



**YOUNGSTOWN
STATE
UNIVERSITY**

Board of Trustees Meeting Minutes

Special Board Meeting, Nov. 10, 2022, 5 p.m., Trustees Meeting Room, Tod Hall

Attendance

Members Present:

Charles T. George, John R Jakubek, Joseph J. Kerola, Elsa Khan, Laura Lyden, Anita A. Hackstedde, Molly S. Seals, Michael A. Peterson, Eric Spiegel, Allen L. Ryan Jr., Julie Centofanti, Sergul Erzurum.

Members Absent:

Helen Lafferty

Guests Present:

Holly Jacobs, Ron Cole, Sharyn Zembower, Stan Boney, Elizabeth Coss, Chris McBride, Shannon Tirone, Jim Tressel, Mike Sherman, Brien Smith.

Chair Jakubek led trustees in the Pledge of Allegiance.

I. Proof of Notice of Meeting

Secretary Seals said that pursuant to article ii, section 1, of the board's bylaws; written notice of today's meeting was timely provided to each of the trustees, student trustees, national/global trustees, the president and to the media. The notice was also posted to the board of trustees website.

II. Disposition of the Minutes

Chair Jakubek said approval of minutes for prior meetings will be deferred until the next meeting.

III. Unfinished Business

None

IV. New Business

A. Board Discussion Item

1. Presentation on Taking Charge of Our Future

Provost Brien Smith and Mike Sherman, vice president for Institutional Effectiveness and Board Professional, reviewed a PowerPoint slide show

reviewing various academic and financial points, including charts showing increases in graduation and retention rates. "There are a lot of good things that people are doing and will continue to do to support the success of our students," Sherman said. The report also included graphs indicating a 27 percent decrease in enrollment and \$10 million drop in revenue. (Presentation attached.)

B. Board Action Items

1. Resolution to Endorse Institutional Actions Associated with O.R.C. 3345-35 Low Enrolled Courses and Low Enrolled and Duplicative Program

The resolution was moved by Trustee Kerola, second by Trustee Peterson. Secretary Seals conducted a roll-call vote: All trustees voted in favor of the motion, with Trustee Erzurum abstaining. (Resolution attached.)

Chair Jakubek made the following remarks:

"Before we go into Executive Session, I would like to make a few remarks on behalf of the board. Today, we approved a resolution related to low-enrolled courses and duplicative academic programs. The resolution is required every five years for all public universities in the state. The resolution is also part of our continued efforts here at YSU to optimize our academic program portfolio and to assure academic efficiency and effectiveness across campus. We now have a faculty-driven process in place to rigorously review each and every academic program on a regular basis. The purpose of the reviews is to ensure that the courses, programs and majors that we are offering are viable, effective and relevant to careers and community needs. It is through these regular reviews that faculty, department chairs, deans and other academic leaders are able to best respond to current and future challenges and opportunities facing YSU and all of higher education. The board will continue those discussions at our meetings in December, at which time we may have more information on next steps taken. Meanwhile, I want to thank our faculty, department chairs and deans for their hard work in this ongoing review process. Their leadership and their commitment to our students will continue to drive our efforts for academic and financial security in the months and years ahead. YSU remains a strong institution with great momentum, outstanding students, talented faculty and staff, and a supportive mass of alumni, donors and others who believe in YSU as the positive force it is to the region. To remain so for the decades ahead, we must be clear-eyed, proactive and decisive. Finally, please note that the board will enter Executive Session following the next agenda item after which it is anticipated no action will be taken."

2. Proposed Amendment to the Board Bylaws: Standing Committee on Workforce Education and Innovation – First Reading.

The proposal was moved by Trustee George, second by Chair Jakubek and unanimously approved by all trustees on a roll call vote.
(Resolution attached)

V. Executive Session

Chair Jakubek moved that the Board enter Executive Session for the purposes of, consideration of the appointment, employment, dismissal, discipline, promotion, demotion, or compensation of one or more public employees or officials (O.R.C. 121.22(G) (1) and/or preparing for, conducting, and/or reviewing negotiations or bargaining sessions with public employees concerning their compensation, or other terms and conditions of their employment (O.R.C. 121.11 (G)(4).

Secretary Seals conducted a roll-call vote: All trustees voted in favor of the motion.

Time entered Executive Session: 5:26 p.m.

Time exited Executive Session: 6:46 p.m.

VI. Old Business

None

VII. Dates and Times of Upcoming Regular Meetings of the Board

Friday, Dec. 9, 2022

Thursday, March 2, 2023

Thursday, June 22, 2023

VIII. Adjournment

There being no further business, Chair Jakubek declared the meeting adjourned.



**YOUNGSTOWN
STATE
UNIVERSITY**

Youngstown State University
Board of Trustees
November 10, 2022

RESOLUTION ASSOCIATED WITH ORC 3345.35 RELATED TO LOW ENROLLED COURSES AND LOW ENROLLED AND DUPLICATIVE ACADEMIC PROGRAMS

Whereas, every five-years beginning in 2017, the board of trustees of each state institution of higher education in Ohio shall evaluate all courses and programs the institution offers based on enrollment and duplication of its courses and programs with those of other state institutions of higher education within a geographic region, as determined by the chancellor of higher education, and;

Whereas, for courses and programs with low enrollment, as defined by the chancellor, the board of trustees shall provide a summary of recommended actions, including consideration of the benefits of collaboration with other state institutions of higher education to deliver the program(s), and;

Whereas, each board of trustees shall submit its findings under this section to the chancellor not later than thirty days after the completion of the evaluations or as part of submitting the annual efficiency report.

Now therefore be it resolved, that the Youngstown State University Board of Trustees does hereby endorse the recommendations submitted via the 2022 annual efficiency report related to low enrolled courses and low-enrolled and duplicative programs as attached to this Resolution; and

Be it also resolved, these recommendations are a component of and inform the Academic Program Enhancement and Effectiveness Initiative associated with optimizing the academic program portfolio of Youngstown State University; and

Be it also resolved, that the Board anticipates an update at the December 2022 meetings of how the recommendations are associated with actions pertaining to Articles 11 and 13 of the Collective Bargaining Agreement with the Youngstown State University Ohio Education Association that will be implemented this academic year, in consideration of the outcomes associated with the most recent Voluntary Separation and Retirement Program; and

Be it further resolved, that the Board supports the actions that will be taken regarding optimizing the academic portfolio related to a sustainable and vibrant future of Youngstown State University; and

Be it noted, that the Board endorsed FY-23 budget indicates while there was a total of 24 voluntary (10) and involuntary (14) faculty separations in the previous year, that the Board endorsed FY-23 budget includes searches for a total of 26 term (14) and tenure-track (12) faculty hires; and

Be it even further noted, that this administration and this Board of Trustees are simultaneously responding to the current and future challenges and opportunities facing all of higher education, as well as the implications associated with hiring priorities years and decades ago.

Board of Trustees
November 10, 2022
YR 2023-23

ORC 3345.35
Course Evaluation Based on Enrollment and
Duplication with Other Institutions
Youngstown State University
October 2022

EXECUTIVE SUMMARY OF ACTIONS RELATED TO LOW-ENROLLED SECTIONS

Steps taken to minimize low-enrolled sections

- Summer 2022: Met with each chair and dean
 - 100 sections to not be offered
 - 100 sections with enrollment “caps” increased
- Fall 2022
 - Approximately 200 fewer courses compared to Fall 2021 (data cannot be finalized until later in term)

Actions related to ORC 3345.35 and chancellor’s definition of low enrolled courses

- 495 courses of 2,130 determined to meet YSU definition of low-enrolled
- 337 of 495 determined to meet the chancellor’s definition of low-enrolled
 - 179 will be consolidated, rotated, or not offered in the future
 - 158 no action taken
 - 104 pedagogically appropriate, consortium, accreditation requirements or no cost to YSU
 - 54 likely to not be offered as needed to graduate or teach-out

Proactive steps will be taken to optimize course enrollment for fall 2023

- Only the profile of optimized course sections will be offered fall 2023 (no ala-carte scheduling)
- Section sizes will be monitored and adjusted in real-time

EXECUTIVE SUMMARY OF ACTIONS RELATED TO LOW-ENROLLED PROGRAMS

- The summary of actions of low-enrolled programs is illustrated below (Figure 1):

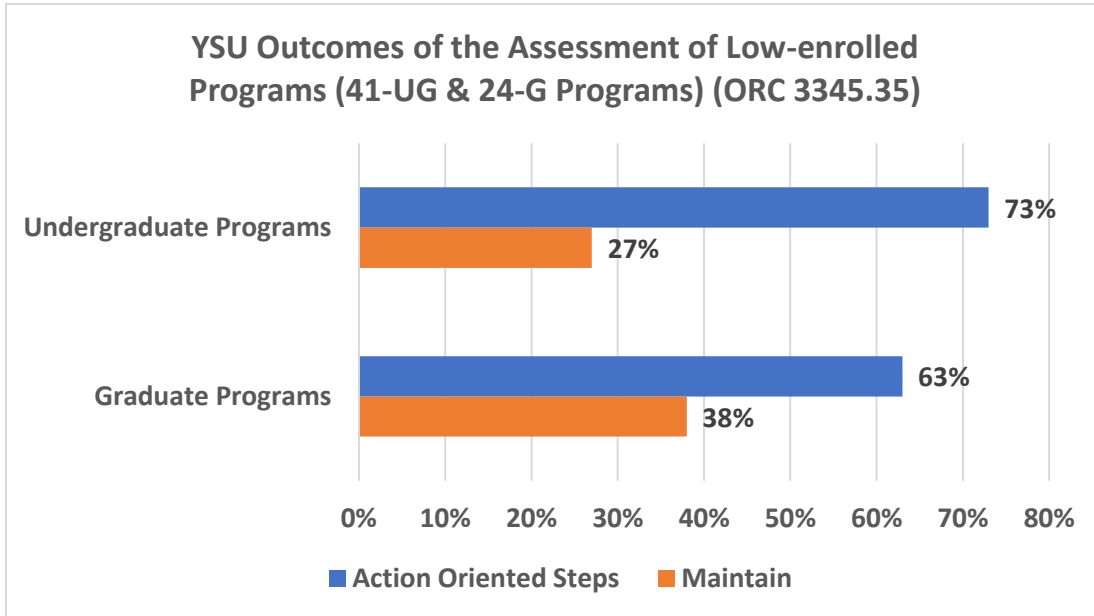


Figure 1: Of the 41 low-enrolled undergraduate programs, 30 programs (73%) have action-oriented steps. Of the 24 low-enrolled graduate programs, 15 programs (63%) have action-oriented steps.

EXECUTIVE SUMMARY OF ACTIONS RELATED TO DUPLICATIVE PROGRAMS

- The summary of actions of duplicative programs is illustrated below (Figure 2):

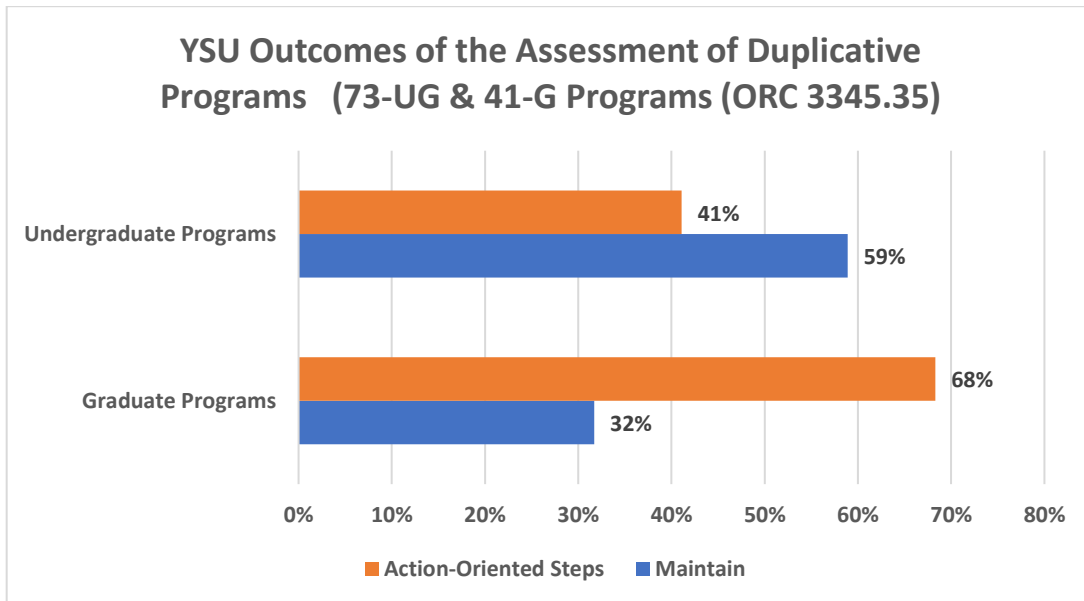


Figure 2: Of the 73 duplicative undergraduate programs, 30 programs (41%) have action-oriented steps. Of the 41 duplicative graduate programs, 28 programs (68%) have action-oriented steps.

I. Low-enrollment thresholds

Courses

For decades, a threshold for low-enrolled courses existed in YSU/YSU-OEA collective bargaining agreements (CBA). In Fall 2018, the ratified CBA indicated, "In accordance with the requirements of Ohio Revised Code §3345.45, the Board of Trustees has established a "Faculty Workload" policy (3356-10-20) consistent with standards developed by the Ohio Department of Higher Education."

The BOT Faculty Workload policy (3356-10-20: Faculty workload) was written to "establish parameters and procedures for the determination and assignment of faculty workload hours which are in compliance with section 3345.45 of the Revised Code and consistent with the standards developed by the board of regents." It references the use of "a formula determined by the dean and approved by the provost/vice president for academic affairs."

As such, a low-enrollment standard is defined in our current Office of Academic Affairs policy (AA 01.001) as courses that are taught "despite not having a minimum enrollment of either 15 undergraduate or 9 graduate students (excluding IS/IN/CO)." This formula is aligned with what had been in the CBA for decades with one modification regarding the calculation of workload for undergraduate low enrolled courses.

To this end, the YSU low-enrollment thresholds have been defined for years with administration and faculty member agreement (via the CBA) and in 2018, through formal approval by the Board of Trustees.

Programs

Unlike low-enrolled courses, program minimum enrollment thresholds at YSU have not been specifically prescribed by Board policy or collective bargaining. There is a relationship, however, between program enrollment and the ability to consistently offer program-related courses above the low-enrollment course threshold. Discussions with academic deans indicated that program enrollments in the low forties would not consistently fill program-specific courses above low-enrollment thresholds. After applying the Chancellor's 20% increment YSU's low-enrolled program threshold was set at 50. For graduate programs, a similar process conducted with YSU's Graduate Council identified the low-enrollment graduate threshold as 15.

These thresholds are under review considering our Academic Program Enhancement and Effectiveness Initiative (APEEI) as YSU considers markets, economics, competition, and academic metrics associated with each program, programs within each department, college, and academic affairs.

II. Low-enrollment course identification

With the assistance of the Registrar's office, the Office of Academic Affairs met with every department chairperson and dean during Summer 2022 to review each section that was considered low enrolled using the chancellor's definition of low enrollment (20% above the YSU defined low enrollments of 15 for undergraduate and 9 for graduate courses) to determine section efficiency strategies. As a result, approximately one hundred sections were removed from the offerings and adjustments made to

students schedule a month in advance of the Fall 2022 start. In addition, approximately 100 sections had caps increased keeping in mind pedagogical appropriateness.

As these conversations continued within the departments during the month preceding the Fall 2022 start, a dramatic decrease in the number of sections being offered for Fall 2022 (2130 sections) compared to Fall 2021 (2502 sections) was realized.

With the final Fall 2022 schedule set, courses considered low enrolled using the chancellor's definition of low enrollment, were again pulled for analysis. Courses for this analysis were identified using the HEI classification such that only courses marked as lecture, seminar, practicum or recitation were considered. These HEI classifications constitute about 50% of sections offered at YSU. Courses that were excluded from the analysis were those identified as lab, studio, clinical, field experiences, co-ops, individual studies, or internship. These excluded courses account for just less than 50% of sections offered at YSU.

Each dean worked with their chairpersons to determine a recommendation and rationale for the courses included in this analysis. Recommendations had to be selected from a drop-down box with the following options (1) change future curricular rotation to offer the course less often (2) course will be eliminated in the future (3) merge course with another on campus (4) reduce number of sections of the course in the future (5) change course modality in the future (6) course is a candidate for sharing with another Ohio institution in the future (7) no action. Academic Affairs will continue to monitor that the actions selected by the chairpersons and deans are completed during future semesters.

Because other recommendations that could be selected provided a direction for future course of action, deans and chairpersons were instructed to only provide a rationale if a recommendation of "No Action" was selected. Rationales for "No Action" could only be selected from a list in the drop-down menu and included the following options (1) Pedagogically appropriate class size (2) Course needed for on-time graduation (3) Course currently needed for program teach out (4) Course HEI category needs changed (indicating it should be classified as something other than LE, SE, PR or RE) (5) Section size small due to accreditation requirements (6) The course is part of a consortium with other Ohio institutions (7) The course bears no cost to YSU (it is CCP, volunteers teach the course, etc.)

While all courses in the file were saved for comparison to Fall 2023 terms and beyond, only sections or courses that were also low enrolled in at least one of the two previous semesters (Fall or Spring terms of the 2021-2022 Academic Year) remained in the analysis per the *Ohio Department of Higher Education Guidance* (p. 2) that, "the Chancellor defines low-enrollment courses as course sections that fall below 20% above the institutionally defined threshold for that course section **over two or more semesters** (emphasis added)."

The table was therefore amended to indicate whether the sections were low enrolled Fall 2022 only; two of the past three semesters; or three of the past three semesters. Courses that were only low

enrolled during Fall 2022 were removed from this analysis, but will be included for review in next year’s analysis.

In total 2130 sections were evaluated with 495 sections determined to have met the definition of low enrolled within then included HEI classifications (LE, PR, RE, and SE). Of those 495 sections, 337 sections met the chancellor’s definition of low enrolled over two or more semesters.

III. Low-enrollment course analysis

The two tables below provide a high-level overview of courses that suggest action (Table 1) and rationale for courses that suggest no action and to maintain low enrollment (Table 2).

Table 1. Recommended actions for courses for all instances where action would be taken in future semesters (179 courses).

Number of Courses	Recommendation
90	Change future curricular rotation to offer less often
40	Course will be eliminated in the future
10	Merge class with another on campus
27	Reduce number of sections in the future
12	Change course delivery modality in the future
0	Targeted candidate for sharing with another institution

Table 2. Summary of the rationale when “No Action” for altering the low enrolled course was selected (158 courses).

Number of Courses	Rationale
59	Pedagogically appropriate class size
49	Course needed for on-time graduation
3	Program teach out
2	Course HEI category needs changed
35	Accreditation requirements
5	Consortium course
5	Course bears no cost to YSU (CCP, volunteer instructor, etc)

IV. Low-enrollment program analysis

Beginning Fall of 2021 Academic Affairs engaged deans, chairs, and faculty in a comprehensive program review process, *Academic Program Enhancement and Effectiveness Initiative (APEEI)*. Through a process of shared faculty governance, all academic programs were assessed on mission alignment, student demand, potential student employment outcomes, enrollment patterns over time, market competition, and program cost effectiveness. APEEI laid the necessary foundation to assess programs on the six factors identified in the Chancellor's guidance report: quality, centrality of mission, cost effectiveness, demand, potential for collaboration with other institutions, and potential for restructuring. These factors along with the program enrollment threshold were used to set recommendations for low-enrolled and regional duplicate analyses. Separate analyses were conducted for both undergraduate and graduate programs. The two tables below provide a high-level overview of programs that suggest action for undergraduate (Table 3) and graduate (Table 4) low-enrolled programs.

Table 3. Recommended actions for low-enrolled undergraduate programs (41 programs).

Number of Programs	Recommendation
15	Consider suspending admission/sunset
11	Maintain programs as is
8	Restructure / curriculum redesign
3	Consider offering the program in collaboration with other institutions
3	Program eliminated; in teach out
1	Merge / Combine with another program

Table 4. Recommended actions for low-enrolled graduate programs (24 programs).

Number of Programs	Recommendation
8	Consider suspending admission/sunset
9	Maintain programs as is
5	Restructure / curriculum redesign
2	Program eliminated; in teach out

V. Duplicate program analysis

Like the low-enrollment program analysis, 73 regional duplicate programs were assessed across the six evaluative factors to determine candidacy for collaboration with other institutions. Separate analyses were conducted for both undergraduate and graduate programs. The two tables below provide a high-level overview of regionally duplicative programs where action is recommended for undergraduate (Table 5) and graduate (Table 6) programs.

Table 5. Regional duplicative undergraduate programs where action is recommended (30 out of 73 programs).

Number of Programs	Recommendation
7	Restructure / curriculum redesign
8	Consider suspending admission/sunset
5	Consider offering the program in collaboration with other institutions
7	Program eliminated; in teach out
3	Merge / Combine with another program

Table 6. Regional duplicative graduate programs where action is recommended (28 out of 41 programs).

Number of Programs	Recommendation
15	Restructure / curriculum redesign
3	Consider changing program delivery modality
8	Consider suspending admission/sunset
2	Program eliminated; in teach out

VI. Future Steps

Moving forward, steps will be taken to continue to reduce the number of low-enrolled courses and ultimately only have courses on the books that are projected to be filled. Table 7 illustrates the actions that have been taken over the past years to reduce low-enrolled courses.

Table 7. Steps taken to reduce low-enrolled courses

Spring 2018	Started working on reviewing all HEI classifications in the course inventory
Fall 2019	Using HEI classifications, reviewed all courses for correct workload
Fall 2020	Finalized OAA Workload Policy
Spring 2021	Began working on cap sizes for each course; eliminated numerous courses from the University Course Catalog that are no longer taught
Summer 2022	OAA worked with deans and chairs to reduce elective offerings and low-enrolled courses
Fall 2022	Established part-time faculty budgets for each College in order to limit number of sections offered

Building from the past steps, YSU will continue to use the *Ohio Department of Higher Education Guidance* while considering the six factors to determine recommended actions for courses that fall below the Chancellor's definition of low enrollment. The examples of data points within the *Guidance* will be used in future analyses. In addition, a newly acquired space planning software, 25Live, will be critical in optimizing course schedules, room usage, and determining how much space is needed at the University. Space usage is central for the University to ultimately reduce costs and deferred maintenance. Finally, YSU administrators have invested considerable resources to determine section enrollments that are consistent with the total cost of teaching course sections.

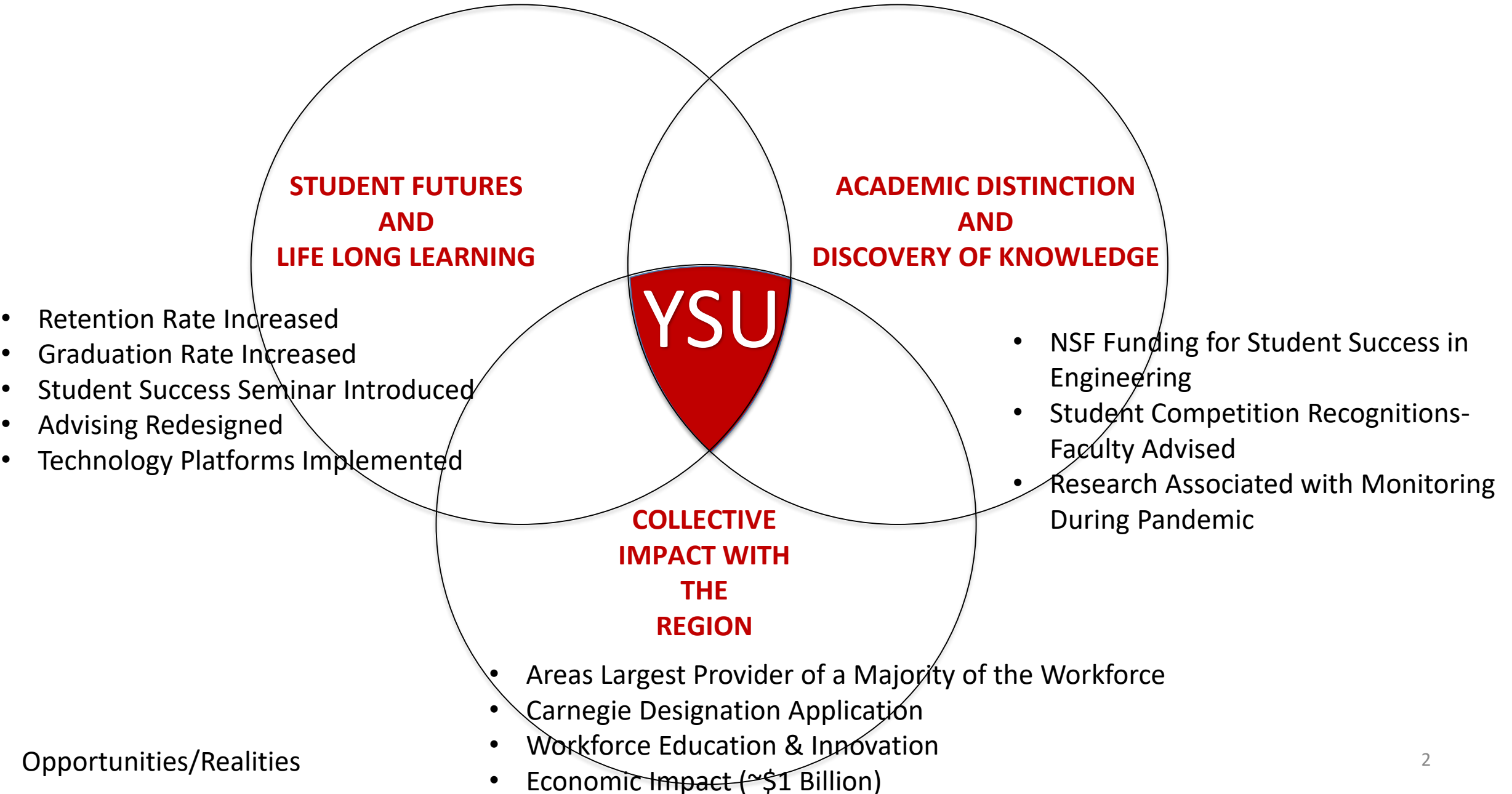


TAKING CHARGE OF OUR FUTURE

- The Opportunities and Realities
- O.R.C. 3345.35 Low Enrolled Courses and Low Enrolled and Duplicative Programs

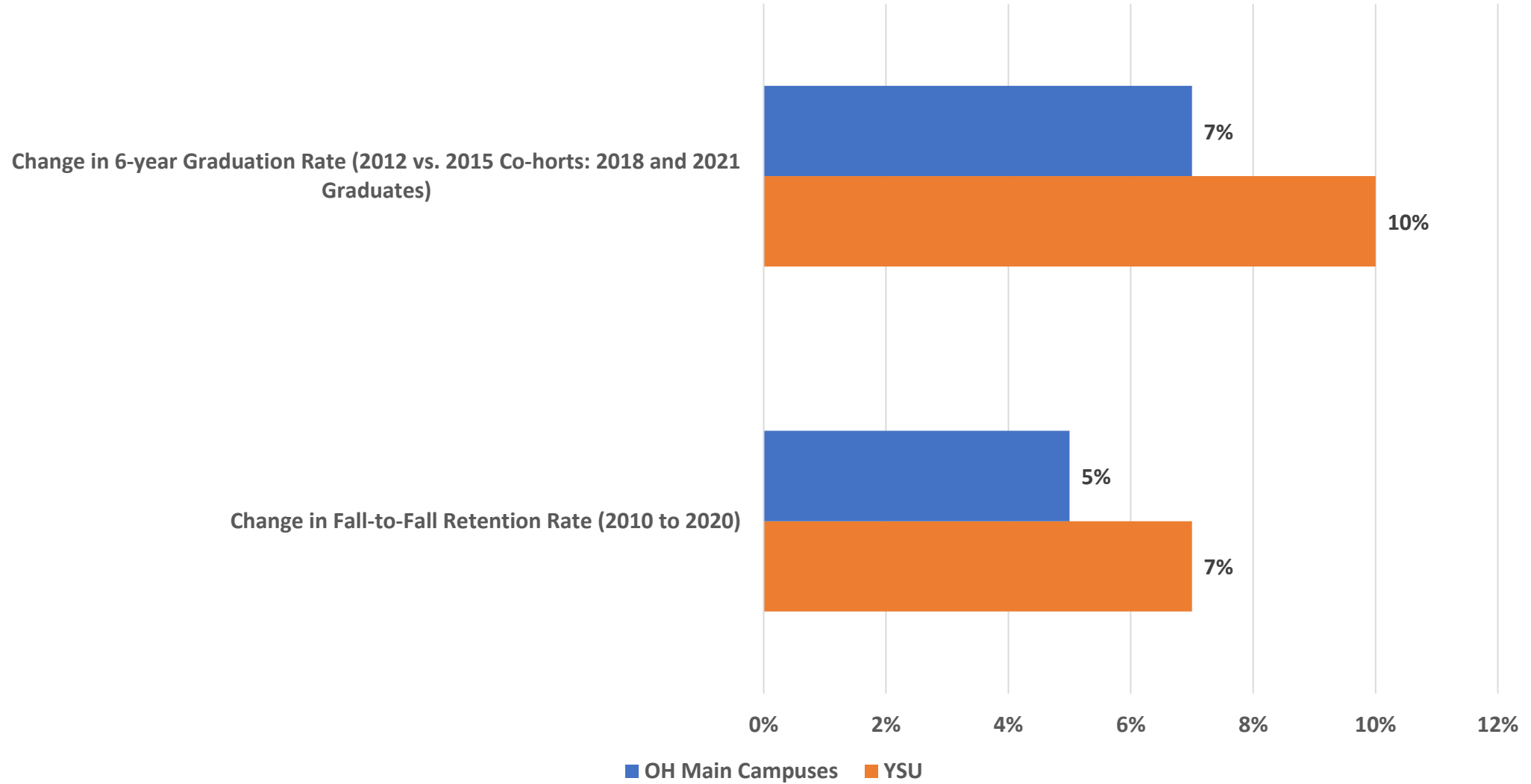
Board of Trustees
Youngstown State University
November 10, 2022

Plan for Strategic Actions to Take Charge of Our Future: Collaborative Efforts = Progress



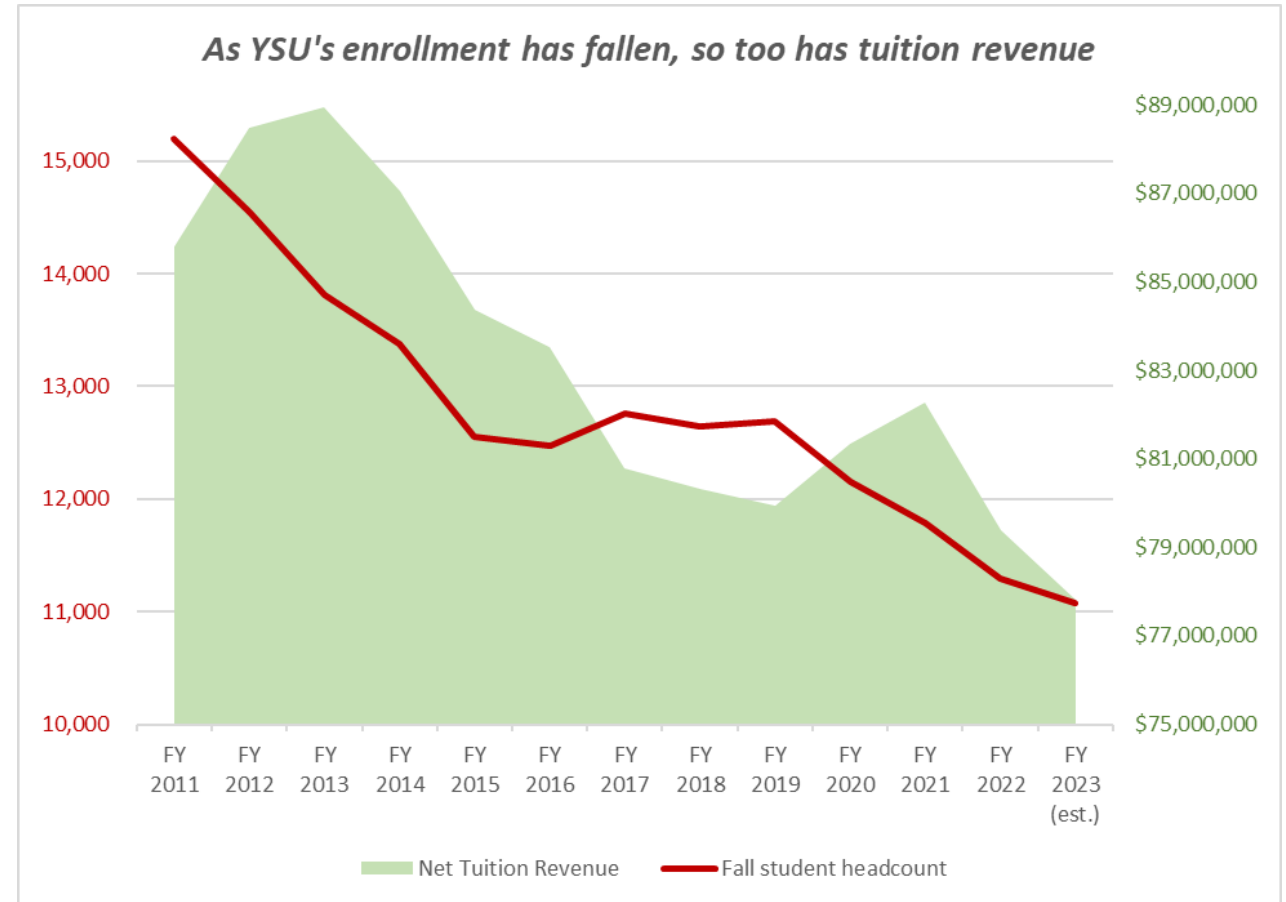
YSU and Ohio Main Campus Student Success Measures

(Source: Ohio Department of Higher Education: Data-Reports)



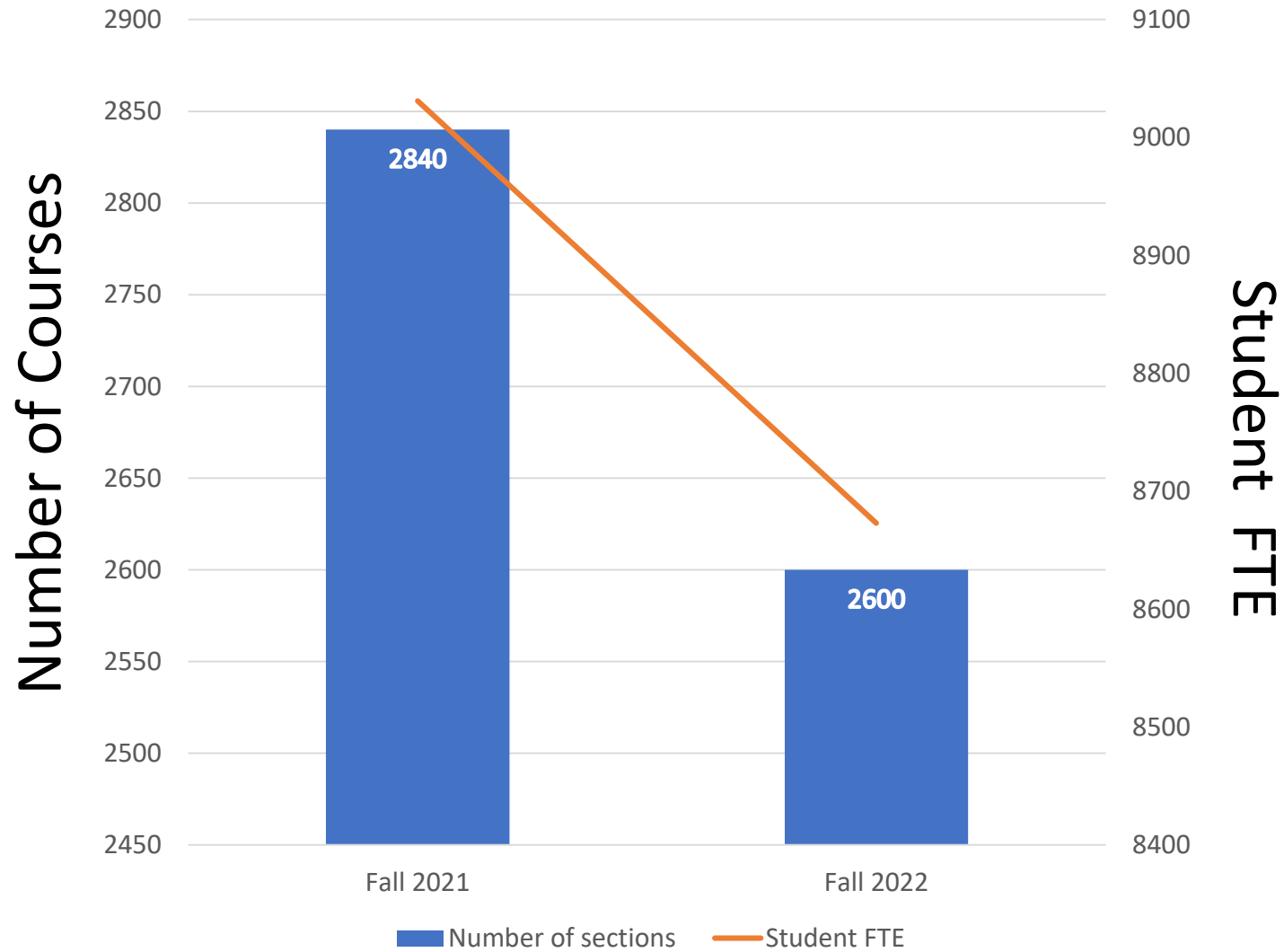
YSU's Enrollment Reality is YSU's Budget Reality

- Enrollment has fallen by 27% since 2010.
- During that time, net tuition revenue has fallen by nearly \$10 million.
- YSU must continue to reduce costs and gain efficiencies.
- With inflation at above 8%, YSU is facing cost increases in virtually every category.



**O.R.C. 3345.35 Low Enrolled Courses
and Low Enrolled and Duplicative
Programs**

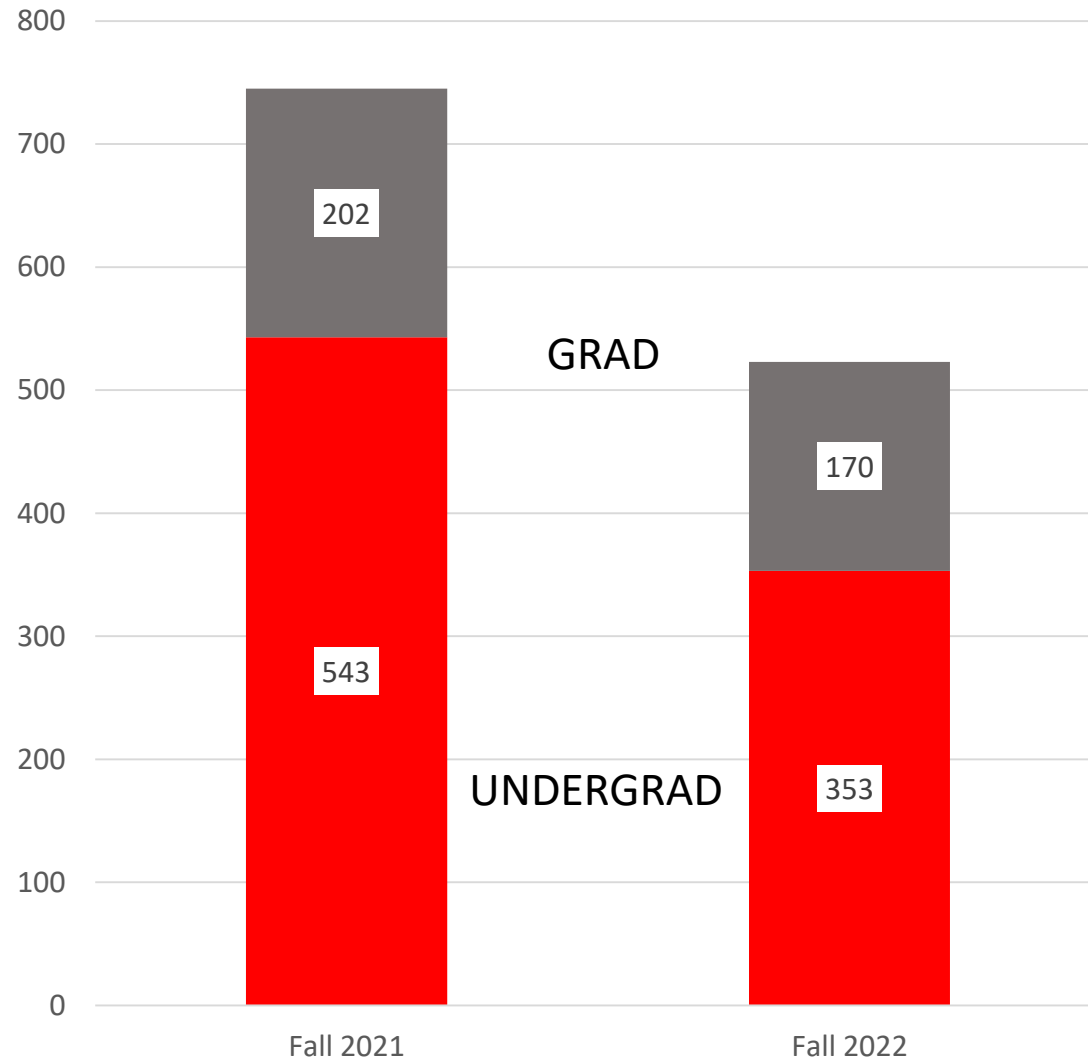
All Sections Offered



Efficient scheduling led to fewer sections offered corresponding to an enrollment decline

- Student FTE decreased 4%
- Courses offered decreased 6%

Low enrolled lecture* sections offered



- Faculty, chairs and Deans contributed to academic efficiency and effectiveness
- Student course selections were streamlined
- Low enrolled (<11) graduate sections decreased by 16%
- Low enrolled (<18) undergraduate sections decreased by 35%

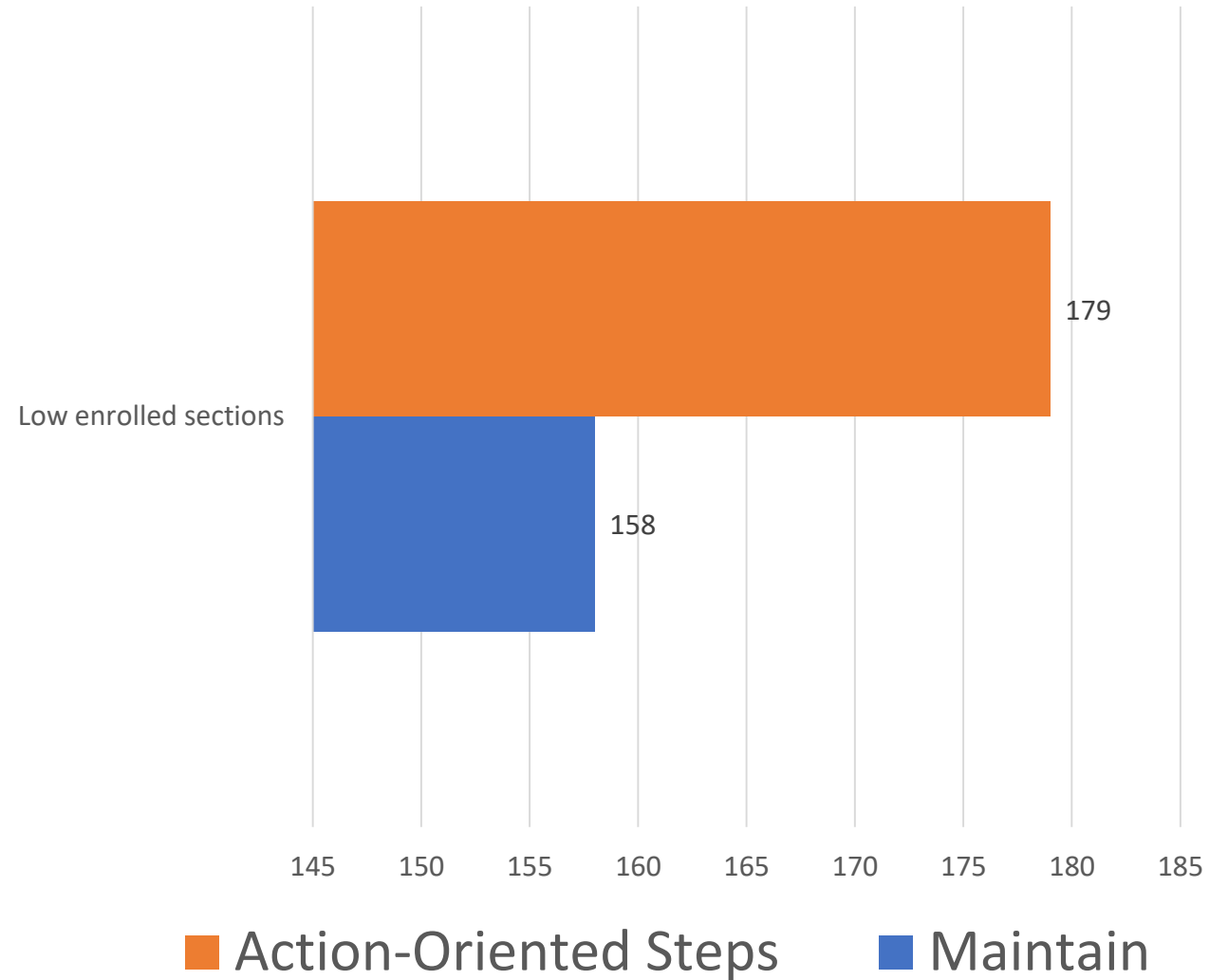
*Also includes SE, RE & PR

YSU Outcomes of the Assessment of Low-enrolled Courses (337 Courses) (ORC 3345.35)

Of the 337 low-enrolled lecture, practicum, recitation, and seminar courses, 53% were determined by faculty, chairs and deans to be candidates for some type of change prior to being offered again.

Potential changes include:

- Course will be offered less often
- Course will be eliminated
- Course will be merged with another on campus
- Less sections of the course will be offered
- Course modality will be changed



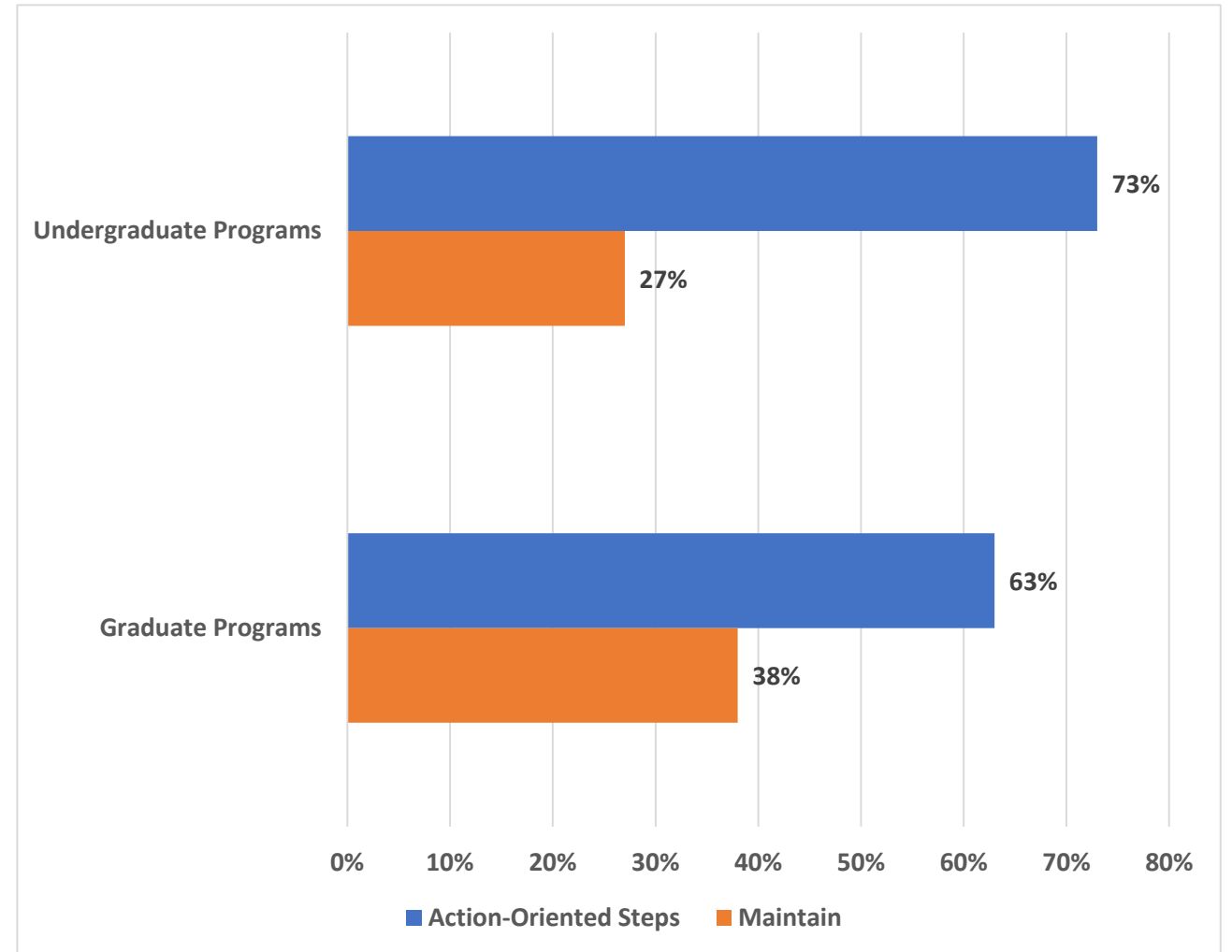
YSU Outcomes of the Assessment of Low-enrolled Programs (41-UG & 24-G Programs) (ORC 3345.35)

The majority of the 41 low enrolled (less than 50 students) undergraduate programs and the 24 low enrolled (less than 20 students) will undergo action-oriented steps throughout the coming academic year

The steps for these programs were identified by faculty, chairs and deans to include:

- Consider suspending admission or sunsetting
- Restructuring or undergo program redesign
- Consider offering the program in collaboration with other institutions
- Merge/combine with another program

Five of the programs (UG&G) were identified as already being in sunset/teach out phase

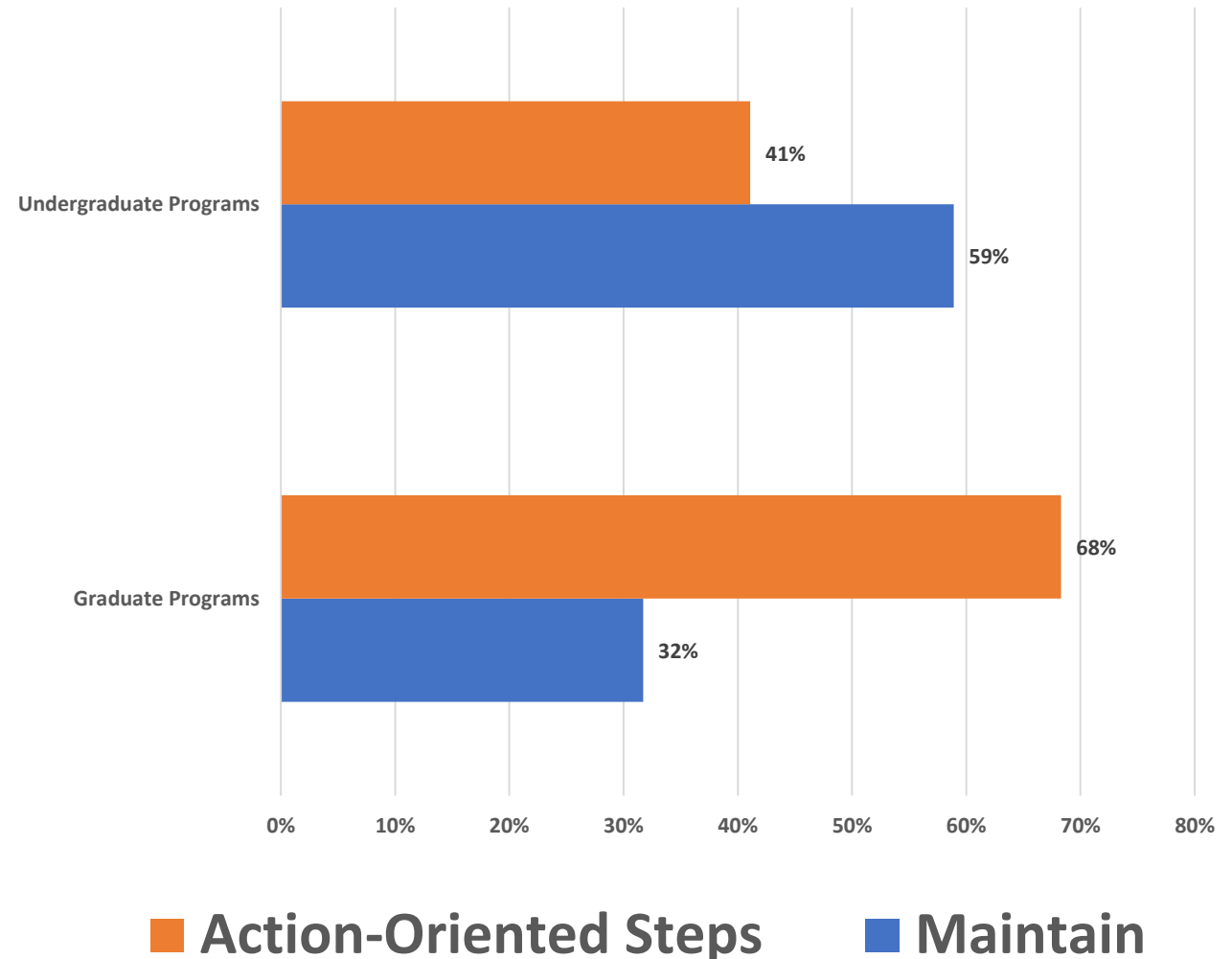


YSU Outcomes of the Assessment of Duplicative Programs (73-UG & 41-G Programs) (ORC 3345.35)

73 undergraduate and 41 graduate programs were identified by the State as being duplicative across Ohio state institutions. Of those, action-oriented steps were identified by faculty, chairs and deans for 30 undergraduate and 28 graduate programs.

These steps include:

- Suspending admission or sunsetting
- Restructuring or undergo program redesign
- Consider offering the program in collaboration with other institutions
- Merge/combine with another program
- Eliminate program/program is in teach out





**RESOLUTION TO AMEND THE BYLAWS OF THE BOARD OF TRUSTEES TO
CREATE A STANDING COMMITTEE ON WORKFORCE EDUCATION AND
INNOVATION-FIRST READING**

Whereas, as an anchor institution of the Valley and of the region, the university serves an essential role in sustainable prosperity; and

Whereas, the State of Ohio has established the goal for 65% of the population to possess a post-secondary degree or credential of value to the workforce and career entry and progression; and

Whereas, Youngstown State University via the Plan for Strategic Actions to Take Charge of Our Future positions both degrees and credentials as important to the success of the institution and the prosperity of the region; and

Whereas, educational advancement through K-12 and career is a strategy that advances the region's workforce and the potential for career entry and progression; and

Whereas, the division of workforce education and innovation has been created to engage the university in education, research, and innovation initiatives to help assure a robust workforce through the intersection of degree and credential with career entry and advancement; and

Whereas, the Board of Trustees of Youngstown State University organizes standing committees to address the primary functions of the Board and of the university.

Now therefore be it resolved, the Youngstown State University Board of Trustees intends to amend the Bylaws to include a standing committee on Workforce Education and Innovation; and

Be it further resolved, that this shall be the first reading of a proposed amendment to the Bylaws of the Board of Trustees of Youngstown State University.

DRAFT of Adjustments to the Bylaws

NOTE: The Workforce Education and Innovation Committee will become item (g) in the Bylaws and the Executive Committee will become (h) and Governance Committee will become (i) in the Bylaws

(g) Workforce education and innovation committee.

(i) To consider those matters that warrant board attention or require board action relating to:



- (a) Policies that provide for the optimal utilization and effectiveness of all areas of the pertaining to workforce education and innovation
 - (b) Policies that provide for optimal alignment of initiatives and activities associated with job entry and career advancement
 - (c) Policies that optimize institutional engagement with local, regional, statewide and national workforce education and innovation initiatives
 - (d) Policies that optimize the potential to monetize activities and initiatives across the education for workforce entry and career advancement spectrum
 - (e) Policies that provide for and govern the university's participation in initiatives related to education for career entry and work advancement;
 - (f) Personnel matters; however, approval of personnel actions will occur in the university affairs Committee;
 - (g) Annual financial report to the full board of trustees
- (ii) To assist the board in the exercise of its oversight responsibilities relating to those administrative departments and functions within the purview of the committee.
 - (iii) To exercise on behalf of the board ancillary jurisdiction as related to paragraph (D)(6)(e)(iii) of the bylaws contained in this rule, or as assigned by the board or its executive committee.