



**YSU Board of Trustees Minutes**  
**Special Meeting**  
**Oct. 25, 2021**  
**Presidential Suites, Kilcawley Center**

**I. Call to Order and Roll Call**

The following members were present and participated in the meeting:

- Dr. Jakubek
- Dr. Hackstedde
- Mr. Roberts
- Mr. Ryan
- Ms. Seals
- Mr. George
- Ms. Khan
- Ms. Lopuchovsky
- Mr. Kerola
- Mr. Peterson
- Ms. Cafaro
- Ms. Lafferty – national/global trustee (via electronic connection)
- Mr. Spiegel – national/global trustee (via electronic connection)

**II. Proof of Notice of the Meeting**

Secretary Seals indicated that pursuant to Article II, Section 2, of the board's Bylaws, notice of the regular meeting was timely provided to each of the trustees, the student trustees, the national/global trustees and to the president, as well as publicly noticed on the Board of Trustees website and to the news media.

**III. Disposition of Minutes**

Secretary Seals indicated that the minutes of the Sept. 1 and 2, 2021, meetings of the board will be considered for approval at board's next regular meetings in December.

#### **IV. Report of the President of the University**

President Tressel remarked that there was at times standing-room-only during the Board Advance and that he appreciated the involvement of the trustees with the panelists discussing the Future State of Youngstown State University.

Clearly there are challenges, but many opportunities exist to attract students from new market areas to innovative academic programs and to increase the persistence, progress and completion of students that have already committed to and enrolled at YSU—we must be substantially committed to their success.

Absent new net resources, we will be required to disinvest to be able to redistribute resources to academic program growth areas. The faculty have the primary role in assuring YSU has an academic portfolio that attracts students as well as having high quality instruction and clearly developed degree program pathways for students to complete degrees and have an educational experience that supports them to excel in their careers and engage with their communities.

We look forward to continuing to engage with the faculty in the Academic Program Enhancement and Effectiveness and Curricular Efficiency Initiatives that must collectively change behaviors to chart a course to a sustainable future. In other words, we must offer only the necessary courses for students to complete degree programs; the courses offered must have adequate enrollment to be offered; and we must engage in such a manner that students are experiencing interactions to the greatest extent possible with full-time faculty to optimize the student experience.

#### **V. Reports of the Committees of the Board**

##### **A. Executive Committee**

The Board of Trustees Executive Committee convened to continue discussing a sustainable future for YSU. This was a follow-on to three such discussions convened during the previous academic year. Three expert panelists were available to engage with the Board, including responding to questions from the attendees, as a sustainable future was envisioned.

In opening the session, Vice President and Board Professional Mike Sherman suggested we consider perspectives advanced by Dr. David J. Staley, who in *Alternative Universities: Speculative Design for Innovation in Higher Education*, who suggests that higher education suffers from a “deficit of differentiation;” that is, consider if your institution is suitably differentiated for the success that is envisioned to achieve. By inference, Staley would suggest that we consider YSU as in a continuous state of “becoming” through creativity and innovation, the objective being to adjust to changing circumstances that create opportunities to achieve the mission and realize the vision by practicing the values, while emphasizing YSU is an Institution of Opportunity: YSU Inspire Individuals; Enhance Futures; and Enriches Lives.

The Board also discussed how the Advance linked with the key decisions facing the Board, gave feedback and discussed ways to improve future Advances.

The [Board of Trustees website](#) now includes information pertinent to this [Advance](#) as well as the previous [Future State](#) conversations.

It is anticipated another YSU Future State conversation will be convened during the next semester that will have a “collective impact with the community” theme: exploring how YSU is envisioned to serve the community via interactions with workforce innovation and education.

## **VI. Communications , Memorials and News Update**

None

## **VII. Unfinished Business**

None

## **VIII. New Business**

### **A. Executive Session**

Chair Jakubek moved, Trustee George seconded that the board entered executive session to discuss collective bargaining agreements with one or more of the university’s bargaining units and consider other matters that may properly come before the board.

Roll Call: Yes - Dr. Jakubek, Dr. Hackstedde, Mr. Roberts, Mr. Ryan, Ms. Seals, Mr. George, Mr. Kerola, Mr. Peterson, Ms. Cafaro, Ms. Lafferty, Mr. Spiegel. No – None.

The board entered executive session at 1:03 p.m.

The board exited executive session at 2:40 p.m.

## **IX. Action Item**

Resolution Related to the YSU Future State: Crafting A Sustainable Future in Consideration of the Fall 2021 14th-Day Enrollment Report, Enrollment Trends, and Other Pertinent Factors. (Full resolution printed at the end of these meeting minutes.)

Moved by Trustee George, seconded by Trustee Peterson, and unanimously approved.

*(See addendum for resolution and supplementary materials.)*

## **X. Chairperson’s remarks**

Chair Jakubek said that enrollment declines at YSU over the last three years has caused the board and administration to focus on what steps need to be taken going forward to ensure sustainability. As a result, the administration, under Provost Brien Smith, will be working

with the academic leadership to look at various options, he said, specifically mentioning the APEEI, curricular efficiencies and “rigorous quality improvement academic portfolio optimization, including disinvestment for reinvestment of faculty positions that support the optimized academic portfolio. This is something that will be ongoing.” He added, “We, the board, support the administration as well as Provost Smith and Associate Provost Pintar in respect to this work.”

#### **A. Additional comments by President**

President Tressel noted that there has been much continued discussion on “how we can do a better job in retention, persistence and graduation of our students, how can we do a great job in the utilization of the time invested optimally of our workforces. There are a lot of different parts to work and get better at, obviously the attraction of students.. We know we have a lot of work in front of us; these are challenging times. But we happen to think that we’re situated in a very good opportunistic moment to have the university serve the futures of our students, to create academic distinction and to also serve our region. It just takes a lot of work in a lot of different ways, and we have the right group to do it.”

#### **XII. Dates and Times of Upcoming Regular Meetings of the Board**

Chair Jakubek said the board’s next committee meetings are scheduled for Dec. 1, 2021, and the board’s next regular meeting is Dec. 2, 2021.

#### **XIII. Adjournment**

## **ADDENDUM**



### **RESOLUTION RELATED TO THE YSU FUTURE STATE: CRAFTING A SUSTAINABLE FUTURE IN CONSIDERATION OF THE FALL 2021 14TH-DAY ENROLLMENT REPORT, ENROLLMENT TRENDS, AND OTHER PERTINENT FACTORS**

WHEREAS, after significant campus involvement in the process, the Board of Trustees in June 2020 endorsed the Plan for Strategic Actions to Take Charge of Our Future (“Plan”); and

WHEREAS, the Board passed a resolution related to Academic Program Review implemented as Academic Program Enhancement and Effectiveness that now include curricular efficiencies and included in the Plan expectations associated with such a process with results that were reported to and approved by the Board in June and September, 2021, respectively, requiring taking the steps necessary to finalize the sunseting of such programs; and

WHEREAS, the Board passed a resolution related to implementing student success support structures and included in the Plan expectations of implementing such support structures some of which have now occurred including the Student Success Seminar and the enhancement of the organization of student academic advising; And

WHEREAS, the Board passed a resolution related to aligning resources with strategic priorities and included in the Plan expectations that supported technology investments to enhance student recruiting for enrollment and student retention, persistence, progress and completion some of which have now occurred including implementation of Penguin Pass (degree audit technology) and CRMAdvise (holistic student advising technology) anticipating there will be an increase in persistence, progress and completion; and

WHEREAS, while academic excellence and student success are foundational to the success of the university, athletics and the physical environment are important assets associated with the viability and vitality of the university as previously resolved during the development of the Plan; and

WHEREAS, the Board endorsed a Resolution\* related to resources stating that, “...investment in ongoing commitments to personnel and the physical environment, without net new revenue, requires the reallocation of current resources, meaning if

compensation increases, there will be cascading implications...”; and

WHEREAS, the Board endorsed a Voluntary Separation and Retirement Program, implemented this year pursuant to article 13.2b of the OEA collective bargaining agreement, that was designed to support institutional sustainable prosperity, a primary Board responsibility; and

WHEREAS, the Board has engaged the YSU community in three Future State Conversations during 2020-2021 and earlier today held a BOT Future State ADVANCE considering a sustainable future related to the inextricable interactions of academic vitality, enrollment, and sustainability; and

WHEREAS, the Board considered a Report regarding the 14th-day Enrollment for Fall 2021 (attached), identified in Article 13 of the Collective Bargaining Agreement with the Youngstown State University Chapter of the Ohio Education Association.

NOW THEREFORE, BE IT RESOLVED that in consideration of the 14th-day Enrollment Report for Fall 2021, the trend for decreasing enrollment in previous years and potentially, without significant successful actions to reduce the decline, similar or worse enrollment declines in future years, and because enrollment is related to the academic portfolio both of which directly influence sustainable prosperity of Youngstown State University, this Board of Trustees expects the following:

- Continued rigorous quality improvement and academic portfolio optimization via shared governance as has been exemplified which will continue via the Academic Program Enhancement & Effectiveness Initiative and the Curricular Effectiveness Initiative anticipating that:
  - recommendations for grow+, grow, sustain, adjust and sunset are demonstrably clearly aligned with enrollment optimization as informed by the interactions of mission, market, and margin;
  - there are significant reductions in small class sections, the numbers of course offerings are reduced to only the number essential for student progress and degree completion, thereby optimizing the interactions between class section number and class section fill-rates;
  - the percent of undergraduate student credit hours of instruction taught by full-time faculty is increased to enhance the quality of the student experience via steps including but not limited to reducing the amount of time faculty are released from instruction;
  - the numbers of majors relative to the faculty full-time equivalent in consideration of substantially reducing part-time instruction is achieved;
  - the economic viability of maintaining all of the undergraduate and graduate level majors and degrees that currently exist is directly aligned with optimizing the academic portfolio and quality of instruction;

- the opportunities associated offering additional online courses and programs are thoroughly assessed and implemented as deemed appropriate; and
- While there is no net new revenue, there continues to be investment via disinvestment in faculty positions of the most appropriate classification to support the vitality of the optimized academic portfolio including:
  - engagement in supporting faculty via the Institute for Teaching and Learning to enhance the quality of teaching for enhanced learning including attention to the diversity, equity and inclusion objectives;
  - academic leadership is provided development opportunities to improve the effectiveness of each academic program; and
  - The academic priorities are aligned with achieving distinction such as:
    - the emergence of clearly identified areas of intentional research distinction with the scholarship of teaching as a distinction; and
    - a redesigned transformative “general” educational experience that has the potential to be a model of distinction to be implemented no later than fall 2023 including minimizing and preferably eliminating stranded credit hours; and
- Continued diligence to align the activities of the academic support areas to advance the Plan and the academic agenda by:
  - refining and implementing mission, attributes and quality of service objectives;
  - engaging in an assessment of the strategic distribution of resources across the academic support areas to optimize achieving the goals and objectives of the Plan, using already implemented processes for strategic position allocation as well as data already available to assess such resource allocations; and

BE IT FURTHER RESOLVED THAT:

- Progress will be reported to the Board of Trustees at each subsequent meeting, including an update on such matters by the chair of the Academic Senate, until it is determined that such updates are no longer essential;
- At the December 2021 meeting of the Board of Trustees there will be more clearly identified objectives and timeframes for achieving academic program effectiveness and curricular efficiency;
- The president, provost and administration have the authority and full support of the Board to effectively implement these expectations considering the Board Resolution on Shared Governance as intersecting with administration’s responsibilities associated with consequential decision-making;

- To Take Charge of Our Future the academic leadership of each college will collaborate with the Office of Academic Affairs and at minimum, convene college-wide sessions of academic program faculty at least once per semester to implement the Plan; and

BE IT ALSO RESOLVED THAT:

- The Board expresses its confidence that faculty and staff engagement activating these expectations will impact and influence the objectives to be achieved: sustainable prosperity that is directly related to academic vitality that realizes optimal enrollment preserving fiscal integrity without which significant adjustments to the academic portfolio will be made.

**YR 2022-23**  
**Oct. 25, 2021**



YOUNGSTOWN STATE UNIVERSITY  
PRELIMINARY ENROLLMENT SUMMARY  
14TH DAY

HEADCOUNT STATISTICS

	Fall 2019			Fall 2020			Fall 2021			% PREVIOUS YEAR	3-Year Average
	Undergrad	Grad	TOTAL	Undergrad	Grad	TOTAL	Undergrad	Grad	TOTAL		
Beeply College of Lib Arts, Soc Sci & Educ.	2,673	310	2,983	2,265	442	2,707	2,232	543	2,775	102.5	2,822
Bitonte College of Health & Human Svc.	2,788	444	3,232	2,645	458	3,103	2,237	616	2,853	91.9	3,063
Chiffe College of Creative Arts	515	27	542	478	24	502	451	19	470	93.6	505
Science, Technology, Engineering & Math	3,039	167	3,206	3,014	172	3,186	2,545	157	2,697	86.0	3,013
Williamson College of Business Administration	1,684	194	1,878	1,650	268	1,918	1,570	516	2,086	108.2	1,964
Student Success	307	7	307	408	0	408	412	0	412	101.0	376
College of Graduate Studies-	7	7	14	4	4	8	5	5	10	125.0	5
<b>University Total</b>	<b>11,006</b>	<b>1,149</b>	<b>12,155</b>	<b>10,470</b>	<b>1,318</b>	<b>11,788</b>	<b>9,447</b>	<b>1,851</b>	<b>11,298</b>	<b>95.8</b>	<b>11,747</b>
All terms reflect the 2020-2021 college reorganizations.											
	<b>Men</b>	<b>Women</b>	<b>TOTAL</b>	<b>Men</b>	<b>Women</b>	<b>TOTAL</b>	<b>Men</b>	<b>Women</b>	<b>TOTAL</b>		
First-Time Undergraduates <sup>1</sup>	874	1,065	1,939	811	973	1,784	717	869	1,586	88.9	1,770
Freshmen	489	520	1,009	388	390	778	356	364	720	92.5	836
Sophomores	385	1,033	1,418	900	1,020	1,920	747	914	1,661	86.5	1,566
Junior	897	1,068	1,965	866	1,024	1,890	835	970	1,805	95.5	1,887
Senior	1,313	1,513	2,826	1,242	1,541	2,783	1,134	1,467	2,601	93.1	2,733
*Not Classified Undergraduates	462	787	1,249	495	820	1,315	395	688	1,084	82.4	1,216
Undergraduate Total	5,020	5,986	11,006	4,702	5,768	10,470	4,175	5,272	9,447	90.7	10,305
Graduate	347	597	944	388	733	1,121	548	1,071	1,619	144.4	1,238
*Grad: with <= 34 Semester Hours Completed	12	15	27	8	8	16	3	9	12	75.0	18
*Grad: > than 34 Semester Hours Completed	0	0	0	0	0	0	0	0	0	N/A	N/A
Professional	51	49	100	47	63	110	52	93	145	131.8	118
Doctorate	37	41	78	31	40	71	31	44	75	105.6	75
Graduate- Total	447	702	1,149	474	844	1,318	634	1,217	1,851	140.4	1,439
University Total	5,467	6,688	12,155	5,176	6,612	11,788	4,809	6,489	11,298	95.8	11,747
YSU's Full-Time-Equivalent (FTE)			10,185			9,739			9,031	92.7	9,652

<sup>1</sup> These students have no immediate degree goal. YSU's Full-Time-Equivalent (FTE) = Student credit hours divided by 15  
 \*College of Graduate Studies enrollment data is not complete until the end of the term due to irregular registration periods necessary for processing workshops and flexibly scheduled course enrollments.  
<sup>2</sup> First-Time Undergraduates in this section reflect degree-seeking students enrolled in higher education for the first time after high school graduation.

RESIDENCY AND STUDENT LOAD

	Fall 2019			Fall 2020			Fall 2021			% PREVIOUS YEAR	3-Year Average
	Full-Time*	Part-Time	TOTAL	Full-Time	Part-Time	TOTAL	Full-Time	Part-Time	TOTAL		
In State-	7,809	2,306	10,115	7,543	2,209	9,842	7,153	2,142	9,295	94.4	9,751
Out of State	1,838	157	2,040	1,788	158	1,946	1,810	193	2,003	102.9	1,996
<b>Total</b>	<b>9,697</b>	<b>2,458</b>	<b>12,155</b>	<b>9,331</b>	<b>2,457</b>	<b>11,788</b>	<b>8,963</b>	<b>2,335</b>	<b>11,298</b>	<b>95.8</b>	<b>11,747</b>
%	79.8	20.2	100	79.2	20.8	100	79.3	20.7	100		

\*Full-Time Graduates = graduate students enrolled for 6 or more credit hours (prior to Fall 2019, 9 or more credit hours); Undergraduates = undergraduates students enrolled for 12 or more credit hours.  
 - Includes Fewer Buckeyes, out-of-state students who are charged in-state tuition rates.

YOUNGSTOWN STATE UNIVERSITY  
PRELIMINARY ENROLLMENT SUMMARY  
14TH DAY

STUDENT ADMISSION STATUS

	Fall 2019			Fall 2020			Fall 2021			% PREVIOUS YEAR	3-Year Average
	Men	Women	TOTAL	Men	Women	TOTAL	Men	Women	TOTAL		
<b>Undergraduate</b>	<b>3,387</b>	<b>3,760</b>	<b>7,147</b>	<b>3,133</b>	<b>3,656</b>	<b>6,789</b>	<b>2,851</b>	<b>3,407</b>	<b>6,258</b>	<b>92.2</b>	<b>6,731</b>
Continuing	874	1,065	1,939	811	973	1,784	717	869	1,586	88.9	1,770
First Time in College after HS Graduation <sup>2</sup>	31	29	60	14	24	38	12	33	45	118.4	44
Former Transfer	452	760	1,212	491	813	1,304	388	679	1,067	81.8	1,197
High School (CCP + Early College)	179	243	420	189	213	382	137	205	342	80.5	351
New Transfer	2	3	5	3	4	7	6	3	9	133.6	6
Non-Matriculation	71	84	155	64	68	132	62	69	131	99.2	139
Readmitted (Former YSU)	59	18	47	16	15	31	0	1	1	3.2	26
Reinstated	7	15	22	3	2	5	2	6	8	266.7	11
Transient & Former Transient	5,020	5,986	11,006	4,702	5,768	10,470	4,175	5,272	9,447	90.2	10,305
<b>Graduate</b>	<b>318</b>	<b>494</b>	<b>812</b>	<b>309</b>	<b>542</b>	<b>851</b>	<b>446</b>	<b>872</b>	<b>1,318</b>	<b>154.9</b>	<b>894</b>
Continuing	112	173	285	154	272	426	172	319	491	115.3	401
First Time Graduate**	0	13	13	6	16	24	11	16	27	131.5	23
Non-Matriculation Graduate	0	0	0	3	9	12	3	4	7	88.5	6
Readmitted (Former YSU-Grad)	0	2	2	1	3	4	2	4	6	150.0	4
Readmitted Non-Matric-Grad	12	31	33	1	0	1	0	2	2	300.0	12
Readmitted (Former YSU)	447	702	1,149	474	844	1,318	634	1,217	1,851	140.4	1,439
<b>Total Graduates</b>	<b>5,467</b>	<b>6,688</b>	<b>12,155</b>	<b>5,176</b>	<b>6,612</b>	<b>11,788</b>	<b>4,809</b>	<b>6,489</b>	<b>11,298</b>	<b>95.8</b>	<b>11,747</b>

<sup>2</sup> First Time in College after HS Graduation in this section reflects the admission status of the student and includes degree seeking and non-degree students.  
 \*\*First Time Graduate reflects new graduate students, as well as graduate students who changed majors, or were required to re-apply for admission to Graduate School after an absence.

SPECIAL POPULATIONS Headcount

	Fall 2019			Fall 2020			Fall 2021			% PREVIOUS YEAR	3-Year Average
	Men	Women	TOTAL	Men	Women	TOTAL	Men	Women	TOTAL		
Academic Online Partnerships	0	5	5	127	273	400	331	690	1,021	255.3	475
Youngstown Online Programs	0	3	3	33	89	122	3	2	5	9.6	30
College Credit Plus	366	611	977	408	652	1,060	302	500	803	75.8	947
Early College	85	159	244	83	161	244	85	179	264	108.2	261
First-Generation Undergraduates	2,015	2,793	4,808	1,855	2,664	4,519	1,788	2,641	4,429	98.0	4,855
Honors/Scholars	358	708	1,066	335	733	1,068	305	654	1,059	91.5	1,236
Study Abroad (Fall Term)	2	3	5	0	0	0	0	0	0	N/A	2
Under 25 Years Old (including HS stds)	4,058	4,691	8,749	3,814	4,505	8,319	3,242	4,308	7,550	94.4	8,399
25 Years of Age or Older	849	1,236	2,175	871	1,394	2,165	879	1,302	1,881	110.0	2,240

YOUNGSTOWN STATE UNIVERSITY  
PRELIMINARY ENROLLMENT SUMMARY  
14TH DAY

RACIAL/ETHNIC BACKGROUND

	Fall 2019			Fall 2020			Fall 2021			% PREVIOUS YEAR	3-Year Average
	Men	Women	TOTAL	Men	Women	TOTAL	Men	Women	TOTAL		
American Indian/Alaskan Native	6	8	14	3	14	17	4	11	15	88.2	15
Asian	79	88	167	70	87	157	69	87	156	99.4	160
Black/African American	415	671	1,086	356	641	1,027	343	568	941	91.6	1,015
Hawaiian/Pacific Islander	3	3	6	3	3	6	0	3	3	50.0	5
Hispanic/Latinx	204	332	536	198	326	524	220	295	515	98.3	525
Minorities	707	1,102	1,809	600	1,071	1,731	636	894	1,630	94.2	1,723
White	4,040	4,946	8,986	3,523	4,507	8,030	3,512	4,507	8,019	96.7	8,785
Multi-Racial	185	233	418	179	251	430	155	229	384	89.3	414
International	292	155	447	205	133	339	189	151	340	100.3	375
Unspecified	23	25	48	20	20	40	17	20	40	88.4	40
TOTAL	5,487	6,688	12,155	4,176	6,012	11,788	4,909	6,489	11,298	95.8	11,747

Due to minor changes in the permanent records system, the above distribution may vary slightly from distributions reported elsewhere. International students with Permanent Resident, Refugee, or Political Asylum visas are listed under appropriate racial/ethnic background for term specified.

HEADCOUNT AND FTE ENROLLMENT - Spring Terms

YEAR	Total Headcount	VSU's FTE		FTE % OF HEADCOUNT	
		Undergrad	Graduate		
2014	12,551	9,409	+ 550	= 10,149	80.9
2015	12,471	9,342	+ 692	= 10,034	80.5
2016	12,725	9,640	+ 749	= 10,389	81.6
2017	12,644	9,722	+ 710	= 10,432	82.5
2018	12,696	9,901	+ 665	= 10,566	83.2
2019	12,155	9,519	+ 666	= 10,185	83.8
2020	11,788	8,975	+ 764	= 9,739	82.6
2021	11,298	8,052	+ 979	= 9,031	79.9

VSU's Full-Time-Equivalent (FTE) = Student credit hours by rank of student (undergraduate vs. graduate) divided by 16.

YOUNGSTOWN STATE UNIVERSITY  
PRELIMINARY ENROLLMENT SUMMARY  
14TH DAY  
SUPPLEMENTAL: FTE and Subsidy/Revenue

SUBSIDY-MODEL FTE STATISTICS

Fall 2021

OHIO Full-Time Equivalent (FTE) is based on  $\frac{\text{credit hours}}{16}$  divided by 30\*\*

	Arts & Humanities	Bus. Educ. & Soc. Sci.	Sci. Tech. Math & Engr.	Distance	TOTAL
Beahm College of Lib. Arts, Soc. Sci. & Educ.	477.6	531.2	266.3	26.0	1,301.1
Business College of Health & Human Svcs.	-	402.7	446.2	15.1	864.7
College of Creative Arts	274.9	15.1	-	-	290.0
Heuser College	3.7	10.8	-	-	14.5
Science, Technology, Engineering & Math	-	41.2	1,003.3	2.6	1,047.1
Williamson College of Business Administration	192.0	274.2	-	-	466.2
Student Success	-	52.9	-	-	52.9
TOTAL	928.0	1,428.2	1,914.8	44.4	4,315.4

Subsidy eligibility is based on the award of academic credit and is unable to be determined

as of the publication of this document

\*\*OHIO: Ohio Department of Higher Education's Subsidy-Based Full-Time-Equivalent (FTE) = Student credit hours divided by 30 for institutions with semester academic calendars.

FTE BY STUDENT LEVEL

Student Revenue Category	Fall Term			Surcharges	Fall Term		
	2019	2020	2021		2019	2020	2021
Instructional Fee, Undergraduate <sup>1</sup>	8,041.7	8,432.6	7,666.1	Affordable Tuition Advantage <sup>2</sup> -Undergraduate	1,109.5	1,078.8	1,481.6
Instructional Fee, Graduate	533.9	626.2	611.4	Affordable Tuition Advantage <sup>2</sup> -Graduate	47.1	37.8	99.9
Instructional Fee, Doctoral	121.9	135.4	141.3	Affordable Tuition Advantage <sup>2</sup> -Doctoral	1.4	1.1	27.7
Program Tuition Promise <sup>3</sup> 2018-19	2,220.8	1,871.7	1,477.9	Nonregional <sup>4</sup> -Undergraduate	251.7	229.1	25.4
Program Tuition Promise <sup>3</sup> 2019-20	2,490.5	2,044.0	1,623.8	Nonregional <sup>4</sup> -Graduate	80.3	52.7	N/A
Program Tuition Promise <sup>3</sup> 2020-21	N/A	2,177.9	1,821.1	Nonregional <sup>4</sup> -Doctoral	7.9	10.0	N/A
Program Tuition Promise <sup>3</sup> 2021-22	N/A	2,200.0	1,821.1	Distance Learning <sup>5</sup> -Undergraduate	6.5	3.8	0.0
College Credit Plus <sup>6</sup> (Total)	356.6	236.1	200.1	Distance Learning <sup>5</sup> -Graduate	0.0	4.8	0.0
Youngstown Early College	111.0	124.0	121.1	Non-Resident Graduate w/Undergrad degree Ohio	N/A	N/A	N/A
AOP Undergraduate Nursing	1.8	39.8	52.5	MFA or MEd Non-Resident Graduate	N/A	2.4	0.0
AOP Graduate Education	N/A	76.3	121.4	AOP Non-Resident-Undergraduate	0.4	0.6	0.7
AOP Graduate MBA	N/A	89.3	124.3	AOP Non-Resident-Graduate	N/A	22.4	30.7
AOP Graduate Nursing	N/A	20.4	71.6	YAP Non-Resident-Graduate	N/A	1.0	0.4
YAP Undergraduate Nursing	N/A	0.6	0.0	Saudi Arabia Cultural Mission <sup>7</sup>	10.2	37.3	27.2
YAP Graduate Education	0.6	3.3	0.0				
YAP Graduate MBA	N/A	15.8	1.8				

Surcharges - fees in addition to student revenue applicable for various classifications/categories.

Self-Pay College Credit Plus <sup>1</sup>	2019	2020	2021
	2.9	2.3	0.7

<sup>1</sup>Program Tuition Promise students also pay Instructional and General Fees.  
<sup>2</sup>College Credit Plus (Total) includes FTE for students whose tuition is paid by the state as well as FTE for specific course credit hours paid for by the student.  
<sup>3</sup>Year to Fall 2021, Affordable Tuition Advantage a surcharge paid by students who are not legal residents of Ohio. This area includes the counties of: Allegheny, Armstrong, Beaver, Butler, Clarion, Crawford, Erie, Fayette, Forest, Genesee, Indiana, Jefferson, Lawrence, Mercer, Wayne, Washington, Westmoreland, Pennsylvania, Chautauque, New York, Broome, Hancock, Marshall, and Ohio, West Virginia. Effective Fall 2021, the Affordable Tuition Advantage will be assessed on all non-Ohio resident students.  
<sup>4</sup>Year to Fall 2021, Nonregional is a surcharge paid by students who are not legal residents of Ohio and who do not reside in one of the counties listed in the Affordable Tuition Advantage area. Effective Fall 2021, the Affordable Tuition Advantage will be assessed on all non-Ohio resident students.  
<sup>5</sup>Distance Learning is a surcharge paid by students who are not legal residents of Ohio and who are enrolled in a Distance Learning program.  
<sup>6</sup>Saudi Arabia Cultural Mission receives a reduction per credit hour.  
<sup>7</sup>AOP - Academic Online Partnerships  
 YAP - Youngstown Online Programs

2021 APEEI

GROW +		GROW		SUSTAIN		ADJUST		SUNSET	
College	Program	College	Program	College	Program	College	Program	College	Program
<b>Bachelor's Level</b>									
STEM	Electrical Engineering	STEM	Information Technology A	BCLASSE	Associate of Arts	BCLASSE	Early Childhood PrefK	STEM	Electric Utility Technology
WCBA	Finance	STEM	Civil and Construction Engineering Technology A	WCBA	Business Administration	<b>Bachelor's Level</b>		BCHHS	Medical Laboratory Technology
WCBA	Accounting	STEM	Electrical Engineering Technology A	BCHHS	Criminal Justice	BCHHS	Medical Laboratory Science	BCHHS	Emergency Medical Services
WCBA	Business Administration	STEM	Mechanical Engineering Technology A	<b>Bachelor's Level</b>		BCHHS	Respiratory Care	BCHHS	<i>Dietetic Technician</i>
BCHHS	Nursing RN-BSN	BCHHS	Hospitality Management	BCLASSE	Psychology	BCHHS	Hospitality Management	STEM	<i>Computer Information Systems A</i>
WCBA	Marketing Management	<b>Bachelor's Level</b>		BCLASSE	Early Childhood Intervention Specialist	WCBA	Communication Studies	BCHHS	<i>Medical Assisting Technology</i>
STEM	Mechanical Engineering	CCCA	Music Performance	BCLASSE	General Studies	BCHHS	Merch Fashion and Interiors	STEM	<i>Drafting and Design Technology</i>
BCHHS	Nursing BSN	WCBA	Human Resource Management	BCHHS	Long Term Care Administration	BCHHS	Dietetics	BCHHS	<i>Social Services Technology</i>
STEM	Computer Science	STEM	Biology	CCCA	Theater	WCBA	Journalism	<b>Bachelor's Level</b>	
<b>Masters Level</b>									
WCBA	Business Administration	BCLASSE	Political Science	BCLASSE	Middle Childhood	WCBA	Advertising and Public Relations	BCHHS	Gerontology
BCHHS	Nursing MSN	STEM	Geology	CCCA	Art Education	BCHHS	Dental Hygiene	BCLASSE	Italian Education
<b>Doctoral Level</b>									
BCHHS	Physical Therapy	BCHHS	Public Health	CCCA	Theater Studies	WCBA	Telecommunication Studies	STEM	Manufacturing Engineering
BCLASSE	Educational Leadership	STEM	Information Technology B	BCLASSE	Studio Art	WCBA	Economics	BCLASSE	Religious Studies
		BCHHS	Social Work	BCLASSE	Sociology	WCBA	Information & Supply Chain	CCCA	Music Theory
		BCHHS	Criminal Justice	BCLASSE	English	<b>Masters Level</b>		CCCA	Music History and Literature
		STEM	Mathematics	BCLASSE	Anthropology	STEM	Chemical Engineering	BCHHS	<i>Family and Consumer Studies</i>
		STEM	Chemistry	BCLASSE	Spanish Education	STEM	Electrical Engineering	STEM	<i>Computer Information Systems B</i>
		BCHHS	Allied Health	BCLASSE	Geography	BCHHS	Respiratory Care	CCCA	<i>Dance Management</i>
		STEM	Industrial and Systems Engineering	CCCA	Philosophy	WCBA	Financial Economics	BCLASSE	<i>French</i>
		BCLASSE	Special Education	CCCA	Music Composition	BCHHS	Health and Human Services	CCCA	<i>Art History</i>
		STEM	Civil and Construction Engineering Technology B	<b>Masters Level</b>		BCLASSE	Applied Behavior Analysis	<b>Masters Level</b>	
		BCHHS	Exercise Science	BCHHS	Adult Gerontology Acute Care Nurse	WCBA	Professional Communication	CCCA	Music History and Literature
		STEM	Forensic Science	BCLASSE	Intervention Services	BCLASSE	English	CCCA	Art Education
		STEM	Civil Engineering	BCLASSE	Special Education	WCBA	Economics	BCLASSE	American Studies
		STEM	Chemical Engineering	CCCA	Teacher Education	STEM	Chemistry	CCCA	Interdisciplinary Visual Arts
		STEM	Mechanical Engineering Technology B		Music Composition	WCBA	Accountancy	BCHHS	Gerontology
		BCLASSE	Professional and Technical Writing			BCLASSE	History	BCLASSE	Creative Writing
		BCLASSE	Spanish			STEM	Computing and Information		
		STEM	Environmental Science			<b>Education Specialist</b>			
		STEM	Physics Astronomy			BCLASSE	School Psychology		
		STEM	Biochemistry						
		STEM	Physics			<b>Suspend: Masters Level</b>			
		CCCA	Music Education			CCCA	Music Education		
		<b>Masters Level</b>							
		CCCA	Music Performance						
		BCLASSE	Counseling						
		CCCA	Music Jazz Studies						
		BCHHS	Social Work						
		BCHHS	Public Health						
		BCHHS	Athletic Training						
		STEM	Industrial and Systems Engineering						
		BCLASSE	Educational Administration						
		STEM	Mathematics						
		BCHHS	Criminal Justice						
		STEM	Mechanical Engineering						
		STEM	Civil and Environmental Engineering						
		STEM	Engineering Management						
		STEM	Biological Sciences						
		STEM	Environmental Science						
		<b>Doctoral Level</b>							
		STEM	Materials Science and Engineering						

NOTE: Programs in bolded italic were teach-out programs previously identified by the departments

Board of Trustees  
Resolution  
June 2, 2021

- OAA will prioritize program resource allocation aligned with the findings of APEEI and the Plan for Strategic Actions to Take Charge of our Future.
- OAA will work with Academic Senate and Graduate Council to conduct an impact study on programs that have been identified for Sunset, designated as inactive, or to reduce complexity of the academic programs.
- OAA recommendations related to item #2 above will be presented to the Academic Excellence and Student Success Committee of the Board of Trustees in September 2021

This represents a snapshot in time of a continuous quality improvement process for which programs are positioned to improve and the institution can be better assured it has the most effective academic portfolio.

As such, this document is to be taken in its entirety with no column or program individually identified.



**For Immediate Release**

Oct. 25, 2021

## **YSU Board of Trustees holds special meeting on campus**

In light of continued decreases in enrollment and the resulting projected budgetary impact, the Youngstown State University Board of Trustees today expressed their support of the university administration working with the academic leadership and faculty to take the steps necessary to sustain the academic and fiscal future of the institution.

“The demographic trends that we’ve anticipated are proving true as our enrollment declined significantly this year and is projected to continue into future years,” said John Jakubek, board chair.

“Those realities, impacted even more by the disruptions of the COVID-19 pandemic, mean that we must take steps to Take Charge of Our Future to reduce the decline and ensure the continued delivery of high quality, distinctive academic programs.”

YSU’s enrollment has declined by 1,398 students or 11 percent in the last three years and now stands at an all-time low of 11,298, due in part to continued declines in high school graduates across the region, which expectedly is having a significant and negative impact on University revenues. Notably, the decline in enrollment is also contributed to by increasingly larger numbers of student graduating in recent years.

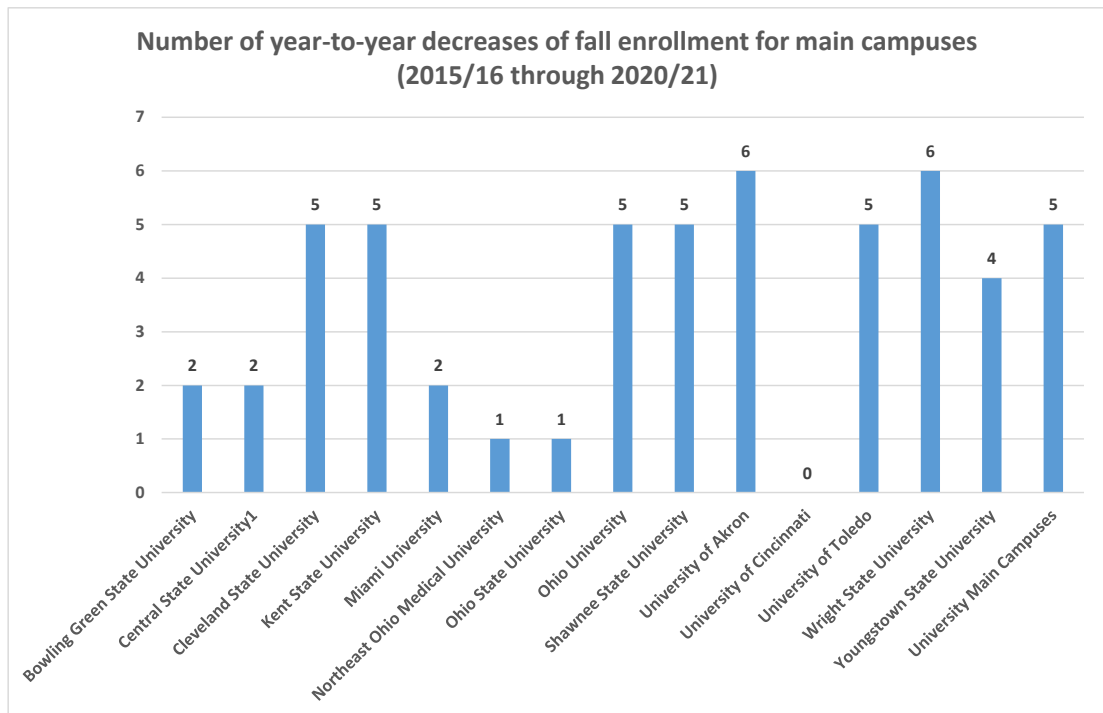
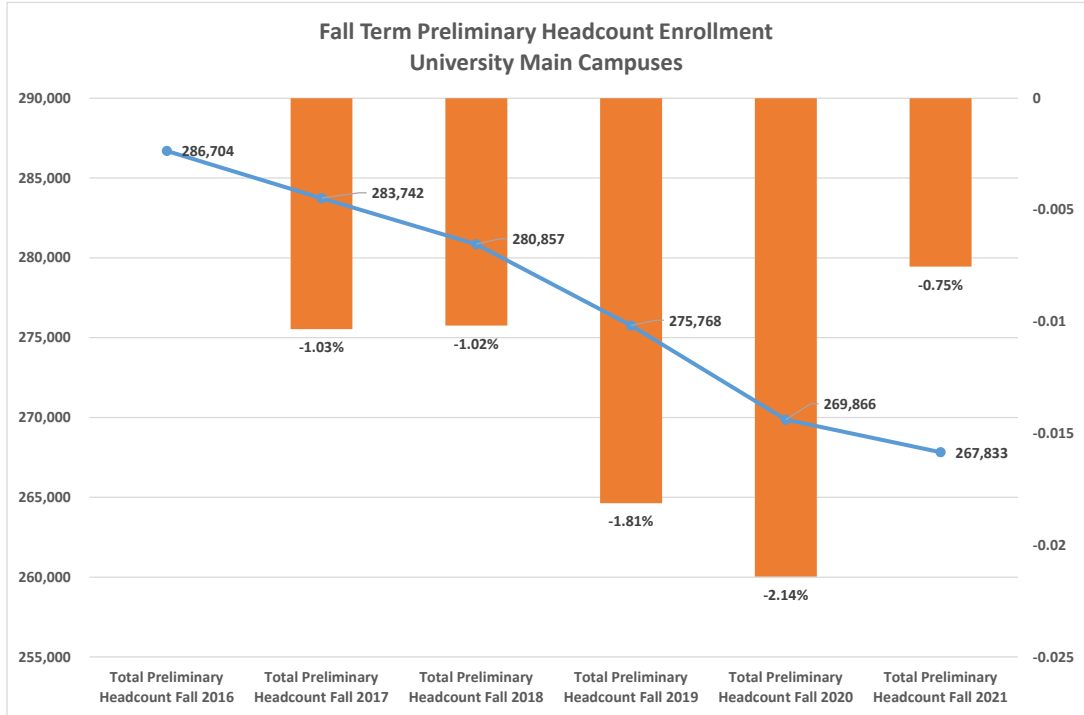
“While the challenges are real and many, they are not unexpected,” YSU President Jim Tressel said. “We have worked hard over the past several years, through our strategic planning and academic program review processes, to position ourselves to make informed decisions and take deliberate actions that we believe will make YSU a stronger and more sustainable institution for years to come.”

Board members met this morning on campus and engaged in a lengthy discussion that focused on the academic vibrancy and sustainable prosperity of YSU over the next 10 to 20 years. The discussion included a panel of higher education experts knowledgeable about student enrollment trends, optimizing the academic portfolio, and innovation in higher education.

After the meeting, the board approved a resolution that calls for continued rigorous quality improvement and academic portfolio optimization including disinvestment for reinvestment in faculty positions that support the optimized academic portfolio, a focus on academic priorities aligned with achieving strategic distinction, and continued diligence to align the activities of the academic support areas to advance the academic agenda.

Provost Brien Smith said much work has been done over the past several months and years to better position YSU for the downward enrollment trend, including implementation of the Plan for Strategic Actions Take Charge of Our Future endorsed by the Board of Trustees in June 2020.

Enrollment at YSU and Other Ohio Public University Main Campuses  
 October 25, 2021  
 Board of Trustees Advance & Meeting



	Percent Change 2015 - 2016	Percent Change 2016 - 2017	Percent Change 2017 - 2018	Percent Change 2018 - 2019	Percent Change 2019 - 2020	Percent Change 2020 - 2021
<b>University Main Campuses</b>						
Bowling Green State University	4.36%	-1.64%	1.05%	1.09%	2.33%	-2.73%
Central State University <sup>1</sup>	-3.44%	2.41%	17.66%	-3.14%	97.79%	50.31%
Cleveland State University	-1.80%	-2.02%	-1.70%	-4.14%	-1.75%	0.59%
Kent State University	0.43%	-3.66%	-3.20%	-1.25%	-3.19%	-1.23%
Miami University	3.54%	0.14%	1.10%	-0.77%	-4.31%	2.14%
Northeast Ohio Medical University	4.01%	-3.02%	1.29%	1.70%	2.61%	2.85%
Ohio State University	1.40%	0.60%	2.23%	0.36%	-0.04%	0.50%
Ohio University	2.02%	-0.47%	-3.28%	-4.88%	-6.21%	-3.61%
Shawnee State University	-2.81%	-5.62%	-8.48%	11.76%	-4.28%	-10.04%
University of Akron	-8.43%	-4.34%	-7.73%	-5.27%	-8.89%	-9.59%
University of Cincinnati	1.52%	1.55%	2.31%	1.74%	0.78%	3.22%
University of Toledo	1.31%	-0.33%	-1.34%	-2.57%	-6.73%	-7.48%
Wright State University	-2.43%	-4.67%	-9.84%	-13.21%	-12.20%	-5.90%
Youngstown State University	2.29%	-0.88%	0.41%	-4.26%	-3.02%	-4.16%
<b>University Main Campuses</b>	0.43%	-1.03%	-1.02%	-1.81%	-2.14%	-0.75%

Source: 15th Day Headcount reports, Ohio Department of Higher Education

Prepared by: Becky Geltz, Institutional Research & Analytics, 10/15/2021