

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

**Tuesday, September 19, 2023
1:00 p.m.**

**Board Meeting Room
Tod Hall**

AGENDA

A. Disposition of Minutes

B. Old Business

C. Committee Items

1. Governance Action Items

Tab 1 a. Resolution Related to Fall Enrollment as Required in the Collective Bargaining Agreement

Tab 2 b. Resolution to Renew the Plan for Strategic Actions to Take Charge of Our Future

2. Governance Discussion Items

Tab 3 a. YSU Future State Discussion

Tab 4 c. 2024 Board Meeting Schedule

Tab 5 d. 2024 AGB National Conference on Trusteeship

D. New Business

E. Adjournment

Resolution Related to Fall Enrollment as Required in the Collective Bargaining Agreement



RENEWING THE PLAN FOR STRATEGIC ACTIONS TO TAKE CHARGE OF OUR FUTURE

WHEREAS, the *Plan for Strategic Actions to Take Charge of Our Future* ("Plan") was endorsed by the Board of Trustees of Youngstown State University ("YSU or University") in June 2020;

WHEREAS, leadership proposed and the Board agreed that substantial progress has been made implementing the Plan, and that the Plan should be renewed and presented to the Board in September 2023;

WHEREAS, with the vice presidents as sponsors, five working groups, each convened by a member of leadership and a dean with five to six members, met frequently to evolve renewed strategies for the Plan;

WHEREAS, the working groups were Sustainability, Academic Portfolio Design, Student Success, Marketing & Communication, and Community & Workforce with each working group proposing five high-priority strategies to integrate into a renewed Plan;

WHEREAS, a substantially adjusted DRAFT Plan was reviewed with input provided via the Academic Senate and via faculty through chairpersons of departments.

NOW THEREFORE BE IT RESOLVED, that the Board of Trustees endorses the Plan as presented and that is attached as a component of this Resolution.

Board of Trustees
Meeting September 20, 2023
YR 2024 -

For feedback from Academic Senate and Academic Departments.

- Senators, provide feedback directly to Amy Cossentino at alcossentino@ysu.edu.
- Department chairs, compile feedback and send to Amy Cossentino at alcossentino@ysu.edu.

Please provide feedback by noon, September 15, 2023.

OVERVIEW

Leadership proposed, and the Board of Trustees agreed, that given progress on the *Plan for Strategic Actions to Take Charge of Our Future* (endorsed June 2020), that it be “renewed” and presented to the Board of Trustees for consideration in September, 2023.

The vice presidents, as sponsors, consulted and formed five working groups to consider additions, adjustments or deletion of Goals and Strategies in the areas of sustainability, academic portfolio optimization, student success, marketing and communication, and community/workforce.

Each working group was co-convened by a member of the leadership team and a dean. There were 5-6 additional members of each working group. Working groups convened multiple times and the sponsors and the co-conveners met regularly to assure progress.

The sponsors and co-conveners met and each working group provided their top five priorities for adjustments to the Plan that were subsequently illustrated in a DRAFT renewed Plan.

An additional area of focus was proposed and accepted as Sustainability. This adjustment provided the opportunity to make the Plan one institutional Plan as opposed to separate Academic and Academic Support area sections comprising the Plan.

A DRAFT was reviewed by each working group and adjusted after which the sponsors convened to review the DRAFT. The sponsors then proposed additional adjustments.

Dr. Lafferty was consulted and adjustments were made accordingly after which the provost will present and ask for feedback via the Academic Senate and the deans/chairs will share with the faculty for feedback.

Given this feedback, a PENULTIMATE DRAFT will be presented to the Governance Committee of the Board of Trustees in September, 2023, for review and endorsement.

A summary of adjustments follows:

SUMMARY of Adjustments by Area

Increased by one Area of Focus: Sustainability – 3 to 4

Removed one Goal – 9 to 8

Added one Goal – 8 to 9

Reduced Academic Plan strategies by 11 – 41 to 30

Eliminated Academic Support Area Goals– eliminated 6 Goals

Eliminated Academic Support Area Strategies – eliminated 26 strategies

OVERALL ADJUSTMENTS

Added one area of focus – from 3 to 4

Reduced Goals by 7- from 15 to 8

Reduced number of strategies by 36 – from 67 to 31

PLAN FOR STRATEGIC INSTITUTIONAL ACTIONS TO TAKE CHARGE OF OUR FUTURE

(ENDORSED JUNE 2020; RENEWED SEPTEMBER 2023)

AREAS OF FOCUS TO IMPLEMENT THE PLAN

- **STUDENT FUTURES & LIFELONG LEARNING**

...create environments that empower students to acquire intellectual and social capital and experiences to realize individual aspirations.

We will:

- Adopt a student-centered approach to all University operations and policies that values and includes all students.
- Ensure curricula, systems, policies and practices increase academic persistence and steady progress to graduation.
- Adopt a coordinated approach to admissions, matriculation, persistence, completion and the career success of our students.
- Develop an approach to the admission and matriculation process that improves the retention and completion strategy, that attends to achievement gaps.

- **ACADEMIC DISTINCTION AND DISCOVERY OF KNOWLEDGE**

...foster the development of a community that will grow intellectually, socially, and ethically in which individuals put knowledge into practice.

We will:

- Implement a continuous, purposeful strategy to improve teaching, learning and area-identified selective national research distinction.
- Adopt and integrate university-wide learning outcomes throughout the curriculum, including credentials for distinction.
- Develop internships, service, experiential and applied learning projects with local businesses and organizations that provide opportunities for students to apply their knowledge in scholarly activity.

- Implement continuous and regular assessment of student learning outcomes and best teaching practices to ensure the fair and equitable success of all students.
- Improve student, faculty, and staff access to advanced technologies, equipment, and facilities.

• COLLECTIVE IMPACT WITH THE REGION

...create deliberate, mutually-beneficial, educational, civic, industry, and philanthropic partnerships that achieve equitable and innovative regional development supporting sustainable regional prosperity.

We will:

- Listen to the needs of the community and collaboratively address those needs.
- Actively collaborate with community partner organizations which share in our mission.
- Develop activities that demonstrate impact and purpose in accordance with the university's mission.
- Communicate the impact and value of community engagement activities.
- Strategically align community engagement activities with regional educational needs via both degrees and industry credentials.
- Ensure that current and future partnerships are inclusive, equitable, and grounded in accessible systems, practices, and goals.

• SUSTAINABILITY

...there will be continuous quality improvement processes that reflects a commitment to alignment of resources with Plan implementation that aligns with the institution's long-term goals and objectives

We will:

- Focus on enhancing organizational effectiveness as well as gain efficiencies.

- Prioritize as part of the budget process academic program quality; enrollment as a marketing and communication strategy directly impacting admissions; finance and facilities; human resources; and information technology.
- Ensure all aspects of the institution, from its overarching mission to specific objectives and metrics, align with strategic priorities.

STRATEGIC ACTIONS FOR 2023 AND BEYOND

- **GOAL: IMPLEMENT BEST PRACTICES THAT ADDRESS STUDENT NEEDS THROUGHOUT THE STUDENT LIFE CYCLE TO INCREASE PERSISTENCE, COMPLETION AND POSTGRADUATE SUCCESS.**

Strategy: Continue to ensure all students benefit from holistic, relational, developmental, and integrated academic advising by optimizing technology platforms and the enhanced advising structures to behaviorally influence student actions towards successful outcomes.

Strategy: Enhance student experiences through implementation of specific initiatives designed to actively engage students in co-curricular and extra-curricular activities that add value to their social and personal growth to their degree program and enhance career readiness and success.

Strategy: Improve support and resources for students facing non-academic challenges with a particular focus on the mental health and other dimensions of student success.

Strategy: Focus on post-graduation planning across the student life cycle to reinforce the value of completion, as well as career and life-readiness, assuring students have strong foundational “hard- and soft-skills.”

Strategy: Involve full-time and part-time faculty in a wide range of activities to support student success in and outside of the classroom.

- **GOAL: DEVELOP A RECRUITMENT FOR ENROLLMENT STRATEGY THAT ALIGNS WITH AN INTEGRATED MARKETING AND COMMUNICATIONS STRATEGY TO GAIN MARKET SHARE.**

Strategy: Define individual value propositions for each YSU degree program and develop an enrollment cultivation strategy for each that

considers the pertinent attributes of the program, department and/or college.

Strategy: Develop a comprehensive, strategic marketing/advertising enrollment plan for undergraduate, graduate and international programs with a competitive budget to expand into regional, national and global markets.

Strategy: Implement the objectives, tactics and identity from the brand study for internal and external audiences through marketing, advertising, social media and communication channels that includes a focus on cultivating a YSU impression beginning in middle school including influencing college-going decisions.

Strategy: Align budget and resources to gain market share at the academic program level including under-represented students as well as via international recruitment strategies and collaborations.

Strategy: Develop new recruitment strategies that lend themselves to virtual experiences for students outside of drivable distances.

• **GOAL: BRING INNOVATIVE, STUDENT-CENTERED TEACHING TO SCALE IN ORDER TO PROMOTE LIFE-LONG LEARNING AND INCREASE RETENTION.**

Strategy: Update University policies and guidelines, including promotion and tenure documents, to reflect the importance of faculty engagement in innovative teaching strategies.

Strategy: Define expectations and provide training opportunities for faculty to learn and apply best pedagogical practices.

Strategy: Enhance the quality and capacity of technological support that promotes learning by providing faculty and students with the support and infrastructure needed to excel in technology-based learning.

Strategy: Coordinate with the Institute for Teaching and Learning to develop tools for the improvement, evaluation and assessment of teaching and learning.

Strategy: Implement a faculty development and mentoring plan.

Strategy: Align and optimally integrate degree completion and industry workforce credentials, certificates and other in-demand skills to optimize career success.

- **GOAL: DEVELOP A CULTURE OF ASSESSMENT THAT ENSURES THE QUALITY OF ACADEMIC PROGRAM MAJORS, MINORS, AND OTHER CREDENTIALS**

Strategy: Continue academic program enhancement and effectiveness initiative that aligns with continuous quality improvement and a program enhancement plan, as well as investment and possible suspension of admissions to academic programs when warranted.

Strategy: Develop a mechanism to continually identify, assess, and implement new academic programs, including alternative credentials or coursework integration.

Strategy: Determine the differentiator of a degree and assure that such differentiation can be measured and be of consequence in marketing the value of a degree.

- **GOAL: IMPLEMENT UNIVERSAL LEARNING OUTCOMES AND TRANSFORM GENERAL EDUCATION TO ENHANCE THE VALUE OF A DEGREE.**

Strategy: Continue to integrate diversity, equity, and inclusion throughout the university and in the curriculum.

Strategy: Implement a revised General Education program to reflect the learning outcomes approved by Academic Senate that integrates alternative credentials that add value to a YSU degree.

Strategy: Optimize student understanding of the value of the General Education Curriculum so their expression of that value differentiates them during their career.

- **GOAL: CONDUCT AND SUPPORT RESEARCH, SERVICE AND SCHOLARSHIP THAT PROVIDES RELEVANT AND MEANINGFUL EDUCATIONAL EXPERIENCES FOR STUDENTS AND FACULTY THAT ADDS VALUE TO THE REGION.**

Strategy: Identify areas for community-based scholarship that focuses on teaching and life-long learning and mutually beneficial community engagement.

Strategy: Update University policies and guidelines, including promotion and tenure documents, to reflect the importance of the scholarship of teaching, life-long learning and community-based scholarship.

Strategy: Identify selected areas of research, aligned with appropriate regional, state, or national focus areas that brings distinction to the university as a Carnegie Masters Large institution.

- **GOAL: YSU WILL BE RECOGNIZED AS A COMMUNITY-ENGAGED CAMPUS BY THE CARNEGIE FOUNDATION IN EDUCATION; HEALTH; PROSPERITY AND EQUITY; AND ARTS AND CULTURE.**

Strategy: Pursue and secure regional, state, national, and foundation funding in support of university and community priorities.

Strategy: Inventory and communicate all community engagement activities.

Strategy: Develop and optimize a framework for central communication, coordination and management of community engagement.

Strategy: Establish community engagement and experiential learning as key components of the YSU educational experience through an enhanced new student experience, and enhanced coordination of community and business engagement initiatives with a focus on integrating such activities into the curriculum.

Strategy: Update University policies and guidelines for tenure, advancement, and promotion across departments and divisions to reflect the importance of community engagement initiatives and activities.

Strategy: Develop, incorporate and highlight community engagement as part of position postings, processes and policies.

- **GOAL: ALIGN INSTITUTIONAL RESOURCES WITH STRATEGIC PRIORITIES BY OPTIMIZING RESOURCE ALLOCATION TO ENHANCE OVERALL EFFECTIVENESS CONTRIBUTING TO A VIBRANT FUTURE**

STATE AS REFLECTED BY APPROPRIATE SENATE BILL SIX RATIOS
OTHER PERTINENT MEASURES OF INSTITUTIONAL PERFORMANCE.

Strategy: Student recruitment for enrollment strategies and tactics will align with a comprehensive rolling 3-year plan consisting of specific enrollment goals that support institutional financial integrity.

Strategy: Thoroughly execute the biannual Student Retention, Persistence, and Completion Plan, which will also encompass career readiness and success, and closing the achievement gap given evolving higher education accountability standards.

Strategy: Optimize educational offerings of workforce education and innovation to support regional career readiness and to enhance degree enrollment for institutional resource generation.

Strategy: Develop a talent attraction, retention, and staffing plan that supports a quality work environment.

Strategy: Implement a Business Intelligence System, within an activated data governance framework, to support timely delivery of data to inform institutional decision-making that enhances effectiveness and gains efficiencies.

Strategy: Build on the support area mission, quality and attributes statements to instigate the perspectives of a culture of caring and service-oriented actions.

Strategy: Enhance space efficiency by continually evaluating classroom and course scheduling, along with space occupancy rates, to reduce the campus footprint that requires ongoing maintenance and operational support, thus diminishing the need for continual repairs and minimizing deferred maintenance.

**BOARD OF TRUSTEES
YOUNGSTOWN STATE UNIVERSITY
SEPTEMBER 2023**

**MARKETING FOR ENROLLMENT:
COMPREHENSIVE ENROLLMENT PLANNING AND OPTIMIZATION**

Marketing aligned with enrollment strategy

- Relevant programs aligned with interests, jobs, considering competition and revenue/expense and margin
- Connected programs that support regional sustainable prosperity
- Accountable for optimizing the intersection of relevant and connected

Adjust framework perspectives

- Market Share
- Market Care
- Yield
- Projections and targets for geo-markets and otherwise

Must have programs for which there are markets to attract students and that align with career opportunities

If do not have this, marketing is not relevant because of a lack of connection

Ruffalo Noel Levitz Visit Outcomes

General Observations

- Youngstown State has many pockets of excellence! Many A+'s!
- People care about Youngstown State, your mission, and the students you serve.
- There is a sincere desire to serve students and to create a great environment for students to thrive.
- Thriving International enrollment, in terms of new student headcount!
- Strength in Marketing, Admissions CRM, and Financial Aid Data Management are important foundations to leverage.
- University Leadership is poised to make tough, but appropriate decisions.

- The various entities work collaboratively and are committed to transformation of academic and institutional policies and procedures.

ENROLLMENT: Key Recommendations

- Implement a process to inform where and how YSU will grow enrollment: Fully live into the mission and achieve the vision.
- Develop a Marketing & Recruitment Plan that is coordinated: Emphasize Territory Management (Sales) Strategies and Marketing Support for those strategies.
- The Website is YSU's #1 tool for marketing: Strong Search Engine Optimization (SEO) and compelling content on Academic Pages should be a top priority.
- Financial Aid Optimization is extremely important, even at YSU's price point: Both need- and merit-based strategies should be developed to maximize enrollment and revenue.

Student Success: Recommendations

- Assure there is an understanding that Associate Provost for Student Success is the Chief Retention Officer and has responsibility to direct efforts related to retention. While EVERYONE is responsible for retention, one person should be orchestrate efforts related to retention!
- Assure activation of the Completion, Retention, Persistence, Completion, and Career Success Plan that identifies strategies, interventions, and their projected quantitative impact. Strategy needs to be developed first before implementing tools. This is the construct for choosing where to invest and where to reinvest.
- Consider two approaches to Retention: Strategy and Triage Working Groups. Hurdle rate in Strategy and individual saves in Triage.
- Possibly develop two predictive models: 1) Pre-Existing variables to stack rank the incoming class based on At-Risk; and 2) In-Term Variables (grades, attendance, etc.).
- Early-Alert is only as good as the rate of Faculty participation.

YOUNGSTOWN STATE UNIVERSITY ENGAGEMENT WITH RUFFALO NOEL LEVITZ (RNL) AUGUST 15, 16, and 17, 2023

Attending from Ruffalo Noel Levitz

[Doug Swartz](#), Vice President & Consultant

[Eric Groves](#), Senior Vice President for Campus Partnerships

RNL will provide a comprehensive Enrollment Opportunity Analysis that aligns your marketing, retention, recruitment and financial aid strategies with your goals and desired future state.

This Analysis is a collaborative and constructive review of enrollment at Youngstown State University. Specifically, the University will receive goal-oriented feedback in consideration of the items below.

The following perspectives will be addressed related to strategic marketing and enrollment related to brand valuation

DAY 1 Admissions Funnel, Enrollment, Financial Aid, and Yield to Orientation as it Relates to Brand Valuation

- *Annual and longer-term enrollment planning with a particular emphasis on academic program-aligned focus on gaining market share,*
- *Enrollment management budget, staffing, and organization,*
- *Pricing and financial aid strategies,*
- *Gap analysis assessment,*
- *Student enrollment data and your staff's ability to use that data to support enrollment and decision making, Existing market research and how that research is being used in enrollment and retention, and*
- *Strategies for facilitating campus wide support of enrollment and retention.*
- *Strategies to create a cohesive plan and organizational structure to unify the brand experience in the recruitment and enrollment process.*
- *Increase prospective student enrollment by improving the effectiveness of recruitment efforts.*
 - *Review the content and format of on-campus tours provided to prospective students and their families to ensure they effectively showcase the university's unique selling points and provide an engaging and informative experience.*
 - *Review and optimize the promotional materials used during recruitment events, including viewbooks, postcards, and presentations, to ensure they effectively convey the university's unique value proposition and provide relevant information to prospective students.*
 - *Outline a strategy to leverage digital marketing strategies, such as targeted online advertising and social media campaigns, to increase awareness and engagement with recruitment events.*

Day 2 Brand Valuation as it Relates to Academic Program Quality and Value

- *Strategies to create a cohesive plan and organizational structure to unify the brand experience in the recruitment and enrollment process.*
- *Provide recommendations and strategic insights based on the findings to improve each college's integrated marketing strategy and align it more effectively with the overall university brand strategy.*
 - *Analyze each college's brand positioning and messaging to assess its alignment with the overall university brand strategy.*
 - *Assess each college's brand consistency across various touchpoints, including physical campus environment, events, alumni engagement, and partnerships, to ensure a cohesive and unified brand experience.*
 - *Evaluate the effectiveness of each college's current marketing channels and campaigns, including digital marketing, print media, events, and partnerships, to identify strengths and weaknesses.*

YOUNGSTOWN STATE UNIVERSITY AGENDA

Day One – Tuesday, August 15th

Time	Admissions Funnel, Enrollment, Financial Aid, and Yield to Orientation as it Relates to Brand Valuation
9:00 a.m.	<p>Meet with designated leadership to discuss institutional goals.</p> <p>Location: Leaders Conference Room</p> <p>Dr. Helen Lafferty, Interim President Mike Sherman, VP Student Affairs, Institutional Effectiveness & Board Professional Brien Smith, Provost & VP Academic Affairs Elaine Ruse, AVP Enrollment Planning and Management Chrissie Hubert, Director of Undergraduate Admissions Patrick Hoffman, Director of Financial Aid and Scholarships Shannon Tirone, AVP University Relations Ross Morrone, Chief Marketing Officer Jeanne Herman, AVP Institutional Effectiveness Jenn Pintar, Vice Provost Amy Cossentino, Associate Provost & Dean of the Honors College Ron Strollo, Executive Director Intercollegiate Athletics</p>
10:00 a.m.	<p>Meet with the Director of Financial Aid and Scholarships and designated staff to discuss current processes and strategies</p> <p>Location: Manchester Room</p> <p>Elaine Ruse, AVP Enrollment Planning and Management Patrick Hoffman, Director of Financial Aid and Scholarships James Stanger, Director of Technology and Support Services Gina McHenry, Associate Director of Financial Aid and Scholarships Jennifer Thomas, Manager of Financial Aid Amy Cossentino, Associate Provost & Dean of the Honors College</p>
10:45 a.m.	<p><i>Brief break</i></p>
11:00 a.m.	<p><i>Working lunch.</i> Meet with members of the designated Admissions staff and Marketing team to discuss current enrollment processes and strategies</p> <p>Location: University Relations Conference Room</p> <p>Elaine Ruse, AVP Enrollment Planning and Management Christine Hubert, Director of Undergraduate Admissions Bill D'Amico, Associate Director of Undergraduate Admissions Bishop Sanders, Associate Director Undergraduate Admissions Ross Morrone, Chief Marketing Officer Amy Cossentino, Associate Provost & Dean of Honors College</p>
12:45 p.m.	<p><i>Brief break</i></p>
1:00 p.m.	<p>Meet with members of the Enrollment Optimization team (plus others) to discuss current processes and strategies with discussion focused on Orientation, advising, transition programs, student success programs, career services, early-alert, mental health counseling, student athletes, etc.</p>

Location: Leaders Conference Room

Elaine Ruse, AVP Enrollment Planning and Management
Chrissie Hubert, Director of Undergraduate Admissions
Claire Berardini, Associate Provost of Student Success
Tysa Egleton, University Registrar
Dana Davis, Associate Professor, Chair Social Work
Patrick Hoffman, Director of Financial Aid and Scholarships
Jeanne Herman, AVP Institutional Effectiveness
Sue Ewing, Bursar
Ross Morrone, Chief Marketing Officer
Shannon Tirone, AVP University Relations
Becky Varian, Director Resch Academic Success Center
Amy Cossentino, Associate Provost & Dean of the Honors College
Joy Polkabra-Byers, AVP Student Experience
Rebecca Fink, Senior Associate Athletic Director

2:30 p.m. *Brief break*

2:45 p.m. Focus group with a broad cross-section of (8-10) current students

Location: Manchester Room

Hannah Werle, Junior studying Journalism
Spencer Tata, Senior studying Marketing
Jenna Menough, Senior studying Middle Childhood Education
Anna M Primavera, Senior studying Marketing
Alyssa M Osman, Senior in Graduate Program, Professional Communication

3:45 p.m. Debrief Day 1 & Student Persistence

Location: Manchester Room

Mike Sherman, VP Student Affairs, Institutional Effectiveness & Board Professional
Elaine Ruse, AVP Enrollment Planning and Management
Ross Morrone, Chief Marketing Officer
Claire Berardini, Associate Provost of Student Success

4:30 p.m. Adjourn

Day Two – Wednesday, August 16

Time **Brand Valuation as it Relates to Academic Program Quality and Value**

9:00 a.m. Meet with the Provost and select staff to discuss growth initiatives, program development, etc.

Location: Manchester Room

Brien Smith, Provost & VP Academic Affairs
Jenn Pintar, Vice Provost
Sal Sanders, Dean & Associate Provost
Kevin Ball, Associate Provost
Ross Morrone, Chief Marketing Officer
Amy Cossentino, Associate Provost & Dean of Honors College
Jennifer Oddo, VP Workforce Education and Innovation
Mike Sherman, VP Student Affairs, Institutional Effectiveness & Board Professional

10:00 a.m. College Meeting – College of Health and Human Services

Location: Manchester Room

Jeffrey Allen, Dean
Sara Michaliszyn, Associate Dean
Cindi Bruce, Director
Ross Morrone, Chief Marketing Officer

10:45 a.m. *Brief break*

11:00 a.m. College Meeting – College of Science, Technology, Engineering, and Mathematics

Location: Manchester Room

Wim Steelant, Dean
Ross Morrone, Chief Marketing Officer

12:00 p.m. *Working Lunch*

Location: University Relations Conference Room

OAA Academic Program Transformation Working Group.

Jenn Pintar, Vice Provost
Jeremy Schwartz, Associate Professor and chair Department of Accounting and Finance
Alan Tomhave, Associate Dean, BCLASSE
Gregg Sturru, Professor and Chair of Physics, Astronomy, Geology, and Environmental Sciences
Sara Michaliszyn, Associate Dean, BHHS
Joy Christensen Erb, Associate Dean, CCCA

1:00 p.m. College Meeting – College of Liberal Arts, Social Sciences, and Education

Location: Manchester Room

Charlie Howell, Dean
Jeff Coldren, Professor, Chair Psychological Sciences & Counseling
Kathleen Cripe, Professor, Chair Teacher Education
Alan Tomhave, Associate Dean
Mary Gribshaw, Director, Undergraduate Advising
Brittany Thomas, Academic Advisor
Jeff Buchanan, Professor, Chair English & World Language
Loren Lease, Professor, Chair Humanities and Social Sciences
Ross Morrone, Chief Marketing Officer

2:00 p.m. College Meeting – College of Creative Arts

Location: Manchester Room

Phyllis Paul, Dean
Joy Christiansen Erb, Associate Dean
Stephanie Waltman, Program Coordinator of Admissions and Recruitment
Sam Nan, Program Coordinator, Strategic Communications
Jon Brewer, Coordinator and Audiovisual Engineer
Carrie Yasnowsky, Social Media Specialist
Joe Carucci, Professor, Director Dana School of Music
Greg Moring, Acting Chair, Art
Ross Morrone, Chief Marketing Officer

2:45 p.m. *Brief break*

3:00 p.m. College Meeting – College of Business Administration

Location: Manchester Room

Kelly Wilkinson, Dean
Christina Saenger, Associate Dean
Bruce Keillor, Professor, Chair Management and Marketing
Mary Beth Earnhardt, Professor, Chair Communication
Jeremy Schwartz, Associate Professor, Chair Accounting and Finance
Christina O'Connell, Director Center for Career Management
Mary Collier, Director, Undergraduate Student Services
Ross Morrone, Chief Marketing Officer

4:00 p.m. Meet with Office of Academic Affairs including Deans to discuss academic program enhancement and new program development, etc

Location: Manchester Room

Brien Smith, Provost and VP Academic Affairs
Jenn Pintar, Associate Provost
Wim Steelant, Dean, STEM
Jeffrey Allen, Dean, Health and Human Services
Charles Howell, Dean, Education
Phyllis Paul, Dean, Creative Arts and Communication
Kelly Wilkinson, Dean, Business
Ross Morrone, Chief Marketing Officer
Mike Sherman, VP Student Affairs, Institutional Effectiveness & Board Professional

5:00 p.m. Adjourn

Day Three – Thursday, August 17

Time **Previous Participants as Designated**

9:00 a.m. Exit Briefing: Discuss observations regarding integrative marketing for prospect cultivation and enrollment yield considering brand valuation

Anyone involved in the previous two-days is invited.

Location: Board of Trustee Room

Dr. Helen Lafferty, Interim President
Mike Sherman, VP Student Affairs, Institutional Effectiveness & Board Professional
Brien Smith, Provost and VP Academic Affairs
Jenn Pintar, Associate Provost
Patrick Hoffman, Director of Financial Aid and Scholarship
Jeanne Herman, AVP, Institutional Effectiveness
Tysa Egleton, Registrar
Ross Morrone, Chief Marketing Officer
Shannon Tirone, AVP University Relations
Elaine Ruse, AVP Enrollment Planning and Management
Chrissie Hubert, Director of Undergraduate Admissions
Sue Ewing, Bursar
Claire Berardini, Associate Provost of Student Success
Dana Davis, Associate Professor, Chair Social Work
Becky Varian, Director Resch Academic Success Center
Neal McNally, VP Finance and Business Operations
Holly Jacobs, VP Legal Affairs & HR
Jennifer Oddo, VP Workforce Education and Innovation

Amy Cossentino, Associate Provost & Dean of the Honors College
Wim Steelant, Dean, STEM
Charles Howell, Dean, Liberal Arts, Social Sciences and Education
Alan Tomhave, Associate Dean, Liberal Arts, Social Sciences and Education
Jeff Coldren, Professor, Chair Psychological Sciences and Counseling
Kathleen Cripe, Professor, Chair Teacher Education
Mary Gribschaw, Director, Undergraduate Advising
Brittany Thomas, Academic Advisor
Jeff Buchanan, Professor, Chair English & World Language
Loren Lease, Professor, Chair Humanities and Social Sciences
Phyllis Paul, Dean, Creative Arts and Communication
Joy Christiansen Erb, Associate Dean, Creative Arts and Communication
Stephanie Waltman, Program Coordinator of Admissions and Recruitment
Samantha Nan, Program Coordinator, Strategic Communications
Jon Brewer, Coordinator and Audiovisual Engineer
Carrie Yasnowsky, Social Media Specialist
Joe Carucci, Professor, Director Dana School of Music
Greg Moring, Acting Chair, Art
Kelly Wilkinson, Dean, Business
Christina Saenger, Associate Dean, Business
Bruce Keillor, Professor, Chair Management and Marketing
Mary Beth Earnhardt, Professor, Chair Communication
Jeremy Schwartz, Associate Professor, Chair Accounting and Finance
Christina O'Connell, Director Center for Career Management
Mary Coller, Director, Undergraduate Student Services
Jeffrey Allen, Dean, Health and Human Services
Sara Michaliszyn, Associate Dean, Creative Arts
Cindi Bruce, Director
Bill D'Amico, Associate Director of Undergraduate Admissions
Bishop Sanders, Associate Director Undergraduate Admissions
Sal Sanders, Dean, Graduate College
Kevin Ball, Associate Provost
Joy Polkabra-Byers, AVP Student Experience
Ron Strollo, Executive Director Intercollegiate Athletics
Rebecca Fink, Sr. Associate Athletic Director
James Stanger, Director of Technology and Support Services
Gina McHenry, Associate Director of Financial Aid and Scholarships
Jennifer Thomas, Manager of Financial Aid
Gregg Sturru, Professor and Chair of Physics, Astronomy, Geology, and Environmental Sciences

11:30 a.m. Travel Time/Working Lunch

Mike Sherman
Doug Swartz
Eric Groves

1:30 p.m. Depart Youngstown



**BOARD OF TRUSTEES
2024 Schedule**

The dates listed below are a general guideline for upcoming Board meetings. As the date for the Board meeting nears, please check for updates of meeting times and locations on the YSU website. www.ysu.edu

*Approximate start time; meeting will start immediately following preceding meeting.

Wednesday, March 6, 2024* **Board Meeting Room, 1st Floor, Tod Hall**

10:00 a.m.	Intercollegiate Athletics Committee
10:30 a.m.	Investment Committee
11:00 a.m.	Audit Subcommittee
11:30 a.m.	Finance & Facilities Committee
12:30 p.m.	Lunch
1:00 p.m.	Governance Committee
1:45 p.m.	Academic Excellence and Student Success Committee
2:30 p.m.	Institutional Engagement Committee
3:00 p.m.	Workforce Education and Innovation Committee
3:30 p.m.	University Affairs Committee
4:30 p.m.	Executive Committee

Thursday, March 7, 2024* **Board Meeting Room, 1st Floor, Tod Hall**

9:00 a.m.	Ohio Ethics Training
10:00 a.m.	Board Meeting

Wednesday, June 19 is a holiday (Juneteenth observed) Need alternate dates

Monday, June 17, 2024 and Tuesday, June 18, 2024

OR

Thursday, June 20, 2024 and Friday, June 21, 2024

Tuesday, September 17, 2024*

Board Meeting Room, 1st Floor, Tod Hall

10:00 a.m.	Intercollegiate Athletics Committee
10:30 a.m.	Investment Committee
11:00 a.m.	Audit Subcommittee
11:30 a.m.	Finance & Facilities Committee
12:30 p.m.	Lunch
1:00 p.m.	Governance Committee
1:45 p.m.	Academic Excellence and Student Success Committee
2:30 p.m.	Institutional Engagement Committee
3:00 p.m.	Workforce Education and Innovation Committee
3:30 p.m.	University Affairs Committee
4:30 p.m.	Executive Committee

Wednesday, September 18, 2024* Board Meeting Room, 1st Floor, Tod Hall

10:00 a.m.	Board Meeting
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Wednesday, December 4, 2024* Board Meeting Room, 1st Floor, Tod Hall

10:00 a.m.	Intercollegiate Athletics Committee
10:30 a.m.	Investment Committee
11:00 a.m.	Audit Subcommittee
11:30 a.m.	Finance & Facilities Committee
12:30 p.m.	Lunch
1:00 p.m.	Governance Committee
1:45 p.m.	Academic Excellence and Student Success Committee
2:30 p.m.	Institutional Engagement Committee
3:00 p.m.	Workforce Education and Innovation Committee
3:30 p.m.	University Affairs Committee
4:30 p.m.	Executive Committee

Thursday, December 5, 2024* Board Meeting Room, 1st Floor, Tod Hall

10:00 a.m.	Board Meeting
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*Approximate start time; meeting will start immediately following preceding meeting.

Meeting times and dates are subject to change. Please check for updates of meeting times and locations on the YSU website. www.ysu.edu

2024 National Conference on Trusteeship

March 26-28, 2024

Boston Park Plaza; Boston, MA

- Early Bird Conference Registration by **December 1, 2023**
- Early Bird Group Rate: \$1475 per person (3 or more members)
- Hotel Accommodations: Boston Park Plaza Hotel. \$299/night
- <https://agb.org/events/national-conference-on-trusteeship-2024>