# YOUNGSTOWN STATE UNIVERSITY

**BOARD OF TRUSTEES**
**ACADEMIC EXCELLENCE AND STUDENT SUCCESS COMMITTEE**
Joseph J. Kerola, Chair
Laura A. Lyden, Vice Chair
All Trustees are Members

| | |
|---|---|
| **Wednesday, September 18, 2024** | **Board Room** |
| **3:00 p.m.** | **Tod Hall** |

## AGENDA

**A.    Disposition of Minutes**

**B.    Old Business**

**C.    Committee Items**

      **1.    Academic Excellence and Student Success Discussion Items**

C.1.a = Tab 1     a.  **Project Status Report ORC 3345-35 Curricular Efficiency**
Dr. Jennifer A. Pintar, Provost and Vice President for Academic Affairs, will report.

C.1.b. = Tab 2    b.  **Project Status Report New Degrees**
Dr. Jennifer A. Pintar, Provost and Vice President for Academic Affairs, will report.

C.1.c. = Tab 3    c.  **Project Status Reports Academic Affairs**
1. **AMP**
2. **Focus +**
3. **Hiring Process**
4. **Program Adoption**
5. **EGCC**
6. **UG Online**
7. **Improved Communication**
8. **College Viewbook**
Jennifer A. Pintar, Provost and Vice President for Academic Affairs, will report.

C.1.d. = Tab 4    d.  **Project Status Reports BEE, Sokolov Honors College and Community Engagement**
1. **BEE AIM**
2. **BEE YESS**
3. **FLSA**
4. **Penguin Prep**
5. **Carnegie Classification**
6. **TILT**
Jennifer A. Pintar, Provost and Vice President for Academic Affairs, will report.

C.1.e. = Tab 5    e.  **Project Status Report Student Complaint Process**
Nicole Kent-Strollo, Dean of Students and Ombudsperson, will report.

C.1.f. = Tab 6    f.  **Project Status Report Student Counseling Services**

# Status Report
## ORC 3345.35 Curricular Efficiency
September 18, 2024

## EXECUTIVE SUMMARY

By September 1, 2025 our Board of Trustees are required to evaluate all courses and programs the institution offers based on enrollment and duplication of its courses and programs with those of other state institutions of higher education within a geographic region, as determined by the chancellor of higher education. For courses and programs with low enrollment, as defined by the chancellor, the Board of Trustees shall provide a summary of recommended actions, including consideration of collaboration with other state institutions of higher education. For duplicative programs, as defined by the chancellor, the board of trustees shall evaluate the benefits of collaboration with other institutions of higher education to deliver the program.

## PROJECT DETAILS

The ORC 3345.35 has very specific requirements for reporting. Data Warehouse Engineers are developing tools to provide data needed for the report and to assess our offerings each semester.  We are currently in the third of three years for the next report to be submitted and will begin constructing the report as we get the 14th day enrollment reports during the Fall and Spring terms.

## SCOPE

To date, we have reviewed lecture, seminar, and practicum courses.  We will develop preliminary plans to (1) examine courses with other HEI classifications, and (2) assess associate degree courses that are not integrated with any bachelor degree curriculums.

## PROJECT MILESTONE TIMELINE

**September** – complete work with Data Warehouse Engineer to accurately assess data for low enrolled courses
**October** – review results from Fall term with Deans and Chairpersons
**November** – review follow through on the 159 "Action Courses" submitted with report in 2022
**February** - review results from Spring term with Deans and Chairpersons
**March** – complete ORC report
**June** – Submit ORC 3345.35 to Board of Trustees meeting for review
**August** – Submit ORC 3345.35 to the State

## BREAKDOWN

Our undergraduate low enrolled lecture course offerings (17 or fewer) were reduced by 47% from Fall 2021to Fall 2024. Our graduate low enrolled lecture course offerings (10 or fewer) were reduced by 34% from Fall 2021 to Fall 2023, but did see a slight increase this Fall. Our goal is to have 100 or fewer low enrolled undergraduate and 60 or fewer low enrolled graduate courses each semester this academic year.

|  | F2021 | F2023 | F2024 |
|---|---|---|---|
| Undergrad | 493 | 306 | 231 |
| Graduate | 165 | 109 | 122 |

## PROJECT RISK ACTION PLAN

| RISKS | ACTION PLAN | OWNER |
|---|---|---|
| Action Courses from last report | Review last report for follow through on the actions having been taken on specific courses | Discipline Deans |
| Reaching our goal number of courses | Use new tools created by Data Warehouse Engineers | Office of Academic Affairs |

# Status Report
## New Associate Degrees/Certifications
September 18, 2024

## EXECUTIVE SUMMARY

Fifty-five new degrees and certifications were developed by faculty chairs, and deans and approved by HLC and/or ODHE, depending on requirements. Thirty-one degrees and certifications are currently being offered with two (Nursing's ADN and the Police Academy) face-to-face in Jefferson County. Nine degrees/certifications are in varying stages of being ready to be offered. Eight degrees/certifications are on hold as we seek discipline specific accreditation or are in need of a location and equipment to teach. Students in seven certifications completed but we will not be accepting new students.

## PROJECT MILESTONE TIMELINE

**Technical Phase (Current Phase)**
- Accreditations, hiring of faculty and staff to support programs.

**Implementation Phase (Current Phase)**
- Work with the resources we currently have access to, make plans for the ones we hope to, and develop back up plans for different scenarios based on equipment and facility availability.

## PROJECT DETAILS

The project is aimed at expanding our academic portfolio to serve students with varying educational and occupational goals.

Summer and Fall 2024 saw a total of 845 enrollments in certificate and associate degree programs. This represents a total of 769 students enrolled across the two semesters in associate degrees and 76 in certificates. Note that students may be counted twice if enrolled in both semesters.

## SCOPE

Identify market share and best ways to reach our target audience for each program. The focus is to grow these 48 new degrees and certificates to support the students and our region.

## BREAKDOWN

There are 76 students enrolled in the new certificate programs Summer and Fall 2024.

There were 106 (99% EGCC) and 266 (87% EGCC) students enrolled in online programs in Summer and Fall terms, respectively.

### Summer 2024: enrolled (% EGCC transfer)

| Program | ADN | Police | All other |
|---|---|---|---|
| F2F Yo | 27 (0%) | 24 | 119 |
| F2F JCo | 65 (100%) | (71%) | (66%) |

### Fall 2024: enrolled (% EGCC transfer)

| Program | ADN | Police | All other |
|---|---|---|---|
| F2F Yo | 105 (0%) | 57 | 363 |
| F2F JCo | 114 (27%) | (39%) | (45%) |

## PROJECT RISK ACTION PLAN

| RISKS | ACTION PLAN | OWNER |
|---|---|---|
| Determine target audiences for marketing of specific programs | Analysis of market share for online, face-to-face, and hybrid options per program | Ross Morrone |
| Achieve discipline specific accreditation for select programs | Work with deans and chairs to achieve required accreditations | Kevin Ball and respective Deans |

# Status Report
## Academic Master Plan
September 18, 2024

**YOUNGSTOWN STATE UNIVERSITY**
Office of **Academic Affairs**

### EXECUTIVE SUMMARY

The Academic Master Plan (AMP) process was initiated in summer 2024 with the goal of creating a comprehensive strategy that aligns the university's academic initiatives with broader institutional objectives, including enrollment, retention, and faculty success. Currently, the AMP team is conducting listening tours with all 18 academic departments to gather input on how success is measured and what support departments expect from the plan. In October, town hall meetings will be held to reveal survey data collected in September, and an outline of the AMP will be drafted for delivery to the Board of Trustees (BOT) in December 2024. The AMP will be finalized in 2025, with a flexible, evergreen structure that can adapt to future changes.

### PROJECT DETAILS

The AMP is a collaborative initiative designed to ensure the long-term success of YSU's academic programs and support areas. It involves consultations with various stakeholders, including faculty, staff, students, and department heads, to gather insights on program success, resource needs, and future goals. Focus areas include enhancing faculty and student support, aligning enrollment strategies with market needs, and developing transparent policies for academic decision-making. The plan will evolve based on internal and external changes, making it adaptable to YSU's needs over time.

### SCOPE

The AMP will focus on the development of policies and strategies to support academic departments, faculty, students, and staff at YSU. It will address key issues such as enrollment strategies, program success metrics, faculty development, and resource allocation.

### PROJECT MILESTONE TIMELINE

**August 2, 2024**: Focus group with academic support areas.
**September 2024**: Listening tours with 18 academic departments.
**October 2024**: Town hall meetings and survey data reveal.
**November 2024**: Draft outline of the AMP.
**December 2024**: Present outline to the BOT.
**January 2025 - Summer 2025**: Finalize AMP and begin implementation of action items.

### BREAKDOWN

**Phase 1**: Initial focus group with academic support areas (August 2024).
**Phase 2**: Listening tours with academic departments (September 2024).
**Phase 3**: Town halls and survey data collection/reveal (October 2024).
**Phase 4**: Drafting and presenting the outline to the BOT (November-December 2024).
**Phase 5**: Plan writing and implementation of immediate action items (January-Summer 2025).

### PROJECT RISK ACTION PLAN

| RISKS | ACTION PLAN | OWNER |
|---|---|---|
| Data from surveys may not reflect a clear consensus or actionable insights. | Analyze survey data thoroughly, supplement with focus groups, and adjust the plan accordingly. | Ross Morrone, Dr. Kevin Ball, Dr. Jennifer Pintar |
| Delays in drafting the outline or writing the full plan. | Set clear internal deadlines and ensure ongoing communication with all stakeholders. | Ross Morrone, Dr. Kevin Ball, Dr. Jennifer Pintar |

# Status Report
## Focus+
September 18, 2024

YOUNGSTOWN STATE UNIVERSITY
Office *of*
**Academic Affairs**

## EXECUTIVE SUMMARY

Focus+ is a program initiated in spring 2024 by the Office of Academic Affairs to support 12 academic programs at YSU that demonstrated market interest but faced low enrollment. Through market research and department consultations, the program identified opportunities to enhance the marketability of these programs, including issues like program "identity." New marketing materials, webpage updates, and digital campaigns were developed over the spring and summer, and implementation is scheduled for fall 2024. The project will continue by identifying additional programs for support in fall 2024 and spring 2025.

## PROJECT DETAILS

Focus+ targets academic programs that show potential for growth based on market interest but lack corresponding enrollment numbers. OAA collaborated with departments to create strategic marketing improvements, including updated program descriptions, enhanced digital presence, and tailored marketing campaigns. The ongoing effort aims to elevate underperforming programs by leveraging market insights and improving visibility to prospective students.

## SCOPE

The project scope includes analyzing market trends, identifying enrollment barriers, and improving program marketing and visibility.

## PROJECT MILESTONE TIMELINE

**Spring 2024**: Initial 12 programs identified based on market research.
**Spring-Summer 2024**: Meetings with departments and development of marketing materials.
**Fall 2024**: Implementation of marketing strategies (webpage updates, digital campaigns).
**Fall 2024**: Begin identifying the next round of programs to enter Focus+.
**Spring 2025**: Continuation of the Focus+ process for new programs.

## BREAKDOWN

**Phase 1**: Market research analysis and program identification (Spring 2024).
**Phase 2**: Individual department meetings to assess and discuss challenges and opportunities (Spring 2024).
**Phase 3**: Development of new marketing materials, web page redesign, and a digital marketing strategy (Summer 2024).
**Phase 4**: Implementation of marketing strategies and tracking performance (Fall 2024).
**Phase 5**: Identification of the next round of programs for Focus+ (Fall 2024-Spring 2025).

## PROJECT RISK ACTION PLAN

| RISKS | ACTION PLAN | OWNER |
|---|---|---|
| Low engagement from departments during the implementation phase. | Regular meetings and updates to ensure departmental buy-in and alignment on marketing efforts. | Ross Morrone, Dr. Jennifer Pintar, Departments |
| The new marketing materials and campaigns do not generate immediate enrollment increases. | Continuous monitoring of enrollment trends and refinement of the marketing approach. | Ross Morrone |
| Delays in identifying new programs for Focus+ | Begin early consultations with departments to expedite the selection process. | Ross Morrone, Dr. Jennifer Pintar, Departments |

# Status Report
## Academic Hiring Process
September 18, 2024

YOUNGSTOWN STATE UNIVERSITY
Office of
**Academic Affairs**

### EXECUTIVE SUMMARY

The Internal Academic Hiring Process was developed in spring 2024 to streamline and enhance the hiring of academic positions at YSU. This process ensures that hiring decisions are based on market research, budget availability, and strategic academic goals. It is automated to ensure communication between stakeholders, including requestors, budget officers, and Human Resources. The process applies to both new hires and replacement.

### PROJECT DETAILS

The academic hiring process addresses key communication gaps and approval delays by automating steps and ensuring that each hiring request is evaluated based on market research, program viability, and available funds. For each academic hire, the process goes through three levels of approval:

1. **Market Research Approval**: Ensures that the position aligns with long-term program viability based on trends and market data.
2. **Budget Approval**: Confirms that OAA funds are available to support the hire.
3. **Provost Approval**: Final confirmation for the hire, whether it is a new position or a replacement for a retirement or resignation.

### SCOPE

This process applies to all academic hiring at YSU, including both new and replacement positions. It ensures that positions are tied to program viability, budget availability, and broader strategic goals. The scope does not include non-academic staff hires or temporary faculty appointments.

### PROJECT MILESTONE TIMELINE

**Spring 2024**: Process development and approval.
**Spring-Summer 2024**: Implementation of automated communication and approval systems.
**Summer 2024**: Initial use of the process for both new and replacement hires.
**Ongoing**: Regular meetings to review and refine the process.

### BREAKDOWN

**Phase 1**: Development of market research criteria and budget approval guidelines (Spring 2024).
**Phase 2**: Creation of an automated system for communication and approvals (Spring 2024).
**Phase 3**: Implementation and initial rollout (Summer 2024).
**Phase 4**: Ongoing process evaluation and updates through regular meetings.

### PROJECT RISK ACTION PLAN

| RISKS | ACTION PLAN | OWNER |
|---|---|---|
| Delays in communication between departments and approval stakeholders. | Regularly review the automated communication system to ensure no delays or breakdowns occur. | Ross Morrone |
| Budget constraints affecting approval timelines. | Coordinate closely with the OAA budget team to identify and resolve potential funding issues early in the process. | Ross Morrone, Terri Orlando, Dr. Jennifer Pintar |

# Status Report

## New Program Adoption Process

September 18, 2024

## EXECUTIVE SUMMARY

The new program adoption process, launched in summer 2024, streamlines program approvals at YSU. It begins with departmental and dean approval, followed by market research, and then moves to the Office of Academic Affairs (OAA) for a soft approval. After presenting to deans and OAA administration for feedback, programs proceed through the final approval stages, ensuring market viability and proper support. The process continues to be refined for future program launches.

## PROJECT DETAILS

This model is designed to prevent programs from moving forward without market viability or necessary financial backing. The process includes:

1. **Departmental & Dean Approval**: Initial approval from the department and college dean.
2. **Market Research**: Ross Morrone conducts research using Gray Decision Intelligence and RNL data to assess program viability and potential market demand.
3. **Soft Approval by OAA**: The program is brought to OAA for preliminary approval to proceed with the deans and administration.
4. **Presentation and Feedback**: The department presents the program to the deans and OAA administration, receives feedback, and makes necessary adjustments.
5. **Final Approval Process**: Once adjusted, the program proceeds through academic senate, HLC, and state approvals.

## SCOPE

The new process applies to all new academic programs being considered for adoption at YSU. It ensures that each program is market-tested, financially supported, and prepared for a successful launch. It does not cover non-academic programs or modifications to existing programs.

## PROJECT MILESTONE TIMELINE

**Summer 2024**: Process initiation and first program presentation (GIS degree).
**Late Summer 2024**: Soft approval of GIS degree after presentation.
**Fall 2024**: Continued development and refinement of the process.
**Ongoing**: Expansion of the process for future program adoptions.

## BREAKDOWN

**Phase 1**: Initial department and dean approval.
**Phase 2**: Market research using Gray Decision Intelligence and RNL (Summer 2024 onwards).
**Phase 3**: Soft approval from OAA and presentation to deans (Late summer 2024).
**Phase 4**: Adjustments based on feedback and progression through final approvals.
**Phase 5**: Further process development and application to other programs (Fall 2024 and beyond).

## PROJECT RISK ACTION PLAN

| RISKS | ACTION PLAN | OWNER |
|---|---|---|
| Market research data may not fully align with department expectations or existing program goals. | Ensure early and transparent communication between market research teams and academic departments. | Ross Morrone |
| Insufficient funding for program marketing and launch. | Integrate marketing budget planning into the initial approval phases to ensure financial readiness. | Terri Orlando, Neal McNally |

# Status Report
## YSU Programs Marketed by Risepoint
September 18, 2024

### EXECUTIVE SUMMARY

Risepoint assists YSU in marketing select programs to those over the age of 25 to assist in meeting goals by the State of Ohio to reach students with some college, no degree. Risepoint expects continued growth from the YSU portfolio, projecting a 22% compound annual growth rate (CAGR) from 2023-2026, potentially reaching 30% in a best-case scenario. Key drivers include launching fifteen new bachelor's programs in 2025 and optimizing operations such as admissions, transcript evaluations, and measures to improve student retention.

### PROJECT DETAILS

YSU and Risepoint are currently in the live market phase for the first 8 fully online undergraduate programs to welcome students in these programs beginning Spring 2025. Faculty members teaching in the remaining seven programs to be launched Fall 2025 will be working with Risepoint throughout the Fall 2024 and Spring 2025 terms to prepare curriculum, courses, and rotations to be ready for the Fall 2025 launch.

### SCOPE

Undergraduate online bachelor programs are being launched to attract non-traditional students; active military; those with some college, no degree; and to reach the 30% of students who are choosing online education but are selecting out of state providers.

### PROJECT MILESTONE TIMELINE

**Current** - The eight programs we are admitting for Spring 2025 are now available on our explore.ysu.edu website.
**Fall 24/Spring 25** – Discuss staffing to support online courses and programs; Develop action plans to plan for proper support
**Spring 2025** – Launch 8 programs listed below
**Fall 2025** – Launch additional 7 programs (BSBA General, BSBA Management, BSBA Business Analytics and Economics Cybersecurity, Accounting, Public Health, Communication Studies)

### BREAKDOWN

**Programs launching Spring 2025 (26 enrolled as of 9/11/24):**
Program (under 25/over 25 number enrolled)

- Bachelor in General Studies (0/5)
- BA Psychology (1/8)
- BA Sociology (1/1)
- BFA Graphic & Interactive Design (1/3)
- BSAS Allied Health (1/1)
- BSAS Criminal Justice (0/2)
- BS Computer Science (0/2)
- BS Respiratory Care – Degree Advancement

### PROJECT RISK ACTION PLAN

| RISKS | ACTION PLAN | OWNER |
|---|---|---|
| Increased competition from national universities | Maintain a competitive tuition and value proposition | OAA and CFO |
| Admissions, transcript evaluation, and student retention | Streamline processes and reduce friction in applications | OAA and Admissions |
| Staffing to support online courses | Discuss needs to support a growing online presence (Instructional designers, teaching and learning staff) | OAA, faculty who teach online, Distance Education staff, ITL |

# Status Report
## College Viewbooks
September 18, 2024

YOUNGSTOWN STATE UNIVERSITY
Office of Academic Affairs

## EXECUTIVE SUMMARY

The College Viewbooks project, a new initiative at YSU, will produce focused viewbooks for the six academic colleges, including the Honors College. These viewbooks highlight the unique attributes of each college, including programs, research, teaching, and alumni outcomes. The project aims to address a gap in information about YSU majors and career opportunities and will serve as a key recruitment tool for departments. Awarded to the brand partner BD&E in response to a 2023 RFP, the project will develop 16-page, full-color viewbooks. The project supports the goals of the Academic Master Plan (AMP) and Strategic Enrollment Plan (SEP).

## PROJECT MILESTONE TIMELINE

**Fall 2024**: Begin development with BD&E.
**Spring 2025**: Design phase for the viewbooks.
**Summer 2025**: Production of viewbooks.
**Fall 2025**: Delivery and use for recruitment cycle.

## PROJECT DETAILS

The College Viewbooks project aims to create tailored marketing materials that provide in-depth information about each academic college at YSU. The viewbooks will highlight programs, faculty research, teaching excellence, and alumni outcomes. This project was initiated as part of the Focus+ initiative, which identified a need for more detailed information about majors and their associated career paths. The viewbooks will be available in both print and digital formats, providing flexibility for use at recruitment events and as part of broader marketing strategies. As part of the scope, new photography will be captured to fill YSU's photography library, supporting future marketing and communication needs.

## BREAKDOWN

**Phase 1**: Contract awarded to BD&E following 2023 RFP.
**Phase 2**: Development and collaboration with academic colleges to gather content (Fall 2024).
**Phase 3**: Design work by BD&E, including layout and photography integration (Spring 2025).
**Phase 4**: Production and printing (Summer 2025).
**Phase 5**: Distribution to departments and integration into recruitment events for Fall 2025.

## SCOPE

The project focuses on creating college-specific viewbooks for YSU's six academic colleges, including the Honors College. The viewbooks will serve as a recruitment tool and informational resource for prospective students and their families.

## PROJECT RISK ACTION PLAN

| RISKS | ACTION PLAN | OWNER |
|---|---|---|
| Delays in gathering content from colleges. | Set internal deadlines and assign point people for content collection to ensure timely delivery. | Ross Morrone, BD&E |
| Delays in the design or production phase. | Regular check-ins with BD&E to monitor progress and address potential bottlenecks. | Ross Morrone |

# *Status Report*
# Improved Communications
September 18, 2024

## EXECUTIVE SUMMARY

The OAA established a goal to improve communications with academic faculty and staff. During August a two-day chair retreat was held off campus, a State of Academic Affairs was delivered, and an informative welcome email sent. In September, Jenn was keynote speaker for the Jefferson County Chamber of Commerce and 3 OAA members visited every department on campus to meet with faculty to discuss the Academic Master Plan. The faculty members for the Provost Leadership Group were selected and held their first meeting.

## PROJECT DETAILS

The ORC 3345.35 has very specific requirements for reporting. Data Warehouse Engineers are developing tools to provide data needed for the report and to assess our offerings each semester. We are currently in the third of three years for the next report to be submitted and will begin constructing the report as we get the 14th day enrollment reports during the Fall and Spring terms.

## SCOPE

OAA is testing different methods of communication that are sustainable and effective. Major deliverables will be improved sense of satisfaction with communication among academic faculty and staff.

## PROJECT MILESTONE TIMELINE

**Exploration Phase (Current Phase)**
- Talk to faculty and staff about preferences

**Creative Phase**
- Work with team to establish new communication framework

**Implementation Phase**
- Work with Tim to coordinate methods that are perceived to be most effective

## BREAKDOWN

**Weekly**
- Meetings with YSU-OEA

**Monthly**
- Meetings with Academic Senate chair

**Annually**
- Face to Face meetings with each department

**As needed**
- Newsletters/emails to address priority items

**TBD**
- Other methods as determined throughout this academic year

## PROJECT RISK ACTION PLAN

| RISKS | ACTION PLAN | OWNER |
| --- | --- | --- |
| Communication efforts not well received | Use Provost Leadership Group to test initial messaging | Jennifer Pintar |
| OAA communication strategies not consistent with university efforts | Use Tim Harrington's office to review messaging prior to distribution | Ross Morrone |

# Status Report
## A.I.M. Program for First-Year Students
September 18, 2024

YOUNGSTOWN STATE UNIVERSITY
Office *of*
**Academic Affairs**

## EXECUTIVE SUMMARY

The Office of Belonging, Empowerment, and Engagement is proud to introduce the A.I.M. Program for first-year students. This mentoring initiative is designed to help new students succeed by connecting them with mentors who provide support, guidance, and encouragement throughout their academic journey. Students are matched with mentors who will help them navigate both their academic and personal development.

## PROJECT MILESTONE TIMELINE

Evaluation and assessment of experiences at the conclusion of each semester to identify growth opportunities for the experience.

## PROJECT DETAILS

The A.I.M. Program is focused on helping students to:
- Build meaningful relationships with faculty and staff on campus.
- Connect with peers who share similar interests and goals.
- Access important campus and community resources.
- Discover volunteer opportunities that enhance academic skills and career readiness.
- Develop essential academic skills to navigate college successfully.
- Participate in campus events that enrich their overall university experience.
- Create an academic plan and social support network for long-term success.
- Receive mentorship that supports them throughout their first year, helping them stay on track academically and personally

## SCOPE

The A.I.M. Program is a mentorship initiative aimed at first-year students, designed to support their academic and personal development. The program facilitates connections between students and mentors, focusing on relationship-building, academic skill development, and access to campus and community resources.

## BREAKDOWN

**Participation for 2024-2025**
- As of September 2024, 41 students have signed up to participate in the A.I.M. program.
- 24 mentors have been confirmed for the program, each matched with students based on interests, career goals, and academic focus.

**Planned Activities for Students and Mentors**
Professional Development Workshops
- Sessions will focus on topics such as career readiness, leadership development, networking, and community engagement.

Social Events
- The program will host mixers, wellness check-ins, and bonding activities throughout the year to foster meaningful relationships between mentors and mentees.

## PROJECT RISK ACTION PLAN

| RISKS | ACTION PLAN | OWNER |
|---|---|---|
| Monitor growth to match existing resources to meet demand | Continue to cultivate mentors to serve | Associate Provost & Dean |

# Status Report
# MENTORING PROGRAM (YESS)
September 18, 2024

## EXECUTIVE SUMMARY

The YESS Institute (Youngstown State University Enrichment Summer Scholastic Institute) is an academic readiness program. Its goal is to support students as they transition from high school to college by equipping them with the tools, resources, and support needed to succeed academically and personally at Youngstown State University.

## PROJECT DETAILS

The 2024 program will undergo a change for 2025 to reduce the time spent on campus to a one-week experience for participants.

## SCOPE

The experiential learning and community engagement activities occurring within the areas of the Tressel Institute for Leadership & Teamwork, Office of Community Engagement and the Sokolov Honors College creates more opportunities for collaboration, support and expansion for all aspects of BEE, especially its mentoring programs.

## PROJECT MILESTONE TIMELINE

**Summer 2024** – Realignment under Dr. Amy Cossentino
**Fall 2024** - Planning for Summer 2025
**Spring 2025** - Recruiting for Summer Program
**Summer 2025** - YESS Institute

## BREAKDOWN

**Reimaged Experience**
The staff leading the YESS summer program will reimagine the experience for Summer 2025 with the input of other departments and the feedback from current students in the program.

**Development of Recruitment Materials**
The staff will develop new recruitment materials and begin the process of engaging with the high schools beginning at Counselor Day in December through spring.

## PROJECT RISK ACTION PLAN

| RISKS | ACTION PLAN | OWNER |
|---|---|---|
| Reducing the program to one week may increase student interest and participation. Need to be able to accommodate more students or consider offering two, one-week programs. | Develop 2025 program in collaboration to increase student participation but reduce the experience to one week | Associate Provost and Dean |

*SUPPORT MATERIALS*

**MENTORING PROGRAM (YESS)**

September 18, 2024

YOUNGSTOWN STATE UNIVERSITY
Office *of*
Academic
Affairs

**Campus wide, first-year students**

Number of Students Participating in 2024:

- 14 students participated in the on-campus program.
- 18 students joined the virtual sessions.

Student Demographics

- High Schools Represented: Chaney High School, East High School, Youngstown Rayen Early College, Liberty High School, and Woodland Hills High School. Geographic Representation: Most students were from Youngstown, Ohio, with a few from Pittsburgh, Pennsylvania, and Florida.

**Student Experience 2024**

**Academic Sessions:** Students participated in sessions such as Intro to College Math, Writing & Literacy, Africana Studies, Career Exploration, Financial Literacy, and Leadership Development in collaboration with the Tressel Institute for Leadership and Teamwork.

**Social Activities:**

- A trip to Cleveland, Ohio to visit the Rock and Roll Hall of Fame, where students explored the cultural history of music. An outing to Austintown, Ohio for a movie giving students a chance to bond in a casual and fun setting.

Workshops: Leadership development, financial literacy, wellness, technology skills sessions were provided to prepare students for both academic and personal success.

## Status Report
## Faculty Led Study Abroad (FLSA) and
## Faculty Led Study Within (FLSW)
September 18, 2024

### EXECUTIVE SUMMARY

The Faculty Led Study Abroad (FLSA) initiative focuses on providing immersive, transformative learning experiences for students, enhancing global awareness and problem-solving skills. This effort includes collaboration across multiple campus departments to ensure compliance and create a safe, educational experience for students.

### PROJECT MILESTONE TIMELINE

**Summer 2024** – FLSA Blackboard training site created
**September 24, 2024** – optional in person training offered to faculty
**Fall 2024** – development of FLSA Blackboard site or students
**Fall 2024** – development of Faculty Led Study Within Blackboard training site for faculty

### PROJECT DETAILS

A campus-wide team, including the Sokolov Honors College and Distance Education staff, has created an FLSA Blackboard site for faculty. Faculty can access training materials, complete a knowledge quiz, and submit applications. The program includes a comprehensive review of processes, timelines, and compliance guidelines, and provides ongoing resources for faculty and students.

### BREAKDOWN

**Faculty Training**: 10 faculty requested access to the training, 8 completed it, and 3 FLSA applications were submitted.
**Process and Support**: The Blackboard site offers a centralized location for resources. A similar site is being developed for students, along with the Faculty Led Study Within site.
**Team Involvement**: A team comprising key campus leaders meets with FLSA students to prepare them for the experience.

### SCOPE

The Faculty Led Study Abroad (FLSA) initiative focuses on supporting faculty in creating immersive study abroad experiences that enhance students' global understanding and problem-solving skills. The program covers the development and implementation of a Blackboard site for faculty to access training, submit applications, and manage budgeting. Additionally, it includes the creation of similar Blackboard resources for students and Faculty Led Study Within programs. The scope extends to ensuring compliance with university policies and involves collaboration across key departments, including Environmental Safety, Police, Student Affairs, and Title IX, to prepare students for safe, educational experiences abroad. The project also involves continuous updates to training materials and resources as new information becomes available.

### PROJECT RISK ACTION PLAN

| RISKS | ACTION PLAN | OWNER |
|---|---|---|
| Ensuring timely compliance with all university procedures | Monitor master checklist to ensure faculty member is exercising oversight at each step of process | Honors College, Associate Provost & Dean |

## SUPPORT MATERIALS
## Faculty Led Study Abroad (FLSA) and
## Faculty Led Study Within (FLSW)
September 18 2024

**The FLSA team consisted of the following areas/individuals:**
- Office of Academic Affairs
- Controller's Office
- Bursar
- Registrar

- Dean of Students
- Travel Services
- Environmental Health & Safety
- Campus Police
- Ron Shaklee, retired faculty member with over 30 years of experience with FLSA
- Sokolov Honors College

# Status Report
## Penguin Prep Program
September 18, 2024

## EXECUTIVE SUMMARY

The Penguin Prep Program is designed to provide skill development and support to students before and during their first year at the university. The program aims to enhance students' preparedness for college life and support their academic success. Through an immersive summer experience and ongoing mentorship, participants build crucial skills and relationships that will help them succeed throughout their college journey.

## PROJECT MILESTONE TIMELINE

**June-August 2024**: First cohort summer program with weekly skill-building meetings and immersive overnight experience.
**October 2024**: Recruitment begins for the second cohort.
**May 15, 2025**: Selection of second cohort completed.
**June 2025**: Summer Prep for the second cohort begins.

## PROJECT DETAILS

The Penguin Prep Program targets high school students nominated by their schools to participate in a summer campus experience designed to build skills, develop relationships, and prepare them for their first semester of college. During the year, participants are paired with a peer mentor and a faculty/staff mentor, and they attend experiential learning opportunities and social events. Recruitment for the second cohort is already underway, with the first cohort students serving as future mentors.

## BREAKDOWN

**Summer Program**: Weekly meetings covered topics like time management, wellness, financial aid, and career exploration, with an immersive overnight experience focused on team building and skills workshops.
**Fall Programming**: Penguin Prep students meet with their mentors and engage in learning opportunities throughout the year.
**Recruitment**: The first cohort included 7 students, with recruitment already underway for the next class.

## SCOPE

The Penguin Prep Program focuses on skill-building and mentorship for students identified through a high school nomination process. The program includes a summer immersion experience, ongoing mentorship, and experiential learning opportunities throughout the academic year. It aims to empower students to thrive and achieve success, with scholarship incentives tied to achievement milestones. The program is focused on students from local Ohio and Western Pennsylvania schools who demonstrate potential but may benefit from additional support.

## PROJECT RISK ACTION PLAN

| RISKS | ACTION PLAN | OWNER |
|---|---|---|
| Level of student engagement throughout experience | Continual engagement with participants. Assessment at Conclusion of Fall Semester | Associate Provost & Dean |

# SUPPORT MATERIALS
## Penguin Prep Program
September 13, 2024

**Summer Program**
- The summer experience consisted of weekly meetings beginning the end of June through the first week of August. Topic areas led by staff across campus consisted of: Time Management & Learning Strategies, Wellness and Managing Stress, Career Exploration, Financial Aid 101, Resch Academic Success Center Resources, Studying to Learn.
- The overnight immersion experience in Cafaro House August 1-2 consisted of team building on the high ropes course at the Rec Center, learning skills workshop, preparing and delivering presentations and building social connections. The

summer experience was capped off with a luncheon at the MVR attended by all who contributed along with parents, grandparents and school officials.

**Fall 2024 Programming**

- Beginning fall semester, each Penguin Prep student will have at least 2 meetings with their mentors - an upperclass peer mentor and faculty/staff mentor. Experiential learning opportunities will be held throughout the year for the students, and all invited to all social/educational events that are hosted by Sokolov Honors College.

**Recruitment**

- Recruitment for the 2025 incoming class is already underway, and current Penguin Prep students will serve as future mentors.

**Selection Process**

- First-year students identified from a high school nomination process.
- Outreach began in the spring to local Ohio and Western Pennsylvania Schools. We received 17 applications with 9 not meeting the criteria (GPAs greater than 3.0) and 1 opting to participate in YSTAR.
- Of the 7 remaining, staff met with each student and a counselor/teacher at their high school. Six participated fully throughout the summer, and one participated when schedule permitted.

# Status Report
## Carnegie Foundation Elective Classification for Community Engagement Application
September 18, 2024

## EXECUTIVE SUMMARY

A goal of the Youngstown State University Strategic Plan is to achieve the Carnegie Classification for Community Engagement. The Office of Community Engagement (OCE) was formed last year and is dedicated to the collaboration and creation of community partnerships to positively impact the region and serves as the one front door for community partners. Serving as the centralized coordinating structure to enhance communication, connect organizations with the appropriate campus resources to advance collaboration requests, and collect all of the community-based experiences from students, faculty, and staff, the OCE formed a Carnegie Team to complete the application.

## PROJECT MILESTONE TIMELINE

**Fall 2024**: Data collection and analysis, rough draft preparation.
**January 7-31, 2025**: First rough draft out for review and comment.
**February 2025**: Second rough draft reviewed by a Carnegie Consultant.
**March 1-31, 2025**: Final review and edits.
**April 1, 2025**: Submission deadline.

## PROJECT DETAILS

The Office of Community Engagement, through its Carnegie Team, is responsible for collecting and analyzing data to support the Carnegie Classification application. The team is focused on crafting the application's narrative and addressing areas that need development based on an institutional self-study. The project involves onboarding new community partners, conducting evaluations, and offering training for YSU PenguinPulse. Additionally, collaboration with the Institute for Teaching and Learning will provide a Faculty Development Series to support community-engaged learning.

## BREAKDOWN

**Data Collection & Analysis**: Gathering and analyzing data for the Carnegie application.
**Community Partnerships**: Onboarding new partners, submitting grant applications, and conducting evaluations.
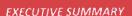**Training & Support**: Conducting training sessions for YSU PenguinPulse and launching the Faculty Development Series.
**Governance & Courses**: Working with departments and colleges on governance documents and continuing to approve community-engaged learning courses through the Academic Senate.

## SCOPE

The scope of this project focuses on achieving the Carnegie Classification for Community Engagement through strategic planning, data collection, and narrative development. The project will coordinate partnerships with community organizations, provide faculty development, and ensure that governance structures support community-engaged learning.

## PROJECT RISK ACTION PLAN

| RISKS | ACTION PLAN | OWNER |
|-------|-------------|-------|
| Time | Avoid taking on any new tasks or responsibilities for the next six months. | Associate Provost & Dean |

YOUNGSTOWN STATE UNIVERSITY
Office *of*
**Academic Affairs**

## EXECUTIVE SUMMARY

The Tressel Institute for Leadership and Teamwork (TILT) is founded on the principles of gratitude, excellence, hope, love, and selflessness. Its mission is to empower students with the skills and knowledge needed to become leaders in their communities. The program offers five leadership modules, culminating in a badge and certificate upon completion. TILT's initiatives for the 2024-2025 academic year focus on curriculum development, community engagement, and leadership program expansion.

## PROJECT MILESTONE TIMELINE

**Summer 2024**: Developed new curriculum and updated badge content.

**2024-2025    demic Year:**

- Implementation of new curriculum.
- Planning for the Pilot Business Launch (May 2025).
- Preparation for 2025 Summer Leadership Institute for High School Students.

**Ongoing**: Guest Servant Leader recordings, speaker series development, and Cafaro House peer mentorship program.

## PROJECT DETAILS

Throughout summer 2024, TILT focused on aligning its curriculum and badge content with the Council for Advancement of Standards (CAS). The institute also participated in various summer programs, including Penguin Prep, IGNITE, and recruitment events. Current efforts include enhancing content with Guest Servant Leader recordings, developing mentorship and speaker series, and preparing for a pilot business partnership. Leadership and teamwork content is also integrated into first-year seminars and athletic FLIGHT courses, with semesterly assessments planned.

## BREAKDOWN

**Curriculum Development**: Aligning content with CAS and updating the leadership modules.
**Summer Programs**: Participation in Penguin Prep, BEE mentoring, and recruitment events.
**Pilot and Future Planning**: Preparing for a business pilot program, Cafaro House mentorship, and the 2025 Summer Leadership Institute.
**Additional Initiatives**: Development of a speaker series and ongoing assessments of new content.

## SCOPE

The TILT program covers leadership development for students through a structured curriculum of five modules. The project includes aligning its content with CAS standards, offering mentoring and leadership opportunities, and engaging students in both academic and extracurricular activities. TILT is also focused on expanding its reach through community engagement, pilot business partnerships, and planning for a Summer Leadership Institute for high school students.

## PROJECT RISK ACTION PLAN

| RISKS | ACTION PLAN | OWNER |
|---|---|---|
| Current resources (staffing and funding) can't support growth | Assess new requests before accepting the request | Associate Provost & Dean |
| Availability of funding | Explore other sources for revenue | Associate Provost & Dean |

# Status Report

# 3356-8-06: Student Complaint Process

September 18, 2024

YOUNGSTOWN STATE UNIVERSITY
Office of Academic Affairs

## EXECUTIVE SUMMARY

Youngstown State University is committed to the continuous improvement of the services it provides to its students. Students who have complaints regarding the fairness or quality of service they have received from the university are encouraged to share their concerns pursuant to this policy so that the university may address these concerns in a timely and professional manner.

## PROJECT MILESTONE TIMELINE

**Fall 2024** - Convene Student Complaint Process Committee comprised of Dean of Students, Asst DOS/Conduct, Assoc Provost for Academic Affairs, Assoc Provost for Grad Studies, Chair of Academic Senate (or designee), AVP Facilities (or designee), SGA Representative to discuss current process, issues and recommendations consistent with current staff contracts.
**Spring 2025** – Present updated draft to Provost and VP for Academic Affairs for approval
**Summer 2025** – Present revised policy at June, BOT meeting

## PROJECT DETAILS

The purpose of this policy is to establish an effective complaint resolution process for general student complaints and to allow the university to collect and track these complaints.

## SCOPE

Institutional. This formal web-based process, initiated in 2018, provides a mechanism for students to voice concerns. Re-evaluation of the process during the S25 semester is essential to reflect current divisional, departmental, and office reporting structures. It is also important to ensure appropriate communication occurs between students and administrators before filing a formal complaint.

## BREAKDOWN

*Nature of Complaints / Trends*
**Building / Facility Complaint:**
- Keys (difficulty obtaining); Temperature (specifically in classrooms)

**Campus Office / Staff Member Complaint:**
- Services; Processes; Staff

**Instructor / Course Complaint:**
- How they were talked to/treated/lack of understanding/poor attitude; Blackboard not being open/updated/no syllabus; Referral to conduct; Teaching style/ability; Delay in grading; Unfair exams/work is too challenging; No response to emails; Deviation from syllabus

**Other:**
- BOT/Search process; Advisement

## PROJECT RISK ACTION PLAN

| RISKS | ACTION PLAN | OWNER |
|---|---|---|
| Student concern for retaliation r/t filing a complaint | Documentation of process and ramifications for actions | Associate Provost |
| Unsubstantiated complaints | Consider meeting requirement to determine appropriateness of complaint | Dean of Students |

# Status Report
## Student Counseling Services (SCS)
September 18, 2024

YOUNGSTOWN STATE UNIVERSITY
Office *of*
**Academic Affairs**

## EXECUTIVE SUMMARY

The expansion of Student Counseling Services at YSU aims to meet the growing demand for mental health support among our diverse student population. With goals of increased enrollment and heightened awareness of mental health challenges, the historic approach of assessing and referring students into the community for counseling are no longer sufficient to address the needs of our community. This expansion will provide enhanced support, improve accessibility, foster a healthier campus environment, and lead to academic success. This project will be ongoing and assessed yearly.

## PROJECT MILESTONE TIMELINE

Thrive Grant awarded to SCS for $537,825 to expand mental health services on campus.

- **Spring 2024** – Facility Expansion.
- **2024**- Staff expansion to four full-time state licensed mental health counselors.
- **2024** – Graduate Counseling Internship program began.
- **2024-2025**- Creating a multifaceted labyrinth space on campus: A destination for mindfulness practice, community engagement, & experiential learning.

## PROJECT DETAILS

Comprehensive enhancement of mental health support for the college community includes:

- Updated facilities, increased staffing, providing full clinical diagnostic assessments & ongoing MH treatment, outreach, data analysis & program evaluation.

## SCOPE

**Phase1:** Needs assessment, facility & staff expansion.
**Phase 2:** Collaboration with campus community, tech integration.
**Phase 3:** Outreach, education, & program development.
**Phase 4:** Monitoring, evaluation, continuous improvement.

## CURRENT PROGRESS IN '22-'23

- Compared to 2022-2023, services increased by 119.2982% (an additional 272 clients).
- Compared to 2022-2023, counseling appointments increased by 218.2573% (an additional 1,578 appointments).
- 16.3% of athletes used Student Counseling Services one-on-one counseling.

## PROJECT RISK ACTION PLAN

| RISKS | ACTION PLAN | OWNER |
|---|---|---|
| Demand exceeds availability. | <ul><li>Expanding internship program to offer additional session times.</li><li>Tele-health services (accessibility).</li><li>Skills training outreach into the classroom.</li><li>Collaboration with Student Government.</li></ul> | Dr. Francine Packard, Director of Student Counseling Services. |