



**YOUNGSTOWN STATE UNIVERSITY  
BOARD OF TRUSTEES'**

**RESOLUTION RELATED TO STRATEGIC ALLOCATION, REALLOCATION,  
AND DISTRIBUTION OF RESOURCES TO TAKE CHARGE OF OUR FUTURE**

**WHEREAS**, the Youngstown State University community has engaged in collaborative consultation to develop the next strategic plan: *Plan for Strategic Actions to Take Charge of Our Future*; and

**WHEREAS**, the Board of Trustees has provided direction via various resolutions that endorses a planning process, focuses on effectiveness, and considers both sustainability and community engagement, as well as “Taking Charge of Our Future” to create a vibrant institution and to assure a sustainable future; and

**WHEREAS**, there are significant changes in the higher education landscape, including demographics, perceptions regarding the value of a Bachelor’s degree, state funding uncertainty, and student sources of funding shifting more and more towards loans that must be repaid; and

**WHEREAS**, the system and culture of higher education has traditionally existed in the forms of buildings, amenities, people, debt and other items creating long-term obligations of continuously increasing and on-going costs; and

**WHEREAS**, tuition and fees did not increase over many years that now constrains spending that creates challenges while creating a degree with high value, an important attribute of a degree from Youngstown State University; and

**WHEREAS**, to plan for a vibrant and sustainable future, reasonable consideration of an appropriately sized, scaled, and scoped institution is warranted.

**NOW THEREFORE BE IT RESOLVED** that the physical environment, academic and student success and experience programs are essential to success, and our faculty and staff are valuable assets and as such should be appropriately reflected in future budgets; and

**BE IT FURTHER RESOLVED** that the investment in the physical environment and in the Athletics program are critical components to the university’s ability to attract students and which, have strategic purpose and benefit that support the attractiveness and visibility of the campus and university; and

**BE IT FURTHER RESOLVED**, that the Board of Trustees acknowledges the roles that faculty and staff have in contributing to educational excellence and program vitality, so long as academic programs have appropriate enrollment; and



**BE IT FURTHER RESOLVED**, that the Board of Trustees endorses the use of an external resource to assist with the academic program effectiveness and enhancement initiative (program prioritization) in consideration of the optimal use of instructional resources as well as the quality, distinction, and sustainability of the academic programs; and

**BE IT FURTHER RESOLVED** that the investment in ongoing commitments to personnel and the physical environment, without net new revenue, requires the reallocation of current resources, meaning that if compensation increases, there will be cascading implications, and

**BE IT FURTHER RESOLVED** that administration should consider such perspectives as it plans the FY 2021 budget and beyond, particularly considering any factors that might unnecessarily and substantially exaggerate declines in enrollment, efficiencies of the organizational structure of academic and support areas to reduce expenses, as well as aligning resources with strategic priorities, particularly those related to student success including creating coaching, ease of degree completion, case-load advising and mental health counseling as priorities that will contribute to increased persistence; collectively, contributing to the financial wellbeing of the university; and

**BE IT FURTHER RESOLVED** the University's annual operating budgets shall be balanced given the interactions of institutional and personnel expenses as related to attributes of institutional success, and must be linked to a vibrant and sustainable future.

**Board of Trustees Meeting**

**March 5, 2020**

**YR 2020-**