



**YOUNGSTOWN
STATE
UNIVERSITY**

**BOARD OF TRUSTEES
GOVERNANCE COMMITTEE
Michael A. Peterson, Chair
Charles T. George, Vice Chair
All Trustees are Members**

**Wednesday, June 21, 2023
1:00 p.m.**

**Board Meeting Room
Tod Hall**

AGENDA

A. Disposition of Minutes

B. Old Business

C. Committee Items

1. Governance Discussion Items

a. Updating the Plan for Strategic Actions to Take Charge of Our Future

Tab 1 b. Follow-up to YSU Future State Conversation #5

Tab 2 c. Compilation of Communications to Campus (2020-2023)

Tab 3 d. Inter-University Council Day at the Statehouse, April 2023

D. New Business

Tab 4 a. Committee Memberships for the 2023-2024 Academic Year

E. Adjournment



Market Context and Pandemic Ripples

Youngstown State University

Leadership Team Presentation
April 11th, 2023



We help schools support students from enrollment to graduation and beyond

- ROOTED IN RESEARCH**
8,000+ Peer-tested best practices
500+ Enrollment Innovations tested annually
- ADVANTAGE OF SCALE**
2,100+ Institutions served
9.5M+ Students supported by our SSMS
- WE DELIVER RESULTS**
95% Of our partners continue with us year after year, reflecting the goals we achieve together

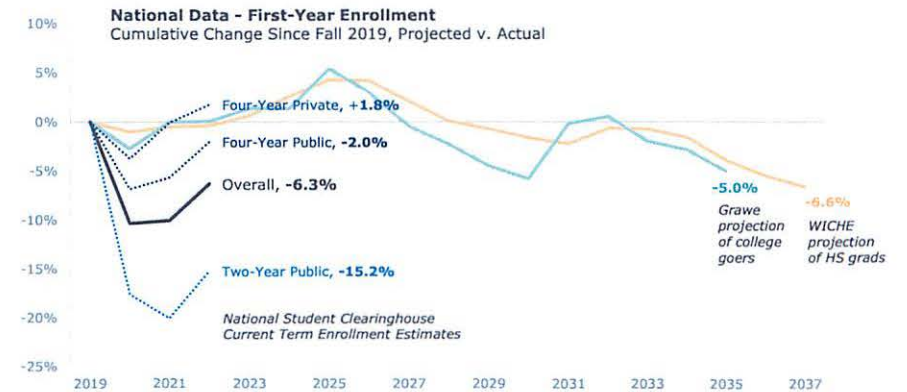


Enrollment In Context

Looking Back and Looking Forward

Pandemic Enrollment and Beyond

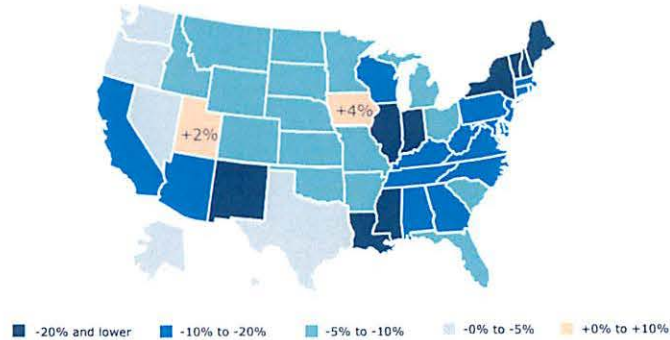
The Demographic Cliff Is Already Here



Nearly Universal High School Student Declines

Falling Birth Rates Will Hit Institutions Across the United States

Percentage of Change in the Population of 18-Year-Olds, 2025-2035

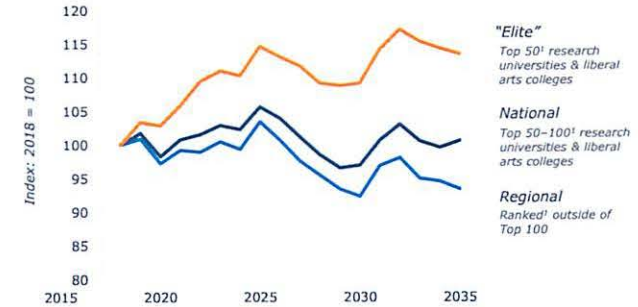


Source: Western Interstate Commission on Higher Education (WICHE), *Knocking at the College Door*, 2016; Green, Nathan D., *Demographics and the Demand for Higher Education*, 2017; FAB analysis.

Demography's Impact Uneven Depending on Segment

2025 to 2030 Should Be the Real Focus, as Even Elites Will See Declines

Change in Enrollment Demand 2018 to 2035
(2018 Projection = 100)

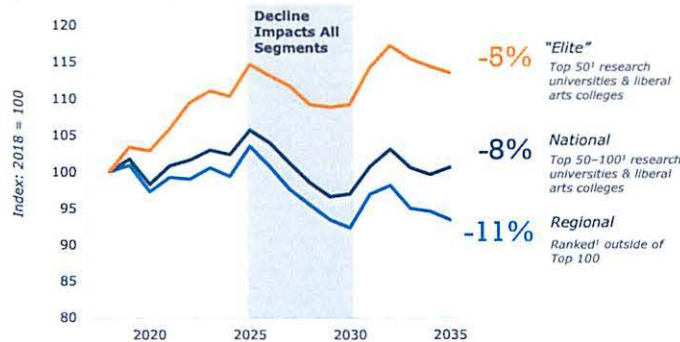


Source: Green, Nathan D., *The Agile College: How Institutions Successfully Navigate Demographic Changes*, 2021; FAB analysis.

No Segment Is Safe from Falling Demand 2025-2030

But 2025 to 2030 Should Be the Immediate Focus

Change in Enrollment Demand 2018 to 2035
(2018 Projection = 100)

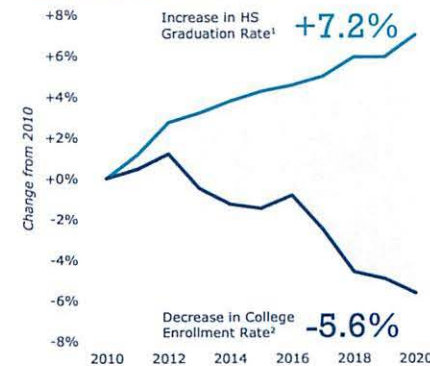


Sources: Green, Nathan D., *The Agile College: How Institutions Successfully Navigate Demographic Changes*, 2021; FAB analysis.

Your Biggest Competition May Be No Institution

The Non-Consumer Market is Getting Bigger Every Year

Change in Ed. Attainment at 19 (2010 to 2020)



Pandemic Seems Likely to Increase Nonconsumption

Short-term Disengagement

+2.3M

Increase in Absent Students Grades 8-12

17%

Of seniors abandoned college plans

Long-term Barriers

25%

Of 3rd graders behind in reading catch up by end of HS

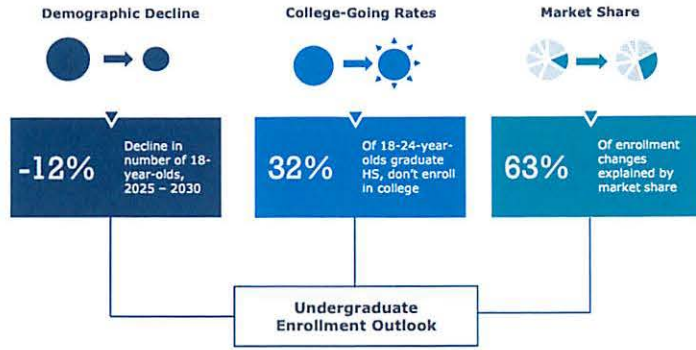
1) Pct. of total 19-year-olds who have graduated HS

2) Pct. of HS graduates who have some college experience at age 19

Source: FAB Analysis of American Community Survey Data, McKinsey and Co. (2021), "COVID-19 and education: The lingering effects of unfinished learning"; FAB interviews and analysis.

Your Enrollment: More Than Demographic Decline

The Critical Threats That Continuously Shape Your Enrollment

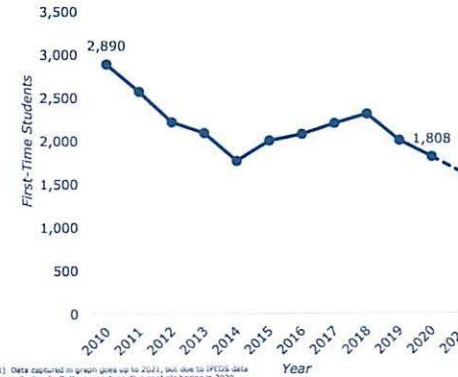


Source: Projections from The Agile College, Dr. Nathan Gravel, 2021; FAB analysis of American Community Survey data; FAB Analysis of IPEDS Fall Enrollment Data.

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Looking Back to Look Forward

Where Our Analysis Starts: Historical Enrollments of First-Time Undergrads at Youngstown State University
Fall First-Time Undergraduate Students 2010 to 2021



Historical Enrollments
2010-2020¹
-1,082 Students
-37% Pct. Chg.

- Included in This Analysis*
- Fall first-time degree/for-credit certificate seeking undergrad enrollments
 - Full-time and part-time students
 - Students who enrolled in college courses during high school

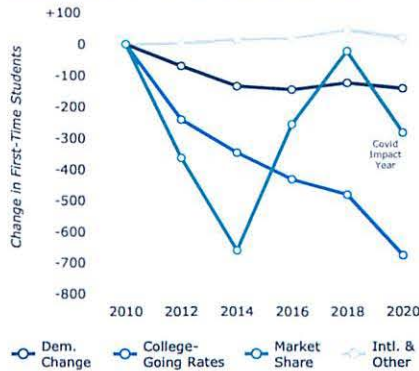
1) Data captured in graph goes up to 2021, but due to IPEDS data collection limitations, our descriptive analysis begins in 2020.

Source: FAB Analysis of IPEDS Fall Enrollment Data.

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Which Forces Drove Past Enrollment Shifts?

How Demographics, College-Going Rates, and Market Share Help Explain Past Enrollment Trends For Youngstown State University
Cumulative Change From 2010 by Enrollment Force



Cumulative Impact of Each Force from 2010-2020

Demographic Change	-142 Students
College-Going Rate	-676 Students
Market Share Change	-283 Students
International & Unknown Origin	+19 Students
Overall Enrollment Change	-1,082 Students -37% change from 2010 levels

Source: FAB Analysis of IPEDS Fall Enrollment Data, WICHE Knocking at the College Door Data, and American Community Survey Data; FAB Interviews and Analysis.

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YSU's Biggest Competitor is "No College"

Top 30 Competitors

Top 30 Schools Attended by Non-Enrollees per NSC

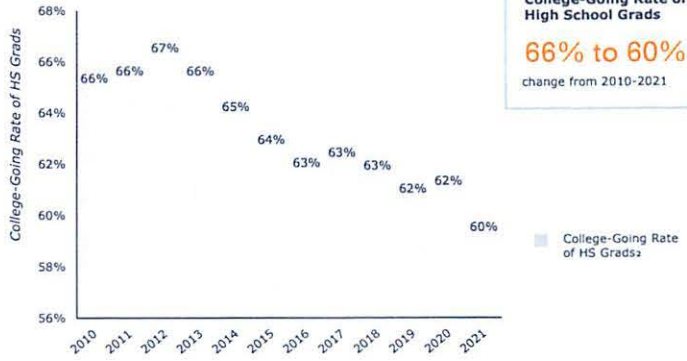
School	Admit 2020	Admit 2021	Admit 2022
YOUNGSTOWN STATE UNIVERSITY	1,775	1,217	1,189
Unknown/GAP	1,044	1,280	1,342
KENT STATE UNIVERSITY	309	295	255
UNIVERSITY OF AKRON	132	106	133
OHIO UNIVERSITY	90	106	101
THE OHIO STATE UNIVERSITY	122	110	90
BOWLING GREEN STATE UNIVERSITY	76	72	85

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How College-Going Rates Have Changed

What Percentage of High School Grads From Ohio End Up Enrolling In College?

HS Grad College-Going Rates for Ohio



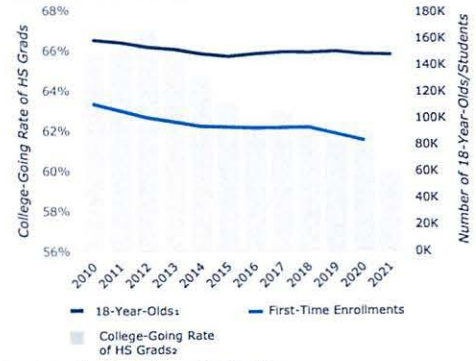
College-Going Rate of High School Grads
66% to 60%
 change from 2010-2021

1) Estimated using WICHE 10th Grade Total Enrollments from 2 Years Previous
 2) College going rate calculated using representative sample from ACS 2010-2011 1-Year data on state residents 19-24 years old that have graduated high school (GED or equivalent included).
 FAB analysis of IPEDS Fall Enrollment by State of Residence Data, American Communities Survey data, WICHE 10th Grade Enrollment Data, and National Assessment of Educational Progress data, FAB interviews and analysis.

Past Non-Consumption in Ohio

Connecting Historical College-Going Rates To First-Time Enrollment Changes in Ohio

Total 18-Year-Old Population, First-Time Students & HS Grad College-Going Rates for Ohio



College-Going Rate of High School Grads
66% to 60%
 change from 2010-2021

18-Year-Old Population
-11,227 Students
 -7% change from 2010-2021

First-Time Students
-27,347 Students
 -25% change from 2010-2020

1) Estimated using WICHE 10th Grade Total Enrollments from 2 Years Previous
 2) College going rate calculated using representative sample from ACS 2010-2011 1-Year data on state residents 19-24 years old that have graduated high school (GED or equivalent included).
 FAB analysis of IPEDS Fall Enrollment by State of Residence Data, American Communities Survey data, WICHE 10th Grade Enrollment Data, and National Assessment of Educational Progress data, FAB interviews and analysis.

Youngstown State has outperformed peers since 2014

Youngstown State First Year Enrollment Indexed vs. Public Institutions in OH, IN, IL, PA, and MI Less than 3,000 First Year Enrolls
 Entering Class 2014 to 2022, Indexed Relative to Entering Class 2014



First Year Enrolls by Entering Class

	2014	2015	2016	2017	2018	2019	2020	2021
Youngstown State	1,704	1,939	2,041	2,167	2,286	1,970	1,771	1,572
Mkt Avg < 3,000 First Year Enrolls, n=90	1,139	1,125	1,085	1,069	1,036	1,001	909	854

In recent years, bigger brands have captured greater market share

Youngstown State First Year Enrollment Indexed vs. Public Institutions in OH, IN, IL, PA, and MI Entering Class 2014 to 2022, Indexed Relative to Entering Class 2014



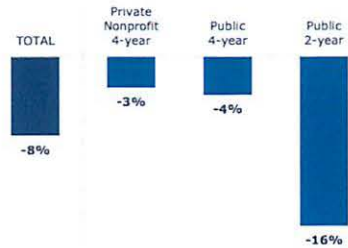
First Year Enrolls by Entering Class

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Youngstown State	1,704	1,939	2,041	2,167	2,286	1,970	1,771	1,572
Mkt Avg < 3,000 First Year Enrolls, n=90	1,139	1,125	1,085	1,069	1,036	1,001	909	854
Mkt Avg > 3,000 First Year Enrolls, n=16	5,050	5,155	5,332	5,369	5,506	5,559	5,315	5,742

Pandemic Enrollment Declines

Fall 2019 to Fall 2022

Change in Total Undergraduate Enrollment by Segment



Change in Freshman Enrollments by Segment

Private Nonprofit 4-Year	+1.8%
Public 4-Year	-2.0%
Public 2-Year	-15.2%

Source: National Student Clearinghouse, Current Term Enrollment Estimates: Fall 2022 Expanded Edition

Change in First-Year Enrollment by Sector and Selectivity



Source: National Student Clearinghouse



Freshman Enrollment Outlook

Macro-Environment Trends to Watch

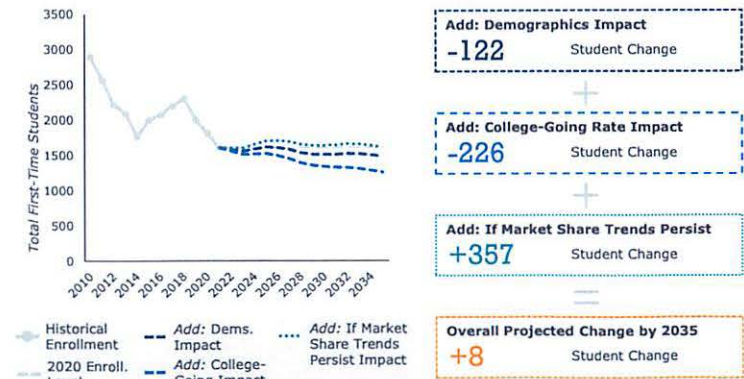
Non-Consumption and Demography

Building A Baseline Future Enrollment Scenario



Adding Up Our Projections for Youngstown State University Through 2035

Cumulative Estimates for Demographics, College-Going Rates, and if Market Share Trends Persist



Source: EAB Analysis of IPEDS Fall Enrollment Data, WICHE Knocking at the College Door Data, and American Community Survey Data; Grans, Nathan, The Agile College (Data File); EAB Interviews and Analysis



New Aid Formulas Present Disruption, but Meaningful Pell Opportunity

21

Notable Changes

- ▶ The FAFSA will be **considerably shorter**
- ▶ The FAFSA will rely almost exclusively on information from a **family's recent tax return**
- ▶ Expected Family Contribution (EFC) will become the **Student Aid Index (SAI)**
- ▶ Potential for **Negative Student Aid Index (SAI)** up to 1,500

Key Updates:

-  Notable increase in number of Pell Grant recipients (10%-20%)
-  New SAI will no longer take families with multiple students in college into account
-  Small business/farm owners will have those assets considered in SAI calculation

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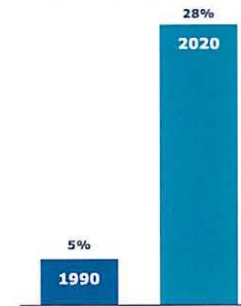
Many Markets Becoming 'Winner(s)-Take-Most'

22

Superstar Firms Outcompete, Consolidate Market Power Across Industries

Top 50 Firms Now Worth Almost 30% of Global GDP

Stock Market Value to GDP Ratio



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Consolidation Comes for Every Industry

US market share of largest three firms



Source: Bloomberg, "World-Dominating Superstar Firms Get Bigger, Faster, and More Common," May 2021; (Stat); Ghosh et al., "Are US Industries Becoming More Concentrated?" Review of Finance, July 2019; Open Market Institute; FAFSA interviews and analysis.

Ultra-Winners Come to Higher Ed?

23

Instead of 'Disrupting' Concentration Reshaped the Market

Pandemic Accelerated UG Enrollment Flight to Larger Institutions

Percentage Change in UG Enrollments¹ 2012 to 2020

Public 4-Yr Institutions Large Publics Grew Rapidly



Private 4-Yr Institutions Less-Selective Privates Shrank



Concentrated Growth in Research, Endowment Funds

\$27.6B

in federal research funding was allocated to the **top 50 institutions** in FY2020 (compared to \$18.5B for all other institutions)

19%

of institutions hold 83.7% of all endowment assets¹

¹ Of institutions that responded to a national survey

Source: IPEDS Fall Enrollment and Admissions Data 2012-2020; Higher Education Research and Development (HERD) Survey, FY11-FY20; Whitford, Emma, "College Endowments Boomed in Fiscal 2021," Inside Higher Ed, Feb. 2022; FAFSA interviews and analysis.

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Optimism in a Challenging Time

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1. You have agency to build marketshare
2. YSU is well-positioned to manage FAFSA changes
3. Most severe pressure is on regional *privates*
4. Your academic mix and tuition positioning are favorable
5. Demography improves a bit in 2030
6. College-going rate may have bottomed out
7. A strong staff and enrollment operation
8. Sophisticated marketing to students and parents

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The Pandemic Ripple Effects

A Long-Term Perspective on Student Success Following the Pandemic and What Actions You Can Take Now



Ed Venit

Managing Director

EVenit@eab.com

Follow me on Twitter

[@HigherEdVenit](https://twitter.com/HigherEdVenit)



KEEP HOPING
FOR A RETURN
TO THE PAST

BUILD A NEW
EXPERIENCE FOR
TOMORROW

RIPPLE 1

UNFINISHED K-12 LEARNING

Unfinished K-12 Learning

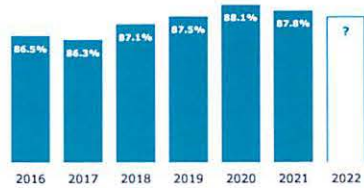
Disruptions Could Ripple Through Education for Years, but It's Far Too Early to Know the Extent

Class of 2023
High School Seniors

Critical Milestones

High School Graduation

High School Graduation Rate Held Steady... Again
Brookings Institute



However...

- States reduced requirements
 - Credits
 - Testing
 - Attendance
- Teachers made accommodations
- College-going fell
 - 2YR down 16%
 - 4YR down 6%

Source: Brookings Institute, *How Has the Pandemic Affected High School Graduation and College Entry?*; Curriculum Associates, *The State of Student Learning in 2022*; Flaine Allenworth and John Q. Easton, *The on-track indicator as a predictor of high school graduation*, UChicago Consortium on School Research, 2005; Ann F. Casey Foundation (2010), *Early Warning: Why Reading by the End of Third Grade Matters*, FAB interviews and analysis.

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Unfinished K-12 Learning

Disruptions Could Ripple Through Education for Years, But It's Far Too Early to Know the Extent

Class of 2023
High School Seniors

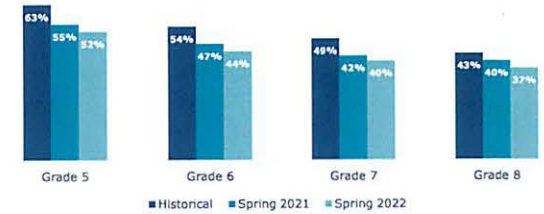
Class of 2027
Eighth-Graders

Critical Milestones

High School Graduation

High School Algebra

Foundational Math Further Declined in 2022
Percentage of Students Achieving Fundamental Math Skills



Source: Brookings Institute, *How Has the Pandemic Affected High School Graduation and College Entry?*; Curriculum Associates, *The State of Student Learning in 2022*; Flaine Allenworth and John Q. Easton, *The on-track indicator as a predictor of high school graduation*, UChicago Consortium on School Research, 2005; Ann F. Casey Foundation (2010), *Early Warning: Why Reading by the End of Third Grade Matters*, FAB interviews and analysis.

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Unfinished K-12 Learning

Disruptions Could Ripple Through Education for Years, but It's Far Too Early to Know the Extent

Class of 2023
High School Seniors

Class of 2027
Eighth-Graders

Class of 2032
Third-Graders

Critical Milestones

High School Graduation

High School Algebra

3rd Grade Reading

Early Reading Showed No Improvement in 2022
Percentage of Students Achieving Fundamental Reading Skills



Source: Brookings Institute, *How Has the Pandemic Affected High School Graduation and College Entry?*; Curriculum Associates, *The State of Student Learning in 2022*; Flaine Allenworth and John Q. Easton, *The on-track indicator as a predictor of high school graduation*, UChicago Consortium on School Research, 2005; Ann F. Casey Foundation (2010), *Early Warning: Why Reading by the End of Third Grade Matters*, FAB interviews and analysis.

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RIPPLE 2

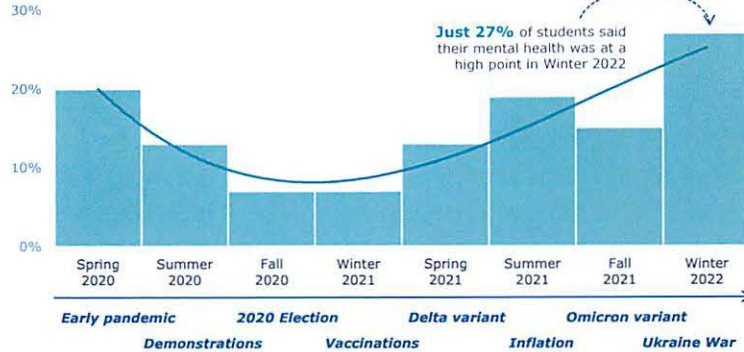
STUDENT MENTAL HEALTH

How Has Student Mental Health Changed?

33

Trending Upward, but Most Students Still Not Feeling Their Best

When was your overall mental health the best?
College Pulse Survey, Spring 2022



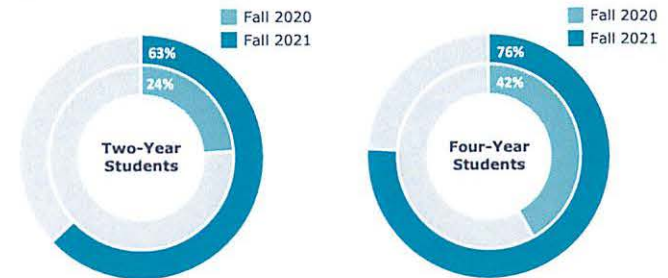
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Source: College Pulse survey of 2,000 college students, March 16-22, 2022; FAAC interviews and analysis.

A Growing Threat to Retention

34

In the Past 6 Months, Have You Considered Stopping-Out Due to Emotional Stress?
Gallup/Lumina Survey

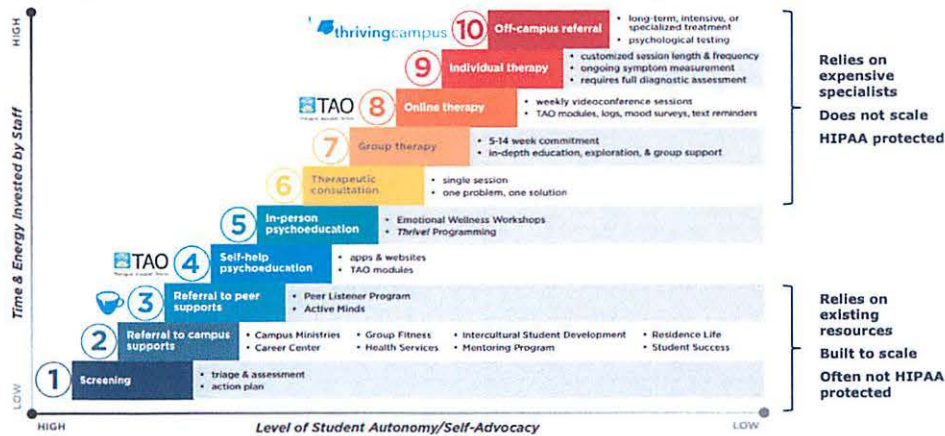


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Source: Gallup The State of Higher Education 2022 Report; FAAC interviews and analysis.

Stepped Care Model

Calvin Learn for Love and Wellbeing



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Source: <https://calvin.edu/outreach/9569324-8678-40c7-8c15-964e848a296>

RIPPLE 3

STAFFING TURNOVER

35

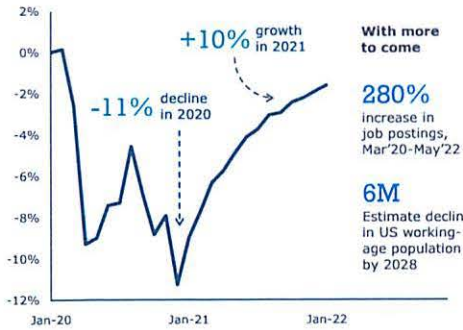
35

The Great Resignation

Extreme Levels of Employee Turnover Leaving Student Success Managers Struggling to Keep Up

Employee Turnover in Higher Education

Percentage change in total employees, seasonally adjusted



Staff Exploring Out-of-Sector Options



Student-Facing Staff Suddenly Very Mobile

- Staff have transferable skills in high demand
- Competency-based hiring reduces barrier to entry
- Industry offered better salary and flexibility

Source: FAB analysis of the Current Employment Statistics survey from the Bureau of Labor Statistics; FAB's Talent Questionnaire (2022); CUPA-HR, The CUPA-HR 2022 Higher Education Employee Retention Survey; Initial Results (2022); Lightcast, The Demographic Divisive: Bridging the Gap in our Labor Force; The Wall Street Journal, Several Million U.S. Workers Seen Leaving Out of Labor Force; Institutional, FAB interviews and analysis.

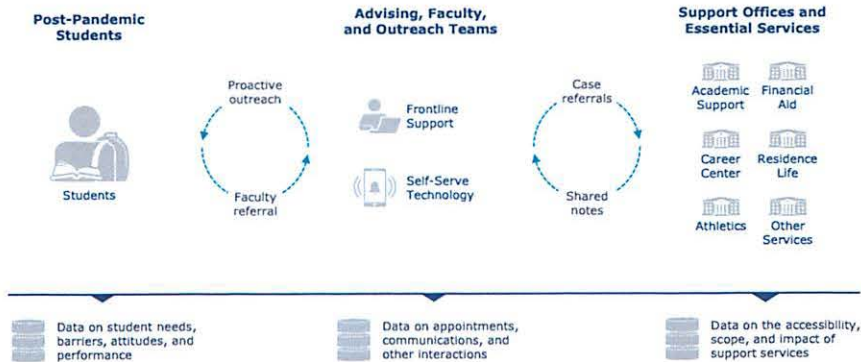
Speculating About the Future

When Will We Feel the Ripples?



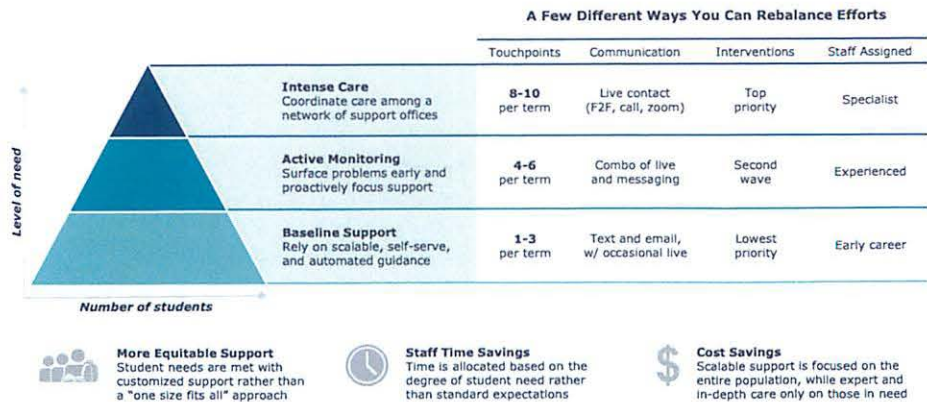
Preparing for the Ripples

Extend Impact of Limited Staff Capacity with a Technology-Enabled Coordinated Care Network



Rebalance Support with Differentiated Care

A More Efficient Way to Organize Staff and Provide Better Support



Strengthening Your Early Warning System

Essential Investments to Prepare for Supporting Elevated Academic Needs in the 2020s



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[YSU Future State Conversations]

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

Future State #5 - April 11, 2023

Reading Materials

- [2023 Trends in Higher Education](https://ysu.edu/sites/default/files/2023-Trends-in-Higher-Education.pdf)
(<https://ysu.edu/sites/default/files/2023-Trends-in-Higher-Education.pdf>)
- [Forbes April, 2023 - Higher Ed Ripe for Disruption to Serve Nonconsumers](https://ysu.edu/sites/default/files/Higher%20Ed%20Ripe%20for%20Disruption%20to%20Serve%20Nonconsumers)
(<https://ysu.edu/sites/default/files/Higher%20Ed%20Ripe%20for%20Disruption%20to%20Serve%20Nonconsumers>)
- [Brookings March, 2023 - Higher Education Accountability Measuring Costs, Benefits, and Financial Value](https://ysu.edu/sites/default/files/Higher%20Education%20Accountability%20Measuring%20Costs%2C%20Bene)
(<https://ysu.edu/sites/default/files/Higher%20Education%20Accountability%20Measuring%20Costs%2C%20Bene>)

Presentation

- [EAB State of Sector - YSU](/sites/default/files/board-of-trustees/Future_State/EAB%20State%20of%20Sector%20-%20YSU%20Final.pdf) (/sites/default/files/board-of-trustees/Future_State/EAB%20State%20of%20Sector%20-%20YSU%20Final.pdf)

Recording (<https://youtu.be/2lOoZ1qsbQI>)

Future State #4 - BOT Advance October 25, 2021

Reading materials

- [2021 Trends in Higher Education Hanover](/sites/default/files/board-of-trustees/Future_State/2021-Trends-in-Higher-Education-Hanover.pdf) (/sites/default/files/board-of-trustees/Future_State/2021-Trends-in-Higher-Education-Hanover.pdf)
- [Supporting Distressed Communities by](/sites/default/files/board-of-trustees/Future_State/20210729_BrookingsMetro_SupportingDistressedCommunities.pdf) (/sites/default/files/board-of-trustees/Future_State/20210729_BrookingsMetro_SupportingDistressedCommunities.pdf)
- [Strengthening Regional Public Universities:](/sites/default/files/board-of-trustees/Future_State/20210729_BrookingsMetro_SupportingDistressedCommunities.pdf) (/sites/default/files/board-of-trustees/Future_State/20210729_BrookingsMetro_SupportingDistressedCommunities.pdf)
- [A federal policy proposal](/sites/default/files/board-of-trustees/Future_State/20210729_BrookingsMetro_SupportingDistressedCommunities.pdf) (/sites/default/files/board-of-trustees/Future_State/20210729_BrookingsMetro_SupportingDistressedCommunities.pdf)
- [For College Finances There is No Return to Normal](https://www.chronicle.com/article/for-college-finances-theres-no-return-to-normal)
(<https://www.chronicle.com/article/for-college-finances-theres-no-return-to-normal>)
- [Seven steps higher ed must take to keep pace with the changes in our society](/sites/default/files/board-of-trustees/Future_State/Seven_steps_higher_ed_must_take.pdf) (/sites/default/files/board-of-trustees/Future_State/Seven_steps_higher_ed_must_take.pdf) (opinion)

Meeting handouts

- [Agenda](/sites/default/files/board-of-trustees/Future_State/AGENDA_BOT_ADVANCE_October_25_2021.pdf) (/sites/default/files/board-of-trustees/Future_State/AGENDA_BOT_ADVANCE_October_25_2021.pdf)
- [Enrollment at YSU and Other Ohio Public University Main Campuses](/sites/default/files/board-of-trustees/Future_State/Enrollment-at-YSU-and-Other-Ohio-Public-University-Main-Campuses.pdf)
(/sites/default/files/board-of-trustees/Future_State/Enrollment-at-YSU-and-Other-Ohio-Public-University-Main-Campuses.pdf)
- [Fall 2021 BOT Advance Survey results](/sites/default/files/board-of-trustees/Future_State/F21_BOT_Advance_Survey_results.pdf) (/sites/default/files/board-of-trustees/Future_State/F21_BOT_Advance_Survey_results.pdf)
- [YSU Future State Theme for 2021-2022](/sites/default/files/board-of-trustees/Future_State/YSU_Future_State_Theme_2021-2022.pdf) (/sites/default/files/board-of-trustees/Future_State/YSU_Future_State_Theme_2021-2022.pdf)
- [Panelists Biosketches](/sites/default/files/board-of-trustees/Future_State/Panelists_Biosketches.pdf) (/sites/default/files/board-of-trustees/Future_State/Panelists_Biosketches.pdf)

Recording (/sites/default/files/board-of-trustees/Future_State/YSU%20BOT%20Future%20State%20Advance_October%2025%202021_01.mp3)

BOT Resolution

**YOUNGSTOWN STATE UNIVERSITY
CAMPUS COMMUNICATIONS
2020 – 2023**

January 23, 2020 – Strategic Planning Spring 2020

<https://t.e2ma.net/webview/5auzmf/fe2564e11a898c9b4ec8a2145a5cfc00>

May 28, 2020 – College restructuring email from Provost Smith

<https://t.e2ma.net/webview/tl23zf/44006aee5d3c5cbd00912e539a12e8b9>

June 4, 2020 – President’s Message RE: 2021 Operating Budget

<https://t.e2ma.net/webview/p6nn0f/c22efd05c74fd899947740a3a5c3235d>

July 24, 2020 - Budget Update, Financial Realities Focus Group

<https://t.e2ma.net/webview/3qv4bc/aa536bcc3533435212216ad47dc738ce>

January 19, 2021 – FY 2021 Budget Update

<https://t.e2ma.net/webview/7dwrlc/fab6c0e985a68836e685f73e9dac2556>

March 8, 2021 – Provost Perspectives RE: Introducing APEEI

<https://t.e2ma.net/webview/ho0elg/a9773acc2a5da078bdafaf584785bc69>

March 22, 2021 – Provost Perspectives RE: APEEI

<https://t.e2ma.net/webview/5mjrmg/140a3c8995f5eb5aabc4b3fed99321b7>

April 5, 2021 – Provost Perspectives RE: APEEI Departmental Data Meetings

<https://t.e2ma.net/webview/5qeyng/3a5ef6a880a2c070466910f72047e73e>

April 19, 2021 – Provost Perspectives RE: Student Enrollment

<https://t.e2ma.net/webview/dd57og/b30f4027a214432ab21fe169098fc5ee>

May 3, 2021 – Provost Perspectives RE: Ongoing APEEI

<https://t.e2ma.net/webview/pey8pg/ae2a80e82248c63724f6ece3b8f8dd47>

June 23, 2021 – APEEI Message from the Provost

<https://t.e2ma.net/webview/t5diug/96cd32364e66b2d13dd53c27c08a5604>

August 25, 2021 – CRM Advise Announcement

<https://t.e2ma.net/webview/ln2q0g/1c0dfa62b9091a91fda4d390f740e4fa>

October 13, 2021 – Enrollment and Budget Update from VP McNally & Provost Smith

<https://t.e2ma.net/webview/3ey65c/407163dd0183a7492b1f9ffed2623dd1>

**YOUNGSTOWN STATE UNIVERSITY
CAMPUS COMMUNICATIONS
2020 – 2023**

October 26, 2021 – State of the University Video Series #1

<https://t.e2ma.net/webview/t5x16g/44651b1a2f9456d6ac218a7b1c211259>

November 2, 2021 – Retrenchment & Sunset Programs Information

<https://t.e2ma.net/webview/1v7k7g/343b0c64440e2c512244cd11c02d005e>

November 3, 2021 – State of the University Video Series #2

<https://t.e2ma.net/webview/tt8p7g/b10a0ceb8e40ea6c3a7b5fb328ac066c>

November 10, 2021 – State of the University Video Series #3

<https://t.e2ma.net/webview/l7lf8g/2dc5ffe8b20d8f623cfe5cf9f2d39888>

November 13, 2021 – Message from Provost, VP Finance

<https://t.e2ma.net/webview/rlnf7c/bee1a1a212c61ab32252c9242f8c6abf>

January 10, 2022 – Provost Perspectives RE: Community Engagement

<https://t.e2ma.net/webview/lv4hdh/f4b1b6f583edd4a00bc5fdbfa1389c66>

January 20, 2022 – Provost Smith, VP McNally Op-ed to campus

<https://t.e2ma.net/webview/n1aeci/8de20901aa416e95796245e449ec1e1e>

January 24, 2022 – Provost Perspectives RE: Advising and Student Success

<https://t.e2ma.net/webview/t9sweh/f18c96ba43ea5630592de51a03287ae5>

February 2, 2022 – Memo: Our shared role in the sustainable prosperity of YSU, the region and the state

<https://t.e2ma.net/webview/dtt5fh/4f3e8be74931502a2ec45ea78f60a925>

March 8, 2022 – Provost Perspectives RE: Pathways to Student Success

<https://t.e2ma.net/webview/h8nijh/3b87bead14474022ea6da2cfb446d5dc>

March 22, 2022 – University Wide Learning Outcomes

<https://t.e2ma.net/webview/x43skh/ca74b9c9ec070f7d51c905b4c53a3aac>

June 30, 2022 – Message from Provost, VP Finance

<https://t.e2ma.net/webview/n6oxce/c7d85c426dd45ae3a899a5327bfd62dc>

August 29, 2022 – Provost Perspectives RE: Updates

<https://t.e2ma.net/webview/tpt1j/51dbd0ded3f61fd12885a39e7c9ede6a>

**YOUNGSTOWN STATE UNIVERSITY
CAMPUS COMMUNICATIONS
2020 – 2023**

September 1, 2022 – Provost & CFO Message

<https://t.e2ma.net/webview/fotyve/184d170442f4f7a998030c8c823217b4>

September 19, 2022 – Provost Message to Faculty RE: VSRP

<https://t.e2ma.net/webview/t1a1fk/4d569692e9ed78716cb6f66cacf0846a>

September 20 2022 – Provost Message to Students RE: Clarification regarding academic uncertainty

<https://t.e2ma.net/webview/17ogqk/eab2d5e8dc2b45fb38bbfd877bf818e1>

November 15, 2022 – Provost & VP Finance Employees Message

<https://t.e2ma.net/webview/7trt4f/f81b6272755d5a1f6296e7febb262232>

November 15, 2022 – Provost Student Message

<https://t.e2ma.net/webview/nmst4f/c77809840fc317f4eeee90f925d3e7f8>

January 19, 2023 – Message from Provost & VP for Finance

<https://t.e2ma.net/webview/z3665f/86e294be9aaeac8ff22eaa5656a02ae6>

March 1, 2023 – Provost Perspectives RE: Faculty Success/Digital Measures

<https://t.e2ma.net/webview/52vbnn/f566695ff4d91f3f6a6d2aea47c4e016>

STRATEGIC PLANNING ORGANIZATION TEAM

Thursday, January 23, 2020

Dear Members of the Campus Community,

Thank you for your contributions to the strategic planning process last year including responding to **nine questions** and attending one or more of four **Thought Leader sessions**. The Strategic Plan Organizing Team (SPOT) has considered this input, **scanned the landscape of higher education**, and used **Board of Trustees guidance** to develop a **DRAFT Plan of Strategic Academic Actions**. If you wish to provide input on any or all of the strategic actions of the draft plan, please do so **here**. Keep in mind, the goals and strategies are designed to differentiate YSU, building upon a strong foundation of academic excellence.

A planning process is not complete without having a sense of how to carry out the Plan. That guidance will be provided by an **institutional effectiveness framework**. Given the essential role the support areas play in facilitating the successes of strategic academic actions, a **DRAFT Plan of Strategic Support Area Actions** has been developed that will be revised based on input received and adjustments to the Plan of Strategic Academic Actions.

SPOT will use your input, as well as the input obtained through the Office of Academic Affairs consulting with deans and chairpersons to finalize a recommended *Plan for Strategic Actions to Take Charge of our Future* that Provost Smith will present to President Tressel for endorsement to the Board of Trustees in June 2020. The tactics associated with the strategies will be developed via collaborative efforts of the academic and academic support areas as the Plan evolves over time.

Your continued engagement in the planning process and the subsequent implementation of the actions necessary for our shared success is greatly appreciated as, **If it is going to be, it is up to me (we)**.

Visit the [Strategic Planning website](#) for more information, to view **results** from previous questions and information

[Subscribe](#) to our email list.



IUC Day at the Statehouse Talking Points – April 2023

Not for Distribution

Thank you, Governor DeWine/Member of General Assembly, for your support for Ohio's public universities and our students. We appreciate the increased investments in the Governor's budget that will promote economic development, spur innovation, and enhance quality of life for Ohioans.

Increased OCOG funding will help to restore cuts to need-based financial aid made during the 2008-09 recession. OCOG provides grant money to help financially challenged students pay academic costs that are not covered by the federal Pell Grant.

- During the 2008-2009 recession, OCOG funding was reduced by more than 50% to help balance the state's budget. Funding increased modestly over the following years, with a dip during the height of the pandemic.
- The increases in House Bill 33 will move Ohio closer to fully restored funding.
- Eligibility will extend to families with an adjusted gross income of approximately \$87,000. This makes OCOG support available to middle-class Ohioans. However, to fully realize this investment, funding needs to be restored to the levels the governor proposed.
- It's a smart investment. By helping more Ohioans earn a college degree, Ohio will increase tax revenue.

Increased State Share of Instruction (SSI) will help keep college affordable. The Governor's budget included 3% increases for FY2024 and FY2025. The House substitute bill increased SSI by 1.5%.

- Through FY 2023, our state continues to lag the national average by 21%. Ohio's subsidy for higher education was \$7,567, compared to a national average of \$9,300.
- Because Ohio's SSI is lower than the national average, our students pay a larger percentage of tuition. Ohio students pay 56.1% of the total cost of education in tuition compared to a national average of 42.1%.

Investments in Ohio higher education deliver a powerful ROI. According to a new economic impact study, in FY 2021-2022, Ohio's public universities:

- Delivered \$67.8 billion in total economic impact, or 8.6% of the state gross product.
- Supported more than 860,000 jobs – one in every eight jobs in our state.
- Generated an ROI of \$4.50 for every dollar taxpayers invest in public universities.

Ohio's public universities are doing our part to support affordability. In recent years, Ohio's public universities reduced staffing, enhanced financial management, leveraged federal funds, and secured donations from alumni and partners to fund scholarships, new buildings, and professorships.

- Over the past 15 years, tuition for students at Ohio public universities has increased only 11%, well below the national average of 33%.

Enhanced funding is important to keeping Ohio's workforce competitive. States around the country are reversing years of declining investment in higher education – and Ohio must keep pace.

- Across the U.S., state support for higher education increased in 38 states in FY 2023 – far outpacing Ohio.

IMPROVING LIVES



IMPROVING OHIO



IMPROVING THE WORLD



Ohio's Public Universities: Driving Ohio's Success

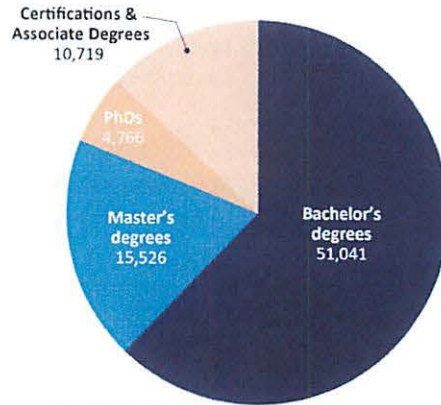
Ohio's public universities provide affordable education for more than 330,000 students through diverse associate, baccalaureate, graduate, and professional programs. Our 14 four-year research universities and 24 regional campuses play an important role in promoting economic development, spurring innovation, and enhancing quality of life for Ohioans.

Our universities play an especially important role in building Ohio's workforce by awarding more than 80,000 degrees and certificates annually.

About the Inter-University Council of Ohio

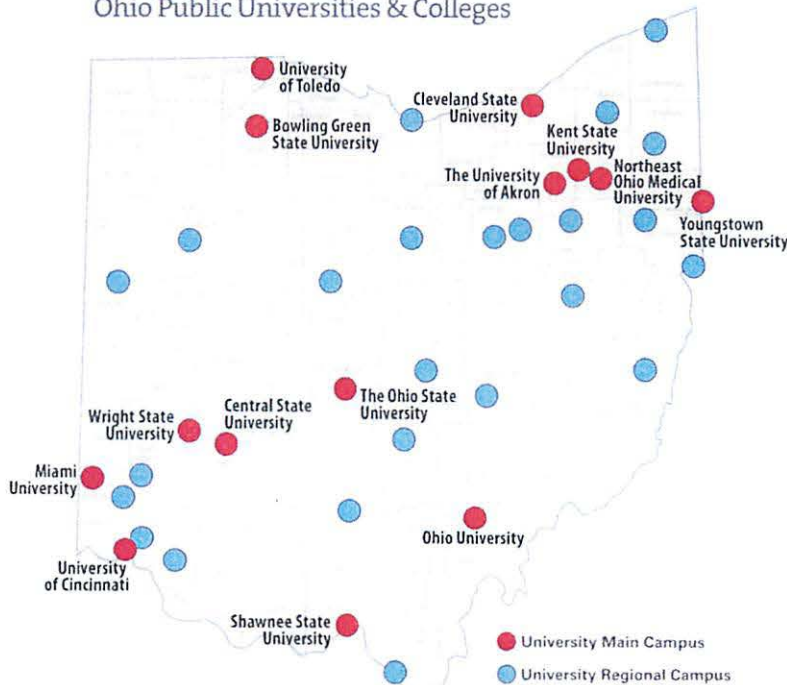
The Inter-University Council of Ohio (IUC) was established in 1939 as a voluntary educational association of Ohio's public universities. The IUC facilitates the development of common interests and concerns of its member institutions and assists in sustaining and improving the quality of public higher education. The IUC also engages in public relations, research, and government liaison work on behalf of its member institutions.

Degrees Awarded Annually



University Main and Regional Campuses, 2020. Source: Ohio Department of Higher Education

Ohio Public Universities & Colleges





The **Ohio State University's** student population includes 73% Ohio residents, and in the 2021-2022 academic year, Ohio State awarded a total of 17,528 degrees. Adhering to Ohio State's long-standing commitment to access and affordability, the university provides more than \$200 million in student financial aid each year, in addition to federal and state resources.



Ohio University is among the top five universities in the nation for the number of students graduating in the health professions and is one of the top 10 largest schools of nursing in the nation. The Ohio University Heritage College of Medicine is among the top 15 largest producers of primary care physicians in the nation and is the largest supplier of primary care physicians for Ohio.



Shawnee State University ranks among the top 10 programs nationally in Game Design and in Plastics Engineering Technology and is building on these programs for tech innovation and regional revitalization through its Kricker Innovation Hub.



University of Toledo has produced many noteworthy alumni, including Fredric Baur, Ph.D. Baur served in the U.S. Navy as an aviation physiologist and was an American organic chemist and food storage scientist, known for designing the Pringles potato chip in 1956. He spent two years developing saddle-shaped chips from fried dough and selected a tubular can as the chips' container. His other accomplishments included the development of frying oils and freeze-dried ice cream.



Wright State University was established to serve the workforce needs of Ohio's largest single-site employer, Wright-Patterson Air Force Base, which produces a \$16 billion economic impact annually. Through this mission, Wright State has aligned its academic programming to give students unique access to internships, research opportunities, and jobs at Wright-Patterson, which strengthens the workforce pipeline. Wright State leads all public universities in directly serving the state, with over 95% of its current students coming from Ohio and the largest percentage its graduates remaining in Ohio to work and raise a family.



Youngstown State University is ranked in the top seven most affordable universities nationwide by College Consensus, ranking 14th nationally on the list of lowest out-of-state tuition colleges. YSU student teams have been highly ranked regionally, nationally, and internationally in competitions like the Ethics Bowl (1st regional, advanced national); Concrete Canoe (1st regional, 4th national); Steel Bridge (1st regional, 7th national), and Baja Racing (14th international). YSU serves its region with industry credentials through the Division of Workforce Education and Innovation.



Helping Keep College Affordable by Increasing State Share of Instruction

The State Share of Instruction (SSI) is an important source of funding for Ohio's public universities that, together with tuition, shapes the cost of attendance. We are grateful that the Governor's budget includes 3% increases for FY24 and FY25. The House substitute version of the bill, however, reduced that increase to just over 1%. Important issues to keep in mind as the legislature debates this proposal:

Through FY 2023, our state continues to lag the national average by 21%. In 2020-21, Ohio's subsidy for higher education was \$7,567, compared to a national average of \$9,300. The range varied from \$5,350 in Oklahoma to \$20,000 in Hawaii, Alaska, and Wyoming.



Because Ohio's SSI is lower than the national average, our students pay a larger percentage of tuition. A key measure of affordability is how much the student pays for tuition compared to the state's share. Ohio students pay 56.1% of the total cost of education in tuition compared to a national average of 42.1%.¹ A student's share can also be offset by scholarships and financial aid.

Despite the continued funding gap, Ohio's public universities remain national leaders in restraining tuition costs. Ohio's public universities are working hard to reduce financial barriers to college education with measures that reduce student debt, increase degree completion, and shorten the time it takes to earn a degree. As a result, over the past 15 years, tuition for students at Ohio public universities has increased only 11%, well below the national average of 33%.²

WHAT YOU CAN DO:

- Support restoring the Governor's SSI increases in HB 33.
- Longer term: support funding SSI at the national average on a per-student basis.

¹ State Higher Education Executive Officers Association's 2021 State Higher Education Finance Report

² State Higher Education Executive Officers Association, Public Higher Education Net Tuition Revenue per FTE by State (15-year percent change)



Northeast Ohio Medical University (NEOMED) is committed to conservative budgeting practices and the implementation of zero-based budgeting and Lean Six Sigma (LSS) principles of operational excellence. These have informed management decisions to eliminate waste in operations and better align resources consistent with the university's strategic plan. NEOMED has eliminated previously funded vacant positions, modified faculty and staff education benefits, replaced self-insured faculty and staff health insurance plans with fully insured plans without modifying benefits, refinanced bonds, and modified partnerships.



The Ohio State University achieved \$497.9 million in strategic procurement cumulative savings since FY 2012, with \$46.3 million saved in FY 21 alone. Additional financial controls implemented in FY 2021 included a hiring pause, a reduction in travel, and business-essential-only spending. This generated \$194.8 million in university operational efficiency savings, \$103.7 million in medical center savings, and \$44.7 million in capital efficiencies, for a total of \$343 million.



Ohio University streamlined its administrative services in Communications and Marketing and Advancement in 2020, resulting in more than \$1.5 million in recurring savings. A university-wide shared services model was recently adopted to gain significant efficiency in the management of administrative transactions.



Shawnee State University consistently ranks as one of Ohio's most efficient universities in terms of operating expenses and campus footprint. Shawnee State keeps costs low to make college affordable in underrepresented Appalachian Ohio through open access and free tuition for eligible students.



The University of Toledo has implemented salary reduction initiatives as part of the effort to address the university budget. In part, this included an immediate 20% pay cut through the end of the fiscal year for all senior leaders and academic deans.



Wright State University is the first university in the state to zero-base budget its entire operation to assure resources are aligned with student demand. This translated into over \$100 million in annual expense savings. These savings have allowed Wright State to remain one of the most affordable public universities in Ohio while also making strategic investments in student success and creating unique partnerships with regional employers like Wright-Patterson Air Force Base and Premier Health Partners. The university has also led the way in leasing excess space to key community partners and employers that create unique internship opportunities for students.



Youngstown State University launched a major administrative reorganization in 2016 that reduced expenditures by slightly more than \$1 million annually and has since reduced total employees by 15%. YSU also reduced academic departments from 36 to 18, which is estimated to reduce expenditures by \$1 million annually. In recent years, approximately 70% of the university's resources have been allocated to Academic Excellence/Academic Support and Student Success/Student Experience (federal classifications of expenditures).