AGENDA

A. Disposition of Minutes

B. Old Business

C. Committee Items

   1. Governance Discussion Items
      a. Updating the Plan for Strategic Actions to Take Charge of Our Future
         Tab 1
      b. Follow-up to YSU Future State Conversation #5
         Tab 2
      c. Compilation of Communications to Campus (2020-2023)
         Tab 3
      d. Inter-University Council Day at the Statehouse, April 2023
         Tab 4

D. New Business

   a. Committee Memberships for the 2023-2024 Academic Year
      Tab 4

E. Adjournment
Market Context and Pandemic Ripples
Youngstown State University

Leadership Team Presentation
April 13th, 2023

Enrollment In Context
Looking Back and Looking Forward

EAB

We help schools support students from enrollment to graduation and beyond

ROOLED IN RESEARCH
8,000+ four-year test-prep
500+ enrollment innovations tested annually

ADVANTAGE OF SCALE
2,100+ initiatives served
9.5M+ students supported by our SPM

WE DELIVER RESULTS
95% of our partners continue using a value-driven approach, achieving the goals we set together

Pandemic Enrollment and Beyond
The Demographic Cliff Is Already Here

National Data - First-Year Enrollment
Cumulative Change Since Fall 2019, Projected v. Actual

Four-Year Private, +1.8%
Four-Year Public, -2.0%
Overall, -6.3%
Two-Year Public, -15.2%

National Student Clearinghouse
Current Term Enrollment Estimates

Source: National Student Clearinghouse, "Data Cites 4-Year College Enrollments, Fall 2023," 2023.

WICHE projection of HS graduates
Graw projection of college-goers

2019 2020 2021 2022 2023 2024 2025 2026 2027 2028 2029 2030 2031 2032 2033 2034 2035 2036 2037
Nearly Universal High School Student Declines
Falling Birth Rates Will Hit Institutions Across the United States

Percentage of Change in the Population of 18-Year-Olds, 2025–2035

-20% and lower
-10% to -20%
-5% to -10%
-0% to -5%
+0% to +10%

2025 to 2030 Should Be the Real Focus, as Even Elites Will See Declines
Change in Enrollment Demand 2018 to 2035
(2018 Projection = 100)

"Elite" Top 50 research universities & liberal arts colleges
National Top 50-100 research universities & liberal arts colleges
Regional Ranked outside of Top 100

No Segment Is Safe from Falling Demand 2025-2030
But 2025 to 2030 Should Be the Immediate Focus

Change in Enrollment Demand 2018 to 2035
(2018 Projection = 100)

"Elite" Top 50 research universities & liberal arts colleges
National Top 50-100 research universities & liberal arts colleges
Regional Ranked outside of Top 100

Your Biggest Competition May Be No Institution
The Non-Consumer Market Is Getting Bigger Every Year

Change in Ed. Attainment at 19 (2010 to 2020)

+8%
+6%
+4%
+2%
0%
-2%
-4%
-6%
-8%


Pandemic Seems Likely to Increase Nonconsumption
Short-term Disengagement
+2.3M Increase in Absent Students Grades 8-12
17% Of seniors abandoned college plans
Long-term Barriers
25% Of 3rd graders behind in reading catch up by end of HS

Source: H.B. 2016-17, Non-Consumer Market is Getting Bigger Every Year. Change in Ed. Attainment at 19 (2010 to 2020)."Elite" Top 50 research universities & liberal arts colleges. National Top 50-100 research universities & liberal arts colleges. Regional Ranked outside of Top 100. Source: H.B. 2016-17, Non-Consumer Market is Getting Bigger Every Year. Change in Ed. Attainment at 19 (2010 to 2020)."Elite" Top 50 research universities & liberal arts colleges. National Top 50-100 research universities & liberal arts colleges. Regional Ranked outside of Top 100. Source: H.B. 2016-17, Non-Consumer Market is Getting Bigger Every Year. Change in Ed. Attainment at 19 (2010 to 2020)."Elite" Top 50 research universities & liberal arts colleges. National Top 50-100 research universities & liberal arts colleges. Regional Ranked outside of Top 100.
Your Enrollment: More Than Demographic Decline
The Critical Threats That Continuously Shape Your Enrollment

-12% Decline in number of 18-24-year-olds, 2015 - 2016
32% Of 18-24-year-old graduates, HS, don't enroll in college
63% Of enrollment change explained by market share

Undergraduate Enrollment Outlook

Looking Back to Look Forward
Where Our Analysis Starts: Historical Enrollments of First-Time Undergrads at Youngstown State University
Fall First-Time Undergraduate Students 2010 to 2021

Historical Enrollments
2010 - 2020
-1,082 Students
-37% Pct. Chg.

Included in This Analysis
• Fall first-time degree/credit certificate seeking undergrad enrollments
• Full-time and part-time students
• Students who enrolled in college courses during high school

Which Forces Drove Past Enrollment Shifts?
How Demographics, College-Going Rates, and Market Share Help Explain Past Enrollment Trends For Youngstown State University
Cumulative Impact of Each Force from 2010-2020

Cumulative Impact of Each Force from 2010-2020
Demographic Change -142 Students
College-Going Rate -676 Students
Market Share Change -283 Students
International & Unknown Origin +19 Students
Overall Enrollment Change -1,082 Students
-37% change from 2010 levels

YSU's Biggest Competitor is "No College"

Top 30 Competitors
Top 30 Schools Attended by Non-Enrollees per NSC

<table>
<thead>
<tr>
<th>University</th>
<th>OH</th>
<th>4 Year Public</th>
<th>Admit 2020</th>
<th>Admit 2021</th>
<th>Admit 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>YOUNGSTOWN STATE UNIVERSITY</td>
<td>OH</td>
<td>4 Year Public</td>
<td>1,775</td>
<td>1,217</td>
<td>1,189</td>
</tr>
<tr>
<td>Unknown/GAP</td>
<td>OH</td>
<td>4 Year Public</td>
<td>1,844</td>
<td>1,286</td>
<td>1,342</td>
</tr>
<tr>
<td>KENT STATE UNIVERSITY</td>
<td>OH</td>
<td>4 Year Public</td>
<td>109</td>
<td>295</td>
<td>283</td>
</tr>
<tr>
<td>UNIVERSITY OF AKRON</td>
<td>OH</td>
<td>4 Year Public</td>
<td>132</td>
<td>106</td>
<td>133</td>
</tr>
<tr>
<td>THE OHIO STATE UNIVERSITY</td>
<td>OH</td>
<td>4 Year Public</td>
<td>122</td>
<td>110</td>
<td>90</td>
</tr>
<tr>
<td>BOWLING GREEN STATE UNIVERSITY</td>
<td>OH</td>
<td>4 Year Public</td>
<td>78</td>
<td>72</td>
<td>65</td>
</tr>
</tbody>
</table>

Source: NSI Analysis of NSC Fall Enrollment Data, NCMP Knowledge of the College Enrollment Mindset, and American Community Survey Data, Fall Enrollment Data.
How College-Going Rates Have Changed

What Percentage of High School Grads From Ohio End Up Enrolling In College?

College-Going Rate of High School Grads

66% to 60%
change from 2010-2021

Connecting Historical College-Going Rates To First-Time Enrollment Changes In Ohio

Total 18-Year-Old Population, First-Time Students & HS Grad College-Going Rates for Ohio

College-Going Rate of High School Grads

66% to 60%
change from 2010-2021

Past Non-Consumption in Ohio

18-Year-Old Population
-11,227 Students
-7% change from 2010-2021

First-Time Students
-27,347 Students
-25% change from 2010-2020

Youngstown State has outperformed peers since 2014

Youngstown State First Year Enrollment Indexed vs. Public Institutions in OH, IN, IL, PA, and MI

Less than 3,000 First Year Enrolls
Entering Class 2014 To 2022, Indexed Relative to Entering Class 2014

In recent years, bigger brands have captured greater market share

Youngstown State First Year Enrollment Indexed vs. Public Institutions in OH, IN, IL, PA, and MI

Less than 3,000 First Year Enrolls
Entering Class 2014 To 2022, Indexed Relative to Entering Class 2014

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Youngstown State</td>
<td>1794</td>
<td>1819</td>
<td>2161</td>
<td>2167</td>
<td>2286</td>
<td>1970</td>
<td>1771</td>
<td>1572</td>
</tr>
<tr>
<td>Mkt Avg &lt; 3,000</td>
<td>1339</td>
<td>1125</td>
<td>1065</td>
<td>1069</td>
<td>1046</td>
<td>1001</td>
<td>909</td>
<td>854</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Youngstown State</td>
<td>1704</td>
<td>1899</td>
<td>2041</td>
<td>2167</td>
<td>2286</td>
<td>1970</td>
<td>1771</td>
<td>1572</td>
</tr>
<tr>
<td>Mkt Avg &lt; 3,000</td>
<td>1339</td>
<td>1125</td>
<td>1065</td>
<td>1069</td>
<td>1046</td>
<td>1001</td>
<td>909</td>
<td>854</td>
</tr>
</tbody>
</table>
Pandemic Enrollment Declines

Fall 2019 to Fall 2022

Change in Total Undergraduate Enrollment by Segment

<table>
<thead>
<tr>
<th>Segment</th>
<th>4-year Total</th>
<th>2-year Public</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private Nonprofit</td>
<td>-3%</td>
<td>-4%</td>
</tr>
<tr>
<td>Public 4-year</td>
<td>-8%</td>
<td>-10%</td>
</tr>
<tr>
<td>Public 2-year</td>
<td>-16.2%</td>
<td></td>
</tr>
</tbody>
</table>

Source: National Student Clearinghouse, PEAK Enrollment Outcomes for 2023 Estimated Census

Change in First-Year Enrollment by Sector and Selectivity

<table>
<thead>
<tr>
<th>Sector</th>
<th>4-year Total</th>
<th>2-year Public</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public 4-year</td>
<td>+1.8%</td>
<td></td>
</tr>
<tr>
<td>Public 2-year</td>
<td>-2.0%</td>
<td></td>
</tr>
<tr>
<td>Private 4-year</td>
<td>-16.2%</td>
<td></td>
</tr>
</tbody>
</table>

Source: National Student Clearinghouse

Freshman Enrollment Outlook

Macro-Environment Trends to Watch

Non-Consumption and Demography

Building A Baseline Future Enrollment Scenario

Adding Up Our Projections for Youngstown State University Through 2035

Cumulative Estimates for Demographics, College-Going Rates, and If Market Share Trends Persist

-122 Student Change

-226 Student Change

+357 Student Change

Overall Projected Change by 2035

+8 Student Change

Sources: EAB analysis of IPEDS Fall Enrollment Data, NASSP Forecasting of the College-Going Rate, and American Community Survey Data; ECONorthwest, The Ohio State University, EAB Institution Research
New Aid Formulas Present Disruption, but Meaningful Pell Opportunity

**Notable Changes**

- The FAFSA will be considerably shorter
- The FAFSA will rely almost exclusively on information from a family's recent tax return
- Expected Family Contribution (EFC) will become the Student Aid Index (SAI)
- Potential for Negative Student Aid Index (SAI) up to 1,000

**Key Updates:**

- Notable increase in number of Pell Grant recipients (10%-20%)
- New SAI will no longer take families with multiple students in college into account
- Small business/farm owners will have those assets considered in SAI calculation

Brand Power and Consolidation

**Ultra-Winners Come to Higher Ed?**

Instead of 'Disrupting' Concentration Reshaped the Market

<table>
<thead>
<tr>
<th>Pandemic Accelerated UG Enrollment</th>
<th>Concentrated Growth in Research, Endowment Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flight to Larger Institutions</td>
<td>$27.6B in federal research funding was allocated to the top 50 institutions in FY2020 (compared to $18.58 for all other institutions)</td>
</tr>
<tr>
<td>Percentage Change in UG Enrollments</td>
<td>2012 to 2020</td>
</tr>
<tr>
<td>Public 4-Yr Institutions</td>
<td>Large Publics Grew Rapidly</td>
</tr>
<tr>
<td>Large, More Selective</td>
<td>+15%</td>
</tr>
<tr>
<td>Large, Less Selective</td>
<td>+19%</td>
</tr>
<tr>
<td>Small (All Selectivity)</td>
<td>+1%</td>
</tr>
<tr>
<td>Private 4-Yr Institutions</td>
<td>Less-Selective Privates Shrunk</td>
</tr>
<tr>
<td>More Selective</td>
<td>-4%</td>
</tr>
<tr>
<td>Less Selective</td>
<td>-14%</td>
</tr>
</tbody>
</table>

**Optimism in a Challenging Time**

1. You have agency to build marketshare
2. YSU is well-positioned to manage FAFSA changes
3. Most severe pressure is on regional private institutions
4. Your academic mix and tuition positioning are favorable
5. Demography improves a bit in 2030
6. College-going rate may have bottomed out
7. A strong staff and enrollment operation
8. Sophisticated marketing to students and parents
The Pandemic Ripple Effects
A Long-Term Perspective on Student Success Following the Pandemic and What Actions You Can Take Now

Ed Venit
Managing Director
EdVenit@eab.com
Follow me on Twitter @HigherEdVenit

KEEP HOPING FOR A RETURN TO THE PAST
BUILD A NEW EXPERIENCE FOR TOMORROW

RIPPLE 1
UNFINISHED K-12 LEARNING
Unfinished K-12 Learning
Disruptions Could Ripple Through Education for Years, but It’s Far Too Early to Know the Extent

Critical Milestones
High School Graduation

High School Graduation Rate Held Steady... Again
Brookings Institute

However...
1. States reduced requirements - Credits, Testing, Attendance
2. Teachers made accommodations
3. College-going fell
   - 21% down 16%
   - 4% down 6%

Unfinished K-12 Learning
Disruptions Could Ripple Through Education for Years, but It’s Far Too Early to Know the Extent

Critical Milestones
High School Graduation
High School Algebra

Foundational Math Further Declined in 2022
Percentage of Students Achieving Fundamental Math Skills

Unfinished K-12 Learning
Disruptions Could Ripple Through Education for Years, but It’s Far Too Early to Know the Extent

Critical Milestones
High School Graduation
High School Algebra
3rd Grade Reading

Early Reading Showed No Improvement in 2022
Percentage of Students Achieving Fundamental Reading Skills

RIPPLE 2
STUDENT MENTAL HEALTH
How Has Student Mental Health Changed?
Trending Upward, but Most Students Still Not Feeling Their Best

When was your overall mental health the best?
College Pulse Survey, Spring 2022

- 2000%
- 10%
- 0%

Spring 2020 | Summer 2020 | Fall 2020 | Winter 2021 | Spring 2021 | Summer 2021 | Fall 2021 | Winter 2022
---|---|---|---|---|---|---|---
Early pandemic | 2020 Election | Delta variant | Omicron variant
 Demonstrations | Vaccinations | Inflation | Ukraine War

Just 27% of students said their mental health was at a high point in Winter 2022

A Growing Threat to Retention

In the Past 6 Months, Have You Considered Stopping-Out Due to Emotional Stress?
Gallup/Lumina Survey

- Fall 2020: 63%
- Fall 2021: 26%
- Fall 2020: 76%
- Fall 2021: 42%

Two-Year Students

Four-Year Students

Stepped Care Model

RIPPLE 3

STAFFING TURNOVER
The Great Resignation

Extreme Levels of Employee Turnover Leaving Student Success Managers Struggling to Keep Up

Employee Turnover in Higher Education
Percentage change in total employees, seasonally adjusted

[Graph showing percentage change in total employees, seasonally adjusted]

Another Higher Ed Institution: 68%
Private For-Profit Company: 94%
Non-Profit Outside Higher Ed: 51%

Staff Exploring Out-of-Sector Options

With more to come
280% increase in job postings, Mar 20 - May 22

6M estimate decline in US workforce by 2028

Speculating About the Future

When Will We Feel the Ripples?

Impact of Unfinished Math
Impact of Unfinished Reading

Preparing for the Ripples

Extend Impact of Limited Staff Capacity with a Technology-Enabled Coordinated Care Network

Rebalance Support with Differentiated Care

A More Efficient Way to Organize Staff and Provide Better Support

A Few Different Ways You Can Rebalance Efforts

Intense Care
Coordinate care among a network of support offices
8-10 per term
Live contact
Top priority
Specialist

Active Monitoring
Surface problems early and proactively focus support
4-6 per term
Combo of live and messaging
Second wave
Experienced

Baseline Support
Rely on scalable, self-serve, and automated guidance
1-3 per term
Test and email
Lowest priority
Early career

More Equitable Support
Student needs are met with customized support rather than a "one size fits all" approach

Cost Savings
Scalable support is focused on the entire population, while expert and in-depth care only on those in need
Strengthening Your Early Warning System

Essential Investments to Prepare for Supporting Elevated Academic Needs in the 2020s

- Alerts prioritized based on student needs
- Triage system and case management adopted
- Limited use in isolated advising units
- Limited faculty buy-in
- Alerts aligned to strategic goals
- Widespread use across institutions
- Alerts preplanned and stakeholders informed
- Faculty bought-in and reminded to participate
- Stakeholders celebrated for their impact
- Assessment drives continuous improvement
- Closed feedback loop with alert referrers
- Cases are coordinated with other support units

Ed Venit
Managing Director
E: Edenit@aeb.com
Follow me on Twitter
@HigherEdVenit
YSU Future State Conversations

An Institution of Opportunity: YSU inspires individuals, enhances futures, and enriches lives.

Future State #5 - April 11, 2023

Reading Materials
- Forbes April, 2023 - Higher Ed Ripe for Disruption to Serve Nonconsumers (https://ysu.edu/sites/default/files/Higher%20Ed%20Ripe%20for%20Disruption%20to%20Serve%20Nonconsumers)

Presentation

Recording (https://youtu.be/2lOoZ1qsbQI)

Future State #4 - BOT Advance October 25, 2021

Reading materials
- Supporting Distressed Communities by (https://ysu.edu/sites/default/files/board-of-trustees/Future_State/20210729_BrookingsMetro_SupportingDistressedCommunities.pdf)
- Strengthening Regional Public Universities (https://ysu.edu/sites/default/files/board-of-trustees/Future_State/20210729_BrookingsMetro_SupportingRegionalPublicUniversities.pdf)
- For College Finances There is No Return to Normal (https://www.chronicle.com/article/for-college-finances-theres-no-return-to-normal)
- Seven steps higher ed must take to keep pace with the changes in our society (https://ysu.edu/sites/default/files/board-of-trustees/Future_State/Seven_steps_higher_ed_must_take.pdf)

Meeting handouts
- Enrollment at YSU and Other Ohio Public University Main Campuses (https://ysu.edu/sites/default/files/board-of-trustees/Future_State/Enrollment-at-YSU-and-Other-Ohio-Public-University-Main-Campuses.pdf)
- Fall 2021 BOT Advance Survey results (https://ysu.edu/sites/default/files/board-of-trustees/Future_State/F21_BOTAdvance_Survey_results.pdf)
- Panelists Biosketches (https://ysu.edu/sites/default/files/board-of-trustees/Future_State/Panelists_Biosketches.pdf)

Recording (https://sites/default/files/board-of-trustees/Future_State/YSU%20BOT%20Future%20State%20Advance_October%2025%202021_01.mp3)

BOT Resolution
January 23, 2020 – Strategic Planning Spring 2020
https://t.e2ma.net/webview/5auzmf/fe2564e11a898c9b4ec8a2145a5cfc00

May 28, 2020 – College restructuring email from Provost Smith
https://t.e2ma.net/webview/tl23zf/44006aee5d3c5c00d0912e539a12e8b9

June 4, 2020 – President’s Message RE: 2021 Operating Budget
https://t.e2ma.net/webview/p6nn0f/c22ef0d5c74fd899947740a3a5c3235d

July 24, 2020 - Budget Update, Financial Realities Focus Group
https://t.e2ma.net/webview/3qv4bc/aa536bcb3533435212216ad47dc738ce

January 19, 2021- FY 2021 Budget Update
https://t.e2ma.net/webview/7dwrlc/fab6c0e985a68836e685f73e9dac2556

March 8, 2021 – Provost Perspectives RE: Introducing APEEI
https://t.e2ma.net/webview/hn0elg/a9773acc2a5da078bdafaf584785bc69

March 22, 2021 – Provost Perspectives RE: APEEI
https://t.e2ma.net/webview/5mjrmg/140a3c8995f5eb5aabc4b3fed99321b7

April 5, 2021 – Provost Perspectives RE: APEEI Departmental Data Meetings
https://t.e2ma.net/webview/5qeyng/3a5ef6a880a2c070466910f72047e73e

April 19, 2021 – Provost Perspectives RE: Student Enrollment
https://t.e2ma.net/webview/dd57og/b30f4027a214432ab21fe169098fc5ee

May 3, 2021 – Provost Perspectives RE: Ongoing APEEI
https://t.e2ma.net/webview/pey8pg/ae2a80e82248c637724f6ece3b8f8dd47

June 23, 2021 – APEEI Message from the Provost
https://t.e2ma.net/webview/t5diug/96cd32364e66b2d13dd53c27c08a5604

August 25, 2021 – CRM Advise Announcement
https://t.e2ma.net/webview/lq2q0g/1c0dfa62b9091a91fda4d390f740e4fa

October 13, 2021 – Enrollment and Budget Update from VP McNally & Provost Smith
https://t.e2ma.net/webview/3ey65c/407163dd0183a7492b1f9ffed2623dd1
October 26, 2021 – State of the University Video Series #1
https://t.e2ma.net/webview/t5x16g/44651b1a2f9456d6ac218a7b1c211259

November 2, 2021 – Retrenchment & Sunset Programs Information
https://t.e2ma.net/webview/1v7k7g/343b0c64440e2c512224cd11c02d005e

November 3, 2021 – State of the University Video Series #2
https://t.e2ma.net/webview/tt8p7g/b10a0ceb8e40ea6c3a7b5fb328ac066c

November 10, 2021 – State of the University Video Series #3
https://t.e2ma.net/webview/l7lf8g/2dc5ffe8b20d8f623cfe5cf9f2d39888

November 13, 2021 – Message from Provost, VP Finance
https://t.e2ma.net/webview/rfn7c/bee1a1a212c61ab32252c9242f8c6abf

January 10, 2022 – Provost Perspectives RE: Community Engagement
https://t.e2ma.net/webview/lv4hdf/f4b1b6f583edd4a00bc5f6bfa1389c66

January 20, 2022 – Provost Smith, VP McNally Op-ed to campus
https://t.e2ma.net/webview/n1aece/8de20901aa416e95796245e449ec1e1e

January 24, 2022 – Provost Perspectives RE: Advising and Student Success
https://t.e2ma.net/webview/t9sweh/f18c96ba43ea5630592de51a03287ae5

February 2, 2022 – Memo: Our shared role in the sustainable prosperity of YSU, the region and the state
https://t.e2ma.net/webview/dtt5fh/4f3e8be74931502a2ec45ea78f60a925

March 8, 2022 – Provost Perspectives RE: Pathways to Student Success
https://t.e2ma.net/webview/h8nijh/3b87bead14474022ea6da2cfb446d5dc

March 22, 2022 – University Wide Learning Outcomes
https://t.e2ma.net/webview/x43skh/ca74b9c9ec070f7d51c905b4c53a3aac

June 30, 2022 – Message from Provost, VP Finance
https://t.e2ma.net/webview/n6oxce/c7d85c426dd45ae3a899a5327bf62dc

August 29, 2022 – Provost Perspectives RE: Updates
https://t.e2ma.net/webview/tptj1j/51dbd0ded3f61fd12885a39e7c9ede6a
September 1, 2022 – Provost & CFO Message  
https://t.e2ma.net/webview/fotyve/184d170442f4f7a998030c8c823217b4

September 19, 2022 – Provost Message to Faculty RE: VSRP  
https://t.e2ma.net/webview/t1a1fk/4d569692e9ed78716cb6f66cacf0846a

September 20 2022 – Provost Message to Students RE: Clarification regarding academic uncertainty  
https://t.e2ma.net/webview/17oqgk/eab2d5e8dc2b45fb38bbfd877bf818e1

November 15, 2022 – Provost & VP Finance Employees Message  
https://t.e2ma.net/webview/7trt4f/f81b6272755d5a1f6296e7febb262232

November 15, 2022 – Provost Student Message  
https://t.e2ma.net/webview/nmst4f/c77809840fc317f4eee90f925d3e7f8

January 19, 2023 – Message from Provost & VP for Finance  
https://t.e2ma.net/webview/z3665f/86e294be9aaeac8ff22eaa5656a02ae6

March 1, 2023 – Provost Perspectives RE: Faculty Success/Digital Measures  
https://t.e2ma.net/webview/52vbnn/f566695ff491f3f6a6d2aa47c4e016
Dear Members of the Campus Community,

Thank you for your contributions to the strategic planning process last year including responding to nine questions and attending one or more of four Thought Leader sessions. The Strategic Plan Organizing Team (SPOT) has considered this input, scanned the landscape of higher education, and used Board of Trustees guidance to develop a DRAFT Plan of Strategic Academic Actions. If you wish to provide input on any or all of the strategic actions of the draft plan, please do so here. Keep in mind, the goals and strategies are designed to differentiate YSU, building upon a strong foundation of academic excellence.

A planning process is not complete without having a sense of how to carry out the Plan. That guidance will be provided by an institutional effectiveness framework. Given the essential role the support areas play in facilitating the successes of strategic academic actions, a DRAFT Plan of Strategic Support Area Actions has been developed that will be revised based on input received and adjustments to the Plan of Strategic Academic Actions.

SPOT will use your input, as well as the input obtained through the Office of Academic Affairs consulting with deans and chairpersons to finalize a recommended Plan for Strategic Actions to Take Charge of our Future that Provost Smith will present to President Tressel for endorsement to the Board of Trustees in June 2020. The tactics associated with the strategies will be developed via collaborative efforts of the academic and academic support areas as the Plan evolves over time.

Your continued engagement in the planning process and the subsequent implementation of the actions necessary for our shared success is greatly appreciated as, If it is going to be, it is up to me (we).

Visit the Strategic Planning website for more information, to view results from previous questions and information

Subscribe to our email list.
Thank you, Governor DeWine/Member of General Assembly, for your support for Ohio’s public universities and our students. We appreciate the increased investments in the Governor’s budget that will promote economic development, spur innovation, and enhance quality of life for Ohioans.

Increased OCOG funding will help to restore cuts to need-based financial aid made during the 2008-09 recession. OCOG provides grant money to help financially challenged students pay academic costs that are not covered by the federal Pell Grant.

- During the 2008-2009 recession, OCOG funding was reduced by more than 50% to help balance the state’s budget. Funding increased modestly over the following years, with a dip during the height of the pandemic.
- The increases in House Bill 33 will move Ohio closer to fully restored funding.
- Eligibility will extend to families with an adjusted gross income of approximately $87,000. This makes OCOG support available to middle-class Ohioans. However, to fully realize this investment, funding needs to be restored to the levels the governor proposed.
- It’s a smart investment. By helping more Ohioans earn a college degree, Ohio will increase tax revenue.

Increased State Share of Instruction (SSI) will help keep college affordable. The Governor’s budget included 3% increases for FY2024 and FY2025. The House substitute bill increased SSI by 1.5%.

- Through FY 2023, our state continues to lag the national average by 21%. Ohio’s subsidy for higher education was $7,567, compared to a national average of $9,300.
- Because Ohio’s SSI is lower than the national average, our students pay a larger percentage of tuition. Ohio students pay 56.1% of the total cost of education in tuition compared to a national average of 42.1%.

Investments in Ohio higher education deliver a powerful ROI. According to a new economic impact study, in FY 2021-2022, Ohio’s public universities:

- Delivered $67.8 billion in total economic impact, or 8.6% of the state gross product.
- Supported more than 860,000 jobs – one in every eight jobs in our state.
- Generated an ROI of $4.50 for every dollar taxpayers invest in public universities.

Ohio’s public universities are doing our part to support affordability. In recent years, Ohio’s public universities reduced staffing, enhanced financial management, leveraged federal funds, and secured donations from alumni and partners to fund scholarships, new buildings, and professorships.

- Over the past 15 years, tuition for students at Ohio public universities has increased only 11%, well below the national average of 33%.

Enhanced funding is important to keeping Ohio’s workforce competitive. States around the country are reversing years of declining investment in higher education – and Ohio must keep pace.

- Across the U.S., state support for higher education increased in 38 states in FY 2023 – far outpacing Ohio.
Ohio's Public Universities: Driving Ohio's Success

Ohio's public universities provide affordable education for more than 330,000 students through diverse associate, baccalaureate, graduate, and professional programs. Our 14 four-year research universities and 24 regional campuses play an important role in promoting economic development, spurring innovation, and enhancing quality of life for Ohioans.

Our universities play an especially important role in building Ohio's workforce by awarding more than 80,000 degrees and certificates annually.

About the Inter-University Council of Ohio
The Inter-University Council of Ohio (IUC) was established in 1939 as a voluntary educational association of Ohio's public universities. The IUC facilitates the development of common interests and concerns of its member institutions and assists in sustaining and improving the quality of public higher education. The IUC also engages in public relations, research, and government liaison work on behalf of its member institutions.
The Ohio State University's student population includes 73% Ohio residents, and in the 2021-2022 academic year, Ohio State awarded a total of 17,528 degrees. Adhering to Ohio State's long-standing commitment to access and affordability, the university provides more than $200 million in student financial aid each year, in addition to federal and state resources.

Ohio University is among the top five universities in the nation for the number of students graduating in the health professions and is one of the top 10 largest schools of nursing in the nation. The Ohio University Heritage College of Medicine is among the top 15 largest producers of primary care physicians in the nation and is the largest supplier of primary care physicians for Ohio.

Shawnee State University ranks among the top 10 programs nationally in Game Design and in Plastics Engineering Technology and is building on these programs for tech innovation and regional revitalization through its Kricker Innovation Hub.

University of Toledo has produced many noteworthy alumni, including Fredric Baur, Ph.D. Baur served in the U.S. Navy as an aviation physiologist and was an American organic chemist and food storage scientist, known for designing the Pringles potato chip in 1956. He spent two years developing saddle-shaped chips from fried dough and selected a tubular can as the chips' container. His other accomplishments included the development of frying oils and freeze-dried ice cream.

Wright State University was established to serve the workforce needs of Ohio's largest single-site employer, Wright-Patterson Air Force Base, which produces a $16 billion economic impact annually. Through this mission, Wright State has aligned its academic programming to give students unique access to internships, research opportunities, and jobs at Wright-Patterson, which strengthens the workforce pipeline. Wright State leads all public universities in directly serving the state, with over 95% of its current students coming from Ohio and the largest percentage of its graduates remaining in Ohio to work and raise a family.

Youngstown State University is ranked in the top seven most affordable universities nationwide by College Consensus, ranking 14th nationally on the list of lowest out-of-state tuition colleges. YSU student teams have been highly ranked regionally, nationally, and internationally in competitions like the Ethics Bowl (1st regional, advanced national); Concrete Canoe (1st regional, 4th national); Steel Bridge (1st regional, 7th national), and Baja Racing (14th international). YSU serves its region with industry credentials through the Division of Workforce Education and Innovation.
Helping Keep College Affordable by Increasing State Share of Instruction

The State Share of Instruction (SSI) is an important source of funding for Ohio's public universities that, together with tuition, shapes the cost of attendance. We are grateful that the Governor's budget includes 3% increases for FY24 and FY25. The House substitute version of the bill, however, reduced that increase to just over 1%. Important issues to keep in mind as the legislature debates this proposal:

Through FY 2023, our state continues to lag the national average by 21%. In 2020-21, Ohio's subsidy for higher education was $7,567, compared to a national average of $9,300. The range varied from $5,350 in Oklahoma to $20,000 in Hawaii, Alaska, and Wyoming.

Because Ohio's SSI is lower than the national average, our students pay a larger percentage of tuition. A key measure of affordability is how much the student pays for tuition compared to the state's share. Ohio students pay 56.1% of the total cost of education in tuition compared to a national average of 42.1%.1 A student's share can also be offset by scholarships and financial aid.

Despite the continued funding gap, Ohio's public universities remain national leaders in restraining tuition costs. Ohio's public universities are working hard to reduce financial barriers to college education with measures that reduce student debt, increase degree completion, and shorten the time it takes to earn a degree. As a result, over the past 15 years, tuition for students at Ohio public universities has increased only 11%, well below the national average of 33%.2

WHAT YOU CAN DO:
- Support restoring the Governor’s SSI increases in HB 33.
- Longer term: support funding SSI at the national average on a per-student basis.

1 State Higher Education Executive Officers Association's 2021 State Higher Education Finance Report
2 State Higher Education Executive Officers Association, Public Higher Education Net Tuition Revenue per FTE by State (15-year percent change)
Northeast Ohio Medical University (NEOMED) is committed to conservative budgeting practices and the implementation of zero-based budgeting and Lean Six Sigma (LSS) principles of operational excellence. These have informed management decisions to eliminate waste in operations and better align resources consistent with the university’s strategic plan. NEOMED has eliminated previously funded vacant positions, modified faculty and staff education benefits, replaced self-insured faculty and staff health insurance plans with fully insured plans without modifying benefits, refinanced bonds, and modified partnerships.

The Ohio State University achieved $497.9 million in strategic procurement cumulative savings since FY 2012, with $46.3 million saved in FY 21 alone. Additional financial controls implemented in FY 2021 included a hiring pause, a reduction in travel, and business-essential-only spending. This generated $194.8 million in university operational efficiency savings, $103.7 million in medical center savings, and $44.7 million in capital efficiencies, for a total of $343 million.

Ohio University streamlined its administrative services in Communications and Marketing and Advancement in 2020, resulting in more than $1.5 million in recurring savings. A university-wide shared services model was recently adopted to gain significant efficiency in the management of administrative transactions.

Shawnee State University consistently ranks as one of Ohio’s most efficient universities in terms of operating expenses and campus footprint. Shawnee State keeps costs low to make college affordable in underrepresented Appalachian Ohio through open access and free tuition for eligible students.

The University of Toledo has implemented salary reduction initiatives as part of the effort to address the university budget. In part, this included an immediate 20% pay cut through the end of the fiscal year for all senior leaders and academic deans.

Wright State University is the first university in the state to zero-base budget its entire operation to assure resources are aligned with student demand. This translated into over $100 million in annual expense savings. These savings have allowed Wright State to remain one of the most affordable public universities in Ohio while also making strategic investments in student success and creating unique partnerships with regional employers like Wright-Patterson Air Force Base and Premier Health Partners. The university has also led the way in leasing excess space to key community partners and employers that create unique internship opportunities for students.

Youngstown State University launched a major administrative reorganization in 2016 that reduced expenditures by slightly more than $1 million annually and has since reduced total employees by 15%. YSU also reduced academic departments from 36 to 18, which is estimated to reduce expenditures by $1 million annually. In recent years, approximately 70% of the university’s resources have been allocated to Academic Excellence/Academic Support and Student Success/Student Experience (federal classifications of expenditures).