

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 sunsetting 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:
 - o 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:
- o 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;
 - o 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:
 - o the emergence of clearly identified areas of intentional research distinction with the scholarship of teaching as a distinction; and
 - o 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:
 - o 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 decisionmaking;
- 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.

Board of Trustees October 25, 2021 2021 - 23



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Fall 2021

YOUNGSTOWN STATE UNIVERSITY PRELIMINARY ENROLLMENT SUMMARY 14TH DAY

September 13, 2021

PREVIOUS

HEADCOUNT STATISTICS

Fall 2021

Beeghly College of Lib Arts, Soc Sci & Educ. Bitonte College of Health & Human Svc. Cliffe College of Creative Arts Science, Technology, Engineering & Math Williamson College of Business Administration Student Success College of Graduate Studies~

University Total

All terms reflect the 2020-2021 college reorganizations.

First-Time Undergraduates¹
Freshmen
Sophomore
Junior
Senior
*Not Classified Undergraduates
Undergraduate Total

Graduate

*Grads with <= 34 Semester Hours Completed *Grads > than 34 Semester Hours Completed Professional

Doctorate Graduate~ Total

University Total

YSU's Full-Time-Equivalent (FTE)

* These students have no immediate degree goal.

	111 201:	
Undergrad	Grad	TOTAL
2,673	310	2,983
2,788	444	3,232
515	27	542
3,039	167	3.206
1,684	194	1,878
307		307
	7	7
11,006	1,149	12,155
Men	Women	TOTAL
874	1,065	1,939
489	520	1,009
985	1,033	2.018
897	1,068	1,965
1,313	1,513	2,826
462	787	1,249
5,020	5,986	11,006
247	507	
347	597 15	944
12	<u>15</u>	27_
<u>-</u>	0	100
37	49	
447	702	78 1.149
447	/02	1,149
5,467	6,688	12,155
		- 10,185

Fall 2019

Undergrad	Grad	TOTAL
2,265	442	2,707
2,645	458	3,103
478	24	502
3,014	122	3.136
1,660	268	1,928
408		408
	4	4
10,470	1,318	11,788
Men	Women	TOTAL
811	973	1,784
388	390	778
900	1,020	1,920
866	1,024	1,890
1,242	1,541	2,783
495	820	1,315
4,702	5,768	10,470
388	733	1.121
8	8	16
0	0	0
47	63	110
31	40	71
474	844	1,318
5,176	6,612	11,788
		- 9,739

	all 202		FIGEVIOUS	3-164
Undergrad	Grad	TOTAL	YEAR	Average
2,232	543	2,775	102.5	2,822
2,237	616	2,853	91.9	3,063
451	19	470	93.6	505
2,545	152	2.697	86.0	3,013
1,570	516	2,086	108.2	1,964
412	0	412	101.0	376
	5	5	125.0	5
9,447	1,851	11,298	95.8	11,747
Men	Women	TOTAL		
717	869	1,586	88.9	1,770
356	364	720	92.5	836
747	914	1,661	86.5	1,866
835	970	1,805	95.5	1,887
1,124	1,467	2,591	93.1	2,733
396	688	1,084	82.4	1,216
4,175	5,272	9,447	90.2	10,308
548	1,071	1.619	144.4	1,228
3	9	12	75.0	18
0	0	0	N/A	N/A
52	93	145	131.8	118
31	44	75	105.6	75
634	1,217	1,851	140.4	1,439
4,809	6,489	11,298	95.8	11,747
		9,031	92.7	9,652
d bv15.				

YSU's Full-Time-Equivalent (FTE) = Student credit hours divided by 15.

RESIDENCY AND STUDENT LOAD

In State~ Out of State

Total %

Fa	11 2019)
Full-Time*	Part-Time	TOTAL
7,809	2,306	10,115
1,888	152	2,040
9,697	2,458	12,155
79.8	20.2	100

	all 202	
Full-Time	Part-Time	TOTAL
7,543	2,299	9,842
1,788	158	1,946
9,331	2,457	11,788
79.2	20.8	100

	a 1 1 2 0 2	
Full-Time	Part-Time	TOTAL
7,153	2,142	9,295
1,810	193	2,003
8,963	2,335	11,298
79.3	20.7	100

	96	
	PREVIOUS	3-Year
	YEAR	Average
	94.4	9,751
	102.9	1,996
	95.8	11,747
1		

^{*}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.

[~] 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.

1 First-Time Undergraduates in this section reflect degree-seeking students enrolled in higher education for the first time after high school graduation.

[~] Includes Forever Buckeye, out-of-state students who are charged in-state tuition rates



YOUNGSTOWN STATE UNIVERSITY PRELIMINARY ENROLLMENT SUMMARY 14TH DAY

September 13, 2021

STUDENT ADMISSION STATUS

Fall 2021

	Fall 2019		Fall 2020		Fall 2021		PREVIOUS	3-Year			
	Men	Women	TOTAL	Men	Women	TOTAL	Men	Women	TOTAL	YEAR	Average
Undergraduate											
Continuing	3,387	3,760	7,147	3,133	3,656	6,789	2,851	3,407	6,258	92.2	6,731
First Time in College after HS Graduation	874	1,065	1,939	811	973	1,784	717	869	1,586	88.9	1,770
Former Transfer	21	29	50	14	24	38	12	33	45	118.4	44
High School (CCP + Early College)	452	769	1,221	491	813	1,304	388	679	1,067	81.8	1,197
New Transfer	177	243	420	169	213	382	137	205	342	89.5	381
Non-Matriculation	2	3	5	3	4	7	6	3	9	128.6	7
Readmitted (Former YSU)	71	84	155	64	68	132	62	69	131	99.2	139
Reinstated	29	18	47	16	15	31	0	1	1	3.2	26
Transient & Former Transient	7	15	22	1	2	3	2	6	8	266.7	11
Total Undergraduates	5,020	5,986	11,006	4,702	5,768	10,470	4,175	5,272	9,447	90.2	10,308
Graduate											
Continuing	318	494	812	309	542	851	446	872	1,318	154.9	994
First Time Graduate**	112	173	285	154	272	426	172	319	491	115.3	401
Non-Matriculation Graduate	5	12	17	6	18	24	11	16	27	112.5	23
Readmitted (Former YSU-Grad)	0	0	0	3	9	12	3	4	7	58.3	6
Readmitted Non Matric-Grad	0	2	2	1		4	2	4	6	150.0	4
Readmitted (Former YSU)	12	21	33	1	0	1	0	2	2	200.0	12
Total Graduates	447	702	1,149	474	844	1,318	634	1,217	1,851	140.4	1,439
								-			
Grand Total	5,467	6,688	12,155	5,176	6,612	11,788	4,809	6,489	11,298	95.8	11,747

² 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.

SPECIAL POPULATIONS Headcount

Academic Online Partnerships Youngstown Online Programs College Credit Plus Early College First-Generation Undergraduates Honors/Scholars Study Abroad (Full Term) Under 25 Years Old (excluding HS stdts) 25 Years of Age or Older

F:	all 2019)
Men	Women	TOTAL
0	5	5
0	3	3
366	611	977
85	159	244
2,015	2,793	4,808
556	706	1,262
	3	5
4,068	4,691	8,759
949	1,226	2,175

Men	Women	TOTAL
127	273	400
23	29	52
408	652	1,060
83	161	244
1,855	2,664	4,519
555	723	1,278
0		
3,814	4,505	8,319
871	1,294	2,165

Fall 2020

Men	Women	TOTAL
331	690	1,021
3	2	5
303	500	803
85	179	264
1,788	2,641	4,429
505	664	1,169
0	0	0
3,542	4,308	7,850
879	1,502	2,381

Fall 2021

99	
PREVIOUS	3-Year
YEAR	Average
255.3	475
9.6	20
75.8	947
108.2	251
98.0	4,585
91.5	1,236
N/A	2
94.4	8,309
110.0	2,240

^{**}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.



YOUNGSTOWN STATE UNIVERSITY PRELIMINARY ENROLLMENT SUMMARY 14TH DAY

September 13, 2021

RACIAL/ETHNIC BACKGROUND

Fall 2021

	Fall 2019				F	all 202	0		Fall 2021			PREVIOUS	3-Year
	Men	Women	TOTAL		Men	Women	TOTAL	L	Men	Women	TOTAL	YEAR	Average
								Г					
American Indian/Alaskan Native	6	8	14	L	3	14	17	١.	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	[386	641	1,027		343	598	941	91.6	1,018
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		660	1,071	1,731		636	994	1,630	94.2	1,723
White	4,040	4,946	8,986		3,923	4,907	8,830		3,632	4,907	8,539	96.7	8,785
Multi-Racial	195	233	428		179	251	430		155	229	384	89.3	414
International	292	155	447		206	133	339		189	151	340	100.3	375
Unspecified	233	252	485		208	250	458		197	208	405	88.4	449
TOTAL	5,467	6,688	12,155		5,176	6,612	11,788		4,809	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
	2014
	2015
	2016
	2017
١	2018
-	2019
	2020
ı	2021

Total	Y	SU's FT	E	FTE % OF		
Headcount	Undergrad	Graduate	Total	HEADCOUNT		
12,551	9,499 +	650	= 10,149	80.9		
12,471	9,342 +	692	= 10,034	80.5		
12,756	9,640 +	749	= 10,389	81.4		
12,644	9,722 +	710	= 10,432	82.5		
12,696	9,901 +	665	= 10,566	83.2		
12,155	9,519 +	666	= 10,185	83.8		
11,788	8,975 +	764	= 9,739	82.6		
11,298	8,052 +	979	= 9,031	79.9		

YSU's Full-Time-Equivalent (FTE) = Student credit hours by rank of student (undergraduate vs. graduate) divided by 15.



Fall, 2021

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

Fall 2021

September 13, 2021

SUBSIDY-MODEL FIE STATISTICS

ODEE Pull-Time Kept valent (FTE) in based on completed course credit hours divided by 30**

Beeghly College of Lib Arts, Soc Sci & Educ. Bitoute College of Health & Human Svc. Cliffe College of Crestive Arts Honors College Science, Technology, Engineering & Math Williamson College of Business Administration Student Success TOTAL

Humanities & Soc Sci Math & Engr Doctorate TOTAL 477.6 1301.1 402.7 15.8 864.7 254.9 10.1 265.0 3.5 10.8 14.3 45.2 1202.3 2.6 1250.1 192.0 578.2 770.2

1914.8

Subsidy eligibility is based on the award of academic

credit and is unable to be determined

as of the publication of this document

50.0

928.0

FIE BY STUDENT LEVEL

Stud	lent	Rev	cnuc	Cate	gory

Instructional Fee, Undergraduate Instructional Fee, Graduate Instructional Fee, Doctoral Penguin Tuition Promise 2018-19 Penguin Tuition Promise 2019-20 Penguin Tuition Promise 2020-21 Penguin Tuition Promise 2021-22 College Credit Plus (Total)2 Youngstown Early College AOP Undergraduate Nursing AOP Graduate Education AOP Graduate MBA AOP Graduate Nursing YAP Undergraduate Nursing **YAP** Graduate Education YAP Graduate MBA

Fall Term					
2019	2020	2021			
9,041.7	8,452.6	7,666.1			
533.9	626.2	815.4			
131.9	138.2	163.3			
2,320.8	1,871.7	1,457.9			
2,490.5	2,044.0	1,642.9			
N/A	2,195.9	1,823.1			
N/A	N/A	1,887.1			
366.6	396.7	260.1			
111.0	124.9	125.1			
1.8	39.8	42.4			
N/A	76.3	121.4			
N/A	69.8	194.8			
N/A	N/A	73.6			
N/A	0.6	0.0			
0.8	3.3	0.0			
N/A	15.8	1.8			

Surcharges

44.4

Affordable Tuition Advantage - Undergraduate Affordable Tuition Advantage Graduate Affordable Tuition Advantage - Doctoral Nonregional - Undergraduate Nonregional Graduate Nonregional Doctoral Distance Learning -Undergraduate Distance Learning Graduate Non-Resident Graduate w/Undergrad degree Ohio MFA or MPH Non Resident Graduate AOP Non Resident-Undergraduate AOP Non Resident-Graduate YAP Non Resident-Graduate Saudi Arabia Cultural Mission⁶

50.0

4515.4

	Fali Term	
2019	2020	2021
1,109.5	1,078.8	1,481.6
42.5	37.8	99.9
8.4	8.1	21.5
575.5	529.1	N/A
80.3	52.7	N/A
7.3	10.0	N/A
6.5	3.0	2.7
8.9	4.8	6.2
N/A	N/A	25.7
N/A	2.2	2.4
0.4	8.6	8.7
N/A	22.4	80.7
N/A	3.0	0.4
59.2	37.3	22.2

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

	Fall Term				
	2019	2020	2021		
Self-Pay College Credit Plus	2.9	2.3	0.7		

Penguin Tuition Promise students also pay Instructional and General Fees.

^{1628.2} **(ODHE) Ohio Department of Higher Education's Subsidy-Based Full-Time-Equivalent (FTE) = Student credit hours divided by 39 for institutions with semester academic calendars.

^{*}College Credit Plus (Total) includes FTE for students whose tuttion is paid by the state as well as FTE for specific course credit hours paid for by the student.

*Prior to Fall 2021, Affordable Tuttion Advantage a surcharge paid by students who are not legal residents of Ohio. This area includes the counties of Allegheny, Armstong, Beaver, Butler, Clarico, Crawford, Erie, Fayette, Forest, Greese, Indians, Jefferson, Lawrence, Mercer, Venango, Warren, Washington, Westmoreland, Pennsylvania, Chautaugua, New York; Brooke, Hancock, Marshall, and Ohio, West Virginia. Effective Fall 2021, the Affondable Tuition Advantage will be assessed on all non-Ohio resident students

^{*}Prior to Pall 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 Pall 2021, the Affordable Tuition Advantage will be assessed on all non-Ohio resident students

Distance Learning is a surcharge paid by students who are not legal residents of Ohio and who are enrolled in a Distance Learning program.

Saudi Arabia Cultural Mission students receive a reduction per credit bour.

AOF - Academic Online Partnerships

YAF - Youngstown Online Programs