

Criterion 5 Institutional Effectiveness, Resources and Planning

- Shared governance played an integral part in the [Strategic Planning Process](#) which also resulted in seven resolutions passed by the Board of Trustees from December 2018 to April 2020. See [Board of Trustees Resolutions for Strategic Action Planning Website](#) (5A1)
- Shared governance was incorporated in program review as evidenced by the inclusion of the Office of Academic Affairs, deans, chairs, and senators and members of the executive committee of the Academic Senate in the curricular efficiency workshops. See evidence mentioned [Resolution Related to the YSU Future State](#) and [Curricular Efficiency Website](#). (5A1)
 - Specifically, on October 29-30 2020, we began conducting a virtual two-day Program Assessment Workshop to evaluate the University's current and potential new academic programs.
- The structure and agendas of the standing committees of the Board of Trustees provides a platform for Board of Trustee oversight, discussions, actions on a variety of topics and university wide policies, and sharing of information. The [Board of Trustee Website](#) provides campus and community access to agendas minutes. (5A1) (5A2) (5C3)
- YSU's continued positive financial health is evident in its annual audited [Financial Reports](#), [Senate Bill 6 Composite Score](#), and most recent S&P and Moody's Ratings as documented in the [Official Statement for the General Receipts Bonds Series 2021](#). (5B3)
- As part of Bond Compliance, the University is required annually by February to prepare a Continuing Disclosure Report that updates the public on certain financial and non-financial categories such as enrollment, admissions, retention and graduation rates, faculty and staff, tuition and fees, grants and research contracts, general receipts, outstanding obligations, student financial aid, state appropriations, endowments, fundraising activities, and financial and budgeting procedures. [\(Youngstown State University Continuing Disclosure FY2021 Final\)](#) (5B3)(5B4) (5C6)
- New training for administration, faculty and staff was provided campus-wide to help with the delivery of remote coursework. Topics cover a broad array of training from corrective action to transitioning into a virtual world. Evidence includes past workshops located on the [Past Workshops & Materials Website](#) (5B1)
- Training opportunities on campus exist for a variety of topics offered by offices across campus as evidenced [University Training and Development Website](#) (5B1)
- The make up of the Board of Trustees was expanded to include two [National/Global Trustees](#) (5C3)
- Creation of the YSU Center for Workforce Education and Innovation, focuses on new approaches to close the skills and opportunity gaps for surrounding communities and is incorporated into the Student retention, persistence and completion plan (2020-2022) which was endorsed by the Academic Senate and approved by the Board of Trustees in December 2020 in the [Resolution to endorse the 2020 State of Ohio Mandated Completion Plan](#) (5C3) (5C5)
- Youngstown State University collaborated with Gray Associates to begin engaging in review of current market data to evaluate programs. Program Market Data reviews student demand, employment, competition, degree fit and thus, an overall score. This effort was to help align the University budget with the programs geared to be most successful for students. Programs were scored off the criteria and level of contribution to the institution. These data were provided to program directors and faculty on the Deans Advisory Counsel. [See Page 181 here.](#) (5C1,3)

- Fiscal responsibility and allocation of resources under extreme circumstances is demonstrated in the FY2021 Operating Budget approved by the Board of Trustees in June 2020 and the subsequent Budget Modification in December 2020. The FY2021 original budget was 14.2% lower than the FY2020 budget and after the modification, was 7.8% lower than the FY2020 budget. The FY2022 budget remained relatively flat compared to the FY2021 budget. Budget Documents and budget updates can be found on the [Budget Planning Website](#). (5A1)(5C1)(5C4)(5C5)
 - The COVID-19 Pandemic posed new challenges to the University for fiscal year 2021, including shifting to a remote online learning environment, lost revenues, and decreased enrollment. In response, the Board of Trustees approved an extraordinary \$157.9 million budget, which was \$26.1 million or 14.2% less than the previous fiscal year. The University instituted measures to reduce operating expenses and personnel expenses, including temporary layoffs, permanent layoffs, furloughs, pay reductions, the elimination of vacant positions, the implementation of an Academic Affairs re-organization, and the dissolution of one administrative division. Due to the extreme circumstances, the normal budget process was not used, although pockets of shared governance were utilized as the budget was developed.
 - In December 2021, the Board of Trustees approved a modification of the budget which increased the General Fund upward by \$13.6 million or 9.8%, resulting in an FY2021 General Fund Budget that was 6.7% lower than the FY2020 General Fund Budget. This was due to enrollment and state support being more favorable than expected and notification of approximately \$16.5 million in federal relief awards to offset the financial impact to students, losses incurred due to disruption caused by COVID-19, and to defray COVID-19 expenses.
- The University's budget planning and allocation of resources, as evidenced in the [FY2020, FY2021 and FY2022 Operating Budgets](#), is in alignment with the University's mission and supports the [Plan for Strategic Actions to Take Charge of Our Future](#), adopted by the Board of Trustees in June 2020 and is based on a sound understanding of its current capacity. (5C1)(5C4)(5C5)
- To date, the University received COVID-19 federal relief awards totaling \$64.6 million, including Higher Education Emergency Relief Funds totaling \$58.2 million of which \$25.7 million is for emergency student aid. The institutional portion totaling \$32.5 million provided the University with funds to respond to the challenges brought on by COVID-19 and including providing additional technology hardware to students, operating additional class sections, and providing training and equipment to facilitate the transition to distance learning. [See HEERF Institutional Funds Recap Through December 2021](#) (5B1)
- As part of the [Academic Program Enhancement and Effectiveness Initiative](#) and the Curricular Effectiveness Initiative, the University has continued a rigorous review of the academic portfolio via shared governance. Specifically, administration and faculty have recommended programs for grow+ to sunset; reduced the number of small class sections; reduced the number of course offerings; increased the number of instructions taught by full-time faculty; and reducing the number of part-time instructions. Evidence in document [from the Agenda BOT meeting minutes on page 181 here and here on Pg. 6 and here](#). (5A1)(5C)
 - [Update on Academic Senate Actions June 2, 2021](#)

- Academic Program Enhancement & Effectiveness Initiative update report discussed at the March 3, 2021 Academic Excellence and Student Success Committee meeting.
- Examples of systematic and integrated planning and improvement:
 - Dashboards developed as part of the Academic Program Enhancement and Effectiveness Initiative ([Dashboard Illustration APEE Web May 2021](#))
 - Leadership from across the institution meets every three weeks to report on enrollment efforts and to optimize those efforts to influence new and transfer student enrollment. ([Enrollment Optimization Team Board of Trustees June, 2021](#)) (5C6)
 - YSU institute of Teaching & Learning Strategic Plan and Goal Alignment (5C6)
 - Partnership with EAB
 - [Resolution to Approve the 2021 Affordability and Efficiency Report](#) is a product of a collaborative process that included input from various levels of campus stakeholders to assess progress and capture examples of efficiencies, academic progress, policy reforms, cost savings, redeployment of savings and tangible benefits to students. It provides evidence of affordability and efficiency in various categories. (5A2)(5C6)
 - Institutional planning anticipates evolving external factors as evidenced in the October 25, 2021 Board of Trustees Special Meeting where a Resolution Related to the YSU Future State was passed. ([See Final Draft Special Meeting, Oct 25, 2021](#))(5C5,5C6)