



**BOARD OF TRUSTEES' RESOLUTION  
TAKE CHARGE OF FUTURE FOR SUSTAINABILITY**

**WHEREAS**, the Youngstown State University Board of Trustees has participated in many aspects of Strategic Planning including a recent Board of Trustees Advance focused on items related to institutional distinction and Planning for Strategic Action, as well as three previous Resolutions (December 2018, March 2019, and June 2019) linked to said Strategic Action Planning, including an effectiveness and efficiency framework; and

**WHEREAS**, the ultimate objective of a Strategic Action Plan must focus on investing in academic excellence and student success, as noted in previous Resolutions and reiterated here in part, to:

- Support educational quality by providing support for teaching and learning to optimize the quality of instruction in all courses, with an emphasis on gateway courses and the adoption of technology to improve student success;
- Place a value on all scholarship, particularly linked to teaching and learning, and areas identified for research distinction; and
- Assure that the educational quality improvement strategy is integrated with the student experience and through applied scholarship that connects to the community in mutually beneficial ways;

And from the student success perspective, assure the development of:

- Robust relational, holistic, and, when necessary, intrusive advising services as well as data analytics to support student success, paying close attention to closing the achievement gap;
- Robust internships, career-related and relevant service-learning and experiential experiences, and on-going lifelong learning support that becomes a distinctive attribute of a YSU educational experience; and
- Technological capability, capacity, and competency to optimize student success and create a student-focused experience; and

**WHEREAS**, the Board of Trustees anticipates that the development of procedures, adjustments to organizational structures, and strategic allocation of resources will lead to more effective investment in both student success and academic excellence; and

**WHEREAS**, the Board anticipates focused, university-wide-efforts to develop strategies to create new resources for such investment purposes without which there will be continuous reallocations of increasingly limited resources; and



**WHEREAS**, under circumstances of finite resources, decisions must be made that support the long-term sustainability of the University and that policies and procedures expected from the Board's March, 2019 "Take Charge of Our Future" Resolution will help assure the effective and efficient operation of the university, including that of the Office of Academic Affairs in its role to stimulate and enable academic excellence and student success; and

**WHEREAS**, it will be essential that existing and new partnerships should be innovative and create new resources, and to focus on a strategic purpose for every dollar spent; and

**WHEREAS**, with a focused intentionality to improve services to support students persisting and completing degrees, the Office of Academic Affairs has proposed "Momentum Gainers" that includes implementing a redesigned degree-audit system, redesigning advising as well as the First-Year Experience for which the Board anticipates an update on options to be considered in December, 2019; the specific approaches to be put in place for Fall 2020 in March, 2020, and integrated into the FY-21 budget proposal, or preferably in a more compressed timeframe; and

**WHEREAS**, an academic program effectiveness and advancement process should have actionable steps and outcomes with the Board to be updated no later than the March 2020 Board meeting regarding the process, feedback loops, and critical steps that will be utilized; with preliminary recommendations or insights no later than the December 2020 Board meeting; and with well-considered recommended actions no later than the March and/or June 2021 Board meetings having engaged in consequential shared governance throughout the process; and

**WHEREAS**, the academic program effectiveness and advancement process should be predicated upon collaboratively developed clear and known principles, procedures, feedback loops and communication strategies that build on existing foundational strengths as well as a context for a clear and strong linkage between educational experience and employability.

**NOW, THEREFORE, BE IT RESOLVED**, this resolution, those before it and those yet to come, continue to focus our institutional energies to optimize student success as a student-focused campus, the basis upon which rests strong educational experiences that sustain the university because of the attractiveness and unique aspects of that educational experience.