



**YOUNGSTOWN
STATE
UNIVERSITY**

**BOARD OF TRUSTEES
GOVERNANCE COMMITTEE
David C. Deibel, Chair
Anita A. Hackstedde, Vice Chair
All Trustees are Members**

**Wednesday, March 4, 2020
11:00 a.m.**

**Kilcawley Center
President's Suites**

AGENDA

A. Disposition of Minutes

B. Committee Items

1. Discussion Items

a) Institutional Effectiveness

- **Board Strategy – Anita Hackstedde**
- **Plan for Strategic Actions to Take Charge of Our Future: Mission, Vision, Values – Molly Seals, Ted Roberts**

b) Global Trustee

c) Nomination of Officers of Youngstown State University Board of Trustees for 2020-2021 (Chairperson, Vice Chairperson, Secretary)

2. Action Item

B.2.a a) Resolution Related to People, Program, and Place: Fiscal Integrity

3. Informational Item

**a) AGB National Trustees Conference – Washington, DC; April 5-7, 2020
*Molly Seals Presenting on April 7, 2020***

C. New Business

D. Adjournment

UNDER CONSIDERATION AND IN DISCUSSION

**Youngstown State University
Board of Trustees
Key Performance Indicators**

- 1 Yield of Admitted Students
- 2 FTFT & Continuing Enrollment (FTE)
- 3 Cohort Persistence and Progress Rates
- 4 4- and 6-year Graduation Rates
- 5 Reducing the Achievement Gap
- 6 Degrees Awarded by Level
- 7 Career Placement Rate
- 8 Percent of Full-time Faculty teaching FTFT and UG students
- 9 Diversity of Instructional FTE relative to Student FTE
- 10 On-Line Enrollment
- 11 NSSEE Quality of the Educational Experience
- 12 Sustainability of the Education Training Center
- 13 Sustainability Ratios

**University Metrics that Influence the
Board of Trustees Key Performance Indicators**

STUDENT SUCCESS RELATED METRICS

- 1 Freshman class size
- 2 HS GPA and ACT score for new first-time full-time freshmen
- 3 Total enrollment (14-d) head-count and full-time equivalent
- 4 Total annual student credit hours: lower, upper, graduate, developmental
- 5 First-year retention rate
- 6 Annual persistence rates (all students by cohort, etc.)
- 7 Graduation rates (4- and 6-year)
- 8 Degrees awarded by level
- 9 NSSE Seniors rate your entire educational experience

UNDER CONSIDERATION AND IN DISCUSSION

- 10 NSSE Would you go to the same institution
- 11 Placement rate 6-months post-graduation
- 12 Perceived value of the educational experience

ACADEMIC ATTRIBUTES LINKED TO QUALITY METRICS

- 1 Student faculty ratio
- 2 Teaching Faculty head-count (FT-tenured; FT-T-track; FT Inst; PT)
- 3 Student credit hours % taught by full-time faculty
- 4 % general education credit hours taught by full-time faculty (FT-tenured; FT-Ttrack; FT Inst; PT)
- 5 Research expenditures
- 6 Research expenditures by type (Federal/Institutional/Other)
- 7 Diversity (% minority students & % minority faculty)
- 8 Honors student headcount/graduates
- 9 Experiential learning (internships/co-ops/clinical FTE by Colleges)
- 10 Number and percent of courses offered via hybrid or on-line
- 11 Classroom utilization rates

INCLUSIVE EXCELLENCE/GLOBAL CONNECTIONS-RELATED METRICS

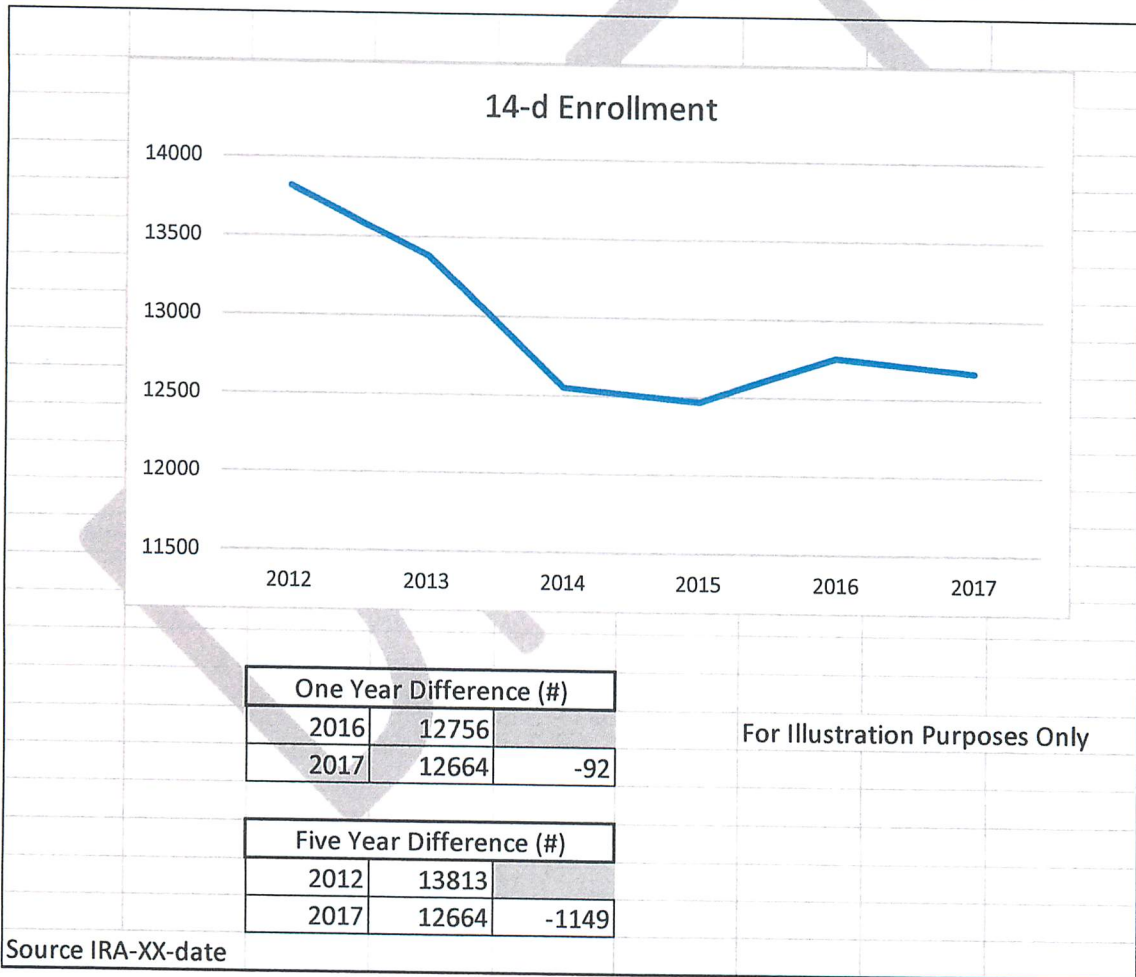
- 1 ALANA Statistics
- 2 First-year retention rate diverse students
- 3 Persistence rate diverse students
- 4 4- and 6-y graduation rates diverse students
- 5 Number of international students
- 6 First-year retention rate of international students
- 7 Persistence rates of international students
- 8 4- and 6-year graduation rates international students

UNDER CONSIDERATION AND IN DISCUSSION

FISCAL INTEGRITY RELATED METRICS

- 1 Revenue/Expense/Net for projected vs actual
- 2 Senate Bill 6
- 3 Ratings (Moody's; S&P; Fitch)
- 4 Endowment assets
- 5 Foundation funds to YSU
- 6 Capital Campaign
- 7 Energy Usage

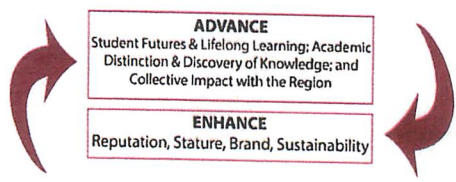
Key Performance Indicators and Metrics would be illustrated as per the following example.



YOUNGSTOWN STATE UNIVERSITY PLAN FOR STRATEGIC ACTIONS TO TAKE CHARGE OF OUR FUTURE

Like most institutions of higher education, *Youngstown State University is confronting many challenges* including: limited resources, the concerns regarding the perceived value, cost, and time associated with attaining a higher education degree; declining numbers of high school graduates in the region; differences in the diversity of university student populations relative to that of the communities served including gaps in success-rates among racially diverse and first generation students; and community issues such as health, education, job stagnation and economics that impact regional prosperity. *Given these challenges, our institution has embarked upon building and implementing a strategic plan called "Take Charge of Our Future".* By developing and implementing this plan, **our goal is to assure our University remains relevant, vibrant, connected, and effective thus resulting in a sustainable future.**

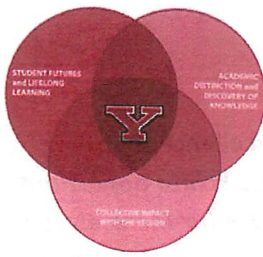
"As a vibrant community resource we must develop a new Strategic Plan that: engages university constituents; incorporates the spirit of shared governance and responsibility-consequential governance; builds public trust by strategically increasing research, institutional effectiveness and solution-based community collaboration; achieves academic excellence and student success for all; and inspires the entire university community to continuously improve itself."



All actions and uses of resources will be strategic. Every action taken should advance the institution's mission to realize the vision. We must be diligent to assure that every action taken will Advance the mission and thereby Enhance the brand,

reputation, and sustainability of our University.

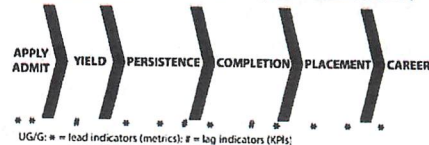
Academic excellence and student success are inextricably linked and are the objectives of YSU. To make this happen, the academic areas must be supported by every area of the university. **"If it is going to be, it is up to ~~ME~~ WE!"**

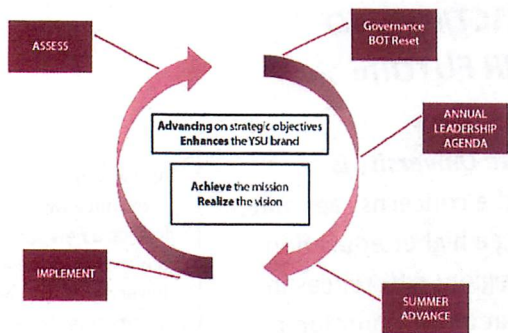


Advancing the institution on its mission to realize its vision of stimulating and enabling academic excellence and student success will be achieved through a unifying framework wherein hitting **the bullseye thrives in the intersection of Student Futures and Lifelong Learning, Academic Distinction and Discovery of Knowledge and Collective Impact with the Region.**

YSU is one step in the continuum of a life of learning. Our commitment is to bring together data, research, and student and academic engagement in ways that **collaboratively impact and influence our communities' educational success both before individuals are college-eligible and well after college to enhance knowledge, advance individual careers, provoke innovation, and support economic development.**

STRATEGICALLY MOVING THE NEEDLE ON THE METRICS (LEAD-) AND KPIS (LAG-INDICATORS)





To assure long-term sustainability, we recognize that as a university we must employ ongoing processes that drive continuous improvement in every action taken, so as over time the success of implementing prioritized objectives is achieved. ***The achievement of short-, mid-, and longer-term***

objectives will over time move the needle on Key Performance Indicators (KPI) monitored by the President and Board of Trustees. This will be assured by **focusing institutional actions on the steps and events that impact and influence identified KPIs.** This will be achieved via shared governance that shares in responsibility for success that is linked to decision-making known to have consequences.

"We want to be the **Best Place for students to learn, grow and prosper; for Faculty to teach; and for team members to work.** We want to be the place **where Business, Public and Private partners come to Research, Innovate and find Solutions.**"

"We must have a student first focus, use well-informed insights generated through reliable data and a process of shared governance."

"This requires an ongoing system of continuous improvement built on effective organizational structures, streamlined processes and policies, advanced technological capacity and competency, as well as optimized performance management, peer review, planning, budgeting and financial management systems that all prioritize the focus areas of the strategic plan."

TAKE CHARGE OF OUR FUTURE – Mission, Vision & Values

YOUNGSTOWN STATE UNIVERSITY MISSION STATEMENT:
 We are an urban institution of higher learning that delivers a student-centered educational experience, focused on engaged research, scholarship, and public service. The University places students at its center; leads in the discovery, dissemination, and application of knowledge; advances civic, scientific, and technological development; and fosters collaboration to enrich the region and the world.

As we "Take Charge of Our Future", we are in a relentless and robust pursuit of excellence that differentiates our university. We envision that ***institutions that transform challenges into opportunities are those that will first transform themselves thereby creating a sustainable future for themselves as an Anchor Institution in both our region and state.*** Achieving our "Take Charge of Our Future" Plan will lead us to the Vision we have for our University:

VISION STATEMENT
 Youngstown State University aspires to be a nationally and internationally recognized university where students thrive in their educational pursuit as well as in civic and business engagement, and where public and private partnerships combine academic excellence and student engagement to spur research and create innovative solutions that increases the vitality of the region and the world.

To "Take Charge of our Future", fulfill our Mission and achieve our Vision, requires a commitment to our Values of Pride, Collaboration, Institutional Effectiveness, and Valued Engagement.

OUR VALUES
Pride ... we take Pride in being our Best for YOU
Valued Engagement ... we respect and value YOU and the differences you bring
Collaboration ... we make things happen by working together "If it is to happen, it is up to **ME** We!"
Institutional Effectiveness ... we strive for continuous efficiency and effectiveness in all **WE DO!**

**INFORMATION WILL BE
FORTHCOMING**

AGB National Trustees Conference

Saturday, April 4

12:30 pm – 3:30 pm | Workshops I (Special AGB Member Programming)

- An Orientation to Higher Education Finance
- Personal Development Plans for Trustees
- Enrollment Strategy for Boards

Sunday, April 5

8:15 am – 11:15 am | Workshops II

- Endowment Management 2020: Guidance for the Forward-Looking Investment Committee
- Best Practices for Fiduciary Effectiveness
- Fundraising for Board Members
- Leading an Effective Presidential Search
- Mergers and Acquisitions in Higher Education
- Presidential Assessment and Development
- On-Boarding, Off-Boarding
- Board Strategies for Enhancing Institutional Equity
- Leading Historically Black Colleges and Universities
- Governance in the Canadian Context

2:30 pm – 3:30 pm | Workshops III

Monday, April 6

- An Economic Snapshot: Overview of the Current Environment and Implications for Higher Education
- A Conversation with OCR
- Things I Wish I Knew in My First Year on The Board
- The Transformative Journey of the Unity College Board of Trustees and the Tuition-Driven Institution It Governs
- Strategies for Board Chairs of Independent Colleges and Universities
- Shaking Up the Academic Affairs Committee
- The New Work of the Finance Committee
- Income Share Agreements and Student Success
- Fiduciary Fundamentals
- Getting the Most from Your Faculty
- Surveying the State Policy Landscape
- A Conversation on Board Leadership
- Board Accountability
- Assessing the Health of Your Institution's Student Wellness Initiatives

1:15 am – 12:15 pm | Concurrent Sessions III

- Managing Reputational Risk
- Assuring Equitable Access to Quality: What Board Members Need to Know and Do
- Strategies for Board Chairs of Public Universities and Systems
- Enabling Success: A Student Basic Needs Approach
- Winds of Change: Overcoming Philanthropic Challenges and Opportunities
- Strategic Opportunities in Graduate Education
- Meet AGB President Henry Stoeber
- Strategies for Successfully Supporting Digital Learning Initiatives

Tuesday, April 7 7:00 am

- What Your Cyber Security Team Wants You to Know and The Questions You Should Ask
- The Deepening Campus Mental Health Crisis: To Whom Do We Owe Our “Ethic of Care?”
- Crisis Leadership (Part I): Anticipation and Preparation
- Compliance Collaboratives: The Georgia Independent Colleges Model
- Averting Culture Clash: Managing Strategic Conversations Between the Board and Academic Leaders
- Transformation of the Financial Decision Making and Accountability Model at the University of Missouri System

Meet AGB President Henry Stoeber

9:45 am – 10:45 am | Concurrent Sessions V

- Top Strategic Issues for Higher Education Boards
- Crisis Leadership (Part II): Managing and Recovering
- Onboarding a New President
- A Federal Policy Update
- Contemporary Approaches to Collegiate Substance Abuse

11:00 am – 12:15 pm | Closing Plenary – *Anticipating Student Demographic Shifts*

What will student demand be for your institution in the next 7-10 years and what can you do to prepare? Beginning in 2026 the population of traditional-age students in the United States will decline nearly 15 percent in five years’ time across areas with the greatest number of higher education institutions today. Hear from Nathan D. Grawe, an economist and author of a new, updated edition of his book *Demographics and the Demand for Higher Education* as he forecasts the effects of the population shift for colleges and universities and explores how leading institutions are preparing now. Then put your questions to an expert panel —including Dr. Grawe — to develop fresh insights on promising solutions.

Featured Speaker:

Nathan D. Grawe, Ada M. Harrison distinguished teaching professor in the social sciences and professor of economics, Carleton College

Moderator:

Liz McMillen, executive editor of chronicle intelligence, The Chronicle of Higher Education

Panel Members:

Angel Perez, vice president for enrollment and student success, Trinity College

Molly Seals, trustee, Youngstown State University

12:15 pm | Conference Concludes