



**RESOLUTION RELATED TO THE YSU FUTURE STATE: CRAFTING A
SUSTAINABLE FUTURE IN CONSIDERATION OF THE FALL 2022 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 via various Resolutions and via topics of discussion has consistently stressed the importance of tailoring the academic portfolio in consideration of serving the region and beyond, including the accountability structures in place and that are emerging regarding state and federal support of higher education; and

WHEREAS, the Board has endorsed implementation of various student support structures including a student success seminar, redesign of academic advising structures, implementation of degree audit (Penguin Pass) and student advising technology platforms, international student enrollment and success strategy, amongst others, intended to better serve students and improve retention, 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 via BOT Bylaws related to the governing of athletics; 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, a second Voluntary Separation and Retirement Program has been offered pursuant to article 13.2b of the Collective Bargaining Agreement with the Youngstown Chapter of the Ohio Education Association that was designed to support institutional sustainable prosperity, a primary Board responsibility; and

WHEREAS, the Board has engaged the YSU community in Future State Conversations considering a sustainable future related to the inextricable interactions of academic vitality, enrollment, and sustainability; and

*YOUNGSTOWN STATE UNIVERSITY BOARD OF TRUSTEES' RESOLUTION RELATED TO STRATEGIC ALLOCATION, REALLOCATION, AND DISTRIBUTION OF RESOURCES TO TAKE CHARGE OF OUR FUTURE, March 5, 2020

WHEREAS, the Board considered a Report regarding the 14th-day Preliminary Enrollment Report for fall 2022 (attached), as 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 indicating a decline in enrollment in Fall 2022, the decreased enrollment in previous years and potentially, even with 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 continues to expect progress be made on the expectations expressed in the Resolution related to the Fall 2021 14th-day Preliminary Enrollment Report (attached), particularly related to establishing clear expectations and actionable timelines; and

BE IT ALSO RESOLVED, the Board has complete confidence in administration to take appropriate actions to optimize the academic portfolio and thereby contribute to the sustainable prosperity of Youngstown State University.

**Board of Trustees
September 21, 2022
YR 2023-20**

YOUNGSTOWN STATE UNIVERSITY
PRELIMINARY ENROLLMENT SUMMARY
14TH DAY

Fall 2022

September 13, 2022

HEADCOUNT STATISTICS

	F a l l 2 0 2 0			F a l l 2 0 2 1			F a l l 2 0 2 2			% PREVIOUS YEAR	3-Year Average
	Undergrad	Grad	TOTAL	Undergrad	Grad	TOTAL	Undergrad	Grad	TOTAL		
Beehly College of Lib Arts, Soc Sci & Educ.	2,265	442	2,707	2,232	543	2,775	2,211	573	2,784	100.3	2,755
Bitonte College of Health & Human Svc.	2,646	459	3,105	2,237	616	2,853	2,079	725	2,804	98.3	2,921
Cliffe College of Creative Arts	478	24	502	451	19	470	428	26	454	96.6	475
Science, Technology, Engineering & Math	3,014	122	3,136	2,545	152	2,697	2,371	265	2,636	97.7	2,823
Williamson College of Business Administration	1,659	267	1,926	1,570	516	2,086	1,478	555	2,033	97.5	2,015
Student Success	408		408	412		412	353		353	85.7	391
College of Graduate Studies~		4	4		5	5		8	8	160.0	6
University Total	10,470	1,318	11,788	9,447	1,851	11,298	8,920	2,152	11,072	98.0	11,386
All terms reflect the 2020-2021 college reorganizations.											
	Men	Women	TOTAL	Men	Women	TOTAL	Men	Women	TOTAL		
First-Time Undergraduates¹	811	973	1,784	717	869	1,586	691	871	1,562	98.5	1,644
Freshmen	388	390	778	356	364	720	350	304	654	90.8	717
Sophomore	900	1,020	1,920	747	914	1,661	719	830	1,549	93.3	1,710
Junior	866	1,024	1,890	835	970	1,805	706	875	1,581	87.6	1,759
Senior	1,242	1,541	2,783	1,124	1,467	2,591	1,067	1,389	2,456	94.8	2,610
*Not Classified Undergraduates	495	820	1,315	396	688	1,084	453	665	1,118	103.1	1,172
Undergraduate Total	4,702	5,768	10,470	4,175	5,272	9,447	3,986	4,934	8,920	94.4	9,612
Graduate	388	733	1,121	548	1,071	1,619	715	1,133	1,848	114.1	1,529
*Grads with <= 34 Semester Hours Completed	8	8	16	3	9	12	4	6	10	83.3	13
*Grads > than 34 Semester Hours Completed	0	0	0	0	0	0	0	0	0	N/A	N/A
Professional	47	63	110	52	93	145	55	112	167	115.2	141
Doctorate	31	40	71	31	44	75	53	74	127	169.3	91
Graduate~ Total	474	844	1,318	634	1,217	1,851	827	1,325	2,152	116.3	1,774
University Total	5,176	6,612	11,788	4,809	6,489	11,298	4,813	6,259	11,072	98.0	11,386
YSU's Full-Time-Equivalent (FTE)			9,739			9,031			8,673	96.0	9,148

* These students have no immediate degree goal.

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

~ 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.

RESIDENCY AND STUDENT LOAD

	F a l l 2 0 2 0			F a l l 2 0 2 1			F a l l 2 0 2 2			% PREVIOUS YEAR	3-Year Average
	Full-Time*	Part-Time	TOTAL	Full-Time	Part-Time	TOTAL	Full-Time	Part-Time	TOTAL		
In State~	7,543	2,299	9,842	7,153	2,142	9,295	6,775	2,141	8,916	95.9	9,351
Out of State	1,788	158	1,946	1,810	193	2,003	1,951	205	2,156	107.6	2,035
Total	9,331	2,457	11,788	8,963	2,335	11,298	8,726	2,346	11,072	98.0	11,386
%	79.2	20.8	100	79.3	20.7	100	78.8	21.2	100		

*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.

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

YOUNGSTOWN STATE UNIVERSITY
PRELIMINARY ENROLLMENT SUMMARY
14TH DAY

Fall 2022

September 13, 2022

STUDENT ADMISSION STATUS

	F a l l 2 0 2 0			F a l l 2 0 2 1			F a l l 2 0 2 2			% PREVIOUS YEAR	3-Year Average
	Men	Women	TOTAL	Men	Women	TOTAL	Men	Women	TOTAL		
Undergraduate											
Continuing	3,133	3,656	6,789	2,851	3,407	6,258	2,637	3,081	5,718	91.4	6,255
First Time in College after HS Graduation ²	811	973	1,784	717	869	1,586	691	871	1,562	98.5	1,644
Former Transfer	14	24	38	12	33	45	10	28	38	84.4	40
High School (CCP + Early College)	491	813	1,304	388	679	1,067	446	649	1,095	102.6	1,155
New Transfer	169	213	382	137	205	342	127	189	316	92.4	347
Non-Matriculation	3	4	7	6	3	9	3	5	8	88.9	8
Readmitted (Former YSU)	64	68	132	62	69	131	69	100	169	129.0	144
Reinstated	16	15	31	0	1	1	0	0	0	N/A	11
Transient & Former Transient	1	2	3	2	6	8	3	9	12	150.0	8
Special	0	0	0	0	0	0	0	2	2	N/A	1
Total Undergraduates	4,702	5,768	10,470	4,175	5,272	9,447	3,986	4,934	8,920	94.4	9,612
Graduate											
Continuing	309	542	851	446	872	1,318	541	971	1,512	114.7	1,227
First Time Graduate**	154	272	426	172	319	491	249	292	541	110.2	486
Non-Matriculation Graduate	6	18	24	11	16	27	21	46	67	248.1	39
Readmitted (Former YSU-Grad)	3	9	12	3	4	7	15	13	28	400.0	16
Readmitted Non Matric-Grad	1	3	4	2	4	6	0	3	3	50.0	4
Readmitted (Former YSU)	1	0	1	0	2	2	1	0	1	50.0	1
Total Graduates	474	844	1,318	634	1,217	1,851	827	1,325	2,152	116.3	1,774
Grand Total	5,176	6,612	11,788	4,809	6,489	11,298	4,813	6,259	11,072	98.0	11,386

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.

**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.

SPECIAL POPULATIONS Headcount

	F a l l 2 0 2 0			F a l l 2 0 2 1			F a l l 2 0 2 2			% PREVIOUS YEAR	3-Year Average
	Men	Women	TOTAL	Men	Women	TOTAL	Men	Women	TOTAL		
Academic Online Partnerships	127	273	400	331	690	1,021	390	781	1,171	114.7	864
Youngstown Online Programs	23	29	52	3	2	5	1	1	2	40.0	20
College Credit Plus	408	652	1,060	303	500	803	376	506	882	109.8	915
Early College	83	161	244	85	179	264	70	143	213	80.7	240
First-Generation Undergraduates	1,855	2,664	4,519	1,788	2,641	4,429	1,758	2,502	4,260	96.2	4,403
Honors/Scholars	555	723	1,278	505	664	1,169	552	692	1,244	106.4	1,230
Study Abroad (Full Term)	0	0	0	0	0	0	2	4	6	N/A	2
Under 25 Years Old (excluding HS stdts)	3,814	4,505	8,319	3,542	4,308	7,850	3,414	4,089	7,503	95.6	7,891
25 Years of Age or Older	871	1,294	2,165	879	1,502	2,381	953	1,519	2,472	103.8	2,339

YOUNGSTOWN STATE UNIVERSITY
PRELIMINARY ENROLLMENT SUMMARY
14TH DAY

RACIAL/ETHNIC BACKGROUND

	F a l l 2 0 2 0			F a l l 2 0 2 1			F a l l 2 0 2 2			% PREVIOUS YEAR	3-Year Average
	Men	Women	TOTAL	Men	Women	TOTAL	Men	Women	TOTAL		
American Indian/Alaskan Native	3	14	17	4	11	15	6	9	15	100.0	16
Asian	70	87	157	69	87	156	77	96	173	110.9	162
Black/African American	386	641	1,027	343	598	941	318	578	896	95.2	955
Hawaiian/Pacific Islander	3	3	6	0	3	3	1	5	6	200.0	5
Hispanic/Latinx	198	326	524	220	295	515	207	290	497	96.5	512
Minorities	660	1,071	1,731	636	994	1,630	609	978	1,587	97.4	1,649
White	3,923	4,907	8,830	3,632	4,907	8,539	3,532	4,617	8,149	95.4	8,506
Multi-Racial	179	251	430	155	229	384	146	221	367	95.6	394
International	206	133	339	189	151	340	311	250	561	165.0	413
Unspecified	208	250	458	197	208	405	215	193	408	100.7	424
TOTAL	5,176	6,612	11,788	4,809	6,489	11,298	4,813	6,259	11,072	98.0	11,386

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 - Fall Terms

YEAR	Total Headcount	Y S U ' s F T E				FTE % OF HEADCOUNT
		Undergrad	Graduate	Total		
2014	12,551	9,499	+ 650	= 10,149	80.9	
2015	12,471	9,342	+ 692	= 10,034	80.5	
2016	12,756	9,640	+ 749	= 10,389	81.4	
2017	12,644	9,722	+ 710	= 10,432	82.5	
2018	12,696	9,901	+ 665	= 10,566	83.2	
2019	12,155	9,519	+ 666	= 10,185	83.8	
2020	11,788	8,975	+ 764	= 9,739	82.6	
2021	11,298	8,052	+ 979	= 9,031	79.9	
2022	11,072	7,568	+ 1,105	= 8,673	78.3	

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

SUBSIDY-MODEL FTE STATISTICS

F a l l 2 0 2 2

ODHE Full-Time Equivalent (FTE) is based on completed course credit hours divided by 30**

Beeghly College of Lib Arts, Soc Sci & Educ.	415.4	497.7	263.1	43.5	1219.7
Bitonte College of Health & Human Svc.	0.4	378.2	449.1	23.4	851.1
Cliffe College of Creative Arts	228.0	6.6	-	-	234.6
Science, Technology, Engineering & Math	-	46.2	1175.4	1.4	1223.0
Sokolov Honors College	5.8	14.7	-	-	20.5
Williamson College of Business Administration	180.3	546.3	12.5	-	739.1
Student Success	-	48.5	-	-	48.5
TOTAL	829.9	1538.2	1900.1	68.3	4336.5

Subsidy eligibility is based on the award of academic credit and is unable to be determined as of the publication of this document

** (ODHE) Ohio Department of Higher Education's Subsidy-Based Full-Time-Equivalent (FTE) = Student credit hours divided by 30 for institutions with semester academic calendars.

FTE BY STUDENT LEVEL

Student Revenue Category

Fall Term			
2020	2021	2022	
Instructional Fee, Undergraduate ¹	8,452.6	7,666.1	7,177.0
Instructional Fee, Graduate	626.2	815.4	907.3
Instructional Fee, Doctoral	138.2	163.3	197.8
Penguin Tuition Promise ¹ 2018-19	1,871.7	1,457.9	626.3
Penguin Tuition Promise ¹ 2019-20	2,044.0	1,642.9	1,245.7
Penguin Tuition Promise ¹ 2020-21	2,195.9	1,823.1	1,492.3
Penguin Tuition Promise ¹ 2021-22	N/A	1,887.1	1,704.4
Penguin Tuition Promise ¹ 2022-23	N/A	N/A	1,830.3
College Credit Plus (Total) ²	396.7	260.1	290.1
Youngstown Early College	124.9	125.1	100.8
AOP Undergraduate Nursing	39.8	42.4	40.9
AOP Graduate Education	76.3	121.4	137.7
AOP Graduate MBA	69.8	194.8	215.4
AOP Graduate Nursing	N/A	73.6	105.7
YAP Undergraduate Nursing	0.6	0.0	0.0
YAP Graduate Education	3.3	0.0	0.4
YAP Graduate MBA	15.8	1.8	0.4

Fall Term			
2020	2021	2022	
Instructional Fee, Undergraduate ¹	8,452.6	7,666.1	7,177.0
Instructional Fee, Graduate	626.2	815.4	907.3
Instructional Fee, Doctoral	138.2	163.3	197.8
Penguin Tuition Promise ¹ 2018-19	1,871.7	1,457.9	626.3
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Penguin Tuition Promise ¹ 2021-22	N/A	1,887.1	1,704.4
Penguin Tuition Promise ¹ 2022-23	N/A	N/A	1,830.3
College Credit Plus (Total) ²	396.7	260.1	290.1
Youngstown Early College	124.9	125.1	100.8
AOP Undergraduate Nursing	39.8	42.4	40.9
AOP Graduate Education	76.3	121.4	137.7
AOP Graduate MBA	69.8	194.8	215.4
AOP Graduate Nursing	N/A	73.6	105.7
YAP Undergraduate Nursing	0.6	0.0	0.0
YAP Graduate Education	3.3	0.0	0.4
YAP Graduate MBA	15.8	1.8	0.4

Surcharges

Fall Term			
2020	2021	2022	
Affordable Tuition Advantage ³ -Undergraduate	1,078.8	1,481.6	1,485.0
Affordable Tuition Advantage ³ -Graduate	37.8	99.9	163.0
Affordable Tuition Advantage ³ -Doctoral	8.1	21.5	23.9
Nonregional ⁴ -Undergraduate	529.1	N/A	N/A
Nonregional ⁴ -Graduate	52.7	N/A	N/A
Nonregional ⁴ -Doctoral	10.0	N/A	N/A
Distance Learning ⁵ -Undergraduate	3.0	2.7	3.7
Distance Learning ⁵ -Graduate	4.8	6.2	3.0
Non-Resident Graduate w/Undergrad degree Ohio	N/A	25.7	32.9
MFA or MPH Non Resident Graduate	2.2	2.4	2.0
AOP Non Resident-Undergraduate	8.6	8.7	8.8
AOP Non Resident-Graduate	22.4	80.7	91.9
YAP Non Resident-Graduate	3.0	0.4	0.4
Saudi Arabia Cultural Mission ⁶	37.3	22.2	11.5

Fall Term			
2020	2021	2022	
Affordable Tuition Advantage ³ -Undergraduate	1,078.8	1,481.6	1,485.0
Affordable Tuition Advantage ³ -Graduate	37.8	99.9	163.0
Affordable Tuition Advantage ³ -Doctoral	8.1	21.5	23.9
Nonregional ⁴ -Undergraduate	529.1	N/A	N/A
Nonregional ⁴ -Graduate	52.7	N/A	N/A
Nonregional ⁴ -Doctoral	10.0	N/A	N/A
Distance Learning ⁵ -Undergraduate	3.0	2.7	3.7
Distance Learning ⁵ -Graduate	4.8	6.2	3.0
Non-Resident Graduate w/Undergrad degree Ohio	N/A	25.7	32.9
MFA or MPH Non Resident Graduate	2.2	2.4	2.0
AOP Non Resident-Undergraduate	8.6	8.7	8.8
AOP Non Resident-Graduate	22.4	80.7	91.9
YAP Non Resident-Graduate	3.0	0.4	0.4
Saudi Arabia Cultural Mission ⁶	37.3	22.2	11.5

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

Self-Pay College Credit Plus²

Fall Term			
2020	2021	2022	
Self-Pay College Credit Plus ²	2.3	0.7	1.1

¹Penguin Tuition Promise students also pay Instructional and General Fees.

²College Credit Plus (Total) includes FTE for students whose tuition is paid by the state as well as FTE for specific course credit hours paid for by the student.

³Prior to Fall 2021, Affordable Tuition Advantage a surcharge paid by students who are not legal residents of Ohio. This area includes the counties of: Allegheny, Armstrong, Beaver, Butler, Clarion, Crawford, Erie, Fayette, Forest, Greene, Indiana, Jefferson, Lawrence, Mercer, Venango, Warren, Washington, Westmoreland, Pennsylvania; Chautaugua, New York; Brooke, Hancock, Marshall, and Ohio, West Virginia. Effective Fall 2021, the Affordable Tuition Advantage will be assessed on all non-Ohio resident students.

⁴Prior to Fall 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 Fall 2021, the Affordable Tuition Advantage will be assessed on all non-Ohio resident students.

⁵Distance Learning is a surcharge paid by students who are not legal residents of Ohio and who are enrolled in a Distance Learning program.

⁶Saudi Arabia Cultural Mission students receive a reduction per credit hour.

AOP - Academic Online Partnerships
 YAP - Youngstown Online Programs

**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 sunseting 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:
 - 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;
- 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;
 - 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:
 - the emergence of clearly identified areas of intentional research distinction with the scholarship of teaching as a distinction; and
 - 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:
 - 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 decision-making;
- 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
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