YOUNGSTOWN STATE UNIVERSITY

BOARD OF TRUSTEES
GOVERNANCE COMMITTEE
John R. Jakubek, Chair
Charles T. George, Vice Chair
All Trustees are Members

Wednesday, June 22, 2022
1:00 p.m.

Tod Hall
Board Meeting Room

AGENDA

A. **Disposition of Minutes for Meeting Held on March 2, 2022**

B. **Old Business**

C. **Committee Items**

    1. **Governance Discussion Items**

        a) **Election of Officers of Youngstown State University Board of Trustees for 2022-2023 (chairperson, vice chairperson, secretary)**

        b) **Technology Related Capabilities and Capacities Related to the Plan for Strategic Actions to Take Charge of Our Future**
        Presenter: Jim Yukech

        c) **International Student Enrollment and Success Strategy-Plan for Strategic Actions to Take Charge of Our Future Update**
        Presenters: Nate Myers, Joy Polkabla Byers, Amy Cossentino

        d) **Degree Completion and Credentialing Strategy**
        Presenters: Jeanne Herman, Tysa Egleton, Molly Burdette

        e) **Youngstown State University and the Education for Career Success Continuum**
        Presenter: Mike Sherman

        f) **Board of Trustees Committee Topics and Guidelines on Presentations to the Board**

    2. **Governance Background Item**

        a) **Board Committee Assignments 2022-2023**

D. **New Business**

E. **Adjournment**

YOUNGSTOWN STATE UNIVERSITY

Explanation for Election of New Board Officers for 2022-2023

In accordance with the Board's Bylaws, the Governance Committee has met and today makes its report to the board regarding its election of officers for the year starting June 2022. Today's report constitutes the second reading.

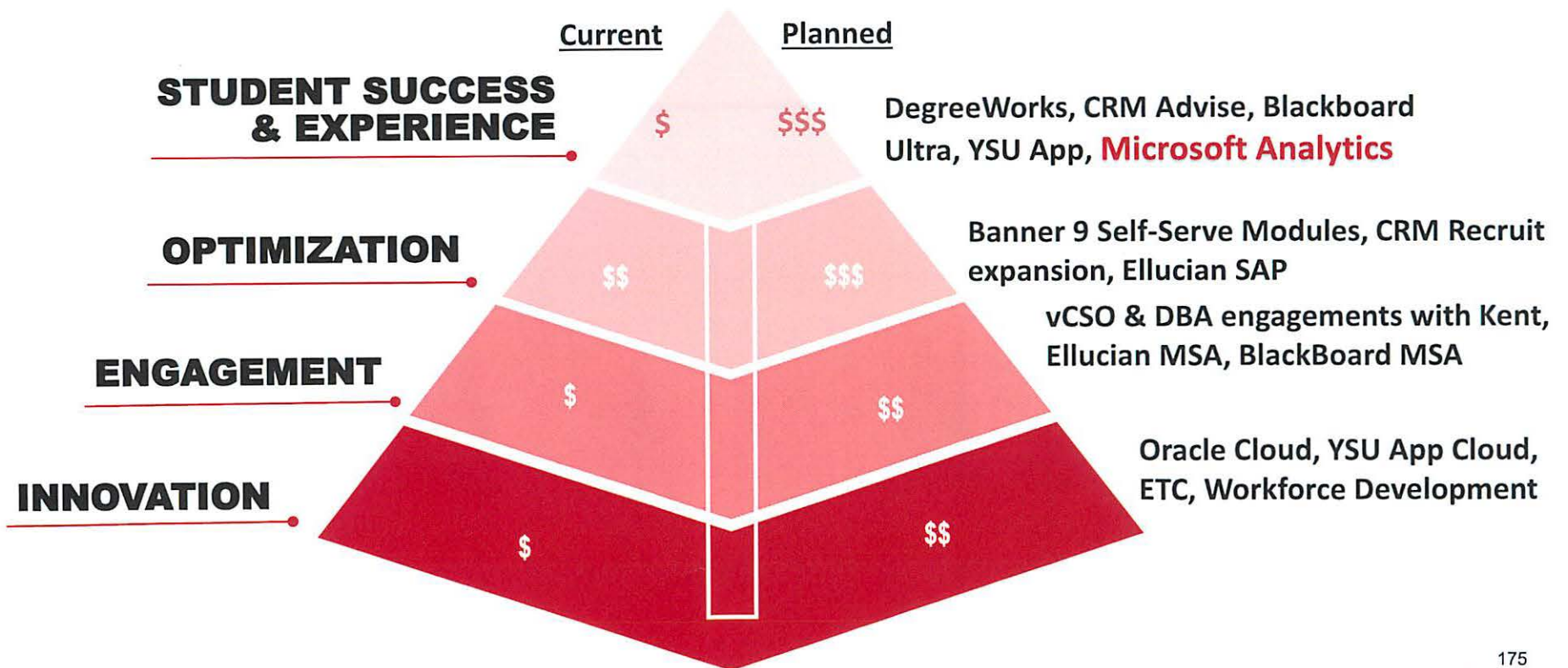The Governance Committee's selection for board officers for 2022-2023 are:

Chairperson – Dr. John R. Jakubek
Vice Chairperson – Mr. Charles T. George
Secretary – Mrs. Molly S. Seals

Board of Trustees Meeting
June 3, 2021
YR 2021

Board of Trustees Governance Subcommittee
Analytics Update
June 2022

Y YOUNGSTOWN
STATE
UNIVERSITY

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Technology Investment IT Guiding Principles

Current **Planned**

STUDENT SUCCESS & EXPERIENCE — $ / $$$

DegreeWorks, CRM Advise, Blackboard Ultra, YSU App, **Microsoft Analytics**

OPTIMIZATION — $$ / $$$

Banner 9 Self-Serve Modules, CRM Recruit expansion, Ellucian SAP

ENGAGEMENT — $ / $$

vCSO & DBA engagements with Kent, Ellucian MSA, BlackBoard MSA

INNOVATION — $ / $$

Oracle Cloud, YSU App Cloud, ETC, Workforce Development

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Take Charge of Our Future Resolution
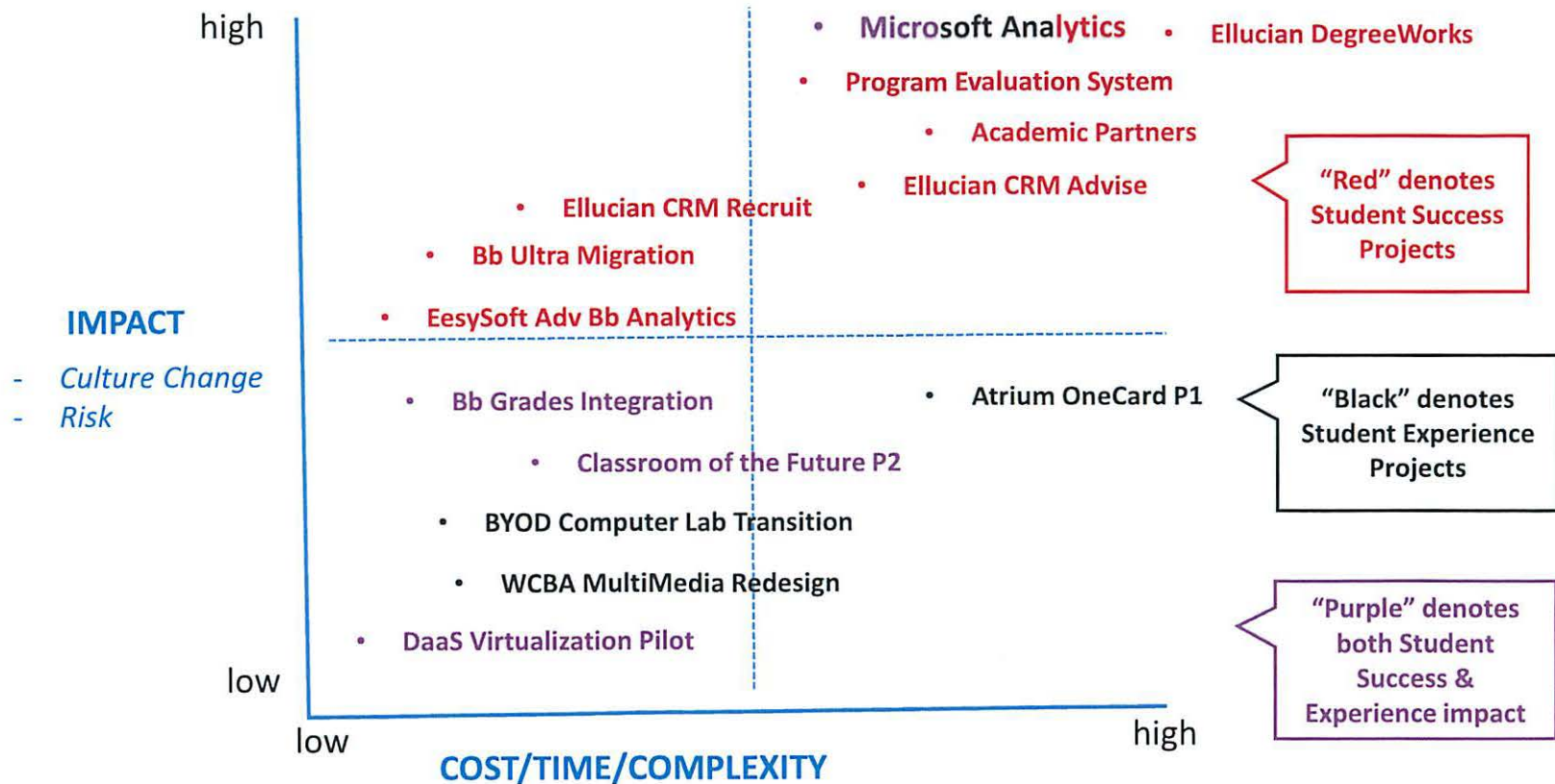
Technology-related statements:

- Attain a level of technological capacity and competency

- Integrated systems in order to achieve strategic objectives including:
  - Program optimization and prioritization
  - Student success strategies - including degree maps and auditing
  - Teaching and learning outcomes assessment
  - Student portfolios
  - Accreditation, and other quality and effectiveness enhancement technologies

- *Use reliable data created through a governance structure to generate and analyze information to create insights for well-informed decision-making*
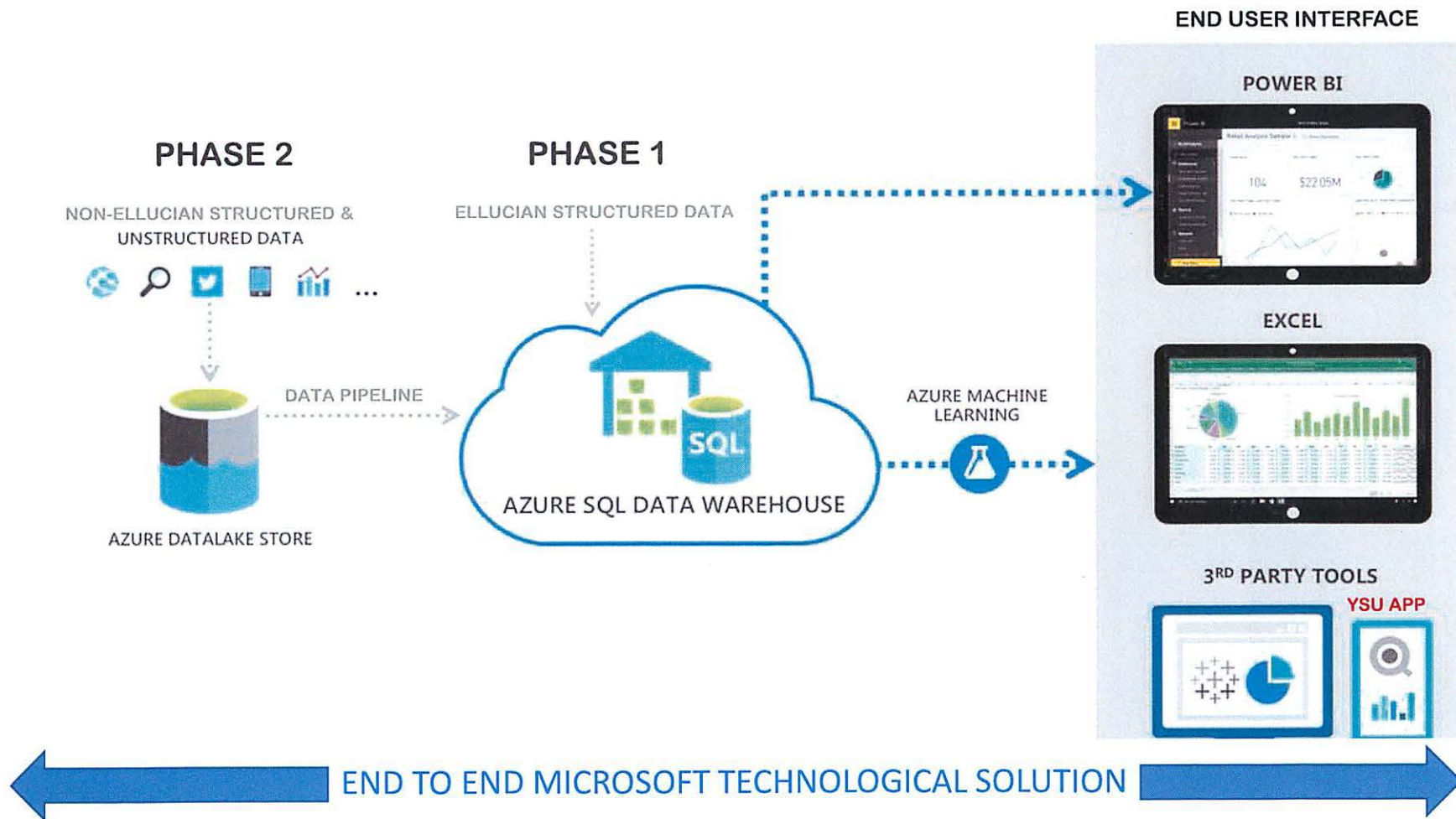 - *Create timely reports and dashboards related to student*

Microsoft Analytics

STUDENT FUTURES AND LIFE LONG LEARNING

ACADEMIC DISTINCTION AND DISCOVERY OF KNOWLEDGE

COLLECTIVE IMPACT WITH THE REGION

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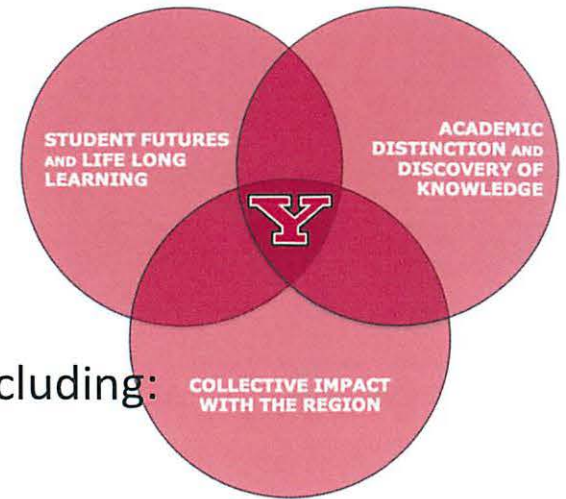
FY20-23 Technological Innovation for Strategic Transformation

Student Success & Student Experience Technology-enabled Initiatives

high

• **Microsoft Analytics**   •   **Ellucian DegreeWorks**

• **Program Evaluation System**

• **Academic Partners**

• **Ellucian CRM Advise**

• **Ellucian CRM Recruit**

• **Bb Ultra Migration**

• **EesySoft Adv Bb Analytics**

IMPACT

- *Culture Change*
- *Risk*

• **Bb Grades Integration**   • **Atrium OneCard P1**

• **Classroom of the Future P2**

• **BYOD Computer Lab Transition**

• **WCBA MultiMedia Redesign**

• **DaaS Virtualization Pilot**

low

low   high

COST/TIME/COMPLEXITY

"Red" denotes Student Success Projects

"Black" denotes Student Experience Projects

"Purple" denotes both Student Success & Experience impact

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Conceptual Drawing of Microsoft Analytics
Business Intelligence / Institutional Research Technology Architecture

END USER INTERFACE

POWER BI

EXCEL

3RD PARTY TOOLS

YSU APP

PHASE 2

NON-ELLUCIAN STRUCTURED &
UNSTRUCTURED DATA

DATA PIPELINE

AZURE DATALAKE STORE

PHASE 1

ELLUCIAN STRUCTURED DATA

AZURE SQL DATA WAREHOUSE

AZURE MACHINE
LEARNING

END TO END MICROSOFT TECHNOLOGICAL SOLUTION

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Degree completion initiatives, college comeback programs and credentialing strategies have been developed and prioritized for the 2022-2023 academic year. Below, in order of priority, lists our top initiatives, a brief description and the metric for measurement.

1. **Enrolled Students with 120 or More Credits Completion Pathway**

Credit hour requirement for most bachelor's degrees is 120 hours. We have 469 current YSU students who are active with 120 or more credit hours but have not met the degree requirements.

- Beeghly College of Liberal Arts & Social Science   109
- Cliffe College of Create Arts   23
- Bitonte College of Health& Human Services   103
- College of Science, Tech, Engineering & Mathematics 172
- Williamson College of Business Administration   62

This initiative will take a proactive approach to closing the achievement gap and helping our students complete the degree by taking the most direct path.

- Outreach to YSU students in good standing registered for fall term who have completed at least 120 credits.
- Review degree audit and map shortest path for degree completion.
- Options could include original degree sought or alternative

Metric for Measurement
- Look at distribution of students by college by range of hours (120-149; 150-179; 180-plus) and categorize into levels of "completion". Review distribution at year end overall and by college intending to decrease this number as much as is reasonably possible as soon as possible.

2. **College Credit Plus**

College Credit Plus allows students in grades 7 through 12 to earn high school and college credit at the same time. Over the last 5 years only 37.7% of student who took CCP classes at YSU matriculated to YSU after high school graduation. This initiative is aimed at increasing the number of CCP students who matriculate to YSU after graduation.

- Marketing & communication designed at connecting CCP high school students to YSU
- Targeted outreach to high school counselors in coordination with Undergraduate Admissions
- Academic Program Outreach (faculty & advisors)

Metric for Measurement
- Measure success by how many CCP students continue at YSU after HS graduation-Objective would be no less than 50%; this will be modified upon review of the current situation and considering a specific plan to achieve the revised objective.

3. YSU College Comeback/ Stranded Credit Program

Former YSU students with earned credits but owe money to YSU. They cannot register at YSU or transfer because of the unpaid debt. This initiative allows former students in this situation to return to YSU. YSU will forgive the unpaid balance of up to $5,000. In addition to the YSU program, we have also joined the Northeastern Ohio Compact College Comeback Program. This program follows the same model, but we will be reaching out to former students from the eight regional state Institutions.

- o Students in good standing, who owe $5,000 or less
- o Students returning to YSU will have both academic and financial guidance
- o Proactive advising in place to help student stay on track for completion
- o *Metric for Measurement*
  - o Year:1 how many returning YSU students, how many degrees completed
  - o How many transfer students from compact, still enrolled, degree completed

4. Some College and No Degree
Similar to College Comeback this looks at those students who simply walked away. These students can simply return, there is nothing holding them back. The key is to develop a path for degree completion.

- o Use our degree audit and what if audits to provide student with shortest completion path
- o PLA and alternative credits, block credits can provide solutions for degree completion
- o Provide academic and financial guidance

Metric for Measurement
  - o Year 1 how many returning YSU students, how many degrees completed. This group represents a significant challenge for attraction for re-enrollment that will likely have a significant on-line component; thus, this will take significant planning and coordination to implement; has a potential significant outcome.

5. Reverse Transfer
Reverse transfer is a unique process for awarding associate degrees to students who have transferred in pursuit of a bachelor's degree before completing the requirements for an associate degree at a two-year institution.

- o Review current population of transfer students; look at possible Associates already earned but not awarded
- o Collaborate with Degree Audit and Transfer Admissions for possible pathways from an Associates to Bachelors.

Metric for Measurement
  - o Measure success by the increase in associate degrees awarded at affiliated community colleges.

6. Credentialing Opportunities
The opportunities will emerge as the Degree Completion and Credentialing Facilitator interacts with the Division of Workforce Education and Innovation.

- o Credentialing might be applicable in each scenario above in unique ways
- o Credentialing might be applicable for competencies gained via attributes of a degree program

PLAN FOR STRTEGIC ACTIONS TO TAKE CHARGE OF OUR FUTURE

CONTRIBUTING TO OHIO'S

POST-SECONDARY DEGREE AND CREDENTIAL ATTAINMENT OBJECTIVES

FOR SUSTAINABLE PROSPERITY OF THE MAHONING VALLEY REGION

THE ROLE OF WORKFORCE EDUCATION AND INNOVATION
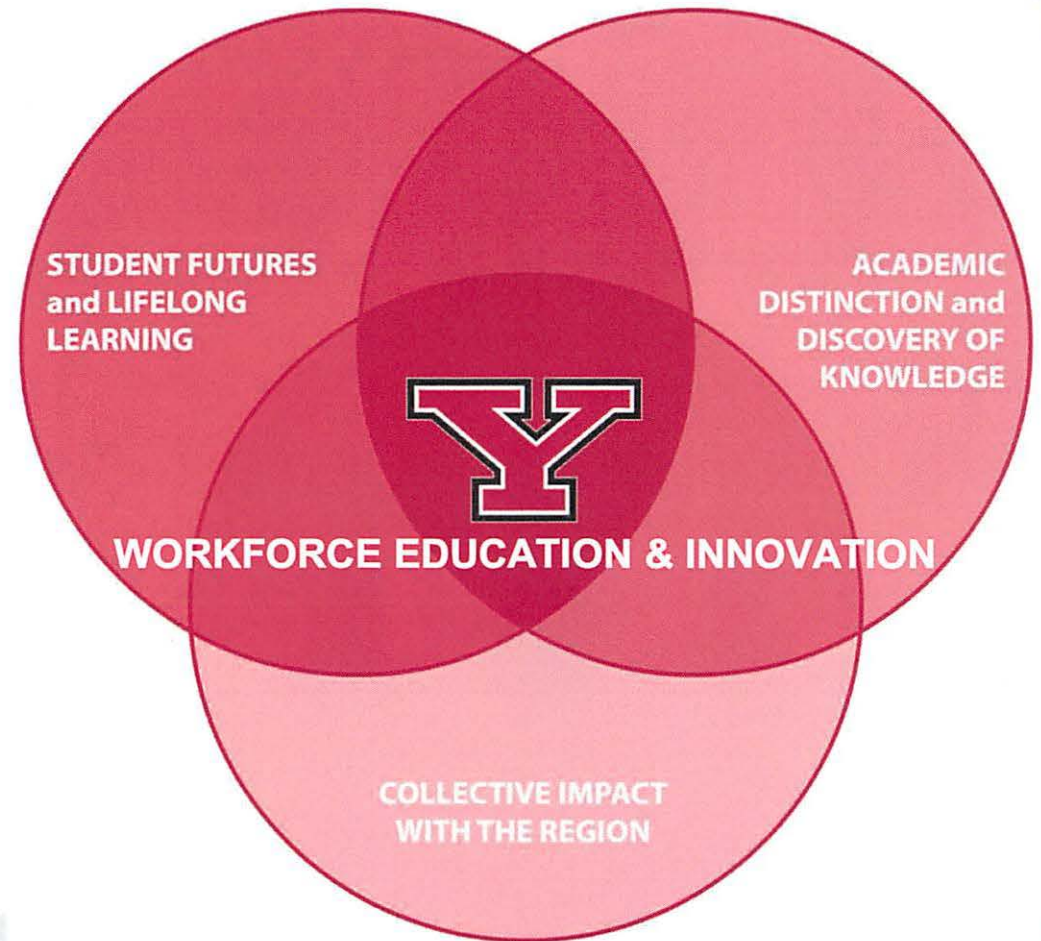
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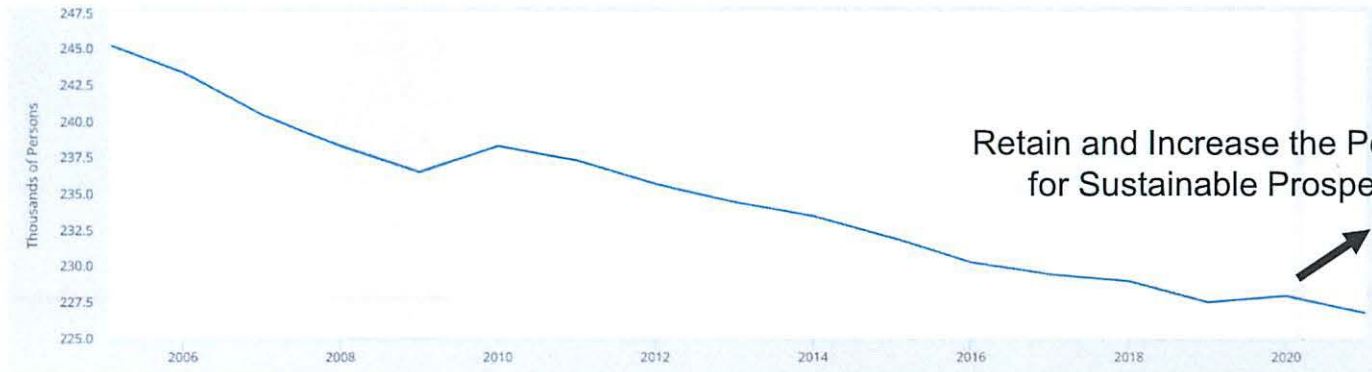
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**Governance Committee
Board of Trustees
June 22, 2022**

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OHO ATTAINMENT GOAL 2025

"... ==Ohio will need to produce, by 2025, an estimated 1.3 million more adults with high-quality postsecondary certificates or degrees. ... at Ohio's current rate of production, by 2025, almost 2 million Ohioans will lack the postsecondary education== or training needed to be competitive in the labor market...we...will have a shortfall of hundreds of thousands of credentialed workers with the knowledge and skills needed to fill projected workforce needs in Ohio in 2025."

YOUNGSTOWN STATE UNIVERSITY

DRAFT

STUDENT FUTURES and LIFELONG LEARNING

ACADEMIC DISTINCTION and DISCOVERY OF KNOWLEDGE

WORKFORCE EDUCATION & INNOVATION

COLLECTIVE IMPACT WITH THE REGION

MAHONING COUNTY POPULATION

Retain and Increase the Population is Essential for Sustainable Prosperity of the Region

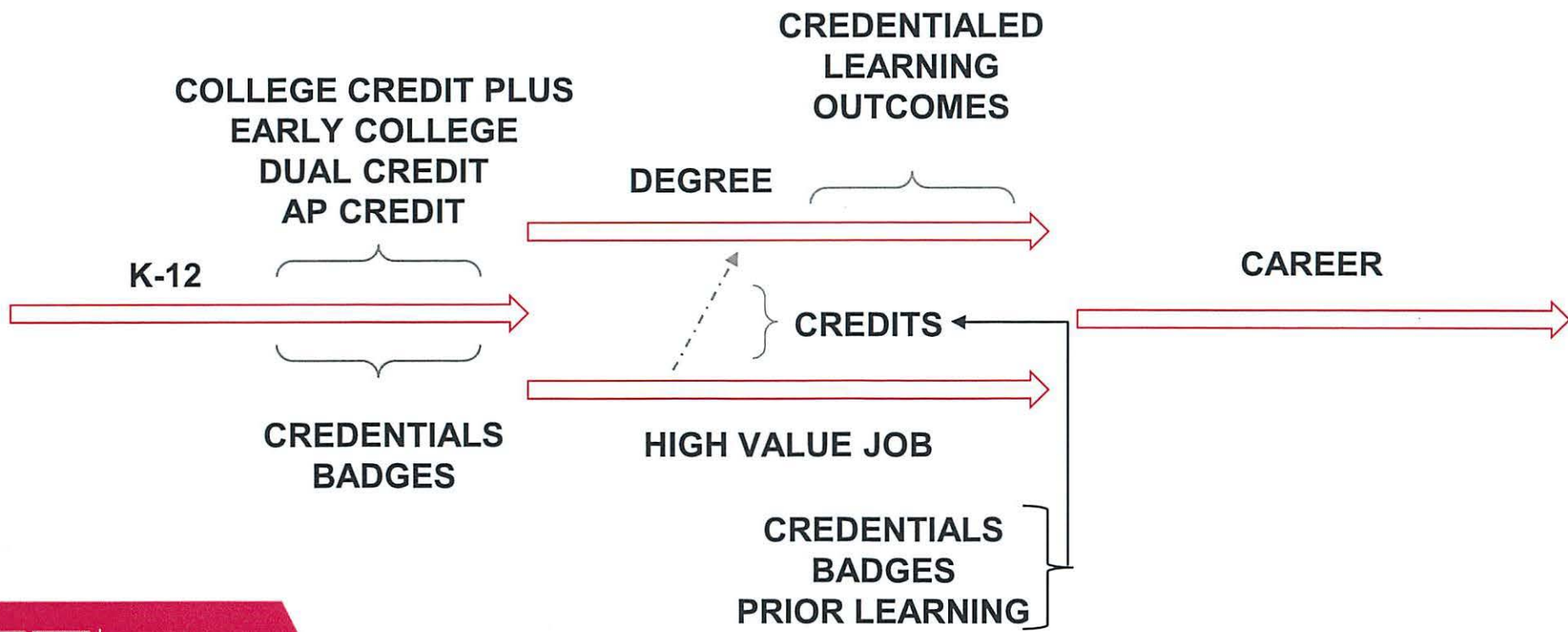## STUDENT FUTURES & LIFELONG LEARNING

DEGREE

K-12

CAREER

HIGH VALUE JOB

ACADEMIC DISTINCTION | DISCOVERY OF KNOWLEDGE

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SOME COLLEGE / NO DEGREE
STRANDED CREDITS
EXCELL CREDITS   Additional Regional
REVERSE TRANSFER   Education
COLLEGE COMEBACK / DEBT RELIEF   Opportunities
CREDENTIALS & BADGES

DEGREE

K-12   CAREER

HIGH VALUE JOB

YOUNGSTOWN
STATE
UNIVERSITY

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STUDENT FUTURES & LIFELONG LEARNING

K-12   **DEGREE**   **CAREER**

POSSIBLE EMPLOYER PAY

COLLECTIVE IMPACT WITH THE REGION

EDUCATION

ARTS & CULTURE

HEALTH

HIGH VALUE JOB

COLLECTIVE IMPACT ON THE REGION FOCUSED AND REPORTED ON

ACADEMIC DISTINCTION DISCOVERY OF KNOWLEDGE

EXPERIENTIAL LEARNING
SERVICE LEARNING
COMMUNITY ENGAGEMENT

YOUNGSTOWN STATE UNIVERSITY

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MAHONING VALLEY | YOUNGSTOWN | WARREN

COMEBACK

GREAT PLACE TO LIVE & PLAY

LIFE IS LEARNING, LEARNING IS LIFE

For a

POSITIVE POPULATION IMPACT

YOUNGSTOWN STATE UNIVERSITY

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Youngstown State University
Board of Trustees
Meeting by Meeting Topics Related to
By Laws and Ohio Revised Code Required Considerations and Actions

SEPTEMBER

Intercollegiate Athletics Committee

Section D Article IV e i b	Personnel Actions for approval by University Affairs
Section D Article IV e i i	Comparison with Benchmark Institutions

Investment Committee

Finance and Facilities Committee

Section E Article V-3-A	Budget update

Governance Committee

Section C-Article III-6	BOT member attendance for the previous year

Academic Excellence & Student Success Committee

O.R.C. 3345.35	BOT Resolution for Action on Duplicate Program/Low Enrolled Courses (every five-years beginning 2017)
CBA OEA	Related to University Affairs: 14th-day Enrollment Report linked to academic organization (academic portfolio), enrollment, and finances

Institutional Engagement Committee

Section D Article IV b i b	Centers/Institutes & Collective Impact with the Community

University Affairs Committee

Section D Article IV e i b	Athletics Personnel
CBA OEA	14th-day Enrollment Report linked to academic organization (academic portfolio), enrollment, and finances
O.R.C. 3345.0214	Free Speech Report

DECEMBER

General topics

Section C Article 12	Ethics Training
	AGB National Meeting on Trusteeship Attendance Planning

Intercollegiate Athletics Committee

    Section D Article IV e i b   Personnel Actions for approval by University Affairs

    Section D Article IV e i d   Health and welfare of student athletes

Finance and Facilities Committee

    Section E Article V-3-A   Budget update

    Section E Article V G   Audited financial report

    O.R.C. 3345.72   Audited financial report

    Section E Article V e   Inventory of real property

    O.R.C. 3333.95   Affordability & Efficiency Report-annually

    O.R.C. 3333.951   Text book costs/affordability-annually

Governance Committee

Academic Excellence & Student Success Committee

    O.R.C. 3345.062   Remediation Report (Mathematics & English) (annually)

Institutional Engagement Committee

    Section D Article IV b i c & d   Agreement with YSU Foundation review and policies associated with fundraising

University Affairs Committee

    Section D Article IV e i b   Athletics Personnel

MARCH

General   AGB National Meeting on Trusteeship Planning

Intercollegiate Athletics Committee

    Section D Article IV e i b   Personnel Actions for approval by University Affairs

    Section D Article IV e i f   Academic performance of athletes

    Section D Article IV e l h   Every 3 or 5 (?) years-faculty athletics rep selection & process

Finance and Facilities Committee

    Section E Article V-3-A   Budget update

    Section E Article V 3 b   Fees and other charges

    Section E Article V d i   Tabulation of and update regarding insurance policies

    Section E Article V f   Obligations of the University

Governance Committee

Section D Article 4 h f	Chairperson surveys BOT member committee and other interests for upcoming year

Academic Excellence & Student Success Committee

Institutional Engagement Committee

Section D Article IV b i e	Alumni Association activities update and engagements
O.R.C. 3345.351	Every two years review stop-outs for eligibility for Associate's degree (beginning March 2023 and every two-years thereafter)

University Affairs Committee

Section D Article IV e i b	Athletics Personnel

JUNE

Intercollegiate Athletics Committee

Section D Article IV e i b	Personnel Actions for approval by University Affairs
Section D Article IV e i c	Effectiveness of NCAA Compliance Program
Section D Article IV e l j	Yearly update to the Academic Senate on Athletics by Faculty Athletics Representative

Finance and Facilities Committee

Section E Article V-3-A	Present a draft budget
Section E Article V-3-A	Budget update
Section E Article V h	YSUF service agreement

Governance Committee

Section D Article 4 h e	BOT Elects officers
Section D Article 4 h f	Previous chair passes-off survey of BOT member interests to the elected chair

Academic Excellence & Student Success Committee

O.R.C. 3345.81	Retention, Progress and Completion Plan (every 2-y on even years)
O.R.C. 3345.35	Preliminary Findings related to Duplicative and Low Enrolled Programs for Resolution in December (every 5-y beginning 2017)

Institutional Engagement Committee

Section D Article IV b i g	Governmental and regional affairs discussion

University Affairs Committee

Section D Article IV e i b	Athletics Personnel

Youngstown State University
Board of Trustees
Meeting Planning and Preparation

Context for Meetings of the Board

> Agendas are developed ... in consideration of implementing the Plan for Strategic Actions to Take Charge of Our Future... considering accreditation and other priorities appropriately strategic

Board of Trustees meeting Agendas are developed in consultation with YSU Executive Officers and with the Board Executive Officers and Committee chairs and vice-chairs considering Ohio Revised Code 3345 pertaining to Institutions of Higher Education, requirements specified in the YSU Trustee By Laws, and in consideration of implementing the Plan for Strategic Actions to Take Charge of Our Future, particularly considering accreditation by the Higher Learning Commission and other priorities as deemed appropriately strategic.

Presenting to the Board

The opportunity to present to the Board must be considered from these contextual points of view as well as understanding that the Board anticipates university leadership will initiate and take actions in appropriate ways for strategic outcomes; thus, reporting on actions taken is less important than reporting on the outcomes of those actions. Data-informed presentations of new approaches or process re-engineering or redesign to achieve specified outcomes are the types of interactions most appropriate for such meetings.

> Reporting on actions taken is less important than reporting on the outcomes of those actions.

> Should an individual have the opportunity to present..., it behooves the individual to review the topical areas within the purview of the ... committee...

Individuals who present to the Board should consult the By Laws to understand the areas of a Committee's purview, as well as consult with the Executive Officer liaison to the Committee and with the Board Professional regarding the presentation. As appropriate, the content must represent the basis upon which the Board resolves via Resolution to act, endorse actions taken or to be taken, or to express points of view or by the Board expressing anticipated outcomes. As the Board will have access to and will have overviewed the materials via a web-based interface, it is less important to review each item of the materials; rather, to overview the big picture, the importance of the actions taken or to be taken, and the results of or projected results of those actions. Speaking extemporaneously and conversationally is preferred.

Meeting Materials and Records

The Board of Trustees uses a web-based interface – OnBoard by Passageways-for on-going communication, planning, and interaction related to meetings and operations of the Board. While Agendas are constructed and considered via this interface, many aspects of Board of Trustees functions are available via the Board of Trustees website, and the official archives of meetings of the Board of Trustees are available via the Magg Library. In addition, the Board activities and functions are conducted in accordance with the Ohio Sunshine Laws.

Meetings and Related Topics

The Board of Trustees typically meets four-times annually in September, December, March, and June. There are two days of meetings. The second day of meetings is the meeting at which formal actions are taken (using a consent agenda), and official Trustee attendance is recorded. The first day of meetings of the Committees is intended for the Board to determine the actions to formally enact the next day. The Committees of the Board are specified in the By Laws as

> The first day of meetings of the Committees is intended for the Board to determine the actions to formally enact the next day.

is the order of topics for the Board and Committee Agendas. Each Committee has a chair and vice-chair and most Committees are committees of the whole Board.

Committee and Board Meetings Agenda Setting

For each Committee, there is an Executive Officer Liaison (or designate) and administrative support to assist with the agenda-setting process and to act as the interface for posting materials to On Board.

Well in advance of each meeting a timeline for topics, materials submissions, agenda-setting, and final agenda-setting is distributed. During this time each Executive Officer collaborates with designated individuals with whom to consult as the respective Agendas are considered and established. While those individuals will typically have access to On Board for Agenda setting, other presenters will not typically have access as their access is via the materials developed in consultation with the respective Executive Officer.

The typical sequence for agenda-setting is the following:

A. Agendas are developed in consultation with the chair, vice chair and executive officer liaison; and

B. The respective proposed agendas are finalized for the day of Committee meetings in advance of those meetings via a meeting of the chair and vice-chair of the Board, the President, and Executive Officers; and

C. The "official" Agenda for the Board meeting day is finalized by recommendations for actions to be taken on the day of the Committee meetings.

D. Meeting Agendas are posted to OnBoard typically five to seven-days in advance of the meeting
   a. The chairs and vice-chairs of all Committees have access to the Agendas as those are being developed and finalized

> Should the ... materials for the Board Book not be available for Committee Agenda setting, ...the rationale for the presentation and alignment of the topic(s) with the Context for Meetings of the Board, described above, should be provided in outline format.

While each Executive Officer has collaborators with whom they work to help establish Committee Agendas, each collaborator who is intended to present should attend the respective agenda-setting session so the rationale for the presentation is assured to be appropriate and to assure the content emerges to represent such. Should the final materials for the Board Book not be available for Committee Agenda setting, an outline of the proposed presentation should be provided and/or the rationale for the presentation and alignment of the topic(s) within the Context for Meetings of the

Board, described above, should be provided in an outline format. It is preferred there not be any "place-holder" items in the agenda-setting materials if possible.

The following are the Executive Officers, liaisons, and their respective collaborators that are *typically* involved in Agenda setting and who will *typically* have access to OnBoard. The following sequence of Board Committees is also the typical sequence for the Committee meetings.

Intercollegiate Athletics Committee: **Tressel**; Bell; Strollo

Investment Committee: **McNally;** Bowyer; Davidson

Audit Subcommittee: **McNally;** Bowyer; tbd

Finance and Facilities Committee: **McNally;** Bowyer; Davidson, Hyden, Yukech,

Governance Committee: **Sherman;** Bell;

Academic Excellence and Student Success: **Smith;** Shargo; Pintar, Ball, Sanders, Berardini, Myers, Bennett, Cooper

Institutional Engagement Committee: **Sherman/Tirone;** Texter; Smith, Cossentino, Oddo, Ruse, Morrone, Myers, Cooper

University Affairs Committee: **Jacobs;** Bowyer; Kravitz, ….

Executive Committee: **Tressel/Sherman;** Bell; Jacobs, McNally, Smith

YOUNGSTOWN STATE UNIVERSITY

Explanation for Creation of New Board Committee Assignments for 2022-2023

With input from the Board Chairperson, Dr. John R. Jakubek, and the Vice Chairperson, Charles T. George, the attached board committee assignments have been created for the YSU Board of Trustees for 2022-2023.

Board of Trustees Meeting
June 3, 2021
YR 2021

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