



**YOUNGSTOWN
STATE
UNIVERSITY**

**BOARD OF TRUSTEES
GOVERNANCE COMMITTEE**

**John R. Jakubek, Chair
Charles T. George, Vice Chair
All Trustees are Members**

**Tuesday, September 20, 2022
1:00 p.m.**

**Tod Hall
Board Meeting Room**

AGENDA

A. Disposition of Minutes for Meeting Held on June 22, 2022

B. Old Business

B.1 = Tab 1 1. Resolution to Amend the *Bylaws of the Board of Trustees of Youngstown State University*

C. Committee Items

1. Governance Action Item

C.1.a = Tab 2 a. Resolution to Approve Electronic Attendance of Board of Trustees' Meetings Policy, 3356-1-13

2. Governance Discussion Items

a. YSU Future State: Plan Towards 2030 and the 14th Day Preliminary Enrollment Report

C.2.b = Tab 3 b. The Third Way Updated (August 2022) Economic Mobility Index

C.2.c = Tab 4 c. YSU Future State Conversation(s)

C.2.d = Tab 5 d. AGB 2023 National Conference on Trusteeship - April 2-4, 2023 to be held in San Diego, CA

C.2e = Tab 6 e. 2023 Board Meeting Schedule

D. New Business

E. Adjournment



YOUNGSTOWN
STATE
UNIVERSITY

**RESOLUTION TO AMEND
THE BYLAWS OF THE
BOARD OF TRUSTEES OF YOUNGSTOWN STATE UNIVERSITY**

WHEREAS, the Board of Trustees of Youngstown State University is a self-governing body established under Chapter 3356 of the *Ohio Revised Code*; and

WHEREAS, the Board of Trustees has adopted *Bylaws of the Board of Trustees of Youngstown State University* (the "Bylaws") regarding its governance and policies regarding its procedures; and

WHEREAS, a motion was made and seconded at the June 22, 2022 meeting of the Governance Committee to amend the Bylaws that pertain to the definition of a Quorum for Board Committees, and

WHEREAS, the motion was to adjust the quorum for Board Committees from six to five, and

WHEREAS, this is the second reading of a proposed adjustment to the Bylaws

NOW, THEREFORE, BE IT RESOLVED, effective immediately, that the Board of Trustees of Youngstown State University does hereby amend its *Bylaws* and that (D) article IV Board committees item (4) Quorum and Conduct of committee meetings, the first sentence, shall now be, "Five members of a standing committee shall constitute a quorum, unless otherwise provided."



Explanation of New *University Policy*:

3356-1-13 Electronic attendance of board of trustees' meetings.

This policy is being recommended for adoption to permit the Youngstown state university board of trustees to allow its members to attend meetings of the board via means of electronic communication in accordance with section 3345.82 of the Revised Code.

**Board of Trustees Meeting
September 21, 2022
YR 2023-**



**YOUNGSTOWN
STATE
UNIVERSITY**

**RESOLUTION TO APPROVE
ELECTRONIC ATTENDANCE OF BOARD OF TRUSTEES' MEETINGS
POLICY, 3356-1-13**

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

WHEREAS, this process can result in the modification of existing policies, the creation of new policies, or the deletion of policies no longer needed; and

WHEREAS, action is required by the Board of Trustees prior to replacing and/or implementing modified or newly created policies, or to rescind existing policies;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the creation of a University Policy governing Electronic Attendance of Board of Trustees' Meetings policy number 3356-1-13, attached hereto.

**Board of Trustees Meeting
September 21, 2022
YR 2023-**

3356-1-13 Electronic attendance of board of trustees' meetings.

NEW

Responsible Division/Office: Office of the President
Responsible Officer: President
Board Committee: University Affairs
Effective Date: September 21, 2022
Next Review: 2027

- (A) Policy statement. It is the policy of the Youngstown state university board of trustees to allow its members to attend meetings of the board via means of electronic communication in accordance with section 3345.82 of the Revised Code.
- (B) Definitions.
- (1) "Board meeting" – a regular, special or emergency meeting of the board of trustees as set forth in the board of trustees' bylaws. See 3356-1-01(B), Art. II Meetings.
 - (2) "Committee meeting" – a meeting held by any of the board standing committees, including subcommittee meetings of the standing committees, and ad hoc committees appointed from time to time.
 - (3) "Electronic communication" - means live, audio-enabled communication, as further defined in division (A) of section 3345.82 of the Revised Code, which permits trustees to attend board meetings remotely.
- (C) Electronic meeting attendance.
- (1) Trustees may attend board meetings via electronic communication, subject to the following requirements:
 - (a) A trustee shall attend in person at least one-half of the regular meetings of the board annually; and
 - (b) All meetings conducted using electronic communication shall meet the following minimum standards:

- (i) At least one-third of the trustees attending the meeting shall be present in person at the place where the meeting is conducted;
 - (ii) All votes taken at the meeting shall be taken by roll call vote; and
 - (iii) A trustee who intends to attend a meeting via means of electronic communication must notify the chair of that intent not less than forty-eight hours before the meeting, except in the case of a declared emergency.
- (2) A trustee who attends a board meeting via means of electronic communication will be considered to be present at the meeting, will be counted for purposes of establishing a quorum, and may vote at the meeting, consistent with the authority of division (C) of section 3345.82 of the Revised Code.
- (3) Electronic meeting attendance is also available for committee meetings. The same minimum standards set forth in paragraph (C)(1)(b)(i) to (iii) apply to committee meetings.

<https://www.thirdway.org/graphic/rating-colleges-by-economic-mobility>

A NEW WAY OF MEASURING VALUE IN HIGHER ED

(Based on Data from the U.S. Department of Education's College Scorecard:
(https://collegescorecard.ed.gov/search/?page=0&sort=threshold_earnings:desc&toggle=institutions)

Michael Itzkowitz

Senior Fellow, Higher Education

“Unlike traditional college rankings—which prioritize selectivity and test scores—the **Economic Mobility Index (EMI)** places value on *how well institutions serve their low-income students in addition to the proportion of low- and moderate-income students a school enrolls.*”

Grouped into five tiers by 20% intervals the results for twelve of Ohio's main campuses are the following:

Tier 1: Cleveland State University; Wright State University-Main; University of Toledo

Tier 2: Ohio State University-Main; **Youngstown State University**; University of Cincinnati-Main

Tier 3: Kent State University - Main; Bowling Green State University

Tier 4: Miami University-Oxford; Ohio University-Main; Shawnee State University; University of Akron

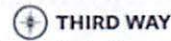
Tier 5: None

The attributes of institutions in the five tiers, including YSU's data is illustrated below.

YSU added	Tier 1	Tier 2	Tier 3	Tier 4	Tier 5
Annual Federal Student Aid Received	\$25.4 B	\$20.7 B \$73.1 M	\$14.3 B	\$13.6 B	\$8.8 B
Price-to-Earnings Premium	2.2 years	3.0 years 4.4 years	3.4 years	6.1 years	13.7 years
Percentage of Pell Grant Students	40.2%	29.3% 38.4%	26.4%	28.5%	38.9%
Median Net Cost to Earn Credential for Low-Income Students	\$40,304	\$54,690 \$34,224	\$65,492	\$69,088	\$76,040
Earnings Beyond High School Graduate for Low-Income Students*	\$18,692	\$18,353 \$7,692	\$19,179	\$11,317	\$5,553

*Note: The median for each tier of institutions is used for the average total out-of-pocket costs that low-income students (\$0 - 30,000) pay to earn a bachelor's degree and the earnings beyond the typical high school graduate obtained by low-income students datapoint within this table. Therefore, if a tier includes 26% institutions, the net cost and earnings beyond a high school graduate for the 132nd ranked institution would be presented as the median in this analysis. Price-to-Earnings Premium (PEP) uses the outcomes of these medians to calculate the typical number of years it takes low-income students to recoup their costs at institutions within each of the tiers listed.

Source: Author's calculations are based off of data gathered from the US Department of Education's College Scorecard.



Compared to the values for Tier 2, YSU has a larger percentage of students receiving PELL grants (+9.1%) and a lower net cost to earn a credential (-\$20,466), while a YSU graduate takes 1.4 more years to recoup the cost of the credential as the earnings of a YSU degree recipient beyond those of a high school graduate is less (-\$10,661) than the median for the Tier. An increase in regional

prosperity will reduce this difference and positively influence the EMI.



Figure 1: Youngstown State University ranks fifth of twelve for the Economic Mobility Index (compared to 12 main campuses in Ohio).



Figure 2: YSU has the lowest net price to earn a credential compared to 11 other university main campuses.

The net cost to earn a credential from YSU (\$34,224) is the lowest amongst the 12-university main campuses by \$23,057 versus the highest (Akron-main \$57,281). Compared to the average cost (\$47,234) to earn a credential from the Northeastern Ohio universities, YSU's net cost to earn a degree is \$13,009 less expensive

Of the 12 university main campuses, YSU has the third largest proportion of students receiving PELL grants while the absolute number of PELL recipients is the fourth smallest. YSU has the second lowest enrollment of the 12 university main campuses.

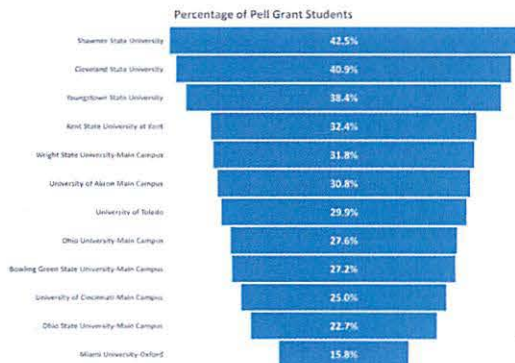


Figure 6: YSU has the third largest proportion of students receiving federal PELL Grants.



Figure 7: Of 12 main campuses, YSU has the second lowest enrollment (11,442).

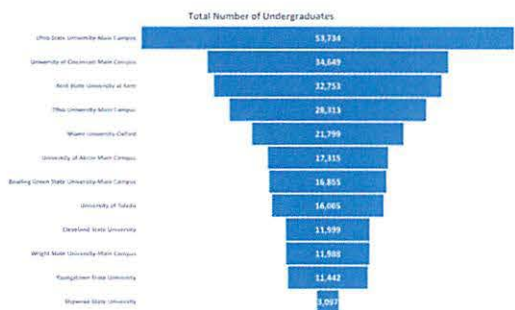


Figure 4: YSU has 4,395 students receiving federal PELL Grants.

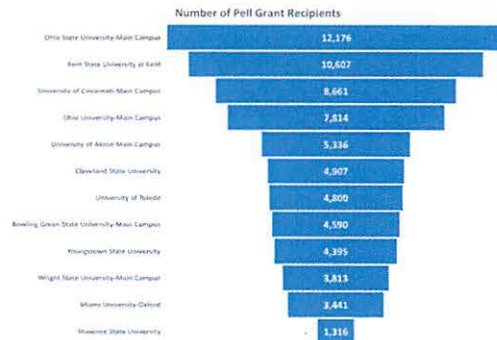


Figure 5: The difference between a high school graduate's compensation compared to that of an individual with a YSU credential (significant regional influence).



Figure 3: Given the earnings premium beyond a high school graduate, this is how long it takes to pay for the net price of the degree using that earnings premium.

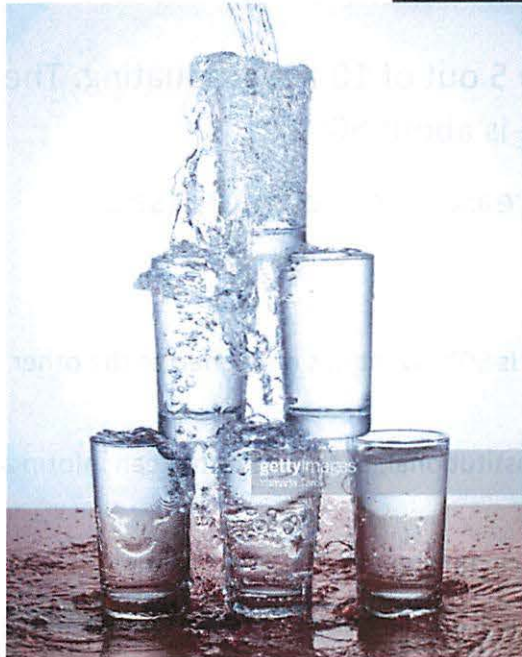
Office of Academic Affairs
Fall 2022

Dean and Department Chair Conversation

YSU Future State

Mike Sherman

Vice President for Institutional Effectiveness & Board Professional



YSU is neither a glass half full nor a glass half empty...YSU is many glasses overflowing with opportunities.

Ponder the following as Provost Smith will moderate the follow-on discussion.

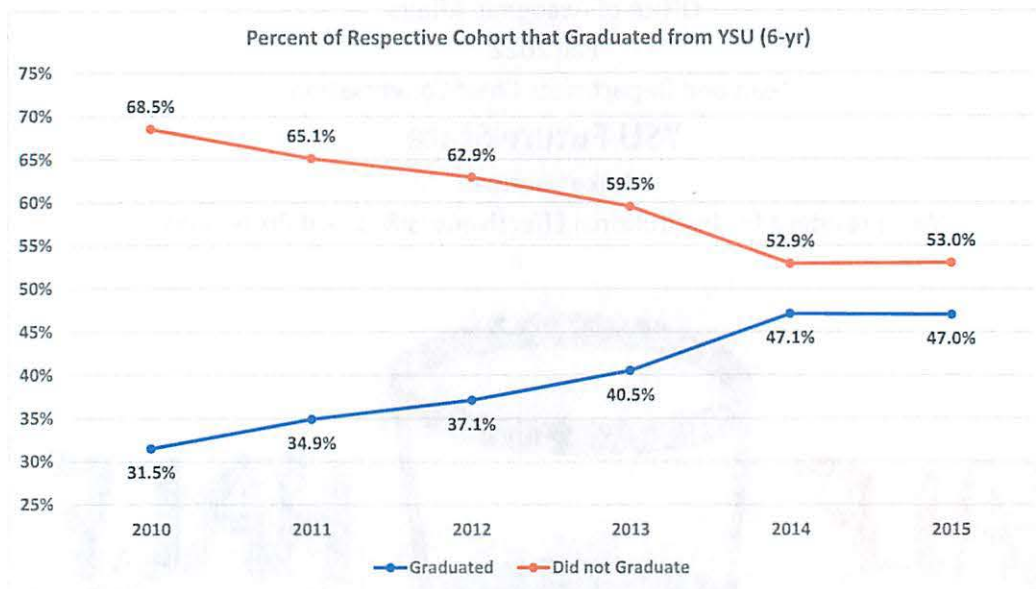
In consideration of the data presented answer the question:
What is the Future State of Youngstown State University?

Given the answer to this question, what actions or steps should be taken, or will be taken by the departments and colleges?

What might we expect if no action is taken?

How many times do you see glasses overflowing with a value proposition or opportunities?





YSU has achieved a significant increase in the graduation rate of entering first-time, full-time cohorts of students. The increase has been from 31.5% to 47.0% between 2010 and 2015. This is a 15.5% increase in the rate of graduation.

Instead of 3 out of 10 graduating, nearly 5 out of 10 are graduating. The [national average for the graduation rate](#) is about 50%.

We have many initiatives in place to increase this even more (see Opportunities below).



QUESTION

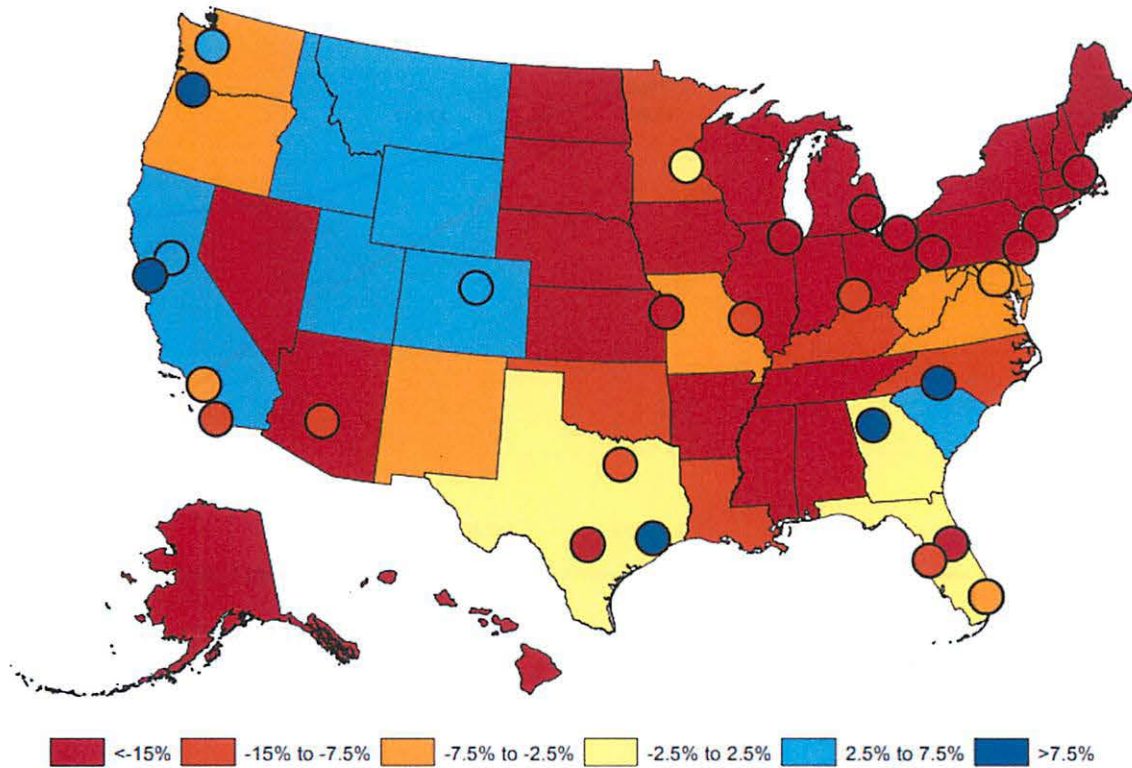
If the retention rate is 75% and the graduation rate is 50%, what has happened to the other 25% of students?

What are the attributes, both personal and institutional, of that 25% that can inform a persistence strategy?

What supports exist for the attributes/circumstances that are personal?

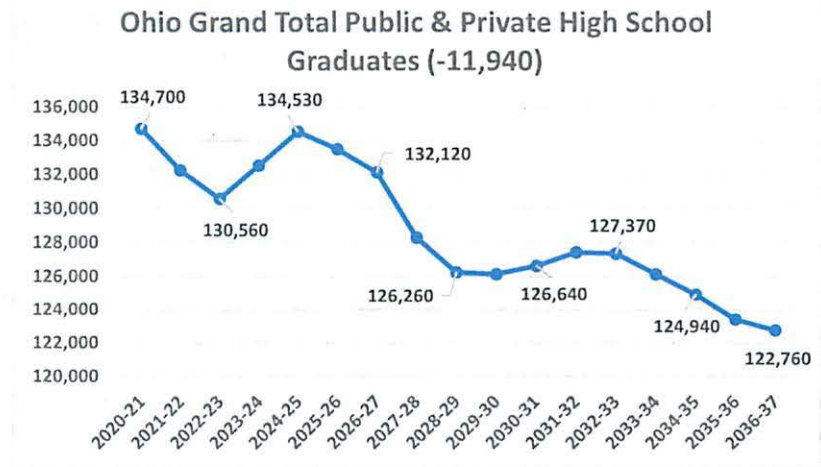
What adjustments will reduce institutional barriers or what opportunities for enhancements can be implemented?

Figure 6.3 Forecasted growth in students who will attend a regional four-year institution, 2012 to 2029—Grawe, Nathan. *Demographics and the Demand for Higher Education*. (2018) Baltimore, MD: Johns Hopkins University Press.



The analysis by Grawe is affirmed for Ohio via an entirely different and independent organization.

Figure 1: Western Interstate Commission for Higher Education, *Knocking at the College Door: Projections of High School Graduates, 2020*, www.knocking.wiche.edu.



DID YOU KNOW: Ohio has 14 four-year public universities with 24 branch campuses, 23 two-year community and technical colleges and more than 50 four-year private colleges and universities. 111 post-secondary locations advocating for nearly 12,000 fewer prospective students, and ~63% go to college.

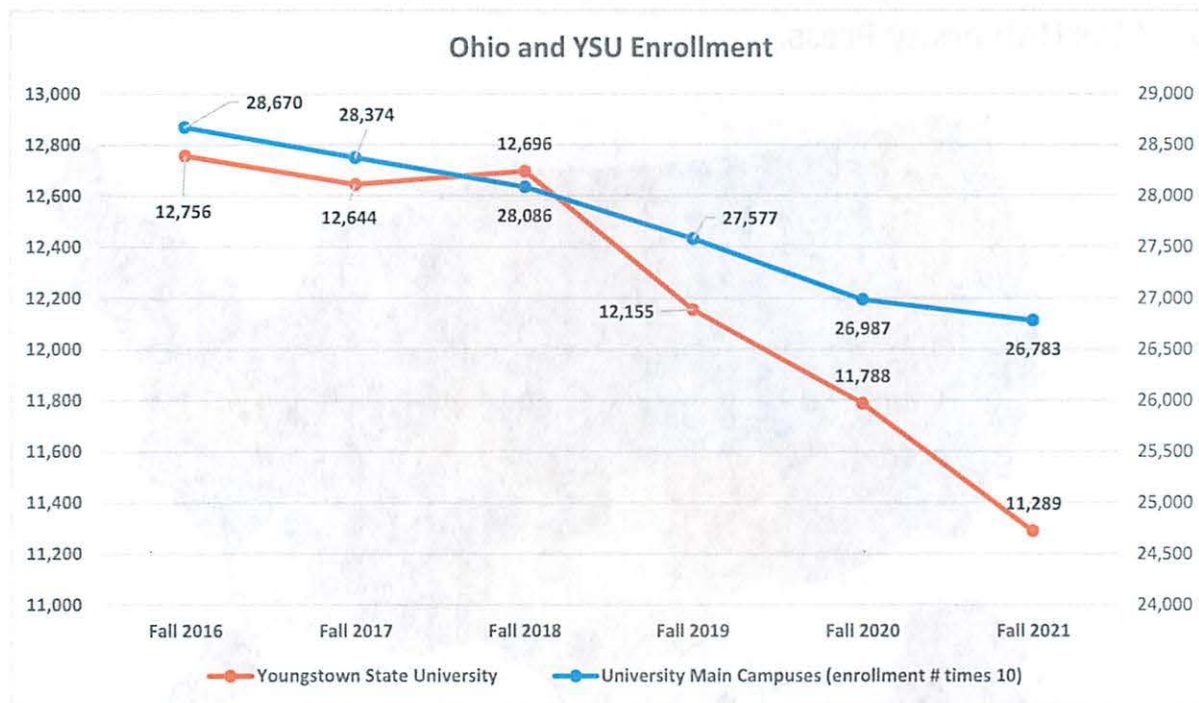


Figure 2: Enrollment at Ohio's University Main Campuses has been declining since Fall 2016, whereas enrollment at YSU has been declining since Fall 2018.

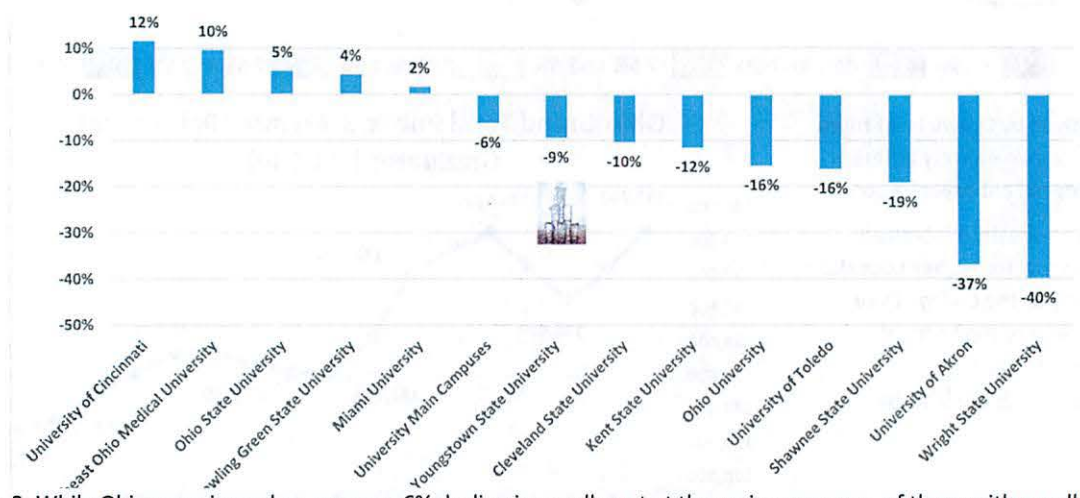
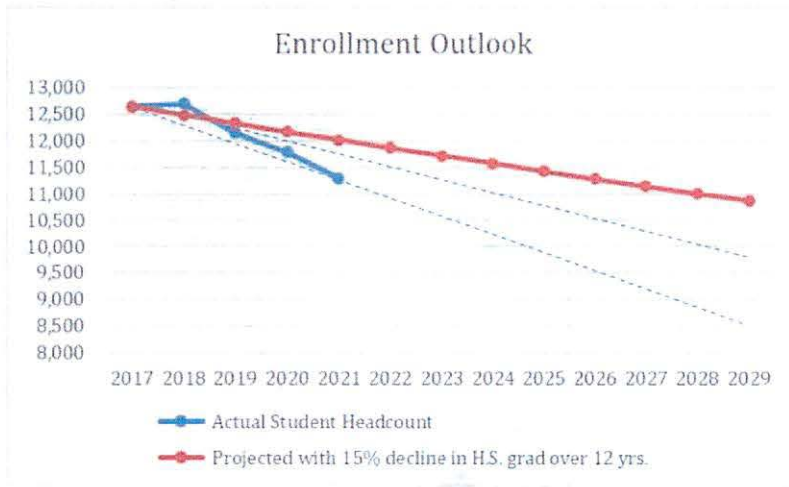


Figure 3: While Ohio experienced an average -6% decline in enrollment at the main campuses, of those with enrollment declines, the decline at YSU was the least while Akron and Wright State declined -37% and -40%, respectively.

Youngstown State University FY-23 Budget Proposal

The graph below illustrates the potential effect this trend could have on YSU's enrollment levels over the next eight years.



Board of Trustees anticipates we will chart a course towards a sustainable future.

Figure 4: A different source (EAB), indicated a decline in high school graduates in Ohio through 2029 of 15%.

Between 2018 and 2021 overall enrollment decreased by 1,398 (11%). First-time Full-time decreased by 637 (29%).

The number of graduates in 2018-19, 2019-20, and 2020-21 were 2,218, 2,352, and 2,466, respectively.

The graph below depicts the estimated sources of tuition and fee revenues for FY 2022 and FY 2023.

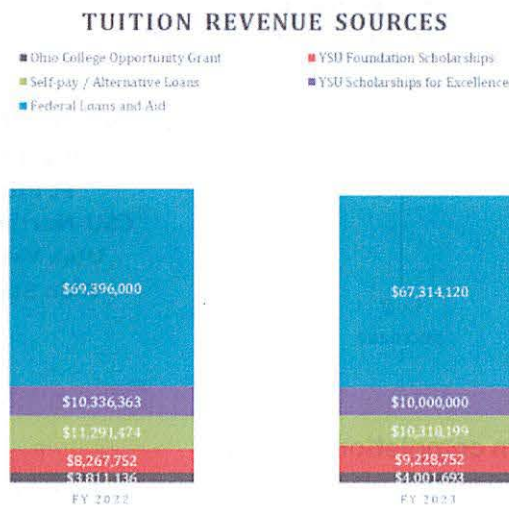


Figure 5: ~70% of YSU revenue is through the federal government and the State of Ohio.

Of \$153.2 million revenue, \$67.3 million via federal level and \$46.6 million SSI (YSU = +\$2 million SSI).

Nearly \$10 million from the YSU Foundation for scholarships.

<https://www.mckinsey.com/industries/public-and-social-sector/our-insights/rising-costs-and-stagnating-completion-rates-who-is-bucking-the-trend>

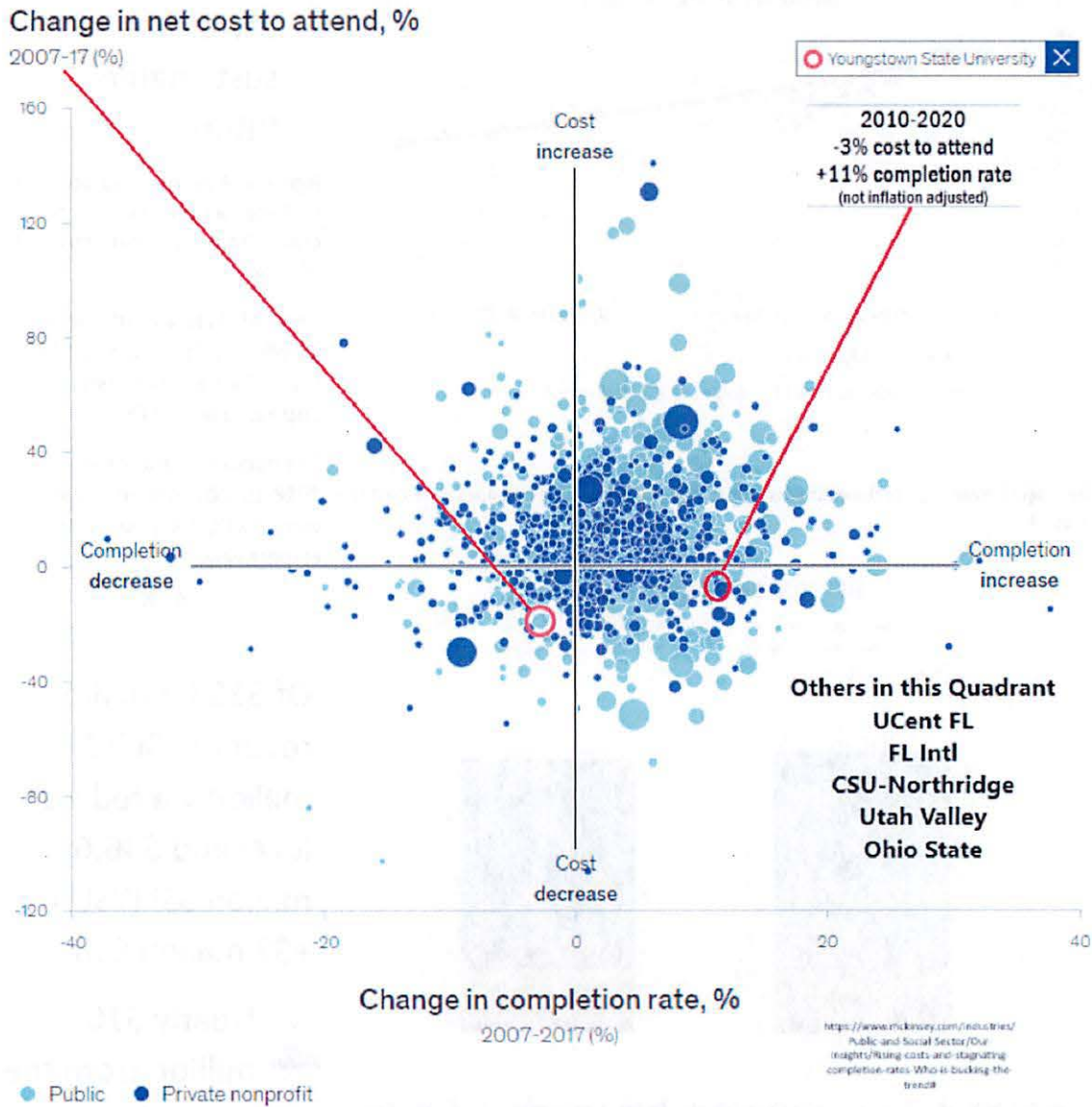


Figure 6: Over the period of 2010 through 2020, YSU increased the graduation rate and the change in net cost to attend declined slightly. The demonstrates that the value of the degree increased.

<https://www.thirdway.org/graphic/rating-colleges-by-economic-mobility>

Unlike traditional college rankings—which prioritize selectivity and test scores—the Economic Mobility Index places value on how well institutions serve their low-income students *in addition* to the proportion of low- and moderate-income students a school enrolls.

<https://www.insidehighered.com/news/2022/07/25/updating-tool-measuring-how-colleges-spur-economic-mobility>



Figure 7: YSU is in tier 2 (top 40%) for the Economic Mobility Index accompanied by Ohio State University and University of Cincinnati. This indicates the value of a YSU experience for those with low- and moderate-income families.



Total Net Price to Earn a Credential



Figure 8: YSU lowest net cost to earn a credential (\$23,057 less vs. the highest-University of Akron; \$13,009 less vs. 12 campus average). YSU third highest % students receiving PELL (38.2%) vs. Cleveland State (40.9%) and Shawnee State (42.5%).



Actions Underway to Increase Persistence

Reduce Attrition: Increase Persistence (Retention Rate approaching 78%)

Penguin Pass – program pathways

CRM Advise - alerts

Advising Redesign (deeper dive into lack of persistence; progress, etc.)

Curricular effectiveness & efficiency & transformation for distinction

Reconcile majors and concentrations

Reconcile use of pre-majors

New programs delivered across different pedagogies

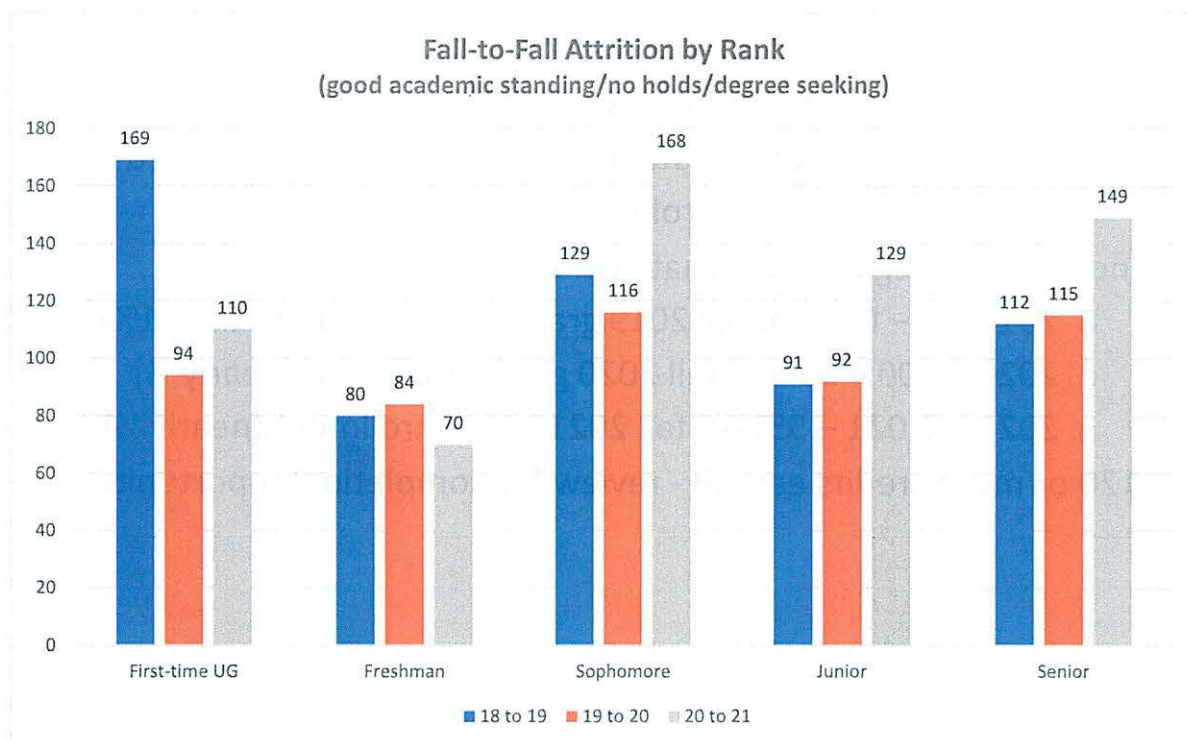


Figure 9: Fall-to-Fall attrition is about 900; ~700 good standing; ~425 had one or more of three attributes like the graduating class and might have reasonably graduated (~\$3 to 16 million).



Actions Underway to Increase Enrollment

- **Enhanced marketing strategy-linked to the YSU “brand” study**
- **Increase Enrollment Funnel**
 - +743 Applied
 - +747 Admitted
- **Increase Yield from Admitted to Orientation**
 - ZeeMee
- **Increase Yield Orientation to Matriculated**
 - Objective: 93% to 97%
- **Increase Yield College Credit Plus**
 - Objective: 37% to 50% or higher
- **Increase Enrolled International Students**
 - Enrollment strategy & student success strategy endorsed
 - Objective: increase enrollment
- **Increase Strategically Graduate On-Line**
 - 2019 – 5 – 0.4% of fall 2019 grad enrollment (less than 1%)
 - 2020 – 400 – 30% of fall 2020 grad enrollment (nearly $\frac{1}{3}$)
 - 2021 – 1,021 – 55% of fall 2021 grad enrollment (nearly $\frac{1}{2}$)
- **120 or more credits earned - review for completion opportunity**



Actions in Development to Increase Enrollment

- College Comeback for Degree Completion
 - Completion pathways (on-line primarily)
 - Debt relief (YSU initial n = 200 in the view-finder)
- Reverse transfer
- Stranded Credits
 - Associates degree awarded for appropriate credit earned
- Credentials
 - Transformative educational experience
 - Regional prosperity

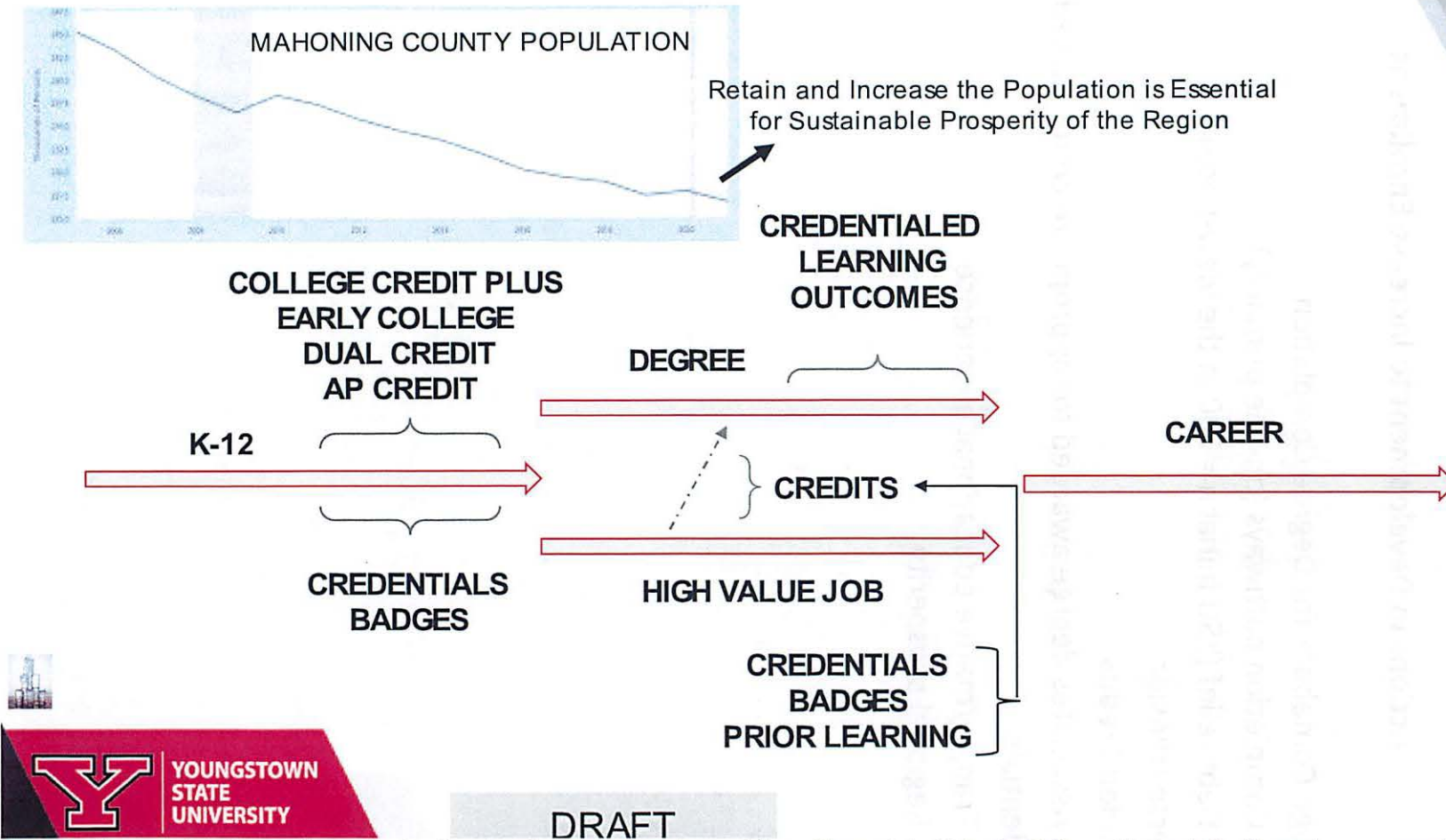


Figure 10: Illustrates how YSU can be involved in the education to career pathway of the residents of the Mahoning Valley and beyond. The illustration represents how degree completion and earning credentials can help meet this workforce needs of the region. The illustrated approach can directly connect to the Plan for Strategic Actions to Take Charge of Our Future, particularly Collective Impact with the Community by linking to the areas of education, health, and arts/culture (prosperity) to experiential education, service learning, and virtually any community outreach initiative. The population of the Mahoning Valley is on a decline and supporting the workforce needs of the region in such a fashion might help reverse that trend, to the benefit to the region and to YSU.



How many times did you see the glasses overflowing with opportunities?



Provost Smith facilitated discussion:

In consideration of the data presented answer the question:

What is the Future State of Youngstown State University?

Given the answer to this question, what actions or steps should be taken, or will be taken by the departments and colleges?

What might be expected to occur if no action is taken?



[Home](#) > [Programs & Events](#) > [Events](#) > [National Conference on Trusteeship](#)

2023 National Conference on Trusteeship

April 2–4, 2023

Manchester Grand Hyatt San Diego
San Diego, CA

[Why Attend?](#)

[Registration and Pricing](#)

[Sponsorship](#)

[Contact](#)

EARLY BIRD

Register now to take advantage of early bird pricing, available through December 1, 2022.

[REGISTER NOW](#)

Lead with confidence to transcend today's challenges.

Many governing boards and executives will find themselves in high-stakes tests of leadership in 2023. Most will emerge from pandemic governance just in time to cope with extraordinarily challenging annual budgets, daunting financial projections, student demographic shifts, and other concerning trends in student success, public trust, business model volatility, and employee turnover.

Join your fellow board members, chief executives, and a distinguished group of industry thought leaders at the 2023 National Conference on Trusteeship. The conference format is designed to intentionally connect you to the people, resources, and ideas you need to transcend significant governance and leadership challenges, including focused opportunities to:



Develop Fresh Perspectives

AGB brings diverse voices into the conference programming, giving you the opportunity to inspire new ideas with other trustees, committee chairs, board chairs, presidents, and prominent higher education thought leaders who are driving transformation in higher education.



Network with Peers

Share conversation, ideas, and leading practices with other attendees during peer group discussions, meals, and social events. The conference builds in time for intentional peer workshops and networking to spark creativity.



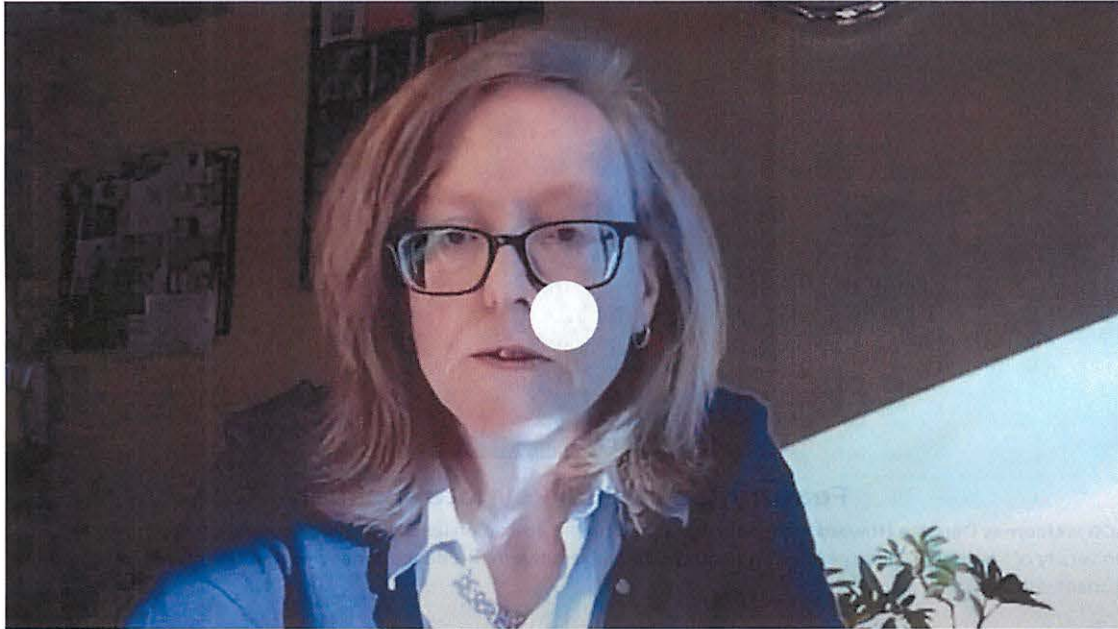
Prepare for the Unique Role of a Higher Education Trustee

Higher education boards are very different from other boards. Many new trustees attend the conference to gain insights into their responsibilities, while seasoned trustees return year after year to explore the questions and issues that might not make it onto regular board agendas but are critical to strategic governance.

**Hear about the value of the National Conference on Trusteeship
from past attendees.**



Jim Clements
President
Clemson University



Sharon Reishus
Chairman of the Board of Trustees
Unity College

Tackle critical governance issues.

The 2023 program will address challenges and opportunities facing governing boards and executives, including:

- Governance for student success (guidance for the full board, as well as finance and other committees)
- Special programming for early-career trustees
- Presidential search and transition
- Oversight for talent management and retention
- Forward-looking strategies for campus mental health
- Trends in philanthropy and board roles in fundraising
- Opportunities in graduate education and outlook for research enterprise fundamentals
- New paradigms for trustee recruitment, orientation, and education
- Strategies for leveraging board and presidential assessment
- Strategic planning and strategic finance
- Organization-building for boards
- Shared governance under stress
- Post-graduate success and student debt
- Economic and political outlooks
- Endowment management
- Governance and leadership for social justice
- Difficult conversations: Getting to board value-add



Featuring a special keynote speaker.

AGB welcomes **Danette Howard**, nationally acclaimed higher education leader, Lumina Foundation executive, and University of Southern California Race and Equity Center Executive in Residence, for a keynote presentation on equitable student success.

Register as a group and save.

Reserve your spot now. Early bird pricing ends December 1, 2022.

Early Bird Price Individual Member*	\$1,425
Early Bird Price Group**	\$1,295
Regular Price Individual Member*	\$1,550
Regular Price Group**	\$1,425
Nonmember Price	---

\$1,995

**Member exclusive pricing.*

***Three or more, members only. All members in the group must be registered at the same time.*

Key Dates

- **Early bird deadline:** December 1, 2022
- **Deadline for cancellation:** February 28, 2023
- **Deadline to receive discounted hotel rate:** March 9, 2023

Cancellation Policy

All cancellations and requests for refunds must be submitted in writing to cancellations@AGB.org and will be processed after the meeting. **Requests for refunds must be received by close of business on February 28, 2023, to receive a full refund minus a \$25 cancellation fee. No refunds will be issued for registrants who cancel after February 28, 2023.** If you are unable to attend, a substitute is welcome in your place at no additional charge. AGB is not responsible for cancellations due to airline disruption, inclement weather, COVID-19, or schedule changes.

Group Discounts: If a cancellation causes the group to fall below the required three registrations, the refund will be issued minus the discount benefit received by the original group.

Hotel Information

AGB has secured a room block at the Manchester Grand Hyatt San Diego for National Conference on Trusteeship attendees at a group rate of \$309 per night (exclusive of 12.5% taxes). A link is included in the registration confirmation to allow registered attendees to book their hotel reservation.

COVID-19 Guidelines

AGB encourages all conference attendees to review and follow CDC recommendations for individuals participating in large gatherings. AGB will comply with current federal, state, and local regulations regarding COVID-19 safety protocols and applicable policies of the Manchester Grand Hyatt San Diego. We will contact conference participants prior to the event with information on the most current recommendations and requirements.

Get involved!

Serving as part of the program faculty provides a great opportunity to share experiential wisdom, showcase the work of your board, and connect with national peers on issues of common interest. Proposals will be accepted until August 31, but AGB will review submissions as they are received, so please submit early for best consideration. If you have questions about speaking or would like to discuss ideas in advance of submitting a proposal, please email programs@AGB.org.

Browse the 2022 schedule of events for examples of sessions, speakers, and networking opportunities the conference typically includes→

With thanks to our 2023 sponsors.

[View our 2023 sponsors](#) | [View our 2023 agenda](#) | [View our 2023 speakers](#) | [View our 2023 schedule](#) | [View our 2023 program](#)

[Back to top](#)

Access resources from the 2022 National Conference on Trustee

Participants in the 2022 virtual conference can access session recording

[Log in for access→](#)

Contact.

Registration

AGB is committed to excellence in member service. Should you have questions about registering for the National Conference on Trusteeship, contact the **AGB registrar**.

Become a Member and Save

If you currently are not an AGB member but want to take advantage of member pricing, contact **Matt Stevens**, director of membership outreach.

Sponsorship

To learn about sponsorship opportunities, contact **Steve Abbott**, senior director of partnerships.

All other inquiries may be directed to the AGB concierge.



BOARD OF TRUSTEES

2023 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.

2023

Wednesday, March 1, 2023* **Board Meeting Room, 1st Floor, Tod Hall**
 10:00 a.m. Investment Subcommittee
 10:30 a.m. Audit Subcommittee
 11:00 a.m. Finance & Facilities Committee
 12:00 p.m. Lunch
 12:30 p.m. Governance Committee
 1:30 p.m. Academic Excellence and Student Success Committee
 2:30 p.m. Institutional Engagement Committee
 3:00 p.m. University Affairs Committee
 5:00 p.m. Executive Committee

Thursday, March 2, 2023* **Board Meeting Room, 1st Floor, Tod Hall**
 10:00 a.m. Board Meeting

Wednesday, June 21, 2023* **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
 2:00 p.m. Academic Excellence and Student Success Committee
 3:00 p.m. Institutional Engagement Committee
 4:00 p.m. University Affairs Committee
 5:00 p.m. Executive Committee

Thursday, June 22, 2023* **Board Meeting Room, 1st Floor, Tod Hall**
 10:00 a.m. Board Meeting

Tuesday, September 19, 2023* **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
2:00 p.m. Academic Excellence and Student Success Committee
3:00 p.m. Institutional Engagement Committee
4:00 p.m. University Affairs Committee
5:00 p.m. Executive Committee

Wednesday, September 20, 2023* **Board Meeting Room, 1st Floor, Tod Hall**
10:00 a.m. Board Meeting

Wednesday, December 6, 2023* **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
2:00 p.m. Academic Excellence and Student Success Committee
3:00 p.m. Institutional Engagement Committee
4:00 p.m. University Affairs Committee
5:00 p.m. Executive Committee

Thursday, December 7, 2023* **Board Meeting Room, 1st Floor, Tod Hall**
10:00 a.m. Board Meeting

*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