolled students that require remedial education.

Number of Students	Description (if needed)
143	Of the 8,186 undergraduate degree-seeking students who were enrolled at any point during the summer 2023, Fall 2023, and Spring 2024 terms, a total of 1,923 students were placed into at least one developmental course in either composition, mathematics, or reading and study skills. Of those students, 143 took at least one remedial course during that period. (Note: YSU has developed required math pathways based on major.) Therefore, requirements for remedial instruction in math may change for students who change their major.
	YSU added the following to understand how this impacts new students.
127	Of the 2,315 new (first-time and transfer) undergraduate degree-seeking students who were enrolled at any point during Summer 2023, Fall 2023, and Spring 2024, a total of 681 students were placed into at least one developmental course in either composition, mathematics or reading and study skills. Of those students, 127 took at least one remedial course during that period. (Note: YSU has developed required math pathways based on major.) Therefore, requirements for remedial instruction in Math may change for students who change their major.

2. The cost of remedial coursework that the state university provides.

Please select the type of cost in the following areas and describe.

- **Costs to the university:** Please include a description of all university resources allocated in support of and/or on behalf of remedial education, including but not limited to costs associated with the following: faculty & staff, buildings/classrooms, administration, and additional student advising, among others.

- **Costs to the student:** Please include a description of tuition paid by students in pursuit of remedial education.

- **Costs to the state:** Please include a description of state resources provided to your institution in support of remedial education. (See Appendix A containing this information for all state universities .)

Cost Type	Amount	Description
Costs to the university	\$60,775	Includes help centers (Writing Center, Math Assistance Center, Center for Student Progress, Testing Center), faculty and classrooms at \$425 per student (given FY17 cost per student).
Costs to the student	\$148,005	Includes total credit hours multiplied by cost per credit hour for all students taking a course designated as remedial at \$1,035 per student (given FY17 cost per student).
Costs to the state	\$50,124	Sum of SSI for completed and At-Risk FTE as reported via Ohio Department of Higher Education.

3. The specific areas of remediation provided by the university.

Subject Area	Description
English Composition	The University provides two remedial writing courses that do not count toward the graduation requirement in composition: ENGL 1509 and ENGL 1541. ENGL 1509: Academic English for Non-native Speakers is a three-credit course that helps students develop writing and reading comprehension skills in English. The course is open to students on the basis of the placement process. The course must be taken until a grade of "C" or better is achieved. ENGL 1541: Introduction to College Writing is a three-credit course that provides intensive individualized instruction in written communication and college-level reading practices; it is open to students based on their ACT English score, SAT score, or proficiency as demonstrated by their YSU Composition and Reading Placement Test results. Students who place into ENGL 1509 or ENGL 1541 will move on to ENGL 1549, a four-credit version of Writing I that provides students an additional hour of instructional time to cultivate college-level writing conventions, organizational strategies, and revision and editing techniques.
Mathematics	The University provides one stand-alone remedial course in mathematics that does not count toward the degree. MATH 1500: Mathematics Individual Course Support is a 0-3 credit hour course used by the department as an off-ramp course for students who need to withdraw from their college-level mathematics course during the semester. Students who withdraw are given the opportunity to enroll in sections of Math 1500 to improve their prerequisite skills in preparation for retaking their college-level mathematics course in the subsequent term. The students are provided an individualized study plan and support in YSU's Mathematics Achievement Center. Students who place into remedial math but who wish to fulfill their mathematics graduation requirement may enroll in designated sections of college-level math to which additional hours of instruction are added (if their placement permits). These course sections include: MATH 1510C: College Algebra with Co-requisite Support; MATH 1511C: Trigonometry with Co-requisite Support; MATH 2623C: Quantitative Reasoning with Co-requisite Support; MATH 2661C: Mathematics for Elementary Teachers 1 with Co-requisite Support; and STAT 2625C: Statistical Literacy and Critical Reasoning with Co-requisite Support.
Reading and Study Skills	The University provides one four-credit hour instructional option for students who may require remediation in reading. ENGL 1549: Writing 1 with Support is designed to develop students' reading and writing skills. Course Description: Strategies for writing as a means of critical inquiry, with focus on writing processes and on the roles of writer, audience, and purpose as they affect writing. Students divide their time between regular and computer classrooms, where they acquire and develop basic word-processing and electronic communication skills. This four-credit hour version of Writing One emphasizes development of college-level writing conventions, organizational strategies, and revision and editing techniques. Grading is ABCDF, but students must earn a "C" or better to satisfy the General Education requirement and continue to ENGL 1551 or ENGL 1551H. Prerequisite: Appropriate ACT/SAT scores or completion of English 1541.

4. Causes for remediation.

Please select all that are relevant from the following categories and provide detail.

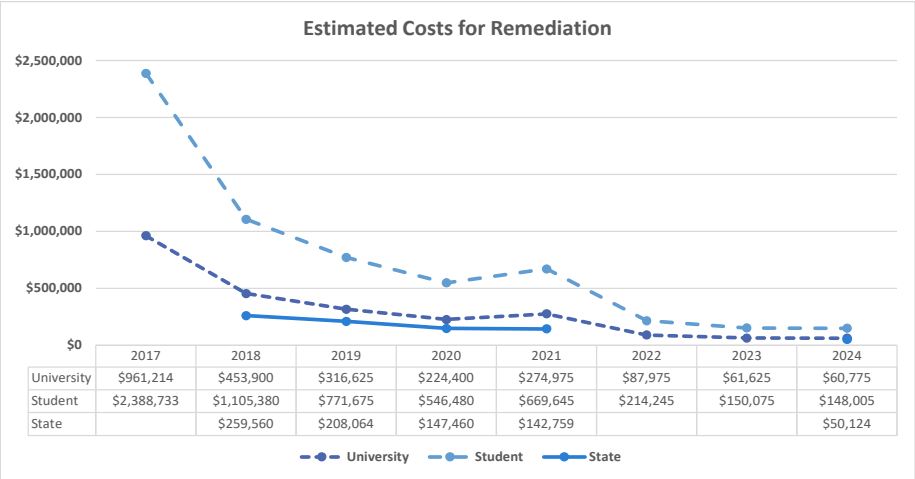
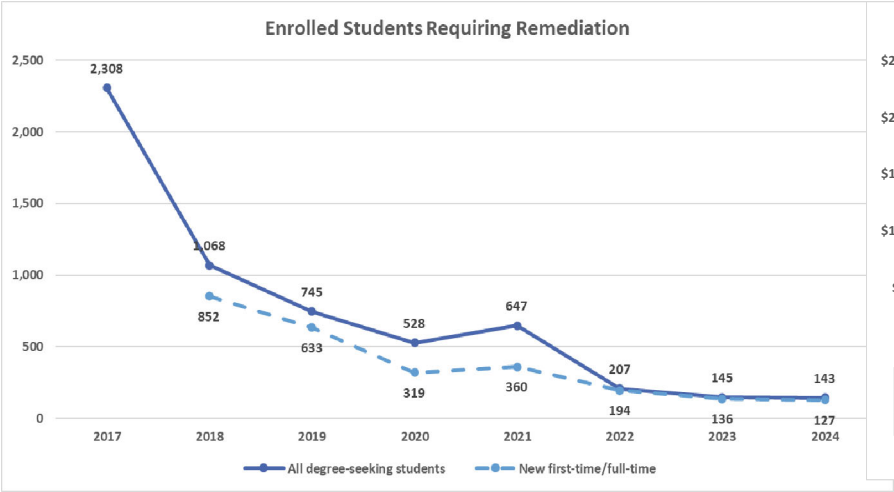
Yes - Lack of student preparation at the K-12 level

No - Prescriptive placement policies (over reliance on a single assessment measure)

No - Deferred entry into higher education (adult students returning to higher education)

None - Other (any other cause identified by the university)

Cause	Description
Lack of student preparation	7,235 students enrolled for one or more terms between Summer 2023, Fall 2023, and Spring 2024 were 25 years of age or younger. 1,707 (23.6%) required remedial instruction in at least one subject area. These students account for 95.3% of all undergraduate students who required remedial instruction during these terms.
Deferred entry	951 students enrolled for one or more terms between Summer 2023 and Spring 2024 were over the age of 25. 216 (22.7%) required remedial instruction in at least one subject area. These students account for 4.7% of all undergraduate students who required remedial instruction during these terms.
YSU added the following to understand how this impacts new students	
Lack of student preparation	2,121 New students enrolled for one or more terms between Summer 2023 and Spring 2024 were 25 years of age or younger. 652 (30.7%) required remedial instruction in at least one subject area. These students account for 97% of all new students who required remedial instruction during these terms.
Deferred entry	194 New students enrolled for one or more terms between Summer 2023 and Spring 2024 were over the age of 25. 29(14.95%) required remedial instruction in at least one subject area. These students account for 3% of all new students who required remedial instruction during these terms.



RESOLUTION TO MODIFY DEGREES POLICY, 3356-10-04

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

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

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

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

3356-10-04 Degrees.

Responsible Division/Office: Office of the Academic Affairs
Responsible Officer: Provost and VP for Academic Affairs
Revision History: October 1997; December 2009; September 2014;
September 2019; December 2024
Board Committee: Academic Excellence and Student Success
Effective Date: ~~September 5, 2019 (no changes)~~ December 12, 2024
Next Review: ~~2024~~2029

- (A) Policy statement. The board of trustees awards degrees to students who are recommended by the respective dean as having fulfilled the requirements established by the faculty.
- (B) Parameters.
- (1) Official diplomas are signed by the chairperson~~and secretary~~ of the board of trustees and by the president~~and provost/vice president for academic affairs of the university~~.
 - (2) The seal of the university is affixed to all diplomas.
 - (3) The ~~office of records~~office of the registrar is responsible for the development of the listing of graduates appearing in the commencement program and for ordering the diplomas awarded.
- (C) Procedures.
- (1) Students shall ~~complete all appropriate materials in the semester in which they plan to apply~~ to graduate by completing all steps as required by the university. Some of the steps must be initiated prior to the semester in which the student intends to graduate.
 - (2) The ~~office of university scholars and honors~~honors college forwards to ~~the office of records~~the office of the registrar the names of the candidates for ~~scholars and~~ honors diplomas.

- (3) Degree completion requirements are verified by the appropriate ~~department chairpersons and deans~~ designated college representative, and the information is then forwarded to the ~~office of records~~ office of the registrar.
 - (4) Diplomas will be awarded only to those candidates who have met all academic requirements and financial obligations of the university. (See, however, posthumous degrees.)
- (D) Posthumous degrees and certificates of achievement.
- (1) A deceased student who was enrolled in an undergraduate, graduate or doctoral degree program at the university at the time of his/her death may be ~~recommended for a posthumous degree by a faculty member, department chairperson, or dean of the appropriate college or academic unit~~ eligible for a posthumous degree or of certificate of achievement. The dean of students will initiate the process. ~~A recommendation must be in writing and proceed, respectively, for approval as follows: faculty member to chairperson, chairperson to dean, dean to provost and vice president of academic affairs~~. The provost and vice president of academic affairs, or their designee, will notify the registrar if the recommendation is approved.
 - (2) In order for a posthumous degree to be awarded, a student must be in good academic standing and have substantially completed the applicable degree requirements. Substantial completion means:
 - (a) For undergraduate degrees and master degrees without a thesis requirement, the student must be within one semester of completing all coursework and degree requirements.
 - (b) For doctoral programs and master degree programs with a thesis requirement, the student must be within one semester of completing all coursework and degree requirements, and the student must have completed a full draft of his/her thesis to the satisfaction of his/her thesis chairperson.
 - (3) If approved, the appropriate dean will notify the immediate family of the student. The family who may choose to ~~have~~ receive the diploma or certificate of achievement. The diploma may be

presented at commencement or in a private ceremony. If the diploma will be presented at commencement, it will occur at the next feasible commencement. Certificates of achievement are mailed to the appropriate representative.

- (4) Diplomas for posthumous degrees, as well as other appropriate university records, will be identified as “Awarded Posthumously.”



**RESOLUTION TO MODIFY
FACULTY RANK AND TENURE FOR DESIGNATED
ADMINISTRATORS, 3356-9-05**

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

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

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

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of University Policy governing Faculty Rank and Tenure for Designated Administrators, policy number 3356-9-05, attached hereto.

**Board of Trustees Meeting
December 12, 2024
YR 2025-**

3356-9-05 Faculty rank and tenure for designated administrators.

Responsible Division/Office: Office of Academic Affairs
Responsible Officer: Provost and VP for Academic Affairs
Revision History: 1999; March 2003; December 2009;
September 2014; September 2019; December
2024
Board Committee: Academic Excellence and Student Success
Effective Date: ~~September 5, 2019 (no changes)~~ December 12,
2024
Next Review: ~~2024~~ 2029

- (A) Policy statement. Appropriate to their academic credentials, experience and position, persons hired to serve as president, provost, vice president, dean, department chair, or other administrative positions may be appointed with earned faculty rank and tenure upon the recommendation of the president to the board of trustees for their approval.
- (B) Procedures.
- (1) If appointment is to be with faculty rank and tenure, the academic credentials of the candidate will be presented to the appropriate department chair and dean for review in accordance with the department and college requirements for tenure and promotion. Granting of faculty rank and tenure to designated administrators will normally require that the individual will have earned rank and tenure at a previous institution.
 - (2) The department chair will prepare a written recommendation regarding the viability of candidate's receipt of faculty rank and tenure. This recommendation will be forwarded to the dean of the college (unless it is for a candidate for the position of dean, in which case the recommendation will be forwarded to the provost), who will forward the department's and his/her recommendation to the provost.
 - (3) The provost will make recommendations to the president on the granting of faculty rank and tenure to candidates for dean, department chair, and other administrative positions.

After paragraphs (B)(1) and (B)(2) of this rule are followed, based on the prior recommendation of the appropriate department chair and dean in the appropriate department, the president will make a recommendation to the board of trustees regarding faculty rank and tenure of the candidate for provost. No candidate for provost will be presented to the board of trustees for their consideration without a recommendation on faculty rank and tenure from the appropriate department chair and dean in the appropriate department and further recommendation from the president.

- (4) The president will make recommendations to the board of trustees on the granting of rank and tenure for designated administrators to the board of trustees (excepting him or herself). The board of trustees will exercise final decision-making authority on all of the above recommendations and, as appropriate, on the granting of rank and tenure to the president.
- (5) The designated administrator will be assigned a faculty base salary after the conferral of tenure. The faculty base salary will be determined based on the following procedure:
 - (a) Faculty salaries at the appointed faculty rank in the appropriate department/college will serve as a guideline.
 - (b) The provost negotiates the faculty base salary with the hiring authority.
 - (c) The agreed-upon faculty base salary is recorded in the office of human resources and serves as the basis for calculating a faculty salary should the administrator return to faculty status.
 - (d) Each year the faculty base salary is updated based on negotiated annual increases in the agreement between Youngstown state university (“YSU”) and the Youngstown state university Ohio education association (“YSU-OEA”).
- (6) Administrators with faculty rank and tenure earned at Youngstown state university may return to their faculty position with tenure and at the rank held prior to administrative appointment. The faculty base salary prior to administrative appointment will be adjusted

based on negotiated annual increases in the agreement between YSU and YSU-OEA.

- (7) Tenure provisions defined in the YSU/YSU-OEA agreement current at the time of return or transfer to a full-time faculty position apply. Rank and tenure are not guaranteed for any administrator who has been removed from his or her administrative position for cause.

**RESOLUTION TO MODIFY SUPPORT AND ASSISTANCE TO
VETERANS AND SERVICE MEMBERS POLICY, 3356-8-05**

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

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

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

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

3356-8-05 Support and assistance to veterans and service members.

Responsible Division/Office: ~~Office of Academic Affairs~~Office of Student Experience
Responsible Officer: ~~Provost and VP for Academic Affairs~~Office of the President
Revision History: December 2014; September 2019;
December 2019; December 2024
Board Committee: Academic Excellence and Student Success
Effective Date: ~~December 5, 2019 (no changes)~~December 12, 2024
Next Review: ~~2024~~2029

- (A) Policy statement. Youngstown state university is committed to providing a veteran friendly campus designed to attract, assist, and maintain veteran and service member students in a supportive and academically productive environment tailored to the unique needs of veterans and to meaningfully recognize the contributions of our military men and women.
- (B) Purpose. To provide guidelines and requirements for the support and assistance offered to veteran and service member students in order to promote their achievement and success.
- (C) Scope. This policy applies to all university divisions, colleges, departments and units and extends to all prospective and current veteran and service member students.
- (D) Definitions.
 - (1) “Service member.” A person who is serving in the armed forces of the United States, including the national guard or a reserve component.
 - (2) “Veteran.” Any person who has completed service in the armed forces, including the national guard of any state or a reserve component of the armed forces, and who has been discharged under honorable conditions from the armed forces or who has been transferred to the reserve with evidence of satisfactory service.

(E) Procedure. The university shall:

- (1) Maintain an office of veterans affairs to serve as the central resource of information, support, and referrals for military and veteran students for enrollment, GI Bill educational benefits, and services offered by the department of veterans' affairs.
- (2) Collaboration with external entities. Utilize the Ohio board of regents, and the legislative, workforce and higher education communities as resources and/or partners for the development and promotion of effective practices to assist service member and veteran students in their transition to and success at the university and in the workforce.
- (3) Benefits for veterans and service members. Establish specific benefits for veteran and service member students including but not limited to priority registration, a separate or specific portion of student orientation, and recognition of service members and veterans at various university events such as graduation.
- (4) Outreach and recruitment strategy. Establish a clear outreach strategy through the office of veterans affairs to inform potential veteran and service member students about the opportunities offered by the university and the educational benefits available through the use of GI Bill and other available veteran and service member resources.
- (5) Continuous improvement and feedback. Regularly assess the effectiveness of its veteran support services through surveys, focus groups, and feedback from veteran and service member students. This feedback will be used to continuously improve services and to ensure the evolving needs of veterans and service members are met.

Academic Master Plan Overview

December 11, 2024 – Board of Trustees

AMP Mission:

To foster an innovative and sustainable academic environment that empowers students, faculty, and staff to achieve excellence. Through strategic community engagements, program innovation, and a commitment to student success, we aim to prepare graduates for a variety of outcomes while advancing teaching, scholarship, and community impact.

Pillars:

- 1) Student Success
- 2) Program Innovation & Exploration
- 3) Community Engagement
- 4) One Team, One Mission

AMP Pillar Outline:

Student Success: Foundations to Succeed

- Connections to Strategic Plan Initiatives
- Connection to University-Wide Learning Outcomes
- Faculty Engagement/Mentoring/Belonging and Empowerment
- Advising Responsibilities

Program Innovation & Exploration: Excellence in Every Field

- APEEI Structure/Guide
- Policy for Evaluating Existing Programs
- Policy for Requesting New Programs
- Policy for Requesting Additional Faculty Members
- Fiscal Planning for Equipment Purchases and Replacement
- Website and Marketing for Programs

Community Engagement: Strong Community Connections

- Collaborative Innovation for Real-Impact
- Community-Centered Research and Scholarship

One Team, One Mission

- Importance of Transparency and Accountability | Shared Responsibility
- Support Services (CCP, Mental Health, IT, Financial Aid, Tutoring, etc.)
- Department Purpose & Vision Statements
- Employee Morale – Empowering a Strong Workforce; Leadership Development Goals

APEEI Process Update

December 11, 2024 – Board of Trustees

Dear Deans, Chairs, and Faculty,

Please carefully review this email as it will outline the simplified APEEI categories and what they mean, how the categories will be determined for each program, and your shared responsibilities in this effort.

APEEI Categorization

To streamline our approach, we have consolidated our program categories, eliminating *Grow, Sustain, and Adjust*. The new categories are as follows:

- **Continuous Quality Improvement:** For programs currently demonstrating positive trajectories based on current quantitative and qualitative data within the three areas described below.
- **Detailed Analysis:** For programs needing further exploration based on current quantitative and qualitative data within the three areas described below. This category may be broken down further into two categories:
 - **Focus+:** For programs identified as falling short of their full market share potential. Using insights from APEEI, this analysis will help us identify opportunities for improvement and create strategies to boost enrollments in areas with growth potential. Faculty members and members of the Office of Academic Affairs will work together to develop the strategies.
 - **Sunset:** For programs identified for phase-out due to reasons such as low enrollment, limited market demand, or misalignment with the institution's strategic priorities and long-term goals.

Determination of APEEI Categories

1. Qualitative: Mission Statements and SMART Goals

Each program, undergraduate and graduate, has a dashboard which consists of quantitative data (described below in #2 and #3) and qualitative information within the mission statements and corresponding annual SMART goals.

- The **mission statement** will be descriptive to level set expectations of the program for a clear understanding among program faculty members and administrators. The mission statement establishes a common understanding of the uniqueness of the program and the vision to keep the program current and relevant. While articulating the future direction of the program, factors such as a program's focus on teaching, research, or both; how the program will look in three to five years and beyond; and how the program will measure success need to be included.
- **SMART goals** are to be developed and reviewed annually. These goals supporting the mission statement should be specific, measurable, achievable,

relevant, and time bound, while guiding the program's growth and continual improvement.

Both the mission statement and SMART goals will be closely reviewed by the Office of Academic Affairs and will be incorporated in the following: (1) the **Academic Master Plan (AMP)**, (2) the Gray dashboards as part of APEEI analysis, and (3) the Ohio Department of Higher Education (ODHE) reports as needed.

2. Quantitative: Data-Driven Program Analysis

Several quantitative data tools are available to assist program analysis. These include:

- **Gray Associates Software:** This includes comprehensive program data focusing on student demand, competitive intensity, and employment.
- **Microsoft PowerBI:** Real-time institutional data including criteria such as university, college, program, and course enrollments. Faculty assignments, cross-listed courses, and general education sections are also available through PowerBI.

3. Low-Enrolled Courses and Programs as Well as Duplicative Programs Within Ohio

In compliance with Ohio Revised Code 3345.35, we must annually evaluate all programs based on enrollment data and regional program duplication. Within this required report, enrollment, credit hours, and cost to the student to complete the degree are considered. In addition, plans to decrease low-enrolled courses and programs must be detailed, including potential collaborations with other Ohio institutions.

Action Steps for Shared Responsibility

1. Work with other program faculty members to submit a detailed mission statement and SMART goals by November 15th. These must receive final approval by the program chairperson and dean prior to submission.
2. Attend Gray Associates information sessions as a final touchpoint in December. ***While we have been using Gray Associates data for several years now, we are also acutely aware that there are still some concerns or misunderstandings regarding the data. To address these and improve buy-in of the usage for APEEI, we have scheduled 45-minute departmental sessions with Elizabeth Atkins from Gray Associates. This is YOUR opportunity to speak directly to Elizabeth to have your questions answered or thoughts considered regarding the data. Please find the schedule in this document and plan on attending during your department session.***

Gray Associates Data Review

Academic Department Sessions

December 17, 2024

Warren P. Williamson, Jr. College of Business Administration

- 9:00 – 9:45 AM Lariccia School of Accounting and Finance; Dr. Jeremy Schwartz, Director
- 9:45 – 10:30 AM Department of Communication; Dr. Mary Beth Earnhardt, Chair
- 10:30 – 11:15 AM Department of Management and Marketing; Dr. Bruce Keillor, Chair
- 11:15 – 12:00 PM Lunch

College of Science, Technology, Engineering, and Mathematics

- 12:00 – 12:45 PM Department of Chemical & Biological Sciences (and Forensic Science); Dr. Timothy Wagner, Chair
- 12:45 – 1:30 PM Department of Mathematics and Statistics, Dr. Thomas Wakefield, Chair
- 1:30 – 2:15 PM Department of Physics, Astronomy, Geology, & Environmental Sciences; Dr. Snjezana Balaz, Acting Chair
- 2:15 – 2:30 Break
- 2:30 – 3:15 PM Rayen School of Engineering; Dr. Frank Li, Director
- 3:15 – 4:00 PM Department of Computer Science, Information, and Engineering Technology; Dr. Abdu Arslanyilmaz, Director

Dr. Dominic A. and Helen M. Bitonte College of Health and Human Services

- 4:00 – 5:00 PM Department of Health Professions; Joan O'Connell, Chair

December 19, 2024

Dr. Dominic A. and Helen M. Bitonte College of Health and Human Services

9:00 – 9:45 AM	Centofanti School of Nursing; Dr. Sheila Blank, Director
9:45 – 10:30 AM	Department of Criminal Justice and Consumer Sciences; Dr. John Hazy, Chair
10:30 – 11:15 AM	Department of Social Work; Dr. Dana Davis, Chair
11:15 – 11:30 PM	Break
11:30 – 12:15 PM	Department of Graduate Studies in Health and Rehabilitation Sciences; Dr. Nancy Landgraff, Chair

Cliffe College of Creative Arts

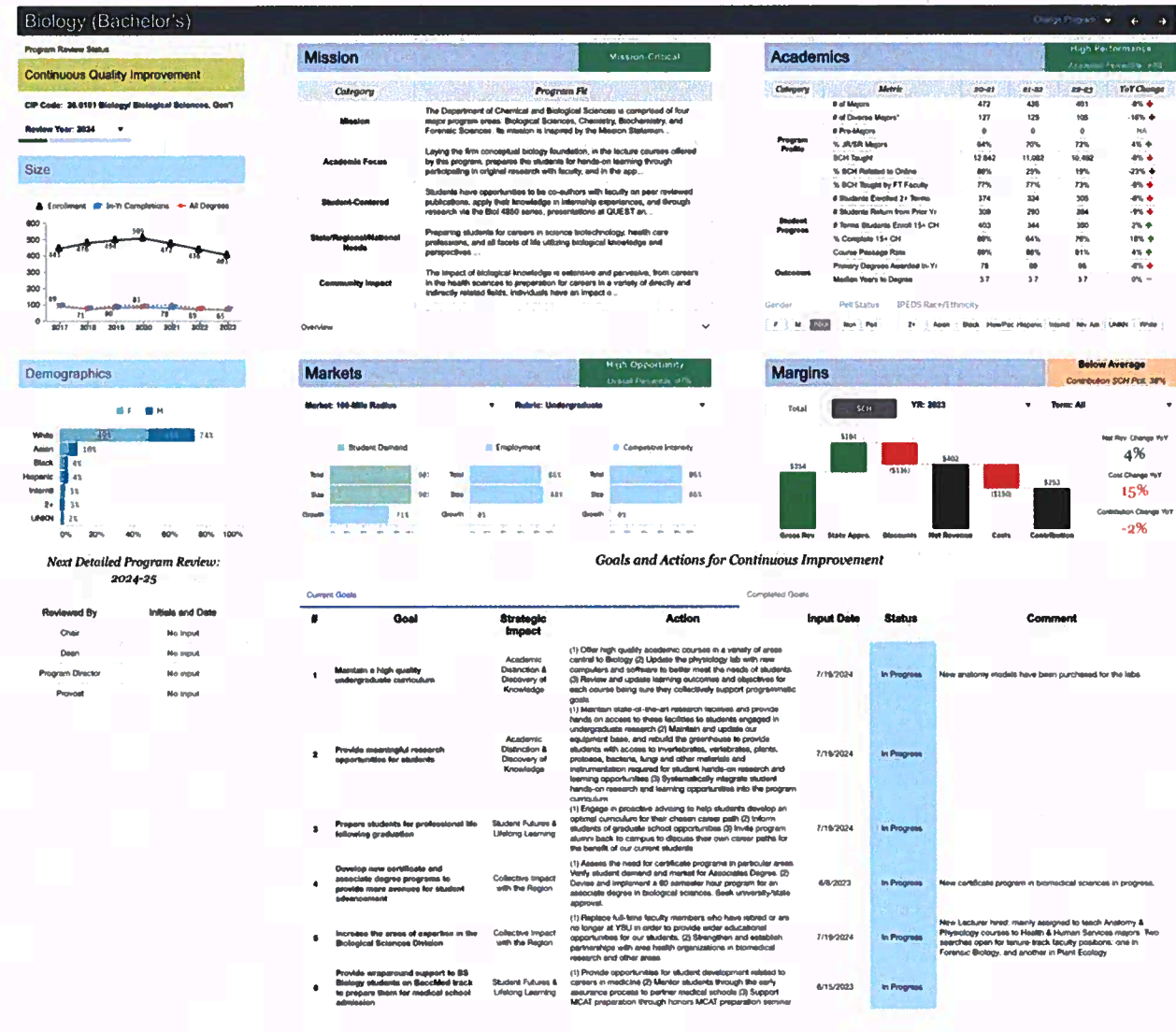
12:15 – 1:00 PM	Department of Art; Joy Christiansen Erb, Chair
1:00 – 1:45 PM	Dana School of Music and University Theatre; Dr. Joseph Carucci, Director

Beeghly College of Liberal Arts, Social Sciences, and Education

1:45 – 2:30 PM	Department of Teacher Education and Leadership Studies; Dr. M. Kathleen Cripe, Chair
2:30 – 3:15 PM	Department of English and World Languages; Dr. Jeffrey Buchanan, Chair
3:15 – 4:00 PM	Department of Psychological Sciences and Counseling; Dr. Jeffrey Coldren, Chair
4:00 – 5:00 PM	Department of Humanities and Social Sciences; Dr. Loren Lease, Chair

Gray Associates Dashboard Example

Academic Department Sessions



Biology (Bachelor's)

Program Review Status

Continuous Quality Improvement

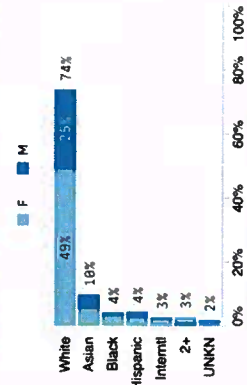
CIP Code: 28.0101 Biology/ Biological Sciences, Gen'l

Review Year: 2024

Size



Demographics



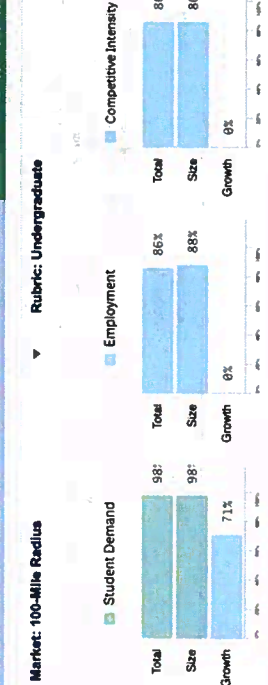
Mission

Mission-Critical

Category	Program Fit
Mission	The Department of Chemical and Biological Sciences is comprised of four major program areas: Biological Sciences, Chemistry, Biochemistry, and Forensic Sciences. Its mission is inspired by the Mission Statement...
Academic Focus	Laying the firm conceptual biology foundation, in the lecture courses offered by this program, prepares the students for hands-on learning through participating in original research with faculty, and in the app...
Student-Centered	Students have opportunities to be co-authors with faculty on peer reviewed publications, apply their knowledge in internship experiences, and through research via the Biol 4850 series, presentations at QUEST an...
State/Regional/National Needs	Preparing students for careers in science biotechnology, health care professions, and all facets of life utilizing biological knowledge and perspectives....
Community Impact	The impact of biological knowledge is extensive and pervasive, from careers in the health sciences to preparation for careers in a variety of directly and indirectly related fields. Individuals have an impact o...

Markets

High Opportunity

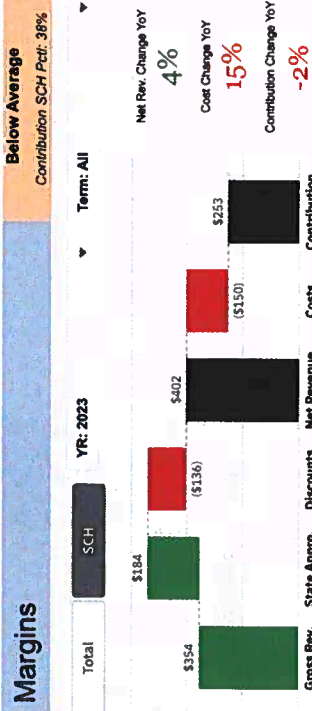


Academics

High Performance

Category	Metric	20-21	21-22	22-23	YoY Change
# of Majors		472	436	401	-8%
# of Diverse Majors*		127	125	105	-16%
# Pre-Majors		0	0	0	NA
% JR/SR Majors		64%	70%	72%	4%
SCH Taught		12,842	11,082	10,402	-5%
% SCH Related to Online		86%	25%	19%	-23%
% SCH Taught by FT Faculty		77%	77%	73%	-5%
# Students Enrolled 2+ Terms		374	324	305	-6%
# Students Return from Prior Yr		309	290	284	-9%
# Terms Students Enroll 15+ CH		403	344	350	2%
% Complete 15+ CH		68%	64%	76%	18%
Course Passage Rate		89%	88%	91%	4%
Primary Degrees Awarded In-Yr		78	69	65	-6%
Median Years to Degree		3.7	3.7	3.7	0%

Margins



Next Detailed Program Review:
2024-25

Goals and Actions for Continuous Improvement

Current Goals				Completed Goals				
Reviewed By	Initials and Date	#	Goal	Strategic Impact	Action	Input Date	Status	Comment
Chair	No input				(1) Offer high quality academic courses in a variety of areas central to Biology (2) Update the physiology lab with new computers and software to better meet the needs of students. (3) Review and update learning outcomes and objectives for each course being sure they collectively support programmatic goals.	7/19/2024	In Progress	New anatomy models have been purchased for the labs.
Dean	No input	1	Maintain a high quality undergraduate curriculum	Academic Distinction & Discovery of Knowledge	(1) Maintain state-of-the-art research facilities and provide hands on access to these facilities to students engaged in undergraduate research (2) Maintain and update our equipment base, and rebuild the greenhouse to provide students with access to invertebrates, vertebrates, plants, protozoa, bacteria, fungi and other materials and instrumentation required for student hands-on research and learning opportunities (3) Systematically integrate student hands-on research and learning opportunities into the program curriculum	7/19/2024	In Progress	
Program Director	No input	2	Provide meaningful research opportunities for students	Academic Distinction & Discovery of Knowledge	(1) Engage in proactive advising to help students develop an optimal curriculum for their chosen career path (2) Inform students of graduate school opportunities (3) Invite program alumni back to campus to discuss their own career paths for the benefit of our current students	7/19/2024	In Progress	
Provost	No input	3	Prepare students for professional life following graduation	Student Futures & Lifelong Learning	(1) Assess the need for certificate programs in particular areas. Verify student demand and market for Associates Degree. (2) Devise and implement a 60 semester hour program for an associate degree in biological sciences. Seek university/state approval.	6/8/2023	In Progress	New certificate program in biomedical sciences in progress.
		4	Develop new certificate and associate degree programs to provide more avenues for student advancement	Collective Impact with the Region	(1) Replace full-time faculty members who have retired or are no longer at YSU in order to provide wider educational opportunities for our students. (2) Strengthen and establish partnerships with area health organizations in biomedical research and other areas.	7/19/2024	In Progress	New Lecturer hired: mainly assigned to teach Anatomy & Physiology courses to Health & Human Services majors. Two searches open for tenure-track faculty positions: one in Forensic Biology, and another in Plant Ecology.
		5	Increase the areas of expertise in the Biological Sciences Division	Collective Impact with the Region	(1) Provide opportunities for student development related to careers in medicine (2) Mentor students through the early assurance process to partner medical schools (3) Support MCAT preparation through honors MCAT preparation seminar	6/15/2023	In Progress	
		6	Provide wraparound support to BS Biology students on BacMed track to prepare them for medical school admission	Student Futures & Lifelong Learning				

Provost Leadership Group

BOT Report
December 11, 2024

Elevating Summer as a Full Academic Term

The Provost Leadership Group has been analyzing strategies to enhance the summer term, transitioning it from a supplementary period to a robust semester comparable to fall and spring. This shift is essential as more programs transition to year-round schedules, requiring consistent academic offerings, faculty support, and student services.

Key Challenges Identified

1. Low Summer Enrollment: Current attendance does not justify full-scale operations, limiting course variety and student engagement.
2. Faculty Availability: Expanding summer offerings demands adequate faculty willing to commit to 12-month teaching schedules.
3. Advising and Orientation Needs: Students require summer advising services and faculty involvement in orientations to ensure seamless onboarding and academic continuity.
4. Operational Support: Elevating summer requires consistent administrative and operational structures akin to other terms.

Proposed Priorities

1. Program Incentives: Develop financial and professional incentives for faculty to participate in summer coordination, advising, and scholarly activity.
2. Marketing and Recruitment: Launch targeted campaigns to highlight the advantages of summer courses, such as accelerated graduation timelines and flexible learning options.
3. Comprehensive Student Services: Ensure the availability of advising, tutoring, and career services to support summer enrollees.
4. Strategic Scheduling: Offer high-demand courses and pilot innovative course delivery methods (e.g., hybrid or intensive formats) to attract a diverse student body.

Next Steps

The group will prioritize data collection on student and faculty preferences, cost-benefit analyses for expanding summer offerings, and pilot programs to test the feasibility of these initiatives. Collaboration with academic departments, student affairs, and institutional research will be critical to ensure alignment with university goals and resource availability.

By elevating summer to a fully integrated semester, we can increase institutional capacity, enhance student outcomes, and support the evolving needs of our academic community.

MEMORANDUM

Date: October 17, 2024

To: Dr. Jennifer Pintar, Provost and Vice President for Academic Affairs

From: Office of Research Services (ORS)

Re: FY25 First Quarter Report

Please see attached the FY25 First Quarter Report as prepared for delivery to the Academic Excellence and Student Success Committee of the Board of Trustees.

ORS staff managed **71** grant administration activities during this quarter (**25** submissions and **46** awards/contracts). Additionally, the IRB processed 53 new protocols and 14 modifications.

Notable highlights:

- YSU faculty and staff submitted several proposals to the National Science Foundation (\$1.3 M) and the Department of Education (\$12 M)
- YSU received three awards from the National Science Foundation (\$1.1 M) in the areas of Biological Sciences, Engineering and Innovation and Partnership
- YSU faculty and staff submitted several proposals to the Ohio Department of Higher Education and Ohio Department of Development (\$ 1.7 M)
- YSU received more than \$1.6 M in awards from the Ohio Department of Higher Education, Ohio Department of Development, Ohio Department of Public Safety, Ohio Department of Natural Resources and the Ohio History Connection

Accompanying this submission is the FY25 First Quarter Detail Report, which provides greater detail regarding the institutional submissions and awards.

EXECUTIVE SUMMARY

First Quarter Report – FY25
July 1, 2024 to September 30, 2024

Submitted Proposals to External Agencies: **Total**

Q1 Total Dollars Requested:	\$16,982,649
Q1 Indirect Cost Requested:	\$2,649,181
Q1 Total Proposals Worked:	26
Q1 Total Projects Submitted:	25

New Awards from External Agencies: **Total**

Q1 Total Dollars Awarded:	\$4,740,871
Q1 Indirect Costs Awarded:	\$250,252
Q1 Total Projects Awarded:	46

Q1 YTD Comparison:

	<u>FY 24</u>	<u>FY 25</u>
<i>Q1 Submissions</i>	20	25
<i>Q1 Dollars Requested</i>	\$3,409,965	\$16,982,649
<i>Q1 Awards</i>	35	46
<i>Q1 Dollars Awarded</i>	\$6,403,233	\$4,740,871
<i>YTD Submissions</i>	20	25
<i>YTD Awards</i>	35	46

FY24 Q1 Total Active Awards: 133

FY25 Q1 Total Active Awards: 141

FY24 Q1 Total Research Expenditures: \$2,745,971

FY25 Q1 Total Research Expenditures: \$3,445,817

Proposals Submitted to External Agencies

First Quarter Report – FY25

July 1, 2024 – September 30, 2024

PI Name	Department	Funding Agency	Amount Requested	Indirect Costs Requested	YSU Cost-Share
Dudash, S. & Ge, W.	Grad Health & Rehab Sciences	Foundation of Physical Therapy Research	\$ 39,998	\$ -	\$ -
Ge, W.	Grad Health & Rehab Sciences	Dept of Transportation	\$ 520,740	\$ 46,686	\$ 43,734
Villone, E.	Criminal Justice & Consumer Sciences	Mahoning County Commissioners	\$ 10,000	\$ -	\$ -
Tomhave, A.	Office of the Dean	Department of Education	\$ 125,000	\$ 371	\$ -
Cambouris, J.	Humanities and Social Sciences	Ohio History Connection	\$ 210,000	\$ -	\$ -
Brozina, C.	Engineering	National Science Foundation	\$ 290,979	\$ 56,427	\$ -
Ekstrand, L.	Workforce Education	Dept of Education	\$ 8,358,768	\$ 1,495,907	\$ -
Li, F.	Engineering	University of Tennessee	\$ 25,000	\$ 3,261	\$ -
Park, B.	Engineering	National Science Foundation	\$ 506,672	\$ 93,793	\$ -
Sharma, S.	Engineering	Muskingum Watershed Conservancy District	\$ 21,015	\$ 1,911	\$ -
Wakefield, T.	Mathematics and Statistics	Ohio Dept of Higher Education	\$ 1,120,000	\$ -	\$ 50,000
Yelamanchi, Bharat	Engineering	National Center for Defense Manufacturing and Machining	\$ 19,613	\$ 4,084	\$ 9,807
Yelamanchi, Bharat	Engineering	National Center for Defense Manufacturing and Machining	\$ 159,998	\$ 33,317	\$ 79,994
Pesch, A.	Engineering	National Center for Defense Manufacturing and Machining	\$ 165,993	\$ 24,154	\$ 91,030
DeSantis, J.	Engineering	National Center for Defense Manufacturing and Machining	\$ 424,943	\$ 44,758	\$ 147,208

Ekstrand, L.	Workforce Education	Ohio Dept of Development	\$ 500,000	\$ -	\$ -
Ruller, J.	Workforce Education	Mahoning Valley Manufacturers Coalition	\$ 30,323	\$ -	\$ -
Borra, V.	Engineering	National Science Foundation	\$ 533,685	\$ 90,308	\$ -
Yelamanchi, Bharat	Engineering	National Center for Defense Manufacturing and Machining	\$ 58,745	\$ 12,233	\$ 14,373
Ruller, J.	Workforce Education	Ohio Dept of Development	\$ 16,935	\$ -	\$ -
Ehsani, S.	Engineering	Ohio Water Resources Center	\$ 24,000	\$ -	\$ -
Loveland, S.	Office of the Dean	Dept of Development	\$ 150,103	\$ -	\$ 43,976
Loveland, S.	Office of the Dean	Ohio Dept of Development	\$ 57,667	\$ -	\$ -
Davies-Anderson, K.	Office of Community Engagement	Department of Education	\$ 3,608,152	\$ 741,971	\$ -
McNicholas, R.	Campus Recreation	Northeast Ohio Medical University	\$ 4,320	\$ -	\$ -
TOTAL			\$ 16,982,649	\$ 2,649,181	\$ 480,122

New Awards from External Agencies

First Quarter Report – FY25

July 1, 2024 – September 30, 2024

PI Name	Department	Funding Agency	Amount Awarded	Indirect Costs Awarded	YSU Cost-Share
Powe, N.	Grad Health & Rehab Sciences	Eastgate Regional Council of Governments	\$ 56,819	\$ 7,146	\$ -
Palich, R.	Health Professions	Thomases Family Endowment	\$ 5,000	\$ 1,041	\$ -
Thomas, W.	Nursing	Health Resources and Services Administration	\$ 45,600	\$ -	\$ -
Michaliszyn, S.	Dean's office BCHHS	Ohio Dept Of Higher Education	\$ 148,861	\$ -	\$ -
Perricella, K.	Social Work	Ohio Jobs and Family Services	\$ 181,500	\$ 16,500	-

Davidson, S.; Learman, K.	Grad Health & Rehab Sciences	Foundation for Physical Therapy	\$ -	\$ -	\$ -
Villone, E.	Criminal Justice and Consumer Science	Ford Foundation	\$ 15,000	-	-
Villone, E.	Criminal Justice and Consumer Science	Board of Commissioners Mahoning County	\$ 10,000	-	-
Powe, N.	Grad Health & Rehab Sciences	Centers for Disease Control	\$ 680,038	\$ 7,067	\$ -
Italiano, K.	Teacher Education & Leadership	Youngstown City School District	\$ 159,000	\$ 6,000	\$ 22,500
Protivnak, J.	Psychological Sciences and Counseling	Youngstown City School District	\$ 82,000	\$ 5,000	\$ 52,500
Bralich, J.	Humanities and Social Sciences	City of Youngtown	\$ 12,500	\$ -	\$ -
Bralich, J.	Humanities and Social Sciences	City of Youngtown	\$ 13,550	\$ -	\$ -
Bralich, J.	Humanities and Social Sciences	City of Youngtown	\$ 10,500	\$ -	\$ -
Bralich, J.	Humanities and Social Sciences	City of Youngtown	\$ 51,000	\$ -	\$ -
Bonhomme, B.	Humanities and Social Sciences	Ohio History Connection	\$ 140,000	\$ 31,190	\$ -
Bralich, J.	Humanities and Social Sciences	City of Girard	\$ 5,000	\$ -	\$ -
Berlinski, C.	McDonough Museum	Ohio Arts Council	\$ 12,200	\$ -	\$ 12,200
Panaitof, C.	Chemical and Biological Sciences	National Science Foundation	\$ 251,181	\$ 41,269	\$ -
Ruller, J.	Workforce Education and Innovation	National Science Foundation	\$ 400,000	\$ 80,951	\$ -
Pesch, A.	Engineering	National Science Foundation	\$ 445,515	\$ -	\$ -
Steelant, W.	Workforce Education and Innovation	Datamine Petro	\$ 20,000	\$ -	\$ -
Steelant, W.	Workforce Education and Innovation	Datamine ODOT	\$ 20,000	\$ -	\$ -
Prieto-Langarica, A.	Mathematics and Statistics	Mathematical Association of America	\$ 10,000	\$ -	\$ -

Borra, V.	Engineering	Intel via Lorain County Community College	\$ 43,000	\$ -	\$ -
	Computer Science, Information and Engineering Technology				
Arslanyilmaz, A.	Engineering	Ohio Dept of Higher Education	\$ 549,208	\$ -	\$ -
Sharma, S.	Engineering	ODHE via Ohio State University	\$ 40,739	\$ 2,237	\$ -
Ruller, J.	Workforce Education and Innovation	Ohio Dept of Higher Education	\$ 198,699	\$ -	\$ -
Dick, J.	Physics, Astronomy, Geo and Env Sciences	State of Ohio	\$ 25,030	\$ -	\$ -
Janofa, D.	Workforce Education and Innovation	Cuyahoga Community College	\$ 10,000	\$ -	\$ -
Park, B.	Engineering	Ohio Space Grant Consortium	\$ 7,500	\$ -	\$ 3,000
Borra, V.	Engineering	Central State University	\$ 14,000	\$ -	\$ -
Park, B.	Engineering	Ohio Space Grant Consortium	\$ 2,000	\$ -	\$ 1,584
Ruller, J.	Workforce Education and Innovation	Ohio Dept of Development	\$ 13,792	\$ -	\$ -
Sharma, S.	Engineering	NOAA via Ohio State University	\$ 10,000	\$ 2,082	\$ 5,793
Veisz, K.	Small Business Development Center	Ohio Dept of Development	\$ 15,000	\$ -	\$ -
Loveland, S.	Small Business Development Center	Ohio Dept of Development	\$ 15,000	\$ -	\$ -
Tyus, J.	Communication	Community Foundation of the Mahoning Valley	\$ 5,000	\$ 1,041	\$ -
Cianciola, E.	Office of Community Engagement	Dept of Education	\$ 200,000	\$ 14,789	\$ -
Cianciola, E.	Office of Community Engagement	Dept of Education	\$ 200,000	\$ 14,815	\$ -
Cianciola, E.	Office of Community Engagement	Dept of Education	\$ 150,000	\$ 11,111	\$ -
McNicholas, R.	Andrews Student Rec and Wellness Center	Community Foundation of the Mahoning Valley	\$ 5,000	\$ 1,041	\$ -
McNicholas, R.	Andrews Student Rec and Wellness Center	Trumbull Memorial Health Foundation	\$ 23,700	\$ 3,380	\$ -

McNicholas, R.	Andrews Student Rec and Wellness Center	Western Reserve Health Foundation	\$ 23,784	\$ 3,392	\$ -
Yukech, J.	Information Technology Services	Ohio Dept of Higher Education	\$ 405,655	\$ -	\$ -
McNicholas, R.	Andrews Student Rec and Wellness Center	Ohio Dept of Natural Resources	\$ 500	\$ -	\$ -
Williams, R.	Police	Ohio Dept of Public Safety	\$ 8,000	\$ -	\$ -
TOTAL			\$ 4,740,871	\$ 250,052	\$ 97,577

Program Accreditation Dashboard

BOT Report

December 11, 2024

Program Accreditation	Status Notes
Art Athletic Training Business Chemistry Counseling Dental Hygiene Dietetics Education Engineering Engineering Technology Exercise Science Long-Term Care Administration Medical Laboratory Technology Medical Laboratory Science Music Nursing Physical Therapy Public Health (Graduate) Respiratory Care Social Work	Good Standing Good Standing Good Standing Good Standing Good Standing Good Standing Good Standing Good Standing Good Standing Good Standing Good Standing Good Standing Good Standing Good Standing Good Standing Good Standing Good Standing Good Standing Good Standing Good Standing
World Languages and Cultures	Accreditation Being Deactivated
Theatre	Accreditation Resigned
Forensic Science Computer Science	Application for Accreditation is Pending Application for Accreditation is Pending

Key:

Full accreditation / No sanctions or required reporting / No cited staffing issues
Current sanctions or reporting / Potential staffing issues / Action may be necessary
Action taken by accrediting body
Potential to seek accreditation

Current Accreditation Activity

BOT Report

December 11, 2024

Summary of recent site visits:

- The Association to Advance Collegiate Schools of Business (AACSB) peer review team's visit occurred in October 2024. The visit was positive, and the final response regarding YSU's undergraduate and graduate business programs' Continuous Improvement Review from the AACSB Board of Directors is expected in March 2025.

Summary of recent accreditation actions:

- On August 5, 2024, the Higher Learning Commission (HLC) approved YSU's Quality Initiative Proposal ("Pursuing 2026 Carnegie Elective Classification for Community Engagement").
- On August 3, 2022, the HLC notified YSU of successful completion of the Year 4 Assurance Review with no recommended monitoring.
- On July 30, 2018, the HLC continued the accreditation of YSU with the next Reaffirmation of Accreditation scheduled to occur in 2027-28.

Details:

Program	Status
Art National Association of Schools of Art and Design (NASAD)	The annual affirmation and audit statements were submitted on June 20, 2024. NASAD was notified of a change of institutional representative for 2024. A request for a one-year postponement to Art's on-site visit, originally scheduled for Spring 2026, was approved for Spring 2027. An optional accreditation review consultative visit is scheduled and confirmed for Spring 2025. NASAD site evaluation team members are confirmed for a visit during Spring 2027. An application for new curricula and an application for a substantive change were submitted Sept. 17. Results of those applications are pending.
Athletic Training Commission on Accreditation of Athletic Training Education (CAATE)	The Master of Athletic Training program was granted initial accreditation for five years by CAATE in 2018. The MAT program is currently in good standing with CAATE. The program completed its self-study site visit with the CAATE peer reviewers in March 2023. A ten-year reaccreditation was awarded in August 2023.

Program	Status
Business AACSB International—The Association to Advance Collegiate Schools of Business Business (continued)	AACSB International approved the extension of accreditation in January 2020. Accreditation of the undergraduate and graduate business programs was extended for the standard five years. An AACSB pre-visit occurred in March 2024. The Continuous Improvement Review report was submitted in August 2024, and the peer review team’s visit occurred in October 2024. The visit was positive, and the final response from the AACSB Board of Directors is expected in March 2025.
Chemistry American Chemical Society (ACS) Chemistry (continued)	The Committee on Professional Training (CPT) of the American Chemical Society (ACS) notified YSU in September 2023 that its BS Chemistry program has met all requirements in the ACS guidelines for reaccreditation. The CPT recommended continuation of ACS accreditation through 2029.
Counseling Council for Accreditation of Counseling and Related Educational Programs (CACREP)	The Council for Accreditation of Counseling and Related Educational Programs (CACREP) granted full accreditation to the MS. Ed. in Counseling—Addiction Counseling, Clinical Mental Health Counseling, School Counseling, and Student Affairs/College Counseling program tracks for the full eight-year period, until March 31, 2031.
Dental Hygiene Commission on Dental Accreditation (CODA)	The self-study for continuing accreditation of the Dental Hygiene program was submitted in September 2017. This was the initial site visit following the transition from the Associate of Applied Science (AAS) degree to the Bachelor of Science in Dental Hygiene (BSDH) degree. A site visit occurred in November 2017, and the program was awarded full accreditation status, Approval Without Reporting Requirements, at the 2018 ADA CODA Summer Commission meeting. The accreditation cycle for allied dental programs is seven years. The next site visit will be in 2025.
Dietetics Program Academy of Nutrition and Dietetics (AND) Accreditation Council for Education in Nutrition and Dietetics (ACEND)	The two ACEND-accredited dietetics programs are the Didactic Program in Dietetics and the Dietetics Future Model/DFM (MPH-RDN graduate track). The graduate level MPH-DFM (Master’s in Public Health-Dietetic Future Model) continues in good standing, but the decision has been made to not

Program	Status
Dietetics (continued)	seek future reaccreditation in 2023 due to lack of enrollment. An accreditation decision letter was issued in July 2023 approving the close-out plan. The program will remain accredited until December 31, 2026. The program director will provide the accrediting body with yearly reports on program progress and support until the close date. The BSAS-Didactic Program in Dietetics is in good standing and accredited through June 2028. A DPD Compliance Report showing alignment of clinical coursework with 2022 Accreditation Knowledge requirements was submitted in January 2024. The DPD-MHHS 4+1 (Didactic Program in Dietetics-Master's in Health & Human Services) allows students to meet the new eligibility requirements for the Registered Dietitian credential (RDN) that specify a master's degree or higher (as applied for supervised practice). Graduates of the DPD who do not wish to become Registered Dietitians may graduate with the BSAS and earn the Nutrition and Dietetic Technician credential without further educational or experiential learning requirements.
Education and Licensure Programs The Council for the Accreditation of Educator Preparation (CAEP) Accreditation occurs at the unit (BCOE) level.	The Council for the Accreditation of Educator Preparation (CAEP) conducted a site visit of YSU's Beeghly College of Education on April 2-4, 2017. CAEP's Accreditation Council granted accreditation status effective Fall 2017 through Fall 2024. The next site visit will occur in Fall 2024.
Engineering Engineering Accreditation Commission of the Accreditation Board for Engineering and Technology (ABET)	The Electrical Engineering, Civil Engineering, Chemical Engineering, and Mechanical Engineering programs are fully accredited by ABET until 2026. Industrial Engineering went from "program deficiency" to "program weakness," a finding which means that the program has been removed from "show cause." Industrial Engineering is now fully accredited until 2026.
Engineering Technology Engineering Technology Accreditation Commission of the Accreditation Board for Engineering and Technology (ETAC-ABET)	The AAS and BSAS Engineering Technology programs (CCET, EET, and MET) are accredited through September 30, 2024. Applications to renew accreditations for all AAS & BSAS Engineering Technology Programs were

Program	Status
	submitted. The accreditation team's comprehensive visit occurred Fall 2023. Following its October 2023 visit, the ABET accreditation team expressed one concern for all programs related to insufficiency of staffing in the STEM advising office (the team's concerns do not impact accreditation). Once hiring of additional staff to help with advising students in ET is completed, it will be reported to remove this concern. The team expressed one specific concern for the MET BSAS and AAS programs regarding a procedure to collect and use data toward improving the programs. YSU has submitted a proposed procedure, and progress will be reported to remove this concern. A detailed response letter was submitted on January 14, 2024. In March 2024, an annual report for the AAS and BSAS MET programs addressing Continuous Improvement Process (CIP) concerns was submitted to the ABET accreditation team. After review, the ABET team found that the submitted document adequately addressed the CIP concerns. In May 2024, the ABET accreditation team was notified that one additional staff member had been hired and another new staff member was hired and would start in June 2024 in the STEM advising office to address concerns regarding the student-to-advisor ratio for ET programs. In May 2024, the ABET accreditation team determined that all concerns had been resolved.
Exercise Science Committee on Accreditation for the Exercise Sciences (CoAES) / Commission on Accreditation of Allied Health Education Programs (CAAHEP)	The Committee on Accreditation for the Exercise Sciences (CoAES) granted initial accreditation of the undergraduate Exercise Science program on May 18, 2018. The accreditation is for five years. The yearly report was submitted in July 2023. A site visit is expected this academic year.
Forensic Science American Academy of Forensic Sciences (AAFS)	Application for initial accreditation is pending. Program self-study and site visit will follow.

Program	Status
Long-Term Care Administration National Association of Long-Term Care Administrator Boards (NAB)	The Long-Term Care Administration program submitted its accreditation review to the National Association of Long-Term Care Administrator Boards (NAB) in Spring 2022, and the submission was approved by NAB. Due to the discontinuation of the Long-Term Care program, the decision was made to bring the long-term care administration track into the Master of Health and Human Services program. This program received NAB accreditation of the Health Services Executive program as part of the Master of Health and Human Services Healthcare Administration track in June 2024.
Medical Laboratory Technology National Accrediting Agency for Clinical Laboratory Sciences (NAACLS)	The Medical Laboratory Technology program self-study and response were submitted in Spring 2020. A virtual site visit was conducted in July 2020. The program was awarded ten years of accreditation through 2030. The annual report was submitted in October 2022.
Medical Laboratory Science National Accrediting Agency for Clinical Laboratory Sciences (NAACLS)	The Medical Laboratory Science completion program submitted its self-study on April 1, 2022. The site visit was completed in October 2022, and no issues were cited. The program has been awarded the maximum ten-year accreditation through 2032.
Music National Association of Schools of Music (NASM)	In 2012, the NASM Commission on Accreditation voted to continue YSU and the Dana School of Music in good standing. In July 2016, the NASM Commission on Accreditation accepted YSU's Application for Plan Approval of Dana's Bachelor of Music in Music Recording. The NASM Commission on Accreditation held an accreditation site visit on April 7-9, 2024. YSU has received the site visit report and is preparing an Optional Response, which is due on October 15th. The NASM Commission on Accreditation will evaluate the self-study, site visit report, and optional response and decide on reaccreditation during its November meeting.
Nursing Ohio Board of Nursing (OBN)	The OBN granted full approval for five years. The next visit will be 2029.

Program	Status
Accreditation Commission for Education in Nursing (ACEN) Commission on Collegiate Nursing Education (CCNE) Council on Accreditation of Nurse Anesthesia Educational Programs (COA) St. Elizabeth Health Center School for Nurse Anesthetists, Inc. (YSU MSN nurse anesthesia option only)	A candidacy application will be submitted to ACEN for the new Associate Degree in Nursing (ADN) program in Fall 2025. ACEN recently granted continuing accreditation for the BSN programs for the maximum eight years. The next evaluation visit will occur in Spring 2030. CCNE recently granted continuing accreditation for the BSN, MSN, and post-graduate APRN certificate programs for the maximum ten years. The next evaluation visit will occur in Spring 2032. The last MSN class will graduate in December 2022. The Doctor of Nursing Practice program matriculated on May 17, 2021. Both programs are accredited. The next evaluation will occur in Spring 2027.
Physical Therapy Commission on Accreditation in Physical Therapy Education (CAPTE) Physical Therapy (continued)	The MPT has been discontinued. Accreditation now applies to the DPT program approved by HLC in 2008. Ten-year accreditation was reaffirmed in 2014 with a compliance report due in 2015. This report was submitted, and CAPTE granted the program continuing accreditation. The current status of the program is accredited. A progress report was submitted September 1, 2022. After review, the program was granted continued accreditation. Annual reports are required, and a site visit will occur in Spring 2025.
Public Health (Consortium of Eastern Ohio Master of Public Health) Council on Education for Public Health (CEPH)	The MPH is offered by a consortium of institutions including YSU. Initial accreditation was earned in 2003. In October 2009, the Council on Education for Public Health (CEPH) renewed accreditation for seven years until 2016. A 2016 site visit resulted in all compliant findings. In June 2017, the program received official notification of full accreditation with the seven-year accreditation term ending July 1, 2024. In order to align with site visit workload, CEPH offered on December 6, 2021, to extend the CEOMPH accreditation term until July 1, 2025, which was accepted.

Respiratory Care

Commission on Accreditation for
Respiratory Care (CoARC)

Status

Continuing re-accreditation status for the next ten years was conveyed for the BSRC entry into practice on July 21, 2021, at the CoARC quarterly meeting. Both the BSRC degree advancement (completion program) and the Master of Respiratory Care programs were conferred accreditation status in July 2021 at CoARC's quarterly board meeting.

Virtual site visits for these two programs were completed May 10-11, 2021, without programmatic issues. Provisional initial accreditation was conferred at the CoARC quarterly board meeting. In the interest of substantial financial savings, the site visits were scheduled as one CoARC visit.

All three programs performed a Report of Current Status (RCS) evaluation in July 2022 that was accepted by CoARC to have met or exceeded all accreditation standards for the year. The program continues to meet CoARC's high academic standards.

Respiratory Care (continued)

YSU has increased capacity of the BSRC entry into practice program, placing initial cohort enrollment at 25 allowable students per cohort to enter, which is maximum for classroom capacity, clinical rotation sites, and accreditation standards.

Social Work

Council on Social Work Education (CSWE)

At its February 2021 meeting, the Commission on Accreditation (COA) voted to reaffirm accreditation for eight years, ending in October 2027 due to a one-meeting deferment.

The BSW program requested permission from CSWE to offer the program fully online (virtual synchronous). The request for online delivery status was submitted December 2022 and approved by email notification on May 19, 2023, with a formal approval notice forthcoming.

The BSW and MSW programs are scheduled for re-accreditation assessment in 2027.

Theatre

National Association of Schools of Theatre
(NAST)

Due to cuts in the number of tenure-track faculty and ongoing staffing issues, the Dana School of Music and University Theatre officially resigned

Program	Status
	its NAST accreditation effective May 3, 2018, and will not seek reaccreditation until these issues have been resolved. Additional faculty reduction preceding the 2021-2022 academic year has further delayed the program's ability to reapply for specialized accreditation.
World Languages and Cultures American Council on the Teaching of Foreign Languages (ACTFL) Recognition for Italian Education and Spanish Education	The appropriate accrediting bodies were notified that the Italian Education and Spanish Education programs have been deactivated.

Update on Assessment of Student Learning

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

Assessment of Student Learning Activities

- Academic Assessment:** Academic programs engage in assessment reporting on a five-year cycle through an Assessment Plan, Assessment Update, or a Cycle Reflection. Reports were due on October 31, 2024. Programs could request a submission extension. Programs identified for sunset with enrolled students completed a shortened Teach Out Update. As of November 25th, 65% of academic programs had submitted reports, with another 21% requesting extensions through the end of the fall semester. Institute for Teaching and Learning (ITL) staff will outreach to the remaining 14% of programs to support their annual assessment submission. Assessment Council Volunteer Reviewers have begun reviewing submissions. Feedback will then be shared with programs and made available to chairs and deans. Additionally, ITL staff piloted assessment peer review with three academic program areas this fall: Chemistry, Mathematics, and English. ITL will review feedback from peer review and make decisions about using this review model in the future.
- Co-Curricular Assessment:** Co-curricular programs continue to engage at high levels with student learning assessment. Reports were due at the end of June 2024, with all but two programs submitting. In September, five peer review feedback groups met to discuss submissions and provide feedback on assessment processes. Feedback was summarized and sent to programs via Taskstream AMS.
- Statewide Collaboration:** The Assistant Director of Assessment continues to meet monthly with other Ohio Assessment Coordinators from Bowling Green State University, Cleveland State University, University of Akron, Kent State University, University of Toledo, and Shawnee State University to ensure YSU meets standards related to the assessment of student learning. Recent discussions have focused heavily on the revision of the Higher Learning Commission criteria.

Current Student Data Collection

- **Noel Levitz Student Satisfaction Inventory:** ITL will administer the Noel Levitz Student Satisfaction Inventory, the Adult Student Priorities Survey, and the Priorities Survey for Online Learners beginning on March 10, 2025. Data will be available in summer 2025.

Academic Programs Updates

BOT Report

December 11, 2024

Undergraduate Program Development:

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

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

- No changes to report.

Graduate Program Development:

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

- A request to discontinue the **MFA in Creative Writing** has been submitted to CCGS to inform the Chancellor of this change in status of an approved graduate program.
- A request to discontinue the **Master of Accountancy** has been submitted to CCGS to inform the Chancellor of this change in status of an approved graduate program.
- A request to discontinue the **MA in Art Education** has been submitted to CCGS to inform the Chancellor of this change in status of an approved graduate program.
- A request to discontinue the **MA in Gerontology** has been submitted to CCGS to inform the Chancellor of this change in status of an approved graduate program.

**RESOLUTION TO RENEW AND AMEND
THE INTERNAL AUDIT CHARTER**

WHEREAS, the Internal Audit Charter (the Charter) defines the internal audit activity's purpose, authority, and responsibility; and

WHEREAS, the Charter establishes the internal audit activity's functional reporting relationship with the audit subcommittee, authorizes access to records, personnel, and physical properties relevant to the performance of engagements, and defines the scope of internal audit activities; and

WHEREAS, the professional standards of the Institute of Internal Auditors require the Internal Audit Charter be approved by the Board; and

WHEREAS, the professional standards of the Institute of Internal Auditors have been updated effective January 2025; and

WHEREAS, a new version of Internal Audit Charter was prepared to align with the new Standards; now, therefore,

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby renew the Internal Audit Charter, attached hereto.

**Board of Trustees Meeting
December 12, 2024
YR 2025-**

Youngstown State University

Internal Audit Charter

Introduction:

This charter is prepared in accordance with the Institute of Internal Auditors' (IIA) guidance as described later under the heading "Standards for the Professional Practice of Internal Auditing."

Purpose and Mission:

Internal audit is an independent and objective assurance and consulting activity designed to add value to improve the operations of Youngstown State University. The mission of internal audit is to enhance and protect organizational value by providing risk-based and objective assurance, advice, and insight. It assists the university in accomplishing its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of the university's risk management, control, and governance processes.

Role:

The internal audit activity is established by the Board of Trustees ("Board") and its responsibilities are defined by the Audit Subcommittee ("Subcommittee") of the Board as part of its oversight role as defined in the Audit Subcommittee Charter.

Standards for the Professional Practice of Internal Auditing:

IA shall adhere to the mandatory elements of The Institute of Internal Auditors' (IIA) International Professional Practices Framework (IPPF), including the Core Principles for the Professional Practice of Internal Auditing, the Code of Ethics, the International Standards for the Professional Practice of Internal Auditing (the *Standards*), and the Definition of Internal Auditing. This mandatory guidance constitutes principles of the fundamental requirements for the professional practice of internal auditing and for ensuring the effectiveness of the internal audit activity's performance.

Authority:

Authority is granted for full, free, and unrestricted access to any and all of Youngstown State's records, physical properties, and personnel relevant to any function under review. All employees are expected to assist the internal audit activity in fulfilling its roles and responsibilities. The internal audit activity will also have free and unrestricted access to the Subcommittee and the Board.

Documents and information provided to the internal audit during a review will be handled in a prudent and confidential manner.

The Internal Auditor will report functionally to the Subcommittee and administratively (i.e., day to day operations) to the Vice President for Finance & Business Operations. The Internal Auditor collaborates with external providers engaged to assist in the direction and operation of the internal audit activity as determined by the management and the Subcommittee.

The Subcommittee will:

- Approve the internal audit charter.
- Approve the risk based internal audit plan.
- Approve the internal audit budget and resource plan.
- Receive communication from the Internal Auditor on the internal audit activity's performance relative to its plan and other matters.
- Approve decisions regarding the appointment and removal of the Internal Auditor.
- Make appropriate inquiries of management and the Internal Auditor to determine whether there is inappropriate scope or resource limitations.

Independence and Objectivity:

The internal audit activity will remain free from interference by any element in the University, including matters of audit selection, scope, procedures, frequency, timing, or report content to permit maintenance of a necessary, independent and objective mental attitude.

Internal auditors will have no direct operational responsibility or authority over any of the activities audited. Accordingly, they will not implement internal controls, develop procedures, install systems, prepare records, or engage in any other activity that may impair an internal auditor's judgment.

Internal auditors will exhibit the highest level of professional objectivity in gathering, evaluating, and communicating information about the activity or process being examined. Internal auditors will make a balanced assessment of all the relevant circumstances and not be unduly influenced by their own interests or by others in forming judgments.

The internal audit activity may provide consulting services to assist with opportunities for improving internal controls or provide other guidance as needed. This consulting service would not impede independence since management retains operational responsibility.

The Internal Auditor will confirm to the Subcommittee, at least annually, the organizational independence of the internal audit activity.

Scope on Internal Audit Activities:

The scope of internal auditing encompasses, but is not limited to, the examination and evaluation of the adequacy and effectiveness of the University's governance, risk management, and internal controls as well as the quality of performance in carrying out assigned responsibilities to achieve the University's stated goals and objectives. This includes:

- Evaluating risk exposure relating to achievement of the University's strategic objectives.
- Evaluating the reliability and integrity of information and the means used to identify, measure, classify, and report such information.

- Evaluating the systems established to ensure compliance with those policies, plans, procedures, laws, and regulations which could have a significant impact on the University.
- Evaluating the means of safeguarding assets and, as appropriate, verifying the existence of such assets.
- Evaluating the effectiveness and efficiency with which resources are employed.
- Evaluating operations or programs to ascertain whether results are consistent with established objectives and goals and whether the operations or programs are being carried out as planned.
- Monitoring and evaluating governance processes.
- Monitoring and evaluating the effectiveness of the University's risk management processes.
- Performing consulting and advisory services related to governance, risk management and control as appropriate for the University.
- Reporting periodically on the internal audit activity's purpose, authority, responsibility, and performance relative to its plan.
- Reporting significant risk exposures and control issues, including fraud risks, governance issues, and other matters needed or requested by the Subcommittee.
- Evaluating specific operations at the request of the Subcommittee or management, as appropriate.

Responsibility:

The Internal Auditor, in collaboration with external providers engaged to assist in direction and operation of internal audit activities, has the responsibility to:

- Submit, at least annually, to senior management and the Committee a risk-based internal audit plan for review and approval.
- Communicate to senior management and the Committee the impact of resource limitations on the internal audit plan.
- Review and adjust the internal audit plan, as necessary, in response to changes in the university's risks, operations, programs, systems, and controls.
- Communicate to senior management and the Committee any significant interim changes to the internal audit plan.
- Ensure each engagement is properly executed, including the establishment of objectives and scope, the assignment of appropriate and adequately supervised resources, the documentation of work programs and testing results, and the communication of engagement results with findings, recommendations, and auditee's corrective action plans and implementation dates.
- Follow up on engagement findings and corrective actions and report periodically to senior management and the Committee corrective actions not effectively implemented.
- Ensure the principles of integrity, objectivity, confidentiality, and competency are applied and upheld.
- Ensure internal audit staff collectively possesses or obtains the knowledge, skills, and other competencies needed to meet the requirements of the internal audit charter.
- Ensure emerging trends and successful practices in internal auditing are considered.
- Seek to ensure conformance of IA with the *Standards*.
- Administer the university's anonymous reporting hotline.

Approved this ____ day of _____, 2023

~~Michelle DiLullo~~
~~Internal Auditor~~

~~Chair of the Audit Subcommittee~~

~~Neal McNally~~
~~Vice President for Finance & Business Operations~~

Youngstown State University

Internal Audit Charter

Introduction

This charter is prepared in accordance with the Institute of Internal Auditors' (IIA) guidance as described later under the heading "Global Internal Audit Standards."

Purpose and Mission

The purpose of the internal audit function is to strengthen Youngstown State University's ability to create, protect, and sustain value by providing the Audit Subcommittee of the Board of Trustees and management with independent, risk-based, and objective assurance, advice, insight, and foresight.

The internal audit function enhances Youngstown State University's:

- Successful achievement of its objectives.
- Governance, risk management, and control processes.
- Decision-making and oversight.
- Reputation and credibility with its stakeholders.
- Ability to serve the public interest.

Youngstown State University's internal audit function is most effective when:

- Internal auditing is performed by competent professionals in conformance with the IIA's Global Internal Audit StandardsTM which are set in the public interest.
- The internal audit function is independently positioned with direct accountability to the Audit Subcommittee.
- Internal auditors are free from undue influence and committed to making objective assessments.

The mission of Youngstown State University internal audit is to enhance and protect organizational value by providing risk-based and objective assurance, advice, and insight. It assists the university in accomplishing its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of the university's risk management, control, and governance processes.

Commitment to Adhering to the Global Internal Audit Standards

Youngstown State University's internal audit function will seek to adhere to the mandatory elements of The Institute of Internal Auditors' International Professional Practices Framework, which are the Global Internal Audit Standards and Topical Requirements.

Mandate

Authority

The internal audit function's authority is created by its direct reporting relationship to the Audit Subcommittee. Such authority allows for unrestricted access to the Audit Subcommittee.

The Audit Subcommittee authorizes the internal audit function to:

- Have full unrestricted access to all functions, data, records, information, physical property, and personnel pertinent to carrying out internal audit responsibilities. Internal auditors are accountable for confidentiality and safeguarding record and information.
- Allocate resources, set frequencies, select subjects, determine scopes of work, apply techniques, and issue communications to accomplish the function's objectives.
- Obtain assistance from the necessary personnel of Youngstown State University and other specialized services from within or outside Youngstown State University to complete internal audit services.

Independence Organizational Position, and Reporting Relationships

Internal Audit will be positioned at a level in the organization that enables internal audit services and responsibilities to be performed without interference from management, thereby establishing the independence of the internal audit function (See "Mandate" section.) Internal audit will report functionally to the Audit Subcommittee and administratively (for example, day-to-day operations) to the Vice President for Finance & Business Operations. This positioning provides the organizational authority and status to bring matter directly to senior management and escalate matters to the Audit Subcommittee, when necessary, without interference and supports the internal auditors' ability to maintain objectivity.

Internal audit will confirm with the Audit Subcommittee, at least annually, the organizational independence of the internal audit function. If the governance structure does not support organizational independence, Internal Audit will document the characteristics of the governance structure limiting independence and any safeguards employed to achieve the principle of independence. Internal Audit will disclose to the Audit Subcommittee any interference internal audit encounters related to the scope, performance, or communication of internal audit work and results. The disclosure will include communicating the implications of such interference on the internal audit function's effectiveness and ability to fulfill its mandate.

Changes to Mandate or Charter

Circumstances may justify a follow-up discussion between Internal Audit, the Audit Subcommittee, and senior management on the internal audit mandate or other aspects of the internal audit charter. Such circumstances may include but are not limited to:

- A significant change in the Global Internal Audit Standards.
- A significant reorganization within the organization.
- Significant changes in Internal Audit, Audit Subcommittee, and/or senior management.
- Significant changes to the organization's strategies, objectives, risk profile, or the environment in which the organization operates.
- New laws or regulations that may affect the nature and/or scope of internal audit services.

Audit Subcommittee Oversight

To establish, maintain, and ensure that Youngstown State University's internal audit function has sufficient authority to fulfill its duties, the Audit Subcommittee will:

- Discuss with Internal Audit and senior management the appropriate authority, role, responsibilities, scope, and services (assurance or advisory) of the internal audit function.
- Ensure Internal Audit has unrestricted access to and communicates and interacts directly with the Audit Subcommittee, including private meetings without senior management present in accordance with Ohio public meeting laws.
- Discuss with Internal Audit and senior management other topics that should be included in the internal audit charter.
- Participate in discussions with Internal Audit and senior management about the "essential conditions," described in the Global Internal Audit Standards, which establish the foundation that enables an effective internal audit function.
- Approve the internal audit function's charter, which includes the internal audit mandate and the scope and types of internal audit services.
- Review the internal audit charter periodically with Internal Audit to consider changes affecting the organization, such as changes in type, severity, and interdependencies of risks to the organization: and approve the internal audit charter periodically.
- Approve risk-based internal audit plan
- Provide input to the internal audit function's human resources administration and budgets.
- Receive communications from Internal Audit about the internal audit including its performance relative to its plan.

- Make appropriate inquiries of senior management and Internal Audit to determine whether scope or resource limitations are inappropriate.

The Office of Internal Audit is established by the Board of Trustees and its responsibilities are defined by the Audit Subcommittee as part of its oversight functions as defined in the Audit Subcommittee's charter.

IA's responsibilities are guided by the Audit Subcommittee as part of its oversight function to promote and protect the integrity of Youngstown State University.

Internal Audit Roles and Responsibilities

Ethics and Professionalism

Internal Audit will ensure that internal auditors:

- Seek to adhere to the Global Internal Audit Standards, including the principles of Ethics and Professionalism: integrity, objectivity, competency, due professional care, and confidentiality.
- Understand, respect, meet, and contribute to the legitimate and ethical expectations of the organization and be able to recognize conduct that is contrary to those expectations.
- Encourage and promote an ethics-based culture in the organization.
- Report organizational behavior that is inconsistent with the organization's ethical expectations, as described in applicable policies and procedures.

Objectivity

Internal Audit will ensure that the Internal Audit function remains free from all conditions that threaten the ability of internal auditors to carry out their responsibilities in an unbiased manner, including matter of engagement selection, scope, procedures, frequency, timing, and communication. If Internal Audit determines that objectivity may be impaired in fact or appearance, the details of the impairment will be disclosed to the appropriate parties.

Internal Audit will maintain an unbiased mental attitude that allows them to perform engagements objectively such that they believe in their work product, do not compromise quality, and do not subordinate their judgement on audit matters to others, either in fact or appearance.

Internal Audit will have no direct operational responsibility or authority over any of the activities they review. Accordingly, Internal Audit will not implement internal controls, develop procedures, install systems, or engage in other activities that may impair their judgement, including:

- Assessing specific operations for which they had responsibility within the previous year.
- Performing operational duties for Youngstown State University or its affiliates.
- Initiating or approving transaction external to the internal audit function.
- Directing the activities of any Youngstown State University employee that is not employed by the internal audit function, except to the extent that such employees have been appropriately assigned to the internal audit teams or to assist internal auditors.

Internal Audit will:

- Disclose impairments of independence or objectivity, in fact or appearance, to appropriate parties and at least annually to the Audit Subcommittee, management, or others.
- Exhibit professional objectivity in gathering, evaluating, and communicating information
- Make balanced assessments of all available and relevant facts and circumstances.
- Take necessary precautions to avoid conflicts of interest, bias, and undue influence.

Managing the Internal Audit Function

The Internal Auditor along with outside services provided by shared services agreement with Kent State University has the responsibility to:

- At least annually, develop a risk-based internal audit plan that considers the input of the Audit Subcommittee and senior management. Discuss the plan with the Audit Subcommittee and senior management and submit that plan to the Audit Subcommittee for review and approval.
- Communicate the impact of resource limitations on the internal audit plan to the Audit Subcommittee and senior management.
- Review and adjust the internal audit plan, as necessary, in response to changes in Youngstown State University's business, risks, operations, programs, systems, and controls.
- Communicate with the Audit Subcommittee and senior management if there are significant interim changes to the internal audit plan.
- Ensure internal audit engagements are performed, documented, and communicated in accordance with the Global Internal Audit Standards.

- Follow up on engagement findings and confirm the implementation of recommendations or action plans and communicate the results of internal audit services to the Audit Subcommittee and senior management periodically and for each engagement as appropriate.
- Ensure the internal audit function collectively possesses or obtains knowledge, skills, and other competencies and qualifications needed to meet the requirements of the Global Internal Audit Standards and fulfill the internal audit mandate.
- Identify and consider trends and emerging issues that could impact Youngstown State University and communicate to the Audit Subcommittee and senior management as appropriate.
- Consider emerging trends and successful practices in internal auditing.
- Establish and ensure adherence to methodologies designed to guide the internal audit function.
- Ensure adherence to Youngstown State University's relevant policies and procedures unless such policies and procedures conflict with the internal audit charter or the Global Internal Audit Standards. Any such conflicts will be resolved or documented and communicated to the Audit Subcommittee and senior management.
- Coordinate activities and consider relying upon the work of other internal and external providers of assurance and advisory services. If Internal Audit cannot achieve the appropriate level of coordination, the issue must be communicated to senior management and if necessary escalated to the Audit Subcommittee.

Communication with the Audit Subcommittee and Senior Management

Internal Audit will report periodically to the Audit Subcommittee and senior management regarding:

- The internal audit function's mandate.
- The internal audit plan and performance relative to its plan
- Internal audit budget.
- Significant revisions to the internal audit plan and budget.
- Potential impairments to independence, including relevant disclosures as applicable.
- Significant risk exposures and control issues, including fraud risks, governance issues, and other areas of focus for the Audit Subcommittee that could interfere with the achievement of Youngstown State University's strategic objectives.
- Results of assurance and advisory services.
- Resource requirements.

- Management's responses to risk that the internal audit function determines may be unacceptable or acceptable of a risk that is beyond Youngstown State University's risk appetite.

Scope and Types of Internal Audit Services

The scope of internal audit services covers the entire breadth of the organization, including all of Youngstown State University's activities, assets, and personnel. The scope of internal audit activities also encompasses, but is not limited to, the objective examination of evidence to provide independent assurance and advisory services to the Audit Subcommittee and management on the adequacy and effectiveness of governance, risk management, and control processes for Youngstown State University.

The nature and scope of the advisory services may be agreed with the party requesting the service, provided the internal audit function does not assume management responsibility. Opportunities for improving the efficiency of governance, risk management, and control processes may be identified during advisory engagements. These opportunities will be communicated to the appropriate level of management.

Internal audit services may include:

- Evaluating whether risks relating to achievement of Youngstown State University's strategic objectives are appropriately identified and managed.
- Evaluating whether the actions of Youngstown State University's officers, directors, management, employees, and contractors or other relevant parties comply with Youngstown State University's policies, procedures, and applicable laws, regulations, and governance standards.
- Evaluating whether the results of operations and programs are consistent with established goals and objectives
- Evaluating whether operations and programs are being carried out effectively, efficiently, ethically, and equitably.
- Evaluating whether established processes and systems enable compliance with the policies, procedures, laws, and regulations that could significantly impact Youngstown State University.
- Evaluating whether the integrity of information and the means used to identify, measure, analyze, classify, and report such information is reliable.
- Evaluating whether resources and assets are acquired economically, used efficiently, and sustainably, and protected adequately.
- Evaluating management's system of internal controls to determine their presence, adequacy, effectiveness and efficiency and when needed, recommending improvements

Internal Audit Charter
Date Last Reviewed 12-2024

to the system of internal controls to address identified exposure to risk and performance deficiencies in practices and procedures.

- Reporting significant risk exposures, internal control issues and fraud risk.
- Monitoring and evaluating the effectiveness of the organization's risk management system.
- Reviewing specific operations at the request of the Audit Subcommittee or management as appropriate.

Approved this ____ day of _____, 2024

Michelle DiLullo
Internal Auditor

Chair of the Audit Subcommittee

Neal McNally
Vice President for Finance & Business Operations

**RESOLUTION TO RENEW AND AMEND
THE AUDIT SUBCOMMITTEE CHARTER**

WHEREAS, the Audit Subcommittee Charter (the Charter) defines the subcommittee's purpose, authority, and responsibility; and

WHEREAS, the Charter establishes the subcommittee's relationship with the Finance and Facilities Committee of the Board of Trustees, authorizes access to records, personnel, and physical properties relevant to the performance of oversight responsibilities, and defines the structure of the subcommittee; and

WHEREAS, the Charter is reviewed and approved by the audit subcommittee at least every third year as part of its oversight of the subcommittee functions; and

WHEREAS, periodic review of Audit Subcommittee Charter was performed in conjunction with the recently updated Office of Internal Audit Charter,

WHEREAS, the Charter was updated to align with Youngstown State University Board of Trustees' by-laws,

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby renew the Audit Subcommittee Charter, attached hereto.

**Board of Trustees Meeting
December 12, 2024
YR 2025-**

Youngstown State University
Audit Subcommittee Charter

Purpose

The primary function of the Audit Subcommittee is to assist the Board of Trustees in fulfilling its oversight responsibilities for the institution's accounting and financial reporting processes and audits by monitoring:

- the integrity of the University's financial statements,
- the independence, qualifications, and performance of its external and internal auditors,
- the University's system of internal controls, and
- the University's compliance with laws, regulations and codes of conduct.

Subject to State Auditor's role and requirements, the Audit Subcommittee will be responsible for the appointment, compensation, retention, oversight and evaluation of the University's external and internal auditors. The Audit Subcommittee shall maintain an effective, open avenue of communication among the external auditors, internal auditors, senior management and the Board of Trustees.

The Subcommittee's function is one of oversight, and as such it recognizes that management is responsible for preparing the financial statements and that the external auditors are responsible for auditing those financial statements.

The Subcommittee has the authority to retain legal, accounting and other advisors to assist in the performance of its responsibilities. The University shall compensate the independent auditors and advisors employed by the Audit Subcommittee and provide for associated administrative expenses.

Structure

The Audit Subcommittee is a subcommittee of the Finance & Facilities Committee of the Board of Trustees of Youngstown State University. Board members are appointed by the Governor of the State of Ohio. The Board will seek to ensure financial expertise on the Audit Subcommittee through appointments and training. ~~Further, no member of the Audit Subcommittee may concurrently serve on the Investment Committee.~~

Meetings

The Audit Subcommittee shall meet at least quarterly and at any other convenient date on an as-needed basis. The Audit Subcommittee may ask members of management or others to attend Audit Subcommittee meetings and provide pertinent information when needed. The Audit Subcommittee shall meet periodically with management, external auditors and the independent Internal Auditor.

Date Last Reviewed _____ 12-2024 _____

12-2015 Audit Subcommittee Charter

Youngstown State University
Audit Subcommittee Charter

Functions and Responsibilities

Internal Control

1. Review with management, Internal Audit and external auditors the adequacy and effectiveness of the University's policies for assessing and managing risk.
2. Examine internal and external auditors' findings of weaknesses and recommendations for the improvement of internal controls. Monitor management's response to and implementation of internal control recommendations.

Financial Reporting

1. Review annual financial statements prior to public release and discuss such statements with management and the independent auditors.
2. Discuss any changes in accounting principles, significant judgment areas and significant or complex transactions (including any off-balance sheet structures) that occurred. Consider management's handling of proposed audit adjustments identified by the independent auditors.
3. Consult with auditors and accounting personnel on the integrity of the internal and external financial reporting process. Determine if key reporting objectives are being met.

Independent Auditors

1. Serve as the authority to which the independent auditors report.
2. Review, at least annually, all relationships between the independent auditors and the University and assess the independent auditors' independence.
3. Review the audit scope and approach of the independent auditors' examinations and direct the auditors to areas that, in the Audit Subcommittee's opinion, require more attention. Audit engagement letters are to be addressed to the Audit Subcommittee rather than to management.
4. Discuss with the independent auditors any significant findings, difficulties, disagreements with management, restrictions on scope of the audit, or limitations on information or personnel encountered while performing the audit.
5. Pre-approve all significant audit and permitted non-audit services and related fees to be performed by the University's independent auditors. The Chairperson of the Audit Subcommittee shall have the authority to review and approve all such proposals and shall report back to the full Subcommittee at each meeting.

Internal Auditors

1. Review and examine the objectivity, effectiveness and resources of the internal audit function.
2. Concur in the appointment or replacement of the provider of internal audits services.
3. Review the internal audit plan for the current year and review the risk assessment procedures used to identify projects included in the plan.
4. [Review the internal audit charter and mandate.](#)
5. Review the results of internal audit activities and track the progress of the internal audit plan.

Date Last Reviewed _____ 12-2024 _____

12-2015 Audit Subcommittee Charter

Youngstown State University
Audit Subcommittee Charter

Other

1. Ensure that appropriate code(s) of conduct/ethics are formalized in writing. Review management's monitoring of compliance therewith, including changes or waivers to the code(s).
2. Review legal and regulatory matters that may have a material impact on the financial statements and the related compliance policies and procedures.
3. Ensure that procedures exist for the receipt, retention and treatment of complaints regarding accounting, internal controls or auditing matters, including procedures for the confidential, anonymous submission by employees of concerns regarding questionable accounting or auditing matters. Periodically review summary reports of such complaints.
4. Review and assess, at least every three years, the Audit Subcommittee's charter and performance, and submit changes to the charter for approval of the Board.
5. Recommend to the Board policies for hiring employees or former employees of the independent auditor.
6. Perform other oversight functions as requested by the Board of Trustees.

Date Last Reviewed_____12-2024_____

12-2015 Audit Subcommittee Charter

Youngstown State University
Audit Subcommittee Charter

Purpose

The primary function of the Audit Subcommittee is to assist the Board of Trustees in fulfilling its oversight responsibilities for the institution's accounting and financial reporting processes and audits by monitoring:

- the integrity of the University's financial statements,
- the independence, qualifications, and performance of its external and internal auditors,
- the University's system of internal controls, and
- the University's compliance with laws, regulations and codes of conduct.

Subject to State Auditor's role and requirements, the Audit Subcommittee will be responsible for the appointment, compensation, retention, oversight and evaluation of the University's external and internal auditors. The Audit Subcommittee shall maintain an effective, open avenue of communication among the external auditors, internal auditors, senior management and the Board of Trustees.

The Subcommittee's function is one of oversight, and as such it recognizes that management is responsible for preparing the financial statements and that the external auditors are responsible for auditing those financial statements.

The Subcommittee has the authority to retain legal, accounting and other advisors to assist in the performance of its responsibilities. The University shall compensate the independent auditors and advisors employed by the Audit Subcommittee and provide for associated administrative expenses.

Structure

The Audit Subcommittee is a subcommittee of the Finance & Facilities Committee of the Board of Trustees of Youngstown State University. Board members are appointed by the Governor of the State of Ohio. The Board will seek to ensure financial expertise on the Audit Subcommittee through appointments and training.

Meetings

The Audit Subcommittee shall meet at least quarterly and at any other convenient date on an as-needed basis. The Audit Subcommittee may ask members of management or others to attend Audit Subcommittee meetings and provide pertinent information when needed. The Audit Subcommittee shall meet periodically with management, external auditors and the independent Internal Auditor.

Date Last Reviewed _____ 12-2024 _____

12-2015 Audit Subcommittee Charter

Youngstown State University
Audit Subcommittee Charter

Functions and Responsibilities

Internal Control

1. Review with management, Internal Audit and external auditors the adequacy and effectiveness of the University's policies for assessing and managing risk.
2. Examine internal and external auditors' findings of weaknesses and recommendations for the improvement of internal controls. Monitor management's response to and implementation of internal control recommendations.

Financial Reporting

1. Review annual financial statements prior to public release and discuss such statements with management and the independent auditors.
2. Discuss any changes in accounting principles, significant judgment areas and significant or complex transactions (including any off-balance sheet structures) that occurred. Consider management's handling of proposed audit adjustments identified by the independent auditors.
3. Consult with auditors and accounting personnel on the integrity of the internal and external financial reporting process. Determine if key reporting objectives are being met.

Independent Auditors

1. Serve as the authority to which the independent auditors report.
2. Review, at least annually, all relationships between the independent auditors and the University and assess the independent auditors' independence.
3. Review the audit scope and approach of the independent auditors' examinations and direct the auditors to areas that, in the Audit Subcommittee's opinion, require more attention. Audit engagement letters are to be addressed to the Audit Subcommittee rather than to management.
4. Discuss with the independent auditors any significant findings, difficulties, disagreements with management, restrictions on scope of the audit, or limitations on information or personnel encountered while performing the audit.
5. Pre-approve all significant audit and permitted non-audit services and related fees to be performed by the University's independent auditors. The Chairperson of the Audit Subcommittee shall have the authority to review and approve all such proposals and shall report back to the full Subcommittee at each meeting.

Internal Auditors

1. Review and examine the objectivity, effectiveness and resources of the internal audit function.
2. Concur in the appointment or replacement of the provider of internal audits services.
3. Review the internal audit plan for the current year and review the risk assessment procedures used to identify projects included in the plan.
4. Review the internal audit charter and mandate.
5. Review the results of internal audit activities and track the progress of the internal audit plan.

Date Last Reviewed _____ 12-2024 _____

12-2015 Audit Subcommittee Charter

Youngstown State University
Audit Subcommittee Charter

Other

1. Ensure that appropriate code(s) of conduct/ethics are formalized in writing. Review management's monitoring of compliance therewith, including changes or waivers to the code(s).
2. Review legal and regulatory matters that may have a material impact on the financial statements and the related compliance policies and procedures.
3. Ensure that procedures exist for the receipt, retention and treatment of complaints regarding accounting, internal controls or auditing matters, including procedures for the confidential, anonymous submission by employees of concerns regarding questionable accounting or auditing matters. Periodically review summary reports of such complaints.
4. Review and assess, at least every three years, the Audit Subcommittee's charter and performance, and submit changes to the charter for approval of the Board.
5. Recommend to the Board policies for hiring employees or former employees of the independent auditor.
6. Perform other oversight functions as requested by the Board of Trustees.

Date Last Reviewed_____12-2024_____

12-2015 Audit Subcommittee Charter

**RESOLUTION TO MODIFY AND RETITLE
SMOKE, TOBACCO, AND VAPE-FREE ENVIRONMENT POLICY, 3356-4-01**

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

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

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

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

**Board of Trustees Meeting
December 12, 2024
YR 2025-**

3356-4-01 Smoke,~~tobacco, and vape~~-free environment.

Responsible Division/Office: Finance and Business Operations

Responsible Officer: VP for Finance and Business Operations

Revision History: January 1997, November 2006; December 2011;
June 2015; December 2019; [December 2024](#)

Board Committee: Finance and Facilities

Effective Date: **December 5, 2019** [12, 2024](#)

Next review: [2024](#)~~2029~~

- (A) Policy statement. Youngstown state university is dedicated to providing a healthy, comfortable, and productive work and living environment for its employees and students and adhering to the smoking prohibition requirements in Chapter 3794. of the Revised Code. ~~The success of creating and maintaining a mutually acceptable work and living environment will depend upon the thoughtfulness, consideration and cooperation of smokers and nonsmokers.~~
- (B) Scope. This policy applies to students, employees, [visitors](#) and third parties [doing business on campus](#) and to all university-owned, leased, or managed facilities, outdoor areas, and vehicles.
- (C) Purpose. To comply with [Ohio state](#) smoking law; [pursuant to](#) Chapter 3794. of the Revised Code; and to limit the ~~exposure of~~ university ~~students, employees, and visitors~~ [community](#) to the effects of ~~tobacco use~~ [smoking](#), ~~nicotine, including~~ secondhand smoke, ~~electronic smoking devices (e.g., electronic cigarettes, electronic cigars, electronic hookah, electronic pipe), vaping/vapor, and aerosolized devices and products.~~
- (D) Definitions.
- ~~(1) —~~ “Tobacco use.” For purposes of this policy, “tobacco use” means ~~the use of any tobacco or nicotine product, whether intended to be lit or not, including smoking, as defined below, as well as the use of electronic cigarettes or any other devices intended to simulate smoking or tobacco use or deliver nicotine, and the use of smokeless tobacco, such as snuff and chewing tobacco, and any other form of loose leaf smokeless tobacco~~ [“Smoking” means inhaling, exhaling, burning, or carrying any lighted or heated tobacco product or plant product intended for inhalation in any](#)

manner or in any form. “Smoking” includes the use of an electronic smoking device and a vapor product. “Smoking” does not include the burning of incense in a religious ceremony.

~~(2) “Smoking.” Inhaling, exhaling, burning, or carrying any lighted or heated product intended for inhalation in any manner or any form. This includes, but is not limited to cigarettes, electronic or e-cigarettes, electronic cigars, electronic pipes, vaping devices, or any apparatus that creates an aerosol or vapor in any manner or in any form.~~

- (E) Parameters. Smoking, ~~vaping, and tobacco use are specifically~~ is prohibited in the following university locations:
- (1) All university-owned or leased buildings and vehicles;
 - (2) Outdoor areas where smoke may enter the building through an entrance, overhang, windows, vents, loading dock or other openings to a building or other structure;
 - (3) All residence halls;
 - (4) Any outdoor patio that is not physically separated from a building;
 - (5) All outdoor events, such as but not limited to athletic events, concerts, or other performances, award ceremonies, and public speakers;
 - (6) ~~Fountain~~ The Becker family fountain commons seating area outside of Kilcawley;
 - (7) All outdoor areas posted as non-smoking.
- (F) Violations of paragraphs (E)(1) to (E)(4) of this rule are violations of state law, Chapter 3794, of the Revised Code, and university policy. Violations of paragraphs (E)(5) to (E)(7) of this rule are violations of university policy only.
- (G) Smoking ~~shall be~~ is permitted in the following places owned or leased by Youngstown state university:

- (1) All outdoor areas not specifically listed in this rule; and
 - (2) Outdoor areas at least fifty feet away from the entrance, overhang, windows, vents, loading dock or other openings to a building or other structure, provided that smoke does not inadvertently enter the building.
- (H) Smoking cessation. Smoking cessation support ~~will be made~~ is available ~~periodically~~ to members of the university community wishing to cease smoking.
- (I) Procedures.
 - (1) Complaints of violations of this policy may be brought to the attention of the vice president of finance and administration. Complaints of violations of state law may also be brought in accordance with reporting guidelines provided by the Ohio department of health.
 - (2) “Smoking prohibited” signs will be posted in accordance with Chapter 3794. of the Revised Code.
 - (3) Smokers are required to dispose of all smoking ~~and tobacco~~ litter in the receptacles provided in ~~selected~~ areas where smoking is permitted.
- (J) Enforcement.
 - ~~(1) — All employees and students share in the responsibility for adhering to and enforcing this policy.~~
 - ~~(2) —~~ Individuals who violate this policy will be issued a university smoking prohibition warning, which could result in employee or student discipline. Individuals who violate state law and are reported to the department of health may be ~~finned up to one hundred dollars~~ subject to fines and penalties.

**RESOLUTION TO APPROVE
A PLEDGE OF STUDENT FEES TO SUPPORT A
BOND ISSUANCE NOT TO EXCEED \$30,000,000 TO
RENOVATE KILCAWLEY STUDENT CENTER**

WHEREAS, the 160,500 square-foot Kilcawley Center first opened in 1965 and has functioned as a cornerstone of campus life and a catalyst for student engagement, community-building and personal growth; and

WHEREAS, Kilcawley Center has not undergone a major renovation since 1979 and has accumulated significant levels of deferred maintenance and, in its current state, is insufficient for the needs and expectations of today's generation of college students; and

WHEREAS, over the past 24 months, the administration has had extensive dialogue with multiple campus constituencies, including students, faculty, alumni and staff concerning the future viability of Kilcawley Center; and

WHEREAS, the university has developed a viable plan to substantially renovate Kilcawley Center through a multifaceted financing strategy that includes an ongoing fundraising campaign, state capital appropriations, and bonded indebtedness.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the Kilcawley Center renovation project and financing plan, as outlined in Exhibit A made part hereof; and

BE IT FURTHER RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve a pledge of student fees in support of a bond issuance not to exceed \$30,000,000 to be used to finance the renovation of the Kilcawley Student Center.

**Youngstown State University
Fee Pledge Request - \$30,000,000
December 2024**

I. Project Overview

Youngstown State University requests the authority to pledge fees to secure general receipts bonds in an aggregate amount not to exceed \$30,000,000 for the purposes of renovating YSU's student union, known as Kilcawley Center. The YSU Board of Trustees first approved this project in December 2022. The Board is scheduled to approve the project financing plan on December 12, 2024; and the final bond resolution will be approved by the Trustees in January 2025.

The university has developed a multi-faceted financing plan that includes private gifts and state capital appropriations, in addition to bond proceeds.

For this transaction, the Ohio Attorney General's office has appointed bond counsel from the Dinsmore law firm; and YSU's banking services partner, PNC, will serve as underwriter. Consideration will be given to both short- and long-term options, both variable and fixed rate instruments, both taxable and tax-exempt, and a variety of public offerings or direct placement options.

Submission: December 2024

Youngstown State University
Fee Pledge Request - \$30,000,000
December 2024

II. Project Costs and Financing Plans

Pending the opening of project bids on January 8, 2025, the University has established a preliminary construction budget as follows:

Construction	\$36,064,000
Architect & Engineering Fees	2,914,718
Contingency	3,000,000
Furniture, Fixtures & Equipment	2,372,820
Moving and misc. costs	109,000
Branding	334,482
% for the Arts	97,530
Advertising	18,000
Testing	\$50,000
	<u>\$44,960,550</u>

Youngstown State University requests the authority to pledge fees in support of an issuance of obligations in an amount not to exceed \$30,000,000. Current plans indicate that YSU would need to issue approximately \$28 million in new debt. However, the university is requesting authority of up to \$30 million as an added contingency. Project funding sources are summarized as follows:

Bonded indebtedness	28,096,228
State capital appropriations	13,385,972
Private gifts	1,456,738
University funds	2,021,612
	<u>\$ 44,960,550</u>

Based on the current interest rate environment, it is estimated that YSU's maximum annual debt service obligation for the proposed debt issuance will be \$1,823,000 per year, based on a true interest rate no greater than 4.50% over 30 years.

On November 12, 2024, YSU launched a fundraising campaign to support this renovation project, with the goal of raising \$10 million in private gifts and donations. To date, YSU has raised \$5.8 million in private gifts, including \$1,456,736 in cash already received and available for construction, plus \$4 million in future pledges that will be used to help service the debt associated with the proposed bond issuance.

Additional financing detail and the debt service schedule appear on the following page.

- Assuming current market conditions and a project fund of \$28.1 million, the University would recognize **\$54.3 million in additional debt service and a true interest cost of 4.50%**

Sources	
Par Amount	26,220,000
Premium	2,134,045
Total Sources	28,354,045
Uses	
Project Fund	28,096,228
Cost of Issuance	150,000
Underwriter's Discount	104,880
Additional Proceeds	2,937
Total Uses	28,354,045
Financing Statistics	
True Interest Cost (TIC)	4.50%
All-In TIC	4.54%
Total Debt Service	54,291,149
Maximum Annual Debt Service (MADS)	1,822,775
Aggregate Total Debt Service	127,304,865
Aggregate MADS	8,932,068

FYE (6/30)	Exiting D/S	Proposed Series 2025			Aggregate D/S
		Principal	Interest	Total D/S	
2024	4,966,905	-	-	-	4,966,905
2025	6,851,211	-	292,086	292,086	7,143,297
2026	7,347,847	-	1,331,025	1,331,025	8,678,872
2027	7,401,848	-	1,331,025	1,331,025	8,732,873
2028	7,508,531	-	1,331,025	1,331,025	8,839,556
2029	7,601,043	-	1,331,025	1,331,025	8,932,068
2030	7,590,855	-	1,331,025	1,331,025	8,921,880
2031	5,590,019	500,000	1,318,525	1,818,525	7,408,544
2032	5,582,231	530,000	1,292,775	1,822,775	7,405,006
2033	5,579,763	555,000	1,265,650	1,820,650	7,400,413
2034	5,570,566	585,000	1,237,150	1,822,150	7,392,716
2035	356,400	615,000	1,207,150	1,822,150	2,178,550
2036	353,800	645,000	1,175,650	1,820,650	2,174,450
2037	355,700	680,000	1,142,525	1,822,525	2,178,225
2038	357,000	715,000	1,107,650	1,822,650	2,179,650
2039	-	750,000	1,071,025	1,821,025	1,821,025
2040	-	790,000	1,032,525	1,822,525	1,822,525
2041	-	830,000	992,025	1,822,025	1,822,025
2042	-	870,000	949,525	1,819,525	1,819,525
2043	-	915,000	904,900	1,819,900	1,819,900
2044	-	960,000	858,025	1,818,025	1,818,025
2045	-	1,010,000	808,775	1,818,775	1,818,775
2046	-	1,065,000	756,900	1,821,900	1,821,900
2047	-	1,120,000	702,275	1,822,275	1,822,275
2048	-	1,175,000	644,900	1,819,900	1,819,900
2049	-	1,235,000	584,650	1,819,650	1,819,650
2050	-	1,300,000	521,275	1,821,275	1,821,275
2051	-	1,365,000	454,650	1,819,650	1,819,650
2052	-	1,440,000	382,725	1,822,725	1,822,725
2053	-	1,515,000	305,156	1,820,156	1,820,156
2054	-	1,595,000	223,519	1,818,519	1,818,519
2055	-	1,685,000	137,419	1,822,419	1,822,419
2056	-	1,775,000	46,594	1,821,594	1,821,594
Total	73,013,717	26,220,000	28,071,149	54,291,149	127,304,865

Preliminary, subject to change

**Youngstown State University
Fee Pledge Request - \$30,000,000
December 2024**

III. Fee Impact

The proposed debt issuance will have no direct impact on student tuition and fees. While Youngstown State University may use unrestricted student fee revenue to support the debt service related to this request, the tuition and fees that are covered by the legislatively controlled cap are not expected to increase as a direct result of this action.

**Youngstown State University
Fee Pledge Request - \$30,000,000
December 2024**

IV. Project Description

The proposed debt issuance would provide funding for a single project that represents Youngstown State University's number one capital priority: Renovations to Kilcawley Student Center.

Youngstown State is planning to make major renovations to its student union facility, known as Kilcawley Center. This 160,500 square-foot facility first opened in 1965 and has functioned as a cornerstone of campus life and a catalyst for student engagement, community building and personal growth. However, Kilcawley Center has not undergone a major renovation since 1979 and, consequently, has become outdated and insufficient for the needs and expectations of YSU's 12,164 students. Moreover, the building's mechanical systems have accumulated a deferred maintenance backlog that would cost more than \$20 million to fully address. This renovation project would remediate these issues and preserve this mission-critical facility for generations of YSU students to come.

Renovations are slated to begin in May 2025 with completion targeted for September 2027. This \$45 million project will completely redesign and reconfigure this centerpiece of student life on YSU's campus. The renovated center will modernize and enhance the student experience, creating a vibrant hub where innovation, collaboration and community will flourish.

Youngstown State University
Fee Pledge Request - \$30,000,000
December 2024

V. Financial Ratio Analysis

Through the 1997 enactment of Senate Bill 6, the 122nd General Assembly established a standardized method for monitoring the financial health of Ohio's state-assisted colleges and universities. Subsequently, the administrative rules used to guide the implementation of S.B. 6 identified three financial ratios to evaluate an institution's fiscal health. The rules also established threshold factors for ranges of ratios, and created a weighted score of the threshold factors, termed the *composite score*, which provides a summary statistic to evaluate an institution's financial stability. The ratios and composite score are described in greater detail below, including how Youngstown State University performed when these measures are applied to its FY 2021, FY 2022, FY 2023 and FY 2024 audited financial statements—the most up-to-date financial data available.

*NOTE: The FY 2024 data shown in *italics* reflect the ratios and composite score when \$30,000,000 in debt is added to the actual FY 2024 calculations. Also, related debt service expenses have been added to the calculations. Other factors not considered here include the impact of the new debt on the university's expendable net assets, the future retirement of existing debt obligations, and future changes in revenues and expenses.

1. Viability Ratio

The viability ratio is defined as expendable net assets divided by plant debt. This ratio is a measure of an institution's ability to retire its long-term debt using available current resources. A viability ratio in excess of 100% indicates that the institution has expendable fund balances in excess of its plant debt. Pursuant to this analysis, a viability ratio of 60% or greater is considered good, while a ratio below 30% might be a cause for concern. Youngstown State University's viability ratios for FY 2021, FY 2022, FY 2023 and FY 2024 are as follows:

<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2024*</u>
127.0%	121.7%	105.9%	116.6%	<i>82.0%</i>

2. Primary Reserve Ratio

The primary reserve ratio is defined as expendable net assets divided by total operating expenses. This ratio is one measure of an institution's ability to continue operating at current levels without future revenues. Pursuant to this analysis, a ratio of 10% or greater is considered good, while a ratio below 5% would be a cause for concern. Youngstown State University's primary reserve ratios for FY 2021, FY 2022, FY 2023 and FY 2024 are as follows:

<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2024*</u>
44.3%	33.8%	34.4%	38.9%	38.6%

3. Net Income Ratio

The net income ratio represents the change in total net assets divided by total revenues. This ratio is an important measure of an institution's financial status in terms of current year operations. A negative net income ratio results when an institution's current year expenses exceed its current year revenues. A positive net income ratio indicates that the institution experienced a net increase in current year fund balances. Youngstown State University's net income ratios for FY 2021, FY 2022, FY 2023 and FY 2024 are as follows:

<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2024*</u>
18.2%	-0.04%	-0.01%	2.3%	1.4%

4. Composite Score

The ratios are translated into a single composite score by assigning individual scores to ranges of ratios, weighting the individual scores, and summing the weighted scores. The primary reserve score is weighted more heavily than is the viability ratio, which in turn is weighted more heavily than the net income ratio. This scoring process effectively emphasizes the need for campuses to have strong expendable fund balances, manageable plant debt, and a positive operating balance.

The minimum acceptable composite score is any score above 1.75. Institutions with composite scores at or below this level merit special monitoring, and would be placed on fiscal watch if the ratio analysis yielded a composite score at or below this level for two consecutive years. The highest possible score is a 5.0. Youngstown State University's composite scores have been above the minimum threshold:

<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2024*</u>
4.2	3.4	3.4	3.8	3.5

Youngstown State University
Fee Pledge Request - \$30,000,000
December 2024

VI. Financial Outlook and Bond Rating

According to its FY 2024 audited financial report, Youngstown State's financial position remains strong, having reported total assets of \$352,935,947 and liabilities of \$215,528,438. Net assets, which represent the value of the university's assets after liabilities are deducted, increased by \$7,596,114 in FY 2024 to \$149,587,707 or 2.2% of total assets. This year looks even better, with student enrollment up by 10.7% this semester, and first quarter revenues up by nearly 8%.

The University's existing debt has received high marks from independent bond-rating agencies. Moody's rating for the University is A2 with a stable outlook. Standard & Poor's rating of the University is an A+ with a stable outlook.

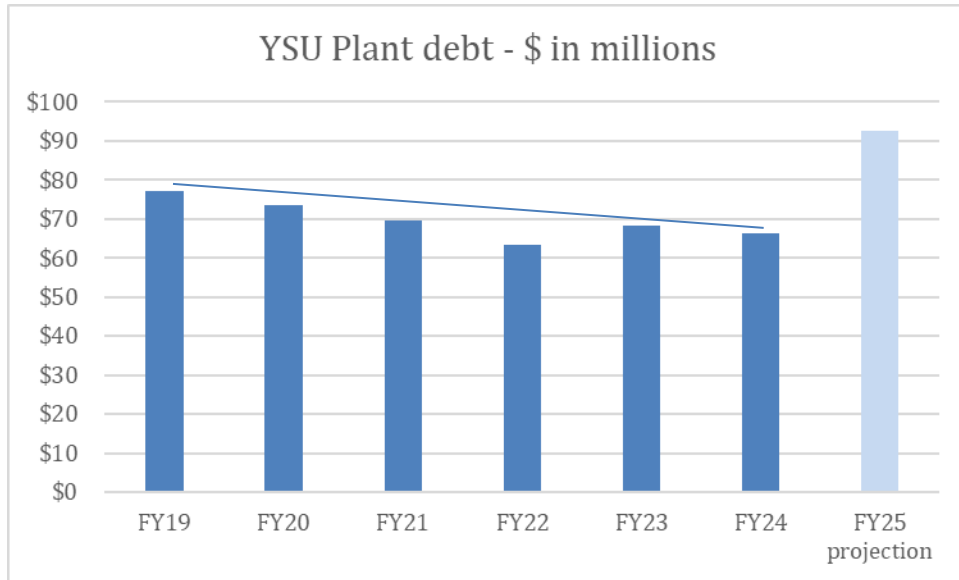
These ratings indicate that the University's ability to meet its debt obligations is considered strong, as shown in Moody's and S&P's scale below.

Long-Term Bonds				
Moody's			S & P	Description
Aaa1	Aaa2	Aaa3	AAA	Best quality with little or no investment risk.
Aa1	Aa2	Aa3	AA	High quality with low investment risk.
A1	A2	A3	A	High quality with moderate investment risk.
Baa1	Baa2	Baa3	BBB	Good quality with some investment risk.
Ba1	Ba2	Ba3	BB	Medium quality with some investment risk.
B1	B2	B3	B	Medium quality with higher investment risk.
Caa1	Caa2	Caa3	CCC	Low quality and susceptible to default.
Ca1	Ca2	Ca3	CC	Low quality and highly vulnerable to default.
C1	C2	C3	C	Lowest quality and extremely vulnerable to default.
-	-	-	D	In payment default (S&P rating only).

Youngstown State University
Fee Pledge Request - \$30,000,000
December 2024

VII. Institutional Plant Debt

Youngstown State has a demonstrated history of responsibly managing its debt obligations. Over the past five years, YSU's plant debt *decreased* by \$10.9 million (-14%).



**RESOLUTION TO APPROVE THE
FY2024 AFFORDABILITY AND EFFICIENCY REPORT**

WHEREAS, Section 3333.95 of the Ohio Revised Code requires the Chancellor of Higher Education to maintain an Efficiency Advisory Committee to ensure that each state college and university prepares an affordability and efficiency report to identify examples of and opportunities for shared services, streamlined administrative operations, and shared best practices in efficiencies among institutions; and

WHEREAS, the Chancellor requires that the Boards of Trustees at each state college and university annually approve each institution's affordability and efficiency report; and

WHEREAS, the Ohio Department of Higher Education has provided a template through which to document and report each institution's efficiency and affordability report; and

WHEREAS, Youngstown State University's FY2024 efficiency and affordability report is a product of a collaborative process that included input from various levels of campus stakeholders to assess progress and capture examples of efficiencies, academic practices, policy reforms, cost savings, redeployment of savings and tangible benefits to students; and

WHEREAS, Youngstown State University's FY2024 report provides evidence of affordability and efficiency in various categories, including direct savings, deferred revenue (direct savings to students), and cost avoidance that would otherwise increase expenses; and

WHEREAS, Youngstown State University faculty provide a high-quality education as evidenced by licensure and certification results, job placement and other measures, and staff contributions to student and institutional success, while tuition and total cost of attendance as reported via IPEDS are amongst the lowest in the state; and

WHEREAS, all sections of the report indicate that Youngstown State University continues to make substantial progress in all categories required by the report; and

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the FY2024 efficiency and affordability report, attached hereto.

**Board of Trustees Meeting
December 12, 2024
YR 2025-**



FY24 Efficiency Reporting Template

Introduction:

Ohio Revised Code section 3333.95 requires the chancellor of the Ohio Department of Higher Education (DHE) to maintain an “Efficiency Advisory Committee” that includes an “efficiency officer” from each state institution of higher education (IHE). Each IHE must then provide an “**efficiency report**” updated annually to DHE, which is compiled by the chancellor into a statewide report shared at year end with the governor and legislature. The committee itself meets at the call of the chancellor.

There are a number of topics that are required to be addressed per the Ohio Revised Code. Specifically, ORC Section 3333.951(C) requires IHEs to report on their annual study to determine the cost of textbooks for students enrolled in the institution. ORC 3333.951(B) requires Ohio’s co-located colleges and universities to annually review best practices and shared services and report their findings to the Efficiency Advisory Committee. ORC 3345.59(E) requires information on efficiencies gained as a result of the “regional compacts” created in 2018.

The reporting template also requests information regarding college debt and debt collection practices, among other things.

Your Efficiency Report Contact: **Alex Penrod**, Special Assistant to the Chancellor for External Affairs, 614-995-7754 or apenrod@highered.ohio.gov. Please provide your institution’s efficiency report by **Friday, November 15, 2024** via email.



As in previous years, the Efficiency Reporting Template is structured into the following sections:

- **Section I: Efficiency and Effectiveness** – This section captures information on progress made from strategic partnerships and practices that are likely to yield significant savings and/or enhance program offerings.
- **Section II: Academic Practices** – This section covers areas more directly related to instruction, with an emphasis on actions taken to reduce the costs to students of textbooks, including the options of Inclusive Access and Open Educational Resources.
- **Section III: Policy Reforms** – This section captures state IHE responses to suggested policy reforms originating from state initiatives, including transcript withholding and Second Chance Grants as created in Sub. SB 135.
- **Section IV: Future goals** – In the spirit of continuous improvement, the DeWine-Husted administration continues to request feedback on steps the state can take to support your institution's goals.

For purposes of this report, efficiency is defined on a value basis as a balance of quality versus cost:

- Direct cost savings to students (reducing costs)
- Direct cost savings to the institution (reducing costs)
- Cost avoidance for students (reducing costs)
- Cost avoidance to the college/university (reducing costs)
- Enhanced advising, teaching (improving quality)
- IP commercialization (improving quality)
- Graduation/completion rates (improving quality)
- Industry-recognized credentials (improving quality)
- Experiential learning (improving quality)

These are examples only. Please consider your responses to address broader measures of efficiency, quality, cost and value. Please also note that this is only a template. Feel free to respond in any additional way you believe is helpful.



YOUNGSTOWN STATE UNIVERSITY

Section I: Efficiency and Effectiveness

Benchmarking

Each institution should regularly identify and evaluate its major cost drivers, along with priority areas that offer the best opportunities for efficiencies. Institutions should also track their progress in controlling costs and improving effectiveness.

1. How do expenditures on instruction and academic support benefit your institutional mission and priorities?

At YSU, expenditures are driven by strategic goals and desired outcomes, which can be summarized as *academic excellence* and *student success*. In fact, YSU's operating budget is organized to ensure such outcomes, as shown in Figure 1 below.



2. Other than HEI, what other data, metrics, or benchmarks does your institution utilize to evaluate operational efficiencies and the appropriate balance of instructional vs. administrative expenses? How is such data utilized by your institution? Please summarize and provide an overview of your performance based on each measure.

YSU tracks a variety of key metrics and performance indicators, including:



- **Affordability and Access**

Since YSU's founding in 1908, access to an affordable college education has been a cornerstone of the university's mission. Even today, YSU remains one of the most affordable universities in the state and region. YSU offers the third lowest tuition rate among state universities in Ohio. In fact, YSU's tuition is 13% below the statewide average. YSU also has the lowest net price of attendance compared to those same institutions (\$11,740 versus \$18,787). The net price is calculated by subtracting from the total costs of tuition/fees, books/supplies, food and housing all financial aid (not including loans). This lower net cost reflects a \$28,188 to \$42,282 savings across four or six years of attendance at YSU.

In addition, YSU spends \$20 million a year on student aid and scholarships, including \$10 million in private scholarships raised by the YSU Foundation. Based on YSU's review of NCES data, in 2021-22, 84% of YSU students received an average of \$4,987 in institutional aid, while for the other 12 main campuses, 89% of students received an average of \$6,561. On the other hand, YSU students take out fewer loans compared to students attending the other 12 main campuses in Ohio. Incredibly, YSU's endowment per full-time equivalent student is \$32,054 compared to an average \$18,683 for the other 12 main campuses.

- **Student Success**

YSU has increased the graduation rate from 30% in 2017 (2009 cohort) to 52% (2017 cohort). With academic preparation remaining relatively unchanged during this period, a 22% increase in the graduation rate indicates that initiatives YSU has put in place have been very effective supporting student success. Those initiatives were: implemented a functional degree-audit system (Penguin Pass); implemented an advising system that triggers engagement with students when academic performance or other issues are identified; implemented a faculty/staff alert system for proactive student engagement; introduced a student success seminar for all incoming students helping them to understand and engage in behaviors that support academic success; and adjusted advising leadership structures in the colleges that provides more uniformity in student support services across all academic areas.

- **Comparative Analysis of Peer Institutions**

YSU annually reviews data from the National Center for Education Statistics (NCES) related to the number of management positions. For Fall 2022, the number of full-time equivalent management positions is 70 for YSU and averages 187 for the 12 other main campuses. For 2022-23, the 12-month full-time equivalent enrollment was 9,907 and 15,273, for YSU and the other 12 main campuses, respectively. Consequently, there are 142 students for every management position at YSU, while there are on average, 82 students for every management position for the other 12 main campuses. (Source: 2023 Customized Feedback Report.)

The American Association of Trustees and Alumni publishes How Colleges Spend Money. YSU monitors this report to benchmark against the other 12 main campuses, including the universities with the same Carnegie Classification designation. For 2021, YSU's



administrative cost to instructional cost ratio was 0.26 that was also the same number for the other 12 main campuses. This means that at YSU and at the other 12 institutions, 26cents of every dollar spent is on administration, and 74cents of every dollar is spent on instruction. For 2021, the universities with the Master's Colleges and Universities – Larger Programs designation, spent 38cents of every dollar on administrative expenses compared to YSU's 26cents of every dollar spent on administrative expenses. Consequently, YSU spends 12cents less per dollar spent on administrative expenses.

- **Ongoing Academic Program Review**

YSU has undertaken intensive academic program review via the Academic Program Effectiveness and Enhancement Initiative. Each academic program is assessed annually from the perspectives of alignment with mission, market (student interests in programs, available jobs, and institutional competition), and margin. Through this initiative, the academic portfolio has been redesigned and faculty appointments have been strategically reallocated.

YSU rates its academic programs annually and categorizes each as either continuous quality improvement (CQI) or Detailed Analysis. While the CQI programs are consistently modifying academic programs and course offerings, the Detailed Analysis programs work closely with the Office of Academic Affairs, including marketing, to modify the academic program and course offerings to make the academic programs more marketable and gain increased market share of enrollment. YSU is in the third cycle of this approach, and it will be integrated into the Ohio Department of Higher Education (ODHE) led review of low enrolled courses and programs and duplicative programs. The results of this assessment will be presented to the Board of Trustees in March 2025 and transmitted to ODHE.

Collectively, this information provides evidence of YSU's effectiveness in using its resources to foster student success through academic excellence.

Facilities Planning

1. How has your institution employed planning and changing use of campus space to reduce costs and increase efficient use of capital resources?

YSU continues to engage in robust planning exercises to assign space and to allocate capital resources. Virtually all of YSU's capital projects encompass improvements to existing space, as opposed to adding new space. YSU uses an [online form](#) to help evaluate requests to modify, renovate and/or change the use of space on campus. And a committee of key stakeholders that includes the provost, CFO and facilities director, makes ultimate decisions regarding the assignment of



space. These internal processes ensure the optimal and efficient use of capital resources. Note: the acute reduction in state of Ohio capital appropriations over time has made robust capital planning an imperative.

2. How have recent enrollment trends, including changing demographics and the increased utilization of distance learning, impacted facilities planning at your institution?

Since 2010, the trend in YSU's overall enrollment levels has reduced the need to add net new space on campus. In addition, roughly 13% of YSU's student body is now enrolled exclusively in online courses and programs. The rise in YSU's online offerings has also reduced the need for net new building space. However, nothing has impacted facility planning at YSU more than the acute reduction in YSU's levels of state capital appropriations, which have declined dramatically over the past 40 years. An analysis of YSU's historical capital appropriations shows that, when adjusted for CPI inflation, funding has fallen by 91% since the mid-1980's.

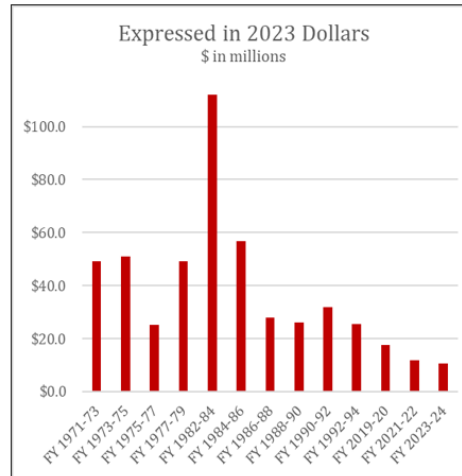
This acute decline in state capital funding has led to steady growth in deferred building maintenance and bonded indebtedness statewide. Increasingly, universities like YSU must shift operating dollars to support building and infrastructure needs. This decline in state capital funding has eroded YSU's ability to plan for scheduled maintenance and has resulted in a 'break-fix' schedule whereby repairs are often made upon building system failure. In turn, this has increased the need for 'swing space' on campus—that is, unassigned reserve space where departments can be temporarily relocated while their permanent space is being repaired or renovated. In this regard, YSU does *not* have excess building space.

For reference, YSU's historical capital appropriations are summarized below:



Capital Biennium*	YSU Capital Appropriations
FY 1971-73	\$6,400,000
FY 1973-75	\$7,100,000
FY 1975-77	\$4,300,000
FY 1977-79	\$9,400,000
FY 1982-84	\$34,572,000
FY 1984-86	\$18,912,000
FY 1986-88	\$10,080,000
FY 1988-90	\$9,863,000
FY 1990-92	\$13,303,000
FY 1992-94	\$11,562,178
FY 2019-20	\$14,584,003
FY 2021-22	\$10,260,000
FY 2023-24	\$10,556,247

*For illustrative purposes; does not reflect every capital biennium over this time period.



3. What benchmarks or data sources does your institution use to assess demand for physical space?
YSU uses IPEDS datasets to benchmark against other Ohio state universities and other select peer institutions. This benchmarking analysis uses comparisons that include the number of facilities staff FTE, net assignable square footage, gross square footage, and the amount of each university's total E&G budget. An example of this benchmarking analysis is summarized below:

Ohio Public Universities	Total Staff # Fall 2020*	Net Assignable Square Footage**	Staff per 1M NASF
Bowling Green University [†]	31	4,523,723	6.85
Central State University [†]	33	964,858	34.20
Cleveland State [†]	33	4,831,731	6.83
Kent State University	126	5,663,376	22.25
Miami University	111	7,208,565	15.40
NEOMED [†]	25	471,494	53.02
Ohio State University	887	29,992,938	29.57
Ohio University	156	7,376,448	21.15
Shawnee State University	10	682,943	14.64
University of Cincinnati	201	13,035,025	15.42
University of Akron	88	7,789,798	11.30
University of Toledo	91	7,099,494	12.82
Wright State University	56	2,350,116	23.83
Youngstown State University	42	3,871,217	10.85
Average	135	6,847,266	19.87
Average without outliers [†]	77	5,066,830	18.49

Select Peer Universities	Total Staff # Fall 2020*	Gross Square Footage	Staff per GSF
Austin Peay State University (TN)	33	2,371,597	139.15
Central Connecticut State University	34	4,009,957	84.79
Central Washington University	64	3,207,902	199.51
Eastern Kentucky University	91	2,895,013	314.33
Eastern Washington University	72	2,701,010	266.57
Purdue University Fort Wayne	27	3,000,000	90.00
Saint Cloud State University (MN)	32	3,216,000	99.50
Southeastern Louisiana University	87	2,981,408	291.81
University of Central Missouri	36	3,735,755	96.37
Youngstown State University	42	4,311,235	97.42
Average	52	3,242,988	167.94
Average without outliers [†]			171.68

Select Peer Universities	Total Staff # Fall 2020*	E&G Budget**	Staff per \$10M of budget
Austin Peay State University (TN)	33	\$150,235,000	2.20
Central Connecticut State University	34	\$233,317,904	1.46
Central Washington University	64	\$215,156,000	2.97
Eastern Kentucky University	91	\$276,087,000	3.30
Eastern Washington University	72	\$181,928,000	3.96
Purdue University Fort Wayne	27	\$154,000,000	1.75
Saint Cloud State University (MN)	32	\$166,661,000	1.92
Southeastern Louisiana University [†]	87	\$123,316,000	7.06
University of Central Missouri	36	\$153,600,000	2.34
University of Central Oklahoma	54	\$174,549,000	3.09
Youngstown State University	42	\$172,612,881	2.43
Average	52	\$181,951,162	2.95
Average without outlier [†]	54	\$179,268,541	2.54

[†]Outliers based on survey sample.

*Source: National Center for Education Statistics - Integrated Postsecondary Education Data System (IPEDS), <https://nces.ed.gov/ipeds/use-the-data>.

**E&G budget information sourced from individual university websites and reflects unrestricted educational and general revenues; years of data available varies by institution but ranges from FY19 to FY22.



Regional Compacts

ORC Section 3345.59 requires regional compacts of Ohio's public institutions, with an executed agreement in place by June 30, 2018, for institutions to collaborate more fully on shared operations and programs. The section identifies areas to be addressed to improve efficiencies, better utilize resources and enhance services to students and their regions. Per paragraph E of that section:

(E) Each state institution of higher education shall include in its annual efficiency report to the chancellor the efficiencies produced as a result of each compact to which the institution belongs.

Specific to the Regional Compact in which your institution is a member, please describe collaborations that have occurred within the regional compacts and the efficiencies or enhanced services provided in any of the relevant categories below.

Category	Description
Reducing duplication of academic programming	Discussions continue with the Northeast Ohio Regional Compact. Charged by the YSU Board of Trustees, YSU's Office of Academic Affairs implemented a comprehensive and fully-integrated Academic Program Enhancement and Effectiveness Initiative (APEEI) in Fall 2020. APEEI culminated in Spring 2021 with the provost's final recommendations to the YSU Board of Trustees. Curricular Efficiency, the second phase of APEEI, began in Spring and Summer 2021 and continued in Fall 2022. Program directors and faculty in each academic program conducted a thorough review of the courses currently being offered as well as inactive courses remaining in the catalog. Upon completion of the review, program faculty conducted curricular mapping of core courses and electives as well as a curricular complexity review. APEEI continues in Fall 2024 and Spring 2025. Program directors and faculty continue to update program goals and strategic actions on individual "dashboards" on an annual basis. Points of emphasis beginning in Fall 2024 include: • Mission Statement—The mission statement establishes a common understanding of the uniqueness of each program and the vision to keep the program current



	and relevant. The mission statement should articulate the future direction of the program. The following factors are integral to the mission statement: (1) a program's focus on teaching, research, or both; (2) how the program will look in 3-5 years and beyond; and (3) how the program will measure success. • SMART Goals—Each program is to annually develop, revise, and update its SMART goals. These goals, supporting the mission statement, should be specific, measurable, achievable, relevant, and time bound while guiding the program's growth and continual improvement. Deans, chairs, program directors, and program faculty also have access to annual "scorecards" containing relevant program data. The Office of Academic Affairs revised its Continuous Quality Improvement (CQI) model in Fall 2024 to better represent the ongoing cycle of continuous program improvement. The streamlined approach consolidated the YSU program categories, eliminating "Grow," "Sustain," and "Adjust." The new categories are as follows: • Continuous Quality Improvement: For programs currently demonstrating positive trajectories based upon current quantitative and qualitative data. • Detailed Analysis: For programs needing further exploration based upon current quantitative and qualitative data. This category is broken down further into two sub-categories: Focus+ (for programs identified as falling short of their full market share potential) and Sunset (for programs identified for phase-out due to reasons such as low enrollment, limited market demand, or misalignment with the institution's strategic priorities and long-term goals). In conjunction with its APEEI and Curricular Efficiency initiatives, YSU is also complying with ORC 3345.35, which requires that the board of trustees of each state institution of higher education evaluate all courses and programs the institution offers based upon enrollment and duplication of its courses and programs with those of other state institutions of higher education within a geographic region. The focus on courses and programs with low enrollment and duplicative programs is consistent with the work already being done for APEEI and Curricular Efficiency.
Implementing strategies to address workforce education needs of the region	1. During FY 2024, as it was becoming clear that Easter Gateway Community College (EGCC) was likely to close and leave thousands of Ohioans without college access,



	YSU began taking active steps to fill that void by expanding workforce education programming in the Mahoning and Upper Ohio Valley regions. With the assistance of the Ohio Department of Higher Education, YSU was able to quickly standup 60 new associate degree and certificate programs aimed at addressing the workforce needs of the region. New programs include welding, machining, engineering technology, cyber-security and many more. YSU also offered a one-time introductory tuition rate that amounted to a 42% price-discount that helped drive a 318% increase in the number of associate degree students at YSU this fall, including 475 students who transferred from EGCC. 2. In addition, YSU's Workforce Education & Innovation (WEI) programs continue to prepare the current and future workforce with industry 4.0 skills through alternative learning pathways focused on advanced manufacturing, energy storage, information technology, business and professional skills. These workforce and education programs serve YSU students, K-12, companies and community members looking to upskill, reskill or enter into new career pathways. Learners are engaged through the online YSU Skills Accelerator and through classroom, hybrid and experiential learning at any one of our training centers, leveraging our integrated WERC@YSU approach to developing in-demand industry skills. 3. YSU's Small Business Development Center allows students to participate in YSU's integrated research and commercial projects, supported through industry and government-led projects. 4. In addition, the IT Workforce Accelerator at YSU was established last year by Ohio House Bill 33 and consists of public-private partnerships between YSU and key industry stakeholders, including IBM, WIA and Cisco, which together will deliver in-demand technology skills-training around software development, cybersecurity, cloud, artificial intelligence, networking and telecommunications.
Sharing resources to align educational pathways and to increase access within the region	Discussions continue within the Northeast Ohio Regional Compact.



Reducing operational and administrative costs to provide more learning opportunities and collaboration in the region	1. YSU continues to partner with regional compact member Kent State University to share various administrative services, including internal audit, database administration and IT security. (Notably, YSU and KSU recently signed the sixth renewal for shared database administration services.) YSU has partnered with four other state universities, including Kent State, to jointly contract with Ellucian as the single vendor for each partner university's enterprise technology platform. Ongoing discussions among NEO Compact institutions Youngstown State, Kent State and NEOMED are now centered around a possible expansion in shared IT services. 2. By using joint-purchasing contracts, leveraged by the IUC and the Ohio Department of Administrative Services, YSU saved \$2.2 million on goods and services during FY 2024. 3. Through YSU's membership in the IUC-Insurance Consortium, expenses for property and casualty insurance were reduced by an estimated 20% or nearly \$200,000 in FY 2024.
Enhancing career counseling and experiential learning opportunities for students	Career Counseling During FY 2024, YSU supported career counseling on campus and regionally with Northeast Ohio Compact institutions through the following endeavors: • YSU's STEM college participates in Ohio I/C Engineering Directors virtual meetings. This group consists of internship and co-op engineering directors from Cleveland State University, the University of Akron, the University of Toledo, Case Western Reserve University, the University of Dayton, the University of Cincinnati, and YSU. Two additional universities have been added to the group this year: Miami and University of Dayton. This group meets once a month to discuss career-related items, the transition from face-to-face events to virtual events, and other topics. • The college of STEM also participated in the Ohio Cooperative and Education Association Conference. Members of the organization includes university representation from various Ohioan higher education institutions, government officials, employers, and guest. Youngstown State University has officially been selected to host the 2027 OCEA



Conference in the Youngstown Area.

- YSU's Williamson College of Business Administration continues to participate in the Export Program through the State of Ohio. The WCBA Export Program recruits students for programs across YSU's campus as well as the University of Akron and Kent State University. Students attend an Export course in WCBA during the spring semester. The course is delivered by the Director of Ohio SBDC Export Assistance Network. After completing the Exporting course, students are placed with a company in Ohio for a full-time, 12-week, paid internship. The internship is credit-bearing. Relationships are built with exporting companies, and companies are reimbursed half of the intern wages through the Ohio Development Services Agency.
- YSU participates in the Northcoast Consortium for Career Advancement, a consortium of Northeast Ohio colleges and universities, to share best practices, discuss common concerns, and identify opportunities to provide collaborative programming.
- YSU co-hosted NOTED (Northern Ohio Teacher Education Day), an annual education job fair/interview day, in conjunction with 10 other Northeast Ohio colleges and universities.

Experiential Learning

Sokolov Honors College

Experiential learning through community engagement offers students a unique opportunity to foster personal growth, apply classroom knowledge to real-world settings, network, and develop a deeper understanding of societal issues. By working directly with community partners, students gain hands-on experience that further develops their problem solving, communication and leadership skills, while seeing first-hand the impact of their contributions in tangible ways. Community engagement provides a collaborative environment in which a strong foundation is formed that prepares students for their future careers, lifelong learning, and an appreciation for the value of community engagement.

During the 2023-2024 academic year, the Sokolov Honors students recorded more than 40,345 hours of community engagement, resulting in an economic impact of \$1,151,463.42.



Following are the top five examples of the organizations with which honors students served last academic year, the number of hours, and estimated economic impact.

1. Dr. Abdu Penguin Pen Pals – received a gift from Shell Polymers Monaca to support the expansion of the Pen Pal initiative to additional local elementary schools. 232 students served as Pen Pals for a total of 5,560 hours with an economic impact of \$158,697.
2. American Heart Association – Students in the first-year seminar – Intro to Honors, assembled team where they developed a fundraising strategy, learned about the mission of AHA and heart health, received instruction about hands-only CPR and the usage and placement of AED devices. The result was honors students achieving the highest sponsorship – Gold, raising over \$15,000 to support the Go Red for Women initiative. The number of students participating included 361 with the 1805 hours spent engaged with the American Heart Association Partner. This time resulted in an economic impact of \$51,514.
3. Transcribing Club – 3,039 hours, \$86,738 economic impact
4. United Way of Youngstown and the Mahoning Valley - 1076 hours, \$30,695 economic impact
5. Traditions Health – 501 hours, \$14,308 economic impact

Honors students are required to complete at least one seminar approved as community-engaged learning. In Spring 2024, 400 students completed Campus Community Partnerships Seminar. This seminar requires engagement, reflection, reciprocity and public dissemination of information, allowing students to work closely with community partners to address the partner's stated need. In Spring 2024, 25 partners participated in the seminar, as follows:

- ACLD School and Learning Center
- American Heart Association
- Archangel Michael Greek Orthodox Church
- Direction Home of Eastern Ohio
- Easterseals of Mahoning, Trumbull & Columbiana Counties



- Economic Action Group
- Youngstown Neighborhood Development Corporation
- Habitat for Humanity of Mahoning Valley
- Heart Reach Neighborhood Ministries
- Youngstown Jewish Federation
- Mahoning Valley Sojourn to the Past
- MyPath Mahoning Valley
- No Limits Alternative Center
- Oak Hill Collaborative
- OH WOW!
- Ohio Living Vivo Center
- PBS Western Reserve
- Rocky Ridge Neighborhood Association
- Sight for All United
- St. Patrick's Community Gardens
- The Rich Center for Autism/TOPS
- Traditions Health
- United Way Youngstown and the Mahoning Valley
- Youngstown Blue Coats
- Library of Congress/YSU Transcribing Club

Community Engagement conference in April 2024. Additionally, the conference featured the following presentations:

- 21 presentations (plus the Campus Community Partnership posters)
- 43 partners represented as presenters or project collaborators
- 47 presenters spanning students, faculty, staff, and partners

Other notable partnerships with the community include:

- A collaboration with the Mahoning County Prosecutors Office with the honors magazine seminar has allowed students to learn about the MCPO and the way it



engages with the community. Additionally, students wrote stories about the MCPO, which were published in the community partner's annual report and Justice Journal.

- Honors launched a community partner breakfast, which brought together 15 representatives from community organizations to brainstorm ways to more effectively work together to meet community needs in Campus Community Partnerships seminar. Partner feedback was positive, and community organizations exchanged knowledge with one another while in shared physical space.

Beeghly College of Liberal Arts, Social Sciences, and Education

- BCLASSE promotes internships and field experiences that provide experiential learning opportunities for students to apply knowledge from classrooms and textbooks in real-world situations. These efforts include over 187,000 hours of experience in practicum, internship, and teacher candidate placements in the Department of Teacher Education and Leadership Studies, as well as internship placements in programs in the liberal arts and social sciences.
- In coursework, students are afforded a variety of less formal opportunities for experiential learning. Examples include Moot Court competition, student research in collaboration with faculty members, class trips to historical sites, and faculty-led study abroad.
- In addition, BCLASSE programs offer experiential learning opportunities through cocurricular activities: student groups honors societies, student publications, professional conferences, and academic competitions. The philosophy program sponsors the Ethics Bowl competition. English organizes the English Festival for area middle and high school students, with college English majors assisting with logistics and leading workshops. During History Day, college history majors serve as judges for presentations by area high school students.



- Students work in support roles and also help to develop exhibits for the Youngstown Historical Center for Industry and Labor. They work with autistic children at the Rich Center for autism. They serve as tutors and activity leaders for United Way afterschool programs, as well as similar programs sponsored by the University. Through the Honors College, BCLASSE majors accumulate thousands of hours of volunteer service to area nonprofit organizations.
- The College also provides a wide range of career development opportunities, including meetings with program graduates and other professionals in the fields of education, psychology, English, anthropology, law, forensics, sociology, history, philosophy, government, and public management. They participate in professional development through Legal Education Day and through hands-on training sessions conducted by area school administrators for education programs.

Bitonte College of Health and Human Services

- Students engaged in our ALCS 4821 gain 500 hours of experiences within a long-term care organization. Examples include home & community-based services, assisted living facilities, and skilled nursing facilities.
- Athletic training students completed approximately 8,700 clinical experience hrs. Where they were able to utilize skills and knowledge gained in the classroom with real patients under the supervision and mentorship of their preceptor. Students are engaged in clinical experiences across 5 semesters while enrolled in the program. Each experience builds off previous experience and previously learned knowledge leading to students who identify the acquisition of confidence and competence in their skills and knowledge upon graduation and transition into professional healthcare practice.
- Dental Hygiene students (43) participated in approximately 378 hours of practical experience per student, totaling 16,248 hours of patient care per year.
- Dietetic students partner with community groups to promote engagement with nutrition-related resources and events such as farmers markets, community



gardening, school gardening, Mercy and Southwood's Hospital-sponsored health events, Ohio Nutrition Action Glenwood Fresh Market, neighborhood pantries, and public library facilities.

- Dietetic students participating in our Medical Nutrition Therapy course complete 16 - 20 hours/semester at a community organization or campus organization doing Nutrition-related activities such as Food Bank organization of food for distribution to maximize nutritional content, nutrition education to food bank users (development of flyers that focus on canned produce/recipes), food prep and service at community-based non-profits like the Rescue Mission and Red Door Cafe, working with Mercy Health Community Outreach Dietitian to provide food demos and nutrition education to identified at-risk populations, working with the Office of the Dean of Students on developing and implementing programs to assist YSU students.
- Exercise Science students participate in 400 hours of experience per student totaling 20,400 hours last year.
- Exercise Science students participating in KSS 3730 create fitness classes in the community for special Olympic athletes, older adults at the Vivo Center, and local elementary schools.
- Public health students complete 10 hours of community service every semester with local organizations.
- Public Health students completed 350 hours each totaling 2,800 hours.
- MPH supported 9 students in community-based participative research and strategies to address identified needs through program planning, implementation and evaluation skills.
- MLT/MLS students participated in 27,000 hours of clinical internships
- Physical Therapy placed 151 students in clinical rotations for a total of 46,935 hours.
- Respiratory care students are engaged in community service and are required to compete over 1,000 hrs. of clinical experiences in various aspects of respiratory care. The students are further required to complete another 100 hours of community service in a non-respiratory care related endeavors and must keep a signed log of all experience and then reflect on what they have learned and the



impact to societal health it may have to improving one's quality of life Entry-level Bachelor of Science in Nursing completed 78,180 clinical hours.

- Nursing students in our ADN program attend the Rescue Mission to serve meals as well as attend our community kitchen where they provide wellness education and resources to the underserved mental health population.
- RN to BSN program completed 2,360 clinical hours.
- Master of Science in Nursing completed 16,660 of practicum hours in acute care and family practice related locations in addition to offering community support and optimize care for patients in our community.
- Social work students in the bachelor's degree program completed over 450 hours each totaling 31,050 hours of experiential learning in various community organizations.
- Social work students in the master's degree program complete over 540 hours each totaling 46,980 hours on experiential learning at various organizations.

Cliffe College of Creative Arts

ART and McDONOUGH MUSEUM OF ART

- Mural and Site-Specific Painting class has completed nearly 10 murals within the region, including Andrews Avenue Memory Mural Project, three murals for the city of East Liverpool, Trek Coffee House, Vallourec Star, Deibel Park (YSU), and others.
- Ceramics classes make bowls for the biannual Empty Bowls. Ticket donations go directly to the Rescue Mission of the Mahoning Valley to help provide over 300 meals daily. Attendees select a one-of-a-kind handmade bowl created by local art students, faculty, alumni, and community artists and enjoy a bowl of soup in with artisan bread.
- **Pop-Up Display and Holiday Sale Event** for art students and Youngstown Holiday Market. Students gain exposure, connect with other artists, and sell artwork.
- **Mock Networking Art Reception for Professional Artists is an annual event that allows art students to exhibit their work and interact with prospective**



employers and buyers. Cliffe College Career Exploration and Development staff person gave a brief presentation to student regarding networking skills. The Student Art Association also presented a fashion show to teach students about different ways to dress depending on event type (e.g., exhibition, interview, selling work).

- In December, a follow up **Meet and Greet** event is scheduled where students will practice asking questions of the graduating seniors who will be showing their work in the McDonough. This will allow the graduating seniors to practice their elevator pitch with the other students and faculty present.
- McDonough Museum of Art hosts multiple Lit Youngstown events annually, including the Fall Literary Festival, writing workshops, and poetry and literature readings.
- McDonough Museum of Art collaborates annually with The Links to host events, including writing workshops, tutoring, and emerging artists.
- DANA SCHOOL OF MUSIC and UNIVERSITY THEATRE
- YSU String Project involves more than 50 elementary and secondary string students from around the region. The project—which is taught by graduate and undergraduate students in Dana School of Music (DSM), serves mostly underprivileged students whose school districts do not offer orchestra class—provides free 30-minute private lessons for string players (bass, cello, violin, viola) during the week and ensemble experiences and technique classes on Saturday morning.
- YSU Youth Orchestra and Symphonette includes more than 125 middle and high school students from around the region. Youth Orchestra membership is by audition, and the group performs advanced orchestral literature. The groups provide college scholarships, and many members pursue music studies at the university level. Symphonette offers a middle school-level orchestra experience, and most members continue into the Youth Orchestra. Several area schools no longer offer orchestra courses, and these groups fill that void.



- The Annual YSU Summer Music Camp & Dana Vocal Performance Clinic is an immersive experience for secondary school students (100 annually). The camp is designed to nurture young instrumentalists and vocalists and enhance their musical abilities. Throughout the week-long program, attendees engage in various educational activities, including masterclasses, ensemble rehearsals, individual lessons, and workshops led by DSM & University Theatre faculty members. A team of Dana Student Counselors supervise the middle and high school students and assistance with instruction.
- YSU Bands are continuously engaged with the community, including Marching Pride Guests (throughout the football season, HS bands rehearse and perform with Pride members); “Jam the Gym” annual event that includes high school musicians as Pep Band members for a basketball game; Side-by-Side HS and MS Honor Bands (secondary school students spend a day at YSU working with faculty and students and perform an evening concert); music faculty, staff, and students interact with nearly 500 secondary students.
- Various groups (e.g., string quartet) and studios (e.g., guitar, piano) within the music school routinely perform for retirement communities, health care facilities, and other similar venues.
- University Theatre collaboration with area elementary schools that includes designing and making puppets to support teaching, including academic and social topics.

College of Science, Technology, Engineering, and Mathematics (STEM)

Many STEM programs and courses incorporate experiential projects as assignments in STEM including the following:

- CCET 3740: Construction Management seeks community projects for students to apply the knowledge they learn to work on actual community projects such as Stambaugh Auditorium front steps renovation, new entranceways on Cafaro Hall, downtown Youngstown parking redesign for bike trail head, and the city park adjacent to B&O Station.



- The YSU Data Mine provides students with the opportunity to work with industry partners. The partners provide data and ask the students to examine the data for actionable insights. This year, three teams of students worked with industrial/agency liaisons from DriveOhio, TeamNEO, and YSU Student Experience in the YSU Data Mine.
- STEM undergraduate and graduate students are strongly encouraged to engage in internships and co-ops as described below:

Course Information			Course Enrollment
STEM 3790	Internship	Fr/Soph	10
STEM 3791	Co-op	Fr/Soph	3
STEM 4890	Internship	Jr/Sr	56
STEM 4891	Co-op	Jr/Sr	12
STEM 5890	Internship	Graduate	20
ENST 3790	Internship	Envi Sci, Undergrad	10
MATL 8050	Internship	Mat Sci, Grad	1

Collaboration and pathways with information technology centers, adult basic and literacy education programs and school districts

The IT Workforce Accelerator at YSU consists of public-private partnerships between YSU and key industry stakeholders, including IBM, WIA, and Cisco, which together will deliver in-demand technology skills-training around software development, cybersecurity, cloud, artificial intelligence, networking, and telecommunications.

Enhancing the sharing of resources between institutions to expand capacity and capability for research and development

Youngstown State University's Excellence Training Center (ETC) is a shared-use facility, supporting the interests of the Mahoning Valley Innovation and Commercialization Consortium (MVICC) comprised of academic, industrial, and economic development organizations. The YSU ETC houses a full spectrum of manufacturing equipment. The center provides training and research opportunities for YSU students and faculty, institutional collaborators, regional career and tech centers, and industry professionals to accelerate innovation and technology adoption.

Identifying and implementing the best use of university regional campuses

Not applicable—YSU does not have regional branch campuses.



Other initiatives not included above

2023-2024 YSU-BaccMed & NEOMED

YSU-BaccMed applicants are academically strong students who often apply to pre-medical pathway programs nationwide. YSU and NEOMED admissions leaders met throughout the year to continue to develop new ways to enhance the existing relationship. NEOMED now regularly attends YSU recruiting event, such as Penguin Preview Day and the summer YSU-BaccMed Camp. NEOMED is opening a College of Dentistry in Fall 2025. Discussions on early assurance pathways are underway between YSU and NEOMED.

Additionally, honors offered professional development opportunities to YSU-BaccMed students, including an annual day trip to Ohio Medical Education Day, which connects students with medical school admissions officers and students across the state majoring in Pre-Medicine. YSU sponsored 25 students who attended OMED which was held at NEOMED in October 2023.

One student attendee described the experience as follows –

- “I would describe the experience as extremely insightful and valuable as I was able to learn quite a lot about the intricate world of medical school.”

In partnership with US Army Health Professions Scholarship Program recruiters, students gained hands on experience through a suture workshop while learning about opportunities to pursue the HPSP program, which provides full funding for medical school to qualified applicants. Additionally, physicians from Mercy Health partnered with YSU to voluntarily teach a senior YSU-BaccMed course that provided clinical rotations at various locations in the community.

Also, YSU alum and former director of the Ohio Department of Health Dr. Amy Acton visited campus and welcomed YSU-BaccMed students to an exclusive meeting with her. She shared her journey with the students, who learned from the experience.

Student feedback included –

- “She is one of the reasons I decided being a doctor was a possibility for me. I’ve heard her speak before and we come from similar backgrounds. Hearing her speak again at this lecture taught me that resilience always paves a way.”



The partnership with NEOMED continues to deepen with both institutions involving the other in conversations and planning that address recruiting, educating and retaining future physicians in the State. The more we unite our efforts beginning as undergraduate students, the greater the opportunity to achieve the desired outcomes.

As noted earlier, YSU continues to take steps to minimize low-enrolled courses.

The most recent decision breakdown to minimize 179 low-enrolled and “action needed” courses:

- 50%--Offer course less often
- 22%--Eliminate course
- 15%--Offer fewer sections in the future
- 7%--Change course modality
- 6%--Merge with another course

The most recent decision breakdown to minimize 65 low-enrolled and “action needed” undergraduate programs:

- 37%--Maintain program
- 31%--Sunset/Suspend
- 22%--Curriculum redesign
- 3%--In teach-out
- 2%--Combine with another institution

Building upon these steps, YSU will continue to use the *Ohio Department of Higher Education Guidance* while considering the six factors to determine recommended actions for courses that fall below the chancellor’s definition of “low enrollment.” The examples of data points within the *Guidance* will be used in future analyses. In addition, a newly-acquired space planning software, 25Live, has been critical in optimizing course schedules and room usage while determining how much space is needed at YSU. Efficient space usage is critical in order for YSU to reduce costs and address deferred maintenance.



Finally, YSU administrators have invested considerable resources to determine section enrollments that are consistent with the total cost of teaching course sections.

Co-located Campuses

ORC Section 3333.951(B) requires Ohio's co-located colleges and universities to annually review best practices and shared services in order to improve academic and other services and reduce costs for students, and to report their findings to the Efficiency Advisory Committee.

(B) Each state institution of higher education that is co-located with another state institution of higher education annually shall review best practices and shared services in order to improve academic and other services and reduce costs for students. Each state institution shall report its findings to the efficiency advisory committee established under section [3333.95](#) of the Revised Code. The committee shall include the information reported under this section in the committee's annual report.

Co-located campus: Not applicable to YSU

Section II: Academic Practices

This section covers areas more directly related to instruction, with an emphasis on savings strategies related to the cost of textbooks, and the expanded use of alternative instructional materials.

Textbook Affordability

Textbook Cost Study and Reducing Textbook Costs for Students

ORC Section 3333.951(D) requires Ohio's public colleges and universities to do the following on an annual basis:



(D) Each state institution of higher education shall conduct a study to determine the current cost of textbooks for students enrolled in the institution, and shall submit the study to the chancellor of higher education annually by a date prescribed by the chancellor.

ORC Section 3333.951(C) requires Ohio's public colleges and universities to report their efforts toward reducing textbook costs for students.

(C) Each state institution of higher education annually shall report to the efficiency advisory committee on its efforts to reduce textbook costs to students.

Your institution's submission of information via the annual Efficiency Report is used to satisfy these statutory requirements. **Please attach one spreadsheet with two tabs.** The first tab should include the analysis of textbook costs developed by your institution as shown in Table 1 below. The second tab should include the analysis of the number of courses that utilized other sources of information as shown in Table 2 below.

Table 1

Category	Amount
Average cost for textbooks that are new	\$67.00
Average cost for textbooks that are used	\$60.05
Average cost for rental textbooks	\$49.70
Average cost for eBook	\$68.97

Table 2

Category	Number of Courses
Did not require students to purchase course materials; includes OER and/or institutionally provided materials	11
Exclusively used OER materials	19
Used OER materials together with purchased course materials	0
Provided course materials through inclusive access	285 total for all 3 terms



Other Textbook Affordability Practices

What other practices, if any, does your institution utilize to improve college textbook affordability?

Please provide any relevant information in the table below.

Initiative	Explanation of Initiative	Cost Savings to Students
First-Day Ready	An inclusive access and general affordability initiative that provides digital materials to students at a reduced price.	\$789,561
Textbook Rental program	Students have the option of renting books in lieu of purchasing books.	\$58,798 (estimate based on average price of books rented vs. sold)
Textbook Buyback program	Students have the option of selling back purchased books to Bookstore.	\$5,595
Textbook price-match guarantee	The YSU Barnes & Noble will match the lowest price (advertised by other vendors) for books and instructional materials sold.	N/A

Please provide contact information for the person completing this section of the Efficiency Report, so that we may follow up if we have questions.

Section III: Policy Reforms

Special Purpose Fees Policy

Limitations on increases in instructional and general fees have traditionally been set by the General Assembly within biennial operating budgets. Limitations on special purpose fee increases, alternatively, are fairly new beginning with Am. Sub. HB 49 of



the 132nd General Assembly. Section 381.160 of Am. Sub. HB49 precluded increases in special purpose fees and establishing new special fees, at universities, except for certain categories of fees specifically exempted in law from the fee limitations. Am. Sub. HB 166 of the 133rd General Assembly continued the special purpose fee restriction but additionally required the Chancellor to review and approve new special purpose fees and increases in existing special purpose fees at universities and community colleges. This same level of special purpose fee restraint has been continued in every biennial budget since, including the current biennial budget Am. Sub. HB 33 (Section 381.260(A)(1)(c)).

1. Please include a table that separately shows general and special fee totals for each of the past five years.

The following table reflects revenue collected from general fees i.e., all fees assessed uniformly to all enrolled students, and other special purpose fees that are optional and/or the result of decisions unique to individual students, such as chosen program of study and participation in extracurricular activities.

YSU Revenue Collected		
	General Fees	Special Purpose Fees
FY20	\$70,055,819	\$24,403,545
FY21	\$70,606,034	\$21,226,410
FY22	\$71,562,328	\$19,701,301
FY23	\$79,322,533	\$20,915,623
FY24	\$85,778,690	\$22,341,974

2. What criteria are used to determine whether a course or lab fee is appropriate?

YSU uses a strictly cost-based approach in determining the need for and appropriateness of special purpose fees, including course fees and lab fees.

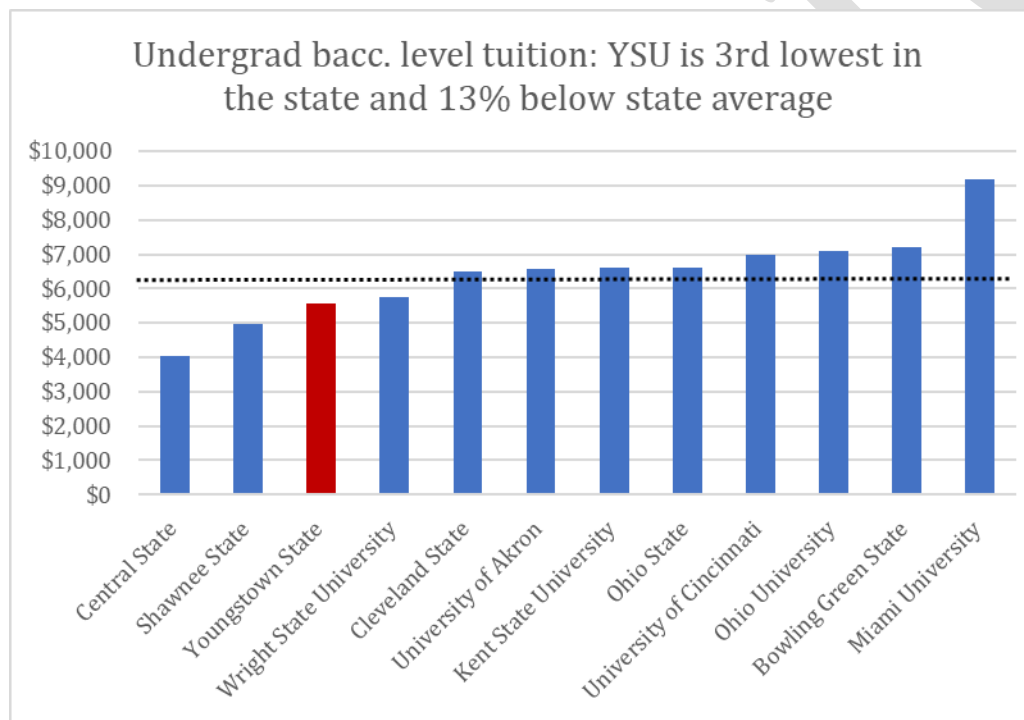
Additional Practices

Some IHE's may implement practices that make college more affordable and efficient, but which have not been the topic of a specific question in this reporting template. This section invites your institution to share any positive practices you have implemented that benefit student affordability and/or institutional efficiency.



Please share any additional best practices your institution is implementing or has implemented.

As a best practice regarding student access and affordability, YSU's tuition remains one of the most affordable in the state of Ohio. And unlike the two universities with lower tuition—Central and Shawnee State—YSU does not receive millions of dollars of supplemental state funding each year to offset our low tuition price.



Section IV: Future Goals



The DeWine-Husted administration recognizes that each IHE faces unique challenges and opportunities with respect to the institution's highest priority goals over the next several years. With that in mind, please provide any suggestions about possible roles the state could play in supporting your institutional goals.

Please provide your thoughts and suggestions regarding ways the State of Ohio can further support strength, resiliency and reputational excellence in Ohio's post-secondary education system.

The State of Ohio, including Ohio Department of Higher Education, Governor and Lieutenant Governor, and the legislature can play a role by developing financial incentives that directly and consistently support institutions that sponsor economic prosperity by providing in-demand career pathways at an affordable price.

Despite our exceptionally low tuition price—just \$265/credit hour for two-year programs and \$460/credit hour for bachelors level programs—Youngstown State University is now *THE* post-secondary education provider for the region that includes Mahoning, Jefferson, Columbiana and Trumbull counties. YSU provides a comprehensive array of both career and degree offerings, including direct workforce training, like commercial truck driving licensure, aviation certification, and a variety of certificates, credentials and badges, as well as degrees at the associates, bachelors, masters and doctoral levels.

Thank you for completing the FY24 Efficiency Reporting Template. We appreciate the important role Ohio's colleges and universities play in supporting Ohio students, economic growth, world-class research and the overall success for our state.



**RESOLUTION TO APPROVE A WAIVER OF FEES
FOR YSU COLLEGE CREDIT PLUS COURSES**

WHEREAS, state law requires the Chancellor's approval to waive any portion of tuition and fees charged to students enrolled at a state college or university in Ohio; and

WHEREAS, the procedures established by the Ohio Department of Higher Education also require that the Board of Trustees approve a waiver of student tuition and fees; and

WHEREAS, the University proudly participates in the state of Ohio's College Credit Plus dual enrollment program that allows students to earn both college and high school credits at the same time; and

WHEREAS, the University wishes to optimize its College Credit Plus program by offering a three-tiered tuition and fee structure that effectively waives a portion of regular undergraduate tuition and fees.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the waiver of tuition and fees to establish a three-tiered College Credit Plus fee structure, as depicted on **Exhibit A** and made part hereof.

EXHIBIT A

Waiver	Amount Waived per credit hour	Adjusted Rate with Waiver
College Credit Plus (self-pay students)		
In high school instruction by high school teacher	\$418.55	\$41.64
In high school instruction by YSU faculty	\$394.69	\$65.50
Online or campus instruction by YSU faculty	\$329.19	\$131.00

**RESOLUTION TO APPROVE
INTERFUND TRANSFERS**

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

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

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the transfer of funds, attached hereto.

**Board of Trustees Meeting
December 11, 2024
YR 2025-**



YOUNGSTOWN STATE UNIVERSITY
Interfund Transfers Requiring Board Approval
Transfers Outside of the Operating Budget
Requested Transfers for Second Quarter FY2025

FROM	TO	AMOUNT	REASON
General Fund (Unrestricted fund 119000)	Radiology Tech Lab - Cushwa Hall (Unrestricted Plant Fund)	\$700,000	To fund new Radiology Technology lab in Cushwa Hall.

YOUNGSTOWN STATE UNIVERSITY
General Fund and Auxiliary Enterprises
Budget to Actual and Actual to Actual Comparison
1st Quarter (July 1 thru September 30)

Revenue	Fiscal Year 2025		Actual as a % of Budget	Business Indicator	Actual Compared to Prior Year
	Budget	Actual			
Tuition and mandatory fees	\$ 95,573,314	\$ 50,869,068	53.2%	●	↑
Other tuition and fees	8,908,600	4,944,858	55.5%	●	↑
Student charges	1,171,500	424,667	36.2%	●	↑
State appropriations	51,206,809	12,753,654	24.9%	●	↑
Recovery of indirect costs	1,978,813	336,595	17.0%	●	↔
Investment income	3,500,264	725,620	20.7%	●	↑
Other income	944,700	276,954	29.3%	●	↓
Auxiliary enterprises	19,183,488	9,479,811	49.4%	●	↑
Total	\$ 182,467,488	\$ 79,811,227	43.7%	●	↑

● On/Above target

● Caution

● Warning

Expenses	Fiscal Year 2025		Actual as a % of Budget	Business Indicator	Actual Compared to Prior Year
	Budget	Actual			
Wages	\$ 84,362,085	\$ 17,341,061	20.6%	●	↑
Benefits	31,706,836	6,541,802	20.6%	●	↑
Scholarships	17,002,777	4,665,667	27.4%	●	↑
Operations	24,151,281	10,490,478	43.4%	●	↑
Plant & maintenance	15,347,586	4,651,253	30.3%	●	↑
Fixed asset purchases	1,815,170	308,659	17.0%	●	↓
Transfers	10,015,231	9,997,725	99.8%	●	↑
Total	\$ 184,400,966	\$ 53,996,645	29.3%	●	↑

● On/Below target

● Caution

● Warning

Projects in Progress:

Student Center Renovation
YSU 2324-22

\$43M (Capital Funds/Local/Philanthropy) AE Works
We are well into the design process, and the project is moving forward. Bid advertisements will start November 24th with a bid opening on January 3rd. We anticipate a contract and notice to proceed by early March 2025.

Building Exterior Doors and Windows
YSU 2324-29

\$1.75M (Capital Funds) YSU Staff, Alex Downey and Sons
This project will address worn and damaged door and window systems on building exteriors across campus. This project is on schedule for a Fall 2024 completion.

Accessibility Services Relocation
YSU 2324-30

\$320k (Local Funds) Bostwick, B&B Contractors
This project will convert former classrooms on the 3rd floor of DeBartolo Hall to accommodate Accessibility Services. This project is underway and should be complete by late November/early December 2024.

M66 Parking Lot Construction
YSU 2526-1

\$890k (Local Funds) GPD Group, Marucci-Gaffney
A new parking lot will be constructed along Arlington Street. Bids were recently opened, and a contract is being processed. This project will begin as soon as possible with a November completion.

Projects Out for Bids:

- None at this time.

Projects at Controlling Board for Release of Funds:

- RAPIDS Grant, Kohli Hall equipment.

Request for Architect/Engineer Qualifications Advertisements:

- None at this time.

Projects in Development for 2025:

Garfield Building Renovations Phase 1
YSU 2324-15

\$1.5M (Capital Funds) PrimeAE Group
This project was to replace/rebuild the roof on the Garfield Building, but after careful evaluation by our consultant, the building is structurally deficient and may be cost prohibitive to rebuild. Further evaluation is pending.

Emergency Generator Upgrades
YSU 2324-19

\$1M (Capital Funds) YSU Staff

This project will upgrade and replace worn and failing emergency generators across campus. A bidding and construction schedule will be developed once YSU Engineering staff complete the bid documents. Start and completion dates have yet to be determined.

Additional Projects in Development:

- **Silvestri Hall Lower Level** – Renovation of the lower level of Silvestri Hall for Kilcawley Center staff.
- **Cafaro Suite** – Renovation of the Cafaro Suite in Cafaro Hall.
- **Building Exterior Door and Windows Phase 2**
- **Rich Center Renovation**



YOUNGSTOWN STATE UNIVERSITY
Reportable Budget and Interfund Transfers
Quarter Ended September 30, 2024

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

FROM	TO	AMOUNT	REASON

None.

TRANSFERS OUTSIDE OF THE OPERATING BUDGET:

FROM	TO	AMOUNT	REASON

Transfers from Operating Carryforward Fund totaling \$2,783,172.	Approved by Board in September.		

	Auxiliary Plant Funds	\$1,515,468	
	Academic Carryforward Funds (Designated Funds)	\$707,704	
	Student Center - Unrestricted (Auxiliary Plant Fund)	\$500,000	
	Strategic Initiatives (Designated Fund)	\$60,000	

Other Transfers

Academic Affairs Renewals & Replacements (Unrestricted Plant Fund)	Debartolo Hall - Accessibility Services Renovations (Unrestricted Plant Fund)	\$316,400	Transfer to project fund.
Debt Service Reserve Funds (Unrestricted and Restricted Plant Funds)	Bond Fund - Series 2021 (Restricted Debt Service Fund)	\$101,373	To fund portion of FY25 Debt Service.

Youngstown State University
Fiscal Year 2025 First Quarter Diversity Spend Report
July 1, 2024 through September 30, 2024

	FY2025				FY2024			
	1st QTR	Percent of Addressable	YTD	Percent of Addressable	1st QTR	Percent of Addressable	YTD	Percent of Addressable
Diversity Spend - Goods and Services (excludes EDGE and construction)								
MBE	\$ 335,278	5.96%	\$ 335,278	5.96%	\$ 254,329	5.47%	\$ 254,329	5.47%
Disability Challenged	-	-	-	-	-	-	-	-
Recycled Materials	-	-	-	-	-	-	-	-
Veteran Owned	104,768	1.86%	104,768	1.86%	49,034	1.05%	49,034	1.05%
Woman Owned	72,444	1.29%	72,444	1.29%	7,283	0.16%	7,283	0.16%
Total Diversity Spend	\$ 512,490	9.12%	\$ 512,490	9.12%	\$ 310,646	6.68%	\$ 310,646	6.68%
Total Addressable Spend - Goods and Services	\$ 5,621,354	100.00%	\$ 5,621,354	100.00%	\$ 4,650,657	100.00%	\$ 4,650,657	100.00%
	1st QTR	Percent of Addressable	YTD	Percent of Addressable	1st QTR	Percent of Addressable	YTD	Percent of Addressable
EDGE Spend - Goods, Services, and Construction*								
EDGE	\$ 48,292	0.71%	\$ 48,292	0.71%	\$ 168,976	2.34%	\$ 168,976	2.34%
Total EDGE Spend	\$ 48,292	0.71%	\$ 48,292	0.71%	\$ 168,976	2.34%	\$ 168,976	2.34%
Total Addressable Spend - Goods, Services, and Construction	\$ 6,828,220	100.00%	\$ 6,828,220	100.00%	\$ 7,215,286	100.00%	\$ 7,215,286	100.00%

* Includes payments to subcontractors

Definitions:

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

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

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

Youngstown State University
Diversity Spend Detail Report - Goods and Services
(excludes EDGE and construction)
July 1, 2024 through September 30, 2024

Minority Business Enterprise (MBE)			
Name	Address	Type of Contract	Purchases
Amazon - Tier 2	PO Box 81207, Seattle, Washington 98108-1207	Miscellaneous Supplies	\$ 4,862
Brown Enterprise Solutions	5935 Wilcox Place, Suite E, Dublin, Ohio 43016	Computer Supplies	289,515
Brown Enterprise Solutions/Staples - Tier 2	5935 Wilcox Place, Suite E, Dublin, Ohio 43016	Office Supplies	60
CDW Government Inc - Tier 2	230 N Milwaukee Ave, Vernon Hills, Illinois 60061	Computer & Audio/Visual Equipment	15,105
Consolidus, LLC - Tier 2	526 S Main St STE 804, Akron, Ohio 44311	Office & Promotional Supplies	23,709
Edward's Florist Shops Inc	911 Elm Street, Youngstown, Ohio 44505	Florist	361
MSE Supplies LLC	4400 E Broadway Blvd, Suite 600, Tucson, Arizona 85711	Scientific Laboratory Equipment	1,666
Subtotal - MBE			\$ 335,278
Disability Challenged			
Name	Address	Type of Contract	Purchases
N/A			\$ -
Subtotal - Disability Challenged			\$ -
Recycled Materials			
Name	Address	Type of Contract	Purchases
N/A	-	-	\$ -
Subtotal - Recycled Materials			\$ -
Veteran Owned			
Name	Address	Type of Contract	Purchases
Amazon - Tier 2	PO Box 81207, Seattle, Washington 98108-1207	Miscellaneous Supplies	\$ 495
Protect-N-Shred	P.O. Box 85, Cortland, Ohio 44410	Document Shredding	4,178
NPI Audio Visual	26500 Renaissance Parkway, Cleveland, Ohio 44128	Audio Visual Equipment	100,095
Subtotal - Veteran Owned			\$ 104,768
Woman Owned			
Name	Address	Type of Contract	Purchases
Amazon - Tier 2	PO Box 81207, Seattle, Washington 98108-1207	Miscellaneous Supplies	\$ 2,840
Brown Enterprise Solutions/Staples - Tier 2	5935 Wilcox Place, Suite E, Dublin, Ohio 43016	Office Supplies	284
Consolidus, LLC - Tier 2	526 S Main St STE 804, Akron, Ohio 44311	Office & Promotional Supplies	401
Fondriest Environmental Inc.	2091 Exchange Court, Fairborn, Ohio 45324	Laboratory Equipment	16,256
Guardian Innovations	3044 Adriatic Court, Peachtree Corners, Georgia 30071	Sports Equipment	12,228
RBD Instruments Inc.	2437 NE Twin Knolls Drive, Bend, Oregon 97701	Laboratory Equipment	13,682
Ryan Carpet Sales & Services Inc.	70 Victoria Road, Austintown, Ohio 44515	Flooring	21,240
Elizabeth DeLamater	323 N Lincoln Street, Kent, Ohio 44240	Instrument Repairs	195
School Health Corporation	5600 Apollo Drive, Rolling Meadows, Illinois 60008	Exercise Equipment	4,590
The K Company	2234 S. Arlington Road, Akron, Ohio 44319	HVAC	596
Union Eyes Optical Inc.	Suite B, 229 Churchill Hubbard Road, Youngstown, Ohio 44505	Public Safety Supplies	132
Subtotal - Woman Owned			\$ 72,444
Total Diversity Spend			\$ 512,490

Youngstown State University
EDGE Spend Detail Report
July 1, 2024 through September 30, 2024

Encouraging Diversity, Growth, and Equity (EDGE)			
	Address	Project	Purchases
Western Reserve Mechanical	3041 South Main St., Niles, Ohio 44446	Repairs and Maintenance-Non Construction	\$ 2,768
AE Works Ltd	800 Waterfront Drive Suite A, Pittsburgh, Pennsylvania 15222	Kilcawley Center Renovations	
*R Engineering Team	3100 E 45th St #306, Cleveland, Ohio 44127	Kilcawley Center Renovations	15,096
*G Stephens	133 N Summit St, Akron, Ohio 44304	Kilcawley Center Renovations	12,376
*DERU Landscape Architecture	812 Huron Road East Suite 411, Cleveland, Ohio 44115	Kilcawley Center Renovations	7,052
*BCL Enterprise	5796 Treeside Drive, Liberty Township, Ohio 45044	Kilcawley Center Renovations	11,000
	Total EDGE Spend		<u>\$ 48,292</u>

*EDGE subcontractors

YOUNGSTOWN STATE UNIVERSITY
Endowment Funds Report
September 30, 2024

ENDOWMENT FUNDS SUMMARY			
PURPOSE	ENDOWMENT BALANCES *	SPENDING FUND BALANCES	FY2026 INCOME DISTRIBUTION
Program Support	\$ 6,965,315	\$ 1,917,664	\$ 306,178
Scholarships	6,543,073	852,761	287,618
Awards	755,036	71,144	33,190
Total	<u>\$ 14,263,425</u>	<u>\$ 2,841,569</u>	<u>\$ 626,985</u>

ENDOWMENT FUNDS DETAIL			
ENDOWMENT FUND NAME	ENDOWMENT BALANCES *	SPENDING FUND BALANCES	FY2026 INCOME DISTRIBUTION
<i>Program Support</i>			
Michael I Monus Endow	\$ 1,163,529	\$ 261,095	\$ 51,146
Edward J DeBartolo Endow	1,096,572	470,891	48,203
Albert J Shipka Endow	954,743	214,926	41,968
Dr James Dale Ethics Ctr Endow	791,257	188,337	34,782
Thomas & Carol Gay Endow	616,646	9,844	27,106
Judiac Holocaust Endow	570,337	182,174	25,071
Neil Humphrey Endowment	398,267	52,567	17,507
Ethel M Wood Endow	324,318	55,243	14,256
WYSU - FM Endow	295,664	146,875	12,997
Beckman Endow	174,085	94,312	7,652
YSU Judith Rae Solomon Gallery Endo	147,737	24,560	6,494
Gratia Murphy Endow	88,820	7,606	3,904
James A Houck Endow	64,780	6,433	2,848
Morris & Sophie Slavin Endow	47,121	33,942	2,071
YSU Campus Beautification Endowment	45,598	102,751	2,004
Dr & Mrs F F Piercy Endow	36,540	19,450	1,606
Muses Endow	35,005	1,481	1,539
Bertram Tamarkin Endow	33,268	5,637	1,462
D.P.Pipino Performng Arts Endow	31,100	4,344	1,367
Alice Budge Endow	21,187	13,954	931
YSU Danielle Peters Prog Endowment	18,806	3,863	827
R H Weichsel Endow	6,282	5,915	276
Richard James Owen II Endow	3,654	11,466	161
<i>Program Support total</i>	<u>\$ 6,965,315</u>	<u>\$ 1,917,664</u>	<u>\$ 306,178</u>

ENDOWMENT FUNDS DETAIL

ENDOWMENT FUND NAME	ENDOWMENT BALANCES *	SPENDING	FY2026 INCOME DISTRIBUTION
		FUND BALANCES	
	<i>Scholarships</i>		
John & Lucille Fedor Schol Endow	\$ 1,138,280	\$ 257,935	\$ 50,036
Honorable Erskine Maiden Jr. Schl	888,249	121,124	39,045
John A. DePizzo Jr Family Found End	693,555	28,390	30,487
Huerta Jackson Schol Endow	674,545	58,099	29,651
William Petrych Schol Endow	354,278	10,290	15,573
Myron C Wick Jr Schol Endow	339,824	23,625	14,938
Dusi Schol Endow	194,440	12,768	8,547
Louis D Tauro Schol Endow	174,581	14,529	7,674
YSU English Festival Endowment	173,901	49,149	7,644
Harvey N Kretzer Schol Endow	144,695	3,135	6,360
Peter George Parthemos Schol Endow	112,774	12,367	4,957
Eugene Green Schol Endow	104,642	14,892	4,600
Barnes & Mackall Schol Endow	104,427	20,066	4,590
Ferdinand S Jagatich Schol Endow	70,325	12,697	3,091
Truck Car Stop - People's Store	70,274	50,969	3,089
E & V Pellegrini Schol Endow	69,799	1,513	3,068
Adlaka & Associates Schol Endow	59,988	22,191	2,637
Mildred N Graebing Schol Endow	54,811	1,188	2,409
Mary E Pinney Schol Endow	54,810	1,187	2,409
Harry K Graebing Schol Endow	54,775	1,186	2,408
Julia Spitzer Endowment	52,155	14,510	2,293
Helen Edward Stoll Schol Endow	51,185	1,128	2,250
Thomas & Peter Fabek Schol Endow	46,740	8,685	2,055
Frank M Clark Schol Endow	46,276	1,880	2,034
T & E Chengelis Schol Endow	45,553	12,600	2,002
Michael A Rigo Schol Endow	43,691	6,118	1,921
Mary P Rigo Schol Endow	43,664	1,320	1,919
YSU Albert D Caldrone Mem Schol End	42,540	1,344	1,870
Robert C & Janice A Machin Endow	42,190	5,425	1,855
Brier Hill Schol Endow	38,917	9,290	1,711
Betty J Connors Schol Endow	37,633	8,646	1,654
Roseann Waindel Schol Endow	36,257	2,891	1,594
Virgil A Hobart Schol Endow	35,622	5,462	1,566
Albert A Guerrieri Jr Schol Endow	35,584	1,220	1,564
Michael Klasovsky Geog Schol Endow	35,458	10,115	1,559
Dorothy Z Greenberger Schol Endow	34,488	11,909	1,516
Reel & Fabek Schol Endow	33,943	1,118	1,492
Florence Amon Schol Endow	30,836	1,133	1,355
Elaine Glasser Schol Endow	29,120	631	1,280
Gina Tenney Schol Endow	27,852	1,017	1,224

ENDOWMENT FUNDS DETAIL

ENDOWMENT FUND NAME	ENDOWMENT BALANCES *	SPENDING	FY2026 INCOME DISTRIBUTION
		FUND BALANCES	
Ann & Jerome Schmerin Schol Endow	27,470	11,710	1,208
Bill Dailey Schol Endow	27,084	1,174	1,191
YSU Robt E Fleming Mem Schol End	23,267	662	1,024
YSU Dr.Philip Ginnetti Mem Schl End	22,305	510	980
Mary B Smith Endowment	20,158	3,911	886
Edmund J Salata Schol Endow	19,617	426	862
Nellie P Nick Schol Endow	18,270	396	803
M Klasovsky Urban Std Schol Endow	16,339	6,828	718
YSU APAS Scholarship Endowment	16,202	1,665	712
Helen G Schmitt Schol Endow	10,962	722	482
Grocery Mfg Reps of Yo Schol Endow	9,136	564	402
Gerhard M Stein Schol Endow	8,218	178	361
YSU General Endow	1,367	-	60
YSU B J Yozwiak Math Schol End	-	275	-
<i>Scholarships total</i>	<u>\$ 6,543,073</u>	<u>\$ 852,761</u>	<u>\$ 287,618</u>
<i>Awards</i>			
Candace Gay Endow	\$ 441,842	\$ 18,679	\$ 19,422
Gary L Green Endow	94,798	8,061	4,167
Robert R Hare Endow	42,059	4,473	1,849
N & R Richley Endow	32,773	2,127	1,441
Ilajean Feldmiller Endow	26,812	11,089	1,179
YSU Dr.Gunapala Edirisooriya Schl E	25,135	5,035	1,105
Joseph Salvatore Endow	20,665	2,683	908
David Scott Ives Endow	16,235	4,720	714
Kenmore B Drake Endow	15,899	345	699
Sister Jean Gillespie Endow	12,972	3,454	570
Clingan Jackson Endow	9,226	2,665	406
Margaret C Horvath Endow	6,937	1,615	305
Marion Blum Endow	6,029	4,350	265
Charles E & Mary E Franklin Endow	3,654	1,850	161
<i>Awards total</i>	<u>\$ 755,036</u>	<u>\$ 71,144</u>	<u>\$ 33,190</u>
<i>Grand total</i>	<u><u>\$ 14,263,425</u></u>	<u><u>\$ 2,841,569</u></u>	<u><u>\$ 626,985</u></u>

* Balances presented at fair value and include \$5,924,864 in corpus and \$8,338,561 in undistributed investment earnings.



Property & Casualty

What Happened

Over the past 7 years, the casualty market has shifted 'dramatically' for Higher Education:

- ❖ Higher Education in the news affecting public & underwriting perception:
 - Sexual abuse & Title IX claims
 - Enrollment concerns
 - Financial struggles & closures
 - Data security
 - Protests & civil unrest
- ❖ Pandemic challenges & evolution of education
- ❖ AIG Covid-19 lawsuit
- ❖ Significant increase in claim activity
 - Members & Industry
- ❖ Emerging risk
- ❖ Higher Education recognized for lack of resources
- ❖ Deferred maintenance

The Result:

- ❖ Deteriorating insurance and reinsurance market:
 - Shrinking market environment
 - Shrinking capacity
 - Constricting terms
 - TBI (concussion)
 - Abuse Punitive Damages
 - Active Assailant
 - Catastrophic Cover
 - Forced retentions
 - Significant cost of risk increase
 - Loss of leverage
 - Difficulty around budgeting
 - Delay in process

Escalating Costs, Changing Terms, & Loss of control by Insureds