

Youngstown

STATE UNIVERSITY

**BOARD OF TRUSTEES
ACADEMIC QUALITY AND STUDENT SUCCESS COMMITTEE**

**Sudershan K. Garg, Chair
James E. "Ted" Roberts, Vice Chair
All Trustees are Members
James P. Tressel, *Ex-Officio***

**Thursday, December 4, 2014
1:00 p.m.**

**Tod Hall
Board Meeting Room**

AGENDA

- A. Disposition of Minutes for Meeting Held September 11, 2014**
- B. Old Business**
- C. Committee Items**

- 1. Student Affairs**

- a. Student Affairs Action Item**

- 1) Resolution to Approve Support and Assistance to Veterans and Service Members Policy, 8005.01**

Tab 1

- Gary Swegan, Associate Vice President for Enrollment Planning and Management, will report.

- b. Student Affairs Discussion Item**

- 1) Fall Enrollment Update**

Tab 2

- An update regarding fall 2015 enrollment will be presented for discussion by Gary Swegan, Associate Vice President for Enrollment Planning and Management. Jack Fahey, Vice President for Student Success and Student Experience, will provide an update on retention.

- 2. Academic Affairs**

- a. Academic Affairs Action Items**

1) Resolution to Approve the Formation of the Honors College **Tab 3**
Dr. Martin Abraham, Interim Provost and Vice President for Academic Affairs,
will report.

**2) Resolution to Approve the Renaming of the School of Graduate Studies
and Research to the College of Graduate Studies** **Tab 4**
Dr. Martin Abraham, Interim Provost and Vice President for Academic Affairs,
will report.

b. Academic Affairs Discussion Items

1) Program Improvement Plan **Tab 5**
Dr. Martin Abraham, Interim Provost and Vice President for Academic Affairs,
will report.

2) Process for Considering Reorganization of College Structure **Tab 6**
Dr. Martin Abraham, Interim Provost and Vice President for Academic Affairs,
will report.

D. New Business

E. Adjournment

AGENDA ITEM: C.1.a.1.

AGENDA TOPIC: Resolution to Approve Support and Assistance to Veterans and Service Members Policy, 8005.01

STAFF CONTACT(S): Gary D. Swegan, Associate Vice President for Enrollment Planning and Management

BACKGROUND: Am. Sub. H.B. 488 was passed by the 130th General Assembly and took effect September 16, 2014. All university policies outlined in H.B. 488 must take place by December 31, 2014.

SUMMARY AND ANALYSIS: House Bill 488 is designed to create a uniform, effective process for awarding college credit to veterans for military training. In addition, the legislation requires state institutions of higher education to establish policies regarding the support and assistance the institution will provide to veterans. YSU is currently in compliance with all of the required policies.

RESOLUTION:

**RESOLUTION TO APPROVE
SUPPORT AND ASSISTANCE TO VETERANS AND
SERVICE MEMBERS POLICY, 8005.01**

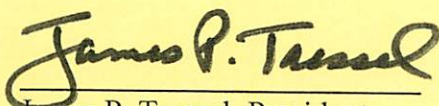
WHEREAS, the Institutional Policies are being reviewed and reconceptualized on an ongoing basis; and

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 Institutional Policy governing Support and Assistance to Veterans and Service Members, policy number 8005.01 of the *University Guidebook*, shown as Exhibit __ attached hereto.

RECOMMEND APPROVAL:


James P. Tressel, President

**Board of Trustees Meeting
December 16, 2014
YR 2015**

NEW POLICY
UNIVERSITY GUIDEBOOK

Title of Policy:	Support and Assistance to Veterans and Service Members
Responsible Division/Office:	Student Success and Student Experience
Approving Officer:	V.P. of Student Success and Student Experience
<i>Revision History:</i>	
Resolution Number(s):	YR
Board Committee:	Academic Quality and Student Success
EFFECTIVE DATE:	December 16, 2014
Next Review:	2019

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 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 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.
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. 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. 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. 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 the GI Bill, and other available veteran and service member resources.

The board of trustees of each state institution of higher education shall do all of the following by December 31, 2014:

- (A) *Designate at least one person employed by the institution to serve as the contact person for veterans and service member affairs. Such a person shall assist and advise veterans and service members on issues related to Am. Sub. H. B. No. 488 130th G.A.*
- (B) *Adopt a policy regarding the support and assistance the institution will provide to veterans and service members.*
- (C) *Allow for the establishment of a student-led group on campus for student service members and veterans and encourage other service member- and veteran-friendly organizations.*
- (D) *Integrate existing career services to create and encourage meaningful collaborative relationships between student service members and veterans and alumni of the institution, that links student service members and veterans with prospective employers, and that provides student service members and veterans with social opportunities; and, if the institution has career services programs, encourage the responsible office to seek and promote partnership opportunities for internships and employment of student service members and veterans with state, local, national, and international employers.*
- (E) *Survey student service members and veterans to identify their needs and challenges and make the survey available to faculty and staff at the state institution of higher education. And periodically conduct follow-up surveys, at a frequency determined by the board, to gauge the institution's progress toward meeting identified needs and challenges.*

The chancellor of the Ohio board of regents shall provide guidance to state institutions of higher education in their compliance with this section, including the recommendation of standardized policies on support and assistance to veterans and service members.

The person or persons designated under division (A) of this section shall not be a person currently designated by the institution as a veterans administration certifying official. (R.C. 3345.421)

[S]hall establish an appeals procedure for students who are veterans or service members for resolving disputes regarding the awarding of college credit for military experience. (R.C. 3345.423)

State institutions of higher education shall do all of the following by December 31, 2014:

1. *[E]ach state institution of higher education, as defined in section 3345.011 of the Revised Code, shall provide a student who is either a veteran or a service member with priority for course registration. (R.C. 3345.422)*
2. *[N]o state institution of higher education, as defined in section 3345.011 of the Revised Code, shall charge a student who is a veteran or a service member any fee for the evaluation of, transcription of, or application for college credit for military experience. (R.C. 3345.424)*

State institutions of higher education shall do all of the following by July 1, 2015 (R.C. 3333.164 C):

1. *[E]nsure that appropriate equivalent credit is awarded for military training, experience, and coursework that meet the standards developed by the chancellor pursuant to this section. (R.C. 3333.164 C)*

AGENDA ITEM: C.1.b.1.

AGENDA TOPIC: Fall Enrollment Update

STAFF CONTACT(S): Gary D. Swegan, Associate Vice President for Enrollment Planning and Management; Jack Fahey, Vice-President for Student Success and Student Experience

BACKGROUND: Fall 2015 early applicant and admitted results will be presented. Jack Fahey will provide an update on retention results through spring registration. In addition, he will provide a short update on progress with various retention initiatives.

SUMMARY AND ANALYSIS: The engagement of Royall & Company for fall 2015 application generation has paid early dividends, with applications currently running up (as of early November) over 200% ahead of fall 2014 at the same time.

RESOLUTION: N/A – DISCUSSION ITEM ONLY

REVIEWED AS TO FORM AND CONTENT:


James P. Tressel, President

Information to be submitted at a later date.

AGENDA ITEM: C.2.a.1.

AGENDA TOPIC: Resolution to Approve the Formation of an Honors College

STAFF CONTACT(S): Dr. Martin Abraham, Interim Provost and Vice President for Academic Affairs

BACKGROUND: The academic deans did a thorough review of the Honors Program at Youngstown State University, comparing YSU's program with programs of other institutions in the state of Ohio. After this review, the deans recommended an Honors College be formed to benefit Youngstown State University in attracting a larger number of students with high academic credentials. It is noted state subsidy will be given to colleges and universities based on graduation rates, and not enrollment.

SUMMARY AND ANALYSIS: Based on the work of the deans, the Interim Provost and Vice President for Academic Affairs recommends the formation of an Honors College, and this recommendation is supported by the President of Youngstown State University.

RESOLUTION:

**RESOLUTION TO APPROVE
THE FORMATION OF AN HONORS COLLEGE**

WHEREAS, the honors program at Youngstown State University is housed within the Office of Scholars and Honors and reports to the Division of Academic Affairs; and

WHEREAS, Youngstown State University wishes to increase the number of students who will utilize the benefits the honors programs offers; and

WHEREAS, it is the mission of Youngstown State University to attract the best and the brightest students from the United States and beyond; and

WHEREAS, an honors college would recruit more students with high academic credentials; and

WHEREAS, an honors college would enhance the honors program and provide a more robust experience for the students with high academic credentials; and

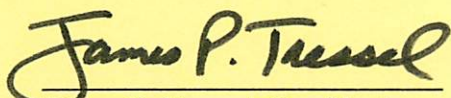
WHEREAS, an honors college would allow recognition of outstanding faculty through an appointment within the honors college; and

WHEREAS, the creation of an honors college is recommended by the Interim Provost and Vice President of Youngstown State University, and has the approval of the President; and

WHEREAS, the formation of an honors college would fulfill the mission of the University and help advance the Strategic Plan of Youngstown State University;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the formation of the Honors College, as recommended by the President and the Interim Provost of Youngstown State University.

RECOMMEND APPROVAL:

A handwritten signature in black ink that reads "James P. Tressel". The signature is written in a cursive style with a large initial "J".

James P. Tressel, President

**Board of Trustees Meeting
December 16, 2014
YR 2015**

Youngstown STATE UNIVERSITY

Enhancement of the YSU Honors Program November 2014

Engagement, Interdisciplinary Perspectives, Leadership, Research and Scholarship, and Global Citizenship

GOAL:

Enhance the YSU Honors Program to 1) increase the number of honors students who attend YSU and participate in the Honors Program, 2) increase the number of honors students who reside in the residence halls, 3) enrich the educational experience of Honors Program students and 4) use new Honors Program scholarships as a strategic recruiting tool.

BACKGROUND:

The YSU Honors Program, which began in 1977, creates a community of intellectual excellence. Exceptional students are brought together from diverse disciplines with the goal of challenging them with extraordinary courses and learning experiences that enrich their academic and social experiences at Youngstown State University. Upon completion of the program requirements, graduates are recognized with the Honors Diploma and a special notation on their transcript. Current requirements include 24 hours of honors courses, completion of an honor thesis, and community service. During 2013-2014, 467 students (including approximately 160 University Scholars) were in the Honors Program.

In October 2014, Interim Provost Martin Abraham appointed a task force to study the Honors Program and make recommendations regarding changes to the Honors Program, the role of the Leslie H. Cochran University Scholars Program, and the allocation of scholarships and room awards to meet the goals identified above. Prior to the formation of the task force, the decision had been made to reallocate much of the scholarship funding previously allocated to the Leslie H. Cochran Scholars Program. The Task Force members are: Dean Bryan Depoy, Associate Dean Mary Lou DiPillo, Dean Joe Mosca, Dr. John Sarkissian (chair of Foreign Languages), Interim Dean Gregg Sturuss, and Dean Betty Jo Licata (task force chair). The Task Force has received input from the Deans' Council, the Honors Committee, honors students, faculty, and Honors and Scholars staff.

ASSESSMENT OF HONORS PROGRAM:

There is consensus that the Honors Program should be a critical component of the YSU experience and should be leveraged to recruit more high caliber students, from this area and beyond, to YSU. Currently, the Honors and Scholar Programs have many strong components but there is great potential to strengthen and expand the Honors Program through increased focus, increased integration with the six academic colleges, increased use as a strategic recruiting tool, and programmatic innovations.

RECOMMENDATIONS FOR ENHANCEMENT OF THE HONORS PROGRAM:

Model:

- Create an integrated Honors Program with academic, professional and social experiences that are integrated with the five pillars: *Engagement, Interdisciplinary Perspectives, Leadership, Research and Scholarship, and Global Citizenship*.

Admission

- Increase visibility of the Honors Program and use as a recruiting tool to attract an increased number of high caliber students from a wider geographic area.

- Retain current admission criteria of a high school grade point average of 3.5 and ACT score of 26 or higher. Current YSU students can apply for admission to the Honors Program if they have a minimum grade point average of 3.4 and have completed at least 15 hours.

Curriculum and Program:

- There will be no programmatic difference between Honors and Scholars. A Leslie H. Cochran Scholar will be a student who is awarded full tuition, room and board.
- Increase the number of true, stand-alone honors sections of courses required of YSU students. Recognize that many honors students have already earned college credit through AP courses, College in High School, and post-secondary option (e.g., SB 140).
- Created an integrated set of honors general education courses.
- Create honors courses that incorporate service learning. Encourage all Honors Students to pursue the Service Learning Citizen Scholar designation. Service Learning Citizen Scholars are required to complete four service learning courses.
- Add an interdisciplinary capstone project as an alternative to the honors thesis.
- Add Global Learning Experiences and/or Study Abroad as Honors Program components.
- Establish high impact activities that create a vibrant learning community that stresses engagement not exclusion.
- Enhance the Living-Learning Community for Honors students.

Scholarships and Room Awards

- Eligible students will submit one application for admission to the Honors Program and consideration for additional Honors Scholarships and Room Awards. Admission decisions and awards will be made on a rolling basis.
- Students who are awarded full tuition, room and board will be identified as Leslie H. Cochran University Scholars.
- Honors Scholarships and Room Awards will be in addition to Provosts' (out of state), Deans', President's, or Trustees' Scholarships

Leadership and Faculty Involvement

- Appoint full-time Honors Program dean to provide focused leadership for Honors Program.
- Consider establishing an Honors College to increase the visibility and focus on honors programming.
- Increase engagement of faculty across the university and recognize those who teach honors courses with "courtesy appointments" in the Honors College.
- Increase the integration of the Honors Program with the six academic colleges and ensure faculty from each college are engaged with the Honors Program.

Recruitment and Admission

- Host Honors Visitation Day
- Increase profile of the Honors Program in recruiting materials
- Promote success and activities of the Honors Program

SUMMARY:

Expanding the vibrant learning environment for YSU Honors students and increasing the number of high caliber students who attend YSU and participate in the YSU Honors Program, will enrich our campus, enhance our academic reputation, and further support our commitment to the YSU mission of emphasizing a "creative, integrated approach to education, scholarship, and service".

AGENDA ITEM: C.2.a.2.

AGENDA TOPIC: Resolution to Approve the Renaming of the School of Graduate Studies and Research to the College of Graduate Studies

STAFF CONTACT(S): Dr. Martin Abraham, Interim Provost and Vice President for Academic Affairs

BACKGROUND: The School of Graduate Studies and Research houses two areas within its one unit: the School of Graduate Studies and the Office of Grants and Sponsored Programs. Recently, Youngstown State University was designated an urban research university, in part because of the prolific research done on the behalf of its faculty and staff. The increased work in the area of research combined with the increased volume of students and programs in the School of Graduate Studies has made a need for two separate units. The mission and vision of the University aligns the School of Graduate Studies to be designated as a College unit.

SUMMARY AND ANALYSIS: The importance to preserve the academic integrity of all of the academic units on campus, and in keeping with the mission and vision of Division of Academic Affairs, the Interim Provost and Vice President for Academic Affairs recommends the renaming of the School of Graduate Studies and Research to the College of Graduate Studies.

RESOLUTION:

**RESOLUTION TO APPROVE
THE RENAMING OF THE SCHOOL OF GRADUTE STUDIES AND
RESEARCH TO THE
COLLEGE OF GRADUATE STUDIES**

WHEREAS, the School of Graduate Studies and Research currently resides as an individual unit that reports to the Provost and Vice President for Academic Affairs; and

WHEREAS, beginning with the 2013-14 fiscal year, the Graduate School has been directed by one full-time associate dean of graduate studies and one half-time interim associate dean for research; and

WHEREAS, the needs of Youngstown State University as an urban research university have placed new demands upon the Department of Grants and Sponsored Programs, and

WHEREAS, continued growth in research productivity will be enabled by an enhanced recognition of research activity through a properly titled Office of Research; and

WHEREAS, to fulfill the mission and vision of Youngstown State University, it has been recommended to split this area into two separate units: a unit comprising the College of Graduate Studies and a unit of comprising the Office of Research; and

WHEREAS, in keeping with the mission and academic vision of Youngstown State University, and to preserve the integrity of all academic units, the President of Youngstown State University and the Interim Provost and Vice President of Academic Affairs recommend that the School of Graduate Studies and Research be renamed to the College of Graduate Studies;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the College of Graduate Studies as an individual unit reporting to the Division of Academic Affairs at Youngstown State University, as recommended by the President and the Interim Provost of Youngstown State University.

RECOMMEND APPROVAL:


James P. Tressel, President

**Board of Trustees Meeting
December 16, 2014
YR 2015**

Proposal for Reorganization
Separation of School of Graduate Studies and Research
Authorization for National Searches

November 10, 2014

Summary:

The YSU strategic plan calls for YSU to transition to an urban research university. An *ad hoc* subcommittee of the research cornerstone developed a plan for this transition in AY 2012-13, and presented aspects of the plan to the Provost and the Board of Trustees since its development. One of the central tenets of the plan is to identify an administrative office that is directly and exclusively responsible for research growth at YSU. In order to allow this transition to occur, the following three action steps are requested:

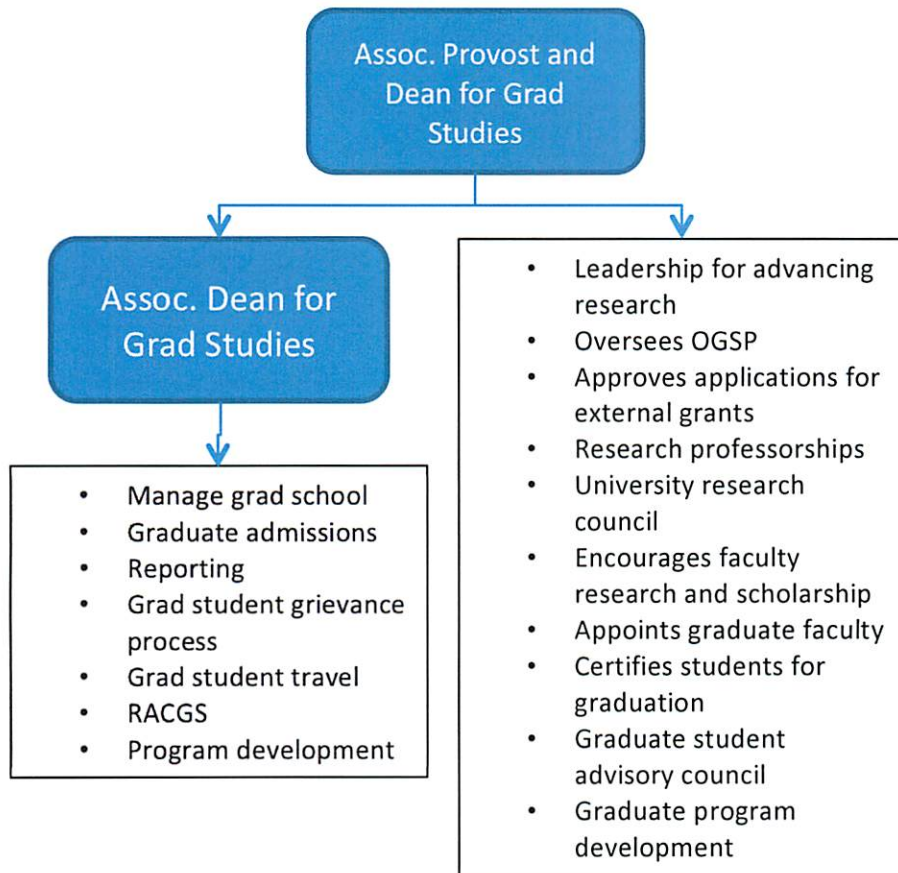
1. Create a standalone College of Graduate Studies and a standalone Office of Research.
2. Authorize a national search for a Dean of the College of Graduate Studies. The existing Associate Dean for Graduate Students will be eliminated. Thus, no additional positions will be created.
3. Authorize a national search for an Associate Vice-President for Research. The Board of Trustees had previously authorized a search for an Associate Provost for Research and Dean of the College of Graduate Studies and Research, which previously failed and will not be renewed. The existing interim associate dean for research would be eliminated. Thus, no additional positions are required and one interim position will be eliminated.

Background:

YSU has a desire to increase its level of research activity and its graduate enrollment. Both of these functions currently reside within a single office, the leadership of which is currently vacant. However, each of these functions is currently be overseen by an associate dean.

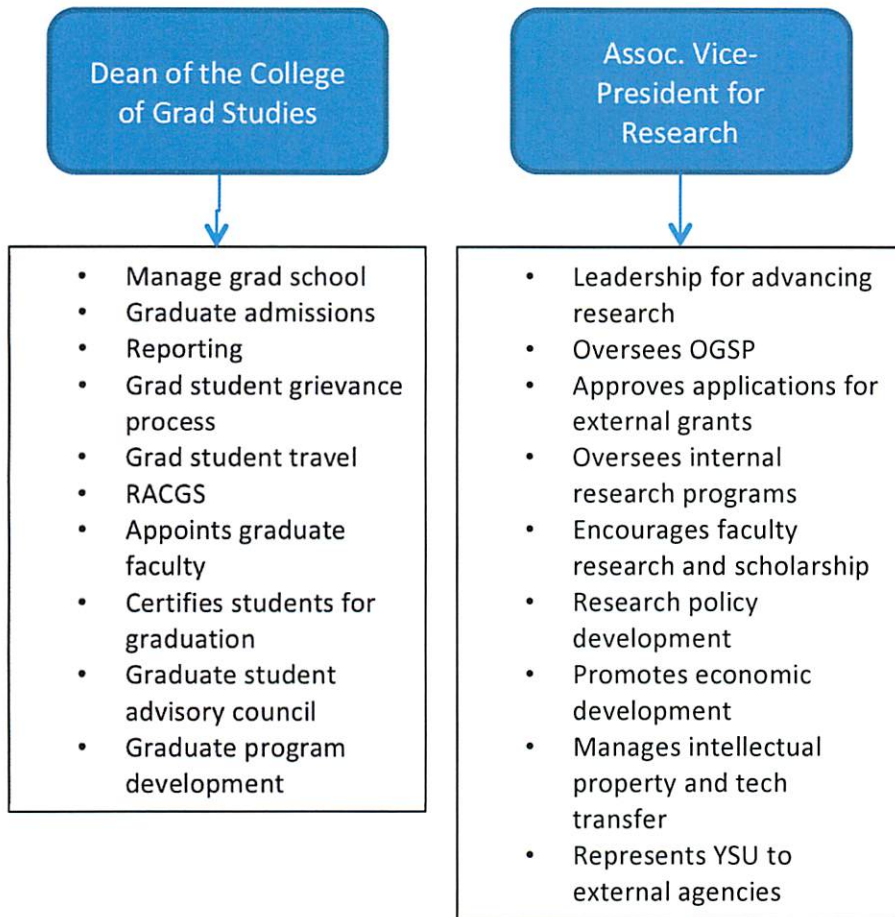
There are two common structures throughout academia for administering research and graduate studies. The current structure used by YSU is also used by about half of the state universities in Ohio, and is roughly organized with the functions of the office as shown in Figure 1. This organization provides for a single leadership role with one administrator responsible for both the graduate programs and all of the functions of the research office. In nearly all cases, there is not only an associate dean for graduate studies but also an associate vice president or director that provides oversight for all of the research operations. Thus, the leadership position is not responsible for any of the day-to-day operations of either office.

Figure 1: Current structure



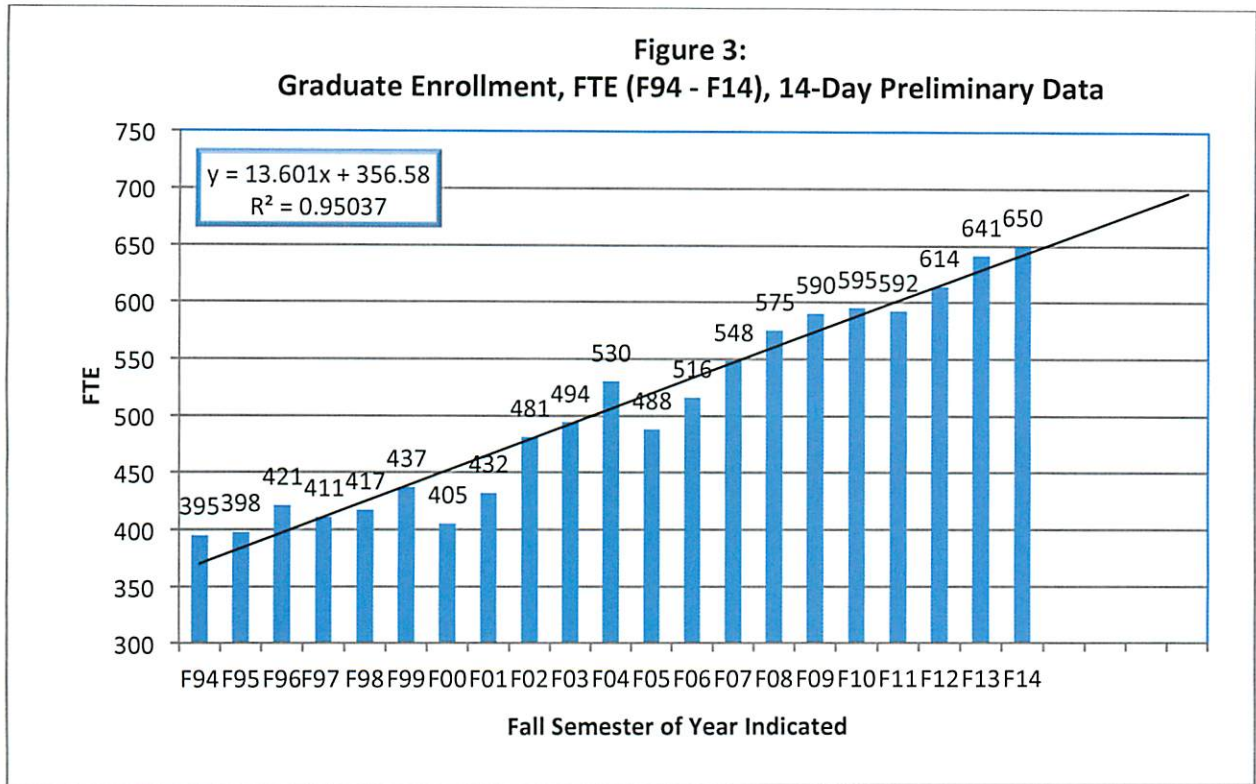
There are also a number of universities within Ohio that utilize a split model that provides separate leadership of research and graduate studies, along the lines proposed for the new arrangement for YSU and shown in Figure 2. Examples within Ohio include Cleveland State University, Kent State University, Bowling Green State University, the University of Toledo, and Miami University. With this proposed separation, there is one administrator that supervises all functions within the Graduate College and a second administrator that supervises all functions within the Office of Research. As shown in Figure 2, the proposed arrangement provides a clear delineation of responsibilities, and allows the Associate Vice-President for Research to address issues of intellectual property and technology transfer. Such issues are essential for successful research collaborations with the business community and are not effectively performed in the current administrative structure.

Figure 2: Proposed structure



Intended Outcome 1: Increase graduate enrollment

YSU graduate enrollment has increased steadily over the last 20 years, showing a 65% increase in the full-time equivalent enrollment in that time, as shown in Figure 3. This growth is largely due to the increase in the number of graduate programs offered by the University, but also represents a shift from students who would enroll in a few graduate courses to those who now choose to come to YSU to earn a graduate degree. At the current graduate tuition rate, and with the F14 enrollment of 650 FTE students, this corresponds to a tuition income of roughly \$6,000,000. Recognizing that many graduate students also pay an out-of-state surcharge as well as other fees, the revenue generated by graduate students is extremely significant for the university.



Theme 3 of the urban research transition cornerstone includes an initiative to increase graduate enrollment. Currently, YSU graduate enrollment is approximately 6% of the total population of the university. This is a very low percentage relative to our peer institutions, and represents an untapped resource for enrollment growth. The current rate of growth projects an increase in graduate tuition of \$250,00 per year. Doubling that rate of growth would generate an additional \$250,000 in tuition income every year, or roughly \$3,750,000 over the next 5 years.

A reasonable objective would be for the graduate student population to represent 10% of the total YSU population by Fall 2020. This is still a low number relative to our peers, but is more consistent with Master’s comprehensive institutions. Such a goal would correspond to roughly 1000 FTE graduate students, with a total tuition income of approximately \$10,000,000; an increase of \$4,000,000 in the 2020 tuition income relative to F2014 (assuming no increases in graduate tuition). Achieving such an objective begins with the investment in a Graduate Dean who can lead the needed changes within the graduate school admissions and recruitment functions.

Intended Outcome 2: Increase research productivity

As with so many other areas, YSU ranks near the bottom of State statistics in research expenditures. Table 1 provides information obtained from the National Science Foundation on all research conducted at YSU and institutions throughout Ohio. YSU is barely above Central State, and lags all other state universities, by a considerable margin. Within our own region, Cleveland State, Akron, and Kent all perform substantially better than YSU, with between 7 and

18 times the research activity ongoing at YSU. Despite our low research activity, YSU generates approximately \$750,000 in salary through its externally funded grants, and roughly \$100,000 in indirect costs.

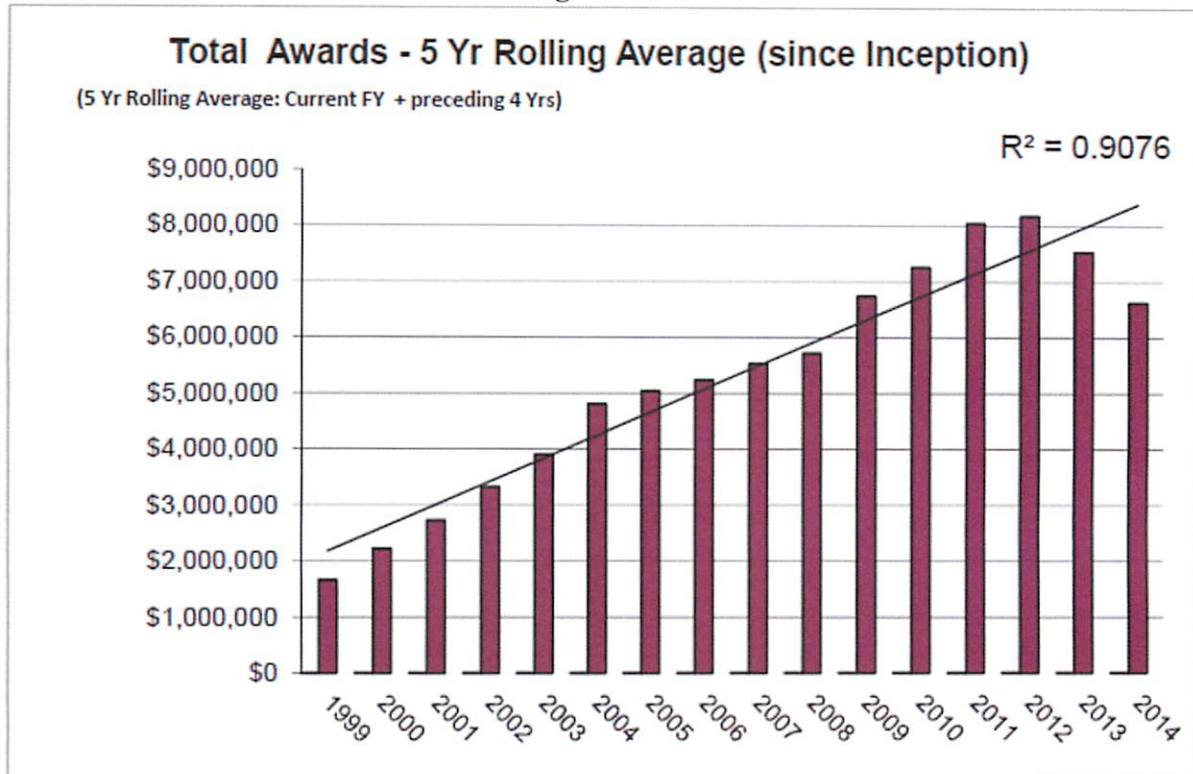
Table 1
Research Expenditures at Universities in Ohio, FY2012
Source: National Science Foundation

Institution	FY2012 R&D Expenditures (\$ Millions)	National Rank
Ohio State University	766.5	19
University of Cincinnati	433.7	46
Case Western Reserve Univ.	431.1	49
University of Dayton	81.0	160
University of Toledo	68.2	174
University of Akron	66.4	175
Cleveland State University	61.1	183
Ohio University	57.2	192
Kent State University	26.5	248
Miami University	26.3	249
Bowling Green State University	8.57	345
Youngstown State University	3.60	435
Central State University	3.59	436

The 2020 strategic plan cornerstone 3 focuses on the transition to an urban research university. It identifies numerous metrics that would demonstrate improved research activity, including number of scholarly publications, amount of funding received through external grants, patents, and similar indicators of success.

YSU has had success in achieving some of these metrics. Earlier this year, we announced the first ever patent received by a YSU faculty, and there are several other patent applications that are in various stages of review. Research funding has increased, as shown in Figure 4, which reports the data on a five-year rolling average and shows the average funding increasing from less than \$1,500,000 in FY1999 to a peak of over \$8,000,000 in FY2012. The single best year for YSU was FY2009, when over \$11,000,000 in externally funded grants were received. Although the five-year rolling average has declined in recent years, roughly \$7,000,000 in externally funded grants were received in FY14, approximately double that obtained the prior year.

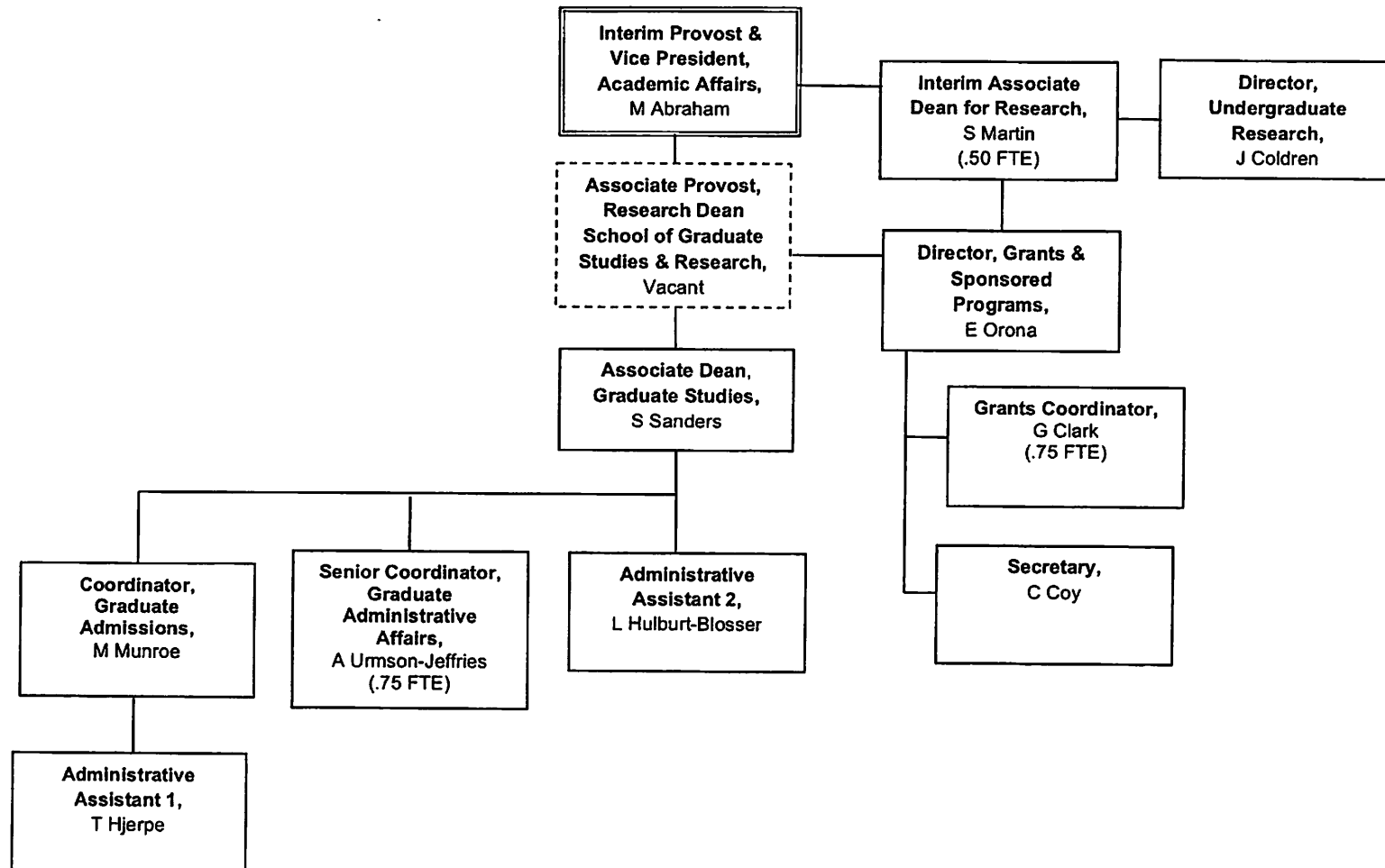
Figure 4



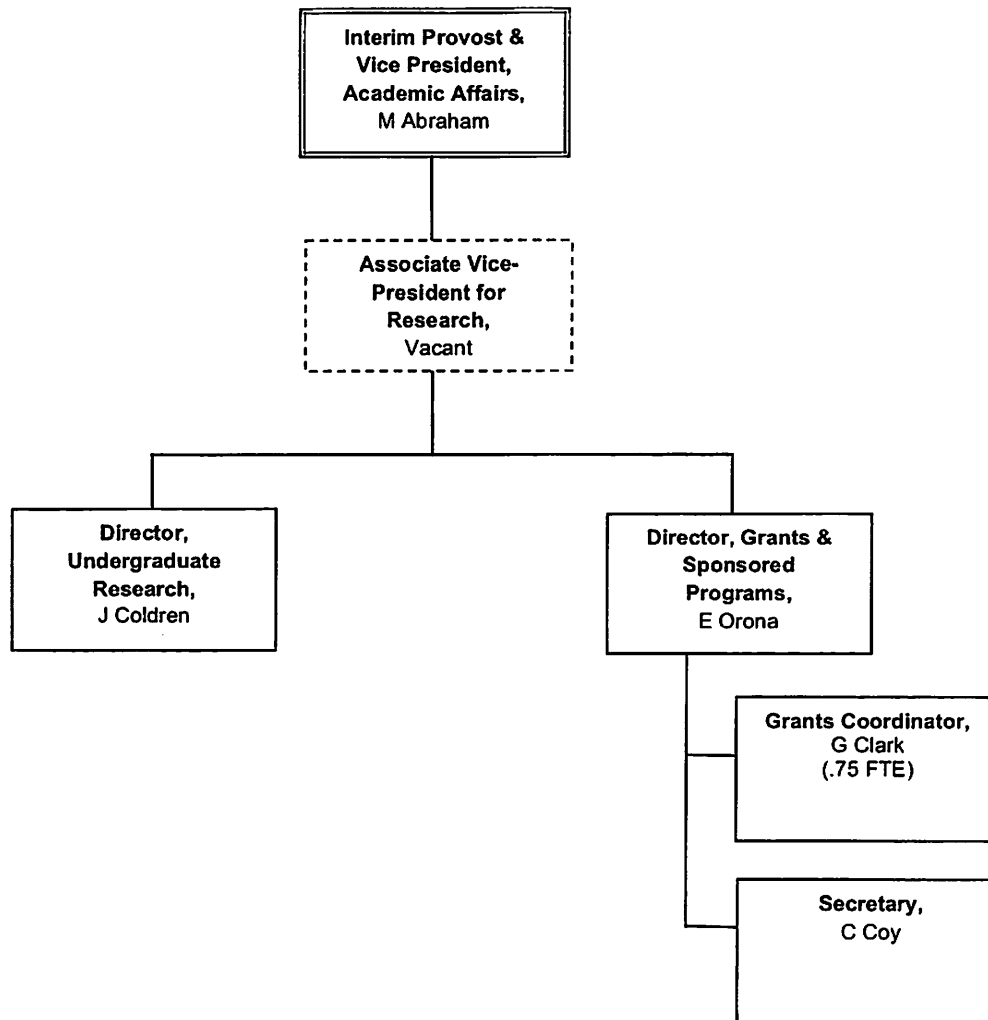
In order to approach the research productivity of our peer institutions, we would need to quadruple the funding success of our faculty. Simply scaling the impact of that based on the current typical grant would result in approximately \$3,000,000 in annual salary and \$400,000 in indirect cost return. However, as greater grant success is achieved, a larger proportion of the grant funding should be received in salary, and in particular, to pay summer salary for our research active faculty. Using a traditional grant model, for each \$100,000 of grant funding there is sufficient resources to provide approximately one month of faculty summer salary and one graduate assistant, which generates approximately \$9700 in indirect costs. If we are successful in reaching \$28,000,000 in research funding with that model, which would include over \$5,000,000 in faculty and student wages and approximately \$2,700,000 in indirect costs. Achieving such an objective begins with the investment in an Associate Vice-President for Research who can lead the needed changes in research administration that would facilitate greater numbers of faculty submissions, a higher rate of success, and more potential to work with area businesses in the growth of new research and promotion of economic development opportunities.

Youngstown State University
Division of Academic Affairs

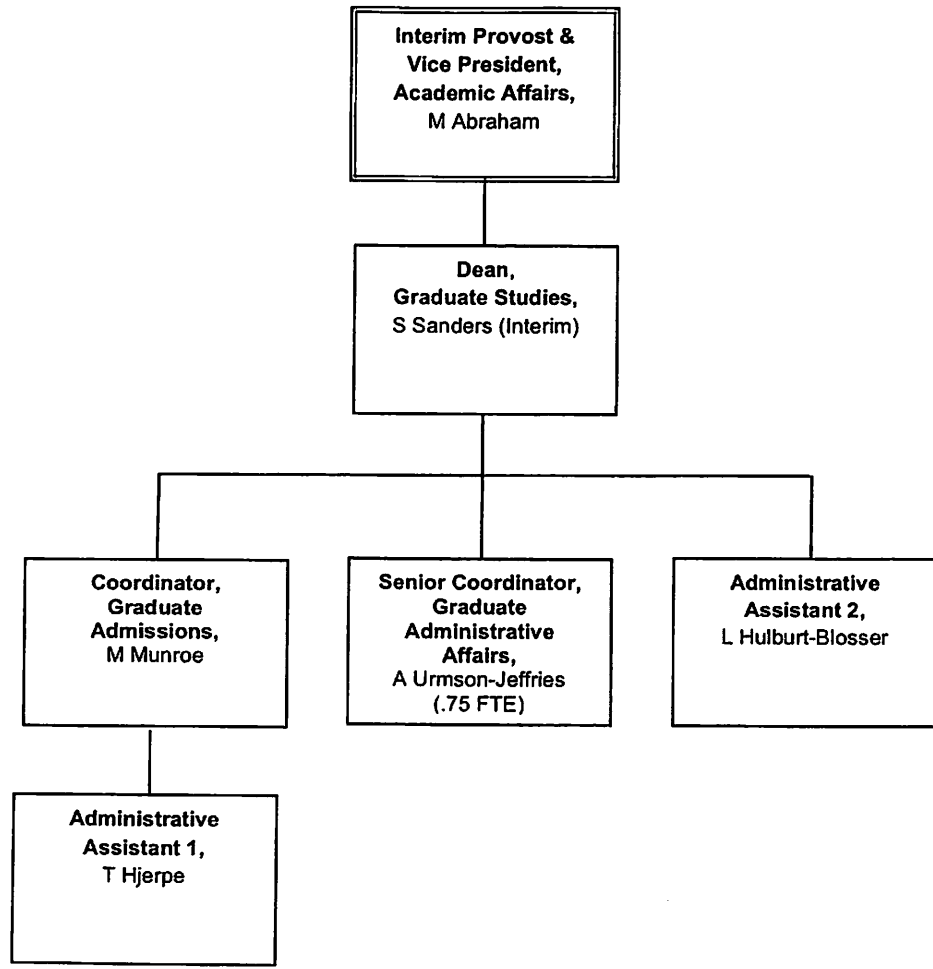
- School of Graduate Studies & Research



Youngstown State University
Division of Academic Affairs
• Office of Research



Youngstown State University
Division of Academic Affairs
• College of Graduate Studies



AGENDA ITEM: C.2.b.1.

AGENDA TOPIC: Program Improvement Plans

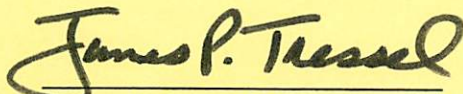
STAFF CONTACT(S): Dr. Martin Abraham, Interim Provost and Vice President for Academic Affairs

BACKGROUND: As required by the Higher Learning Commission's Criteria for Accreditation and Core Components, Youngstown State University must "maintain a practice of regular program reviews." Because YSU has not engaged in a systematic program review for several years, a committee has been formed to develop the metrics, format, and procedures for a new Program Improvement Plan review process. Each of the academic colleges has a representative on the committee. The committee will make its recommendations to the Provost by the end of the fall 2014 semester.

SUMMARY AND ANALYSIS: Program Improvement Plans will assess how each academic program is performing as well as how each program could improve. Plans will be submitted to the deans and then to the Provost in early March 2015. The information gathered is aligned with the expectations of the Higher Learning Commission and its reaccreditation of Youngstown State University.

RESOLUTION: N/A – DISCUSSION ITEM ONLY

REVIEWED AS TO FORM AND CONTENT:

A handwritten signature in black ink that reads "James P. Tressel". The signature is written in a cursive style with a large initial "J".

James P. Tressel, President

AGENDA ITEM: C.2.b.2.

AGENDA TOPIC: Process for Considering Reorganization of College Structure

STAFF CONTACT(S): Dr. Martin Abraham, Interim Provost and Vice President for Academic Affairs

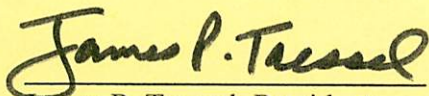
BACKGROUND: In keeping with the academic vision and mission of Youngstown State University, the Division of Academic Affairs is reviewing its organizational structure. Part of this review will include conversations among the Beeghly College of Education, the College of Liberal Arts and Social Sciences, and the College of Creative Arts and Communication to identify programmatic benefits of creating two colleges from the 16 departments housed within the current three colleges. Meetings are being organized with faculty representatives from each of the affected departments to recommend a departmental alignment, the potential programmatic benefits, and any specific concerns. A second committee consisting of the chairs of the affected departments is also being convened to identify administrative issues including shared governance and budget that need to be addressed. The findings of this information will be presented to the Board of Trustees at a future meeting.

The charge for both of these committees is included as additional information.

SUMMARY AND ANALYSIS: Two committees have been established to review the organizational structure for the 16 departments currently housed within the Beeghly College of Education, the College of Liberal Arts and Social Sciences, and the College of Creative Arts and Communications. A reduction from six colleges to five is expected.

RESOLUTION: N/A – DISCUSSION ITEM ONLY

REVIEWED AS TO FORM AND CONTENT:



James P. Tressel, President

From: Martin Abraham
Sent: Monday, November 10, 2014 10:29 PM
To: Joseph L Mosca; Charles Howell; Jane Kestner
Subject: Charges to groups examining reorganization

Charlie, Joe, and Jane,

Please see attached the charge for the two groups that you are bringing together to review the opportunities or reorganization. There is significant similarity between the memo to these two groups, although the distinctions are important. I am especially looking for the faculty to provide me with ideas on programmatic enhancements, whereas I expect the chairs to be more operational in their analysis.

Please take a look at both and let me know if you have any questions or concerns. The faculty group will meet for the first time on Monday, at which time I will present them with this charge. I would also welcome the opportunity to speak with the chairs before they get very far along in their work.

Thank you for your help with this important and challenging task.

Martin Abraham
Interim Provost
Youngstown State University

330-941-3103



Memo

To: Chairs of departments affected by college reorganization

From: Martin Abraham, Interim Provost

Subject: Charge for the chairs

Date: November 12, 2014

As Youngstown State University continues to determine the best opportunities for future growth, I would like to take this time to reflect upon the college structure and evaluate whether our current college alignment is optimal. I was quoted accurately in the *Jambar* as saying, "The objective is to figure out if we can be more effective in our organizational structure. Universities have a structure more often because of history than because they have specifically planned to have any given structure; our university is the same way." I also stated, "Is there a better way that we could do it; better way for the students and a better way for the faculty? And I am not going to deny it, if we did something, would we be able to save money with it?"

It is my belief that there are synergies among the departments in the College of Liberal Arts and Social Science, the College of Creative Arts and Communications, and the Beeghly College of Education that can benefit from reorganization. However, I recognize that reorganization also results in some concerns that need to be addressed. As chairs, you are in the best position to understand how a college reorganization will affect your operation, whether it is in terms of shared governance, budgetary matters, or other issues.

In order to address these challenges, I ask that you provide for me, no later than March 6, 2015, a brief report that:

1. Proposes a lineup of those departments that would be housed within two colleges
2. Outlines the opportunities for program enhancements that could result from reorganization
3. Identifies challenges that will need to be addressed as part of the reorganization process

I look forward to receiving your analysis.

Memo

To: Ad Hoc committee examining college reorganization

From: Martin Abraham, Interim Provost

Subject: Charge for the committee

Date: November 12, 2014

As Youngstown State University continues to determine the best opportunities for future growth, I would like to take this time to reflect upon the college structure and evaluate as to whether our current college alignment is optimal. I was quoted in the *Jambar* as saying, "The objective is to figure out if we can be more effective in our organizational structure. Universities have a structure more often because of history than because they have specifically planned to have any given structure; our university is the same way." I also stated, "Is there a better way that we could do it; better way for the students and a better way for the faculty? And I am not going to deny it, if we did something, would we be able to save money with it?"

In preliminary discussions with the Deans of the colleges, it was suggested that there would be synergies among some of the departments in the College of Liberal Arts and Social Science, the College of Creative Arts and Communications, and the Beeghly College of Education, but that reorganization would also result in some concerns that would need to be addressed. Your charge is to provide for me, no later than March 6, 2015, a brief report that:

1. Assuming that reorganization of the 16 departments is practical, provides me the lineup of those departments that would be housed within two colleges
2. Outlines the potential enhancements that could result from reorganization involving the creation of two new colleges
3. Indicates specific concerns that need to be addressed prior to reorganization being completed

I look forward to receiving your analysis.